THE CORPORATION OF THE TOWNSHIP OF LARDER LAKE

BY-LAW NUMBER 2037-25

Being a By-law to adopt the 2025 Final Phase of the Asset Management Plan

WHEREAS the infrastructure for Jobs and Prosperity Act, 2015, and Section 3 of Ontario Regulation 588/17 requires a municipality to prepare a strategic Asset Management Policy;

AND WHEREAS the final compliance deadline of July 1, 2025, requires municipalities to adopt an asset management plan that includes;

- All municipal assets, including core and non-core infrastructure;
- Current levels of service and proposed levels of service;
- Lifecycle strategies, growth consideration, and risk management approaches;
- Financial strategies to support the achievement of proposed levels of service;

AND WHEREAS, Council has reviewed the 2025 Asset Management Plan, as presented, and deems it necessary and in the public interest to adopt the plan and authorize its implementation;

NOW THEREFORE, THE COUNCIL OF THE TOWNSHIP OF LARDER LAKE HEREBY ENACTS AS FOLLOWS:

1. That the 2025 Asset Management Plan, attached as Schedule "A" to this By-law, be hereby adopted to meet the July 1st, 2025 requirements of O.Reg. 588/17.

2. This By-Law shall come into force and take effect upon its passing.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 25TH DAY OF NOVEMBER, 2025.

Patricia Quinn, Mayor

Crystal Labbe, CAO/Clerk-Treasurer

Asset Management Plan

Township of Larder Lake

Draft Report – R1

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November 20, 2025

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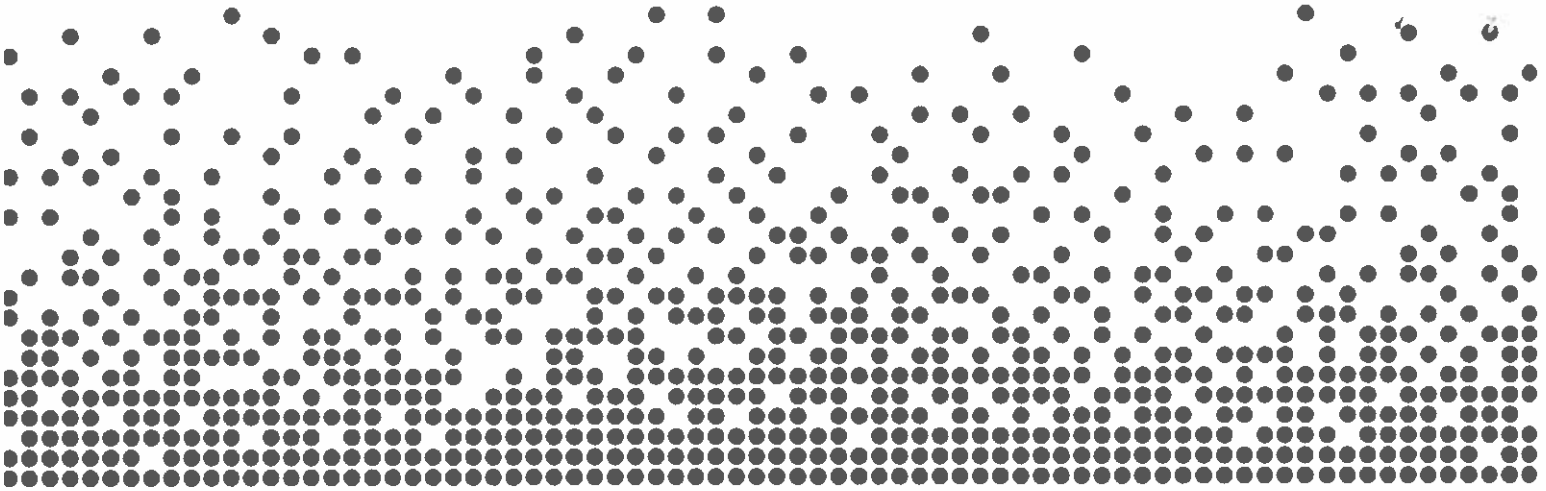


Report

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 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 Township of Larder Lake (Township) retained Watson & Associates Economists Ltd. (Watson) to develop a comprehensive asset management plan. The project has been completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of *Ontario Regulation 588/17: Asset Management Planning For Municipal Infrastructure* (O. Reg. 588/17) for the Township's core[1] infrastructure assets. This phase culminated in the Township's 2022 Asset Management Plan, which was adopted in July 2022. The second phase focused on complying with the July 1, 2024 requirements of O. Reg. 588/17 for the Township's non-core[2] assets. This phase culminated in the Township's 2024 Asset Management Plan, which was adopted in July 2024. The third and final phase of the project built upon the work completed through the first two phases, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the third phase and brings the Township into full compliance with the July 1, 2025 requirements of O. Reg. 588/17.

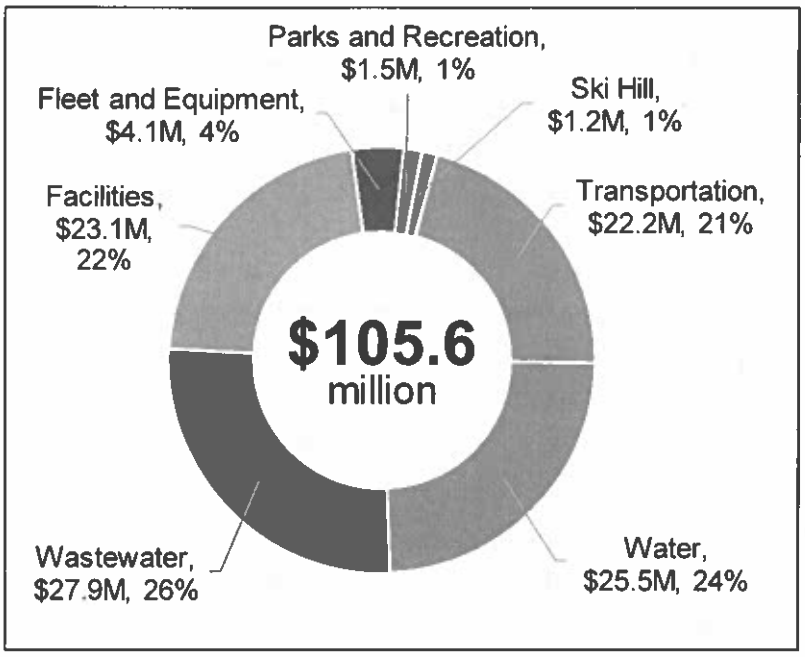
The estimated current replacement cost for the Township's infrastructure assets is $105.6 million. The largest asset categories, as measured by replacement cost valuation, are wastewater ($27.9 million, 26%), water ($25.5 million, 24%), facilities ($23.1 million, 22%), and transportation ($22.2 million, 21%). A full breakdown of replacement cost by asset category is provided in Table 1-1 and presented graphically in Figure 1-1.

[1]Core infrastructure assets are defined by O. Reg. 588/17 as being roads, bridges, culverts, and any asset that is utilized in the provision of water, wastewater, and stormwater services.
[2]Non-core infrastructure assets are any other assets owned and managed by a municipality that are not included within the definition of core infrastructure assets.

Table 1-1: Distribution of Replacement Cost by Asset Category

Asset Category	Replacement Cost (2025$)	Percentage of Total
Transportation	$22,240,000	21%
Water	$25,531,000	24%
Wastewater	$27,916,000	26%
Facilities	$23,099,000	22%
Fleet and Equipment	$4,117,000	4%
Parks and Recreation	$1,482,000	1%
Ski Hill	$1,227,000	1%
Total	**$105,612,000**	**100%**

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



1.2 Legislative Context for the Asset Management Plan

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

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did

not have comprehensive tracking of their capital assets, especially as it related to any changes that capital assets may have undergone throughout their lifecycles (i.e. betterments, disposals, etc.). Furthermore, this also meant that many municipalities had not yet established inventories of their capital assets, both in their accounting structures and financial statements. As a result of revisions to *Section 3150 – Tangible Capital Assets* of the *Public Sector Accounting Board* (PSAB) handbook, which came into effect for the 2009 fiscal year, municipalities were forced to change this long-standing practice and capitalize their tangible capital assets over the term of the asset's expected useful service life. In order to comply with this revision, municipalities needed to establish asset inventories, if none previously existed.

In 2012, the Province launched the Municipal Infrastructure Strategy, which required municipalities and local service boards seeking provincial funding to demonstrate how any proposed project fits within a broader 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 municipal asset management plans, the Province produced a document entitled *Building Together: Guide for Municipal Asset Management Plans*. This document outlined the information and analyses 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 levels of service, identify the lifecycle activities that will be undertaken to achieve those levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

1.3 Asset Management Plan Development

The development of this asset management plan was guided by asset management strategies identified through discussions with the Township's asset managers,

information gleaned through reviews of long-term planning documents and studies, service-level objectives and their impacts on the management of assets identified through engagements with staff, and detailed analyses of the Township's capital asset and financial data. The key steps in the development process of this asset management plan are summarized below:

1. Update underlying asset data such as quantities, ages, condition ratings, useful service life expectations, replacement cost valuations, lifecycle activity costing, etc.
2. Identify targets for the levels of service the Township proposes to provide to the public over the long term through workshops held with staff. As part of these workshops, changes to existing lifecycle management strategies to support each level of service scenario were identified. This step resulted in the development of 10-year forecasts of capital and significant operating expenditures to support each scenario.
3. Analyze the Township's financial data and develop a financial strategy model to identify the funding expected to be available to undertake the capital and significant operating expenditures for each scenario identified in the previous step. The financial strategy model was also utilized to determine the financial impact associated with each scenario (i.e., target level of sustainable capital funding, annual tax levy and tax rate increases to achieve target level of sustainable capital funding, debt requirements, impact on capital reserve and reserve fund balances, etc.).
4. Present the financial impacts associated with achieving and sustaining the proposed levels of service targets to staff. The feedback received from staff was critical in formalizing the proposed levels of service targets and further refining both the forecasts of upcoming lifecycle expenditures for each asset category as well as the financial strategy model.
5. Finalize the 10-year forecasts and financial strategy model based on feedback received.
6. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to the public.

Chapter 2
State of Local Infrastructure

2. State of Local Infrastructure

2.1 Transportation

2.1.1 State of Local Infrastructure

The Township owns and manages a variety of assets that enable the safe and efficient passage of vehicular and pedestrian traffic and contribute to the overall level of service provided by the Township. These assets comprise the Township's roads, as well as various road-related assets, including sidewalks and streetlights. The estimated current replacement cost of the Township's transportation assets is $22.2 million.

The Township's road network comprises road segments with three surface types: high-class bituminous (HCB), low-class bituminous (LCB), and gravel. The estimated current replacement cost of the Township's roadways is $21.9 million. HCB roads represent the largest share of replacement cost at $13.9 million (63%), followed by gravel at $6.7 million (31%), and LCB roads at $1.3 million (6%). The average age of the Township's roadways is 72.8 years.

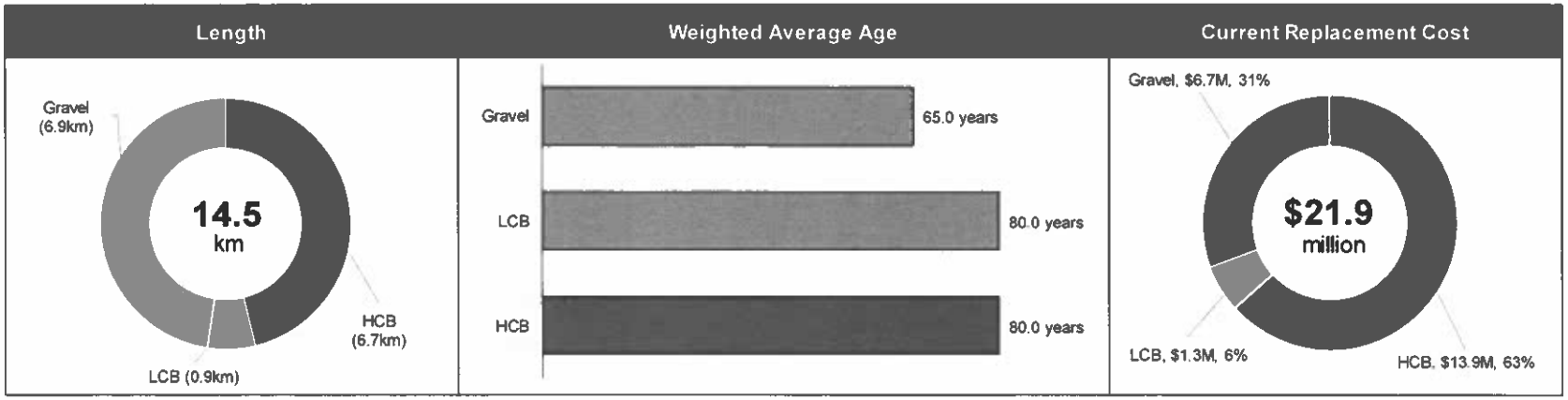
Table 2-1 summarizes the length, average age, and estimated current replacement cost of the Township's roadways by surface type. This information is presented graphically in Figure 2-1 and provided spatially in Map 2-1.

Table 2-1: Roads – Length, Average Age, and Replacement Cost by Surface Type

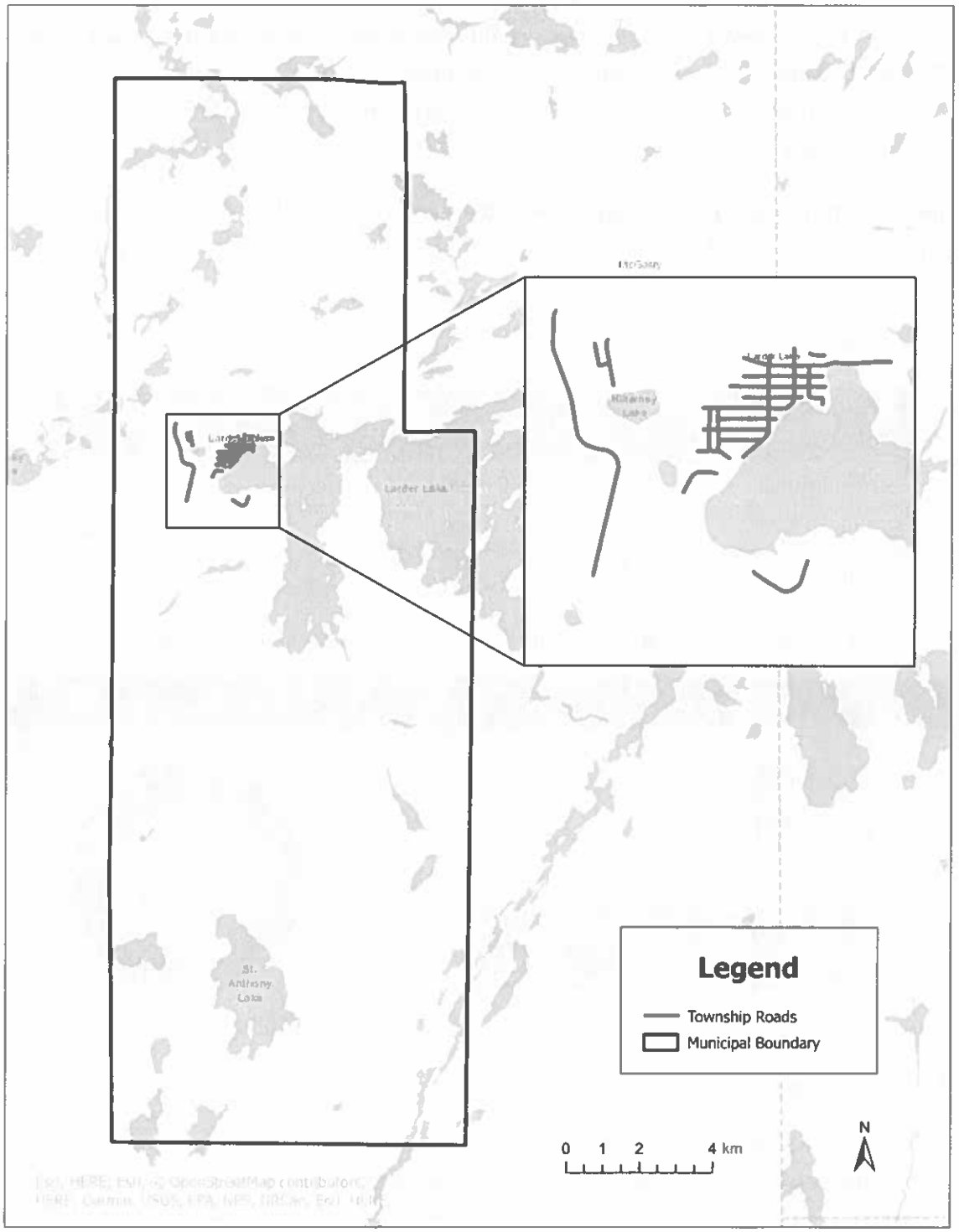
Surface Type	Length	Average Age[1]	Replacement Cost (2025$)
HCB	6.7 km	80.0 years	$13,871,000
LCB	0.9 km	80.0 years	$1,330,000
Gravel	6.9 km	65.0 years	$6,719,000
Total	**14.5 km**	**72.8 years**	**$21,920,000**

[1]Weighted average utilizing the area of individual road segments as weights.

Figure 2-1: Roads – Length, Area, Average Age, and Replacement Cost by Surface Type



Map 2-1: Road Network



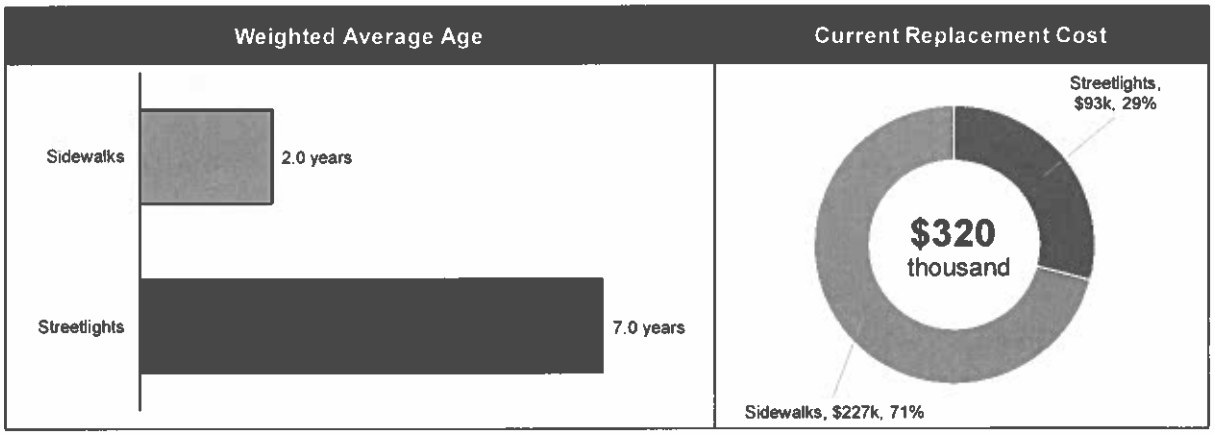
The Township also owns and manages various road-related assets, including sidewalks and streetlights, which play a critical role in supporting its broader transportation network. The estimated current replacement cost of the Township's road-related assets is $320,000. Sidewalks represent the largest share of replacement cost at $227,000 (71%), while streetlights represent $93,000 (29%). The average age of the Township's road-related assets is 3.5 years.

Table 2-2 summarizes the average age and estimated current replacement cost of the Township's road-related assets, and this information is presented graphically in Figure 2-2.

Table 2-2: Road-related Assets – Average Age and Replacement Cost

Asset Type	Average Age[1]	Replacement Cost (2025$)
Streetlights	7.0 years	$93,000
Sidewalks	2.0 years	$227,000
Total	**3.5 years**	**$320,000**

Figure 2-2: Road-related Assets – Average Age and Replacement Cost



2.1.2 Condition

The Township periodically completes condition assessments on its road network to evaluate the frequency and severity of various pavement distresses. As part of these assessments, Pavement Condition Index (PCI) ratings are calculated for each assessed

[1]Weighted average utilizing the replacement cost of assets as weights.

road segment by assigning weighted values to observed base-related distresses (e.g., rutting, fatigue cracking, etc.) and surface-related distresses (e.g., raveling, shoving, etc.). Thus, PCI ratings also provide an indication of the structural integrity of the road segment and an objective rationale for forecasting upcoming lifecycle requirements. To better communicate the condition of the Township's paved roads, PCI ratings have been segmented into qualitative condition states as summarized in Table 2-3.

Table 2-3: Roads – Definition of Qualitative Condition States

PCI Rating Range	Condition State	Description
85 < PCI ≤ 100	Excellent	Pavement is in excellent condition with very few or no visible distresses and provides a very smooth ride quality.
70 < PCI ≤ 85		Pavement exhibits minor signs of wear with presence of some visible distresses. Users can expect a smooth ride quality with infrequent road defects.
55 < PCI ≤ 70	Good	Pavement exhibits signs of moderate wear with presence of visible distresses affecting ride quality (e.g., cracking, alligatoring, etc.). Road segments in this condition may require some corrective maintenance and/or more extensive localized repairs.
40 < PCI ≤ 55	Fair	Pavement exhibits signs of significant wear and surface degradation with frequent visible distresses affecting ride quality. Nature and severity of distresses visible on road segments in this condition typically indicate some deterioration of structural integrity. Rehabilitation activities should be considered for road segments in this condition.
25 < PCI ≤ 40	Poor	Pavement exhibits signs of extensive wear indicating surface failure with frequent visible distresses that severely impact ride quality. Nature and severity of distresses visible on road segments in this condition typically indicate significant deterioration of structural integrity. Major rehabilitation activities and/or reconstruction should be considered for road segments in this condition.

PCI Rating Range	Condition State	Description
10 < PCI ≤ 25	Very Poor	Pavement exhibits signs of being near failure or has already failed. Nature and severity of distresses visible on road segments in this condition provide strong indication of structural failure. Full-depth reconstruction is typically required for road segments in this condition.
0 ≤ PCI ≤ 10	Failed	

The Township formally assessed the PCI ratings of its roads through a Road Needs Study completed in 2014. At the time of the study, all road segments within the Township were assessed to have PCI ratings under 50 and were recommended for major rehabilitation or reconstruction. Since that study was undertaken, the Township has completed two major road reconstruction projects. The first project, which was completed in 2019, involved the reconstruction of approximately 950 metres of road segments on Seventh Avenue, Eighth Avenue, Ninth Avenue, and Manitoba Street. For the purposes of this asset management plan, these road segments have been assigned PCI ratings of 85 to reflect the estimated degradation in condition these road segments would have experienced since their reconstruction in 2019. The second project, which was completed throughout 2023 and 2024, involved the reconstruction of approximately 1.4 kilometres of road segments on Fourth Avenue, Ninth Avenue, Commissioner Street, and Godfrey Street. These road segments have been assigned PCI ratings of 95 to reflect the minor degradation in condition that these segments would have experienced since their reconstruction. The PCI ratings of all other road segments are unchanged from those assigned during the 2014 Road Needs Study.

After accounting for adjustments to the 2014 PCI ratings of road segments as described above, the average PCI rating of the Township's HCB and LCB roads was calculated to be 48.7, corresponding to a 'Fair' condition state. The Township's HCB roads are estimated to have an average PCI rating of 51.3, which corresponds to a 'Fair' condition state. The Township's LCB roads are estimated to have an average PCI rating of 28.2, which corresponds to a 'Poor' condition state.

It is noted here that road segments not included in the two major reconstruction projects completed since the 2014 Road Needs Study would have experienced further deterioration, affecting their respective PCI ratings. It is recommended that the Township undertake an update of its 2014 Road Needs Study in the near future to identify road segments that may have degraded more rapidly relative to other segments.

This would allow the Township to more accurately represent the condition of its roadways in future iterations of this asset management plan.

The Township's 2014 Road Needs Study also estimated PCI ratings for its gravel road segments based on their observed physical state to provide a numeric representation of their condition. However, it should be noted that the Township's gravel road segments on Davey Lowe Road and Station Road, comprising approximately 71% of the gravel road network by surface area, were not assessed during the study. The remainder of the Township's gravel road segments were estimated to have an average PCI rating of 27.6, corresponding to a 'Poor' condition state.

It is noted that the condition of gravel roads can change rapidly and unpredictably due to factors such as weather conditions and recency of maintenance activities (e.g., re-grading, application of dust suppressant, spot applications of granular, etc.). Therefore, the current condition of the Township's gravel roads may be significantly different from what was observed during the 2014 Road Needs Study and is presented herein. It is recommended that the Township develop and implement a protocol to periodically reassess the condition of its gravel roads to more accurately represent their condition in future iterations of this asset management plan.

Table 2-4 summarizes the average PCI rating and associated condition states of the Township's roadways by surface type.

Table 2-4: Roads – Average PCI Ratings and Condition States by Surface Type

Surface Type	Average PCI Rating[1]	Condition State
HCB	51.3	Fair
LCB	28.2	Poor
Gravel	27.6	Poor
Total	**44.2**	**Fair**

The distribution (surface area) of the Township's roads by condition state and surface type is illustrated in Figure 2-3. Furthermore, the distribution (surface area) of the Township's paved roads (i.e., HCB and LCB roads) by PCI rating range is illustrated in Figure 2-4.

[1]Weighted average utilizing area of road segments as weights.

Figure 2-3: Roads – Distribution (surface area) of Roads by Condition State and Surface Type

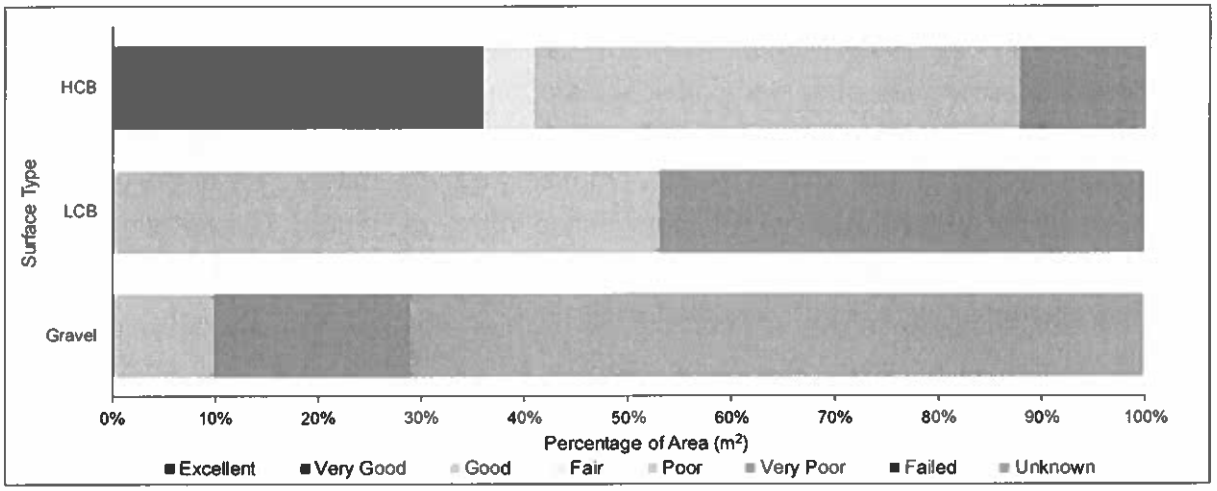
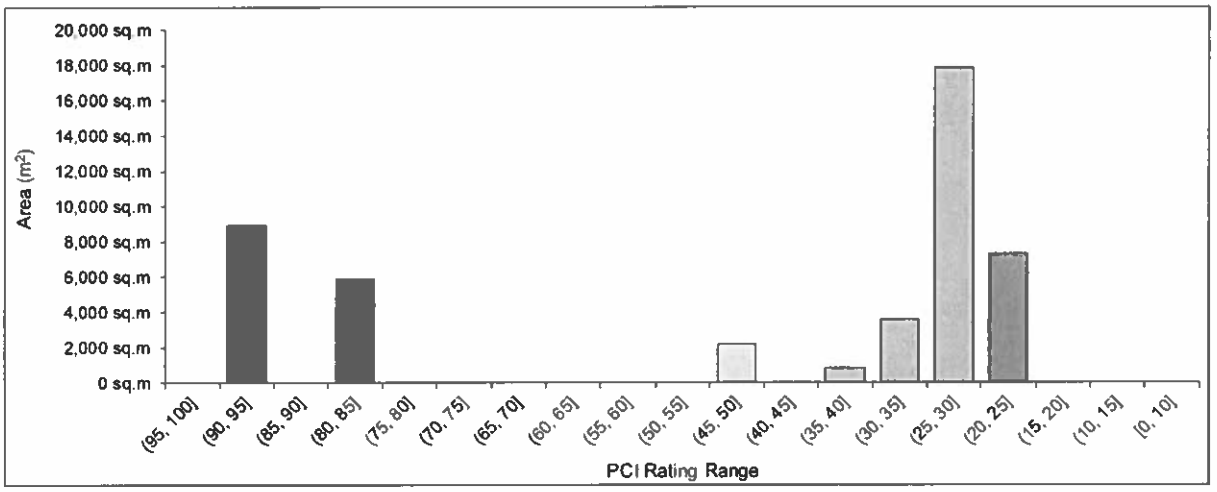


Figure 2-4: Paved Roads – Distribution (surface area) of Roads by PCI Rating Range



The condition of the Township's streetlights has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to streetlights assets based on age relative to useful service life (i.e., based on the percentage of useful service life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that none of the asset's life expectancy has been utilized. Conversely, an asset that has reached the end of its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if the asset 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 assets near or beyond their typical useful service life expectancy are likely to require replacement or rehabilitation in the near term, may exhibit reduced reliability, and may have increasing repair and maintenance costs.

To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized in Table 2-5. The scale is set to show that if assets are replaced at the end of their expected useful service life, they would be in a "Fair" condition state. For assets that remain in service beyond their useful service life (i.e., ULC% > 100%), the probability of failure is assumed to have increased to a point where these assets would be characterized as being in a "Poor" or "Very Poor" condition state.

Table 2-5: Definition of Condition States based on ULC% Ranges

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

The Township's streetlights have an average ULC% of 46.7%, indicating that they are in a 'Good' condition state on average.

Lastly, the Township has not formally assessed the physical condition of its sidewalks. Furthermore, an age-based condition analysis has not been conducted for sidewalks since age is typically a poor proxy for the condition of these assets. It is noted that sidewalks can be maintained in adequate condition for an extended period through the completion of necessary maintenance and repairs (e.g., grinding of trip edges, crack filling, etc.). Similar to gravel roads, it is recommended that the Township develop and implement a protocol to periodically assess the physical condition of its sidewalks to more accurately represent their condition in future iterations of this asset management plan.

2.2 Water

2.2.1 State of Local Infrastructure

The Township's water system provides potable water for residential and business consumption, as well as for the Township's own maintenance operations, recreational facilities, and firefighting operations. The water system serves primarily residential customers but also some light commercial and industrial customers within urban areas. It comprises 11.0 km of watermains and one water treatment plant. It is noted here that while the Township owns all water system assets and is responsible for funding their lifecycle requirements, the operation of the Township's water system is contracted to the Ontario Clean Water Agency (OCWA).

The estimated current replacement cost of the Township's water system is $25.5 million. Watermains represent the largest share of this replacement cost at $19.2 million (75%), while the water treatment plant represents $6.4 million (25%). The average age of the Township's water system assets is 64.3 years.

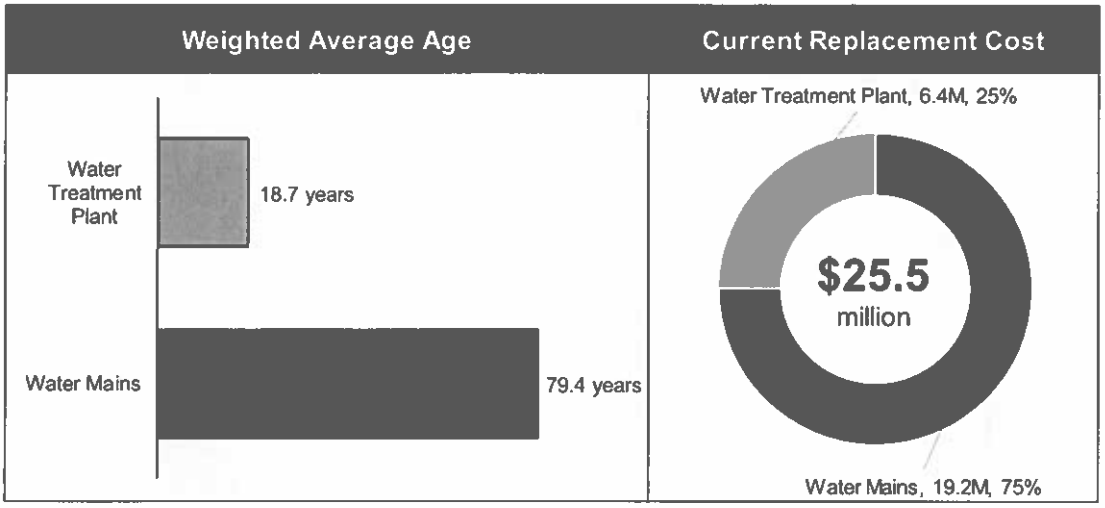
Table 2-6 summarizes the quantity, average age, and estimated current replacement cost of the Township's water assets and this information is presented graphically in Figure 2-5. Map 2-2 provides a spatial illustration of the water distribution network within the Township.

Table 2-6: Water Assets – Quantity, Average Age, and Replacement Cost

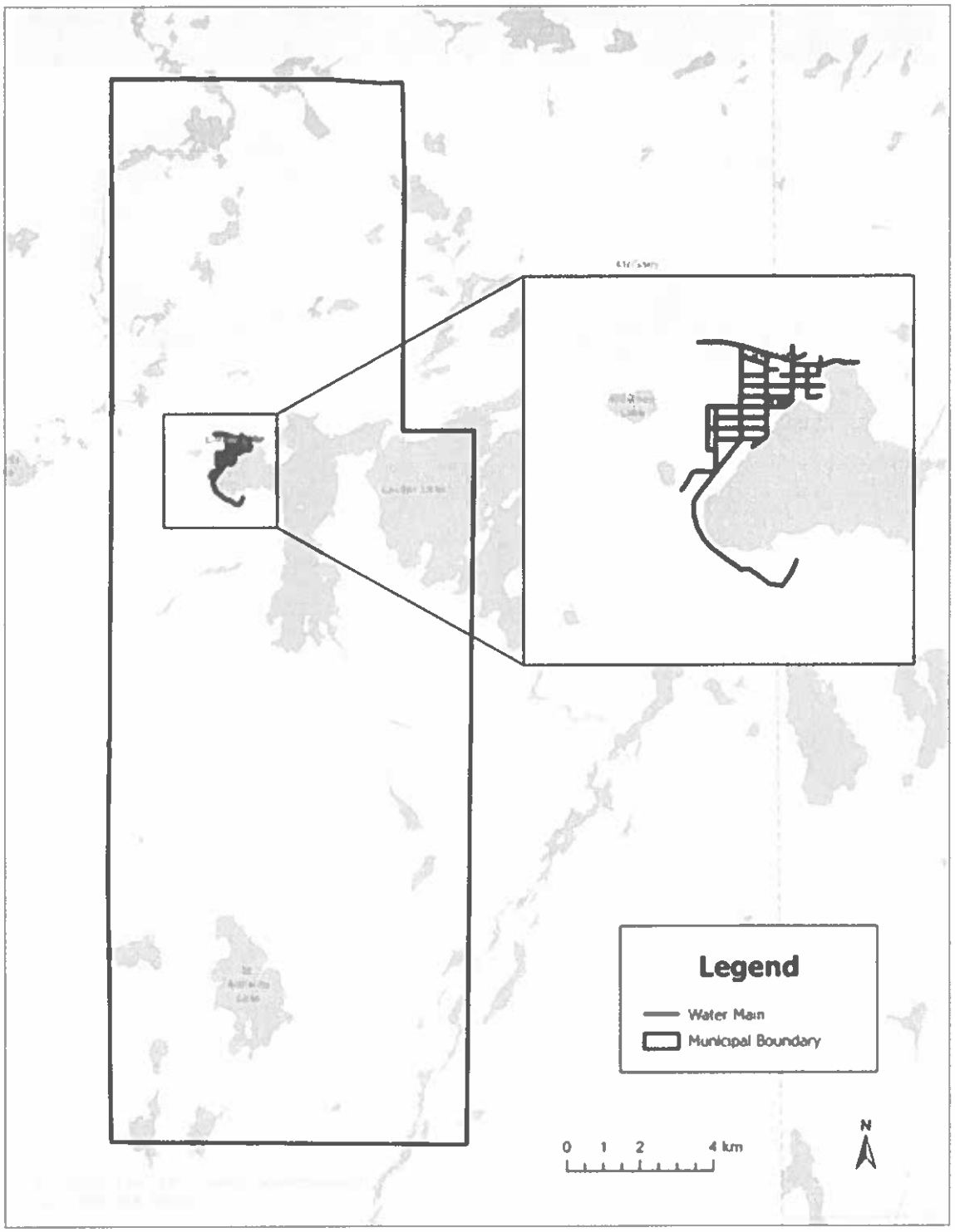
Asset Type	Quantity	Average Age[1]	Replacement Cost (2025$)
Watermains	11.0 km	79.4 years	$19,174,000[2]
Water Treatment Plant	1 facility	18.7 years[3]	$6,357,000
Total		**64.3 years[4]**	**$25,531,000**

[1]Weighted average utilizing the length of watermains and replacement cost of individual water treatment plant components as weights.
[2]The estimated current replacement cost of the Township's fire hydrants is included within the replacement cost of watermains presented in this subsection.
[3]Calculated based on the ages of individual water treatment plant components.
[4]Weighted average utilizing the replacement cost of asset types as weights.

Figure 2-5: Water Assets – Average Age and Replacement Cost



Map 2-2: Water Distribution Network



2.2.2 Condition

The condition of the Township's water system assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e., based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table 2-5. Please refer to section 2.1.2 for further details on this condition assessment methodology.

The average[1] ULC% of the Township's water system assets is 84%, indicating that these assets are in a 'Good' condition state on average. The Township's watermains have an average[2] ULC% of 99%, indicating that they are very close to the end of their expected useful lives and thus fall into the 'Fair' condition state on average. The Township's water treatment plant components have an average[3] ULC % of 39%, indicating that they are in a 'Very Good' condition state on average.

The distribution (replacement cost) of the Township's water system assets by condition state and asset type is illustrated in Figure 2-6. Furthermore, the distribution (length) of the Township's watermains by ULC% range is illustrated in Figure 2-7.

[1]Weighted average utilizing the replacement cost of asset types as weights.
[2]Weighted average utilizing the length of watermains as weights.
[3]Weighted average utilizing the replacement cost of water treatment plant components as weights.

Figure 2-6: Water Assets – Distribution (replacement cost) of Assets by Condition State and Asset Type

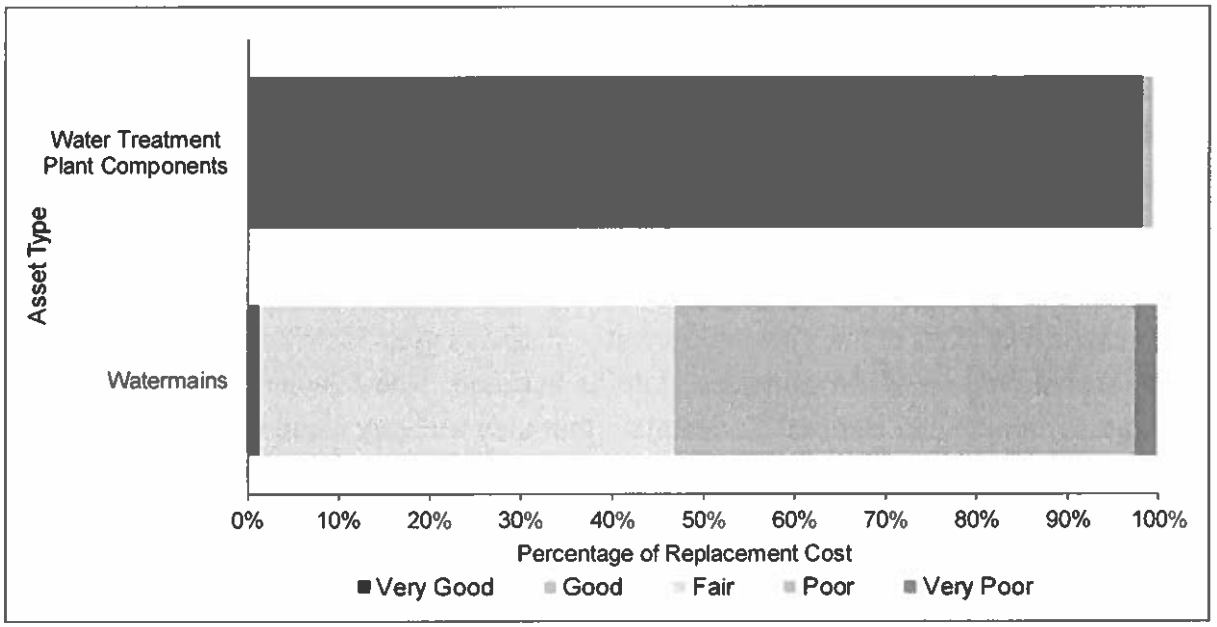
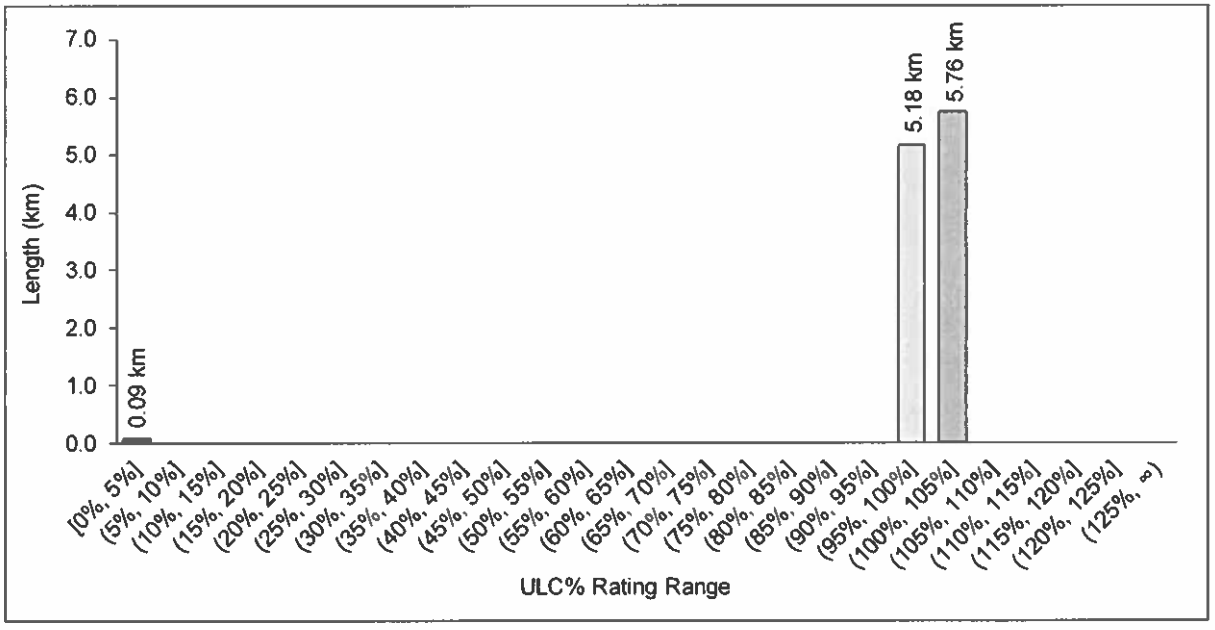


Figure 2-7: Watermains – Distribution (length) of Assets by ULC% Range



2.3 Wastewater

2.3.1 State of Local Infrastructure

Similar to its water system, the Township's wastewater system serves primarily residential customers but also some light commercial and industrial customers within urban areas. It comprises 10.3 km of wastewater mains (including two force mains), a sewage exfiltration lagoon consisting of two identical interconnected cells, and one primary sewage pumping station. It is noted that while the Township owns all wastewater system assets and is responsible for funding their lifecycle requirements, the operation of the system is contracted to the Ontario Clean Water Agency (OCWA), which is consistent with the operational approach for the Township's water system.

The estimated current replacement cost of the Township's wastewater treatment and collection system is $27.9 million. Wastewater mains represent the largest share of this replacement cost at $17.9 million (64%) while wastewater treatment assets represent $10.0 million (36%). The average age of the Township's wastewater system assets is 44.3 years.

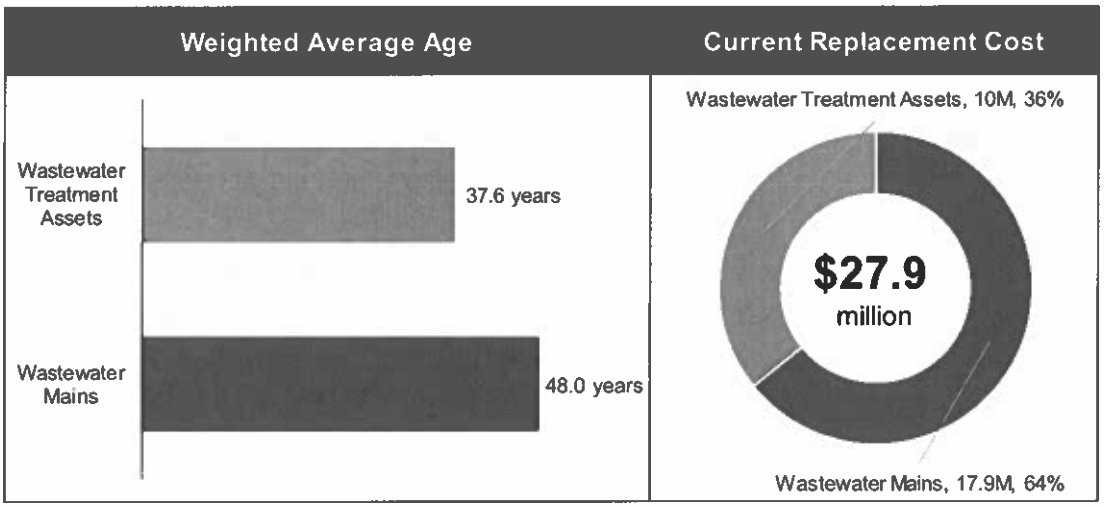
Table 2-7 summarizes the average age and estimated current replacement cost of the Township's wastewater collection and treatment system assets and this information is presented graphically in Figure 2-8. Map 2-3 provides a spatial illustration of the wastewater collection network within the Township.

Table 2-7: Wastewater Assets – Average Age and Replacement Cost

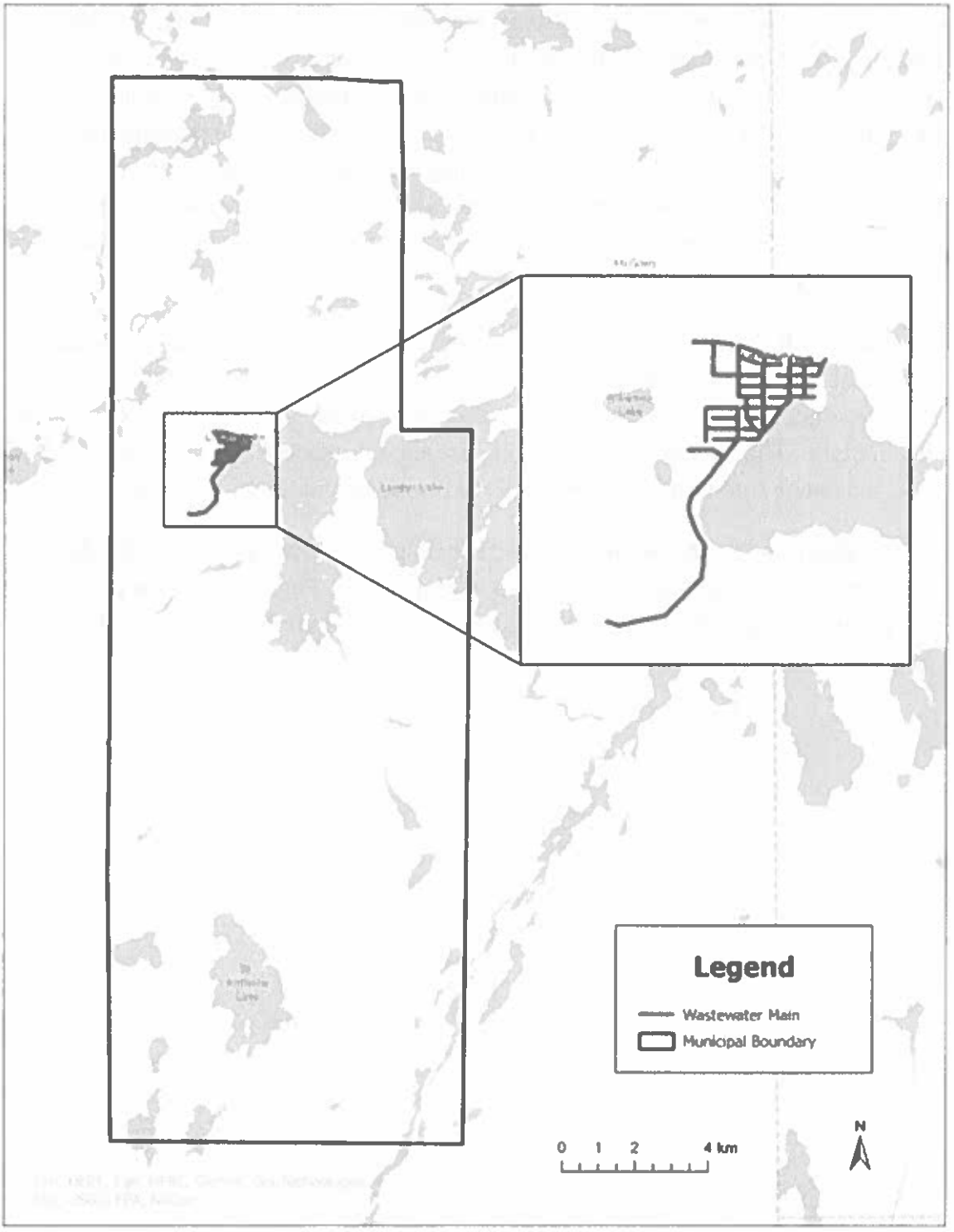
Asset Type	Average Age[1]	Replacement Cost (2025$)
Wastewater Mains	48.0 years	$17,912,000
Wastewater Treatment Assets	37.6 years	$10,004,000
Total	**44.3 years[2]**	**$27,916,000**

[1]Weighted average utilizing the length of wastewater mains and replacement cost of wastewater treatment assets as weights.
[2]Weighted average utilizing the replacement cost of asset types as weights.

Figure 2-8: Wastewater Assets – Average Age and Replacement Cost



Map 2-3: Wastewater Collection Network



2.3.2 Condition

The condition of the Township's wastewater system assets has not been directly assessed through physical condition assessments. Similar to water system assets, for the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table 2-5. Please refer to section 2.1.2 for further details on this condition assessment methodology.

The average[1] ULC% of the Township's wastewater system assets is 64%, indicating that these assets are in a 'Good' condition state on average. The Township's wastewater mains have an average[2] ULC% of 60%, indicating that they are in a 'Good' condition state. The Township's wastewater treatment assets have an average[3] ULC% of 70%, indicating that they are also in a 'Good' condition state on average.

The distribution (replacement cost) of the Township's wastewater system assets by condition state and asset type is illustrated in Figure 2-9. Furthermore, the distribution (length) of the Township's wastewater mains by ULC% range is illustrated in Figure 2-10.

[1]Weighted average utilizing the replacement cost of asset types as weights.
[2]Weighted average utilizing the length of wastewater mains as weights.
[3]Weighted average utilizing the replacement cost of wastewater treatment assets as weights.

Figure 2-9: Wastewater Assets – Distribution (replacement cost) of Assets by Condition State and Asset Type

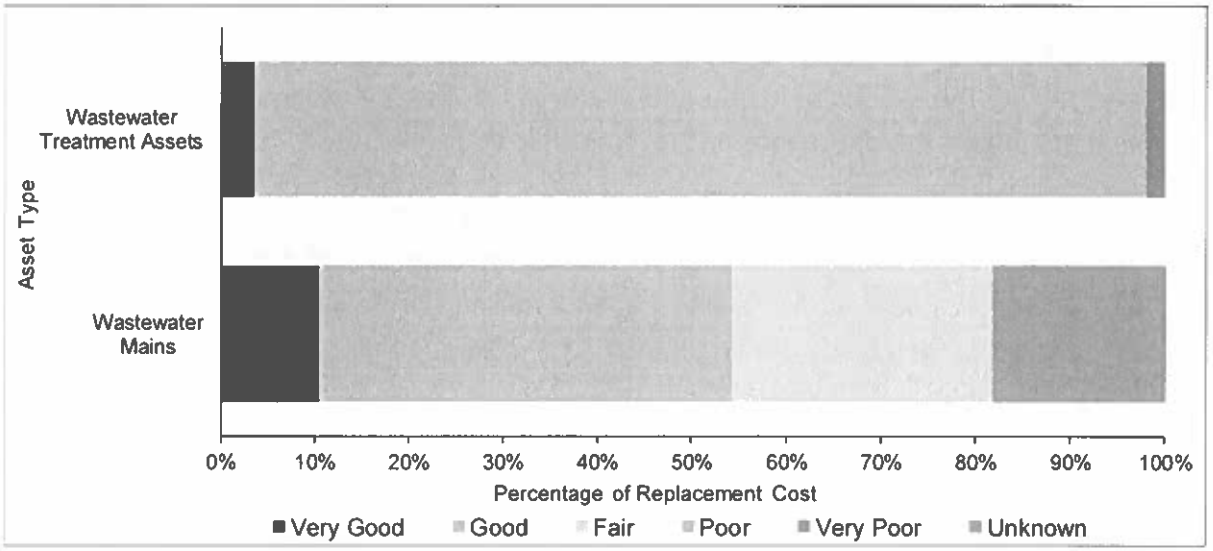
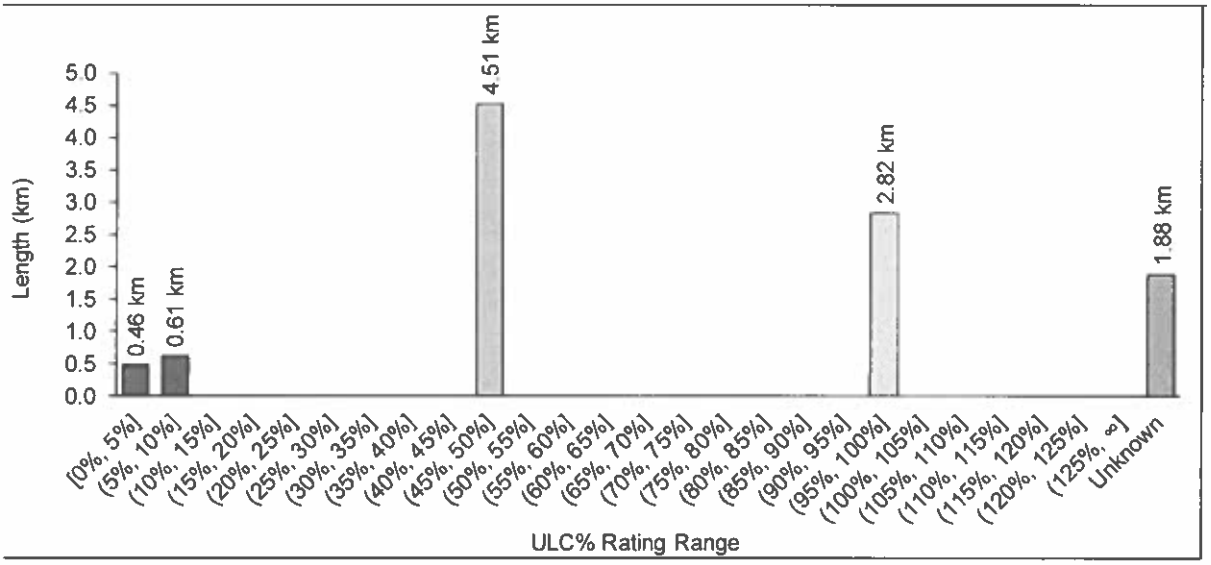


Figure 2-10: Wastewater Mains – Distribution (length) of Assets by ULC% Range



2.4 Facilities

2.4.1 State of Local Infrastructure

The Township owns and manages 14 facilities (excluding water and wastewater facilities) that support the delivery of various municipal services. These facilities include

administrative facilities (municipal office and medical centre), public works facilities (e.g., public works garage, fuel shed, etc.), recreation facilities (e.g., recreation complex, tourism centre, raven fish shack, etc.), and the fire hall. It is noted that the Township also owns a ski chalet which is excluded from the analyses presented in this section. The analysis for the ski chalet is presented later in Section 2.7 alongside the other assets that support the operations of the Township's ski hill.

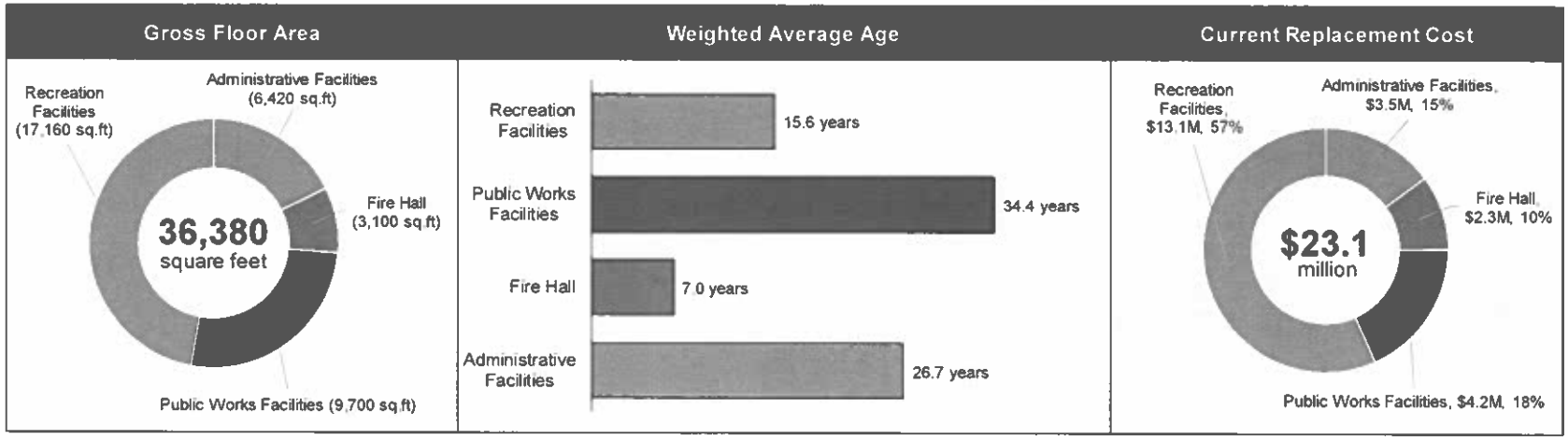
The estimated current replacement cost of Township's facilities is $23.1 million. Recreation facilities represent the largest share of replacement cost at $13.1 million (57%), followed by public works facilities at $4.2 million (18%), administrative facilities at $3.5 million (15%), and lastly, the fire hall at $2.3 million (10%). The average age of the Township's facilities is 21.9 years.

Table 2-8 summarizes the quantity, gross floor area, average age, and estimated current replacement cost of the Township's facilities by facility type. This information is presented graphically in Figure 2-11.

Table 2-8: Facilities – Quantity, Gross Floor Area, Average Age and Replacement Cost

Facility Type	Quantity	Gross Floor Area	Average Age[1]	Replacement Cost (2025$)
Administrative Facilities	2	6,420 ft²	26.7 years	$3,462,000
Fire Hall	1	3,100 ft²	7.0 years	$2,295,000
Public Works Facilities	4	9,700 ft²	34.4 years	$4,245,000
Recreation Facilities	7	17,160 ft²	15.6 years	$13,097,000
Total	**14**	**36,380 ft²**	**21.9 years**	**$23,099,000**

Figure 2-11: Facilities – Gross Floor Area, Average Age and Replacement Cost



[1]Weighted average utilizing the gross floor area of individual facilities as weights.

2.4.2 Condition

The Township assessed the condition of its facilities in 2024 by conducting internal assessments of the physical condition of individual facility components. As part of these assessments, staff assigned a condition rating to facility components following a visual inspection. The ratings of individual facility components were subsequently used to calculate an overall condition rating for each facility.

To better communicate the overall condition of facilities, condition ratings for each facility were converted into qualitative condition states as summarized in Table 2-9. The scale is set to show that if the majority of facility components have been observed to be functioning adequately, the facility would be deemed to be in either "Very Good" or "Good" condition state. As the observed performance of facility components deteriorates over time, the overall condition state of the facility would also deteriorate to a point where it would be deemed to be in "Critical" condition.

Table 2-9: Facilities – Definition of Qualitative Condition States

Condition Rating Range	Description of Observed Physical Condition	Condition State
4.8 ≤ Rating ≤ 5.0	Component observed to have little to no performance degradation and no physical defects.	Very Good
4.0 ≤ Rating ≤ 4.7	Component observed to have slight performance degradation and/or some minor physical defects affecting intended functionality.	Good
3.0 ≤ Rating ≤ 3.9	Component observed to have moderate performance degradation and/or presence of more significant physical defects affecting intended functionality.	Fair
2.0 ≤ Rating ≤ 2.9	Component observed to have significant performance deterioration and is in need of repair or replacement to continue meeting its functional requirements.	Poor
1.0 ≤ Rating ≤ 1.9	Component observed to be incapable of performing as originally intended and requires significant rehabilitation or replacement.	Very Poor

The average[1] condition rating of the Township's facilities was assessed to be 4.7, indicating that the Township's facilities are in a 'Good' condition state on average. Table 2-10 summarizes the average condition rating and associated condition states of Township facilities by facility type.

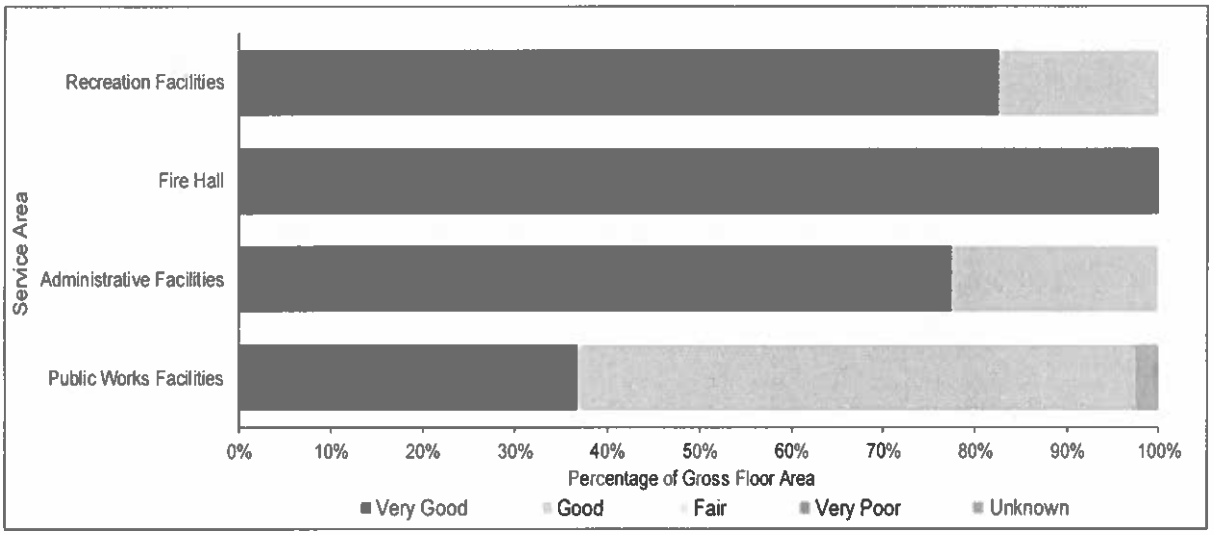
[1]Weighted average utilizing the gross floor area of individual facilities as weights.

Table 2-10: Facilities – Condition Ratings and Associated Condition States by Facility Type

Facility Type	Condition Rating[1]	Condition State
Administrative Facilities	4.9	Very Good
Fire Hall	5.0	Very Good
Public Works Facilities	4.4	Good
Recreation Facilities	4.8	Very Good
Average	**4.7**	**Good**

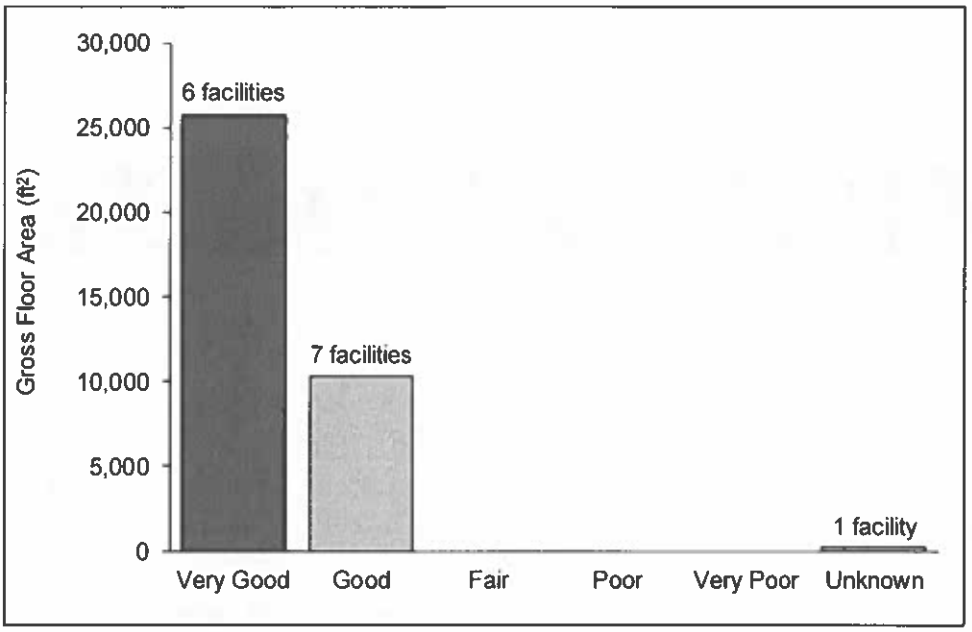
The distribution (gross floor area) of the Township's facilities by condition state and facility type is illustrated in Figure 2-12 and by condition rating range is illustrated in Figure 2-13.

Figure 2-12: Facilities – Distribution (gross floor area) by Condition State and Facility Type



[1]Weighted average utilizing the gross floor area of individual facilities as weights.

Figure 2-13: Facilities – Distribution (gross floor area) of Assets by Condition State



2.5 Fleet and Equipment

2.5.1 State of Local Infrastructure

The Township owns and manages a number of fleet and equipment assets that support the provision of various services it provides to the public. The inventory primarily comprises assets utilized by Fire Services and Public Works, alongside a smaller number of assets utilized for general administrative purposes, such as furniture and information technology hardware.

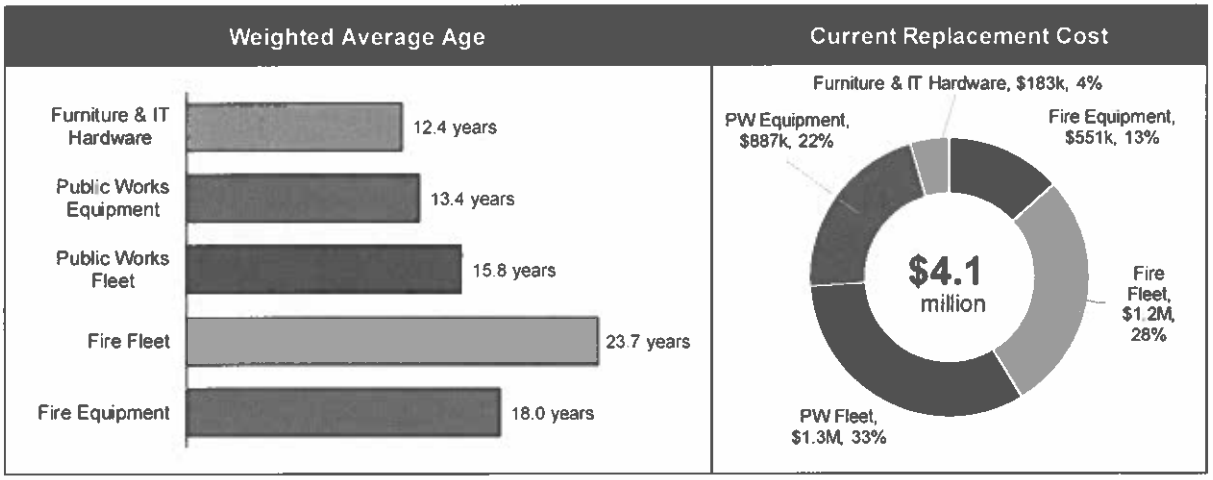
The estimated current replacement cost of the Township's fleet and equipment assets is $4.2 million. Fleet assets utilized by Public Works represent the largest share of total replacement cost at $1.3 million (33%), followed by fleet assets utilized by Fire Services at $1.2 million (28%), equipment utilized by Public Works at $887,000 (22%), equipment utilized by Fire Services at $551,000 (13%), and lastly, furniture and IT hardware at $183,000 (4%). The average age of the Township's fleet and equipment assets is 17.6 years.

Table 2-11 summarizes the average age and estimated current replacement cost of the Township's fleet and equipment assets by asset type, and this information is presented graphically in Figure 2-14.

Table 2-11: Fleet and Equipment – Average Age and Replacement Cost

Asset Type	Average Age[1]	Replacement Cost (2025$)
Fire Equipment	18.0 years	$551,000
Fire Fleet	23.7 years	$1,152,000
Public Works Fleet	15.8 years	$1,344,000
Public Works Equipment	13.4 years	$887,000
Furniture & IT Hardware	12.4 years	$183,000
Total	**17.6 years**	**$4,117,000**

Figure 2-14: Fleet and Equipment – Average Age and Replacement Cost



2.5.2 *Condition*

The condition of the Township's fleet and equipment assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings

[1]Weighted average utilizing the replacement cost of assets as weights.

have been segmented into qualitative condition states as summarized earlier in Table 2-5. Please refer to section 2.1.2 for further details on this condition assessment methodology.

The average ULC% of the Township's fleet and equipment assets is 104%, indicating that the majority of assets are currently in-service beyond their useful life expectancies and are expected to be in a 'Poor' condition state on average. Table 2-12 summarizes the average ULC% and associated condition states of the Township's fleet and equipment assets by asset type.

Table 2-12: Fleet and Equipment – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC%[1]	Condition State
Fire Equipment	146%	Very Poor
Fire Fleet	133%	Very Poor
Public Works Fleet	82%	Good
Public Works Equipment	79%	Good
Furniture & IT Hardware	69%	Good
Total	**104%**	**Poor**

The distribution (replacement cost) of the Township's fleet and equipment assets by condition state and asset type is illustrated in Figure 2-15 and by ULC% range is illustrated in Figure 2-16.

[1]Weighted average utilizing the replacement cost of assets as weights.

Figure 2-15: Fleet and Equipment – Distribution (replacement cost) of Assets by Condition State and Asset Type

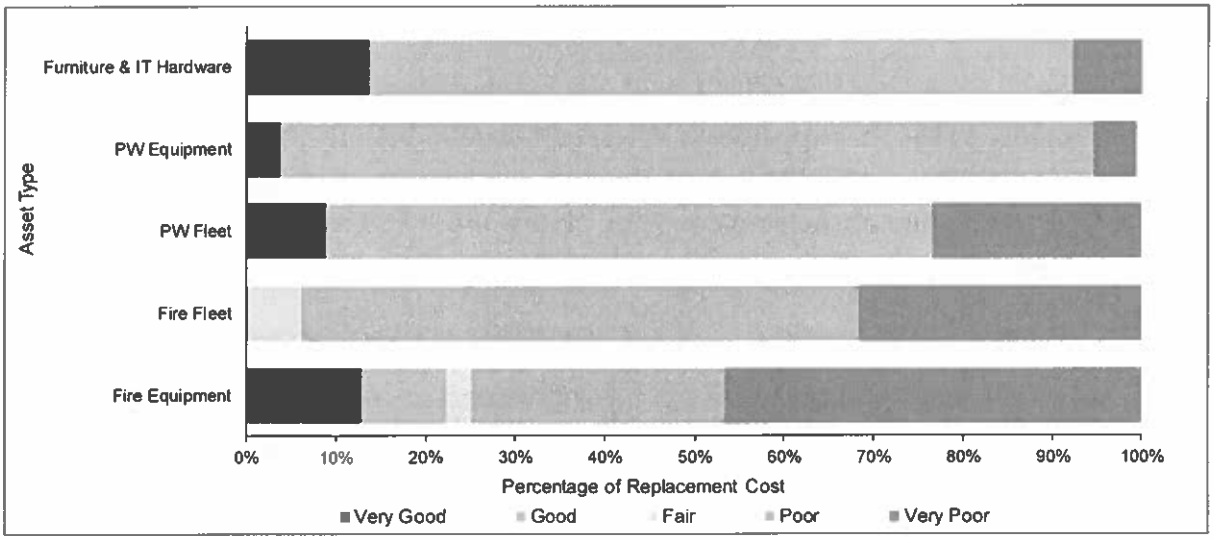
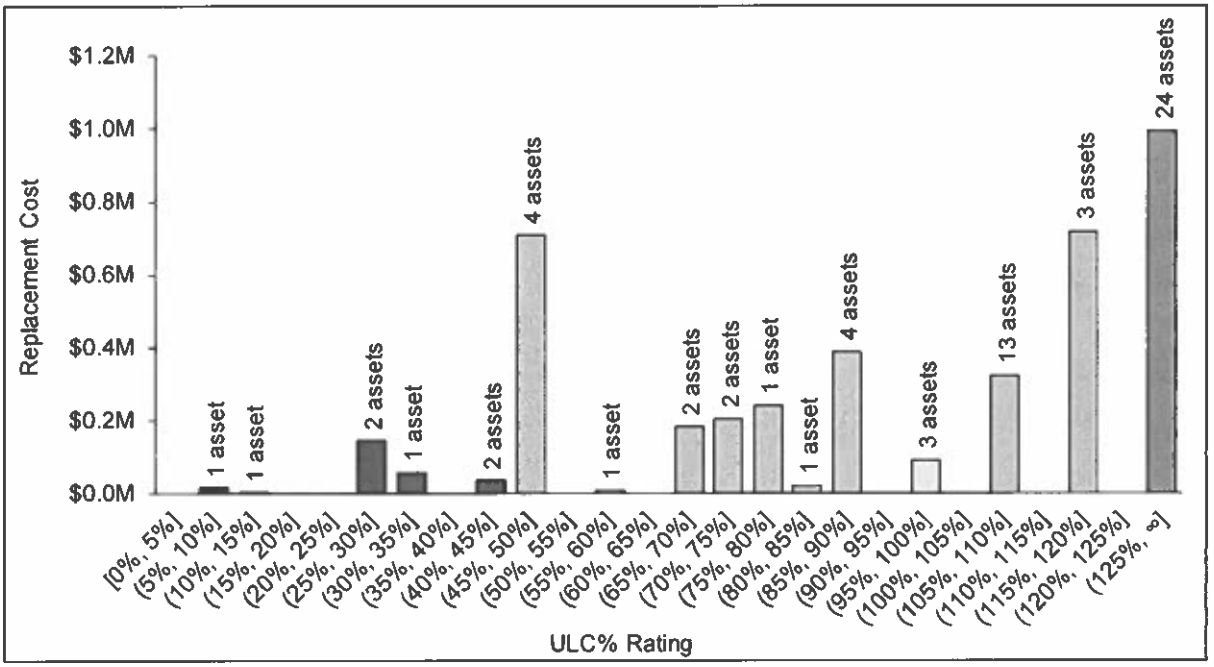


Figure 2-16: Fleet and Equipment – Distribution (replacement cost) of Assets by ULC% Range



2.6 Parks and Recreation

2.6.1 State of Local Infrastructure

The Township owns and manages a number of parks and recreation assets comprising play structures and park amenities, built infrastructure emplaced at sports fields, and various assets that support the operations of the Municipal Marina. It is noted that assets utilized to support the operations of the Township's ski hill are excluded from the analyses presented in this section. The analysis for these assets is presented later in Section 2.7.

The estimated current replacement cost of the Township's parks and recreation assets is $1.5 million. Play structures and park amenities represent the largest share of total replacement cost at $859,000 (58%), followed by assets associated with the Municipal Marina at $440,000 (30%), and lastly, built infrastructure emplaced at sports fields at $183,000 (12%). The average age of the Township's parks and recreation assets is 12.0 years.

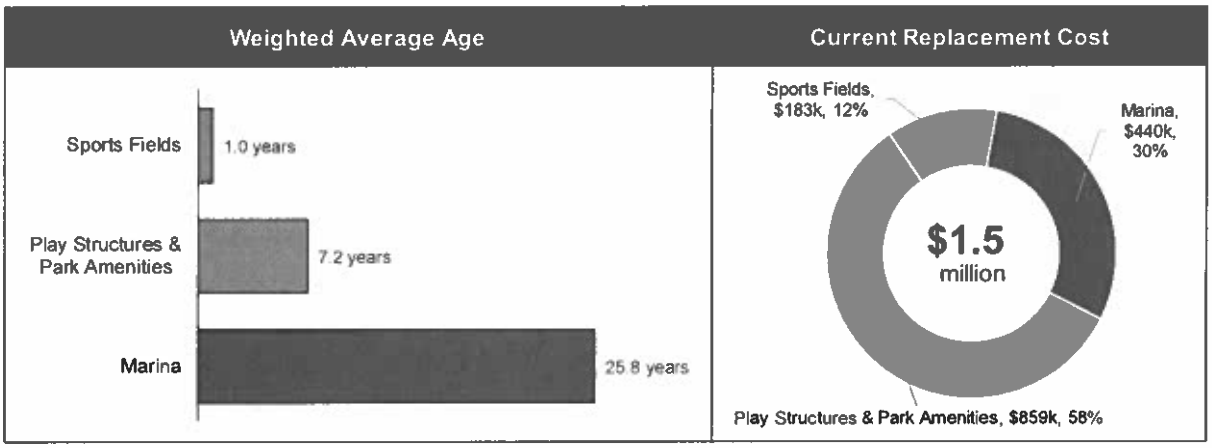
Table 2-13 summarizes the average age and estimated current replacement cost of the Township's parks and recreation assets and this information is presented graphically in Figure 2-17.

Table 2-13: Parks and Recreation – Average Age and Replacement Cost by Asset Type

Asset Type	Average Age[1]	Replacement Cost (2025$)
Municipal Marina Assets	25.8 years	$440,000
Play Structures & Park Amenities	7.2 years	$859,000
Sports Fields	1.0 years	$183,000
Total	**12.0 years**	**$1,482,000**

[1]Weighted average utilizing the replacement cost of assets as weights.

Figure 2-17: Parks and Recreation – Average Age and Replacement Cost by Asset Type



2.6.2 Condition

The condition of the Township's parks and recreation assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table 2-5. Please refer to section 2.1.2 for further details on this condition assessment methodology.

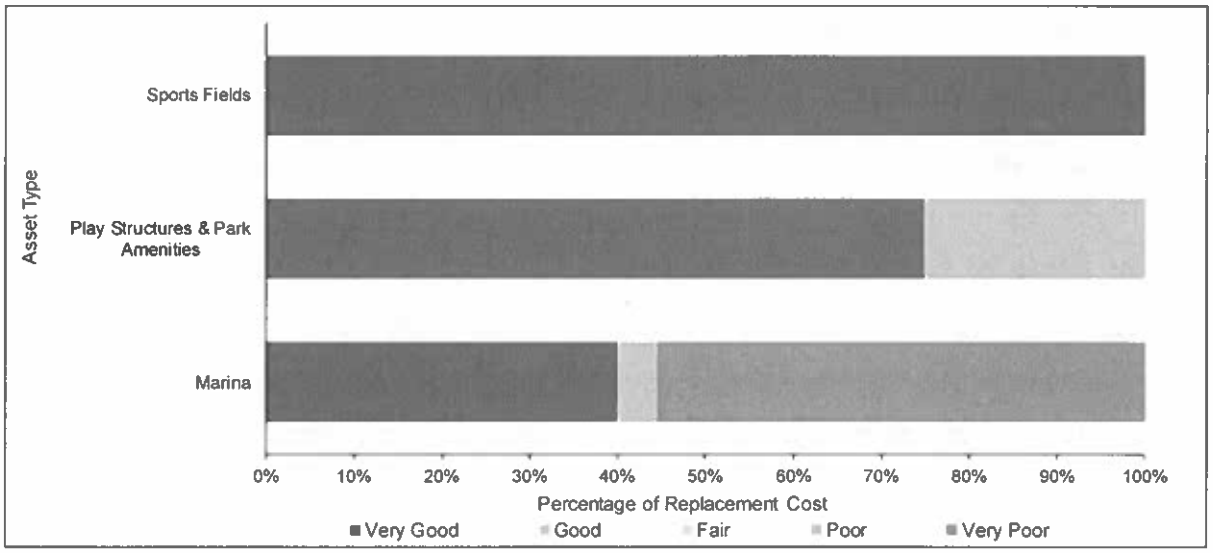
The average ULC% of the Township's parks and recreation assets is 67%, indicating that, on average, these assets are currently in a 'Good' condition state. Table 2-12 summarizes the average ULC% and associated condition states of the Township's parks and recreation assets by asset type.

Table 2-14: Parks and Recreation – Average ULC% Ratings by Asset Type

Asset Type	Average ULC% [1]	Condition State
Municipal Marina Assets	129%	Very Poor
Play Structures & Park Amenities	48%	Good
Sports Fields	5%	
Total	**67%**	**Good**

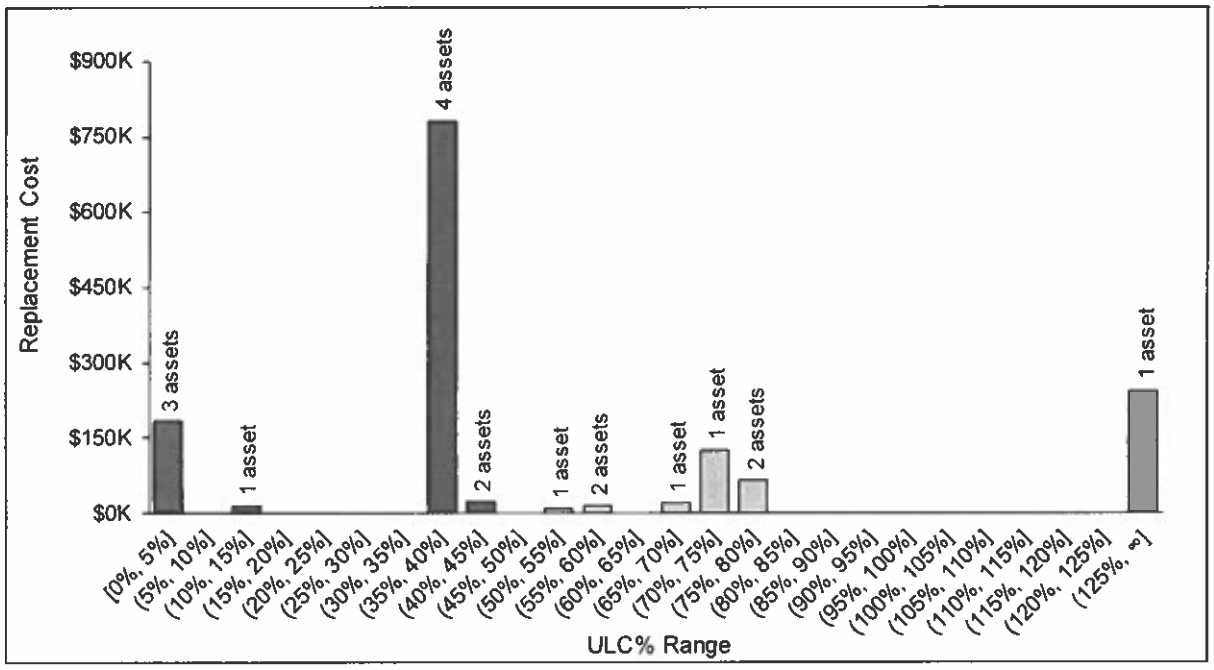
The distribution (replacement cost) of the Township's parks and recreation assets by condition state and asset type is illustrated in Figure 2-18 and by ULC% range is illustrated in Figure 2-19.

Figure 2-18: Parks and Recreation – Distribution (replacement cost) of Assets by Condition State and Asset Type



[1] Weighted average utilizing the replacement cost of asset types as weights.

Figure 2-19: Parks and Recreation – Distribution (replacement cost) of Assets by ULC% Range



2.7 Ski Hill

2.7.1 State of Local Infrastructure

The Township owns and manages a number of assets that support the operations of its ski hill. These assets comprise a ski chalet, two snowmobiles, and various other pieces of equipment, including floodlights, T-bars, ski poles, and hydro equipment.

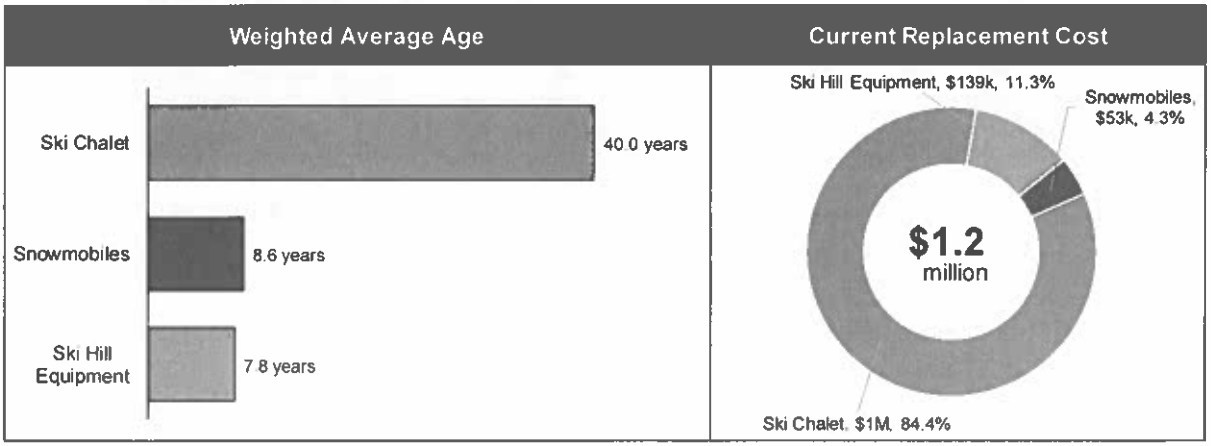
The estimated current replacement cost of assets associated with the Township's ski hill is $1.2 million. The ski chalet represents the largest share of replacement cost at $1.0 million (84%), followed by the various equipment assets at $139,000 (11%) and the two snowmobiles at $53,000 (4%). The average age of the Township's ski hill assets is 35.0 years.

Table 2-15 summarizes the average age and estimated current replacement cost of the Township's ski hill assets and this information is presented graphically in Figure 2-20.

Table 2-15: Ski Hill – Average Age and Replacement Cost by Asset Type

Asset Type	Average Age[1]	Replacement Cost (2025$)
Ski Hill Equipment	7.8 years	$139,000
Snowmobiles	8.6 years	$53,000
Ski Chalet	40.0 years	$1,035,000
Total	**35.0 years**	**$1,227,000**

Figure 2-20: Ski Hill – Average Age and Replacement Cost by Asset Type



2.7.2 Condition

As noted earlier in section 2.4.2, the Township completed internal assessments of the condition of individual facility components in 2024. Based on those assessments, the Township's ski chalet was assessed to have a condition rating of 4.5, indicating that, on average, its components are currently in a 'Good' condition state.

The condition of the remainder of the Township's ski hill assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table

[1] Weighted average utilizing the replacement cost of asset types as weights.

2-5. Please refer to section 2.1.2 for further details on this condition assessment methodology.

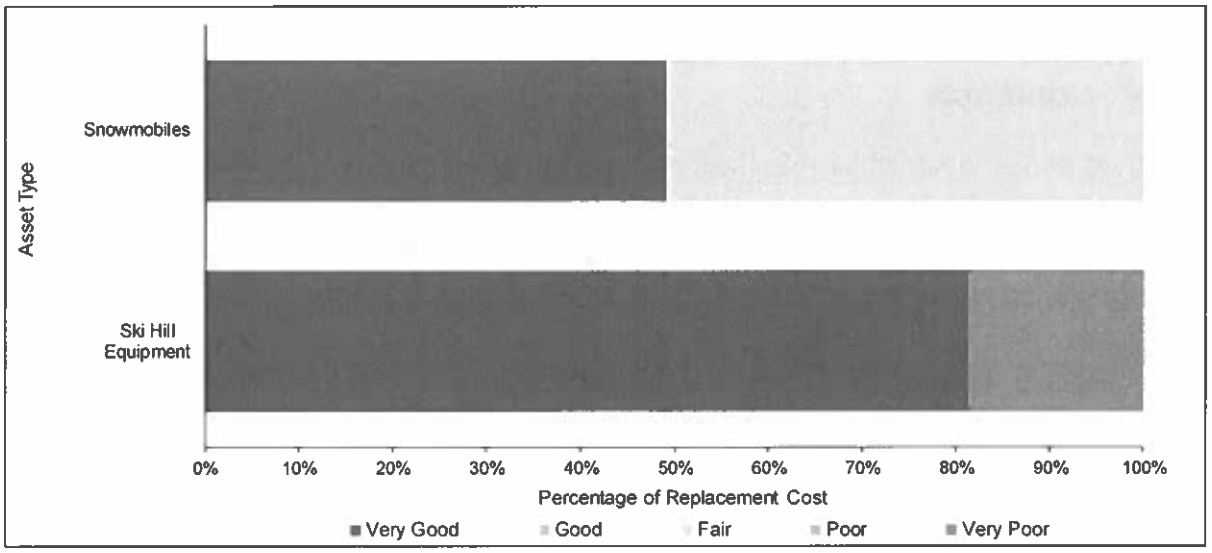
The average ULC% of the remainder of the Township's ski hill assets is 48%, indicating that, on average, these assets are also in a 'Good' condition state. Table 2-16 summarizes the average ULC% rating and associated condition states of these assets by asset type.

Table 2-16: Ski Hill Equipment and Snowmobiles – Average ULC% Ratings by Asset Type

Asset Type	Average ULC% [1]	Condition State
Ski Hill Equipment	44%	
Snowmobiles	58%	Good
Total	**48%**	**Good**

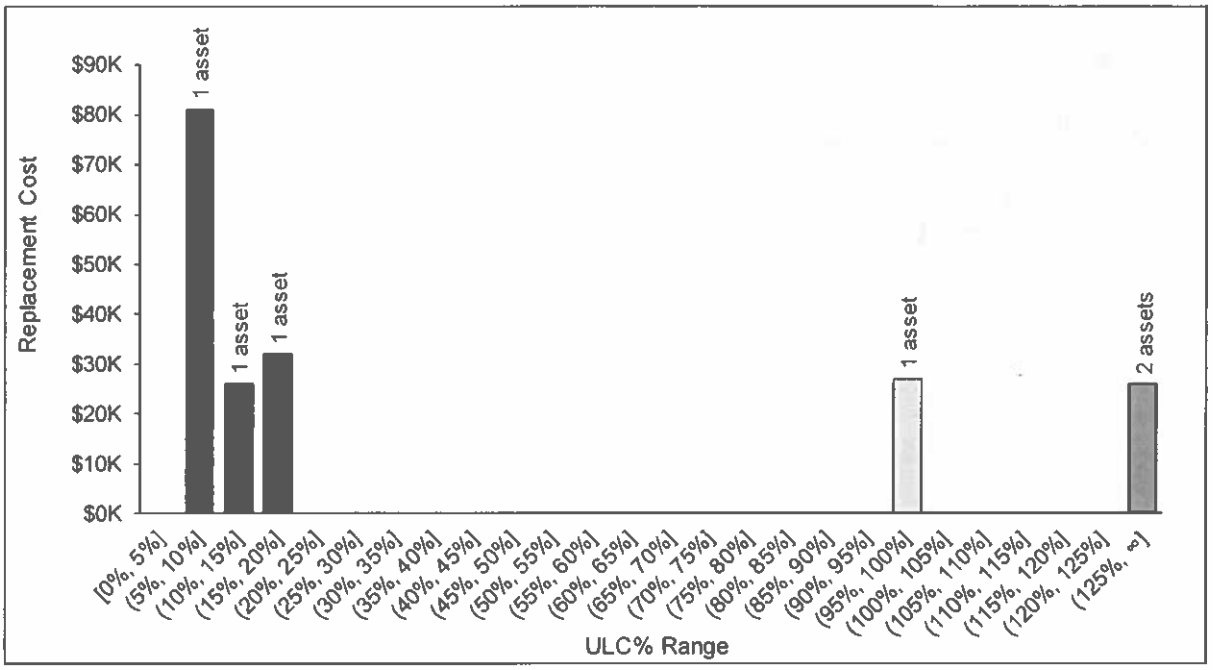
The distribution (replacement cost) of these assets by condition state and asset type is illustrated in Figure 2-21 and by ULC% range is illustrated in Figure 2-22.

Figure 2-21: Ski Hill – Distribution (replacement cost) of Assets by Condition State and Asset Type



[1]Weighted average utilizing the replacement cost of assets as weights.

Figure 2-22: Ski Hill – Distribution (replacement cost) of Assets by ULC% Range



Chapter 3
Levels of Service

3. Levels of Service

3.1 Introduction

Levels of service measure how effectively assets support municipal services by meeting functional and user requirements. Assets are best viewed as inputs in the delivery of municipal services and means to achieving service delivery objectives.

The Township's levels of service are organized by service area (instead of asset category) to better reflect how municipal services are ultimately delivered. Municipal services rely on an integrated network of assets from multiple asset categories working together to achieve service delivery outcomes. This service-area based structure improves alignment between this asset management plan and the Township's strategic planning and budgeting processes, ultimately enhancing the effectiveness of this plan in guiding informed decision-making and communicating service delivery objectives.

Table 3-1 summarizes the various asset types (presented earlier in Chapter 2) that are associated with each service area and ultimately contribute to each area's service delivery outcomes.

Table 3-1: Composition of Service Areas by Asset Category

Service Area	Included Asset Types
Transportation Services	• Roads • Streetlights • Sidewalks • Public Works Facilities • Public Works Fleet • Public Works Equipment
Recreation Services	• Municipal Marina Assets • Play Structures and Park Amenities • Sports Fields • Recreation Facilities
Fire Services	• Fire Fleet • Fire Equipment • Fire Hall
Ski Hill	• Ski Hill Equipment • Snowmobiles

Service Area	Included Asset Types
	• Ski Chalet
General Government	• Administrative Facilities • Furniture & IT Hardware
Water Treatment and Distribution	• Watermains • Water Treatment Plant
Wastewater Treatment and Collection	• Wastewater Mains • Wastewater Treatment Assets (i.e., sewage exfiltration lagoon and primary pumping station)

The levels of service currently provided by the Township's infrastructure assets are, in part, a result of the state of local infrastructure presented in Chapter 2. The levels of service frameworks, presented in subsequent sections of this chapter for each service area, identify both the levels of service that assets are currently providing as well as the proposed levels of service (i.e., target performance) that the Township is striving towards.

The Township's levels of service frameworks are organized in tables which are structured as follows:

- The Service Attribute column indicates the high-level attribute being addressed;
- The Community Levels of Service column explains the Township's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column describes the performance measure(s) connected to the identified service attribute;
- The Current Performance column identifies the current level of service with respect to each performance measure based on the best available data; and
- The Target Performance column identifies the proposed level of service with respect to each performance measure.

3.2 Transportation Services

This section provides an overview of the Township's level of service framework for Transportation Services. Table 3-2 summarizes the community levels of service and Table 3-3 summarizes the technical levels of service.

Table 3-2: Transportation Services – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Township's transportation assets enable the movement of people and goods within the Township and provide connectivity to provincial roads. The Township's transportation assets are used by pedestrians, cyclists, passenger, commercial, and emergency vehicles.
	The geographical distribution of the Township's road network is illustrated in Map 2-1.
Quality	The Township strives to maintain its road surfaces, sidewalks, and streetlights at a level that provides an adequate travel experience to road users.
	The Township strives to maintain its Public Works facilities in adequate condition to continue effectively supporting the provision of Transportation Services.
	To aid in interpreting condition states of Transportation Services assets, sections 2.1.2 and 2.4.2 provide descriptions of how each condition state may affect their use.
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its Public Works fleet and equipment assets.
Capacity	The Township strives to align the capacity of its Public Works facilities with the service demands of its community.

Table 3-3: Transportation Services – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	0 km/km²	0 km/km²
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Township.	0.006 km/km²	0.006 km/km²

Service Attribute	Performance Measure	2025 Performance	Target Performance
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Township.	0.116 km/km²	0.116 km/km²
	Percentage of bridges in the Township with loading or dimensional restrictions.	Not Applicable	Not Applicable
Quality	For paved roads in the municipality, the average pavement condition index value.	48.7	Maximize
	For unpaved roads in the Township, the average surface condition.	Poor	Maximize
	For bridges in the Township, the average bridge condition index value.	Not Applicable	Not Applicable
	Percentage (by length) of the paved roads in a 'Fair' or better condition state.	36%	Maximize
	Percentage (by length) of sidewalks in a 'Fair' or better condition state.	Not available	Maximize
	Percentage (by replacement cost) of streetlights in a 'Fair' or better condition state.	100%	Maximize
	Percentage (by gross floor area) of Public Works facilities in a 'Fair' or better condition state.	98%	Maximize
Reliability	Percentage of Public Works fleet and equipment assets (by replacement cost) in "Fair" or better condition.	76%	Maximize
Capacity	Gross floor area (square footage) of Public Works facilities per kilometre of roads.	672 ft²	672 ft²

3.3 Recreation Services

This section provides an overview of the Township's level of service framework for Recreation Services. Table 3-4 summarizes the community levels of service and Table 3-5 summarizes the technical levels of service.

Table 3-4: Recreation Services – Community Levels of Service

Service Attribute	Community Levels of Service
Quality	The Township strives to maintain its Recreation Services assets in adequate condition to continue providing a satisfactory user experience.
Capacity	The Township strives to align the capacity of its Recreation facilities with the service demands of its community.

Table 3-5: Recreation Services – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Quality	Percentage (by replacement cost) of municipal marina assets in 'Fair' or better condition.	45%	Maximize
	Percentage (by replacement cost) of sports fields in 'Fair' or better condition.	100%	Maximize
	Percentage (by replacement cost) of play structures and park amenities in 'Fair' or better condition.	100%	Maximize
	Percentage (by gross floor area) of Recreation Facilities in a 'Fair' or better condition state.	100%	Maximize
Capacity	Gross floor area (square footage) of recreation facilities per 100 residents.	2,303 ft^2[1]	2,303 ft^2

3.4 Fire Services

This section provides an overview of the Township's level of service framework for Fire Services. Table 3-6 summarizes the community levels of service and Table 3-7 summarizes the technical levels of service.

[1]Calculated utilizing population estimates from the 2021 Statistics Canada census.

Table 3-6: Fire Services – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its Fire Services fleet and equipment assets.
Capacity	The Township strives to align the capacity of its fire halls with the service demands of its community.
Quality	The Township strives to maintain its fire halls in adequate condition to continue effectively supporting the provision of Fire Services.

Table 3-7: Fire Services – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of fire fleet assets in 'Fair' or better condition state.	6%	Maximize
	Percentage (by replacement cost) of fire equipment assets in 'Fair' or better condition state.	25%	Maximize
Capacity	Gross floor area (square footage) of fire facilities per 100 residents.	416 ft^2[1]	416 ft^2
Quality	Percentage (by gross floor area) of fire halls in a 'Fair' or better condition state.	100%	Maximize

3.5 Ski Hill

This section provides an overview of the Township's level of service framework its Ski Hill. Table 3-8 summarizes the community levels of service and Table 3-9 summarizes the technical levels of service.

[1]Calculated utilizing population estimates from the 2021 Statistics Canada census.

Table 3-8: Ski Hill – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its ski hill equipment and snowmobiles.
Capacity	The Township strives to align the capacity of its ski hill facilities with the service demands of its community.
Quality	The Township strives to maintain its ski chalet in adequate condition to continue providing a satisfactory user experience.

Table 3-9: Ski Hill – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of ski hill equipment in 'Fair' or better condition.	81%	Maximize
	Percentage (by replacement cost) of snowmobiles in 'Fair' or better condition.	100%	Maximize
Capacity	Gross floor area (square footage) of ski hill facilities per 100 residents.	207 ft^2[1]	207 ft^2
Quality	Condition rating (and condition state) of the ski chalet.	4.5 (Good)	Rating ≥ 3.0 (≥ Fair)

3.6 General Government

This section provides an overview of the Township's level of service framework for General Government services. Table 3-10 summarizes the community levels of service and Table 3-11 summarizes the technical levels of service.

[1]Calculated utilizing population figures from the 2021 Statistics Canada census.

Table 3-10: General Government – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Township strives to maintain its General Government assets in adequate condition to continue functioning as originally intended.
Capacity	The Township strives to align the capacity of its administrative facilities with the service demands of its community.
Quality	The Township strives to maintain its administrative facilities in adequate condition to continue effectively supporting the provision of general municipal services.

Table 3-11: General Government – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of IT hardware assets in 'Fair' or better condition.	64%	Maximize
Capacity	Gross floor area (square footage) of administrative offices per 100 residents[1].	668 ft^2[2]	668 ft^2
Quality	Percentage (by gross floor area) of Administrative facilities in a 'Fair' or better condition state.	100%	Maximize

3.7 Water Treatment and Distribution

This section provides an overview of the Township's level of service framework for Water Treatment and Distribution. Table 3-12 summarizes the community levels of service and Table 3-13 summarizes the technical levels of service.

[1]The gross floor area of the medical centre is excluded from the calculation of this performance measure.

[2]Calculated utilizing population estimates from the 2021 Statistics Canada Census.

Table 3-12: Water Treatment and Distribution – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Township's water system provides potable water for residential and business consumption, as well as the Township's maintenance operations and recreational facilities. The geographical distribution of the Township's water distribution network is presented in Map 2-2.
Reliability	The Township manages its water distribution system with the goal of reliably delivering clean drinking water while also minimizing service interruptions and occurrences of adverse water quality events. Boil water advisories can be triggered by adverse water quality reports from routine water testing or from ad hoc tests done after events, such as watermain breaks, that may have allowed contaminants into the system. Service interruptions can be caused by routine municipal work, including watermain replacements, water distribution system repairs, and service connection repairs, and maintenance of water system facilities.

Table 3-13: Water Treatment and Distribution – Technical Levels of Service

Service Attribute	Performance Measure	2021 Performance	Target Performance
Scope	Percentage of properties connected to the municipal water system.	30%	30%
	Percentage of private dwellings connected to the municipal water system.	86%	86%
	Percentage of properties where fire flow is available.	30%	30%
Reliability	The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system.	3 connection days / connection	0 connection days / connection
	The number of connection-days per year lost due to water main breaks compared to the total number of properties connected to the municipal water system.	0 connection days / connection	0 connection days / connection

Service Attribute	Performance Measure	2021 Performance	Target Performance
	Percentage (by replacement cost) of water treatment plant components in a 'Fair' or better condition state.	99.5%	Maximize

3.8 Wastewater Treatment and Collection

This section provides an overview of the Township's level of service framework for Wastewater Treatment and Collection. Table 3-14 summarizes the community levels of service and Table 3-15 summarizes the technical levels of service.

Table 3-14: Wastewater – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Township's wastewater treatment and collection services the urban area of Larder Lake, including residences and business. The geographical distribution of the Township's wastewater collection network is presented in Map 2-3.
Reliability	The Township operates its wastewater system with the goal of reliably collecting and treating wastewater while minimizing service interruptions due to municipal infrastructure failure and occurrences of effluent violations. The Township's wastewater collection system was originally designed to only convey sanitary flows within its wastewater mains. However, historical construction practices and continued aging of existing infrastructure has resulted in degradation of the system over time, thus allowing storm and groundwater to enter the sanitary sewers and reducing available wastewater treatment capacity. Annual average daily flow rates experienced by the wastewater treatment system exceeded its annual average daily flow capacity in three of the five years from 2020 to 2024[1]. The Township employs several mitigation strategies to reduce instances of wastewater backups and sanitary overflows onto Township roads. When the system is overwhelmed by excess flows, partial (or full) bypasses and/or overflow procedures are used to relieve pressure on the system. Descriptions of the effluent that is discharged from the Township's wastewater collection and treatment system is provided in the system's Environmental Compliance Approval.

Table 3-15: Wastewater – Technical Levels of Service

Service Attribute	Performance Measure	2021 Performance	Target Performance
Scope	Percentage of properties connected to the municipal wastewater system.	30%	30%

[1]Based on data from OCWA's 2024 Annual Performance Report for the Township's wastewater collection system.

Service Attribute	Performance Measure	2021 Performance	Target Performance
	Percentage of private dwellings connected to the municipal wastewater system	84%	84%
Reliability	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	Not Applicable	Not Applicable
	The number of connection-days per year 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
	Percentage (by replacement cost) of wastewater treatment assets in a 'Fair' or better condition state.	98%	Maximize

3.9 Population and Employment Growth

O. Reg. 588/17 requires municipalities with a population less than 25,000, as reported in the most recent Census, to assess the impacts of future changes in population or economic activity on the lifecycle management of assets and the supporting financial strategy. The Township's 2017 Official Plan specified a planned population target of 775 residents by 2029, representing a 0.5% growth rate relative to its 2021 Census population of 745 residents.

This level of projected population growth is not expected to result in significant incremental service demands and, as such, is also not expected to result in material impacts on the levels of service the Township proposes to provide to the public. If, however, the Township experiences population growth that exceeds the projections

provided in its 2017 Official Plan, the Township would address these pressures through established planning processes such as the development of service-specific master plans. If future master planning studies identify the need for new infrastructure and/or upgrades of existing infrastructure to accommodate future population growth, the Township 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.

Chapter 4
Lifecycle Management Strategies

4. Lifecycle Management Strategies

4.1 Introduction

The lifecycle management strategies in this asset management plan identify the lifecycle activities that would need to be undertaken to provide the proposed levels of service presented earlier in Chapter 2. Within the context of this asset management plan, lifecycle activities are the specific actions that need to be performed on an asset in order to ensure it is performing as expected and/or to prolong its remaining service life. 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.

In accordance with O. Reg. 588/17, the lifecycle activities and associated costs presented in this chapter consider the full lifecycle of assets. In general terms, an asset's lifecycle starts with its initial planning and acquisition (or construction), includes both the capital and significant operating/maintenance activities the asset is expected to undergo throughout its life, and ends with its eventual disposal. Additionally, 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 provide the proposed levels of service.

The following subsections summarize the forecasts of lifecycle activities and associated costs that would be required for the Township to provide the proposed levels of service over the next ten years.

4.2 Services Funded by the General Tax Levy

4.2.1 Transportation Services

This section presents an estimate of costs associated with achieving the proposed levels of service for transportation services presented earlier in Section 3.2.

As indicated earlier in subsection 2.1.2, the condition of the Township's roadways has degraded noticeably in the recent past, leading to downward pressures on the overall level of service provided by these assets. Additionally, the age-based condition assessment of the Township's water and wastewater mains presented earlier in

subsections 2.2.2 and 2.3.2 would indicate a need for a higher level of capital investment to be required in the short- to medium-term to prevent more significant deterioration in condition and, consequently, the overall level of service provided by those assets.

As such, a comprehensive capital program has been developed for the Township that seeks to address the short-term lifecycle requirements it is currently facing with respect to its linear infrastructure assets (i.e., roads, watermains, and wastewater mains). The objective of this capital program is to coordinate the reconstruction of the Township's roads with the replacement of associated underground infrastructure. The development of this comprehensive capital program was guided by the recommendations presented in the Township's 2020 Sewer and Road Workplan[1] and further refined based on staff consultations to incorporate the replacement of poorly performing watermains as well as road resurfacing projects that do not include the replacement of any underground infrastructure into the program. Staff consultations were also crucial in re-assessing the prioritization of identified projects based on the current condition of assets and local knowledge. The lifecycle expenditure forecast presented in this subsection represents the portion of this comprehensive capital program related to road reconstruction and resurfacing projects.

The proposed levels of service for the Township's fleet and equipment assets that support the provision of Transportation Services involve maintaining assets in adequate condition to continue performing as expected and reliably support the delivery of municipal services. The Township will accomplish this by undertaking timely replacements of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this subsection also includes the costs associated with the replacement of these assets based on current best estimates of their remaining service lives.

The proposed levels of service for the Township's public works facilities involve ensuring that the current capacity of facilities (i.e., gross floor area) is sufficient to meet the service demands of its community. Through consultations with staff, it was determined that current capacities are sufficient and as such, there are no upgrades, expansions, consolidations, or demolitions of public works facilities that are proposed over the next 10 years.

[1]The Township's 2020 Sewer and Road Workplan was completed by Dillon Consulting.

However, it is worth noting that the Township has not yet formally assessed the upcoming lifecycle requirements (i.e., rehabilitation and replacement of facility components) for any of its facilities. As such, the lifecycle expenditure forecast presented in this subsection for the Township's public works facilities includes an annual allowance which is equal to the sum of each facility's estimated average annual lifecycle cost. It is recommended that the Township formally assess the upcoming lifecycle requirements of its facilities (i.e., the specific building elements that are expected to require rehabilitation or replacement) in the near future through either staff-led assessments or through Building Condition Assessments conducted by a qualified third-party service provider.

Lastly, similar to public works facilities, the lifecycle expenditure forecast for the Township's sidewalks and streetlights includes an annual allowance to address their reconstruction/replacement requirements in coordination with road work being performed. Since the Township undertakes the reconstruction/replacement of these assets in coordination with road reconstruction projects, the allowance varies annually based on the length of roads that are expected to undergo reconstruction in that year.

The 10-year lifecycle expenditure forecast for the Township's transportation assets is illustrated in Figure 4-1 and Table 4-1. Average annual expenditures over the forecast period have been estimated at $1.22 million.

Figure 4-1: Transportation – Lifecycle Expenditure Forecast (Uninflated)

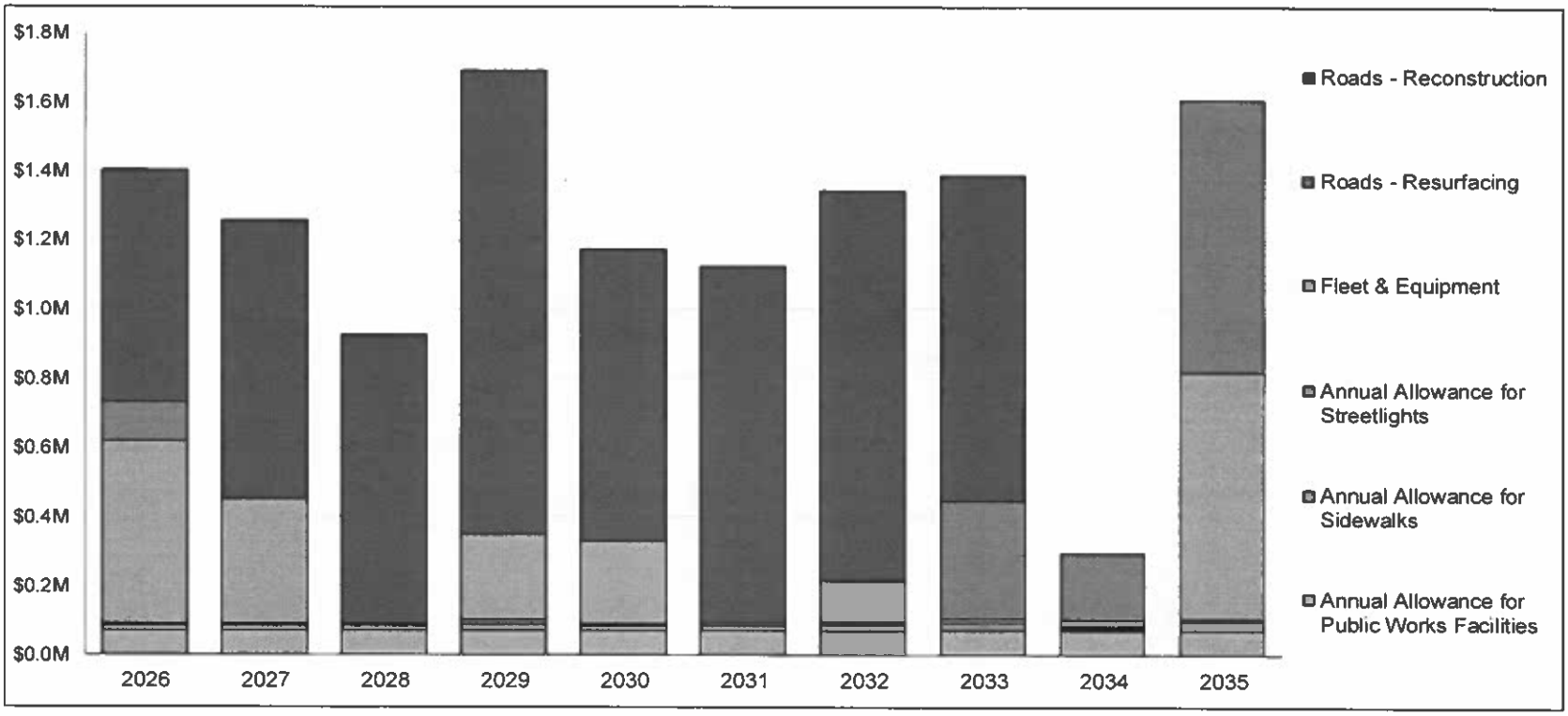


Table 4-1: Transportation – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Roads - Resurfacing	$ 115,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 343,000	$ 194,000	$ 792,000
Roads - Reconstruction	$ 672,000	$ 807,000	$ 835,000	$ 1,343,000	$ 844,000	$ 1,030,000	$ 1,128,000	$ 943,000	$ -	$ -
Fleet & Equipment	$ 526,000	$ 361,000	$ -	$ 250,000	$ 239,000	$ -	$ 119,000	$ -	$ 19,000	$ 712,000
Annual Allowance for Public Works Facilities	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000
Annual Allowance for Sidewalks	$ 13,000	$ 12,000	$ 12,000	$ 19,000	$ 12,000	$ 15,000	$ 18,000	$ 23,000	$ 6,000	$ 24,000
Annual Allowance for Streetlights	$ 5,000	$ 5,000	$ 5,000	$ 8,000	$ 5,000	$ 6,000	$ 7,000	$ 9,000	$ 2,000	$ 10,000
Total Annual Capital Expenditures	**$ 1,403,000**	**$ 1,257,000**	**$ 924,000**	**$ 1,692,000**	**$ 1,172,000**	**$ 1,123,000**	**$ 1,344,000**	**$ 1,390,000**	**$ 293,000**	**$ 1,610,000**

4.2.2 Recreation Services

This section presents an estimate of costs associated with achieving the proposed levels of service for Recreation Services presented earlier in Section 3.3.

The proposed levels of service for the Township's marina, play structures and amenities, and sports fields involve maintaining assets in adequate condition to continue performing up to the expectations of the community. The Township will accomplish this by undertaking timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this subsection includes the costs associated with the replacement of these assets based on current best estimates of their remaining service lives.

Similar to public works facilities, the proposed levels of service for the Township's recreation facilities involve ensuring that the current capacity of facilities (i.e., gross floor area) is sufficient to meet the service demands of its community. Through consultations with staff, it was determined that current capacities are sufficient and as such, there are no upgrades, expansions, consolidations, or demolitions of recreation facilities that are proposed over the next 10 years. However, as noted in subsection 4.2.1, the Township has not yet formally assessed the upcoming lifecycle requirements (i.e., rehabilitations and replacements of facility components) for any of its facilities. As such, the lifecycle expenditure forecast presented in this subsection for the Township's recreation facilities includes an annual allowance which is equal to the sum of each facility's estimated average annual lifecycle cost.

The 10-year lifecycle expenditure forecast for the Township's assets that support the provision of Recreation Services is illustrated in Figure 4-2 and Table 4-2. Average annual expenditures over the forecast period have been estimated at $335,000.

Figure 4-2: Recreation Services – Lifecycle Expenditure Forecast (Uninflated)

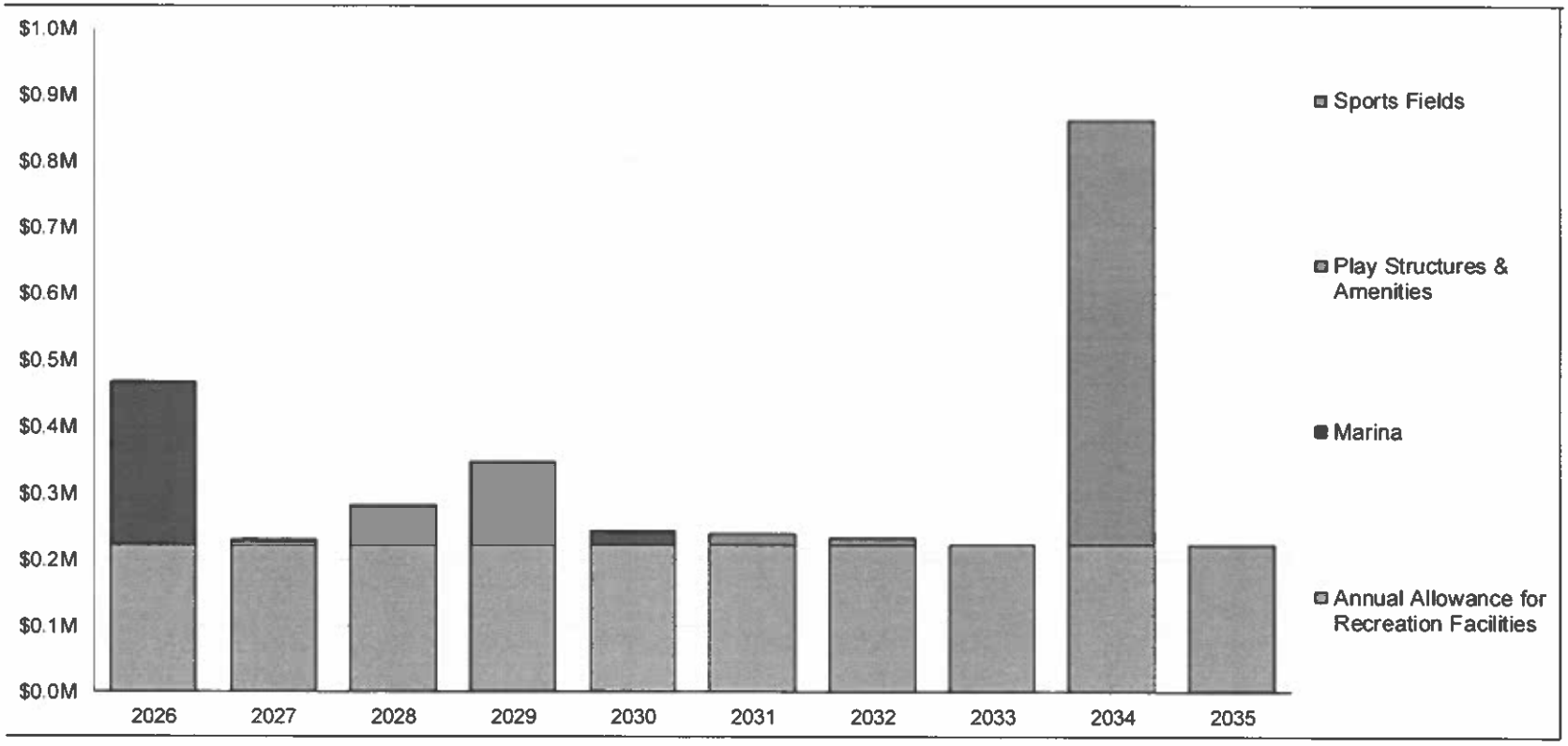


Table 4-2: Recreation Services – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Marina	$ 244,000	$ -	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ -	$ -
Play Structures & Amenities	$ -	$ 7,000	$ 59,000	$ 125,000	$ -	$ 16,000	$ 9,000	$ -	$ 640,000	$ -
Sports Fields	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Annual Allowance for Recreation Facilities	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000	$ 223,000
Total Annual Capital Expenditures	**$ 467,000**	**$ 230,000**	**$ 282,000**	**$ 348,000**	**$ 243,000**	**$ 239,000**	**$ 232,000**	**$ 223,000**	**$ 863,000**	**$ 223,000**

4.2.3 Ski Hill

This section presents an estimate of costs associated with achieving the proposed levels of service for the ski-hill presented earlier in Section 3.5.

The proposed levels of service for the Township's ski hill equipment and snowmobiles involve maintaining assets in adequate condition to minimize the number and impact of unplanned repair and maintenance activities. The Township will accomplish this by undertaking timely replacements of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this subsection includes the costs associated with the replacement of these assets based on current best estimates of their remaining service lives.

Similar to other facilities, the proposed levels of service for the Township's ski chalet involves ensuring that its current capacity (i.e., gross floor area) is sufficient to meet the service demands of its community. Through consultations with staff, it was determined that current capacity of the ski chalet is sufficient and as such, there are no upgrades, expansions, or demolitions that are proposed over the next 10 years. However, as noted in subsection 4.2.1, the Township has not yet formally assessed the upcoming lifecycle requirements (i.e., rehabilitations and replacements of facility components) for any of its facilities. As such, the lifecycle expenditure forecast presented in this subsection for the ski chalet includes an annual allowance which is equal to its estimated average annual lifecycle cost.

The 10-year lifecycle expenditure forecast for the Township's ski hill assets is illustrated in Figure 4-3 and Table 4-3. Average annual expenditures over the forecast period have been estimated at $23,000.

Figure 4-3: Ski Hill – Lifecycle Expenditure Forecast (Uninflated)

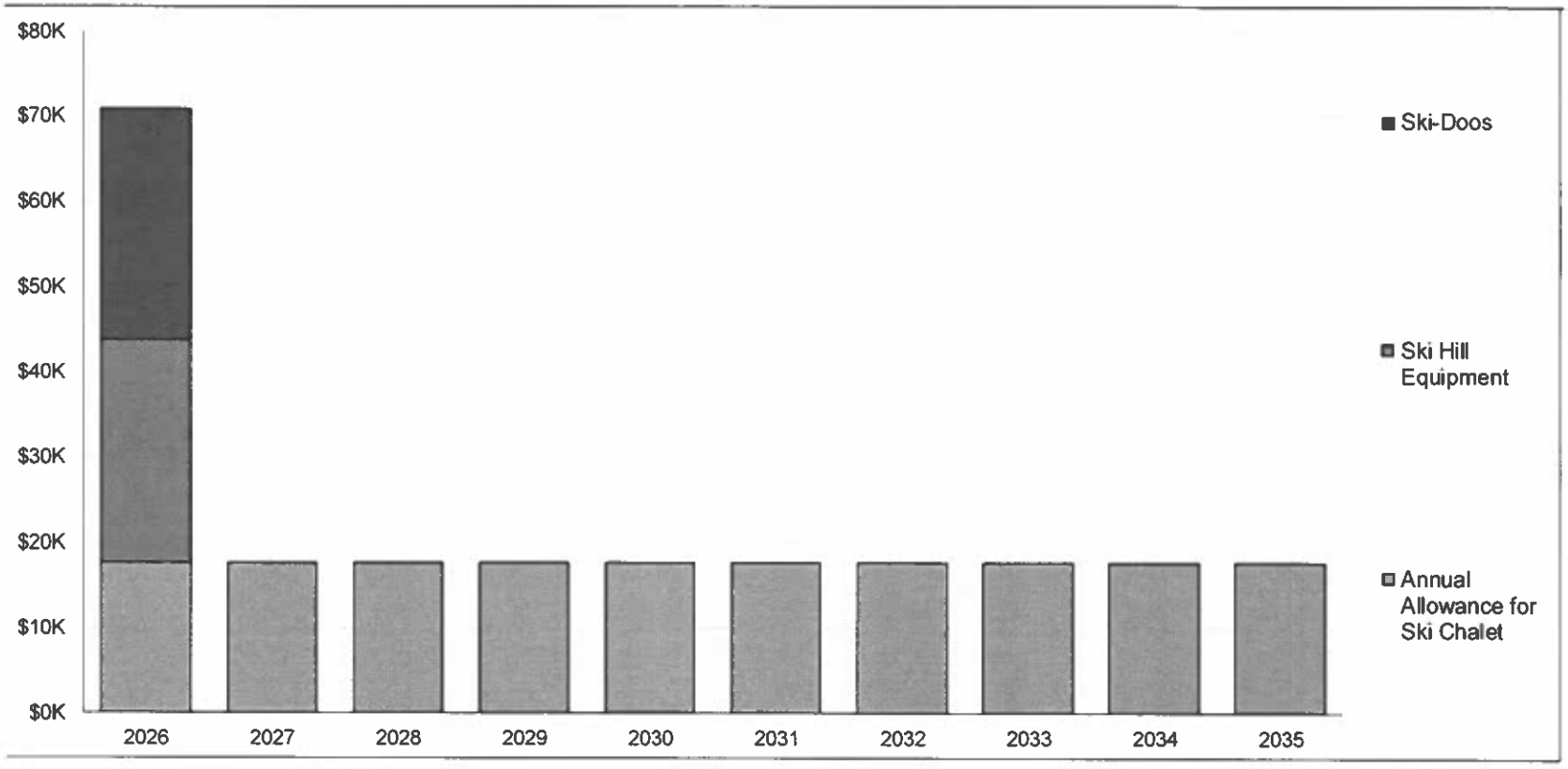


Table 4-3: Ski Hill – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Ski Hill Equipment	$ 26,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Ski-Doos	$ 27,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Annual Allowance for Ski Chalet	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000
Total Annual Capital Expenditures	**$ 71,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**	**$ 18,000**

4.2.4 Fire Services

This section presents an estimate of costs associated with achieving the proposed levels of service presented earlier in Section 3.4 for Fire Services.

The proposed levels of service for the Township's Fire Services fleet and equipment assets involve maintaining assets in adequate condition assets in adequate condition to minimize the number and impact of unplanned repair and maintenance activities. The Township will accomplish this by undertaking timely replacements of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this subsection includes the costs associated with the replacement of these assets based on current best estimates of their remaining service lives.

Similar to other facilities, the proposed levels of service for the Township's fire hall involves ensuring that its current capacity (i.e., gross floor area) is sufficient to meet the service demands of its community. Through consultations with staff, it was determined that current capacity of the fire hall is sufficient and as such, there are no upgrades, expansions, or demolitions that are proposed over the next 10 years. However, as noted in subsection 4.2.1, the Township has not yet formally assessed the upcoming lifecycle requirements (i.e., rehabilitations and replacements of facility components) for any of its facilities. As such, the lifecycle expenditure forecast presented in this subsection for the fire hall includes an annual allowance which is equal to its estimated average annual lifecycle cost.

The 10-year lifecycle expenditure forecast is illustrated in Figure 4-4 and Table 4-4. Average annual expenditures over the forecast period have been estimated at $228,000. The backlog of Fire Services assets, currently valued at $1.58 million, comprises assets that are currently in-service past their expected useful service lives. An annual allowance has been included in the forecast to gradually address backlogged assets over the next five years.

Figure 4-4: Fire Services – Lifecycle Expenditure Forecast (Uninflated)

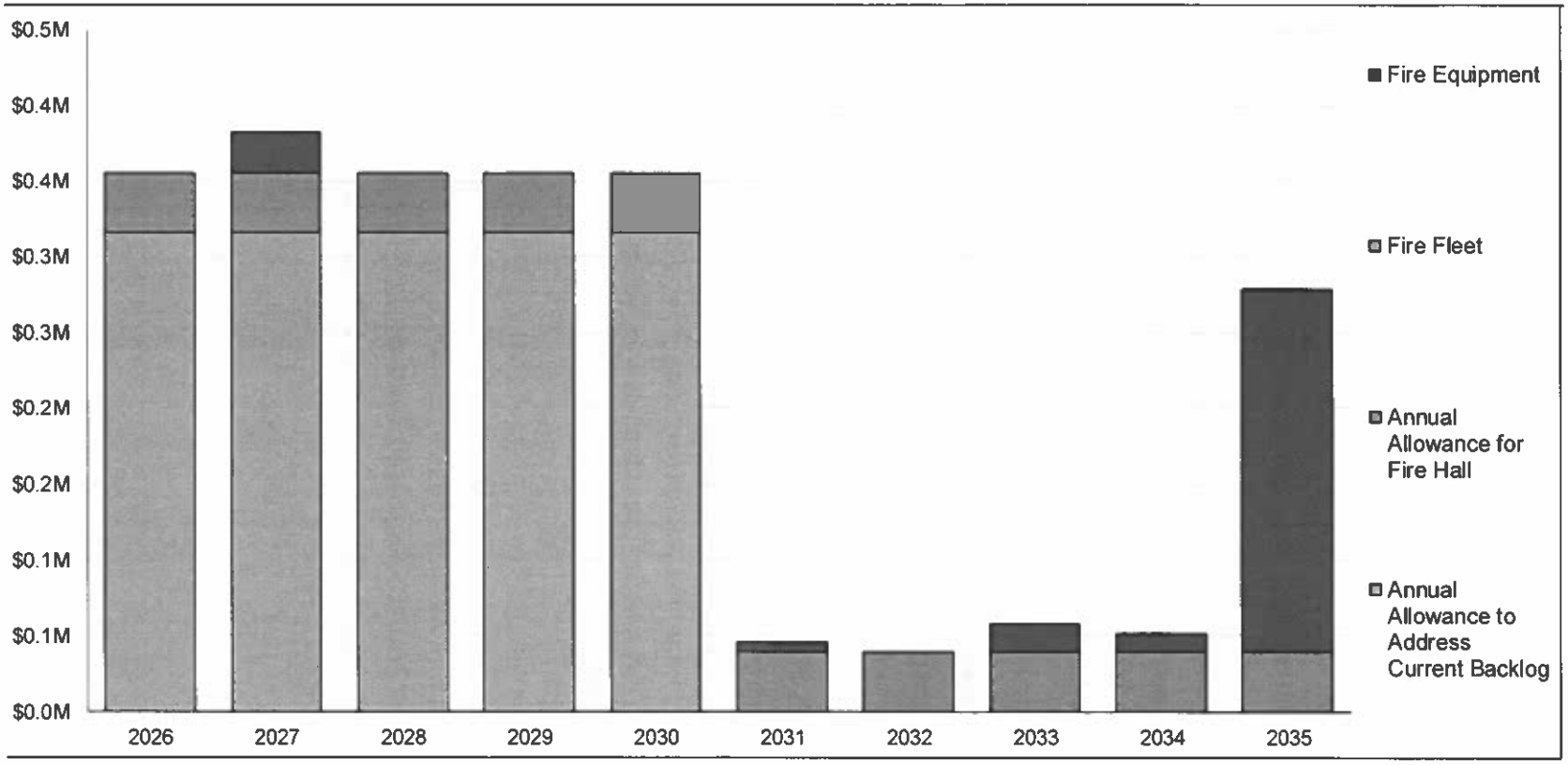


Table 4-4: Fire Services – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Fire Fleet	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Equipment	$ -	$ 27,000	$ -	$ -	$ -	$ 7,000	$ -	$ 19,000	$ 13,000	$ 239,000
Annual Allowance for Fire Hall	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$ 39,000
Annual Allowance to Address Current Backlog	$ 316,000	$ 316,000	$ 316,000	$ 316,000	$ 316,000	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 355,000**	**$ 382,000**	**$ 355,000**	**$ 355,000**	**$ 355,000**	**$ 46,000**	**$ 39,000**	**$ 58,000**	**$ 52,000**	**$ 278,000**

4.2.5 General Government

This section presents an estimate of costs associated with achieving the proposed levels of service for General Government services presented earlier in Section 3.6.

The proposed levels of service for the Township's furniture and fixtures, IT hardware, and administrative equipment assets involve maintaining assets in adequate condition to continue functioning as originally intended. The Township will accomplish this by undertaking timely replacements of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this subsection includes the costs associated with the replacement of these assets based on current best estimates of their remaining service lives.

Similar to other facilities, the proposed levels of service for the Township's administrative facilities involves ensuring that current capacities (i.e., gross floor area) are sufficient to meet the service demands of its community. Through consultations with staff, it was determined that current capacities are sufficient and as such, there are no upgrades, expansions, consolidations, or demolitions of administrative facilities that are proposed over the next 10 years. However, as noted in subsection 4.2.1, the Township has not yet formally assessed the upcoming lifecycle requirements (i.e., rehabilitations and replacements of facility components) for any of its facilities. As such, the lifecycle expenditure forecast presented in this subsection for administrative facilities includes an annual allowance which is equal to the sum of each facility's estimated average annual lifecycle cost.

The 10-year lifecycle expenditure forecast is illustrated in Figure 4-5 and Table 4-5. Average annual expenditures over the forecast period have been estimated at $79,000.

Figure 4-5: General Government – Lifecycle Expenditure Forecast (Uninflated)

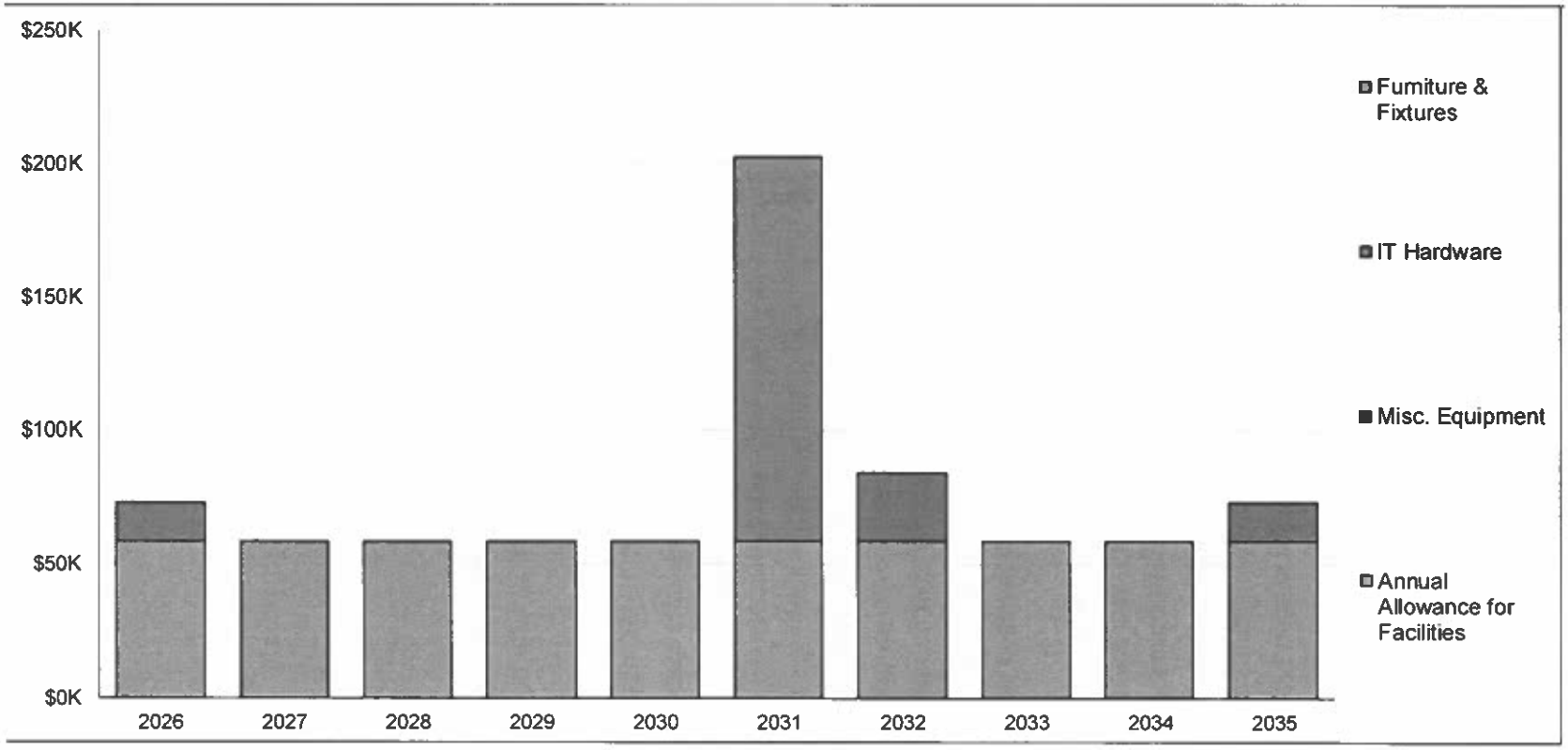


Table 4-5: General Government – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Misc. Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IT Hardware	$ 14,000	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ 14,000
Furniture & Fixtures	$ -	$ -	$ -	$ -	$ -	$ 144,000	$ -	$ -	$ -	$ -
Annual Allowance for Facilities	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000
Total Annual Capital Expenditures	**$ 73,000**	**$ 59,000**	**$ 59,000**	**$ 59,000**	**$ 59,000**	**$ 203,000**	**$ 84,000**	**$ 59,000**	**$ 59,000**	**$ 73,000**

4.3 Services Funded by Water and Wastewater Rate Revenues

4.3.1 Water Treatment and Distribution

This section presents an estimate of costs associated with achieving the proposed levels of service for the Township's Water Treatment and Distribution network presented earlier in Section 3.7.

In general terms, the proposed levels of service for the Township's water system assets include maintaining assets in adequate condition to reliably support the provision of safe drinking water to the public while, minimizing service interruptions, and minimizing instances of adverse water quality events. The Township will accomplish this by ensuring the timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities.

As noted earlier in subsection 4.2.1, a comprehensive capital program has been developed for the Township that seeks to address the short-term lifecycle requirements it is currently facing with respect to its linear infrastructure assets (i.e., roads, watermains, and wastewater mains). The lifecycle expenditure forecast presented in this subsection for the Township's watermains represents annual cost associated with the portion of this comprehensive capital program related to watermain replacement projects. Please refer to subsection 4.2.1 for further details on the Township's comprehensive capital program.

As noted earlier in subsection 2.2.1, the operation of the Township's water system is contracted to OCWA, who also identifies upcoming lifecycle expenditure requirements for the Township's water treatment plant on an annual basis[1]. As such, the lifecycle expenditure forecast for the water treatment plant is directly informed by OCWA's most recent (2025) forecast of upcoming lifecycle expenditures.

The 10-year lifecycle expenditure forecast is illustrated in Figure 4-6 and Table 4-6. Average annual expenditures over the forecast period have been estimated at $854,000.

[1]Forecast of upcoming lifecycle requirements for the Township's water treatment plant is provided as part of OCWA's annual major maintenance forecast.

Figure 4-6: Water Treatment and Distribution – Lifecycle Expenditure Forecast (Uninflated)

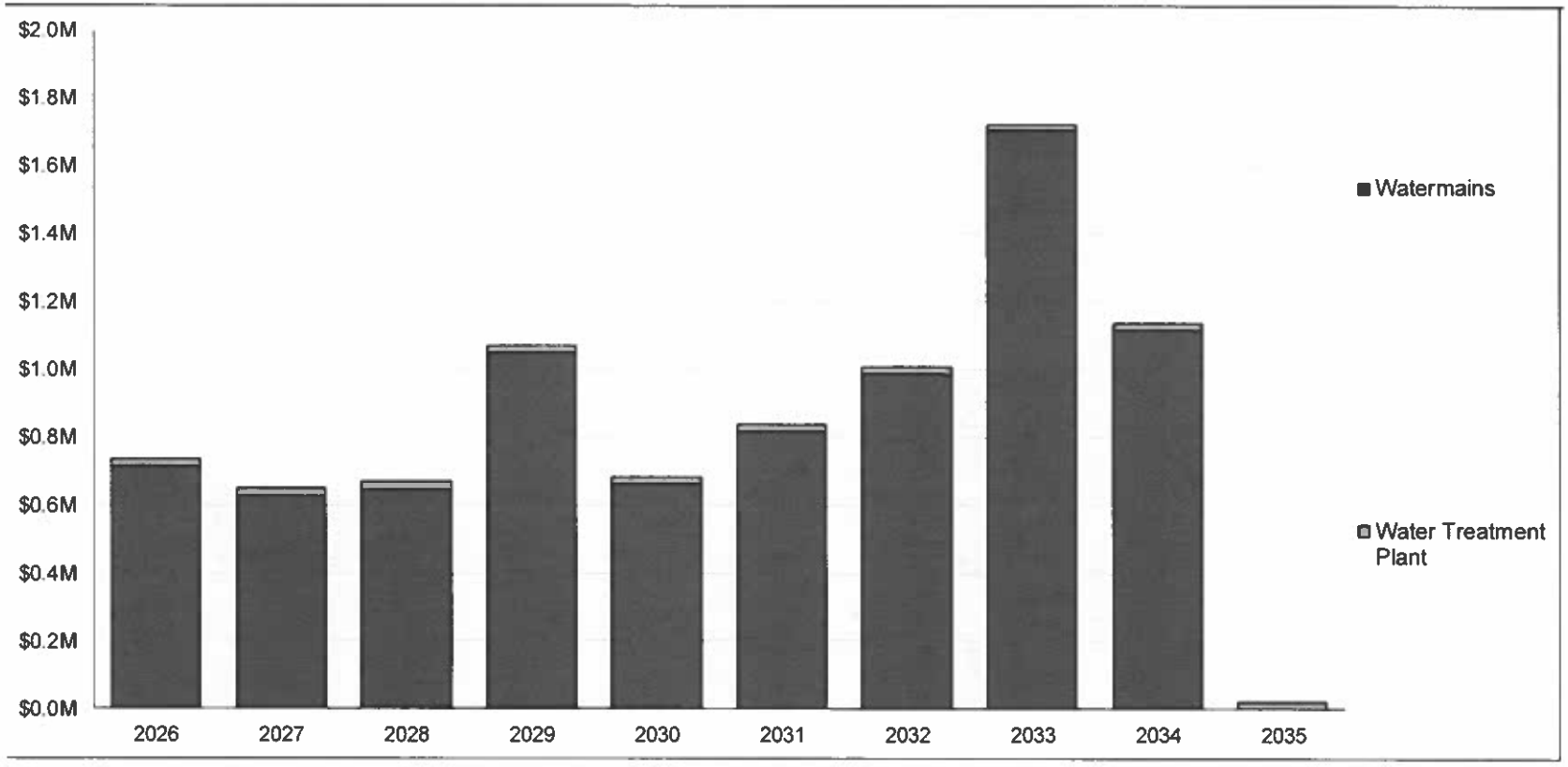


Table 4-6: Water Treatment and Distribution – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Watermains	$ 716,000	$ 629,000	$ 647,000	$ 1,052,000	$ 663,000	$ 816,000	$ 987,000	$ 1,705,000	$ 1,119,000	$ -
Water Treatment Plant	$ 21,000	$ 20,000	$ 22,000	$ 21,000	$ 20,000	$ 21,000	$ 20,000	$ 21,000	$ 20,000	$ 21,000
Total Annual Capital Expenditures	**$ 737,000**	**$ 649,000**	**$ 669,000**	**$ 1,073,000**	**$ 683,000**	**$ 837,000**	**$ 1,007,000**	**$ 1,726,000**	**$ 1,139,000**	**$ 21,000**

4.3.2 Wastewater Treatment and Collection

This section presents an estimate of costs associated with achieving the proposed levels of service for the Township's Wastewater Treatment and Collection network presented earlier in Section 3.8.

The proposed levels of service for the Township's wastewater system assets include maintaining assets in adequate condition to reliably support the efficient collection and treatment of sanitary flows, minimizing occurrences of wastewater backups due to failure of municipal infrastructure, and minimizing instances of effluent violations. The Township will accomplish this by ensuring the timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities.

As noted earlier in subsection 4.2.1, a comprehensive capital program has been developed for the Township that seeks to address the short-term lifecycle requirements it is currently facing with respect to its linear infrastructure assets (i.e., roads, watermains, and wastewater mains). The lifecycle expenditure forecast presented in this subsection for the Township's wastewater mains represents annual cost associated with the portion of this comprehensive capital program related to wastewater main replacement projects. Please refer to subsection 4.2.1 for further details on the Township's comprehensive capital program.

As noted earlier in subsection 2.3.1, the operation of the Township's wastewater system is contracted to OCWA, who also identifies upcoming lifecycle expenditure requirements for the Township's lagoon system assets on an annual basis[1]. As such, the lifecycle expenditure forecast for these is directly informed by OCWA's most recent (2025) forecast of upcoming lifecycle expenditures.

The 10-year lifecycle expenditure forecast is illustrated in Figure 4-7 and Table 4-7. Average annual expenditures over the forecast period have been estimated at $584,000.

[1]Forecast of upcoming lifecycle requirements for the Township's lagoon system assets is provided as part of OCWA's annual major maintenance forecast.

Figure 4-7: Wastewater Treatment and Collection – Lifecycle Expenditure Forecast (Uninflated)

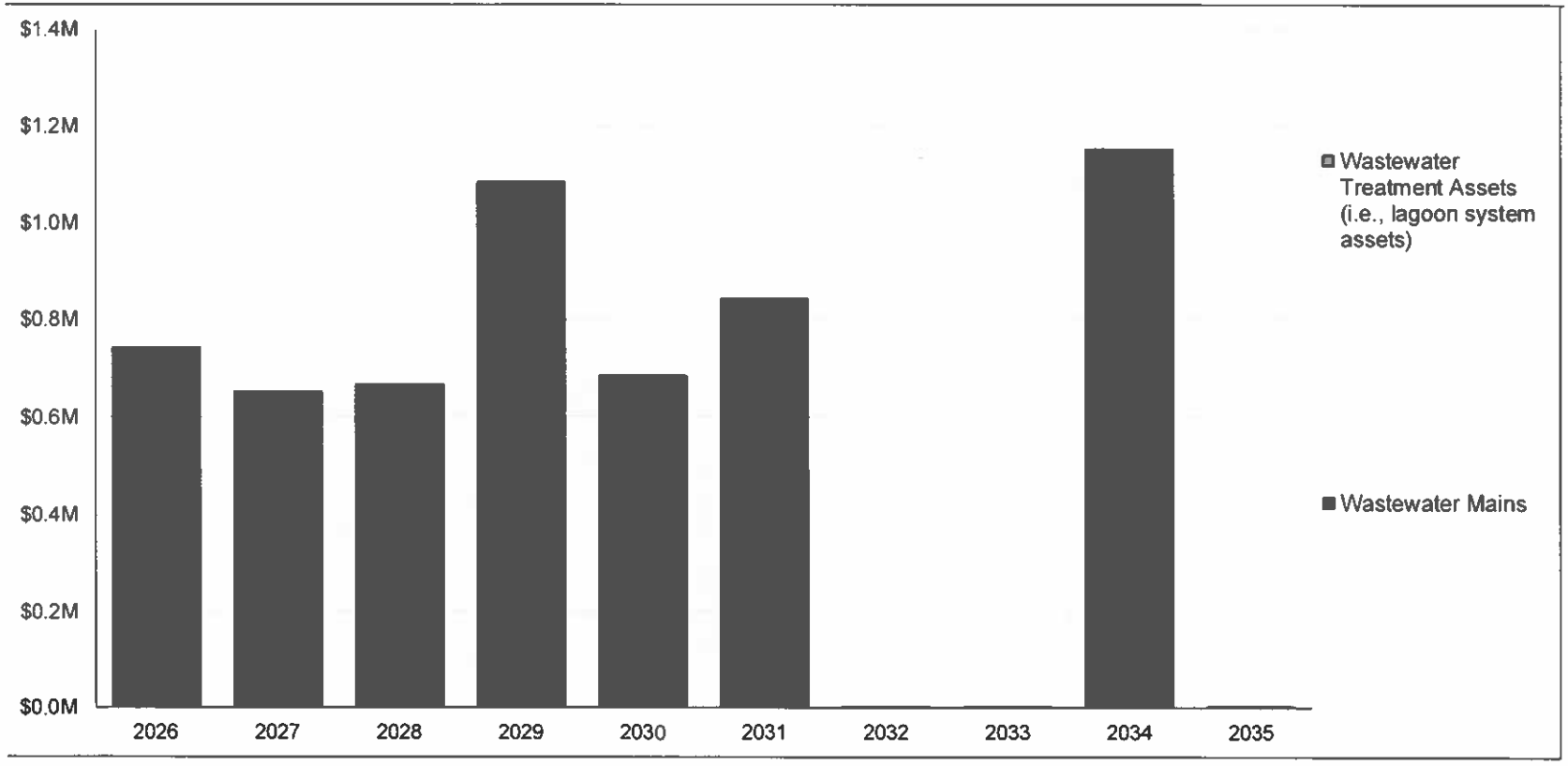


Table 4-7: Wastewater Treatment and Collection – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Wastewater Mains	$ 737,000	$ 648,000	$ 666,000	$ 1,083,000	$ 683,000	$ 840,000	$ -	$ -	$ 1,152,000	$ -
Wastewater Treatment Assets	$ 6,000	$ 5,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Total Annual Capital Expenditures	**$ 743,000**	**$ 653,000**	**$ 669,000**	**$ 1,086,000**	**$ 686,000**	**$ 843,000**	**$ 3,000**	**$ 3,000**	**$ 1,155,000**	**$ 3,000**

Chapter 5
Financial Strategy

5. Financial Strategy

5.1 Introduction

This chapter summarizes the financial strategy that has been developed to support this asset management plan. Subsequent sections of this chapter identify how the Township will fund the forecasts of lifecycle activities presented in Chapter 4. This chapter also identifies the level of sustainable funding that should be provided to assets on an annual basis to maintain the proposed levels of service over the long term (i.e., the annual lifecycle funding target). Relative to the funding target, the Township's current annual infrastructure funding gap is also identified based on the level of sustainable capital funding that was provided to assets in the Township's 2025 Council approved budget.

As noted earlier in Chapter 4, the Township is facing a period of high lifecycle expenditure requirements in the short term, which are primarily related to its linear infrastructure assets (i.e., roads, watermains, and wastewater mains). Additionally, the sources of capital financing currently available to the Township (i.e., annual *Ontario Community Infrastructure Fund* (OCIF) and *Canada Community-Building Fund* (CCBF) transfer payment allocations and funds forecasted to be held in capital reserves and reserve funds) are not expected to be sufficient to fully fund the lifecycle expenditures required over the next 10 years. If the Township was to utilize external debt to finance the remaining lifecycle expenditure requirements in excess of those that could be financed through already available capital financing sources, the Township would be projected to exceed its provincially regulated annual repayment limit[1] (i.e., debt ceiling) by 2030[2].

In order to manage the level of additional debt that would be required to fund the 10-year forecast of lifecycle activities, through discussions with staff, it was determined that the Township would proactively seek application-based grants (e.g., *Investing in Canada Infrastructure Program* (ICIP) funding) to undertake the reconstruction/replacement of its linear infrastructure assets. Furthermore, to the extent

[1]The current rules related to municipal debt and financial obligations are provided in Ontario Regulation 403/02.
[2]Assuming a term to maturity of 15 years, annual interest rate of 4.46%, and bi-annual principal and interest payments

possible, the Township would also defer the reconstruction/replacement of its linear infrastructure assets until sufficient grant funding is secured.

The financial strategy presented herein assumes that all capital projects related to the reconstruction of roadways and the replacement of underground linear infrastructure will be partly funded through external application-based grants. The level of grant funding received for each project has been modelled to be the same as the grant funding received for a similarly scoped project the Township completed in 2023[1].

It is noted here that if the Township is unsuccessful in securing sufficient grant funding and chooses to defer the reconstruction/replacement of its linear infrastructure assets, there is a risk that the proposed levels of service (presented earlier in Chapter 2) cannot be achieved over the 10-year forecast period. Furthermore, there is also a risk of significant reductions in service levels until the Township is able to secure sufficient capital financing to undertake those lifecycle activities. Alternatively, if the Township chooses to utilize external debt to finance the reconstruction/replacement of its linear infrastructure assets instead of deferring these projects, additional costs (i.e., interest payments on debt) would be introduced into the longer-term financial outlook.

In light of these risks, it is recommended that the Township actively seek out grant funding opportunities as much as possible. Moreover, it is also recommended that the Township closely monitor the level of debt being incurred and projected to be incurred to fund capital expenditures for tax-funded assets over the long term as well as the health of its capital reserves and reserve funds.

5.2 Tax-funded Assets

5.2.1 Annual Capital Expenditure Forecast

This section summarizes the expenditures associated with undertaking the lifecycle activities identified earlier in section 4.2 for the Township's infrastructure assets that support the provision of services funded through the general tax levy.

Lifecycle expenditures over the 10-year forecast horizon are expected to total $18.9 million, an average of $1.9 million annually, in current (2025) dollars (i.e., uninflated).

[1]The Township's 2023 project, which included the reconstruction of multiple road segments as well as the replacement of underground water and wastewater mains, was partly funded though ICIP. In accordance with ICIP's cost sharing rules, total funding received was 73.33% of the overall project cost.

Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is expected to be approximately 4.5% annually. Once inflationary impacts are incorporated, lifecycle expenditures over the next 10 years are expected to total $25.1 million, an average of $2.5 million annually.

Figure 5-1 presents the inflated capital expenditure forecast for the Township's infrastructure assets that support the provision of tax-funded services and this information is provided in tabular form in Table 5-1.

Figure 5-1: Tax-funded Services – Overall Capital Expenditure Forecast (Inflated)

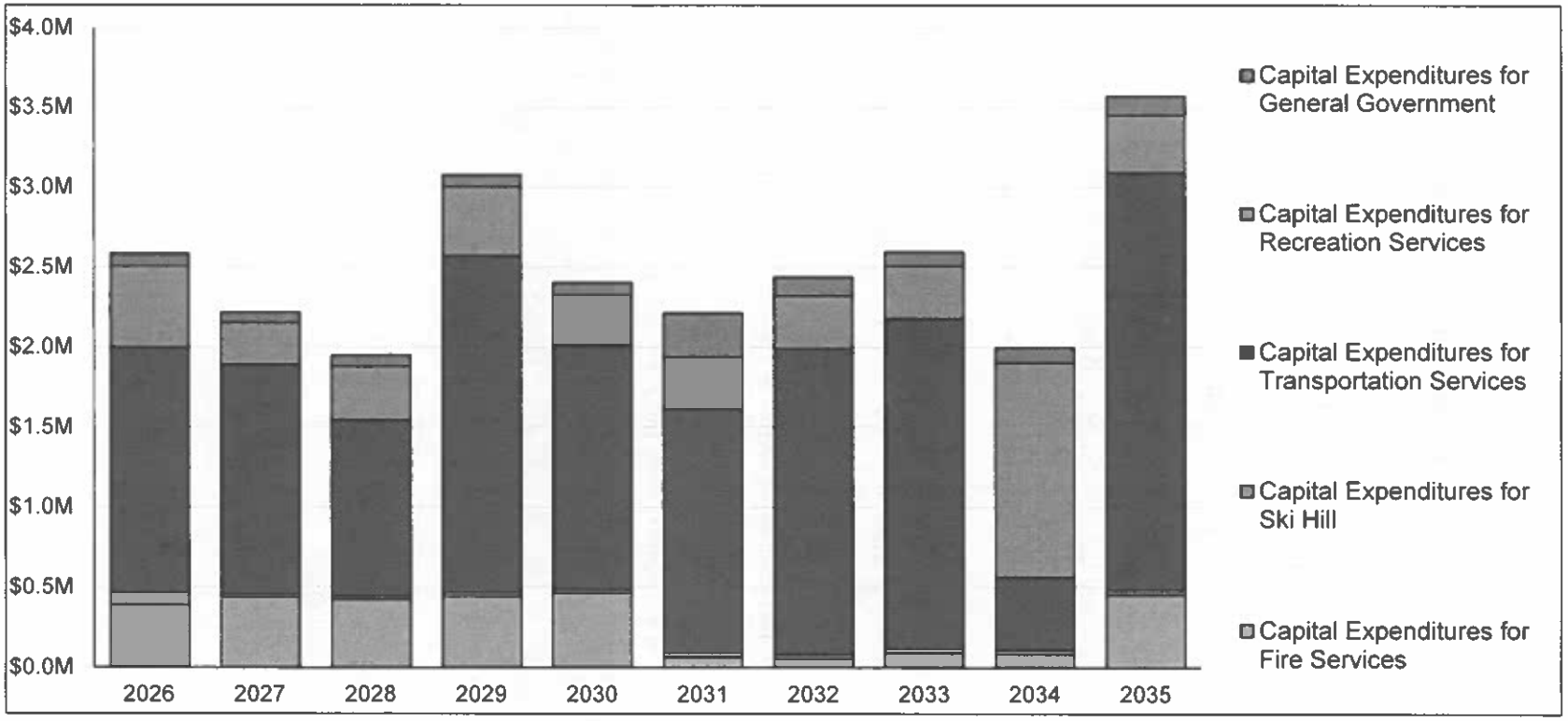


Table 5-1: Tax-funded Services – Overall Capital Expenditure Forecast (Inflated)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Services	$ 1,532,000	$ 1,434,000	$ 1,102,000	$ 2,109,000	$ 1,526,000	$ 1,528,000	$ 1,911,000	$ 2,066,000	$ 455,000	$ 2,613,000
Capital Expenditures for Recreation Services	$ 510,000	$ 262,000	$ 336,000	$ 434,000	$ 316,000	$ 325,000	$ 330,000	$ 331,000	$ 1,340,000	$ 362,000
Capital Expenditures for Ski Hill	$ 78,000	$ 21,000	$ 21,000	$ 22,000	$ 23,000	$ 24,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000
Capital Expenditures for Fire Services	$ 388,000	$ 436,000	$ 423,000	$ 442,000	$ 462,000	$ 63,000	$ 55,000	$ 86,000	$ 81,000	$ 451,000
Capital Expenditures for General Government	$ 80,000	$ 67,000	$ 70,000	$ 74,000	$ 77,000	$ 276,000	$ 119,000	$ 88,000	$ 92,000	$ 118,000
Total Annual Capital Expenditures	**$ 2,588,000**	**$ 2,220,000**	**$ 1,952,000**	**$ 3,081,000**	**$ 2,404,000**	**$ 2,216,000**	**$ 2,441,000**	**$ 2,598,000**	**$ 1,996,000**	**$ 3,573,000**

5.2.2 *Annual Capital Financing Forecast*

This section summarizes the recommended strategy to finance the lifecycle expenditures identified in Section 5.2.1.

Lifecycle expenditures for assets supporting the provision of tax-funded services are expected to be financed from the following sources:

- Funds projected to be available in the Township's tax-funded capital reserves and reserve funds;
- Proceeds from external debt financing. The financial strategy for tax-funded services proposes additional debt financing of approximately $10.6 million over the 10-year forecast horizon; and
- Funds received from external application-based capital grants. As described in section 5.1, the financial strategy for tax-funded services assumes that 73.33% of capital expenditures related to the reconstruction of roadways will be funded through application-based grants. Please refer to section 5.1 for further details on this assumption and its associated risks.

Table 5-2 summarizes the capital financing forecast for the Township's assets supporting the provision of tax-funded services.

Table 5-2: Sum of Capital Financing by Source (2026-2035)

Capital Financing Source	Total Capital Financing (2026-2035)	Percentage of Total
External Application-based Capital Grants	$5,733,000	23%
Contributions from Capital Reserves and Reserve Funds	$8,762,000	35%
Proceeds from External Debt Financing	$10,574,000	42%
Total	**$25,069,000**	**100%**

5.2.3 Current Annual Lifecycle Funding Target & Infrastructure Funding Gap

An annual lifecycle funding target represents the level 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 Township would theoretically be able to fully fund capital works as they arise. In practice, however, capital expenditures are characterized by peaks and valleys and often fluctuate year-to-year based on the lifecycle activities being undertaken. By planning to achieve the lifecycle funding target over the long term, 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 the Township's assets supporting the provision of tax-funded services is $1.2 million (in 2025 dollars). A breakdown of the lifecycle funding target by service area is illustrated in Figure 5-2 and provided in tabular form in Table 5-3.

Figure 5-2: Tax-funded Services – Annual Lifecycle Funding Target (2025$) by Service Area

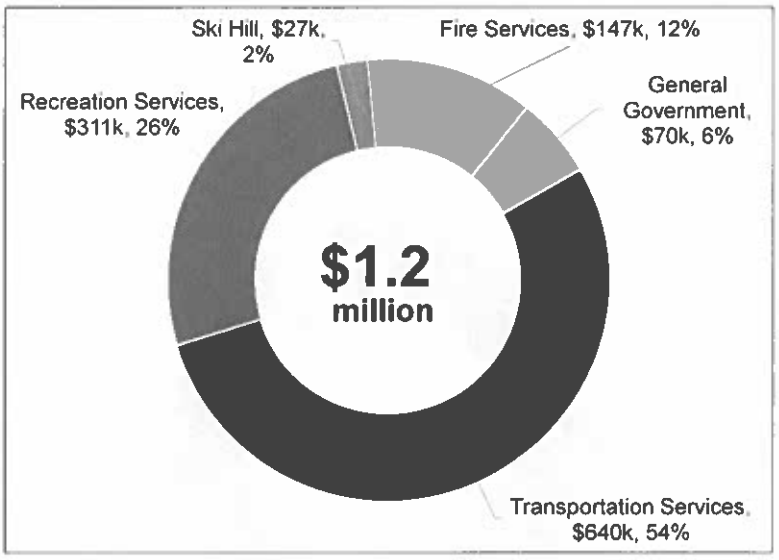


Table 5-3: Tax-funded Services – Annual Lifecycle Funding Target (2025$) by Service Area

Service Area	Annual Lifecycle Funding Target
Transportation Services	$640,000
Recreation Services	$311,000
Ski Hill	$27,000
Fire Services	$147,000
General Government	$70,000
Total	**$1,195,000**

Relative to this annual lifecycle funding target, the Township allocated approximately $470,000 towards capital-related needs in its 2025 Council approved budget for assets supporting the provision of tax-funded services. This allocation comprised approximately $55,000 in repayments for debt previously incurred to fund tangible capital asset purchases and approximately $415,000 in contributions to capital reserves and reserve funds. A breakdown of the capital funding budgeted in the Township's 2025 Council approved budget for its assets supporting the provision of tax-funded services is illustrated in Figure 5-3 and provided in tabular form in Table 5-4.

Figure 5-3: Tax-funded Services – Capital Funding Allocated in 2025 Council Approved Budget

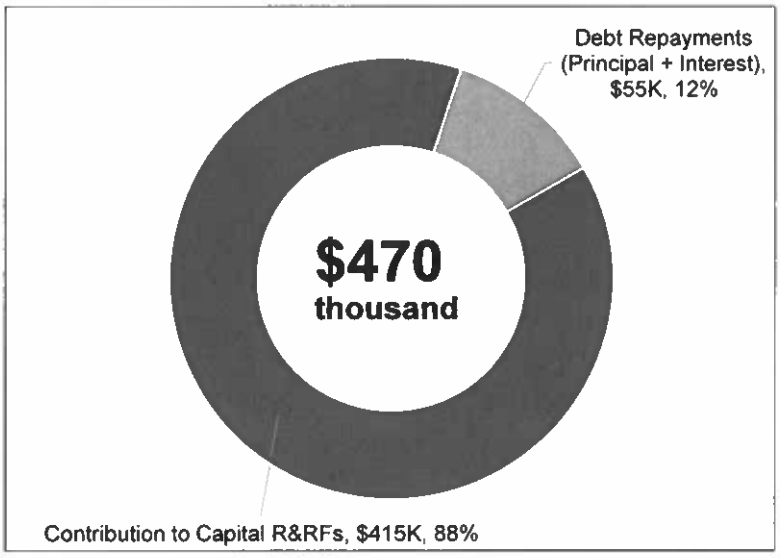


Table 5-4: Tax-funded Services – Capital Funding Allocated in 2025 Council Approved Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Debt Repayments	$55,000
Contributions to Capital Reserves & Reserve Funds	$415,000
Total	**$470,000**

The difference between the annual lifecycle funding target and the currently budgeted capital funding represents the Township's annual infrastructure funding gap for its tax-funded assets. Based on this analysis, the Township is currently facing a tax-based annual infrastructure funding gap of $725,000. The financial strategy presented herein aims to eliminate this funding gap gradually over a 10-year period (i.e., by 2035).

5.2.4 Overall Financial Forecast and Estimated Impact on Tax Levy

This section presents the overall impacts on the Township's financial position of gradually eliminating the tax-based infrastructure funding gap over the next 10 years (i.e., by 2035).

As noted earlier, the capital forecast for tax-supported assets proposes additional debt financing of approximately $10.6 million over the forecast period. As such, annual repayments on external debt are expected to rise from approximately $55,000 in 2025 to approximately $743,000 by 2035.

The Township is expected to have approximately $1.47 million in its tax-funded capital reserves and reserve funds at the end of 2025. To manage risks associated with unexpected capital expenditures that may arise, the financial strategy maintains a minimum balance in the Township's capital reserve and reserve funds. The minimum balance was set at 10% of average annual capital expenditures over the forecast period, approximately $251,000. Balance of funds held in the Township's tax-funded capital reserves and reserve funds are expected remain at the minimum balance threshold through the 10-year forecast period. A detailed continuity schedule of tax-funded capital reserves/reserve funds can be found in Table A-3 in Appendix A.

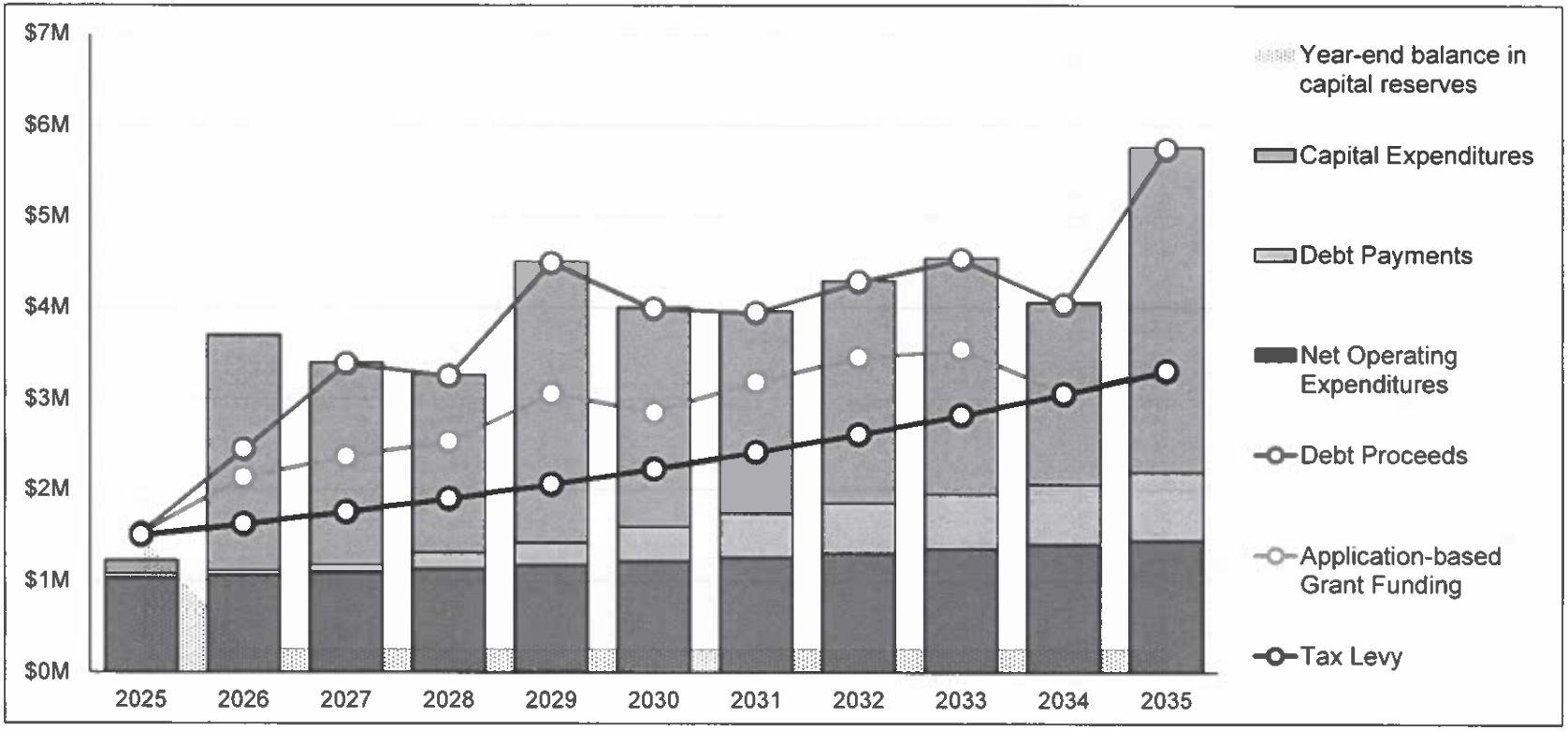
In order to fund the recommended lifecycle management strategy and gradually eliminate the tax-based infrastructure funding gap over the next 10 years, the

Township's tax levy would need to increase by 8.23% annually from 2026 to 2035 – increasing from approximately $1.5 million in 2025 to approximately $3.3 million by 2035.

The taxation impacts identified above include inflationary adjustments to the Township's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 5-4 illustrates the overall financial forecast for the Township's tax-funded assets, with full details of the financial strategy provided in Appendix A.

Figure 5-4: Tax-funded Assets – Overall Financial Forecast (Inflated)



5.2.5 Estimated Impact on Tax Bills (2026-2035)

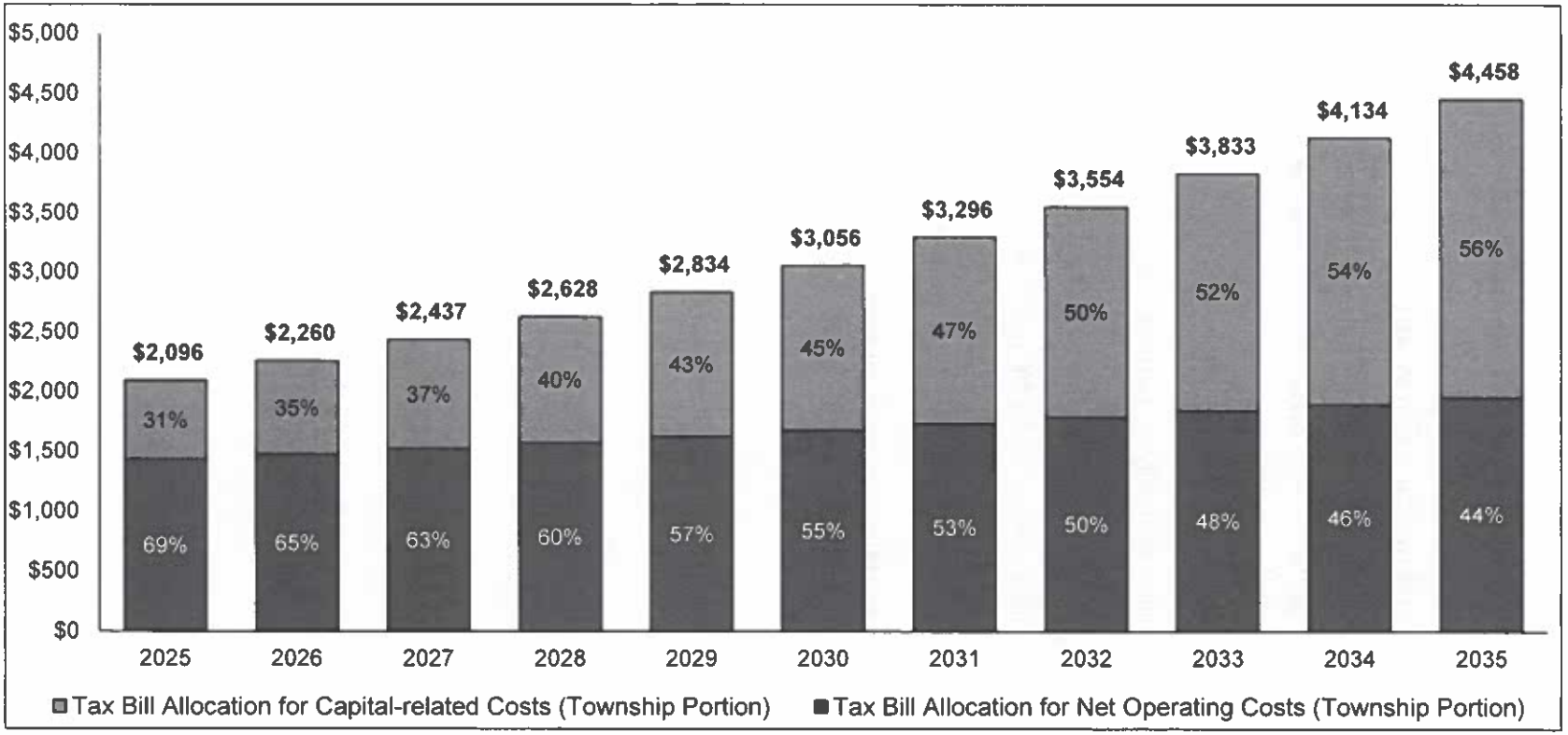
This section presents the estimated impact resulting from the financial strategy on the annual tax bill of a typical single-family detached house in the Township with a current value assessment of $91,000[1].

As noted in the previous section, the Township would need to increase its tax levy by 8.78% annually to eliminate the current infrastructure funding gap by 2035. Layering on assessment increases resulting from new assessment growth, assumed to be 0.36% annually between the period from 2026 to 2035, the impact on the Township portion of individual property tax bills would be increases of 7.84% annually from 2026 to 2035. A typical single-family detached house in the Township with a Current Value Assessment of $91,000 would see the Township portion of its tax bill rise from approximately $2,096 as of 2025 to approximately $4,458 by 2035.

Figure 5-5 illustrates the estimated impact on the Township portion of the tax bill for a typical single-family detached house with a Current Value Assessment of $91,000.

[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.

Figure 5-5: Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at $91,000 (2025-2035)



5.3 Water and Wastewater Rate-funded Assets

5.3.1 Annual Capital Expenditure Forecast

This section summarizes the cost associated with undertaking the lifecycle activities identified earlier in Chapter 4 for the Township's infrastructure assets funded through its annual water and wastewater rate revenues.

Capital expenditures over the 10-year forecast horizon are expected to total $14.4 million, an average of $1.4 million annually, in current (2025) dollars (i.e., uninflated). Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is expected to be approximately 4.5% annually. Once the impacts of estimated inflation on capital costs are incorporated, capital expenditures are expected to total $19.1 million, an average of $1.9 million annually.

Figure 5-6 presents the overall capital expenditure forecast for the Township's rate-funded infrastructure assets and this information is provided in tabular form in Table 5-5.

Figure 5-6: Water & Wastewater Rate-funded Assets - Overall Capital Expenditure Forecast (Inflated)

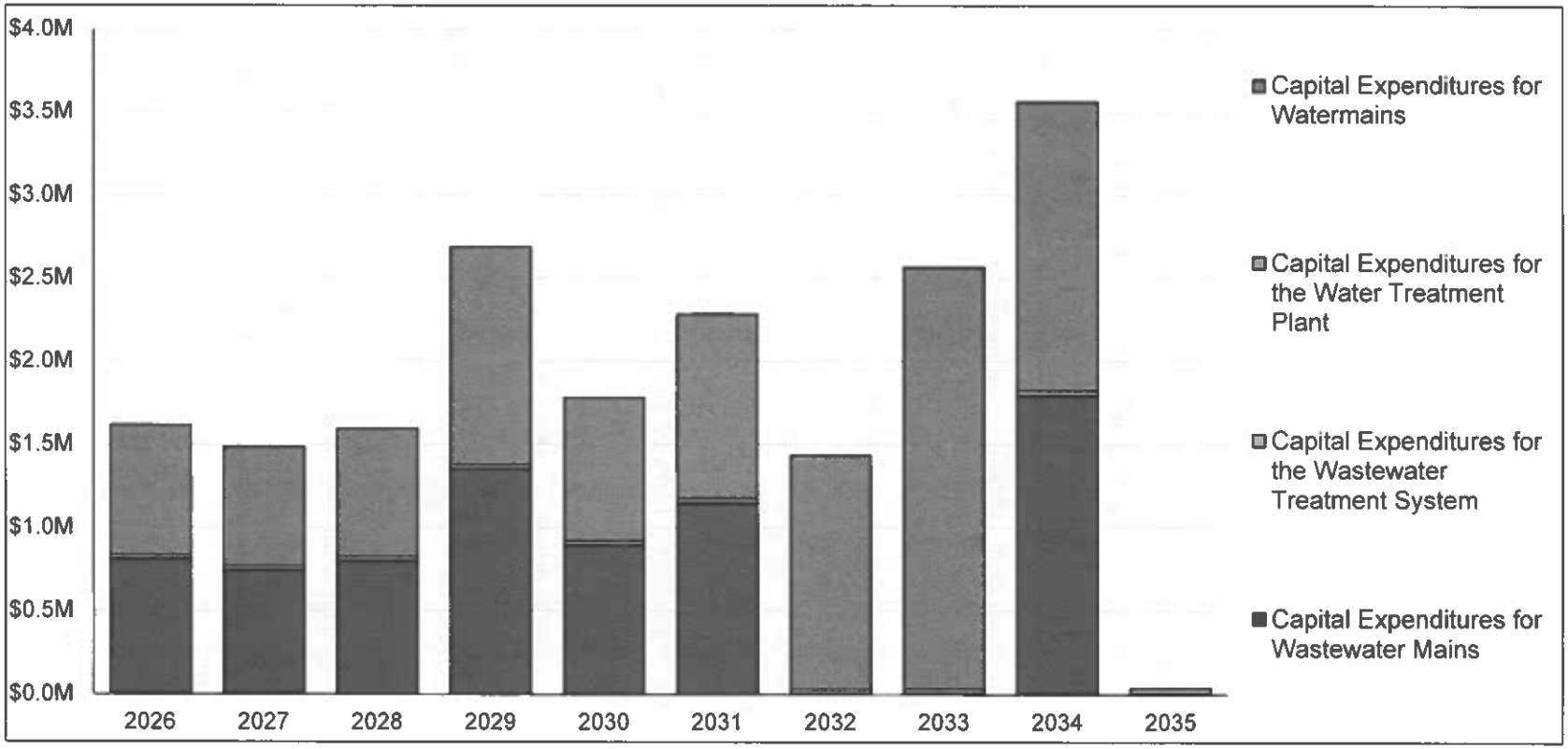


Table 5-5: Water & Wastewater Rate-funded Assets - Overall Capital Expenditure Forecast (Inflated)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Watermains	$ 782,000	$ 718,000	$ 772,000	$ 1,311,000	$ 863,000	$ 1,111,000	$ 1,404,000	$ 2,534,000	$ 1,738,000	$ -
Capital Expenditures for Water Treatment Plant	$ 23,000	$ 23,000	$ 26,000	$ 26,000	$ 26,000	$ 29,000	$ 28,000	$ 31,000	$ 31,000	$ 34,000
Capital Expenditures for Wastewater Mains	$ 805,000	$ 739,000	$ 794,000	$ 1,350,000	$ 889,000	$ 1,143,000	$ -	$ -	$ 1,789,000	$ -
Capital Expenditures for Wastewater Treatment Assets	$ 7,000	$ 6,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 5,000	$ 5,000
Total Annual Capital Expenditures	**$ 1,617,000**	**$ 1,486,000**	**$ 1,596,000**	**$ 2,691,000**	**$ 1,782,000**	**$ 2,287,000**	**$ 1,436,000**	**$ 2,569,000**	**$ 3,563,000**	**$ 39,000**

5.3.2 Annual Capital Financing Forecast

This section summarizes the recommended strategy to finance the asset lifecycle expenditures identified in Section 5.3.1. Capital expenditures for water and wastewater assets are expected to be financed from the following sources:

- Annual Ontario Community Infrastructure Fund (OCIF) formula-based funding . It is noted that the Ministry of Infrastructure announced a temporary increase to province-wide OCIF support in 2022, effectively doubling investment in Ontario's infrastructure for a five-year period ending in 2027. Correspondingly, it is assumed that the Township's annual OCIF funding will be reduced by 50% beginning in 2027, declining from approximately $121,000 in 2026 to approximately $60,000 in 2027 and held constant thereafter. It is further 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 Township's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by Township 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;
- Annual Canada Community-Building Fund (CCBF) funding. CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Township's allocations for 2026 to 2028, with 4% increases for every two-year period thereafter. As such, the Township's annual CCBF funding is expected to increase from approximately $49,000 in 2026 to approximately $59,000 by 2035; and
- Funds received from external application-based grants. As described earlier in section 4.1, the financial strategy for water and wastewater assets assumes that 73.33% of capital expenditures related to the replacement of underground water and wastewater mains will be funded through application-based grants. Please refer to section 4.1 for further details on this assumption and its associated risks.
- Funds expected to be available in the Township's rate-funded capital reserves and reserve funds; and
- Proceeds from external debt financing. The capital forecast for rate-supported assets proposes additional debt financing of $1.8 million over the 10-year forecast horizon.

Table 5-6 summarizes the capital financing forecast for the Township's rate-funded infrastructure assets.

Table 5-6: Sum of Capital Financing by Source (2026-2035)

Capital Financing Source	Total Capital Financing (2026-2035)	Percentage of Total
External Application-Based Capital Grants	$10,371,000	54%
Contributions from Capital Reserves and Reserve Funds	$5,770,000	30%
Proceeds from External Debt Financing	$1,802,000	10%
Annual Transfer Payment Revenues (i.e., OCIF and CCBF)	$1,123,000	6%
Total	**$19,066,000**	**100%**

5.3.3 *Current Annual Lifecycle Funding Target & Infrastructure Funding Gap*

The annual lifecycle funding target for the Township's rate-funded assets is $744,000 (in 2025 dollars). Please refer to Section 5.2.3 for further information on annual lifecycle funding targets.

A breakdown of the lifecycle funding target by asset category is illustrated in Figure 5-7 and provided in tabular form in Table 5-7.

Figure 5-7: Water & Wastewater Rate-funded Assets - Annual Lifecycle Funding Target (2025$) by Service Area

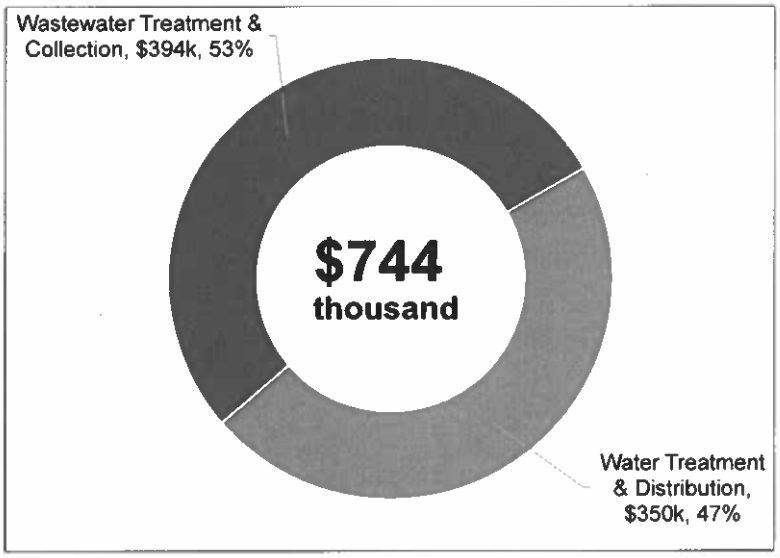


Table 5-7: Water & Wastewater Rate-funded Assets - Annual Lifecycle Funding Target (2025$) by Service Area

Service Area	Annual Lifecycle Funding Target
Water Treatment & Distribution	$350,000
Wastewater Treatment & Collection	$394,000
Total	**$744,000**

Relative to this annual lifecycle funding target, the Township allocated approximately $352,000 million towards capital-related needs in its 2025 Council approved budget for rate-funded assets. This allocation comprised approximately $231,000 in contributions to capital reserves and reserve funds and approximately $121,000 in transfer payment allocations (i.e., annual OCIF and CCBF transfer payment revenues).

A breakdown of the capital funding budgeted in the Township's 2025 Council approved budget for its rate-funded assets is illustrated in Figure 5-8 and provided in tabular form in Table 5-8.

Figure 5-8: Water & Wastewater Rate-funded Assets - Capital Funding Allocated in 2025 Council Approved Budget

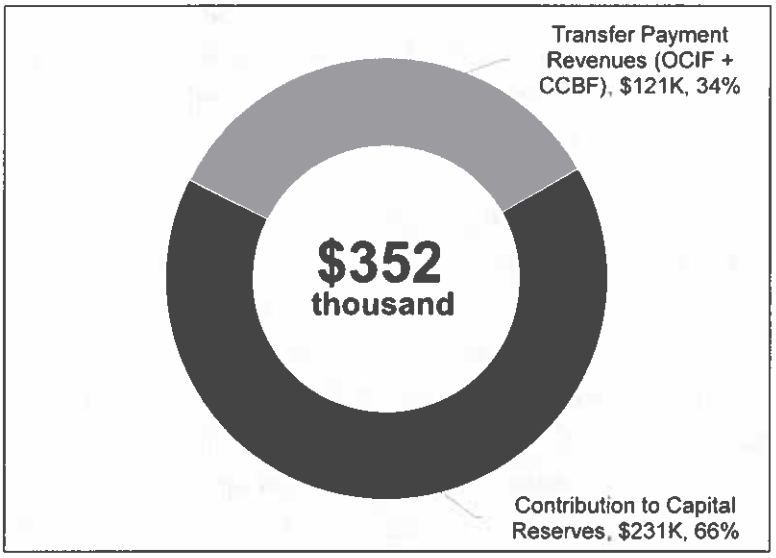


Table 5-8: Water & Wastewater Rate-funded Assets - Capital Funding Allocated in 2025 Council Approved Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Contributions to Capital Reserves & Reserve Funds	$231,000
Transfer Payment Allocation (OCIF and CCBF)	$121,000
Total	**$352,000**

The difference between the annual lifecycle funding target and the currently budgeted capital funding represents the Township's annual infrastructure funding gap for its rate-funded assets. Based on this analysis, the Township is currently facing a rate-based annual infrastructure funding gap of approximately $392,000. The financial strategy presented herein aims to eliminate this funding gap gradually over the next 10 years (i.e., by 2035).

5.3.4 Overall Financial Forecast and Estimated Impact on Rate Revenues

This section presents the overall impacts on the Township's financial condition of gradually eliminating the rate-based infrastructure funding gap over the next 10 years (i.e., by 2035).

As noted earlier in Section 5.3.2, the capital forecast for rate-supported assets proposes additional debt financing of approximately $1.8 million over the 10-year forecast period. The Township does not currently have any outstanding debt related to its water and wastewater system assets. As such, the Township is expected to begin making annual repayments on external debt in 2032 and these repayments are expected to rise to approximately $165,000 by 2035.

The Township is expected to have approximately $1.63 million in its rate-funded capital reserves and reserve funds at the end of 2025. To manage risks associated with unexpected capital expenditures that may arise, the financial strategy maintains a minimum balance in the Township's capital reserve and reserve funds. The minimum balance was set at 10% of average annual capital expenditures over the forecast period, approximately $191,000. Balance of funds held in the Township's rate-funded capital reserves and reserve funds are expected total approximately $1.17 million by 2035. A detailed continuity schedule of rate-funded capital reserves/reserve funds can be found in Table A-8 in Appendix A.

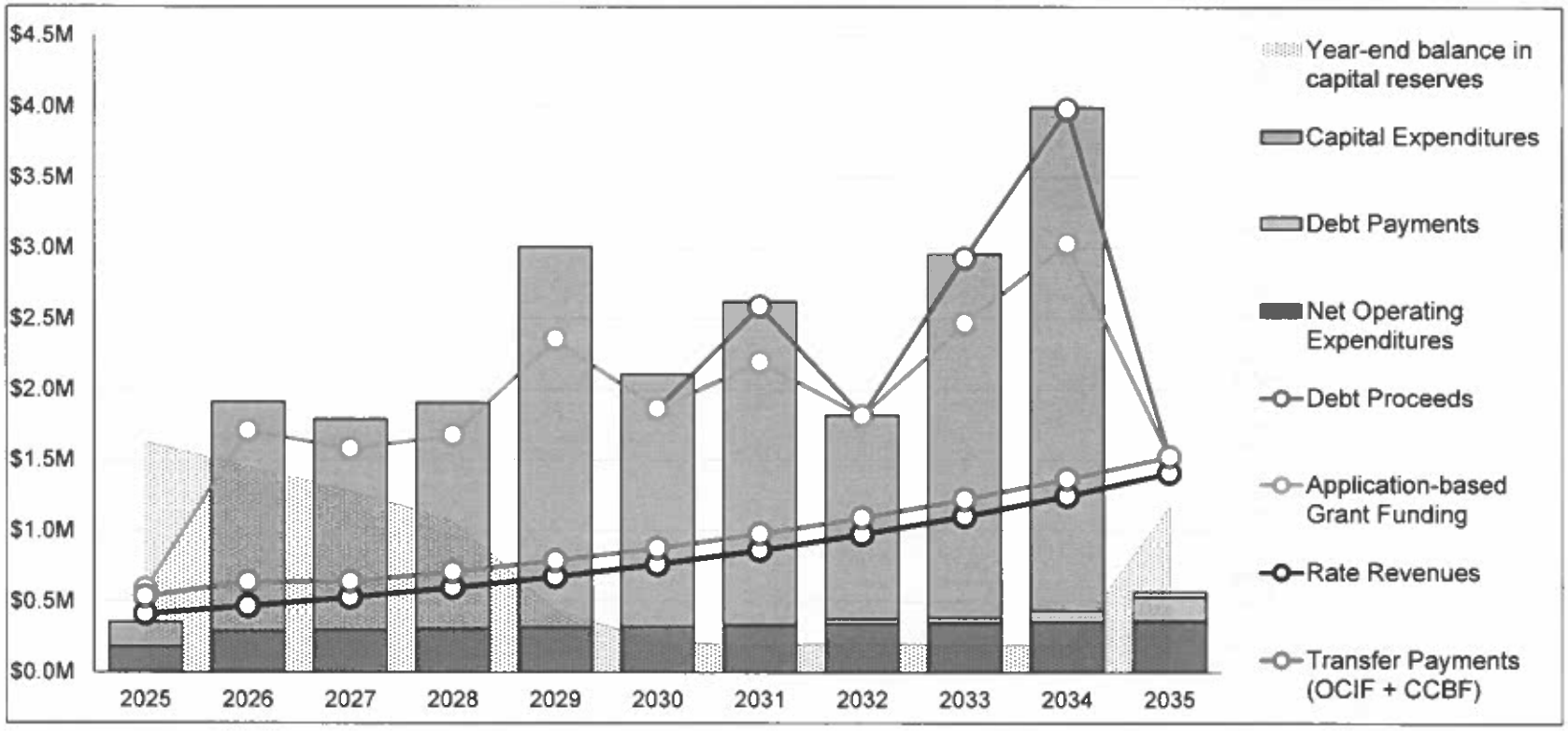
In order to fund the recommended lifecycle management strategy and eliminate the rate-based infrastructure funding gap, the Township's water and wastewater rate revenues would need to increase by 13.00% annually from 2026 to 2035[1]. Rate revenues are forecasted to rise from the current level of approximately $413,000 to approximately $1.4 million by 2035.

The identified rate-revenue impacts include inflationary adjustments to the Township's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 5-9 illustrates the overall financial forecast for the Township's rate-funded assets, with full details of the Financial Strategy provided in Appendix A.

[1]Please note that this may not necessarily lead to an equivalent increase in the water and wastewater rates that are charged to users. The Township's water and wastewater rates are determined as part of the annual budgeting process and are dependent on other factors (such as consumption), which are outside the scope of the analyses presented herein.

Figure 5-9: Water & Wastewater Rate-funded Assets - Overall Financial Forecast (Inflated)



Chapter 5
Recommendations and Next Steps

6. Recommendations and Next Steps

6.1 Recommendations

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

- That the Township of Larder Lake 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 funding is available to implement the asset management plan.

6.2 Next Steps

Following the approval of this asset management plan by Council, the Township's asset management journey will transition from developing the plan to its operationalization. The Township 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.

To ensure on-going compliance with O. Reg. 588/17, the Township will need to start conducting annual reviews of the progress being made towards implementing the asset management plan, with the first review required to be conducted prior to July 1, 2026. The annual reviews must identify any factors preventing progress towards full implementation and outline a strategy to address those impeding factors. Following the completion of this asset management plan, the Township should shift its focus to developing the format and content of these annual reviews to enable informed decision-making by Council and staff.

O. Reg. 588/17 requires updates to this asset management plan to be conducted at minimum on a every five-year basis. To maximize the reliability of the updated analyses, the Township should proactively plan to conduct updates of background studies and underlying asset data in a timely manner prior to undertaking an update of this asset management plan. The Township should plan to proactively update the underlying data utilized to inform the current performance of included level of service measures on a regular basis. Tracking the current performance of included measures over time relative to their targeted performance provides a key measure of success in fully implementing the asset management plan.

Appendix A
Financial Strategy Tables

Table A-1: Tax-Supported Capital Budget Forecast (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Services	$ 1,532,000	$ 1,434,000	$ 1,102,000	$ 2,109,000	$ 1,526,000	$ 1,528,000	$ 1,911,000	$ 2,066,000	$ 455,000	$ 2,613,000
Capital Expenditures for Recreation Services	$ 510,000	$ 262,000	$ 336,000	$ 434,000	$ 316,000	$ 325,000	$ 330,000	$ 331,000	$ 1,340,000	$ 362,000
Capital Expenditures for Ski Hill	$ 78,000	$ 21,000	$ 21,000	$ 22,000	$ 23,000	$ 24,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000
Capital Expenditures for Fire Services	$ 388,000	$ 436,000	$ 423,000	$ 442,000	$ 462,000	$ 63,000	$ 55,000	$ 86,000	$ 81,000	$ 451,000
Capital Expenditures for General Government	$ 80,000	$ 67,000	$ 70,000	$ 74,000	$ 77,000	$ 276,000	$ 119,000	$ 88,000	$ 92,000	$ 118,000
Total Annual Capital Expenditures	**$ 2,588,000**	**$ 2,220,000**	**$ 1,952,000**	**$ 3,081,000**	**$ 2,404,000**	**$ 2,216,000**	**$ 2,441,000**	**$ 2,598,000**	**$ 1,996,000**	**$ 3,573,000**
Capital Financing										
External Application-based Capital Grants	$ 506,000	$ 604,000	$ 625,000	$ 1,005,000	$ 631,000	$ 771,000	$ 845,000	$ 715,000	$ 6,000	$ 25,000
Contributions from Capital R&RFs	$ 1,771,000	$ 589,000	$ 600,000	$ 650,000	$ 646,000	$ 685,000	$ 770,000	$ 894,000	$ 1,019,000	$ 1,137,000
Proceeds from External Debt	$ 311,000	$ 1,027,000	$ 727,000	$ 1,426,000	$ 1,127,000	$ 760,000	$ 826,000	$ 989,000	$ 971,000	$ 2,411,000
Total Annual Capital Financing	**$ 2,588,000**	**$ 2,220,000**	**$ 1,952,000**	**$ 3,081,000**	**$ 2,404,000**	**$ 2,216,000**	**$ 2,441,000**	**$ 2,598,000**	**$ 1,996,000**	**$ 3,573,000**

Table A-2: Tax-Supported Schedule of Debt Payments (Inflated)
Township of Larder Lake

Year	Principal Borrowed	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 27,000	$ -	$ -
2026	$ 311,000		$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000
2027	$ 1,027,000			$ 93,000	$ 93,000	$ 93,000	$ 93,000	$ 93,000	$ 93,000	$ 93,000	$ 93,000
2028	$ 727,000				$ 66,000	$ 66,000	$ 66,000	$ 66,000	$ 66,000	$ 66,000	$ 66,000
2029	$ 1,426,000					$ 130,000	$ 130,000	$ 130,000	$ 130,000	$ 130,000	$ 130,000
2030	$ 1,127,000						$ 103,000	$ 103,000	$ 103,000	$ 103,000	$ 103,000
2031	$ 760,000							$ 69,000	$ 69,000	$ 69,000	$ 69,000
2032	$ 826,000								$ 75,000	$ 75,000	$ 75,000
2033	$ 989,000									$ 90,000	$ 90,000
2034	$ 971,000										$ 89,000
2035	$ 2,411,000										
Total Annual Debt Repayments		**$ 55,000**	**$ 83,000**	**$ 176,000**	**$ 242,000**	**$ 372,000**	**$ 475,000**	**$ 544,000**	**$ 591,000**	**$ 654,000**	**$ 743,000**

Table A-3: Tax-Supported Schedule of Capital Reserves and Reserve Funds Continuity (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 1,475,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000
Add: Transfer from Operating	$ 507,000	$ 573,000	$ 584,000	$ 633,000	$ 629,000	$ 666,000	$ 750,000	$ 871,000	$ 994,000	$ 1,110,000
Add: Interest Earned	$ 40,000	$ 16,000	$ 17,000	$ 18,000	$ 18,000	$ 18,000	$ 20,000	$ 22,000	$ 25,000	$ 27,000
Less: Transfer to Fund Capital Expenditures	$ 1,771,000	$ 589,000	$ 600,000	$ 650,000	$ 646,000	$ 685,000	$ 770,000	$ 894,000	$ 1,019,000	$ 1,137,000
Closing Balance	**$ 251,000**	**$ 251,000**	**$ 252,000**	**$ 252,000**	**$ 252,000**	**$ 250,000**	**$ 251,000**	**$ 250,000**	**$ 251,000**	**$ 251,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*	*$ 251,000*

Table A-4: Tax-Supported Operating Budget Forecast (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Salaries, Wages and Employee Benefits	$ 879,000	$ 898,000	$ 918,000	$ 938,000	$ 959,000	$ 980,000	$ 1,002,000	$ 1,024,000	$ 1,047,000	$ 1,070,000
Materials	$ 328,000	$ 335,000	$ 342,000	$ 350,000	$ 358,000	$ 366,000	$ 374,000	$ 382,000	$ 390,000	$ 399,000
Contracted Services	$ 925,000	$ 946,000	$ 967,000	$ 988,000	$ 1,010,000	$ 1,032,000	$ 1,055,000	$ 1,078,000	$ 1,102,000	$ 1,126,000
Rent and Financial Expenses	$ 24,000	$ 25,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000
External Transfers	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000	$ 34,000	$ 35,000	$ 36,000	$ 37,000	$ 38,000
Transfer to Operating Reserves	$ 150,000	$ 153,000	$ 156,000	$ 159,000	$ 163,000	$ 167,000	$ 171,000	$ 175,000	$ 179,000	$ 183,000
Sub-total: Operating Expenditures	**$ 2,335,000**	**$ 2,387,000**	**$ 2,440,000**	**$ 2,494,000**	**$ 2,551,000**	**$ 2,608,000**	**$ 2,667,000**	**$ 2,726,000**	**$ 2,787,000**	**$ 2,849,000**
Capital-related Expenditures										
Transfer to Capital Reserves	$ 507,000	$ 573,000	$ 584,000	$ 633,000	$ 629,000	$ 666,000	$ 750,000	$ 871,000	$ 994,000	$ 1,110,000
Debt Repayment	$ 55,000	$ 83,000	$ 176,000	$ 242,000	$ 372,000	$ 475,000	$ 544,000	$ 591,000	$ 654,000	$ 743,000
Sub-total: Capital-related Expenditures	**$ 562,000**	**$ 656,000**	**$ 760,000**	**$ 875,000**	**$ 1,001,000**	**$ 1,141,000**	**$ 1,294,000**	**$ 1,462,000**	**$ 1,648,000**	**$ 1,853,000**
Total Annual Expenditures	$ 2,897,000	$ 3,043,000	$ 3,200,000	$ 3,369,000	$ 3,552,000	$ 3,749,000	$ 3,961,000	$ 4,188,000	$ 4,435,000	$ 4,702,000
Operating Revenues										
Tax Levy	$ 1,619,000	$ 1,752,000	$ 1,896,000	$ 2,052,000	$ 2,221,000	$ 2,404,000	$ 2,602,000	$ 2,816,000	$ 3,048,000	$ 3,299,000
OMPF Revenues	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000	$ 692,000
Tax Penalties, Interest, & Write-offs	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
User Fees & Service Charges	$ 531,000	$ 543,000	$ 555,000	$ 567,000	$ 580,000	$ 593,000	$ 606,000	$ 619,000	$ 633,000	$ 647,000
Other Revenue	$ 40,000	$ 41,000	$ 42,000	$ 43,000	$ 44,000	$ 45,000	$ 46,000	$ 46,000	$ 47,000	$ 49,000
Total Annual Revenues	$ 2,897,000	$ 3,043,000	$ 3,200,000	$ 3,369,000	$ 3,552,000	$ 3,749,000	$ 3,961,000	$ 4,188,000	$ 4,435,000	$ 4,702,000

Table A-5: Tax Levy Forecast (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Prior-year Tax Levy	$ 1,495,000	$ 1,619,000	$ 1,752,000	$ 1,896,000	$ 2,052,000	$ 2,221,000	$ 2,404,000	$ 2,602,000	$ 2,816,000	$ 3,048,000
Add: Tax Revenues from Incremental Assessment Growth	$ 6,000	$ 6,000	$ 6,000	$ 7,000	$ 7,000	$ 8,000	$ 9,000	$ 9,000	$ 10,000	$ 11,000
Add: Tax Revenues from Existing Assessment Base	$ 118,000	$ 127,000	$ 138,000	$ 149,000	$ 162,000	$ 175,000	$ 189,000	$ 205,000	$ 222,000	$ 240,000
Total Tax Levy	**$ 1,619,000**	**$ 1,752,000**	**$ 1,896,000**	**$ 2,052,000**	**$ 2,221,000**	**$ 2,404,000**	**$ 2,602,000**	**$ 2,816,000**	**$ 3,048,000**	**$ 3,299,000**
Tax Levy Increase %		*8.23%*	*8.23%*	*8.23%*	*8.23%*	*8.23%*	*8.23%*	*8.23%*	*8.23%*	*8.23%*
Tax Rate Increase %		*7.84%*	*7.84%*	*7.84%*	*7.84%*	*7.84%*	*7.84%*	*7.84%*	*7.84%*	*7.84%*

Table A-6: Water & Wastewater Capital Budget Forecast (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Watermains	$ 782,000	$ 718,000	$ 772,000	$ 1,311,000	$ 863,000	$ 1,111,000	$ 1,404,000	$ 2,534,000	$ 1,738,000	$ -
Capital Expenditures for Water Treatment Plant	$ 23,000	$ 23,000	$ 26,000	$ 26,000	$ 26,000	$ 29,000	$ 28,000	$ 31,000	$ 31,000	$ 34,000
Capital Expenditures for Wastewater Mains	$ 805,000	$ 739,000	$ 794,000	$ 1,350,000	$ 889,000	$ 1,143,000	$ -	$ -	$ 1,789,000	$ -
Capital Expenditures for Wastewater Treatment Assets	$ 7,000	$ 6,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 5,000	$ 5,000
Total Annual Capital Expenditures	**$ 1,617,000**	**$ 1,486,000**	**$ 1,596,000**	**$ 2,691,000**	**$ 1,782,000**	**$ 2,287,000**	**$ 1,436,000**	**$ 2,569,000**	**$ 3,563,000**	**$ 39,000**
Capital Financing										
External Application-based Capital Grants	$ 1,065,000	$ 937,000	$ 963,000	$ 1,566,000	$ 987,000	$ 1,215,000	$ 724,000	$ 1,251,000	$ 1,666,000	$ -
Contributions from Capital R&RFs	$ 382,000	$ 438,000	$ 522,000	$ 1,012,000	$ 682,000	$ 565,000	$ 597,000	$ 745,000	$ 826,000	$ -
Proceeds from External Debt	$ -	$ -	$ -	$ -	$ -	$ 392,000	$ -	$ 456,000	$ 954,000	$ -
Annual OCIF Transfer Payment Revenues	$ 121,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -
Annual CCBF Transfer Payment Revenues	$ 49,000	$ 51,000	$ 51,000	$ 53,000	$ 53,000	$ 55,000	$ 55,000	$ 57,000	$ 57,000	$ 39,000
Total Annual Capital Financing	**$ 1,617,000**	**$ 1,486,000**	**$ 1,596,000**	**$ 2,691,000**	**$ 1,782,000**	**$ 2,287,000**	**$ 1,436,000**	**$ 2,569,000**	**$ 3,563,000**	**$ 39,000**

Table A-7: Water & Wastewater Schedule of Debt Payments (Inflated)
Township of Larder Lake

Year	New Debt	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2027	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2028	$ -				$ -	$ -	$ -	$ -	$ -	$ -	$ -
2029	$ -					$ -	$ -	$ -	$ -	$ -	$ -
2030	$ -						$ -	$ -	$ -	$ -	$ -
2031	$ 392,000							$ 36,000	$ 36,000	$ 36,000	$ 36,000
2032	$ -								$ -	$ -	$ -
2033	$ 456,000									$ 42,000	$ 42,000
2034	$ 954,000										$ 87,000
2035	$ -										
Total Annual Debt Repayments		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 36,000**	**$ 36,000**	**$ 78,000**	**$ 165,000**

Table A-8: Water & Wastewater Schedule of Capital Reserves and Reserve Funds Continuity (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 1,625,000	$ 1,452,000	$ 1,273,000	$ 1,069,000	$ 442,000	$ 214,000	$ 191,000	$ 205,000	$ 191,000	$ 191,000
Add: Transfer from Operating	$ 172,000	$ 226,000	$ 287,000	$ 357,000	$ 436,000	$ 527,000	$ 595,000	$ 713,000	$ 806,000	$ 872,000
Add: Deferred OCIF Revenues	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000
Add: Deferred CCBF Revenues	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000
Add: Interest Earned	$ 36,000	$ 34,000	$ 31,000	$ 29,000	$ 18,000	$ 15,000	$ 16,000	$ 18,000	$ 20,000	$ 23,000
Less: Transfer to Fund Capital Expenditures	$ 382,000	$ 438,000	$ 522,000	$ 1,012,000	$ 682,000	$ 565,000	$ 597,000	$ 745,000	$ 826,000	$ -
Closing Balance	**$ 1,451,000**	**$ 1,274,000**	**$ 1,069,000**	**$ 443,000**	**$ 214,000**	**$ 191,000**	**$ 205,000**	**$ 191,000**	**$ 191,000**	**$ 1,166,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*	*$ 191,000*

Table A-9: Water & Wastewater Operating Budget Forecast (Inflated)
Township of Larder Lake

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Salaries, Wages and Employee Benefits	$ 66,000	$ 67,000	$ 68,000	$ 70,000	$ 72,000	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000
Materials	$ 69,000	$ 71,000	$ 73,000	$ 75,000	$ 77,000	$ 79,000	$ 81,000	$ 83,000	$ 85,000	$ 87,000
Contracted Services	$ 159,000	$ 163,000	$ 167,000	$ 171,000	$ 175,000	$ 179,000	$ 183,000	$ 187,000	$ 191,000	$ 195,000
Sub-total: Operating Expenditures	**$ 294,000**	**$ 301,000**	**$ 308,000**	**$ 316,000**	**$ 324,000**	**$ 332,000**	**$ 340,000**	**$ 348,000**	**$ 356,000**	**$ 364,000**
Capital-related Expenditures										
Transfer to Capital Reserves	$ 172,000	$ 226,000	$ 287,000	$ 357,000	$ 436,000	$ 527,000	$ 595,000	$ 713,000	$ 806,000	$ 872,000
Debt Repayment	$ -	$ -	$ -	$ -	$ -	$ -	$ 36,000	$ 36,000	$ 78,000	$ 165,000
Sub-total: Capital-related Expenditures	**$ 172,000**	**$ 226,000**	**$ 287,000**	**$ 357,000**	**$ 436,000**	**$ 527,000**	**$ 631,000**	**$ 749,000**	**$ 884,000**	**$ 1,037,000**
Total Annual Expenditures	$ 466,000	$ 527,000	$ 595,000	$ 673,000	$ 760,000	$ 859,000	$ 971,000	$ 1,097,000	$ 1,240,000	$ 1,401,000
Operating Revenues										
Water & Wastewater Rate Revenues	$ 466,000	$ 527,000	$ 595,000	$ 673,000	$ 760,000	$ 859,000	$ 971,000	$ 1,097,000	$ 1,240,000	$ 1,401,000
Total Annual Revenues	$ 466,000	$ 527,000	$ 595,000	$ 673,000	$ 760,000	$ 859,000	$ 971,000	$ 1,097,000	$ 1,240,000	$ 1,401,000
Water & Wastewater Rate Revenues Increase %		*13.00%*	*13.00%*	*13.00%*	*13.00%*	*13.00%*	*13.00%*	*13.00%*	*13.00%*	*13.00%*