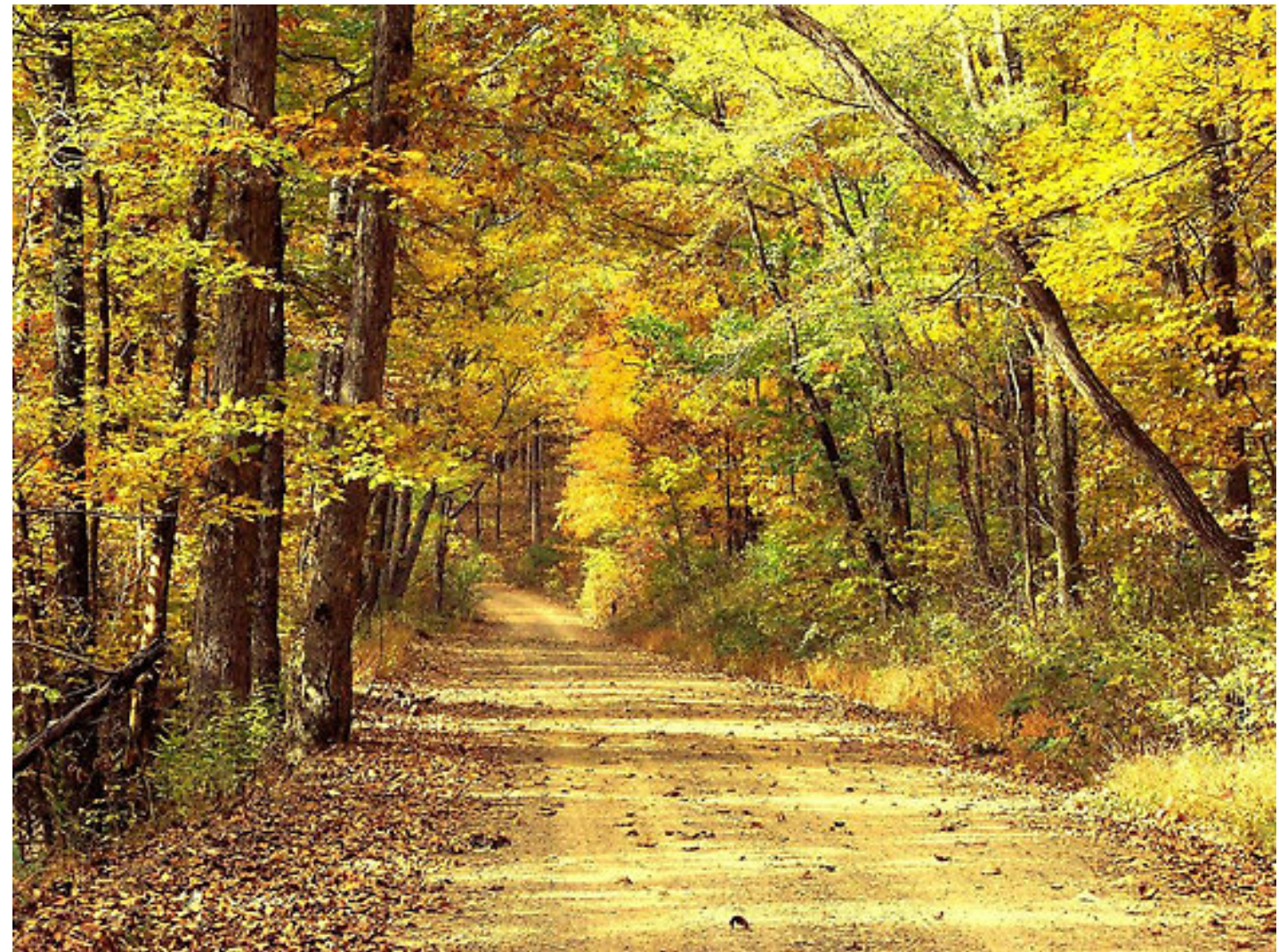
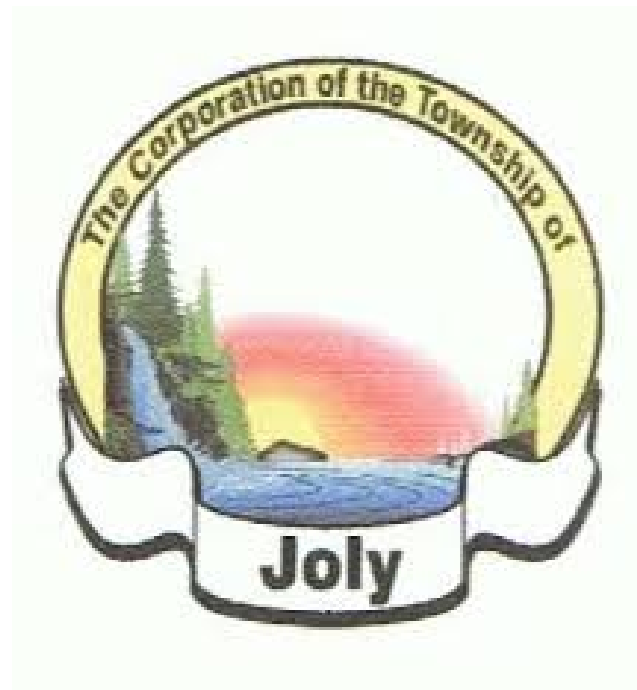


# TOWNSHIP OF JOLY

## ASSET MANAGEMENT PLAN



DECEMBER 2013  
GGG PROJECT NO. 13-1-5616

Prepared by:



The Greer Galloway Group

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## Executive Summary

An Asset Management Plan has been developed for the Township because the Municipal Council wants to provide long term cost controlled services to its ratepayers. The Plan has been developed from historical costs related to its existing infrastructure. It sets out a framework for listing and controlling its costs pertaining to all existing assets while at the same time identifies the cost of future acquisitions and the need for such acquisitions.

The Plan is intended to safeguard the infrastructure the Township currently possesses, to identify the time and need for future investments, and to provide evidence to upper level government authorities when financial assistance is required to meet emergent challenges that the Township cannot accommodate.

## Introduction

### The Township Location and Characteristics

The Township is located within the District of Parry Sound, on the east side of Lake Huron and Georgian Bay, and east of the north /south Highway 11 corridor that runs through the southern portion of Ontario. It is approximately 100 km south of the City of North Bay. It has an area of 195 km<sup>2</sup> and a year round population base of 280 persons. The landscape is largely of a rural nature and contains several small inland lakes, streams, and associated water courses throughout abundant forested areas. The dominant soil characteristics are silts, sands, clays, and granular deposits located amongst major wetlands and granite rock outcrops.

### The Township Goals

Most of the existing infrastructure was acquired in the 1950's, 60's and 70's, and requires routine repair and maintenance efforts. In addition to that, local residents and the travelling public all want increased levels of service from the existing infrastructure, as well as on-going additions to it. Annual costs are climbing and the Council requires a cost control plan.

The Plan has been devised to assist Council in making long range decisions with respect to operation, maintenance, expansion, replacement or renewal, and the ultimate disposal of its assets whenever necessary. It has been developed in accordance with the provincial government's recommendations in a booklet entitled, "Building Together, A Guide for Municipal Asset Management Plans". Its primary focus is intended to steer Council towards prioritizing its needs

over its wants, and to ensure that future infrastructure investments will be made at appropriate times such that they can be purchased, operated, and maintained in harmony with the existing assets.

The Plan will also illustrate where and when financial assistance will be required from upper level government entities with respect to future major expenditures that are clearly beyond local funding capabilities.

The Township's intended goals can therefore be stated as follows:

- to ensure adequate service exists to satisfy the needs of the residents with respect to its existing infrastructure and community facilities.
- to encourage and assist future development in the township by providing new infrastructure services and facility improvement opportunities to meet the demands of the residents and the public at large.
- to ensure that new services and facility improvements will meet the requirements of municipal ordinances and environmental protection standards, and
- to ensure that sustainable and appropriate use is being obtained from existing natural resources and topographical features.

### The Purpose of the Asset Management Plan

The Plan will provide Council with the information it needs to determine when to add new items to its infrastructure, and how to operate, maintain, expand, renew and ultimately dispose of them when useful life service timelines have been reached.

It will identify the significant assets and their financial needs, including the buildings, the investment properties, the roads and bridges, all large equipment, and the administrative furnishings inclusive of desktop equipment, computer software and supplies.

It will identify the levels of service to the public in a sustainable manner, maximize the benefits and manage the inherent risks.

It will set strategic priorities and aid decision making when contemplating new investments.



### **Significant Infrastructure Assets Included in the Plan**

The major assets are listed hereafter. All financial issues and concerns related to them are included and monitored in the Plan.

- Existing Buildings
- Investment Properties
- Maintenance Equipment
- Office Furnishings and Supplies
- Municipal Roads and Culverts
- Municipal Bridges

### **Duration of the Asset Management Plan**

The Plan is designed to be a multiple year planning document that will provide direction to Council and staff for both short and long term management of its assets. Initially, a Ten (10) Year Financial Plan has been prepared. Three Year Updates are then developed within that same Ten (10) Year Financial Plan. A new Ten (10) Year Financial Plan must then be prepared following the end of the third Three Year Update in the initial Plan.

The recurring Ten (10) Year Financial Plans will contain any new items that have been acquired during the initial 10 year period, and the three Year Updates will include any revised evaluations and improvements gained from earlier years.

### **The Development of the Asset Management Plan**

This initial 10 Year Financial Plan has been developed after reviewing the Township's past annual financial statements, its current debt analysis, and its current infrastructure inventory inclusive of all lands and buildings, the recently completed Road Needs Study and the latest Municipal Bridge Inventory Report.

It does not provide costing for social housing, water and wastewater systems, or storm water management facilities because none of those services exist within the Township.

It has been compiled through the joint efforts of the municipal council, the administrative staff of the Township and the engineering/accounting expertise from the consulting firm of Greer Galloway.

### **The State of the Local Infrastructure**

All buildings and contents are reviewed annually by insurance companies, and subsequently given replacement values. Current values of the buildings are then determined from visual inspections and expected service life times determined by Greer Galloway personnel.

The road network has been fully inspected and been assigned rated values in comparison to a preferred condition standard that is contained in the Road Needs Study that was completed earlier this year. Current values were then determined by deducting the cost of the desired improvements from the cost estimates of a fully reconstructed road to the desired standard identified in the Needs Study.

Bridge improvement costs were determined from the current copy of the Municipal Bridge Inspection Report. All bridges have been rated as having 100 year serviceable lifetimes. The Plan contains one bridge replacement across the South River on Brennan's Road in 2014 with a 90% subsidy from the Provincial Government under an MIII Partnership Agreement.

Large culvert installations with spans equal to 3m or greater are also classified as bridges, and are rated as having 30 year serviceable lifetimes. There are no new large culvert replacements scheduled in the foreseeable future.

Equipment and machinery is valued annually based upon performance characteristics and operator opinion. Replacement costs are determined by manufacturers' price listings.

A Table of Assets containing asset type, age, service life expectations, current conditions, rated values and probable replacement costs is provided hereafter. New assets, as may be acquired, are added following each 3 Year Update.



Asset Type	Age	Service Life	Condition	Value (2014 \$)	Replacement Cost (2014 \$)
<b>Buildings:</b>					
Municipal Office	9 years	20 years	fair	\$20,000.00	\$240,000.00
Public Works Garage	13 years	30 years	fair	\$22,500.00	\$150,000.00
Lynch Lake Washroom	10 years	20 years	fair	\$8,000.00	\$25,000.00
<b>Investment Properties:</b>					
985 Forest Lake Rd	3 years	100 years	good	\$52,000.00	n/a
871 Forest Lake Rd	10 years	20 years	good	\$40,000.00	n/a
Municipal Airport	20 years	100 years	fair	\$200,000.00	n/a
Solar Panel Tower	3 years	20 years	good	\$76,000.00	n/a
<b>Mtce. Equipment:</b>					
Winter Snow Removal Vehicle	5 years	15 years	good	\$81,000.00	\$130,000.00
Roadway Grader	15 years	20 years	good	\$71,000.00	\$150,000.00
Lightweight Pickup Truck	4 years	12 years	good	\$11,000.00	\$25,000.00
Rubber Tired Backhoe	14 years	20 years	good	\$17,800.00	\$75,000.00
Brush Hog	11 years	20 years	fair	\$1,200.00	\$7,000.00
Portable Steamer	11 years	15 years	fair	\$100.00	\$9,000.00
Generator	2 years	20 years	good	\$6,400.00	\$7,500.00
Miscellaneous Equipment Allowance	n/a	n/a	n/a	\$10,000.00	\$10,000.00
<b>Office Equipment:</b>					
Desks, Tables, Chairs	10 years	15 years	fair	\$1,000.00	\$10,000.00
Accounting Software	8 years	10 years	good	\$8,000.00	\$20,000.00
Office Equipment Allowance	n/a	n/a	n/a	\$5,000.00	\$5,000.00
<b>Municipal Roads:</b>					
Joly/Strong Rd. 2.0 km	n/a	n/a	fair	\$164,000.00	\$224,000.00
Peacock Rd. 4.6 km	n/a	n/a	good	\$305,200.00	\$515,200.00
Lynch Lake Rd. 4.3 km	n/a	n/a	poor	\$56,600.00	\$481,600.00
Forest Lake Rd. 7.9 km	n/a	n/a	fair	\$639,800.00	\$884,800.00
Sandhill Rd. 4.9 km	n/a	n/a	fair	\$63,800.00	\$548,800.00
Brennan's Rd. 1.6 km	n/a	n/a	fair	\$1,000.00	\$179,000.00
River Rd. 2.2 km	n/a	n/a	fair	\$6,400.00	\$246,400.00
Paisley Rd. 8.3 km	n/a	n/a	fair	\$359,600.00	\$929,600.00
Airport Rd. 3.1 km	n/a	n/a	fair	\$32,200.00	\$347,200.00
Trudgeon's Rd. 2.3 km	n/a	n/a	poor	\$23,200.00	\$193,200.00
Ranch Rd. 1.0 km	n/a	n/a	poor	\$1,000.00	\$84,000.00

Asset Type	Age	Service Life	Condition	Value (2014 \$)	Replacement Cost (2014 \$)
Hill 14 Rd. 3.6 km	n/a	n/a	poor	\$33,200.00	\$403,200.00
Kent's Mill Rd. 5.9 km	n/a	n/a	fair	\$51,800.00	\$660,800.00
Proudfoot Rd. 2.0 km	n/a	n/a	poor	\$18,000.00	\$168,000.00
Gorge Trail 1.0 km	n/a	n/a	poor	\$1,000.00	\$84,000.00
Lakeview Lane 0.4 km	n/a	n/a	poor	\$1,000.00	\$44,800.00
<b>Municipal Bridges:</b>					
Strong/Joly Boundary Rd. Bridge - South	84 years	100 years	fair	\$23,000.00	\$143,000.00
Strong/Joly Boundary Rd. Bridge - North	84 years	100 years	fair	\$17,500.00	\$108,000.00
Gibbon's Rd. / Hill 14 Bridge	28 years	100 years	good	\$548,500.00	\$762,000.00
Sand Hill Rd. Multi Plate Structure	8 years	30 years	good	\$172,800.00	\$236,000.00
Brennan's Rd. Bridge	84 years	100 years	good	\$89,000.00	\$1,700,000.00
Kent's Mill Rd. Bridge	24 years	100 years	good	\$1,802,000.00	\$2,371,500.00
<b>Culverts:</b>					
Road Culverts (All Sizes)	varies	varies	varies	\$137,500.00	\$150,000.00
Entranceway Culverts (All Sizes)	varies	varies	varies	\$85,000.00	\$100,000.00



## The Desired Level of Service

The desired levels of asset performance are established through a combination of the following events:

- Municipal Council's decisions based upon its desire to satisfy the demands of its residents, and
- Condition ratings of the assets as determined by enlisted knowledgeable and trained professional personnel.

Buildings should be rated by professional engineers prior to each 10 year renewal Plan. Replacement items and upgrade costs should be determined and included in a report.

Major equipment replacements should occur based upon performance levels, staff operator recommendations, and product literature.

Road improvements should be undertaken in accordance with updated Road Needs Studies, and prioritized as pre-determined budgets and finances permit.

Bridges should be upgraded, repaired, and maintained in accordance with OSIM Bridge Inspection Reports which are delivered by professional structural engineers every 2 years.

## The Asset Management Strategy

The Asset Management Strategy is based upon annual charts containing all significant assets as they relate to maintenance, renewals and/or rehabilitations, expansion, replacement, disposal expense, debt repayment and risk analysis. The annual charts are prepared for the entire 10 year period and estimated summary cost totals will be inserted into the 10 Year Financial Plan.

Maintenance costs are determined from prior year's paid expenses. Renewal, rehabilitation, and replacement costs are determined from manufacturers' product data sheets. Expansion costs will be determined by staff members and review comments by enlisted professional consultants.

## The Financing Strategy

The financing strategy is based upon the data contained in the 10 Year Financial Plan included in Appendix A. This document provides actual expenditures for all infrastructure assets inclusive of services, equipment and community facilities. A detailed breakdown of the annual costs of each asset is provided in Appendix B. Comparing these expenditures with revenue forecasts based on historical records, the 10 Year Financial Plan identifies funding shortfalls, surpluses and amounts that may be dedicated to Reserve Fund deposits to finance emergent activities. It also highlights occasions when the Township may require funding assistance from upper level government bodies for major asset replacements that cannot be funded locally.



## Appendix A

### 10-Year Financial Plan: 2014-2023



## 10-YEAR FINANCIAL PLAN

<b>ANNUAL REVENUES &amp; ADMINISTRATIVE EXPENSES</b>											
Item No.	Item Description	Year									
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	<i>Revenue</i>										
	Taxation	\$ 508,350.00	\$ 518,517.00	\$ 528,887.34	\$ 539,465.09	\$ 550,254.39	\$ 561,259.48	\$ 572,484.67	\$ 583,934.36	\$ 595,613.05	\$ 607,525.31
	Solar	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
	Government Transfers - Federal	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00	\$ 851.00
	Government Transfers -Provincial	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00	\$ 178,000.00
	Other Income	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00	\$ 33,135.00
		<b>\$ 735,336.00</b>	<b>\$ 745,503.00</b>	<b>\$ 755,873.34</b>	<b>\$ 766,451.09</b>	<b>\$ 777,240.39</b>	<b>\$ 788,245.48</b>	<b>\$ 799,470.67</b>	<b>\$ 810,920.36</b>	<b>\$ 822,599.05</b>	<b>\$ 834,511.31</b>
2	<i>Expenses</i>										
	Salaries -Council/Staff	\$ (282,854.00)	\$ (288,511.08)	\$ (294,281.30)	\$ (300,166.93)	\$ (306,170.27)	\$ (312,293.67)	\$ (318,539.54)	\$ (324,910.34)	\$ (331,408.54)	\$ (338,036.71)
	Administration	\$ (56,010.00)	\$ (58,000.00)	\$ (58,500.00)	\$ (59,000.00)	\$ (59,500.00)	\$ (60,000.00)	\$ (60,500.00)	\$ (61,000.00)	\$ (61,500.00)	\$ (62,000.00)
	Roads/Pit	\$ (119,688.00)	\$ (145,600.00)	\$ (146,000.00)	\$ (146,500.00)	\$ (147,000.00)	\$ (147,500.00)	\$ (148,000.00)	\$ (148,500.00)	\$ (149,000.00)	\$ (149,500.00)
	Emergency Services/Management	\$ (74,499.00)	\$ (80,000.00)	\$ (82,000.00)	\$ (84,000.00)	\$ (86,000.00)	\$ (88,000.00)	\$ (90,000.00)	\$ (92,000.00)	\$ (94,000.00)	\$ (96,000.00)
	Social Services	\$ (51,873.00)	\$ (53,000.00)	\$ (55,000.00)	\$ (57,000.00)	\$ (59,000.00)	\$ (61,000.00)	\$ (63,000.00)	\$ (65,000.00)	\$ (67,000.00)	\$ (69,000.00)
	Enviornment	\$ (20,350.00)	\$ (21,500.00)	\$ (21,930.00)	\$ (22,368.60)	\$ (22,815.97)	\$ (23,272.29)	\$ (23,737.74)	\$ (24,212.49)	\$ (24,696.74)	\$ (25,190.68)
	Parks and Recreation	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)	\$ (20,101.00)
	Election/Council	\$ (9,286.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)	\$ (300.00)
	Planning and Development	\$ (9,263.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (3,000.00)						
		<b>\$ (643,924.00)</b>	<b>\$ (677,012.08)</b>	<b>\$ (688,112.30)</b>	<b>\$ (692,436.53)</b>	<b>\$ (700,887.24)</b>	<b>\$ (712,466.96)</b>	<b>\$ (724,178.28)</b>	<b>\$ (736,023.83)</b>	<b>\$ (748,006.28)</b>	<b>\$ (760,128.39)</b>
3	<i>Repayment of Longterm Debt prior to Jan 1, 2014</i>	\$ (12,237.00)	\$ (12,237.00)	\$ (12,237.00)	\$ (12,237.00)	\$ (47,500.00)					
	<b>Surplus Available for Asset Management</b>	<b>\$ 79,175.00</b>	<b>\$ 56,253.92</b>	<b>\$ 55,524.04</b>	<b>\$ 61,777.56</b>	<b>\$ 28,853.15</b>	<b>\$ 75,778.51</b>	<b>\$ 75,292.38</b>	<b>\$ 74,896.53</b>	<b>\$ 74,592.76</b>	<b>\$ 74,382.92</b>

<b>ANNUAL COSTS OF ASSETS</b>											
Item No.	Asset	Current Value at Jan 1, 2014	Annual Costs								
			2014	2015	2016	2017	2018	2019	2020	2021	2022
1	<i>Buildings</i>										
	Municipal Office	\$ 20,000.00			\$ 50.00	\$ 230,000.00					
	Public Works Garage	\$ 22,500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 200.00	\$ 200.00	\$ 500.00	\$ 120,000.00	\$ 500.00	\$ 100.00
	Lynch Lake Washroom	\$ 9,600.00	\$ 100.00	\$ 50.00	\$ 50.00	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 100.00	\$ 200.00
	Salt/Sand Dome				\$ 100,000.00						
	Public Works Facility										
2	<i>Investment Properties / Items</i>										
	985 Forest Lake Road	\$ 52,200.00									
	• 90 acres, vacant land										
	871 Forest Lake Road	\$ 40,000.00									
	• sand / gravel pit, 10,000 cu.y.										
	Municipal Airport	\$ 200,000.00									
	• land and buildings										





## 10-YEAR FINANCIAL PLAN

Item No.	Asset	Current Value at Jan 1, 2014	Annual Costs										
			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
	Solar Panel Tower	\$ 76,000.00	\$	\$	\$	\$	\$	\$	\$	\$	\$ 500.00	\$	\$ 500.00
	• 10 kW												
3	<i>Equipment</i>												
	Winter Snow Removal Vehicle	\$ 81,000.00	\$ 3,000.00	\$ 3,000.00	\$ 2,000.00	\$ 2,500.00	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	\$ 3,500.00	\$ 3,000.00	\$ 95,000.00	
	Roadway Grader (fully equipped)	\$ 71,400.00	\$ 3,500.00	\$ 3,500.00	\$ 3,000.00	\$ 3,000.00	\$ 500.00	\$ 200,000.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	
	Lightweight Pickup Truck	\$ 11,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,000.00	\$ 1,500.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00	\$ 30,000.00	\$ 1,000.00	
	Rubber Tired Backhoe	\$ 17,800.00	\$ 2,500.00	\$ 2,000.00	\$ 1,500.00	\$ 2,000.00	\$ 1,500.00	\$ 2,278.51	\$ 2,500.00	\$ 85,000.00	\$ 500.00	\$ 1,000.00	
	Brush Hog	\$ 1,200.00	\$	\$	\$ 100.00	\$ 200.00	\$ 200.00	\$ 50.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 8,500.00	
	Portable Steamer	\$ 100.00	\$	\$	\$ 100.00	\$ 200.00	\$ 10,000.00	\$ 50.00	\$ 50.00	\$ 100.00	\$ 100.00	\$ 100.00	
	Generator	\$ 6,400.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	
	Miscellaneous Equipment Allowance	n/a	\$ 4,800.00	\$ 5,000.00	\$ 5,000.00	\$ 4,000.00	\$ 1,000.00	\$ 5,000.00	\$ 4,142.38	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
4	<i>Office Administrative Equipment</i>												
	Desks, Tables, Chairs	\$ 1,000.00	\$	\$	\$	\$	\$	\$	\$ 4,000.00	\$	\$	\$	
	Accounting Software	\$ 13,000.00	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Office Equipment Allowance	n/a	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
5	<i>Municipal Roads</i>												
	Joly / Strong Rd. 2.0 km	\$ 164,000.00	\$ 1,100.00	\$ 1,500.00	\$ 1,000.00	\$ 600.00	\$ 991.15	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
	Peacock Rd 4.6 km	\$ 305,200.00	\$ 5,500.00	\$ 5,500.00	\$ 1,000.00	\$ 600.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 5,000.00	\$ 1,500.00	\$ 1,500.00	
	Lynch Lake Rd. 4.3 km	\$ 56,600.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00	\$ 300.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 600.00	\$ 800.00	\$ 600.00	
	Forest Lake Rd. 7.9 km	\$ 639,800.00	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
	Sand Hill Rd. 4.9 km	\$ 63,800.00	\$ 5,500.00	\$ 5,000.00	\$ 13,962.04	\$ 600.00	\$ 500.00	\$ 1,500.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
	Brennan's Rd. 1.6 km	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 600.00	
	River Rd. 2.2 km	\$ 6,400.00	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 696.53	\$ 500.00	\$ 600.00	
	Paisley Rd. 8.3 km	\$ 152,400.00	\$ 5,000.00	\$ 6,472.96	\$ 2,000.00	\$ 40,015.56	\$	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	
	Airport Rd. 3.1 km	\$ 32,200.00	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,692.76	\$ 1,500.00	
	Trudgeon's Rd. 2.3 km	\$ 23,200.00	\$ 1,000.00	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 300.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	
	Ranch Rd. 1.0 km	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00	\$ 500.00	\$ 300.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00	
	Hill 14 Rd. 3.6 km	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 300.00	\$ 500.00	\$ 1,000.00	\$ 800.00	\$ 500.00	\$ 600.00	
	Kent's Mill Rd. 5.9 km	\$ 51,800.00	\$ 2,000.00	\$ 800.00	\$ 500.00	\$ 500.00	\$ 300.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	
	Proudfoot Rd. 2.0 km	\$ 18,000.00	\$ 300.00	\$ 300.00	\$ 500.00	\$ 500.00	\$	\$ 500.00	\$ 200.00	\$ 200.00	\$ 300.00	\$ 500.00	
	Gorge Trail 1.0 km	\$ 1,000.00	\$ 300.00	\$ 300.00	\$ 500.00	\$ 500.00	\$	\$ 200.00	\$ 200.00	\$ 300.00	\$ 300.00	\$ 500.00	
	Lakeview Lane 0.4 km	\$ 1,000.00	\$ 300.00	\$ 300.00	\$ 200.00	\$ 200.00	\$	\$ 200.00	\$ 200.00	\$ 300.00	\$ 300.00	\$ 500.00	
6	<i>Municipal Bridges</i>												
	Strong/Joly Boundary Rd. Bridge - South	\$ 18,000.00	\$ 500.00	\$ 500.00	\$ 100.00	\$ 500.00	\$ 100.00	\$ 100.00	\$ 500.00	\$ 200.00	\$ 500.00	\$ 500.00	
	Strong/Joly Boundary Rd. Bridge - North	\$ 27,000.00	\$ 500.00	\$ 500.00	\$ 100.00	\$ 500.00	\$ 100.00	\$ 100.00	\$ 500.00	\$ 200.00	\$ 500.00	\$ 500.00	
	Gibbon's Rd. / Hill 14 Bridge	\$ 465,700.00	\$ 500.00	\$ 500.00	\$ 100.00	\$ 500.00	\$ 100.00	\$ 100.00	\$ 500.00	\$ 200.00	\$ 500.00	\$ 500.00	
	Sand Hill Rd. Multi Plate Structure	\$ 172,800.00	\$ 500.00	\$ 500.00	\$ 100.00	\$ 500.00	\$ 100.00	\$ 100.00	\$ 500.00	\$ 200.00	\$ 500.00	\$ 500.00	
	Brennan's Rd. Bridge	\$ 1,100,000.00	\$ 1,177,865.40	\$ 361,827.56	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 100.00	
	Kent's Mill Rd. Bridge	\$ 1,548,000.00	\$ 500.00	\$ 500.00	\$ 100.00	\$ 500.00	\$ 100.00	\$ 100.00	\$ 500.00	\$ 200.00	\$ 500.00	\$ 500.00	



## 10-YEAR FINANCIAL PLAN

Item No.	Asset	Current Value at Jan 1, 2014	Annual Costs											
			2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
7	Road Culvert, less than 3 m dia.													
	Corrugated Steel	\$ 57,000.00	\$ 10,000.00	\$ 8,000.00	\$ 5,000.00	\$ 8,000.00	\$ 3,000.00	\$ 5,000.00	\$ 6,000.00	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00		
	• 102 @ 10 m lengths, 1020 m													
	High Density Polyethelene	\$ 36,000.00	\$	\$	\$	\$	\$	\$ 2,000.00	\$ 2,000.00	\$	\$ 2,000.00	\$		
	• 19 @ 10 m lengths, 190 m													
8	Entranceway Culverts													
	• 82 @ 8 m lengths, 656 m	\$ 29,500.00	\$	\$	\$	\$ 1,000.00	\$	\$ 1,000.00	\$	\$	\$ 2,000.00	\$		
9	Capital Reserve Fund	\$	\$ 34,213.00	\$	\$ 8,000.00	\$ 8,000.00	\$ 10,000.00	\$ 25,000.00	\$	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		
	<b>TOTAL</b>	<b>\$ 5,595,600.00</b>	<b>\$ 1,274,178.40</b>	<b>\$ 421,250.52</b>	<b>\$ 172,662.04</b>	<b>\$ 328,915.56</b>	<b>\$ 54,991.15</b>	<b>\$ 275,778.51</b>	<b>\$ 175,292.38</b>	<b>\$ 150,896.53</b>	<b>\$ 100,592.76</b>	<b>\$ 151,882.92</b>		

<b>CASH SURPLUS (DEFICIT)</b>	<b>\$ (1,195,003.40)</b>	<b>\$ (364,996.60)</b>	<b>\$ (117,138.00)</b>	<b>\$ (267,138.00)</b>	<b>\$ (26,138.00)</b>	<b>\$ (200,000.00)</b>	<b>\$ (100,000.00)</b>	<b>\$ (76,000.00)</b>	<b>\$ (26,000.00)</b>	<b>\$ (77,500.00)</b>
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EXTERNAL FUNDING REQUIREMENTS		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	Federal/Provincial Funding										
	• Brennan's Rd. Bridge	\$ 1,195,003.40	\$ 224,996.60	\$ 17,138.00	\$ 17,138.00	\$ 17,138.00					
	• Portable Steamer					\$ 9,000.00					
	• Lightweight Pickup Truck									\$ 26,000.00	
	• Roadway Grader (fully equipped)						\$ 200,000.00				
	• Rubber Tired Backhoe								\$ 76,000.00		
	• Brush Hog										\$ 7,500.00
	• Salt/Sand Dome			\$ 100,000.00							
	• Municipal Office				\$ 200,000.00						
	• Municipal Garage							\$ 100,000.00			
	• Winter Snow Removal Vehicle										\$ 70,000.00
2	Bank Loans										
	• Brennan's Rd. Bridge		\$ 100,000.00								
3	Reserve /GIC										
	• Brennan's Rd. Bridge		\$ 40,000.00								
	• Municipal Office				\$ 50,000.00						

<b>BALANCE</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>
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