FINAL REPORT

PREPARED BY HEMSON FOR THE MUNICIPALITY OF NORTH PERTH

ASSET MANAGEMENT PLAN

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EXECUTIVE SUMMARY

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

- The Municipality's infrastructure has an estimated replacement value of $950.4 million. The largest share is roads and accounts for about $430.4 million (45%). The next highest share is buildings at $157.2 million (17%) and is followed by bridges and culverts at $124.9 million (13%). Sewer infrastructure is valued at a total of $95.1 million (10%), and water infrastructure is valued slightly lower at $60.3 million (6%). Stormwater infrastructure has a current replacement value of $37.6 million (4%). The other asset categories are made up of $44.9 million (5%) for computer and IT equipment, fleet, land improvements, machinery and equipment, streetlights, and sidewalks.

- Municipal assets are determined to be in good condition overall. About $555.1 million (58%) of the assets are in Good to Very Good condition while $208.2 million (22%) of the assets are Fair condition. The remaining $187.1 million (20%) are in Poor to Very Poor condition.

- The proposed level of service is generally set to maintain the current level of service over the planning period (2025-2034) with some exceptions for certain assets:

    - Paved roads in the Municipality are on average in Good condition with an average Pavement Condition Index (PCI) of 65. While no PCI information is available for unpaved roads, they have been assumed to be in Fair condition overall. The Technical Metrics "Road lane-km as a proportion of the total land area in the Municipality" is required by *O.Reg 588/17*. The proposed level of service is to maintain the current level of service as the Municipality does not expect to undertake major works that would result in the reclassification of any roads to anther category.

- Municipal bridges are on average in Good condition (68.8 Bridge Condition Index) with no structures currently having loading or dimensional restrictions. Structural culverts are also in Good condition, with a slightly higher BCI of 69.8.

- For Municipality buildings, the level of service metric chosen is “the percentage of asset in Good condition or better”. As all buildings are currently in a Very Good state of repair, the target has been set to maintain 100%.

- The average vehicle life, which is currently 11.6 years for vehicles in-service, and the average operating and maintenance cost per vehicle, as a proportion of the total replacement value of fleet is currently 0.15%.

- Water infrastructure service levels are tracked by six different metrics. Four of these Technical Levels of Service metrics are required by *O.Reg 588/17* and two were chosen by staff. Further discussion of these metrics can be found in the Proposed Levels of Service section of this report.

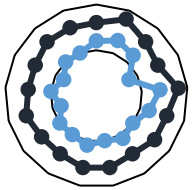
- Wastewater infrastructure service levels are tracked by 7 different metrics. Four of these Technical Levels of Service metrics are required by *O.Reg 588/17* and three were chosen by staff. Further discussion of these metrics can be found in the Proposed Levels of Service section of this report.

- The service level of stormwater assets is monitored through four different Technical Levels of Service metrics, 2 of which are required by *O.Reg 588/17*. Further discussion of these metrics can be found in the Proposed Levels of Service section of this report.

- The total 10-year lifecycle costs to meet proposed levels of service amount to $124.1 million (an average of $12.4 million per year). To meet proposed levels of service an average increase to contributions to capital reserves of approximately $628,000 per year would be required which is equivalent to a 2.9% annual increase to the tax levy in 2026 ($2025). Going forward, this amount would need to be adjusted by inflation on an annual basis to ensure the Municipality’s funding levels are sufficient to meet general market price increases.

Summary of 2025 Asset Management Plan

Maturity Assessment

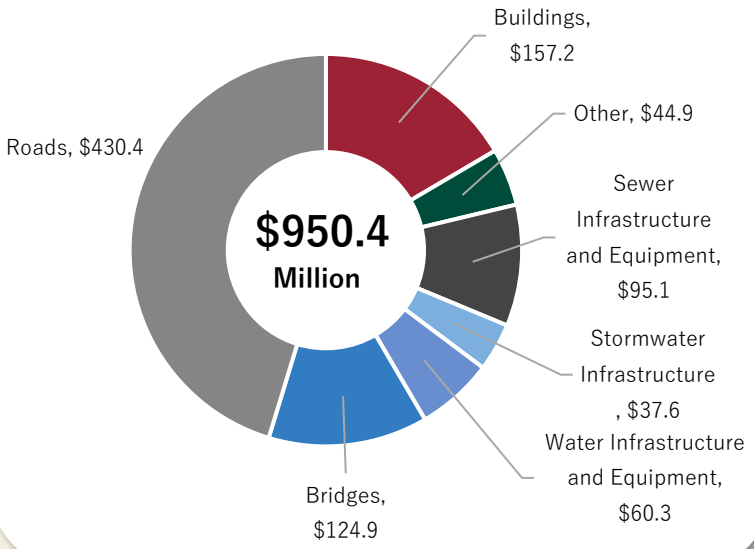


53/80

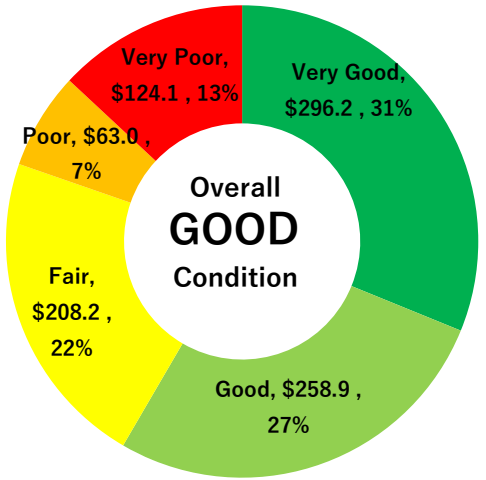
Total Need to Meet PLOS 2025-2034

$29.1 Million

Summary of Total Replacement Value ($M)



Summary of Asset Condition ($M)



1. INTRODUCTION

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

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

A. PURPOSE OF THE ASSET MANAGEMENT PLAN

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

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

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

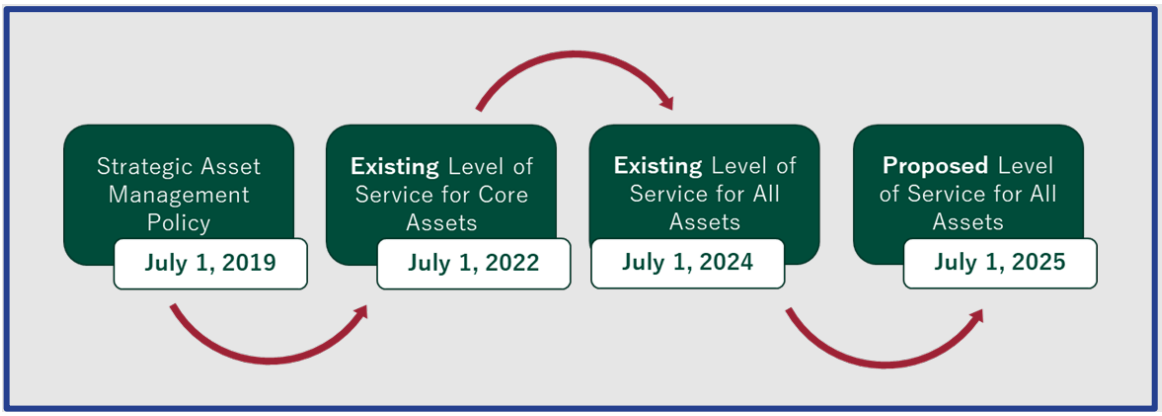
By following the key objectives above, the AMP establishes a "clear line of sight" from the service being provided to residents and businesses in the Municipality. Any investment requirements included in the AMP are clearly linked to a well-defined need. These needs over the 10-year period are set to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

B. REGULATORY CONTEXT

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

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

Figure 1 Ontario Regulation 588/17 Requirements



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

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

The 2025 AMP meets the requirements of the regulation as it includes the proposed levels of service requirement to meet the 2025 deadline for all assets considered in this AMP. The 2025 AMP builds on the work completed in the Municipality's 2019 Asset Management Plan which included all asset categories (core and non-core) and reported on the current level of service. Through this update, the Municipality has updated the current level of service utilizing more recent engineering reports, updated inventories and datasets compiled through consultation with Municipality staff.

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

C. ASSET MANAGEMENT PLAN STRUCTURE

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

Table 1 AMP Report Structure

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

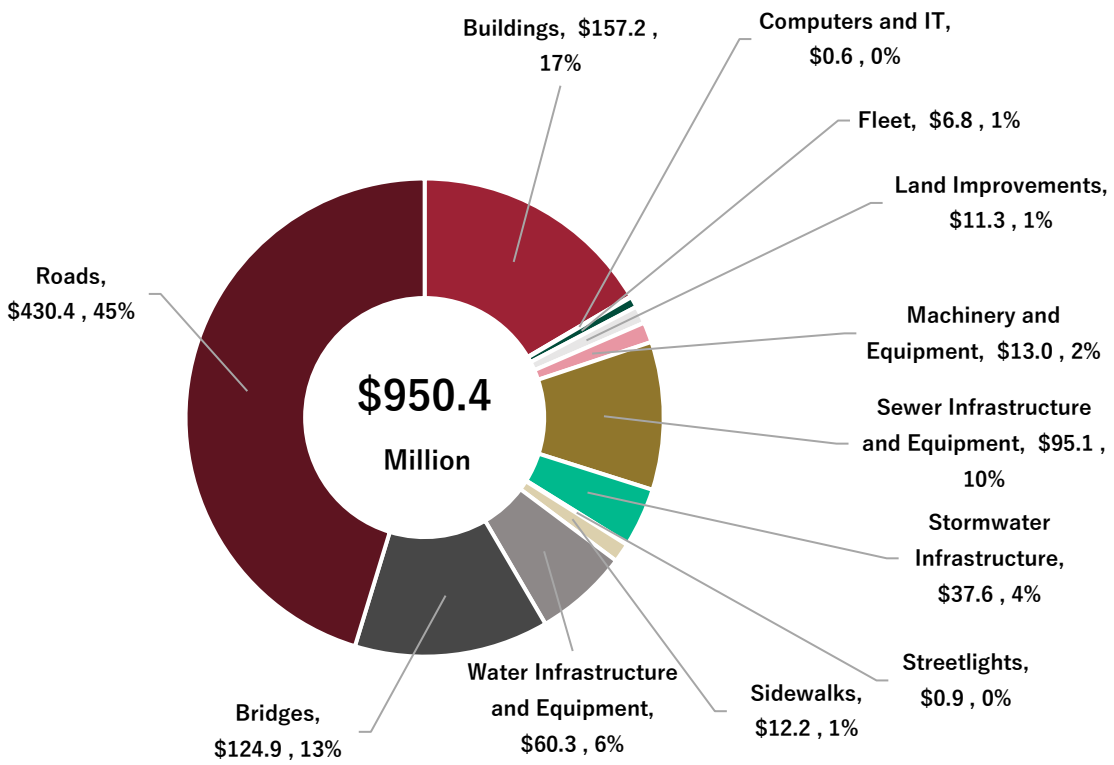
2. STATE OF LOCAL INFRASTRUCTURE

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

A. REPLACEMENT COST OF INFRASTUCTURE

The replacement cost for all Municipality assets considered in the 2025 AMP is estimated at $950.4 million (represented in constant 2025 dollars). The largest share is related to roads and accounts for about $430.4 million (45%) of the total replacement value. The next highest share is buildings at $157.2 million (17%) and is followed by bridges and culverts at $124.9 million (13%). Sewer infrastructure is valued at a total of $95.1 million (10%), and water infrastructure is valued slightly lower at $60.3 million (6%). Stormwater infrastructure has a current replacement value of $37.6 million (4%). The other asset categories are made up of $44.9 million (5%) for computer and IT equipment, fleet, land improvements, machinery and equipment, streetlights, and sidewalks.

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



Replacement values are used to estimate the cost of replacing an asset when it reaches the end of its engineered design life. For this reason, the replacement values represent an important input into the lifecycle cost analysis. The total replacement cost of assets of $950.4 million has been determined utilizing different methods that are appropriate for each asset category and dependent on data available at the time of developing this AMP.

Table 2 Methodology Used for Replacement Values

Asset Category	Methodology
Roads	• Based on benchmark costs per kilometre in similar municipalities for both gravel and paved roads
Bridges and Culverts	• Based on average replacement cost per square metre of deck area for bridges in the most recent OSIM Reports that were recommended to be fully replaced
Buildings	• Based on replacement values identified in the 2023 Building Condition Assessments, inflated to 2025 dollars

Asset Category	Methodology
Water Infrastructure and Equipment	• Based on tendered costs per linear metre of infrastructure, and plant equipment was adjusted acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Sewer Infrastructure and Equipment	• Based on tendered costs per linear metre of infrastructure, and plant equipment was adjusted acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Stormwater Infrastructure	• Based on tendered costs per linear metre of infrastructure, and plant equipment was adjusted acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Machinery & Equipment	• Adjust acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Sidewalks	• Based on benchmark costs per linear metre in similar municipalities
Land Improvements	• Adjust acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Fleet	• Adjust acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Streetlights	• Adjust acquisition costs to 2025 dollars based on average NRBCPI (3% annual)
Computer & IT	• Adjust acquisition costs to 2025 dollars based on average NRBCPI (3% annual)

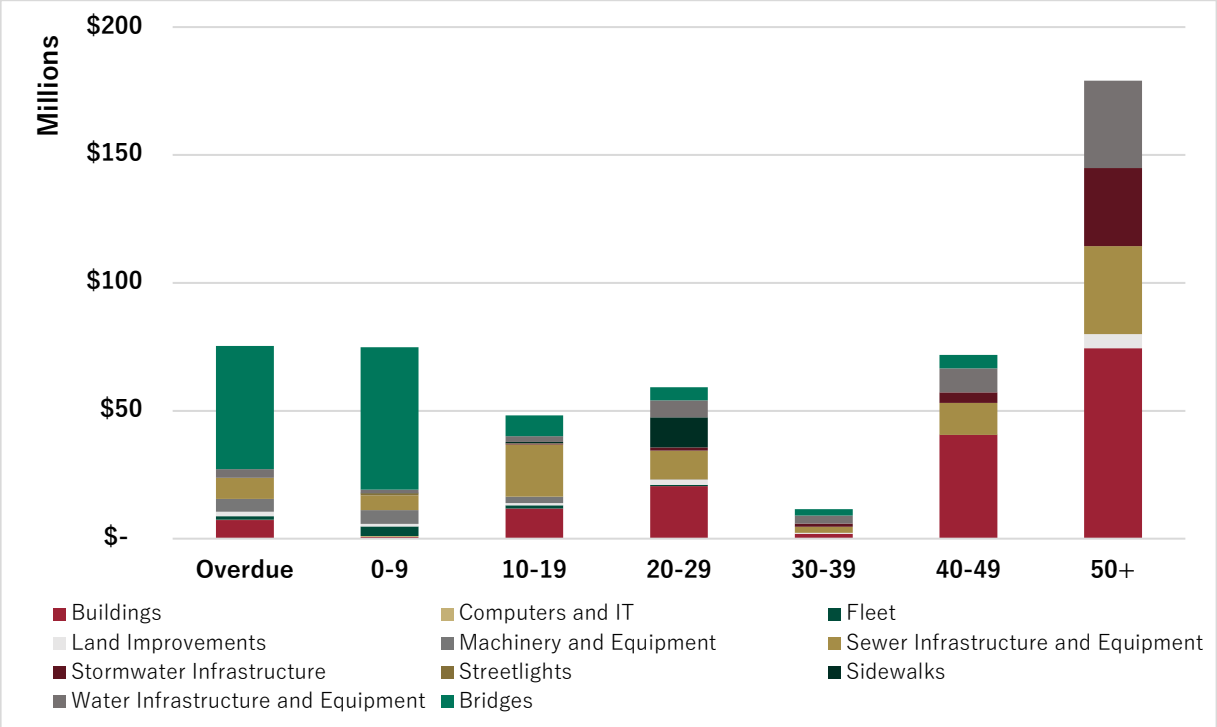
B. REMAINING USEFUL LIFE OF THE INFRASTRUCTURE

Figure 3 provides a summary of the assets by replacement value shown by their remaining useful life (years).[2] About $179.1 million (34%) of the infrastructure has greater than 50 years of remaining useful life. About $190.7 million (37%) has between 10 and 49 years of remaining useful life while about $74.8 million (14%) has 0 to 9 years of remaining useful life.

[2] The summary shows infrastructure totalling about $520.0 million of the total Municipality replacement value of $950.4 million as roads have been excluded from the summary. Roads are excluded as no acquisition date or useful life information is available as the Municipality maintains the roads based on its condition and not on age.

The remaining $75.4 million (14%) is considered overdue and past its design life. This is largely related to building components, bridges, and culverts, which routinely outlive their expected useful life as a result of the maintenance and renewal activities undertaken by the Municipality. Although this infrastructure is considered past its design life, the infrastructure continues to be maintained and is in good working order.

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



Note: Roads are excluded as no acquisition date or useful life information is available as the Municipality maintains the roads based on its condition and not on age.

C. CONDITION OF THE INFRASTRUCTURE

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

Table 3 - Condition Assessment Parameters

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

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

1. Engineered Conditions

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

- Condition assessments for the roads are based on the engineered assessments developed through the Road Needs Study (RNS), with the records being updated annually through the Municipality's Road Management Software. The RNS rates the roads utilizing a 100-point scale for surface condition (PCI). The PCI of the roads has been translated to a condition rating based on the scale in Table 4.

*Table 4 Road Surface Condition Parameters**

Condition Rating	PCI Range
Very Good	90 – 100
Good	70 – 90
Fair	60 – 70
Poor	50 - 60
Very Poor	Less than 50

Note: As PCI was not available for unpaved Roads, they have been assumed to be in Fair condition.

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

Table 5 Bridges and Culverts Condition Parameters

Condition Rating	BCI Range
Very Good	90 – 100
Good	70 – 90
Fair	60 – 70
Poor	50 - 60
Very Poor	Less than 50

- Condition assessments for the buildings are based on the engineered assessments developed through the Municipality's Building Condition Assessments (BCA). The BCA report rates the buildings conditions utilizing a 100-point Facility Condition Index (FCI). The condition of the buildings has been translated to the 5-point scale based on the scale in Table 6 below.

Table 6 - Buildings Condition Parameters

Condition Rating	FCI Range
Very Good	80 – 100
Good	60 – 80
Fair	40 – 60
Poor	20 - 40
Very Poor	Less than 20

- Condition assessments for some linear infrastructure (water mains and sewer mains) are based on the condition rating assessments included in the data sets provided by the

Municipality. The conditions were provided utilizing a 100-point condition rating, which has been translated to the 5-point scale based on the scale in Table 8 below.

Table 7 - Water and Sewer Mains Condition Parameters

Condition Rating	FCI Range
Very Good	80 – 100
Good	60 – 80
Fair	40 – 60
Poor	20 - 40
Very Poor	Less than 20

2. Age Based Approach

For some asset types where the Municipality was not able to provide a condition assessment based on existing knowledge or inspection, the condition is estimated based on age and the remaining useful life of the asset. It is the intention that the Municipality move towards a condition assessment methodology using approach 1 and 2 wherever possible. The age-based condition methodology is more appropriate for lower valued assets that have a shorter useful life. Table 8 shows the methodology where the condition is assigned based on the remaining useful life of the assets.

Table 8 Age Based Condition Parameters

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

Summary of the Condition of Assets

Figure 4 summarizes the condition of Municipality assets which are determined to be in Good condition on average. Overall, about $555.1 million (58%) of the assets are in Good to Very Good condition while $208.2 million (22%) of the assets are Fair condition. The remaining $187.1 million (20%) are in Poor to Very Poor condition.

Figure 4 - Summary of Asset Condition ($2025 - in millions)

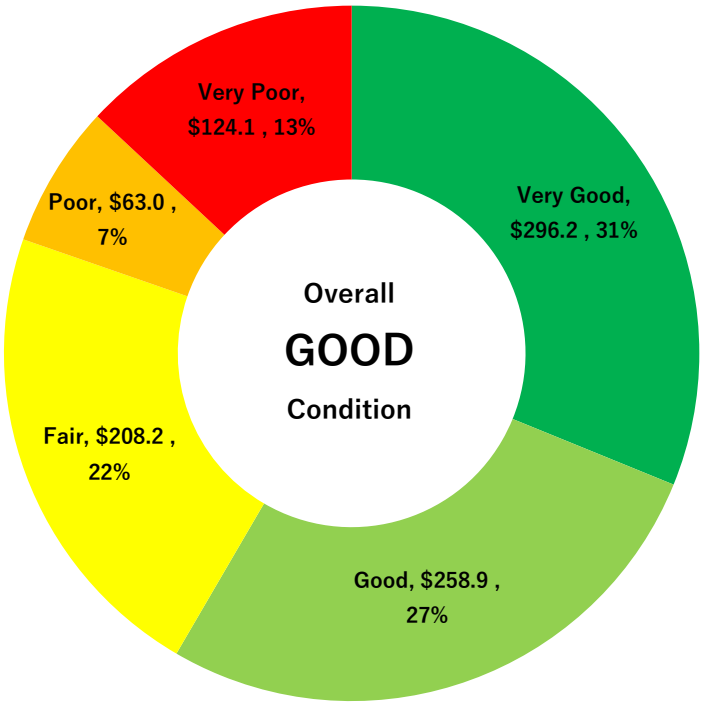


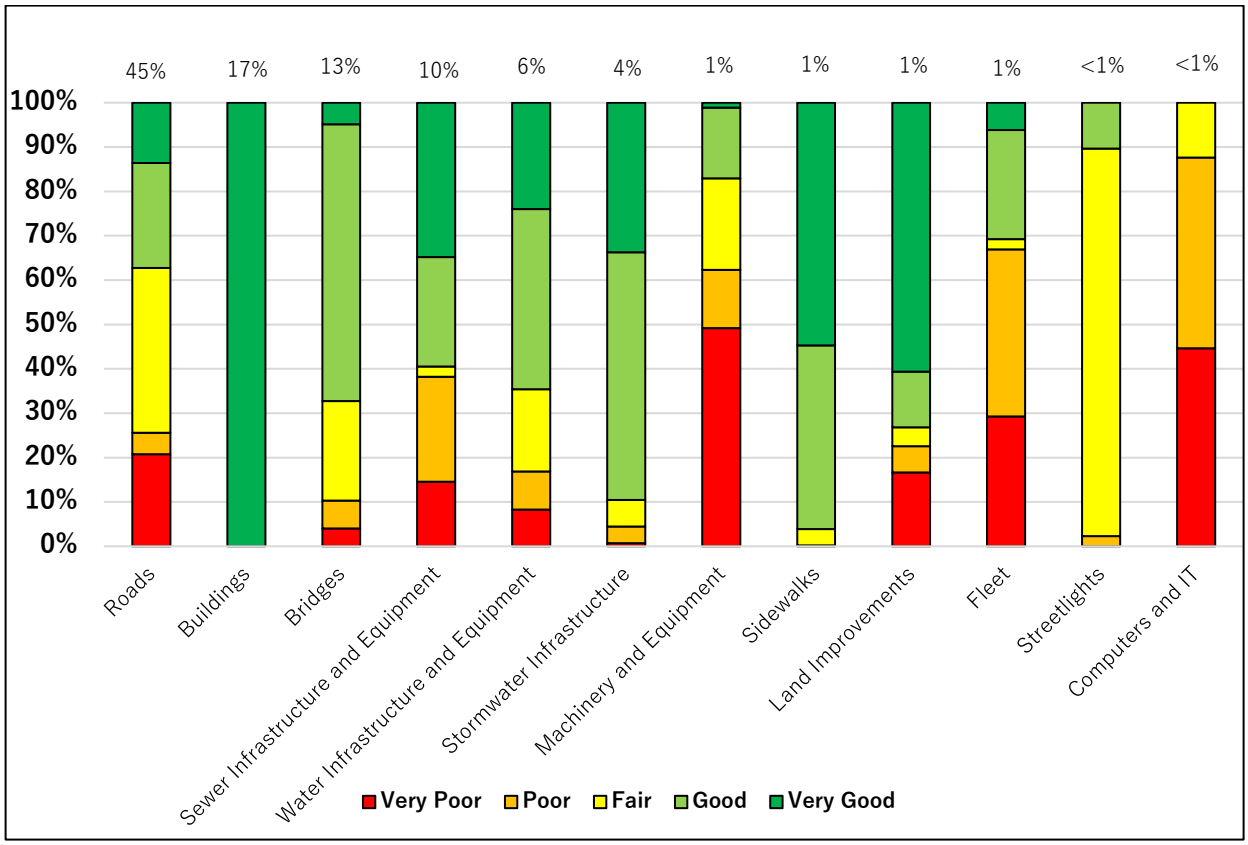
Figure 5 shows the condition of assets delineated by each asset category. Figure 5 shows the following:

- The Municipality's largest component in the asset portfolio of roads, making up 45% of the replacement value, is the main driver of the Municipality's overall asset condition. About $160.3 million (37%) of the roads are in Good to Very Good condition as these assets were assessed through the Road Needs Study. A smaller share of about $110.1 million (26%) of the roads is in Poor or Very Poor condition. The remaining $160.0 million (37%), which included all unpaved roads, are in Fair condition.

- All Buildings (100%) have been assessed to be in Very Good condition. The replacement values of all facilities total $157.2 million.

- About $84.0 million (67%) of the bridges and culverts are in Good to Very Good condition as these assets were assessed through the OSIM Report. A small share of about $12.9 million (10%) of the bridges and culverts are in Poor or Very Poor condition and will need significant rehabilitation or replacement over the next 10 years.

Figure 5 - Summary of Asset Condition by Asset Category ($2025 in millions)



Note: The percentages above the bars represent the shares of replacement value relative to the total replacement value of Municipality assets at $950.4 million.

3. LEVEL OF SERVICE

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

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

A. THE MUNICIPALITY'S LEVEL OF SERVICE GOALS

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

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

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

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

B. CUSTOMER LEVELS OF SERVICE (CLOS)

Customer Levels of Service are specific parameters that describe the extent and quality of services that the Municipality provides to residents from the resident's perspective. CLOS is comprised of qualitative measures such as the description of assets or the related service

provided. CLOS can be evaluated through an understanding of the wants and needs of residents while understanding the assets the Municipality owns and operates. The CLOS are documented as high-level qualitative statements that capture these characteristics. For the purposes of meeting O. Reg. 588/17 requirements, the Community Levels of Service (outlined in the regulation) are also included under the CLOS.

C. TECHNICAL LEVELS OF SERVICE (TLOS)

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

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

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

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

D. OVERVIEW OF THE MUNICIPALITY'S LEVEL OF SERVICE

The Municipality's 2019 Asset Management Plan was prepared for all Municipality infrastructure assets under the "current level of service" framework as required by O. Reg. 588/17. The Municipality defined its current levels of service in accordance with qualitative and technical metrics that have been established through the regulation and in consultation

with staff. In general, the measures were derived from data collected in 2019 and the process ensured that the current level of service accurately reflected the performance and condition of infrastructure assets given the available data of the day.

Current Level of Service

For the purposes of this 2025 Asset Management Plan, some customer and technical level of service reporting measures remain consistent with those established through the 2019 process, however, the "current" baseline data has been updated with information that has been made available since 2019. In other instances, metrics have been added to help capture the progress of initiatives already underway by staff and council. Furthermore, improvements have been made to streamline the measures to focus in areas that are relevant and useful for service level monitoring and meeting the regulatory reporting requirements.

Proposed Level of Service

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

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

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

- **Differences from Current Levels of Service** – The analysis looks at a comparison of the proposed levels of service with the current levels to identify areas where adjustments or enhancements are necessary. While some proposed levels of service may mirror the

current levels outlined in this AMP, adjustments or enhancements to the current procedures may still be necessary to ensure alignment with longer-term goals.

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

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

Summary of the Level of Service

Table 9 summarizes the customer levels of service while Table 10 shows the technical levels of service. Table 10 shows:

- Paved roads in the Municipality are on average in Good condition with an average PCI of 65. While no PCI information is available for unpaved roads, they have been assumed to be in Fair condition overall. This information is based on the Municipality's roads management software. Given the overall "Good" condition of the road network, the extensive workplan laid out in this RNS, and the Municipality's funding constraints, the proposed level of service is to maintain the current PCI of roads, which is consistent with the Municipality's existing practices. The cost implications of achieving this target are included in the financing strategy section of this report. The Technical Metrics "Road lane-km as a proportion of the total land area in the Municipality" is required by *O.Reg 588/17*. The proposed level of service is to maintain the current level of service as the Municipality does not expect to undertake major works that would result in the reclassification of any roads to anther category.

- Municipal bridges are on average in Good condition (68.8 BCI) with no structures currently having loading or dimensional restrictions. Structural culverts are also in Good condition, with a slightly higher BCI of 69.8. Staff have identified a goal of maintaining a minimum BCI of 65.

- For municipal buildings, the level of service metric chosen is “the percentage of asset in Good condition or better”. As all buildings are currently in a Very Good state of repair, the target has been set to maintain 100%. While some repairs and maintenance are needed on buildings, the Municipality expects to be able to respond to these needs.

- The level of service for vehicles is tracked by two metrics. The average vehicle life, which is currently 11.6 years for vehicles in-service, has been assigned the qualitative target of a general reduction through increased replacement activity. The average operating and maintenance cost per vehicle, as a proportion of the total replacement value of fleet (currently 0.15%) is expected to increase should the backlog of vehicle replacements grow. As such, the target has been set to maintain a maximum of 0.2%.

- Water infrastructure service levels are tracked by six different metrics. Four of these TLOS metrics are required by *O.Reg 588/17* and two were chosen by staff. For the metrics tracking the connectivity of the system: “Percentage of properties connected to the municipal water system” and “Percentage of properties where fire flow is available”, the target is to maintain current performance against growth. The targets for metrics designed to track the impact to water system users: “Number of Connection Days lost to Water Main Breaks” and “Number of Days where a Boil Water Advisory is in Effect”, the target has been set to 0 connection days of interrupted service.

- Wastewater infrastructure service levels are tracked by 7 different metrics. Four of these TLOS metrics are required by *O.Reg 588/17* and three were chosen by staff. For the metric tracking the connectivity of the system: “Percentage of properties connected to the municipal wastewater system”, the target is to maintain current performance against growth. The target for monitoring the system capacity: “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” is currently zero and set to be maintained at that level. The targets for metrics designed to track the impact to wastewater system users: “The number of connection days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system” and “The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system”, the target has been set to 0. Through consultation with staff, three other metrics were determined to be useful and added to the LOS analysis, the first of which is the “Opt-in for Municipal Servicing in Urban Centres”, which is currently 100% and is proposed to remain at that level. Two metrics were added to ensure the Municipality continues to inspect their infrastructure: the “Number of inspections per year on Pump Stations”, which is currently 156; and the

"Number of inspections per year on the Treatment Plant", which is done daily or 365 times per year. The target has been set to maintain current inspection frequency.

- The service level of stormwater assets is monitored through four different TLOS metrics, 2 of which are required by *O.Reg 588/17*. The metrics which measure the reliability of the stormwater management network, "Percentage of properties in municipality resilient to a 100-year storm" and "Percentage of the municipal stormwater management system resilient to a 5-year storm" are proposed to be maintain around their current service levels. The "Total Road Closures due to Flooding per Year" was chosen as a more useable metric for the Municipality and has the goal of reducing closures from two in 2024 to none. The "Period over which the full Stormwater System is Inspected and Maintained" will remain on a 2-year cycle.

- The proposed levels of service for other asset categories, such as libraries and childcare and programming as generally set to maintain current performance. It is assumed that these targets can be achieved with current investment from tax levy, and development charges revenue where they relate to growth-assets.

Table 9 Customer Levels of Service

Asset Category	Customer LOS	Community Level of Service	
Roads	Maintain safe and reliable roads and to meet reporting requirements of (O. Reg. 588/17)	Description, which may include maps, of the road network in the municipality and its level of connectivity.	The connectivity of Municipal roads is discussed at length in the 2024 Transportation Master Plan. A map of the full Road Network can be found on page 20 of this report.
		Description or images that illustrate the different levels of road class pavement condition.	The Municipality maintains surface condition ratings of the road system condition by roads segments on a scale from 0-100. Descriptions of the condition of the road network can be found in the appendices of the 2024 Transportation Master Plan.
Bridges and Culverts	Maintain safe and reliable culverts and to meet reporting requirements of (O. Reg. 588/17)	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Bridges and culverts support all local traffic. Information about Load Restrictions can be found in the TLOS (Table 8).
		Description or images of the condition of culverts and how this would affect use of the culverts.	Details on engineered bridges and culverts conditions including images and technical specifications are included in the North Perth Bridge and Culvert Inspections, which can be found on the Municipal Website.
Buildings	Maintain safe and functional buildings with sufficient capacity for residents and staff.	The Municipality owns and operates 60 buildings and structures which includes various wells and well houses, pumping stations, pavilions, a retirement facility, fire stations, storage sheds, arenas, community centres, garages, town halls, public works garages and facilities, public washrooms, a clock tower, various landfill buildings, and libraries.	

Asset Category	Customer LOS	Community Level of Service	
Fleet	Maintain safe and functional motor vehicles and machinery available to respond to service needs when required.	The Municipality currently owns and maintains 41 different fleet assets. The majority of the replacement value for these assets sits under Fire, as the equipment tends to have a higher replacement cost than the fleet of the Public Works, Water/Wastewater, Recreation, and Building Departments.	
Water Infrastructure and Equipment	Maintain reliable water network and to meet reporting requirements of (O. Reg. 588/17)	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	North Perth owns, generates and maintains four water systems that serve residents in Atwood, Listowel, Gowanstown and Molesworth. The Municipality is committed to maintaining a safe supply of high-quality drinking water that meets all applicable regulations and legislation. Fire flow is available in the urban areas only. The Municipality does not currently have any boil water advisories. Service interruptions due to water main breaks averaged 3.5 per year from 2023 and 2024.
		Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	
		Description of boil water advisories and service interruptions.	
Sewer Infrastructure and Equipment	Maintain reliable sewer network and to meet reporting requirements of (O. Reg. 588/17)	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system.	North Perth operates a wastewater treatment facility located just outside of Listowel. Both the Atwood and Listowel collection systems are piped to the wastewater treatment facility. The Municipality is responsible for all monitoring, quality assurance, quality control, reporting, inspecting, collection and maintenance of the facility. The Municipality maintains all reporting on wastewater system performance through annual wastewater reports. The latest copy is available at northperth.ca (Listowel
		Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes.	

Asset Category	Customer LOS	Community Level of Service	
		Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches.	Wastewater Treatment Facility 2024 Annual Report). This report is update on an annual basis) In addition, the Municipality maintains information on wastewater capacity and planned flow in the 2015 North Perth Wastewater Treatment Master Plan.
		Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes.	
		Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described above.	
		Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system.	

Stormwater Infrastructure	Maintain reliable stormwater management network and to meet reporting requirements of (O. Reg. 588/17)	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	Storm sewers collect rain and run - off from melting snow on properties to help prevent flooding and redirect this wastewater to nearby stormwater management ponds and waterways. A stormwater management pond is an engineered structure constructed to gather rainfall and surface water runoff. The pond temporarily stores water and then releases it at a controlled rate. A single pond can provide erosion and flooding control while enhancing water quality. Through a combination of landscape and structural features, stormwater management ponds allow sediment and contaminants to settle out of runoff before it is released into a natural watercourse. Stormwater ponds also hold back water in order to release it at a controlled rate during large storms. Controlling the flow of stormwater protects downstream lands from erosion and flooding. Stormwater ponds are also constructed to be an attractive feature with an environmental benefit. Ponds are designed to be surrounded by vegetation and to provide a habitat for birds and animals. It should be noted that as of the time of release of this report, a Stormwater Rate Study is currently underway. The stormwater user rates will help recover the operating and capital needs of the stormwater infrastructure. The revenues from the dedicated user rates will be considered in future AMPs.

Asset Category	Customer LOS	Community Level of Service	
			Maps of the Municipal Drainage system are available at northperth.ca.
Machinery and Equipment	Maintain safe and functional machine equipment that is reliable and available for use when needed.	The Municipality maintains and operates many pieces of machinery and equipment that are critical to the operations of their arenas, parks, roads, library, fire, administration, and other functions,	
Sidewalks	Maintain a safe and functional sidewalk and active transportation network that is available for use by residents.	Description, which may include maps, of the sidewalk network in the municipality and its level of connectivity.	Maps showing the connectivity of the Sidewalk network can be found in the 2021-2022 Winter Sidewalk Maintenance publication on the Municipal website.

Table 10 Technical Levels of Service

Asset Category	Technical Level of Service	Source	Current LOS	Proposed LOS
Roads	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17)	Roads Needs Study	Arterial: 4% Collector: 1% Local: 183%	Maintain CLOS
	For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17)	Roads Needs Study	65 out of 100	Maintain CLOS
	For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17)	Roads Needs Study	Fair Condition	Fair Condition
Bridges and Culverts	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17)	OSIM Report	0%	Maintain CLOS
	For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17)	OSIM Report	69 out of 100	Minimum of 65
	For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17)	OSIM Report	70 out of 100	Minimum of 65
Stormwater Infrastructure	Percentage of properties in municipality resilient to a 100-year storm (O. Reg. 588/17)	AMP Model & Municipal Staff	98%	Minimum of 95%
	Percentage of the municipal stormwater management system resilient to a 5-year storm (O. Reg. 588/17)	AMP Model & Municipal Staff	100%	100%
	Total Road Closures due to Flooding per Year	Municipal Staff	2	0
	Period over which the full Stormwater System is Inspected and Maintained	Municipal Staff	2 Years	2 Years
Facilities	% of Assets in "Good" Condition or Better	AMP Model & BCA Report	100%	100%

Asset Category	Technical Level of Service	Source	Current LOS	Proposed LOS
Childcare and Programming	Average Waitlist (End of Prior 2 Years)	Municipal Staff	1817	Increase with Growth
Parks and Recreation	Number of Playgrounds in the Municipality	Development Charge Study, AMP Model	12	18
Fleet	Average Vehicle Life	AMP Model	11.6 Years	Reduce Average Vehicle Life (Increase Replacement Activity)
	Average O&M Cost per Vehicle divided by Total Replacement Value of Fleet	Municipal Staff	0.15%	Maintain less than 0.20%
Library	AODA Compliance	Municipal Staff	67%	100%
	Square Footage per Capita	Municipal Staff	0.79	0.79
	Number of Active Library Card Holders	Municipal Staff	2839	Increase with Growth
Water	Opt-in for Municipal Servicing in Urban Centers	Municipal Staff	59%	100% (where available)
	Number of Unplanned Maintenance Events that are Over $10,000	Municipal Staff	1.5	0
	Percentage of properties connected to the municipal water system (O. Reg. 588/17)	Municipal Staff	62%	Increase With Growth and Available Servicing
	Percentage of properties where fire flow is available (O. Reg. 588/17)	Municipal Staff	58% with Hydrant Flow (Urban Service Area)	Increase With Growth and Available Servicing
	Number of Connection Days lost to Water Main Breaks (O. Reg. 588/17)	Municipal Staff	3.5	0
	Number of Days where a Boil Water Advisory is in Effect (O. Reg. 588/17)	Municipal Staff	0	0

Asset Category	Technical Level of Service	Source	Current LOS	Proposed LOS
Sewer	Percentage of properties connected to the municipal wastewater system (O. Reg. 588/17)	Municipal Staff	80%	Increase With Growth and Available Servicing
	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17)	Municipal Staff	0	0
	The number of connection days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17)	Municipal Staff	0	0
	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17)	Municipal Staff	1	0
	Opt-in for Municipal Servicing in Urban Centers	Municipal Staff	100%	100%
	Number of inspections per year on Pump Stations	Municipal Staff	156	156
	Number of inspections per year on Treatment Plant	Municipal Staff	365	365
Sidewalks	% of Assets in "Good" Condition or Better	AMP Model	96%	Minimum of 90%
Streetlights	% of Assets in "Good" Condition or Better	AMP Model	10%	Minimum of 10%

4. Asset Management Strategy

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

A. OVERVIEW OF FULL LIFECYCLE COST MODEL

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

A "lifecycle management approach" in asset management planning not only includes estimating future lifecycle costs based on a set of lifecycle activities. These lifecycle activities can be segmented into six (6) categories: non-infrastructure solutions, operations/maintenance, renewal/rehabilitation, replacement, disposal, and expansion activities. Table 11 provides a description of each lifecycle category. The Municipality undertakes all the activities described in Table 11, however, the Municipality's budget generally accounts for these expenditures in different categories.

Table 11 - Overview of the Full Life Cycle Activities

Category	Description
Non-Infrastructure Solutions	Actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, etc.). Associated to work needed to manage assets but not necessarily direct work on those assets.

Category	Description
Maintenance Activities	Servicing assets on a regular basis to fully realize the original service potential. Maintenance will not extend the life of an asset or add to its value. Not performing regular maintenance may reduce an asset's useful life.
Renewal/ Rehabilitation Activities	Mostly associated to significant repairs designed to extend the useful life of an asset. These types of activities are typically done at key points in the lifecycle of an asset to ensure the asset reaches it designed useful life.
Replacement Activities	Activities that are expected to occur once an asset has reached the end of its useful life and renewal/ rehabilitation is no longer an option.
Disposal Activities	The activities associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed.
Expansion Activities	Planned activities required to extend or expand municipal services to accommodate the demands of growth.

As the Municipality's infrastructure assets are long-lived, the starting point for the lifecycle costs analysis covers a 40-year planning period. However, consistent with O. Reg. 588/17, the planning period focuses on the first 10-years to meet proposed levels of service. In this period, various methodologies have been utilized to determine the long-term lifecycle costs to maintain, repair and replace assets under an "ideal" investment scenario.

This means that all assets are planned for replacement at the end of their useful life. For engineered assets (roads and bridges), an annual provision for full asset replacement has been calculated by dividing the total replacement cost of assets by the average useful life of each asset category. No adjustments were made in consideration for existing municipal asset practices or relationship to the target level of service set. These costs are referred to as the "benchmark" lifecycle costs.

Table 14 outlines the methodologies and costs from 2025-2034 to meet this ideal scenario. Over the planning period, the total costs needed to undertake the lifecycle activities is estimated at $200.4 million (an average of about $20.0 million per year).

Of the total lifecycle costs, most costs can be attributed to saving for the renewal, rehabilitation or replacement of infrastructure, making up about 83% of the total lifecycle costs. The average annual need specifically for renewal, rehabilitation or replacement of

infrastructure is about $16.6 million per year (see Table 12). The difference between the total need, and the need specifically for renewal, rehabilitation or replacement is an average of $3.4 million per year, which represents the average annual operating, maintenance, expansion, and non-infrastructure solution costs. The rate supported average annual capital investment requirements to replace the assets are outlined in Table 13 below.

Table 12 Average Annual Renewal/Rehabilitation/Replacement Need by Asset Category for Tax-Funded Assets

Asset Category *	Benchmark Average Annual Requirement	PLOS Average Annual Requirement
Roads	$6.7 million	$3.8 million
Bridges	$2.5 million	$1.1 million
Buildings	$3.0 million	$1.2 million
Machinery and Equipment	$1.6 million	$1.3 million
Stormwater Infrastructure	$0.8 million	$0.5 million
Other Assets	$2.0 million	$1.6 million
Total *	$16.6 million	$9.5 million

** Note: Figures may not sum due to rounding.*

Table 13 - Average Annual Renewal/Rehabilitation/Replacement Need by Asset Category for Rate-Funded Assets

Asset Category *	Benchmark Average Annual Requirement	PLOS Average Annual Requirement
Water Infrastructure and Equipment	$1.9 million	$1.9 million
Wastewater Infrastructure and Equipment	$3.3 million	$3.3 million
Rate-Funded Buildings	$0.4 million	$0.4 million
Total *	$5.6 million	$5.6 million

** Note: Figures may not sum due to rounding.*

To determine the total lifecycle costs to meet proposed levels of service over the 2025-2034 period, consultations with Municipality staff were undertaken to determine the best approach. Table 14 outlines the lifecycle costs needed to meet the proposed level of service. Over the 2025-2034 period, a total lifecycle need of about $124.1 million is identified (an average of about $9.0 million per year). The average annual need specifically for renewal, rehabilitation or replacement of infrastructure is about $9.5 million per year (see Table 12).

Table 14 - Overview of the Full Life Cycle Activities and AMP Approach for Tax Supported Assets

Category	Lifecycle Cost Approach to Meet PLOS	2025-2034 Cumulative Benchmark Lifecycle Costs	2025-2034 Cumulative Lifecycle Costs to Meet PLOS
Non-Infrastructure Solutions	• Provision of $50,000 per year to undertake activities to manage assets.	$500,000	$500,000
Operations and Maintenance Activities	• Based on a review of recent budgets by service area. Includes costs that can be reasonably attributed to asset specific maintenance – estimated at $2.4 million per annum (based on 2025 budget) • In most instances, does not include general operating costs associated to staffing, with the exception of staff and contracted services that carry out specific lifecycle activities	$23.7 million	$23.7 million

Category	Lifecycle Cost Approach to Meet PLOS	2025-2034 Cumulative Benchmark Lifecycle Costs	2025-2034 Cumulative Lifecycle Costs to Meet PLOS

Replacement and Rehabilitation Activities	• Benchmark lifecycle costs were determined using risk-based replacement schedule for the following asset categories: Buildings, Computers and IT, Fleet, Machinery and Equipment, Land Improvements, Stormwater Infrastructure, Streetlights, and Sidewalks.
	• Adjustments made to determine the lifecycle needs to meet PLOS are listed below:
	  • For buildings, conversations with staff indicated that the need to achieve PLOS should be calculated as the annual amortization on buildings, plus an additional need of $150,000 per year. This represents 39% of the benchmark lifecycle costs.
	  • The PLOS need for stormwater infrastructure, land improvements, as well as computers and IT was calculated as 2/3 of the total benchmark lifecycle costs.
	  • As the current vs. proposed LOS dictate a need to increase the replacement activities of fleet assets, the full benchmark gap has been deemed to be required to achieve PLOS.
	  • The PLOS need for machinery and equipment was calculated as 80% of the total benchmark lifecycle costs. The PLOS need for streetlights was calculated as 50% of the total benchmark lifecycle costs. The PLOS need for sidewalks was calculated as 75% of the total benchmark lifecycle costs.
		$73.7 million	$46.0 million

Category	Lifecycle Cost Approach to Meet PLOS	2025-2034 Cumulative Benchmark Lifecycle Costs	2025-2034 Cumulative Lifecycle Costs to Meet PLOS

Renewal Activities (Roads, Bridges, and Culverts)	• Benchmark renewal expenditures for bridges and culverts are calculated based on an annual provision for full asset replacement. This has been calculated by dividing the total replacement cost of assets by the average useful life of bridges and culverts.
	  ○ Through discussion with staff, the need for the full recommended OSIM program was identified to achieve the PLOS. The OSIM details total required works over the 10-year period from 2024-2033 to be $9.9 million ($2023). Based on this, an annual provisional need of $1.1 million ($2025) has been determined to be the calculated need to achieve PLOS.
	• Benchmark renewal expenditures for roads are calculated based on an annual provision for full asset replacement. This has been calculated by dividing the total replacement cost of assets by the average useful life of roads.
	  ○ Through discussion with staff, the need for the full recommended works from the Municipality's roads management software was identified to achieve the PLOS. The roads management software details total required works over the 10-year period from 2025-2034 to be $22.0 million. Based on this, an annual provisional need of $2.2 million has been determined to be the calculated need to achieve PLOS.
	• Further adjustments made to determine the lifecycle needs to meet PLOS are listed below:
	  ○ The annual amortization of roads, as well as bridges and culverts, was budgeted at $1.6 million. This has been added to the PLOS Lifecycle Need.
	• The total calculated adjustment factor to arrive at the lifecycle needs to meet PLOS from the starting point of the benchmark lifecycle costs is about 50%.
		$92.4 million	$48.8 million

Disposal Activities	• No disposal activities have been explicitly identified, but costs for disposal have been assumed to be included in renewal/rehabilitation/replacement activities	$ -	$ -

Category	Lifecycle Cost Approach to Meet PLOS	2025-2034 Cumulative Benchmark Lifecycle Costs	2025-2034 Cumulative Lifecycle Costs to Meet PLOS
Expansion Activities	• The approximate capital and operations and maintenance costs of expansion assets have been accounted for in the lifecycle costs for future years.	$10.2 million	$5.3 million
Cumulative Total		$200.4 million	$124.1 million
Average per Year (Total)		$20.0 million	$12.4 million
Average per Year (for Renewal, Rehabilitation, and Replacement Activities)		$16.6 million	$9.5 million

Note: All costs expressed in constant 2025 dollars.

B. RISK ANALYSIS

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

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

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

Likelihood of Failure: is directly linked to the condition of an asset. For example, an asset in Very Poor condition would have a high probability of asset failure in the short-term. This type of asset would be assumed to have deteriorated significantly or may be near the end of its useful life. Conversely, it would be considered rare for an asset to fail in the short-term if it is in Good or Very Good condition. Table 15 outlines the definition of likelihood of failure used for the Municipality's assets.

Table 15 - Probability of Failure

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

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

Consequence of Failure: refers to the impact on the Municipality if an asset were to fail to provide the desired level of service. The consequence of failure has been determined separately for each asset category, as the impact to the Municipality differs greatly by asset type. For example, if a fire emergency vehicle was not available for service, the potential impact could be more severe compared to a vehicle used for administrative purposes. For the purposes of this analysis, assets were assigned a consequence of failure based on a review of the assets and the service area they are attributed to. Table 16 below outlines the definition of consequence of failure used for the Municipality's assets. The consequence of failure, rated on a 1-5 scale, was weighted relative to each category in Table 16 depending on how impactful the consequence may be to the Municipality.

Table 16 - Consequence of Failure

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

Risk Rating: categorizes assets based on the level of risk to the Municipality. The risk rating provides a guide to prioritize assets by determining which assets require attention first and which capital works can be deferred. Higher risk assets should be prioritized for attention in the short term by determining which of the lifecycle actions is required to be performed on the asset. Table 17 below provides a summary of the risk matrix.

Table 17 - Risk Matrix

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

Table 18 presents the findings of the risk analysis and illustrates the Municipality's asset risk rating. Most of the Municipality's assets continue to have relatively low risk, an indication of good maintenance practices overall.

The risk of each asset and asset category has been determined with reference to the parameters outlined in Table 17. It is important to note, that the Municipality will need to continue regular maintenance activities and capital works to ensure that the proposed level of service can be met, or otherwise additional risk can be expected. Please note roads and culverts have been excluded from the risk analysis in Table 18 as the infrastructure needs and timing of repair and replacement has been informed based on detailed engineered assessments outlined through the 2023 Road Needs Study and 2023 OSIM reports, respectively.

Table 18 - Summary Risk Assessment

Asset Type	Replacement Cost ($2025)	Risk (Weighted Average)
Buildings	$157.2 M	Very Low
Sewer Infrastructure and Equipment	$95.1 M	Low
Water Infrastructure and Equipment	$60.3 M	Low
Stormwater Infrastructure	$37.6 M	Very Low
Machinery and Equipment	$13.0 M	Low
Sidewalks	$12.2 M	Very Low
Land Improvements	$11.3 M	Very Low
Fleet	$6.8 M	Low
Streetlights	$0.9 M	Low
Computers and IT	$0.6 M	Moderate
Total	**$395.1 M**	**Low**

Note: Roads, Bridges, and Culverts are excluded from the risk analysis as risk factors and prioritization have been addressed through the Road Needs Study and OSIM Reports.

Further to Table 18, this 2025 AMP includes an estimate of the timing for replacement of all assets. Using the risk assessment, a schedule for the replacement of assets has been developed on an asset-by-asset basis. Assets with a higher risk rating are prioritized earlier in the schedule to reflect a higher priority, while assets with lower risk ratings are moved further out into the future forecast to reflect a more "smoothed" expenditure outlook. The timing is based on a percentage of the useful life of the asset. Table 19 below provides a summary of the risk thresholds used to calculate timing of replacement needs. Section 5 discusses the results of the lifecycle cost analysis and financing strategy.

Table 19 - Risk Threshold for Asset Life Extension

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

C. MANAGING RISK

It is important to recognize the risk associated with the Municipality's ability to deliver the plan while recognizing that any deviation may affect the overall ability to deliver service. Table 20 below provides a summary of the identified risks, potential impacts and mitigating actions associated with the asset management program. Table 20 is intended to provide the

Municipality with a framework that can be continually updated to track potential asset related risks and document mitigation actions so that they can be implemented into the Municipality's asset management practices.

Table 20 -Risk Associated to the Plan

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

D. FUTURE DEMAND

This 2025 Plan reflects the assets that the Municipality currently owns and operates. According to Statistics Canada census, over 5 years (2016-2021) the Municipality's population has increased by 2,228 people from 13,310 to 15,538 people in 2021, a 17% increase (or about 3% per year). This would represent a high rate of growth since 2016.

Moving forward. by 2033, the Municipality's population is expected to increase to about 23,418 people with occupied households increasing to 8,866 over the same period. The increase over the ten-year period from 2024-2033 is approximately 6,220 total population

and 2,459 households. Lastly, Place of Work employment is projected to grow by about 2,270 employees over the period reaching 9,529 by 2033[3].

The projections outlined are consistent with those outlined in the Municipality's most recent Development Charges Background Study (June 13, 2024).

E. CLIMATE CHANGE INTEGRATION

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

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

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

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

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

The table below considers municipal owned and operated assets, although, regional critical infrastructure related to roads or public health may also be impacted by the noted hazards. Table 21 provides a risk summary at this time for information purposes to help further propel climate change integration with asset management, although, recognizing the full utilization would still need to be applied and understood at the staff level. In asset management terms, this table shows the big picture effects that climate change hazards may have on the level of service for various service areas. The specific climate change impacts on levels of service could vary considerably and will need to be monitored over a longer time period.

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

Table 21 - Framework for Climate Change Integration with Risk

Hazards/Risks	Likelihood	Consequence	
		Asset Category	**Possible Service Impacts**
Freezing Rain / Ice Storm	Rare to almost certain	• Roads • Bridges and Culverts • Buildings • Stormwater • Water Infrastructure and Equipment • Wastewater Infrastructure and Equipment	• Reduced road and culvert conditions, potential for closures • Potential impact to access to facilities or closures
Extreme Temperatures – Cold Wave	Rare to almost certain	• Roads • Bridges and Culverts • Buildings • Stormwater • Land Improvements • Water Infrastructure and Equipment • Wastewater Infrastructure and Equipment	• Closures of outdoor amenities due to extreme weather conditions • Increased strain on indoor heating systems leading to reduced service life and functionality of components and systems

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

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

5. FINANCING STRATEGY

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

A. ANALYSIS OF AVAILABLE REVENUES

The municipal revenue sources available to address the identified full lifecycle cost requirements outlined in Section 4 are limited. Generally, the type of capital project aligns to its funding source. In this regard, growth-related projects receive most of their funding through development charges in communities that impose DCs; replacement projects are predominantly funded through tax-based contributions for tax supported assets and water and wastewater rates for rate-based services.

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

Table 22 - Financing Strategy Key Revenue Assumptions for Tax and Rate Supported Assets

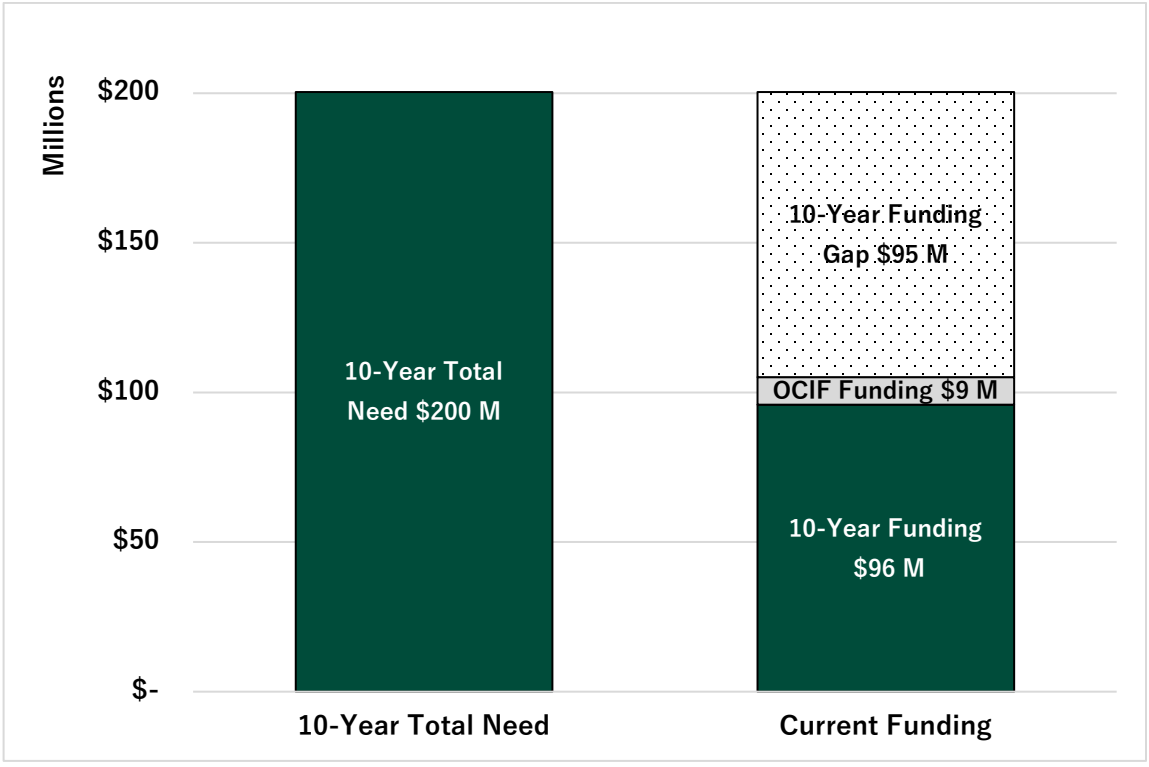
Category	Assumptions	10-Year Revenue for Tax-Funded Assets	10-Year Revenue for Rate-Funded Assets
Operations and Maintenance from Taxation	• The Municipality prioritizes operating costs associated to providing services and it has been assumed that revenue from taxation will fully fund operating needs as they arise.	$23.7 million	$5.3 million
Capital from Depreciation	Funded from taxes/utility rates to fund long-term asset deprivation (based on historical cost)	$36.4 million	$11.7 million
Capital from Taxation/Rates To reserve	• Existing 2025 tax supported capital contributions to reserve of about $1.8 million is assumed to be the starting point and base case for increasing annual capital contributions. • This includes the capital contributions to reserves net of transfers from reserves or capital-related grant funding.	$17.9 million	$15.1 million
Canada Community Building Fund (CCBF)	• Gas tax funding for 2025 is estimated at approximately $509,000. It is assumed that CCBF funding will increase to $529,000 and will stay at that level over the planning horizon. • The allocations to 2028 are based on those identified from AMO.	$5.3 million	N/A

Category	Assumptions	10-Year Revenue for Rate-Funded Assets	10-Year Revenue for Rate-Funded Assets
Other Grants	• Upper-level government grants (OCIF) of approximately $1.0 million are assumed in the analysis over the ten-year period. • *Note, The alternative scenario is calculated which assumes OCIF will be received in 2025 only.	$10.3 million*	N/A
Existing Reserves	• Existing asset management related reserves of $11.6 million have been accounted for and are applied against the lifecycle cost expenditures over a 10-year period for the purposes of the analysis. • The reserves included for in the analysis only captures funds available for capital repair and replacement. • Excludes obligatory DC reserve funds.	$11.6 million	$7.8 million
Total (with OCIF)		$105.1 million	$39.9 million
Note: It should be noted that as of the time of release of this report, a Stormwater Rate Study is currently underway. The stormwater user rates will help recover the operating and capital needs of the stormwater infrastructure. The revenues from the dedicated user rates will be considered in future AMPs.			

B. BENCHMARK INFRASTRUCTURE FUNDING GAP TAX-SUPPORTED INFRASTRUCTURE

To implement sustainable asset management practices the Municipality needs to understand the current "benchmark infrastructure funding gap" that would arise should the required full lifecycle costs related to capital be delayed. The funding gap shown in Figure 6 represents the difference between the benchmark lifecycle costs and the funding available for tax supported assets over the 10-year period from 2025 to 2034. The benchmark funding gap represents a measure of the "ideal" spending that would need to be undertaken if all assets were repaired or replaced as outlined in the engineered reports or on their design life schedule as shown in Section 4 versus the case if funding levels were maintained at current levels (see Table 22). Figure 6 indicates that existing funding levels are insufficient to cover projected costs over the ten-year planning period, as a result, a notional gap of $95.3 million exists over the same period.

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



If the Municipality were to implement a funding strategy to eliminate the benchmark funding gap, and it is assumed that OCIF would continue to be received for the period from 2026-2034, the Municipality would be required to increase capital contributions by $2.1 million per year (9.9% of 2025 tax levy) in each of the next 10 years. If no OCIF is assumed from 2026-2034, the Municipality would be required to increase capital contributions by $2.3 million per

year (10.9% of 2025 tax levy) in each of the next 10 years. For 2026, the increase would be in addition to the funding sources already identified in Table 22.

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

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

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

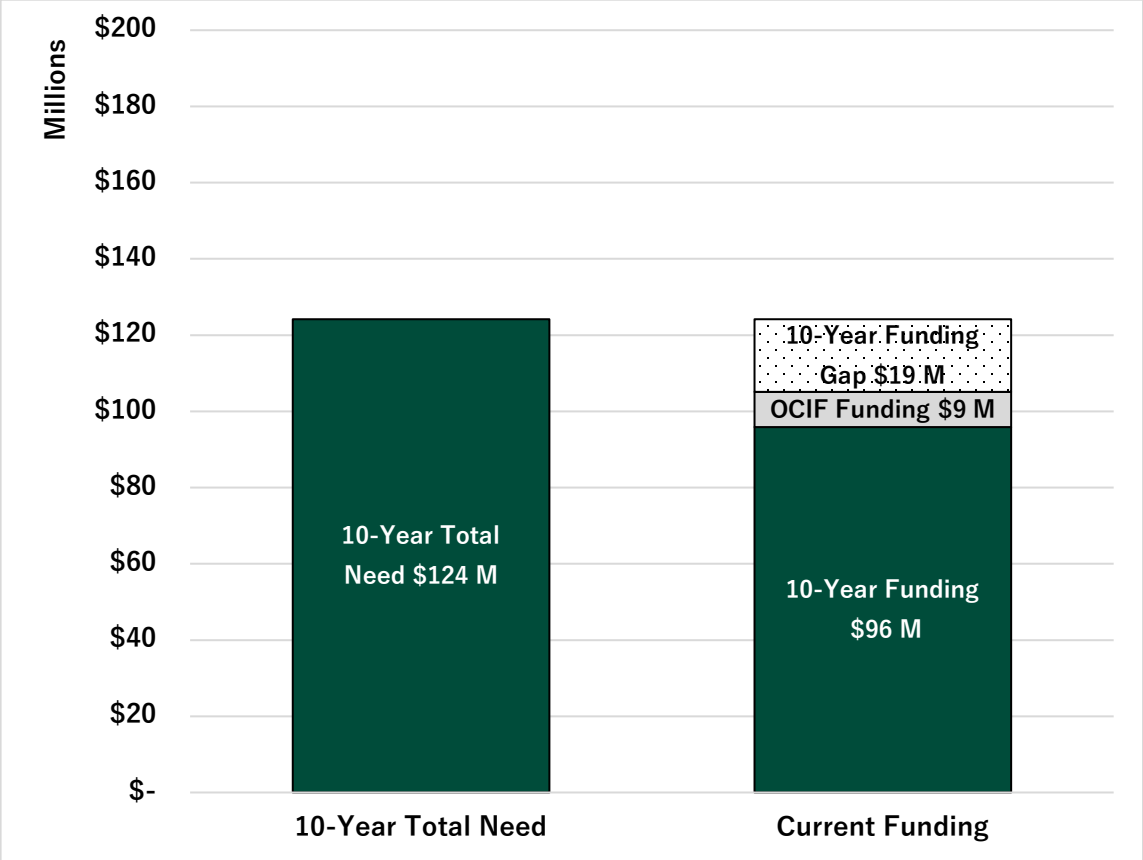
C. PROPOSED LEVEL OF SERVICE INFRASTRUCTURE FUNDING GAP TAX-SUPPORTED INFRASTRUCTURE

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

The PLOS funding gap represents a measure of the spending that would need to be undertaken to meet proposed levels of service as shown in Section 4 versus the case if funding levels were maintained at current levels (see Table 21). Figure 7 still indicates that

existing funding levels are insufficient to cover projected costs over the planning period, as a result, a funding gap of $19.0 million exists over the same period. Notably, the funding gap under the proposed level of service target is significantly reduced from the benchmark gap of $95.3 million over the planning period.

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

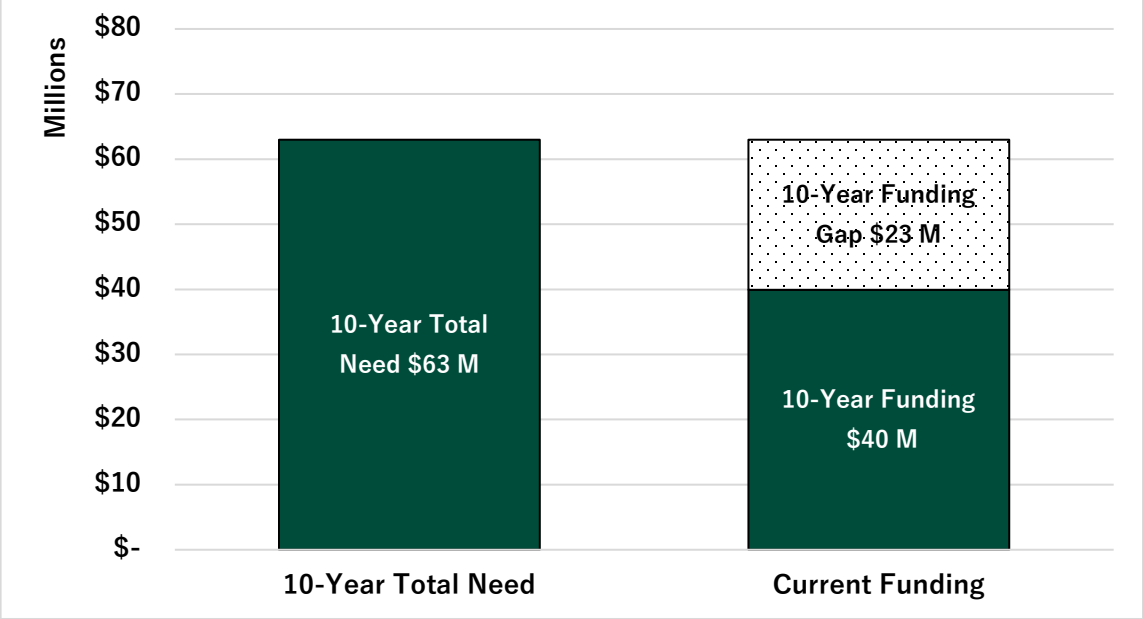


In order to fund this $19.0 million infrastructure gap over the 2025-2034 planning period assuming OCIF would continue to be received for the period from 2026-2034, the Municipality would be required to increase capital contributions by approximately $423,000 per year (2.0% of 2025 tax levy) in each of the next 10 years, plus inflation. If no OCIF is assumed from 2026-2034, a tax levy increase of 2.9% would be required in 2026, raising approximately an additional $628,000 over the existing 2025 tax levy revenue of $21.4 million. An annual increase in capital investment of $628,000 (plus inflation) would need to be maintained for each of the next 10 years.

D. INFRASTRUCTURE FUNDING GAP - RATE SUPPORTED INFRASTRUCTURE

To implement sustainable asset management practices the Municipality needs to understand the current infrastructure funding gap that would arise should the required full lifecycle costs related to capital be delayed. The funding gap shown in Figure 8 represents the difference between the lifecycle costs and the funding available for rate supported assets over the 10-year period from 2025 to 2034. The funding gap represents a measure of the "ideal" spending that would need to be undertaken if all assets were repaired or replaced as outlined in the engineered reports or on their design life schedule versus the case if funding levels were maintained at current levels (see Table 22). Figure 8 indicates that existing funding levels are insufficient to cover projected costs over the planning period, as a result, a notional gap of $23 million exists over the same period.

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



If the Municipality were to implement a funding strategy to eliminate the gap, the Municipality would be required to increase capital contributions on an annual basis by an average of about $513,000 from 2026-2034 (plus annual inflation). For 2026, the increase would be in addition to the funding sources already identified in Table 22. The yearly revenue requirement is equivalent to about 7% of the Municipality's 2025 rate revenues of about $7.5 million. A detailed table of this strategy can be found in Appendix A.

While the increase is manageable, the Municipality is intending to follow direction of the recently completed 2024 utility rate study to guide investment decisions. The Rate Study quantified the annual rate increases at approximately 3.0% per annum to manage operations, carry out the capital program and maintain sufficient reserve funds while also considering changes in connections and consumption over the period. To mitigate an impractical increase of the user rates, reserve fund contributions were phased in gradually and managed in the context of the Municipality's existing accumulated funds. The Municipality would be contributing at approximately 65% of the total annual calculated need by 2034. It will be important for the Municipality to continue to monitory rate revenues to ensure this meet the levels of service required.

E. THE RELATIONSHIP TO THE PROPOSED LEVEL OF SERVICE

The information illustrated emphasizes the need for the Municipality to continue the utilization of these funding programs to meet service levels over the long-term. However, as the Municipality's asset management program further advances, it can be expected that the costs analysis be improved to better reflect asset risks, levels of service and a better understanding of the condition of the infrastructure.

Overall, the infrastructure gap depicted in Figure 7 is required to ensure the Municipality delivers the proposed levels of service identified in Section 3 of the AMP, which represents the lifecycle activities outlined in Section 4. Given the adoption of this strategy, which does not align with the funding needed to meet the proposed level of services, other qualitative improvements and other financial solutions need to be explored. Table 23 outlines several approaches to closing the revised funding gap.

Table 23 Approaches to Closing the Funding Gap

Category	Description
Improved Data Quality	As the Municipality matures its asset management practices, improving data quality across service areas will help to achieve a proper assessment of the condition of assets. Improved lifecycle cost data will facilitate evidence-based decision making and support in achieving lowest lifecycle costing through prioritization of repair and replacement activities.
Levels of Service Measures	As part of the 2025 AMP, levels of services measures by asset category have been established. Tracking LOS measures may

	identify areas where funding needs could be recalibrated based on performance.
Assessing Risk Tolerance	Further detailed risk analysis including defining risk tolerance level for individual asset classes will help to further refine prioritization of the investment needs and levels of service. Although not always desirable, it may be possible to accept a higher degree of asset risk to help lower ongoing asset costs.
Seek Funding Support from Upper Levels of Government	The Municipality continues to demonstrate a significant commitment to asset management and developing a set of renewal practices to ensure that services are delivered in the most cost-efficient manner. Despite the efforts, upper level of government support is required to supplement the Municipality's practices to balance affordability. For long-term financial planning and accurately assessing the infrastructure gap, it is equally important that upper-level government funding is stable and predictable.
Continued Project Co-ordination with the County on Infrastructure Projects	In exploring opportunities with the County, overall cost efficiencies may be achieved during linear asset rehabilitation and replacement (e.g. storm sewers, roads, bridges, culverts) by better aligning capital ventures (if applicable).

6. MONITORING AND IMPROVEMENT PLAN

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

A. ASSET MANAGEMENT MATURITY ASSESSMENT

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

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

The three maturity categories are broken down into 16 elements that are assessed in the individual Asset Maturity Radar Graph in Figure 9. The elements in each maturity category are outlined in Table 24.

Table 24 Asset Management Maturity Assessment Elements

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

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

Each element is assessed independently and assigned a score based on criteria outlined in Table 25 which scores each criterion between 0 and 100 for each element. In general, a municipality in the "Aware" category recognizes that there are regulatory or service requirements that need to be met to maintain levels of service. However, no formal plans are in place to meet these objectives and asset management planning may be done on an ad hoc basis. A municipality in the "Advanced" category has integrated the asset management plan into its budget process and budget planning is well informed by the asset management plan. In general, most municipalities would fall in the "Core" or better category, for this reason the target score would be to achieve an "Intermediate" score over the longer-term.

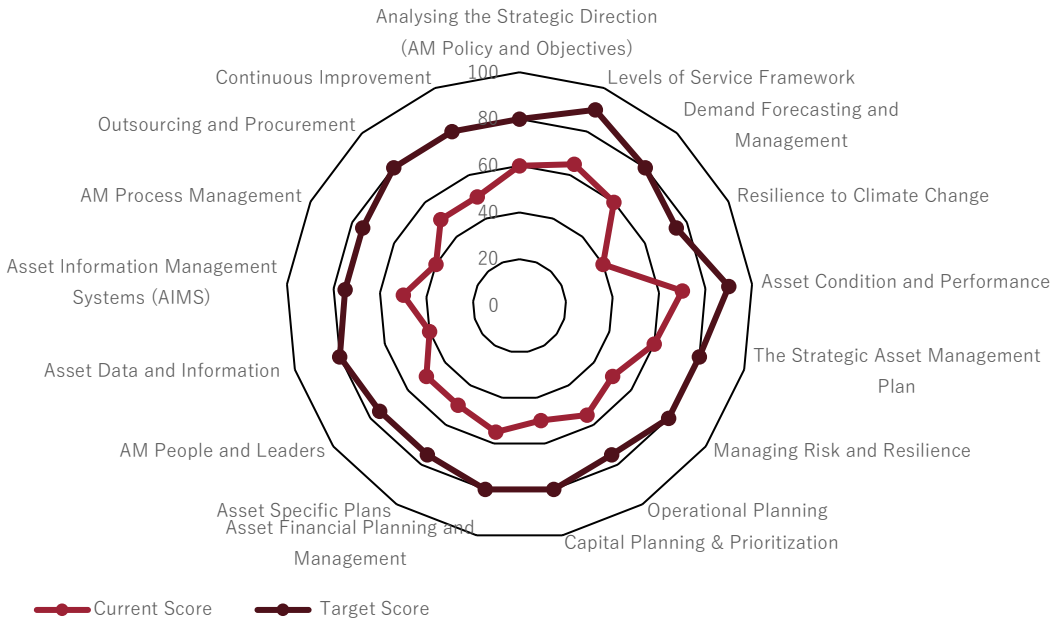
Table 25 Maturity Assessment Scoring Scale

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

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

- Understanding of levels of service focused on the condition of assets which is appropriate for the size and services provided by the Municipality;
- Enhancement in understanding the Municipality's asset management practices and general alignment with other key planning documents like the 2022 Roads Needs Study and OSIM reports; and
- General understanding of the Municipality's assets and the data available through consolidation of various data sources into the AMP financial model.

Figure 9 Asset Maturity Rating



B. IMPROVEMENT PLAN

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

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

Table 26 Improvement Plan Initiatives

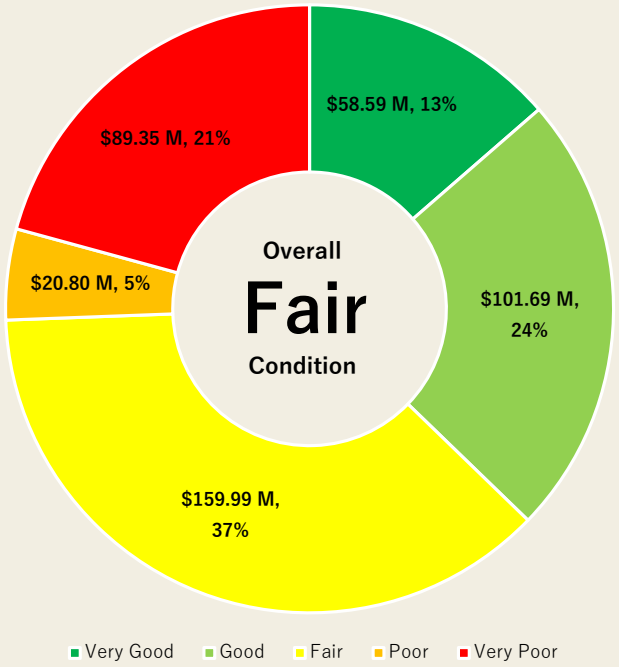
Area of Improvement	Action	Outcome	Timeline	Priority	Comments
Levels of Service	Align AMP with budget process	Determine capital contributions	Medium	Medium	Ensuring that the AMP remains up today will help guide tax funded capital contributions needs to meet long-term asset management needs
Climate Change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

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

APPENDIX A

STATE OF LOCAL INFRASTRUCTURE

Roads



Current Replacement Value

$430.4 Million

Asset Inventory

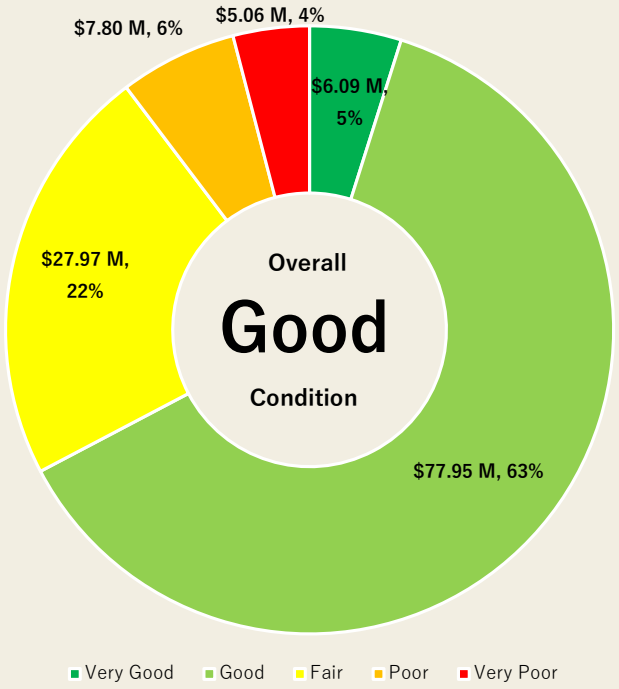
459.6 KM

Data Confidence & Reliability

Level 4 (Reliable)

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

Bridges and Culverts



Current Replacement Value

$124.9 Million

Asset Inventory

112

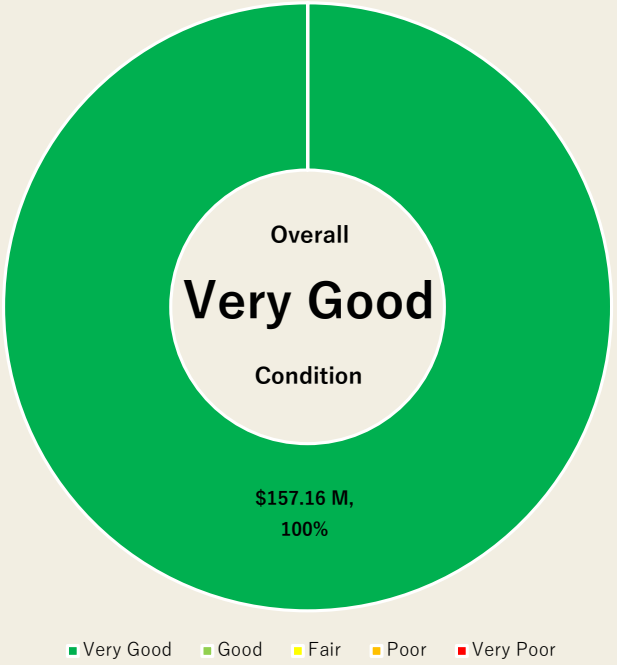
Bridges and

Data Confidence & Reliability

Level 4 (Reliable)

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

Buildings



Current Replacement Value

$157.2 Million

Asset Inventory

60 Facilities

Data Confidence & Reliability

Level 4 (Reliable)

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

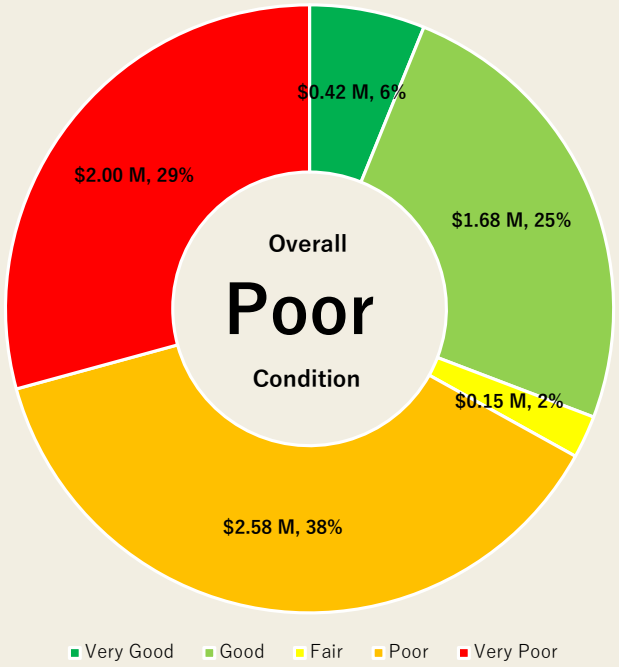
Average Remaining Useful Life

43 Years

Estimated Useful Life

75 Years

Fleet



Current Replacement Value

$6.8 Million

Asset Inventory

41 Units

Data Confidence & Reliability

Level 4 (Reliable)

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

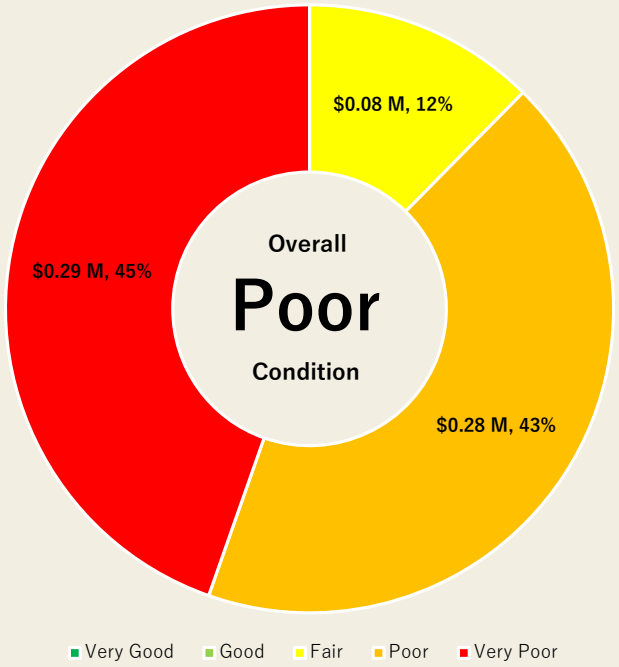
Average Remaining Useful Life

6 Years

Estimated Useful Life

3-25 Years

Computers and IT



Current Replacement Value
$0.6
Million

Asset Inventory
16
Units

Data Confidence & Reliability

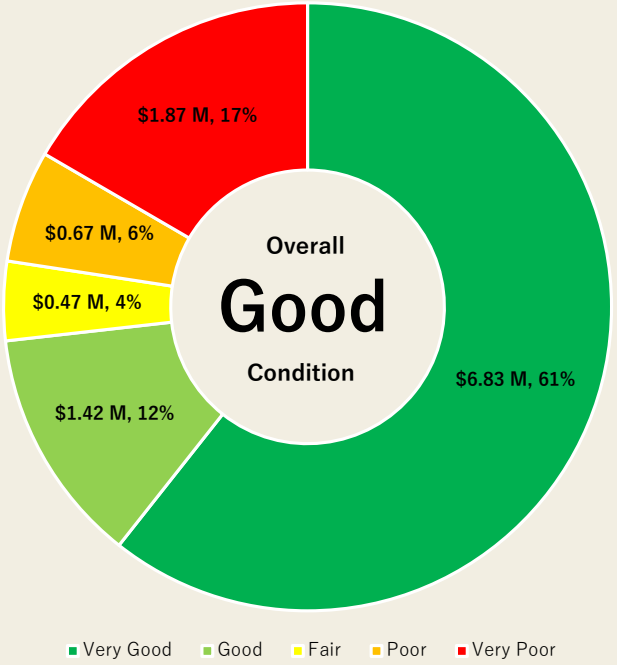
Level 4 (Reliable)

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

Average Remaining Useful Life
1
Years

Estimated Useful Life
5-10
Years

Land Improvements



Current Replacement Value

$11.3 Million

Asset Inventory

Pooled

Data Confidence & Reliability

Level 4 (Reliable)

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

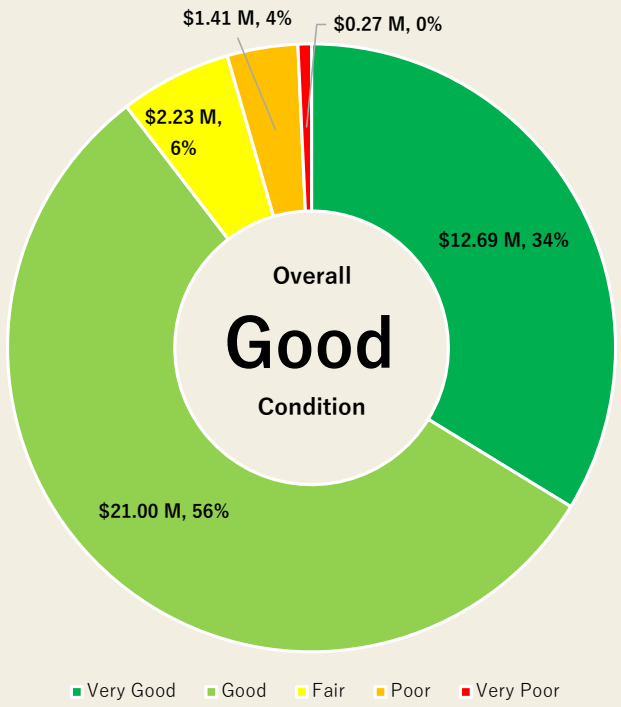
Average Remaining Useful Life

43 Years

Estimated Useful Life

10-100 Years

Stormwater Infrastructure



Current Replacement Value

$37.6 Million

Asset Inventory

71,994 Metres

Data Confidence & Reliability

Level 4 (Reliable)

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

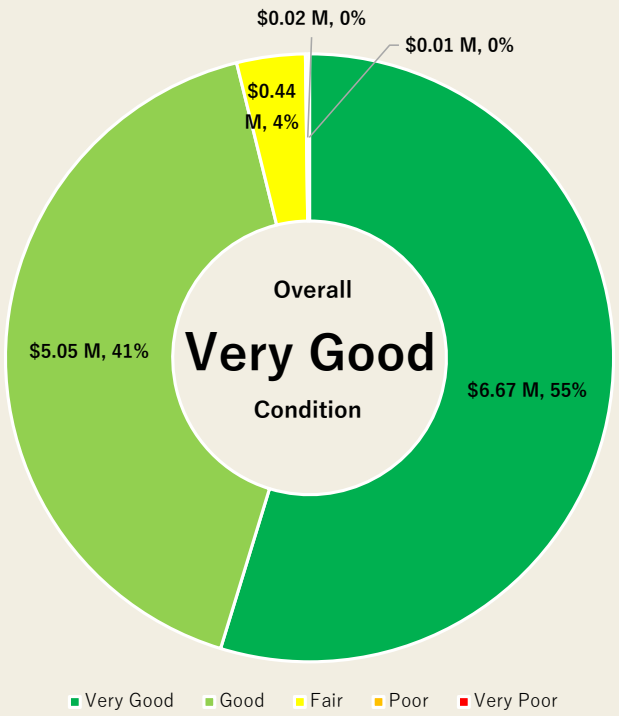
Average Remaining Useful Life

57 Years

Estimated Useful Life

75 Years

Sidewalks



Current Replacement Value

$12.2

Million

Asset Inventory

57,431

Metres

Data Confidence & Reliability

Level 4 (Reliable)

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

Average Remaining Useful Life

24

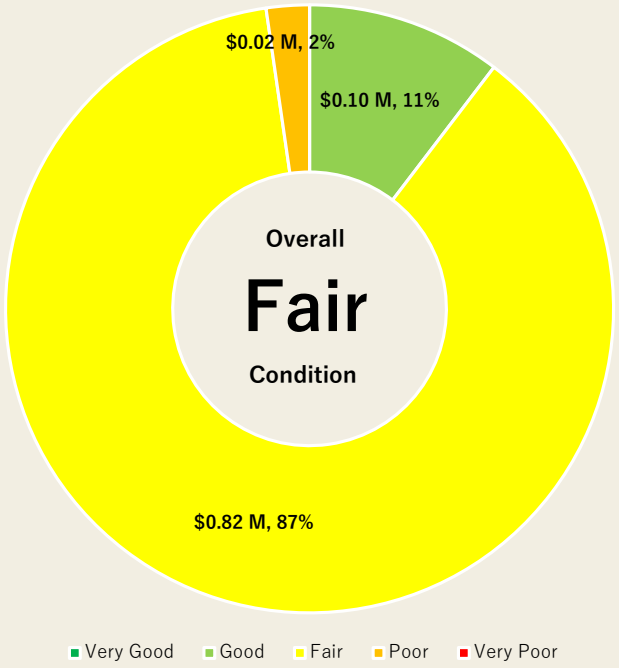
Years

Estimated Useful Life

30

Years

Streetlights



Current Replacement Value

$0.9 Million

Asset Inventory

Pooled

Data Confidence & Reliability

Level 4 (Reliable)

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

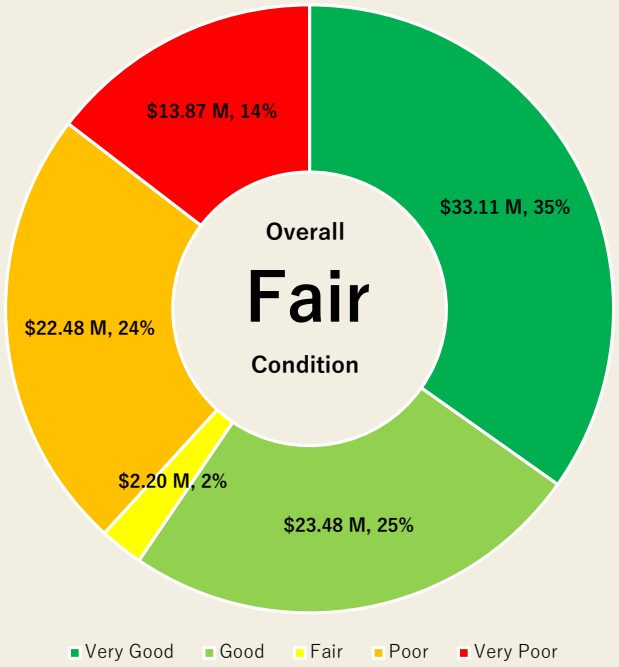
Average Remaining Useful Life

10 Years

Estimated Useful Life

17-20 Years

Sewer Infrastructure and Equipment



Current Replacement Value

$95.1 Million

Asset Inventory

Pooled

Data Confidence & Reliability

Level 4 (Reliable)

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

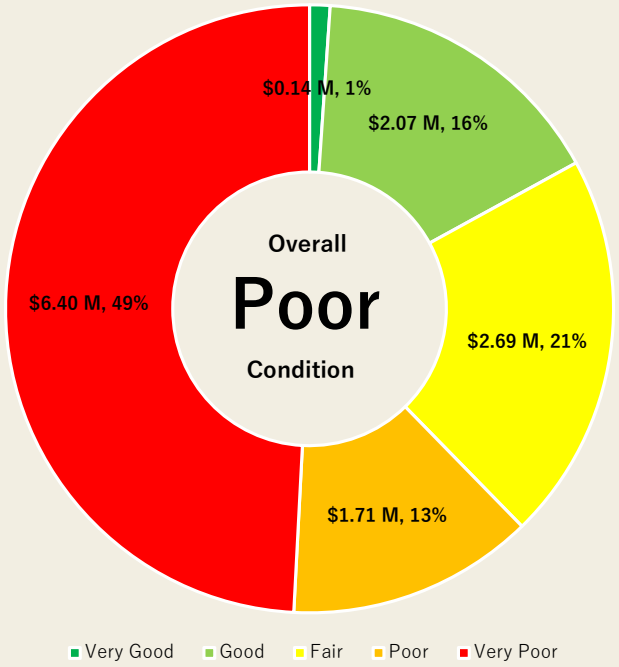
Average Remaining Useful Life

35 Years

Estimated Useful Life

5-80 Years

Machinery and Equipment



Current Replacement Value

$13.0 Million

Asset Inventory

Pooled

Data Confidence & Reliability

Level 4 (Reliable)

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

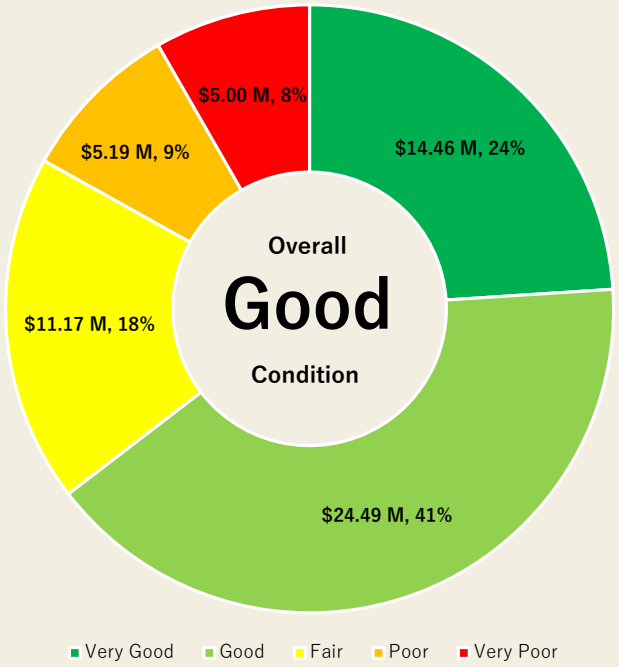
Average Remaining Useful Life

3 Years

Estimated Useful Life

5-65 Years

Water Infrastructure and Equipment



Current Replacement Value

$60.3 Million

Asset Inventory

Pooled

Data Confidence & Reliability

Level 4 (Reliable)

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

Average Remaining Useful Life

44 Years

Estimated Useful Life

5-80 Years

APPENDIX B

DETAILED FINANCING STRATEGY TABLES

Table 1
Municipality of North Perth
2024 Asset Management Plan
Base Scenario: Close Cumulative Infrastructure Deficit by 2034 (10-Years) - Tax Supported Assets
Assumed OCIF from 2026-2034

Year	1. Lifecycle Costs							2. Forecast of Revenues								3. Funding Gap Calculation		
	Non-Infrastructure Solutions	Operations & Maintenance	Replacement	Renewal (Bridges)	Renewal (Roads)	Expansion (Capital)	Expansion (O&M)	Total Lifecycle Costs	O&M from Taxation	Capital from Operating (Deprecation Expense)	Capital from Taxation (Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF (formerly Gas Tax)	Other Grants (OCIF)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 1,792,396			$ 508,871	$ 1,025,666	$ 11,593,995	$ 20,930,223	$ 889,282	$ 889,282
2026	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 3,909,958	$ 2,117,562	118.1%	$ 508,871	$ 1,025,666	$ -	$ 11,453,790	$ (8,587,150)	$ (7,697,868)
2027	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 6,027,520	$ 2,117,562	54.2%	$ 529,226	$ 1,025,666	$ -	$ 13,591,707	$ (6,449,233)	$ (14,147,101)
2028	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 8,145,082	$ 2,117,562	35.1%	$ 529,226	$ 1,025,666	$ -	$ 15,709,269	$ (4,331,671)	$ (18,478,773)
2029	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 10,262,644	$ 2,117,562	26.0%	$ 529,226	$ 1,025,666	$ -	$ 17,826,831	$ (2,214,109)	$ (20,692,882)
2030	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 12,380,206	$ 2,117,562	20.6%	$ 529,226	$ 1,025,666	$ -	$ 19,944,393	$ (96,548)	$ (20,789,430)
2031	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 14,497,768	$ 2,117,562	17.1%	$ 529,226	$ 1,025,666	$ -	$ 22,061,955	$ 2,021,014	$ (18,768,415)
2032	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 16,615,330	$ 2,117,562	14.6%	$ 529,226	$ 1,025,666	$ -	$ 24,179,517	$ 4,138,576	$ (14,629,839)
2033	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 18,732,892	$ 2,117,562	12.7%	$ 529,226	$ 1,025,666	$ -	$ 26,297,079	$ 6,256,138	$ (8,373,700)
2034	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 20,850,454	$ 2,117,562	11.3%	$ 529,226	$ 1,025,666	$ -	$ 28,414,641	$ 8,373,700	$ (0)
Total	**$ 500,000**	**$ 23,653,390**	**$ 73,650,409**	**$ 24,976,249**	**$ 67,469,358**	**$ 9,910,000**	**$ 250,000**	**$ 200,409,406**	**$ 23,653,390**	**$ 36,439,560**	**$ 113,214,248**	**$ 19,058,058**		**$ 5,251,553**	**$ 10,256,660**	**$ 11,593,995**	**$ 200,409,406**		

Annual Increase	$ 2,117,562
2025 Total Tax Levy	$ 21,368,122
Inc. as % of Tax Levy	9.91%

Table 2
Municipality of North Perth
2024 Asset Management Plan
Base Scenario: Close Cumulative Infrastructure Deficit by 2034 (10-Years) -Tax Supported Assets
No OCIF Assumed from 2026-2034

Year	1. Lifecycle Costs							2. Forecast of Revenues								3. Funding Gap Calculation		
	Non-Infrastructure Solutions	Operations & Maintenance	Replacement	Renewal (Bridges)	Renewal (Roads)	Expansion (Capital)	Expansion (O&M)	Total Lifecycle Costs	O&M from Taxation	Capital from Operating (Deprecation Expense)	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF (formerly Gas Tax)	Other Grants (OCIF)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 1,792,396			$ 508,871	$ 1,025,666	$ 11,593,995	$ 20,930,223	$ 889,282	$ 889,282
2026	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 4,115,091	$ 2,322,695	129.6%	$ 508,871	$ -	$ -	$ 10,633,258	$ (9,407,683)	$ (8,518,401)
2027	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 6,437,786	$ 2,322,695	56.4%	$ 529,226	$ -	$ -	$ 12,976,308	$ (7,064,633)	$ (15,583,034)
2028	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 8,760,481	$ 2,322,695	36.1%	$ 529,226	$ -	$ -	$ 15,299,003	$ (4,741,938)	$ (20,324,971)
2029	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 11,083,177	$ 2,322,695	26.5%	$ 529,226	$ -	$ -	$ 17,621,698	$ (2,419,243)	$ (22,744,214)
2030	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 13,405,872	$ 2,322,695	21.0%	$ 529,226	$ -	$ -	$ 19,944,393	$ (96,548)	$ (22,840,762)
2031	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 15,728,567	$ 2,322,695	17.3%	$ 529,226	$ -	$ -	$ 22,267,088	$ 2,226,148	$ (20,614,614)
2032	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 18,051,262	$ 2,322,695	14.8%	$ 529,226	$ -	$ -	$ 24,589,783	$ 4,548,843	$ (16,065,771)
2033	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 20,373,957	$ 2,322,695	12.9%	$ 529,226	$ -	$ -	$ 26,912,479	$ 6,871,538	$ (9,194,233)
2034	$ 50,000	$ 2,365,339	$ 7,365,041	$ 2,497,625	$ 6,746,936	$ 991,000	$ 25,000	$ 20,040,941	$ 2,365,339	$ 3,643,956	$ 22,696,652	$ 2,322,695	11.4%	$ 529,226	$ -	$ -	$ 29,235,174	$ 9,194,233	$ -
Total	**$ 500,000**	**$ 23,653,390**	**$ 73,650,409**	**$ 24,976,249**	**$ 67,469,358**	**$ 9,910,000**	**$ 250,000**	**$ 200,409,406**	**$ 23,653,390**	**$ 36,439,560**	**$ 122,445,242**	**$ 20,904,256**		**$ 5,251,553**	**$ 1,025,666**	**$ 11,593,995**	**$ 200,409,406**		

Annual Increase	$ 2,322,695
2025 Total Tax Levy	$ 21,368,122
Inc. as % of Tax Levy	10.87%

Table 3
Municipality of North Perth
2024 Asset Management Plan
PLOS Scenario: Close Cumulative Infrastructure Deficit by 2034 (10-Years) - Tax Supported Assets
Assumed OCIF from 2026-2034

Year	1. Lifecycle Costs								2. Forecast of Revenues								3. Funding Gap Calculation		
	Non-Infrastructure Soloutions	Operations & Maintenance	Replacement	Renewal (Bridges)	Renewal (Roads)	Expansion (Capital)	Expansion (O&M)	Total Lifecycle Costs	O&M from Taxation	Capital from Operating (Deprecation Expense)	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF (formerly Gas Tax)	Other Grants (OCIF)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 1,792,396			$ 508,871	$ 1,025,666	$ 11,593,995	$ 20,930,223	$ 8,515,504	$ 8,515,504
2026	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 2,215,242	$ 422,846	23.6%	$ 508,871	$ 1,025,666	$ -	$ 9,759,074	$ (2,655,644)	$ 5,859,860
2027	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 2,638,088	$ 422,846	19.1%	$ 529,226	$ 1,025,666	$ -	$ 10,202,275	$ (2,212,444)	$ 3,647,416
2028	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 3,060,934	$ 422,846	16.0%	$ 529,226	$ 1,025,666	$ -	$ 10,625,121	$ (1,789,598)	$ 1,857,818
2029	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 3,483,780	$ 422,846	13.8%	$ 529,226	$ 1,025,666	$ -	$ 11,047,967	$ (1,366,752)	$ 491,067
2030	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 3,906,626	$ 422,846	12.1%	$ 529,226	$ 1,025,666	$ -	$ 11,470,814	$ (943,905)	$ (452,839)
2031	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 4,329,472	$ 422,846	10.8%	$ 529,226	$ 1,025,666	$ -	$ 11,893,660	$ (521,059)	$ (973,898)
2032	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 4,752,318	$ 422,846	9.8%	$ 529,226	$ 1,025,666	$ -	$ 12,316,506	$ (98,213)	$ (1,072,111)
2033	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 5,175,164	$ 422,846	8.9%	$ 529,226	$ 1,025,666	$ -	$ 12,739,352	$ 324,633	$ (747,479)
2034	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 5,598,010	$ 422,846	8.2%	$ 529,226	$ 1,025,666	$ -	$ 13,162,198	$ 747,479	$ 0
Total	**$ 500,000**	**$ 23,653,390**	**$ 45,954,750**	**$ 10,694,717**	**$ 38,094,332**	**$ 5,000,000**	**$ 250,000**	**$ 124,147,190**	**$ 23,653,390**		**$ 36,952,032**	**$ 3,805,614**		**$ 5,251,553**	**$ 10,256,660**	**$ 11,593,995**	**$ 124,147,190**		

Annual Increase	$ 422,846
2025 Total Tax Levy	$ 21,368,122
Inc. as % of Tax Levy	2.0%

Table 4
Municipality of North Perth
2024 Asset Management Plan
PLOS Scenario: Close Cumulative Infrastructure Deficit by 2034 (10-Years) - Tax Supported Assets
No OCIF Assumed from 2026-2034

Year	1. Lifecycle Costs								2. Forecast of Revenues								3. Funding Gap Calculation		
	Non-Infrastructure Soloutions	Operations & Maintenance	Replacement	Renewal (Bridges)	Renewal (Roads)	Expansion (Capital)	Expansion (O&M)	Total Lifecycle Costs	O&M from Taxation	Capital from Operating (Deprecation Expense)	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF (formerly Gas Tax)	Other Grants (OCIF)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 1,792,396			$ 508,871	$ 1,025,666	$ 11,593,995	$ 20,930,22	$ 8,515,504	$ 8,515,504
2026	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 2,420,375	$ 627,979	35.0%	$ 508,871	$ -	$ -	$ 8,938,54	$ (3,476,177)	$ 5,039,327
2027	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 3,048,354	$ 627,979	25.9%	$ 529,226	$ -	$ -	$ 9,586,87	$ (2,827,843)	$ 2,211,484
2028	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 3,676,334	$ 627,979	20.6%	$ 529,226	$ -	$ -	$ 10,214,85	$ (2,199,864)	$ 11,620
2029	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 4,304,313	$ 627,979	17.1%	$ 529,226	$ -	$ -	$ 10,842,83	$ (1,571,885)	$ (1,560,265)
2030	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 4,932,292	$ 627,979	14.6%	$ 529,226	$ -	$ -	$ 11,470,81	$ (943,905)	$ (2,504,171)
2031	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 5,560,271	$ 627,979	12.7%	$ 529,226	$ -	$ -	$ 12,098,79	$ (315,926)	$ (2,820,097)
2032	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 6,188,251	$ 627,979	11.3%	$ 529,226	$ -	$ -	$ 12,726,77	$ 312,053	$ (2,508,044)
2033	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 6,816,230	$ 627,979	10.1%	$ 529,226	$ -	$ -	$ 13,354,75	$ 940,032	$ (1,568,011)
2034	$ 50,000	$ 2,365,339	$ 4,595,475	$ 1,069,472	$ 3,809,433	$ 500,000	$ 25,000	$ 12,414,719	$ 2,365,339	$ 3,643,956	$ 7,444,209	$ 627,979	9.2%	$ 529,226	$ -	$ -	$ 13,982,73	$ 1,568,011	$ 0
Total	**$ 500,000**	**$ 23,653,390**	**$ 45,954,750**	**$ 10,694,717**	**$ 38,094,332**	**$ 5,000,000**	**$ 250,000**	**$ 124,147,190**	**$ 23,653,390**		**$ 46,183,026**	**$ 5,651,813**		**$ 5,251,553**	**$ 1,025,666**	**$ 11,593,995**	**$ 124,147,190**		

Annual Increase	$ 627,979
2025 Total Tax Levy	$ 21,368,122
Inc. as % of Tax Levy	2.9%

Table 5
Municipality of North Perth
2024 Asset Management Plan
Base Scenario: Close Cumulative Infrastructure Deficit by 2034 (10-Years) - Rate Supported Assets

Year		1. Lifecycle Costs				2. Forecast of Revenues						3. Funding Gap Calculation		
	Non-Infrastructure Soloutions	Operations & Maintenance	Replacement	Expansion (Capital)	Total Lifecycle Costs	O&M from Taxation	Capital from Operating (Deprecation Expense)	Capital from Rates (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 1,512,003			$ 7,781,466	$ 10,994,239	$ 4,695,135	$ 4,695,135
2026	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 2,024,933	$ 512,930	33.9%	$ -	$ 3,725,703	$ (2,573,401)	$ 2,121,734
2027	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 2,537,863	$ 512,930	25.3%	$ -	$ 4,238,633	$ (2,060,471)	$ 61,263
2028	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 3,050,792	$ 512,930	20.2%	$ -	$ 4,751,562	$ (1,547,541)	$ (1,486,278)
2029	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 3,563,722	$ 512,930	16.8%	$ -	$ 5,264,492	$ (1,034,611)	$ (2,520,889)
2030	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 4,076,652	$ 512,930	14.4%	$ -	$ 5,777,422	$ (521,682)	$ (3,042,571)
2031	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 4,589,582	$ 512,930	12.6%	$ -	$ 6,290,352	$ (8,752)	$ (3,051,323)
2032	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 5,102,511	$ 512,930	11.2%	$ -	$ 6,803,281	$ 504,178	$ (2,547,145)
2033	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 5,615,441	$ 512,930	10.1%	$ -	$ 7,316,211	$ 1,017,108	$ (1,530,037)
2034	$ 50,000	$ 533,750	$ 5,590,354	$ 125,000	$ 6,299,104	$ 533,750	$ 1,167,020	$ 6,128,371	$ 512,930	9.1%	$ -	$ 7,829,141	$ 1,530,037	$ (0)
Total	**$ 500,000**	**$ 5,337,500**	**$ 55,903,535**	**$ 1,250,000**	**$ 62,991,035**	**$ 5,337,500**	**$ 11,670,200**	**$ 38,201,870**	**$ 4,616,368**		**$ 7,781,466**	**$ 62,991,035**		

Annual Increase	$ 512,930
2025 Total Rate Revenue	$ 7,534,000
Inc. as % of Tax Levy	6.81%