Asset Management Plan
Tax-supported Assets

Village of Merrickville-Wolford

Draft Report

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Chapter 1
Introduction

1. Introduction

1.1 Overview

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

The Municipality's asset management plan has been completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of Ontario Regulation 588/17 (O. Reg. 588/17) for core[1] assets and was completed in December 2021. The second phase focused on complying with the July 1, 2024 requirements of O. Reg. 588/17 for non-core[2] assets and was completed in June 2024. The third and final phase built on the work completed through the previous phases, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the third phase and brings the Municipality into full compliance with the 2025 requirements of O. Reg. 588/17.

It is noted that an asset management plan for the Municipality's water and wastewater infrastructure has been prepared under separate cover. The asset management plan presented herein covers the Municipality's tax-supported assets.

The total replacement cost of the Municipality's tax-supported assets has been estimated at approximately $130.8 million. A breakdown of the total replacement cost by asset class is provided in Table 1-1 and is illustrated in Figure 1-1. Roads account for the largest share of replacement costs (56%), followed by facilities (17%), stormwater infrastructure (12%), fleet and equipment (7%), bridges (5%), and road-related assets (2%).

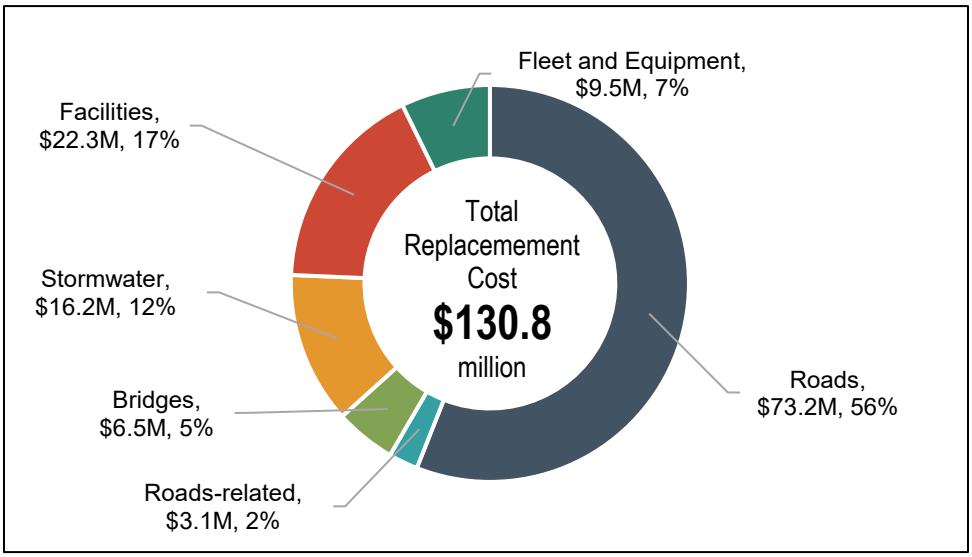
[1] Core infrastructure assets are defined by O. Reg. 588/17 as being roads, bridges, culverts, and any asset that is utilized in the provision of water, wastewater, and stormwater services.

[2] Non-core infrastructure assets are any other assets owned and managed by a municipality that are not included within the definition of core infrastructure assets.

Table 1-1: Asset Classes and Replacement Costs

Asset Class	Replacement Cost (2025$)
Roads	$73,221,000
Roads-related	$3,118,700
Bridges	$6,469,000
Stormwater	$16,176,200
Facilities	$22,337,700
Fleet and Equipment	$9,467,300
Total	**$130,789,900**

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



1.2 Legislative Context for the Asset Management Plan

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

Before 2009, capital assets were recorded by municipalities as expenditures in the year of acquisition or construction. The long-term issue with this approach was the lack of a capital asset inventory, both in the municipality's accounting system and financial statements. As a result of revisions to section 3150 of the Public Sector Accounting Board (PSAB) handbook, effective for the 2009 fiscal year, municipalities were required to capitalize tangible capital assets, thus creating an inventory of assets.

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

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

As noted earlier, this asset management plan was developed to bring the Municipality into compliance with the July 1, 2024 requirements of O. Reg. 588/17. Over the coming months the Municipality will be developing the final phase of its asset management plan, which will identify level of service targets and a financial strategy. The final phase

of the asset management plan will bring the Municipality into full compliance with the 2025 requirements of O. Reg. 588/17.

1.3 Asset Management Plan Development

This asset management plan was developed using an approach that leverages the Municipality's asset management principles as identified within its strategic asset management policy, capital asset data, and staff input.

The development of the Municipality's asset management plan is based on the steps summarized below:

1. Compile available information pertaining to the Municipality's capital assets to be included in the plan, including attributes such as size, material type, useful life, age, and current replacement cost. Update the current replacement cost, where required, using benchmark costing data or applicable inflationary indices.

2. Define and assess current asset conditions, based on a combination of input from the Municipality's staff, and existing background reports and studies (e.g., 2024 Roads and Sidewalk Condition Assessment by StreetScan, 2023 Road Needs Study for gravel roads, etc.).

3. Define and document current levels of service based on analysis of available data and consideration of various background reports.

4. Identify proposed levels of service for all performance measures.

5. Develop lifecycle management strategies that identify the activities required to sustain proposed levels of service. The outputs of these strategies are summarized in the forecast of annual capital and operating expenditures required to achieve these levels of service outcomes.

6. Develop a financial strategy to support the lifecycle management strategy. The financial strategy informs how the capital and operating expenses arising from the asset management strategy will be funded over the forecast period, and how any existing funding gaps will be managed.

7. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.

Chapter 2
State of Local Infrastructure and Levels of Service

2. State of Local Infrastructure and Levels of Service

2.1 Roads and Bridges

2.1.1 State of Local Infrastructure

The Municipality owns and manages a variety of core transportation assets that support the safe and efficient passage of vehicular and pedestrian traffic and that contribute to the overall level of service provided by the Municipality. Core transportation assets comprise roads, bridges and structural culverts. The current replacement cost of these assets is approximately $79.7 million.

The road network consists of roads with various surface types, including asphalt (high-class bituminous – HCB), surface treatment (low-class bituminous - LCB), and gravel. The estimated replacement cost of roads is $73.2 million. The age of individual sidewalk segments is not tracked, however the Municipality regularly completes condition assessments to better understand where replacement, rehabilitation, or repairs may be needed. Condition of the Municipality's sidewalks is discussed further in section 2.1.2 below. The Municipality converted all streetlights to LED in 2015 and therefore these assets have an average age of 10 years. Similar to sidewalks, the Municipality does not track age of individual signs. However, these assets get inspected regularly and replacements/repairs are completed as needed.

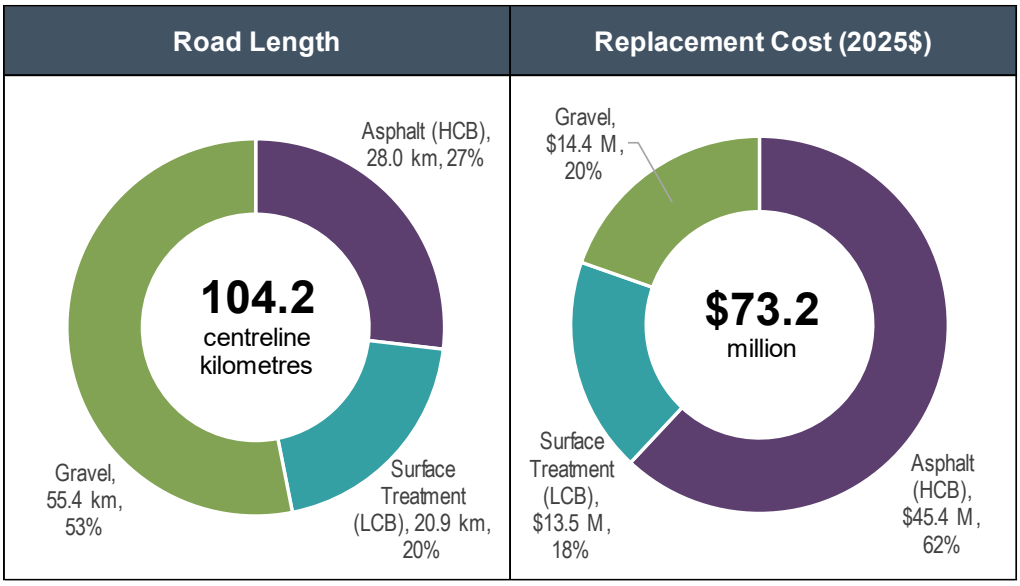
Table 2-8 provides a breakdown of the road network by surface type showing centreline length, average ages of the surface, and replacement cost. Figure 2-1 illustrates the data in The age of individual sidewalk segments is not tracked, however the Municipality regularly completes condition assessments to better understand where replacement, rehabilitation, or repairs may be needed. Condition of the Municipality's sidewalks is discussed further in section 2.1.2 below. The Municipality converted all streetlights to LED in 2015 and therefore these assets have an average age of 10 years. Similar to sidewalks, the Municipality does not track age of individual signs. However, these assets get inspected regularly and replacements/repairs are completed as needed.

Table 2-8 visually. Map 2-1 provides a spatial illustration of the Municipality's road network and its extent.

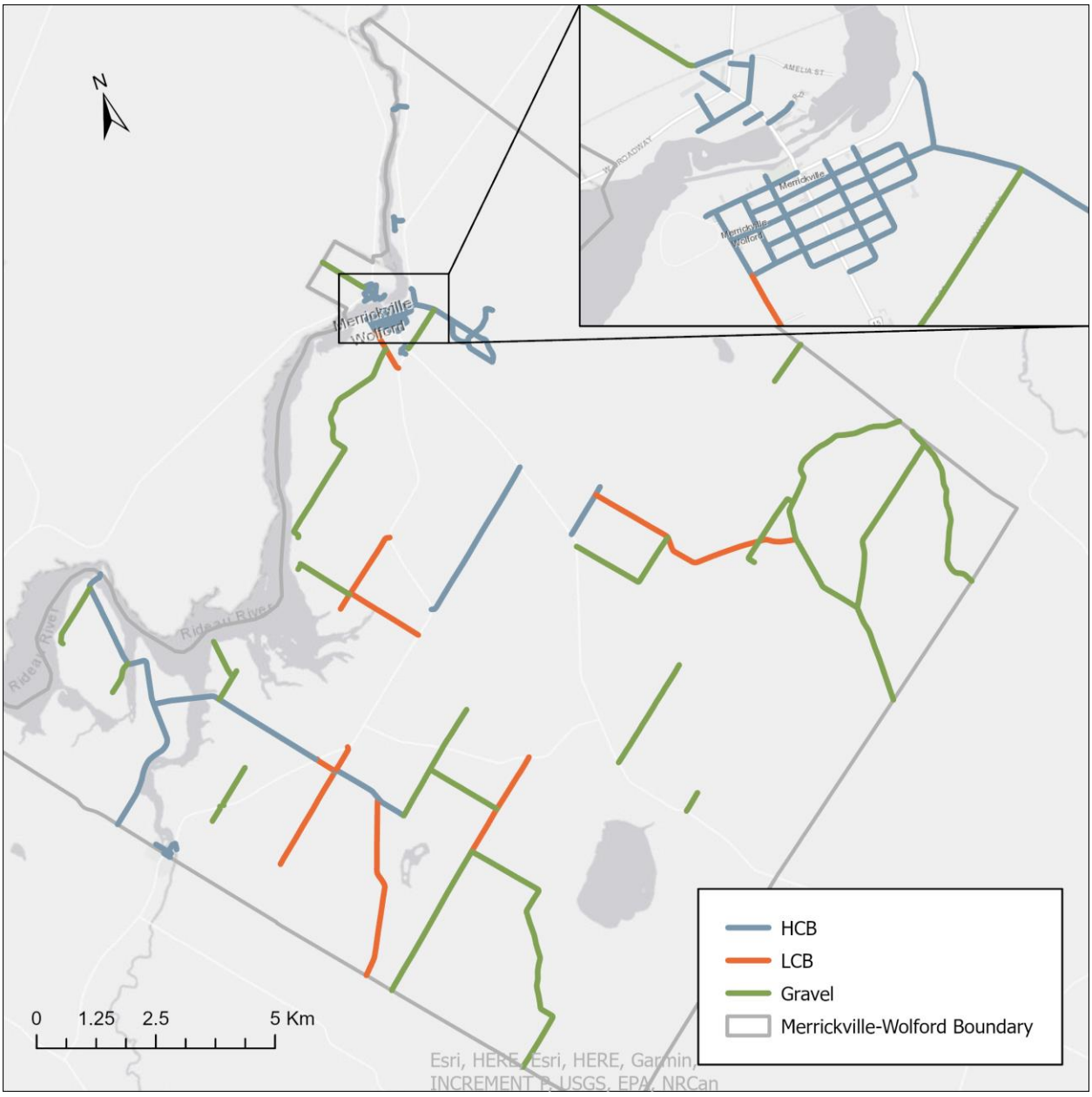
Table 2-1: Road Network – Summary of Length, Age, and Replacement Cost by Surface Type

Surface Type	Centreline-Kilometres	Average Age – Surface	Replacement Cost (2025$)
Asphalt (HCB)	28.0	N/A	$45,368,400
Surface Treatment (LCB)	20.9	N/A	$13,487,397
Gravel	55.4	N/A	$14,364,774
Total	**104.2**		**$73,220,571**

Figure 2-1: Road Network Asset Summary Information



Map 2-1: Roads by Surface Type



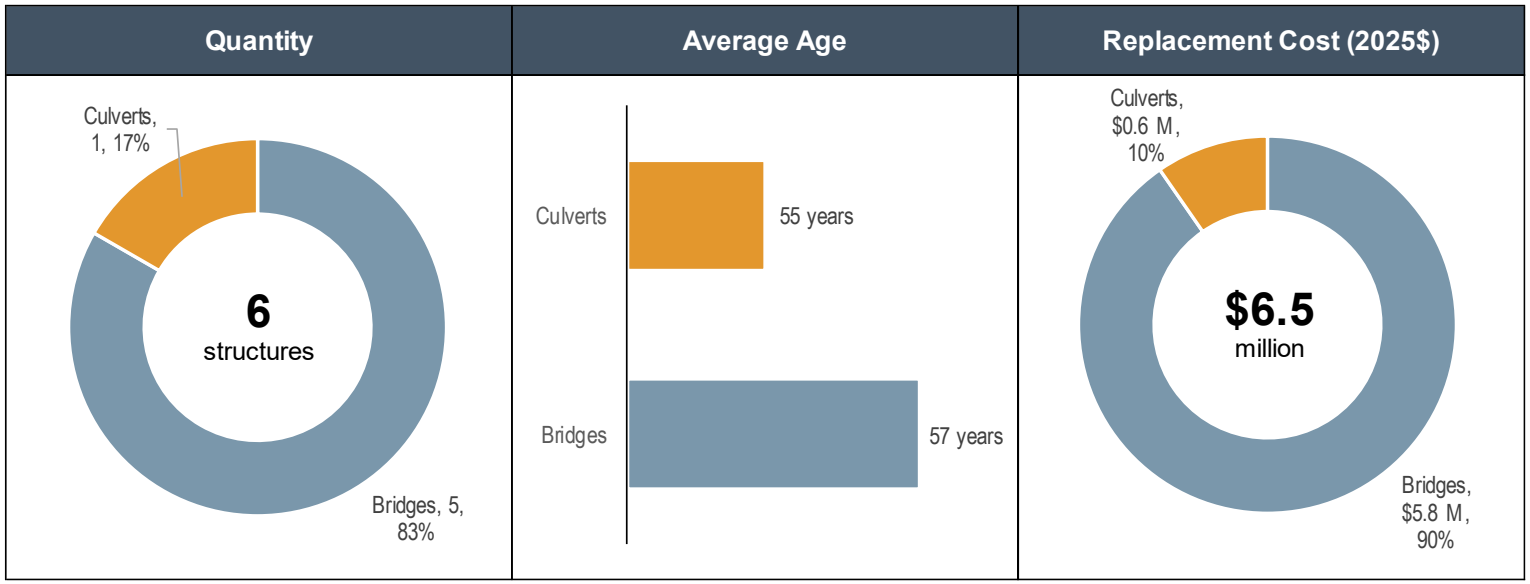
The Municipality has five bridges and one structural culvert, with an estimated combined replacement cost of $6.5 million. The average age of the bridges is 57 years, and the age of the one structural culvert is 55 years. Table 2-2 provides quantities, average ages, and replacement costs for bridges and structural culverts. Figure 2-2 illustrates the data in The age of individual sidewalk segments is not tracked, however the Municipality regularly completes condition assessments to better understand where replacement, rehabilitation, or repairs may be needed. Condition of the Municipality's sidewalks is discussed further in section 2.1.2 below. The Municipality converted all streetlights to LED in 2015 and therefore these assets have an average age of 10 years. Similar to sidewalks, the Municipality does not track age of individual signs. However, these assets get inspected regularly and replacements/repairs are completed as needed.

Table 2-8 visually. Map 2-2 provides a spatial illustration of the Municipality's bridges and structural culverts.

Table 2-2: Bridges and Structural Culverts - Summary of Quantity, Age, and Replacement Cost by Structure Type

Structure Type	Quantity	Average Age	Replacement Cost (2025$)
Bridges	5	57.3	$5,845,000
Culvert	1	55.0	$624,000
Total	**6**		**$6,469,000**

Figure 2-2: Bridge and Structural Culvert Summary Information



Map 2-2: Bridges and Structural Culverts

2.1.2 Condition

The condition of the Municipality's paved roads was assessed by StreetScan Inc. in 2024. Each road segment was assigned a condition rating using the Pavement Condition Index (PCI). It is a scale from 0 to 100, with 100 being an asset in as-new condition and 0 being a failed asset.

To better communicate the condition of the paved road network, the numeric condition ratings for paved roads have been segmented into qualitative condition states. Moreover, descriptions and photos of roads in these condition states are provided to better communicate the condition to the reader. Table 2-3 summarizes the various physical condition ratings and the condition state they represent for road assets.

Table 2-3: Road Condition States Defined with Respect to Pavement Condition Index

PCI Ranges	Condition State	Example Photo	Description[1]
85 < PCI ≤ 100	**Excellent**		A very smooth ride. Pavement is in excellent condition with few cracks.
70 < PCI ≤ 85	**Good**		A smooth ride with just a few bumps or depressions. The pavement is in good condition with frequent very slight or slight cracking.
55 < PCI ≤ 70	**Fair**		A comfortable ride with intermittent bumps or depressions. The pavement is in fair condition with intermittent moderate and frequent slight cracking, and with intermittent slight or moderate alligatoring and distortion.
40 < PCI ≤ 55	**Poor**		An uncomfortable ride with frequent to extensive bumps or depressions. Cannot maintain the posted speed at the lower end of the scale. The pavement is in poor to fair condition with frequent moderate cracking and distortion, and intermittent moderate alligatoring.

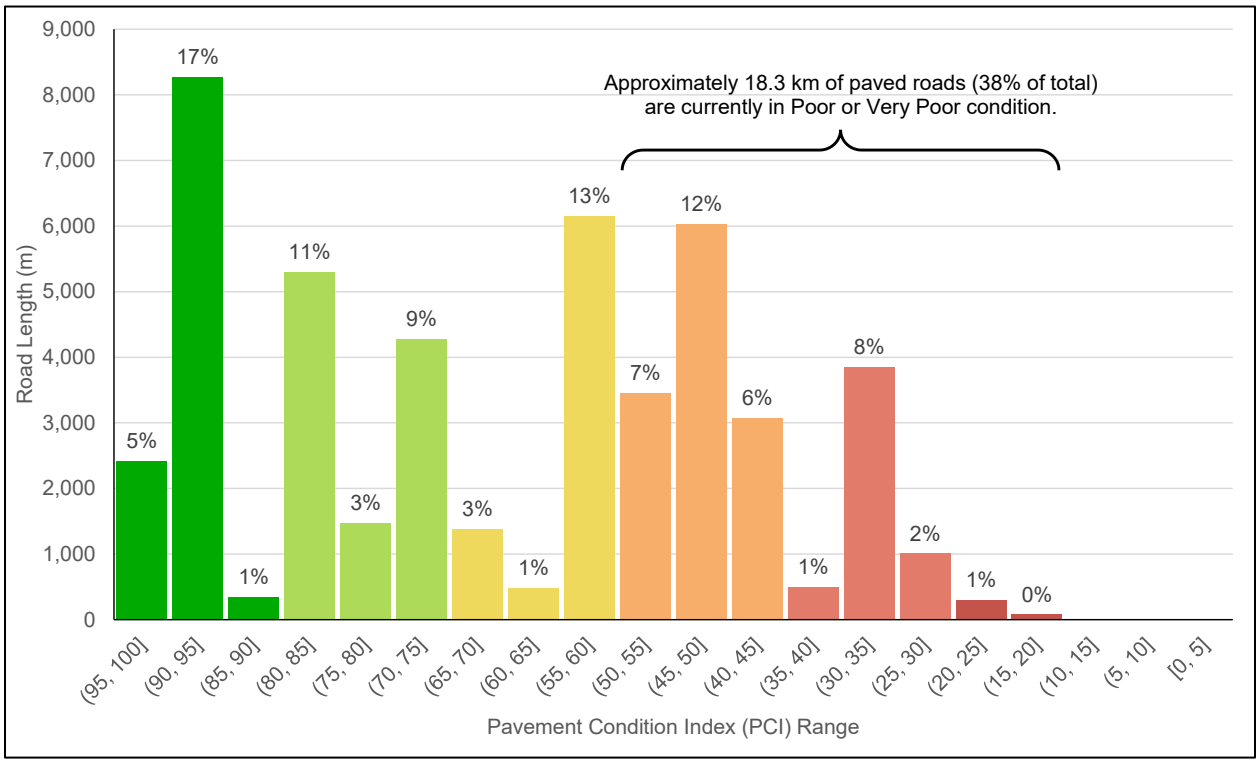
[1] Descriptions are from "SP-024 Manual for Condition Rating of Flexible Pavements" (Ontario Ministry of Transportation, 2016).

PCI Ranges	Condition State	Example Photo	Description[1]
25 < PCI ≤ 40	**Very Poor**		A very uncomfortable ride with constant jarring bumps and depressions. Cannot maintain the posted speed and must steer constantly to avoid bumps and depressions. The pavement is in poor condition with moderate alligatoring and extensive severe cracking and distortion.
10 < PCI ≤ 25	**Serious**		The pavement is in poor to very poor condition with extensive severe cracking, alligatoring and distortion.
0 ≤ PCI ≤ 10	**Failed**	No Municipality roads in this condition state	

The condition of the Municipality's gravel roads was assessed by Jp2g Consultants Inc. as part of the Gravel Road Needs Study completed in 2023. Each segment of gravel roads was assigned a rating on a three-point scale (i.e., good, fair, poor). The condition ratings were assigned based on a visual assessment of the road surface, the ride quality, and observable structural condition of the road. The condition assessments completed in 2023 indicated that the Municipality's gravel roads fall between a fair and poor condition, with approximately 5% rated as good, 49% as fair, and 46% as poor.

Based on the assessment of paved roads completed in 2024, the average P.C.I. of paved roads is currently 65.3, which corresponds to a "Fair" condition state. The distribution of paved roads by condition (as measured by P.C.I.) is presented in Figure 2-3.

Figure 2-3: Distribution of Paved Roads by Condition State



The condition of the Municipality's bridges and structural culverts was assessed by Keystone Bridge Management Corp. in 2023. The assessment was completed as part of the biennial inspections required by O. Reg. 104/97, following the Ontario Structure Inspection Manual (OSIM). Each bridge and structural culvert was assigned a Bridge Condition Index (BCI). The BCI is on a scale of 0 to 100, with 100 being an asset in as-new condition and 0 being a failed asset. Similar to the analysis for roads described above, the numeric condition ratings for bridges and structural culverts have been segmented into qualitative condition states. Photographs and descriptions of these condition states are provided to better communicate the condition to the reader. Table 2-4 summarizes the BCI ratings and the condition state they represent.

Table 2-4: Examples and Descriptions of Bridge and Culvert Condition States

Condition State	Bridge Photos	Culvert Photos	Description[1]
Good 70 < BCI ≤ 100		No Municipality culverts in this condition state	Maintenance is not usually required within the next five years.
Fair 60 < BCI ≤ 70	No Municipality bridges in this condition state		Maintenance work is usually scheduled within the next five years. This is the ideal time to schedule major bridge repairs to get the most out of bridge spending.
Poor 0 < BCI ≤ 60	No Municipality bridges in this condition state	No Municipality culverts in this condition state	Maintenance work is usually scheduled within one year. Structure may be at increased risk of requiring a loading restriction to be posted.

[1] Descriptions are based on descriptions in "Ontario Structure Inspection Manual" (Ontario Ministry of Transportation, 2008).

The average BCI ratings and corresponding condition states for bridges and structural culverts are summarized in Table 2-5 below. On average, the Municipality's bridges are in the Good condition state, with all of the bridges having a BCI between 71 and 77. The one culvert is in the Fair condition state, having a BCI of 61.7.

Table 2-5: Bridges and Structural Culverts Condition Summary

Structure Type	Count	Average Condition	Average Condition State
Bridges	5	71.6	**Good**
Culverts	1	61.7	**Fair**

2.1.3 Levels of Service

The levels of service currently provided by the Municipality's roads and bridges are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the current levels of service that will be tracked over time against the proposed levels of service that are set as performance measures presented below.

There are prescribed levels of service reporting requirements under O. Reg. 588/17 for some transportation assets (i.e., roads, bridges and culverts). Table 2-6 and Table 2-7 include the prescribed technical levels of service along with additional levels of service developed by the Municipality.

The tables are structured as follows:

- The Service Attribute headings and columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-6 explains the Municipality's intent in plain language and provides additional information about the service
- being provided;
- The Performance Measure column in Table 2-7 describes the performance measures connected to the identified service attribute;
- The Current Performance column in Table 2-7 reports current performance for the performance measure; and
- The Proposed Performance columns in Table 2-7 report the proposed performance for the performance measure. It is noted that two level of service

options have been considered for the Municipality's roads, as shown in Table 2-7. Under the Baseline option, the Municipality's gravel roads would continue to be maintained as such. Under the Enhanced option, approximately 31.4 kilometres of gravel roads would be reconstructed and converted to surface treatment. Both options are considered within the financial strategy chapter of this asset management plan.

Table 2-6: Community Levels of Service – Transportation

Service Attribute	Community Levels of Service
Scope	The Municipality's transportation assets enable the movement of people and goods within the Municipality and provide connectivity to regional roads. The Municipality's transportation assets also support tourism and through traffic from neighbouring municipalities. In addition to passenger traffic, the Municipality's transportation assets also support commercial and industrial truck traffic, movement of agricultural equipment, shipping and receiving of agricultural products, and provide reliable emergency vehicle access to all areas of the Municipality. Transportation assets also support other transportation modes such as walking and cycling.
	The scope of the Municipality's transportation assets is illustrated in Map 2-1 and Map 2-2. The maps show the geographical distribution of roads and identify locations of the Municipality's bridges and structural culverts.
Quality	The Municipality strives to maintain road and bridge surfaces to a level such that they support an adequate travel experience for road users.
	Photos of roads, bridges and structural culverts in different condition states are shown in Table 2-3 and Table 2-4. A general description of how each condition state may affect the use of these assets is also provided in these tables.
Affordability/ Cost	The Municipality strives to deliver transportation services efficiently and at a cost that is acceptable to Municipality taxpayers.
Reliability	The Municipality endeavours to provide transportation services with minimal interruptions.

Table 2-7: Technical Levels of Service – Transportation

Service Attribute	Performance Measure	Current Performance	Proposed Performance (Baseline)	Proposed Performance (Enhanced)
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the Municipality.	Not applicable	Not applicable	Not applicable
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Municipality.	Not applicable	Not applicable	Not applicable
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Municipality.	0.92 lane-km/km²	0.92 lane-km/km²	0.92 lane-km/km²
	Percentage of bridges in the Municipality with loading or dimensional restrictions.	20%	Minimize	Minimize
Quality	For paved roads in the Municipality, the average pavement condition index value.	65.3	N/A	N/A
	Percentage of paved roads in condition state of Fair or better (PCI ≥ 60).	62.2%	100%	100%
	For unpaved roads in the Municipality, the average surface condition.	Fair to Poor	Fair to Good	Fair to Good
	Percentage of the Municipality's road network that is paved	47%	47%	77%
	Percentage of gravel roads in condition state of Fair or better.	54%	100%	100%
	For bridges in the Municipality, the average bridge condition index value.	71.6	> 60 (Fair or better)	> 60 (Fair or better)
	For structural culverts in the Municipality, the average bridge condition index value.	61.7	> 60 (Fair or better)	> 60 (Fair or better)

2.1 Road-related Assets

2.1.1 State of Local Infrastructure

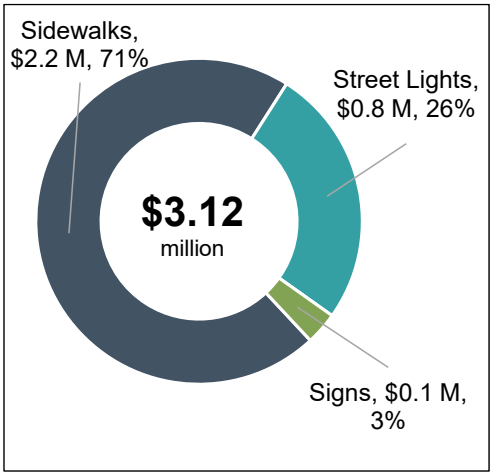
The Municipality's road-related assets comprise approximately 4.5 kilometres of sidewalks, 145 streetlights, and 778 signs. The estimated combined replacement cost of these assets is approximately $3.12 million.

Table 2-8 provides a breakdown of the quantity, average age, and replacement cost by asset type. The breakdown of replacement costs by asset type is illustrated in Figure 2-4. The age of individual sidewalk segments is not tracked, however the Municipality regularly completes condition assessments to better understand where replacement, rehabilitation, or repairs may be needed. Condition of the Municipality's sidewalks is discussed further in section 2.1.2 below. The Municipality converted all streetlights to LED in 2015 and therefore these assets have an average age of 10 years. Similar to sidewalks, the Municipality does not track age of individual signs. However, these assets get inspected regularly and replacements/repairs are completed as needed.

Table 2-8: Road-related Assets – Summary of Quantity, Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age	Replacement Cost (2025$)
Sidewalks	4.5 kilometres	N/A	$2,223,000
Street Lights	145 fixtures and arms, approximately 15 municipally-owned poles	10 years	$795,700
Signs	778 signs and posts	N/A	$100,000
Total			**$3,118,700**

Figure 2-4: Road -related Assets: Breakdown of Replacement Cost



2.1.2 Condition

The condition of the Municipality's sidewalks and signs was assessed by StreetScan in 2024. The condition of sidewalks is reported using the Sidewalk Condition Index (SCI). The SCI is measured on a scale from 0 to 100, with 100 corresponding to an asset in as-new condition and 0 corresponding to a failed asset. While the condition of streetlights has not been formally evaluated, these assets are only 10 years old and generally considered to be in good condition.

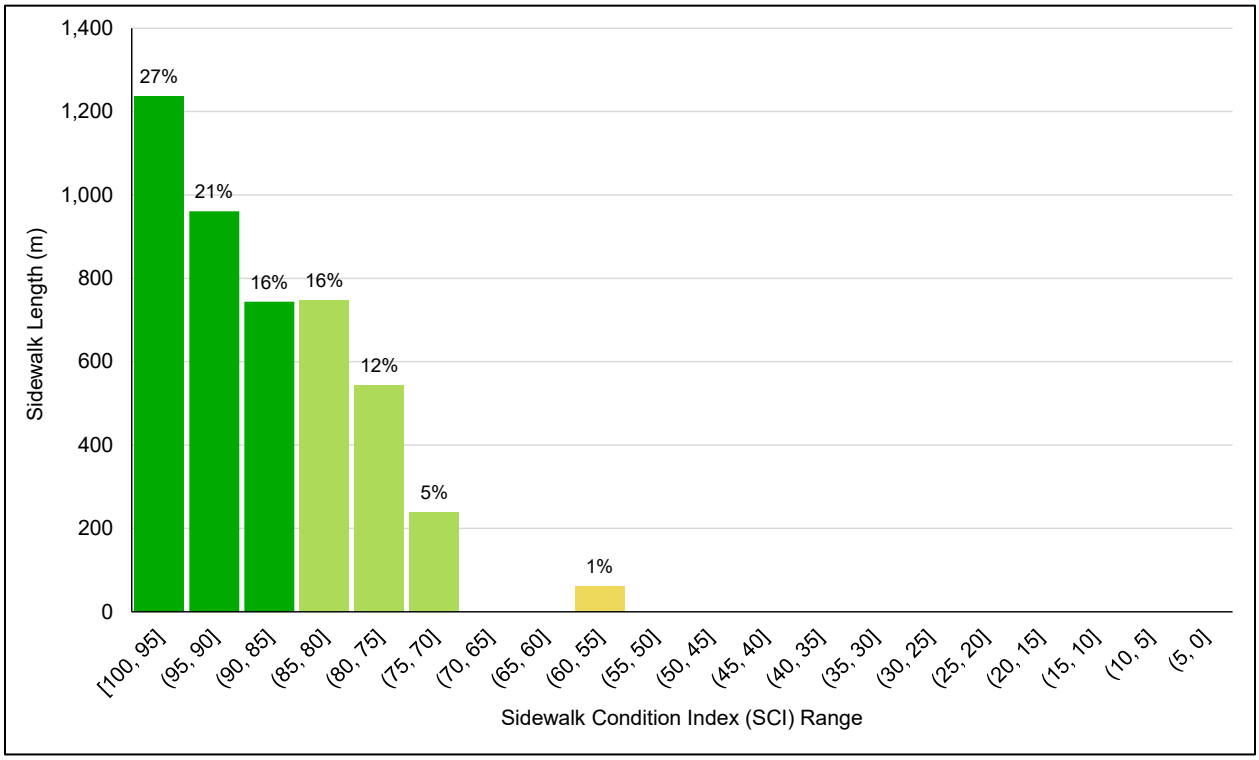
To better communicate the condition of sidewalks, the numeric condition ratings for sidewalks have been segmented into qualitative condition states, as shown in Table 2-9. Descriptions of sidewalks in these condition states will be provided in a future update of the asset management plan to better communicate the condition to the reader.

Table 2-9: Sidewalk Condition States Defined with Respect to Sidewalk Condition Index

SCI Range	Condition State
85 ≤ SCI ≤ 100	**Excellent**
70 ≤ SCI < 85	**Good**
55 ≤ SCI < 70	**Fair**
40 ≤ SCI < 55	**Poor**
25 ≤ SCI < 40	**Very Poor**
10 ≤ SCI < 25	**Serious**
0 ≤ SCI < 10	**Failed**

As of 2024, the average Sidewalk Condition Index for the Municipality's sidewalks was 88, which corresponds to an Excellent overall average condition. The distribution of sidewalk length by condition (as measured by SCI) is presented in Figure 2-5.

Figure 2-5: Distribution of Sidewalks by SCI Range



2.1.3 Levels of Service

The levels of service currently provided by the Municipality's road-related assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the current levels of service that will be tracked over time against the proposed levels of service that are set as performance measures presented below.

The levels of service framework is provided in Table 2-10 below and contains the following elements:

- The Service Attribute headings identify the high-level service attribute being addressed;
- The Performance Measure column describes the performance measure(s) connected to the identified service attribute;
- The Current Performance column reports current performance for the performance measure; and
- The Proposed Performance column reports proposed performance for the performance measure.

This asset management plan includes several measures that the Municipality has identified as being important to include within the levels of service frameworks even though there is insufficient data currently to quantify performance. These performance measures have "N/A" noted in the Current Performance and Proposed Performance columns and will be reported on in future iterations of this asset management plan.

Table 2-10: Technical Levels of Service – Road-related Assets

Service Attribute	Performance Measure	Current Performance	Proposed Performance
Scope	Average sidewalk condition index	86	Maximize
	Percentage of sidewalk length in condition Poor or worse	0%	0%
Extent/ Availability	Percentage of roads that have sidewalk on at least one side	N/A	N/A
Safety	Frequency of sidewalk inspections	N/A	N/A
	Frequency of sign inspections	N/A	N/A

2.2 Stormwater

2.2.1 State of Local Infrastructure

The Municipality's stormwater system serves the Village of Merrickville. It is comprised of 8.5 km of mains and associated catch basins and maintenance holes. The replacement value of the system is approximately $16.2 million. Age data is only available for approximately 66% of the stormwater mains. The average age for mains where the age is known is 52 years.

2.2.2 Condition

The condition of the Municipality's stormwater mains has not been directly assessed through a physical condition assessment. However, given that no stormwater mains are older than 55 years, and based on a typical life expectancy of 80 years, it is assumed that on average, the Municipality's stormwater assets are in a good condition state.

2.2.3 Levels of Service

The levels of service currently provided by the Municipality's stormwater system are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the current levels of service that will be tracked over time against the proposed levels of service that are set as performance measures presented below.

Stormwater assets have prescribed levels of service reporting requirements under O. Reg. 588/17. These requirements include levels of service reporting at two different levels, i.e., community levels of service and technical levels of service. Community levels of service objectives describe service levels in terms that customers understand and reflect customers' expectations with respect to the scope and reliability of the stormwater system. Technical levels of service describe these aspects of the Municipality's stormwater system through performance measures that can be quantified and evaluated. These performance measures can be used to assess how effectively a municipality is achieving its established targets.

Table 2-11 and Table 2-12 present the current and proposed levels of service for stormwater. They include the requirements mandated by O. Reg. 588/17 and an additional performance measure of interest to the Municipality.

Table 2-11: Community Levels of Service – Stormwater Service

Service Attribute	Community Levels of Service
Scope	The stormwater management system provides for the collection of stormwater in order to protect properties and roads from flooding.
	The stormwater system serves the urban areas of the Village of Merrickville both north and south of the Rideau River.
	The stormwater management system is resilient to 5-year storms and ensures most properties in serviced areas are resilient to 100-year storms.
Reliability	The stormwater system performs as intended most of the time.

Table 2-12: Technical Levels of Service – Stormwater Service

Service Attribute	Performance Measure	Current Performance	Proposed Performance
Scope	Percentage of properties in the Municipality resilient to a 100-year storm.	98.4%	100%
	Percentage of the municipal stormwater management system resilient to a 5-year storm.	100%	100%
Reliability	Percentage of catch basins inspected and cleaned out annually.	100%	100%

2.3 Facilities

2.3.1 State of Local Infrastructure

The Municipality owns and manages a variety of facilities that support the provision of Public Works, Fire, Parks and Recreation, and Administration services. These facilities range from smaller buildings and structures such as storage buildings to larger buildings such as the Municipal Complex. Playground equipment, trails, and sports courts/fields have also been included in the facilities section of this asset management plan.

The replacement cost of these facilities is approximately $22.3 million. Table 2-13 provides a breakdown of the replacement cost by facility.

Table 2-13: Facilities – Current (2025) Replacement Costs

Facility Name	Replacement Cost (2025$)
Outdoor Rink Change House	$309,400
Outdoor Rink	$721,100
Municipal Complex - Administration	$2,138,800
Municipal Complex - Fire Hall	$3,407,000
Municipal Complex - Public Works	$2,110,100
Cold Storage Facility	$380,000
Fuel Centre (at Municipal Complex)	$9,200
Storage Box (at Municipal Complex)	$7,200
Merrickville Memorial Community Centre	$4,304,300
Storage Trailer (at Merrickville Memorial Community Centre)	$24,600
Merrickville Public Library	$2,781,100
Beach Shelter	$41,000
Storage and Light Control Building (at Merrickville Baseball Field)	$41,000
Merrickville Baseball Field	$72,700
Storage Trailer (at Merrickville Baseball Field)	$24,600
Playground (at Merrickville Baseball Field)	$243,800
Easton's Corners Pavilion	$260,200
Centennial Hall (Easton's Corners Community Centre)	$1,452,500
Quonset Hut with Skating Rink (at Easton's Corners Community Centre)	$104,500
Unlit Baseball Diamond (at Easton's Corners Community Centre)	$72,700
Lit Baseball Diamond (at Easton's Corners Community Centre)	$113,700
Tennis Courts (at Easton's Corners Community Centre)	$194,600
Playground (at Easton's Corners Community Centre)	$194,600
Wolford Garage	$1,688,100
Salt Dome (at Wolford Garage)	$712,900
Fuel Centre (at Wolford Garage)	$9,200
Storage Building (Former STP Control Building)	$215,100

Facility Name	Replacement Cost (2025$)
Storage Shed (at Former STP)	$11,300
Storage Building (Former STP Generator Building)	$8,200
Landfill Shelter	$17,400
Landfill Weighing Scales	$176,200
Swingset (at Beach)	$87,100
Radio Tower (incl. building)	$317,500
Trail System 1 - Fair Grounds Trail	$3,100
Trail System 2 - Woodland-Toboggan Hill Loop	$10,200
Town Square/Parkette	$62,500
Cenotaph	$10,200
Total	**$22,337,700**

2.3.2 Condition

The Municipality's staff performed a component-level condition assessment of all facilities. In completing the condition assessment, staff used a qualitative five-point scale shown in Table 2-14 below.

Table 2-14: Condition Assessment Component Rating Scale for Facilities

Condition	Description
Very Good	Element(s) collectively are in a condition indistinguishable from new.
Good	Element(s) are in a condition to have a collective remaining life span in excess of five years.
Fair	Element(s) collectively require some level of immediate attention within the short term (less than five years) of either repair, replacement, or upgrade. Individual life spans may vary.
Poor	Element(s) collectively require some level of immediate action of either repair, replacement, or upgrade. Individual life spans may vary.

To produce a facility-level summary of the condition data, the component condition ratings were averaged for each facility. The results are shown in Table 2-15. No

facilities are in the Poor condition state, although there are some individual components that have been rated as Poor. These are addressed in the lifecycle forecast contained in section 3.4.

Table 2-15: Condition Rating by Facility

Facility Name	Average Condition
Outdoor Rink Change House	Very Good
Outdoor Rink	Fair
Municipal Complex - Administration	Good
Municipal Complex - Fire Hall	Good
Municipal Complex - Public Works	Good
Cold Storage Facility	Good
Fuel Centre (at Municipal Complex)	Very Good
Storage Box (at Municipal Complex)	Fair
Merrickville Memorial Community Centre	Good
Storage Trailer (at Merrickville Memorial Community Centre)	Fair
Merrickville Public Library	Good
Beach Shelter	Very Good
Storage and Light Control Building (at Merrickville Baseball Field)	Fair
Merrickville Baseball Field	Good
Storage Trailer (at Merrickville Baseball Field)	Good
Playground (at Merrickville Baseball Field)	Good
Easton's Corners Pavilion	Very Good
Centennial Hall (Easton's Corners Community Centre)	Fair
Quonset Hut with Skating Rink (at Easton's Corners Community Centre)	Good
Unlit Baseball Diamond (at Easton's Corners Community Centre)	Good
Lit Baseball Diamond (at Easton's Corners Community Centre)	Good
Tennis Courts (at Easton's Corners Community Centre)	Fair
Playground (at Easton's Corners Community Centre)	Good
Wolford Garage	Good
Salt Dome (at Wolford Garage)	Good
Fuel Centre (at Wolford Garage)	Good

Facility Name	Average Condition
Storage Building (Former STP Control Building)	Fair
Storage Shed (at Former STP)	Fair
Storage Building (Former STP Generator Building)	Fair
Landfill Shelter	Good
Landfill Weighing Scales	Good
Swingset (at Beach)	Good
Radio Tower (incl. building)	Good
Trail System 1 - Fair Gounds Trail	N/A
Trail System 2 - Woodland-Toboggan Hill Loop	N/A
Town Square/Parkette	Very Good
Cenotaph	Good

2.3.3 Levels of Service

The levels of service currently provided by the Municipality's facilities are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the current levels of service that will be tracked over time against the proposed levels of service that are set as performance measures presented below.

The levels of service framework for facilities is provided in Table 2-16 below and contains the following elements:

- The Service Attribute headings identify the high-level service attribute being addressed;
- The Performance Measure column describes the performance measure(s) connected to the identified service attribute;
- The Current Performance column reports current performance for the performance measure; and
- The Proposed Performance column reports proposed performance for the performance measure.

This asset management plan includes several measures that the Municipality has identified as being important to include within the levels of service frameworks even though there is insufficient data currently to quantify performance. These performance

measures have “N/A” noted in the Current Performance and Proposed Performance columns and will be reported on in future iterations of this asset management plan.

Table 2-16: Technical Levels of Service – Facilities

Service Attribute	Performance Measure	Current Performance	Proposed Performance
Quality	Average condition rating of facilities.	Good	Good
	Number (%) of facility components in Poor condition.	11 (4%)	0 (0%)
	Number of verified public complaints about municipal facilities.	N/A	N/A
Accessibility	Number of municipal buildings with known accessibility concerns.	N/A	N/A
	Number (or %) of publicly available washrooms that have accessibility concerns.	N/A	N/A
Energy Efficiency	Total energy consumption per square foot of gross floor area.	N/A	N/A
Emergency Preparedness	Number of municipal buildings with available back-up power.	N/A	N/A

2.4 Fleet and Equipment

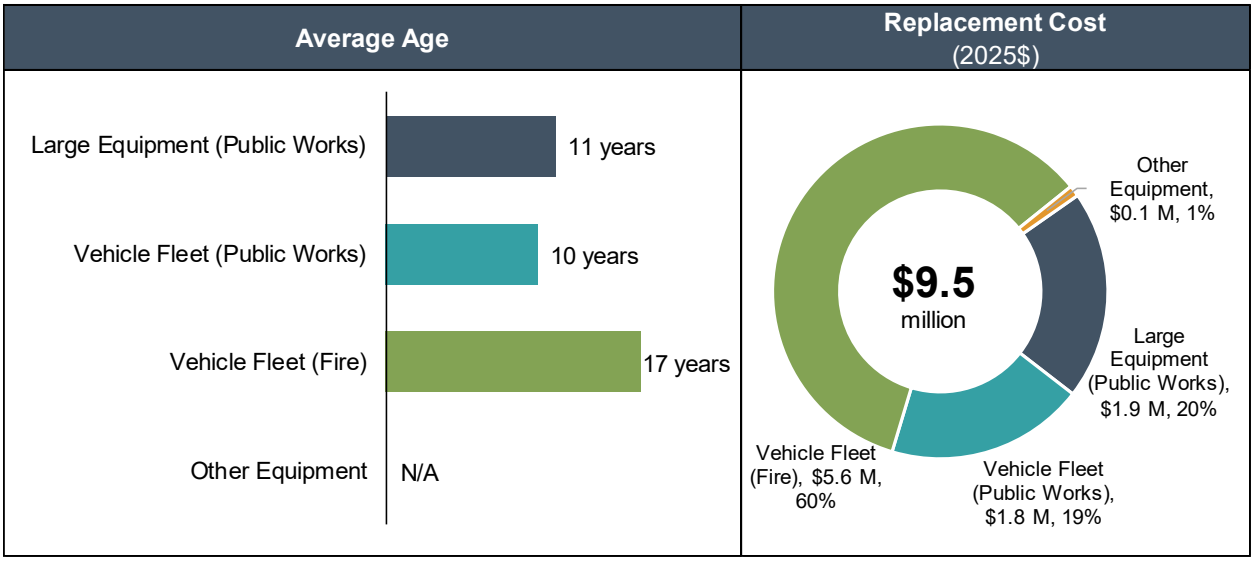
2.4.1 State of Local Infrastructure

The Municipality owns and manages a variety of fleet and equipment assets that support the provision of Public Works, Fire, and Parks and Recreation services. The replacement cost of these assets is approximately $9.47 million. Fire vehicle fleet accounts for the largest share of replacement cost (37%), followed by Public Works large equipment (20%), Public Works vehicle fleet (11%), and other equipment (1%). Table 2-17 provides a breakdown of fleet and equipment assets by asset type, showing, quantity, average age, and replacement cost. A visual rendering of the age and replacement cost data presented in Table 2-17 is provided in Figure 2-6.

Table 2-17: Summary of Fleet and Equipment Assets – Quantity, Average Age, and Replacement Cost by Asset Type

Asset Type	Number of Assets	Average Age	Replacement Cost (2025$)
Large Equipment (Public Works)	14	11 years	$1,938,300
Vehicle Fleet (Public Works)	10	10 years	$1,813,900
Vehicle Fleet (Fire)	10	17 years	$5,576,600
Other Equipment	10	N/A	$138,500
Total			**$9,467,300**

Figure 2-6: Summary Information – Fleet and Equipment



2.4.2 Condition

The condition of the Municipality's fleet and equipment assets is evaluated based on age relative to the expected useful life (i.e., based on the percentage of useful life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that zero percent of the asset's life expectancy has been utilized. On the other hand, an asset that has reached its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if an asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause

for concern; however, it must be recognized that assets that are near or beyond their typical life expectancy are likely to require replacement or rehabilitation in the near term.

To better communicate the condition of fleet and equipment assets, the ULC% ratings have been segmented into qualitative condition states as summarized in Table 2-18. The scale is set to show that if assets are replaced around the expected useful life, they would be in the Fair condition state. Beyond 100% of useful life, the probability of failure is assumed to have increased to a point where performance would be characterized as Poor or Very Poor.

Table 2-18: Condition States Defined with Respect to ULC%

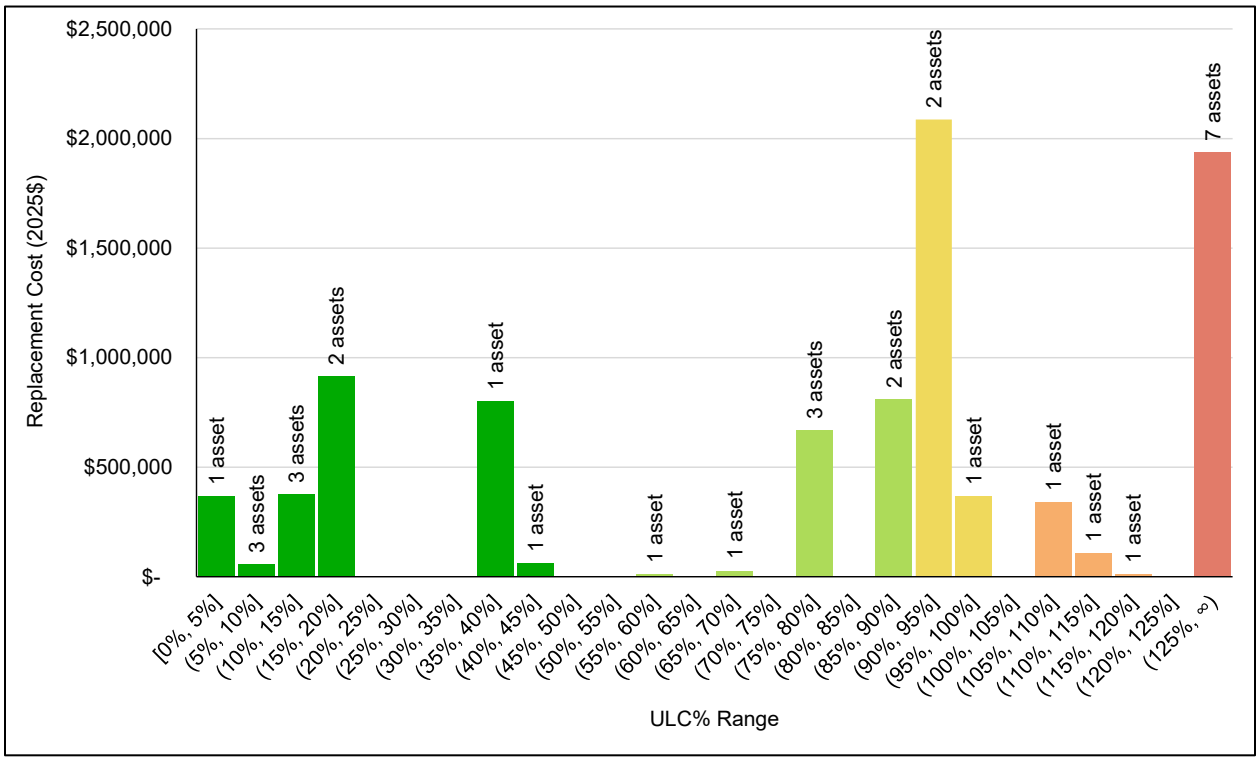
ULC%	Condition State
0% ≤ ULC% ≤ 45%	**Very Good**
45% < ULC% ≤ 90%	**Good**
90% < ULC% ≤ 100%	**Fair**
100% < ULC% ≤ 125%	**Poor**
125% < ULC%	**Very Poor**

Table 2-19 shows a summary of the age-based condition for fleet and equipment assets by asset type. Figure 2-7 shows the distribution of these fleet and equipment assets (measured by replacement cost) by ULC%.

Table 2-19: Condition Analysis – Fleet and Equipment

Asset Type	Average ULC%	Average Condition Rating
Large Equipment (Public Works)	78%	Good
Vehicle Fleet (Public Works)	103%	Poor
Vehicle Fleet (Fire)	112%	Poor
Other Equipment	N/A	N/A

Figure 2-7: Distribution of Fleet and Equipment Assets by ULC%



2.4.3 Levels of Service

The levels of service currently provided by the Municipality's fleet and equipment assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the current levels of service that will be tracked over time against the proposed levels of service that are set as performance measures presented below.

The levels of service framework for fleet and equipment assets is provided in Table 2-20 below and contains the following elements:

- The Service Attribute headings identify the high-level service attribute being addressed;
- The Performance Measure column describes the performance measure(s) connected to the identified service attribute;
- The Current Performance column reports current performance for the performance measure; and
- The Proposed Performance column reports proposed performance for the performance measure.

This asset management plan includes several measures that the Municipality has identified as being important to include within the levels of service frameworks even though there is insufficient data currently to quantify performance. These performance measures have "N/A" noted in the Current Performance and Proposed Performance columns and will be reported on in future iterations of this asset management plan.

Table 2-20: Technical Levels of Service – Fleet and Equipment

Service Attribute	Performance Measure	Current Performance	Proposed Performance
Reliability	Percentage of licensed vehicles inspected by a professional mechanic during the year.	100%	100%
	Number of hours out of service due to unplanned repairs.	N/A	N/A
	Number (%) of vehicles and large equipment assets with condition rating Poor or worse.	10 (32%)	0 (0%)
Cost Efficiency	Annual maintenance and repair costs as percentage of asset replacement cost.	N/A	N/A

2.5 Population and Employment Growth

Based on the most recent Census, the Municipality had a population of 3,135 in 2021. The population grew by approximately 68 people between 2016 and 2021, representing an annual growth rate of approximately 0.44%.

The Municipality has recently experienced a higher rate of development. Continued population growth may result in incremental service demands that would impact levels of service. The Municipality is currently undertaking a development charges study which is expected to be completed by end of 2025. The development charges study will consider the need for new infrastructure and/or upgrades of existing infrastructure to accommodate future population growth. Utilizing development charges would ensure that the effects of future population growth do not increase the cost of maintaining levels of service for existing taxpayers.

Chapter 3
Lifecycle Management Strategies

3. Lifecycle Management Strategies

3.1 Introduction

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

O. Reg. 588/17 requires that all potential lifecycle activity options be assessed, with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to maintain current levels of service. Asset management plans must include a ten-year capital forecast, identifying the lifecycle activities resulting from the lifecycle management strategy.

The following sections provide information on the ten-year forecasts of lifecycle activities and associated costs that would be required for the Municipality to achieve and sustain the proposed levels of service identified in Chapter 2. The 10-year lifecycle expenditure forecasts are preliminary estimates generated based on the lifecycle management models and current condition/age profile of the assets.

3.2 Roads and Bridges

This section presents a preliminary estimate of the costs associated with with achieving and sustaining the proposed level of service for the Municipality's roads and bridges.

The lifecycle expenditure forecast for roads is based on consultations with the Municipality's staff, and contains the following major elements:

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

- Reconstruction of Surface Treated roads – based on priority projects identified by the Municipality (approximately 6.6 km over the 2026-2028 period)

- Rehabilitation of Surface Treated roads – road segments that are likely to require a round of surface treatment over the next ten years were identified by the Municipality's staff. Approximately 2 km of surface treated roads annually are planned to receive a round of surface treatment over the 2026-2032 period. Approximately 4.2 km of surface treated roads are planned to receive a round of surface treatment over the 2033-2035 period as some of the roads that are planned for reconstruction in the next three years (see bullet point above) will require a round of surface treatment by that point in time.

- Rehabilitation of asphalt roads (microsurfacing and resurfacing) – approximately 1.9 km of asphalt roads annually are planned for resurfacing or microsurfacing over the 2026-2035 period.

- Reconstruction of asphalt roads – approximately 300 m of asphalt roads are expected to be reconstructed annually over the 2026-2035 period, in alignment with the planned replacement of water mains over the same period.

- Gravel maintenance program – an annual gravel maintenance program has been included based on the cost estimate provided in the Municipality's 2023 Gravel Road Needs Study. It is noted that the gravel maintenance program is reduced for the Enhanced level of service scenario, due to the reduced amount of gravel roads under that scenario.

- Gravel Conversion Program – the Enhanced level of service scenario includes the reconstruction and conversion of approximately 31.4 km of gravel roads to surface treatment over the 2026-2028 period (i.e., approximately 10.5 km annually).

The lifecycle expenditure forecast for bridges and culverts is based on the rehabilitation recommendations identified in the 2023 bridge inspection report.

The ten-year lifecycle expenditure forecast for the Baseline level of service scenario is summarized in Figure 3-3 and Table 3-3. Average annual expenditures over the forecast period under the Baseline scenario have been estimated at approximately $2.4 million. The ten-year lifecycle expenditure forecast for the Enhanced level of service

scenario is summarized in Figure 3-2 and Table 3-2. Average annual expenditures over the forecast period under the Enhanced level of service scenario have been estimated at approximately $3.9 million.

Figure 3-1: Lifecycle Expenditure Forecast for Roads and Bridges – Baseline Level of Service (2025$)

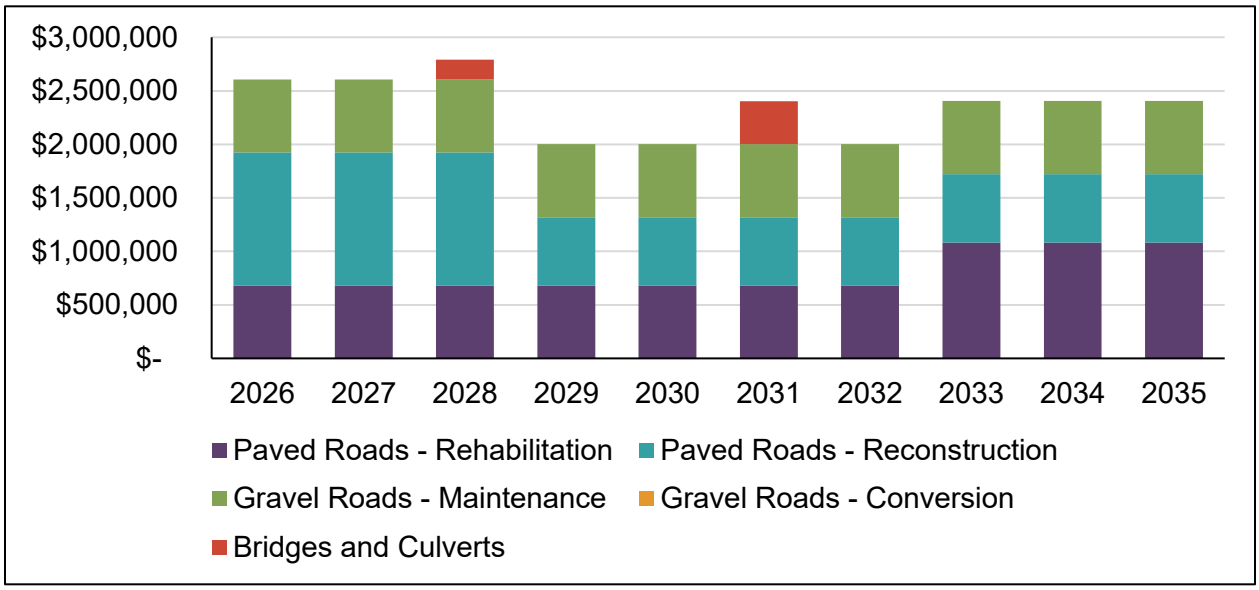


Figure 3-2: Lifecycle Expenditure Forecast for Roads and Bridges – Enhanced Level of Service (2025$)

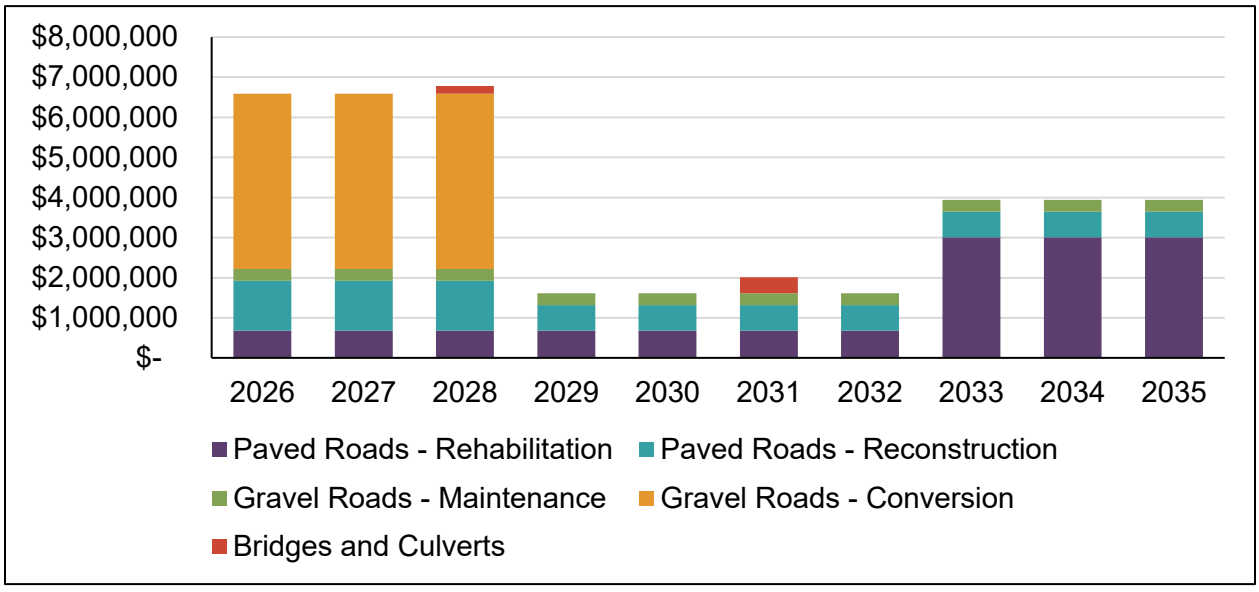


Table 3-1: Lifecycle Expenditure Forecast for Roads and Bridges (2025$) – Baseline Level of Service

Program	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Surface Treated - Reconstruction	$605,842	$605,842	$605,842	$-	$-	$-	$-	$-	$-	$-
Surface Treated - Single Surface Treatment	$375,715	$375,715	$375,715	$375,715	$375,715	$375,715	$375,715	$779,610	$779,610	$779,610
Asphalt Microsurfacing - Rural	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500
Asphalt Resurfacing - Rural	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177
Asphalt Reconstruction - Urban	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450
Asphalt Microsurfacing - Urban	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508
Asphalt Resurfacing - Urban	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465
Gravel Maintenance Program	$683,000	$683,000	$683,000	$683,000	$683,000	$683,000	$683,000	$683,000	$683,000	$683,000
Bridges and Culverts	$-	$-	$185,000	$-	$-	$403,000	$-	$-	$-	$-
Total Gross Capital Expenditures	**$2,606,656**	**$2,606,656**	**$2,791,656**	**$2,000,814**	**$2,000,814**	**$2,403,814**	**$2,000,814**	**$2,404,709**	**$2,404,709**	**$2,404,709**

Table 3-2: Lifecycle Expenditure Forecast for Roads and Bridges (2025$) – Enhanced Level of Service

Program	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Surface Treated - Reconstruction	$605,842	$605,842	$605,842	$-	$-	$-	$-	$-	$-	$-
Surface Treated - Single Surface Treatment	$375,715	$375,715	$375,715	$375,715	$375,715	$375,715	$375,715	$2,707,386	$2,707,386	$2,707,386
Asphalt Microsurfacing - Rural	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500	$107,500
Asphalt Resurfacing - Rural	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177	$42,177
Asphalt Reconstruction - Urban	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450	$639,450
Asphalt Microsurfacing - Urban	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508	$26,508
Asphalt Resurfacing - Urban	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465	$126,465
Gravel Conversion Program	$4,373,000	$4,373,000	$4,373,000	$-	$-	$-	$-	$-	$-	$-
Gravel Maintenance Program	$295,200	$295,200	$295,200	$295,200	$295,200	$295,200	$295,200	$295,200	$295,200	$295,200
Bridges and Culverts	$-	$-	$185,000	$-	$-	$403,000	$-	$-	$-	$-
Total Gross Capital Expenditures	**$6,591,856**	**$6,591,856**	**$6,776,856**	**$1,613,014**	**$1,613,014**	**$2,016,014**	**$1,613,014**	**$3,944,685**	**$3,944,685**	**$3,944,685**

3.3 Road-related Assets

This section presents a preliminary estimate of the costs associated with achieving and sustaining the proposed level of service for the Municipality's road-related assets. The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets. For assets where age data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost.

The ten-year lifecycle expenditure forecast is summarized in Figure 3-3 and Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately $72,740.

Figure 3-3: Lifecycle Expenditure Forecast for Road-related Assets

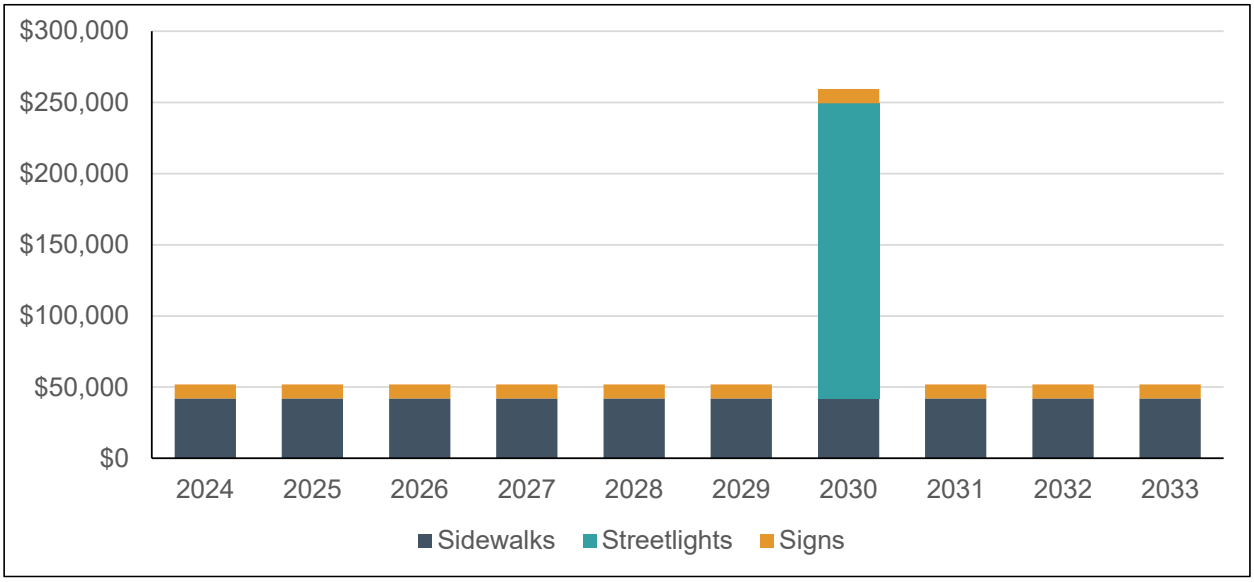


Table 3-3: Lifecycle Expenditure Forecast for Road-related Assets (2025$)

Asset Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Sidewalks	$42,000	$42,000	$42,000	$42,000	$42,000	$42,000	$42,000	$42,000	$42,000	$42,000
Streetlights	$0	$0	$0	$0	$207,400	$0	$0	$0	$0	$0
Signs	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
Total Gross Capital Expenditures	**$52,000**	**$52,000**	**$52,000**	**$52,000**	**$259,400**	**$52,000**	**$52,000**	**$52,000**	**$52,000**	**$52,000**

3.4 Stormwater

This section presents a preliminary estimate of the costs associated with achieving and sustaining the proposed level of service for the Municipality's stormwater assets. The lifecycle expenditure forecast includes the replacement of approximately 300 metres of stormwater mains annually, in alignment with the planned replacement of watermains and road reconstruction plan as noted in section 3.2.

The ten-year lifecycle expenditure forecast for stormwater assets averages approximately $579,000 annually over the 2026-2035 period.

3.5 Facilities

This section presents a preliminary estimate of the costs associated with achieving and sustaining the proposed level of service for the Municipality's facility assets. The 10-year capital plan was prepared based on observations that the Municipality's staff made while assessing the condition of facility components (as described in subsection 2.3.2)

The ten-year lifecycle expenditure forecast is summarized in Table 3-4. It is noted that these are preliminary estimates which may be further refined in future updates of this asset management plan.

Table 3-4: Lifecycle Expenditure Forecast – Facilities (2025$)

Timeframe	Lifecycle Expenditures
Immediate (within 1 year)	$47,500
2026-2030	$158,100
2031-2035	$8,000
Total	**$218,600**

3.6 Fleet and Equipment

This section presents a preliminary estimate of the costs associated with achieving and sustaining the proposed level of service for the Municipality's fleet and equipment assets. The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets, with some refinement based on staff's assessment of remaining useful life. For assets where age data is not available (i.e., other equipment), the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost.

The ten-year lifecycle expenditure forecast is summarized in Figure 3-4 and Table 3-5. Average annual expenditures over the forecast period have been estimated at approximately $850,000.

Figure 3-4: Lifecycle Expenditure Forecast for Fleet and Equipment

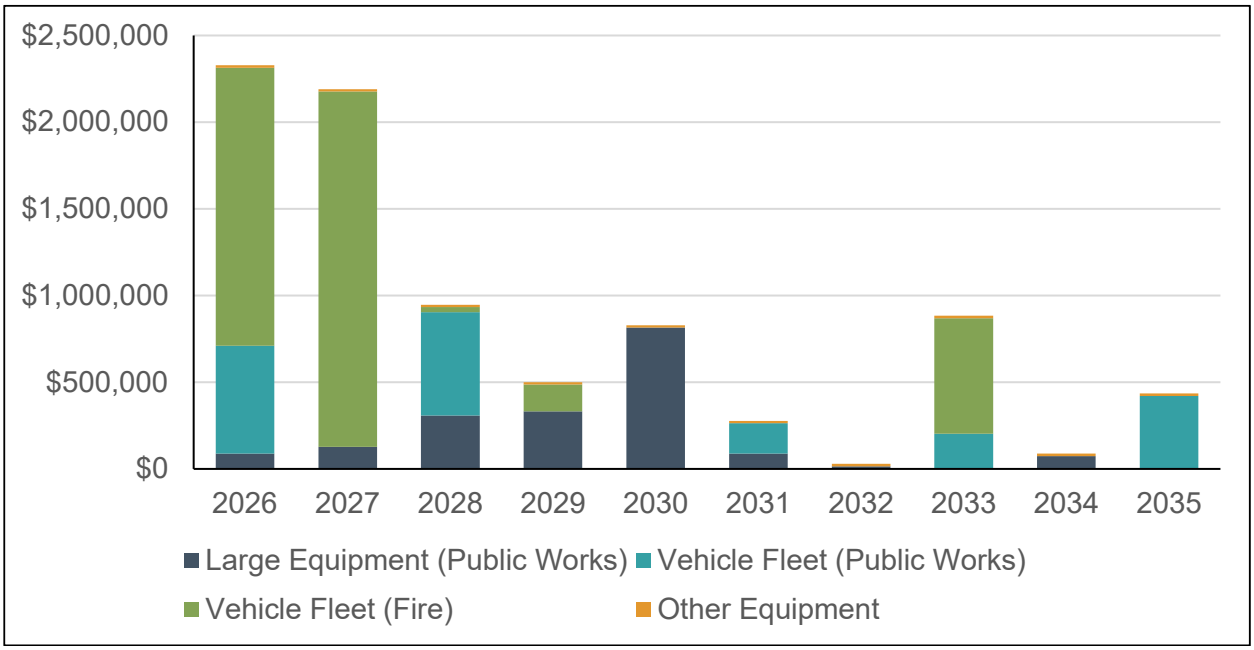


Table 3-5: Lifecycle Expenditure Forecast for Fleet and Equipment (2025$)

Asset Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Large Equipment (Public Works)	$87,500	$127,000	$307,200	$331,800	$814,400	$87,500	$14,300	$0	$73,700	$0
Vehicle Fleet (Public Works)	$622,700	$0	$596,200	$0	$0	$175,000	$0	$202,700	$0	$420,000
Vehicle Fleet (Fire)	$1,603,100	$2,048,700	$29,000	$154,400	$0	$0	$0	$665,800	$0	$0
Other Equipment	$13,850	$13,850	$13,850	$13,850	$13,850	$13,850	$13,850	$13,850	$13,850	$13,850
Total Gross Capital Expenditures	**$2,327,150**	**$2,189,550**	**$946,250**	**$500,050**	**$828,250**	**$276,350**	**$28,150**	**$882,350**	**$87,550**	**$433,850**

Chapter 4
Financial Strategy

4. Financial Strategy

4.1 Introduction

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

O. Reg. 588/17 requires, at minimum, a 10-year capital plan that forecasts the costs of implementing the lifecycle management strategy and the lifecycle activities required therein. The financial strategy in this asset management plan has been developed for a 10-year forecast period to be in compliance with this requirement. As noted earlier in chapter 3, two level of service scenarios have been considered for the Municipality's roads. Therefore, two financial strategies have been developed for Council's consideration.

Various financing options, including reserve funds, debt, and grants, were considered during the process of developing the financial strategy and are described in more detail in section 4.4 below.

4.2 Lifecycle Funding Target and Current Funding Gap

An annual lifecycle funding target represents the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the Municipality would theoretically be able to fully fund capital works as they arise. In practice, capital expenditures often fluctuate year-to-year based on the asset replacement and renewal/rehabilitation projects being undertaken in a particular year. By planning to achieve the lifecycle funding target over the long term, however, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs. The annual lifecycle funding target for all of the Municipality's tax-supported assets under the baseline level of service scenario is $3.75

million. The annual lifecycle funding under the enhanced level of service scenario is approximately $542,000 higher, due to the increased lifecycle funding requirements of roads once they are converted from gravel to surface treatment. A breakdown of the lifecycle funding target by asset class for each level of service scenario is provided in Table 4-1.

Table 4-1: Average Annual Lifecycle Cost by Asset Class

Asset Class	Average Annual Lifecycle Cost – Baseline Level of Service (2025$)	Average Annual Lifecycle Cost – Enhanced Level of Service (2025$)
Roads	$2,135,501	$2,677,165
Roads-related	$68,000	$68,000
Bridges	$123,600	$123,600
Stormwater	$202,200	$202,200
Facilities	$505,300	$505,300
Fleet and Equipment	$716,200	$716,200
Total	**$3,750,801**	**$4,292,465**

In comparison, the Municipality budgeted to contribute approximately $1.13 million from the tax levy and other current revenue sources towards capital-related needs in 2025. Included in this are budgeted contributions to capital-related reserves and reserve funds, capital funded from operating, debt servicing costs related to outstanding debt, and ongoing federal and provincial grants (i.e., Canada Community-Building Fund (CCBF) and Ontario Community Infrastructure Fund (OCIF)).

The difference between the annual lifecycle funding target and current annual contribution is referred to as the lifecycle funding gap. Based on this analysis, the Municipality is currently facing an annual lifecycle funding gap of approximately $2.62 million with respect to the Baseline level of service and $3.16 million with respect to the Enhanced level of service.

4.3 Capital Expenditure Forecast

The combined 10-year (2026 to 2035) capital expenditure forecasts for the Baseline and Enhanced level of service scenarios are presented in Table A-1 and Table B-1, respectively. This expenditure forecasts are based on the Municipality's 2025 capital budget and the lifecycle activities identified in preceding sections of this plan for 2026 and onwards (see preceding chapters for details on each asset class).

The expenditure forecast presented in Appendix A and Appendix B include a capital inflation factor of 4.4% annually, which is based on the historical 20-year annual average rate of inflation as witnessed in Statistics Canada's Non-residential Building Construction Price Index.

4.4 Funding

Tables A-5 and B-5 summarize the recommended strategy to finance the asset lifecycle costs identified in Tables A-1 and B-1, respectively. These funding forecasts were based on the funding sources identified in the Municipality's 2025 budget.

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

- OCIF formula-based funding is maintained based on the Municipality's 2025 allocation (i.e., approximately $155,800). It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Municipality's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by the Municipality's staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding has been shown as a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Municipality's allocations for 2026 to 2028, and increasing by 4% for every two-year interval thereafter.

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

It is noted that these fully funded financial strategies phase in annual contributions towards capital such that the Municipality reaches full lifecycle funding levels by 2035.

4.5 Tax Levy Impact

As discussed in section 4.2, while the extent of capital expenditures will fluctuate from year to year, it is important for the Municipality to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Tables A-5 and B-5 present a summary of the impacts on the tax levy as a result of this financial strategy for the baseline and enhanced level of service scenarios, respectively.

4.5.1 Baseline Level of Service Scenario

In order to fund the recommended lifecycle management strategy for the Baseline level of service using the Municipality's own available funding sources (i.e., using taxation, CCBF funding, OCIF funding, and additional application-based grant funding), an increase in the Municipality's taxation levy of 8.93% annually would be required over the 2026-2035 forecast period.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all capital-related reserves/reserve funds related to tax-supported assets can be found in Table A-3 in Appendix A.

Layering on assessment increases resulting from new assessment growth, assumed to be 1.93% annually, the impacts on individual property tax bills resultant from the financial strategy are estimated to be increases of 6.86% annually from 2026 to 2035.

The taxation impacts identified above include inflationary adjustments to the Municipality's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.20% annually). If, however, other funding sources become

available (as mentioned above), or if increased maintenance practices allow for the deferral of capital works, the impact on the Municipality's taxation levy would potentially decrease.

Further detail on the Financial Strategy for the Baseline level of service scenario is presented in Appendix A.

4.5.2 Enhanced Level of Service Scenario

In order to fund the recommended lifecycle management strategy for the Enhanced level of service using the Municipality's own available funding sources (i.e., using taxation, CCBF funding, OCIF funding, and additional application-based grant funding), an increase in the Municipality's taxation levy of 9.86% annually would be required over the 2026-2035 forecast period.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all capital-related reserves/reserve funds related to assets can be found in Table B-3 in Appendix B.

Layering on assessment increases resulting from new assessment growth, assumed to be 1.93% annually, the impacts on individual property tax bills resultant from the financial strategy are estimated to be increases of 7.78% annually from 2026 to 2035.

The taxation impacts identified above include inflationary adjustments to the Municipality's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.20% annually). If, however, other funding sources become available (as mentioned above), or if increased maintenance practices allow for the deferral of capital works, the impact on the Municipality's taxation levy would potentially decrease.

It is important to note that the financial strategy for the enhanced level of service scenario indicates that a significant amount of external borrowing would be needed over the forecast period (approximately $53.9 million – see tables B-1 and B-2 for details). Based on current estimates, the resultant debt servicing costs would cause the municipality to exceed the provincially mandated debt capacity limit by 2029, with very limited funding available for any lifecycle replacement/renewal of assets beyond 2028. Therefore, the enhanced level of service scenario would not appear to be financially

feasible and is not recommended at this time. If, however, the Municipality was successful with securing external grant funding and/or implementing development charges to fund the gravel road conversion program, then it may be possible to at least partially implement the enhanced level of service scenario.

Further detail on the Financial Strategy for the enhanced level of service scenario is presented in Appendix B.

Chapter 5
Recommendations and Next Steps

5. Recommendations and Next Steps

5.1 Recommendations

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

- That the Village of Merrickville-Wolford Asset Management Plan for Tax-supported Assets be approved based on the Baseline Level of Service scenario
- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the asset management plan.

5.2 Next Steps

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

The asset management plan should be updated as the strategic priorities and capital needs of the Municipality change. This can be accomplished in conjunction with specific legislative requirements (i.e., five-year review of the asset management plan as required by O. Reg. 588/17), as well as the Municipality's annual budget process.

Appendices

Appendix A

Financial Strategy Tables – Baseline Level of Service

Table A-1
Village of Merrickville-Wolford
Financial Strategy - Baseline Level of Service
Capital Budget Forecast
Inflated $

Description	Total (2026-2035)	Budget 2025	Forecast 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures												
Roads	29,317,662		2,721,349	2,841,088	2,966,096	2,376,888	2,481,471	2,590,656	2,704,645	3,393,646	3,542,966	3,698,857
Roads-related	921,231		54,288	56,677	59,170	61,774	321,716	67,330	70,292	73,385	76,614	79,985
Bridges	732,315		-	-	210,510	-	-	521,805	-	-	-	-
Stormwater	7,387,714		604,006	630,582	658,328	687,295	717,535	749,107	782,068	816,479	852,404	889,910
Facilities	251,999		49,590	43,080	44,975	46,954	49,020	3,366	3,515	3,669	3,831	3,999
Fleet and Equipment	9,951,421		2,429,545	2,386,469	1,076,731	594,040	1,027,221	357,818	38,052	1,245,217	128,991	667,336
Total Capital Expenditures	**48,562,342**	**716,400**	**5,858,778**	**5,957,897**	**5,015,812**	**3,766,950**	**4,596,964**	**4,290,082**	**3,598,572**	**5,532,395**	**4,604,806**	**5,340,086**
Capital Financing												
Contributions from Capital Reserves & Reserve Funds	21,395,790	696,400	2,713,957	1,435,822	1,368,708	1,422,343	1,631,035	1,829,755	2,117,453	2,551,263	2,897,795	3,427,660
Contributions from Other Reserves	-	20,000	-	-	-	-	-	-	-	-	-	-
Debenture Requirements	27,166,552	-	3,144,820	4,522,075	3,647,104	2,344,608	2,965,929	2,460,327	1,481,119	2,981,132	1,707,011	1,912,427
Total Capital Financing	**48,562,342**	**716,400**	**5,858,778**	**5,957,897**	**5,015,812**	**3,766,950**	**4,596,964**	**4,290,082**	**3,598,572**	**5,532,395**	**4,604,806**	**5,340,086**

Table A-2
Village of Merrickville-Wolford
Financial Strategy - Baseline Level of Service
Schedule of Debt Payments
Inflated $

Debenture Year	Principal Borrowed	Budget 2025	Forecast 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	3,144,820			289,814	289,814	289,814	289,814	289,814	289,814	289,814	289,814	289,814
2027	4,522,075				416,737	416,737	416,737	416,737	416,737	416,737	416,737	416,737
2028	3,647,104					336,103	336,103	336,103	336,103	336,103	336,103	336,103
2029	2,344,608						216,070	216,070	216,070	216,070	216,070	216,070
2030	2,965,929							273,328	273,328	273,328	273,328	273,328
2031	2,460,327								226,734	226,734	226,734	226,734
2032	1,481,119									136,494	136,494	136,494
2033	2,981,132										274,730	274,730
2034	1,707,011											157,311
2035	1,912,427											
Total Annual Debt Repayments		**-**	**-**	**289,814**	**706,551**	**1,042,654**	**1,258,724**	**1,532,052**	**1,758,786**	**1,895,281**	**2,170,010**	**2,327,322**

Table A-3
Village of Merrickville-Wolford
Financial Strategy - Baseline Level of Service
Schedule of Capital Reserves & Reserve Funds Continuity
Inflated $

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,402,838	1,791,884	485,623	485,623	485,623	485,623	485,623	485,623	485,623	485,623	485,623
Transfer from Operating	827,000	1,113,413	1,163,557	1,096,443	1,145,807	1,354,499	1,548,778	1,836,475	2,265,666	2,612,197	3,137,259
OCIF Revenue	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774
CCBF Revenue	102,672	102,672	106,779	106,779	111,049	111,050	115,491	115,492	120,110	120,111	124,914
Transfer to Capital	696,400	2,713,957	1,435,822	1,368,708	1,422,343	1,631,035	1,829,755	2,117,453	2,551,263	2,897,795	3,427,660
Interest Earned		35,838	9,712	9,712	9,712	9,712	9,712	9,712	9,712	9,712	9,712
Closing Balance	**1,791,884**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**	**485,623**

Table A-4
Village of Merrickville-Wolford
Financial Strategy - Baseline Level of Service
Operating Budget Forecast
Inflated $

Description	Budget	Forecast									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures											
Operating Expenditures											
General Government	1,216,197	1,243,000	1,270,300	1,298,200	1,326,800	1,356,000	1,385,800	1,416,300	1,447,500	1,479,300	1,511,800
Protection Services	1,158,139	1,183,600	1,209,600	1,236,200	1,263,400	1,291,200	1,319,600	1,348,600	1,378,300	1,408,600	1,439,600
Public Works	1,580,646	1,615,400	1,650,900	1,687,200	1,724,300	1,762,200	1,801,000	1,840,600	1,881,100	1,922,500	1,964,800
Waste & Recycling	258,913	264,600	270,400	276,300	282,400	288,600	294,900	301,400	308,000	314,800	321,700
Planning	115,000	117,500	120,100	122,700	125,400	128,200	131,000	133,900	136,800	139,800	142,900
Recreation and Cultural Services	354,069	361,900	369,900	378,000	386,300	394,800	403,500	412,400	421,500	430,800	440,300
Sub-Total Operating Expenditures	**4,682,964**	**4,786,000**	**4,891,200**	**4,998,600**	**5,108,600**	**5,221,000**	**5,335,800**	**5,453,200**	**5,573,200**	**5,695,800**	**5,821,100**
Capital Related Expenditures											
Contributions to Capital Reserves	827,000	1,113,413	1,163,557	1,096,443	1,145,807	1,354,499	1,548,778	1,836,475	2,265,666	2,612,197	3,137,259
Debt Payments - Existing Debt	47,511	47,511	24,110	24,110	24,110	24,110	24,110	24,110	24,110	24,110	24,110
Debt Payments - New Debt		-	289,814	706,551	1,042,654	1,258,724	1,532,052	1,758,786	1,895,281	2,170,010	2,327,322
Sub-Total Capital Related Expenditures	**874,511**	**1,160,924**	**1,477,481**	**1,827,104**	**2,212,571**	**2,637,332**	**3,104,940**	**3,619,371**	**4,185,057**	**4,806,317**	**5,488,691**
Total Expenditures	**5,557,475**	**5,946,924**	**6,368,681**	**6,825,704**	**7,321,171**	**7,858,332**	**8,440,740**	**9,072,571**	**9,758,257**	**10,502,117**	**11,309,791**
Revenues											
Operating Revenues											
Payments in Lieu & Supplemental Taxes	209,262	213,900	218,600	223,400	228,300	233,300	238,400	243,600	249,000	254,500	260,100
Provincial Grants	310,857	317,700	324,700	331,800	339,100	346,600	354,200	362,000	370,000	378,100	386,400
Corporate Services	459,639	469,800	480,100	490,700	501,500	512,500	523,800	535,300	547,100	559,100	571,400
Protective Services	257,758	263,400	269,200	275,100	281,200	287,400	293,700	300,200	306,800	313,500	320,400
Public Works	32,100	32,800	33,500	34,200	35,000	35,800	36,600	37,400	38,200	39,000	39,900
Waste & Recycling	198,000	202,400	206,900	211,500	216,200	221,000	225,900	230,900	236,000	241,200	246,500
Planning	59,000	60,300	61,600	63,000	64,400	65,800	67,200	68,700	70,200	71,700	73,300
Recreation & Cultural Services	61,050	62,400	63,800	65,200	66,600	68,100	69,600	71,100	72,700	74,300	75,900
Total Revenues	**1,587,666**	**1,622,700**	**1,658,400**	**1,694,900**	**1,732,300**	**1,770,500**	**1,809,400**	**1,849,200**	**1,890,000**	**1,931,400**	**1,973,900**

Table A-5
Village of Merrickville-Wolford
Financial Strategy - Baseline Level of Service
Target Tax Levy Impact
Inflated $

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax Levy Impact											
Required Tax Levy	3,969,809	4,324,224	4,710,281	5,130,804	5,588,871	6,087,832	6,631,340	7,223,371	7,868,257	8,570,717	9,335,891
Prior Year Tax Levy		3,969,809	4,324,224	4,710,281	5,130,804	5,588,871	6,087,832	6,631,340	7,223,371	7,868,257	8,570,717
Add: Tax Revenues from Incremental Assessment		76,640	83,482	90,935	99,054	107,897	117,530	128,023	139,452	151,902	165,464
Tax Revenues at 0% Tax Rate Increase		4,046,449	4,407,707	4,801,216	5,229,858	5,696,768	6,205,362	6,759,363	7,362,823	8,020,159	8,736,181
Additional Increase in Tax Levy		277,776	302,575	329,588	359,013	391,065	425,978	464,008	505,434	550,558	599,710
Total Tax Revenues		4,324,224	4,710,281	5,130,804	5,588,871	6,087,832	6,631,340	7,223,371	7,868,257	8,570,717	9,335,891
Estimated Impact on Tax Bills		6.86%	6.86%	6.86%	6.86%	6.86%	6.86%	6.86%	6.86%	6.86%	6.86%

Appendix B
Financial Strategy Tables – Enhanced Level of Service

Table B-1
Village of Merrickville-Wolford
Financial Strategy - Enhanced Level of Service
Capital Budget Forecast
Inflated $

Description	Total (2026-2035)	Budget 2025	Forecast 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures												
Roads	47,199,516		6,881,897	7,184,701	7,500,828	1,916,197	2,000,509	2,088,532	2,180,427	5,566,937	5,811,882	6,067,605
Roads-related	921,231		54,288	56,677	59,170	61,774	321,716	67,330	70,292	73,385	76,614	79,985
Bridges	732,315		-	-	210,510	-	-	521,805	-	-	-	-
Stormwater	7,387,714		604,006	630,582	658,328	687,295	717,535	749,107	782,068	816,479	852,404	889,910
Facilities	251,999		49,590	43,080	44,975	46,954	49,020	3,366	3,515	3,669	3,831	3,999
Fleet and Equipment	9,951,421		2,429,545	2,386,469	1,076,731	594,040	1,027,221	357,818	38,052	1,245,217	128,991	667,336
Total Capital Expenditures	**66,444,195**	**716,400**	**10,019,326**	**10,301,509**	**9,550,543**	**3,306,259**	**4,116,002**	**3,787,958**	**3,074,354**	**7,705,687**	**6,873,722**	**7,708,835**
Capital Financing												
Contributions from Capital Reserves & Reserve Funds	12,579,804	696,400	2,572,262	1,124,143	680,075	313,470	533,867	758,951	1,090,675	1,589,653	1,775,792	2,140,915
Contributions from Other Reserves	-	20,000	-	-	-	-	-	-	-	-	-	-
Debenture Requirements	53,864,391	-	7,447,064	9,177,366	8,870,468	2,992,788	3,582,135	3,029,007	1,983,679	6,116,034	5,097,930	5,567,920
Total Capital Financing	**66,444,195**	**716,400**	**10,019,326**	**10,301,509**	**9,550,543**	**3,306,259**	**4,116,002**	**3,787,958**	**3,074,354**	**7,705,687**	**6,873,722**	**7,708,835**

Table B-2
Village of Merrickville-Wolford
Financial Strategy - Enhanced Level of Service
Schedule of Debt Payments
Inflated $

Debenture Year	Principal Borrowed	Budget 2025	Forecast 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	7,447,064			686,292	686,292	686,292	686,292	686,292	686,292	686,292	686,292	686,292
2027	9,177,366				845,750	845,750	845,750	845,750	845,750	845,750	845,750	845,750
2028	8,870,468					817,468	817,468	817,468	817,468	817,468	817,468	817,468
2029	2,992,788						275,804	275,804	275,804	275,804	275,804	275,804
2030	3,582,135							330,116	330,116	330,116	330,116	330,116
2031	3,029,007								279,141	279,141	279,141	279,141
2032	1,983,679									182,808	182,808	182,808
2033	6,116,034										563,630	563,630
2034	5,097,930											469,805
2035	5,567,920											
Total Annual Debt Repayments		**-**	**-**	**686,292**	**1,532,043**	**2,349,510**	**2,625,314**	**2,955,430**	**3,234,571**	**3,417,379**	**3,981,009**	**4,450,814**

Table B-3
Village of Merrickville-Wolford
Financial Strategy - Enhanced Level of Service
Schedule of Capital Reserves & Reserve Funds Continuity
Inflated $

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,402,838	1,791,884	664,442	664,442	664,442	664,442	664,442	664,442	664,442	664,442	664,442
Transfer from Operating	827,000	1,150,537	848,302	404,234	33,358	253,755	474,397	806,121	1,300,480	1,486,618	1,846,938
OCIF Revenue	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774	155,774
CCBF Revenue	102,672	102,672	106,779	106,779	111,049	111,050	115,491	115,492	120,110	120,111	124,914
Transfer to Capital	696,400	2,572,262	1,124,143	680,075	313,470	533,867	758,951	1,090,675	1,589,653	1,775,792	2,140,915
Interest Earned		35,838	13,289	13,289	13,289	13,289	13,289	13,289	13,289	13,289	13,289
Closing Balance	**1,791,884**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**	**664,442**

Table B-4
Village of Merrickville-Wolford
Financial Strategy - Enhanced Level of Service
Operating Budget Forecast
Inflated $

Description	Budget	Forecast									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures											
Operating Expenditures											
General Government	1,216,197	1,243,000	1,270,300	1,298,200	1,326,800	1,356,000	1,385,800	1,416,300	1,447,500	1,479,300	1,511,800
Protection Services	1,158,139	1,183,600	1,209,600	1,236,200	1,263,400	1,291,200	1,319,600	1,348,600	1,378,300	1,408,600	1,439,600
Public Works	1,580,646	1,615,400	1,650,900	1,687,200	1,724,300	1,762,200	1,801,000	1,840,600	1,881,100	1,922,500	1,964,800
Waste & Recycling	258,913	264,600	270,400	276,300	282,400	288,600	294,900	301,400	308,000	314,800	321,700
Planning	115,000	117,500	120,100	122,700	125,400	128,200	131,000	133,900	136,800	139,800	142,900
Recreation and Cultural Services	354,069	361,900	369,900	378,000	386,300	394,800	403,500	412,400	421,500	430,800	440,300
Sub-Total Operating Expenditures	**4,682,964**	**4,786,000**	**4,891,200**	**4,998,600**	**5,108,600**	**5,221,000**	**5,335,800**	**5,453,200**	**5,573,200**	**5,695,800**	**5,821,100**
Capital Related Expenditures											
Contributions to Capital Reserves	827,000	1,150,537	848,302	404,234	33,358	253,755	474,397	806,121	1,300,480	1,486,618	1,846,938
Debt Payments - Existing Debt	47,511	47,511	24,110	24,110	24,110	24,110	24,110	24,110	24,110	24,110	24,110
Debt Payments - New Debt		-	686,292	1,532,043	2,349,510	2,625,314	2,955,430	3,234,571	3,417,379	3,981,009	4,450,814
Sub-Total Capital Related Expenditures	**874,511**	**1,198,048**	**1,558,704**	**1,960,386**	**2,406,979**	**2,903,179**	**3,453,937**	**4,064,802**	**4,741,969**	**5,491,737**	**6,321,862**
Total Expenditures	**5,557,475**	**5,984,048**	**6,449,904**	**6,958,986**	**7,515,579**	**8,124,179**	**8,789,737**	**9,518,002**	**10,315,169**	**11,187,537**	**12,142,962**
Revenues											
Operating Revenues											
Payments in Lieu & Supplemental Taxes	209,262	213,900	218,600	223,400	228,300	233,300	238,400	243,600	249,000	254,500	260,100
Provincial Grants	310,857	317,700	324,700	331,800	339,100	346,600	354,200	362,000	370,000	378,100	386,400
Corporate Services	459,639	469,800	480,100	490,700	501,500	512,500	523,800	535,300	547,100	559,100	571,400
Protective Services	257,758	263,400	269,200	275,100	281,200	287,400	293,700	300,200	306,800	313,500	320,400
Public Works	32,100	32,800	33,500	34,200	35,000	35,800	36,600	37,400	38,200	39,000	39,900
Waste & Recycling	198,000	202,400	206,900	211,500	216,200	221,000	225,900	230,900	236,000	241,200	246,500
Planning	59,000	60,300	61,600	63,000	64,400	65,800	67,200	68,700	70,200	71,700	73,300
Recreation & Cultural Services	61,050	62,400	63,800	65,200	66,600	68,100	69,600	71,100	72,700	74,300	75,900
Total Revenues	**1,587,666**	**1,622,700**	**1,658,400**	**1,694,900**	**1,732,300**	**1,770,500**	**1,809,400**	**1,849,200**	**1,890,000**	**1,931,400**	**1,973,900**

Table B-5
Village of Merrickville-Wolford
Financial Strategy - Enhanced Level of Service
Target Tax Levy Impact
Inflated $

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax Levy Impact											
Required Tax Levy	3,969,809	4,361,348	4,791,504	5,264,086	5,783,279	6,353,679	6,980,337	7,668,802	8,425,169	9,256,137	10,169,062
Prior Year Tax Levy		3,969,809	4,361,348	4,791,504	5,264,086	5,783,279	6,353,679	6,980,337	7,668,802	8,425,169	9,256,137
Add: Tax Revenues from Incremental Assessment		76,640	84,199	92,503	101,627	111,650	122,662	134,760	148,052	162,654	178,696
Tax Revenues at 0% Tax Rate Increase		4,046,449	4,445,547	4,884,007	5,365,713	5,894,929	6,476,341	7,115,097	7,816,853	8,587,823	9,434,833
Additional Increase in Tax Levy		314,899	345,957	380,079	417,566	458,750	503,996	553,705	608,316	668,314	734,229
Total Tax Revenues		4,361,348	4,791,504	5,264,086	5,783,279	6,353,679	6,980,337	7,668,802	8,425,169	9,256,137	10,169,062
Estimated Impact on Tax Bills		7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%