

2024 ASSET MANAGEMENT PLAN UPDATE

MAY 08, 2024

OVERVIEW

1. O.Reg 588/17 Requirements
2. Progress since 2022 and Draft 2024 AMP Outcomes
3. Next Steps

O.REG 588/17 REQUIREMENTS

O.REG 588/17 REQUIREMENTS

Asset Management Plan for all Assets

- July 1, 2024

Contents:

- Asset data including:
 - a summary of the asset components,
 - replacement cost,
 - average age, and
 - current condition and assessment approach.
- Current levels of service and asset performance
- Lifecycle activities to maintain current levels of service

PROGRESS AND DRAFT AMP OUTCOMES

WASTEWATER SYSTEMS

Improvement Plan - 2022 AMP

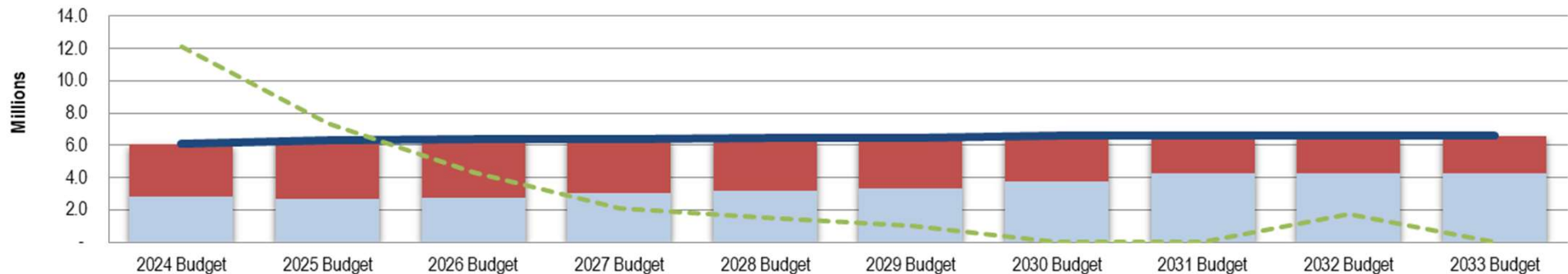
- Document lifecycle history on assets within the asset management systems.
- Continue to reduce asset data gaps.
- Refine asset components and maintenance strategies for facilities and associated processes.
- Refine the risk assessment approach at the component level.
- Incorporate findings from the Water and Wastewater Master Plan.

WOODSTOCK WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$518,000 from 2022
- Additional increases in future years

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	6,066,000	6,315,000	6,416,000	6,416,000	6,437,000	6,437,000	6,570,000	6,570,000	6,570,000	6,570,000
Current Investment		2,823,752	2,687,974	2,780,055	3,002,491	3,145,055	3,304,806	3,787,603	4,278,116	4,294,801	4,285,975
Funding Deficit		3,242,248	3,627,026	3,635,945	3,413,509	3,291,945	3,132,194	2,782,397	2,291,884	2,275,199	2,284,025
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	12,080,845	7,361,733	4,316,776	2,123,564	1,528,595	1,008,145	16,551	1,650	1,709,756	33,346



WOODSTOCK WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$22.6 million deficit
- 2024 AMP 10-year gap – approx. \$19.4 million deficit

Financial Strategy

- Increases in accordance with the rates policy

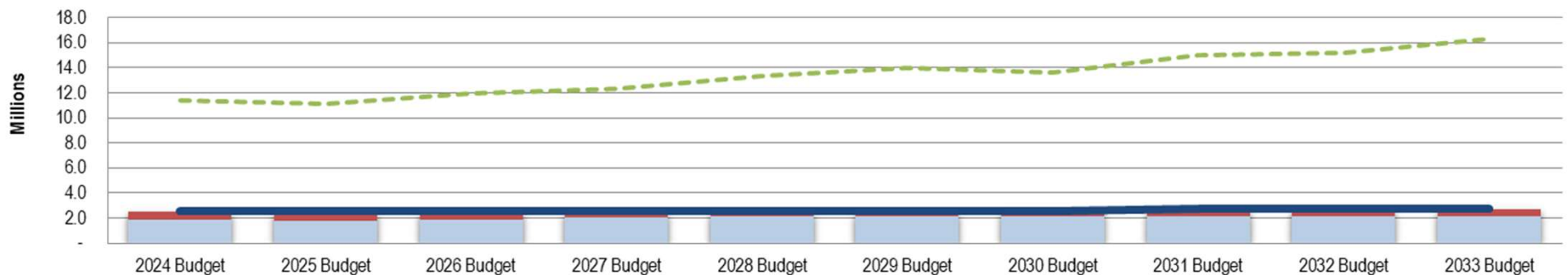
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$51,372,803	-
Projected Non-Lifecycle Needs	15,732,471	-
Reserve Balance	-	\$13,319,077
Projected Funding	-	34,390,627
Total	\$67,105,274	\$47,709,704
Deficit (Surplus)		\$19,395,570

TILLSONBURG WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$378,000 from 2022
- Additional increases in future years

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	2,517,000	2,517,000	2,517,000	2,531,000	2,542,000	2,542,000	2,601,000	2,737,000	2,737,000	2,737,000
Current Investment		1,905,337	1,732,203	1,869,328	2,029,751	2,121,797	2,110,902	2,114,366	2,128,868	2,152,004	2,170,440
Funding Deficit		611,663	784,797	647,672	501,249	420,203	431,098	486,634	608,132	584,996	566,560
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	11,377,325	11,155,736	11,972,592	12,347,745	13,382,858	14,020,193	13,669,327	15,029,954	15,244,220	16,297,839



TILLSONBURG WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$19.1 million surplus
- 2024 AMP 10-year gap – approx. \$25.5 million surplus

Financial Strategy

- Changes in accordance with the rates policy

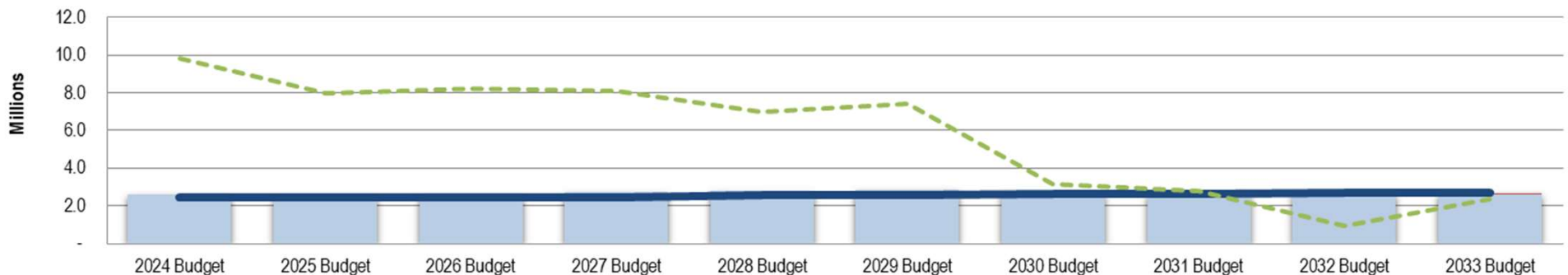
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$6,255,023	-
Projected Non-Lifecycle Needs	1,322,625	-
Reserve Balance	-	12,755,280
Projected Funding	-	20,334,995
Total	\$7,577,648	\$33,090,275
Deficit (Surplus)		(\$25,512,627)

INGERSOLL WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$318,000 from 2022
- Additional increases in future years with new assets constructed

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	2,427,000	2,455,000	2,455,000	2,455,000	2,541,000	2,546,000	2,614,000	2,629,000	2,663,000	2,663,000
Current Investment		2,581,102	2,552,230	2,603,964	2,721,232	2,787,972	2,820,978	2,754,358	2,675,766	2,633,231	2,617,486
Funding Deficit		-	-	-	-	-	-	-	-	29,769	45,514
Funding Surplus		154,102	97,230	148,964	266,232	246,972	274,978	140,358	46,766	-	-
Reserve Balance	■■■■	9,851,307	7,971,773	8,190,704	8,066,803	6,987,751	7,392,338	3,181,815	2,801,944	946,666	2,336,280



INGERSOLL WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$19.3 million surplus
- 2024 AMP 10-year gap – approx. \$18.6 million surplus

Financial Strategy

- Changes in accordance with the rates policy

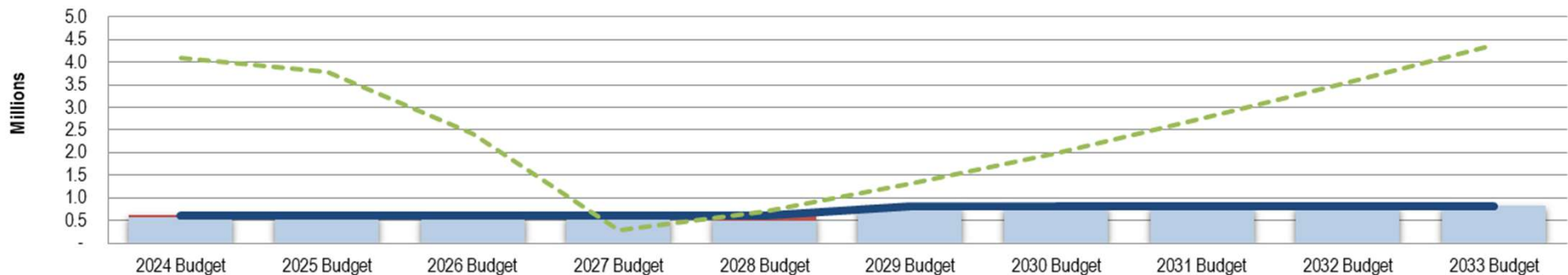
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$6,924,597	-
Projected Non-Lifecycle Needs	10,779,750	-
Reserve Balance	-	\$9,605,172
Projected Funding	-	26,748,320
Total	\$17,704,347	\$36,353,492
Deficit (Surplus)		(\$18,649,145)

NORWICH WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$3,000 from 2022
- Further increase in 2029 with completion of Lagoon Expansion ~ \$205,000

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	615,000	615,000	615,000	615,000	615,000	821,000	821,000	821,000	821,000	821,000
Current Investment		573,976	569,409	549,868	518,849	495,376	733,996	753,586	775,622	799,355	823,996
Funding Deficit		41,024	45,591	65,132	96,151	119,624	87,004	67,414	45,378	21,645	-
Funding Surplus		-	-	-	-	-	-	-	-	-	2,996
Reserve Balance	■■■■	4,091,919	3,791,513	2,417,968	294,850	702,780	1,307,090	1,986,210	2,750,794	3,541,149	4,365,145



NORWICH WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$0.4 million surplus
- 2024 AMP 10-year gap – approx. \$4.4 million surplus

Financial Strategy

- Increase in accordance with the rates policy

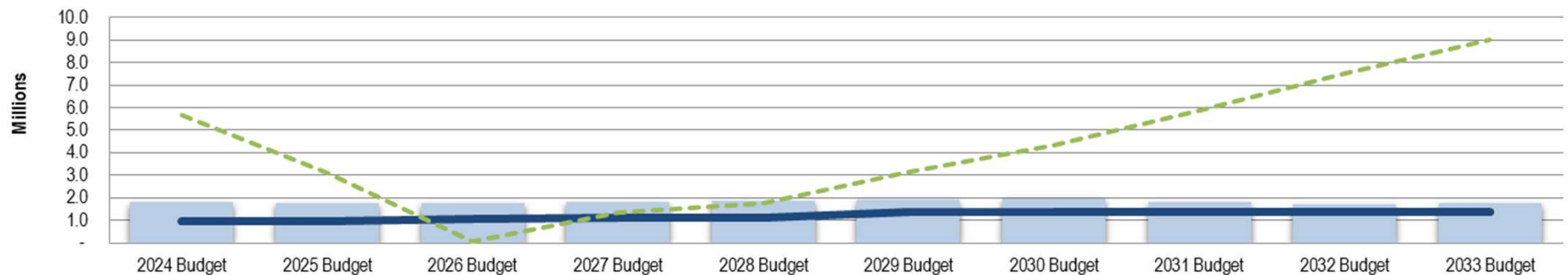
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$4,258,899	-
Projected Non-Lifecycle Needs	1,546,800	-
Reserve Balance	-	3,611,626
Projected Funding	-	6,594,033
Total	\$5,805,699	\$10,205,659
Deficit (Surplus)		(\$4,399,960)

TAVISTOCK WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$64,000 from 2022
- Further increases in 2026 and 2029

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	951,000	951,000	1,083,000	1,088,000	1,088,000	1,383,000	1,383,000	1,383,000	1,383,000	1,383,000
Current Investment		1,808,100	1,767,745	1,737,812	1,787,381	1,864,559	1,903,262	1,956,799	1,827,803	1,710,506	1,755,318
Funding Deficit		-	-	-	-	-	-	-	-	-	-
Funding Surplus		857,100	816,745	654,812	699,381	776,559	520,262	573,799	444,803	327,506	372,318
Reserve Balance	■■■■	5,659,825	3,102,320	50,905	1,344,332	1,736,743	3,130,085	4,331,411	5,884,257	7,527,548	8,984,154



TAVISTOCK WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$14.1 million surplus
- 2024 AMP 10-year gap – approx. \$10.6 million surplus

Financial Strategy

- Changes in accordance with the rates policy

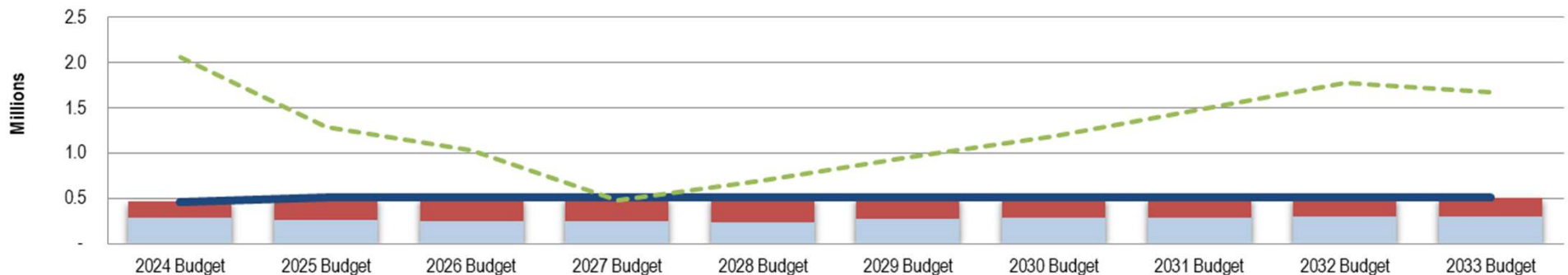
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$1,872,725	-
Projected Non-Lifecycle Needs	10,926,776	-
Reserve Balance	-	\$5,309,203
Projected Funding	-	18,119,287
Total	\$12,799,501	\$23,428,490
Deficit (Surplus)		(\$10,628,988)

PLATTSVILLE WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$139,000 from 2022
- Further increase in 2025 with completion of WWTP Operational Enhancements

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	464,000	505,000	505,000	505,000	505,000	505,000	505,000	505,000	505,000	505,000
Current Investment		289,085	263,093	239,795	244,576	238,397	273,003	280,504	288,570	297,489	300,557
Funding Deficit		174,915	241,907	265,205	260,424	266,603	231,997	224,496	216,430	207,511	204,443
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	2,059,324	1,292,481	1,029,209	481,067	697,390	947,206	1,188,820	1,475,654	1,773,143	1,676,700



PLATTSVILLE WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$2.1 million surplus
- 2024 AMP 10-year gap – approx. \$1.7 million surplus

Financial Strategy

- Increase in accordance with the rates policy

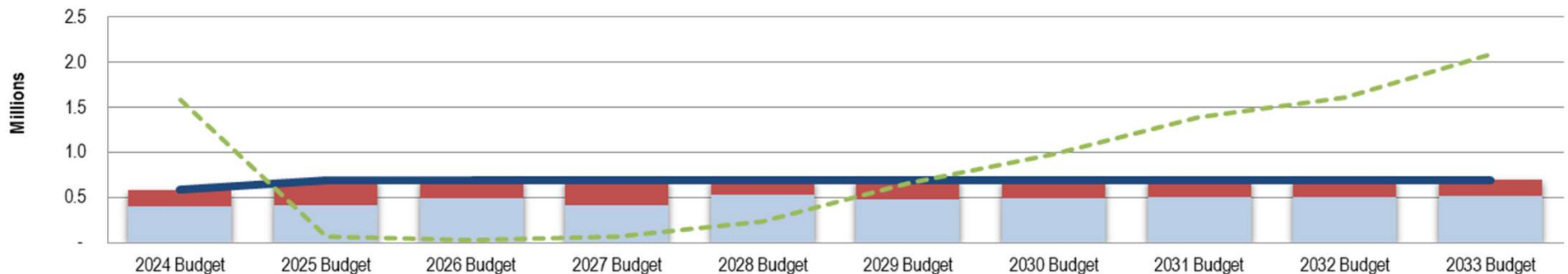
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$1,280,760	-
Projected Non-Lifecycle Needs	1,654,268	-
Reserve Balance	-	\$1,887,961
Projected Funding	-	2,715,069
Total	\$2,935,028	\$4,603,030
Deficit (Surplus)		(\$1,668,002)

THAMESFORD WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Decrease in annual required investment ~ \$26,000 from 2022
- Increase in 2025 with completion of WWTP Upgrades ~ \$79,000 from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	586,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000
Current Investment		402,427	415,554	488,380	411,068	532,680	479,077	488,476	497,810	505,542	514,051
Funding Deficit		183,573	275,446	202,620	279,932	158,320	211,923	202,524	193,190	185,458	176,949
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	1,579,907	67,392	29,727	71,077	234,099	653,967	980,007	1,395,620	1,615,692	2,084,276



THAMESFORD WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$2.2 million surplus
- 2024 AMP 10-year gap – approx. \$1.9 million surplus

Financial Strategy

- Evaluate rate increases vs debt funding

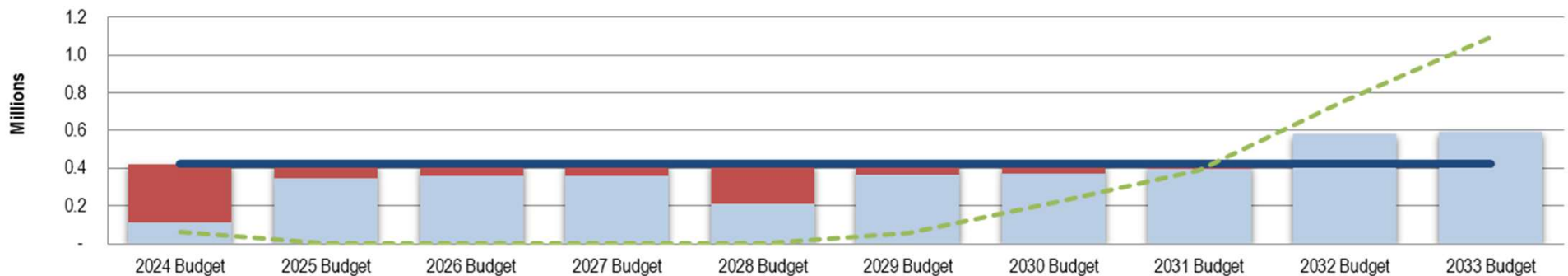
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$1,815,045	-
Projected Non-Lifecycle Needs	3,219,472	-
Reserve Balance	-	2,240,159
Projected Funding	-	4,735,066
Total	\$5,034,517	\$6,975,225
Deficit (Surplus)		(\$1,940,708)

DRUMBO WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$68,000 from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	422,000	422,000	422,000	422,000	422,000	422,000	422,000	422,000	422,000	422,000
Current Investment	■	112,763	347,809	360,582	359,272	212,741	366,446	369,750	393,106	582,473	593,239
Funding Deficit	■	309,237	74,191	61,418	62,728	209,259	55,554	52,250	28,894	-	-
Funding Surplus	■	-	-	-	-	-	-	-	-	160,473	171,239
Reserve Balance	■ ■ ■ ■	62,855	-	-	-	-	59,062	216,408	386,967	757,895	1,092,289



DRUMBO WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$1.8 million deficit
- 2024 AMP 10-year gap – approx. \$0.01 million surplus

Financial Strategy

- Increase in accordance with the rates policy

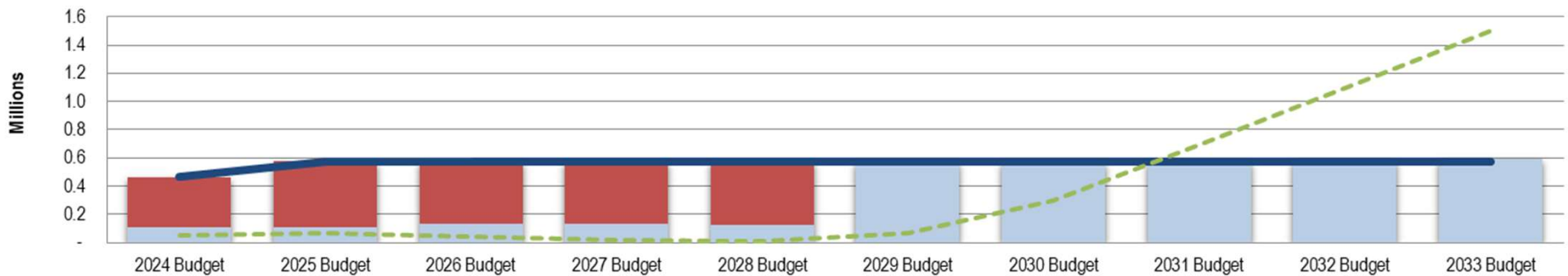
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$1,210,013	-
Projected Non-Lifecycle Needs	2,474,106	-
Reserve Balance	-	222
Projected Funding	-	3,698,181
Total	\$3,684,119	\$3,698,403
Deficit (Surplus)		(\$14,284)

MOUNT ELGIN WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$65,000 from 2022
- Further increase in 2025 with completion of WWTP Phase 3 and 4 expansion

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	466,000	574,000	574,000	574,000	574,000	574,000	574,000	574,000	574,000	574,000
Current Investment	■	111,782	107,890	132,881	130,613	128,673	563,908	566,504	574,210	584,583	595,135
Funding Deficit	■	354,218	466,110	441,119	443,387	445,327	10,092	7,496	-	-	-
Funding Surplus	■	-	-	-	-	-	-	-	210	10,583	21,135
Reserve Balance	■■■■	54,180	65,618	38,464	15,040	11,365	69,150	297,423	689,577	1,097,579	1,501,473



MOUNT ELGIN WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$0.3 million deficit
- 2024 AMP 10-year gap – approx. \$1.6 million surplus

Financial Strategy

- Increase in accordance with the rates policy

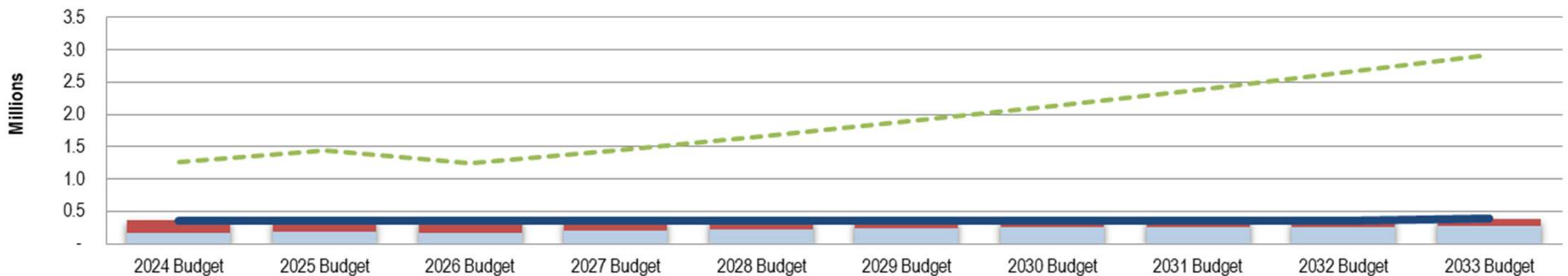
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$937,857	-
Projected Non-Lifecycle Needs	1,315,698	-
Reserve Balance	-	347,964
Projected Funding	-	3,496,179
Total	\$2,253,555	\$3,844,143
Deficit (Surplus)		(\$1,590,588)

EMBRO WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$150,000 from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	■	362,000	362,000	362,000	362,000	362,000	362,000	362,000	362,000	362,000	387,000
Current Investment	■	171,833	181,645	163,335	195,606	212,903	238,726	246,081	253,679	261,526	269,633
Funding Deficit	■	190,167	180,355	198,665	166,394	149,097	123,274	115,919	108,321	100,474	117,367
Funding Surplus	■	-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	1,254,809	1,434,708	1,247,642	1,441,922	1,653,537	1,890,283	2,135,438	2,388,039	2,649,565	2,919,198



EMBRO WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$1.7 million surplus
- 2024 AMP 10-year gap – approx. \$2.5 million surplus

Financial Strategy

- Increase in accordance with the rates policy

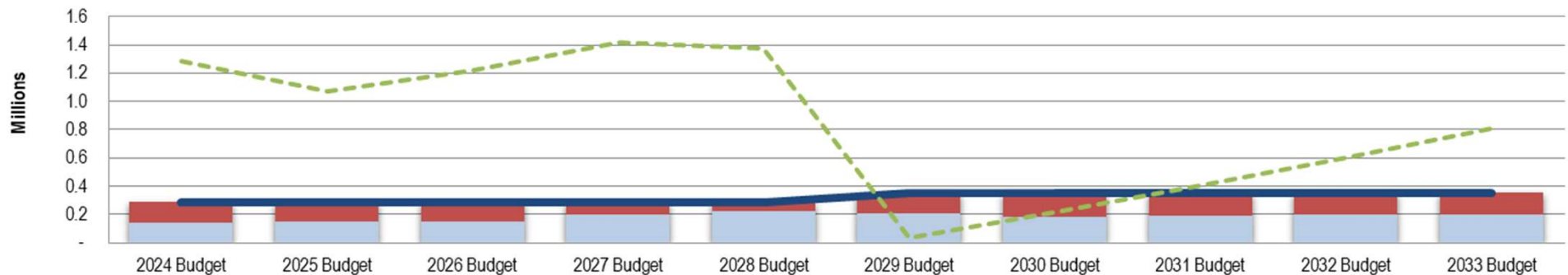
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$430,811	-
Projected Non-Lifecycle Needs	328,600	-
Reserve Balance	-	\$1,092,356
Projected Funding	-	2,194,967
Total	\$759,411	\$3,287,323
Deficit (Surplus)		(\$2,527,912)

INNERKIP WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$100,000 from 2022
- Further increase in 2029 with completion of forcemain twinning

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	287,000	287,000	287,000	287,000	287,000	353,000	353,000	353,000	353,000	353,000
Current Investment		144,392	153,076	148,624	196,856	222,122	209,524	184,811	190,489	196,367	202,454
Funding Deficit		142,608	133,924	138,376	90,144	64,878	143,476	168,189	162,511	156,633	150,546
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	1,281,241	1,073,439	1,221,402	1,416,072	1,377,071	33,331	216,616	405,328	601,695	804,149



INNERKIP WASTEWATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$1.8 million surplus
- 2024 AMP 10-year gap – approx. \$3.3 million deficit

Financial Strategy

- Evaluate rate increases vs debt funding

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$337,693	-
Projected Non-Lifecycle Needs	5,936,300	-
Reserve Balance	-	\$1,152,172
Projected Funding	-	1,848,715
Total	\$6,273,993	\$3,000,887
Deficit (Surplus)		\$3,273,106

WATER SYSTEMS

Improvement Plan - 2022 AMP

- Document lifecycle history on assets within the asset management systems.
- Continue to reduce asset data gaps.
- Refine asset components and maintenance strategies for facilities and associated processes.
- Refine the risk assessment approach at the component level, including the incorporation of watermain break data.
- Incorporate findings from the Water and Wastewater Master Plan.

WOODSTOCK WATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$1,420,000 from 2022
- Further increases as new assets are constructed

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	5,394,000	5,475,000	5,545,000	5,545,000	5,556,000	5,558,000	5,558,000	5,577,000	5,577,000	5,584,000
Current Investment		4,512,184	4,388,591	4,384,223	4,651,510	4,738,730	4,839,894	4,814,282	4,808,814	4,869,428	4,865,399
Funding Deficit		881,816	1,086,409	1,160,777	893,490	817,270	718,106	743,718	768,186	707,572	718,601
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■■■■	17,825,275	14,623,783	13,476,744	9,331,980	1,576,484	2,584,979	460,035	2,788,280	4,988,179	3,090,390



WOODSTOCK WATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$14.9 million surplus
- 2024 AMP 10-year gap – approx. \$9.0 million surplus

Financial Strategy

- Changes in accordance with the rates policy

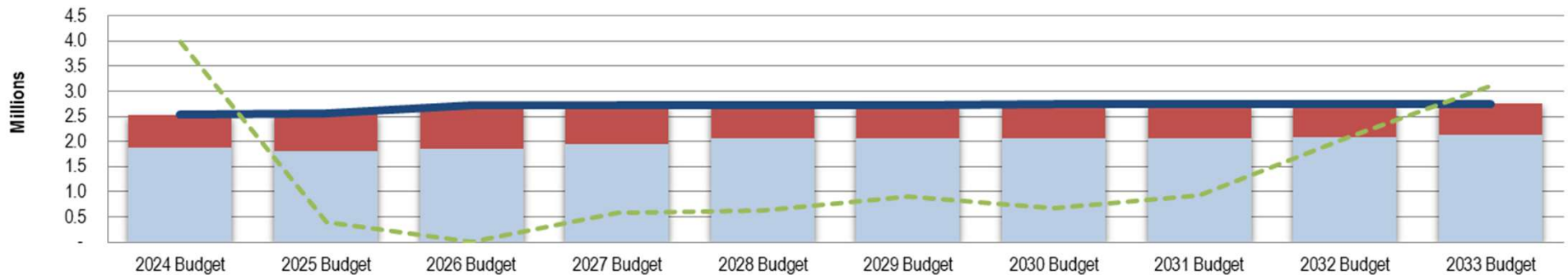
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$41,737,643	-
Projected Non-Lifecycle Needs	17,560,368	-
Reserve Balance	-	21,388,242
Projected Funding	-	46,873,059
Total	\$59,298,011	\$68,261,301
Deficit (Surplus)		(\$8,963,290)

TILLSONBURG WATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$773,000 from 2022
- Further increases as new assets are constructed

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	2,529,000	2,551,000	2,719,000	2,719,000	2,731,000	2,731,000	2,742,000	2,742,000	2,742,000	2,748,000
Current Investment		1,888,981	1,816,301	1,856,197	1,949,682	2,069,203	2,067,414	2,068,055	2,068,395	2,089,551	2,122,720
Funding Deficit		640,019	734,699	862,803	769,318	661,797	663,586	673,945	673,605	652,449	625,280
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	3,978,084	389,511	14,414	588,205	638,317	915,711	680,341	938,021	2,066,372	3,111,092



TILLSONBURG WATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$7.0 million surplus
- 2024 AMP 10-year gap – approx. \$10.6 million surplus

Financial Strategy






- Changes in accordance with the rates policy

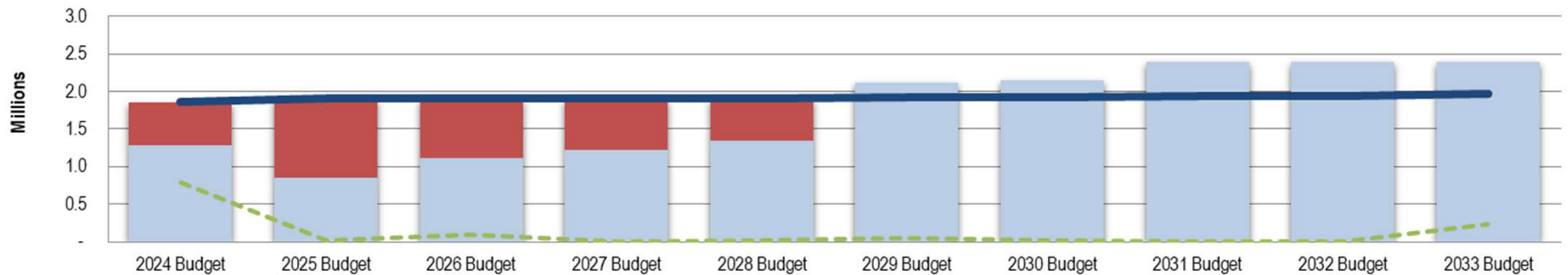
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$10,484,804	-
Projected Non-Lifecycle Needs	4,267,830	-
Reserve Balance	-	\$5,320,341
Projected Funding	-	19,996,499
Total	\$14,752,634	\$25,316,840
Deficit (Surplus)		(\$10,564,206)

INGERSOLL WATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$510,000 from 2022
- Further increases as new assets are constructed

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment		1,857,000	1,904,000	1,904,000	1,904,000	1,904,000	1,919,000	1,919,000	1,936,000	1,936,000	1,972,000
Current Investment		1,275,770	857,183	1,115,383	1,218,767	1,347,468	2,123,308	2,146,872	2,397,483	2,397,017	2,400,534
Funding Deficit		581,230	1,046,817	788,617	685,233	556,532	-	-	-	-	-
Funding Surplus		-	-	-	-	-	204,308	227,872	461,483	461,017	428,534
Reserve Balance		787,176	10,757	100,161	3,239	23,382	42,676	21,279	53	3,976	230,516



INGERSOLL WATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$8.2 million surplus
- 2024 AMP 10-year gap – approx. \$3.3 million deficit

Financial Strategy

- Increases in accordance with the rates policy
- Defer lifecycle projects to reduce debt needs

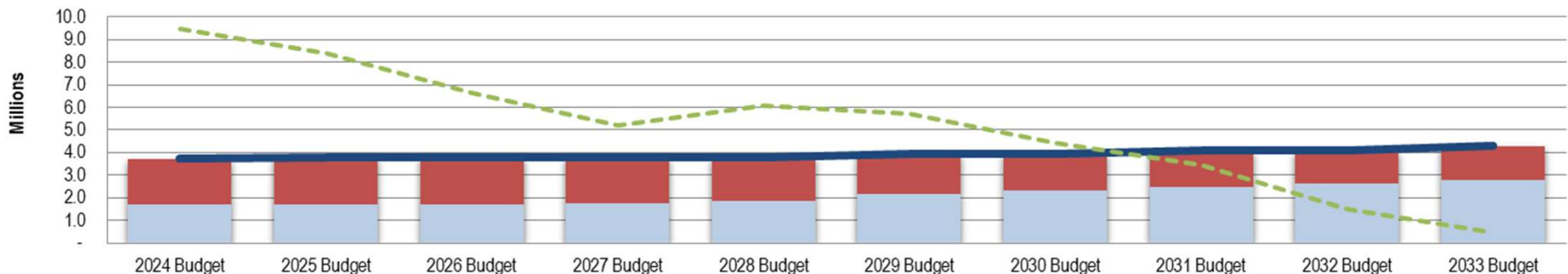
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$10,959,732	-
Projected Non-Lifecycle Needs	11,816,177	-
Reserve Balance	-	\$2,170,849
Projected Funding	-	17,279,785
Total	\$22,775,909	\$19,450,634
Deficit (Surplus)		\$3,325,274

TOWNSHIPS WATER SYSTEM

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$565,000 from 2022
- Further increases as new assets are constructed

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	3,733,000	3,808,000	3,808,000	3,808,000	3,808,000	3,953,000	3,953,000	4,084,000	4,084,000	4,288,000
Current Investment		1,702,658	1,721,668	1,707,590	1,768,359	1,835,753	2,147,132	2,322,343	2,487,390	2,642,522	2,797,317
Funding Deficit		2,030,342	2,086,332	2,100,410	2,039,641	1,972,247	1,805,868	1,630,657	1,596,610	1,441,478	1,490,683
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■■■■	9,481,316	8,383,864	6,640,207	5,190,557	6,068,574	5,725,817	4,444,461	3,435,850	1,504,872	474,189



TOWNSHIPS WATER SYSTEM

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$3.1 million deficit
- 2024 AMP 10-year gap – approx. \$9.5 million deficit

Financial Strategy

- Increases in accordance with the rates policy

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$22,047,864	-
Projected Non-Lifecycle Needs	17,895,510	-
Reserve Balance	-	\$9,325,932
Projected Funding	-	21,132,732
Total	\$39,943,374	\$30,458,664
Deficit (Surplus)		\$9,484,710

BRIDGES AND STRUCTURAL CULVERTS

Improvement Plan - 2022 AMP

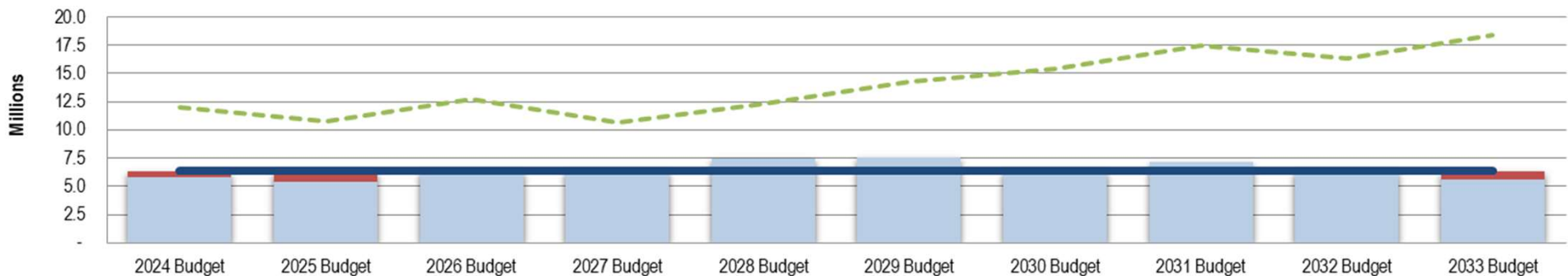
- Incorporate findings from the Transportation Master Plan, as applicable.
- Continue to monitor new technologies as they emerge to determine when cost effective to be implemented, in order to extend useful lives of structures.
- Incorporate maintenance requirements into lifecycle strategies.

BRIDGES AND STRUCTURAL CULVERTS

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$900,000 from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000	\$6,331,000
Current Investment		5,848,157	5,349,364	6,327,447	6,406,811	7,489,406	7,520,310	6,330,981	7,198,569	6,390,665	5,566,503
Funding Deficit		482,843	981,636	3,553	-	-	-	19	-	-	603,497
Funding Surplus		-	-	-	75,811	1,158,406	1,189,310	-	867,569	59,665	-
Reserve Balance	■■■■	11,983,698	10,709,565	12,757,757	10,647,501	12,310,417	14,243,216	15,456,536	17,479,249	16,370,918	18,447,364



BRIDGES AND STRUCTURAL CULVERTS

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$17.7 million surplus
- 2024 AMP 10-year gap – approx. \$14.3 million deficit

Financial Strategy

- Review annual contribution for potential inflationary increase

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$93,118,456	-
Reserve Balance	-	\$14,395,552
Projected Funding	-	64,428,213
Total	\$93,118,456	\$78,823,765
Deficit (Surplus)		\$14,294,691

TRANSPORTATION NETWORK

Improvement Plan - 2022 AMP

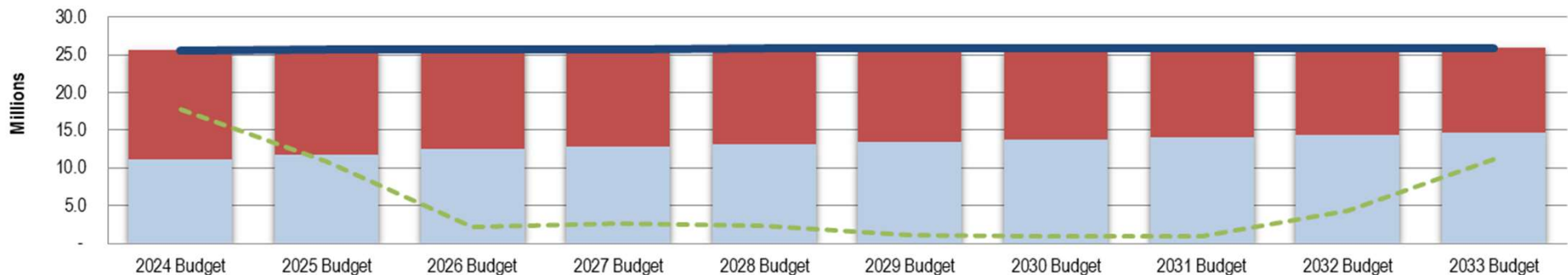
- Incorporate findings from the Transportation Master Plan.
- Continue to monitor new technologies as they emerge to determine when cost effective to be implemented, in order to extend useful lives of components.
- Incorporate maintenance requirements into lifecycle strategies.
- Continue to work to reduce asset data gaps.
- Document lifecycle history on asset components within the asset management systems.
- Continue to work on establishing components and lifecycle strategies for facility related road network assets.

TRANSPORTATION NETWORK

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$7 million from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	25,618,000	25,668,000	25,731,000	25,750,000	25,797,000	25,806,000	25,859,000	25,868,000	25,877,000	25,886,000
Current Investment		11,117,078	11,811,423	12,572,291	12,879,376	13,161,093	13,407,184	13,702,360	14,016,864	14,365,404	14,745,003
Funding Deficit		14,500,922	13,856,577	13,158,709	12,870,624	12,635,907	12,398,816	12,156,640	11,851,136	11,511,596	11,140,997
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	17,841,038	10,834,400	2,250,713	2,613,158	2,294,962	1,104,368	930,655	878,954	4,296,491	11,115,777



TRANSPORTATION NETWORK

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$6.0 million deficit
- 2024 AMP 10-year gap – approx. \$110.2 million deficit

Financial Strategy

- Annual increase with inflation
- Additional increases to close the gap
- Increase annual contribution with new asset acquisitions

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$262,935,280	-
Projected Non-Lifecycle Needs	248,853	-
Reserve Balance	-	\$21,237,766
Projected Funding	-	131,778,076
Total	\$263,184,133	\$153,015,842
Deficit (Surplus)		\$110,168,291

STORMWATER NETWORK

Improvement Plan - 2022 AMP

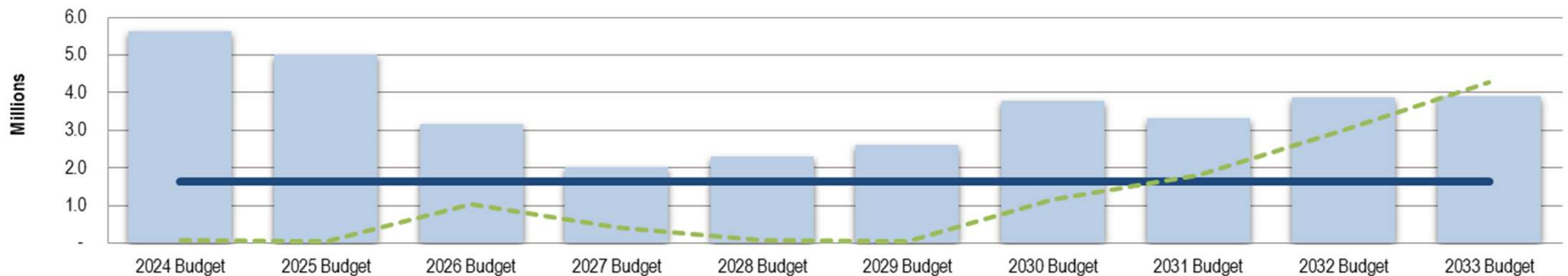
- Reduce asset data gaps.
- Incorporate findings from the Transportation Master Plan, as applicable.
- Continue to monitor new technologies as they emerge to determine when cost effective to be implemented, in order to extend useful lives of components.
- Incorporate maintenance requirements into lifecycle strategies.
- Document lifecycle history on assets within the asset management systems.
- Implement a CCTV program and incorporate results into condition ratings.
- Identify stormwater asset components associated with the road transfers that were effective January 1, 2022.
- Determine methodology to utilize culvert depth in determining replacement cost and risk.

STORMWATER NETWORK

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$500,000 from 2022

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000
Current Investment		5,623,066	5,011,208	3,156,562	2,022,346	2,307,539	2,607,665	3,777,224	3,302,387	3,858,795	3,909,470
Funding Deficit		-	-	-	-	-	-	-	-	-	-
Funding Surplus		3,983,066	3,371,208	1,516,562	382,346	667,539	967,665	2,137,224	1,662,387	2,218,795	2,269,470
Reserve Balance	...	83,066	39,274	1,045,836	418,182	75,721	33,386	1,160,610	1,812,997	3,021,792	4,281,262



STORMWATER NETWORK

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2022 AMP 10-year gap – approx. \$21.3 million surplus
- 2024 AMP 10-year gap – approx. \$33.1 million surplus

Financial Strategy

- Evaluate needs and funding sources with each business plan and budget cycle

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$2,462,728	-
Reserve Balance	-	-
Projected Funding	-	\$35,576,262
Total	\$2,462,728	\$35,576,262
Deficit (Surplus)		(\$33,113,534)

FACILITIES

Improvement Plan - 2017 AMP

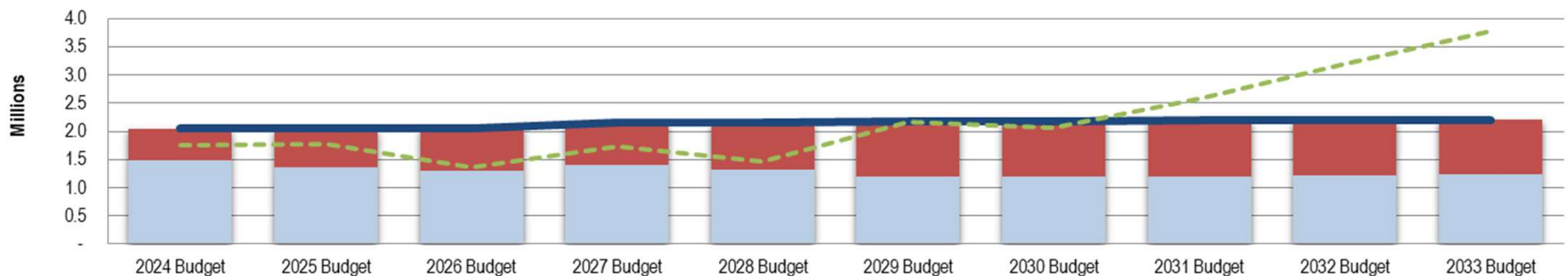
- Determine asset components and maintenance strategies.
- Establish and monitor appropriate and measurable levels of service and performance measures.
- Refine risk assessment to assign appropriate risk level to each asset based on different factors.
- Incorporate maintenance requirements into lifecycle strategies.
- As debenture repayments decline, maintain current investment by allocating these funds to reserves.

CORPORATE FACILITIES

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$896,000 from 2024 Budget
- Increasing annual requirement for renewable energy projects

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	2,046,000	2,046,000	2,058,000	2,152,000	2,152,000	2,180,000	2,186,000	2,206,000	2,206,000	2,206,000
Current Investment	■	1,478,105	1,352,596	1,289,907	1,396,040	1,310,829	1,185,964	1,194,861	1,200,872	1,217,778	1,235,818
Funding Deficit	■	567,895	693,404	768,093	755,960	841,171	994,036	991,139	1,005,128	988,222	970,182
Funding Surplus	■	-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	1,755,085	1,770,890	1,358,695	1,724,235	1,465,564	2,167,028	2,064,989	2,577,361	3,189,139	3,768,957



CORPORATE FACILITIES

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$5.1 million surplus

Financial Strategy

- Initiate contributions to reserve for renewable energy lifecycle needs
- Increase contributions where possible

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$8,272,900	-
Projected Non-Lifecycle Needs	565,250	-
Reserve Balance	-	\$1,103,366
Projected Funding	-	12,862,770
Total	\$8,838,150	\$13,966,136
Deficit (Surplus)		(\$5,127,986)

FLEET AND EQUIPMENT

Improvement Plan - 2017 AMP

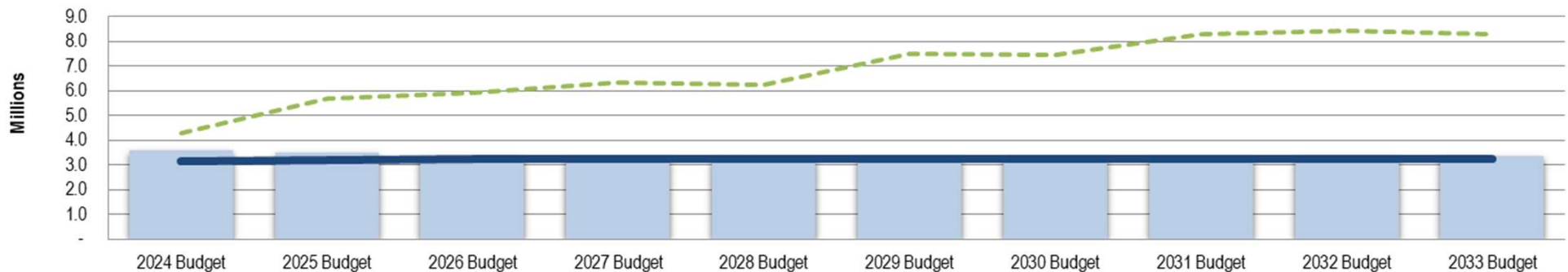
- Continue to explore fleet integration and the potential need for dedicated staff to complete fleet maintenance, asset management and procurement functions.
- Establish and monitor appropriate and measurable levels of service and performance measures.
- Continually evaluate the fleet for overall efficiency and effectiveness in accordance with the Energy Management Plan.
- Improve processes to ensure systems are updated and available to produce the vehicle replacement ratings.
- Develop all asset profiles and maintenance strategies.
- Establish phased funding increase to account for increase in replacement costs due to purchase of energy efficient vehicles.
- Include other equipment in the asset management plan inventory.

FLEET AND EQUIPMENT

2024 DRAFT AMP OUTCOMES

- Decrease in annual required investment from 2024 Budget
- Increasing annual requirement for new assets anticipated

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	3,161,000	3,204,000	3,251,000	3,251,000	3,251,000	3,251,000	3,251,000	3,251,000	3,251,000	3,251,000
Current Investment		3,599,647	3,479,915	3,367,589	3,293,682	3,282,522	3,326,686	3,329,139	3,330,703	3,343,395	3,346,587
Funding Deficit		-	-	-	-	-	-	-	-	-	-
Funding Surplus		438,647	275,915	116,589	42,682	31,522	75,686	78,139	79,703	92,395	95,587
Reserve Balance	■ ■ ■ ■	4,302,950	5,670,965	5,889,254	6,332,936	6,248,158	7,484,044	7,443,983	8,280,986	8,416,381	8,277,168



FLEET AND EQUIPMENT

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$6.1 million surplus

Financial Strategy

- Continue to evaluate portfolio during each business plan and budget cycle to attain optimal funding levels

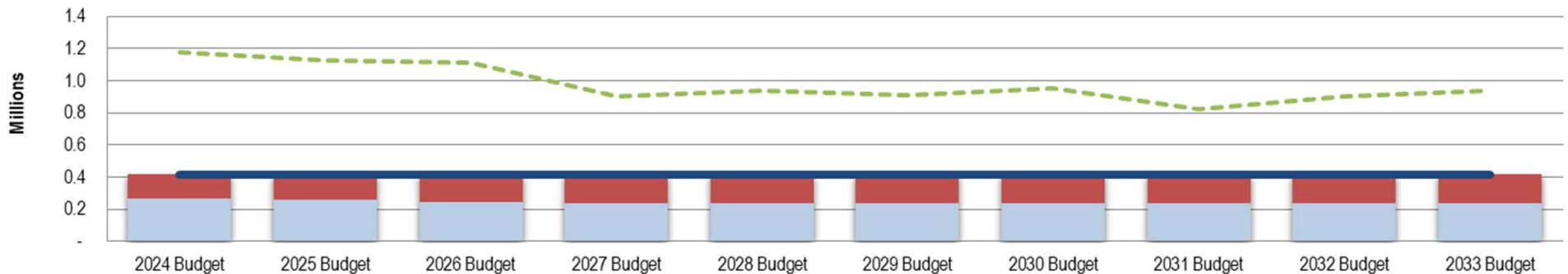
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$31,503,000	-
Reserve Balance	-	\$3,916,918
Projected Funding	-	33,699,865
Total	\$31,503,000	\$37,616,783
Deficit (Surplus)		(\$6,113,783)

INFORMATION TECHNOLOGY

2024 DRAFT AMP OUTCOMES

- Annual requirement reflects current replacement costs
- Includes cyber security testing

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	■	418,000	418,000	418,000	418,000	418,000	418,000	418,000	418,000	418,000	418,000
Current Investment	■	265,154	256,930	244,788	241,412	238,731	238,835	239,075	237,751	236,970	238,667
Funding Deficit	■	152,846	161,070	173,212	176,588	179,269	179,165	178,925	180,249	181,030	179,333
Funding Surplus	■	-	-	-	-	-	-	-	-	-	-
Reserve Balance	■■■■	1,178,021	1,127,401	1,111,289	906,196	935,627	913,062	951,337	826,333	900,153	937,520



INFORMATION TECHNOLOGY

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$0.4 million deficit

Financial Strategy

- Review annual contribution with each budget cycle

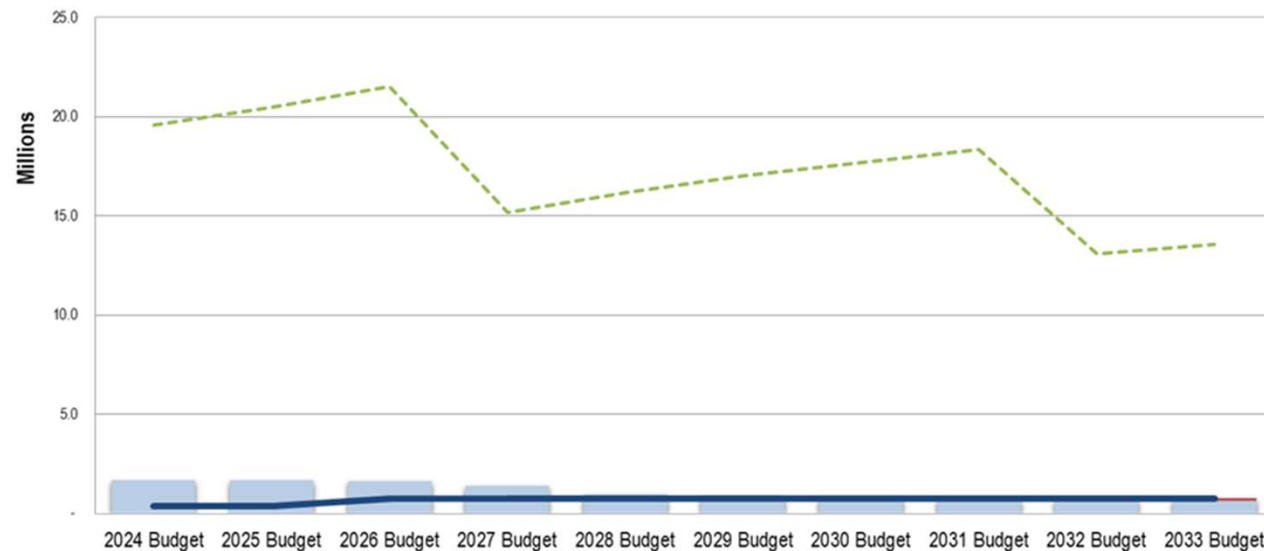
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$3,843,516	-
Reserve Balance	-	\$1,015,167
Projected Funding	-	2,438,313
Total	\$3,843,516	\$3,453,480
Deficit (Surplus)		\$390,036

WASTE MANAGEMENT

2024 DRAFT AMP OUTCOMES

- Increasing annual requirement for new assets anticipated

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	\$355,000	\$355,000	\$761,000	\$761,000	\$761,000	\$761,000	\$761,000	\$761,000	\$761,000	\$761,000
Current Investment		1,663,350	1,698,650	1,652,850	1,378,850	982,350	930,050	858,950	679,350	636,350	630,150
Funding Deficit		-	-	-	-	-	-	-	81,650	124,650	130,850
Funding Surplus		1,308,350	1,343,650	891,850	617,850	221,350	169,050	97,950	-	-	-
Reserve Balance	■■■■	19,569,114	20,487,302	21,540,152	15,204,002	16,162,352	17,017,602	17,690,052	18,369,402	13,105,752	13,557,902



WASTE MANAGEMENT

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$9.1 million surplus

Financial Strategy

- Continue annual reserve contribution introduced in 2024
- Additional contributions likely due to 20-year needs

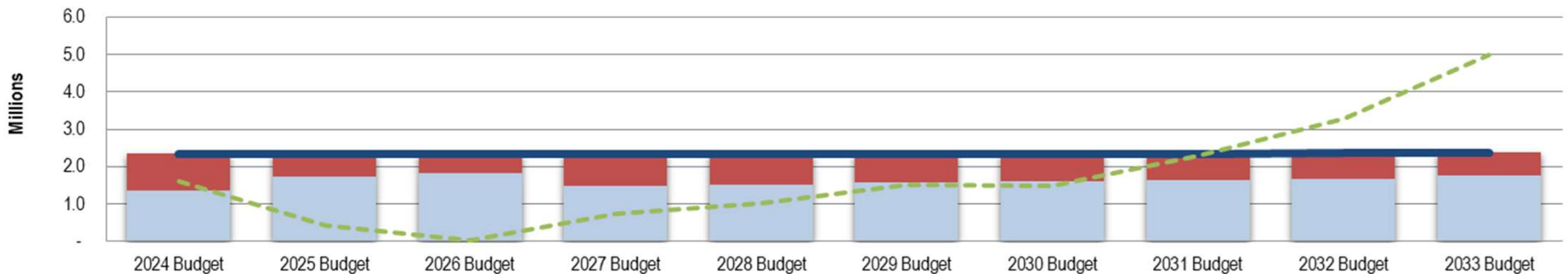
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$253,373	-
Projected Non-Lifecycle Needs	21,565,400	-
Reserve Balance	-	\$19,777,164
Projected Funding	-	11,110,900
Total	\$21,818,773	\$30,888,064
Deficit (Surplus)		(\$9,069,291)

COMMUNITY HOUSING

2024 DRAFT AMP OUTCOMES

- Increasing annual requirement for new assets anticipated
- Grant funding received for 2024 - 2026

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	2,349,000	2,349,000	2,349,000	2,349,000	2,349,000	2,349,000	2,349,000	2,349,000	2,373,000	2,373,000
Current Investment		1,353,118	1,740,759	1,825,342	1,486,516	1,526,886	1,563,752	1,595,892	1,632,803	1,685,170	1,751,492
Funding Deficit		995,882	608,241	523,658	862,484	822,114	785,248	753,108	716,197	687,830	621,508
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	...	1,597,385	417,186	21,928	732,544	1,028,930	1,509,982	1,496,674	2,290,377	3,289,647	4,997,639



COMMUNITY HOUSING

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$3.5 million deficit

Financial Strategy

- Increase reserve contributions by inflation
- Additional increases to close the gap

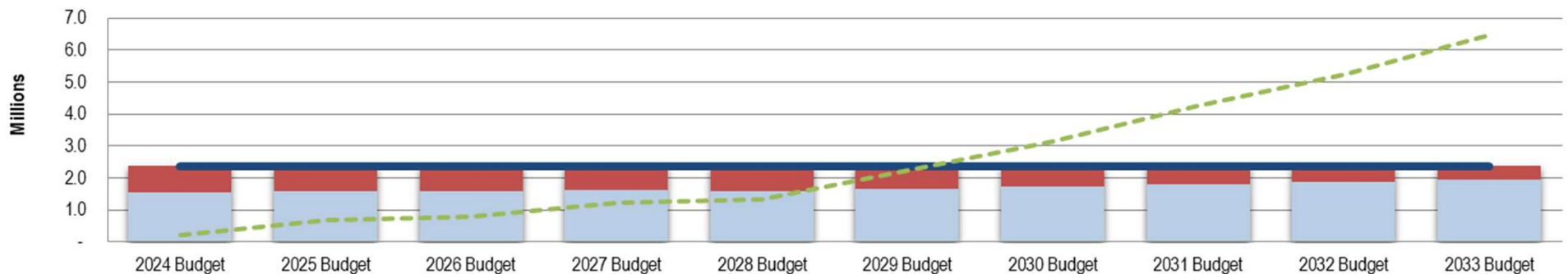
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$21,897,130	-
Reserve Balance	-	\$2,204,917
Projected Funding	-	64,428,213
Total	\$21,897,130	\$18,366,647
Deficit (Surplus)		\$3,530,483

LONG-TERM CARE

2024 DRAFT AMP OUTCOMES

- Increase in annual required investment ~ \$967,000 from 2024 Budget

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	■	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000	2,367,000
Current Investment	■	1,557,172	1,578,975	1,594,328	1,609,887	1,595,647	1,654,480	1,725,856	1,800,608	1,877,604	1,956,420
Funding Deficit	■	809,828	788,025	772,672	757,113	771,353	712,520	641,144	566,392	489,396	410,580
Funding Surplus	■	-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	210,243	686,579	785,697	1,243,105	1,351,802	2,223,547	3,151,521	4,244,459	5,253,884	6,469,140



LONG-TERM CARE

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$10.0 million deficit

Financial Strategy

- Increase reserve contributions by inflation
- Additional increases to close the gap

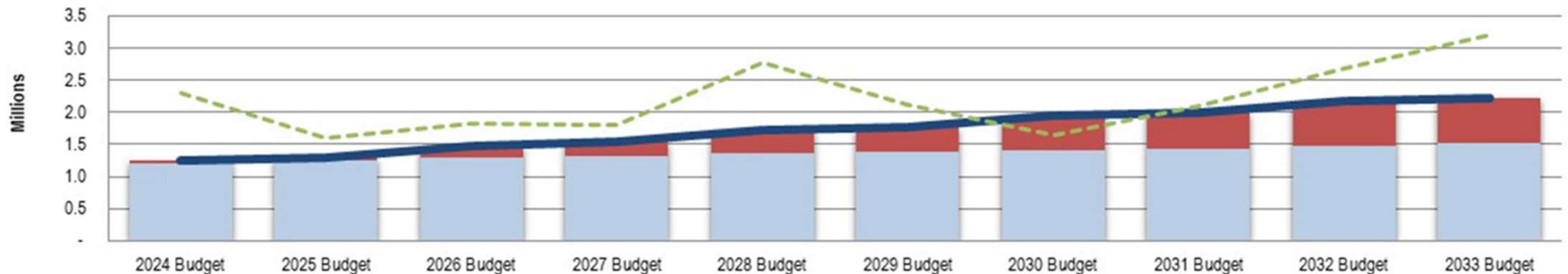
2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$26,747,657	-
Projected Non-Lifecycle Needs	476,371	-
Reserve Balance	-	\$299,839
Projected Funding	-	16,950,975
Total	\$27,224,028	\$17,250,814
Deficit (Surplus)		\$9,973,214

PARAMEDIC SERVICES

2024 DRAFT AMP OUTCOMES

- Significant annual required investment increases to maintain service levels

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	1,247,000	1,302,000	1,487,000	1,543,000	1,723,000	1,779,000	1,945,000	2,001,000	2,168,000	2,223,000
Current Investment	■	1,202,806	1,261,443	1,284,762	1,315,098	1,357,765	1,391,630	1,403,216	1,432,784	1,479,851	1,528,592
Funding Deficit	■	44,194	40,557	202,238	227,902	365,235	387,370	541,784	568,216	688,149	694,408
Funding Surplus	■	-	-	-	-	-	-	-	-	-	-
Reserve Balance	■	2,304,663	1,590,359	1,816,941	1,808,885	2,777,870	2,127,660	1,636,936	2,099,390	2,689,547	3,196,225



PARAMEDIC SERVICES

2024 DRAFT AMP OUTCOMES

Funding Gap

- 2024 AMP 10-year gap – approx. \$2.7 million surplus

Financial Strategy

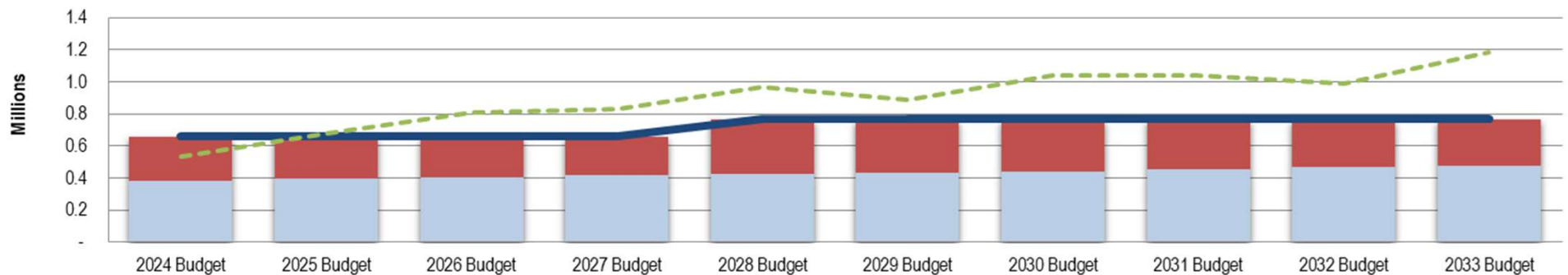
- Increase annual contribution with new asset acquisitions

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$13,188,239	-
Reserve Balance	-	\$2,243,966
Projected Funding	-	13,657,947
Total	\$13,188,239	\$15,901,913
Deficit (Surplus)		(\$2,713,674)

2024 DRAFT AMP OUTCOMES

- Increasing annual requirement for new assets anticipated

	Key	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget
Annual Required Investment	—	\$660,000	\$660,000	\$660,000	\$660,000	\$769,000	\$769,000	\$769,000	\$769,000	\$769,000	\$769,000
Current Investment		385,990	398,821	405,478	415,045	425,410	434,086	443,096	456,241	466,720	477,471
Funding Deficit		274,010	261,179	254,522	244,955	343,590	334,914	325,904	312,759	302,280	291,529
Funding Surplus		-	-	-	-	-	-	-	-	-	-
Reserve Balance	■ ■ ■ ■	537,675	676,507	811,985	830,050	970,960	886,846	1,043,642	1,039,883	987,363	1,182,834



Funding Gap

- 2024 AMP 10-year gap – approx. \$0.4 million deficit

Financial Strategy

- Increase reserve contributions by inflation
- Additional increase to close the gap

2024-2033	Expenditures	Funding
Projected Lifecycle Needs	\$5,384,857	-
Reserve Balance	-	\$687,685
Projected Funding	-	4,308,358
Total	\$5,384,857	\$4,996,043
Deficit (Surplus)		\$388,814

NEXT STEPS

NEXT STEPS

Natural Assets

- Roadmap and Development of Asset Inventory

Public Engagement

Improvement Opportunities

- Increase data confidence
- Update attributes to further enhance the risk profile
- Dynamic target balance calculations
- Decision Support