FINAL REPORT

PREPARED BY HEMSON FOR THE TOWN OF ST. MARYS

ASSET MANAGEMENT PLAN

June 26, 2024

HEMSON

1000 - 30 St. Patrick Street, Toronto ON M5T 3A3

416 593 5090 | hemson@hemson.com | www.hemson.com

Contents

EXECUTIVE SUMMARY

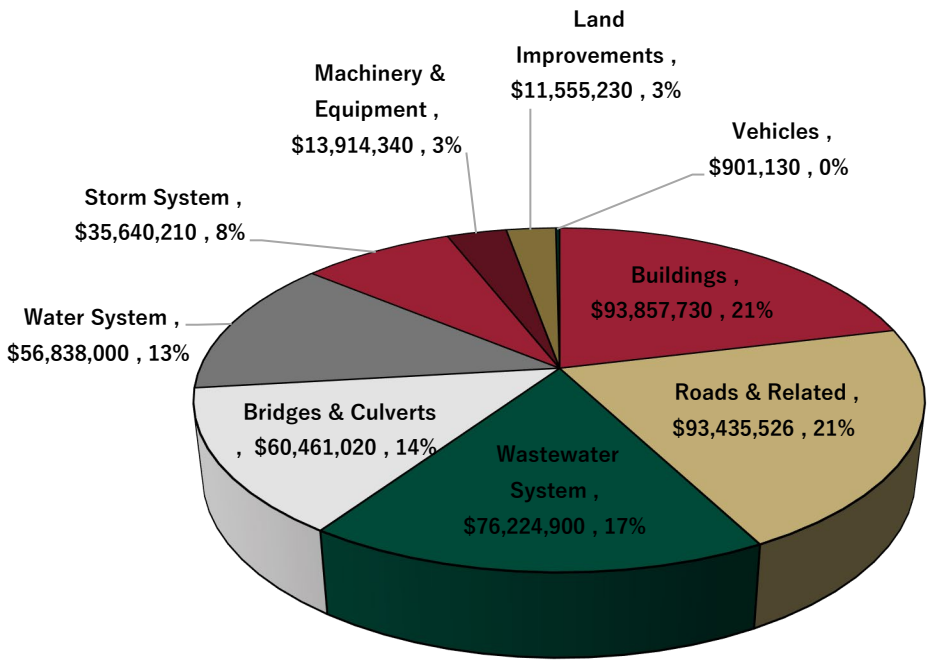
The following summarizes the findings of the Town of St. Marys' Asset Management Plan (2024 Plan). The 2024 Plan follows the format set out in the *Building Together: Guide for Municipal Asset Management Plans* and it has also been developed to be consistent with the requirements of *Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure* (*O Reg. 588/17*) with consideration to the Town's Strategic Asset Management Policy. This 2024 Plan defines the current levels of service for all core and non-core assets in compliance with the asset management regulation.

The 2024 Plan incorporates all of the Town's infrastructure assets to provide a comprehensive overview. All figures are in constant 2024 dollars and should be adjusted annually to account for the effects of inflation.

A. ASSET REPLACEMENT VALUE

The Town's infrastructure has an estimated total replacement value of $442.8 million. The largest portion is made up of buildings with a value of about $93.9 million (21%). Roads and related assets make up about $93.4 million (21%). The remaining assets make up about $255.5 million (58%).

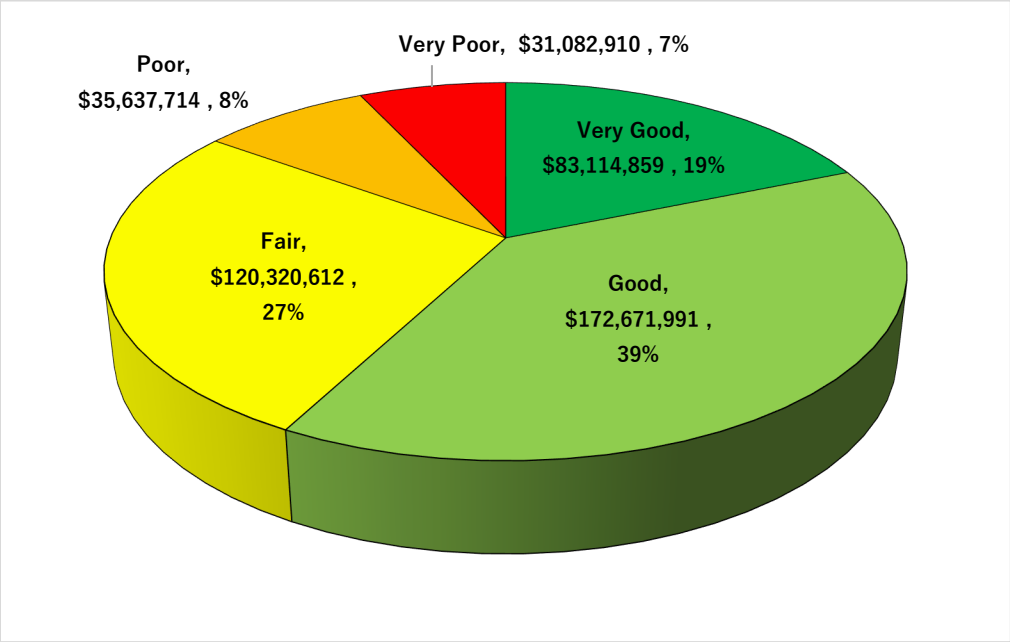
Summary of Replacement Value (2024 dollars)



B. ASSET CONDITION

Overall, the Town's assets are considered to be in Good condition. About $255.8 million (58%) of the assets are considered to be in Good or Very Good condition. Conversely, about $66.7 million (15%) of the infrastructure is considered to be in Poor to Very Poor condition. Most of these assets in this category relate to bridges and culverts, roads and related, and wastewater system assets. The remaining $120.3 million (27%) is in Fair condition.

Summary of Asset Condition (2024 dollars)



C. LEVELS OF SERVICE

As per O. Reg 588/17 the Town is required to develop and track levels of service for the assets that have been included in the 2024 AMP. The table below outlines the current levels of service for the Town's roads, bridges and culverts, buildings, and vehicles. The levels of service for the water system, wastewater system, storm system, machinery and equipment, and land improvements can be found in Table 5. The levels of service have been developed with reference to the condition of assets combined with the regulatory requirements.

Summary of the Current Levels of Service

Summary of Current and Proposed Levels of Service		
Asset Category	**Technical LOS (Description)**	**Current LOS**
Roads	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	0
	Arterial	22.62
	Collector	24.71
	Local	71.1
	For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17).	Good
	For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17).	Poor
Bridges and Culverts	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17).	13%
	For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17).	Fair 73
	For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17).	Fair 76
	Average weighted condition assessment for small culverts ("Very Poor" to "Very good")	Fair
	% of assets at or above "Good" or "Very Good" condition	12%
	% of assets beyond their useful life	31%
Buildings	The number of infractions from a health and safety inspection that carries over to the following inspection.	0 for facilities, for 2023
	% of regulated life and fire safety inspections completed.	Success Percentage - minimum of 90% for all facilities for 2023.
	# of Operating Hours the facilities are open	*PRC: 5,256 hours (2023)* *4 Other locations: 2,940 hours/washroom (2023)*
	Average weighted condition assessment ("Very Poor" to "Very good")	Good
	% of assets at or above "Good" or "Very Good" condition	66%
	% of assets beyond their useful life	24%
Vehicles	Percentage of Licensed Vehicles in compliance with HTA (Highway Traffic Act)	100%
	Average weighted condition assessment ("Very Poor" to "Very good")	Fair
	% of assets at or above "Good" or "Very Good" condition	8%
	% of assets beyond their useful life	60%
	Frequency of vehicle replacement	9 years

D. FINANCING STRATEGY

The analysis indicates a spending need of about $467.4 million for tax supported assets and about $120.3 million for rate supported assets – these figures represent the cumulative 40-year lifecycle needs across the service areas.

- It is unrealistic in the current fiscal context to expect the Town to fully address the infrastructure gap in the short-medium term;

- Four financing strategies were developed to determine what capital contributions would be required to meet asset replacement needs (Note: in any given year, actual capital expenditures may be greater or less than the noted capital contributions as reserves are assumed to accommodate variances between the contributions and actual expenditures);

- The increases calculated would be in addition to the 2024 budgeted funding identified and should be adjusted annually to account for the effects of inflation. The Financing Strategy section of this 2024 AMP provides further details on each strategy. It is recognized that the Town has made significant effort to increase capital funding over the past few years and the relatively low tax impacts associated to each strategy reflect this.

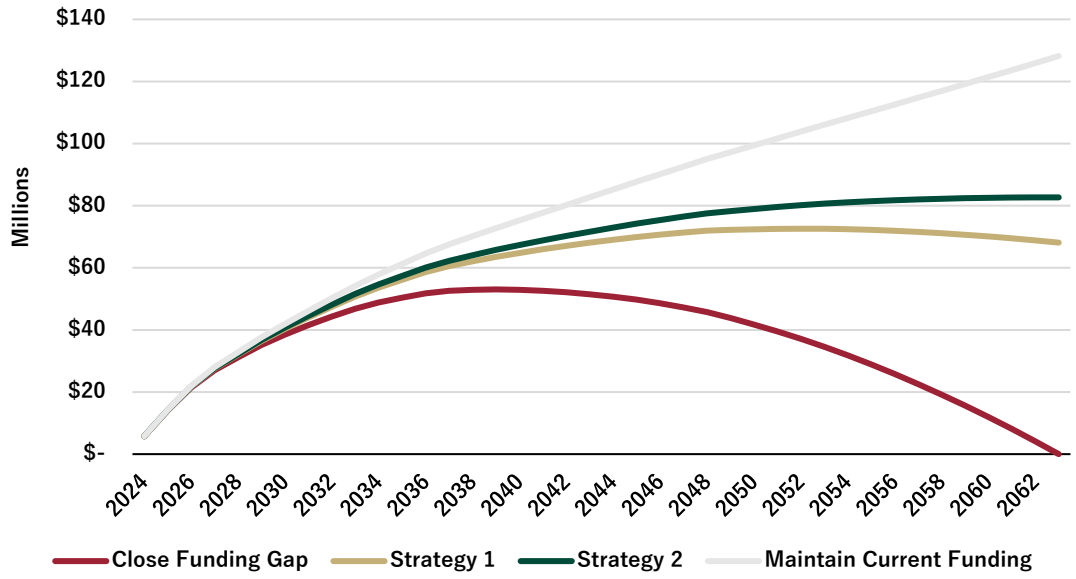
- Of the financing strategies identified, maintaining current funding levels poses the greatest risk to the Town as the infrastructure deficit continues to grow to 2063. Strategy 1 and 2 demonstrate the infrastructure deficit being controlled over the planning period. Detailed tables of each strategy are provided in Appendix C; however, the tax and rate supported cumulative infrastructure gaps are summarized here.

Summary of Financing Strategies

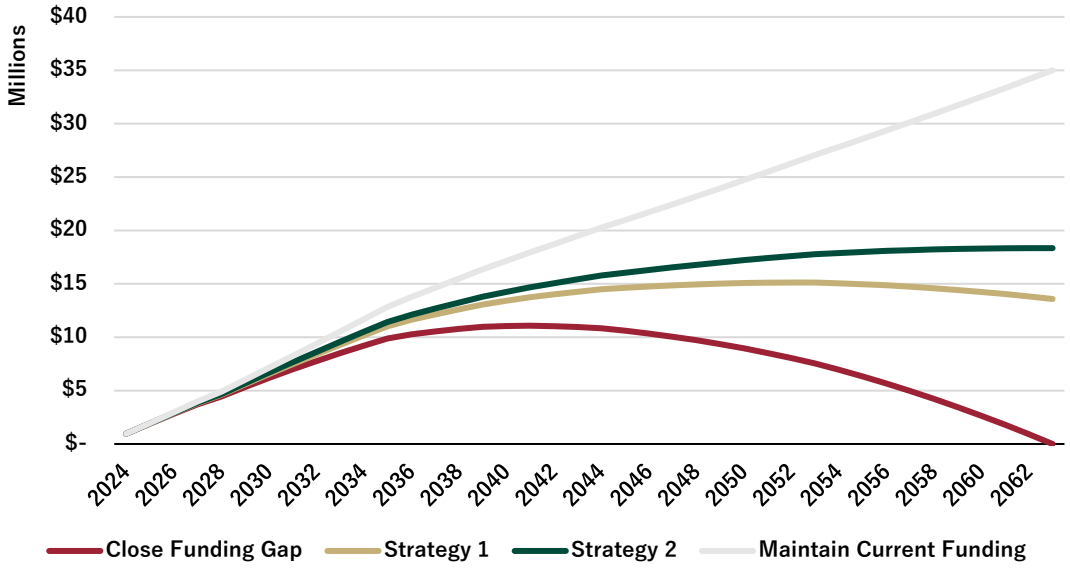
Financing Strategy	Tax Supported	Rate Supported
Close Cumulative Funding Gap by 2063	Increase annual capital contributions by approximately $164,300 per year. This is an increase of about 1.1% to the tax levy.	Increase annual capital contributions by approximately $44,900 per year. This is an increase of about 1.0% to the rate requirement.
Strategy 1 Close in-year Funding Gap by 2053 *(30 years)*	Increase annual capital contributions by approximately $77,000 per year. This is an increase of about 0.5% to the tax levy.	Increase annual capital contributions by approximately $27,500 per year. This is an increase of about 0.6% to the rate requirement.

Financing Strategy	Tax Supported	Rate Supported
Strategy 2 Close in-year Funding Gap by 2063 *(40 years)*	Increase annual capital contributions by approximately $58,400 per year. This is an increase of about 0.4% to the tax levy.	Increase annual capital contributions by approximately $21,400 per year. This is an increase of about 0.5% to the rate requirement.
Maintain Current Funding Levels	Maintain current annual capital contributions.	Maintain current annual capital contributions

Funding Gap for Tax Supported Assets under Each Financing Strategy



Funding Gap for Rate Supported Assets under Each Financing Strategy



1. INTRODUCTION

The Town of St. Marys' 2024 Asset Management Plan (2024 AMP) provides the Town with a tool to assist in asset management financing decisions. The Plan covers all municipal assets: buildings, land improvements, vehicles, machinery and equipment, bridges and culverts, roads and related, storm system, wastewater system, and water system.

The 2024 Plan follows the format set out by the Ministry of Infrastructure through the Building Together: Guide for Municipal Asset Management Plans and it has also been developed to be consistent with the requirements of *Ontario Regulation 588/17* Asset Management Planning for Municipal Infrastructure (*O Reg. 588/17*) and the Town's Strategic Plan. All dollar figures reported in this 2024 Plan are in constant 2024 dollars and therefore should be adjusted annually to account for the effects of inflation.

An Excel based asset management financial model has been developed as part of the 2024 AMP. The model contains the Town's asset inventory and it is intended to be updated on a regular basis to inform future capital investment decisions. The model contains the information required to update the State of the Local Infrastructure Report Cards presented in Appendix B, which can be reproduced annually to help Council and the public understand the state of assets and overall funding levels.

A. ASSET MANAGEMENT OVERVIEW

Well-managed public infrastructure is vital to the prosperity and quality of life of communities. Given the range and scope of services provided, Ontario municipalities have a special responsibility in ensuring that infrastructure is planned, built, and maintained in a sustainable way. A detailed asset management plan is essential to carry out this responsibility. Asset management has several benefits, including:

- Town can make informed and traceable decisions;
- Town has the opportunity to coordinate and plan accordingly by taking a risk-based approach to asset management;
- Higher customer satisfaction is possible;
- Documents a funding plan and strategy to manage infrastructure; and
- Demonstrates compliance with regulations and legislation.

Asset management is an ongoing practice in the Town of St. Marys. Council and staff have applied sound asset management principles to maintain records on tangible capital assets, monitor asset performance, and plan for infrastructure acquisition, repair, rehabilitation, and replacement over the long-term.

The purpose of the 2024 AMP is to build on existing practices by identifying how best to manage municipal infrastructure over the planning period to 2063 (40 years). A strategy for maintaining infrastructure so that existing service levels are maintained is an important element. In this respect, the 2024 AMP has been prepared to be consistent with the Town's Strategic Asset Management Policy. Ultimately, the 2024 AMP will provide Council with information that can guide sustainable infrastructure investment decisions.

B. ONTARIO'S ASSET MANAGEMENT REGULATION (*ONTARIO REGULATION 588/17*)

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

In December 2017, Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O Reg. 588/17) was passed under the Infrastructure for Jobs and Prosperity Act. The regulation requires municipalities to develop a Strategic Plan, which will help municipalities document the relationship between their Asset Management Plan and existing policies and practices as well as provide guidance for future capital investment decisions. Town Council approved the Strategic Asset Management Policy in 2019.

The regulation also contains more specific requirements on the type of analyses municipal asset management plans should include. The aim is to provide guidance to municipalities so that asset management plans are more consistent across the Province. Furthermore, in March 2021, the Province amended the regulation to extend the regulatory timelines by one year. Table 1 provides a summary of the key regulatory timelines as outlined by O Reg. 588/17 and where the Town currently stands in the timeline.

Table 1 – O Reg. 588/17 Timeline

Regulation Timeline	Requirement	Progress
July 1, 2019	▪ Municipalities shall prepare their first Strategic Plan. ▪ Municipalities shall review, and if necessary, update the policy every 5 years.	▪ Council approved the Strategic Plan in 2019.
July 1, 2022	▪ Every Town shall prepare an asset management plan in respect of its core municipal infrastructure assets. ▪ The current levels of service must be defined for all core assets.	▪ This 2024 AMP has incorporated the information from the Town's asset inventory. The inventory has incorporated condition data for the core services of bridges and culverts, roads and related, storm system and the water and wastewater systems. ▪ Current level of service measures have been identified through this AMP. ▪ It is expected that service level data continue to be monitored and refined over the long-term.
July 1, 2024	▪ Every Town shall prepare an asset management plan in respect of all other municipal infrastructure assets. ▪ The current levels of service must be defined for all other municipal assets.	▪ This 2024 AMP has incorporated non-core assets contained in the Town's inventory. This includes buildings, land improvements, vehicles, machinery and equipment. Some of these assets include condition assessments based on municipal reports. ▪ Current level of service measures have been identified through this plan.
July 1, 2025	▪ Municipalities must establish proposed levels of service for a minimum of 10 years. ▪ A lifecycle management and financial strategy that covers a minimum of 10 years.	▪ The Town intends to develop the proposed level of service in a subsequent update to the asset management plan.

C. ASSET MANAGEMENT PLAN STRUCTURE

The 2024 AMP is developed to be consistent with the structure recommended through the *2013 Building Together: Guide for Municipal Asset Management Plans*. At the same time, it has been developed to meet the requirements of O Reg. 588/17. Table 2 provides a guide to the sections of the 2024 AMP.

Table 2 - Guide to the 2024 Asset Management Plan

Section	Requirement
Section 2 - State of Local Infrastructure	Summarizes the state of the Town's infrastructure with reference to infrastructure quantity and quality. Additional details are provided in Appendix B.
Section 3 - Level of Service	A summary of the current levels of service is presented as well as recommendations on additional metrics the Town can look to track in the future.
Section 4 - Asset Management Strategy	Sets out several strategies that will assist the Town in maintaining assets so that current service levels are maintained. This section also includes a risk analysis of Town assets.
Section 5 - Financing Strategy	Establishes how asset management can be delivered in a financially sustainable way for both tax and utility rate supported services. Additional details are provided in Appendix C.
Section 6 – Continuous Improvements and Updates	Provides key recommendations on how to administer the 2024 AMP and keep it up to date.
Section 7 - Conclusions and Recommendations	Provides recommendations based on the analysis undertaken.

Note: Please refer to Appendix A for a list of definitions for commonly used terms throughout this 2024 AMP.

2. STATE OF LOCAL INFRASTRUCTURE

This section provides a summary of the Town's assets with reference to asset quantity and quality. Some assets have condition assessments based on engineering inspections (bridges and culverts and buildings) while the balance of assets considered are based on the useful life of the asset relative to its age as well as Hemson and Town staff assumptions. Detailed technical information on the asset inventory, remaining useful life and conditions for each asset category is provided in Appendix B.

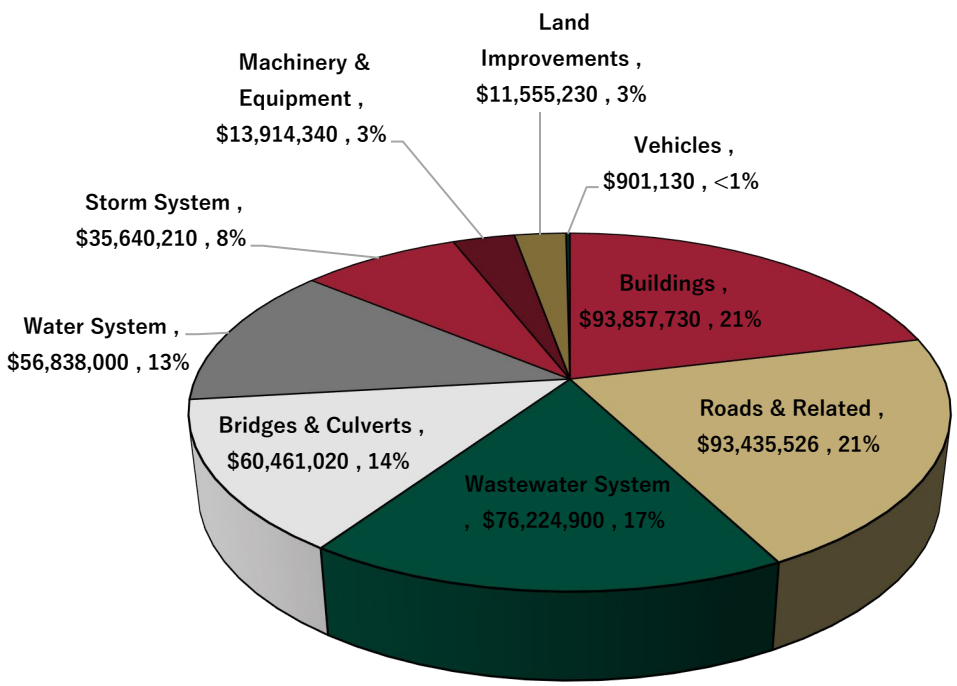
A. REPLACEMENT COST OF INFRASTUCTURE

The replacement cost for all Town assets considered in the 2024 AMP is estimated at $442.8 million (represented in constant 2024 dollars). The largest share is related to buildings and accounts for about $93.9 million (21%) of the total replacement cost. The next highest share is attributed to roads and related at $93.4 million (21%) and this is followed by the wastewater assets at $76.2 million (17%). The value also includes $60.5 million (14%) for bridges and culverts, $56.8 million (13%) for water assets and $35.6 million (8%) for storm assets.

The other asset categories in the Town's asset portfolio make up the remaining $26.4 million (6%). This is made up of $13.9 million (3%) for machinery and equipment, $11.6 million (3%) for land improvements, and about $901,000 (less than 1%) for vehicles. Note that the Town manages some vehicles as part of the machinery and equipment inventory and are therefore included under that category.

The replacement costs have been developed based on a combined approach using historical information maintained by staff in the asset inventory including some replacement cost information for some assets, costs in recent engineering reports for buildings, recent benchmark costs and costs based on the 2022 Development Charges Background Study. Where information was not available, historical acquisition costs from the Town's inventory data was inflated to current 2024 dollars at a rate of 6.4% per year. Detailed replacement cost for each asset category, including methodology used, is provided in Appendix B.

Figure 1 - Summary of Assets by Total Replacement Value ($2024)



Note: Total replacement value amounts to about $442.8 million. Replacement costs are expressed in constant 2024 dollars.

B. SUMMARY OF STATE OF LOCAL INFRASTRUCTURE

Table 3 provides a summary of the state of local infrastructure for all asset categories considered in this study which is valued at $442.8 million. The weighted remaining useful life (WRUL) and weighted average condition (WAC) for each asset category has been derived relative to the replacement value of each asset. Detailed information is provided in Appendix B. The table illustrates several key findings:

- **Weighted Remaining Useful Life:** the WRUL of the Town's assets is approximately 26 years. Although roads and related assets are considered overdue based on the age, this age does not reflect on the condition.

- **Weighted Condition:** Overall, the Town's assets are determined to be in Good condition. This is largely attributed to the Town's buildings, roads and related assets and the storm, water and wastewater systems that are generally assessed to be in Good condition. Bridges and culverts, machinery and equipment, and vehicles are considered to be in Fair condition overall. Only land improvements are assessed to be in Poor condition, however the conditions for these assets are based on the age of the assets.

Table 3 - Summary of State of Local Infrastructure

Asset Type	Useful Life (Years)	Replacement Cost 2024	Remaining Useful Life (Weighted Average)	Condition (Weighted Average)
Buildings	5-75	$ 93,857,730	19	**Good**
Land Improvements	4-75	$ 11,555,230	1	**Poor**
Vehicles	5-10	$ 901,130	Overdue	**Fair**
Machinery & Equipment	4-30	$ 13,914,340	4	**Fair**
Bridges & Culverts	100	$ 60,461,020	27	**Fair**
Roads & Related	10-80	$ 93,435,526	Overdue	**Good**
Storm System	40-100	$ 35,640,210	67	**Good**
Wastewater System	10-100	$ 76,224,900	54	**Good**
Water System	15-100	$ 56,838,000	58	**Good**
Grand-Total		**$ 442,828,086**	**26**	**Good**

C. CONDITION ASSESSMENTS

Consistent with the Canadian National Infrastructure Report Card, as well as other major organization and institution reporting formats, a five-point rating scale was used to assign a condition to all assets. This methodology provides a standard and easy to understand way of reporting on the condition of assets. Table 4 summarizes the assumed parameters.

Table 4 - Condition Assessment Parameters

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

Assets were categorized in the 5-tier rating system on an asset by asset basis. Three approaches have been utilized for the assets considered in this asset management plan.

1. Condition rating systems based on engineered and professional standards. These measures can then be translated into a 5-tier rating system. The Town should

continually update the conditions in the asset inventory to reflect changes in conditions or when assets are replaced.

   a. Condition assessment for buildings are based on the 2024 Building Staff report. Some components of the Pyramid Recreation Centre that are assumed to be in Poor/Very Poor condition (based on age) have been assumed to be in Fair condition. The balance of building assets have been assessed based on age.
   b. Condition assessments for the bridges and culverts are based on the engineered assessments developed through the 2023 Bridge Inspection Report. These conditions were adapted to the 5-tier system.

2. Estimates based on Hemson and staff opinion. This approach is important where there is low confidence that age and useful life represents a particular set. This method has been used for a series of assets in this 2024 AMP particularly for fire services related assets, some components of the buildings, the road base and traffic signals. These assets have been assumed to be in Fair condition or higher to reflect better condition ratings (see Appendix B for details on these assets).

3. Estimates based on age and the remaining useful life of the asset. This was used for all assets, which the Town was not able to provide a condition assessment based on existing knowledge or inspection. It is the intention that the Town move towards a condition assessment methodology using approach 1 and 2 as needed. With this said, this methodology is suitable for lower valued assets that have a shorter useful lives.

3. LEVEL OF SERVICE

Asset management decisions must be made with reference to the level of service planned for by the Town. Current service levels in St. Marys have been developed based on a combination of internal asset management practices, community expectations, statutory requirements, and industry operation and safety standards. Typically, the level of asset investment made by the Town in any one year has been determined by funding availability. That said, the Town has in the past been responsive to repair needs to address immediate requirements. The Town has therefore done a good job in assessing and maintaining levels of service.

The community expects that services be delivered in a cost effective and efficient way. Generally, community expectations revolve around the Town's accessibility of "soft" services (e.g. recreation facilities; libraries; fire stations) within neighbourhoods. However, safety and performance are also important for core services such as the roads, bridges and culverts, water and wastewater.

Developing levels of service and tracking over time is essential to measuring the success of service delivery and the asset management strategy overall. This section outlines current levels of service as they relate to the requirements outlined in O Reg. 588/17.

A. CURRENT LEVEL OF SERVICE

The Town has determined the current levels of service through the analysis and model developed in this 2024 AMP. The current level of service measures for each asset category are summarized in Table 5. It is noted that the information in Table 5 represents a blended approach of levels of service and performance measures which represent the best available information at this time:

- **Weighted Condition:** The Town's assets are determined to be in Good condition. This is largely attributed to the Town's buildings, roads, storm system and water and wastewater systems which are all generally assessed to be in Good. Bridges and culverts, machinery and equipment, and vehicles are considered to be in Fair condition overall, while only land improvements are considered to be in Poor condition.

  It is important to note that assets in Fair condition may transition into the Poor or Very Poor category in the near future and may require attention in the short to medium term, if proper asset maintenance and rehabilitation is not achieved. It will be important for the Town to determine which assets in the Fair category should be prioritized to ensure that current levels of service do not decline.

Finally, it is important to note that O Reg. 588/17 includes a prescribed set of level of service measures. Table 5 includes these level of service measures as required in the regulation, with a brief summary provided below:

- **Roads:** For the paved roads in the Town, the average condition for these assets is Good. Conversely, the gravel roads are considered to be Poor condition, however, that the condition of gravel roads will vary significantly over time depending on factors such as weather conditions. It is also noted that the condition for gravel roads has not been updated for some time in the inventory. Therefore, these conditions reflect a point in time.

- **Bridges and Culverts:** Based on the 2023 Bridges Inspection Report, both bridges and culverts in the Town are overall in Fair condition. The Water Street Bridge is the only structure that has been identified in the report to have a loading limit of five tonnes.

- **Water System:** The Town has developed the levels of service based on staff assessment and the Annual Water Reports prepared by OCWA for Well 1, Well 2A, and Well 3. No water boil advisory and water main breaks were recorded in 2023. The water system is maintained in Good condition.

- **Wastewater System:** The Town's wastewater treatment plant is operated and maintained by the Ontario Clean Water Agency (OCWA). OCWA is responsible for all reporting on the wastewater system performance through annual reports. The wastewater system is maintained in Good condition.

- **Storm System:** The Town's storm system is maintained in Good condition. However, further information will need to be developed to assess the resilience of the system to 5 and 100-year storms.

- For all other asset categories, the level of service is related to the general condition of assets. Section 5 discusses in detail the costs associated to maintaining the current level of service.

Colour Legend

	LOS measures required by Provincial regulation (O. Reg. 588/17).
	Other LOS measures. O.Reg. 588/17 requires LOS measures for all asset categories, however which can be used is optional.

Table 5
Town of St. Marys
Level of Service Tracker

Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical LOS (Description)	Source of Information	Current LOS	Lifecycle Actitivities to Maintain LOS	Cost Associated to Current LOS
Roads & Related	Maintain safe and reliable roads and to meet reporting requirements of O. Reg. 588/17.	1. Description, which may include maps, of the road network in the municipality and its level of connectivity.	The Town has completed a roads classifications map in Schedule B of the Official Plan. Note: Staff can indicate if they would like to use an alternative descriptor if Schedule B from the Official Plan is not sufficient.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).			Regular maintenance undertaken on an ongoing basis. Repair and rehabilitation based on capital budget needs.	Costs associated to lifecycle activities as identified in 2024 budget. Budget O&M: $ 2,051,108 Capital from Tax: $ 2,803,631 *Note: Capital from tax is associated to all asset categories with the exception of water infrastructure.*
				Arterial	AMP/RNS 2023	22.62		
				Collector	AMP/RNS 2023	24.71		
				Local	AMP/RNS 2023	71.1		
		2. Description or images that illustrate the different levels of road class pavement condition.	The Town's AMP inventory for roads includes an assessment of the condition of roads.	For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17).	AMP/RNS 2023	Good		
				For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17).	AMP/RNS 2023	Poor		
Bridges & Culverts	Maintain safe and reliable bridges and culverts and to meet reporting requirements of O. Reg. 588/17	1. Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The Town's bridge and culverts largely support local traffic for residents only.	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17).	2023 Bridge Inspection Report	13%	Regular maintenance, repair and replacement is undertaken based on recommendations from the 2023 Bridge Inspection Report.	Costs associated to lifecycle activities are identified in 2024 budget.
		2. Description or images of the condition of bridges and how this would affect use of the bridges.	Conditions have been assessed through the Town's 2023 Bridge Inspection Report. Average rating of Fair is based on a assessment of the results of the inspection report.	For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17).	2023 Bridge Inspection Report	Fair		
						73		
		3. Description or images of the condition of culverts and how this would affect use of the culverts.	Conditions have been assessed through the Town's 2023 Bridge Inspection Report. Average rating of Fair is based on a assessment of the results of the inspection report.	For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17).	2023 Bridge Inspection Report	Fair		
						76		
	Bridges and culverts are kept in a state of good repair.			Average weighted condition assessment for small culverts ("Very Poor" to "Very good")	AMP	Fair		
				% of assets at or above "Good" or "Very Good" condition	AMP	12%		
				% of assets beyond their useful life	AMP	31%		

Colour Legend

	LOS measures required by Provincial regulation (O. Reg. 588/17).
	Other LOS measures. O.Reg. 588/17 requires LOS measures for all asset categories, however which can be used is optional.

Table 5
Town of St. Marys
Level of Service Tracker

Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical LOS (Description)	Source of Information	Current LOS	Lifecycle Actitivities to Maintain LOS	Cost Associated to Current LOS
Water System	To provide safe drinking water to residents and to meet reporting requirements of O. Reg. 588/17	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	The Town's water system is made up of three wells, Well 1, Well 2A, and Well 3. St. Marys' water system services less than 10,000 residents as per the 2023 Annual Water Report.	Percentage of properties connected to the municipal water system.	Municipal Staff	*99%*	Regular maintenance, repair and replacement is undertaken based on OCWA recommendations.	Costs associated to lifecycle activities as identified in 2024 budget. Budget O&M: $ 132,063 Transfers to Reserves for Capital: $ 780,998
		2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	Fire hydrant that is connected with a minimum of 6 inch supply and is on a regular maintenance cycle.	Percentage of properties within 90m of a hydrant where fire flow is available.	Municipal Staff	98%		
		3. Description of boil water advisories and service interruptions.	As per the 2023 Annual Water Report, no advisories or breaks have been recorded for the water system.	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.	2023 Annual Water Report	0		
				The number of breaks X avg #households impacted	Municipal Staff	*> 10*		
	Water assets are kept in a state of good repair.			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Good		
				% of assets at or above "Good" or "Very Good" condition	AMP	69%		
				% of assets beyond their useful life	AMP	4%		
Wastewater System	To ensure the proper treatment of wastewater and to meet the reporting requirement of O. Reg. 588/17.	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system.	St.Marys has a wastewater treatment plant located at 309 Thomas Street. OCWA is responsible for operating and maintaining this facility. The Ontario Clean Water Agency (OCWA) maintains all reporting on wastewater system performance through annual wastewater reports.	Percentage of properties connected to the municipal wastewater system.	Municipal Staff	*98%*	Regular maintenance, repair and replacement is undertaken based on OCWA recommendations.	Costs associated to lifecycle activities as identified in 2024 budget (shown for both systems combined). Budget O&M: $ 82,500 Transfers to Reserves for Capital: $ 953,187
		2. Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes.	*NA - no combined sewers*	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	Municipal Staff	0 - No combined sewers		
		3. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches.	*NA - no combined sewers*	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	Municipal Staff	0 - No combined sewers		
		4. Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes.	*Blockages in the system are rare. Blockages that occur are typically a result of poor building construction practices or poor operational practices of the user, placing items in sewer that shouldnt be. Routine sewer flushing is completed in an effort to maintain uninterrupted flow and service to the best ability.*	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	Municipal Staff	2/3150		
		5. Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described in paragraph 3.	*The Town does not have combined sewers. operational efforts are taken to avoid excessive stormwater entering the system, which reduces risk of overflow*		Municipal Staff	An inflow and infiltration program is in place to continually monitor and assess impacts of I&I into the collection system.		
		6. Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system.	*Phosphorous or E.coli . Phosphorous is industrial related. E.Coli is related to storm*		Municipal Staff	Industrial monitoring completed to collect, analyze and assess industrial effluent discharged.		
	Wastewater assets are kept in a state of good repair.			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Good		
				% of assets at or above "Good" or "Very Good" condition	AMP	62%		
				% of assets beyond their useful life	AMP	3%		

Colour Legend

	LOS measures required by Provincial regulation (O. Reg. 588/17).
	Other LOS measures. O.Reg. 588/17 requires LOS measures for all asset categories, however which can be used is optional.

Table 5
Town of St. Marys
Level of Service Tracker

Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical LOS (Description)	Source of Information	Current LOS	Lifecycle Actitivities to Maintain LOS	Cost Associated to Current LOS
Storm System	To provide reliable stormwater management services and meeting reporting requirements of O. Reg. 588/17.	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	*The Town's stormwater system services the main urban area while some minor stormwater infrastructure on roads services some parts of the rural area.*	Percentage of properties in municipality resilient to a 100-year storm (O. Reg. 588/17).	Municipal Staff	*11.90%*	Regular maintenance and repairs as needed.	Assumed costs captured through roads service area.
				Percentage of the municipal stormwater management system resilient to a 5-year storm (O. Reg. 588/17).	Municipal Staff	*34%*		
	SW assets provide reliable service			Frequency of Catch Basin Maintenance (cleaning)	Municipal Staff	*1/yr*		
	Stormwater assets are kept in a state of good repair			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Good		
				% of assets at or above "Good" or "Very Good" condition	AMP	65%		
				% of assets beyond their useful life	AMP	1%		
Buildings	To provide safe, functional and accessible public Corporate Facilities for the community		Facilities are maintained in a safe, functional and accesible state.	The number of infractions from a health and safety inspection that carries over to the following inspection.	JHSC	0 for facilities, for 2023	Regular maintenance and repairs as needed.	Budget Maintenance: $ 142,604 Note: Other maintenance costs are captured through budget but not explicitly identified. These are blended costs.
				% of regulated life and fire safety inspections completed.	Annual Life and Fire Safety Inspection	Success Percentage - minimum of 90% for all facilities for 2023.		
		Seasonal Washroom hours number of operating hours facilities are open		# of Operating Hours the facilities are open	Seasonal Operating Hours	PRC: 5,256 hours (2023) 4 Other locations: 2,940 hours/washroom (2023)		
	Buildings are kept in a state of good repair			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Good		
				% of assets at or above "Good" or "Very Good" condition	AMP	66%		
				% of assets beyond their useful life	AMP	24%		

Colour Legend

	LOS measures required by Provincial regulation (O. Reg. 588/17).
	Other LOS measures. O.Reg. 588/17 requires LOS measures for all asset categories, however which can be used is optional.

Table 5
Town of St. Marys
Level of Service Tracker

Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical LOS (Description)	Source of Information	Current LOS	Lifecycle Actitivities to Maintain LOS	Cost Associated to Current LOS
Vehicles	Heavy Fleet Licensed Vehicle assets meet all safety requirements and Town standards to ensure proper performance and safety.			Percentage of Licensed Vehicles in compliance with HTA (Highway Traffic Act)	Municipal Staff	100%	Regular maintenance and inspections. Vehicles are replaced on an as needed basis.	Budget Maintenance: $ 340,500
	Vehicles are kept in a state of good repair			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Fair		
				% of assets at or above "Good" or "Very Good" condition	AMP	8%		
				% of assets beyond their useful life	AMP	60%		
				Frequency of vehicle replacement	Municipal Staff	9 years		
Machinery & Equipment	Machinery and Equipment is kept in a state of good repair.			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Fair	Regular maintenance and inspections. Machinery and equipment are replaced on an as needed basis.	Budget Maintenance: $ 338,962
				% of assets at or above "Good" or "Very Good" condition	AMP	26%		
				% of assets beyond their useful life	AMP	60%		
				Number of days elevators are out of service		PRC: 4.5 days in 2023 Museum: 0 days Library: 0 days Town Hall: 7 days in 2023 Lind Sportsplex: 0 days		

Colour Legend

	LOS measures required by Provincial regulation (O. Reg. 588/17).
	Other LOS measures. O.Reg. 588/17 requires LOS measures for all asset categories, however which can be used is optional.

Table 5
Town of St. Marys
Level of Service Tracker

Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical LOS (Description)	Source of Information	Current LOS	Lifecycle Actitivities to Maintain LOS	Cost Associated to Current LOS
Land Improvements	Parks services meet customer needs and expectations			Hectares of natural heritage lands per 1,000 persons	Rec Master Plan	*To be added in a future update once data is available*	Regular maintenance and replacement.	Budget Maintenance: $ 594,980
				Hectares of Parks (excluding natural heritage lands) per 1,000 persons	Rec Master Plan	*32 Hectares*		
				Total kilometers of pathways (in Parks) per 1,000 persons	Rec Master Plan	*11*		
	Park Assets meet customer needs and expectations			Percentage of regulated inspections performed (Playground equipment inspections include: skate parks and outdoor fitness equipment)	Municipal Staff	*100*		
				Number of playgrounds that do not meet accessibility standards based on surface quality (Hedge Sand)	Municipal Staff	2/10		
				Ratio of playgrounds to residents	Rec Master Plan	10 playgrounds for all residents.		
				Ratio of splash pads to residents	Rec Master Plan	2 splashpads for all residents.		
				Ratio of skate parks to residents	Rec Master Plan	1 skatepark for all residents.		
				Ratio of outdoor tennis courts to residents	Rec Master Plan	4 outdoor tennis courts for all residents.		
				Ratio of ball diamonds to residents	Rec Master Plan	10 ball diamonds for all residents.		
				Ratio of rectangular fields (natural) per residents	Rec Master Plan	11 rectangular fields for all residents.		
	Parks street trees services are sustainable and provide an enhanced environment			Total number of trees (including trees around ponds, park trees and street trees)	Municipal Staff	5,189 - total trees in road allowance and parks.		
	To provide safe, functional and accessible public Recreation Facilities for the community			Ratio of multi-purpose program rooms to residents	Municipal Staff	10 program rooms for all residents.		
				Ratio of outdoor pools to residents	Municipal Staff	1 outdoor pool for all residents.		
				Ratio of curling sheets to residents	Municipal Staff	4 curling sheets for all residents.		
				Ratio of indoor ice pads to residents	Municipal Staff	2 ice pads for all residents.		
				Ratio of indoor aquatic centres to residents	Municipal Staff	1 indoor aquatic centre for all residents.		
	Land Improvements are kept in a state of good repair.			Average weighted condition assessment ("Very Poor" to "Very good")	AMP	Poor		
				% of assets at or above "Good" or "Very Good" condition	AMP	20%		
				% of assets beyond their useful life	AMP	39%		

4. ASSET MANAGEMENT STRATEGY

This section sets out an action plan that will assist the Town in maintaining assets so that current service levels are maintained. The asset management strategy relates to a set of actions that, taken together, has the lowest total cost to maintain assets in a state of good repair as defined in the Building Together: Guide for Municipal Asset Management Plans.

The asset management strategy includes current practices and potential future practices related to non-infrastructure solutions, maintenance activities, renewal/rehabilitation, disposal, and expansion activities. This includes outlining the approach to developing the costs associated to each of the lifecycle cost activities. The final component of this section includes a risk analysis, which can be used to assist Municipal staff and Council measure and manage risks to assets to maintain current levels of service.

A. OVERVIEW OF FULL LIFE-CYCLE COST MODEL

As part of the 2024 AMP, the Town, along with Hemson, have identified the total full life cycle costs that corresponds to the requirements of the regulation. This would entail a cost estimation throughout the assets life including planning, design, construction, acquisition, operation, maintenance, renewal (and disposal). In addition, the analysis also takes into consideration the inclusion of expansion related infrastructure into the lifecycle management strategy. This approach ensures that the additional lifecycle costs associated with newly constructed/acquired assets are accounted for in the long-term forecast.

A “lifecycle management approach” in asset management planning not only includes estimating future lifecycle costs, but also embeds the process of monitoring how the asset performs over its life while providing affordable services.

These lifecycle activities can be segmented into six (6) categories: non-infrastructure solutions, operations/maintenance, renewal/rehabilitation, replacement, disposal, and expansion activities. While this AMP looks to address the various cost elements, it is important to recognize that as the maturity level increases, the costs associated with each lifecycle activity will strengthen and improve the expenditure outlook. Table 6 provides a description of each lifecycle category and the specific approach used to forecast expenditures in this AMP. The Town undertakes all the activities described in Table 6, however, the Town’s budget generally accounts for these expenditures in different categories. It is recommended that the Town continue to track the asset management activities required to continue to maintain levels of service.

Table 6 - Overview of the Full Life Cycle Activities and AMP Approach

Category	Description	AMP Approach
Non-Infrastructure Solutions	▪ Actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, managed failures, etc.).	▪ Provision of $25,000 per annum included for tax supported assets and $25,000 per annum for rate supported assets has been assumed. ▪ These amounts represent provisional spending for any additional asset management initiatives including data improvements or engineering studies.
Maintenance Activities	▪ Servicing assets on a regular basis in order to fully realize the original service potential. Maintenance will not extend the life of an asset or add to its value. Not performing regular maintenance may reduce an asset's useful life.	▪ Based on a review of the 2024 budget by service area. Includes costs that can be reasonably attributed to asset specific maintenance. ▪ In most instances, does not include general operating costs associated to staffing (for example, staff that carry out recreational programs). ▪ Annual capital related maintenance activities of $3.7 million per year for tax supported assets (2024 budget) and about $214,600 (2024 budget) for rate supported assets. These figures are deemed appropriate to use in the forecast moving forward as it generally represents the current level of service provided by the Town.

Category	Description	AMP Approach
Renewal/ Rehabilitation Activities	▪ Mostly associated to significant repairs designed to extend the useful life of an asset. These types of activities are typically done at key points in the lifecycle of an asset to ensure the asset reaches it designed useful life.	▪ For buildings, the associated replacement cost of components has been assumed at 50% of the total replacement value. Buildings are not necessarily replaced therefore this method better aligns with the Town's current practice. ▪ For roads, it has been assumed that the road base is not replaced, however the road surface is replaced based on condition and risk. This aligns with the Town's current practice.
Replacement Activities	▪ Activities that are expected to occur once an asset has reached the end of its useful life and renewal/ rehabilitation is no longer an option.	• Incorporating the average annual investment required to replace assets when they reach the end of their useful life (based on a condition and risk replacement schedule).
Disposal Activities	▪ The activities associated with disposing of an asset once it has reached the end of its useful life, or is otherwise no longer needed. Typically, disposal costs are accounted under replacement activities. Some assets, such as landfills, may have perpetual maintenance costs.	▪ Analysis assumes any costs associated with "disposal" is included for in the replacement value and captured in the capital replacement requirements.

Category	Description	AMP Approach
Expansion Activities	▪ Planned activities required to extend or expand municipal services to accommodate the demands of growth.	▪ New "first-round" capital expenditures are excluded from the calculation as development charges are used to fund this capital. Approximately $6.7 million for tax funded services and $11.1 million for rate funded services based on the 2022 Development Charges Background Study. ▪ Additional growth-related expenditure patterns similar to 10-year DC eligible expenditures are assumed beyond the 10-year period. ▪ Additional maintenance and contributions to capital are assumed as new growth-related infrastructure is emplaced.

B. RISK ANALYSIS

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

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

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

- **Likelihood of Failure:** is directly linked to the condition of an asset. For example, an asset in Very Poor condition would have the probability of asset failure in the short-term be high. This type of asset may be near the end of its useful life or has deteriorated significantly. Conversely, it would be considered rare for an asset to fail in the short-term if it is considered to be in Good or Very Good condition. Table 7 outlines the definition of likelihood of failure used for the Town's assets.

Table 7 - Probability of Failure

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

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

Consequence of Failure: refers to the impact on the Town if an asset were to fail to provide the desired level of service. The consequence of failure has been determined separately for each asset category, as the impact to the Town differs greatly by asset type. For example, if a fire emergency vehicle was not available for service, the potential impact could be severe compared to a vehicle used for administrative purposes. For the purposes of this analysis, assets were assigned a consequence of failure based on the consequence ratings developed through the Town's asset management inventory. Table 8 below outlines the definition of consequence of failure used for the Town's assets. The consequence of failure, rated on a 1-5 scale, was weighted relative to each category in Table 8 depending on how impactful the consequence may be to the Town.

Table 8 - Consequence of Failure

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

Note: The consequence of failure was developed based on the Town's asset management software.

- **Risk Rating:** categorizes assets based on the level of risk to the Town. The risk rating provides a guide to prioritize assets by determining which assets require attention first and which capital works can be deferred. Higher risk assets should be prioritized for attention in the short term by determining which of the lifecycle actions is required to be performed on the asset. Table 9 below provides a summary of the risk matrix.

Table 9 - Risk Matrix

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

Table 10 presents the findings of the risk analysis and illustrates the Town's asset risk rating. Most of the Town's assets continue to have relatively moderate to low risk, an indication of good maintenance practices overall. Only land improvements are considered to have high risk, largely based on the condition of the assets which are mostly age based.

The risk of each asset and asset category has been determined with reference to the parameters outlined in Table 9 above. It is important to note, that the Town will need to continue regular maintenance activities and capital works moving forward to maintain current levels of service – this ensures assets do not further deteriorate posing greater risk to the Town.

Table 10 - Summary Risk Assessment

Asset Type	Replacement Cost 2024	Risk (Weighted Average)
Buildings	$ 93,857,730	Moderate
Land Improvements	$ 11,555,230	High
Vehicles	$ 901,130	Moderate
Machinery & Equipment	$ 13,914,340	Moderate
Bridges & Culverts	$ 60,461,020	Moderate
Roads & Related	$ 93,435,526	Low
Storm System	$ 35,640,210	Moderate
Wastewater System	$ 76,224,900	Moderate
Water System	$ 56,838,000	Low
Total	**$ 442,828,086**	**Moderate**

Further to Table 10, the 2024 AMP includes an estimate of the timing for replacement of all assets. Using the risk assessment, a schedule for the replacement of assets has been developed on an asset by asset basis. Assets with a higher risk rating are prioritized earlier in the schedule to reflect a higher priority, while assets with lower risk ratings are moved

further out into the future forecast to reflect a more "smoothed" expenditure outlook. The timing is based on a percentage of the useful life of the asset. Table 11 below provides a summary of the risk thresholds used to calculate timing of replacement needs. Section 5 discusses the results of the lifecycle cost analysis and financing strategy.

Table 11 - Risk Threshold for Asset Life Extension

Percentage of Useful Life Added					Color Code
100%	93%	78%	57%	29%	Very Low Risk
95%	88%	73%	52%	24%	Low Risk
83%	76%	61%	40%	12%	Moderate Risk
65%	58%	43%	22%	1%	High Risk
39%	32%	17%	2%	0%	Very High Risk

C. MANAGING RISK

It is important to recognize the risk associated with the Town's ability to deliver the plan while recognizing that any deviation may affect the overall ability to deliver service. Table 12 below provides a summary of the identified risks, potential impacts and mitigating actions associated with the asset management program. Table 12 is intended to provide the Town with a framework that can be continually update to track potential asset related risks and document mitigation actions so that they can be implemented into the Town's asset management practices.

Table 12 -Risk Associated to the Plan

Risk Associated to the Plan		
Identified Risk	**Potential Impact**	**Mitigating Action**
Failed Infrastructure	▪ Delivery of service ▪ Asset and equipment damage	▪ Repair and rehabilitate as necessary ▪ Increase investment ▪ Continually update asset data and level of service tracker
Inadequate Funding	▪ Delivery of service ▪ Increased risk of failure ▪ Shorten asset life ▪ Defer funding to future generations	▪ Reductions of service by reviewing the current level of service ▪ Find additional revenue sources
Regulatory Requirements	▪ Non-compliance ▪ Mandatory investments ▪ Increased costs	▪ Find additional revenue sources ▪ Lobby actions

Risk Associated to the Plan		
Identified Risk	**Potential Impact**	**Mitigating Action**
Plan is not followed or not undertaking required lifecycle activities	▪ Shorten asset life ▪ Inefficient investments ▪ Prioritization process failure ▪ Failure to deliver service	▪ Monitor and review levels of service ▪ Implement process to implement AMP ▪ Investigate alternative lifecycle management options

D. CLIMATE CHANGE INTEGRATION

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

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

Many of these risks are associated with municipal assets and may impact the levels of service. Climate change mitigation and adaptation planning is an important step for municipalities to take to begin managing risks associated with climate change. Therefore, the Town is taking steps towards the integration of climate change considerations into their asset management planning framework moving forward.

Table 12 provides a risk summary for information purposes to help further propel climate change integration with asset management, although, recognizing the full utilization would still need to be applied and understood at the staff level. In asset management terms, this table shows the big picture effects that climate change hazards may have on the LOS for various service areas. The specific climate change impacts on levels of service could vary considerably, and will need to be monitored over a longer time period.

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

Table 13 - Framework for Climate Change Integration with Risk

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

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

Hazards/Risks	Likelihood	Consequence	
		Asset Category	Possible Service Impacts
Windstorm	Rare to almost certain	▪ Land Improvements ▪ Buildings	▪ Closure of outdoor assets due to potential hazards for residents ▪ Increased strain on facility assets leading to potential damages and reduced service life and functionality of components and systems

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

5. LIFECYCLE COSTS AND FINANCING STRATEGY

The Town has continually undertaken operating and capital expenditures necessary for both tax funded and rate funded services. In order to continue to maintain levels of service, the Town will need to monitor funding levels over the next few years. This section of the 2024 Plan is intended to help the Town build on the existing asset management practices already in place. The financing strategies presented provide the Town with feasible options to increase capital funding in a sustainable manner to maintain service levels. It is noted that all values are presented in constant 2024 dollars.

A. FINANCING STRATEGY FOR TAX FUNDED SERVICES

This section outlines the lifecycle costs and financing strategy for those services that are primarily funded through the tax rate. This includes all assets excluding water and wastewater infrastructure.

Operating Budget Expenditures and Non-Infrastructure Solutions

Using the budget as the basis, the analysis used in the financing strategy assumes:

- About $3.7 million per year (based on 2024 budget) is related to asset maintenance for existing tax supported assets; and
- A provision of $25,000 per year has been assumed for tax funded non-infrastructure solutions;

These amounts represent operating budget costs that can be reasonably attributed to asset management activities and excludes costs related to service delivery not directly tied to the assets. It is anticipated that the Town's operating expenditures will be adjusted annually, at minimum, to account for the effects of inflation. Although, if additional asset management strategies are adopted by the Town, annual costs could exceed regular inflationary adjustments. Table 14 summarizes the annual and cumulative costs identified which amount to about $176.5 million over the 40-year period.

Table 14 – Summary of Maintenance and Non-Infrastructure Solution Costs for Tax Funded Assets

Tax Funded Services	Annual	40-Year Cumulative
Asset Maintenance	$3,744,017	$149,760,680
Non-Infrastructure Solutions	$25,000	$975,000
Total Tax Funded Services	**$3,769,017**	**$150,735,680**

Note: All values expressed in constant 2024 dollars.

As the Town continues to mature its asset management program, it is expected that levels of service and associated costs can be monitored. The Town has identified that the proposed levels of service is to maintain the current level of service (see Section 3). Therefore, no additional incremental operating or maintenance costs have been identified to meet proposed levels of service.

Capital Replacement Schedule

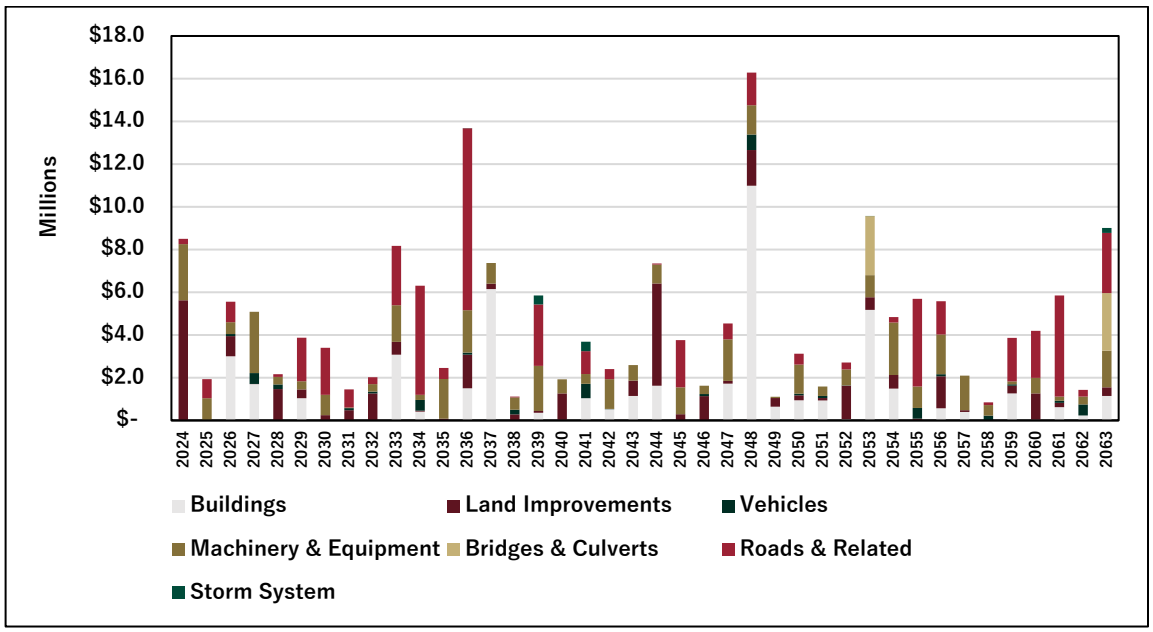
The 2024 Plan includes an estimate of the timing for replacement of all assets. Using the risk assessment discussed in Section 4, a schedule for the replacement of assets has been developed on an asset by asset basis. Furthermore, to assess the lifecycle costs based on the lifecycle activities required to undertake future works, varying methodologies have been used to develop the capital replacement schedule for each asset category. Table 15 below outlines the methodology used for each asset category.

Table 15 – Summary of Capital Related Lifecycle Cost Methodology for Tax Funded Services

Asset Category	Methodology
Roads	▪ No replacement has been assumed for the road base, however replacement/resurfacing is assumed for the road surface based on the conditions available in the Town's inventory.
Buildings	▪ Replacement of building components based on risk prioritization approach, however 50% of the replacement value is assumed as the future costs.
All other categories	▪ Developed using the risk based replacement approach from Section 4.

Figure 2 sets out the schedule of repair and replacement of assets, to maintain current levels of service for the tax supported assets considered in the 2024 Plan. Over the 40-year period, to 2063, the tax supported repair and replacement program totals about $184.6 million. The average yearly expenditure related to these assets amount to approximately $4.6 million per year.

Figure 2 - Risk-Based Replacement Schedule for Tax Funded Assets



Expansion Activities

The Town's Development Charges Background Study which has identified approximately $10.3 million in gross costs for infrastructure needed to service the growing community over the next 10-years. Of this amount, approximately $6.7 million (including post-period benefit) is eligible for development charges. To align with the 40-year forecast, a similar level of growth-related expenditure has been assumed, which amounts to approximately $26.9 million in growth-related DC eligible costs over that period. This amount is assumed to be the growth-related portion of these projects and will be funded through development charge revenues.

However, future obligations for maintenance and replacement of these assets is the responsibility of the Town and will be funded through tax rates. Table 16 outlines a summary of these costs. About $150,000 per year on average is associated to operations and maintenance and a further $328,000 per year on average is associated to additional capital contributions.

Table 16 – Summary of Expansion Activity Costs

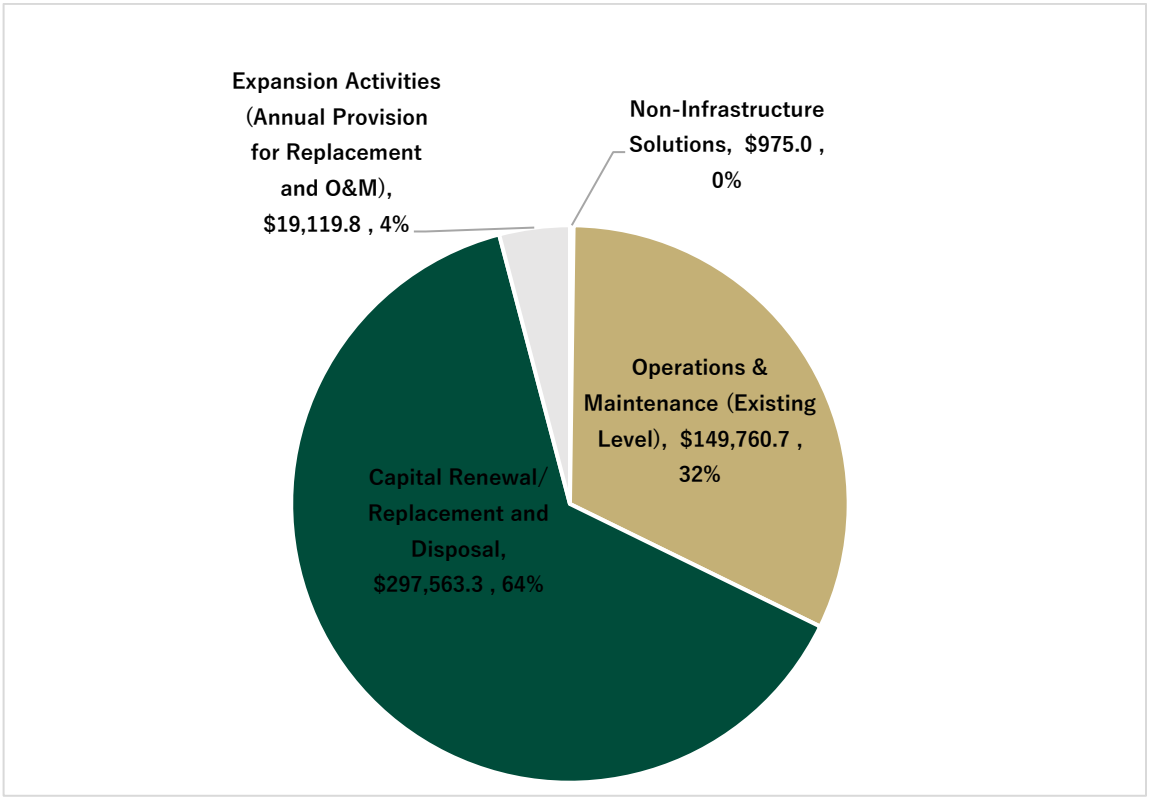
Tax Funded Services	40-Year Annual Average	40-Year Cumulative
Operations & Maintenance	$149,643	$5,985,720
Annual Capital Contribution	$328,352	$13,134,077
Total Tax Funded Services	**$477,995**	**$19,119,797**

Note: All values expressed in constant 2024 dollars.

Summary of the Cumulative Full Lifecycle Costs

Over the next 40 years, the analysis indicates a spending need of about $467.4 million. Figure 3 below summarizes the cumulative 40-year investment needs across the tax supported service areas for the various lifecycle activities identified. Of the total life cycle cost, most costs can be attributed to saving for the repair, renewal and replacement of existing infrastructure, making up about 64%. This translates to an average annual capital contribution requirement of about $7.4 million over the 40-year period. About 32% of the total is related to operating and maintenance costs of the existing asset base.

Figure 3 - Summary of Cumulative Lifecycle Cost Model for Tax Funded Assets 2024-2063 ($000)



Note: All values expressed in constant 2024 dollars.

Summary of Revenues

The municipal revenue sources available to address the identified full life cycle cost requirements outlined above are limited. Generally, the type of capital project aligns to its funding source. In this regard, growth related projects receive most of their funding through development charges in communities that impose DCs; replacement projects are predominantly funded through tax-based contributions for tax supported assets and water and wastewater rates for rate based services. In St. Marys, as DCs are imposed, any new assets would be emplaced directly from developers (as part of the subdivision agreement) or from development charges. When assets require rehabilitation or are due for replacement, the source of funds are essentially limited to reserves or contributions from the operating budget regardless of how the initial first round capital asset was funded. The table below provides a summary of the revenues assumed in this analysis for tax supported assets.

Table 17 - Financing Strategy Key Assumptions for Tax Supported Assets

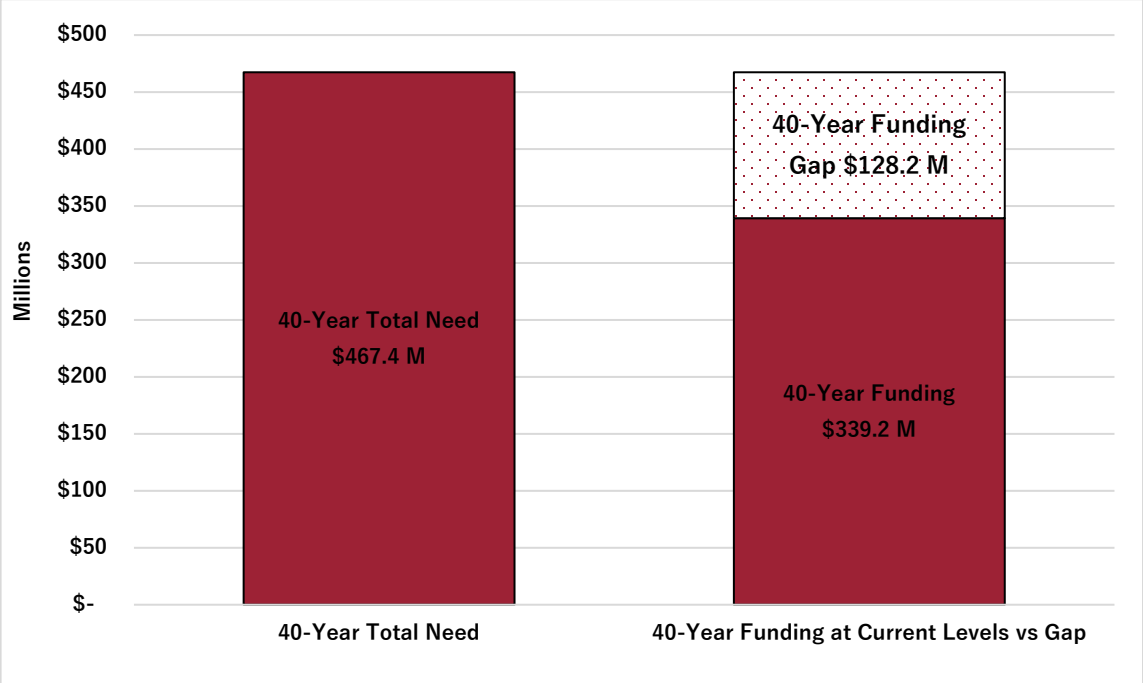
Financing Strategy Key Assumptions – Tax Supported Assets	
Category	**Assumptions**
Operations and Maintenance from Taxation (including gravel maintenance)	▪ The Town prioritizes operating costs associated to providing services and it has been assumed that revenue from taxation will fully fund operating needs as they arise.
Capital from Taxation (including reserve contributions)	▪ Existing 2024 tax supported capital funding of about $2.8 million is assumed to be the starting point and base case for increasing annual capital contributions. This includes the capital from operating funding included in the budget for capital purposes.
Canada Community Building Fund (CCBF)	▪ Gas tax funding for 2024 was approximately $483,800. Going forward the amounts are based on allocations from the Association of Municipalities of Ontario (AMO). By 2028 this amounts to about $524,100 per year assumed going forward to 2063.
Other Grants	▪ One-time government grants of approximately $597,500 are assumed for the next 4-years only associated to OCIF grants.
Inflation	▪ Financing strategy is expressed in constant 2024 dollars.
Existing Reserves	▪ Existing asset management related reserve funds of $10.5 million have been accounted for. ▪ The reserves included for in the analysis only capture funds available for capital and generally exclude operating reserves.
Fiscal Capacity Added from Debt	▪ It has been assumed that as existing debt terms conclude over the forecast period, this fiscal capacity will be utilized to fund long-term lifecycle costs.

Infrastructure Funding Gap

To implement sustainable asset management practices the Town needs to have an understanding of the current "infrastructure funding gap" that would arise should the required full life-cycle costs related to capital be delayed.

The funding gap shown in Figure 4 represents the difference between the required lifecycle costs and the funding available for tax supported assets over the 40-year period. The graph indicates that existing funding levels are insufficient to cover projected costs over the 40-year planning period, as a result, a notional gap of $128.2 million exists over the same period. It is unrealistic to expect the Town to address the total funding gap in the short-term. Therefore, a long-term funding strategy that identifies options for addressing current and future asset expenditures is required.

Figure 4 – 40-Year Need vs Funding (Funding Gap for Tax Supported Assets)



If the Town were to implement a funding strategy to eliminate the tax supported infrastructure deficit by 2063, the Town would be required to increase capital contributions on an annual basis by an average of about $164,300 for 40 years (plus annual inflation). For 2025, the increase would be in addition to the funding sources already identified in Table 16. The yearly revenue requirement is equivalent to 1.1% of the Town's 2024 tax levy revenues of about $14.9 million. A detailed table of this strategy can be found in Appendix C – Table 1.

Eliminating the infrastructure deficit by 2063 is an aggressive objective and is an initiative the Town may not want to explore over the short-term; a few reasons include:

- The required capital contributions (to eliminate the deficit) will necessitate an increase to property taxes beyond a reasonable measure;
- The Town may need to decrease or limit funding of other key services or initiatives in lieu for capital repair and replacement activity;
- Assets can remain in use past their engineered design life and are capable of performing to meet the Town's current level of service under these circumstances. Therefore, in such instances, the asset does not necessarily need to be replaced by virtue of exceeding their design life; and
- Prudent asset management strategies, which are currently employed by the Town can often extend the requirement of major repair or replacement of capital assets and may prolong the life of the asset.

Although addressing the gap in its entirety over the short-term it is recognized that in recent years the Town has increased contributions to capital reserves to ensure that there are sufficient funds available to undertake capital works.

Financing Strategies

Further to the above noted comments, two financing strategies were developed to illustrate a rational capital contribution level to meet the full lifecycle cost needs for tax supported assets as outlined in Figure 5. The financing strategies illustrate the "smoothed options" to the capital repair and replacement requirements identified in Figure 2. Key revenue assumptions for each of the tax supported funding strategies is shown in Table 18 and the resulting funding gap is summarized in Figure 5 below.

Table 18 - Financing Strategies for Tax Supported Assets

Financing Strategy	Strategy Parameters
Close Cumulative Funding Gap by 2063	▪ Increase annual capital contributions by approximately $164,300 per year. ▪ The increase in funding would begin in 2025. ▪ The yearly revenue requirement is equivalent to about 1.1% of the Town's 2024 tax levy.

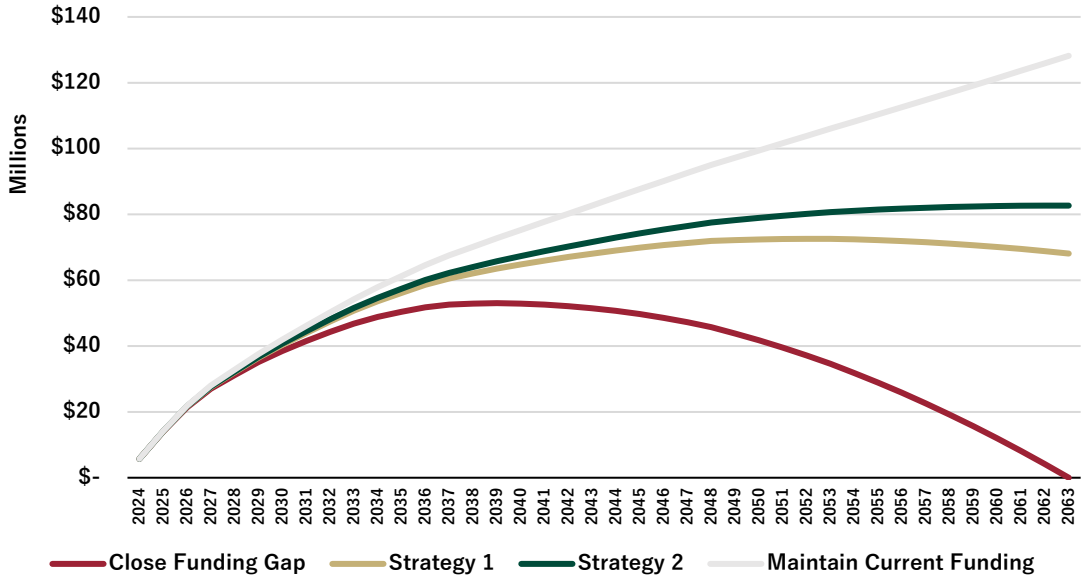
Financing Strategy	Strategy Parameters
Strategy 1 **Close in-year Funding Gap by 2053** *(30 years)*	▪ Increase annual capital contributions by approximately $77,000 per year. ▪ The increase in funding would begin in 2025 ▪ The yearly revenue requirement is equivalent to about 0.5% of the Town's 2024 tax levy.
Strategy 2 **Close in-year Funding Gap by 2063** *(40 years)*	▪ Increase annual capital contributions by approximately $58,400 per year. ▪ The increase in funding would begin in 2025 ▪ The yearly revenue requirement is equivalent to about 0.4% of the Town's 2024 tax levy.
Maintain Current Funding Levels	▪ Maintain current annual capital contributions.

Note: Key assumptions noted in Table 16 are maintained for all three financing strategies.

Given the capital expenditure requirement to meet the asset lifecycle needs, the cumulative infrastructure deficit will increase in all scenarios before the Town begins to reduce this amount by increasing capital contributions by more than the annual provision requirement. The infrastructure deficit will increase by the annual funding gap and decrease once the annual contributions are greater than the annual provision.

It is important to note that even though the in-year funding gap has been addressed within the planning horizon in strategies 1 and 2, the infrastructure deficit poses risk to the Town as it is indicative of overdue assets that have fully depreciated and may be in Very Poor condition. These assets would need to be addressed in a longer time frame and are at risk for asset failure. The figure below provides a snapshot summary of the infrastructure deficit for all strategies outlined in Table 18.

Figure 5 – Funding Gap for Tax Supported Assets under Each Financing Strategy



B. FINANCING STRATEGY FOR RATE FUNDED SERVICES

The Town of St. Marys owns and operates the infrastructure needed to provide water and wastewater services. The Town has an agreement with the Ontario Clean Water Agency (OCWA) to maintain the operations of these systems. This section outlines the lifecycle costs and financing strategy for those services that are funded through utility rates. Lifecycle cost needs have been identified for the existing water and wastewater assets, with additional lifecycle costs associated to expansion activities also considered. For this analysis, the water and wastewater costs are assessed together.

Operating Budget Expenditures and Non-Infrastructure Solutions

A similar approach to the tax funded services has been undertaken to identify asset management related operating costs for water and wastewater services. Table 19 summarizes the annual and cumulative costs identified. It is anticipated that the Town's operating expenditures will be adjusted annually, at minimum, to account for the effects of inflation. This will ensure water rates are sufficient to achieve full-cost recovery. The analysis used in the financing strategy assumes:

- About $214,600 (based on 2024 budget) for existing rate supported assets; and
- A provision of $25,000 per year has been assumed for rate funded non-infrastructure solutions.

Table 19 – Summary of Maintenance and Non-Infrastructure Solution Costs for Rate Funded Assets

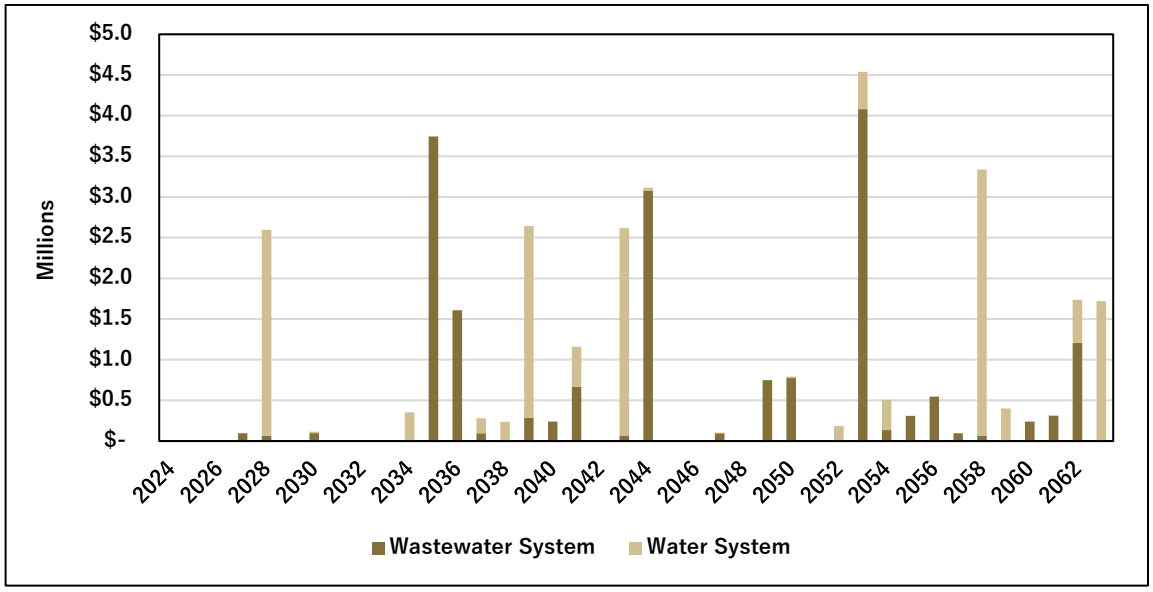
Rate Funded Services	Annual	40-Year Cumulative
Water Infrastructure	$214,563	$8,582,520
Non-Infrastructure Solutions	$25,000	$975,000
Total Rate Funded Services	**$239,563**	**$9,557,520**

Note: All values expressed in constant 2024 dollars.

Capital Replacement Schedule

Using the risk assessment discussed in Section 4, a schedule for the replacement of water and wastewater assets has been developed on an asset by asset basis. Figure 6 outlines the schedule of repair and replacement of assets, to maintain current levels of service for the water and wastewater infrastructure assets. Over the 40-year period, to 2063, the rate supported repair and replacement program totals about $34.4 million. The average yearly replacement costs of these assets amount to approximately $4,615,504 per year.

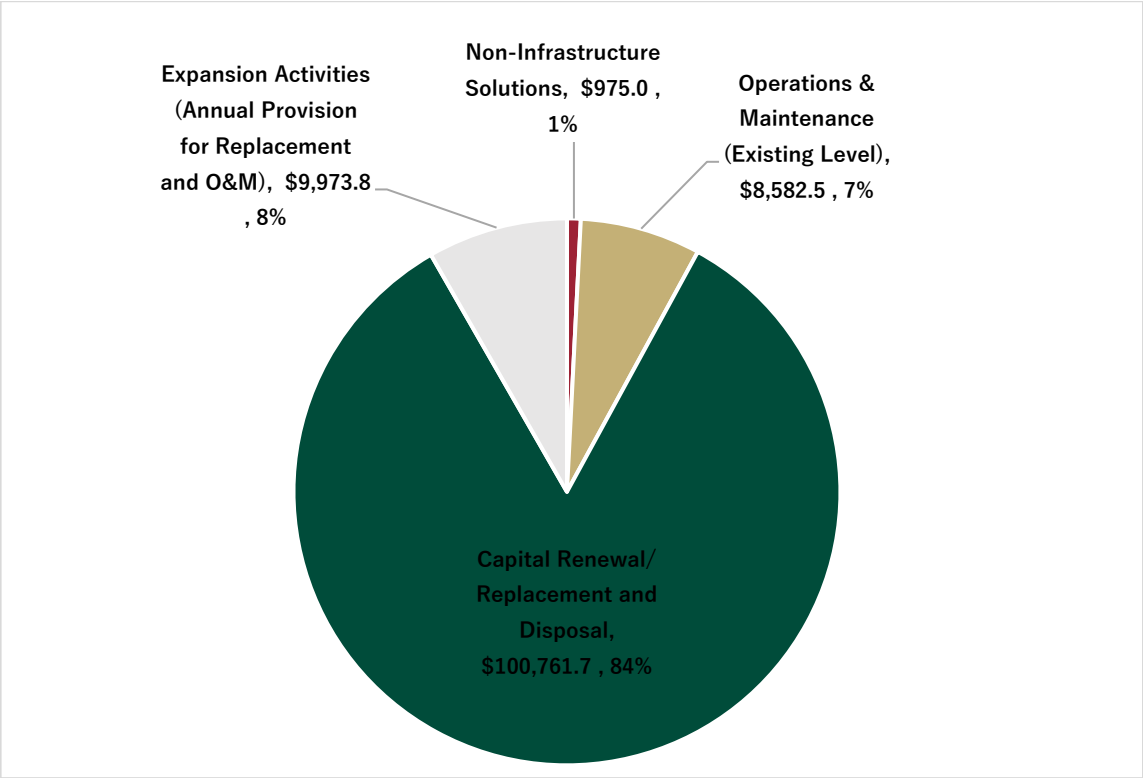
Figure 6 - Risk-Based Replacement Schedule for Rate Supported Assets



Summary of the Cumulative Full Lifecycle Costs

Over the next 40 years, the analysis indicates a spending need of about $120.3 million. Figure 7 below summarizes the cumulative 40-year investment needs across the water and wastewater assets. About 7% of the total is related to operating and maintenance costs of the existing asset base. Savings for the repair, renewal and replacement of existing infrastructure, makes up about 84%. This translates to an average annual capital contribution requirement of about $2.5 million over the 40-year period.

Figure 7 - Summary of Cumulative Lifecycle Cost Model for Rate Funded Assets 2024-2063 ($000)



Note: All values expressed in constant 2024 dollars.

Summary of Revenues

The Town's water and wastewater systems are primarily funded through flat rates. The management and operation of the system is undertaken through an OCWA contract. Through the 2024 budget, regular contributions to rate funded services are made for future repair and replacement of these assets. The table below provides a summary of the revenues assumed in this analysis for the water assets.

Table 20 - Financing Strategy Key Assumptions for Rate Supported Assets

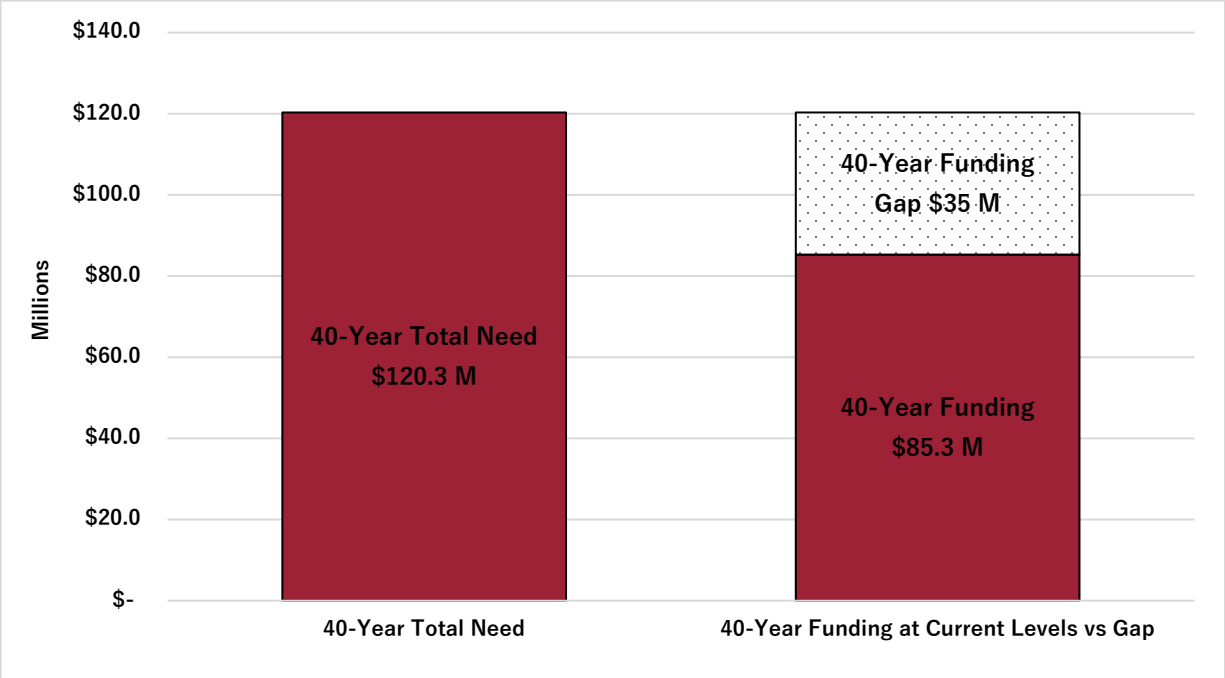
Category	Assumptions
Operations and Maintenance from Rates	▪ It is assumed that the regular operations and maintenance of the systems are fully funded from rates throughout the 40-year period.

Category	Assumptions
Capital from Rates (including reserve contributions)	▪ Existing 2024 rate supported capital funding of about $1.7 million is assumed to be the starting point and base case for increasing annual capital contributions. This includes contributions to water and wastewater reserves (from operating) included in the budget for capital purposes.
Inflation	▪ Financing strategy is expressed in constant 2024 dollars for this analysis. It is noted that the Town will adjust values by inflation in the water and wastewater service area budgets to ensure rates reflect full cost-recovery.
Existing Reserves	▪ Existing rate supported reserve funds of about $2.7 million have been accounted for and are applied against the lifecycle cost expenditures over a 5-year period for the purposes of forecast calculation.
Fiscal Capacity Added from Debt	▪ It has been assumed that as existing debt terms conclude over the forecast period, this fiscal capacity will be utilized to fund long-term lifecycle costs.

Infrastructure Funding Gap

The funding gap shown in Figure 8 represents the difference between the required lifecycle costs and the funding available for rate supported assets over the 40-year period. The graph indicates that existing funding levels are insufficient to cover projected costs over the 40-year planning period, as a result, a notional gap of $35 million exists over the same period. Unlike the tax funded assets, water and wastewater services are managed on a full cost recovery model and therefore the notional gap shown is relatively lower compared to the tax funded gap.

Figure 8 - 40-Year Need vs Funding (Funding Gap for Rate Supported Assets)



If the Town were to implement a funding strategy to eliminate the rate supported infrastructure deficit by 2063, the Town would be required to increase capital contributions on an annual basis by an average of about $44,900 for 40 years (plus annual inflation). The yearly revenue requirement is equivalent to about 1.0% of the Town's 2024 rate revenues of about $4.4 million (combined for both systems). A detailed table of this strategy can be found in Appendix C – Table 5.

Financing Strategies

To provide consistency with the analysis on the tax supported assets, similar timeframes for additional funding strategies were developed. The financing strategies identified in Table 21 portray the "smoothed options" to the rate supported capital repair and replacement requirements identified in Figure 7. Assumptions for each of the three funding strategies is shown below; however, it is expected that the Town incorporate this information in future utility rate setting studies to balance the annual asset management requirements with affordable user rates.

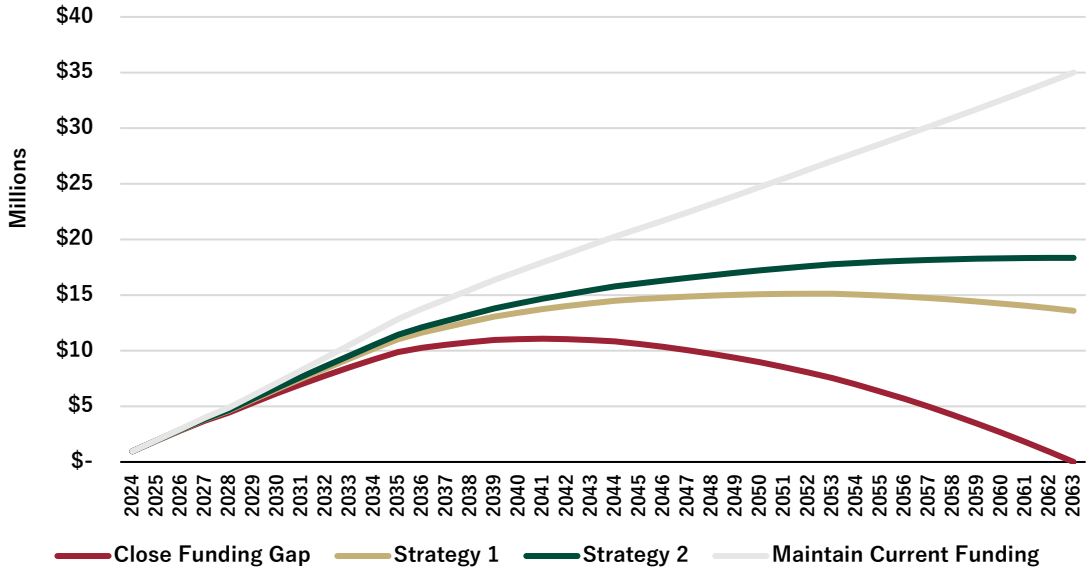
Table 21 - Financing Strategies for Rate Supported Assets

Financing Strategy	Strategy Parameters
Close Cumulative Funding Gap by 2063	▪ Increase annual capital contributions by approximately $44,900 per year. ▪ The increase in funding would begin in 2025. ▪ The yearly revenue requirement is equivalent to about 1.0% of the Town's estimated 2024 rate revenue of about $4.4 million.
Strategy 1 Close in-year Funding Gap by 2053 *(30 years)*	▪ Increase annual capital contributions by approximately $27,500 per year. ▪ The increase in funding would begin in 2025. ▪ The yearly revenue requirement is equivalent to about 0.6% of the Town's estimated 2024 rate revenue of about $4.4 million.
Strategy 2 Close in-year Funding Gap by 2063 *(40 years)*	▪ Increase annual capital contributions by approximately $21,400 per year. ▪ The increase in funding would begin in 2025. ▪ The yearly revenue requirement is equivalent to about 0.5% of the Town's estimated 2024 rate revenue of about $4.4 million.
Maintain Current Funding Levels	▪ Maintain current annual capital contributions

Note: Key assumptions noted in Table 19 are maintained for all three financing strategies.

Since the water and wastewater system operates on a full cost recovery model, it is expected that the assessment of the funding gap will be reviewed as part of regular rate study updates. Figure 9 provides a snapshot summary of the infrastructure deficit for all three strategies outlined in.

Figure 9 - Funding Gap for Rate Supported Assets under Each Financing Strategy



C. COSTS TO MAINTAIN CURRENT LEVELS OF SERVICE AND RELATIONSHIP WITH FINANCING STRATEGIES

In 2024, it is assumed a total of about $18.2 million is asset management related funding is available for tax funded services. This amount is comprised of funding from the following sources:

- $3.7 million in tax funded asset related maintenance from operating;
- About $2.8 million in capital from taxation (transfers to reserves);
- About $483,800 in CCBF funding plus about $597,500 from other grants; and
- About $10.5 million in available reserves.

For rate funded services, a total of about $2.5 million is assumed available in 2024 for asset management related expenditures made up of about $214,600 in rate funded maintenance. $1.7 million in transfers to reserves and about $540,100 in available reserves.

Overall, this funding allocation is required to ensure the Town delivers the existing levels of service identified in Section 3 of the Asset Management Plan for both core and non-core infrastructure assets which represent the lifecycle activities outlined in Section 4. Overall, it is recommended that the Town continues to monitor levels of service on an annual basis in the context of budget expenditures. In this manner, the Town can identify any significant changes in levels of service and identify if funding levels are appropriate to address any asset pressures.

Furthermore, the financing strategies represent sustainable options at maintaining the current levels of service from a long-term perspective. In summary, the following conclusions can be made:

- Closing the cumulative funding gap would ultimately result in a service level increase over the long-term as assets are replaced as required based on condition and useful life. Therefore, the deficit would largely be eliminated over the planning period. This strategy would represent a more optimal level of asset repair and replacement than existing trends.
- Strategy 1 and 2 would ensure, that over the long-term, the funding gap-stabilizes and the infrastructure deficit is controlled. Under this approach, the additional funding would allow for increased targeted investments in asset areas currently in Fair condition to ensure these assets don't transition into the Poor category in the next 5 - 10 years therefore maintaining the existing level of service.
- Maintaining current funding levels would allow for the infrastructure back-log to accumulate would mean that existing funding would not be sufficient to manage the infrastructure in place over the long-term. Therefore, the assets in service would deteriorate with a series of assets moving into Poor and Very Poor condition which would effectively provide a reduction in the level of service over the short and long-term.
- The Town has already made significant effort to increase transfers to capital reserves over the last few years and has therefore been proactive in setting aside funds to undertake lifecycle capital works over the longer term period.

D. FUTURE DEMAND

The 2024 Plan reflects the assets that the Town currently owns and operates. According to Statistics Canada census, over 10 years (2011-2021) the Town's population has increased by about 731 people from about 6,655 to 7,386 people in 2021 (11%). The Town's 2022 DC Study has identified an additional 1,444 residents expected by 2031.

In order to facilitate growth, the Town would be required to emplace new infrastructure to service development. The Town's DC Study has identified approximately $10.3 million in new capital works needed to services growth, of which approximately $6.7 million is eligible for development charge funding (including post-period benefit) for general services. For water and wastewater the DC Study identified approximately $20.3 million in new capital works needed to services growth, of which approximately $11.1 million is eligible for development

charge funding (including post-period benefit). Irrespective of how the first round capital is funded, when assets require rehabilitation or are due for replacement, the source of funds is limited to reserves or contributions from operating. Capital expenditures to carry out the rehabilitation and replacement of aging infrastructure are not growth-related and are therefore not eligible for funding through development charge revenues or other developer contributions.

Despite the additional asset management requirements associated with new infrastructure, growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to help offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law. The collection of these funds is intended to be allocated to the Town's reserves for the future replacement of these assets. The Town should continue to prioritize the repair and replacement of existing Very Poor and Poor conditioned infrastructure.

6. CONTINUOUS IMPROVEMENTS AND UPDATES

The major premise of a comprehensive asset management plan is that a Town will seldom have perfect processes and data to manage the asset portfolio. Instead, the underlying culture of continuous improvement and reliability is its key to success. The improvements and next steps will form part of the Town's evolving Asset Management planning moving forward.

A. DATA QUALITY AND CONFIDENCE

The Town should regularly review the confidence of existing data as well as its effectiveness integrating asset management activities into regular business processes. The Confidence Level Rating approach identified in Table 22 is used to identify what specific asset categories/areas the Town can improve upon. The Confidence Level Rating is based on principles of the Ministry's Guide to Municipal Asset Management Plans, Federal Gas Tax Agreement Requirements, ISO 55000, and International Infrastructure Management Manual (IIMM). Current data used in the preparation of this asset management plan would be generally reliable and based on a Level 4 recognizing that all asset categories are well documented. The data quality score is included in Appendix B complementing the State of the Local Infrastructure Reports.

Table 22 - Data Quality Confidence Grading System

Confidence Grade		Description
5	**Highly Reliable**	▪ Data based on sound records, procedure, investigations and analysis, documented properly and recognized as the best method of assessment. ▪ *Dataset is complete and estimated to be accurate +/- 2%.*
4	**Reliable Data**	▪ Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. ▪ *Dataset is complete and estimated to be accurate +/- 10%.*
3	**Uncertain**	▪ Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade 4 or 5 data is available. ▪ *Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +/- 25%.*

Confidence Grade		Description
2	**Very Uncertain**	▪ Data based on unconfirmed verbal reports and/or cursory inspection and analysis. ▪ *Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy +/- 40%.*
1	**Unknown**	▪ None or very little data held

B. TIMEFRAMES FOR REVIEW AND UPDATES

The Town will need to carefully monitor and evaluate the asset management progress and effectiveness of the Plan on or before July 1 in each year starting in 2025. This ensures that the Plan is utilized to its full extent and any gaps are identified prior to the regulatory date. The Town could look to advance the review process and address the following criteria each year:

a) The Town's progress in implementing its asset management plan.

b) Any factors impeding the Town's ability to implement its asset management plan and a strategy to address these factors

This Asset Management Plan should be reviewed and updated on a regular basis. Recognizing that a full plan and related policies should only be updated at key intervals, it is important that other asset management components, such as capital budgeting, risk assessments and updates to the asset register should be integrated into staff's regular routine. Table 23 below outlines the key timelines.

Table 23 - Timeframes for Reviews and Updates

Asset Management Framework	Timeframe
Asset Management Policy	5 Years
Asset Management Plan	3-5 Years
Capital Budget	Annually
Asset Register and Data	Annually
Risk assessment (capital prioritization)	Annually
Level of Service Tracker	Annually
Reporting to Council	Annually

This asset management plan has been endorsed by the executive lead of the Town and will need to be approved, by resolution, by Council. The Town will need to be mindful of the reporting timelines noted above relative to any potential changes to the timelines referenced by O Reg. 588/17.

C. PUBLIC REVIEW AND COMMENT

Although the Asset Management Plan is intended to aid staff and Council make informed decisions regarding future capital investment needs, the 2024 AMP is intended to be available to the public. Therefore, it is recommended that the Town post this plan as well as the Strategic Asset Management Policy on the website and provide a copy to anyone upon request.

7. CONCLUSIONS AND RECOMMENDATIONS

The objective of this 2024 Plan is to provide the Town of St. Marys with the information it needs to make decisions on how best to manage capital assets in a sustainable way to 2063. In this section, recommendations based on the analysis undertaken are made.

A. SUMMARY OF KEY FINDINGS

- The Town's asset base is valued at $442.8 million, in relation to estimated population in 2024 of about 7,460 persons (or approximately $59,360 per capita).
- Overall, the highest proportion (about 58% or $255.8 million) of the Town's assets are considered to be in Good to Very Good condition. Approximately 15% ($66.7 million) of infrastructure is considered to be in Poor to Very Poor condition. The remaining share of $120.3 million (27%) is in Fair condition.
- The Town of St. Marys has made some effort in recent years to address the infrastructure gap and improve the condition of assets:
    - Upper level government grant money received has typically been allocated to capital asset repair and replacement activities;
    - The Town has capital replacement reserves, and has been contributing to reserves on an annual basis, which is in addition to in year funding from the capital tax levy. In recent years the Town has increased capital contributions in an effort to address critical needs today and in the future;
    - Through its annual capital budgeting process, the Town addresses critical issues and assets in need of repair or replacement.
- The responsibility to maintain existing infrastructure is challenging, however, in addition to current capital funding, the Town should increase annual capital contributions to address current and future infrastructure requirements;
    - A total of about $467.4 million in cumulative lifecycle costs has been identified over the next 40-years for tax funded services. For rate-funded services, this is about $120.3 million.
    - Property taxes are the most secure form of revenue and the Town should consider increasing tax base revenues, above current practices, to fund capital works.

- Ensure user fees are being utilized to the full extent as allowed under Provincial legislation. This will help alleviate funding pressures from the tax base and allow for greater flexibility to fund capital asset repair and replacement activities.
- The Town should continue to seek funding from the Federal and Provincial government (when available) to undertake capital related works.

B. SUMMARY OF RECOMMENDATIONS

Based on the analysis undertaken for this 2024 Plan the following conclusions can be reached:

1. Continue to Improve Capital Development Planning Process

- The Town should develop a multi-year capital budget and forecasts for all services based on a 10-year forecast horizon. The capital budget can be based on the asset replacement schedule in the Town's Asset Management Model.
- Capital budgets and forecasts should identify and evaluate each capital project in terms of the following, including but not limited to:
  - Gross and net project costs;
  - Risk assessment;
  - Timing and phasing;
  - Funding sources;
  - Potential financing and debt servicing costs;
  - Long-term costs, including non-infrastructure solutions, maintenance activities, renewal/rehabilitation activities, replacement activities, disposal activities and expansion activities;
  - Capacity to deliver; and
  - Alternative service delivery and procurement options.
- Repair and replacement capital works should be prioritized based on a risk assessment. For example, assets identified as Very Poor and Poor and having a significant consequence of failure should be prioritized first.
- Infrastructure assets which have been provided a Fair condition rating should be targeted for maintenance to ensure they continue to perform at current levels of service.
- The Town should, where possible, coordinate the construction of new infrastructure with infrastructure repair and replacement to achieve cost efficiencies.

2. Ensure Asset Inventories are Updated Regularly

- Sound asset management decisions are only possible if information in the asset registry is accurate. The Town should regularly update the registry to account for asset purchases, upgrades, and replacements, as well as asset condition ratings and information on useful life.
- The Town should continue to refine the condition assessments for all assets considered under this 2024 Plan; and
- The Town should update this Asset Management Plan at a minimum every 5 years.

3. Optimize the Use of Existing Assets

- The Town should implement a range of engineering and non-engineering approaches to extend the useful life of current assets, and assessing the need to develop a corporate level of service policy.
- The Town should explore opportunities to dispose under utilized infrastructure/facilities which may not warrant repair/replacement. For example, underutilized facilities, or surplus land/parks, could be disposed and sold; and
- Coordinate assets into specific hubs to create operating and capital repair/maintenance efficiencies where possible.

Appendix A - Definitions

Appendix A – Definitions

This appendix contains definitions for commonly used terms throughout the Town's Asset Management Plan.

Annual Provision - Given the timing and cost to replace an asset in the future, the amount of savings required year-over-year to replace that asset on schedule. This is also referred to as the annual requirement.

Condition Assessment - A description of the state of an asset based on engineered or staff inspections on a 5-tier scale (very poor, poor, fair, good, and very good).

Cumulative Infrastructure Gap - The difference between available funding and the cost of works required based on the replacement schedule added over an extended time period. This difference includes the backlog of infrastructure work which remains unfunded. In years where funding continues to be less than the need, the deficit grows. Conversely, years where funding exceeds the need, the deficit decreases.

In-Year Funding Gap - For any given year, this is the difference between capital requirement costs and available funding.

Ontario Regulation 588/17 (O Reg. 588/17) - Ontario's Asset Management regulation that came into force on January 1st, 2018.

Provision Schedule - The required savings year-over-year needed to replace an asset based on the replacement schedule.

Replacement Cost - The cost of an asset to replace or reconstruct that asset at current prevailing market prices. The replacement cost will typically include all costs to procure, design, build and acquire the asset.

Replacement Schedule - The timing for replacement of an asset based on remaining useful life, condition or risk.

Useful Life - The expected service life of an asset expressed in years.

Weighted Condition - The average condition of an asset category weighted against the replacement costs of assets.

Weighted Remaining Useful Life - The average remaining useful life of an asset category weighted against the replacement cost of assets.

Appendix B - State of Local Infrastructure

APPENDIX B – STATE OF LOCAL INFRASTRUCTURE

The appendix provides a summary of the Town's assets with reference to quality and quantity. Engineering reports have been used to develop condition assessments for bridges and culverts and buildings. The condition of the balance of assets considered are based on a combination of condition information in the Town's asset inventory, the useful life of the asset relative to its age or by high-level Hemson and staff assumptions. Useful life assumptions for the assets considered under the 2024 AMP were acquired from the Town's tangible capital asset inventory. Hemson has prepared State of the Local Infrastructure report cards for each asset category which outline: summary of inventory, replacement value, remaining useful life, asset condition, and data reliability. It is intended that these report cards be updated annually by staff and can be used accordingly with the annual budget process. The following sections explain in detail the components of each report card.

Summary of Inventory

The summary of inventory provides and overview of the Town's assets including asset components, the quantity of those components, the replacement cost in 2024 dollars, and the engineered useful life of the assets. The inventory summary is developed based on the Town's capital asset information. Furthermore, an asset management financial model based in Excel was developed as part of the 2024 AMP, this model contains all detailed asset information utilized in this analysis.

Remaining Useful Life

The remaining useful life summary provides information on the age of assets based on the year assets were acquired or emplaced relative to their engineered useful life. Assets are categorized by remaining useful life based on their replacement cost in 2024 dollars. Assets categorized as overdue are considered to be beyond their engineered useful life, however, the asset may still be in good operating condition and therefore age does not represent the ideal method to determine condition. Typically, assets such as facilities are used well beyond their engineered useful lives with proper maintenance and repairs.

Asset Condition

As discussed in Section 2, conditions have been determined based on a 5-tier rating system from Very Poor to Very Good. Condition assessments are based on several sources and methodologies outlined in the next table.

Methodology Used for Condition Assessments

Asset Category	Methodology
Buildings	▪ 2024 Building Staff Report for select buildings that were assessed ▪ Components of the Pyramid Recreation Centre that are assumed to be in Poor/Very Poor condition (based on age) have been assumed to be in Fair condition ▪ Age based approach wherever data was unavailable
Vehicles	▪ Assumed to be in Fair condition or higher
Machinery and Equipment	▪ Fire related assets – assumed to be in Fair condition ▪ Age based approach for other assets
Land Improvements	▪ Age based approach
Bridges and Culverts	▪ 2023 Bridge Inspection Report
Roads and Related	▪ Road base assumed to be in Good condition ▪ Traffic signs assumed to be in Fair condition ▪ Paved and gravel road surface conditions based on condition assessments in the inventory ▪ Remaining assets based on age
Water System	▪ Age based approach
Wastewater System	▪ Age based approach
Storm System	▪ Age based approach

Replacement Values

Replacement values are used to estimate the cost of replacing an asset when it reaches the end of its engineered design life. The total replacement cost of all assets is estimated at $442.8 million, and the replacement values are used as the basis for this plan. Specific methods used to determine replacement costs for asset categories are outlined below.

Methodology Used for Replacement Values

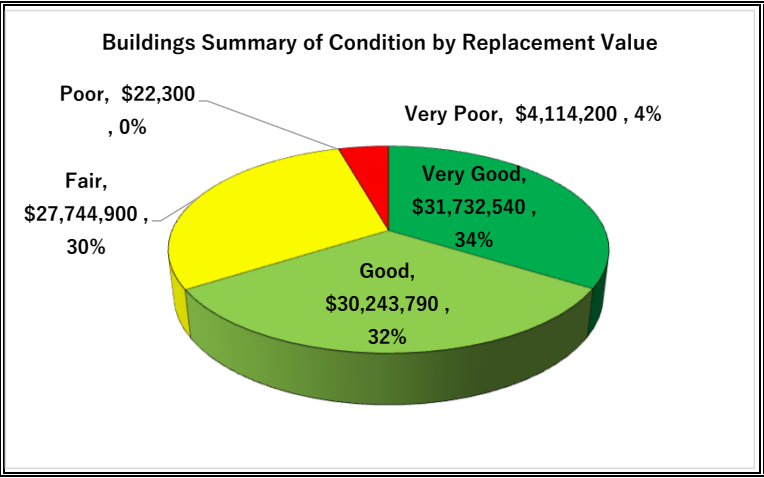
Asset Category	Methodology
Buildings	▪ Based on review of benchmark costs for buildings from the Town's 2022 DC Study ▪ The 2024 Building Staff Report was also used where applicable
Vehicles	▪ Based on review of benchmark costs for vehicles
Machinery and Equipment	▪ Based on Town's 2022 DC Study where possible ▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars ▪ Remainder of assets based on adjusting historical acquisition cost to 2024 dollars
Land Improvements	▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars

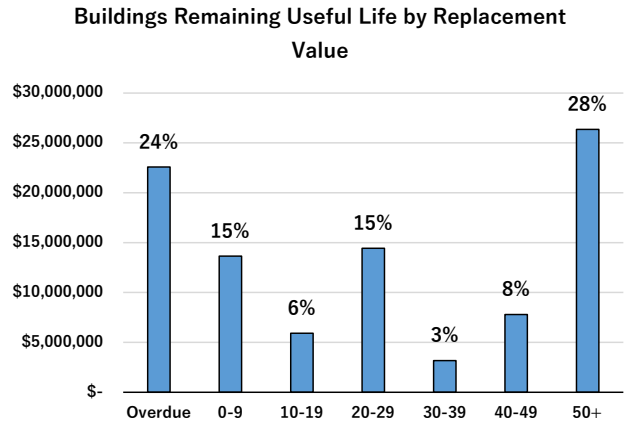
Asset Category	Methodology
Bridges and Culverts	▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars
Roads and Related	▪ Based on unit costs from the Town's 2022 DC Study and 2018 AMP adjusted to 2024 dollars
Water System	▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars
Wastewater System	▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars
Storm System	▪ Replacement values in 2022 from the Town's asset inventory adjusted to 2024 dollars

Buildings	Good

Table 1 Summary of Inventory - Buildings			
Segment	**Quantity**	**Replacement Cost**	**Useful Life (Years)**
Parks & Recreation	5	$66,945,840	5-75
Libraries	1	$2,491,200	10-75
Administration	2	$6,750,630	10-75
Commercial & Industrial	1	$1,539,200	10-75
Cemetery	3	$442,000	20-75
Museum	2	$3,161,400	10-40
Fire	1	$3,500,400	10-50
Public Works	1	$7,743,370	10-75
Waste	1	$146,400	40
Childcare	1	$1,137,290	20
Total	**18**	**$93,857,730**	

The Town maintains buildings with a total replacement value of $93.9 million. The building assets have an assumed useful life ranging between 5 and 75 years depending on the building asset. The source of information for the building assets was the 2022 DC Background Study, 2024 Building Staff Report, and municipal invenotry data.





Overall, $22.6 million (24%) of building assets are overdue by virtue of their design life. Although not overdue at this time, it should be noted that $19.6 million (21%) of buildings will require replacement over the next twenty years. The conditions for the building assets were derived using the 2024 Building Staff Report for the select buildings that were assessed. An aged-based approach was used to determine asset condition where the data was unavailable. For components considered Poor and Very Poor at the Pyramid Recreation Center, Hemson has assumed these assets to be in Fair condition. Overall, the Town maintains $62 million (66%) of building assets in Good to Very Good condition, $27.7 milion (30%) of building assets in Fair condition, and $4.1 million (4%) of building assets are in Poor to Very Poor condition.

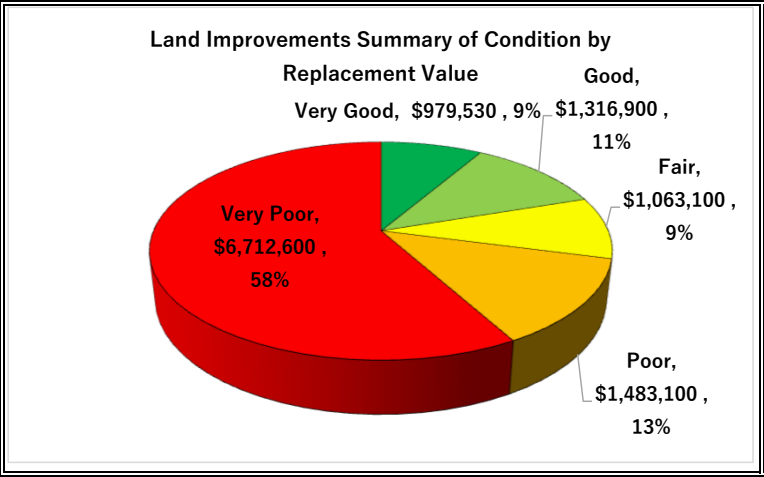
Data Confidence and Reliability: Level 4 (Reliable)

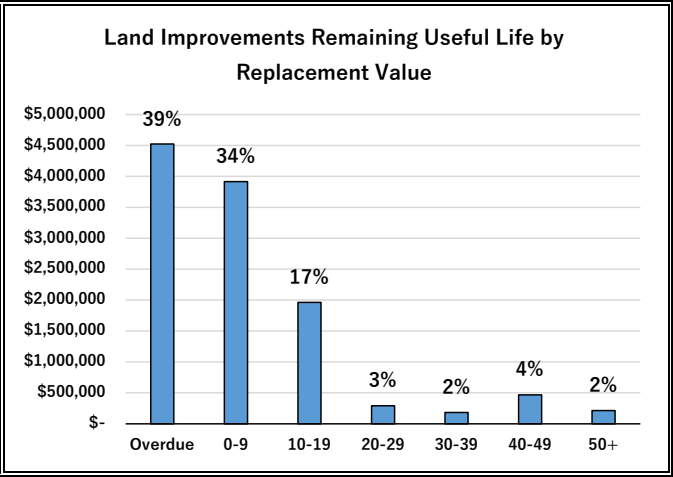
Dataset is complete and estimated to be accurate +/- 10%.

Land Improvements — Poor

Table 2 Summary of Inventory - Land Improvements			
Segment	**Quantity**	**Replacement Cost**	**Useful Life (Years)**
Administration	2	$82,400	20-40
Childcare	2	$105,600	20
Commercial & Industrial	7	$317,400	25-40
Facilities	2	$132,700	20
Libraries	3	$160,400	10-75
Museum	2	$102,500	10-40
Parking Lots	9	$1,795,600	15-60
Parks	22	$1,736,230	10-60
Public Works	9	$1,538,100	5-30
Recreation	38	$4,218,200	10-75
Waste	3	$1,366,100	4-10
Total	**99**	**$11,555,230**	

The Town maintains pooled units of land improvement assets with a total replacement value of approximately $11.6 million. The land improvement assets have an assumed useful life ranging between 4-75 years depending on the type. The asset replacement values have largely been derived by adjusting the replacement cost values from City-Wide data by inflation.





Overall, there are improvement assets of $4.5 million (39%) that are considered to be overdue by virtue of their design life. Although not overdue at this time, it should be noted that 51% ($5.9 million) of the assets will require replacement over the next 20 years. As the condition analysis for this category is based on the relative age of each asset, the conditions closely link to the remaining useful life graph. Overall, the Town maintains $2.3 million (20%) of land imrpovement assets in Good to Very Good condition. Approximately 71% ($8.2 million) of land improvement assets are considered to be in Poor or Very Poor condition, which would indicate signs of deterioration and these assets should be considered for repair or replacement. The remainder of the assets $1.1 million (9%) are maintained in Fair condition.

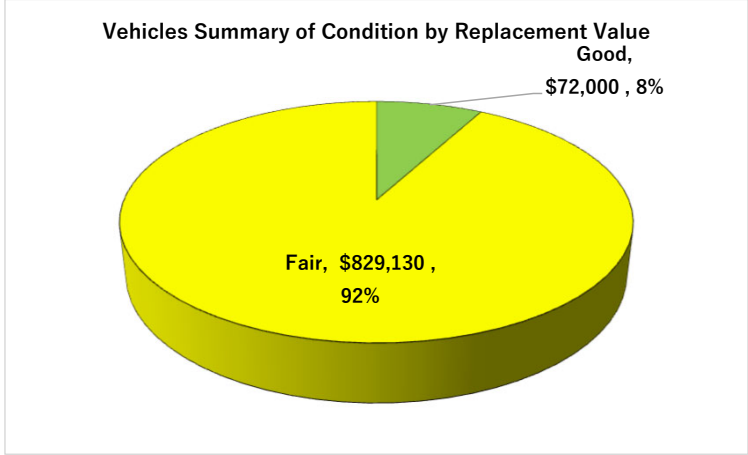
Data Confidence and Reliability: Level 4 (Reliable)

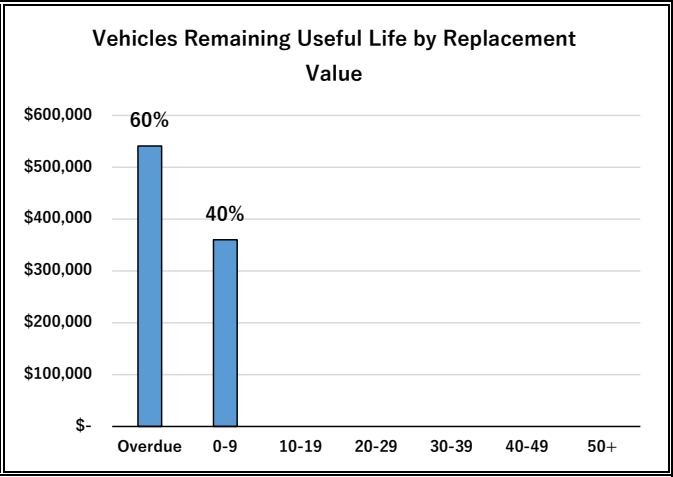
Dataset is complete and estimated to be accurate +/- 10%.

Vehicles — Fair

Table 3 Summary of Inventory - Vehicles			
Category	**Quantity**	**Replacement Cost**	**Useful Life (Years)**
Public Works	7	$504,000	7-10
Fire	1	$72,000	7
Parks	3	$216,000	7-10
Cemetery	2	$109,130	5-10
Total	**13**	**$901,130**	

The Town's vehicle assets contain a total of 13 vehicles with a total replacement value of just over $900,000 and an assumed engineered useful life of 5-10 years. The inventory replacement costs are based on the Hemson's internal benchmarks based on recent costing and the 2022 DC Study.





Overall, the Town's vehicles have been categorized by remaining useful life. About $541,000 (60%) are overdue and may require replacement in the short-term, while $360,000 (40%) of the Town's vehicles have less than 10 years of remaining useful life remaining.

Hemson has assumed that the vehicles are in a Fair condition or higher. The condition analysis identified that the Town maintains just under $830,000 (92%) of vehicles in Fair condition. The remaining $72,000 (8%) of vehicles are in Good to Very Good condition. It is important to note that vehicles in Fair condition must be monitored closely as typically these vehicles will transition into the Poor/Very Poor categories over the short to medium term. Therefore, proper inspections and maintenance of these vehicles should continue over the short term.

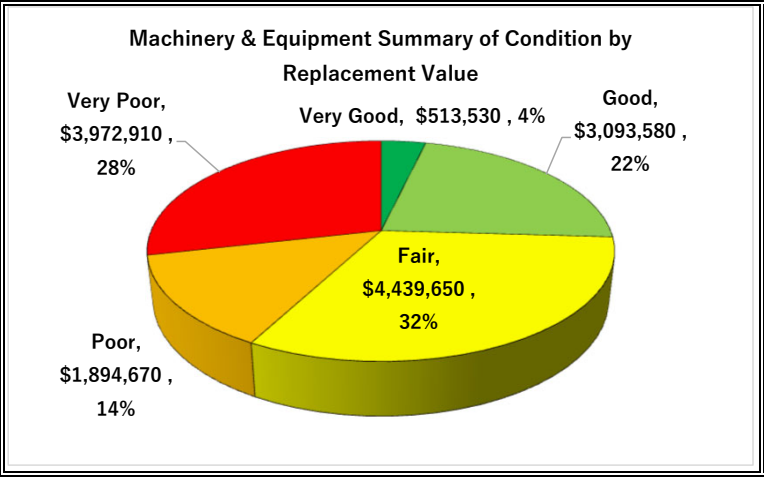
Data Confidence and Reliability: Level 4 (Reliable)

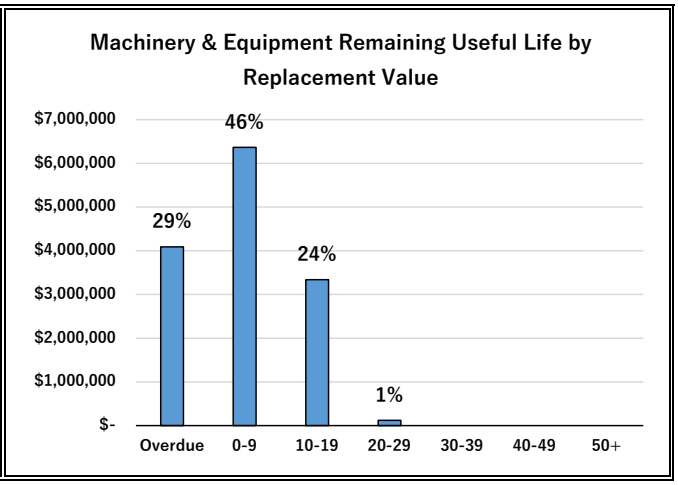
Dataset is complete and estimated to be accurate +/- 10%.

Machinery & Equipment — Fair

Table 4 Summary of Inventory - Machinery & Equipment			
Segment	**Quantity**	**Replacement Cost**	**Useful Life (Years)**
Administration	8	$160,270	4-10
Assistance to Aged	1	$205,680	20
Childcare	3	$13,070	4-5
Commercial & Industrial	3	$19,550	10
Fire Equipment	40	$785,240	10-15
Fire Trucks and Engines	4	$3,393,400	15-20
Information Technology	20	$410,790	4-8
Libraries	18	$1,144,010	4-10
Museum	4	$83,730	10-30
Parks	18	$239,930	5-30
Public Works	24	$4,259,010	7-15
Recreation	51	$2,346,320	5-30
Waste	2	$853,340	15
Total	**196**	**$13,914,340**	

The Town maintains pooled units of equipment for various services, which includes equipment for administration, fire, library, museum, parks, recreation, and public works with a total replacement value of approximately $13.9 million. The equipment assets have an assumed useful life ranging between 4-30 years depending on the type of equipment. The asset replacement values have largely been derived by adjusting the City-wide replacement values or the original acquisition cost by inflation, but have also been derived using the Town's 2022 DC Study where applicable.





Overall, approximately $4.1 million (29%) of equipment assets are considered to be overdue by virtue of their design life. Although not overdue at this time, it should be noted that 46% of the equipment ($6.4 million) will require replacement in under 10 years, and 24% ($3.3 million) will require replacement in under 20 years. As the condition analysis for this category is based on the relative age of each asset, the conditions closely link to the remaining useful life graph. Fire assets have been assumed to be in Fair condition. Overall, the Town maintains $3.6 million (26%) of equipment assets in Good to Very Good condition. Approximately 42% ($5.9 million) of equipment assets are considered to be in Poor or Very Poor condition, which would indicate signs of deterioration and these assets should be considered for repair or replacement. The remainder of the assets $4.4 million (32%) are maintained in Fair condition.

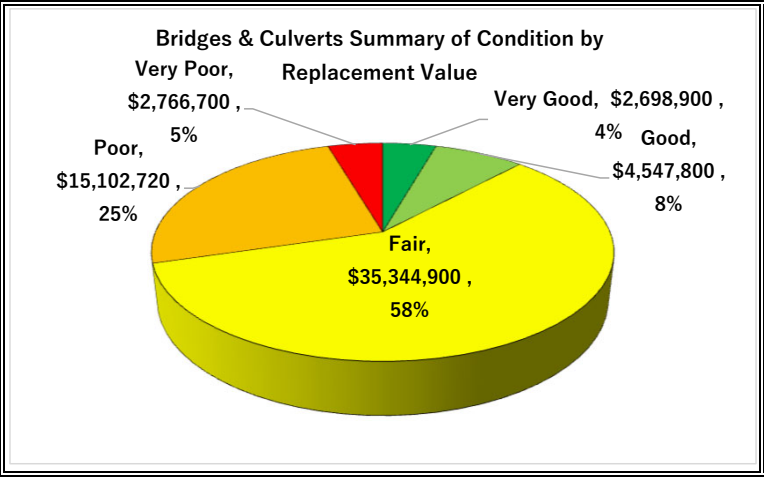
Data Confidence and Reliability: Level 4 (Reliable)

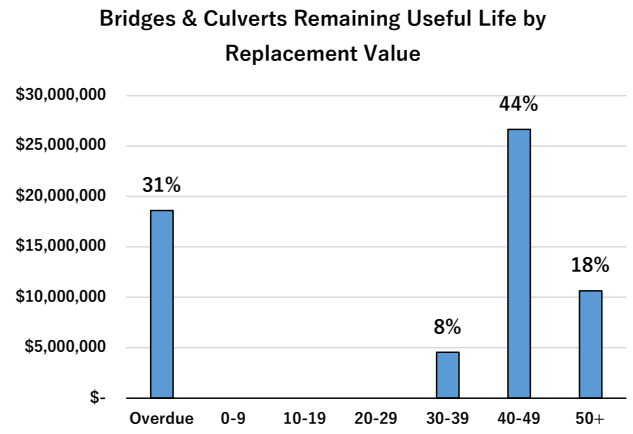
Dataset is complete and estimated to be accurate +/- 10%.

Bridges & Culverts — Fair

Table 5 Summary of Inventory - Bridges & Culverts			
Asset Component	**Quantity**	**Replacement Cost**	**Useful Life (Years)**
Bridge	8	$45,068,520	100
Culvert	3	$13,643,400	100
Retaining Wall	1	$1,749,100	100
Total	**12**	**$60,461,020**	

The Town maintains eight bridges, three culverts, and one retaining wall with a total replacement value of $60.5 million. All three asset categories have an assumed useful life of 100 years. The asset replacement values are derived from the Citry-wide replacement values adjusted to 2024 dollars. The source of information for the bridges and culverts assets is the TCA data and the 2023 Bridge Inspection Report.





Overall, approximately $18.6 million (31%) of bridges and culverts are overdue by virtue of their design life. It should be noted that the remainder of the bridges and culverts, $41.9 million (69%) will not require replacement for another 30+ years. As the condition analysis for this category is based on the relative age of each asset, the conditions closely link to the remaining useful life graph. The 2023 Bridge Inspection Report was also utilised for the conditions analysis where it was applicable. Overall, the Town maintains $7.2 million (12%) of bridges and cuvlerts in Good to Very Good condition. About $17.9 (30%) of bridges and culverts are in Poor to Very Poor condition. The remainder of the assets $35.3 million (58%) are maintained in Fair condition.

Data Confidence and Reliability: Level 4 (Reliable)

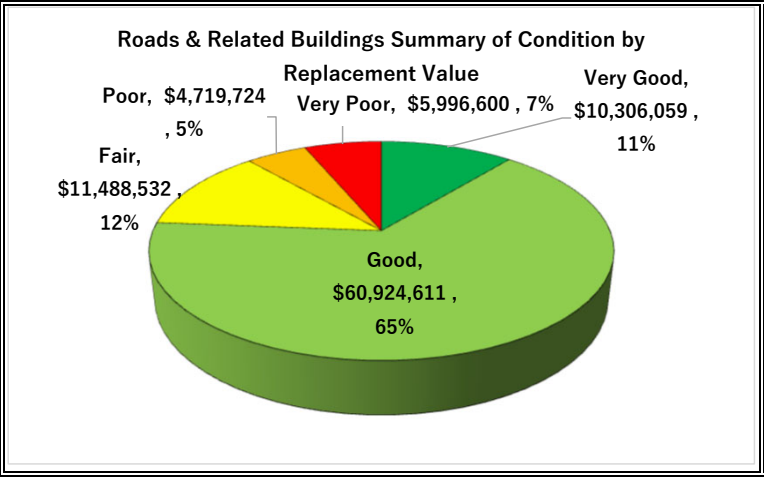
Dataset is complete and estimated to be accurate +/- 10%.

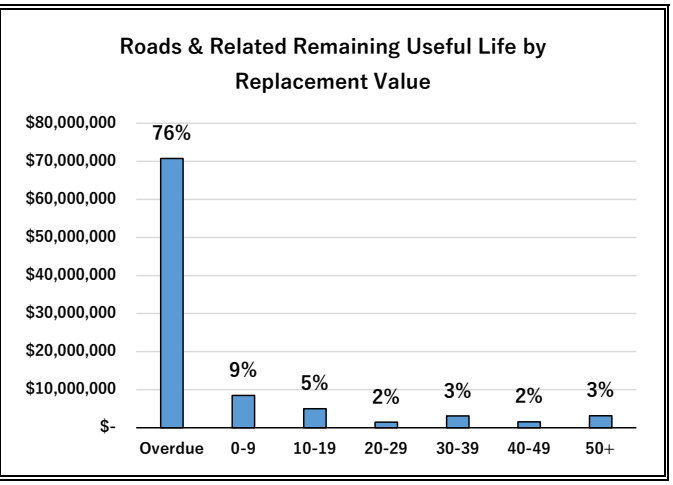
Roads & Related — Good

Table 6
Summary of Inventory - Roads & Related

Segment	Units	Unit of Measure	Replacement Cost	Useful Life (Years)
Concrete	624	m	$249,600	40
Curb & Gutters	77	km	$7,666,200	80
Gravel	1158	m	$347,400	15-30
High Class Bituminous (HCB)	42083	m	$16,833,200	15-30
Low Class Bituminous (LCB)	13970	m	$5,588,000	15-30
Road Base	52956	m	$47,660,771	10
Sidewalks	45130	m	$9,928,655	20-40
Street Lights	290	unit	$2,001,000	25-30
Traffic Lights	12	unit	$2,816,400	50
Traffic Signs	1066	unit	$319,800	10
Warning Lights	7	unit	$24,500	50
Total			**$93,435,526**	

The Town maintains roads assets with a total replacement value of $93.4 million. The road assets have and assumed useful life of 10-80 years. The paved and gravel road surface conditions used in this report are based on the condition information from City-wide where applicable. Hemson has assumed Road Base to be in Good condition and traffic signs to be in Fair condition. The remainder of the asset conditions are based on age. The replacement costs were calculated using the 2022 DC Study and the 2018 AMP adjusted to 2024 dollars.





Overall, $70.8 million (76%) of road assets are overdue by virtue of their design life. Although not overdue at this time, it should be noted that $13.5 million (14%) of roads assets will require replacmeent within the next twenty years. Overall, the Town maintains $71.2 million (76%) of road assets in Good to Very Good condition. About $10.7 million (11%) of road assets are in Poor or Very Poor condition. The remainder of the roads, $11.5 million (12%) are in fair condition.

Data Confidence and Reliability: Level 4 (Reliable)

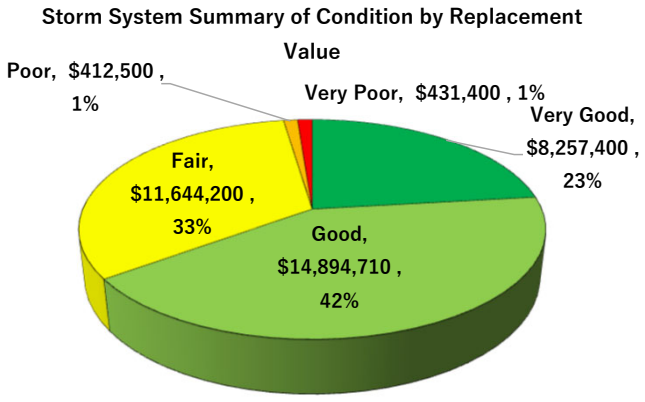
Dataset is complete and estimated to be accurate +/- 10%.

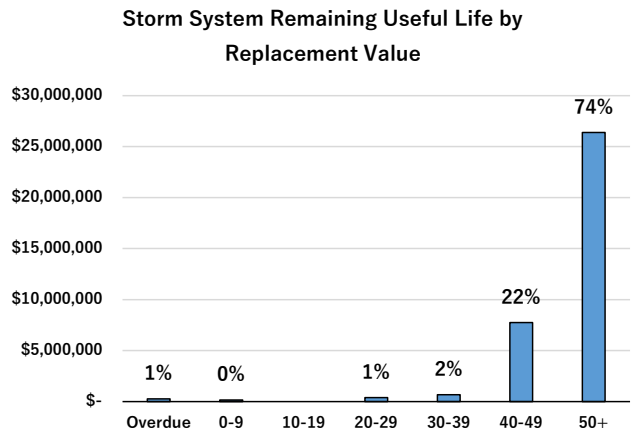
Storm System	Good

Table 7
Summary of Inventory - Storm System

Segment	Units	Unit of Measure	Replacement Cost	Useful Life (Years)
Backflow Preventors	4	units	$6,100	100
Catch Basins	1,199	m	$5,826,900	50-100
Culverts	1,130	m	$2,509,900	50-100
Detention Ponds	9	units	$1,916,300	100
Manholes	283	units	$2,481,500	100
Outfall	12	units	$14,500	40-100
Quality Control Structure	1	units	$69,300	100
Storm Lines	33,819	m	$22,553,410	50-100
Storm Maintenance Holes	14	units	$198,400	100
Storm Services	21	m	$63,900	100
Total			**$35,640,210**	

The Town maintains a strom system with a replacement cost of $35.6 million. The source of the information for the storm infrastructure assets is the municipal inventory data. Replacement costs have been determined based on the replacement costs provided by the City-Wide data, inflated to 2024 dollars. The estimated useful life has been derived on a component by component basis ranging from 40-100 years.





Overall, approximately $271,100 (1%) of storm system assets are overdue by virtue of their design life. Although not overdue at this time, it should be noted that $160,300 (0.45%) of storm assets will require replacement over the next twenty years. The remainder of the system has a useful life of 20 or more years. As the condition analysis for this category is based on the relative age of each asset, the conditions slightly differ from the remaining useful life graph. Overall, the Town maintains $23.2 million (65%) of storm assets in Good to Very Good condition. About $843,900 (2%) of storm assets are in Poor or Very Poor condition. The remainder of the storm assets, $11.6 million (33%) are in fair condition.

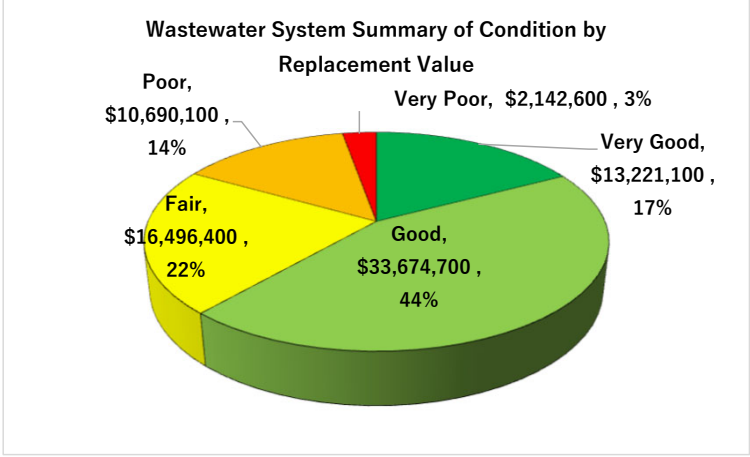
Data Confidence and Reliability: Level 4 (Reliable)
Dataset is complete and estimated to be accurate +/- 10%.

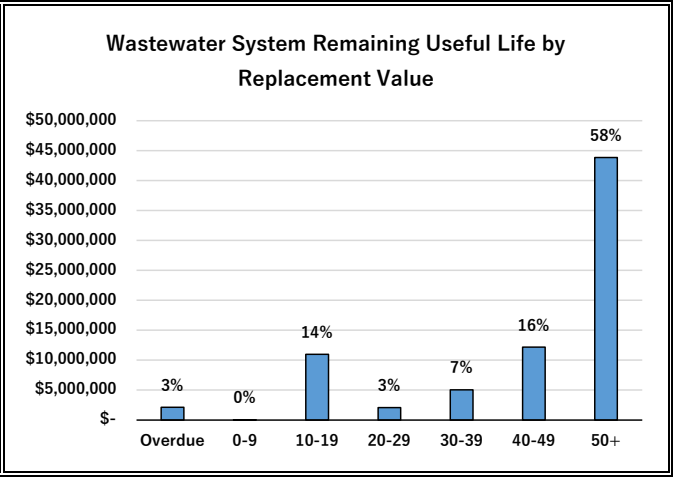
Wastewater System	Good

Table 8
Summary of Inventory - Wastewater System

Segment	Units	Unit of Measure	Replacement Cost	Useful Life (Years)
Landfill	2	units	$361,000	100
Pumping Station #1	5	units	$160,500	50-100
Pumping Station #2	6	units	$255,800	50-100
Pumping Station #3	6	units	$931,500	40
Sanitary Maintenance Holes	635	units	$4,934,600	100
Sanitary Services	2,676	units	$8,648,200	100
Sanitary Sewer Mains	49	km	$19,589,200	60-100
Wastewater Treatment Plant	1	units	$478,300	50
Wastewater Treatment Plant - Buildings	13	units	$7,209,000	20-100
Wastewater Treatment Plant - Components	140	units	$33,656,800	10-100
Total			**$76,224,900**	

The Town maintains a wastewater system with a replacement cost of $76.2 million. The source of the information for the wastewater infrastructure assets is the municipal inventory data. Replacement costs have been determined based on the replacement costs provided by the City-Wide data, inflated to 2024 dollars. The assumed useful life has been derived on a component by component basis ranging from 10-100 years.





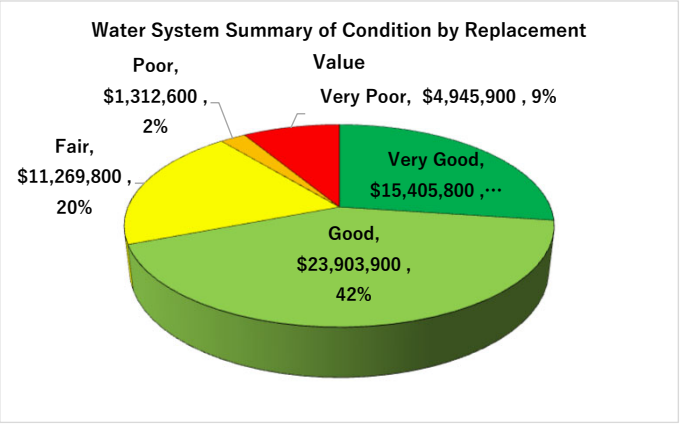
Overall, approximately $2.1 million (3%) of wastewater assets are overdue by virtue of their design life. Although not overdue at this time, it should be noted that $11 million (14%) of wastewater assets will require replacement over the next twenty years. As the condition analysis for this category is based on the relative age of each asset, the conditions slightly differ from the remaining useful life graph. Overall, the Town maintains $46.9 million (62%) of wastewater assets in Good to Very Good condition. About $12.8 million (17%) of wastewater assets are in Poor or Very Poor condition. The remainder of the wastewater assets, $16.5 million (22%) are in fair condition.

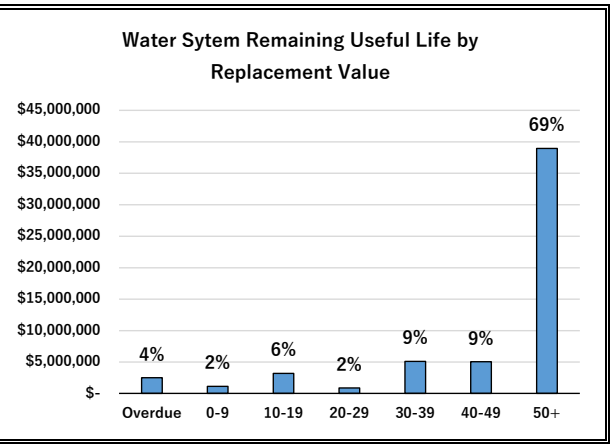
Data Confidence and Reliability: Level 4 (Reliable)

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

Table 9 Summary of Inventory - Water System				
Segment	**Units**	**Unit of Measure**	**Replacement Cost**	**Useful Life (Years)**
Booster Station - Buildings	1	units	$637,400	100
Booster Station - Equipment	4	units	$431,100	50
Booster Station - Linear	1	units	$365,700	100
Hydrants	286	units	$2,445,200	60
Reservoir - Buildings	9	units	$2,858,900	20-100
Reservoir - Equipment	10	units	$1,533,300	15-50
Reservoir - Linear	4	units	$555,900	100
Water Meters	2,576	units	$2,449,600	15
Water Meters Equipment	5	units	$62,800	15
Water Services	2,652	units	$6,800,300	100
Water Tower - Buildings	5	units	$2,835,900	20-100
Water Tower - Equipment	5	units	$465,300	15-100
Water Tower - Linear	4	units	$139,400	100
Water Valves	646	units	$2,334,100	60
Watermains	54,496	m	$23,172,500	60-100
Well No. 1 - Buildings	346	units	$818,200	100
Well No. 1 - Equipment	19	units	$1,475,900	50
Well No. 1 - Linear	209	m	$391,700	80-100
Well No. 2 - Buildings	5	units	$1,287,600	20-100
Well No. 2 - Equipment	10	units	$928,400	50
Well No. 2 - Linear	330	units	$660,800	80-100
Well No. 3 - Buildings	1	units	$1,040,000	100
Well No. 3 - Equipment	17	units	$1,972,500	15-50
Well No. 3 - Linear	38	units	$1,175,500	80-100
Total			**$56,838,000**	

The Town maintains a water system with a replacement cost of $56.8 million. The source of the information for the water infrastructure assets is the municipal inventory data. Replacement costs have been determined based on the replacement costs provided by the City-Wide data, inflated to 2024 dollars.The assumed useful life has been derived on a component by component basis ranging from 15-100 years.





Overall, approximately $2.5 million (4%) of water assets are overdue by virtue of their design life. Although not overdue at this time, it should be noted that $4.3 million (8%) of water assets will require replacement over the next twenty years. The remainder of the water system assets will require replacement in 20 or more years. As the condition analysis for this category is based on the relative age of each asset, the conditions slightly differ from the remaining useful life graph. Overall, the Town maintains $39.3 million (69%) of water assets in Good to Very Good condition. About $6.3 million (11%) of water assets are in Poor or Very Poor condition. The remainder of the water assets, $11.3 million (20%) are in fair condition.

Data Confidence and Reliability: Level 4 (Reliable)

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

APPENDIX C - FINANCING STRATEGY TABLES

Table 1
Town of St. Marys
2024 Asset Management Plan
Close Cumulative Infrastructure Deficit by 2063 (Tax Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues								3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund (CCBF)	Other Grants	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024		$ 3,744,017	$ -	$ 20,142,208	$ -	**$ 23,886,225**	$ 3,744,017	$ 2,803,631		$ 483,801	$ 597,536	$ 10,525,602	$ -	**$ 18,154,587**	$ 5,731,638	$ 5,731,638
2025	$ 25,000	$ 3,744,017	$ 7,674	$ 12,333,209	$ 16,839	**$ 16,126,738**	$ 3,751,691	$ 2,967,977	$ 164,346	$ 503,959	$ 597,536		$ 2,083	**$ 7,823,246**	$ 8,303,492	$ 14,035,130
2026	$ 25,000	$ 3,744,017	$ 15,348	$ 11,549,162	$ 33,677	**$ 15,367,204**	$ 3,759,365	$ 3,132,324	$ 164,346	$ 503,959	$ 597,536		$ 4,048	**$ 7,997,231**	$ 7,369,973	$ 21,405,103
2027	$ 25,000	$ 3,744,017	$ 23,022	$ 9,958,661	$ 50,516	**$ 13,801,216**	$ 3,767,039	$ 3,296,670	$ 164,346	$ 524,117	$ 597,536		$ 6,012	**$ 8,191,374**	$ 5,609,842	$ 27,014,945
2028	$ 25,000	$ 3,744,017	$ 30,696	$ 9,039,429	$ 67,354	**$ 12,906,496**	$ 3,774,713	$ 3,461,016	$ 164,346	$ 524,117	$ 597,536		$ 408,352	**$ 8,765,735**	$ 4,140,761	$ 31,155,706
2029	$ 25,000	$ 3,744,017	$ 38,370	$ 8,903,938	$ 84,193	**$ 12,795,517**	$ 3,782,387	$ 3,625,362	$ 164,346	$ 524,117			$ 891,383	**$ 8,823,250**	$ 3,972,267	$ 35,127,973
2030	$ 25,000	$ 3,744,017	$ 46,044	$ 8,457,754	$ 101,031	**$ 12,373,847**	$ 3,790,061	$ 3,789,709	$ 164,346	$ 524,117			$ 893,348	**$ 8,997,235**	$ 3,376,612	$ 38,504,585
2031	$ 25,000	$ 3,744,017	$ 53,718	$ 8,253,599	$ 117,870	**$ 12,194,204**	$ 3,797,735	$ 3,954,055	$ 164,346	$ 524,117			$ 895,312	**$ 9,171,219**	$ 3,022,985	$ 41,527,570
2032	$ 25,000	$ 3,744,017	$ 61,392	$ 8,158,273	$ 134,708	**$ 12,123,391**	$ 3,805,409	$ 4,118,401	$ 164,346	$ 524,117			$ 897,201	**$ 9,345,128**	$ 2,778,263	$ 44,305,833
2033	$ 25,000	$ 3,744,017	$ 69,066	$ 8,138,935	$ 151,547	**$ 12,128,565**	$ 3,813,083	$ 4,282,748	$ 164,346	$ 524,117			$ 989,863	**$ 9,609,810**	$ 2,518,755	$ 46,824,588
2034	$ 25,000	$ 3,744,017	$ 76,740	$ 7,782,877	$ 168,386	**$ 11,797,019**	$ 3,820,757	$ 4,447,094	$ 164,346	$ 524,117			$ 991,827	**$ 9,783,795**	$ 2,013,224	$ 48,837,812
2035	$ 25,000	$ 3,744,017	$ 84,414	$ 7,485,325	$ 185,224	**$ 11,523,980**	$ 3,828,431	$ 4,611,440	$ 164,346	$ 524,117			$ 993,792	**$ 9,957,780**	$ 1,566,200	$ 50,404,012
2036	$ 25,000	$ 3,744,017	$ 92,088	$ 7,462,276	$ 202,063	**$ 11,525,444**	$ 3,836,105	$ 4,775,786	$ 164,346	$ 524,117			$ 995,702	**$ 10,131,710**	$ 1,393,734	$ 51,797,746
2037	$ 25,000	$ 3,744,017	$ 99,762	$ 7,014,948	$ 218,901	**$ 11,102,628**	$ 3,843,779	$ 4,940,133	$ 164,346	$ 524,117			$ 997,582	**$ 10,305,610**	$ 797,018	$ 52,594,764
2038	$ 25,000	$ 3,744,017	$ 107,436	$ 6,666,967	$ 235,740	**$ 10,779,159**	$ 3,851,453	$ 5,104,479	$ 164,346	$ 524,117			$ 999,685	**$ 10,479,734**	$ 299,425	$ 52,894,189
2039	$ 25,000	$ 3,744,017	$ 115,110	$ 6,666,047	$ 252,578	**$ 10,802,752**	$ 3,859,127	$ 5,268,825	$ 164,346	$ 524,117			$ 1,001,650	**$ 10,653,719**	$ 149,033	$ 53,043,222
2040	$ 25,000	$ 3,744,017	$ 122,784	$ 6,526,691	$ 269,417	**$ 10,687,909**	$ 3,866,801	$ 5,433,172	$ 164,346	$ 524,117			$ 1,003,582	**$ 10,827,672**	$ (139,763)	$ 52,903,459
2041	$ 25,000	$ 3,744,017	$ 130,458	$ 6,526,100	$ 286,256	**$ 10,711,830**	$ 3,874,475	$ 5,597,518	$ 164,346	$ 524,117			$ 1,005,579	**$ 11,001,689**	$ (289,859)	$ 52,613,600
2042	$ 25,000	$ 3,744,017	$ 138,132	$ 6,484,643	$ 303,094	**$ 10,694,886**	$ 3,882,149	$ 5,761,864	$ 164,346	$ 524,117			$ 1,007,543	**$ 11,175,674**	$ (480,788)	$ 52,132,812
2043	$ 25,000	$ 3,744,017	$ 145,806	$ 6,471,971	$ 319,933	**$ 10,706,726**	$ 3,889,823	$ 5,926,211	$ 164,346	$ 524,117			$ 1,009,508	**$ 11,349,658**	$ (642,932)	$ 51,489,880
2044	$ 25,000	$ 3,744,017	$ 153,480	$ 6,468,835	$ 336,771	**$ 10,728,103**	$ 3,897,497	$ 6,090,557	$ 164,346	$ 524,117			$ 1,011,462	**$ 11,523,633**	$ (795,530)	$ 50,694,350
2045	$ 25,000	$ 3,744,017	$ 161,154	$ 6,472,314	$ 353,610	**$ 10,756,095**	$ 3,905,171	$ 6,254,903	$ 164,346	$ 524,117			$ 1,013,437	**$ 11,697,628**	$ (941,533)	$ 49,752,817
2046	$ 25,000	$ 3,744,017	$ 168,828	$ 6,472,314	$ 370,448	**$ 10,780,607**	$ 3,912,845	$ 6,419,249	$ 164,346	$ 524,117			$ 1,106,706	**$ 11,962,917**	$ (1,182,310)	$ 48,570,507
2047	$ 25,000	$ 3,744,017	$ 176,502	$ 6,471,639	$ 387,287	**$ 10,804,445**	$ 3,920,519	$ 6,583,596	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,134,937**	$ (1,330,492)	$ 47,240,015
2048	$ 25,000	$ 3,744,017	$ 184,176	$ 6,459,969	$ 404,125	**$ 10,817,287**	$ 3,928,193	$ 6,747,942	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,306,958**	$ (1,489,671)	$ 45,750,344
2049	$ 25,000	$ 3,744,017	$ 191,850	$ 6,168,932	$ 420,964	**$ 10,550,763**	$ 3,935,867	$ 6,912,288	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,478,978**	$ (1,928,215)	$ 43,822,129
2050	$ 25,000	$ 3,744,017	$ 199,524	$ 6,167,248	$ 437,803	**$ 10,573,592**	$ 3,943,541	$ 7,076,635	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,650,998**	$ (2,077,406)	$ 41,744,723
2051	$ 25,000	$ 3,744,017	$ 207,198	$ 6,155,037	$ 454,641	**$ 10,585,894**	$ 3,951,215	$ 7,240,981	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,823,019**	$ (2,237,125)	$ 39,507,598
2052	$ 25,000	$ 3,744,017	$ 214,872	$ 6,155,037	$ 471,480	**$ 10,610,406**	$ 3,958,889	$ 7,405,327	$ 164,346	$ 524,117			$ 1,106,706	**$ 12,995,039**	$ (2,384,633)	$ 37,122,965
2053	$ 25,000	$ 3,744,017	$ 222,546	$ 6,154,801	$ 488,318	**$ 10,634,682**	$ 3,966,563	$ 7,569,673	$ 164,346	$ 524,117			$ 1,106,706	**$ 13,167,059**	$ (2,532,377)	$ 34,590,588
2054	$ 25,000	$ 3,744,017	$ 230,220	$ 6,058,818	$ 505,157	**$ 10,563,212**	$ 3,974,237	$ 7,734,020	$ 164,346	$ 524,117			$ 1,106,706	**$ 13,339,079**	$ (2,775,867)	$ 31,814,721
2055	$ 25,000	$ 3,744,017	$ 237,894	$ 6,059,896	$ 521,995	**$ 10,588,802**	$ 3,981,911	$ 7,898,366	$ 164,346	$ 524,117			$ 1,106,706	**$ 13,511,100**	$ (2,922,298)	$ 28,892,423
2056	$ 25,000	$ 3,744,017	$ 245,568	$ 6,039,798	$ 538,834	**$ 10,593,217**	$ 3,989,585	$ 8,062,712	$ 164,346	$ 524,117			$ 1,106,706	**$ 13,683,120**	$ (3,089,903)	$ 25,802,520
2057	$ 25,000	$ 3,744,017	$ 253,242	$ 6,037,503	$ 555,672	**$ 10,615,435**	$ 3,997,259	$ 8,227,059	$ 164,346	$ 524,117			$ 1,106,706	**$ 13,855,140**	$ (3,239,705)	$ 22,562,815
2058	$ 25,000	$ 3,744,017	$ 260,916	$ 6,035,434	$ 572,511	**$ 10,637,878**	$ 4,004,933	$ 8,391,405	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,027,161**	$ (3,389,283)	$ 19,173,532
2059	$ 25,000	$ 3,744,017	$ 268,590	$ 6,035,434	$ 589,350	**$ 10,662,391**	$ 4,012,607	$ 8,555,751	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,199,181**	$ (3,536,790)	$ 15,636,742
2060	$ 25,000	$ 3,744,017	$ 276,264	$ 6,035,005	$ 606,188	**$ 10,686,474**	$ 4,020,281	$ 8,720,097	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,371,201**	$ (3,684,727)	$ 11,952,015
2061	$ 25,000	$ 3,744,017	$ 283,938	$ 6,035,005	$ 623,027	**$ 10,710,987**	$ 4,027,955	$ 8,884,444	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,543,222**	$ (3,832,235)	$ 8,119,780
2062	$ 25,000	$ 3,744,017	$ 291,612	$ 6,028,678	$ 639,865	**$ 10,729,173**	$ 4,035,629	$ 9,048,790	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,715,242**	$ (3,986,069)	$ 4,133,711
2063	$ 25,000	$ 3,744,017	$ 299,286	$ 6,028,544	$ 656,704	**$ 10,753,551**	$ 4,043,303	$ 9,213,136	$ 164,346	$ 524,117			$ 1,106,706	**$ 14,887,262**	$ (4,133,711)	$ -
Total	**$ 975,000**	**$ 149,760,680**	**$ 5,985,720**	**$ 297,563,253**	**$ 13,134,077**	**$ 467,418,730**		**$ 240,335,346**		**$ 20,884,048**	**$ 2,987,680**	**$ 10,525,602**	**$ 36,939,656**	**$ 467,418,730**	**$ -**	

Annual Increase	$ 164,346
2024 Total Tax Levy	$ 14,894,710
Inc. as % of Tax Levy	1.10%

Table 2
Town of St. Marys
2024 Asset Management Plan
Financing Strategy 1: Close In-Year Funding Gap by 2053 (Tax Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues								3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund (CCBF)	Other Grants	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 3,744,017	$ -	$ 20,142,208	$ -	**$ 23,886,225**	$ 3,744,017	$ 2,803,631		$ 483,801	$ 597,536	$ 10,525,602	$ -	**$ 18,154,587**	$ 5,731,638	$ 5,731,638
2025	$ 25,000	$ 3,744,017	$ 7,674	$ 12,333,209	$ 16,839	**$ 16,126,738**	$ 3,751,691	$ 2,880,654	$ 77,023	$ 503,959	$ 597,536	$ -	$ 2,083	**$ 7,735,923**	$ 8,390,815	$ 14,122,453
2026	$ 25,000	$ 3,744,017	$ 15,348	$ 11,549,162	$ 33,677	**$ 15,367,204**	$ 3,759,365	$ 2,957,677	$ 77,023	$ 503,959	$ 597,536	$ -	$ 4,048	**$ 7,822,584**	$ 7,544,620	$ 21,667,073
2027	$ 25,000	$ 3,744,017	$ 23,022	$ 9,958,661	$ 50,516	**$ 13,801,216**	$ 3,767,039	$ 3,034,700	$ 77,023	$ 524,117	$ 597,536	$ -	$ 6,012	**$ 7,929,404**	$ 5,871,812	$ 27,538,885
2028	$ 25,000	$ 3,744,017	$ 30,696	$ 9,039,429	$ 67,354	**$ 12,906,496**	$ 3,774,713	$ 3,111,723	$ 77,023	$ 524,117	$ 597,536	$ -	$ 408,352	**$ 8,416,441**	$ 4,490,055	$ 32,028,940
2029	$ 25,000	$ 3,744,017	$ 38,370	$ 8,903,938	$ 84,193	**$ 12,795,517**	$ 3,782,387	$ 3,188,746	$ 77,023	$ 524,117	$ -	$ -	$ 891,383	**$ 8,386,633**	$ 4,408,884	$ 36,437,824
2030	$ 25,000	$ 3,744,017	$ 46,044	$ 8,457,754	$ 101,031	**$ 12,373,847**	$ 3,790,061	$ 3,265,769	$ 77,023	$ 524,117	$ -	$ -	$ 893,348	**$ 8,473,294**	$ 3,900,553	$ 40,338,377
2031	$ 25,000	$ 3,744,017	$ 53,718	$ 8,253,599	$ 117,870	**$ 12,194,204**	$ 3,797,735	$ 3,342,791	$ 77,023	$ 524,117	$ -	$ -	$ 895,312	**$ 8,559,956**	$ 3,634,248	$ 43,972,625
2032	$ 25,000	$ 3,744,017	$ 61,392	$ 8,158,273	$ 134,708	**$ 12,123,391**	$ 3,805,409	$ 3,419,814	$ 77,023	$ 524,117	$ -	$ -	$ 897,201	**$ 8,646,542**	$ 3,476,849	$ 47,449,474
2033	$ 25,000	$ 3,744,017	$ 69,066	$ 8,138,935	$ 151,547	**$ 12,128,565**	$ 3,813,083	$ 3,496,837	$ 77,023	$ 524,117	$ -	$ -	$ 989,863	**$ 8,823,900**	$ 3,304,665	$ 50,754,139
2034	$ 25,000	$ 3,744,017	$ 76,740	$ 7,782,877	$ 168,386	**$ 11,797,019**	$ 3,820,757	$ 3,573,860	$ 77,023	$ 524,117	$ -	$ -	$ 991,827	**$ 8,910,561**	$ 2,886,458	$ 53,640,597
2035	$ 25,000	$ 3,744,017	$ 84,414	$ 7,485,325	$ 185,224	**$ 11,523,980**	$ 3,828,431	$ 3,650,883	$ 77,023	$ 524,117	$ -	$ -	$ 993,792	**$ 8,997,223**	$ 2,526,757	$ 56,167,354
2036	$ 25,000	$ 3,744,017	$ 92,088	$ 7,462,276	$ 202,063	**$ 11,525,444**	$ 3,836,105	$ 3,727,906	$ 77,023	$ 524,117	$ -	$ -	$ 995,702	**$ 9,083,830**	$ 2,441,614	$ 58,608,968
2037	$ 25,000	$ 3,744,017	$ 99,762	$ 7,014,948	$ 218,901	**$ 11,102,628**	$ 3,843,779	$ 3,804,929	$ 77,023	$ 524,117	$ -	$ -	$ 997,582	**$ 9,170,407**	$ 1,932,221	$ 60,541,189
2038	$ 25,000	$ 3,744,017	$ 107,436	$ 6,666,967	$ 235,740	**$ 10,779,159**	$ 3,851,453	$ 3,881,952	$ 77,023	$ 524,117	$ -	$ -	$ 999,685	**$ 9,257,207**	$ 1,521,952	$ 62,063,141
2039	$ 25,000	$ 3,744,017	$ 115,110	$ 6,666,047	$ 252,578	**$ 10,802,752**	$ 3,859,127	$ 3,958,975	$ 77,023	$ 524,117	$ -	$ -	$ 1,001,650	**$ 9,343,869**	$ 1,458,883	$ 63,522,024
2040	$ 25,000	$ 3,744,017	$ 122,784	$ 6,526,691	$ 269,417	**$ 10,687,909**	$ 3,866,801	$ 4,035,998	$ 77,023	$ 524,117	$ -	$ -	$ 1,003,582	**$ 9,430,498**	$ 1,257,411	$ 64,779,435
2041	$ 25,000	$ 3,744,017	$ 130,458	$ 6,526,100	$ 286,256	**$ 10,711,830**	$ 3,874,475	$ 4,113,021	$ 77,023	$ 524,117	$ -	$ -	$ 1,005,579	**$ 9,517,192**	$ 1,194,638	$ 65,974,073
2042	$ 25,000	$ 3,744,017	$ 138,132	$ 6,484,643	$ 303,094	**$ 10,694,886**	$ 3,882,149	$ 4,190,044	$ 77,023	$ 524,117	$ -	$ -	$ 1,007,543	**$ 9,603,853**	$ 1,091,033	$ 67,065,106
2043	$ 25,000	$ 3,744,017	$ 145,806	$ 6,471,971	$ 319,933	**$ 10,706,726**	$ 3,889,823	$ 4,267,067	$ 77,023	$ 524,117	$ -	$ -	$ 1,009,508	**$ 9,690,514**	$ 1,016,212	$ 68,081,318
2044	$ 25,000	$ 3,744,017	$ 153,480	$ 6,468,835	$ 336,771	**$ 10,728,103**	$ 3,897,497	$ 4,344,089	$ 77,023	$ 524,117	$ -	$ -	$ 1,011,462	**$ 9,777,165**	$ 950,938	$ 69,032,256
2045	$ 25,000	$ 3,744,017	$ 161,154	$ 6,472,314	$ 353,610	**$ 10,756,095**	$ 3,905,171	$ 4,421,112	$ 77,023	$ 524,117	$ -	$ -	$ 1,013,437	**$ 9,863,837**	$ 892,258	$ 69,924,514
2046	$ 25,000	$ 3,744,017	$ 168,828	$ 6,472,314	$ 370,448	**$ 10,780,607**	$ 3,912,845	$ 4,498,135	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,041,803**	$ 738,804	$ 70,663,318
2047	$ 25,000	$ 3,744,017	$ 176,502	$ 6,471,639	$ 387,287	**$ 10,804,445**	$ 3,920,519	$ 4,575,158	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,126,500**	$ 677,945	$ 71,341,263
2048	$ 25,000	$ 3,744,017	$ 184,176	$ 6,459,969	$ 404,125	**$ 10,817,287**	$ 3,928,193	$ 4,652,181	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,211,197**	$ 606,090	$ 71,947,353
2049	$ 25,000	$ 3,744,017	$ 191,850	$ 6,168,932	$ 420,964	**$ 10,550,763**	$ 3,935,867	$ 4,729,204	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,295,894**	$ 254,869	$ 72,202,222
2050	$ 25,000	$ 3,744,017	$ 199,524	$ 6,167,248	$ 437,803	**$ 10,573,592**	$ 3,943,541	$ 4,806,227	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,380,591**	$ 193,001	$ 72,395,223
2051	$ 25,000	$ 3,744,017	$ 207,198	$ 6,155,037	$ 454,641	**$ 10,585,894**	$ 3,951,215	$ 4,883,250	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,465,288**	$ 120,606	$ 72,515,829
2052	$ 25,000	$ 3,744,017	$ 214,872	$ 6,155,037	$ 471,480	**$ 10,610,406**	$ 3,958,889	$ 4,960,273	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,549,985**	$ 60,421	$ 72,576,250
2053	$ 25,000	$ 3,744,017	$ 222,546	$ 6,154,801	$ 488,318	**$ 10,634,682**	$ 3,966,563	$ 5,037,296	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,634,682**	$ -	$ 72,576,250
2054	$ 25,000	$ 3,744,017	$ 230,220	$ 6,058,818	$ 505,157	**$ 10,563,212**	$ 3,974,237	$ 5,114,319	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,719,378**	$ (156,166)	$ 72,420,084
2055	$ 25,000	$ 3,744,017	$ 237,894	$ 6,059,896	$ 521,995	**$ 10,588,802**	$ 3,981,911	$ 5,191,342	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,804,075**	$ (215,273)	$ 72,204,811
2056	$ 25,000	$ 3,744,017	$ 245,568	$ 6,039,798	$ 538,834	**$ 10,593,217**	$ 3,989,585	$ 5,268,364	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,888,772**	$ (295,555)	$ 71,909,256
2057	$ 25,000	$ 3,744,017	$ 253,242	$ 6,037,503	$ 555,672	**$ 10,615,435**	$ 3,997,259	$ 5,345,387	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,973,469**	$ (358,034)	$ 71,551,222
2058	$ 25,000	$ 3,744,017	$ 260,916	$ 6,035,434	$ 572,511	**$ 10,637,878**	$ 4,004,933	$ 5,422,410	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,058,166**	$ (420,288)	$ 71,130,934
2059	$ 25,000	$ 3,744,017	$ 268,590	$ 6,035,434	$ 589,350	**$ 10,662,391**	$ 4,012,607	$ 5,499,433	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,142,863**	$ (480,472)	$ 70,650,462
2060	$ 25,000	$ 3,744,017	$ 276,264	$ 6,035,005	$ 606,188	**$ 10,686,474**	$ 4,020,281	$ 5,576,456	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,227,560**	$ (541,086)	$ 70,109,376
2061	$ 25,000	$ 3,744,017	$ 283,938	$ 6,035,005	$ 623,027	**$ 10,710,987**	$ 4,027,955	$ 5,653,479	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,312,257**	$ (601,270)	$ 69,508,106
2062	$ 25,000	$ 3,744,017	$ 291,612	$ 6,028,678	$ 639,865	**$ 10,729,173**	$ 4,035,629	$ 5,730,502	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,396,954**	$ (667,781)	$ 68,840,325
2063	$ 25,000	$ 3,744,017	$ 299,286	$ 6,028,544	$ 656,704	**$ 10,753,551**	$ 4,043,303	$ 5,807,525	$ 77,023	$ 524,117	$ -	$ -	$ 1,106,706	**$ 11,481,651**	$ (728,100)	$ 68,112,225
Total	**$ 975,000**	**$ 149,760,680**	**$ 5,985,720**	**$ 297,563,253**	**$ 13,134,077**	**$ 467,418,730**		**$ 172,223,119**		**$ 20,884,048**	**$ 2,987,680**	**$ 10,525,602**	**$ 36,939,656**	**$ 399,306,505**	**$ 68,112,225**	

Annual Increase	$	77,023
2024 Total Tax Levy	$	14,894,710
Inc. as % of Tax Levy		0.52%

Table 3
Town of St. Marys
2024 Asset Management Plan
Financing Strategy 2: Close In-Year Funding Gap by 2063 (Tax Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues								3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund (CCBF)	Other Grants	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 3,744,017	$ -	$ 20,142,208	$ -	**$ 23,886,225**	$ 3,744,017	$ 2,803,631		$ 483,801	$ 597,536	$ 10,525,602	$ -	**$ 18,154,587**	$ 5,731,638	$ 5,731,638
2025	$ 25,000	$ 3,744,017	$ 7,674	$ 12,333,209	$ 16,839	**$ 16,126,738**	$ 3,751,691	$ 2,861,985	$ 58,354	$ 503,959	$ 597,536	$ -	$ 2,083	**$ 7,717,254**	$ 8,409,484	$ 14,141,122
2026	$ 25,000	$ 3,744,017	$ 15,348	$ 11,549,162	$ 33,677	**$ 15,367,204**	$ 3,759,365	$ 2,920,338	$ 58,354	$ 503,959	$ 597,536	$ -	$ 4,048	**$ 7,785,246**	$ 7,581,958	$ 21,723,080
2027	$ 25,000	$ 3,744,017	$ 23,022	$ 9,958,661	$ 50,516	**$ 13,801,216**	$ 3,767,039	$ 2,978,692	$ 58,354	$ 524,117	$ 597,536	$ -	$ 6,012	**$ 7,873,396**	$ 5,927,820	$ 27,650,900
2028	$ 25,000	$ 3,744,017	$ 30,696	$ 9,039,429	$ 67,354	**$ 12,906,496**	$ 3,774,713	$ 3,037,046	$ 58,354	$ 524,117	$ 597,536	$ -	$ 408,352	**$ 8,341,764**	$ 4,564,732	$ 32,215,632
2029	$ 25,000	$ 3,744,017	$ 38,370	$ 8,903,938	$ 84,193	**$ 12,795,517**	$ 3,782,387	$ 3,095,400	$ 58,354	$ 524,117	$ -	$ -	$ 891,383	**$ 8,293,287**	$ 4,502,230	$ 36,717,862
2030	$ 25,000	$ 3,744,017	$ 46,044	$ 8,457,754	$ 101,031	**$ 12,373,847**	$ 3,790,061	$ 3,153,753	$ 58,354	$ 524,117	$ -	$ -	$ 893,348	**$ 8,361,279**	$ 4,012,568	$ 40,730,430
2031	$ 25,000	$ 3,744,017	$ 53,718	$ 8,253,599	$ 117,870	**$ 12,194,204**	$ 3,797,735	$ 3,212,107	$ 58,354	$ 524,117	$ -	$ -	$ 895,312	**$ 8,429,271**	$ 3,764,933	$ 44,495,363
2032	$ 25,000	$ 3,744,017	$ 61,392	$ 8,158,273	$ 134,708	**$ 12,123,391**	$ 3,805,409	$ 3,270,461	$ 58,354	$ 524,117	$ -	$ -	$ 897,201	**$ 8,497,188**	$ 3,626,203	$ 48,121,566
2033	$ 25,000	$ 3,744,017	$ 69,066	$ 8,138,935	$ 151,547	**$ 12,128,565**	$ 3,813,083	$ 3,328,814	$ 58,354	$ 524,117	$ -	$ -	$ 989,863	**$ 8,655,877**	$ 3,472,688	$ 51,594,254
2034	$ 25,000	$ 3,744,017	$ 76,740	$ 7,782,877	$ 168,386	**$ 11,797,019**	$ 3,820,757	$ 3,387,168	$ 58,354	$ 524,117	$ -	$ -	$ 991,827	**$ 8,723,869**	$ 3,073,150	$ 54,667,404
2035	$ 25,000	$ 3,744,017	$ 84,414	$ 7,485,325	$ 185,224	**$ 11,523,980**	$ 3,828,431	$ 3,445,522	$ 58,354	$ 524,117	$ -	$ -	$ 993,792	**$ 8,791,862**	$ 2,732,118	$ 57,399,522
2036	$ 25,000	$ 3,744,017	$ 92,088	$ 7,462,276	$ 202,063	**$ 11,525,444**	$ 3,836,105	$ 3,503,875	$ 58,354	$ 524,117	$ -	$ -	$ 995,702	**$ 8,859,799**	$ 2,665,645	$ 60,065,167
2037	$ 25,000	$ 3,744,017	$ 99,762	$ 7,014,948	$ 218,901	**$ 11,102,628**	$ 3,843,779	$ 3,562,229	$ 58,354	$ 524,117	$ -	$ -	$ 997,582	**$ 8,927,707**	$ 2,174,921	$ 62,240,088
2038	$ 25,000	$ 3,744,017	$ 107,436	$ 6,666,967	$ 235,740	**$ 10,779,159**	$ 3,851,453	$ 3,620,583	$ 58,354	$ 524,117	$ -	$ -	$ 999,685	**$ 8,995,838**	$ 1,783,321	$ 64,023,409
2039	$ 25,000	$ 3,744,017	$ 115,110	$ 6,666,047	$ 252,578	**$ 10,802,752**	$ 3,859,127	$ 3,678,937	$ 58,354	$ 524,117	$ -	$ -	$ 1,001,650	**$ 9,063,830**	$ 1,738,922	$ 65,762,331
2040	$ 25,000	$ 3,744,017	$ 122,784	$ 6,526,691	$ 269,417	**$ 10,687,909**	$ 3,866,801	$ 3,737,290	$ 58,354	$ 524,117	$ -	$ -	$ 1,003,582	**$ 9,131,791**	$ 1,556,118	$ 67,318,449
2041	$ 25,000	$ 3,744,017	$ 130,458	$ 6,526,100	$ 286,256	**$ 10,711,830**	$ 3,874,475	$ 3,795,644	$ 58,354	$ 524,117	$ -	$ -	$ 1,005,579	**$ 9,199,815**	$ 1,512,015	$ 68,830,464
2042	$ 25,000	$ 3,744,017	$ 138,132	$ 6,484,643	$ 303,094	**$ 10,694,886**	$ 3,882,149	$ 3,853,998	$ 58,354	$ 524,117	$ -	$ -	$ 1,007,543	**$ 9,267,807**	$ 1,427,079	$ 70,257,543
2043	$ 25,000	$ 3,744,017	$ 145,806	$ 6,471,971	$ 319,933	**$ 10,706,726**	$ 3,889,823	$ 3,912,351	$ 58,354	$ 524,117	$ -	$ -	$ 1,009,508	**$ 9,335,799**	$ 1,370,927	$ 71,628,470
2044	$ 25,000	$ 3,744,017	$ 153,480	$ 6,468,835	$ 336,771	**$ 10,728,103**	$ 3,897,497	$ 3,970,705	$ 58,354	$ 524,117	$ -	$ -	$ 1,011,462	**$ 9,403,781**	$ 1,324,322	$ 72,952,792
2045	$ 25,000	$ 3,744,017	$ 161,154	$ 6,472,314	$ 353,610	**$ 10,756,095**	$ 3,905,171	$ 4,029,059	$ 58,354	$ 524,117	$ -	$ -	$ 1,013,437	**$ 9,471,784**	$ 1,284,311	$ 74,237,103
2046	$ 25,000	$ 3,744,017	$ 168,828	$ 6,472,314	$ 370,448	**$ 10,780,607**	$ 3,912,845	$ 4,087,413	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,631,080**	$ 1,149,527	$ 75,386,630
2047	$ 25,000	$ 3,744,017	$ 176,502	$ 6,471,639	$ 387,287	**$ 10,804,445**	$ 3,920,519	$ 4,145,766	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,697,108**	$ 1,107,337	$ 76,493,967
2048	$ 25,000	$ 3,744,017	$ 184,176	$ 6,459,969	$ 404,125	**$ 10,817,287**	$ 3,928,193	$ 4,204,120	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,763,136**	$ 1,054,151	$ 77,548,118
2049	$ 25,000	$ 3,744,017	$ 191,850	$ 6,168,932	$ 420,964	**$ 10,550,763**	$ 3,935,867	$ 4,262,474	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,829,163**	$ 721,600	$ 78,269,718
2050	$ 25,000	$ 3,744,017	$ 199,524	$ 6,167,248	$ 437,803	**$ 10,573,592**	$ 3,943,541	$ 4,320,827	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,895,191**	$ 678,401	$ 78,948,119
2051	$ 25,000	$ 3,744,017	$ 207,198	$ 6,155,037	$ 454,641	**$ 10,585,894**	$ 3,951,215	$ 4,379,181	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 9,961,219**	$ 624,675	$ 79,572,794
2052	$ 25,000	$ 3,744,017	$ 214,872	$ 6,155,037	$ 471,480	**$ 10,610,406**	$ 3,958,889	$ 4,437,535	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,027,247**	$ 583,159	$ 80,155,953
2053	$ 25,000	$ 3,744,017	$ 222,546	$ 6,154,801	$ 488,318	**$ 10,634,682**	$ 3,966,563	$ 4,495,888	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,093,274**	$ 541,408	$ 80,697,361
2054	$ 25,000	$ 3,744,017	$ 230,220	$ 6,058,818	$ 505,157	**$ 10,563,212**	$ 3,974,237	$ 4,554,242	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,159,302**	$ 403,910	$ 81,101,271
2055	$ 25,000	$ 3,744,017	$ 237,894	$ 6,059,896	$ 521,995	**$ 10,588,802**	$ 3,981,911	$ 4,612,596	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,225,330**	$ 363,472	$ 81,464,743
2056	$ 25,000	$ 3,744,017	$ 245,568	$ 6,039,798	$ 538,834	**$ 10,593,217**	$ 3,989,585	$ 4,670,950	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,291,357**	$ 301,860	$ 81,766,603
2057	$ 25,000	$ 3,744,017	$ 253,242	$ 6,037,503	$ 555,672	**$ 10,615,435**	$ 3,997,259	$ 4,729,303	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,357,385**	$ 258,050	$ 82,024,653
2058	$ 25,000	$ 3,744,017	$ 260,916	$ 6,035,434	$ 572,511	**$ 10,637,878**	$ 4,004,933	$ 4,787,657	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,423,413**	$ 214,465	$ 82,239,118
2059	$ 25,000	$ 3,744,017	$ 268,590	$ 6,035,434	$ 589,350	**$ 10,662,391**	$ 4,012,607	$ 4,846,011	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,489,441**	$ 172,950	$ 82,412,068
2060	$ 25,000	$ 3,744,017	$ 276,264	$ 6,035,005	$ 606,188	**$ 10,686,474**	$ 4,020,281	$ 4,904,364	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,555,468**	$ 131,006	$ 82,543,074
2061	$ 25,000	$ 3,744,017	$ 283,938	$ 6,035,005	$ 623,027	**$ 10,710,987**	$ 4,027,955	$ 4,962,718	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,621,496**	$ 89,491	$ 82,632,565
2062	$ 25,000	$ 3,744,017	$ 291,612	$ 6,028,678	$ 639,865	**$ 10,729,173**	$ 4,035,629	$ 5,021,072	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,687,524**	$ 41,649	$ 82,674,214
2063	$ 25,000	$ 3,744,017	$ 299,286	$ 6,028,544	$ 656,704	**$ 10,753,551**	$ 4,043,303	$ 5,079,426	$ 58,354	$ 524,117	$ -	$ -	$ 1,106,706	**$ 10,753,551**	$ -	$ 82,674,214
Total	**$ 975,000**	**$ 149,760,680**	**$ 5,985,720**	**$ 297,563,253**	**$ 13,134,077**	**$ 467,418,730**		**$ 157,661,131**		**$ 20,884,048**	**$ 2,987,680**	**$ 10,525,602**	**$ 36,939,656**	**$ 384,744,516**	**$ 82,674,214**	

Annual Increase	$ 58,354
2024 Total Tax Levy	$ 14,894,710
Inc. as % of Tax Levy	0.39%

Table 4
Town of St. Marys
2024 Asset Management Plan
Maintain Current Funding Levels (Tax Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues								3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund (CCBF)	Other Grants	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 3,744,017	$ -	$ 20,142,208	$ -	**$ 23,886,225**	$ 3,744,017	$ 2,803,631		$ 483,801	$ 597,536	$ 10,525,602	$ -	**$ 18,154,587**	$ 5,731,638	$ 5,731,638
2025	$ 25,000	$ 3,744,017	$ 7,674	$ 12,333,209	$ 16,839	**$ 16,126,738**	$ 3,751,691	$ 2,803,631		$ 503,959	$ 597,536	$ -	$ 2,083	**$ 7,658,900**	$ 8,467,838	$ 14,199,476
2026	$ 25,000	$ 3,744,017	$ 15,348	$ 11,549,162	$ 33,677	**$ 15,367,204**	$ 3,759,365	$ 2,803,631	$ -	$ 503,959	$ 597,536	$ -	$ 4,048	**$ 7,668,539**	$ 7,698,665	$ 21,898,141
2027	$ 25,000	$ 3,744,017	$ 23,022	$ 9,958,661	$ 50,516	**$ 13,801,216**	$ 3,767,039	$ 2,803,631	$ -	$ 524,117	$ 597,536	$ -	$ 6,012	**$ 7,698,335**	$ 6,102,881	$ 28,001,022
2028	$ 25,000	$ 3,744,017	$ 30,696	$ 9,039,429	$ 67,354	**$ 12,906,496**	$ 3,774,713	$ 2,803,631	$ -	$ 524,117	$ 597,536	$ -	$ 408,352	**$ 8,108,349**	$ 4,798,147	$ 32,799,169
2029	$ 25,000	$ 3,744,017	$ 38,370	$ 8,903,938	$ 84,193	**$ 12,795,517**	$ 3,782,387	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 891,383	**$ 8,001,518**	$ 4,793,999	$ 37,593,168
2030	$ 25,000	$ 3,744,017	$ 46,044	$ 8,457,754	$ 101,031	**$ 12,373,847**	$ 3,790,061	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 893,348	**$ 8,011,157**	$ 4,362,690	$ 41,955,858
2031	$ 25,000	$ 3,744,017	$ 53,718	$ 8,253,599	$ 117,870	**$ 12,194,204**	$ 3,797,735	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 895,312	**$ 8,020,795**	$ 4,173,409	$ 46,129,267
2032	$ 25,000	$ 3,744,017	$ 61,392	$ 8,158,273	$ 134,708	**$ 12,123,391**	$ 3,805,409	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 897,201	**$ 8,030,358**	$ 4,093,033	$ 50,222,300
2033	$ 25,000	$ 3,744,017	$ 69,066	$ 8,138,935	$ 151,547	**$ 12,128,565**	$ 3,813,083	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 989,863	**$ 8,130,694**	$ 3,997,871	$ 54,220,171
2034	$ 25,000	$ 3,744,017	$ 76,740	$ 7,782,877	$ 168,386	**$ 11,797,019**	$ 3,820,757	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 991,827	**$ 8,140,332**	$ 3,656,687	$ 57,876,858
2035	$ 25,000	$ 3,744,017	$ 84,414	$ 7,485,325	$ 185,224	**$ 11,523,980**	$ 3,828,431	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 993,792	**$ 8,149,971**	$ 3,374,009	$ 61,250,867
2036	$ 25,000	$ 3,744,017	$ 92,088	$ 7,462,276	$ 202,063	**$ 11,525,444**	$ 3,836,105	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 995,702	**$ 8,159,555**	$ 3,365,889	$ 64,616,756
2037	$ 25,000	$ 3,744,017	$ 99,762	$ 7,014,948	$ 218,901	**$ 11,102,628**	$ 3,843,779	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 997,582	**$ 8,169,109**	$ 2,933,519	$ 67,550,275
2038	$ 25,000	$ 3,744,017	$ 107,436	$ 6,666,967	$ 235,740	**$ 10,779,159**	$ 3,851,453	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 999,685	**$ 8,178,886**	$ 2,600,273	$ 70,150,548
2039	$ 25,000	$ 3,744,017	$ 115,110	$ 6,666,047	$ 252,578	**$ 10,802,752**	$ 3,859,127	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,001,650	**$ 8,188,525**	$ 2,614,227	$ 72,764,775
2040	$ 25,000	$ 3,744,017	$ 122,784	$ 6,526,691	$ 269,417	**$ 10,687,909**	$ 3,866,801	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,003,582	**$ 8,198,131**	$ 2,489,778	$ 75,254,553
2041	$ 25,000	$ 3,744,017	$ 130,458	$ 6,526,100	$ 286,256	**$ 10,711,830**	$ 3,874,475	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,005,579	**$ 8,207,802**	$ 2,504,028	$ 77,758,581
2042	$ 25,000	$ 3,744,017	$ 138,132	$ 6,484,643	$ 303,094	**$ 10,694,886**	$ 3,882,149	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,007,543	**$ 8,217,440**	$ 2,477,446	$ 80,236,027
2043	$ 25,000	$ 3,744,017	$ 145,806	$ 6,471,971	$ 319,933	**$ 10,706,726**	$ 3,889,823	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,009,508	**$ 8,227,079**	$ 2,479,647	$ 82,715,674
2044	$ 25,000	$ 3,744,017	$ 153,480	$ 6,468,835	$ 336,771	**$ 10,728,103**	$ 3,897,497	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,011,462	**$ 8,236,707**	$ 2,491,396	$ 85,207,070
2045	$ 25,000	$ 3,744,017	$ 161,154	$ 6,472,314	$ 353,610	**$ 10,756,095**	$ 3,905,171	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,013,437	**$ 8,246,356**	$ 2,509,739	$ 87,716,809
2046	$ 25,000	$ 3,744,017	$ 168,828	$ 6,472,314	$ 370,448	**$ 10,780,607**	$ 3,912,845	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,347,299**	$ 2,433,308	$ 90,150,117
2047	$ 25,000	$ 3,744,017	$ 176,502	$ 6,471,639	$ 387,287	**$ 10,804,445**	$ 3,920,519	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,354,973**	$ 2,449,472	$ 92,599,589
2048	$ 25,000	$ 3,744,017	$ 184,176	$ 6,459,969	$ 404,125	**$ 10,817,287**	$ 3,928,193	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,362,647**	$ 2,454,640	$ 95,054,229
2049	$ 25,000	$ 3,744,017	$ 191,850	$ 6,168,932	$ 420,964	**$ 10,550,763**	$ 3,935,867	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,370,321**	$ 2,180,442	$ 97,234,671
2050	$ 25,000	$ 3,744,017	$ 199,524	$ 6,167,248	$ 437,803	**$ 10,573,592**	$ 3,943,541	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,377,995**	$ 2,195,597	$ 99,430,268
2051	$ 25,000	$ 3,744,017	$ 207,198	$ 6,155,037	$ 454,641	**$ 10,585,894**	$ 3,951,215	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,385,669**	$ 2,200,225	$ 101,630,493
2052	$ 25,000	$ 3,744,017	$ 214,872	$ 6,155,037	$ 471,480	**$ 10,610,406**	$ 3,958,889	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,393,343**	$ 2,217,063	$ 103,847,556
2053	$ 25,000	$ 3,744,017	$ 222,546	$ 6,154,801	$ 488,318	**$ 10,634,682**	$ 3,966,563	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,401,017**	$ 2,233,665	$ 106,081,221
2054	$ 25,000	$ 3,744,017	$ 230,220	$ 6,058,818	$ 505,157	**$ 10,563,212**	$ 3,974,237	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,408,691**	$ 2,154,521	$ 108,235,742
2055	$ 25,000	$ 3,744,017	$ 237,894	$ 6,059,896	$ 521,995	**$ 10,588,802**	$ 3,981,911	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,416,365**	$ 2,172,437	$ 110,408,179
2056	$ 25,000	$ 3,744,017	$ 245,568	$ 6,039,798	$ 538,834	**$ 10,593,217**	$ 3,989,585	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,424,039**	$ 2,169,178	$ 112,577,357
2057	$ 25,000	$ 3,744,017	$ 253,242	$ 6,037,503	$ 555,672	**$ 10,615,435**	$ 3,997,259	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,431,713**	$ 2,183,722	$ 114,761,079
2058	$ 25,000	$ 3,744,017	$ 260,916	$ 6,035,434	$ 572,511	**$ 10,637,878**	$ 4,004,933	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,439,387**	$ 2,198,491	$ 116,959,570
2059	$ 25,000	$ 3,744,017	$ 268,590	$ 6,035,434	$ 589,350	**$ 10,662,391**	$ 4,012,607	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,447,061**	$ 2,215,330	$ 119,174,900
2060	$ 25,000	$ 3,744,017	$ 276,264	$ 6,035,005	$ 606,188	**$ 10,686,474**	$ 4,020,281	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,454,735**	$ 2,231,739	$ 121,406,639
2061	$ 25,000	$ 3,744,017	$ 283,938	$ 6,035,005	$ 623,027	**$ 10,710,987**	$ 4,027,955	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,462,409**	$ 2,248,578	$ 123,655,217
2062	$ 25,000	$ 3,744,017	$ 291,612	$ 6,028,678	$ 639,865	**$ 10,729,173**	$ 4,035,629	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,470,083**	$ 2,259,090	$ 125,914,307
2063	$ 25,000	$ 3,744,017	$ 299,286	$ 6,028,544	$ 656,704	**$ 10,753,551**	$ 4,043,303	$ 2,803,631	$ -	$ 524,117	$ -	$ -	$ 1,106,706	**$ 8,477,757**	$ 2,275,794	$ 128,190,101
Total	**$ 975,000**	**$ 149,760,680**	**$ 5,985,720**	**$ 297,563,253**	**$ 13,134,077**	**$ 467,418,730**		**$ 112,145,240**		**$ 20,884,048**	**$ 2,987,680**	**$ 10,525,602**	**$ 36,939,656**	**$ 339,228,629**	**$ 128,190,101**	

Annual Increase	$	-
2024 Total Tax Levy	$	14,894,710
Inc. as % of Tax Levy		0.00%

Table 5
Town of St. Marys
2024 Asset Management Plan
Close Cumulative Infrastructure Deficit by 2063 (Rate Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues							3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Rate	Capital from Rate (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Yearly Increase in Rate Funding (%)	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024		$ 214,563	$ -	$ 3,231,990	$ -	**$ 3,446,553**	$ 214,563	$ 1,734,185			$ 540,056	$ -	**$ 2,488,804**	$ 957,749	$ 957,749
2025	$ 25,000	$ 214,563	$ 775	$ 3,231,990	$ 12,012	**$ 3,484,340**	$ 215,338	$ 1,779,058	$ 44,873	2.6%	$ 540,056	$ 0	**$ 2,534,452**	$ 949,888	$ 1,907,637
2026	$ 25,000	$ 214,563	$ 1,550	$ 3,231,990	$ 24,024	**$ 3,497,127**	$ 216,113	$ 1,823,932	$ 44,873	2.5%	$ 540,056	$ 0	**$ 2,580,101**	$ 917,026	$ 2,824,663
2027	$ 25,000	$ 214,563	$ 2,325	$ 3,231,990	$ 36,036	**$ 3,509,913**	$ 216,888	$ 1,868,805	$ 44,873	2.5%	$ 540,056	$ 0	**$ 2,625,749**	$ 884,164	$ 3,708,827
2028	$ 25,000	$ 214,563	$ 3,100	$ 3,217,530	$ 48,048	**$ 3,508,240**	$ 217,663	$ 1,913,679	$ 44,873	2.4%	$ 540,056	$ 112,141	**$ 2,783,538**	$ 724,702	$ 4,433,529
2029	$ 25,000	$ 214,563	$ 3,875	$ 2,871,143	$ 60,059	**$ 3,174,640**	$ 218,438	$ 1,958,552	$ 44,873	2.3%		$ 112,141	**$ 2,289,131**	$ 885,509	$ 5,319,038
2030	$ 25,000	$ 214,563	$ 4,650	$ 2,871,143	$ 72,071	**$ 3,187,427**	$ 219,213	$ 2,003,426	$ 44,873	2.3%		$ 112,141	**$ 2,334,779**	$ 852,648	$ 6,171,686
2031	$ 25,000	$ 214,563	$ 5,425	$ 2,860,362	$ 84,083	**$ 3,189,434**	$ 219,988	$ 2,048,299	$ 44,873	2.2%		$ 112,141	**$ 2,380,428**	$ 809,006	$ 6,980,692
2032	$ 25,000	$ 214,563	$ 6,200	$ 2,860,362	$ 96,095	**$ 3,202,220**	$ 220,763	$ 2,093,172	$ 44,873	2.2%		$ 112,141	**$ 2,426,076**	$ 776,144	$ 7,756,836
2033	$ 25,000	$ 214,563	$ 6,975	$ 2,860,362	$ 108,107	**$ 3,215,007**	$ 221,538	$ 2,138,046	$ 44,873	2.1%		$ 112,141	**$ 2,471,724**	$ 743,283	$ 8,500,119
2034	$ 25,000	$ 214,563	$ 7,750	$ 2,860,362	$ 120,119	**$ 3,227,794**	$ 222,313	$ 2,182,919	$ 44,873	2.1%		$ 112,141	**$ 2,517,373**	$ 710,421	$ 9,210,540
2035	$ 25,000	$ 214,563	$ 8,525	$ 2,845,930	$ 132,131	**$ 3,226,148**	$ 223,088	$ 2,227,793	$ 44,873	2.1%		$ 112,141	**$ 2,563,021**	$ 663,127	$ 9,873,667
2036	$ 25,000	$ 214,563	$ 9,300	$ 2,608,803	$ 144,143	**$ 3,001,809**	$ 223,863	$ 2,272,666	$ 44,873	2.0%		$ 112,141	**$ 2,608,670**	$ 393,139	$ 10,266,806
2037	$ 25,000	$ 214,563	$ 10,075	$ 2,517,271	$ 156,154	**$ 2,923,063**	$ 224,638	$ 2,317,540	$ 44,873	2.0%		$ 112,141	**$ 2,654,318**	$ 268,745	$ 10,535,551
2038	$ 25,000	$ 214,563	$ 10,850	$ 2,516,394	$ 168,166	**$ 2,934,974**	$ 225,413	$ 2,362,413	$ 44,873	1.9%		$ 112,141	**$ 2,699,967**	$ 235,007	$ 10,770,558
2039	$ 25,000	$ 214,563	$ 11,625	$ 2,516,394	$ 180,178	**$ 2,947,761**	$ 226,188	$ 2,407,286	$ 44,873	1.9%		$ 112,141	**$ 2,745,615**	$ 202,146	$ 10,972,704
2040	$ 25,000	$ 214,563	$ 12,400	$ 2,417,681	$ 192,190	**$ 2,861,834**	$ 226,963	$ 2,452,160	$ 44,873	1.9%		$ 112,141	**$ 2,791,263**	$ 70,571	$ 11,043,275
2041	$ 25,000	$ 214,563	$ 13,175	$ 2,415,578	$ 204,202	**$ 2,872,518**	$ 227,738	$ 2,497,033	$ 44,873	1.8%		$ 112,141	**$ 2,836,912**	$ 35,606	$ 11,078,881
2042	$ 25,000	$ 214,563	$ 13,950	$ 2,365,801	$ 216,214	**$ 2,835,528**	$ 228,513	$ 2,541,907	$ 44,873	1.8%		$ 112,141	**$ 2,882,560**	$ (47,032)	$ 11,031,849
2043	$ 25,000	$ 214,563	$ 14,725	$ 2,365,801	$ 228,226	**$ 2,848,315**	$ 229,288	$ 2,586,780	$ 44,873	1.8%		$ 112,141	**$ 2,928,209**	$ (79,894)	$ 10,951,955
2044	$ 25,000	$ 214,563	$ 15,500	$ 2,365,801	$ 240,238	**$ 2,861,102**	$ 230,063	$ 2,631,653	$ 44,873	1.7%		$ 112,141	**$ 2,973,857**	$ (112,755)	$ 10,839,200
2045	$ 25,000	$ 214,563	$ 16,275	$ 2,281,253	$ 252,249	**$ 2,789,340**	$ 230,838	$ 2,676,527	$ 44,873	1.7%		$ 112,141	**$ 3,019,505**	$ (230,165)	$ 10,609,035
2046	$ 25,000	$ 214,563	$ 17,050	$ 2,281,253	$ 264,261	**$ 2,802,127**	$ 231,613	$ 2,721,400	$ 44,873	1.7%		$ 112,141	**$ 3,065,154**	$ (263,027)	$ 10,346,008
2047	$ 25,000	$ 214,563	$ 17,825	$ 2,281,253	$ 276,273	**$ 2,814,914**	$ 232,388	$ 2,766,274	$ 44,873	1.6%		$ 112,141	**$ 3,110,802**	$ (295,888)	$ 10,050,120
2048	$ 25,000	$ 214,563	$ 18,600	$ 2,281,195	$ 288,285	**$ 2,827,643**	$ 233,163	$ 2,811,147	$ 44,873	1.6%		$ 112,141	**$ 3,156,451**	$ (328,808)	$ 9,721,312
2049	$ 25,000	$ 214,563	$ 19,375	$ 2,281,195	$ 300,297	**$ 2,840,430**	$ 233,938	$ 2,856,021	$ 44,873	1.6%		$ 112,141	**$ 3,202,099**	$ (361,669)	$ 9,359,643
2050	$ 25,000	$ 214,563	$ 20,150	$ 2,277,351	$ 312,309	**$ 2,849,373**	$ 234,713	$ 2,900,894	$ 44,873	1.6%		$ 112,141	**$ 3,247,748**	$ (398,375)	$ 8,961,268
2051	$ 25,000	$ 214,563	$ 20,925	$ 2,269,215	$ 324,321	**$ 2,854,024**	$ 235,488	$ 2,945,767	$ 44,873	1.5%		$ 112,141	**$ 3,293,396**	$ (439,372)	$ 8,521,896
2052	$ 25,000	$ 214,563	$ 21,700	$ 2,269,215	$ 336,333	**$ 2,866,811**	$ 236,263	$ 2,990,641	$ 44,873	1.5%		$ 112,141	**$ 3,339,044**	$ (472,233)	$ 8,049,663
2053	$ 25,000	$ 214,563	$ 22,475	$ 2,269,215	$ 348,344	**$ 2,879,598**	$ 237,038	$ 3,035,514	$ 44,873	1.5%		$ 112,141	**$ 3,384,693**	$ (505,095)	$ 7,544,568
2054	$ 25,000	$ 214,563	$ 23,250	$ 2,214,976	$ 360,356	**$ 2,838,145**	$ 237,813	$ 3,080,388	$ 44,873	1.5%		$ 112,141	**$ 3,430,341**	$ (592,196)	$ 6,952,372
2055	$ 25,000	$ 214,563	$ 24,025	$ 2,215,106	$ 372,368	**$ 2,851,062**	$ 238,588	$ 3,125,261	$ 44,873	1.5%		$ 112,141	**$ 3,475,990**	$ (624,928)	$ 6,327,444
2056	$ 25,000	$ 214,563	$ 24,800	$ 2,213,172	$ 384,380	**$ 2,861,915**	$ 239,363	$ 3,170,135	$ 44,873	1.4%		$ 112,141	**$ 3,521,638**	$ (659,723)	$ 5,667,721
2057	$ 25,000	$ 214,563	$ 25,575	$ 2,202,086	$ 396,392	**$ 2,863,616**	$ 240,138	$ 3,215,008	$ 44,873	1.4%		$ 112,141	**$ 3,567,287**	$ (703,671)	$ 4,964,050
2058	$ 25,000	$ 214,563	$ 26,350	$ 2,202,086	$ 408,404	**$ 2,876,403**	$ 240,913	$ 3,259,881	$ 44,873	1.4%		$ 112,141	**$ 3,612,935**	$ (736,532)	$ 4,227,518
2059	$ 25,000	$ 214,563	$ 27,125	$ 2,193,292	$ 420,416	**$ 2,880,396**	$ 241,688	$ 3,304,755	$ 44,873	1.4%		$ 112,141	**$ 3,658,583**	$ (778,187)	$ 3,449,331
2060	$ 25,000	$ 214,563	$ 27,900	$ 2,193,292	$ 432,428	**$ 2,893,183**	$ 242,463	$ 3,349,628	$ 44,873	1.4%		$ 112,141	**$ 3,704,232**	$ (811,049)	$ 2,638,282
2061	$ 25,000	$ 214,563	$ 28,675	$ 2,193,292	$ 444,439	**$ 2,905,970**	$ 243,238	$ 3,394,502	$ 44,873	1.3%		$ 112,141	**$ 3,749,880**	$ (843,910)	$ 1,794,372
2062	$ 25,000	$ 214,563	$ 29,450	$ 2,192,882	$ 456,451	**$ 2,918,347**	$ 244,013	$ 3,439,375	$ 44,873	1.3%		$ 112,141	**$ 3,795,529**	$ (877,182)	$ 917,190
2063	$ 25,000	$ 214,563	$ 30,225	$ 2,185,736	$ 468,463	**$ 2,923,987**	$ 244,788	$ 3,484,249	$ 44,873	1.3%		$ 112,141	**$ 3,841,177**	$ (917,190)	$ -
Total	**$ 975,000**	**$ 8,582,520**	**$ 604,500**	**$ 100,761,744**	**$ 9,369,265**	**$ 120,293,031**		**$ 104,368,671**			**$ 2,700,279**	**$ 4,037,061**	**$ 120,293,031**	**$ -**	

Annual Increase	$ 44,873
2024 Total Rate Req.	$ 4,361,965
Inc. as % of Rate Req.	1.03%

Table 6
Town of St. Marys
2024 Asset Management Plan
Financing Strategy 1: Close In-Year Funding Gap by 2053 (Rate Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues							3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Rate	Capital from Rate (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Yearly Increase in Rate Funding (%)	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 214,563	$ -	$ 3,231,990	$ -	**$ 3,446,553**	$ 214,563	$ 1,734,185			$ 540,056	$ -	**$ 2,488,804**	$ 957,749	$ 957,749
2025	$ 25,000	$ 214,563	$ 775	$ 3,231,990	$ 12,012	**$ 3,484,340**	$ 215,338	$ 1,761,641	$ 27,456	1.6%	$ 540,056	$ 0	**$ 2,517,035**	$ 967,305	$ 1,925,054
2026	$ 25,000	$ 214,563	$ 1,550	$ 3,231,990	$ 24,024	**$ 3,497,127**	$ 216,113	$ 1,789,098	$ 27,456	1.6%	$ 540,056	$ 0	**$ 2,545,267**	$ 951,860	$ 2,876,914
2027	$ 25,000	$ 214,563	$ 2,325	$ 3,231,990	$ 36,036	**$ 3,509,913**	$ 216,888	$ 1,816,554	$ 27,456	1.5%	$ 540,056	$ 0	**$ 2,573,498**	$ 936,415	$ 3,813,329
2028	$ 25,000	$ 214,563	$ 3,100	$ 3,217,530	$ 48,048	**$ 3,508,240**	$ 217,663	$ 1,844,010	$ 27,456	1.5%	$ 540,056	$ 112,141	**$ 2,713,870**	$ 794,370	$ 4,607,699
2029	$ 25,000	$ 214,563	$ 3,875	$ 2,871,143	$ 60,059	**$ 3,174,640**	$ 218,438	$ 1,871,467	$ 27,456	1.5%	$ -	$ 112,141	**$ 2,202,045**	$ 972,595	$ 5,580,294
2030	$ 25,000	$ 214,563	$ 4,650	$ 2,871,143	$ 72,071	**$ 3,187,427**	$ 219,213	$ 1,898,923	$ 27,456	1.5%	$ -	$ 112,141	**$ 2,230,277**	$ 957,150	$ 6,537,444
2031	$ 25,000	$ 214,563	$ 5,425	$ 2,860,362	$ 84,083	**$ 3,189,434**	$ 219,988	$ 1,926,380	$ 27,456	1.4%	$ -	$ 112,141	**$ 2,258,508**	$ 930,926	$ 7,468,370
2032	$ 25,000	$ 214,563	$ 6,200	$ 2,860,362	$ 96,095	**$ 3,202,220**	$ 220,763	$ 1,953,836	$ 27,456	1.4%	$ -	$ 112,141	**$ 2,286,740**	$ 915,480	$ 8,383,850
2033	$ 25,000	$ 214,563	$ 6,975	$ 2,860,362	$ 108,107	**$ 3,215,007**	$ 221,538	$ 1,981,292	$ 27,456	1.4%	$ -	$ 112,141	**$ 2,314,971**	$ 900,036	$ 9,283,886
2034	$ 25,000	$ 214,563	$ 7,750	$ 2,860,362	$ 120,119	**$ 3,227,794**	$ 222,313	$ 2,008,749	$ 27,456	1.4%	$ -	$ 112,141	**$ 2,343,202**	$ 884,592	$ 10,168,478
2035	$ 25,000	$ 214,563	$ 8,525	$ 2,845,930	$ 132,131	**$ 3,226,148**	$ 223,088	$ 2,036,205	$ 27,456	1.4%	$ -	$ 112,141	**$ 2,371,434**	$ 854,714	$ 11,023,192
2036	$ 25,000	$ 214,563	$ 9,300	$ 2,608,803	$ 144,143	**$ 3,001,809**	$ 223,863	$ 2,063,661	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,399,665**	$ 602,144	$ 11,625,336
2037	$ 25,000	$ 214,563	$ 10,075	$ 2,517,271	$ 156,154	**$ 2,923,063**	$ 224,638	$ 2,091,118	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,427,896**	$ 495,167	$ 12,120,503
2038	$ 25,000	$ 214,563	$ 10,850	$ 2,516,394	$ 168,166	**$ 2,934,974**	$ 225,413	$ 2,118,574	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,456,128**	$ 478,846	$ 12,599,349
2039	$ 25,000	$ 214,563	$ 11,625	$ 2,516,394	$ 180,178	**$ 2,947,761**	$ 226,188	$ 2,146,031	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,484,359**	$ 463,402	$ 13,062,751
2040	$ 25,000	$ 214,563	$ 12,400	$ 2,417,681	$ 192,190	**$ 2,861,834**	$ 226,963	$ 2,173,487	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,512,591**	$ 349,243	$ 13,411,994
2041	$ 25,000	$ 214,563	$ 13,175	$ 2,415,578	$ 204,202	**$ 2,872,518**	$ 227,738	$ 2,200,943	$ 27,456	1.3%	$ -	$ 112,141	**$ 2,540,822**	$ 331,696	$ 13,743,690
2042	$ 25,000	$ 214,563	$ 13,950	$ 2,365,801	$ 216,214	**$ 2,835,528**	$ 228,513	$ 2,228,400	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,569,053**	$ 266,475	$ 14,010,165
2043	$ 25,000	$ 214,563	$ 14,725	$ 2,365,801	$ 228,226	**$ 2,848,315**	$ 229,288	$ 2,255,856	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,597,285**	$ 251,030	$ 14,261,195
2044	$ 25,000	$ 214,563	$ 15,500	$ 2,365,801	$ 240,238	**$ 2,861,102**	$ 230,063	$ 2,283,312	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,625,516**	$ 235,586	$ 14,496,781
2045	$ 25,000	$ 214,563	$ 16,275	$ 2,281,253	$ 252,249	**$ 2,789,340**	$ 230,838	$ 2,310,769	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,653,747**	$ 135,593	$ 14,632,374
2046	$ 25,000	$ 214,563	$ 17,050	$ 2,281,253	$ 264,261	**$ 2,802,127**	$ 231,613	$ 2,338,225	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,681,979**	$ 120,148	$ 14,752,522
2047	$ 25,000	$ 214,563	$ 17,825	$ 2,281,253	$ 276,273	**$ 2,814,914**	$ 232,388	$ 2,365,682	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,710,210**	$ 104,704	$ 14,857,226
2048	$ 25,000	$ 214,563	$ 18,600	$ 2,281,195	$ 288,285	**$ 2,827,643**	$ 233,163	$ 2,393,138	$ 27,456	1.2%	$ -	$ 112,141	**$ 2,738,441**	$ 89,202	$ 14,946,428
2049	$ 25,000	$ 214,563	$ 19,375	$ 2,281,195	$ 300,297	**$ 2,840,430**	$ 233,938	$ 2,420,594	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,766,673**	$ 73,757	$ 15,020,185
2050	$ 25,000	$ 214,563	$ 20,150	$ 2,277,351	$ 312,309	**$ 2,849,373**	$ 234,713	$ 2,448,051	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,794,904**	$ 54,469	$ 15,074,654
2051	$ 25,000	$ 214,563	$ 20,925	$ 2,269,215	$ 324,321	**$ 2,854,024**	$ 235,488	$ 2,475,507	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,823,136**	$ 30,888	$ 15,105,542
2052	$ 25,000	$ 214,563	$ 21,700	$ 2,269,215	$ 336,333	**$ 2,866,811**	$ 236,263	$ 2,502,963	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,851,367**	$ 15,444	$ 15,120,986
2053	$ 25,000	$ 214,563	$ 22,475	$ 2,269,215	$ 348,344	**$ 2,879,598**	$ 237,038	$ 2,530,420	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,879,598**	$ -	$ 15,120,986
2054	$ 25,000	$ 214,563	$ 23,250	$ 2,214,976	$ 360,356	**$ 2,838,145**	$ 237,813	$ 2,557,876	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,907,830**	$ (69,685)	$ 15,051,301
2055	$ 25,000	$ 214,563	$ 24,025	$ 2,215,106	$ 372,368	**$ 2,851,062**	$ 238,588	$ 2,585,333	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,936,061**	$ (84,999)	$ 14,966,302
2056	$ 25,000	$ 214,563	$ 24,800	$ 2,213,172	$ 384,380	**$ 2,861,915**	$ 239,363	$ 2,612,789	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,964,292**	$ (102,377)	$ 14,863,925
2057	$ 25,000	$ 214,563	$ 25,575	$ 2,202,086	$ 396,392	**$ 2,863,616**	$ 240,138	$ 2,640,245	$ 27,456	1.1%	$ -	$ 112,141	**$ 2,992,524**	$ (128,908)	$ 14,735,017
2058	$ 25,000	$ 214,563	$ 26,350	$ 2,202,086	$ 408,404	**$ 2,876,403**	$ 240,913	$ 2,667,702	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,020,755**	$ (144,352)	$ 14,590,665
2059	$ 25,000	$ 214,563	$ 27,125	$ 2,193,292	$ 420,416	**$ 2,880,396**	$ 241,688	$ 2,695,158	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,048,987**	$ (168,591)	$ 14,422,074
2060	$ 25,000	$ 214,563	$ 27,900	$ 2,193,292	$ 432,428	**$ 2,893,183**	$ 242,463	$ 2,722,614	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,077,218**	$ (184,035)	$ 14,238,039
2061	$ 25,000	$ 214,563	$ 28,675	$ 2,193,292	$ 444,439	**$ 2,905,970**	$ 243,238	$ 2,750,071	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,105,449**	$ (199,479)	$ 14,038,560
2062	$ 25,000	$ 214,563	$ 29,450	$ 2,192,882	$ 456,451	**$ 2,918,347**	$ 244,013	$ 2,777,527	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,133,681**	$ (215,334)	$ 13,823,226
2063	$ 25,000	$ 214,563	$ 30,225	$ 2,185,736	$ 468,463	**$ 2,923,987**	$ 244,788	$ 2,804,983	$ 27,456	1.0%	$ -	$ 112,141	**$ 3,161,912**	$ (237,925)	$ 13,585,301
Total	**$ 975,000**	**$ 8,582,520**	**$ 604,500**	**$ 100,761,744**	**$ 9,369,265**	**$ 120,293,031**		**$ 90,783,370**			**$ 2,700,279**	**$ 4,037,061**	**$ 106,707,730**	**$ 13,585,301**	

Annual Increase	$	27,456
2024 Total Rate Req.	$	4,361,965
Inc. as % of Rate Req.		0.63%

Table 7
Town of St. Marys
2024 Asset Management Plan
Financing Strategy 2: Close In-Year Funding Gap by 2063 (Rate Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues							3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Rate	Capital from Rate (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Yearly Increase in Rate Funding (%)	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 214,563	$ -	$ 3,231,990	$ -	**$ 3,446,553**	$ 214,563	$ 1,734,185			$ 540,056	$ -	**$ 2,488,804**	$ 957,749	$ 957,749
2025	$ 25,000	$ 214,563	$ 775	$ 3,231,990	$ 12,012	**$ 3,484,340**	$ 215,338	$ 1,755,541	$ 21,356	1.2%	$ 540,056	$ 0	**$ 2,510,935**	$ 973,405	$ 1,931,154
2026	$ 25,000	$ 214,563	$ 1,550	$ 3,231,990	$ 24,024	**$ 3,497,127**	$ 216,113	$ 1,776,896	$ 21,356	1.2%	$ 540,056	$ 0	**$ 2,533,065**	$ 964,062	$ 2,895,216
2027	$ 25,000	$ 214,563	$ 2,325	$ 3,231,990	$ 36,036	**$ 3,509,913**	$ 216,888	$ 1,798,252	$ 21,356	1.2%	$ 540,056	$ 0	**$ 2,555,196**	$ 954,717	$ 3,849,933
2028	$ 25,000	$ 214,563	$ 3,100	$ 3,217,530	$ 48,048	**$ 3,508,240**	$ 217,663	$ 1,819,608	$ 21,356	1.2%	$ 540,056	$ 112,141	**$ 2,689,467**	$ 818,773	$ 4,668,706
2029	$ 25,000	$ 214,563	$ 3,875	$ 2,871,143	$ 60,059	**$ 3,174,640**	$ 218,438	$ 1,840,964	$ 21,356	1.2%	$ -	$ 112,141	**$ 2,171,542**	$ 1,003,098	$ 5,671,804
2030	$ 25,000	$ 214,563	$ 4,650	$ 2,871,143	$ 72,071	**$ 3,187,427**	$ 219,213	$ 1,862,319	$ 21,356	1.2%	$ -	$ 112,141	**$ 2,193,673**	$ 993,754	$ 6,665,558
2031	$ 25,000	$ 214,563	$ 5,425	$ 2,860,362	$ 84,083	**$ 3,189,434**	$ 219,988	$ 1,883,675	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,215,804**	$ 973,630	$ 7,639,188
2032	$ 25,000	$ 214,563	$ 6,200	$ 2,860,362	$ 96,095	**$ 3,202,220**	$ 220,763	$ 1,905,031	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,237,935**	$ 964,285	$ 8,603,473
2033	$ 25,000	$ 214,563	$ 6,975	$ 2,860,362	$ 108,107	**$ 3,215,007**	$ 221,538	$ 1,926,387	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,260,065**	$ 954,942	$ 9,558,415
2034	$ 25,000	$ 214,563	$ 7,750	$ 2,860,362	$ 120,119	**$ 3,227,794**	$ 222,313	$ 1,947,742	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,282,196**	$ 945,598	$ 10,504,013
2035	$ 25,000	$ 214,563	$ 8,525	$ 2,845,930	$ 132,131	**$ 3,226,148**	$ 223,088	$ 1,969,098	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,304,327**	$ 921,821	$ 11,425,834
2036	$ 25,000	$ 214,563	$ 9,300	$ 2,608,803	$ 144,143	**$ 3,001,809**	$ 223,863	$ 1,990,454	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,326,457**	$ 675,352	$ 12,101,186
2037	$ 25,000	$ 214,563	$ 10,075	$ 2,517,271	$ 156,154	**$ 2,923,063**	$ 224,638	$ 2,011,810	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,348,588**	$ 574,475	$ 12,675,661
2038	$ 25,000	$ 214,563	$ 10,850	$ 2,516,394	$ 168,166	**$ 2,934,974**	$ 225,413	$ 2,033,165	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,370,719**	$ 564,255	$ 13,239,916
2039	$ 25,000	$ 214,563	$ 11,625	$ 2,516,394	$ 180,178	**$ 2,947,761**	$ 226,188	$ 2,054,521	$ 21,356	1.1%	$ -	$ 112,141	**$ 2,392,850**	$ 554,911	$ 13,794,827
2040	$ 25,000	$ 214,563	$ 12,400	$ 2,417,681	$ 192,190	**$ 2,861,834**	$ 226,963	$ 2,075,877	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,414,980**	$ 446,854	$ 14,241,681
2041	$ 25,000	$ 214,563	$ 13,175	$ 2,415,578	$ 204,202	**$ 2,872,518**	$ 227,738	$ 2,097,233	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,437,111**	$ 435,407	$ 14,677,088
2042	$ 25,000	$ 214,563	$ 13,950	$ 2,365,801	$ 216,214	**$ 2,835,528**	$ 228,513	$ 2,118,588	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,459,242**	$ 376,286	$ 15,053,374
2043	$ 25,000	$ 214,563	$ 14,725	$ 2,365,801	$ 228,226	**$ 2,848,315**	$ 229,288	$ 2,139,944	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,481,373**	$ 366,942	$ 15,420,316
2044	$ 25,000	$ 214,563	$ 15,500	$ 2,365,801	$ 240,238	**$ 2,861,102**	$ 230,063	$ 2,161,300	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,503,503**	$ 357,599	$ 15,777,915
2045	$ 25,000	$ 214,563	$ 16,275	$ 2,281,253	$ 252,249	**$ 2,789,340**	$ 230,838	$ 2,182,656	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,525,634**	$ 263,706	$ 16,041,621
2046	$ 25,000	$ 214,563	$ 17,050	$ 2,281,253	$ 264,261	**$ 2,802,127**	$ 231,613	$ 2,204,011	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,547,765**	$ 254,362	$ 16,295,983
2047	$ 25,000	$ 214,563	$ 17,825	$ 2,281,253	$ 276,273	**$ 2,814,914**	$ 232,388	$ 2,225,367	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,569,896**	$ 245,018	$ 16,541,001
2048	$ 25,000	$ 214,563	$ 18,600	$ 2,281,195	$ 288,285	**$ 2,827,643**	$ 233,163	$ 2,246,723	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,592,026**	$ 235,617	$ 16,776,618
2049	$ 25,000	$ 214,563	$ 19,375	$ 2,281,195	$ 300,297	**$ 2,840,430**	$ 233,938	$ 2,268,079	$ 21,356	1.0%	$ -	$ 112,141	**$ 2,614,157**	$ 226,273	$ 17,002,891
2050	$ 25,000	$ 214,563	$ 20,150	$ 2,277,351	$ 312,309	**$ 2,849,373**	$ 234,713	$ 2,289,434	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,636,288**	$ 213,085	$ 17,215,976
2051	$ 25,000	$ 214,563	$ 20,925	$ 2,269,215	$ 324,321	**$ 2,854,024**	$ 235,488	$ 2,310,790	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,658,419**	$ 195,605	$ 17,411,581
2052	$ 25,000	$ 214,563	$ 21,700	$ 2,269,215	$ 336,333	**$ 2,866,811**	$ 236,263	$ 2,332,146	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,680,549**	$ 186,262	$ 17,597,843
2053	$ 25,000	$ 214,563	$ 22,475	$ 2,269,215	$ 348,344	**$ 2,879,598**	$ 237,038	$ 2,353,501	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,702,680**	$ 176,918	$ 17,774,761
2054	$ 25,000	$ 214,563	$ 23,250	$ 2,214,976	$ 360,356	**$ 2,838,145**	$ 237,813	$ 2,374,857	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,724,811**	$ 113,334	$ 17,888,095
2055	$ 25,000	$ 214,563	$ 24,025	$ 2,215,106	$ 372,368	**$ 2,851,062**	$ 238,588	$ 2,396,213	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,746,942**	$ 104,120	$ 17,992,215
2056	$ 25,000	$ 214,563	$ 24,800	$ 2,213,172	$ 384,380	**$ 2,861,915**	$ 239,363	$ 2,417,569	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,769,072**	$ 92,843	$ 18,085,058
2057	$ 25,000	$ 214,563	$ 25,575	$ 2,202,086	$ 396,392	**$ 2,863,616**	$ 240,138	$ 2,438,924	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,791,203**	$ 72,413	$ 18,157,471
2058	$ 25,000	$ 214,563	$ 26,350	$ 2,202,086	$ 408,404	**$ 2,876,403**	$ 240,913	$ 2,460,280	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,813,334**	$ 63,069	$ 18,220,540
2059	$ 25,000	$ 214,563	$ 27,125	$ 2,193,292	$ 420,416	**$ 2,880,396**	$ 241,688	$ 2,481,636	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,835,464**	$ 44,932	$ 18,265,472
2060	$ 25,000	$ 214,563	$ 27,900	$ 2,193,292	$ 432,428	**$ 2,893,183**	$ 242,463	$ 2,502,992	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,857,595**	$ 35,588	$ 18,301,060
2061	$ 25,000	$ 214,563	$ 28,675	$ 2,193,292	$ 444,439	**$ 2,905,970**	$ 243,238	$ 2,524,347	$ 21,356	0.9%	$ -	$ 112,141	**$ 2,879,726**	$ 26,244	$ 18,327,304
2062	$ 25,000	$ 214,563	$ 29,450	$ 2,192,882	$ 456,451	**$ 2,918,347**	$ 244,013	$ 2,545,703	$ 21,356	0.8%	$ -	$ 112,141	**$ 2,901,857**	$ 16,490	$ 18,343,794
2063	$ 25,000	$ 214,563	$ 30,225	$ 2,185,736	$ 468,463	**$ 2,923,987**	$ 244,788	$ 2,567,059	$ 21,356	0.8%	$ -	$ 112,141	**$ 2,923,987**	$ -	$ 18,343,794
Total	**$ 975,000**	**$ 8,582,520**	**$ 604,500**	**$ 100,761,744**	**$ 9,369,265**	**$ 120,293,031**		**$ 86,024,877**			**$ 2,700,279**	**$ 4,037,061**	**$ 101,949,237**	**$ 18,343,794**	

Annual Increase	$ 21,356
2024 Total Rate Req.	$ 4,361,965
Inc. as % of Rate Req.	0.49%

Table 8
Town of St. Marys
2024 Asset Management Plan
Maintain Current Funding Levels (Rate Funded Services)

Legend	1. Lifecycle Costs						2. Forecast of Revenues							3. Funding Gap Calculation	
Year	Non-Infrastructure Solutions	Operations & Maintenance (Existing Level)	Operations & Maintenance (Expansion)	Capital Renewal/ Replacement and Disposal	Expansion Activities (Annual Provision for Replacement)	Total Lifecycle Costs	O&M from Rate	Capital from Rate (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Yearly Increase in Rate Funding (%)	Less: Existing Reserves	Fiscal Capacity Added from Debt	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2024	$ -	$ 214,563	$ -	$ 3,231,990	$ -	**$ 3,446,553**	$ 214,563	$ 1,734,185			$ 540,056	$ -	**$ 2,488,804**	$ 957,749	$ 957,749
2025	$ 25,000	$ 214,563	$ 775	$ 3,231,990	$ 12,012	**$ 3,484,340**	$ 215,338	$ 1,734,185		0.0%	$ 540,056	$ 0	**$ 2,489,579**	$ 994,761	$ 1,952,510
2026	$ 25,000	$ 214,563	$ 1,550	$ 3,231,990	$ 24,024	**$ 3,497,127**	$ 216,113	$ 1,734,185	$ -	0.0%	$ 540,056	$ 0	**$ 2,490,354**	$ 1,006,773	$ 2,959,283
2027	$ 25,000	$ 214,563	$ 2,325	$ 3,231,990	$ 36,036	**$ 3,509,913**	$ 216,888	$ 1,734,185	$ -	0.0%	$ 540,056	$ 0	**$ 2,491,129**	$ 1,018,784	$ 3,978,067
2028	$ 25,000	$ 214,563	$ 3,100	$ 3,217,530	$ 48,048	**$ 3,508,240**	$ 217,663	$ 1,734,185	$ -	0.0%	$ 540,056	$ 112,141	**$ 2,604,044**	$ 904,196	$ 4,882,263
2029	$ 25,000	$ 214,563	$ 3,875	$ 2,871,143	$ 60,059	**$ 3,174,640**	$ 218,438	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,064,764**	$ 1,109,876	$ 5,992,139
2030	$ 25,000	$ 214,563	$ 4,650	$ 2,871,143	$ 72,071	**$ 3,187,427**	$ 219,213	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,065,539**	$ 1,121,888	$ 7,114,027
2031	$ 25,000	$ 214,563	$ 5,425	$ 2,860,362	$ 84,083	**$ 3,189,434**	$ 219,988	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,066,314**	$ 1,123,120	$ 8,237,147
2032	$ 25,000	$ 214,563	$ 6,200	$ 2,860,362	$ 96,095	**$ 3,202,220**	$ 220,763	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,067,089**	$ 1,135,131	$ 9,372,278
2033	$ 25,000	$ 214,563	$ 6,975	$ 2,860,362	$ 108,107	**$ 3,215,007**	$ 221,538	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,067,864**	$ 1,147,143	$ 10,519,421
2034	$ 25,000	$ 214,563	$ 7,750	$ 2,860,362	$ 120,119	**$ 3,227,794**	$ 222,313	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,068,639**	$ 1,159,155	$ 11,678,576
2035	$ 25,000	$ 214,563	$ 8,525	$ 2,845,930	$ 132,131	**$ 3,226,148**	$ 223,088	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,069,414**	$ 1,156,734	$ 12,835,310
2036	$ 25,000	$ 214,563	$ 9,300	$ 2,608,803	$ 144,143	**$ 3,001,809**	$ 223,863	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,070,189**	$ 931,620	$ 13,766,930
2037	$ 25,000	$ 214,563	$ 10,075	$ 2,517,271	$ 156,154	**$ 2,923,063**	$ 224,638	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,070,964**	$ 852,099	$ 14,619,029
2038	$ 25,000	$ 214,563	$ 10,850	$ 2,516,394	$ 168,166	**$ 2,934,974**	$ 225,413	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,071,739**	$ 863,235	$ 15,482,264
2039	$ 25,000	$ 214,563	$ 11,625	$ 2,516,394	$ 180,178	**$ 2,947,761**	$ 226,188	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,072,514**	$ 875,247	$ 16,357,511
2040	$ 25,000	$ 214,563	$ 12,400	$ 2,417,681	$ 192,190	**$ 2,861,834**	$ 226,963	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,073,289**	$ 788,545	$ 17,146,056
2041	$ 25,000	$ 214,563	$ 13,175	$ 2,415,578	$ 204,202	**$ 2,872,518**	$ 227,738	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,074,064**	$ 798,454	$ 17,944,510
2042	$ 25,000	$ 214,563	$ 13,950	$ 2,365,801	$ 216,214	**$ 2,835,528**	$ 228,513	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,074,839**	$ 760,689	$ 18,705,199
2043	$ 25,000	$ 214,563	$ 14,725	$ 2,365,801	$ 228,226	**$ 2,848,315**	$ 229,288	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,075,614**	$ 772,701	$ 19,477,900
2044	$ 25,000	$ 214,563	$ 15,500	$ 2,365,801	$ 240,238	**$ 2,861,102**	$ 230,063	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,076,389**	$ 784,713	$ 20,262,613
2045	$ 25,000	$ 214,563	$ 16,275	$ 2,281,253	$ 252,249	**$ 2,789,340**	$ 230,838	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,077,164**	$ 712,176	$ 20,974,789
2046	$ 25,000	$ 214,563	$ 17,050	$ 2,281,253	$ 264,261	**$ 2,802,127**	$ 231,613	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,077,939**	$ 724,188	$ 21,698,977
2047	$ 25,000	$ 214,563	$ 17,825	$ 2,281,253	$ 276,273	**$ 2,814,914**	$ 232,388	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,078,714**	$ 736,200	$ 22,435,177
2048	$ 25,000	$ 214,563	$ 18,600	$ 2,281,195	$ 288,285	**$ 2,827,643**	$ 233,163	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,079,489**	$ 748,154	$ 23,183,331
2049	$ 25,000	$ 214,563	$ 19,375	$ 2,281,195	$ 300,297	**$ 2,840,430**	$ 233,938	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,080,264**	$ 760,166	$ 23,943,497
2050	$ 25,000	$ 214,563	$ 20,150	$ 2,277,351	$ 312,309	**$ 2,849,373**	$ 234,713	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,081,039**	$ 768,334	$ 24,711,831
2051	$ 25,000	$ 214,563	$ 20,925	$ 2,269,215	$ 324,321	**$ 2,854,024**	$ 235,488	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,081,814**	$ 772,210	$ 25,484,041
2052	$ 25,000	$ 214,563	$ 21,700	$ 2,269,215	$ 336,333	**$ 2,866,811**	$ 236,263	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,082,589**	$ 784,222	$ 26,268,263
2053	$ 25,000	$ 214,563	$ 22,475	$ 2,269,215	$ 348,344	**$ 2,879,598**	$ 237,038	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,083,364**	$ 796,234	$ 27,064,497
2054	$ 25,000	$ 214,563	$ 23,250	$ 2,214,976	$ 360,356	**$ 2,838,145**	$ 237,813	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,084,139**	$ 754,006	$ 27,818,503
2055	$ 25,000	$ 214,563	$ 24,025	$ 2,215,106	$ 372,368	**$ 2,851,062**	$ 238,588	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,084,914**	$ 766,148	$ 28,584,651
2056	$ 25,000	$ 214,563	$ 24,800	$ 2,213,172	$ 384,380	**$ 2,861,915**	$ 239,363	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,085,689**	$ 776,226	$ 29,360,877
2057	$ 25,000	$ 214,563	$ 25,575	$ 2,202,086	$ 396,392	**$ 2,863,616**	$ 240,138	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,086,464**	$ 777,152	$ 30,138,029
2058	$ 25,000	$ 214,563	$ 26,350	$ 2,202,086	$ 408,404	**$ 2,876,403**	$ 240,913	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,087,239**	$ 789,164	$ 30,927,193
2059	$ 25,000	$ 214,563	$ 27,125	$ 2,193,292	$ 420,416	**$ 2,880,396**	$ 241,688	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,088,014**	$ 792,382	$ 31,719,575
2060	$ 25,000	$ 214,563	$ 27,900	$ 2,193,292	$ 432,428	**$ 2,893,183**	$ 242,463	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,088,789**	$ 804,394	$ 32,523,969
2061	$ 25,000	$ 214,563	$ 28,675	$ 2,193,292	$ 444,439	**$ 2,905,970**	$ 243,238	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,089,564**	$ 816,406	$ 33,340,375
2062	$ 25,000	$ 214,563	$ 29,450	$ 2,192,882	$ 456,451	**$ 2,918,347**	$ 244,013	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,090,339**	$ 828,008	$ 34,168,383
2063	$ 25,000	$ 214,563	$ 30,225	$ 2,185,736	$ 468,463	**$ 2,923,987**	$ 244,788	$ 1,734,185	$ -	0.0%	$ -	$ 112,141	**$ 2,091,114**	$ 832,873	$ 35,001,256
Total	**$ 975,000**	**$ 8,582,520**	**$ 604,500**	**$ 100,761,744**	**$ 9,369,265**	**$ 120,293,031**		**$ 69,367,400**			**$ 2,700,279**	**$ 4,037,061**	**$ 85,291,775**	**$ 35,001,256**	

Annual Increase	$	-
2024 Total Rate Req.	$	4,361,965
Inc. as % of Rate Req.		0.00%