Asset Management Plan

Municipality of Mattice-Val Côté

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Chapter 1
Introduction

1. Introduction

1.1 Overview

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

The Municipality of Mattice-Val Côté (Municipality) retained Watson & Associates Economists Ltd. (Watson) to develop a comprehensive asset management plan. The project has been completed in two phases. The first phase focused on documenting the current condition and levels of service of the Municipality's non-core[1] assets to achieve compliance with the 2024 requirements of Ontario Regulation (O. Reg.) 588/17. This phase culminated in an addendum report to the Municipality's 2022 Asset Management Plan that was completed in April 2025. The second phase of this project built upon the work completed through the previous phase, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the second phase and brings the Municipality into full compliance with the 2025 requirements of O. Reg. 588/17.

This asset management encompasses all tangible assets owned and managed by the Municipality, which enable the provision of services to the public. Table 1-1 summarizes the categorization of assets.

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

Table 1-1: Asset Categories and Corresponding Asset Types

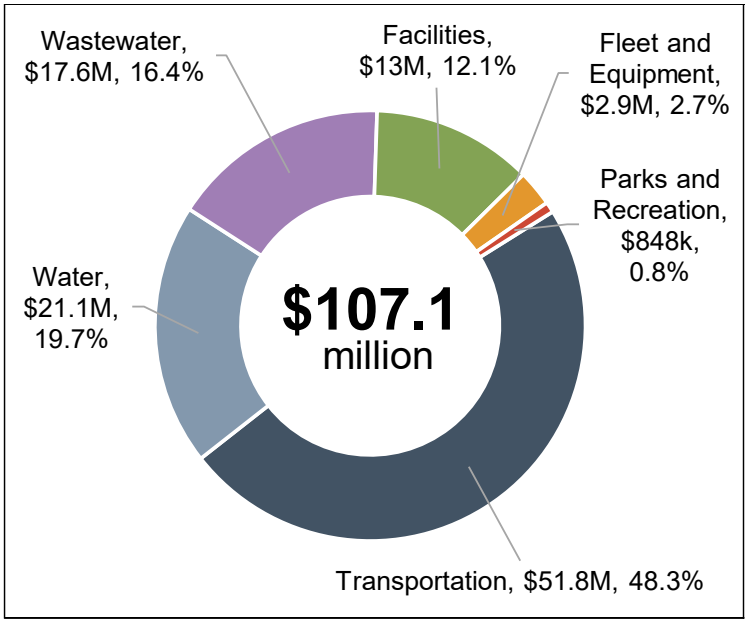
Asset Category	Asset Types
Transportation	• Roads • Bridge and Culverts • Road Signs • Sidewalks • Streetlights
Water	• Watermains • Fire Hydrants • Water Pumping Station • Water Treatment Plant
Wastewater	• Wastewater Mains • Manholes • Chambers • Wastewater Pumping Station • Lagoons
Facilities	• Administrative Facilities • Fire Facilities • Parks and Recreation Facilities • Public Works Facilities
Fleet and Equipment	• Administrative Fleet and Equipment • Fire Fleet • Parks and Recreation Fleet • Public Works Fleet and Equipment
Parks and Recreation	• Park Structures, Playground, and Park Amenities • Picnic Tables • Splash Pad • Parks and Recreation Equipment

The estimated current replacement cost for the Municipality's infrastructure assets is estimated to be $107.1 million. Transportation assets comprise the largest share of this replacement cost at $51.8 million (48.3%), followed by water assets at $21.1 million (19.7%), wastewater assets at $17.6 million (16.4%), facilities at $13.0 million (12.1%), fleet and equipment assets at $2.9 million (2.7%), and lastly, parks and recreation assets at $848,000 (0.8%). A breakdown of the replacement cost by asset category is provided in Table 1-2 and is further illustrated in Figure 1-1.

Table 1-2: Distribution of Replacement Cost by Asset Category

Asset Category	Current Replacement Cost
Transportation	$51,752,000
Water	$21,101,000
Wastewater	$17,575,000
Facilities	$12,950,000
Fleet and Equipment	$2,910,000
Parks and Recreation	$848,000
Total	**$107,136,000**

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



1.2 Legislative Context for the Asset Management Plan

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

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did not have appropriate tracking of their capital assets, especially with respect to any

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

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

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

1.3 Asset Management Plan Development

The development of this asset management plan was guided by asset management strategies identified through discussions with the Municipality's staff, information gathered through reviews of background documents, and detailed analyses of the

Municipality's capital asset and financial data. The key steps in the development process of this asset management plan are summarized below:

1. Update underlying asset data such as quantities, ages, useful service life expectations, replacement cost valuations, lifecycle activity costing, etc.
2. Define and assess the current condition of assets using a combination of staff input and age-based analysis.
3. Define and document current levels of service based on the analysis of available data.
4. Identify proposed levels of service for all performance measures.
5. Document the lifecycle activities required to sustain proposed levels of service through workshops held with staff. These workshops led to the development of a 10-year forecast of capital and significant operating expenditures.
6. Using industry benchmarks, estimate the amount of annual capital funding that would be required to achieve and sustain the proposed levels of service over the long term.
7. Analyze the Municipality's financial data and develop a financial strategy model to determine the financial impacts of undertaking the lifecycle activities required to sustain proposed levels of service. The financial strategy model also informs the extent of the Municipality's current infrastructure funding gap and outlines a long-term approach to eliminate it.
8. Document the asset management plan in a formal report to inform future decision making and to communicate asset planning to the public.

Chapter 2
State of Local Infrastructure and Levels of Service

2. State of Local Infrastructure and Levels of Service

2.1 Transportation

2.1.1 State of Local Infrastructure

The Municipality owns and manages a variety of assets that enable the safe and efficient passage of vehicular and pedestrian traffic, and that contribute to the overall level of service provided by the Municipality. The Municipality's transportation assets comprise roads, a bridge, structural culverts, and various road-related assets such as signs, sidewalks, and streetlights. The estimated current replacement cost of these assets is $51.8 million.

The Municipality's road network comprises asphalt and gravel roads. The estimated current replacement cost of the Municipality's roads is $48.1 million. Gravel roads account for the largest share of the replacement cost, at $39.0 million (81.1%), while asphalt roads account for $9.1 million (18.9%). The average age of the Municipality's roads is approximately 60 years.

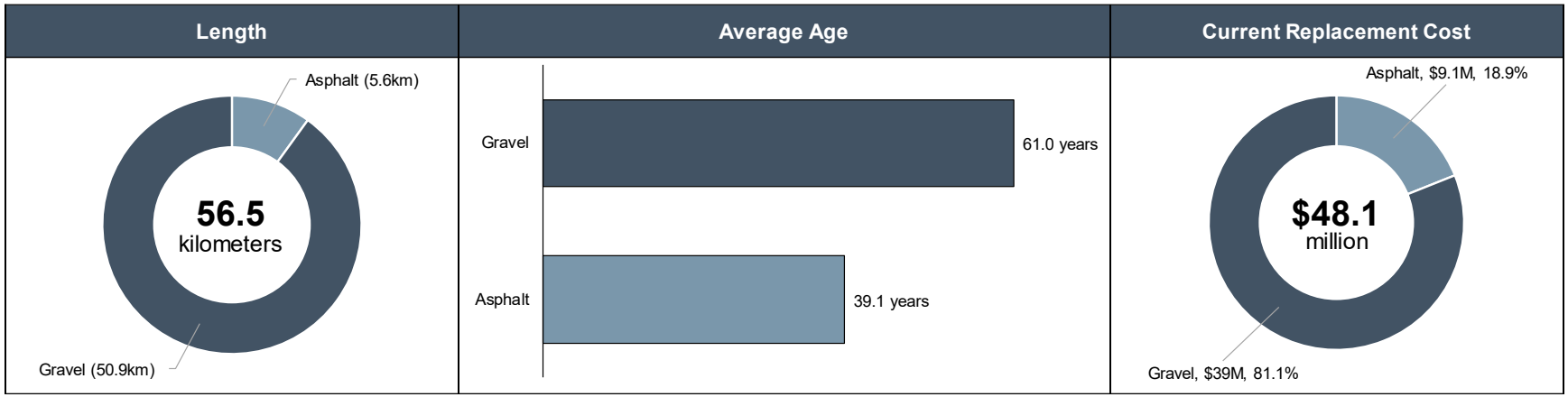
Table 2-1 summarizes the length, average age, and estimated current replacement cost of the Municipality's roads by surface type. This information is further illustrated in Figure 2-1.

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

Surface Type	Length	Average Age[1]	Current Replacement Cost
Asphalt	5.6 km	39.1 years	$9,116,000
Gravel	50.9 km	61.0 years	$39,022,000
Total	**56.5 km**	**58.8 years**	**$48,138,000**

[1]Weighted average utilizing the length of each road segment as weights.

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



The Municipality's transportation assets are supported by 15 structures comprising one bridge and 14 structural[1] culverts. The estimated current replacement cost of the Municipality's structures is $2.4 million. Structural culverts account for the largest share of the replacement cost at $2.2 million (89.7%), while the one bridge accounts for the remaining $247,000 (10.3%). The average age of the Municipality's structures is approximately 26 years.

Table 2-2 summarizes the quantity, average age, and estimated current replacement cost of the Municipality's structures by structure type. This information is further illustrated in Figure 2-2.

Table 2-2: Structures – Quantity, Average Age, and Replacement Cost by Structure Type

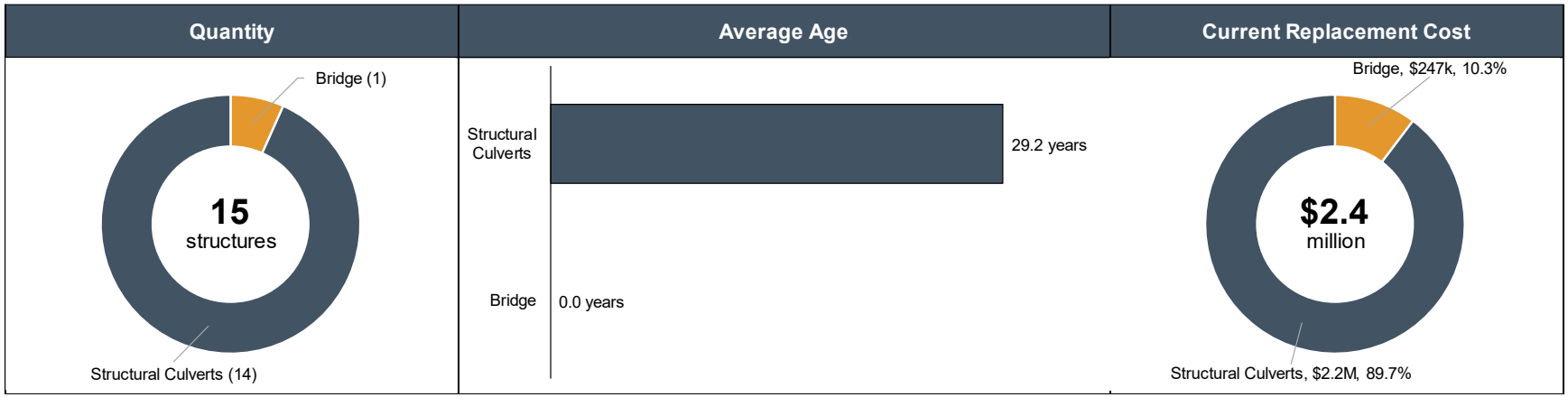
Structure Type	Quantity	Average Age[2]	Current Replacement Cost
Bridge	1 bridge	0[3]	$247,000
Structural Culverts	14 culverts	29.2 years	$2,157,000
Total	**15 structures**	**26.2 years**	**$2,404,000**

[1]The *Ontario Structure Inspection Manual (2008)* defines structural culverts as structures that form an opening through soil and have a total span of three meters or more.

[2]Weighted average utilizing the replacement cost of each structure as weights.

[3]The Municipality's bridge was replaced in 2025.

Figure 2-2: Structures – Quantity, Average Age, and Replacement Cost by Structure Type

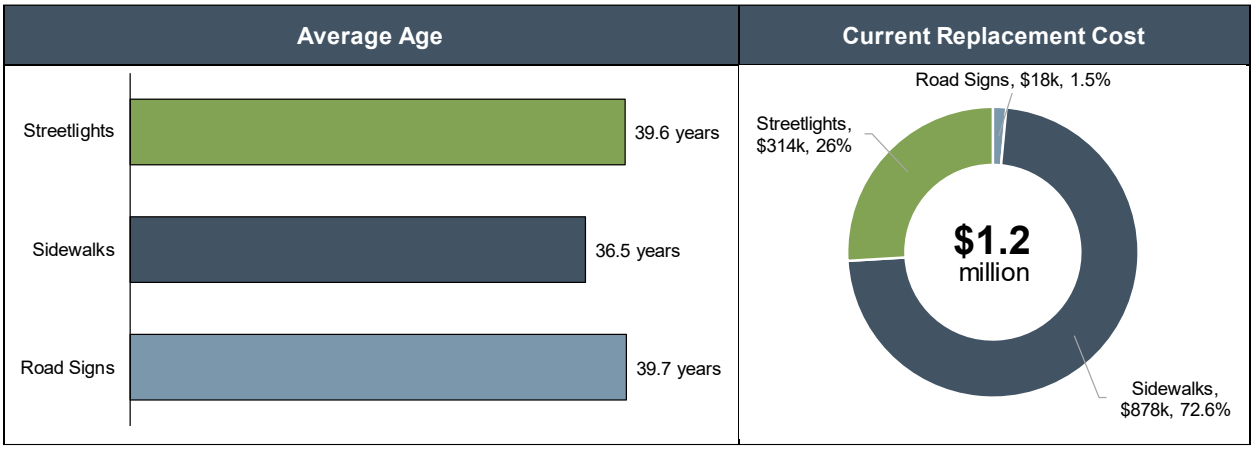


The Municipality's transportation services are further supported by a number of road-related assets, including road signs, sidewalks, and streetlights. The estimated current replacement cost of the Municipality's road-related assets is $1.2 million. Sidewalks account for the largest share of replacement cost at $878,000 (72.6%), followed by streetlights at $314,000 (26.0%), and lastly, road signs at $18,000 (1.5%). The average age of the Municipality's road-related assets is approximately 37 years. Table 2-3 summarizes the quantity, average age, and estimated current replacement cost of the Municipality's road-related assets by asset type. This information is further illustrated in Figure 2-3.

Table 2-3: Road-related Assets – Quantity, Average Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age[1]	Current Replacement Cost
Road Signs	112 signs	39.7 years	$18,000
Sidewalks	3.8 km	36.5 years	$878,000
Streetlights	75 streetlights	39.6 years	$314,000
Total		**37.3 years**	**$1,210,000**

Figure 2-3: Road-related Assets – Average Age and Replacement Cost by Asset Type



[1]Weighted average utilizing the length of each sidewalk segment as weights and the replacement cost of each road sign and streetlight as weights.

2.1.2 Condition

The Municipality evaluated the condition of its roads through a desktop condition assessment conducted by staff. Assets were rated using the five-point condition scale summarized in Table 2-4.

Table 2-4: Definition of Condition States

Condition State	Description
Very Good	Asset is physically sound and performing as intended.
Good	Asset may show minor signs of wear and tear but remains in good working condition.
Fair	Signs of deterioration, some elements exhibit deficiencies. Asset continues to meet minimum functional requirements.
Poor	Condition below standard, a large portion of the system exhibits significant deterioration.
Very Poor	Widespread signs of advanced deterioration, asset may be unusable.

The Municipality's roads have been assessed to be in a 'Good' condition state, on average. It is noted that the condition of gravel roads can change rapidly and unpredictably due to factors such as weather conditions and recency of maintenance activities (e.g., re-grading, application of dust suppressant, spot applications of granular, etc. Table 2-5 summarizes the average condition state of the Municipality's roads by surface type.

Table 2-5: Roads – Average Condition States by Surface Type

Surface Type	Average Condition State[1]
Asphalt	Good
Gravel	Good
Average	**Good**

[1]Weighted average utilizing the length of each road segment as weights.

The distribution (length) of the roads by condition state and surface type is illustrated in Figure 2-4 and the distribution (length) of the roads by condition state is illustrated in Figure 2-5.

Figure 2-4: Roads – Distribution (length) of Roads by Condition State and Surface Type

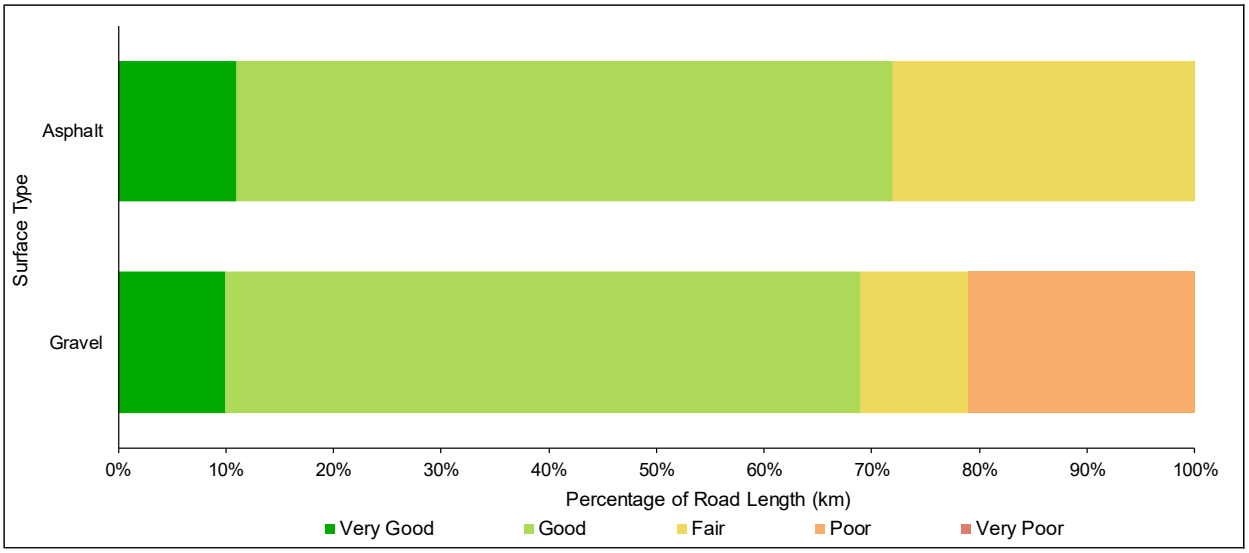
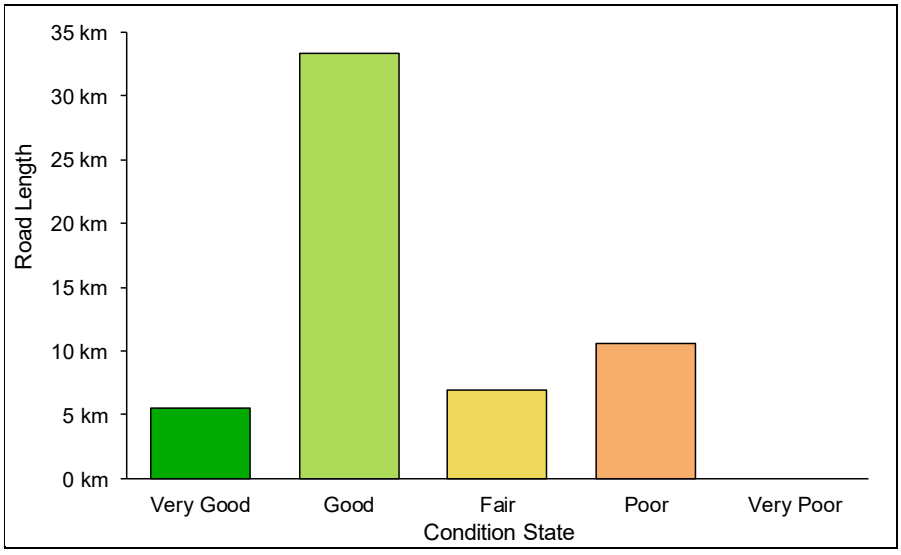


Figure 2-5: Roads – Distribution (length) of Roads by Condition State



Similar to roads, the condition of the Municipality's structures was evaluated through a desktop condition assessment conducted by staff. Assets were rated using the five-point condition scale presented earlier in Table 2-4.

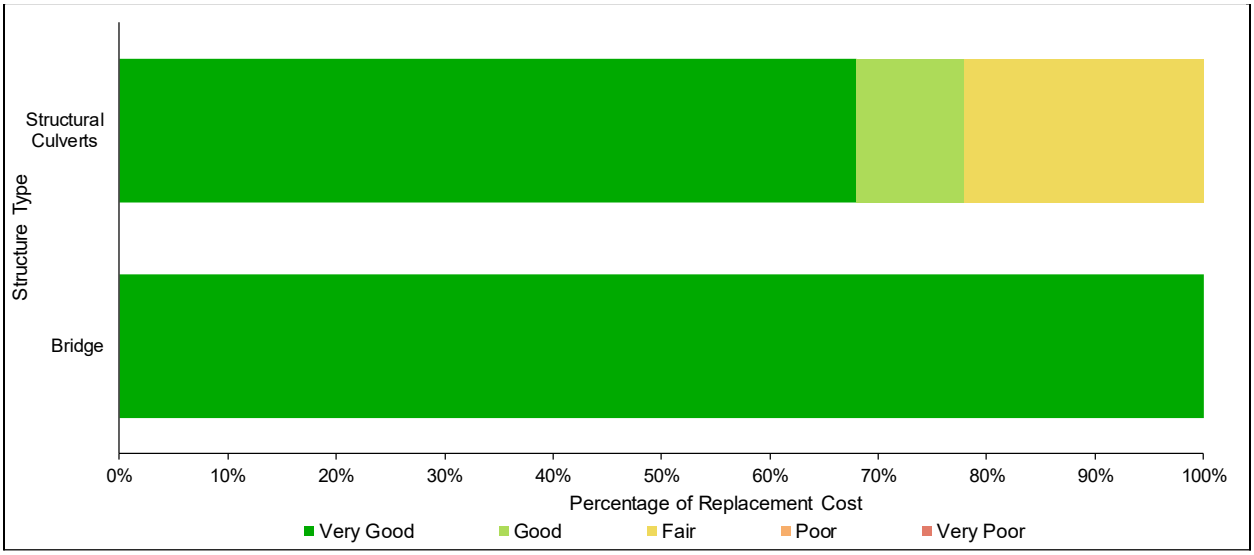
The Municipality's culverts have been assessed to be in a 'Good' condition on average, while the one bridge has been rated as 'Very Good'. The average condition of the Municipality's structures, by structure type, is summarized in Table 2-6.

Table 2-6: Structures – Average Condition State by Structure Type

Structure Type	Average Condition State[1]
Bridge	Very Good
Structural Culverts	Good
Average	**Very Good**

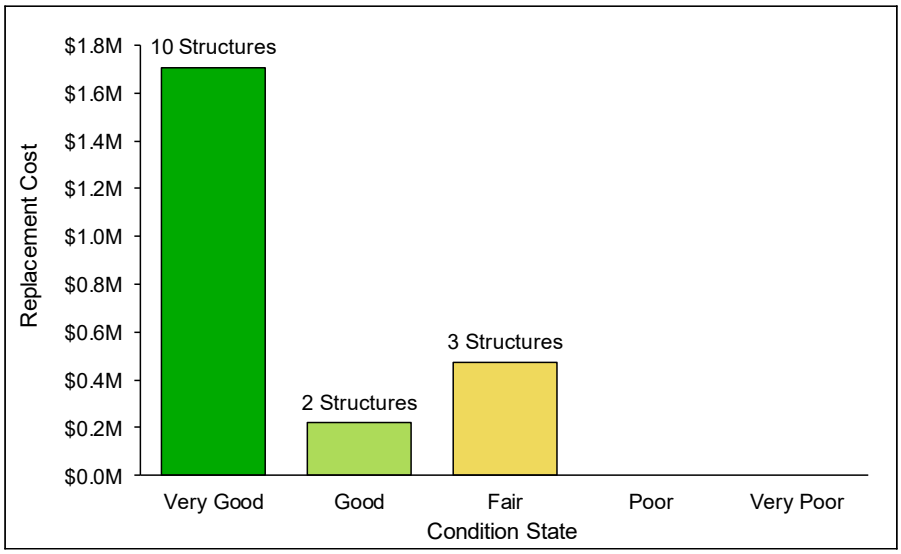
The distribution (replacement cost) of the structures by condition state and structure type is illustrated in Figure 2-6 and the distribution (replacement cost) of the structures by condition state is illustrated in Figure 2-7.

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



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

Figure 2-7: Structures – Distribution (by replacement cost) of Assets by Condition State



The condition of the Municipality's road-related assets has not been directly evaluated. For the purposes of this asset management plan, condition ratings have been assigned to road-related assets based on age relative to useful service life (i.e., based on the percentage of useful service life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that none of the asset's life expectancy has been utilized. Conversely, an asset that has reached the end of its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if the asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that assets near or beyond their typical useful service life expectancy are likely to require replacement or rehabilitation in the near term, may exhibit reduced reliability, and may have increasing repair and maintenance costs.

To better communicate the condition of assets evaluated using this age-based approach, ULC% ratings have been segmented into qualitative condition states, as summarized in Table 2-7. The scale is set to show that if assets are replaced at the end of their expected useful service life, they would be in a "Fair" condition state. For assets that remain in service beyond their useful service life (i.e., ULC% > 100%), the probability of failure is assumed to have increased to a point where these assets would be characterized as being in a "Poor" or "Very Poor" condition state.

Table 2-7: Condition States Defined with Respect to ULC%

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

Based on the current age profile, the overall average ULC% of road-related assets is 141.5%, indicating that many of the individual assets in this category are beyond their useful service life. Table 2-8 summarizes the average ULC% and associated condition states of the road-related assets.

Table 2-8: Road-related Assets – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC%[1]	Condition State
Road Signs	198.7%	Fair[2]
Sidewalks	121.6%	Poor
Streetlights	158.5%	Very Poor

The distribution (replacement cost) of the road-related assets by condition state and asset type is illustrated in Figure 2-8 and distribution (replacement cost) of the road-related assets by condition state is illustrated in Figure 2-9.

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

[2] Based on consultation with the Municipality's staff, the condition of road signs is classified as "Fair", even though these assets are well past their expected lifespan.

Figure 2-8: Road-related – Distribution (by replacement cost) of Assets by Condition State and Asset Type

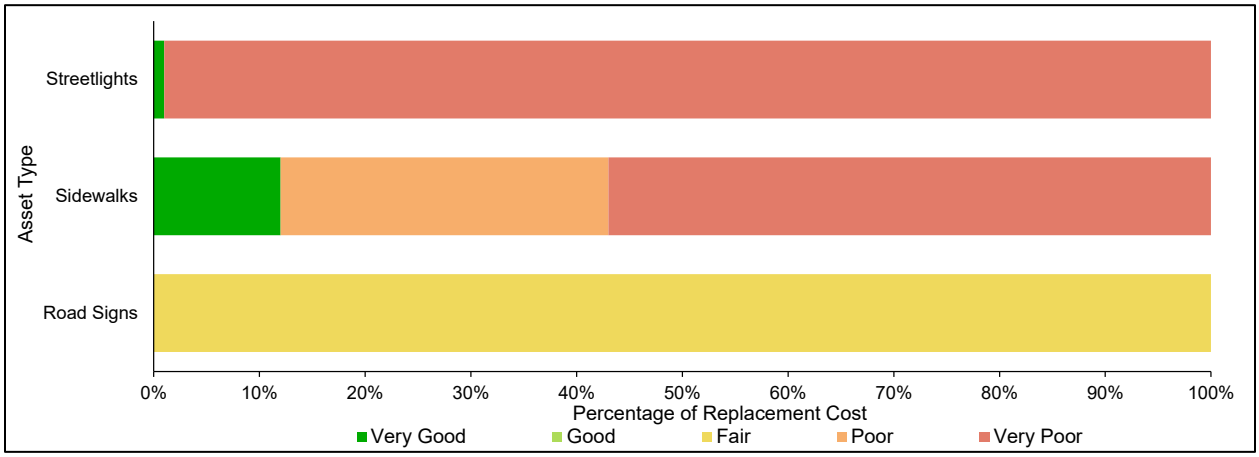
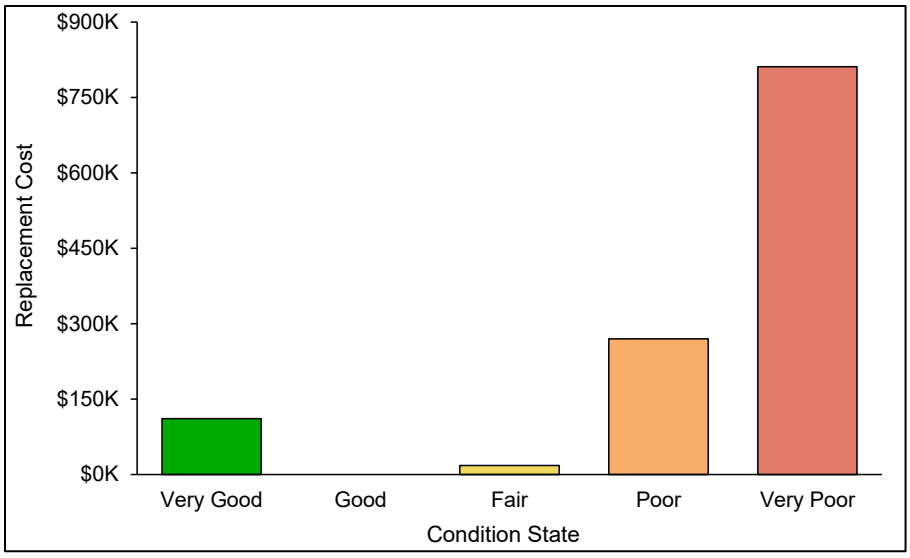


Figure 2-9: Road-related – Distribution (by replacement cost) of Assets by Condition State



2.1.3 Levels of Service

The levels of service currently provided by the Municipality's transportation assets are, in part, a result of the state of local infrastructure presented above. The levels of service framework presented in this subsection identifies both the levels of service that assets are currently providing as well as the proposed levels of service (i.e., target performance) that the Municipality is striving towards. The levels of service frameworks presented in this asset management plan were developed by identifying service aspects

that would be of interest to end users (and more broadly, the general public) and in consideration of available data.

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

- The 'Service Attribute' column in Table 2-9 indicates the high-level attribute being addressed;
- The 'Community Levels of Service' column in Table 2-9 explains the Municipality's intent in plain language and provides additional information about the service being provided;
- The 'Performance Measure' column in Table 2-10 describes the performance measure(s) connected to the identified service attribute;
- The 'Current Performance' column in Table 2-10 identifies the current level of service with respect to each performance measure based on the best available data; and
- The 'Target Performance' column in Table 2-10 identifies the proposed level of service with respect to each performance measure.

Table 2-9: Transportation Assets – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Municipality's transportation network enables the safe and efficient movement of people and goods within the Municipality and provides connectivity to regional roads. In addition to passenger vehicles, the Municipality's transportation network also supports commercial truck traffic and provides emergency vehicle access on rural roads.
Quality	The Municipality strives to maintain its transportation assets in adequate condition to support the comfortable passage of vehicular and pedestrian traffic.
	To aid in interpreting the condition of transportation assets, descriptions of different condition states are summarized in Section 2.1.2 (Table 2-4).

Table 2-10: Transportation Assets – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2026-2035)
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	N/A[1]	N/A
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Municipality.	N/A[2]	N/A
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Municipality.	0.14 km / km²	0.14 km / km²
	Percentage of bridges in the Municipality with loading or dimensional restrictions.	0%	0%
Quality	For paved roads in the municipality, the average pavement condition index value.	Good[3]	Maintain
	For unpaved roads in the Municipality, the average surface condition.	Good	Maintain
	For bridges in the Municipality, the average bridge condition index value.	Very Good	Maintain
	For structural culverts in the Municipality, the average bridge condition index value.	Good	Maintain
	Average condition state of road signs.	Fair	Maximize
	Average condition state of sidewalks.	Poor	Maximize
	Average condition state of streetlights.	Very Poor	Maximize

[1]The Municipality does not own any arterial roads.

[2]The Municipality does not own any collector roads.

[3]Based on desktop condition assessments completed by staff.

2.2 Facilities

2.2.1 State of Local Infrastructure

The Municipality owns and manages 16 facilities (excluding water and wastewater facilities) that support the delivery of various municipal services. These facilities include administrative facilities (i.e., municipal complex, Mattice charnel, and Val Côté charnel), fire facilities (i.e., fire hall and fire hall shed), public works facilities (i.e., storage shed, sand/salt shed and dome, landfill site, and garage), and parks and recreation facilities (i.e., sports complex, storage shed, comfort station, and baseball field snack bar).

The estimated current replacement cost of the Municipality's facilities is $13.0 million. Parks and recreation facilities account for the largest share of replacement cost at $8.7 million (67.0%), followed by administrative facilities at $3.2 million (25.0%), public works facilities at $753,000 (5.8%), and lastly, fire facilities at $277,000 (2.1%). The average age of the Municipality's facilities is 44.5 years.

Table 2-11 summarizes the quantity, average age, and estimated current replacement cost of the Municipality's facilities by facility type. This information is further illustrated in Figure 2-11.

Table 2-11: Facilities – Quantity, Average Age, and Replacement Cost by Facility Type

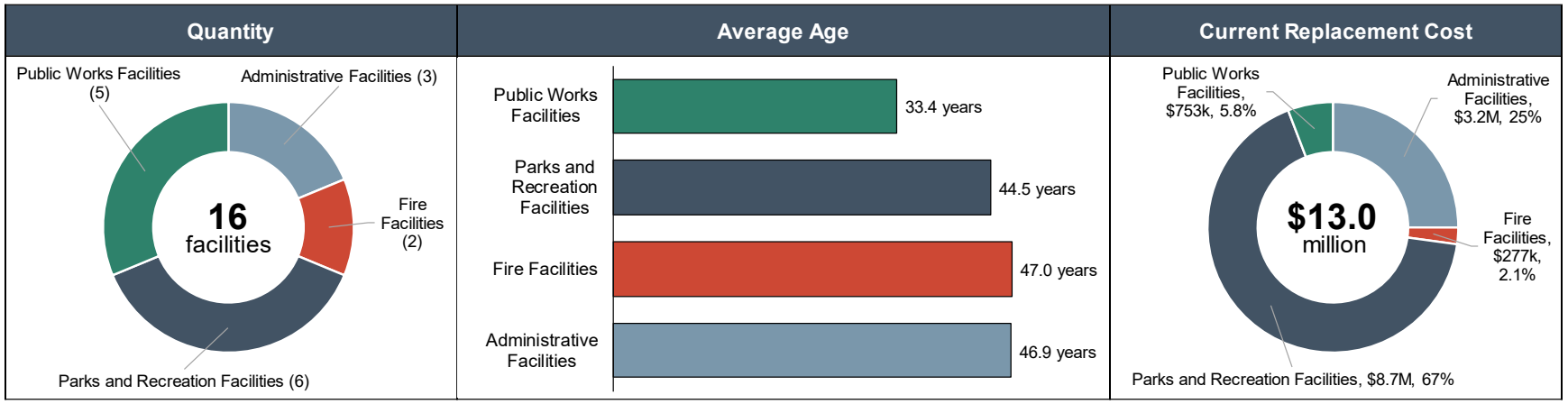
Facility Type	Quantity	Average Age[1]	Current Replacement Cost
Administrative Facilities	3 facilities	46.9 years	$3,241,000
Fire Facilities	2 facilities	47.0 years	$277,000
Parks and Recreation Facilities	6 facilities	44.5 years[2]	$8,679,000
Public Works Facilities	5 facilities	33.4 years[3]	$753,000
Total	**16 facilities**	**44.5 years**	**$12,950,000**

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

[2]The year of construction for the baseball field snack bar and baseball field storage shed is not readily available. As such, these facilities are excluded from the calculation of average age.

[3]The year of construction for the landfill site attendant's cabin is not readily available. As such, this facility is excluded from the calculation of average age.

Figure 2-10: Facilities – Quantity, Average Age, and Replacement Cost by Facility Type



2.2.2 Condition

The condition of the Municipality's facilities was evaluated through a desktop condition assessment conducted by staff. Assets were rated using the five-point condition scale presented earlier in Table 2-4.

The Municipality's administrative facilities, fire facilities, and parks and recreation facilities have been assessed to be in a 'Good' condition state on average, while public works facilities are currently in a 'Fair' condition state. Table 2-12 summarizes the average condition states of the Municipality's facilities, by facility type.

Table 2-12: Facilities – Average Condition States by Structure Type

Facility Type	Average Condition State[1]
Administrative Facilities	Good
Fire Facilities	Good
Parks and Recreation Facilities	Good
Public Works Facilities	Fair
Average	**Good**

The distribution (replacement cost) of facilities by condition state and facility type is illustrated in Figure 2-11 and the distribution (replacement cost) of all facilities by condition state is illustrated in Figure 2-12.

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

Figure 2-11: Facilities – Distribution (replacement cost) of Assets by Condition State and Facility Type

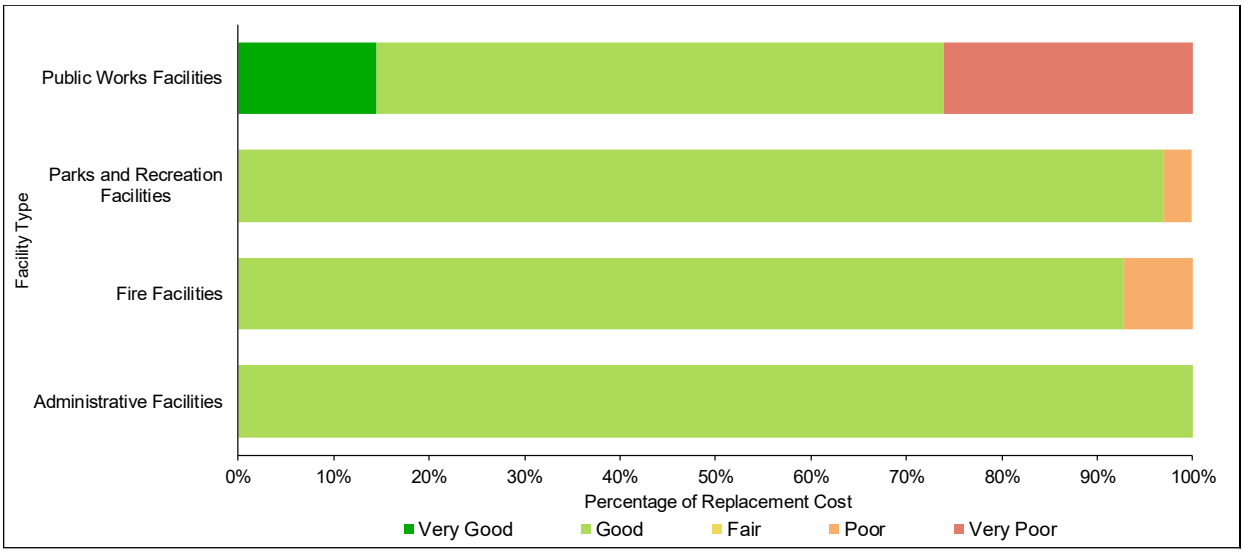
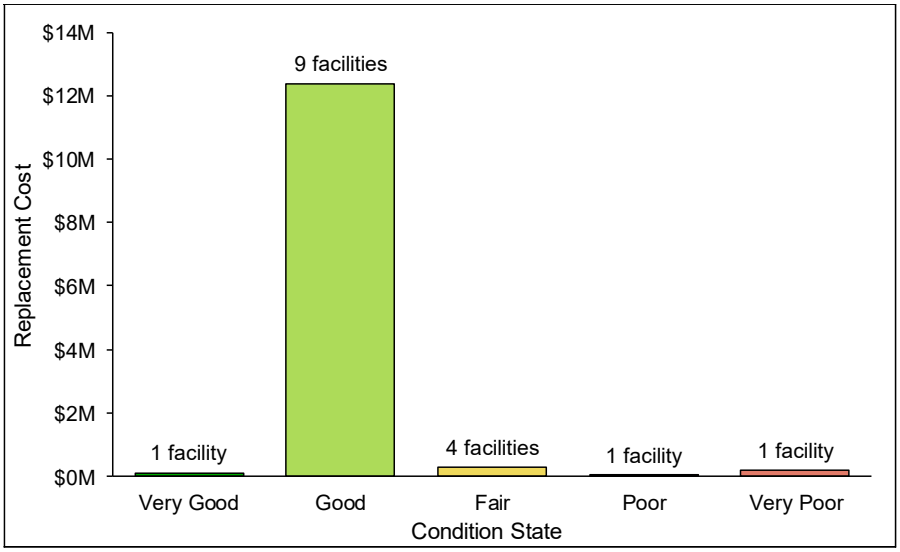


Figure 2-12: Facilities – Distribution (replacement cost) of Assets by Condition State



2.2.3 Levels of Service

This subsection presents the Municipality's levels of service framework for facilities. Table 2-13 presents the Service Attributes and Community Levels of Service while Table 2-14 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Municipality's levels of service framework.

Table 2-13: Facilities – Community Levels of Service

Service Attribute	Community Levels of Service
Quality	The Municipality strives to maintain its facilities in adequate condition to continue functioning as intended.

Table 2-14: Facilities – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Quality	Percentage (by replacement cost) of administrative facilities in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of fire facilities in a 'Fair' or better condition state.	93%	Maximize
	Percentage (by replacement cost) of parks and recreation facilities in a 'Fair' or better condition state.	97%	Maximize
	Percentage (by replacement cost) of public works facilities in a 'Fair' or better condition state.	74%	Maximize

2.3 Fleet and Equipment

2.3.1 State of Local Infrastructure

The Municipality owns and manages a number of fleet and equipment assets that support the provision of various services it provides to the public. The inventory comprises assets utilized by administration, fire, parks and recreation, and public works.

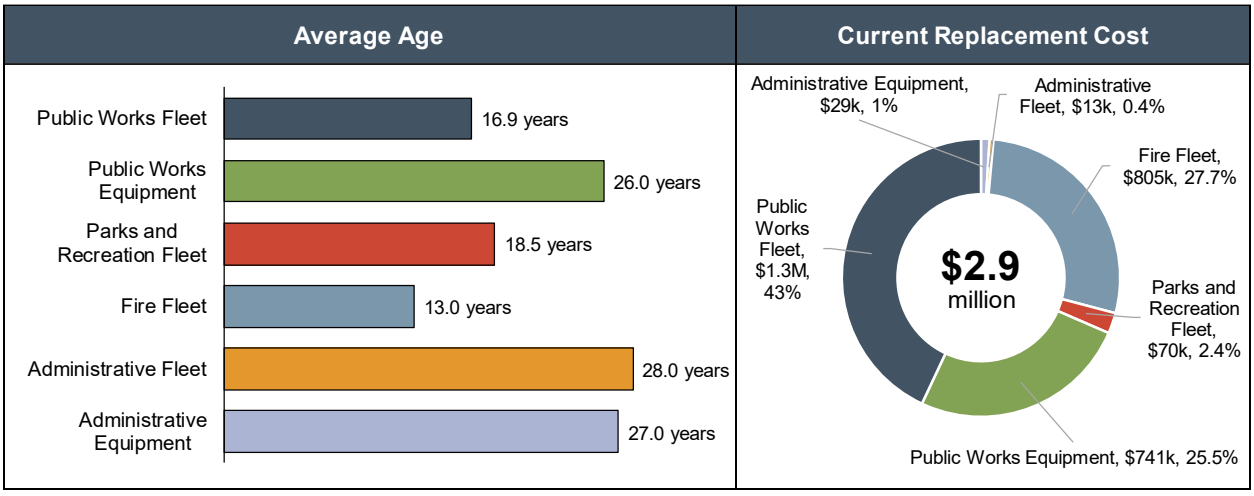
The estimated current replacement cost of the Municipality's fleet and equipment assets is $2.9 million. Fleet asset utilized by Public Works account for the largest share of replacement cost at $1.3 million (43.0%), followed by fleet asset utilized by Fire Services at $805,000 (27.7%), and equipment assets utilized by Public Works at $741,000 (25.5%). The average age of the Municipality's fleet and equipment assets is approximately 18 years.

Table 2-15 summarizes the average age and estimated current replacement cost of the Municipality's fleet and equipment assets. This information is further illustrated in Figure 2-13.

Table 2-15: Fleet and Equipment – Average Age and Replacement Cost by Asset Type

Asset Type	Average Age[1]	Current Replacement Cost
Administrative Equipment	27.0 years	$29,000
Administrative Fleet	28.0 years	$13,000
Fire Fleet	13.0 years	$805,000
Parks and Recreation Fleet	18.5 years	$70,000
Public Works Equipment	26.0 years	$741,000
Public Works Fleet	16.9 years	$1,252,000
Total	**18.3 years**	**$2,910,000**

Figure 2-13: Fleet and Equipment – Average Age and Replacement Cost by Asset Type



2.3.2 Condition

The condition of the Municipality's fleet and equipment assets was evaluated through a desktop condition assessment conducted by staff. Assets were rated using the five-point condition scale presented earlier in Table 2-4.

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

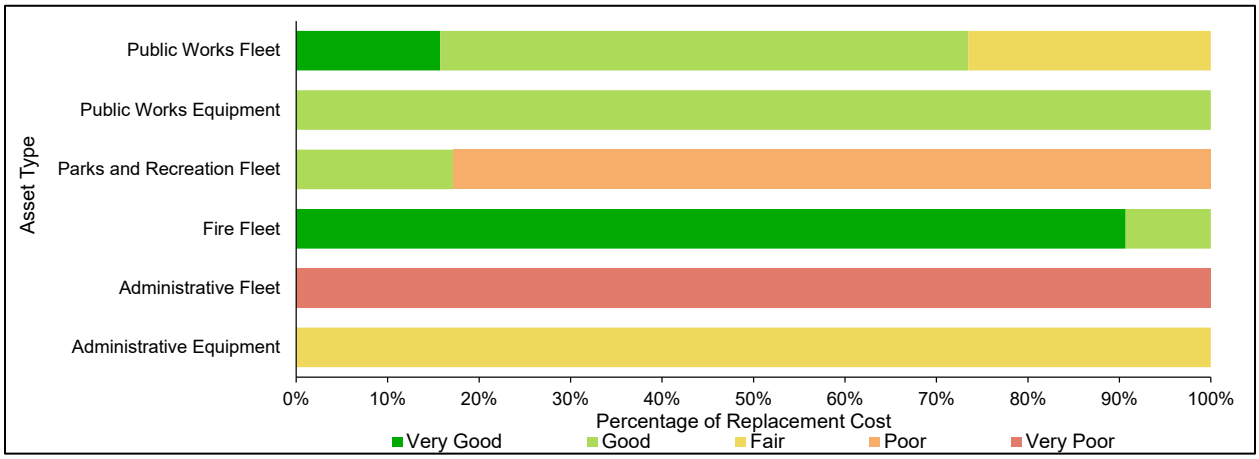
The average condition of the Municipality's fleet and equipment assets varies by type, ranging from 'Very Good' for fire fleet assets to 'Very Poor' for administrative fleet assets. Table 2-16 summarizes the average condition states of the Municipality's fleet and equipment assets.

Table 2-16: Fleet and Equipment – Average Condition States by Asset Type

Asset Type	Average Condition State[1]
Administrative Equipment	Fair
Administrative Fleet	Very Poor
Fire Fleet	Very Good
Parks and Recreation Fleet	Poor
Public Works Equipment	Good
Public Works Fleet	Good

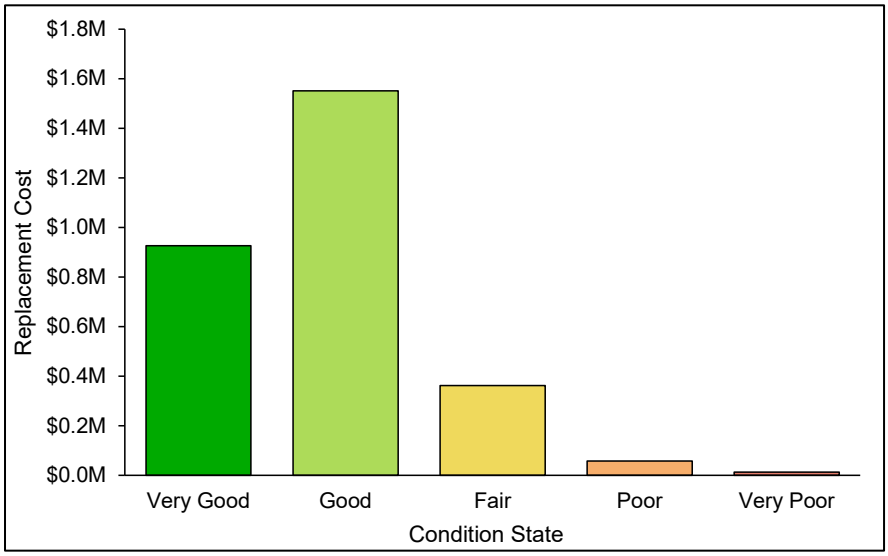
The distribution (replacement cost) of the Municipality's fleet and equipment assets by condition state and asset type is illustrated in Figure 2-14 and the distribution (replacement cost) of all fleet and equipment assets by condition state is illustrated in Figure 2-15.

Figure 2-14: Fleet and Equipment – Distribution (replacement cost) of Assets by Condition State and Asset Type



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

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



2.3.3 Levels of Service

This subsection presents the Municipality's levels of service framework for fleet and equipment assets. Table 2-17 presents the Service Attributes and Community Levels of Service for Municipality facilities, while Table 2-18 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Municipality's levels of service framework.

Table 2-17: Fleet and Equipment – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Municipality strives to avoid service interruptions by minimizing the number of unplanned repair activities performed on its fleet and equipment assets.

Table 2-18: Fleet and Equipment – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Reliability	Percentage (by replacement cost) of administrative equipment in a 'Fair' or better condition state.	100%	Maintain

Service Attribute	Performance Measure	Current Performance	Target Performance
	Percentage (by replacement cost) of administrative fleet in a 'Fair' or better condition state.	0%	Maintain
	Percentage (by replacement cost) of fire fleet in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of parks and recreation fleet in a 'Fair' or better condition state.	17%	Maximize
	Percentage (by replacement cost) of public works equipment in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of public works fleet in a 'Fair' or better condition state.	100%	Maintain

2.4 Parks and Recreation

2.4.1 State of Local Infrastructure

The Municipality owns and manages a number of parks and recreation assets comprising park structures, playgrounds and park amenities, picnic tables, a splash pad, and parks and recreation equipment.

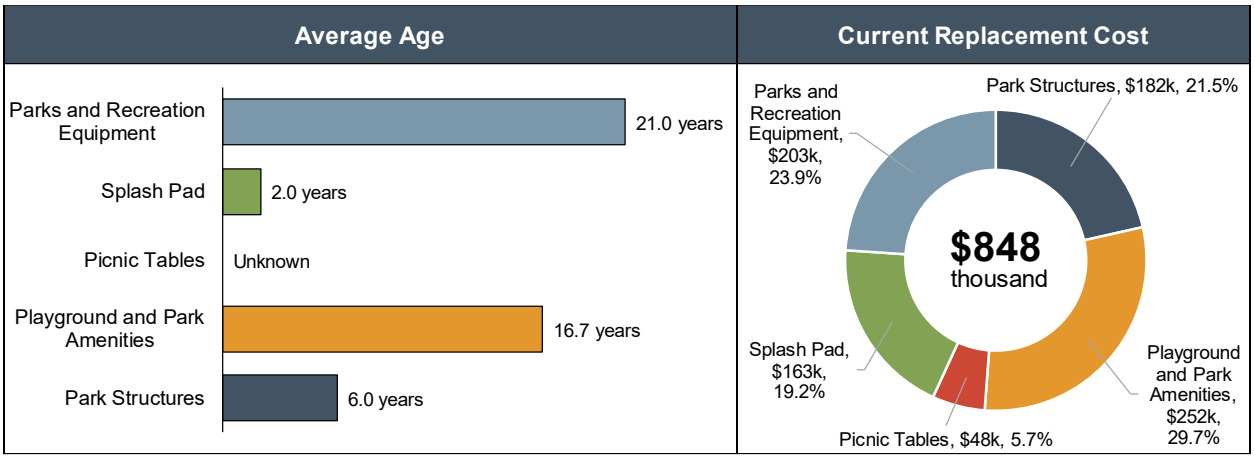
The estimated current replacement cost of the Municipality's parks and recreation assets is $848,000. Playground and park amenities account for the largest share of replacement cost at $252,000 (29.7%), followed by equipment assets utilized by Parks and Recreation at $203,000 (23.9%), park structures at $182,000 (21.5%), splash pad at $163,000 (19.2%), and lastly, picnic tables at $48,000 (5.7%). The average age of the Municipality's parks and recreation assets is approximately 13 years.

Table 2-19 summarizes the average age and estimated current replacement cost of the Municipality's parks and recreation assets. This information is further illustrated in Figure 2-16.

Table 2-19: Parks and Recreation – Average Age and Replacement Cost by Asset Type

Asset Type	Average Age[1]	Current Replacement Cost
Park Structures	6.0 years	$182,000
Playground and Park Amenities	16.7 years	$252,000
Picnic Tables	N/A[2]	$48,000
Splash Pad	2.0 years	$163,000
Parks and Recreation Equipment	21.0 years	$203,000
Total	**13.1 years**	**$848,000**

Figure 2-16: Parks and Recreation – Average Age and Replacement Cost by Asset Type



2.4.2 Condition

The condition of the Municipality's parks and recreation assets was evaluated through a desktop condition assessment conducted by staff. Assets were rated using the five-point condition scale presented earlier in Table 2-4.

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

[2]The age of picnic tables is not readily available, as such, the average age cannot be calculated at this time.

The average condition of the Municipality's parks and recreation assets varies by type, ranging from 'Good' to 'Very Good'. Table 2-20 summarizes the average condition states of the Municipality's parks and recreation assets, by asset type.

Table 2-20: Parks and Recreation – Average Condition States by Asset Type

Asset Type	Average Condition State[1]
Park Structures	Good
Playground and Park Amenities	Good
Picnic Tables	Good
Splash Pad	Very Good
Parks and Recreation Equipment	Very Good
Total	**Good**

The distribution (replacement cost) of the Municipality's parks and recreation assets by condition state and asset type is illustrated in Figure 2-17 and the distribution (replacement cost) of the all parks and recreation assets by condition state is illustrated in Figure 2-18.

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

Figure 2-17: Parks and Recreation – Distribution (replacement cost) of Assets by Condition State and Asset Type

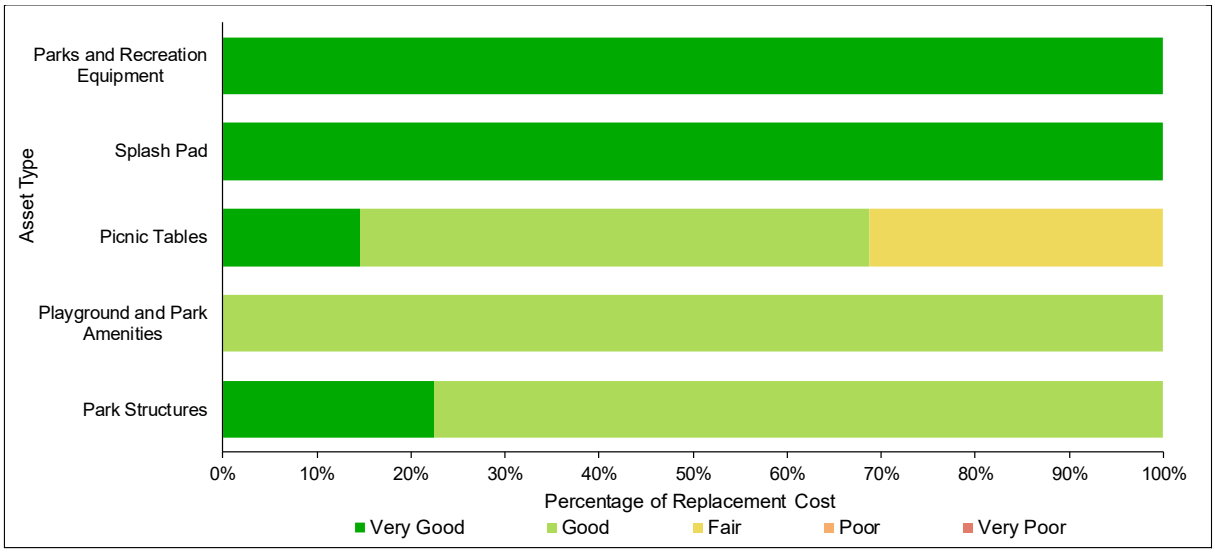
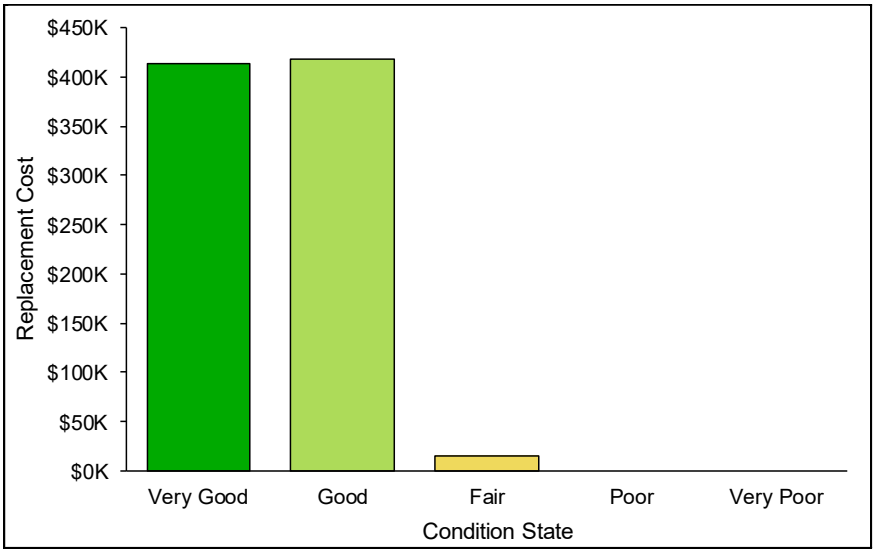


Figure 2-18: Parks and Recreation – Distribution (by replacement cost) of Assets by Condition State



2.4.3 Levels of Service

This subsection presents the Municipality's levels of service framework for parks and recreation assets. Table 2-21 presents the Service Attributes and Community Levels of Service for Municipality facilities while Table 2-22 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Municipality's levels of service framework.

Table 2-21: Parks and Recreation – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Municipality strives to ensure that parks and recreation are available for use and provide a reasonable user experience.

Table 2-22: Parks and Recreation – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Reliability	Percentage (by replacement cost) of park structures in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of playground and park amenities in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of picnic tables in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of splash pad in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of parks and recreation equipment in a 'Fair' or better condition state.	100%	Maintain

2.5 Water

2.5.1 State of Local Infrastructure

The Municipality's water system provides potable water for residential and business consumption, as well as for the Municipality's maintenance operations, recreational facilities, and firefighting operations. The system comprises water mains, fire hydrants, a water pumping station, and a water treatment plant.

The estimated current replacement cost of the Municipality's water system assets is $21.1 million. Watermains represent the largest share of this replacement cost at $15.9 million (75.2%), followed by the water treatment plant at $4.8 million (22.8%), the water

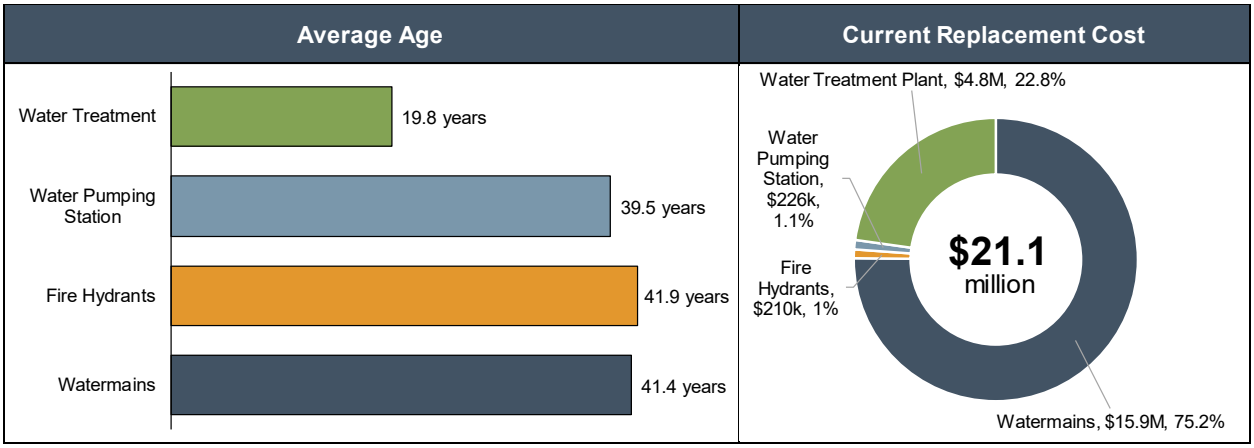
pumping station at $226,000 (1.1%), and lastly, the fire hydrants at $210,000 (1.0%). The average age of the Municipality's water system assets is approximately 36 years.

Table 2-23 summarizes the average age and estimated current replacement cost of the Municipality's water system assets, and this information is further illustrated in Figure 2-19.

Table 2-23: Water Assets – Average Age and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age[1]	Current Replacement Cost
Watermains	4.3 km	41.4 years	$15,858,000
Fire Hydrants	26 hydrants	41.9 years	$210,000
Water Pumping Station	1 facility	39.5 years	$226,000
Water Treatment Plant	1 facility	19.8 years	$4,807,000
Total		**36.4 years**	**$21,101,000**

Figure 2-19: Water Assets – Average Age and Replacement Cost by Asset Type



2.5.2 Condition

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

[1]Weighted average utilizing the length of watermains and replacement cost of each asset or individual water treatment plant components as weights.

better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states, as summarized earlier in Table 2-7. Please refer to section 2.1.2 for further details on this condition assessment methodology.

Based on the current age profile, most of the Municipality's water system assets are currently in a 'Good' or 'Very Good' condition state. Table 2-24 summarizes the average ULC% and associated condition states of the water system assets, by asset type.

Table 2-24: Water Assets – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC%[1]	Condition State
Watermains	51.7%	Good
Fire Hydrants	52.3%	Good
Water Pumping Station	82.5%	Good
Water Treatment Plant	43.3%	Very Good

The distribution (replacement cost) of the water system assets by condition state and asset type is illustrated in Figure 2-20 and the distribution (replacement cost) of all water system assets by condition state is illustrated in Figure 2-21.

[1]Weighted average utilizing the length of watermains and replacement cost of each asset or individual water treatment plant components as weights.

Figure 2-20: Water Assets – Distribution (by replacement cost) of Assets by Condition State and Asset Type

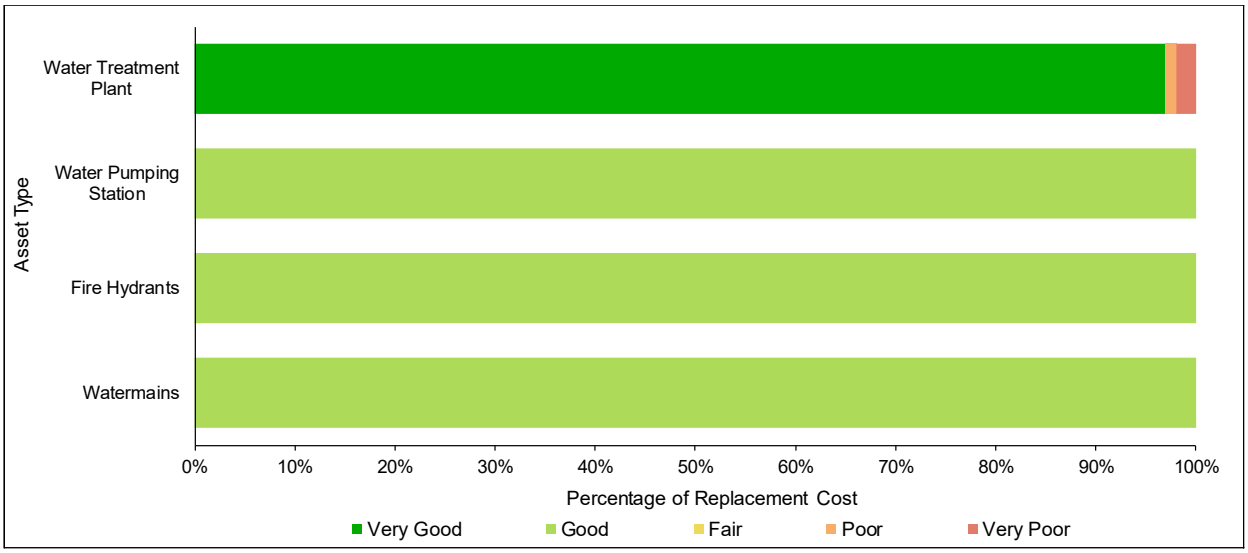


Figure 2-21: Water Assets – Distribution (by replacement cost) of Assets by Condition State

2.5.3 Levels of Service

This subsection presents the Municipality's levels of service framework for water assets. Table 2-25 presents the Service Attributes and Community Levels of Service, while Table 2-26 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Municipality's levels of service framework.

Table 2-25: Water Assets – Community Levels of Service

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

Table 2-26: Water Assets – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Scope	Percentage of properties connected to the municipal water system.	38%[1]	38%
	Percentage of properties where fire flow is available.	38%	38%
Reliability	The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system.	0 connection days / connection	0 connection days / connection
	The number of connection-days per year lost due to water main breaks compared to the total number of	0 connection days / connection	0 connection days / connection

[1]Total number of properties in the Municipality is based on the total number of parcels in the *MPAC propertyline* database.

Service Attribute	Performance Measure	Current Performance	Target Performance
	properties connected to the municipal water system.		
	Percentage (by replacement cost) of watermains in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of fire hydrants in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of water pumping station assets in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of water treatment plant assets in a 'Fair' or better condition state.	97%	Maximize

2.6 Wastewater

2.6.1 State of Local Infrastructure

The Municipality's wastewater collection and treatment system services primarily residential customers but also some light commercial and industrial customers. The inventory comprises wastewater mains, manholes, chambers, a pumping station, and lagoons.

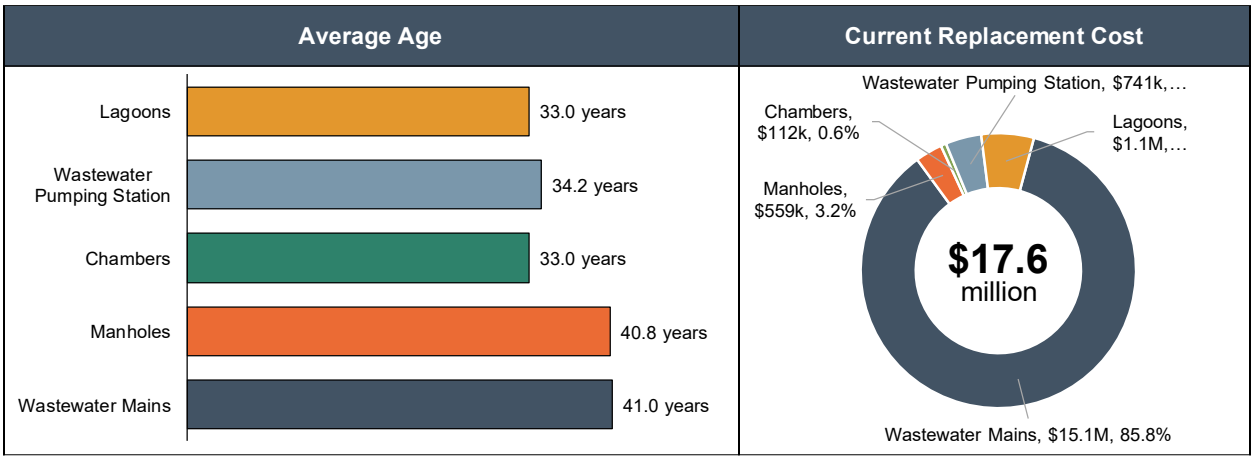
The estimated current replacement cost of the Municipality's wastewater system is $16.5 million. Wastewater mains account for the largest share of this replacement cost at $15.1 million (85.8%), followed by the lagoons at $1.1 million (6.2%), the wastewater pumping station at $741,000 (4.2%), manholes at $559,000 (3.2%), and chambers at $112,000 (0.6%). The average age of the Municipality's wastewater system assets is approximately 40 years.

Table 2-27 summarizes the average age and estimated current replacement cost of the Municipality's wastewater system assets, and this information is further illustrated in Figure 2-22.

Table 2-27: Wastewater Assets – Average Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age[1]	Current Replacement Cost
Wastewater Mains	6.1 km	41.0 years	$15,079,000
Manholes	59 assets	40.8 years	$559,000
Chambers	12 assets	33.0 years	$112,000
Wastewater Pumping Station	1 facility	34.2 years	$741,000
Lagoons	2 lagoons	33.0 years	$1,084,000
Total		**40.2 years**	**$17,575,000**

Figure 2-22: Wastewater Assets – Average Age and Replacement Cost by Asset Type



2.6.2 Condition

The condition of the Municipality's wastewater system assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e., based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table 2-7. Please refer to section 2.1.2 for further details on this condition assessment methodology.

[1]Weighted average utilizing the length of wastewater mains and replacement cost of each asset or individual wastewater treatment plant components as weights.

Based on the current age profile, with the exception of the wastewater pumping station, the Municipality's wastewater system assets are currently in a 'Good' or 'Very Good' condition state. The wastewater pumping station assets have an average condition rating of 'Very Poor' due to several aged components. Table 2-28 summarizes the average ULC% and associated condition states of the wastewater assets by asset type.

Table 2-28: Wastewater Assets – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC%[1]	Condition State
Wastewater Mains	51.3%	Good
Manholes	51.0%	Good
Chambers	41.3%	Very Good
Wastewater Pumping Station	149.0%	Very Poor
Lagoons	66.0%	Good
Average	**56.2%**	Good

The distribution (replacement cost) of the wastewater assets by condition state and asset type is illustrated in Figure 2-23 and the distribution (replacement cost) of all wastewater assets by condition state illustrated in Figure 2-24.

[1]Weighted average utilizing the length of wastewater mains and the replacement cost of individual wastewater treatment plant components as weights.

Figure 2-23: Wastewater Assets – Distribution (replacement cost) of Assets by Condition State and Asset Type

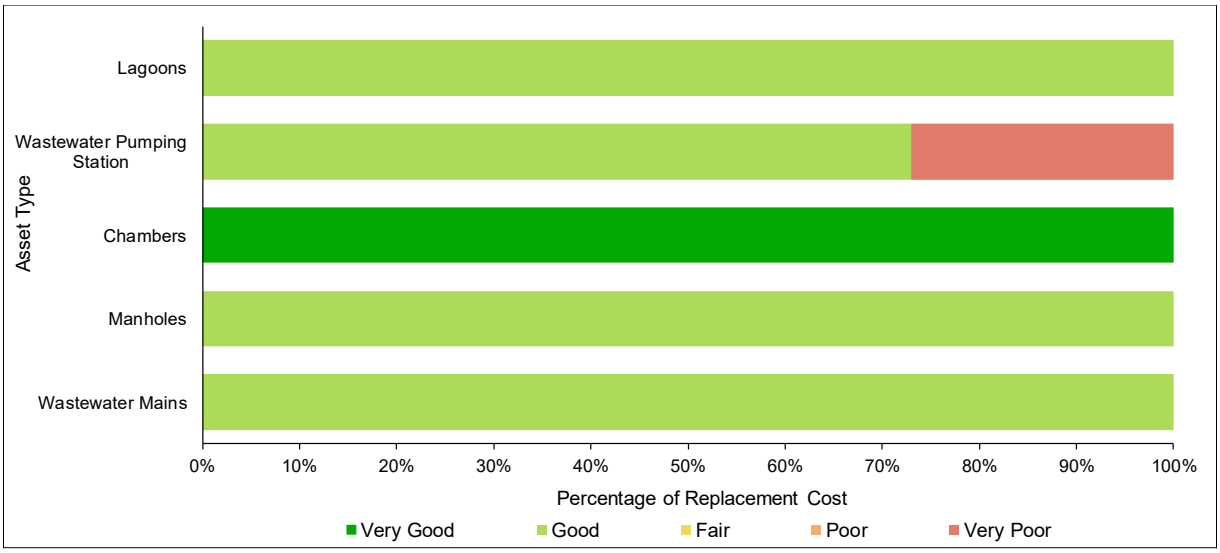
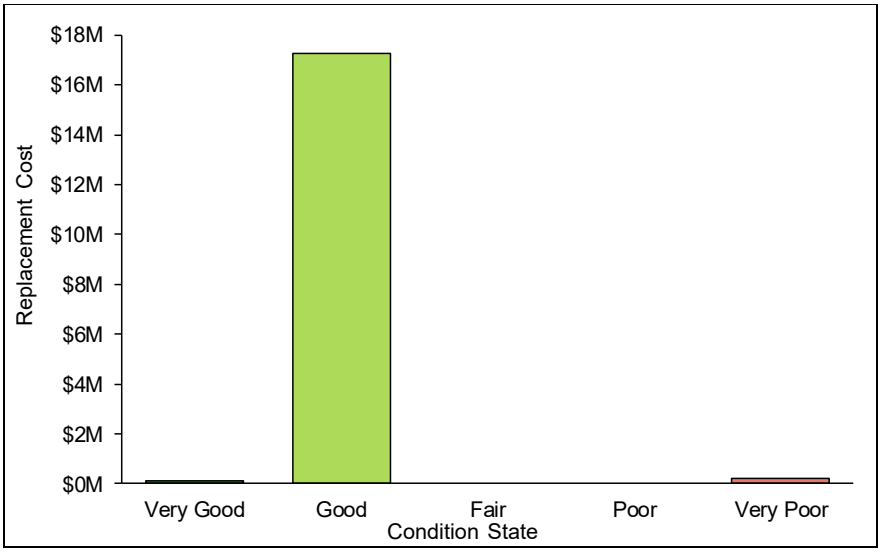


Figure 2-24: Wastewater Assets – Distribution (length) of Assets by Condition State



2.6.3 Levels of Service

This subsection presents the Municipality's levels of service frameworks for its wastewater assets. Table 2-29 presents the Service Attributes and Community Levels of Service while Table 2-30 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Municipality's levels of service framework.

Table 2-29: Wastewater Assets – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Municipality's wastewater collection and treatment system services primarily residential customers and some light commercial and industrial customers.
Reliability	Stormwater can enter sanitary sewers due to cracks in sanitary mains or through indirect connections (e.g. weeping tiles). In the case of heavy rainfall events, sanitary sewers may experience a volume of water and sewage that exceeds their designed capacity. The Municipality follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers. Effluent refers to water pollution that is discharged from a wastewater treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants. A description of the effluent that is discharged from the wastewater treatment facilities is provided in ECA No. 7473-92QSLZ (Val Côté Lagoon) and 3-1305-81-826 (Mattice Sewage Treatment Lagoon).

Table 2-30: Wastewater Assets – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Scope	Percentage of properties connected to the municipal wastewater system.	44%[1]	44%
Reliability	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	N/A	N/A

[1]Total number of properties in the Municipality is based on the total number of parcels in the *MPAC propertyline* database.

Service Attribute	Performance Measure	Current Performance	Target Performance
	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	0 connection days / connection	0 connection days / connection
	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	0 violations / connection	0 violations / connection
	Percentage (by replacement cost) of wastewater mains in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of manholes in a 'Fair' or better condition state.	100%	Maintain
	Percentage (by replacement cost) of chambers in a 'Fair' or better condition state	100%	Maintain
	Percentage (by replacement cost) of wastewater pumping station assets in a 'Fair' or better condition state	73%	Maximize
	Percentage (by replacement cost) of lagoon assets in a 'Fair' or better condition state	100%	Maintain

2.7 Population and Employment Growth

O. Reg. 588/17 requires municipalities with a population less than 25,000, as reported in the most recent Census, to assess the impacts of future changes in population and economic activity on the lifecycle management of assets as well as the supporting financial strategy.

The Municipality completed an update to its Strategic Plan, which was adopted in February 2024. As noted in the Strategic Plan, the Municipality has experienced a 16.4% decline in population from 2016 (population: 648) to 2021 (population: 542). As also noted in the Strategic Plan, the Municipality recently experienced a significant

decrease in taxable assessment, due to operational changes of a large energy transportation company.

Due to a declining population, the Municipality is not expected to face increasing service demands over the next 10 years. However, it should be noted that if the population decline continues, the cost of maintaining existing service levels on a per-capita basis is expected to rise in the coming years.

Chapter 3
Lifecycle Management Strategies

3. Lifecycle Management Strategies

3.1 Introduction

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

In accordance with O. Reg. 588/17, the lifecycle activities and associated costs presented in this chapter consider the full lifecycle of assets. In general terms, an asset's lifecycle starts with its initial planning and acquisition (or construction), includes both the capital and significant operating/maintenance activities the asset is expected to undergo throughout its life, and ends with its eventual disposal. The lifecycle management strategies presented in this asset management plan have been developed with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to achieve and sustain target service levels.

The following subsections summarize the ten-year forecasts of lifecycle activities and associated costs that would be required for the Municipality to provide the proposed levels of service. Brief descriptions of the methodologies and data sources utilized to develop the forecasts are also provided in the following subsections.

3.2 Transportation

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's transportation assets presented earlier in Section 2.1.3.

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

The capital expenditure forecast for the Municipality's asphalt roads, bridges, and culverts was developed through staff workshops.

The Municipality expects to maintain its gravel roads by ensuring the timely completion of maintenance activities (e.g., dust suppressant applications, periodic re-grading, periodic re-application of granular, etc.), which are funded through its annual operating budgets. As such, the annual cost of gravel road maintenance is excluded from the capital expenditure forecast presented in this section, but has been incorporated into the operating budget forecast of the financial strategy presented later in Chapter 4.

The Municipality undertakes the replacement of its road-related assets in coordination with road reconstruction projects. The lifecycle expenditure forecast for the Municipality's road signs, sidewalks, and streetlights includes an annual allowance to address their reconstruction/replacement requirements when road reconstructions are being completed. As such, the allowance varies annually based on the length of roads that are expected to undergo reconstruction in that year.

The 10-year capital expenditure forecast for the Municipality's transportation assets is illustrated in Figure 3-1 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at $88,100.

Figure 3-1: Transportation – Capital Expenditure Forecast (2025$)

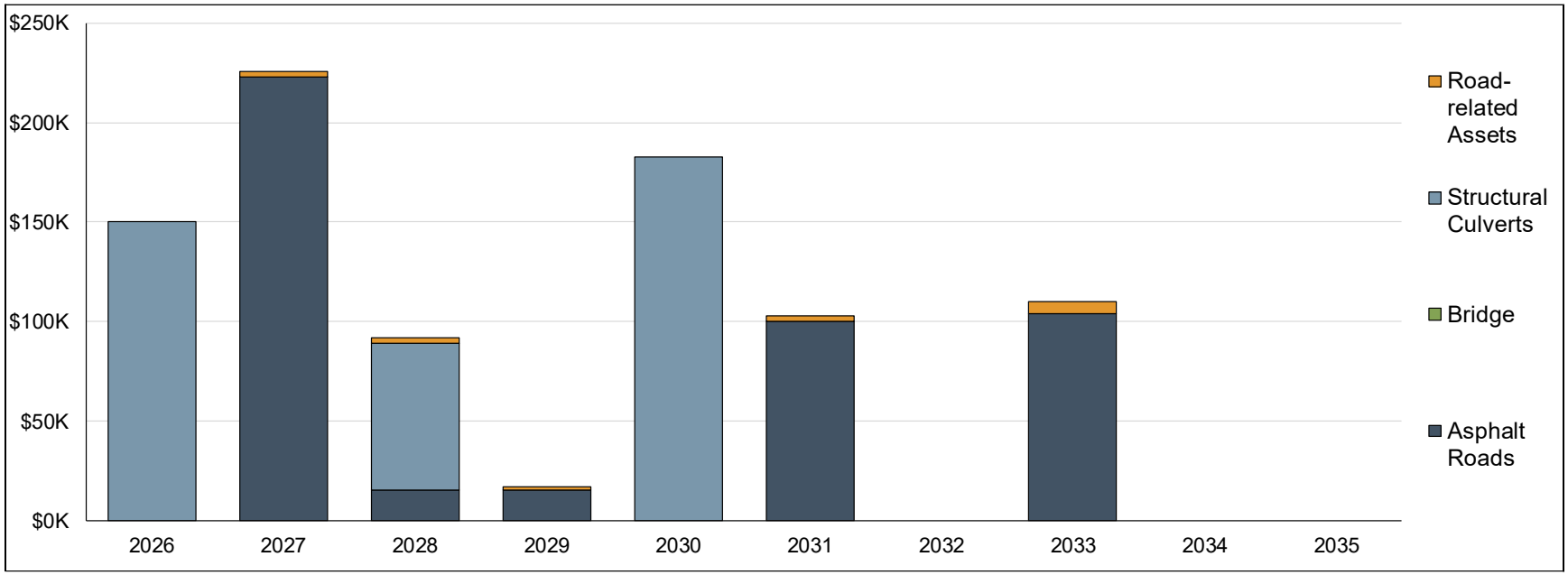


Table 3-1: Transportation – Capital Expenditure Forecast (2025$)

Asset Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Asphalt Roads	$ -	$ 223,000	$ 15,000	$ 15,000	$ -	$ 100,000	$ -	$ 104,000	$ -	$ -
Bridge	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Structural Culverts	$ 150,000	$ -	$ 74,000	$ -	$ 183,000	$ -	$ -	$ -	$ -	$ -
Road-related Assets	$ -	$ 3,000	$ 3,000	$ 2,000	$ -	$ 3,000	$ -	$ 6,000	$ -	$ -
Total	**$ 150,000**	**$ 226,000**	**$ 92,000**	**$ 17,000**	**$ 183,000**	**$ 103,000**	**$ -**	**$ 110,000**	**$ -**	**$ -**

3.3 Facilities

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's facilities presented earlier in Section 2.2.3.

Similar to the transportation assets, the capital expenditure forecast for the Municipality's facilities was developed through working sessions with the Municipality's staff.

The 10-year capital expenditure forecast for the Municipality's facilities is illustrated in Figure 3-2 and provided in tabular form in Table 3-2. Average annual expenditures over the forecast period have been estimated at $30,500.

Figure 3-2: Facilities – Capital Expenditure Forecast (2025$)

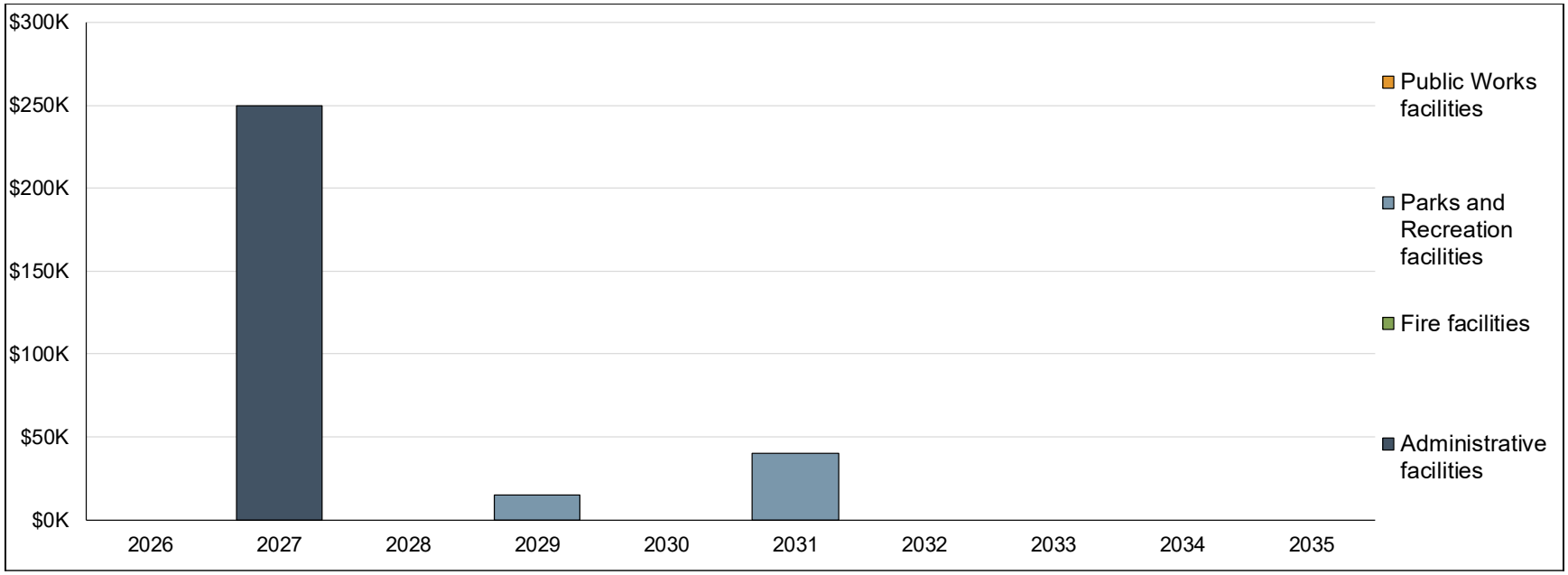


Table 3-2: Facilities – Capital Expenditure Forecast (2025$)

Facility Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administrative facilities	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire facilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parks and Recreation facilities	$ -	$ -	$ -	$ 15,000	$ -	$ 40,000	$ -	$ -	$ -	$ -
Public Works facilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ 250,000**	**$ -**	**$ 15,000**	**$ -**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ -**

3.4 Fleet and Equipment

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's fleet and equipment presented earlier in Section 2.3.3.

Similar to the transportation assets, the capital expenditure forecast for the Municipality's fleet and equipment was developed through working sessions with the Municipality's staff.

The 10-year capital expenditure forecast for the Municipality's fleet and equipment assets is illustrated in Figure 3-3 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at $163,600.

Figure 3-3: Fleet and Equipment – Capital Expenditure Forecast (2025$)

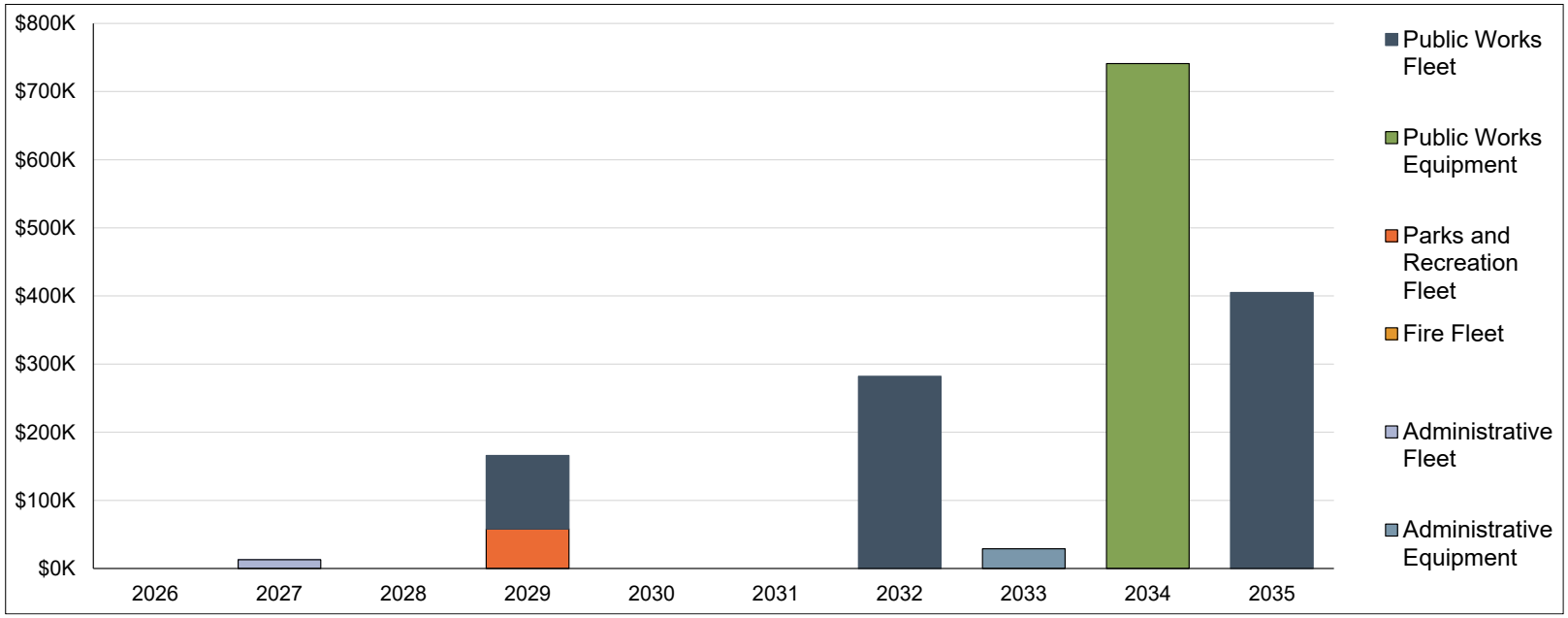


Table 3-3: Fleet and Equipment – Capital Expenditure Forecast (2025$)

Asset Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administrative Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,000	$ -	$ -
Administrative Fleet	$ -	$ 13,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Fleet	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parks and Recreation Fleet	$ -	$ -	$ -	$ 58,000	$ -	$ -	$ -	$ -	$ -	$ -
Public Works Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 741,000	$ -
Public Works Fleet	$ -	$ -	$ -	$ 108,000	$ -	$ -	$ 282,000	$ -	$ -	$ 405,000
Total	**$ -**	**$ 13,000**	**$ -**	**$ 166,000**	**$ -**	**$ -**	**$ 282,000**	**$ 29,000**	**$ 741,000**	**$ 405,000**

3.5 Parks and Recreation

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's parks and recreation assets presented earlier in Section 2.4.3.

Similar to the transportation assets, the capital expenditure forecast for the Municipality's parks and recreation was developed through working sessions with the Municipality's staff.

The 10-year capital expenditure forecast for the Municipality's parks and recreation assets is illustrated in Figure 3-4 and provided in tabular form in Table 3-4. Average annual expenditures over the forecast period have been estimated at $3,500.

Figure 3-4: Parks and Recreation – Capital Expenditure Forecast (2025$)

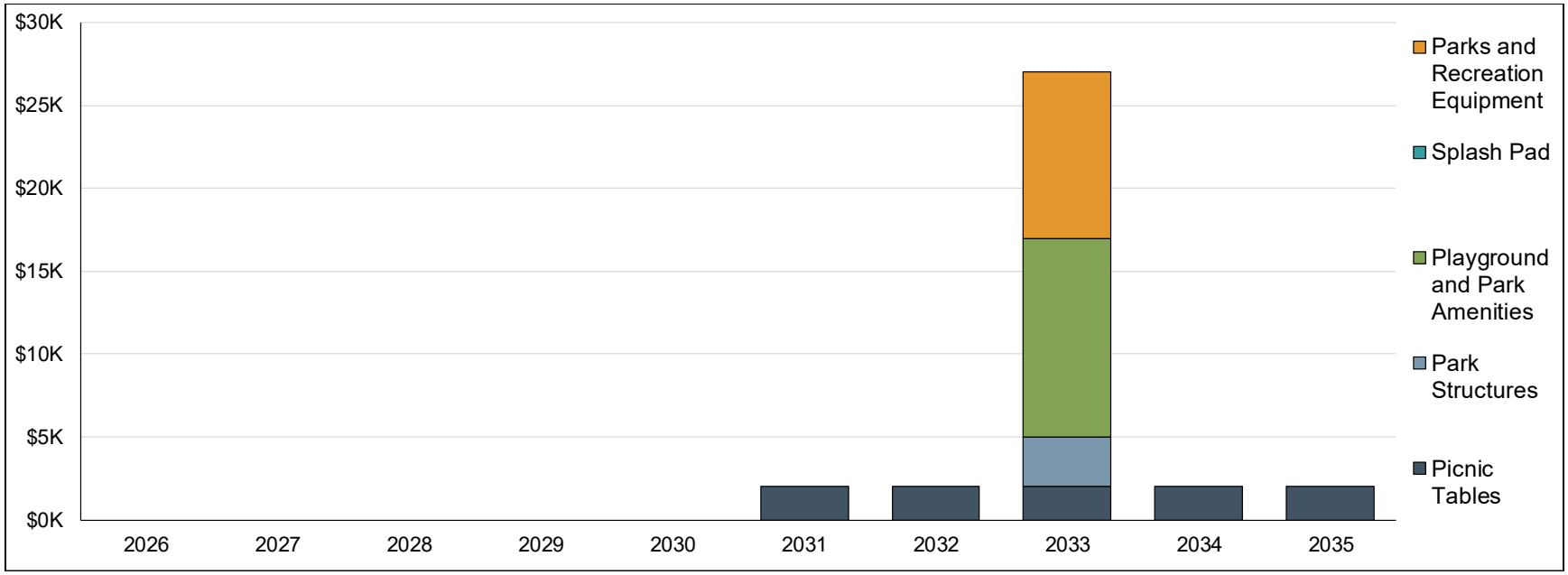


Table 3-4: Parks and Recreation – Capital Expenditure Forecast (2025$)

Asset Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Park Structures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000	$ -	$ -
Playground and Park Amenities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,000	$ -	$ -
Picnic Tables	$ -	$ -	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Splash Pad	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parks and Recreation Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**	**$ 27,000**	**$ 2,000**	**$ 2,000**

3.6 Water

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's water system assets presented earlier in Section 2.5.3.

The capital expenditure forecast for the Municipality's linear water assets (i.e., watermains and fire hydrants) was derived based on an analysis of asset age and useful life, with asset replacement planned at the end of an asset's useful life. The capital expenditure forecast for the non-linear water assets (i.e., water pumping station and water treatment plant) is based on the 10-year Recommended Capital/Major Maintenance forecast prepared by OCWA.

The 10-year capital expenditure forecast for the Municipality's water system assets is summarized in Figure 3-5 and provided in tabular form in Table 3-5. Average annual expenditures over the forecast period have been estimated at approximately $39,200.

Figure 3-5: Water Assets – Capital Expenditure Forecast (2025$)

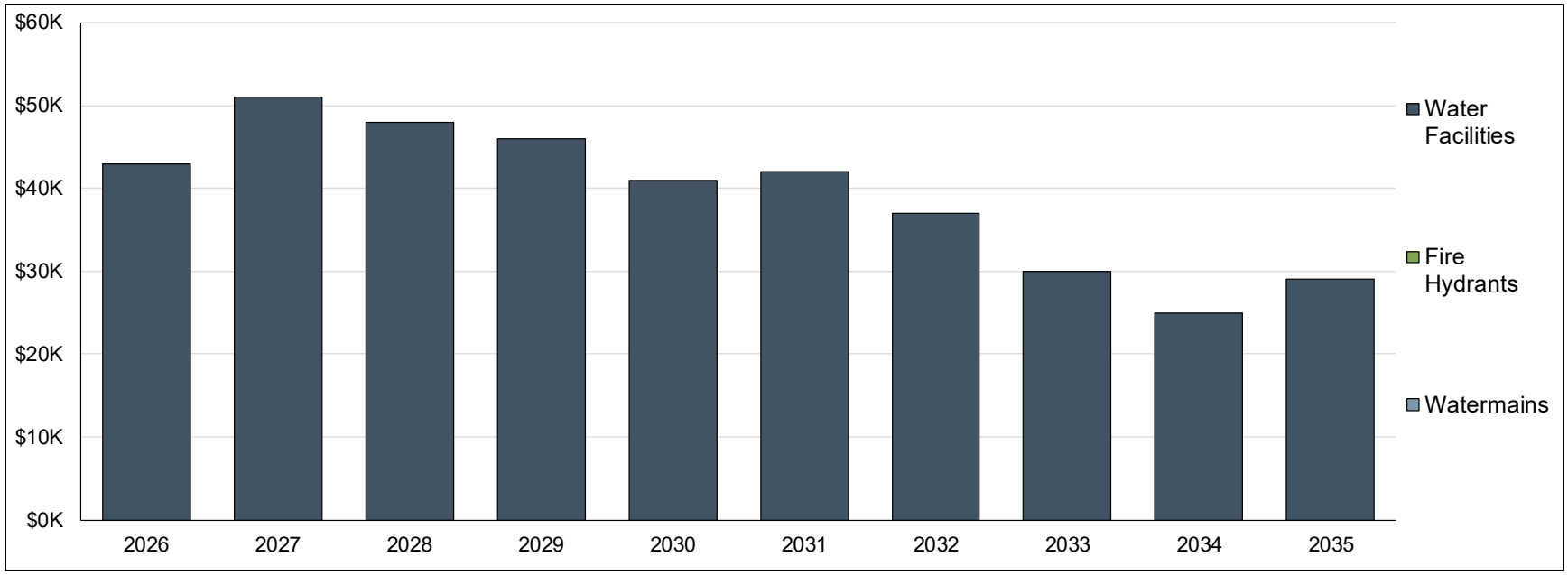


Table 3-5: Water Assets – Capital Expenditure Forecast (2025$)

Asset Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Watermains	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Hydrants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Facilities	$ 43,000	$ 51,000	$ 48,000	$ 46,000	$ 41,000	$ 42,000	$ 37,000	$ 30,000	$ 25,000	$ 29,000
Total	**$ 43,000**	**$ 51,000**	**$ 48,000**	**$ 46,000**	**$ 41,000**	**$ 42,000**	**$ 37,000**	**$ 30,000**	**$ 25,000**	**$ 29,000**

3.7 Wastewater

This section presents an estimate of costs associated with providing the proposed levels of service for the Municipality's wastewater system assets presented earlier in Section 2.6.3.

Similar to the Municipality's water system assets, the capital expenditure forecast for the linear wastewater assets (i.e., wastewater mains, manholes, and chambers) was derived based on an analysis of asset age and useful life, with asset replacement planned at the end of an asset's useful life. The capital expenditure forecast for the non-linear wastewater assets (i.e., wastewater pumping station and lagoons) is based on the 10-year Recommended Capital/Major Maintenance forecast prepared by OCWA.

The 10-year lifecycle expenditure forecast for the Municipality's wastewater system assets is summarized in Figure 3-6 and provided in tabular form in Table 3-6. Average annual expenditures over the forecast period have been estimated at approximately $10,400.

Figure 3-6: Wastewater Assets - Capital Expenditure Forecast (2025$)

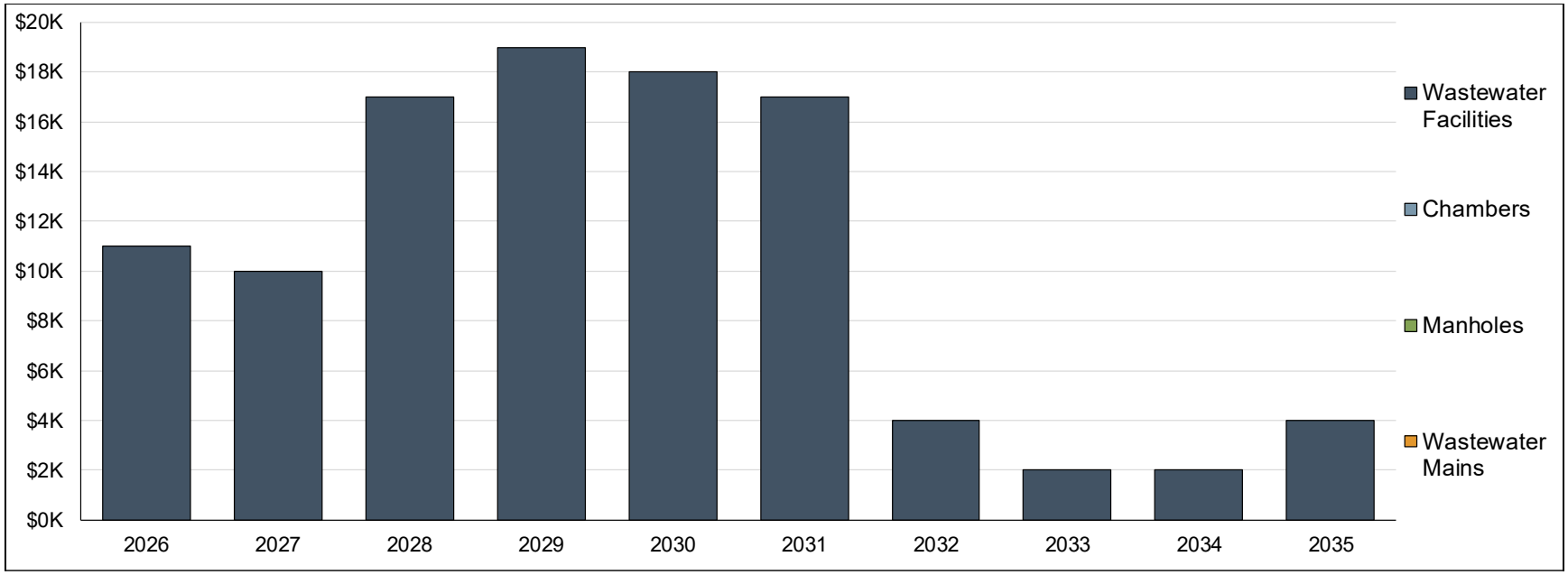


Table 3-6: Wastewater Assets - Capital Expenditure Forecast (2025$)

Asset Type	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Wastewater Mains	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Manholes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Chambers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Facilities	$ 11,000	$ 10,000	$ 17,000	$ 19,000	$ 18,000	$ 17,000	$ 4,000	$ 2,000	$ 2,000	$ 4,000
Total	**$ 11,000**	**$ 10,000**	**$ 17,000**	**$ 19,000**	**$ 18,000**	**$ 17,000**	**$ 4,000**	**$ 2,000**	**$ 2,000**	**$ 4,000**

Chapter 4
Financial Strategy

4. Financial Strategy

4.1 Introduction

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

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

Various financing options, including reserve funds, debt, and grants, were considered during the process of developing the financial strategy and are described in more detail in subsections 4.2.3 and 4.3.3 below for tax-supported and rate-supported assets, respectively.

4.2 Tax-supported Assets

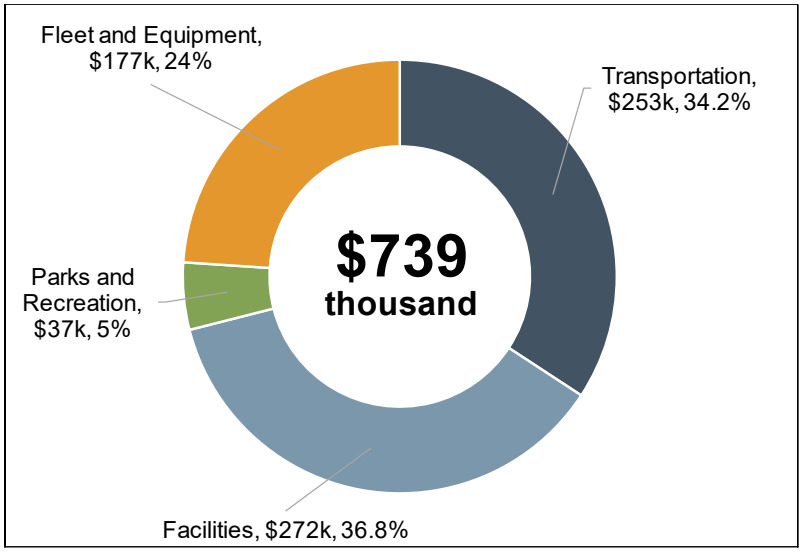
4.2.1 Annual Contribution and Lifecycle Funding Target

An annual lifecycle funding target represents the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the Municipality would theoretically be able to fully fund capital works as they arise. In practice, capital expenditures often fluctuate year-to-year based on the asset replacement and renewal/rehabilitation projects being undertaken in a particular year. By planning to achieve the lifecycle funding target over the long term, however, the periods of relatively low capital needs would allow for the building up of capital reserve funds that could be drawn upon in times of relatively high capital needs. The annual lifecycle funding target for the Municipality's tax-supported assets is $739,000. Table 4-1 summarizes a breakdown of the lifecycle funding target by asset category and this is further illustrated in Figure 4-1.

Table 4-1: Tax-supported Assets – Annual Lifecycle Funding Target (2025$) by Asset Category

Asset Category	Annual Lifecycle Funding Target (2025$)
Transportation	$253,000
Facilities	$272,000
Fleet and Equipment	$177,000
Parks and Recreation	$37,000
Total	**$739,000**

Figure 4-1: Tax-supported Assets – Annual Lifecycle Funding Target (2025$) by Asset Category



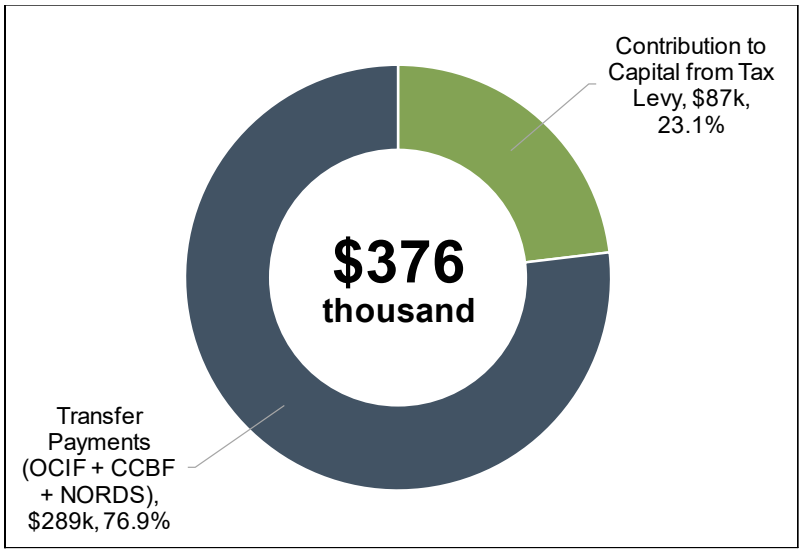
In comparison, the Municipality budgeted to contribute approximately $376,000 from the tax levy and other current revenue sources towards capital-related needs in 2025. Included in this are the dedicated capital levy, ongoing federal and provincial grants (i.e., Canada Community-Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), and Northern Ontario Resource Development Support Fund (NORDS)).

Table 4-2 summarizes a breakdown of the capital funding budgeted in the Municipality's 2025 Council-approved budget for tax-supported assets and this is further illustrated in Figure 4-2.

Table 4-2: Tax-supported Services – Capital Funding Allocated in 2025 Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Transfer Payment Revenues (OCIF + CCBF + NORDS)	$289,262
Contribution to Capital Expenditures from Tax Levy	$86,910
Total	**$376,172**

Figure 4-2: Tax-supported Services – Capital Funding Allocated in 2025 Budget



The difference between the annual lifecycle funding target and current budgeted capital funding is referred to as the lifecycle funding gap. Based on this analysis, the Municipality is currently facing an annual lifecycle funding gap of approximately $363,000 for tax-supported assets.

4.2.2 Capital Expenditure Forecast

This subsection summarizes the expenditures associated with undertaking the lifecycle activities identified earlier in Chapter 3 for the Municipality's tax-supported assets (i.e., transportation assets, facilities, fleet and equipment, and parks and recreation assets).

Capital expenditures over the 10-year forecast horizon are expected to total $2.9 million, an average of $285,500 annually, in current (2025) dollars (i.e., uninflated). Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building

Construction Price Index and is expected to be approximately 4.50% annually. Once inflationary impacts are incorporated, lifecycle expenditures over the next 10 years are expected to total $3.8 million.

Figure 4-3 presents the inflated capital expenditure forecast for the Municipality's tax-supported assets and this information is provided in tabular form in Table 4-3.

Figure 4-3: Tax-supported Assets – Overall Capital Expenditure Forecast (Inflated)

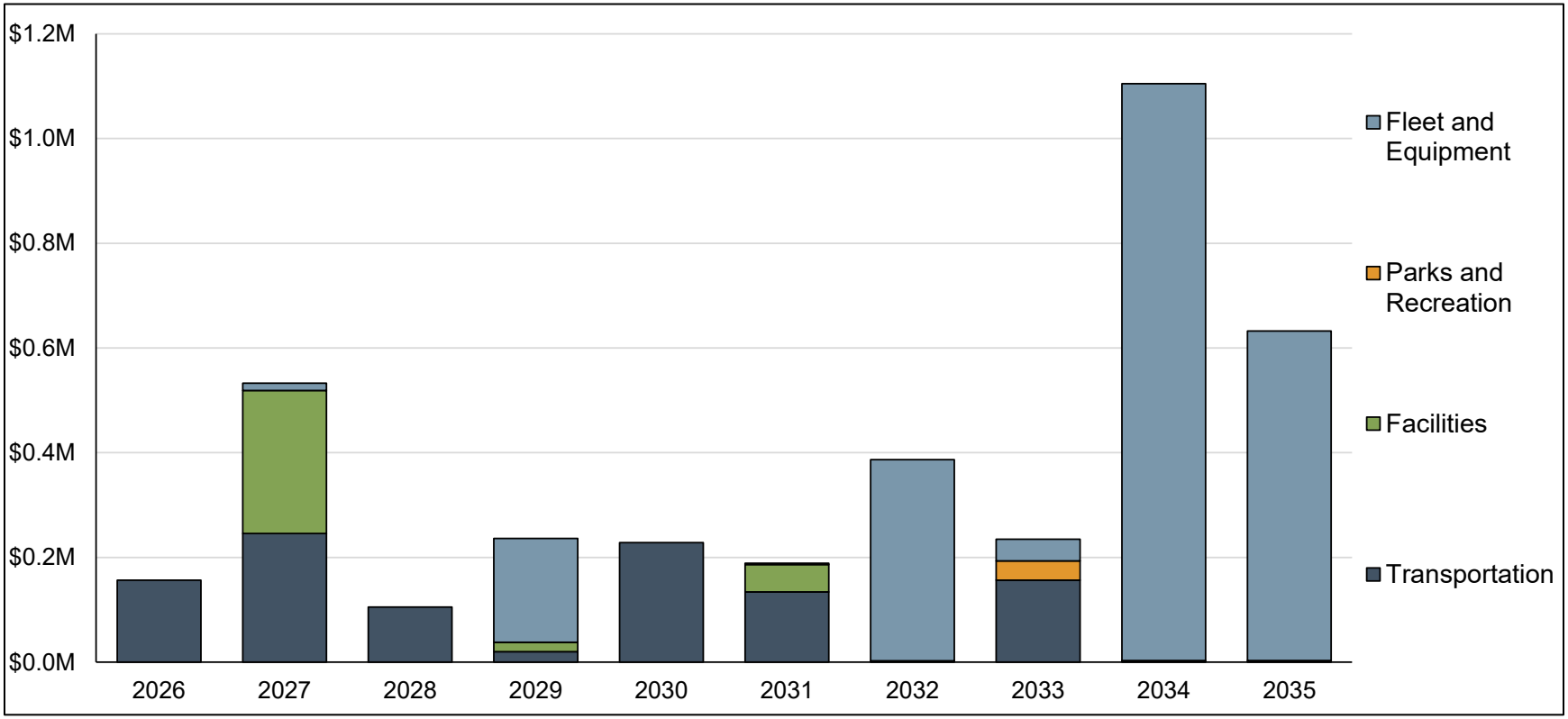


Table 4-3: Tax-supported Assets – Overall Capital Expenditure Forecast (Inflated)

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Transportation	$ 156,757	$ 245,729	$ 105,002	$ 20,277	$ 228,106	$ 134,171	$ -	$ 156,491	$ -	$ -
Facilities	$ -	$ 273,032	$ -	$ 17,891	$ -	$ 52,105	$ -	$ -	$ -	$ -
Parks and Recreation	$ -	$ -	$ -	$ -	$ -	$ 2,605	$ 2,723	$ 36,989	$ 2,973	$ 3,107
Fleet and Equipment	$ -	$ 14,198	$ -	$ 197,996	$ -	$ -	$ 383,891	$ 41,257	$ 1,101,669	$ 629,252
Total Capital Expenditures	**$ 156,757**	**$ 532,959**	**$ 105,002**	**$ 236,164**	**$ 228,106**	**$ 188,882**	**$ 386,614**	**$ 234,736**	**$ 1,104,642**	**$ 632,360**

4.2.3 Annual Capital Financing Forecast

This subsection summarizes the recommended strategy to finance the capital expenditures identified in Section 4.2.2.

The lifecycle costs required to sustain established level of service targets are being partially recovered through several external funding sources:

- OCIF formula-based funding (approximately $125,000[1] annually). It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Municipality's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by the Municipality's staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Municipality's allocations for 2026 to 2028 and held constant thereafter (approximately $28,000[2] annually from 2029 to 2035).

The capital financing forecast for the Municipality's tax-supported assets does not require any debt financing over the 10-year forecast period. Furthermore, the Municipality does not currently have any outstanding debt commitments related to tax-supported assets.

This financial strategy has been developed to be fully funded, and therefore no funding shortfall has been identified. This means, however, that if identified grants are not received at expected amounts, shortfalls may present themselves. In such an event, the difference could be made up through increases to the tax levy/user rates over and above those presented hereafter.

[1] The Municipality's total OCIF allocation in 2025 is approximately $167,000, of which 75% has been allocated to tax-supported assets and 25% to rate-supported assets.

[2] The Municipality's total CCBF allocation in 2025 is approximately $35,500, of which 75% has been allocated to tax-supported assets and 25% to rate-supported assets.

It is noted that this fully funded financial strategy phases in annual contributions towards capital such that the Municipality reaches full lifecycle funding levels over a 15-year period (i.e., by 2040).

4.2.4 Overall Financial Forecast and Estimated Impact on Tax Levy

This subsection presents the overall impacts on the Municipality's financial position of gradually eliminating the funding gap over a 15-year timeframe (i.e., by 2040).

The Municipality is expected to have approximately $232,000 in its tax-supported capital reserves and reserve funds at the end of 2025. By 2035, that balance is expected to grow to approximately $2.0 million. A detailed continuity schedule of tax-supported capital reserves and reserve funds can be found in Appendix A.

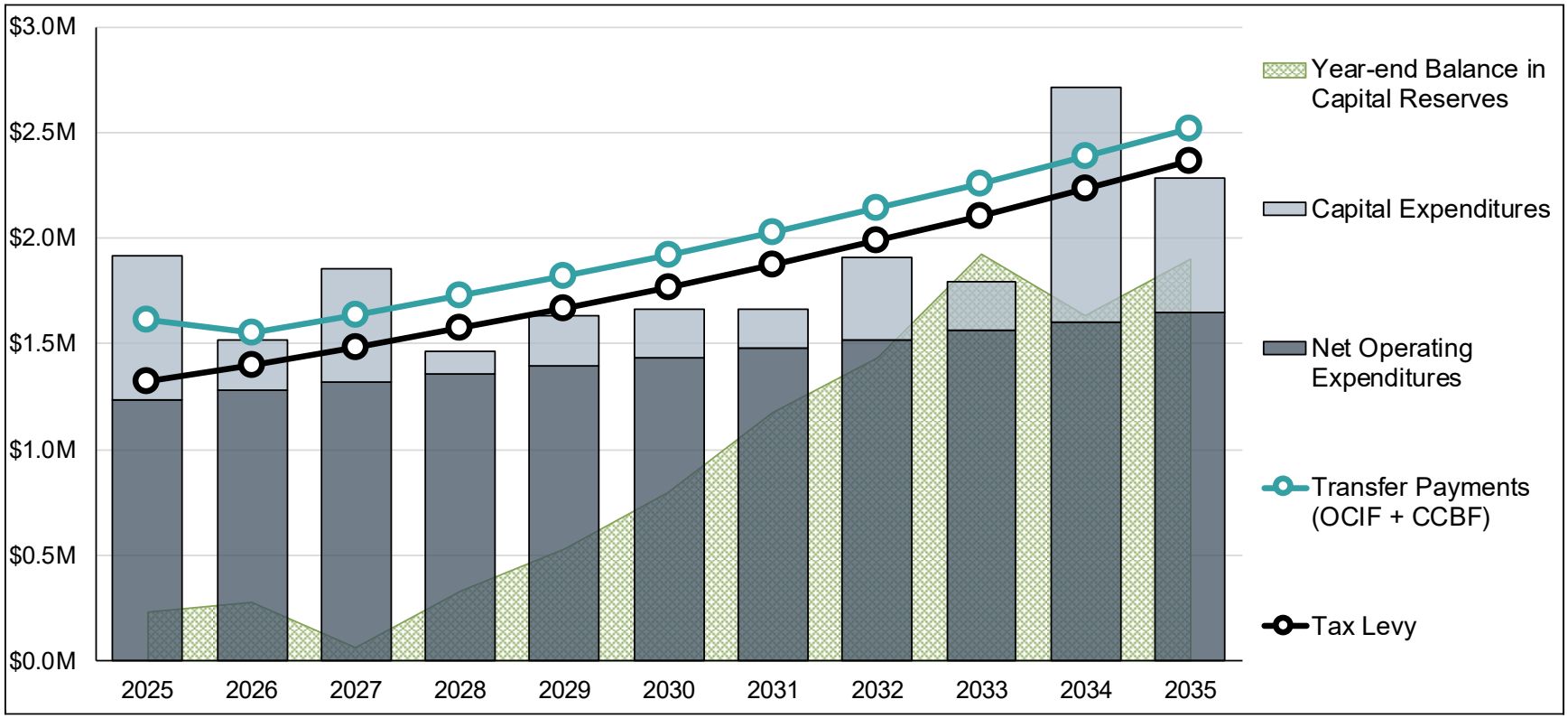
In order to fund the recommended lifecycle management strategy and gradually eliminate the tax-based infrastructure funding gap over the next 15 years, the Municipality's tax levy would need to increase by 5.98% annually from 2026 to 2035, increasing from approximately $1.3 million in 2025 to approximately $2.4 million by 2035.

Layering on assessment changes resulting from new assessment growth, assumed to be 0.06% annually, the impacts on individual property tax bills resulting from the financial strategy are estimated to be increases of 5.92% annually from 2026 to 2035.

The taxation impacts identified above include inflationary adjustments to the Municipality's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.23% annually).

Figure 4-4 illustrates the overall financial forecast for the Municipality's tax-supported assets. Full details of the financial strategy are provided in Appendix A.

Figure 4-4: Tax-supported Assets – Overall Financial Forecast (Inflated)[1]



[1]NORDS funding is not expected to continue beyond 2025, as such, it has been removed from the Transfer Payments (OCIF + CCBF) for the 10-year forecast period. This adjustment represents a reduction in total transfer payments between 2025 and 2026.

4.3 Water and Wastewater Rate-supported Assets

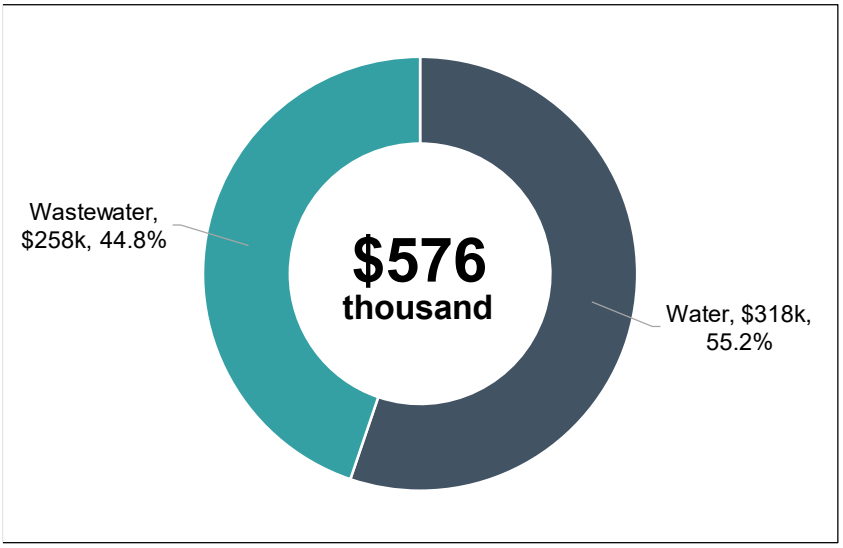
4.3.1 Annual Contribution and Lifecycle Funding Target

The annual lifecycle funding target for the Municipality's rate-supported assets is $576,000. Please refer to Subsection 4.2.1 for further information on annual lifecycle funding targets. Table 4-4 summarizes a breakdown of the lifecycle funding target by asset category and this is further illustrated in Figure 4-5.

Table 4-4: Water & Wastewater Rate-supported Assets – Annual Lifecycle Funding Target (2025$)

Asset Category	Annual Lifecycle Funding Target (2025$)
Water	$318,000
Wastewater	$258,000
Total	**$576,000**

Figure 4-5: Water & Wastewater Rate-supported Assets – Annual Lifecycle Funding Target (2025$)



In comparison, the Municipality budgeted to contribute approximately $92,000 from current revenue sources towards capital-related needs in 2025. Included in this are

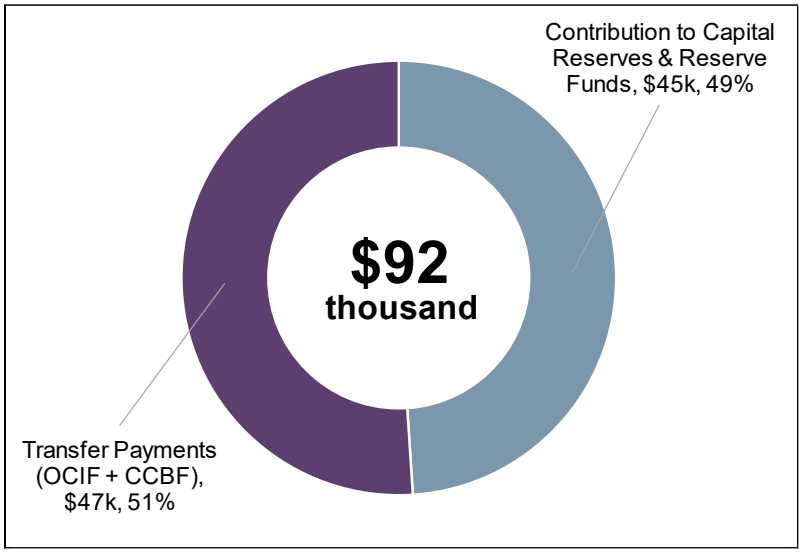
budgeted contributions to capital reserves and reserve funds and ongoing federal and provincial grants (i.e., CCBF and OCIF).

Table 4-5 summarizes a breakdown of the capital funding budgeted in the Municipality's 2025 Council-approved budget for rate-supported assets and this is further illustrated in Figure 4-6.

Table 4-5: Water & Wastewater Rate-supported Assets – Capital Funding Allocated in 2025 Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Transfer Payment Revenues (OCIF + CCBF)	$45,000
Contribution to Capital Reserves and Reserve Funds	$46,897
Total	**$91,897**

Figure 4-6: Water & Wastewater Rate-supported Assets – Capital Funding Allocated in 2025 Budget



The difference between the annual lifecycle funding target and current budgeted capital funding is referred to as the lifecycle funding gap. Based on this analysis, the Municipality is currently facing an annual lifecycle funding gap of approximately $484,000 for rate-supported assets.

4.3.2 Capital Expenditure Forecast

This subsection summarizes the cost associated with undertaking the lifecycle activities identified earlier in Chapter 3 for the Municipality's water and wastewater assets.

Capital expenditures over the 10-year forecast horizon are expected to total $496,000, an average of $49,600 annually, in current (2025) dollars (i.e., uninflated). Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is expected to be approximately 4.50% annually. Once the impacts of estimated inflation on capital costs are incorporated, capital expenditures are expected to total $618,000.

Figure 4-7 presents the overall capital expenditure forecast for the Municipality's rate-supported assets and this information is provided in tabular form in Table 4-6.

Figure 4-7: Water & Wastewater Rate-supported Assets - Overall Capital Expenditure Forecast (Inflated)

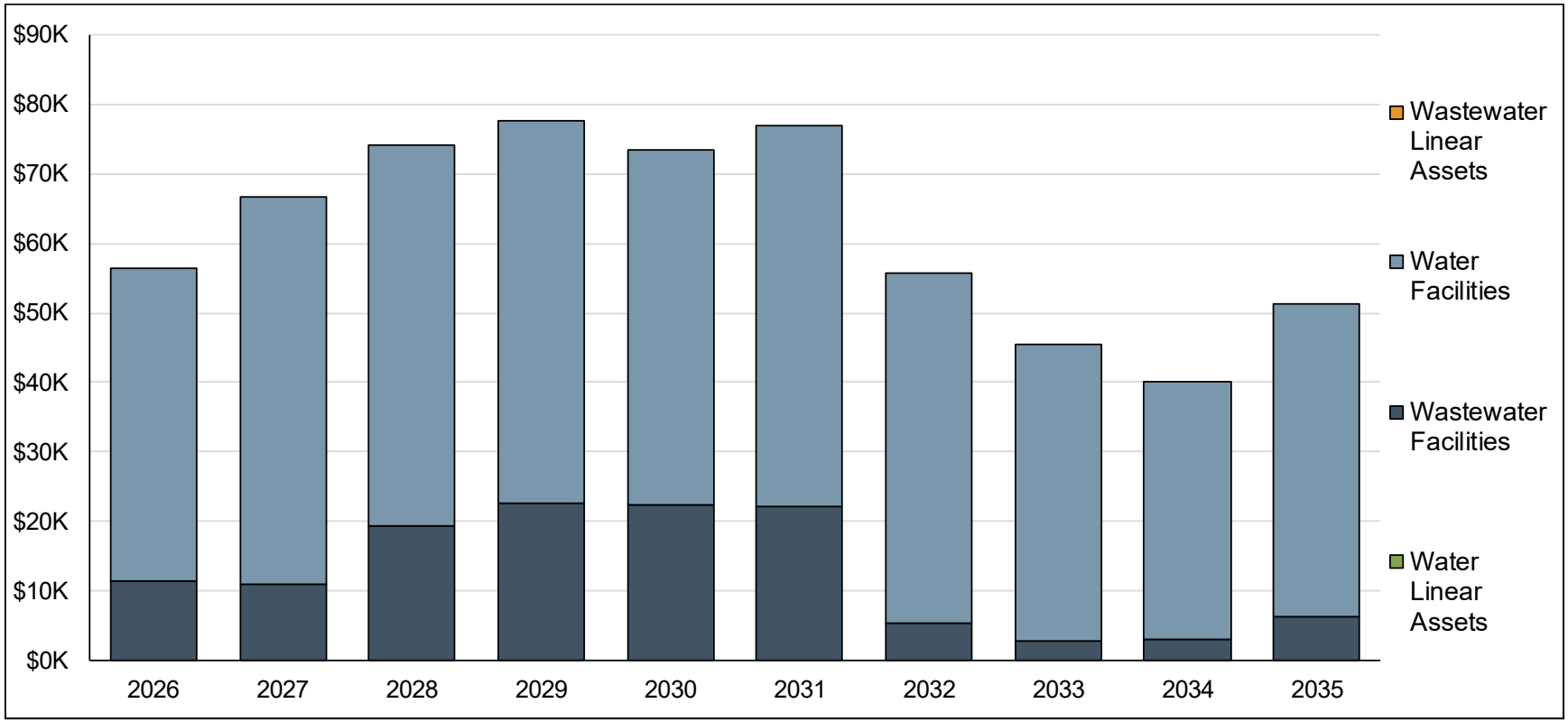


Table 4-6: Water & Wastewater Rate-supported Assets - Overall Capital Expenditure Forecast (Inflated)

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Water Linear Assets	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Facilities	$ 44,937	$ 55,699	$ 54,784	$ 54,866	$ 51,106	$ 54,711	$ 50,369	$ 42,679	$ 37,168	$ 45,058
Wastewater Linear Assets	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Facilities	$ 11,496	$ 10,921	$ 19,403	$ 22,662	$ 22,437	$ 22,145	$ 5,445	$ 2,845	$ 2,973	$ 6,215
Total Capital Expenditures	**$ 56,433**	**$ 66,620**	**$ 74,186**	**$ 77,528**	**$ 73,542**	**$ 76,855**	**$ 55,814**	**$ 45,525**	**$ 40,142**	**$ 51,272**

4.3.3 Annual Capital Financing Forecast

This section summarizes the recommended strategy to finance the capital expenditures identified in Subsection 4.3.2.

The lifecycle costs required to sustain established level of service targets are being partially recovered through several external funding sources:

- OCIF formula-based funding (approximately $42,000[1] annually). It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Municipality's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by the Municipality's staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Municipality's allocations for 2026 to 2028 and held constant thereafter (approximately $9,000[2] annually from 2029 to 2035).

The capital financing forecast for the Municipality's rate-supported assets does not require any debt financing over the 10-year forecast period. Furthermore, the Municipality does not currently have any outstanding debt commitments related to rate-supported assets.

As noted in Subsection 4.2.3, this financial strategy phases in annual contributions towards capital such that the Municipality reaches full lifecycle funding levels over a 15-year period (i.e., by 2040).

[1] The Municipality's total OCIF allocation in 2025 is approximately $167,000, of which 75% has been allocated to tax-supported assets and 25% to rate-supported assets.

[2] The Municipality's total CCBF allocation in 2025 is approximately $35,500, of which 75% has been allocated to tax-supported assets and 25% to rate-supported assets.

4.3.4 Overall Financial Forecast and Estimated Impact on Rate Revenues

This subsection presents the overall impacts on the Municipality's financial position of gradually eliminating the annual water and wastewater capital funding gap over a 15-year timeframe (i.e., by 2040).

The Municipality is expected to have approximately $102,000 in its rate-supported capital reserves and reserve funds at the end of 2025. By 2035, this balance is expected to grow to approximately $2.6 million. A detailed continuity schedule of rate-supported capital reserves/reserve funds can be found in Appendix B.

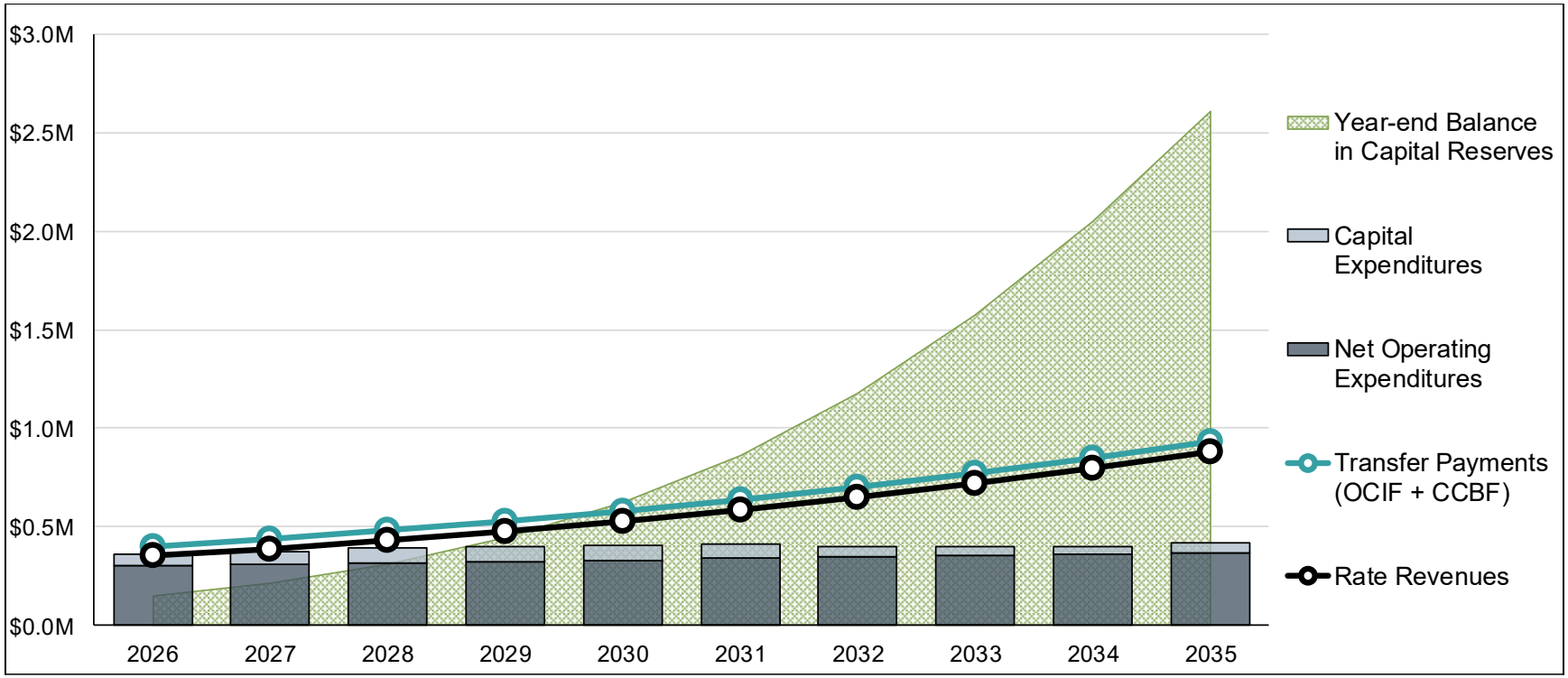
In order to fund the recommended lifecycle management strategy and eliminate the rate-based infrastructure funding gap over the next 15 years, the Municipality's water and wastewater rate revenues would need to increase by 10.80% annually from 2026 to 2035[1]. Rate revenues are forecasted to rise from the current level of approximately $317,000 to approximately $884,000 by 2035.

The identified rate-revenue impacts include inflationary adjustments to the Municipality's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.23% annually).

Figure 4-8 illustrates the overall financial forecast for the Municipality's rate-supported assets, with full details of the Financial Strategy provided in Appendix B.

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

Figure 4-8: Water & Wastewater Rate-supported Assets – Overall Financial Forecast (Inflated)



Chapter 5
Recommendations and Next Steps

5. Recommendations and Next Steps

5.1 Recommendations

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

- That the Municipality of Mattice-Val Côté Asset Management Plan be received and approved by Council; and
- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the asset management plan.

5.2 Next Steps

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

To ensure ongoing compliance with O. Reg. 588/17, the Municipality will need to start conducting annual reviews of the progress being made towards implementing the asset management plan. Furthermore, the Municipality will need to plan to update this asset management plan at a minimum every five years.

Appendix A
Financial Strategy Tables for Tax-supported Assets

Table A-1: Tax-Supported Capital Budget Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures											
Transportation	1,690,103	156,757	245,729	105,002	20,277	228,106	134,171	-	156,491	-	-
Facilities	361,029	-	273,032	-	17,891	-	52,105	-	-	-	-
Parks and Recreation	71,307	-	-	-	-	-	2,605	2,723	36,989	2,973	3,107
Vehicles and Equipment	2,368,262	-	14,198	-	197,996	-	-	383,891	41,257	1,101,669	629,252
Total Capital Expenditures	**4,490,701**	**156,757**	**532,959**	**105,002**	**236,164**	**228,106**	**188,882**	**386,614**	**234,736**	**1,104,642**	**632,360**
Capital Financing											
Contributions from Capital Reserves & Reserve Funds	4,403,791	156,757	532,959	105,002	236,164	228,106	188,882	386,614	234,736	1,104,642	632,360
Non-Growth Related Debenture Requirements	-	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	**4,490,701**	**156,757**	**532,959**	**105,002**	**236,164**	**228,106**	**188,882**	**386,614**	**234,736**	**1,104,642**	**632,360**

Table A-2: Tax-Supported Schedule of Debt Payments (Inflated)
Municipality of Mattice-Val Côté

Debenture Year	New Debt (Inflated)	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	-		-	-	-	-	-	-	-	-	-
2027	-			-	-	-	-	-	-	-	-
2028	-				-	-	-	-	-	-	-
2029	-					-	-	-	-	-	-
2030	-						-	-	-	-	-
2031	-							-	-	-	-
2032	-								-	-	-
2033	-									-	-
2034	-										-
2035	-										
Total Annual Debt Repayments	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Table A-3: Tax-Supported Schedule of Capital Reserves and Reserve Funds Continuity (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	231,672	351,489	145,101	413,268	610,836	880,386	1,259,615	1,519,188	2,012,111	1,727,436
Transfer from Operating	119,842	166,377	217,103	272,303	332,275	397,339	467,831	544,112	626,561	715,585
OCIF Revenue	125,473	125,473	125,473	125,473	125,473	125,473	125,473	125,473	125,473	125,473
CCBF Revenue	26,626	27,691	27,691	27,691	27,691	27,691	27,691	27,691	27,691	27,691
NORDS Revenue	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	156,757	532,959	105,002	236,164	228,106	188,882	386,614	234,736	1,104,642	632,360
Interest Earned	4,633	7,030	2,902	8,265	12,217	17,608	25,192	30,384	40,242	34,549
Closing Balance	**351,489**	**145,101**	**413,268**	**610,836**	**880,386**	**1,259,615**	**1,519,188**	**2,012,111**	**1,727,436**	**1,998,373**

Table A-4: Tax-Supported Operating Budget Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures										
Operating Expenditures										
General Government	802,032	819,895	838,155	856,822	875,904	895,412	915,354	935,740	956,580	977,885
Protection	259,780	265,565	271,480	277,526	283,707	290,025	296,485	303,088	309,838	316,739
Transportation	424,887	434,349	444,023	453,912	464,021	474,356	484,920	495,720	506,760	518,047
Environmental Services	92,587	94,649	96,757	98,912	101,115	103,367	105,669	108,022	110,428	112,888
Parks and Recreation	233,635	238,838	244,158	249,595	255,154	260,837	266,646	272,585	278,655	284,862
Health Services	282,106	288,389	294,812	301,378	308,090	314,951	321,966	329,136	336,467	343,960
Planning	24,105	24,642	25,191	25,752	26,325	26,912	27,511	28,124	28,750	29,390
Additional Budget for Gravel Road Maintenance	35,000	35,779	36,576	37,391	38,224	39,075	39,945	40,835	41,744	42,674
Sub-Total Operating Expenditures	**2,154,132**	**2,202,107**	**2,251,151**	**2,301,287**	**2,352,540**	**2,404,935**	**2,458,496**	**2,513,250**	**2,569,224**	**2,626,444**
Capital Related Expenditures										
Contributions to Capital Reserves & Reserve Funds	119,842	166,377	217,103	272,303	332,275	397,339	467,831	544,112	626,561	715,585
Debt Payments	-	-	-	-	-	-	-	-	-	-
Sub-Total Capital Related Expenditures	**119,842**	**166,377**	**217,103**	**272,303**	**332,275**	**397,339**	**467,831**	**544,112**	**626,561**	**715,585**
Total Expenditures	**2,273,974**	**2,368,485**	**2,468,255**	**2,573,590**	**2,684,816**	**2,802,273**	**2,926,327**	**3,057,362**	**3,195,785**	**3,342,028**
Revenues										
Operating Revenues										
General Government	401,768	410,716	419,863	429,214	438,773	448,545	458,535	468,747	479,187	489,859
Protection	19,689	20,127	20,576	21,034	21,502	21,981	22,471	22,971	23,483	24,006
Transportation	26,042	26,622	27,215	27,821	28,441	29,074	29,722	30,384	31,061	31,752
Environmental Services	3,067	3,135	3,205	3,276	3,349	3,424	3,500	3,578	3,658	3,739
Parks and Recreation	5,571	5,695	5,822	5,952	6,085	6,220	6,359	6,500	6,645	6,793
Health Services	14,562	14,887	15,218	15,557	15,904	16,258	16,620	16,990	17,368	17,755
PILs	7,631	7,801	7,975	8,153	8,334	8,520	8,710	8,903	9,102	9,304
Supplementary Taxation	1,533	1,568	1,602	1,638	1,675	1,712	1,750	1,789	1,829	1,870
OMPF	352,300	352,300	352,300	352,300	352,300	352,300	352,300	352,300	352,300	352,300
Other Grants	41,900	41,900	41,900	41,900	41,900	41,900	41,900	41,900	41,900	41,900
Write-Offs	(2,600)	(2,700)	(2,800)	(2,900)	(3,000)	(3,100)	(3,200)	(3,300)	(3,400)	(3,500)
Total Revenues	**871,464**	**882,052**	**892,877**	**903,946**	**915,263**	**926,834**	**938,666**	**950,763**	**963,132**	**975,779**

Table A-5: Tax Levy Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Target Tax Levy	1,402,510	1,486,433	1,575,378	1,669,645	1,769,553	1,875,439	1,987,661	2,106,598	2,232,653	2,366,250
Prior Year Tax Levy	1,323,325	1,402,510	1,486,433	1,575,378	1,669,645	1,769,553	1,875,439	1,987,661	2,106,598	2,232,653
Add: Tax Revenues from Incremental Assessment	739	783	830	880	933	989	1,048	1,110	1,177	1,247
Tax Revenues at 0% Tax Rate Increase	1,324,064	1,403,293	1,487,263	1,576,258	1,670,578	1,770,541	1,876,487	1,988,771	2,107,775	2,233,900
Additional Increase in Tax Levy	78,446	83,140	88,114	93,387	98,975	104,898	111,174	117,827	124,877	132,350
Total Tax Revenues	1,402,510	1,486,433	1,575,378	1,669,645	1,769,553	1,875,439	1,987,661	2,106,598	2,232,653	2,366,250
Estimated Impact on Tax Bills	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*	*5.92%*

Appendix B
Financial Strategy Tables for Rate-supported Assets

Table B-1: Water & Wastewater Capital Budget Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Water Linear Assets	-	-	-	-	-	-	-	-	-	-
Water Facilities	44,937	55,699	54,784	54,866	51,106	54,711	50,369	42,679	37,168	45,058
Wastewater Linear Assets	-	-	-	-	-	-	-	-	-	-
Wastewater Facilities	11,496	10,921	19,403	22,662	22,437	22,145	5,445	2,845	2,973	6,215
Total Capital Expenditures	**56,433**	**66,620**	**74,186**	**77,528**	**73,542**	**76,855**	**55,814**	**45,525**	**40,142**	**51,272**
Capital Financing										
Contributions from Capital Reserves & Reserve Funds	56,433	66,620	74,186	77,528	73,542	76,855	55,814	45,525	40,142	51,272
Non-Growth Related Debenture Requirements	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	**56,433**	**66,620**	**74,186**	**77,528**	**73,542**	**76,855**	**55,814**	**45,525**	**40,142**	**51,272**

Table B-2: Water & Wastewater Schedule of Debt Payments (Inflated)
Municipality of Mattice-Val Côté

Debenture Year	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2025 (Existing)	-	-	-	-	-	-	-	-	-	-
2026		-	-	-	-	-	-	-	-	-
2027			-	-	-	-	-	-	-	-
2028				-	-	-	-	-	-	-
2029					-	-	-	-	-	-
2030						-	-	-	-	-
2031							-	-	-	-
2032								-	-	-
2033									-	-
2034										-
2035										
Total Annual Debt Repayments	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Table B-3: Water & Wastewater Schedule of Capital Reserves and Reserve Funds Continuity (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	102,026	146,405	213,022	308,536	442,138	626,792	861,634	1,178,038	1,573,559	2,052,287
Transfer from Operating	48,071	79,254	114,386	153,905	198,299	248,108	303,930	366,430	436,344	514,487
OCIF Revenue	41,824	41,824	41,824	41,824	41,824	41,824	41,824	41,824	41,824	41,824
CCBF Revenue	8,875	9,230	9,230	9,230	9,230	9,230	9,230	9,230	9,230	9,230
Transfer to Capital	56,433	66,620	74,186	77,528	73,542	76,855	55,814	45,525	40,142	51,272
Interest Earned	2,041	2,928	4,260	6,171	8,843	12,536	17,233	23,561	31,471	41,046
Closing Balance	**146,405**	**213,022**	**308,536**	**442,138**	**626,792**	**861,634**	**1,178,038**	**1,573,559**	**2,052,287**	**2,607,601**

Table B-4: Water & Wastewater Operating Budget Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures										
Operating Expenditures										
Water	254,551	260,220	266,015	271,940	277,996	284,188	290,517	296,987	303,601	310,363
Wastewater	48,451	49,530	50,633	51,760	52,913	54,092	55,296	56,528	57,787	59,074
Sub-Total Operating Expenditures	**303,001**	**309,749**	**316,648**	**323,700**	**330,909**	**338,279**	**345,813**	**353,515**	**361,388**	**369,437**
Capital Related Expenditures										
Contributions to Capital Reserves & Reserve Funds	48,071	79,254	114,386	153,905	198,299	248,108	303,930	366,430	436,344	514,487
Debt Payments	-	-	-	-	-	-	-	-	-	-
Sub-Total Capital Related Expenditures	**48,071**	**79,254**	**114,386**	**153,905**	**198,299**	**248,108**	**303,930**	**366,430**	**436,344**	**514,487**
Total Expenditures	**351,072**	**389,004**	**431,034**	**477,605**	**529,208**	**586,387**	**649,743**	**719,945**	**797,732**	**883,923**

Table B-5: Water & Wastewater Rate Revenue Forecast (Inflated)
Municipality of Mattice-Val Côté

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Target Rate Revenue	351,072	389,004	431,034	477,605	529,208	586,387	649,743	719,945	797,732	883,923
Rate Revenue Increase %	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*	*10.80%*