

**VISION STATEMENT: Asphodel-Norwood is a safe, growing community; rich in heritage, offering a rural lifestyle**

**Page No.**

**CALL TO ORDER**

**LAND ACKNOWLEDGEMENT & MOMENT OF SILENT REFLECTION**

**DECLARATION OF PECUNIARY INTEREST**

**APPROVAL OF THE AGENDA**

Recommendation: “**THAT** the Council meeting agenda for October 21, 2025 be approved as circulated or as amended.”

**APPROVAL OF THE MINUTES**

|                                                            |           |
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| <b>Council Meeting Minutes of September 23, 2025 .....</b> | <b>6</b>  |
| <b>Public Meeting Minutes of September 23, 2025.....</b>   | <b>14</b> |

Recommendation: “**THAT** the minutes of the Regular Council Meeting and Public Meeting held on September 23, 2025, be adopted as presented or as amended.”

**BUSINESS ARISING FROM THE MINUTES**

**CONSENT AGENDA**

Correspondence - For Information

|                                                                                                                                 |           |
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| <b>C1 Watson &amp; Associates Economists Ltd.....</b>                                                                           | <b>17</b> |
| Re: Regulatory Registry 25-MMAH016 Comments – Proposed Amendments to Operationalize Payment of Development Charges at Occupancy |           |



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| <b>C2 Eastern Ontario Regional Network (EORN)</b> .....                                                | <b>21</b> |
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| Re: Updates to MECP Compliance Policy – Potential for Low-Risk Incident<br>Referrals to Municipalities |           |

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| Re: Q3 2025 Water & Wastewater Operations Update                          |           |
| <b>R3 Ed Whitmore, Chief Building Official/Planning Coordinator</b> ..... | <b>43</b> |
| Re: Q3 2025 By-law Enforcement Update                                     |           |
| <b>R4 Ed Whitmore, Chief Building Official/Planning Coordinator</b> ..... | <b>46</b> |
| Re: Q3 2025 Building Department Update                                    |           |

## Minutes

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| <b>Asphodel-Norwood Special Events Committee</b> .....    | <b>49</b> |
| Re: Meeting Minutes · September 2, 2025                   |           |
| <b>Asphodel-Norwood Business Advisory Committee</b> ..... | <b>52</b> |
| Re: Meeting Minutes · August 18, 2025                     |           |

Recommendation: “**THAT** the Council of the Township of Asphodel-Norwood approves the Consent Agenda as circulated / amended.”

## DELEGATIONS/PRESENTATIONS

- 1. Presentation of the Ontario Senior of the Year Award**  
To: Mr. Robert Gordon
- 2. Alexa Wylde, Senior Asset Management Advisor for PSD Citywide Inc.** ..... **55**  
Re: 2025 Asset Management Plan

**STAFF & COMMITTEE REPORTS**

|                                                                 |            |
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| Re: Asset Management Plan 2025                                  |            |
| <b>R6 Jordan Webb, Treasurer .....</b>                          | <b>257</b> |
| <b>Adam Terry, Manager of Water &amp; Wastewater Operations</b> |            |
| Re: Water/Wastewater Study and Financial Plan 2025-2035         |            |
| <b>R7 Melanie Hudson, Clerk .....</b>                           | <b>351</b> |
| Re: Procedure By-law Update                                     |            |

**CORRESPONDENCE – For Action**

|                                                                                                                      |            |
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| <b>C6 City of Dryden .....</b>                                                                                       | <b>381</b> |
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| <b>C7 Municipality of Tweed .....</b>                                                                                | <b>382</b> |
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| Re: Ontario Community Infrastructure Fund (OCIF)                                                                     |            |
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| Re: Request to name the roadway from Alma Street easterly to the Norwood-Asphodel Community Centre as “Wrightly Way” |            |

**COUNCIL LIAISON REPORT****GENERAL BUSINESS**

**CLOSED SESSION**

None.

**NOTICE OF MOTION**

None.

**BY-LAWS**
**Confirmatory By-law**

**2025-49** ..... **455**

Being a By-law to confirm the proceedings of the regular meeting of the Council of the Township of Asphodel-Norwood held on October 21, 2025

**FUTURE MEETING SCHEDULE**

| <b>Date</b> | <b>Meeting Name</b>                                  | <b>Location</b> | <b>Time</b> |
|-------------|------------------------------------------------------|-----------------|-------------|
| October 27  | Peterborough County OPP Detachment Board Meeting     | Hybrid          | 1:00 p.m.   |
| October 30  | Asphodel-Norwood Special Council Meeting - Budget    | Town Hall       | 1:30 p.m.   |
| November 5  | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m.   |
| November 6  | Peterborough County Special Council Meeting - Budget | Hybrid          | 9:30 a.m.   |
| November 10 | Asphodel-Norwood Council Meeting                     | Millennium Room | 1:00 p.m.   |
| November 10 | Asphodel-Norwood Public Library Board Meeting        | Westwood Branch | 7:00 p.m.   |
| November 19 | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m.   |
| November 25 | Asphodel-Norwood Council Meeting                     | Millennium Room | 1:00 p.m.   |
| December 3  | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m.   |





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|             |                                     |                 |           |
|-------------|-------------------------------------|-----------------|-----------|
| December 9  | Asphodel-Norwood Council Meeting    | Millennium Room | 1:00 p.m. |
| December 17 | Peterborough County Council Meeting | Hybrid          | 9:30 a.m. |

## ADJOURNMENT

Recommendation: “**THAT** the meeting held on October 21, 2025, be adjourned at \_\_\_\_\_.”

**At 2:00 p.m., Council will convene a Public Hearing as the Committee of Adjustment to consider an application for Minor Variance.**

The Council of the Township of Asphodel-Norwood convened a regular meeting at the Millennium Room in the Asphodel-Norwood Community Centre (ANCC) on Tuesday, September 23, 2025 with the following persons in attendance:

Council: Mayor Wilford  
Deputy Mayor Burt  
Councillor Hodge-Greaves  
Councillor Walsh  
Councillor Warr

Staff: Michael Rutter, Chief Administrative Officer  
Melanie Hudson, Clerk  
Ed Whitmore, Chief Building Official/Planning Coordinator  
Darryl Payne, Fire Chief  
Jeff Waldon, Manager of Public Works & Environmental Services  
Seamus McDougall, Manager of Community Centre, Parks & Facilities  
Shannon Herman, Deputy Chief Building Official/Administrative Assistant,  
Building, Planning & By-law

## **CALL TO ORDER**

Mayor Wilford called the meeting to order at 1:00 p.m.

## **LAND ACKNOWLEDGEMENT & MOMENT OF SILENT REFLECTION**

Mayor Wilford asked Council to keep the late Albert Preston, a former Councillor for the Township of Asphodel, in their thoughts. Council then viewed a video acknowledging the traditional lands on which it gathers, followed by a moment of silent reflection.

## **DECLARATION OF A PECUNIARY INTEREST**

Mayor Wilford reminded Council members of their obligation to declare any pecuniary interest. No declarations were made.

## **APPROVAL OF THE AGENDA**

Resolution No.: 306/25

Moved by: Deputy Mayor Burt

Seconded by: Councillor Walsh

**“THAT** the Council meeting agenda for September 23, 2025 be approved as circulated.”  
Carried

## **MINUTES & NOTES OF MEETINGS**

### **Council Meeting Minutes of September 9, 2025**

Resolution No.: 307/25

Moved by: Councillor Warr

Seconded by: Deputy Mayor Burt

**“THAT** the minutes of the Regular Council Meeting held on September 9, 2025, be adopted as presented.”

Carried

## **BUSINESS ARISING FROM THE MINUTES**

Deputy Mayor Burttt inquired about the Landfill Closure Tender and Change of Scope report from the previous meeting, specifically whether consultations with Drain Bros. Ltd. had occurred. The Manager of Public Works & Environmental Services responded, confirming that discussions have taken place and that further options will be explored during the 2026 budget deliberations.

## **CONSENT AGENDA**

Correspondence - For Information

- C1 Trish Reed, ANPL CEO/Librarian**  
Re: CEO Report · September 2025
- C2 Association of Municipalities Ontario (AMO)**  
Re: Policy Update · September 10, 2025
- C3 Association of Municipalities Ontario (AMO)**  
Re: Policy Update · Federal Government Launches Build Canada Homes
- C4 Association of Municipalities Ontario (AMO)**  
Re: Policy Update · September 18, 2025
- C5 Peterborough County**  
Re: Special County Council Meeting Minutes · August 6, 2025
- C6 Peterborough County**  
Re: County Council Meeting Minutes · August 13, 2025
- C7 Association of Municipalities Ontario (AMO)**  
Re: AMO Watchfile · September 18, 2025

Reports

- R1 Michael Rutter, CAO**  
Re: Management Action List

Minutes

- Asphodel-Norwood Public Library Board**  
Re: Meeting Minutes · June 9, 2025
- Asphodel-Norwood Special Events Committee**  
Re: Meeting Minutes · July 8, 2025

Resolution No.: 308/25

Moved by: Councillor Warr

Seconded by: Deputy Mayor Burttt

**“THAT** the Council of the Township of Asphodel-Norwood approves the Consent Agenda as circulated with comments pertaining to Correspondence Items C1 and C7.”

Carried

## **DELEGATIONS & PRESENTATIONS**

- Rick Monkman, Consultant | Emergency Management Group Inc.**  
Re: Fire/Rescue & Emergency Services Master Fire Plan

Mr. Monkman provided a presentation to Council on the Asphodel-Norwood Master Fire Plan, utilizing a slide deck to outline key elements of the Plan, and responded to questions from Council.

Resolution No.: 309/25

Moved by: Councillor Walsh

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood receives the presentation from Emergency Management Group Inc. for information.”

Carried

## **STAFF & COMMITTEE REPORTS**

### **R2 Darryl Payne, Fire Chief**

Re: Completed Master Fire Plan

Resolution No.: 310/25

Moved by: Councillor Warr

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding the Introduction of the Completed Master Fire Plan for information; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood directs the Fire Chief to provide an implementation process that addresses current economic realities and conditions at a future Council Meeting.”

Carried

### **R3 Jeff Waldon, Manager of Public Works & Environmental Services**

Re: Temporary Easement | Unopened Asphodel 6<sup>th</sup> Line

Resolution No.: 311/25

Moved by: Councillor Hodge-Greaves

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood receives this report regarding the use of the unopened portion of Asphodel 6<sup>th</sup> Line for information; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood direct staffs to draft an agreement with Drain Brothers Excavating for a temporary easement across the unopened Asphodel 6<sup>th</sup> Line road allowance to create a connecting link between two aggregate properties located north of Sand Road and south of Highway 7.”

Carried

### **R4 Jeff Waldon, Manager of Public Works & Environmental Services**

Re: Cancellation of Depot Services for Recycling

Resolution No.: 312/25

Moved by: Councillor Warr

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood receives this report for information regarding the confirmation that Circular Materials will not be extending depot recycling services at the Norwood Transfer Station Site in 2026; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood will continue discussions on the feasibility of paid servicing at the depot during draft budget deliberations.”

Carried

Resolution No.: 313/25

Moved by: Councillor Walsh

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood suspends its regular meeting at 2:00 p.m. to enter into a public meeting to consider Zoning By-law Amendment ZBLA-02-2025.”

Carried

The regular meeting of Council resumed at 4:12 p.m. following Resolution No. 316/25 passed at the public meeting.

**R5 Seamus McDougall, Manager of Community Centre, Parks & Facilities**

Re: Community Garden Update

Resolution No.: 317/25

Moved by: Councillor Warr

Seconded by: Councillor Walsh

**“THAT** the Council of the Township of Asphodel-Norwood receives this report regarding an update on the Community Garden initiative for information; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood maintain the community garden project as shovel-ready, to enable prompt action when a suitable funding opportunity becomes available.”

Carried

**R6 Seamus McDougall, Manager of Community Centre, Parks & Facilities**

Re: Dog Park in Asphodel-Norwood

Resolution No.: 318/25

Moved by: Deputy Mayor Burt

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood receives this report on the potential development of a dog park in Asphodel-Norwood for information; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood selects Option 4 – no further investigation into the development of a dog park at this time.”

Carried

**R7 Micheal Rutter, CAO**

Re: Event Planning Update

Resolution No.: 319/25

Moved by: Councillor Walsh

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding Event Planning Updates; **AND FURTHER THAT** Council direct staff to proceed with planning as outlined in the report.”

Carried

**CORRESPONDENCE – For Action**

**C8 Various municipalities**

Re: Amendments to the *Resource Recovery and Circular Economy Act, 2016*

Township of Armour

Municipality of South Huron

Resolution No.: 320/25

Moved by: Deputy Mayor Burt

Seconded by: Councillor Walsh

**“THAT** the Council of the Township of Asphodel-Norwood receives Correspondence Items listed in C8 with support, as applicable.”

Carried

**C9 Municipality of Tweed**

Re: Collaborative Action on Sustainable Waste Management in Ontario

Resolution No.: 321/25

Moved by: Councillor Hodge-Greaves

Seconded by: Deputy Mayor Burt

**"THAT** the Council of the Township of Asphodel-Norwood receives Correspondence Item C9 with support, as applicable."

Carried

**C10 Kara Carr-Johnson**

Re: Resignation from the Business Advisory Committee

Resolution No.: 322/25

Moved by: Councillor Walsh

Seconded by: Councillor Warr

**"THAT** the Council of the Township of Asphodel-Norwood accepts the resignation of Ms. Carr-Johnson from the Business Advisory Committee."

Carried

**COUNCIL LIAISON REPORT**

Deputy Mayor Burt advised that she attended the Asphodel-Norwood Public Library Board meeting on September 15, 2025, where the Board reviewed the first draft 2026 budget. Additionally, the Deputy Mayor attended the graduation ceremony at the Eastern Ontario Emergency Training Academy on Sunday, September 21, 2025, where the following Asphodel-Norwood recruits were recognized: Connor Barr, Shane Cooligan, George Donaldson, Eric Gonsalves, Aaron Toms, and Wesley Dedlow.

Councillor Hodge-Greaves reported on the Special Events Committee meeting held September 2, 2025, and invited CAO Rutter to attend the next meeting on October 7, 2025 at 6:00 p.m.

Councillor Warr provided an update from the Asphodel-Norwood Cultural & Heritage Committee. The Committee has resumed administration of the Scarecrow Roadshow with support from Township staff and extended a challenge to members of Council and Staff to participate. Also, tickets remain available for the Irish Ceilidh Party on November 18, 2025 at 7:00 p.m. in the Town Hall, at a cost of \$15 each or \$100 per table of eight. The Ceilidh will serve as the Committee's final Peter Robinson Bicentennial celebration and the event will feature live music, appetizers, and door prizes. The Committee noted that it has been a busy year with the Peter Robinson Bicentennial events and thanked the community for its support. Looking ahead, the Committee will continue to explore its digital project in 2026.

**GENERAL BUSINESS**

Deputy Mayor Burt commented on the Terry Fox Run held in Norwood on Sunday, September 14, 2025, at the Asphodel-Norwood Community Centre Park, noting that the event exceeded organizers' goals for both participation and fundraising.

Following a recent resident inquiry and in light of the current low water levels, Councillor Walsh invited discussion on the possibility of providing access to showers at the Asphodel-Norwood Fitness Centre.



Resolution No.: 323/25

Moved by: Councillor Walsh

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood directs staff to prepare a report on the feasibility of providing Asphodel-Norwood Fitness Centre access passes, for shower use only.”

Carried

Resolution No.: 324/25

Moved by: Councillor Walsh

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood directs staff to extend another invitation to MP Emma Harrison and MPP David Piccini to attend a meeting of Council.”

Carried

Councillor Walsh invited members of Council to consider attendance at the Rural Ontario Municipal Association (ROMA) Conference scheduled for January 18 – 20, 2026. Councillor Hodge-Greaves expressed interest, having not previously attended.

Councillor Hodge-Greaves reported on the [Poverty Report Card](#) from Food Banks Canada, which highlights the impacts of deepening poverty, rising youth unemployment, and housing affordability. She further noted the local implications, sharing that the Asphodel-Norwood Food Bank Association now serves 85 households, 220 people, including 70 children. The Association has expressed concerns of homelessness in the area, and conveyed its gratitude to the Township for the ongoing support, as overhead costs of operating the foodbank are not borne by the Association.

Councillor Warr shared a reminder that the Alderville Black Oak Savanna will host [Prairie Day](#) on October 3, 2025 from 12:00 – 7:00 p.m., celebrating 25 years of prairie restoration on Alderville First Nation.

## **CLOSED SESSION**

Resolution No.: 325/25

Moved by: Councillor Hodge-Greaves

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood moves into a closed session at 4:44 p.m. pursuant to:

- Section 239(2)(b) of the *Municipal Act, 2001*, to discuss personal matters about an identifiable individual, including municipal or local board employees; and
- Section 239(2)(e) of the *Municipal Act, 2001*, to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.”

Carried

## **RISE FROM CLOSED**

Council returned to open session at 5:00 p.m.

Resolution No.: 326/25

Moved by: Deputy Mayor Burt

Seconded by: Councillor Hodge-Greaves

**“THAT** the Council of the Township of Asphodel-Norwood authorizes the meeting curfew extension past 5:00 p.m., in accordance with Procedural By-law 2024-44.”

Carried

Resolution No.: 327/25

Moved by: Councillor Walsh

Seconded by: Councillor Warr

**“THAT** the Council of the Township of Asphodel-Norwood directs staff to follow the direction provided in Closed Session.”

Carried

**NOTICE OF MOTION**

None.

**BY-LAWS**

**Confirmatory By-law**

Resolution No.: 328/25

Moved by: Councillor Warr

Seconded by: Councillor Hodge-Greaves

**“THAT** the By-law to confirm the proceedings of the regular meeting of the Council of the Township of Asphodel-Norwood held September 23, 2025 be read a first, second, and third time and finally passed and numbered By-law 2025-48.”

Carried

**FUTURE MEETING SCHEDULE**

| Date        | Meeting Name                                         | Location        | Time      |
|-------------|------------------------------------------------------|-----------------|-----------|
| October 1   | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m. |
| October 15  | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m. |
| October 20  | Asphodel-Norwood Public Library Board Meeting        | Norwood Branch  | 7:00 p.m. |
| October 21  | Asphodel-Norwood Council Meeting                     | Millennium Room | 1:00 p.m. |
| October 27  | Peterborough County OPP Detachment Board Meeting     | Hybrid          | 1:00 p.m. |
| October 30  | Asphodel-Norwood Special Council Meeting - Budget    | Town Hall       | 1:30 p.m. |
| November 5  | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m. |
| November 6  | Peterborough County Special Council Meeting - Budget | Hybrid          | 9:30 a.m. |
| November 10 | Asphodel-Norwood Council Meeting                     | Millennium Room | 1:00 p.m. |
| November 10 | Asphodel-Norwood Public Library Board Meeting        | Westwood Branch | 7:00 p.m. |
| November 19 | Peterborough County Council Meeting                  | Hybrid          | 9:30 a.m. |
| November 25 | Asphodel-Norwood Council Meeting                     | Millennium Room | 1:00 p.m. |



## **ADJOURNMENT**

Resolution No.: 329/25

Moved by: Councillor Hodge-Greaves

Seconded by: Councillor Warr

**“THAT** the regular Council meeting held on September 23, 2025 be adjourned at 5:02 p.m.”

Carried

\_\_\_\_\_  
Patrick Wilford, Mayor

\_\_\_\_\_  
Melanie Hudson, Clerk

DRAFT

The Corporation of the Township of Asphodel-Norwood entered into a Public Meeting on September 23, 2025 to consider an application to amend Comprehensive Zoning By-Law No. 2009-08 under Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, with the following individuals in attendance:

Council: Mayor Wilford  
Deputy Mayor Burt  
Councillor Hodge-Greaves  
Councillor Walsh  
Councillor Warr

Staff: Ed Whitmore, Chief Building Official/Planning Coordinator  
Michael Rutter, Chief Administrative Officer  
Melanie Hudson, Clerk  
Darryl Payne, Fire Chief  
Jeff Waldon, Manager of Public Works & Environmental Services  
Seamus McDougall, Manager of Community Centre, Parks & Facilities  
Shannon Herman, Deputy Chief Building Official/Administrative Assistant,  
Building, Planning & By-law

### WELCOME AND INTRODUCTORY REMARKS

Mayor Wilford called the public meeting to order at 2:04 p.m.

### DECLARATION OF PECUNIARY INTEREST

Mayor Wilford invited anyone having a pecuniary interest to declare said interest.  
No declarations were made.

### APPROVAL OF THE AGENDA

Resolution No.: 314/25

Moved by: Councillor Warr

Seconded by: Deputy Mayor Burt

“**THAT** the public meeting agenda for September 23, 2025 concerning Zoning By-law Amendment application ZBLA-02-2025 be approved as circulated.”

Carried

### OVERVIEW OF THE PROPOSED APPLICATION FOR ZONING AMENDMENT

The proposed Zoning By-law Amendment (ZBLA-02-2025) applies to lands located at Concession 7, Part Lot 3, in the Township of Asphodel-Norwood, municipally known as 1203 Asphodel 7th Line. The amendment seeks to rezone five (5) proposed lots from the Open Space (OS) Zone to the Rural Residential (RR) Zone. The zoning of the retained portion would remain unchanged. The effect of the amendment is to create five (5) rural residential lots.

### REPORTS

**R1 Ed Whitmore, Chief Building Official/Planning Coordinator**  
Re: Zoning By-Law Amendment ZBLA-02-2025



Mr. Whitmore provided a detailed summary of his staff report, outlining the notification measures taken and summarizing the intent of the zoning by-law amendment is to create five rural residential lots for sale while retaining approximately a half-acre for a parking/turnaround area.

### **Written Record**

The following agencies responded to the notification distribution, indicating no concerns or objections:

- Kawartha Pine Ridge District School Board
- Peterborough County Transportation Planning;
- Enbridge Gas; and
- Drinking Water Source Protection.

In addition, the following individuals submitted written comments in opposition to the application:

- Linda Blake
- Royan Snow
- Paula Murray
- Jennifer Crinion
- Lorraine Lynch
- Jenny Lunitz

Mr. Whitmore advised that the amendment would be subject to a 20-day appeal period. If no appeals are received by 4:30 p.m. on October 14, 2025, the Zoning By-law Amendment will become final and binding.

### **Record of Appeal**

Mr. Whitmore stated:

If a specified person or public body does not make oral submissions at a public meeting or make written submissions to the Township of Asphodel-Norwood before the by-law is passed, the person or public body is not entitled to appeal the decision of the Township of Asphodel-Norwood to the Ontario Land Tribunal.

If a specified person or public body does not make oral submissions at a public meeting or make written submissions to the Township of Asphodel-Norwood before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

Further, to be notified of the decision, a written request quoting file number ZBLA-02-2025 must be submitted to the Township of Asphodel-Norwood.

### **Meeting Record**

Mayor Wilford invited comments both in support of and in opposition to the application.

The following individuals spoke in opposition or expressed concerns regarding the application:

1. Linda Blake
2. Isabelle Vieira
3. Lorraine Lynch
4. Barbara & Stan Sykes
5. Marc Walmsley
6. Alison Snow
7. Nicole Sita
8. Nate Jackson, Rice Lake Snow Drifters Club
9. Barry Diceman, Lang-Hastings Trail



**RESOLUTION**

Resolution No.: 315/25

Moved by: Councillor Walsh

Seconded by: Deputy Mayor Burt

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding ZBLA-02-2025 for information; **AND FURTHER THAT** consideration of Zoning By-law Amendment ZBLA-02-2025 be deferred until additional information is provided by staff.”

Deputy Mayor Burt requested a recorded vote.

| <u>Recorded Vote:</u>    | <u>Yeas</u> | <u>Nays</u> |
|--------------------------|-------------|-------------|
| Deputy Mayor Burt        | X           |             |
| Councillor Hodge-Greaves | X           |             |
| Councillor Walsh         | X           |             |
| Councillor Warr          | X           |             |
| Mayor Wilford            | X           |             |

Motion Carried

**ADJOURNMENT**

Resolution No.: 316/25

Moved by: Councillor Hodge-Greaves

Seconded by: Councillor Warr

**“THAT** the public meeting held September 23, 2025 be adjourned at 4:00 p.m.; **AND FURTHER THAT** the regular meeting of Council be resumed following a short recess.”

Carried

\_\_\_\_\_  
Patrick Wilford, Mayor

\_\_\_\_\_  
Melanie Hudson, Clerk



October 9, 2025

**C1**

To our Municipal Clients:

Re: Regulatory Registry 25-MMAH016 Comments – Proposed Amendments to Operationalize Payment of Development Charges at Occupancy

In our continued efforts to keep our clients up to date on legislative changes that may impact them, we are writing to inform you of proposed regulatory changes to Ontario Regulation 163/24 (Building Code), under the *Building Code Act, 1992*. This letter provides a summary of the proposed changes and commentary on potential impacts to municipalities.

The Province is seeking comments via the Regulatory Registry at the following link: <https://www.regulatoryregistry.gov.on.ca/proposal/51914>. The deadline to submit comments is October 17, 2025.

## 1. Overview

As part of changes introduced through the *Protect Ontario by Building Faster and Smarter Act, 2025 (Bill 17)*, the *Development Charges Act, 1997 (D.C.A.)* would be amended to provide for payment of Development Charges (D.C.s) at the earlier of the day the building is first occupied, or the day an occupancy permit is issued for non-rental residential development. The changes would come into effect on a day named by order of the Lieutenant Governor (i.e., commencement). Note that as of the date of this letter, commencement has not occurred.

The proposed changes to the Building Code are meant to operationalize the deferral of payment of residential D.C.s to the time of first occupancy of a building or issuance of an occupancy permit. As such, the changes are proposed to:

- Require occupancy permits for non-rental residential buildings, including stacked townhouses, where a builder elects to defer D.C.s under subsection 26.1 (3.1)<sup>[1]</sup> of the D.C.A. This would apply to buildings that are completed but not yet occupied that do not currently require an occupancy permit.
- Require a Chief Building Official to deny issuance of the occupancy permit until the municipality confirms the D.C.s have been paid in full.

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<sup>[1]</sup> Subsection 26.1 (3.1) of the D.C.A. refers to payment of D.C.s at occupancy for non-rental residential development. Note, as of the date of this letter, this section is not yet in force.





- Require that all existing life-safety construction requirements are met before an occupancy permit can be issued.

These changes do not apply to:

- A municipality that does not have a D.C. by-law;
- Rental housing and institutional development under subsection 26.1 of the D.C.A.; or
- Where an early or late payment agreement has been made pursuant to section 27 of the D.C.A.

## 2. Commentary

Note that the draft regulation has not yet been released. Our preliminary commentary, provided below, is based on the summary of the proposed changes provided on the Provincial Regulatory Registry website.

### **Removal of Requirement for Securities**

When Bill 17 was first introduced, there was an indication that the payment of D.C.s for residential development would be deferred to occupancy, subject to the following:

- Payment of D.C.s would be required before the issuance of an occupancy permit; and
- In situations where an occupancy permit is not required, municipalities would have the ability to require financial securities.

The summary provided appears to indicate that all non-rental housing developments seeking payment of D.C.s at occupancy will be subject to an occupancy permit. It is unclear if this requirement will replace the option for municipalities to use financial securities in place of occupancy permits. If occupancy permits are required for all non-rental housing developments, this will have greater processing demands on municipal building permit operations.

### **Election of Use of Deferral**

The summary of proposed changes uses the term “where a builder elects to defer D.C.s.” This implies that the builder will have the option to defer payment of D.C.s to occupancy. If, however, a builder does not elect to defer payment to occupancy, this will create a different administrative process that needs to be tracked by municipalities.



Note that the choice to defer D.C.s to occupancy may be in reference to changes included in Bill 17 (subsection 26.1 (12) of the D.C.A.<sup>[1]</sup>).

Although making the deferral optional may create administrative complexities through a two-track system, allowing builders to continue to pay at the time of building permit (or as otherwise identified in the D.C. by-law) is positive, as it may alleviate some of the cashflow pressures created by the deferrals.

### **Previous Comments on Legislative Change**

As noted in our previous correspondence of June 4, 2025, this change will: add significant administrative costs across the Province; create cashflow implications for D.C. projects, which will lead to a delay in development of growth-related infrastructure; conflict with subsection 26 (2) of the D.C.A.;<sup>[2]</sup> and impact the residential rate freeze provisions of the D.C.A. We have attached our June 4, 2025 letter for ease of reference.

## **3. Consultation Topics**

The Ministry is seeking feedback on the following topics:

- Practical considerations for requiring and withholding occupancy permits where D.C.s are deferred under subsection 26.1 (3.1) of the D.C.A. (including documentation of payment and municipal processes).
  - Municipal staff input will be valuable in consultations with the Ministry in this regard.
- Treatment of phased or partial occupancy developments.
  - If payment of D.C.s can be further delayed by phasing occupancy of a development, this would create additional administrative tracking requirements and would create further cashflow pressure on municipalities.
  - Any consideration to further phasing of the D.C.s should not include housing-enabling D.C. services such as water, wastewater, stormwater, and services related to a highway, as the capital investment in these services occurs prior to development.

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<sup>[1]</sup> Subsection 26.1 (12) of the D.C.A. states the following: “For greater certainty, a person required to pay a development charge under this section may pay the charge before the day it is payable even in the absence of an agreement under section 27.” Note that this section is not yet in force as of the date of this letter.

<sup>[2]</sup> Subsection 26 (2) states that a municipality, by by-law, may require payment of D.C.s for certain services at the time of approval of a subdivision or consent agreement.





- Whether there is support for extending the time for municipalities to complete a prescribed inspection to permit occupancy, from two days after receipt of the notice to 10 days after receipt of the notice, where D.C.s have been deferred.
  - Given the additional administrative effort related to tracking D.C. deferrals and ensuring payment has been received prior to performing an occupancy inspection, granting municipal staff additional time to complete the process would appear to be a positive change.
- Any consequential improvements to occupancy-related provisions and other supports (e.g., templates for occupancy permits or prescribed notices, homebuyer and builder education) that would improve consistency and transparency and minimize disruption for homebuyers.
  - Municipal staff input will be valuable in consultations with the Ministry in this regard.

## 4. Concluding Remarks

The proposed changes to the Building Code to operationalize the deferral of payment of residential D.C.s to occupancy appear to simplify the initial legislative proposal by requiring all non-rental housing development to obtain an occupancy permit. This may be beneficial because it would be less administratively burdensome than administering financial security agreements. However, as the deferral of payment of D.C.s to occupancy (or occupancy permit) is optional, this will create a dual tracking system. In addition, this will require all municipal building departments to create an occupancy permitting process for these types of development, where one does not currently exist, potentially further delaying development processing times.

We anticipate further regulatory changes to the D.C.A., as noted by the Province in previous news releases. We will continue to monitor any changes and inform you of the potential impacts on municipalities.

Should you have any questions, please contact any of the undersigned or send an email to [info@watsonecon.ca](mailto:info@watsonecon.ca).

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.

Andrew Grunda, MBA, CPA, CMA, CEO

Peter Simcisko, BA (Hons), MBE, Managing Partner

Sean-Michael Stephen, MBA, Managing Partner

Daryl Abbs, BA (Hons), MBE, PLE, Managing Partner

Jamie Cook, MCIP, RPP, PLE, Managing Partner

Jack Ammendolia, BES, PLE, Managing Partner



# EORN Cell Gap Project Monthly Update

## September 2025

### Regional view

|                                                                                                               | Planned | Completed | New this month |
|---------------------------------------------------------------------------------------------------------------|---------|-----------|----------------|
| Upgrades to existing towers                                                                                   | 311     | 311       | n/a            |
| New towers in service                                                                                         | 258     | 146       | 0              |
| New co-locations                                                                                              | 75      | 68        | 2              |
| Land use authority                                                                                            | 257     | 253       | 0              |
| Please note that this information is collected monthly and is subject to change as the project moves forward. |         |           |                |

### Peterborough County

|                                                                                                               | Planned | Completed | New this month |
|---------------------------------------------------------------------------------------------------------------|---------|-----------|----------------|
| Upgrades to existing towers                                                                                   | 25      | 25        | n/a            |
| New towers in service                                                                                         | 25      | 11        | 0              |
| New co-locations                                                                                              | 3       | 3         | n/a            |
| Land use authority                                                                                            | 25      | 25        | 0              |
| Please note that this information is collected monthly and is subject to change as the project moves forward. |         |           |                |

Note: data is updated by Rogers on the 15<sup>th</sup> of each month. Data provided for this update was received on September 15, 2025.



## Peterborough County Uplifts Build Schedule

| Tower identifier | Site name                    | Municipality                 | In-service plan |
|------------------|------------------------------|------------------------------|-----------------|
| C0411            | Lakehurst                    | Municipality of Trent Lakes  | In-service      |
| C2847            | Kinmount                     | Municipality of Trent Lakes  | In-service      |
| C2934            | Fynn's Corner                | Municipality of Trent Lakes  | In-service      |
| C4166            | Highway 501 at Catchacoma    | Municipality of Trent Lakes  | In-service      |
| C0029            | Norwood                      | Township of Asphodel-Norwood | In-service      |
| C3397            | Norwood Town                 | Township of Asphodel-Norwood | In-service      |
| C4115            | Hastings North               | Township of Asphodel-Norwood | In-service      |
| C2240            | Highway 7A and Highway 115   | Township of Cavan Monaghan   | In-service      |
| C2632            | Highway 7 and Parkhill Road  | Township of Cavan Monaghan   | In-service      |
| C3401            | Millbrook                    | Township of Cavan Monaghan   | In-service      |
| C0049            | Peterborough (CHEX relocate) | Township of Douro-Dummer     | In-service      |
| C2326            | Lakefield                    | Township of Douro-Dummer     | In-service      |
| C2552            | Gilchrist Bay                | Township of Douro-Dummer     | In-service      |



## Peterborough County Uplifts Build Schedule

| Tower identifier | Site name                        | Municipality                         | In-service plan |
|------------------|----------------------------------|--------------------------------------|-----------------|
| C0230            | Havelock                         | Township of Havelock-Belmont-Methuen | In-service      |
| C0282            | Woodview                         | Township of North Kawartha           | In-service      |
| C0725            | Apsley                           | Township of North Kawartha           | In-service      |
| C3074            | Long Lake                        | Township of North Kawartha           | In-service      |
| C4118            | Highway 28 and Apsley            | Township of North Kawartha           | In-service      |
| C2633            | Highway 7 and Highway 134        | Township of Otonabee-South Monaghan  | In-service      |
| C3642            | Highway 28 at South Monaghan     | Township of Otonabee-South Monaghan  | In-service      |
| C2763            | Fowler's Corners                 | Township of Selwyn                   | In-service      |
| C3407            | Trent University (Symons Campus) | Township of Selwyn                   | In-service      |
| C3643            | Selwyn                           | Township of Selwyn                   | In-service      |
| C4298            | Buckhorn                         | Township of Selwyn                   | In-service      |
| C4381            | Gannon Beach                     | Township of Selwyn                   | In-service      |



## Peterborough County Co-location Build Schedule

| Tower identifier | Site name    | Municipality                         | In-service plan |
|------------------|--------------|--------------------------------------|-----------------|
| C3948            | Round Lake   | Township of Havelock-Belmont-Methuen | In-service      |
| C2316            | Lasswade     | Township of North Kawartha           | In-service      |
| C2381            | Chandos Lake | Township of North Kawartha           | In-service      |



## Peterborough County New Tower Build Schedule

| Tower identifier | Site name                                           | Municipality                         | In-service plan |
|------------------|-----------------------------------------------------|--------------------------------------|-----------------|
| C8576            | County 507 Road at Trent Lakes                      | Municipality of Trent Lakes          | 2026            |
| C8577            | Tullys Road at Bobcaygeon                           | Municipality of Trent Lakes          | In-service      |
| C8592            | Allens Alley and Crystal Lake Road                  | Municipality of Trent Lakes          | 2026            |
| C8593            | White Lake Road at White Lake                       | Municipality of Trent Lakes          | 2026            |
| C8594            | Kawartha Highlands Provincial Park                  | Municipality of Trent Lakes          | 2026            |
| C8575            | County Road 36 at Trent Lakes                       | Municipality of Trent Lakes          | In-service      |
| C6504            | Birdsalls                                           | Township of Asphodel-Norwood         | In-service      |
| C8480            | Mount Pleasant                                      | Township of Cavan Monaghan           | 2026            |
| C8725            | Carmel Line at Millbrook                            | Township of Cavan Monaghan           | 2026            |
| C2857            | Warsaw                                              | Township of Douro-Dummer             | In-service      |
| C8697            | South Dummer 5 <sup>th</sup> Line Road at Cottesloe | Township of Douro-Dummer             | 2026            |
| C8638            | 12 Line Road Dummer at Belopoline Lake              | Township of Douro-Dummer             | In-service      |
| C3915            | Jack Lake East                                      | Township of Havelock-Belmont-Methuen | 2026            |
| C3917            | Cordova Lake and Island 12 Road                     | Township of Havelock-Belmont-Methuen | 2026            |



## Peterborough County New Tower Build Schedule

| Tower identifier | Site name                     | Municipality                         | In-service plan |
|------------------|-------------------------------|--------------------------------------|-----------------|
| C3918            | Barrette Lake                 | Township of Havelock-Belmont-Methuen | 2026            |
| C8643            | Methuen Lake                  | Township of Havelock-Belmont-Methuen | 2026            |
| C3949            | Rockdale                      | Township of Havelock-Belmont-Methuen | In-service      |
| C8639            | Fire Route 60 and Hubble Road | Township of Havelock-Belmont-Methuen | In-service      |
| C2578            | Stonyridge                    | Township of North Kawartha           | 2026            |
| C3951            | Jack Lake                     | Township of North Kawartha           | 2026            |
| C3952            | Jack Lake South               | Township of North Kawartha           | 2026            |
| C8858            | Nicholson Road and 3 Line     | Township of Otonabee-South Monaghan  | In-service      |
| C3471            | Keene                         | Township of Otonabee-South Monaghan  | In-service      |
| C2387            | Camp Kawartha                 | Township of Selwyn                   | In-service      |
| C3400            | Bridgenorth                   | Township of Selwyn                   | In-service      |





# Minutes County Council - Regular Meeting

9:30 AM - Wednesday, September 10, 2025

Electronic Participation



**C3**

The meeting was held hybrid (in-person and electronic) and was streamed live on the County of Peterborough's YouTube channel ([Part 1](#) and [Part 2](#)).

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**Present:** Warden Bonnie Clark, Deputy Warden Sherry Senis, Councillor Carolyn Amyotte, Councillor Carol Armstrong, Councillor Ron Black, Councillor Lori Burt, Councillor Matthew Graham, Councillor Ryan Huntley, Councillor Terry Lamshead, Councillor Harold Nelson, Councillor Joe Taylor, Councillor Heather Watson, Councillor Hart Webb, Councillor Jim Whelan, and Councillor Pat Wilford

**Regrets:** Councillor Jim Martin

**Staff Present:** Chief Administrative Officer Sheridan Graham; CFO/CIO/Deputy CAO Jennifer Stover; Chief of Paramedics Patricia Bromfield; Director of Legislative Services/Clerk Kari Stevenson; Director of Planning, Development and Public Works Iain Mudd; Director of Strategic Services Lynn Fawn; General Manager of Finance/Deputy Treasurer Michelle Fisher; General Manager of Tourism and Communications Tracie Bertrand; General Manager of Planning Keziah Holden; General Manager of Operations and Fleet Bryan Robinson; General Manager of Economic Development Rhonda Keenan;

## 1. Call To Order

Warden Clark called the meeting to order at 9:30 a.m.

## 2. Land Acknowledgement

## 3. Moment of Silent Reflection/Silence

## 4. Adoption of Addendum Agenda

### Resolution No. 148-2025

Moved by Councillor Graham

Seconded by Councillor Lamshead

That the addendum agenda be adopted as circulated.



**5. Disclosure of Interest**

There were no disclosures of interest.

**6. Adoption of Minutes**

**Resolution No. 149-2025**

Moved by Deputy Warden Senis  
Seconded by Councillor Burt

That the minutes of the Special Council meeting of August 6, 2025, and the Regular Council meeting of August 13, 2025, be adopted as circulated.

Carried

**7. Delegations and Presentations**

- a. **Alexis Doyle, Manager of Community Relations for Ontario, Alto**  
**Daphne Hurtubise, Director of Special Projects, Alto**  
**Re: Alto High Speed Rail Network: Toronto – Quebec City**

**Resolution No. 150-2025**

Moved by Councillor Huntley  
Seconded by Councillor Wilford

That the presentation from Alexis Doyle, Manager of Community Relations for Ontario, Alto and Daphne Hurtubise, Director of Special Projects, Alto, regarding Alto High Speed Rail Network: Toronto - Quebec City, be received.

Carried

- b. **Allison Young, General Manager, People Services, Peterborough County**  
**Re: Long Service Awards**

Sheridan Graham, CAO, recognized 37 Peterborough County employees receiving Employee Long Service Awards. These employees have achieved a service milestone in increments of 5 years, from 5 to 25 years, with special recognition going out to Lynn Fawn who has achieved an astounding 40 years of service. She thanked them for their loyalty and contributions to the organization and presented them with certificates.

**8. Consent Items**

Note: All matters listed under Consent Items are considered to be routine, housekeeping, information or non-controversial in nature and to facilitate Council's consideration can be approved by one motion.

- a. **Staff Reports**  
**Jennifer Stover, CFO/CIO/Deputy CAO**  
**Re: Affordable Rental Housing Property Tax Subclass**
- b. **Staff Reports**



**Michelle Fisher, General Manager, Finance/Deputy Treasurer**  
**Re: June 2025 Investment Report**

- c. **Staff Reports**  
**Michelle Fisher, General Manager, Finance/Deputy Treasurer**  
**Re: 2024 Surplus Disposition**
- d. **Staff Reports**  
**Keziah Holden, General Manager, Planning**  
**Re: Repeal of Mandatory Pre-Consultation By-law**
- e. **Staff Reports**  
**Shae-Lyn Burnett, Administrative Services Assistant, Legislative Services**  
**Re: 2026 Council Meeting Calendar**
- f. **Correspondence Report**
- g. **Liaison Reports from External Committees, Boards and Agencies**  
**Fairhaven Committee of Management**  
**Re: Minutes of June 11, 2025**
- h. **Liaison Reports from External Committees, Boards and Agencies**  
**Peterborough County Federation of Agriculture**  
**Re: Minutes of June 11, 2025, and August 13, 2025**

The entire correspondence report, item 8. f., was pulled from the Consent Agenda to be dealt with separately.

**Resolution No. 151-2025**

Moved by Deputy Warden Senis  
Seconded by Councillor Webb

That the Municipality of Tweed's resolution regarding Incineration and a More Robust Recycling Program be supported.

**Carried**

**Resolution No. 152-2025**

Moved by Councillor Amyotte  
Seconded by Councillor Black

That the County fully supports the resolution from the municipalities of Strathroy-Caradoc and North Glengarry regarding Blue Box Producers; and,

Further, if the Producers are unable to meet the targets as set out under O Reg. 391/21, and if they cannot effectively and efficiently collect recycling from all sources as was previously done by municipalities, then perhaps the Province should consider having municipalities resume the Blue Box collection and have the Producers pay municipalities directly for cost to provide the service and further that the premier, the Minister of the Environment and the MPPs within the County be copied.



**Resolution No. 153-2025**

Moved by Councillor Black  
Seconded by Councillor Armstrong

That staff be directed to bring a report back to council outlining details and options for townships to consider regarding non-eligible source recycling collection at township depots.

**Carried**

**Resolution No. 154-2025**

Moved by Councillor Nelson  
Seconded by Councillor Whelan

That the balance of the Correspondence Report be received.

**Carried**

**Resolution No. 155-2025**

Moved by Councillor Taylor  
Seconded by Councillor Armstrong

That Report FIN 2025-20, Affordable Rental Housing Property Tax Subclass, be received; and,

That Report FIN 2025-16, June 2025 Investment Report, be received for information; and,

That report FIN 2025-17, 2024 Surplus Disposition, be received;

That in accordance with the Surplus/Deficit Policy FI-19, the 2024 capital surplus of \$2,509,665 be allocated to the Public Works Infrastructure Long Term Reserve; and

That the 2024 operating surplus of \$2,393,913 be allocated to the General Working Fund Reserve; and,

That Report PDPW 2025-27, Repeal of Mandatory Pre-Consultation By-law, be received; and

That the County's Mandatory Pre-Consultation By-Law, By-law 2015-04, be repealed; and,

That Report CPS 2025-19, 2026 Council Meeting Calendar, be received; and

That the 2026 Council meeting calendar be approved; and,



That the minutes of the Fairhaven Committee of Management dated June 11, 2025, be received; and,

That the minutes of the Peterborough County Federation of Agriculture dated June 11, 2025, and August 13, 2025, be received.

**Carried**

## **9. Staff Reports - Direction**

- a. Lynn Fawn, Director of Strategic Services  
Re: Insurance Program Renewal**

### **Resolution No. 156-2025**

Moved by Councillor Graham  
Seconded by Councillor Lambshead

That Report CPS 2025-21 – Insurance Program Renewal be received; and

That the insurance program renewal (renewal period of October 1, 2025, to September 30, 2026) to Intact Public Entities Inc. in partnership with Westland Insurance for a premium cost of \$947,701 excluding applicable taxes, be approved.

**Carried**

- b. Rhonda Keenan, General Manager, Economic Development  
Re: Proposed Applications for Rural Ontario Development Program**

### **Resolution No. 157-2025**

Moved by Deputy Warden Senis  
Seconded by Councillor Armstrong

That Report PDPW 2025-28, Proposed Applications for Rural Ontario Development Program, be received;

That staff be directed to advance two funding applications for Rural Ontario Development Program as outlined in Report PDPW 2025-28;

That the budget for the Rural Transportation Project be funded from the Economic Development Reserve Fund in an amount not to exceed \$30,000; and

That the budget for the Trade-Ready: Equipping Rural Entrepreneurs to Compete Beyond the County be funded from the 2026 Economic Development Budget in an amount of \$10,000 with a further upset limit of \$10,000 from the Economic Development Reserve Fund.

**Carried**

- c. Bryan Robinson, General Manager of Operations and Fleet**



## **Re: Pre-Purchase Approval for Supply & Delivery Tandem Trucks for 2027 and 2028**

### **Resolution No. 158-2025**

Moved by Councillor Taylor  
Seconded by Councillor Huntley

That Report PDPW 2025-26, Pre-Purchase Approval for Supply & Delivery of Tandem Trucks for 2027 and 2028, be received;

That the procurement and acquisition of one (1) new Tandem truck with plow at the estimated amount of \$496,000 (net of refundable HST), funded from the Public Works Vehicle Reserve, be approved based on the replacement schedule, under pre-budget approval; and

That the procurement and acquisition of two (2) new Tandem trucks with plows, to commence in 2026 at the estimated amount of \$1,042,000 (net of refundable HST), funded from the Public Works Vehicle Reserve, be approved based on the replacement schedule, under pre-budget approval.

**Carried**

## **10. Notices of Motion**

## **11. Announcements**

## **12. Closed Session**

**Under the authority of the Municipal Act, 2001, S.O. 2001, c. 25, S. 239(2) to consider:**

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

### **Resolution No. 159-2025**

Moved by Councillor Graham  
Seconded by Councillor Watson

That Council move into Closed Session at 10:52 a.m. under Section 239 (2) (k) of the Municipal Act, 2001.

**Carried**

## **13. Rise from Closed Session**

### **Resolution No. 160-2025**

Moved by Councillor Watson



Seconded by Councillor Nelson

That Council rise from closed session at 11:37 a.m.

**Carried**

#### **14. Matters Arising from Closed Session**

##### **Resolution No. 161-2025**

Moved by Councillor Whelan  
Seconded by Councillor Burt

That the closed session minutes from August 13, 2025 be adopted.

**Carried**

#### **15. By-laws**

#### **16. Confirming By-law**

##### **Resolution No. 162-2025**

Moved by Deputy Warden Senis  
Seconded by Councillor Graham

That the confirming by-law to adopt, ratify, and confirm the actions of Council at today's meeting in respect to each report, motion, resolution or other action passed and taken by Council be adopted.

**Carried**

#### **17. Adjournment**

##### **Resolution No. 163-2025**

Moved by Councillor Lambshead  
Seconded by Councillor Wilford

That the Council meeting adjourn at 11:38 a.m.

**Carried**

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Warden, Bonnie Clark

---

Clerk, Kari Stevenson





**Ministry of the  
Environment,  
Conservation and Parks**  
Eastern Region  
Peterborough District Office  
300 Water Street  
2<sup>nd</sup> Floor, South Tower  
Peterborough ON K9J 3C7  
Phone: 705.755.4300 or  
1.800.558.0595

**Ministère de l'Environnement,  
de la Protection de la nature  
et des Parcs**  
Région de l'Est  
Bureau du district de Peterborough  
300, rue Water  
2<sup>e</sup> étage, Tour Sud  
Peterborough (Ontario) K9J 3C7  
Tél: 705 755-4300 ou  
1 800 558-0595



**Date: October 9, 2025**

**Re: Updates to Ministry of the Environment, Conservation and Parks' Compliance Policy – Potential for Low-Risk Incident Referrals to Municipalities**

On June 4, 2025, the Government of Ontario [announced updates](#) to the Ministry of the Environment, Conservation and Parks' [compliance policy](#). A notice outlining the decision can be found [here](#). These changes will allow the ministry to focus on higher-risk events, such as spills that could harm human health, while referring low-risk incidents that do not impact human health or the environment, such as construction noise, via referral to more appropriate regulatory authorities, including municipalities. Further details on the new incident referral assessment process can be found in section 4.2 of the updated compliance policy.

The updates to the compliance policy will clarify roles and responsibilities between the ministry and municipalities to avoid duplication and reduce burden on the regulated community by simplifying compliance oversight for low-risk activities. These changes will strengthen collaboration between the ministry and municipalities, while also improving service for members of the public by clarifying which regulator is responsible for responding to an incident.

Listed below are types of complaints that the ministry will typically consider for referral to municipalities:

1. Odours - Reports of odours from restaurants, food preparation, construction/demolition/maintenance activities, vehicles, or residential sources.
2. Noise - Reports of noise from air conditioning and heating, vehicles, residences, pets, construction activities, music festivals and outdoor events.
3. Dust - Reports of general or road dust resulting from development or construction/demolition sites, stone cutting, or complaints of off-site dust generated from a neighbour's construction activities.
4. Waste - Reports of littering, abandoned vehicles, and small quantities of solid non-hazardous waste dumping.
5. Water – Reports of discharges to municipal sewers, oil leaking from vehicles to roadway/sewers, and problems with private ponds.

**Please note:** if a low-risk incident persists long term, escalates to a community-level concern, or becomes linked to health impacts, the ministry will re-evaluate the risk and may take further action. Additionally, if a municipality lacks the capacity to carry out compliance and enforcement activities for a referred incident, the ministry may intervene if the risk level is deemed sufficiently high.



Should you have any questions or wish to discuss further, please feel free to contact me via email [David.Bradley@ontario.ca](mailto:David.Bradley@ontario.ca) or by phone 705-927-6165.

Sincerely,

**David Bradley, District Manager**

Ministry of the Environment, Conservation and Parks  
Drinking Water and Environmental Compliance Division  
Peterborough District  
(705) 927-6165



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Michael Rutter, CAO  
**Meeting Date:** October 21, 2025  
**Subject:** Management Action List  
**Report No.:** R1

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### RECOMMENDATION:

“**THAT** the Council of the Township of Asphodel-Norwood accepts this report with the revisions suggested by Staff and Members of Council.”

**BACKGROUND AND DISCUSSION:** N/A

### RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:

- Strategic Plan (1) Sustainability / Achieving Operational Excellence

### ENGAGEMENT:

- Management Team

### CONCLUSION:

The Management Action List is a living document that serves as a guideline for staff in prioritizing tasks and setting expectations.

### ATTACHMENTS:

- Management Action List



### Management Action List from Council

|     | <u>Action Required</u>                                             | <u>Dept Assigned to</u>      | <u>Date for Completion</u> | <u>Completed</u> |
|-----|--------------------------------------------------------------------|------------------------------|----------------------------|------------------|
| P   | Master Fire Plan                                                   | Emergency Management Group   | 23-Sep                     | x                |
| R2  | Master Fire Plan - Introduction and Implementation                 | Fire                         | 23-Sep                     | x                |
| R3  | Unopened Road Allowance - Asphodel 6th Line                        | Public Works                 | 23-Sep                     | x                |
| R4  | Transfer Station - Recycling Bins update                           | Public Works                 | 23-Sep                     | x                |
| R5  | Community Garden update                                            | CC, Parks, Rec, Facilities   | 23-Sep                     | x                |
| R6  | Dog Park update                                                    | CC, Parks, Rec, Facilities   | 23-Sep                     | x                |
| R7  | Event Planning Update                                              | CAO                          | 23-Sep                     | x                |
| P   | Provincial Senior Award Presentation                               | Mayor                        | 21-Oct                     |                  |
| P   | Asset Management Plan - Phase 3                                    | CityWide                     | 21-Oct                     |                  |
| R2  | Q3 2025 Dept Update                                                | Water and Wastewater         | 21-Oct                     |                  |
| R3  | Q3 2025 Dept Update                                                | By-law                       | 21-Oct                     |                  |
| R4  | Q3 2025 Dept Update                                                | Building                     | 21-Oct                     |                  |
| R5  | Asset Management Plan - 2025                                       | Finance                      | 21-Oct                     |                  |
| R6  | Water Financial Plan                                               | Water and Wastewater/Finance | 21-Oct                     |                  |
| R7  | Procedural By-law update (Closed Session and Correspondence items) | Clerk                        | 21-Oct                     |                  |
| CoA | MV-01-2025                                                         | Building & Planning          | 21-Oct                     |                  |
| Spc | 2026 Budget - First Draft                                          | CAO & Treasurer              | 30-Oct                     |                  |
|     | Non-Profit Board for Medical Centre                                | CAO                          | 10-Nov                     |                  |
|     | 2025 Q3 Financial Variance                                         | Finance                      | 10-Nov                     |                  |
|     | Q3 2025 Dept Update                                                | CC, Parks, Rec, Facilities   | 10-Nov                     |                  |
|     | Fitness Centre Membership fees                                     | CC, Parks, Rec, Facilities   | 10-Nov                     |                  |
|     | Five-year Trent River Access Point Plan                            | CC, Parks, Rec, Facilities   | 10-Nov                     |                  |
|     | Membership for Shower Access at the ANFC                           | CC, Parks, Rec, Facilities   | 10-Nov                     |                  |
|     | 2026 Council Meeting Schedule and Municipal Office Closures        | Clerk                        | 10-Nov                     |                  |
| P   | Landfill update                                                    | DM Wills                     | 25-Nov                     |                  |
|     | Q3 2025 Departmental Reports                                       | Fire<br>Public Works         | 25-Nov                     |                  |
|     | Draft Plan Conditions · HBNG                                       | Building & Planning          | 25-Nov                     |                  |
|     | Community Safety and Well-being Plan update                        | CAO/Clerk                    | 25-Nov                     |                  |
|     | ANPL YAG update                                                    | Library                      | 09-Dec                     |                  |
|     | SALC update                                                        | Library                      | 09-Dec                     |                  |
|     | Minimum Maintenance Standards (MMS) Refresher                      | Public Works                 | 09-Dec                     |                  |



|    |                                                                       |                            |                         |  |
|----|-----------------------------------------------------------------------|----------------------------|-------------------------|--|
|    | Curbside Recycling Changes                                            | Public Works               | 09-Dec                  |  |
|    | Delegation of Powers By-law update                                    | CAO/Clerk                  | 09-Dec                  |  |
|    | <b>2025</b>                                                           |                            |                         |  |
|    | Economic Development - Refresher + Council Priorities                 |                            |                         |  |
|    | ZBLA · Five lots                                                      | Building & Planning        |                         |  |
|    | <b>2026</b>                                                           |                            |                         |  |
|    | Ambulance Dispatch Update                                             | Fire                       |                         |  |
|    | Master Fire Plan Implementation Strategy                              | Fire                       |                         |  |
|    | Reserve Management Policy                                             | Finance                    |                         |  |
|    | Tree Policy update                                                    | Public Works               |                         |  |
|    | Snow Fence                                                            | Public Works               |                         |  |
|    | Five-year Asphalt Plan/Priorities update                              | Public Works               |                         |  |
|    | 2025 Q4 Department Updates                                            | Mgmt Team                  | Late Jan 2026           |  |
|    | Master Facilities Plan update                                         | CC, Parks, Rec, Facilities |                         |  |
|    | Medical Centre Update and Staffing Review (once rostering complete)   | CAO                        |                         |  |
|    | Energy Management and Demand Plan                                     | CAO/Mgmt Team              |                         |  |
|    | Update to Community Improvement Plan (CIP)                            | Building & Planning/EcDev  |                         |  |
|    | Cost sharing agreement · CR40                                         | Building & Planning        |                         |  |
|    | CR40 work                                                             | Public Works               |                         |  |
|    | Pedestrian Connectivity Plan                                          | Public Works/CAO           |                         |  |
|    | Committees   Terms of Reference Review for new term                   | Clerk                      |                         |  |
|    | Document Retention update plan                                        | CAO/Clerk                  |                         |  |
|    | <b>Ongoing</b>                                                        |                            |                         |  |
|    | Aquifer Capacity Report - Schedule 1                                  | DM Wills/Water & WW        |                         |  |
|    | RFP 2024-03 WWTF Upgrades                                             | Water & WW                 | Pending HEWSF app       |  |
|    | RuralLynx Comms Tower (fairgrounds)                                   | Building/Planning          | Pending proponent       |  |
|    | Teeny Tiny Summit - AN as host                                        | CAO                        | Emails sent to OMAFRA   |  |
|    | Digilitize Historical Documents at Heritage Centre - watch for grants | Finance                    | Ongoing                 |  |
|    | Speeding (additional radar signs) - future budgets / developers       | PW / Finance / Planning    |                         |  |
|    | Historical plaques - Westwood, Norwood - watch for grants             | Grants Committee           |                         |  |
|    | Norwood Foodland Sign Board                                           |                            |                         |  |
| D  | Delegation                                                            | CS                         | Closed Session          |  |
| P  | Presentation                                                          | CoA                        | Committee of Adjustment |  |
| C  | Consent Agenda                                                        | ZBLA                       | Zoning By-law Amendment |  |
| PM | Public Meeting                                                        | MV                         | Minor Variance          |  |



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Adam Terry, Manager of Water and Wastewater Operations  
**Meeting Date:** October 21, 2025  
**Subject:** Q3 2025 Water and Wastewater Report  
**Report No.:** R2

---

### RECOMMENDATION:

**“THAT** the Council of the Township of Asphodel-Norwood receives the 2025 Third Quarter Update from the Water and Wastewater Departments for information.”

### BACKGROUND AND DISCUSSION:

Township staff provide council with quarterly reports on the Water and Wastewater systems for the village of Norwood. These reports will primarily contain information regarding flows, but other pertinent information will be provided as required. The following report covers from July 1<sup>st</sup> to Sept 30<sup>th</sup>, 2025.

### WATER PRODUCED:

The table below shows the amount of treated water produced at the water plant for the 3rd quarter of 2025.

| Month:           | July    | August  | Sept    |
|------------------|---------|---------|---------|
| Treated Water m3 | 33683.8 | 28205.6 | 21062.7 |

Below are the treated water flows for the same months in 2024. The flows from the WTP in July and August 2025 were significantly higher than in 2024 due to a large diameter service leak, along with two additional leaks on private property. These issues were resolved in August as soon as staff were notified.



| Month:           | July    | August  | Sept    |
|------------------|---------|---------|---------|
| Treated Water m3 | 24778.6 | 23417.6 | 23282.2 |

## WASTEWATER TREATED

The table below is the volume of wastewater that has been treated at the Wastewater Treatment Plant (WWTP) for the 3rd Quarter of 2025.

| Month:              | July    | August  | Sept    |
|---------------------|---------|---------|---------|
| Treated Effluent m3 | 22855.4 | 22168.9 | 20962.7 |

The table below shows the volume of wastewater treated at the WWTP for the same months in 2024.

| Month:              | July    | August  | Sept    |
|---------------------|---------|---------|---------|
| Treated Effluent m3 | 24216.6 | 21778.6 | 21643.2 |

The flows at the Wastewater Plant for the 3rd quarter of 2025 are similar compared to the flows from 2024. The monthly average effluent phosphorus compliance limit of 0.24 mg/L was exceeded in July, August, and October, with measured concentrations of 0.31 mg/L, 0.33 mg/L, and 0.35 mg/L, respectively. The exceedances were a result of adjustments made at the WWTP following recommendations made by the engineering consultants who designed the plant. The adjustments were made with the hopes of lowering chemical and hydro usage while also trying to find efficiencies. Corrections have been made at the WWTP and the effluent concentrations have been trending back to normal levels. The Ministry has been notified of the exceedances and understands it takes time for the WWTP to correct itself.

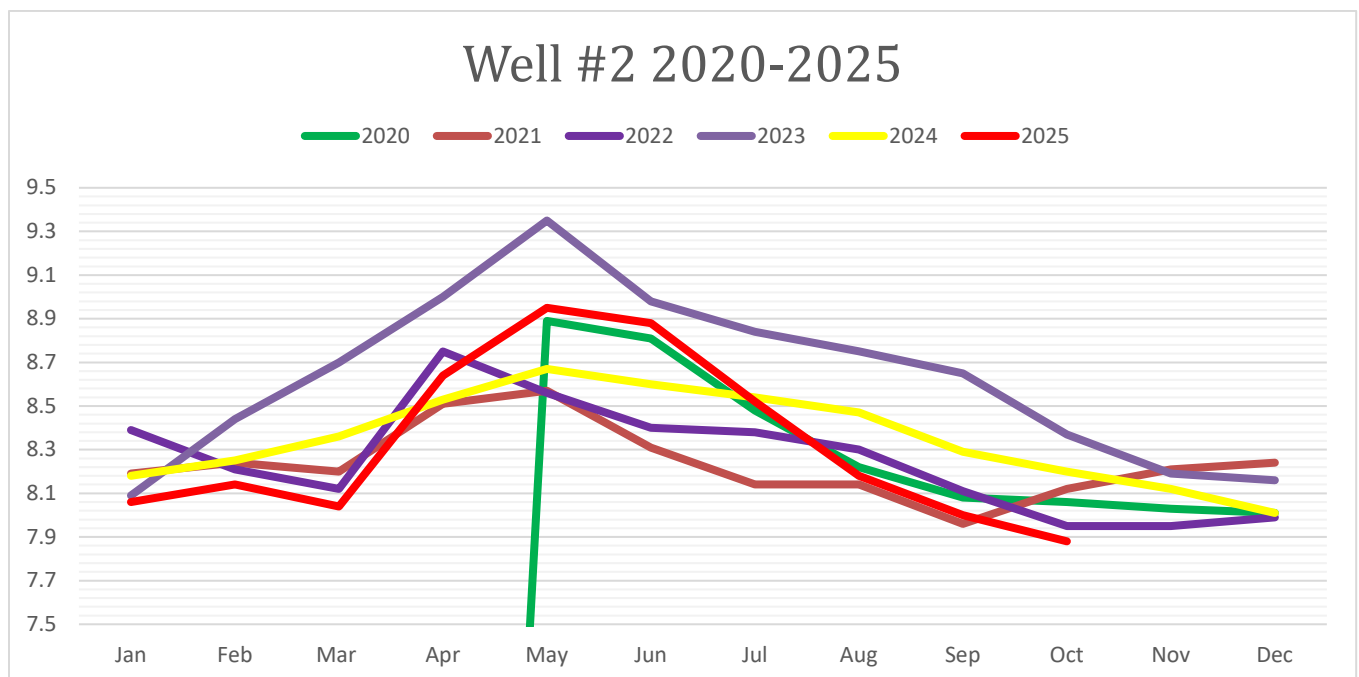
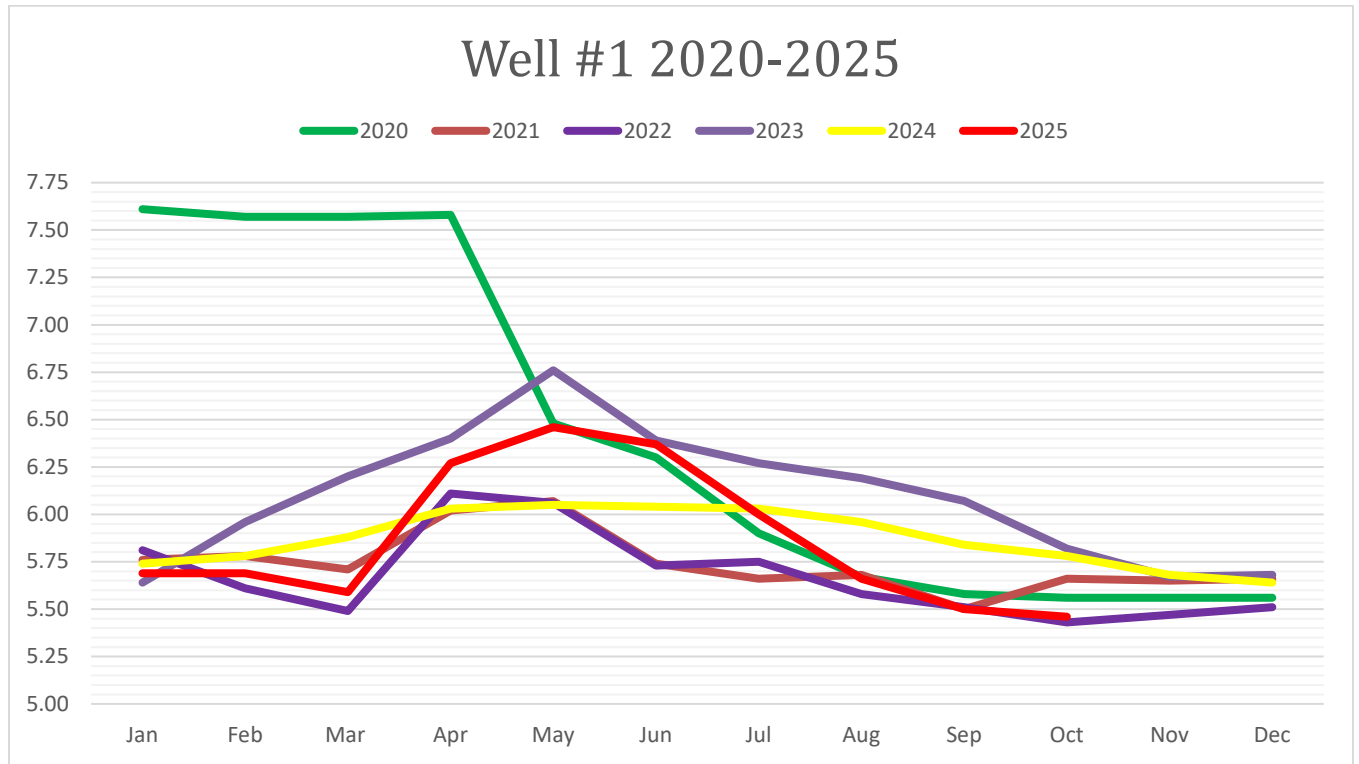
## DRINKING WATER WELL LEVELS

The drinking water well levels at the Norwood WTP have been trending very similar to the years 2020 and 2022. The well level trending is based only on well #1 and #2 data dating back to 2020, this is due to trending for wells #3 and #4 being inconsistent due to equipment failures and adjustments creating unreliable data.

Drinking water wells #1 and #2 are 25 meters and 22 meters deep, respectively. As of October 15, 2025, well #1 has 7.83 meters (26 ft) of water above the pump, and well #2 has 5.44 meters (18 ft). Since 2020, these wells have typically fluctuated between 0.5 m and 1.3 m in a year. In 2025 the well fluctuation increased to as much as 1.9 m.



See well #1 and #2 trending as of October 1<sup>st</sup> below.







RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:

- Strategic Plan (1) Sustainability / Achieving Operational Excellence

**FINANCIAL IMPLICATIONS:**

Efficiencies Identified

| Description of Efficiency                  | Estimated Dollars Saved | Estimated Staff Hours Saved |
|--------------------------------------------|-------------------------|-----------------------------|
| Wellington St water services done in-house | \$16,000                |                             |
|                                            |                         |                             |

**ENGAGEMENT:**

- N/A

Respectfully submitted,  
Adam Terry, Manager of Water and Wastewater Operations

**ATTACHMENTS:**

- N/A

**REPORT APPROVAL:**

All reports are reviewed and/or approved by the CAO.



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Ed Whitmore, Chief Building Official/Planning Coordinator  
**Meeting Date:** October 21, 2025  
**Subject:** Q3 2025 By-Law Update  
**Report No.:** R3

---

### **RECOMMENDATION:**

**“THAT** the Council of the Township of Asphodel-Norwood receives the 2025 Third Quarter Update from the By-Law Department for information.”

### **BACKGROUND AND DISCUSSION:**

The following information indicates the status of various By-law enforcement contraventions.

#### **Clean and Clear By-Law**

By-Law enforcement staff started off in the third quarter of 2025 with eleven (11) files from previous quarters. An additional eleven (11) new files were opened during the third quarter.

During the third quarter a total of fifteen (15) files were brought into compliance and closed. Staff remain committed to working with the residents to have the remaining seven (7) files closed in a timely manner.

#### **Zoning By-Law**

Staff entered the third quarter with a total of three (3) files carried over from previous quarters. An additional three (3) files were opened during the quarter. Staff were able to gain compliance and close four (4) of the files.



### **Animal Control By-Law**

The Township Animal Control Officer dealt with twenty (20) new complaints during the third quarter.

### **Building By-Law**

No building permit enforcement contraventions during the third quarter.

### **RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:**

- Strategic Plan (1) Sustainability / Achieving Operational Excellence

### **FINANCIAL IMPLICATIONS:**

Efficiencies Identified

| <b>Description of Efficiency</b>                                           | <b>Estimated Dollars Saved</b> | <b>Estimated Staff Hours Saved</b> |
|----------------------------------------------------------------------------|--------------------------------|------------------------------------|
| Conduct by-law inspections while carrying out building permit inspections. | unknown                        | 1-2 hours per week.                |
| Reduced staff in March from three to two employees.                        |                                |                                    |

*Note: If no efficiencies were identified during the quarter, please indicate "None this quarter" below the table*

### **ENGAGEMENT:**

- Property Owners

### **CONCLUSION:**

By-Law staff worked on a total of twenty-eight (28) files during this quarter and were able to bring eighteen (18) into compliance. Staff remain committed to working with residents to bring properties into voluntary compliance in a timely manner.

Respectfully submitted,  
Ed Whitmore, Chief Building Official/Planning Coordinator

**ATTACHMENTS:**

- None

**REPORT APPROVAL:**

All reports are reviewed and/or approved by the CAO.



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Ed Whitmore, Chief Building Official/Planning Coordinator  
**Meeting Date:** October 21, 2025  
**Subject:** Q3 2025 Building Update  
**Report No.:** R4

### RECOMMENDATION:

**“THAT** the Council of the Township of Asphodel-Norwood receives the 2025 Third Quarter Update from the Building Department for information.”

### BACKGROUND AND DISCUSSION:

During the third quarter, staff remained actively involved with residents, assisting them through the building permit process. This included providing project-specific checklists, receiving and reviewing various building and sewage system applications, issuing permits, and carrying out the required inspections to ensure compliance with the Ontario Building Code and Township By-laws.

The following table itemizes the number of permits issued, permit fees and the estimated construction value.

| Third Quarter Building Permit Summary                 |              |                  |                      |
|-------------------------------------------------------|--------------|------------------|----------------------|
| Issued for Period July 1, 2025, to September 30, 2025 |              |                  |                      |
| Permit Type                                           | Permit Count | Permit Fees (\$) | Estimated Value (\$) |
| <b>Residential</b>                                    |              |                  |                      |
| New Single Detached Dwellings                         | 5            | \$17,332         | \$1,525,000          |
| Addition/ Renovation                                  | 4            | \$2,570          | \$126,000            |



| Permit Type                    | Permit Count | Permit fees (\$) | Estimated Value (\$) |
|--------------------------------|--------------|------------------|----------------------|
| Deck                           | 1            | \$125            | \$5,000              |
| Accessory Building(s)          | 2            | \$1095           | \$94,500             |
| Pool Enclosure                 | 3            | \$525            | \$78,000             |
| Solar Panels                   |              |                  |                      |
| Demolition                     | 5            | \$625            | \$51,700             |
| <b>Sewage System</b>           |              |                  |                      |
| New - Class four sewage system | 4            | \$4,000          | \$67,500             |
| New – Class five sewage system | 1            | \$1,000          |                      |
| <b>Commercial</b>              |              |                  |                      |
| New                            | 3            | \$16,986         | \$1,650,000          |
| Sign                           | 1            | \$1,985          | \$190,138            |
| <b>Industrial</b>              |              |                  |                      |
| New Building                   | 1            | \$433            | \$35,000             |
| <b>Third Quarter Totals:</b>   | <b>30</b>    | <b>\$46,676</b>  | <b>\$3,872,888</b>   |

| Year to Date Building Permit Summary                     |              |                  |                      |
|----------------------------------------------------------|--------------|------------------|----------------------|
| Issued for Period January 1, 2025, to September 30, 2025 |              |                  |                      |
| Permit Type                                              | Permit Count | Permit Fees (\$) | Estimated Value (\$) |
| <b>Residential</b>                                       |              |                  |                      |
| New Single Detached Dwellings                            | 9            | \$36,458.00      | \$3,330,000.00       |
| New Seasonal Dwelling Units (rental units)               | 6            | \$1,392.00       | \$60,000.00          |
| Plumbing                                                 | 1            | \$143.00         | \$5,596.00           |
| Addition/ Renovation                                     | 7            | \$5,917.00       | \$421,000.00         |
| Accessory Building(s)                                    | 5            | \$3,522.00       | \$311,250.00         |
| Pool Enclosure                                           | 6            | \$1025.00        | \$258,000.00         |
| Deck                                                     | 2            | \$280.00         | \$13,000.00          |
| Solar Panels                                             | 2            | \$1,350.00       | \$119,233.00         |
| Change of Use                                            | 1            | \$225.00         | \$0.00               |
| Demolition                                               | 7            | \$875.00         | \$61,700.00          |
| <b>Sewage System</b>                                     |              |                  |                      |
| New - Class four sewage system                           | 9            | \$9,000.00       | \$127,500.00         |
| New – Class five sewage system                           | 1            | \$1,000          |                      |
| Alteration/Repair – Class four sewage system             | 2            | \$1,000.00       | \$12,500.00          |
| <b>Commercial</b>                                        |              |                  |                      |
| New                                                      | 3            | \$16,986         | \$1,650,000          |
| Sign                                                     | 1            | \$1,985          | \$190,138            |
| Alteration/Repair                                        | 1            | \$441.00         | \$25,000.00          |



|                             |           |                    |                       |
|-----------------------------|-----------|--------------------|-----------------------|
| <b>Industrial</b>           |           |                    |                       |
| Accessory Building          | 1         | \$325.00           | \$15,000.00           |
| <b>Institutional</b>        |           |                    |                       |
| Alteration/Repair           | 1         | \$155.00           | \$8,000.00            |
| <b>Year to Date Totals:</b> | <b>66</b> | <b>\$82,512.00</b> | <b>\$6,692,967.00</b> |

#### RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:

- Strategic Plan (1) Sustainability / Achieving Operational Excellence

#### FINANCIAL IMPLICATIONS:

Efficiencies Identified

| <b>Description of Efficiency</b>                                             | <b>Estimated Dollars Saved</b> | <b>Estimated Staff Hours Saved</b> |
|------------------------------------------------------------------------------|--------------------------------|------------------------------------|
| Sold department vehicle for extra \$10,250 more than 2025 budget. (\$35,250) | unknown                        | Not Applicable                     |
| Reduced staff in March from three to two employees.                          | unknown                        | unknown                            |

**ENGAGEMENT:** N/A

#### CONCLUSION:

The third quarter was an exciting quarter as the department saw an increase in new dwelling applications, with five (5) new submissions this quarter alone. Year-to-date total, we have issued a total of fifteen (15) new permits for new dwellings and seasonal dwellings. Additionally, the department successfully issued the permit for the new McDonald's with construction well underway. We look forward to seeing what the fourth quarter brings while continuing to provide exceptional customer service to our residents.

Respectfully submitted,  
Ed Whitmore, Chief Building Official/Planning Coordinator

**ATTACHMENTS:** N/A

#### REPORT APPROVAL:

All reports are reviewed and/or approved by the CAO.



**The Special Events Committee convened a meeting on September 2, 2025, at the ANCC Boardroom with the following persons in attendance:**

- Jennifer Ducusin
- Wilburn Archer
- Janette Fluke
- Councillor Hodge-Greaves
- Teri Hastings

### **CALL TO ORDER**

The meeting was called to order at 6:13 PM by Chair Jennifer Ducusin.

### **LAND ACKNOWLEDGEMENT**

Chair Jennifer Ducusin read the acknowledgment aloud to the committee.

### **DECLARATION OF PECUNIARY INTEREST**

The Chair advised committee members that anyone having a pecuniary interest in any matter arising on the agenda could declare that interest now or at the time the matter arises. None were declared at this time.

### **APPROVAL OF THE AGENDA**

Moved by: Janette Fluke

Seconded by: Wilburn Archer

**“THAT** the meeting agenda for September 2, 2025, be approved as circulated.”

Carried

### **APPROVAL OF THE MINUTES**

Moved by: Councillor Hodge-Greaves

Seconded by: Wilburn Archer

**“THAT** the minutes for the Special Events Committee meeting held July 8, 2025, be approved as presented.”

Carried





## **BUSINESS ARISING FROM THE MINUTES**

### **2025 Budget and carry-over balance**

-reserve amount and 2025 balance is \$978.99 (no changes)

### **R8 Staff Report (Special Events Committee)**

-Chair Jennifer Ducusin to meet with new CAO to convey the SEC vision, mandate and our volunteer's enthusiasm to discuss the report  
-committee will begin high-level planning for 2026 Showcase event

### **2026 Showcase**

-purpose of the event is to bring together community groups and local businesses  
-committee proposes to run the showcase and a welcome event together  
-propose June, date TBD  
-sponsors – Paul's Pharmacy was the primary sponsor in 2024 (\$2,000), an entertainment sponsor is needed at \$1,000  
-activities and food vendors TBD  
-committee suggest event needs fresh foot traffic

## **REPORTS**

None.

## **PRESENTATIONS**

None.

## **CORRESPONDENCE**

None.

## **GENERAL BUSINESS**

None.



**Special Events Committee  
MEETING MINUTES  
6:00 PM / September 2, 2025  
ANCC Boardroom**

---

**ADJOURNMENT**

Recommendation: "THAT the Special Events Committee meeting held September 2, 2025 be adjourned at 7:12 pm with the committee to meet for a regular meeting on October 7, 2025 or at the call of the Chair."

---

Chair: Jennifer Ducusin

---

Secretary: Teri Hastings



**The Business Advisory Committee convened a meeting on August 18, 2025, in the Community Centre Board Room with the following persons in attendance:**

- Katie Brock
- Kara Carr-Johnson
- Tammy Apsitis
- Albert Crowley
- Shaun Withrow
- Councillor Barry Walsh

### **CALL TO ORDER**

The meeting was called to order at 5:31 p.m. by Chair Shaun Withrow.

### **LAND ACKNOWLEDGEMENT**

The Committee observed a land acknowledgement video.

### **DECLARATION OF PECUNIARY INTEREST**

The Chair called for declarations of pecuniary interest. None declared.

### **APPROVAL OF THE AGENDA**

Moved by: Tammy Apsitis

Seconded by: Katie Brock

**"THAT** the meeting agenda for August 18, 2025, be approved as circulated."

Carried

### **APPROVAL OF THE MINUTES**

#### **Meeting Minutes of July 21, 2025**

Moved by: Albert Crowley

Seconded by: Tammy Apsitis

**"THAT** the minutes for the Business Advisory Committee meeting held July 21, 2025, be approved as presented."

Carried

## REPORTS

The Committee reviewed its budget to-date:

- Approved Budget: \$2,500.00
- Market Revenue: \$ 752.77
- Expenses to Date: \$1,074.83
- Remaining Balance: \$2,177.94

## PRESENTATIONS

None.

## CORRESPONDENCE

None.

## GENERAL BUSINESS

### The Norwood Market:

- Noted that some residents are still unaware the market is operating. The Committee discussed improved signage along Hwy #7 and posting posters in local shops to increase visibility.
- Entertainment options, including the radio, were discussed.
- Discussion held regarding collaborating with the Special Events Committee (or other committees) in 2026 to increase foot traffic by coordinating multiple events on the same day.
- Market day setup was reviewed.

### Norwood Market Swag:

- Discussed potential promotional items such as cups, pens, magnets, bags, and possible pre-order on shirts, hats) these would include future dates of markets

Action Item: Tammy to design a sample mug and magnets for Committee's review.

### Pizza Factory ribbon Cutting:

- The scheduled ribbon cutting for August 21, 2025 was cancelled. A new date to be rescheduled in October.

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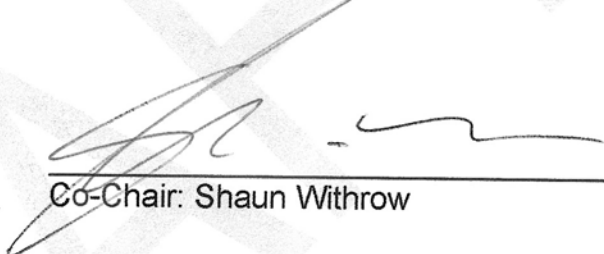
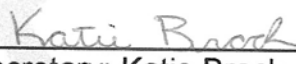
**2026 Business Signage update:**

- Councillor Walsh reported that Media Works provided a cost estimate of approximately \$34,000 for a three-sided 3' x 6' display sign. The total cost, including display, setup, etc. is estimated between \$70,000-\$85,000. If the project were to proceed, a formal business proposal would be required.

Action Item: Councillor Walsh to bring this information to Council for consideration

**ADJOURNMENT**

The Business Advisory Committee meeting was adjourned at 6:35 p.m. The Committee will reconvene for its next regular meeting on October 6, 2025, at the Community Centre Board Room.

  
\_\_\_\_\_  
Co-Chair: Shaun Withrow  
\_\_\_\_\_  
Secretary: Katie Brock



## COUNCIL AGENDA PRESENTATION COVER SHEET

**To:** Mayor Wilford and Members of Council  
**From:** Alexa Wylde, Senior Asset Management Advisor  
PSD Citywide Inc.  
**Meeting Date:** October 21, 2025  
**Subject:** 2025 Asset Management Plan  
**Presentation**  
**Material:** 19 pages

---

# 2025 Asset Management Plan

## Township of Asphodel Norwood



# Project Background

## Asset Management Plan 2025

Township of Asphodel Norwood

October 2025



### Primary Deliverable

AMP (2025 O. Reg. 588/17 Compliant)

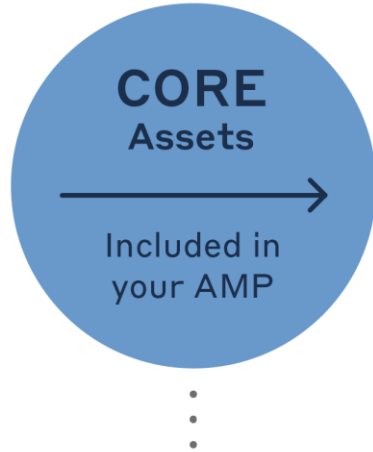
### Key Staff

- Jordan Webb, Treasurer



# O. Reg. 588/17 Compliance

Phase I  
**2022**



- Levels of Service
- Performance of each asset category
- Particulars per asset category
- Lifecycle activities to maintain current Level of Service per asset category

Phase II  
**2024**



- Levels of Service
- Performance of each asset category
- Particulars per asset category
- Lifecycle activities to maintain current Level of Service per asset category

Phase III  
**2025**



- Proposed Levels of Service
- Explanation of proposed Levels of Service
- Proposed performance of asset categories
- Lifecycle management and

# AMPs - Updating, Reviewing & Public Posting



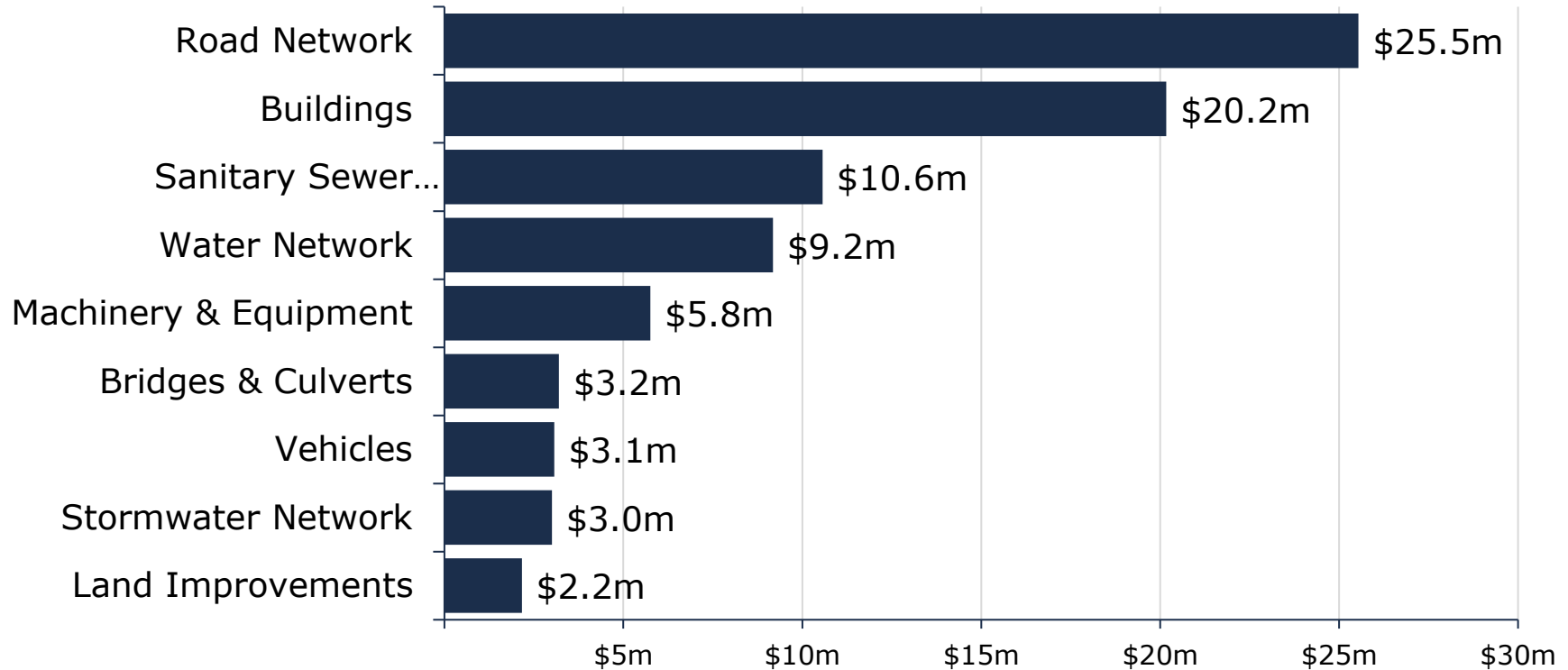
- After 2025, asset management plans must be updated at least once every 5 years
- Every municipal council shall conduct an annual review of its asset management progress on or before July 1st
- The asset management policy and plan should be posted to the municipal website



# State of the Infrastructure

Recap of Current Infrastructure

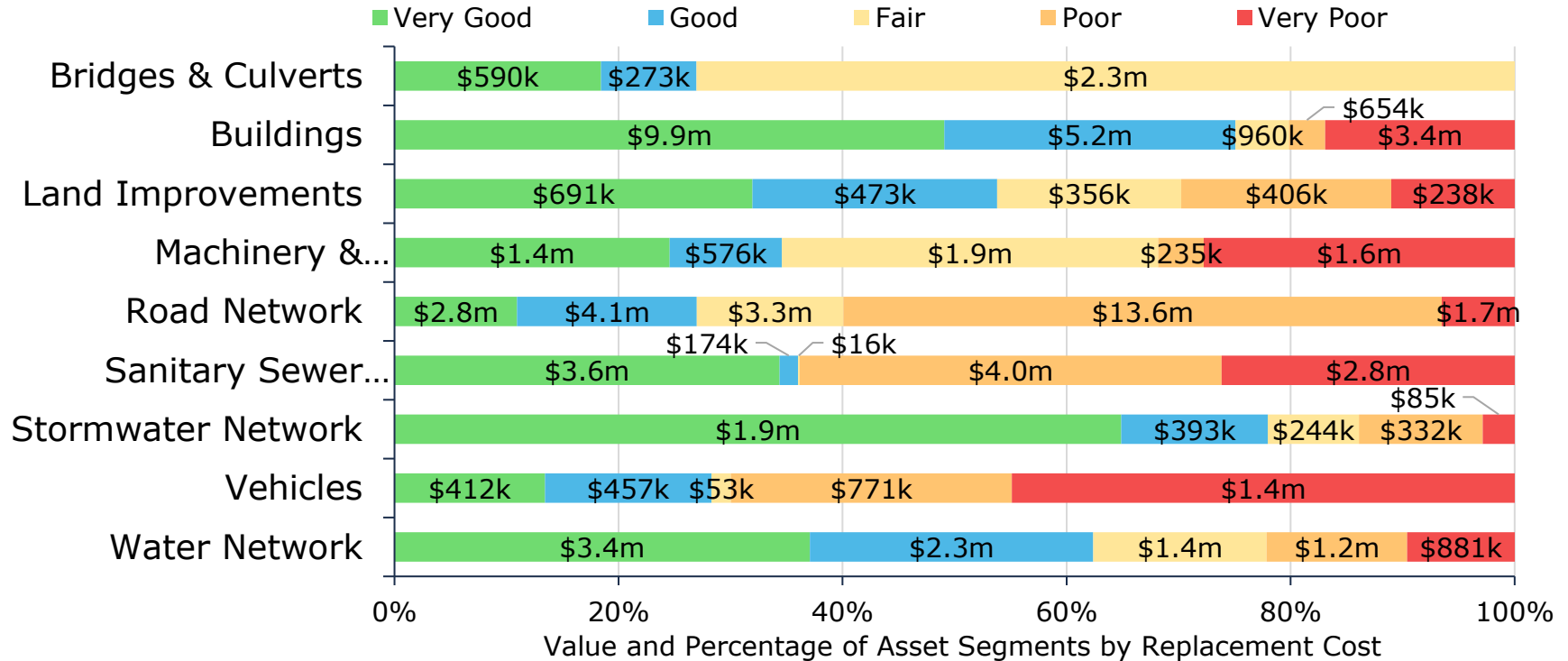
# Total Replacement Cost of the Asset Portfolio



**Total = \$83 million**

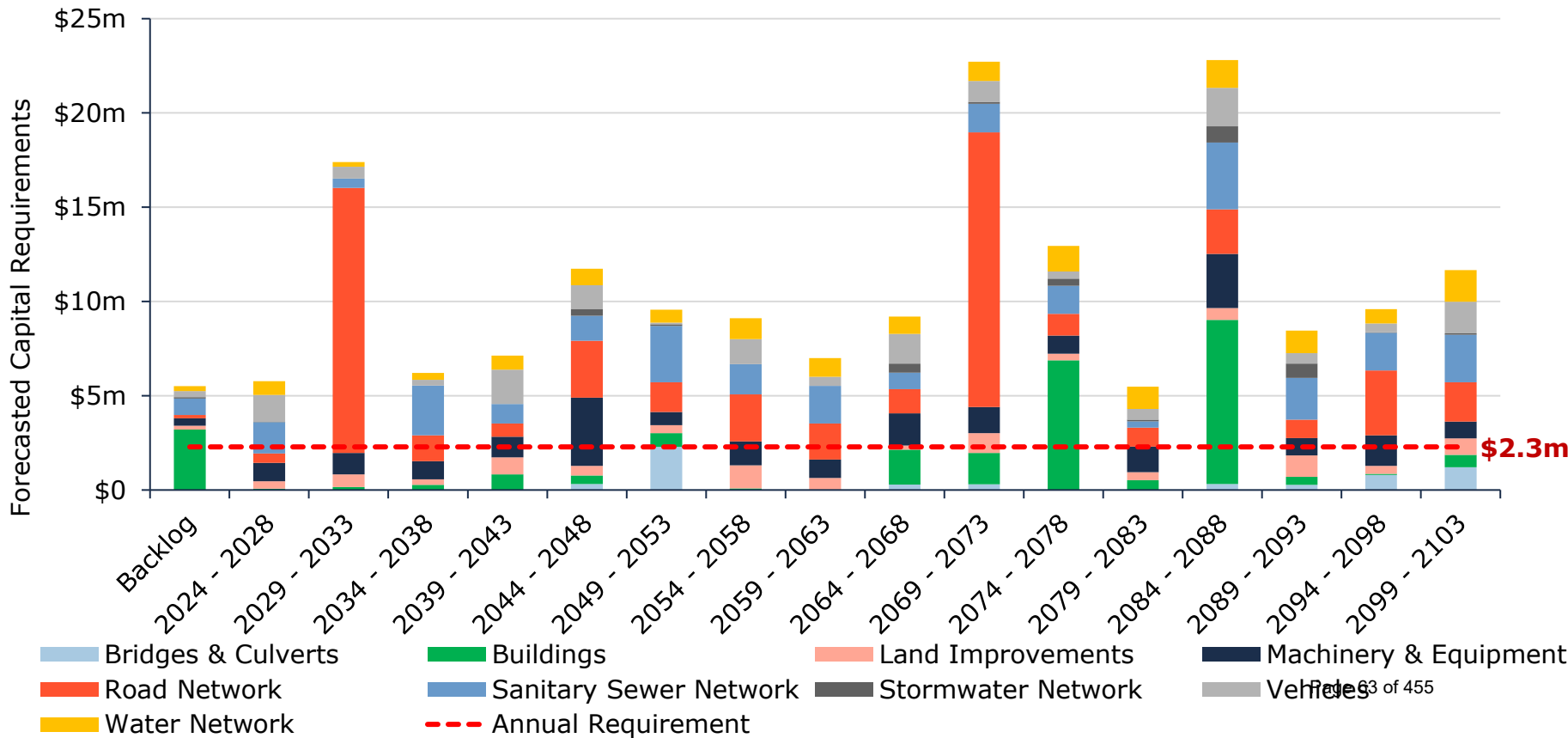


# Overall Condition of the Asset Portfolio



**60% assets are in fair or better condition**

# Forecasted Capital Requirements





# Proposed Levels of Service

New Requirement of 2025 AMP

# What are Proposed Levels of Service (LOS)?

- ◆ Current LOS are the past performance metrics of an asset category up until present day.
- ◆ In contrast, Proposed LOS looks toward the municipality's goal for asset performance by a defined future date.

**Note:** O. Reg 588/17 does not dictate which proposed LOS metrics municipalities need to strive for. A proposed LOS will be very specific to each community's resident desires, political goals, and financial capacity.

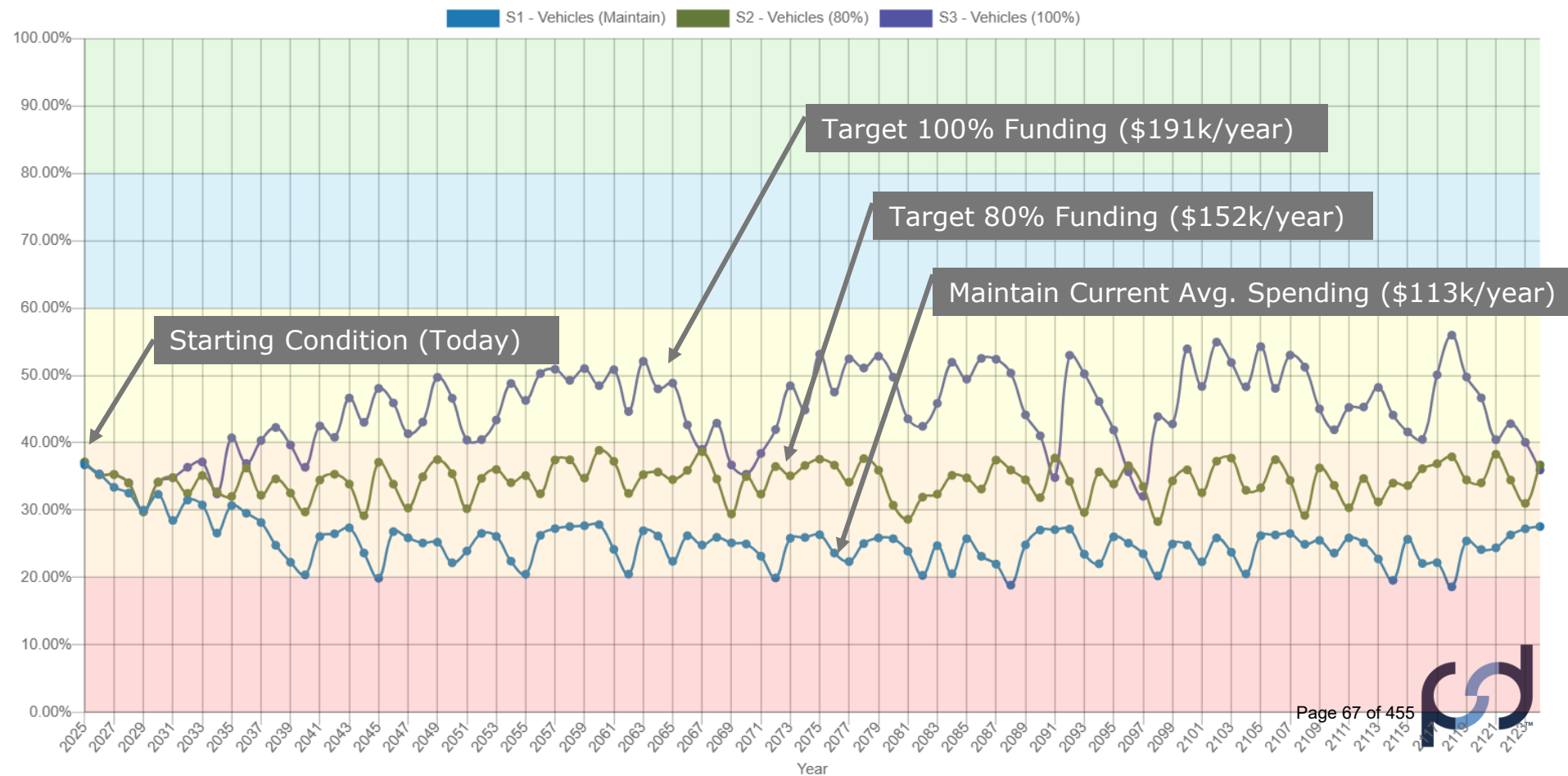


# PLOS Scenarios Modelled

| Scenario                                                                                          | Pros                                                                                                                                                                                                                                              | Cons                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1:</b><br><br><b>Maintain Existing Funding</b><br><b>No Growth Funding</b>            | <ul style="list-style-type: none"> <li>◆ Least expensive option for residents.</li> <li>◆ Lowest financial burden for residents and businesses (no additional tax increases)</li> </ul>                                                           | <ul style="list-style-type: none"> <li>◆ Significantly increased infrastructure backlog.</li> <li>◆ Underfunding risks asset failure and service impact.</li> <li>◆ Heavy reliance on grants and future funding uncertainty.</li> </ul> |
| <b>Scenario 2:</b><br><br><b>80% Funding in 10 Years</b><br><b>No Growth Funding</b>              | <ul style="list-style-type: none"> <li>◆ More manageable increases.</li> <li>◆ Moderate balance between service delivery and financial feasibility.</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>◆ Infrastructure backlog increased moderately.</li> <li>◆ Increased reliance on grants may lead to future funding instability.</li> </ul>                                                        |
| <b>Scenario 3:</b><br><br><b>100% Funding in 10 Years</b><br><b>Additional Funding for Growth</b> | <ul style="list-style-type: none"> <li>◆ Full funding for infrastructure.</li> <li>◆ Gradual cost increases.</li> <li>◆ Clear path to achieve full funding.</li> <li>◆ Proactive approach to growth related infrastructure investment.</li> </ul> | <ul style="list-style-type: none"> <li>◆ High long-term financial burden.</li> <li>◆ Delayed asset renewal due to 10-year ramp up period.</li> </ul>                                                                                    |



# PLOS Scenario Modelling – Example (Vehicles)





# Financial Strategy

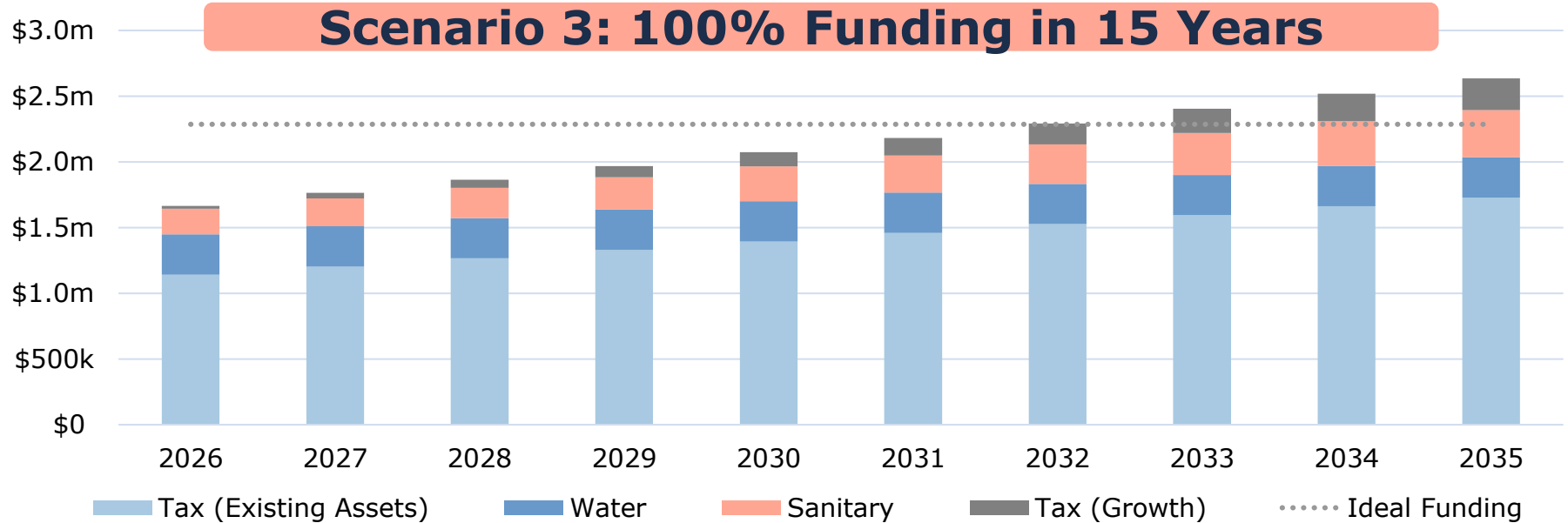
# How to Achieve the Proposed Levels of Service

| Scenario   | Description                       | Annual Tax Increase | Annual Water Rate Increase | Annual Wastewater Rate Increase |
|------------|-----------------------------------|---------------------|----------------------------|---------------------------------|
| Scenario 1 | Maintain                          | 0%                  | 0%                         | 0%                              |
| Scenario 2 | 80% in 10 years                   | 0.8%                | 0%                         | 1.3%                            |
| Scenario 3 | 100% in 10 years + Growth Funding | 2.0%                | 0%                         | 2.3%                            |

- Both sustainable and one-time grants/transfers will continue to be an essential source of revenue for investment in capital infrastructure
- Adjustments to taxes should be supplemented with project prioritization and evaluation of the desired levels of service



# 10-Year Outlook of Financial Strategy



**Important:** In years where the full recommended amount is not allocated to current projects, the excess funds should be saved in Reserves to account for future expenditures



# Recommendations

## & Next Steps

# Recommendations

1

## Asset Inventory

- ◆ Regularly update the asset management software with accurate replacement costs, particularly following significant asset replacements or condition assessments, to ensure capital projections are accurate.

2

## Continuous Improvement and Regular Review

- ◆ An asset management plan is a **living document** that should be updated regularly to inform long-term planning
- ◆ Accordingly, the yearly operating budget should include funding for the assessment of the Municipality's assets that will be used to update future iterations of the plan

3

## Levels of Service

- ◆ Measure levels of service according to the metrics identified in the AMP, ensuring these metrics align with the Municipality's goals for meaningful asset management planning.

# Next Steps

- ◆ Review and consider the findings of the Asset Management Plan in future budget deliberations
- ◆ Consider what supports administration may need to improve the confidence in asset management planning (i.e. staffing, condition assessments, consultant assistance)
- ◆ Develop a process for regular review and tracking of asset management progress, including reporting to Council

**Per O. Reg. 588/17, the next iteration of the Municipality's Asset Management Plan is due in 2030**







# Questions?



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Jordan Webb, Treasurer  
**Meeting Date:** October 21, 2025  
**Subject:** Asset Management Plan 2025  
**Report No.:** R5

---

### RECOMMENDATION:

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding the Asset Management Plan 2025; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood approves the Asset Management Plan 2025.”

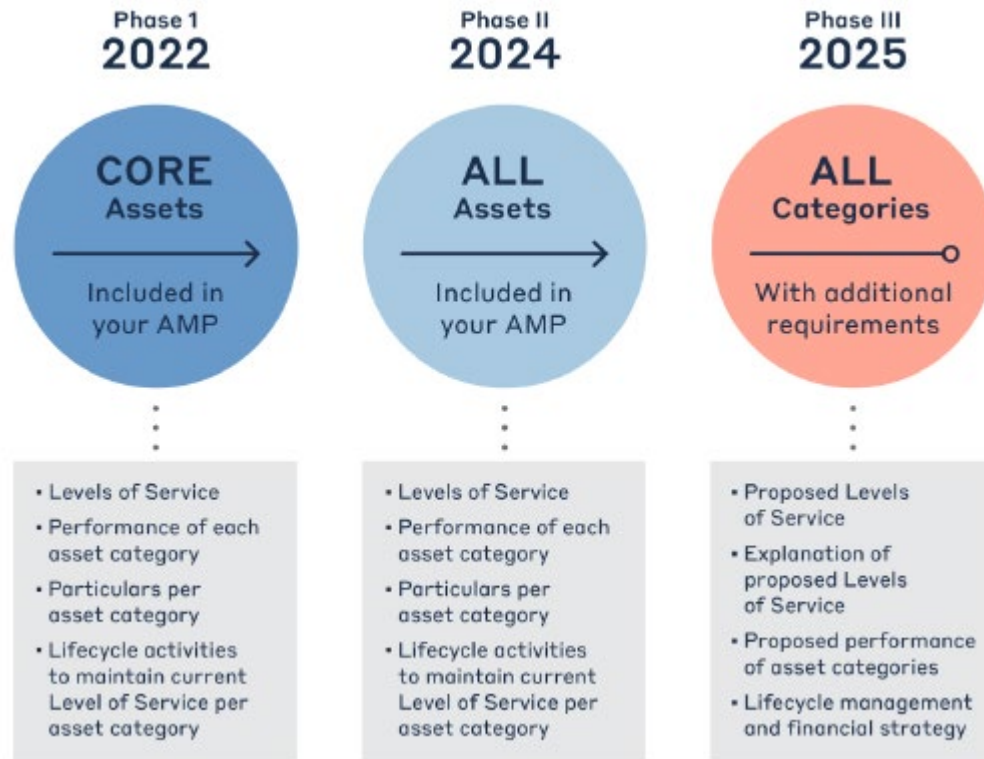
### BACKGROUND AND DISCUSSION:

An effective asset management plan outlines a municipalities current state of infrastructure, asset management strategies, levels of service, and financial approaches which can be used to support staff in managing assets effectively over both the short and long term.

For several years, the province has prioritized asset management and enacted legislation requiring municipalities to comply with reporting and compliance obligations.

Under the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced O. Reg. 588/17 - Asset Management Planning for Municipal Infrastructure. The regulation, phased-in over several years, intends to ensure sustainable management of municipal infrastructure by developing a strategic Asset Management Plan (AMP).

Compliance with O. Reg. 588/17 requires the completion of three-phases:



Source: Township of Asphodel-Norwood Asset Management Plan 2025 October 2025, PSD CityWide

| Phase   | Deadline     | Description                                                                | Twshp of A-N Completion Date |
|---------|--------------|----------------------------------------------------------------------------|------------------------------|
| Phase 1 | July 1, 2022 | AMP for core assets                                                        | July 2022                    |
| Phase 2 | July 1, 2024 | AMP for all assets                                                         | April 2025                   |
| Phase 3 | July 1, 2025 | AMP including proposed levels of service, lifecycle and financial strategy | October 2025                 |

Under Ontario Regulation 588/17, Phase 3 of the Asset Management Plan requires an evaluation of the Township's Levels of Service (LOS). Levels of Service reflect the quality and reliability of municipal infrastructure and services, and are assessed through two distinct perspectives: Community Levels of Service and Technical Levels of Service.

Community Levels of Service are qualitative and describe the level of service experienced or expected by the public (e.g., well-maintained roads, safe and reliable drinking water). Technical Levels of Service are quantitative and measure the key technical performance attributes of the service being provided (e.g., road needs studies, bridge condition assessments).

Phase 3 requires municipalities to define both Current and Proposed Levels of Service. Current Levels of Service reflect asset performance based on historical and present-day



data, while Proposed Levels of Service establish a benchmark for future performance expectations.

The following section provides a summary of the Proposed Level of Service requirements outlined in the 2025 Asset Management Plan, in accordance with O. Reg. 588/17.

#### **4.1.1 O. Reg. 588/17 Proposed Levels of Service Requirements**

The third iteration of municipal Asset Management Plans required under O. Reg. 588/17 requires the evaluation of levels of service (LOS) that includes:

- ♦ Proposed LOS options (i.e. increase, decrease, or maintain current LOS) and the risks associated with these options.
- ♦ How the proposed LOS may differ from current LOS.
- ♦ Whether the proposed LOS are achievable; and
- ♦ The municipality's ability to afford proposed LOS.

Additionally, a lifecycle management and financial strategy to support the proposed LOS must be identified for a period of 10 years with specific reporting on:

- ♦ Identification of lifecycle activities needed to provide the proposed LOS.
- ♦ Annual costs over the next 10 years to achieve the proposed LOS; and
- ♦ Identification of proposed funding projected to be available.

Source: Township of Asphodel-Norwood Asset Management Plan 2025 October 2025, PSD CityWide

In accordance with provincial requirements, the Township engaged PSD CityWide to develop Phases 2 and 3 of the Asset Management Plan. This work commenced in 2024 and has progressed in a consistent and deliberate manner. Upon completion of Phase 3, the Asset Management Plan will serve as a foundational tool to guide the Township's strategic and financial planning. The Plan will be subject to annual reviews, with a comprehensive review and update in 2030.

The document presented today is the final draft. If approved by Council, it will be published on the Township website, and the Province will be notified.

#### **RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:**

- Asset Management Plan



## **FINANCIAL IMPLICATIONS:**

There are no direct financial implications from the Asset Management Plan report, at this time. Costs associated with the implementation of the plan will be identified and considered through future budget submissions and/or an implementation process brought to Council at a future Council Meeting in 2026. Recommendations outlined in the Asset Management Plan will be incorporated into the 2026 draft budget for Council consideration.

## **ENGAGEMENT:**

- Municipal staff
- PSD Citywide staff

## **CONCLUSION:**

A Council-approved Asset Management Plan is an essential instrument for informed strategic and financial decision-making. The plan outlines the current state of infrastructure, asset management strategies, levels of service, and financial strategies to support Township staff in both short-term and long-term asset management efforts. The implementation of a comprehensive asset management strategy will help ensure that the Township's infrastructure is effectively managed to sustain the delivery of municipal services.

Respectfully submitted,  
Jordan Webb, Treasurer

## **ATTACHMENTS:**

- Township of Asphodel-Norwood Asset Management Plan 2025 October 2025, PSD CityWide

## **REPORT APPROVAL:**

All reports are reviewed and/or approved by the CAO.



# Asset Management Plan 2025

**Township of Asphodel Norwood**

**October 2025**





This Asset Management Plan was prepared by:



*Empowering your organization through advanced asset management,  
budgeting & GIS solutions*



# Key Statistics

**\$83 m**      2023 Replacement Cost of Asset Portfolio

---

**60%**      Percentage of Assets in Fair or Better Condition

---

**49%**      Percentage of Assets with Assessed Condition Data

---

**\$717 k**      Annual Capital Infrastructure Deficit

---

**10 Years**      Recommended Timeframe to reach Proposed Levels of Service

---

**2.8%**      Target Investment Rate

---

**1.9%**      Actual Investment Rate

---





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## 1. Executive Summary

Municipal infrastructure delivers critical services that are foundational to the economic, social, and environmental health and growth of a community. The goal of asset management is to enable infrastructure to deliver an adequate level of service in the most cost-effective manner. This involves the ongoing review and update of infrastructure information and data alongside the development and implementation of asset management strategies and long-term financial planning.

### 1.1 Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township of Asphodel Norwood can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:

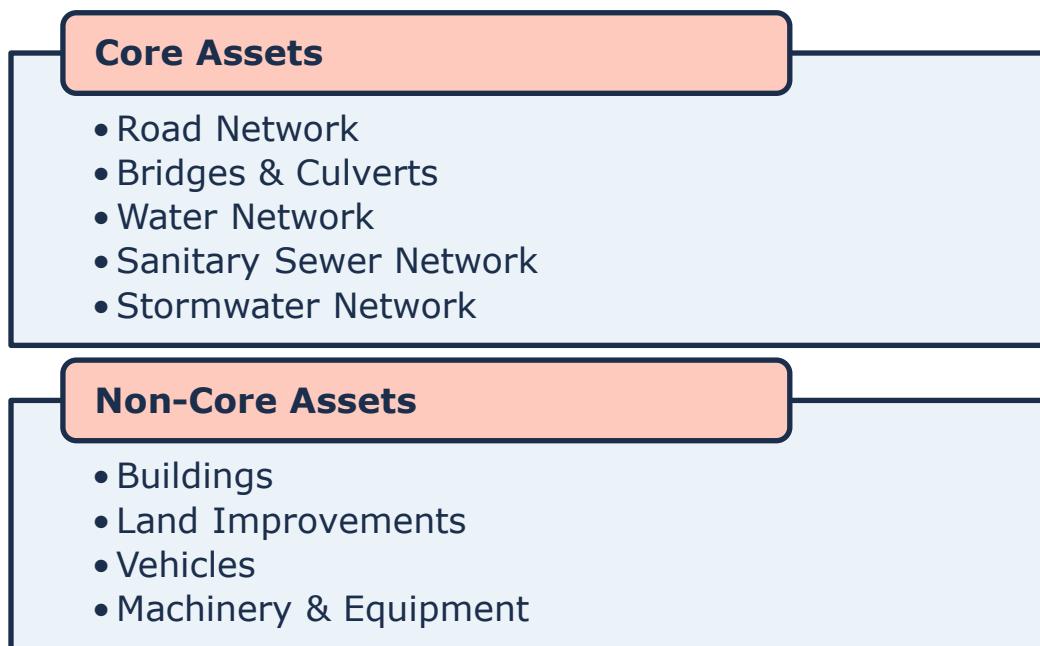


*Figure 1 Core and Non-Core Asset Categories*

### 1.2 Compliance

With the development of this AMP the Township of Asphodel Norwood has achieved compliance with July 1, 2025, requirements under O. Reg. 588/17. This includes requirements for proposed levels of service and inventory reporting for all asset categories.



## 1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals \$82.6 million, however, since a large proportion of replacement values are based on inflation of historical costs, this figure likely undervalues the true replacement costs.

60% of all assets analyzed in this AMP are in fair or better condition, with assessed condition data being available for 49% of assets. For the remaining 51% of assets age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$2.3 million for ideal circumstances, however, the Township has selected a proposed level of service of proactively funding yet to be determined growth projects, which will increase this annual requirement. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1.6 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$717,000 for existing assets.

It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

## 1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap, and to meet the Township's desired levels of service. The following graphics shows annual tax/rate change required to eliminate the Township's infrastructure deficit and facilitate growth based on a 10-year plan:

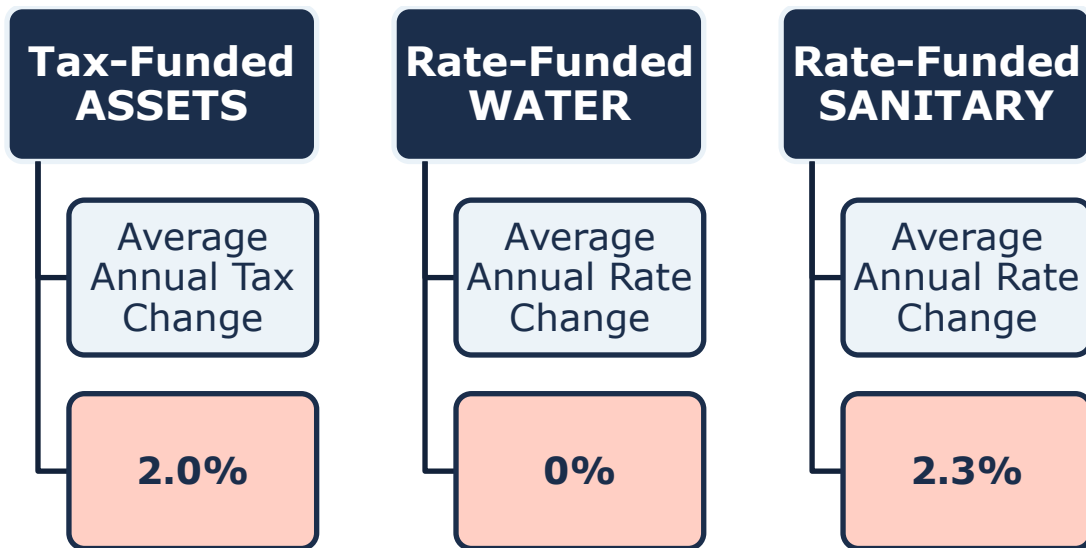


Figure 2 Proposed Tax/Rate Changes

Recommendations to guide continuous refinement of the Township's asset management program. These include:

- ◆ Review and refine lifecycle and risk profiles to better reflect actual practices and improve capital projections.
- ◆ Update asset replacement costs periodically based on recent projects, condition assessments, and market trends.
- ◆ Review and update asset serviceable life estimates to improve long-term forecasting and financial recommendations.
- ◆ Utilize risk models to identify high-value assets and inform strategic decisions on repairs, replacements, and capital planning.
- ◆ Monitor local, regional, and environmental trends to adjust infrastructure planning and service level targets.
- ◆ Integrate recommendations from the water/sanitary rate study, which was in progress at the time of publishing this AMP, once completed.



## 2. Introduction & Context

### 2.1 Community Profile

| Census Characteristic       | Township of Asphodel Norwood | Ontario                    |
|-----------------------------|------------------------------|----------------------------|
| Population 2021             | 4,658                        | 14,223,942                 |
| Population Change 2016-2021 | 13.4%                        | 5.8%                       |
| Total Private Dwellings     | 1,985                        | 5,929,250                  |
| Population Density          | 28.8/km <sup>2</sup>         | 15.9/km <sup>2</sup>       |
| Land Area                   | 161.62 km <sup>2</sup>       | 892,411.76 km <sup>2</sup> |

*Table 1 Township of Asphodel Norwood Community Profile*

The Township of Asphodel-Norwood is a lower-tier township municipality in Peterborough County. The Township is comprised of the Village of Norwood and the surrounding Township of Asphodel as well as a number of smaller villages and hamlets, including Birdsall, Birdsall Station, and Westwood. It is located in the southeast corner of Peterborough County with the Trent River and Rice Lake defining the Township's southern boundary.

The Township offers an attractive mixture of rural, village, and cottage living. The Township finds itself within a unique geographical region of drumlins, resulting in a picturesque landscape of hills and river systems. Asphodel-Norwood finds itself home to many farms, bolstering food supplies and revenues in a sustainable way. As a rural township, the community offers access to many recreational activities such as walking trails and parks while also being home to a strong hockey community and NHL sized rink.

The Township has experienced consistent year over year population growth. Over the last decade, the township has seen a 13.4% increase in population. The township has a population skewed to an aging population with 24% of the population being 65+, which is above the approximate 19% proportion for the rest of Ontario.

The Township generates a total revenue of \$3,805,003 from property taxes and has an annual capital and projects budget of \$5,461,138.44 as of 2022. The Township's infrastructure priorities include Tourism, economic growth, and public service delivery.

### 2.2 Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).



The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this time period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012. By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. The impacts on infrastructure are often a result of climate-related extremes such as droughts, floods, higher frequency of freeze-thaw cycles, extended periods of high temperatures, high winds, and wildfires. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian Municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

## **2.2.1 Asphodel-Norwood Climate Profile**

Asphodel-Norwood is located in Southern Ontario along the Trent River, around 60km north of Lake Ontario. The County is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to [Climatedata.ca](http://Climatedata.ca) – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Township of Asphodel-Norwood may experience the following trends:

### ***Higher Average Annual Temperature***

- ◆ Between the years 1971 and 2000 the annual average temperature was 6.5 °C
- ◆ Under a high emissions scenario, the annual average temperatures are projected to increase to 9.2 °C by the year 2050 and over 13 °C by the end of the century.

### ***Increase in Total Annual Precipitation***

- ◆ Under a high emissions scenario, Asphodel-Norwood is projected to experience a 12% increase in precipitation by the year 2050 and a 17% increase by the end of the century.

### ***Increase in Frequency of Extreme Weather Events***

- ◆ It is expected that the frequency and severity of extreme weather events will change.
- ◆ In some areas, extreme weather events will occur with greater frequency and severity than others, especially those close to or on Rice Lake.



Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve as a result of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

## 2.3 Asset Management Overview

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% comes from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.

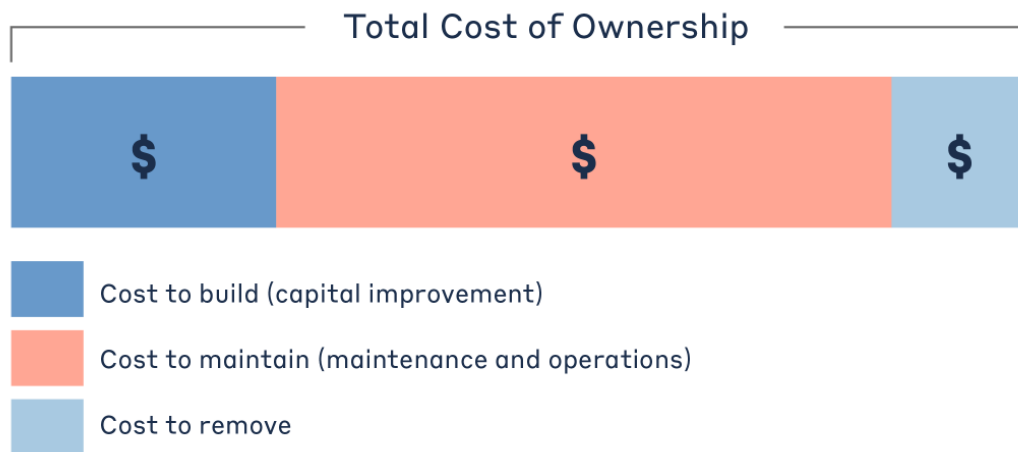


*Figure 3 Total Cost of Asset Ownership*

These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program.



### 2.3.1 Foundational Asset Management Documentation

The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

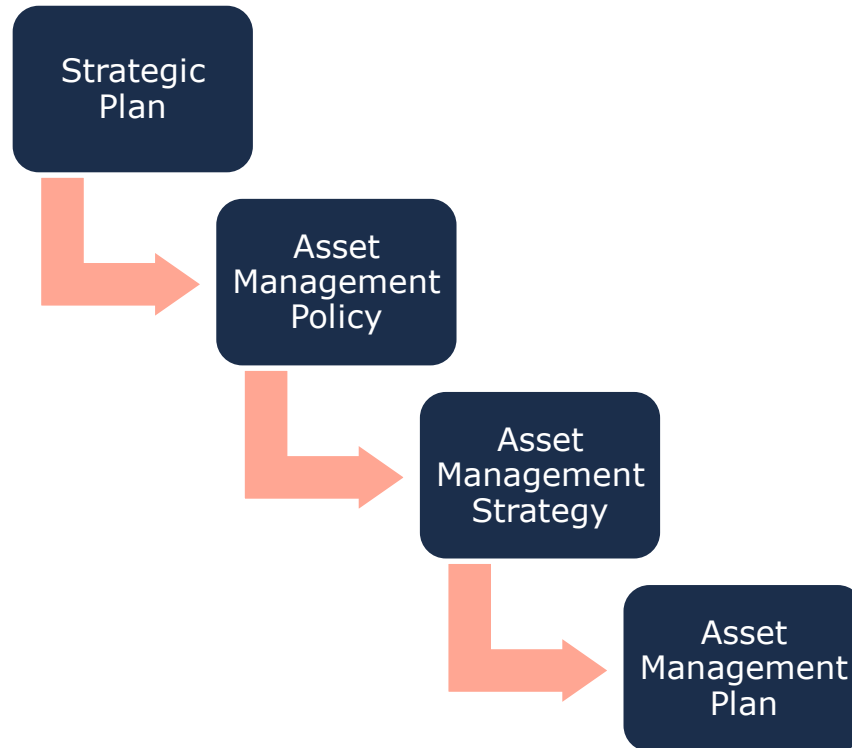


*Figure 4 Foundational Asset Management Documents*

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

#### **Asset Management Policy**

An asset management policy represents a statement of the principles guiding the Township's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Township of Asphodel Norwood adopted their Strategic Asset Management Policy on April 9, 2019, in accordance with Ontario Regulation 588/17. The policy is intended to guide the consistent use of asset management practices across the organization. It also aims to facilitate logical and evidence-based decision-making for the management of municipal infrastructure assets and to support the delivery of sustainable community services now and in the future.





The Township will implement best practices in asset management in the following ways:

- ◆ Collecting & managing accurate asset data
- ◆ Developing a condition assessment program
- ◆ Implementing risk management
- ◆ Adopting a whole lifecycle management approach
- ◆ Developing a financial strategy, and
- ◆ Establishing a level of service framework

### ***Asset Management Strategy***

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the Township plans to achieve asset management objectives through planned activities and decision-making criteria.

The Township's Asset Management Policy contains many of the key components of an asset management strategy and may be expanded in future revisions or as part of a separate strategic document.

### ***Asset Management Plan***

The asset management plan (AMP) presents the outcomes of the Township's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- ◆ State of Infrastructure
- ◆ Asset Management Strategies
- ◆ Levels of Service
- ◆ Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the Township to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

## **2.3.2 Key Concepts in Asset Management**

Effective asset management integrates several key components, including lifecycle management, risk & criticality, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

### ***Lifecycle Management Strategies***

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.



To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The following table provides a description of each type of activity and the general difference in cost.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

| Lifecycle Activity                                                                                                                                       | Cost       | Typical Associated Risks                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Maintenance</i></b><br>Activities that prevent defects or deteriorations from occurring                                                            | \$         | <ul style="list-style-type: none"> <li>♦ Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions;</li> <li>♦ Diminishing returns associated with excessive maintenance activities, despite added costs;</li> <li>♦ Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;</li> </ul> |
| <b><i>Rehabilitation/ Renewal</i></b><br>Activities that rectify defects or deficiencies that are already present and may be affecting asset performance | \$\$\$     | <ul style="list-style-type: none"> <li>♦ Useful life may not be extended as expected;</li> <li>♦ May be costlier in the long run when assessed against full reconstruction or replacement;</li> <li>♦ Loss or disruption of service, particularly for underground assets;</li> </ul>                                                                                                                                                    |
| <b><i>Replacement/ Reconstruction</i></b><br>Asset end-of-life activities that often involve the complete replacement of assets                          | \$\$\$\$\$ | <ul style="list-style-type: none"> <li>♦ Incorrect or unsafe disposal of existing asset;</li> <li>♦ Costs associated with asset retirement obligations;</li> <li>♦ Substantial exposure to high inflation and cost overruns;</li> <li>♦ Replacements may not meet capacity needs for a larger population;</li> <li>♦ Loss or disruption of service, particularly for underground assets;</li> </ul>                                     |

*Table 2 Lifecycle Management: Typical Lifecycle Interventions*



The Township's approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

## **Risk & Criticality**

Asset risk and criticality are essential building blocks of asset management, integral in prioritizing projects and distributing funds where they are needed most based on a variety of factors. Assets in disrepair may fail to perform their intended function, pose substantial risk to the community, lead to unplanned expenditures, and create liability for the municipality. In addition, some assets are simply more important to the community than others, based on their financial significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

### **Formula to Assess Risk of Assets**

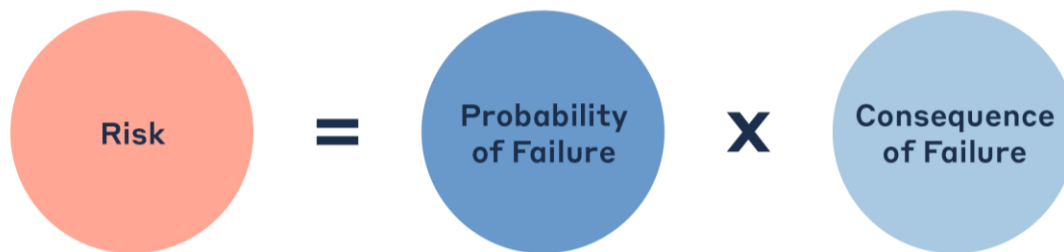


*Figure 5 Risk Equations*

The approach used in this AMP relies on a quantitative measurement of risk associated with each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk index of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

### **Probability of Failure**

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.



## Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization and community may face from an asset's failure, and the magnitude of those consequences. Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents.

Table 3 illustrates the various types of consequences that can be integrated in developing risk and criticality models for each asset category and segments within. We note that these consequences are common, but not exhaustive.

| Type of Consequence             | Description                                                                                                                                                                                                                                                                                                                              |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Direct Financial</b>         | Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.                                                                                                                                                                    |
| <b>Economic</b>                 | Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer. |
| <b>Socio-political</b>          | Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Municipality.                                                                                                                |
| <b>Environmental</b>            | Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.                                                                                                                                                                                                                                           |
| <b>Public Health and Safety</b> | Adverse health and safety impacts may include injury or death, or impeded access to critical services.                                                                                                                                                                                                                                   |
| <b>Strategic</b>                | These include the effects of an asset's failure on the community's long-term strategic objectives, including economic development, business attraction, etc.                                                                                                                                                                             |

*Table 3 Risk Analysis: Types of Consequences of Failure*

This AMP includes a preliminary evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.



These models have been built in Citywide for continued review, updates, and refinements.

## **Levels of Service**

A level of service (LOS) is a measure of the services that the Township is providing to the community and the nature and quality of those services. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

### **Community Levels of Service**

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories as applicable (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP.

### **Technical Levels of Service**

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Township's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories as applicable, the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP.

### **Current and Proposed Levels of Service**

Current LOS are the past performance metrics of an asset category up until present day. In contrast, Proposed LOS looks toward the municipality's goal for asset performance by a defined future date.

It is important to note that O. Reg 588/17 does not dictate which proposed LOS metrics municipality's need to strive for. A proposed LOS will be very specific to each community's resident desires, political goals, and financial capacity. This can range from increasing service levels and costs, to maintaining or even reducing current performance in order to mitigate future cost increases. Regardless of the proposed LOS chosen, O. Reg 588/17 requires municipalities to demonstrate the achievability of their selected metrics.

## **2.4 Scope & Methodology**

### **2.4.1 Asset Categories for this AMP**

This asset management plan for the Township of Asphodel Norwood is produced in compliance with O. Reg. 588/17. The July 2025 deadline under the regulation—the third of three AMPs—requires analysis of core and non-core asset categories, as well as proposed service levels and how to fund them.



The AMP summarizes the state of the infrastructure for the Township's asset portfolio, establishes current levels of service and the associated technical and customer oriented key metrics, outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

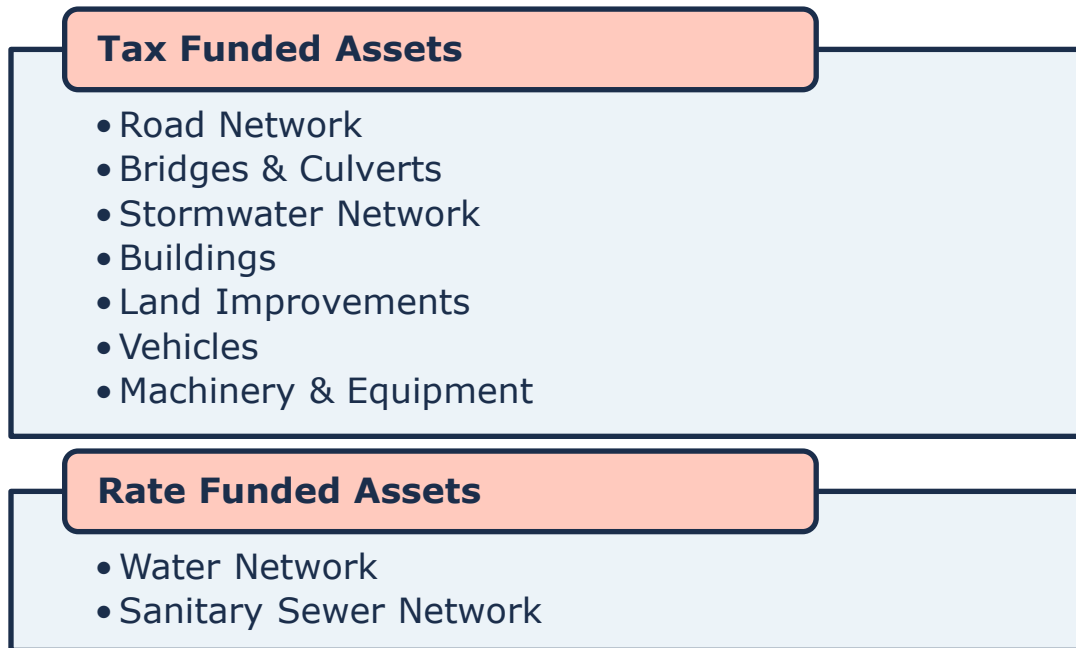


Figure 6 Tax Funded and Rate Funded Asset Categories

## 2.4.2 Data Effective Date

It is important to note that this plan is based on data as of **December 2023**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

## 2.4.3 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

### *User-Defined Cost and Cost Per Unit*

Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

### *Cost Inflation / CPI Tables*

Historical costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.



User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

#### 2.4.4 Estimated Service Life & Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:



Figure 7 Service Life Remaining Calculation

#### 2.4.5 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

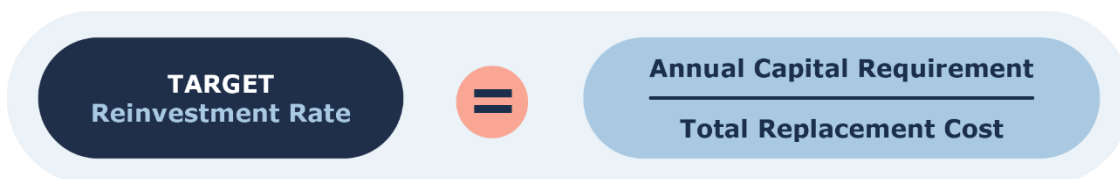


Figure 8 Target Reinvestment Rate Calculation

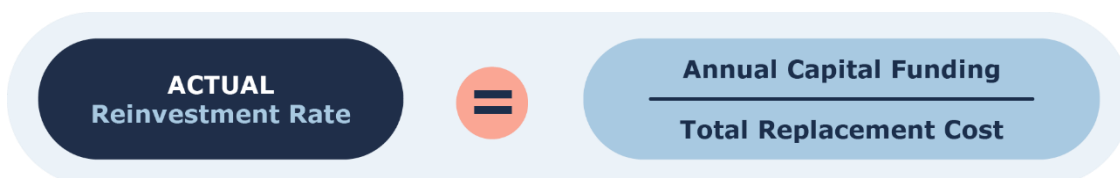


Figure 9 Actual Reinvestment Rate Calculation



## 2.4.6 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

| Condition        | Description                               | Criteria                                                                                                              | Service Life Remaining (%) |
|------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>Very Good</b> | Fit for the future                        | Well maintained, good condition, new or recently rehabilitated                                                        | 80-100                     |
| <b>Good</b>      | Adequate for now                          | Acceptable, generally approaching mid-stage of expected service life                                                  | 60-80                      |
| <b>Fair</b>      | Requires attention                        | Signs of deterioration, some elements exhibit significant deficiencies                                                | 40-60                      |
| <b>Poor</b>      | Increasing potential of affecting service | Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration | 20-40                      |
| <b>Very Poor</b> | Unfit for sustained service               | Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable         | 0-20                       |

*Table 4 Standard Condition Rating Scale*

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

## 2.5 Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg



588/17)<sup>1</sup>. Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

Figure 10 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

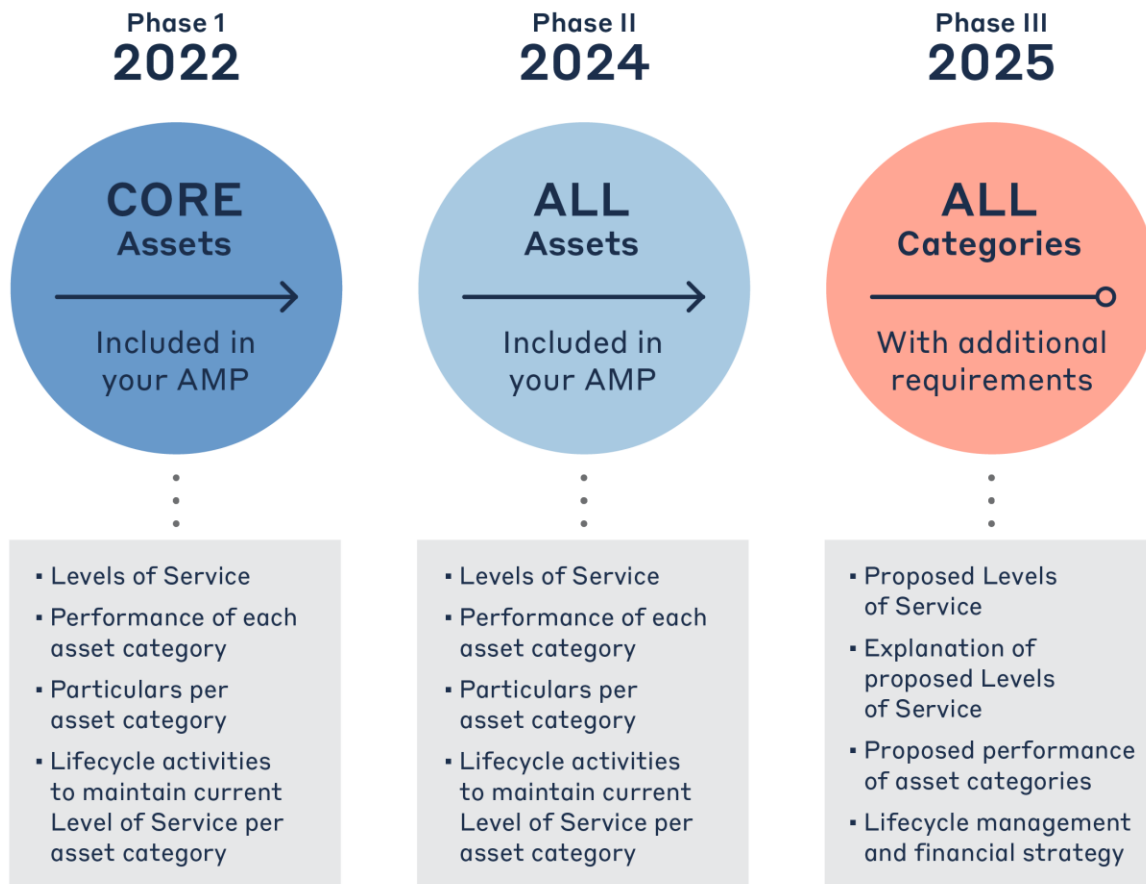


Figure 10 O. Reg. 588/17 Requirements and Reporting Deadlines

<sup>1</sup> O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure <https://www.ontario.ca/laws/regulation/170588>



## 2.5.1 O. Reg. 588/17 Compliance Review

| Requirement                                                                                  | O. Reg. 588/17 Section | AMP Section Reference | Status   |
|----------------------------------------------------------------------------------------------|------------------------|-----------------------|----------|
| Summary of assets in each category                                                           | S.5(2), 3(i)           | 5.1 – 13.1            | Complete |
| Replacement cost of assets in each category                                                  | S.5(2), 3(ii)          | 5.1 – 13.1            | Complete |
| Average age of assets in each category                                                       | S.5(2), 3(iii)         | 5.3 – 13.3            | Complete |
| Condition of core assets in each category                                                    | S.5(2), 3(iv)          | 5.2 – 13.2            | Complete |
| Description of municipality's approach to assessing the condition of assets in each category | S.5(2), 3(v)           | 5.4 – 13.4            | Complete |
| Current levels of service in each category                                                   | S.5(2), 1(i-ii)        | 5.7 – 13.7            | Complete |
| Current performance measures in each category                                                | S.5(2), 2              | 5.7 – 13.7            | Complete |
| Lifecycle activities needed to maintain current levels of service for 10 years               | S.5(2), 4              | 5.4 – 13.4            | Complete |
| Costs of providing lifecycle activities for 10 years                                         | S.5(2), 4              | 5.5 – 13.5            | Complete |
| Growth considerations                                                                        | S.6(1), 5              | 14.1 – 14.2           | Complete |
| Proposed levels of service for each category for next 10 years                               | S.6(1), 1(i-ii)        | 5.8 – 13.8            | Complete |
| Explanation of appropriateness of proposed levels of service                                 | S.6(1), 2(i-iv)        | 4.2                   | Complete |
| Lifecycle management activities for proposed levels of service                               | S.6(1), 4(i)           | 4.2                   | Complete |
| 10-year capital costs for proposed levels of service                                         | S.6(1), 4(ii)          | Appendix B            | Complete |
| Annual funding availability projections                                                      | S.6(1), 4(iii)         | 4.2                   | Complete |

*Table 5 O. Reg. 588/17 Compliance Review*



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# Portfolio Overview

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### 3. State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Township's infrastructure portfolio. These details are presented for all core and non-core asset categories.

#### 3.1 Asset Hierarchy & Data Classification

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at asset segment level.

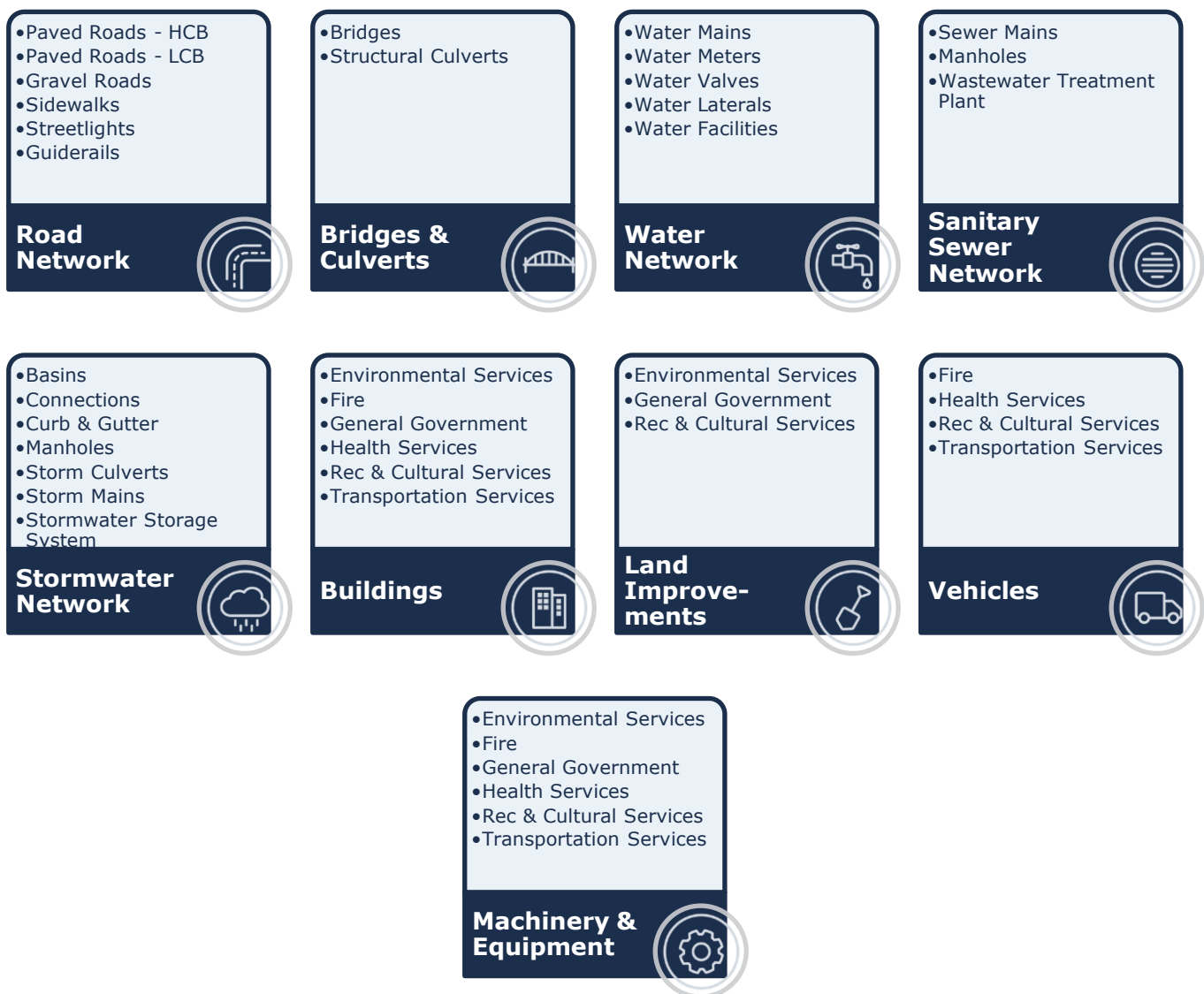


Figure 11 Asset Hierarchy and Data Classification



## 3.2 Portfolio Overview

### 3.2.1 Total Replacement Cost of Asset Portfolio

The nine asset categories analyzed in this Asset Management Plan have a total current replacement cost of \$82.6 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 12 illustrates the replacement cost of each asset category; at 31% of the total portfolio, roads form the largest share of the Township's asset portfolio, followed by buildings at 24%.

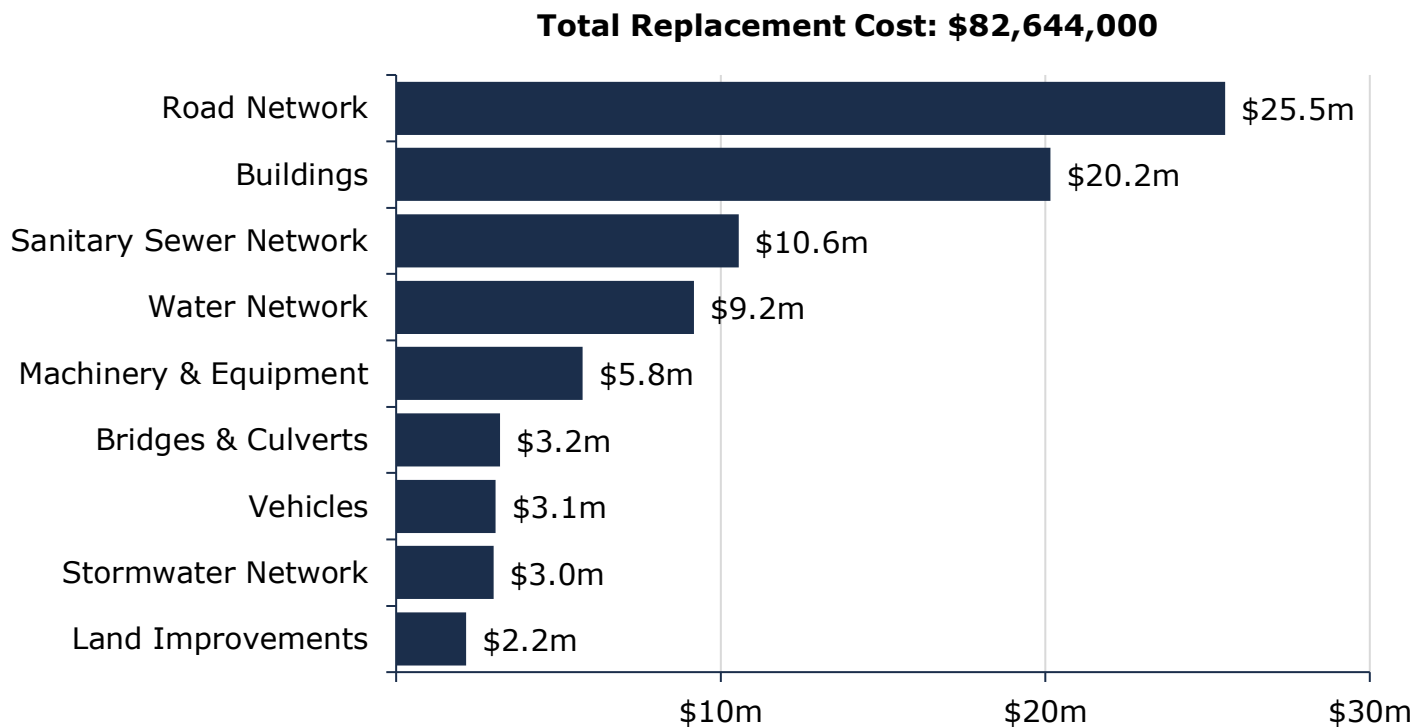


Figure 12 Current Replacement Cost by Asset Category

### 3.2.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Township requires an annual capital investment of \$2.3 million, for a target portfolio reinvestment rate of 2.8%. Currently, annual investment from sustainable revenue sources is \$1.6 million, for a current portfolio reinvestment rate of 1.9%. Target and current re-investment rates by asset category are detailed below.

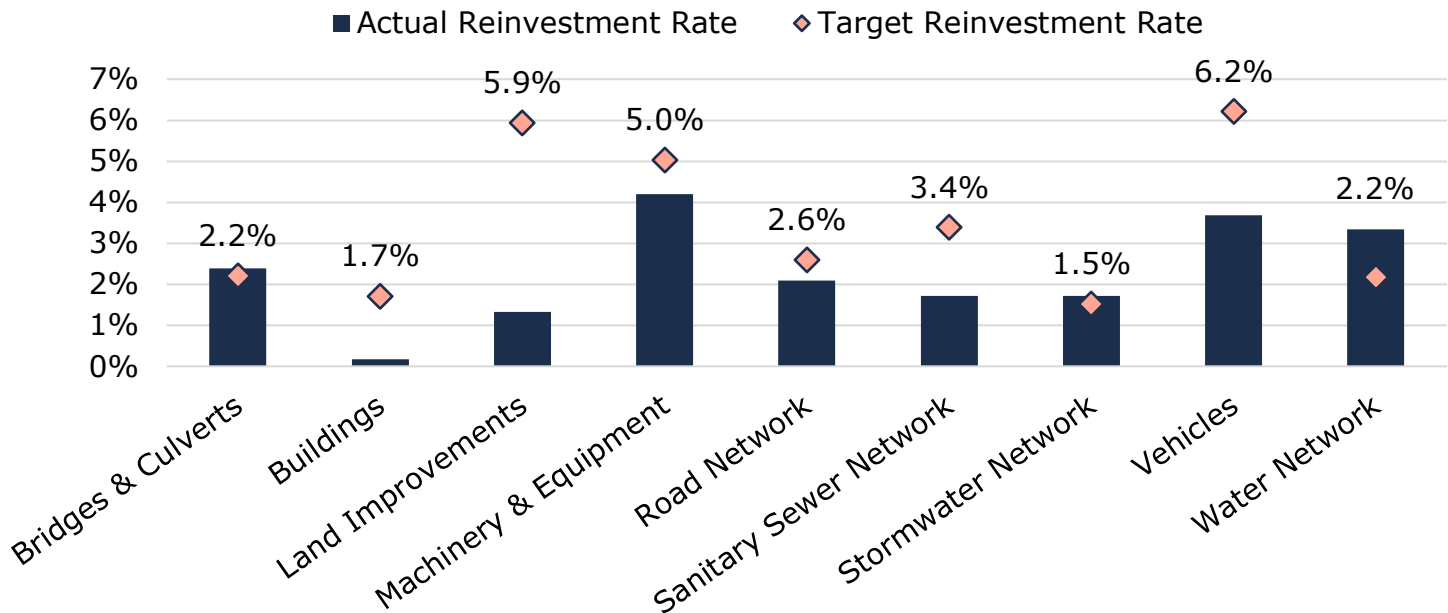


Figure 13 Current Vs. Target Reinvestment Rate

### 3.2.3 Condition of Asset Portfolio

Figure 14 and Figure 15 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 60% of the Township's infrastructure portfolio is in fair or better condition, with the remaining 40% in poor or worse condition. Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

Similarly, assets in fair condition should be monitored for disrepair over the medium term. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or decline to a lower condition rating, e.g., poor or worse.

Condition data was available for the majority of the road network, all bridges and culverts, and a portion of water and sanitary, land improvement, and vehicle assets. For all remaining assets, age was used as an approximation of condition for these assets. Age-based condition estimations can skew data and lead to potential under- or overstatement of asset needs.

Further, when assessed condition data was available, it was projected to current year-end (2023), unless otherwise noted. This 'projected condition' can generate lower condition ratings than those established at the time of the condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project condition over time.

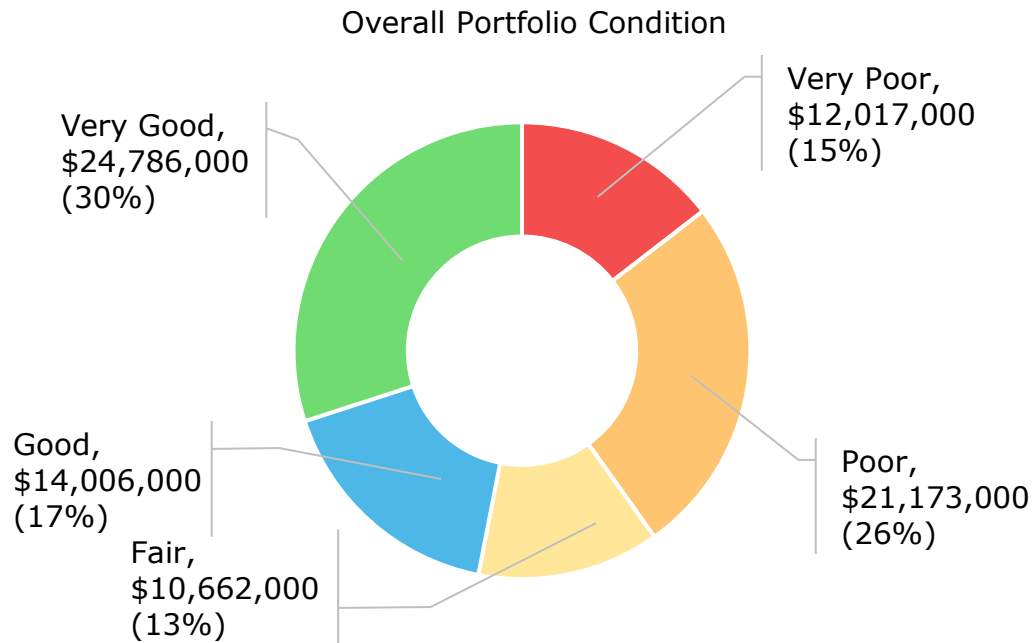


Figure 14 Asset Condition: Portfolio Overview

As further illustrated in Figure 15 at the category level, the majority of water, stormwater, machinery and equipment, buildings, and land improvement assets are in fair or better condition, based on a combination of in-field condition assessment data and projected age data. See Table 6 for details on how condition data was derived for each asset segment.

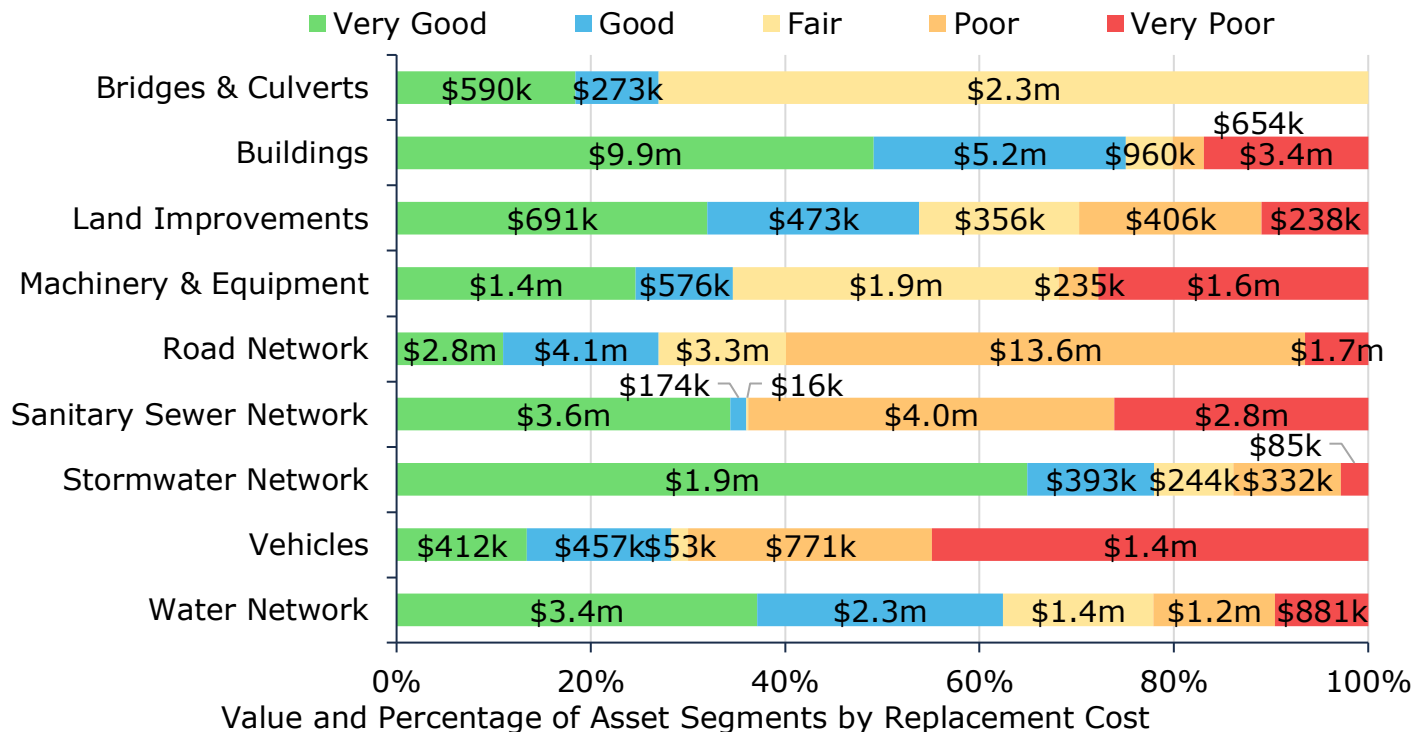


Figure 15 Asset Condition by Asset Category



As outlined previously, buildings and facilities are not componentized into their individual major elements and components. This limits the validity of current condition estimates as they are presented only at the 'parent' asset level, such as 'Norwood Fire Hall', or 'Municipal Office'.

### Source of Condition Data

This AMP relies on assessed condition for 49% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. Table 6 below identifies the source of condition data used throughout this AMP.

| Asset Category         | Asset Segment(s)                          | % of Assets with Assessed Conditions | Source of Condition Data |
|------------------------|-------------------------------------------|--------------------------------------|--------------------------|
| Road Network           | Road Surfaces & Supporting Infrastructure | 100%                                 | Staff Assessments        |
| Bridges & Culverts     | Bridges<br>Structural Culverts            | 100%                                 | 2024 OSIM Report         |
| Water Network          | All                                       | 56%                                  | Staff Assessments        |
| Sanitary Sewer Network | All                                       | 27%                                  | Staff Assessments        |
| Stormwater Network     | All                                       | 9%                                   | Staff Assessments        |
| Buildings              | All                                       | 6%                                   | Staff Assessments        |
| Land Improvements      | All                                       | 39%                                  | Staff Assessments        |
| Vehicles               | All                                       | 42%                                  | Staff Assessments        |
| Machinery & Equipment  | All                                       | 5%                                   | Staff Assessments        |

Table 6 Source of Condition Data

### 3.2.4 Risk Matrix

Using the risk equation and preliminary risk models, Figure 16 shows how assets across the different asset categories are stratified within a risk matrix.

|                                                          |                                                     |                                                        |                                                        |                                                            |
|----------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$32,965,746<br>(40%) | <b>5 - 7</b><br><b>Low</b><br>\$19,511,366<br>(24%) | <b>8 - 9</b><br><b>Moderate</b><br>\$5,839,847<br>(7%) | <b>10 - 14</b><br><b>High</b><br>\$14,718,538<br>(18%) | <b>15 - 25</b><br><b>Very High</b><br>\$9,608,383<br>(12%) |
|----------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|

Figure 16 Risk Matrix: All Assets





The analysis shows that based on current risk models, approximately 12% of the Township's assets, with a current replacement cost of approximately \$9.6 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Township.

As new asset attribute information and condition assessment data are integrated with the asset register, asset risk ratings will evolve, resulting in a redistribution of assets within the risk matrix. Staff should also continue to calibrate risk models.

We caution that since risk ratings rely on many factors beyond an asset's physical condition or age, assets in a state of disrepair can sometimes be classified as low-risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequence of failure ratings were determined to be low based on the attributes used and the data available.

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Township based on their costs, economic importance, social significance, and other factors. Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile.

### **3.2.5 Forecasted Capital Requirements**

Aging assets require maintenance, rehabilitation, and replacement. Figure 17 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over an 80-year time horizon. On average, \$2.3 million is required each year to remain current with capital replacement needs for the Township's asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of more than \$5 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

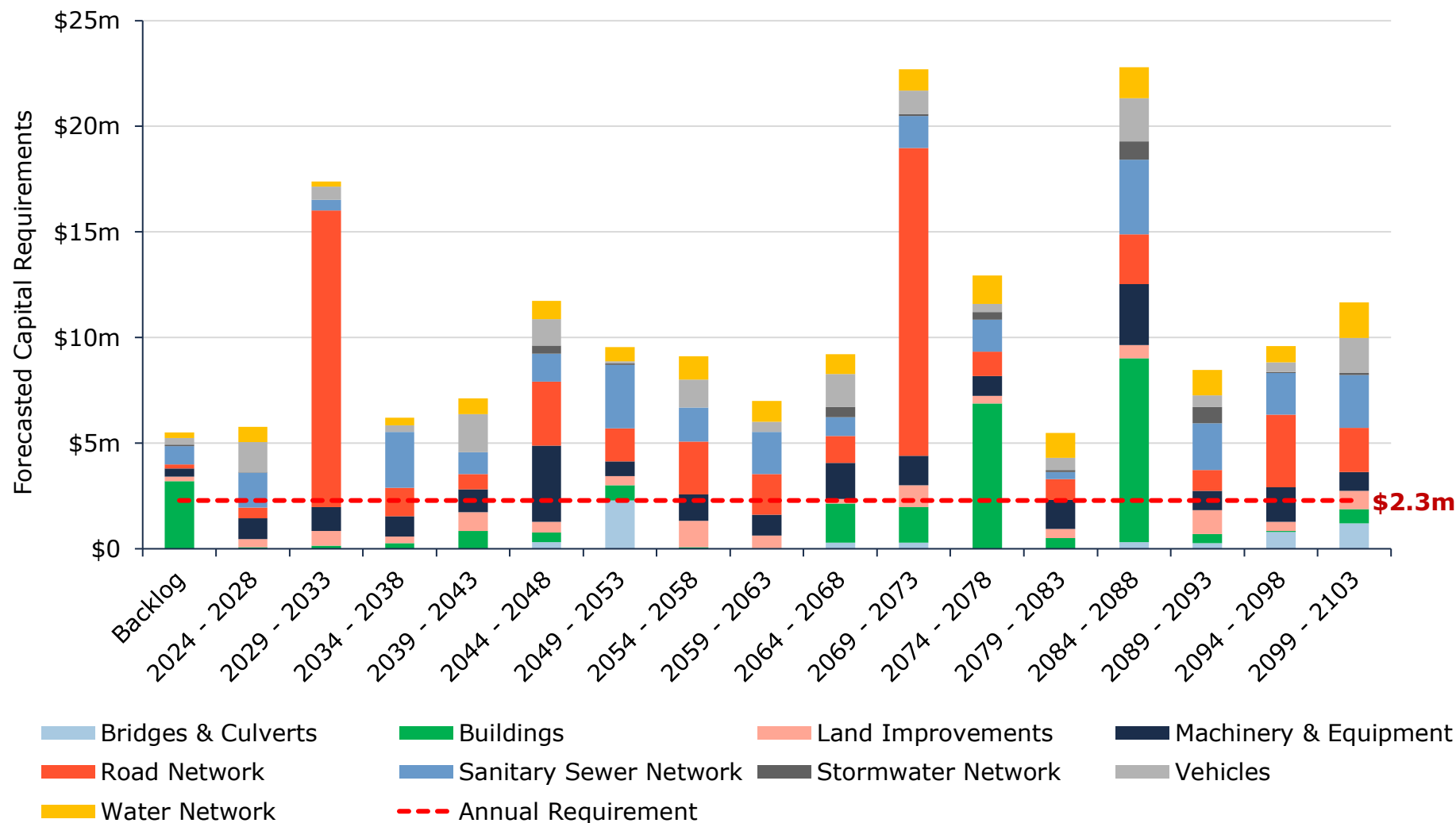


Figure 17 Capital Replacement Needs: Portfolio Overview 2024-2103



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# **Proposed Levels of Service**

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## 4. Proposed Levels of Service Analysis

### 4.1 Overview

#### 4.1.1 O. Reg. 588/17 Proposed Levels of Service Requirements

The third iteration of municipal Asset Management Plans required under O. Reg. 588/17 requires the evaluation of levels of service (LOS) that includes:

- ◆ Proposed LOS options (i.e. increase, decrease, or maintain current LOS) and the risks associated with these options.
- ◆ How the proposed LOS may differ from current LOS.
- ◆ Whether the proposed LOS are achievable; and
- ◆ The municipality's ability to afford proposed LOS.

Additionally, a lifecycle management and financial strategy to support the proposed LOS must be identified for a period of 10 years with specific reporting on:

- ◆ Identification of lifecycle activities needed to provide the proposed LOS.
- ◆ Annual costs over the next 10 years to achieve the proposed LOS; and
- ◆ Identification of proposed funding projected to be available.

#### 4.1.2 Considerations

Proposed LOS for the Township have been developed through comprehensive engagement with Township staff. In order to achieve any target LOS goal, careful consideration should be given to the following:

##### *Financial Impact Assessments*

- ◆ Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increased service levels
- ◆ Consider implications of LOS adjustments on other services and other infrastructure programs (i.e. trade-offs)

##### *Infrastructure Condition Assessments*

- ◆ Regularly assess the condition of critical infrastructure components
- ◆ Use standardized condition assessment protocols (where possible) to quantify the state of the infrastructure
- ◆ Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- ◆ Use current condition metrics as benchmarks to gauge feasibility of large adjustments to LOS

##### *Service Metrics*

- ◆ Measure user satisfaction, response times, and other relevant indicators for specific services



### **Service Impact Assessments**

- ◆ Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

### **Key Lifecycle Activities**

- ◆ Implement routine maintenance and inspections to ensure infrastructure reaches its optimal useful life
- ◆ Monitor and optimize operational processes for efficiency
- ◆ Regularly review and update preventive maintenance schedules
- ◆ Prioritize critical infrastructure components for maintenance
- ◆ Implement cost-saving measures without compromising safety or compliance
- ◆ Develop strategies for managing and communicating service impacts to stakeholders
- ◆ Invest in technology and process improvements to enhance maintenance efficiency
- ◆ Upgrade critical infrastructure components to improve overall reliability
- ◆ Explore opportunities for innovation and efficiency gains

### **Risk Management**

- ◆ Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- ◆ Develop contingency plans to address unforeseen challenges without compromising service quality
- ◆ Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

### **Infrastructure Condition Enhancements**

- ◆ Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

### **Timelines**

- ◆ Although O. Reg. 588/17 requires evaluation of expenditures for a 10-year period in pursuit of proposed LOS, it does not require municipalities to achieve the LOS within this 10-year timeframe (ex. a municipality may have a goal to reach X% condition by 2050, the AMP is required to review the first 10 years of the strategy to reach this goal)
- ◆ Careful consideration should be given to setting realistic targets for when proposed service levels can be achieved.

### **Stakeholder Engagement**

- ◆ It is recommended to ensure adjustments to LOS are not made in isolation and without consultation of various stakeholders. This could include, but is not limited to:
  - ◆ Department Heads/Infrastructure Managers
  - ◆ Residents
  - ◆ Service Users
  - ◆ Council
- ◆ Efforts should be made to communicate changes to LOS transparently to all affected stakeholders



## Flexibility

- ◆ Priorities may change over time due to a variety of factors, such as:
  - ◆ Financial state of the municipality
  - ◆ Availability of grants
  - ◆ Significant increases or decreases in population
  - ◆ Changes in political priorities
  - ◆ Changes in resident priorities
  - ◆ New technologies
  - ◆ Changes in legislation
- ◆ Any proposed changes to LOS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

## 4.2 Stakeholder Engagement

In order to determine appropriate levels of service, the Township of Asphodel Norwood engaged with administration to solicit feedback on areas of focus/improvement. These engagement activities took place throughout spring 2025. Summaries of stakeholder engagement results can be found in the following sections.

### 4.2.1 Administration

Engagement with Township staff provided an essential perspective on the current state of municipal assets. The following is a high-level summary of the feedback received, organized by asset category, along with an analysis of the key themes that emerged from the discussion.

#### *Summary of Feedback by Asset Category*

- ◆ **Roads:** Staff highlighted the significant operational challenges of maintaining the 90 km gravel road network. There is a strong consensus that upgrading key routes to paved surfaces is necessary to meet the demands of a growing community, but this is constrained by sharply rising costs and budget limitations.
- ◆ **Bridges & Culverts:** While most major structures are managed by the upper-tier municipality, a key local issue is a pedestrian bridge that has failed and requires replacement.
- ◆ **Water Network:** Service is currently limited to Norwood. While the system is considered to be in good condition, staff identified a clear need to plan for infrastructure expansion to accommodate community growth.
- ◆ **Sanitary Sewer Network:** Similar to the water system, the sanitary network's service area is confined to Norwood. Expansion of the sanitary collection system and wastewater treatment plant is required to support new development, staff noted that the required expansion is not currently funded.
- ◆ **Stormwater:** The stormwater system is performing very well. The infrastructure is relatively new and effectively managed, with no significant operational or capacity concerns raised by staff.



- ♦ **Buildings & Facilities:** Feedback indicated that several key facilities are aging, including the library and the community center. The replacement of the Norwood fire hall was consistently identified as the Township's highest priority capital project.
- ♦ **Land Improvements:** The primary long-term project is the planned closure of a local landfill, which represents a significant future liability with uncertain costs. Other assets, such as parks and playgrounds, are in good condition.
- ♦ **Fleet:** A recurring theme was the financial challenge associated with fleet replacement. Staff noted that the high cost of new vehicles, especially for public works and fire services, is outpacing available funding.

### Key Overarching Priorities

The feedback from staff provided a clear, consistent, and practical perspective on the Township's asset portfolio. Three overarching themes were identified:

- ♦ **Community Growth:** A primary challenge is the strain that residential growth is placing on existing infrastructure. This is creating a direct need for service expansion (water and sanitary), higher-quality assets (paved roads), and larger facilities (fire hall).
- ♦ **Financial Gap:** A significant challenge highlighted across multiple categories is the growing gap between asset needs and available funding. Rising costs for maintenance, construction, and vehicle replacement are conflicting with current budget levels and creating financial pressure.
- ♦ **Proactive Capital Planning:** Staff identified several large-scale, critical projects on the horizon, including the priority replacement of the fire hall, a landfill closure, and an expansion of the wastewater infrastructure. These items underscore the need for a deliberate and sustainable long-term financial plan to manage major capital renewal.

## 4.3 Proposed Levels of Service Scenarios

The three scenarios outlined in the following section were analyzed as options for proposed service levels for all categories included in this Asset Management Plan.



Figure 18 PLOS Scenario Overview



While all three scenarios were reviewed, **the Township of Asphodel Norwood selected Scenario 3 as their preferred path forward regarding proposed levels of service**, which is reflected in the financial strategy and 10-year capital replacement forecasts.

#### 4.3.1 Scenario 1: Maintain Existing Spending

This scenario assumes **no** tax and rate increases and maintains existing spending levels (no funds were redistributed; therefore, some categories are funded more than others).

While this scenario was modelled for consideration, the Township did not elect to move forward with this scenario.

#### *Lifecycle Changes Required for Scenario 1*

For all asset categories, no changes to lifecycle strategies are required in order to achieve Scenario 1. For the Township's current approach to lifecycle management of each category, refer to the below table to be directed to the specific section of the AMP.

#### *Affordability/Achievability of Scenario 1*

Of the three scenarios analyzed, Scenario 1 is the least expensive option. By maintaining existing funding levels no increase in tax revenue would be required. Total revenues would be maintained at \$4.1 million from taxes, \$495,000 from water rates, and \$591,000 from sanitary rates. Based on these stagnant figures, while maintaining existing sustainable grant funding, the available capital funding over the next 10 years for Scenario 1 is indicated in the table below:

| Categories                    | Available Capital Funding |               |               |               |               |               |               |               |               |               |
|-------------------------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                               | 2026                      | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
| <b>Tax-Funded</b>             | \$1.1m                    | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        | \$1.1m        |
| <b>Rate-Funded (Water)</b>    | \$307k                    | \$307k        | \$307k        | \$307k        | \$307k        | \$307k        | \$307k        | \$307k        | \$307k        | \$307k        |
| <b>Rate-Funded (Sanitary)</b> | \$182k                    | \$182k        | \$182k        | \$182k        | \$182k        | \$182k        | \$182k        | \$182k        | \$182k        | \$182k        |
| <b>Total</b>                  | <b>\$1.6m</b>             | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> | <b>\$1.6m</b> |

*Table 7 Scenario 1 Available Capital Funding Over Next 10 Years*

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in





inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

### ***Changes to Community and Technical Levels of Service for Scenario 1***

The Township of Asphodel Norwood does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

### ***Risks Associated with Scenario 1***

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 1, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While mitigating the impact of financial increases on residents and businesses, maintaining the levels of chronic underfunding in all asset categories ensures that lifecycle management planning of assets cannot be completed. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
  - ◆ By intentionally underfunding the Township's asset portfolio, there is increased risk of services being impacted by deteriorating asset conditions.
- ◆ Reliance on Grants
  - ◆ As Scenario 1 maintains the current funding levels of approximately 63% of recommended funding levels (for tax-funded assets), the Township will be more reliant on conditional grants, as they become available. While these are beneficial to all municipalities to reduce their tax/rate burden on residents, they are considered an unsustainable source of revenue. The Township will be more vulnerable to changes in provincial and federal policy and funding programs.
- ◆ Missed opportunities for efficiencies
  - ◆ While analyzing Scenario 1, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.



### 4.3.2 Scenario 2: Achieving 80% Funding in 10 Years

This scenario assumes gradual tax and rate increases, stabilizing at 80% of recommended funding in 10 years.

- ◆ Annual Tax Increase ~0.8%
- ◆ Annual Water Rate Increase ~0%
- ◆ Annual Wastewater Rate Increase ~1.3%

While this scenario was modelled for consideration, the Township did not elect to move forward with this scenario.

#### *Lifecycle Changes Required for Scenario 2*

For all asset categories, no changes to lifecycle strategies are required in order to achieve Scenario 2. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Affordability/Achievability of Scenario 2*

Of the three scenarios analyzed, Scenario 2 is a middle option in terms of tax/rate increases. Reaching 80% of full funding immediately would require an increase of 7.5% in tax revenue. This would be a significant burden to taxpayers to absorb in a short period of time. With the recommended implementation timeframe of 10 years, tax revenue would be increased gradually from \$4.1 million to \$4.4 million and sanitary revenue from \$591,000 to \$673,000. Water revenue would be maintained at \$495,000. Based on these gradual proposed increases, while maintaining existing sustainable grant funding, the available capital funding over the next 10 years for Scenario 2 is indicated in the table below:

| Categories                    | Available Capital Funding |                |                |                |                |                |                |                |                |                |
|-------------------------------|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                               | 2026                      | 2027           | 2028           | 2029           | 2030           | 2031           | 2032           | 2033           | 2034           | 2035           |
| <b>Tax-Funded</b>             | \$1.11m                   | \$1.15m        | \$1.18m        | \$1.21m        | \$1.25m        | \$1.28m        | \$1.31m        | \$1.35m        | \$1.38m        | \$1.42m        |
| <b>Rate-Funded (Water)</b>    | \$307k                    | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         |
| <b>Rate-Funded (Sanitary)</b> | \$190k                    | \$197k         | \$205k         | \$213k         | \$221k         | \$230k         | \$238k         | \$246k         | \$255k         | \$263k         |
| <b>Total</b>                  | <b>\$1.61m</b>            | <b>\$1.65m</b> | <b>\$1.69m</b> | <b>\$1.73m</b> | <b>\$1.78m</b> | <b>\$1.82m</b> | <b>\$1.85m</b> | <b>\$1.90m</b> | <b>\$1.93m</b> | <b>\$1.99m</b> |

*Table 8 Scenario 2 Available Capital Funding Over Next 10 Years*

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.



## ***Changes to Community and Technical Levels of Service for Scenario 2***

The Township of Asphodel Norwood does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

## ***Risks Associated with Scenario 2***

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 2, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While mitigating the impact of financial increases on residents and businesses, taking 10 years to reach the targeted funding levels means 10 years of sub-optimal lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
  - ◆ In addition to the risks of reaching the desired funding levels gradually, Scenario 2 only targets 80% funding. By intentionally underfunding the Township's asset portfolio, there is increased risk of services being impacted by deteriorating asset conditions.
- ◆ Reliance on Grants
  - ◆ As Scenario 2 targets 80% of recommended funding levels, the Township will be more reliant on conditional grants, as they become available. While these are beneficial to all municipalities to reduce their tax/rate burden on residents, they are considered an unsustainable revenue source. The Township will be more vulnerable to changes in provincial and federal policy and funding programs.
- ◆ Missed opportunities for efficiencies
  - ◆ While analyzing Scenario 2, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.



### 4.3.3 Scenario 3: Achieving 100% Funding in 10 Years (Preferred Scenario)

This scenario assumes gradual tax and rate increases, stabilizing at 100% of recommended funding in 10 years. **Note:** Asphodel Norwood has elected to include additional tax increases to fund growth/expansions to assets not currently incorporated into its existing asset portfolio, therefore two increases are indicated below, one for the purpose of funding the recommended capital maintenance, rehabilitation, and replacement events for existing assets, and one solely for growth related projects. Rate increases will remain solely dedicated to existing assets with no additional increase for growth related projects.

- ◆ Annual Tax Increase of ~2.0%
  - ◆ ~1.5% for existing assets (in addition to current funding levels)
  - ◆ Dedicated Growth Tax ~0.5% to fund upgrades or additions to assets outside of the existing portfolio
- ◆ Annual Water Rate Increase ~0%
- ◆ Annual Wastewater Rate Increase ~2.3%

#### *Lifecycle Changes Required for Scenario 3*

For all asset categories, no changes to lifecycle strategies are required in order to achieve Scenario 3. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Affordability/Achievability of Scenario 3*

Of the three scenarios analyzed, Scenario 3 is the most expensive option. Reaching 100% of full funding immediately would require an increase of 16% in tax revenue (not accounting for increase required for growth funding). This is not reasonable or realistic to achieve in a short period of time. With the recommended implementation timeframe of 10 years, tax revenue would be increased gradually from \$4.1 million to \$4.7 million (solely for funding existing infrastructure) with an additional surcharge to fund growth related initiatives, growing annually proportionally to the amount of tax collected. Additionally, sanitary revenue would raise from \$591,000 to \$742,000 over that same 10-year period. Water revenue would be maintained at \$495,000. Based on these gradual proposed increases, while maintaining existing sustainable grant funding, the available capital funding over the next 10 years for Scenario 3 is indicated in the table below:



| Categories                          | Available Capital Funding |                |                |                |                |                |                |                |                |                |
|-------------------------------------|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                     | 2026                      | 2027           | 2028           | 2029           | 2030           | 2031           | 2032           | 2033           | 2034           | 2035           |
| <b>Tax-Funded (Existing Assets)</b> | \$1.14m                   | \$1.20m        | \$1.27m        | \$1.33m        | \$1.39m        | \$1.46m        | \$1.53m        | \$1.59m        | \$1.66m        | \$1.73m        |
| <b>Rate-Funded (Water)</b>          | \$307k                    | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         | \$307k         |
| <b>Rate-Funded (Sanitary)</b>       | \$196k                    | \$212k         | \$229k         | \$246k         | \$264k         | \$283k         | \$301k         | \$320k         | \$339k         | \$358k         |
| <b>Sub-Total</b>                    | <b>\$1.64m</b>            | <b>\$1.72m</b> | <b>\$1.80m</b> | <b>\$1.88m</b> | <b>\$1.97m</b> | <b>\$2.05m</b> | <b>\$2.13m</b> | <b>\$2.22m</b> | <b>\$2.31m</b> | <b>\$2.39m</b> |
| <b>Tax-Funded (Growth)</b>          | \$20k                     | \$41k          | \$63k          | \$86k          | \$109k         | \$133k         | \$158k         | \$183k         | \$210k         | \$241k         |
| <b>Total</b>                        | <b>\$1.66m</b>            | <b>\$1.76m</b> | <b>\$1.86m</b> | <b>\$1.97m</b> | <b>\$2.07m</b> | <b>\$2.18m</b> | <b>\$2.29m</b> | <b>\$2.40m</b> | <b>\$2.52m</b> | <b>\$2.63m</b> |

Table 9 Scenario 3 Available Capital Funding Over Next 10 Years

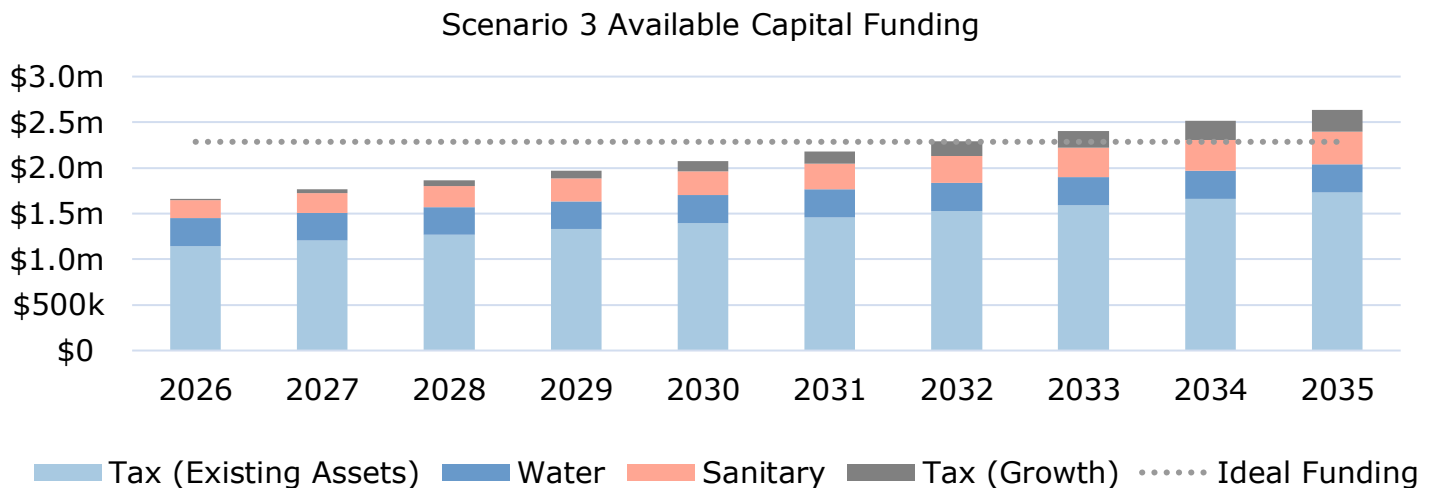


Figure 19 Scenario 3 Available Capital Funding Over Next 10 Years

The above table accounts for both current and future expenditures in order to achieve and maintain the proposed levels of service. This requires a combination of capital spending and saving (i.e. reserves) to ensure future large expenditures can be financed. As an example, Asphodel Norwood owns and maintains four bridges with an average estimated useful life of 48 years. Because of the long duration between replacements, and low quantity of assets, it is likely that there will be many years with no capital expenditures relating to bridges, however, this does not mean that the Township should ignore the funding requirements in these years. Instead, annual funding should be set aside in the form of reserves to ensure funding for upcoming lifecycle events is available when required.



As the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed level of service, a further breakdown of projected capital expenditures by asset category can be found in Appendix B – 10-Year Capital Requirements.

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

### ***Changes to Community and Technical Levels of Service for Scenario 3***

The Township of Asphodel Norwood does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

### ***Risks Associated with Scenario 3***

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 3, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While mitigating the impact of financial increases on residents and businesses, taking 10 years to reach the targeted funding levels means 10 years of sub-optimal lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
- ◆ Missed opportunities for efficiencies
  - ◆ While analyzing Scenario 3, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.
- ◆ Public Pushback on Growth Funding
  - ◆ There is potential for pushback from taxpayers when placing the burden of growth funding on the shoulders of existing property owners. While growth funding is necessary, alternative funding sources may be required.

### ***Appropriateness of Scenario 3 to Meet the Township's Needs***

Township staff emphasized a need to be more proactive with asset replacement, which can only be achieved through appropriate funding levels. Upon review of all three scenarios, Scenario 3 was selected as the most appropriate option as an annual tax increase of 2.0% was determined to be subjectively manageable to implement, while creating a sustainable future for the Township's infrastructure. The risks associated with relying on conditional grants from higher levels of government were deemed to be too great considering the country-wide trend of downloading responsibilities (and costs) to municipal governments and reducing funding opportunities.



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# Category Analysis: Core Assets

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## 5. Road Network

The Township's road network comprises the largest share of its infrastructure portfolio, with a current replacement cost of more than \$25 million, distributed primarily between paved and gravel roads. The Township also owns and manages other supporting infrastructure and capital assets, including sidewalks, streetlights, and guiderails.

### 5.1 Inventory & Valuation

Table 10 summarizes the quantity and current replacement cost of the Township's various road network assets as managed in its primary asset management register, Citywide.

| Segment           | Quantity | Unit of Measure        | Replacement Cost    | Primary RC Method |
|-------------------|----------|------------------------|---------------------|-------------------|
| Gravel Roads      | 86       | Length (km)            | \$12,521,590        | CPI               |
| Guiderails        | 800      | Length (m)             | \$130,933           | CPI               |
| Paved Roads - HCB | 16       | Length (km)            | \$6,455,857         | CPI               |
| Paved Roads - LCB | 40       | Length (km)            | \$3,957,787         | CPI               |
| Sidewalks         | 14,213   | Area (m <sup>2</sup> ) | \$2,314,038         | CPI               |
| Streetlights      | 326      | Quantity               | \$162,388           | CPI               |
| <b>TOTAL</b>      |          |                        | <b>\$25,542,593</b> |                   |

Table 10 Detailed Asset Inventory: Road Network

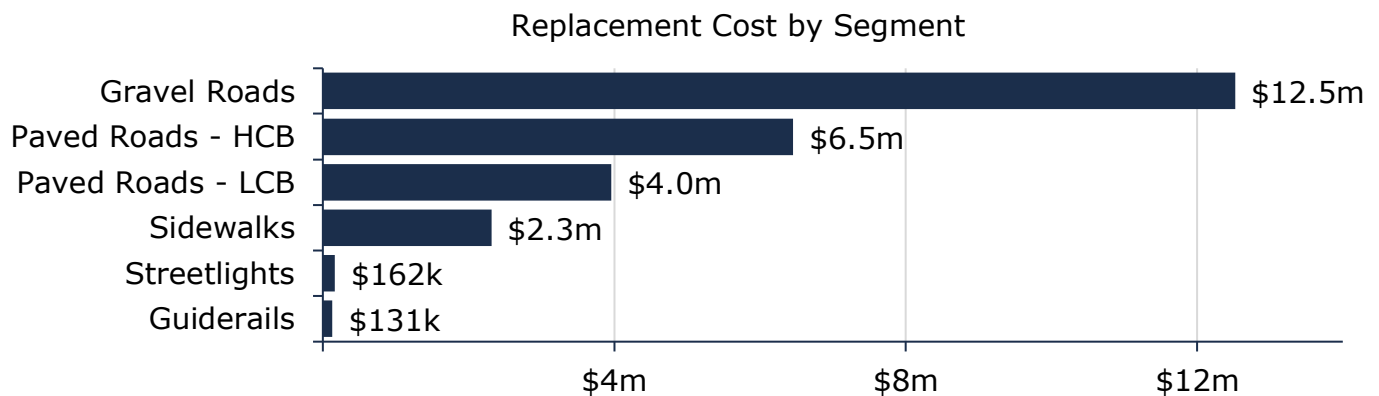


Figure 20 Portfolio Valuation: Road Network

### 5.2 Asset Condition

Figure 21 summarizes the replacement cost-weighted condition of the Township's road network. Based on a combination of field inspection data and age, 40% of assets are in fair or better





condition; the remaining 60% of assets are in poor to very poor condition. Condition assessments were available for 99% of assets, based on replacement cost. Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

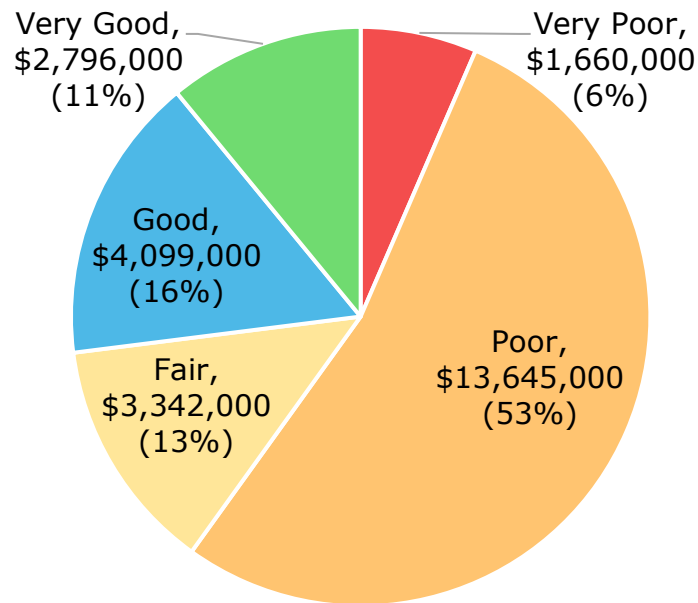


Figure 21 Asset Condition: Road Network Overall

As illustrated in Figure 22, based on condition assessments, the majority of gravel roads are in poor or worse condition, however, HCB and LCB paved roads are in more moderate conditions.

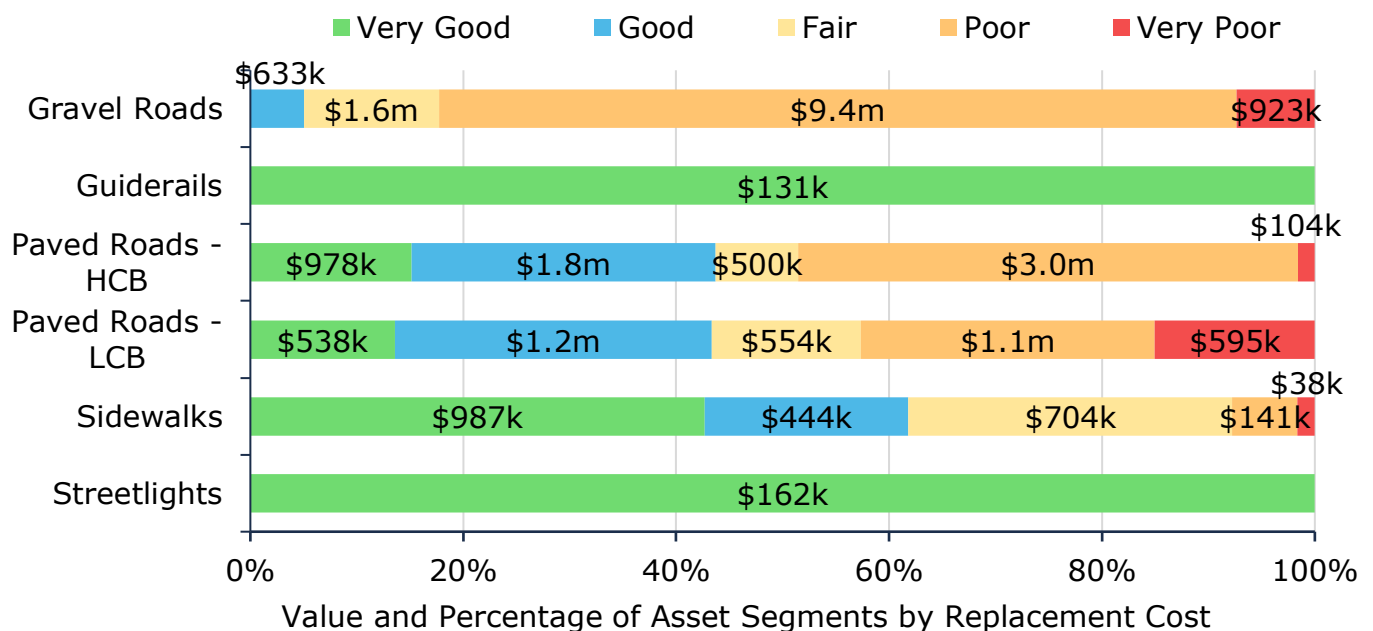


Figure 22 Asset Condition: Road Network by Segment

## 5.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 23 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

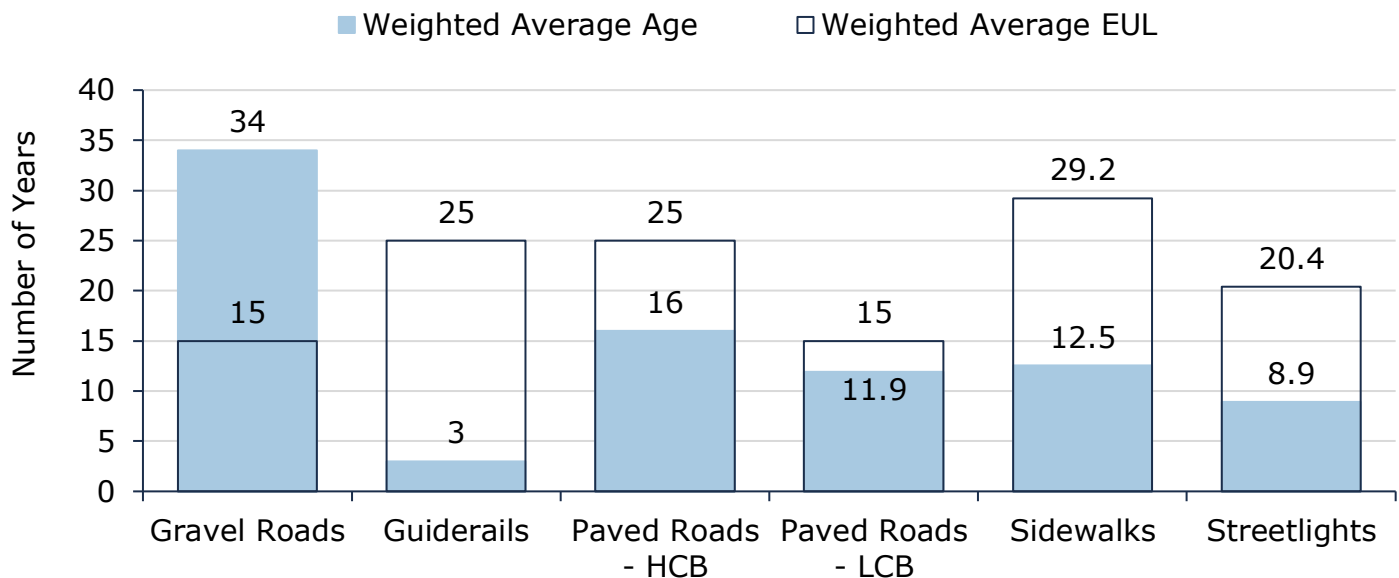


*Figure 23 Estimated Useful Life vs. Asset Age: Road Network*

Age analysis indicates that paved roads (HCB), streetlights, and sidewalks are approaching the midpoint of their expected useful lives (EULs), while paved roads (LCB) are nearing the end of their useful life. Gravel roads have exceeded their life expectancy, however, this is likely because of perpetual maintenance and rehabilitation, as outline in the lifecycle management approach described in the next section. With current and evolving lifecycle strategies, the expected useful lives of both paved and gravel roads can be significantly extended through rehabilitation efforts.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. Further, useful life estimates established and may not reflect in-field asset performance.



## 5.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including asset's characteristics, location, utilization, maintenance history and environment. The Township manages its road network assets through a combination of proactive and reactive lifecycle management strategies. Assessments are conducted annually to monitor road conditions, while maintenance activities and renewals are prioritized based on asset condition, critical needs, and traffic volumes. The township is working towards expanding its asset management capabilities and incorporating more detailed assessments, with a focus on improving decision-making through data-driven budgeting.

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of HCB, LCB, and gravel roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

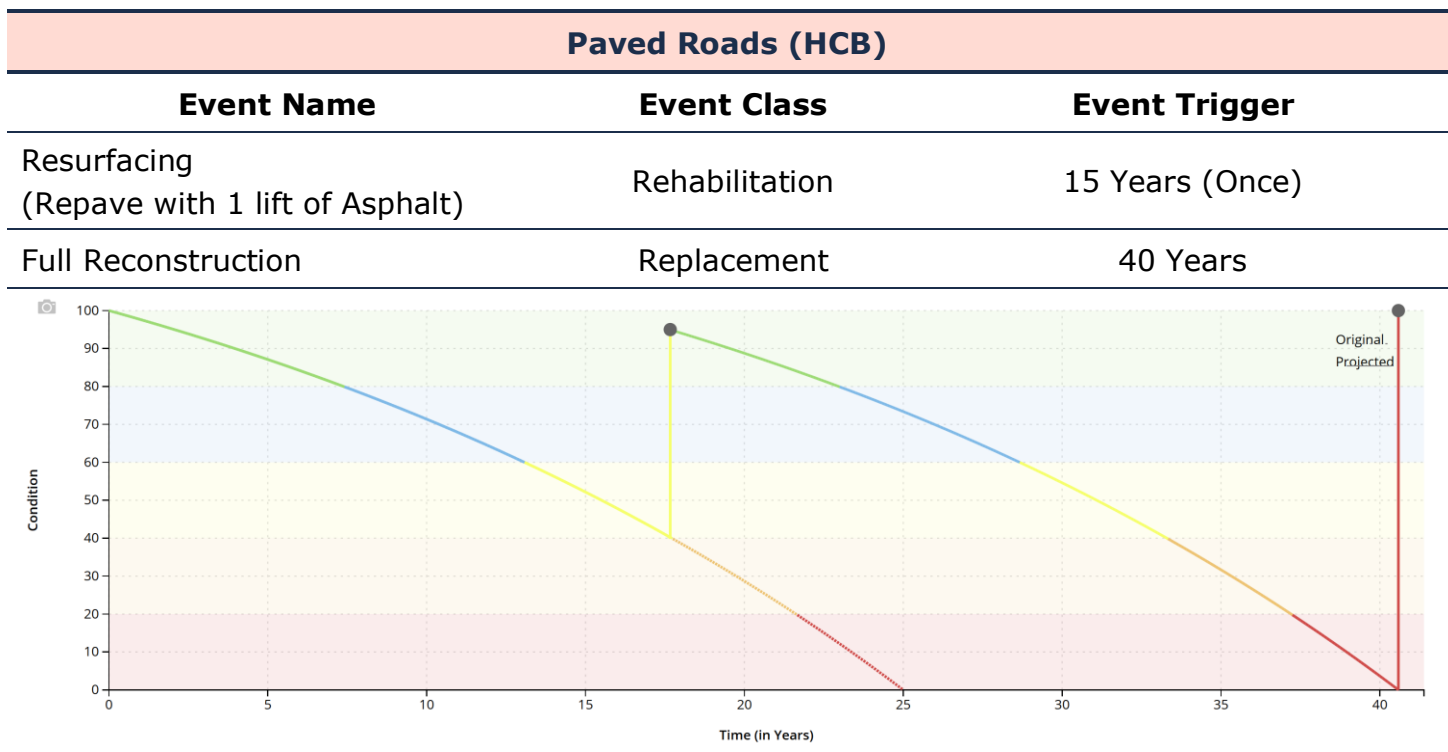


Table 11 Lifecycle Management Strategy: Road Network (HCB Roads)

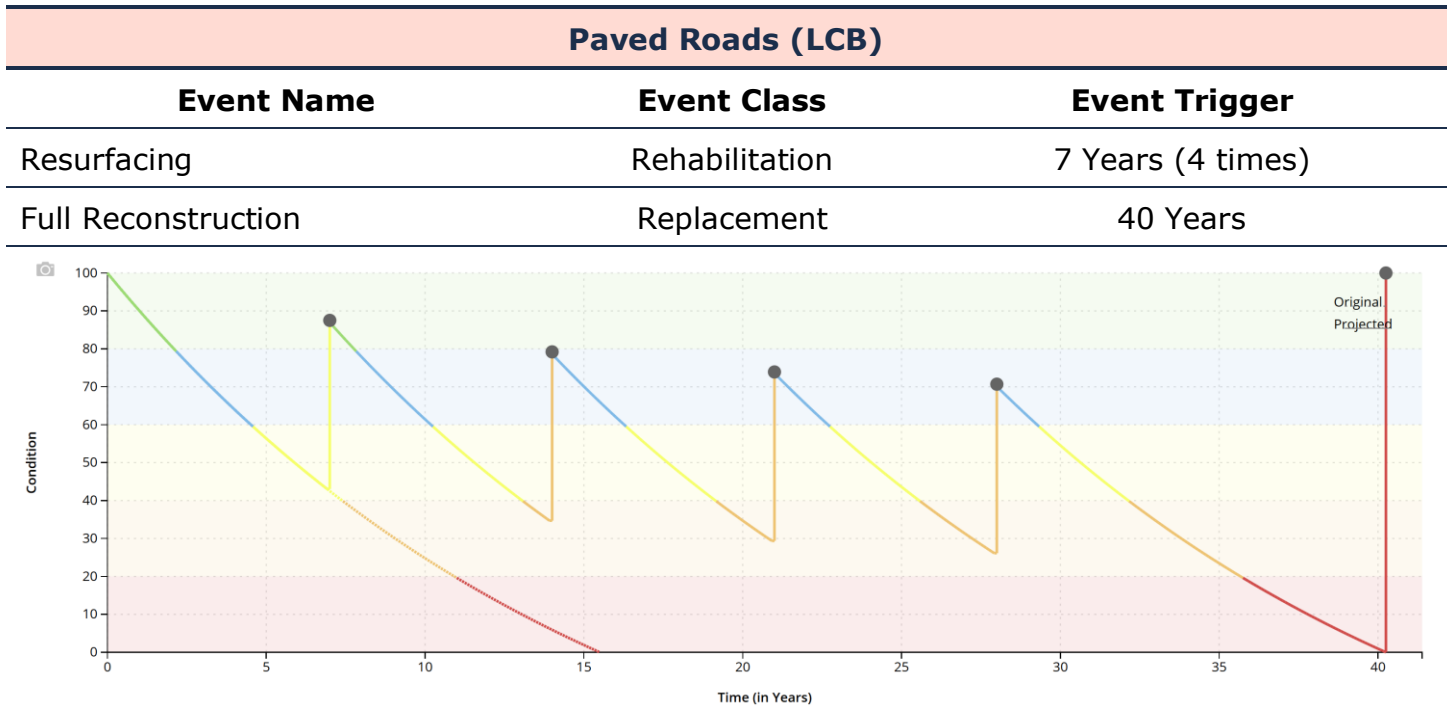


Table 12 Lifecycle Management Strategy: Road Network (LCB Roads)

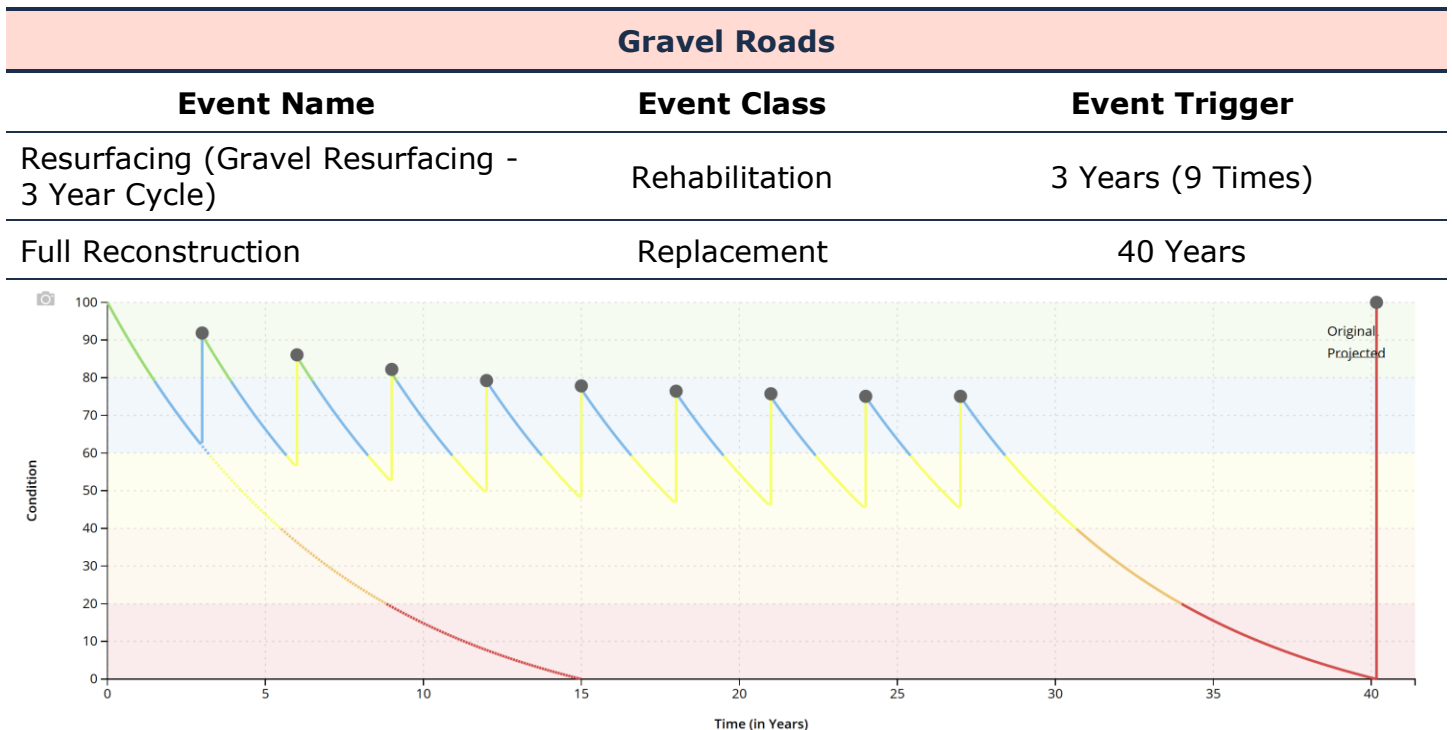


Table 13 Lifecycle Management Strategy: Road Network (Gravel Roads)



The following table outlines the Township's current lifecycle management strategy.

| Activity Type  | Description of Current Strategy                                                                                                                                                                                                            |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance    | Pothole repairs are completed as needed based on road patrols and public feedback.                                                                                                                                                         |
|                | Grading, brushing, and sweeping are conducted to maintain road shape and cleanliness.                                                                                                                                                      |
|                | Dust control measures and calcium chloride application are used to mitigate dust.                                                                                                                                                          |
|                | Gravel roads require more frequent maintenance than surface-treated roads.                                                                                                                                                                 |
| Rehabilitation | High-traffic roads are prioritized for rehabilitation. Rehabilitation activities include resurfacing, grading, brushing, salting/sanding, sealant application, dust control, new paving/pavement, ditching, and adding maintenance layers. |
| Replacement    | Road replacement is triggered when maintenance is no longer feasible, considering factors like road type, maintenance history, and the addition of maintenance layers. High-traffic roads are prioritized for replacement.                 |
| Inspection     | The latest Roads Needs Study was conducted in 2020 by Jewell Engineering. Additionally, Road assets (surface treated: HCB, and LCB) are assessed annually using a Pavement Condition Index (PCI) to identify maintenance needs.            |

*Table 14 Lifecycle Management Strategy: Road Network*

## 5.5 Forecasted Long-Term Replacement Needs

Figure 24 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's road network. This analysis was run until 2063 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$662,000 for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs from 2029-2033, dominated by gravel roads, however, since gravel roads are maintained perpetually, this estimate may not be accurate. These projections are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only). They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

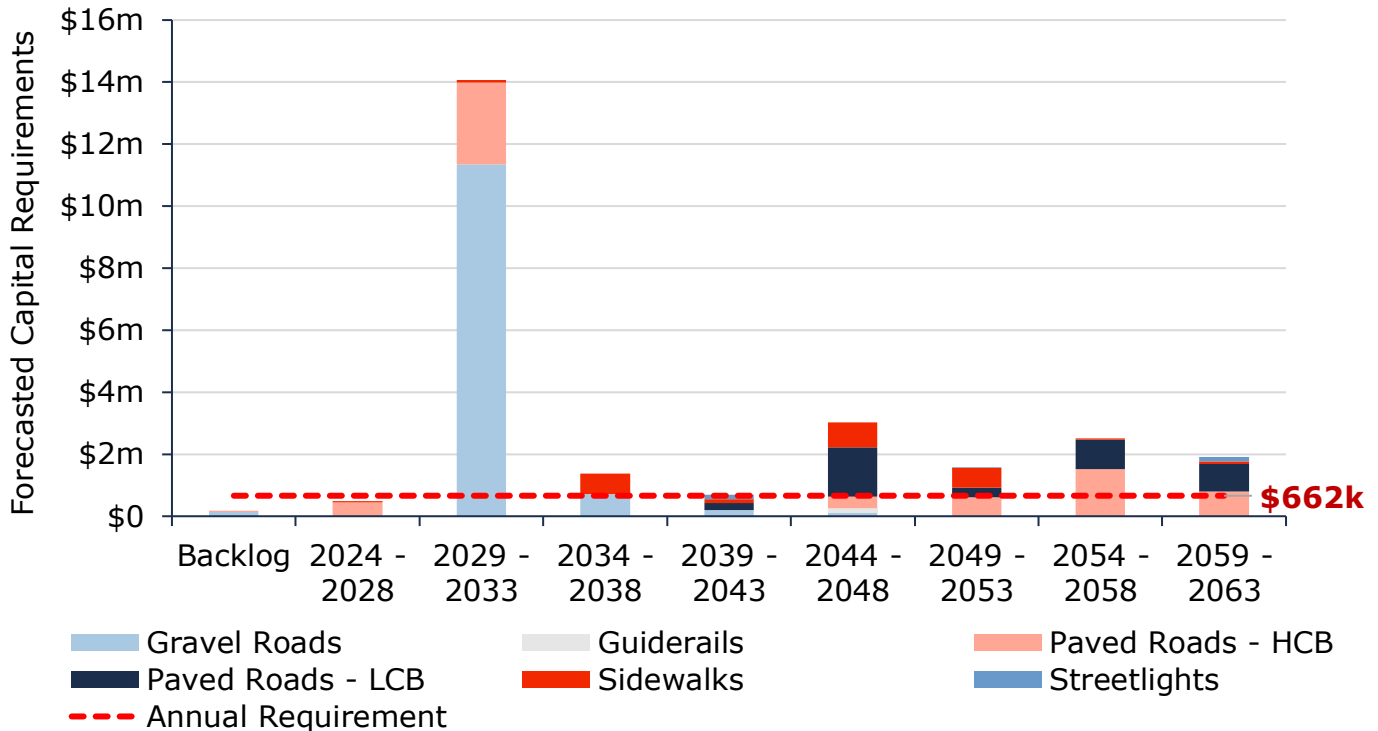


Figure 24 Forecasted Capital Replacement Needs: Road Network 2024-2063

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular pavement condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 5.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, replacement costs, and speed limit. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                          |                                                   |                                                      |                                                       |                                                            |
|----------------------------------------------------------|---------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$16,371,413<br>(64%) | <b>5 - 7</b><br><b>Low</b><br>\$1,433,410<br>(6%) | <b>8 - 9</b><br><b>Moderate</b><br>\$885,649<br>(3%) | <b>10 - 14</b><br><b>High</b><br>\$2,665,279<br>(10%) | <b>15 - 25</b><br><b>Very High</b><br>\$4,186,842<br>(16%) |
|----------------------------------------------------------|---------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|

Figure 25 Risk Matrix: Road Network

## 5.7 Levels of Service

The tables that follow summarize the Township's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17, as well as any additional performance measures that the Township selected for this AMP.

### 5.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                   | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include maps of the road network in the municipality and its level of connectivity | Residents and visitors use the Township's transportation assets to travel from properties to local amenities and regional county and provincial roads. Residents and visitors count on emergency vehicles having reliable access to their properties. The main industry in the Township is farming. Transportation assets support shipping and receiving of goods and relocation of farming equipment. Roads are used by passenger vehicles, commercial trucks, school buses, cyclists, and pedestrians. There is limited ATV, snowmobile, and horse use.                                                                                                    |
| Quality           | Description or images that illustrate the different levels of road class pavement condition               | <p>For asphalt roads, the following descriptive scale is used for assessing road surfaces:</p> <ul style="list-style-type: none"> <li>♦ <b>Excellent:</b> A very smooth ride. Pavement is in excellent condition with few cracks.</li> <li>♦ <b>Good:</b> A smooth ride with just a few bumps or depressions. The pavement is in good condition with frequent very slight or slight cracking.</li> <li>♦ <b>Fair:</b> 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.</li> </ul> |

| Service Attribute | Qualitative Description | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                         | <ul style="list-style-type: none"> <li>♦ <b>Poor:</b> 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 alligating.</li> <li>♦ <b>Very Poor:</b> 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 very poor condition with moderate alligating and extensive severe cracking and distortion.</li> </ul> <p>For gravel roads, the following descriptive scale is used for assessing road surfaces:</p> <ul style="list-style-type: none"> <li>♦ <b>Good:</b> Good drainage, minor potholes present on less than 20% of road surface, gravel thickness of 150mm or more, continue with routine maintenance.</li> <li>♦ <b>Fair:</b> Some drainage improvements needed, potholes present on 20-50% of road surface, additional gravel needed, routine maintenance required.</li> <li>♦ <b>Poor:</b> Major drainage improvements needed, potholes present on more than 50% of road surface, gravel resurfacing required.</li> </ul> |

Table 15 O. Reg. 588/17 Community Levels of Service: Road Network

### 5.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                                               | Current LOS (2023)             |
|-------------------|------------------------------------------------------------------------------------------------|--------------------------------|
| Scope             | Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )            | 0                              |
|                   | Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )           | 0.10 km/km <sup>2</sup>        |
|                   | Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )               | 1.84 km/km <sup>2</sup>        |
| Quality           | Average pavement condition index for paved roads in the Township                               | HCB Roads: 67<br>LCB Roads: 72 |
|                   | Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor) | Poor                           |
| Performance       | Target vs. Actual capital reinvestment rate                                                    | 2.6% vs. 2.1%                  |

Table 16 O. Reg. 588/17 Technical Levels of Service: Road Network





## 5.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis.*

### 5.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases, and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>Road Network funding is maintained at \$532,000 (80%)</li> <li>Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                                      |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>Road Network funding gradually increases to reach \$530,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>Road Network funding gradually increases to reach \$662,000</li> </ul>                                                                                      |

*Table 17 Road Network PLOS Scenario Descriptions*



## 5.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 43%                  | 40%                       | 42%                       |                                               |
|                       | Average Asset Risk                 | 5.7                  | 6.9                       | 7.0                       |                                               |
| Current: 80%          | Average Annual Investment          |                      | \$532,000                 |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 2.1%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 43%                  | 40%                       | 42%                       |                                               |
|                       | Average Asset Risk                 | 5.7                  | 6.9                       | 7.1                       |                                               |
|                       | Average Annual Investment          |                      | \$530,000                 |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 2.1%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 43%                  | 44%                       | 51%                       |                                               |
|                       | Average Asset Risk                 | 5.7                  | 6.8                       | 6.3                       |                                               |
|                       | Average Annual Investment          |                      | \$662,000                 |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 2.6%                      |                           |                                               |

Table 18 Road Network PLOS Scenario Analysis

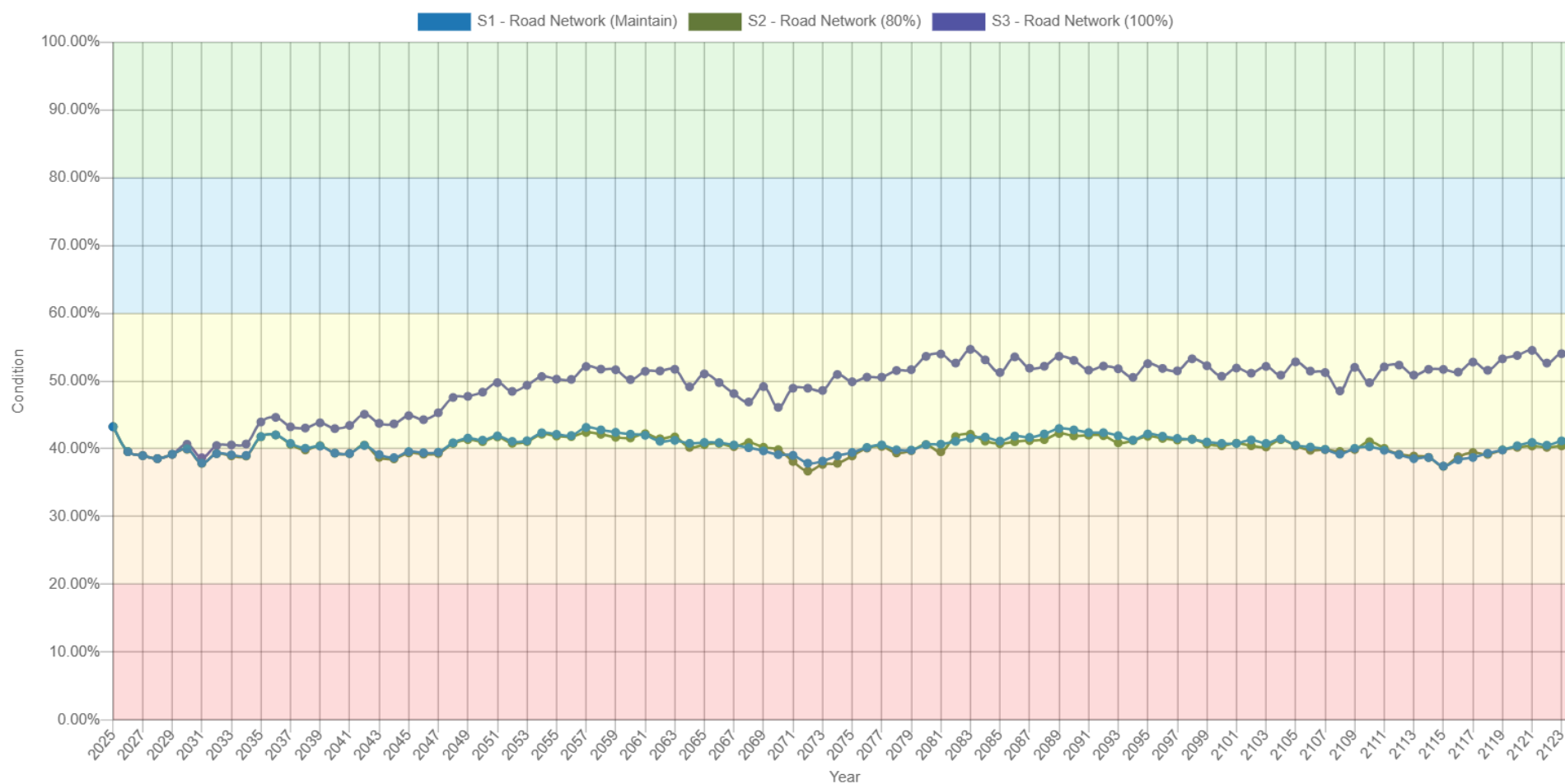


Figure 26 Road Network PLOS Scenario Condition Results



### 5.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the road network if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> | <b>\$662k</b> |
| <b>Projected Capital Spending</b>  | \$547k        | \$559k        | \$571k        | \$584k        | \$596k        | \$609k        | \$622k        | \$635k        | \$649k        | \$662k        |
| <b>Funding Deficit</b>             | \$115k        | \$103k        | \$91k         | \$78k         | \$66k         | \$53k         | \$40k         | \$26k         | \$13k         | -             |
| <b>Target Reinvestment Rate</b>    | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   | <b>2.6%</b>   |
| <b>Projected Reinvestment Rate</b> | 2.1%          | 2.2%          | 2.2%          | 2.3%          | 2.3%          | 2.4%          | 2.4%          | 2.5%          | 2.5%          | 2.6%          |

Table 19 Road Network 10-Year PLOS Financial Projections



## 6. Bridges & Culverts

The Township's transportation network also includes bridges and structural culverts, with a current replacement cost of \$3.2 million.

### 6.1 Inventory & Valuation

Table 20 summarizes the quantity and current replacement cost of bridges and culverts. The Township owns and manages a total of seven structures: four bridges and three structural culverts.

| Segment      | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|--------------|----------|-----------------|--------------------|-------------------|
| Bridges      | 4        | Quantity        | \$2,316,000        | User-Defined      |
| Culverts     | 3        | Quantity        | \$884,380          | CPI               |
| <b>TOTAL</b> |          |                 | <b>\$3,200,380</b> |                   |

Table 20 Detailed Asset Inventory: Bridges & Culverts

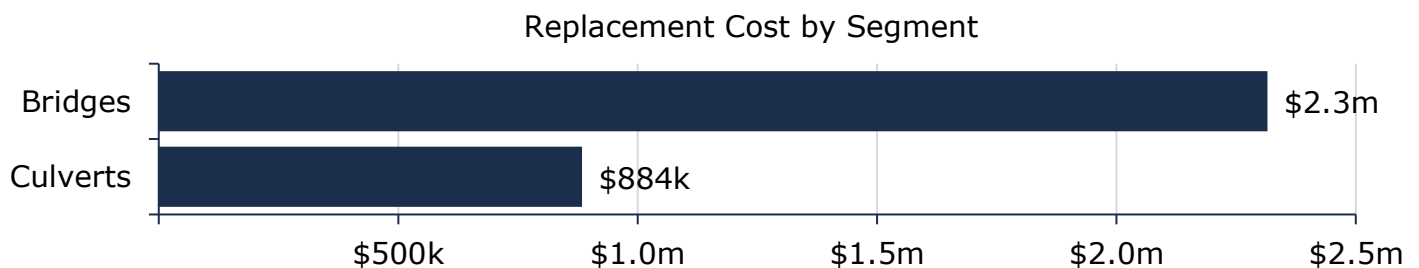


Figure 27 Portfolio Valuation: Bridges & Culverts

### 6.2 Asset Condition

Figure 28 summarizes the replacement cost-weighted condition of the Township's bridges and culverts. Based on the Township's recent Ontario Structures Inspection Manual (OSIM) assessments, all bridges and culverts are in fair or better condition. Some elements or components of these structures may be candidates for replacement or rehabilitation in the medium term and should be monitored for further degradation in condition.

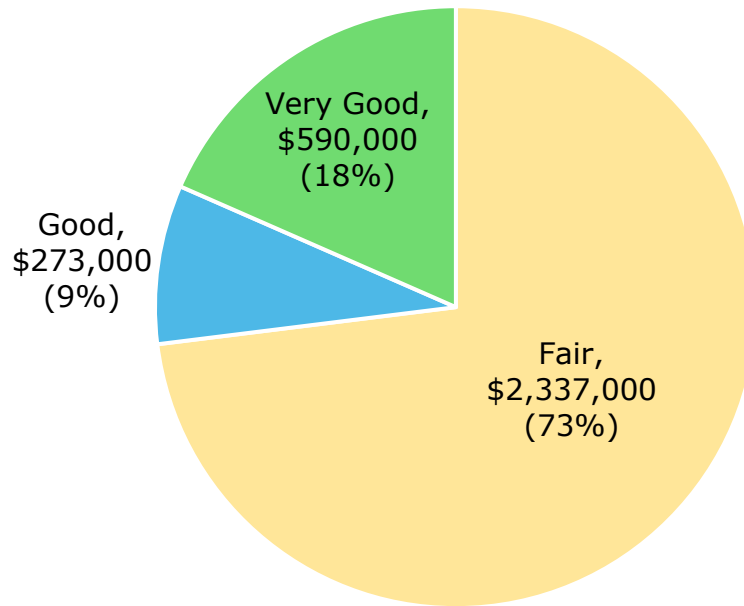


Figure 28 Asset Condition: Bridges & Culverts Overall

As further detailed in Figure 29, based on in-field condition assessments, \$2.0 million of bridge assets were assessed as being in fair condition, with the remainder in very good condition. Structural culverts are evenly distributed between very good, good, and fair conditions. The OSIM ratings are designed to identify repairs needed to elevate condition ratings to a fair or higher.

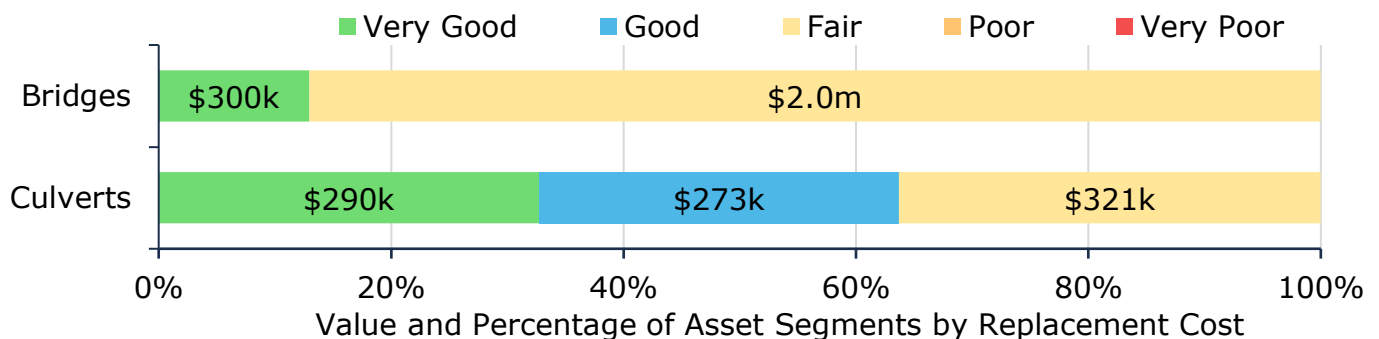


Figure 29 Asset Condition: Bridges & Culverts by Segment

## 6.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 30 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

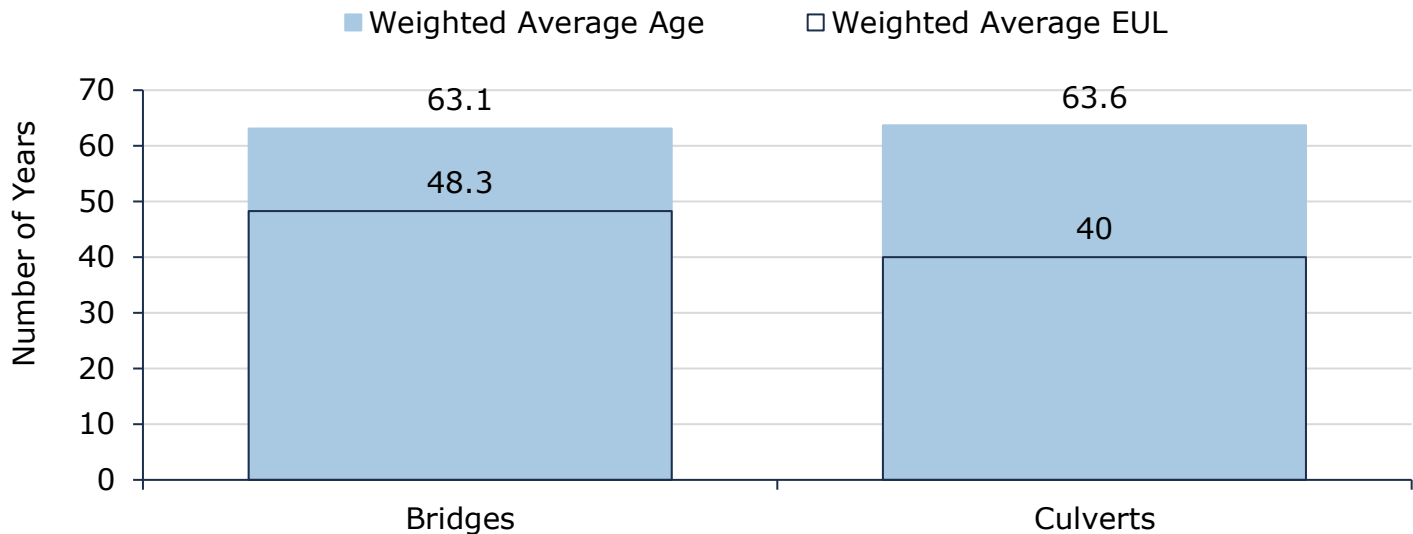


Figure 30 Estimated Useful Life vs. Asset Age: Bridges & Culverts

Age analysis shows that, on average, bridges and culverts have nearly exhausted their estimated useful lives, with average ages of 63.1 and 63.6 years, respectively, compared to their expected lifespans of 48.3 and 40 years. OSIM assessments should continue to be utilized alongside age and asset criticality to effectively prioritize capital and maintenance expenditures.

## 6.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's current lifecycle management strategy.



| Activity Type                | Description of Current Strategy                                                                                                                                              |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance                  | <p>Typical maintenance includes:</p> <ul style="list-style-type: none"> <li>♦ Obstruction removal</li> <li>♦ Paving Surface</li> <li>♦ Ensuring adequate drainage</li> </ul> |
|                              | Biennial OSIM inspection reports include a list of recommended maintenance activities that the Township considers and completes according to cost and urgency.               |
| Rehabilitation / Replacement | Biennial OSIM inspection reports include a Capital Needs List identifying recommended rehabilitation and replacement activities with estimated costs.                        |
| Inspection                   | The most recent Bridge and Culvert inspection reports were prepared in 2022 and 2024 by D.M. Wills Associates Limited.                                                       |

*Table 21 Lifecycle Management Strategy: Bridges & Culverts*

## 6.5 Forecasted Long-Term Replacement Needs

Figure 31 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's bridges and culverts. This analysis was run until 2073 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) for bridges and culverts total \$70,000. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Although no major replacement spikes are anticipated for the next 20 years, capital needs will peak at \$2.3 million between 2049 and 2053 as assets reach the end of their useful life. These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.





Figure 31 Forecasted Capital Replacement Needs: Bridges & Culverts 2024-2073

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 6.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.



|                                                       |                                                 |                                                       |                                                       |                                                 |
|-------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$589,754<br>(18%) | <b>5 - 7</b><br><b>Low</b><br>\$273,377<br>(9%) | <b>8 - 9</b><br><b>Moderate</b><br>\$736,249<br>(23%) | <b>10 - 14</b><br><b>High</b><br>\$1,601,000<br>(50%) | <b>15 - 25</b><br><b>Very High</b><br>-<br>(0%) |
|-------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|

Figure 32 Risk Matrix: Bridges & Culverts

## 6.7 Levels of Service

The tables that follow summarize the Township's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

### 6.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                                       | Current LOS (2023)                                                                                                                                                              |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists) | The traffic on bridges and structural culverts is generally light as these are local roads. However, some heavy vehicle traffic, such as agricultural and transport, is common. |
| Quality           | Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts                                          | See Appendix C – Level of Service Maps & Photos                                                                                                                                 |

Table 22 O. Reg. 588/17 Community Levels of Service: Bridges & Culverts

### 6.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                             | Current LOS (2023) |
|-------------------|------------------------------------------------------------------------------|--------------------|
| Scope             | % of bridges in the Township with loading or dimensional restrictions        | 0%                 |
| Quality           | Average bridge condition index value for bridges in the Township             | 61% <sup>2</sup>   |
|                   | Average bridge condition index value for structural culverts in the Township | 76% <sup>3</sup>   |
| Performance       | Target vs. Actual capital reinvestment rate                                  | 2.2% vs. 2.4%      |

Table 23 O. Reg. 588/17 Technical Levels of Service: Bridges & Culverts

<sup>2</sup> Based on 2024 OSIM report

<sup>3</sup> Based on 2024 OSIM report



## 6.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for bridges and culverts. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis.*

### 6.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>♦ Bridge funding is maintained at \$77,000 (110%)</li> <li>♦ Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                            |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>♦ Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>♦ Bridge funding decreases to reach \$56,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>♦ Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>♦ Bridge funding decreases to reach \$70,000</li> </ul>                                                                                      |

*Table 24 Bridges & Culverts PLOS Scenario Descriptions*



## 6.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 62%                  | 31%                       | 57%                       |                                               |
|                       | Average Asset Risk                 | 9.1                  | 13.2                      | 9.2                       |                                               |
| Current: 110%         | Average Annual Investment          |                      | \$77,000                  |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 2.4%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 62%                  | 31%                       | 49%                       |                                               |
|                       | Average Asset Risk                 | 9.1                  | 13.2                      | 10.2                      |                                               |
|                       | Average Annual Investment          |                      | \$56,000                  |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 1.7%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 62%                  | 31%                       | 57%                       |                                               |
|                       | Average Asset Risk                 | 9.1                  | 13.2                      | 9.2                       |                                               |
|                       | Average Annual Investment          |                      | \$70,000                  |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 2.2%                      |                           |                                               |

Table 25 Bridges & Culverts PLOS Scenario Analysis

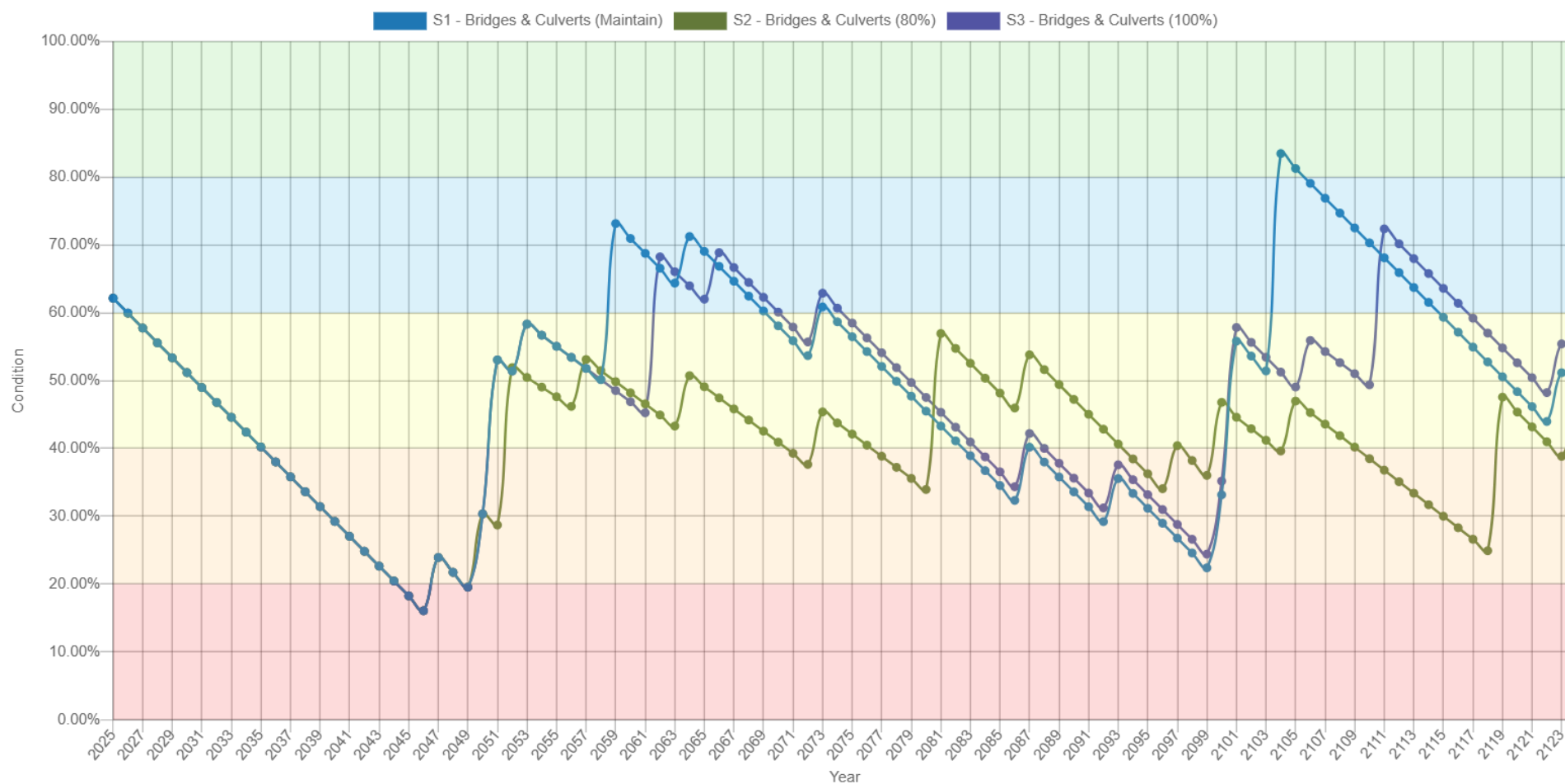


Figure 33 Bridges & Culverts PLOS Scenario Condition Results



### 6.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis* the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for bridges and culverts if the financial strategy for Scenario 3 is implemented.

|                                    | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Targeted Capital Spending</b>   | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> | <b>\$70k</b> |
| <b>Projected Capital Spending</b>  | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        | \$70k        |
| <b>Funding Deficit</b>             | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Target Reinvestment Rate</b>    | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  | <b>2.2%</b>  |
| <b>Projected Reinvestment Rate</b> | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         | 2.2%         |

Table 26 Bridges & Culverts 10-Year PLOS Financial Projections



## 7. Water Network

The utilities department is responsible for overseeing the Township's water network with a total current replacement cost of approximately \$9.2 million. The department is responsible for the following:

- ♦ Water Treatment Plants
- ♦ Pumping Stations
- ♦ Water Towers
- ♦ Water distribution network including mains, valves, and hydrants

### 7.1 Inventory & Valuation

Table 27 summarizes the quantity and current replacement cost of the Township's various water network assets as managed in its primary asset management register, Citywide Assets.

| Segment          | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|------------------|----------|-----------------|--------------------|-------------------|
| Hydrants         | 95       | Quantity        | \$714,818          | CPI               |
| Water Facilities | 64       | Quantity        | \$2,971,966        | CPI               |
| Water Laterals   | 47       | Quantity        | \$316,033          | CPI               |
| Water Mains      | 16,440   | Length (m)      | \$4,785,780        | CPI               |
| Water Meters     | 686      | Quantity        | \$242,123          | CPI               |
| Water Valves     | 92       | Quantity        | \$146,123          | CPI               |
| <b>TOTAL</b>     |          |                 | <b>\$9,176,843</b> |                   |

Table 27 Detailed Asset Inventory: Water Network

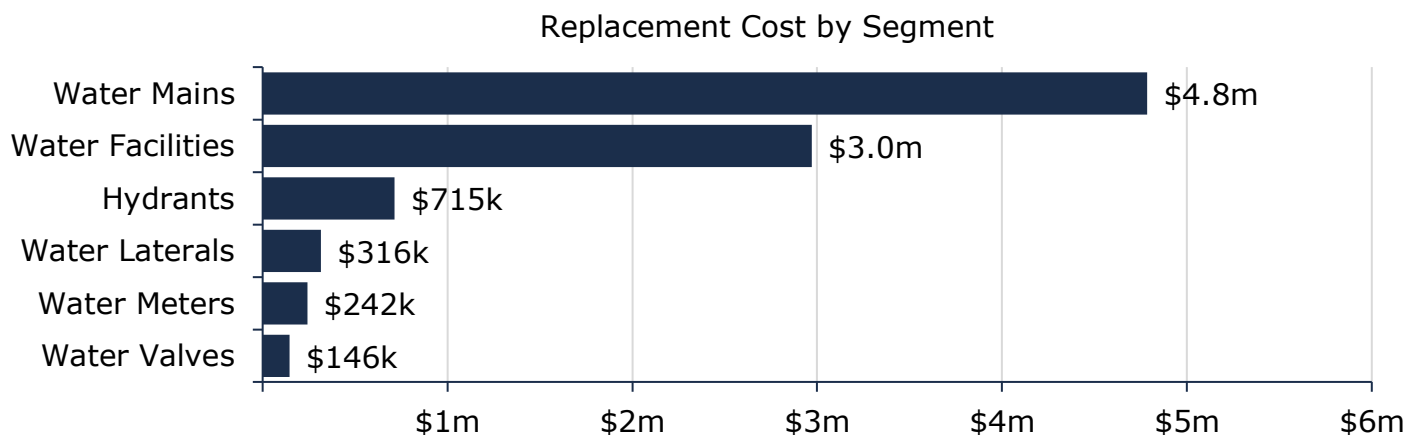


Figure 34 Portfolio Valuation: Water Network



## 7.2 Asset Condition

Figure 35 summarizes the replacement cost-weighted condition of the Township's water network. Based on a combination of field inspection data and age, 78% of assets are in fair or better condition; the remaining 22% of assets are in poor to very poor condition. Condition assessments were available for assets accounting for 56% of the total water network portfolio by replacement value.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 35, the majority of the Township's water network assets are in fair or better condition.

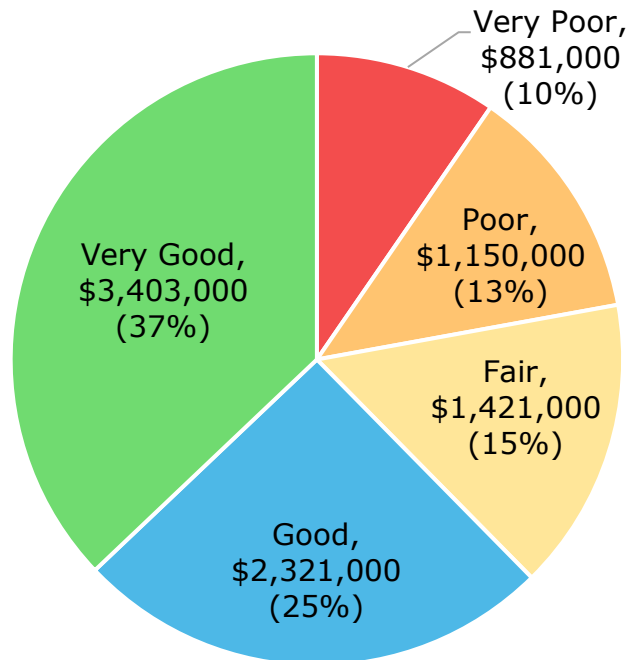


*Figure 35 Asset Condition: Water Network Overall*

As illustrated in Figure 36, based on condition assessments and age-based conditions, the majority of the Township's water network assets are in good condition. Only approximately 26% of watermains are in poor or worse condition.



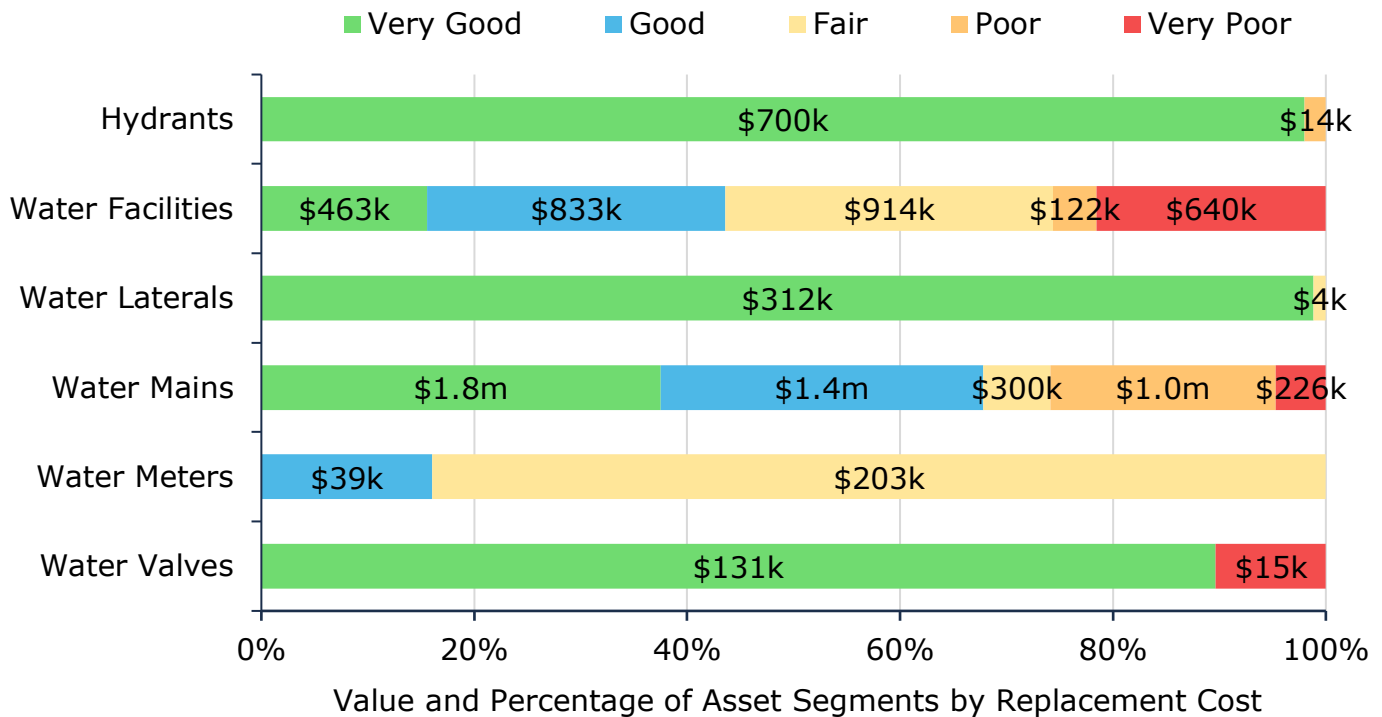


Figure 36 Asset Condition: Water Network by Segment

## 7.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 37 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

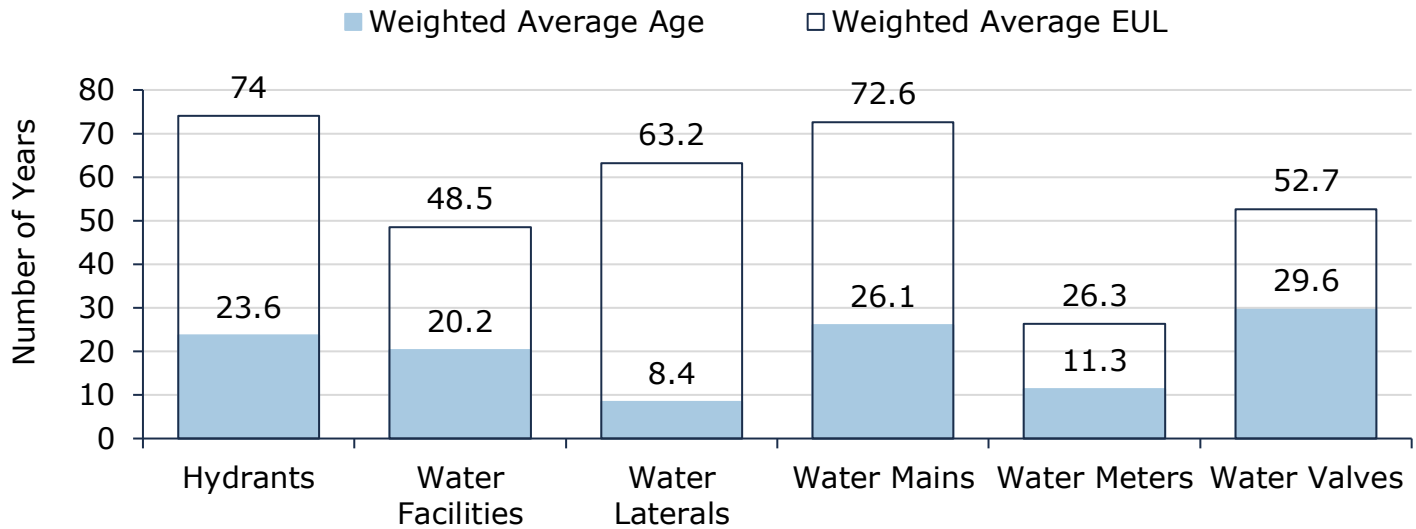


Figure 37 Estimated Useful Life vs. Asset Age: Water Network

Age analysis reveals that all the water network assets are in the early stages of their useful lives.

## 7.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's current lifecycle management strategy.

| Activity Type                  | Description of Current Strategy                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inspections                    | All water network assets are monitored by SCADA. Water network assets are assessed annually during the review of the TCA subledger.                                                   |
|                                | Fire Hydrants are assessed as per the NFPA standards.                                                                                                                                 |
| Maintenance                    | Maintenance activities include bi-annual flushing, bi-annual pump maintenance, and monthly activities for certain assets.                                                             |
|                                | Maintenance is primarily triggered by break reports and complaints.                                                                                                                   |
| Rehabilitation/<br>Replacement | Rehabilitation is primarily driven by growth and expansion, with infrastructure often being replaced rather than rehabilitated.                                                       |
|                                | Replacement is often tied to growth-driven expansion projects. Funding for replacement is considered in conjunction with road replacement and watermain replacement funding programs. |

Table 28 Lifecycle Management Strategy: Water Network



## 7.5 Forecasted Long-Term Replacement Needs

Figure 38 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's water network. This analysis was run until 2103 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$200,000 for all assets in the water network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates moderate needs throughout the forecast period. It also shows a backlog of \$266,000 dominated by water mains. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

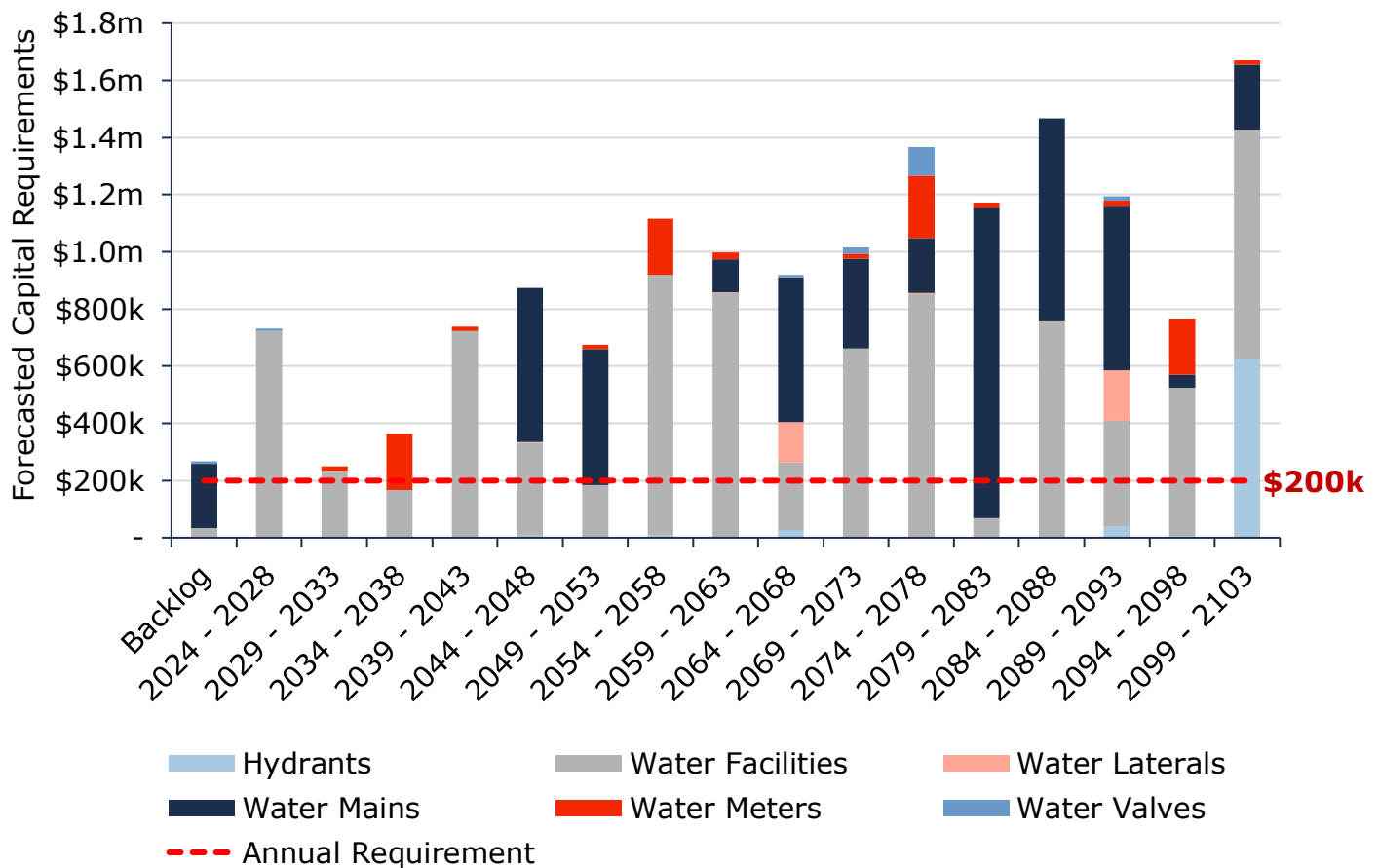


Figure 38 Forecasted Capital Replacement Needs: Water Network 2024-2103



Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 7.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, replacement costs, pipe material, and pipe diameter. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township’s Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                         |                                                    |                                                         |                                                    |                                                         |
|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$4,337,617<br>(47%) | <b>5 - 7</b><br><b>Low</b><br>\$2,877,718<br>(31%) | <b>8 - 9</b><br><b>Moderate</b><br>\$1,339,629<br>(15%) | <b>10 - 14</b><br><b>High</b><br>\$232,367<br>(3%) | <b>15 - 25</b><br><b>Very High</b><br>\$389,512<br>(4%) |
|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|

Figure 39 Risk Matrix: Water Network

## 7.7 Levels of Service

The tables that follow summarize the Township’s current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.



### 7.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                              | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include maps of the user groups or areas of the municipality that are connected to the municipal water system | The water system provides potable water for residential, business, and institutional consumption, as well as maintenance operations, and firefighting in the urban areas of the Village of Norwood, and Trentview Estates.                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                   | Description, which may include maps of the user groups or areas of the municipality that have fire flow                              | Both systems have hydrants and firefighting capabilities. Some system ends have been extended with smaller size pipes which do not provide firefighting capacities.<br>Also refer to Appendix C – Level of Service Maps & Photos                                                                                                                                                                                                                                                                                                                                                                                                                |
| Reliability       | Description of boil water advisories and service interruptions                                                                       | The water system is managed with the goal of providing safe and reliable delivery of water, minimizing service interruptions and occurrences of adverse water quality events (measured by occurrences of boil water advisories).<br>Boil water advisories can be triggered by adverse water quality test results or other problems in the water distribution system. Service interruptions can occur as a result of routine water system maintenance or asset failure. Emergency procedures are specified in the "Drinking Water Quality Management Standard – Element 18 SOP-11 Emergency Preparedness and Response Municipal Emergency Plan." |

*Table 29 O. Reg. 588/17 Community Levels of Service: Water Network*



## 7.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                                                                                                                       | Current LOS (2023) |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Scope             | % of properties connected to the municipal water system                                                                                                                | 33%                |
|                   | % of properties where fire flow is available                                                                                                                           | 33%                |
| Reliability       | # of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system        | 0                  |
|                   | # of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system | 0                  |
| Quality           | Average condition of water network assets                                                                                                                              | 64%                |
| Performance       | Target vs. Actual capital reinvestment rate                                                                                                                            | 2.2% vs. 3.3%      |

Table 30 O. Reg. 588/17 Technical Levels of Service: Water Network

## 7.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the water network. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis.*

### 7.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                   |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | This scenario assumes no water rate increases and maintains funding at recent historical levels.<br>♦ Water Network funding is maintained at \$307,000 (153%) |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | This scenario assumes no water rate increases and maintains funding at reduced levels.<br>♦ Water Network funding is maintained at \$160,000 (80%)            |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | This scenario assumes no water rate increases and maintains funding at reduced levels.<br>♦ Water Network funding is maintained at \$200,000 (100%)           |

Table 31 Water Network PLOS Scenario Descriptions

**Note:** The Township of Asphodel Norwood is currently undergoing a Water/Sanitary Rate Study, which will change recommended funding levels. Refer to this study once published.



## 7.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                                                                    |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|---------------------------------------------------------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 64%                  | 49%                       | 41%                       |                                                                                             |
|                       | Average Asset Risk                 | 5.1                  | 6.9                       | 7.9                       |                                                                                             |
| Current 153%          | Average Annual Investment          |                      | \$307,000                 |                           | This parameter is maintained                                                                |
|                       | Average Capital re-investment rate |                      | 3.3%                      |                           |                                                                                             |
| Scenario 2 (80%)      | Average Condition                  | 64%                  | 50%                       | 43%                       |                                                                                             |
|                       | Average Asset Risk                 | 5.1                  | 6.7                       | 7.6                       |                                                                                             |
|                       | Average Annual Investment          |                      | \$160,000                 |                           | While lower annual investment required, recommend maintaining water rates at current level. |
|                       | Average Capital re-investment rate |                      | 1.7%                      |                           |                                                                                             |
|                       | Average Condition                  | 64%                  | 50%                       | 42%                       |                                                                                             |
|                       | Average Asset Risk                 | 5.1                  | 6.8                       | 7.8                       |                                                                                             |
| Scenario 3 (100%)     | Average Annual Investment          |                      | \$200,000                 |                           | While lower annual investment required, recommend maintaining water rates at current level. |
|                       | Average Capital re-investment rate |                      | 2.2%                      |                           |                                                                                             |

Table 32 Water Network PLOS Scenario Analysis

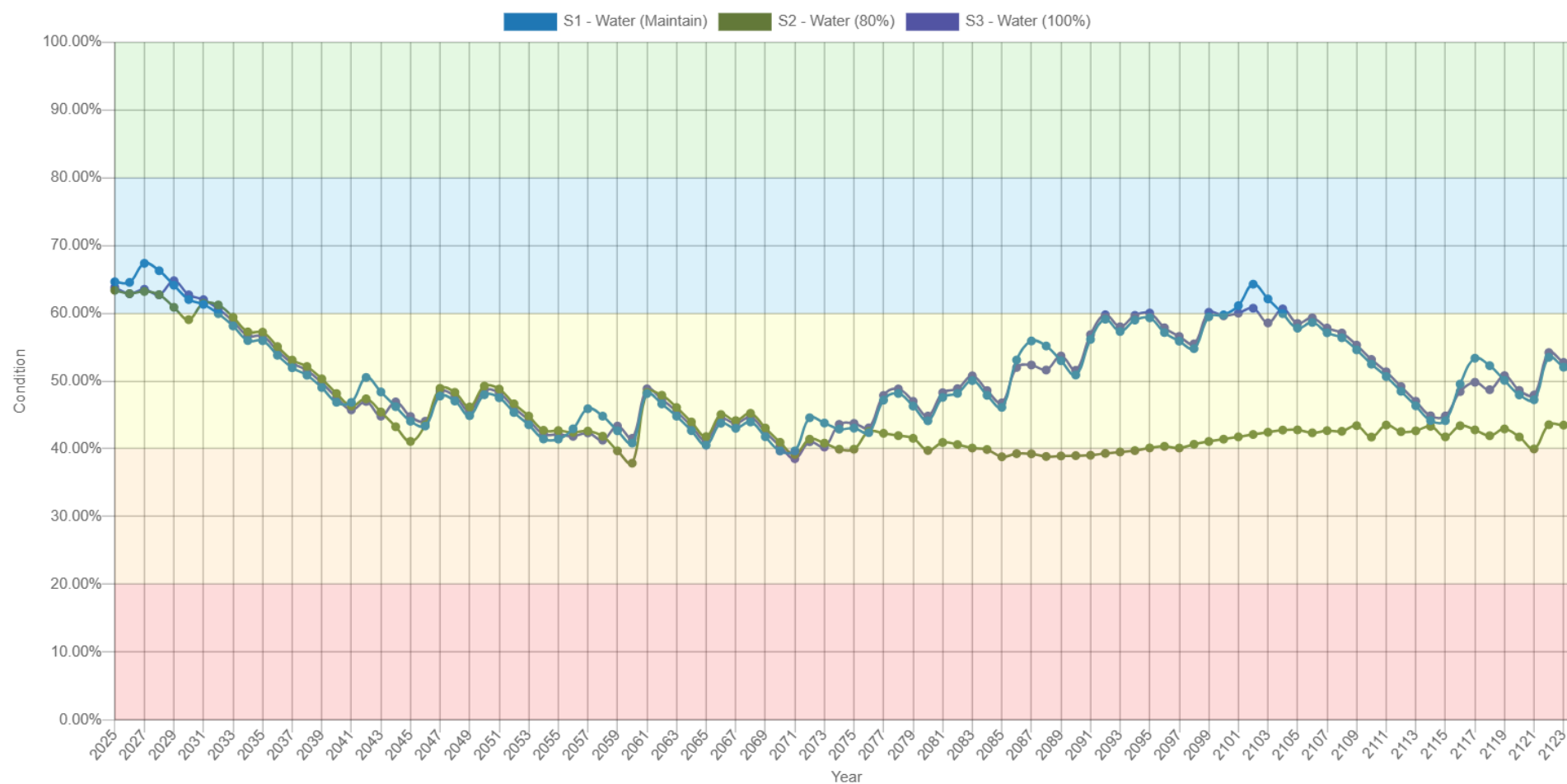


Figure 40 Water Network PLOS Scenario Condition Results





### 7.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the water network if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> | <b>\$200k</b> |
| <b>Projected Capital Spending</b>  | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        | \$200k        |
| <b>Funding Deficit</b>             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Target Reinvestment Rate</b>    | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   | <b>2.2%</b>   |
| <b>Projected Reinvestment Rate</b> | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          | 2.2%          |

Table 33 Water Network 10-Year PLOS Financial Projections



## 8. Sanitary Sewer Network

The sanitary sewer network provides the essential service of wastewater collection, disposal, and treatment for the community, and has a current replacement value of over \$10.5 million.

### 8.1 Inventory & Valuation

Table 34 summarizes the quantity and current replacement cost of the Township's various sanitary sewer network assets as managed in its primary asset management register, Citywide Assets.

| Segment                    | Quantity | Unit of Measure | Replacement Cost    | Primary RC Method |
|----------------------------|----------|-----------------|---------------------|-------------------|
| Manholes                   | 139      | Quantity        | \$702,514           | CPI               |
| Sewer Mains                | 11,355   | Length (m)      | \$5,063,434         | CPI               |
| Wastewater Treatment Plant | 153      | Quantity        | \$4,798,251         | CPI               |
| <b>TOTAL</b>               |          |                 | <b>\$10,564,199</b> |                   |

Table 34 Detailed Asset Inventory: Sanitary Sewer Network

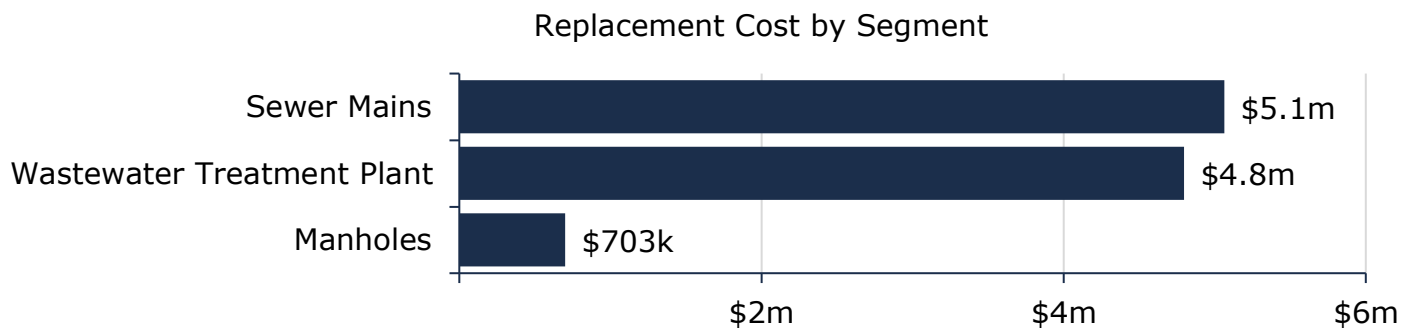


Figure 41 Portfolio Valuation: Sanitary Sewer Network

### 8.2 Asset Condition

Figure 42 summarizes the replacement cost-weighted condition of the Township's sanitary sewer network. Based on a combination of field inspection data and age, 36% of assets are in fair or better condition; the remaining 64% of assets are in poor to very poor condition. Condition assessments were available for 57% of sanitary mains, based on replacement cost, 2% of manholes, and no available assessments for wastewater treatment assets.



Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

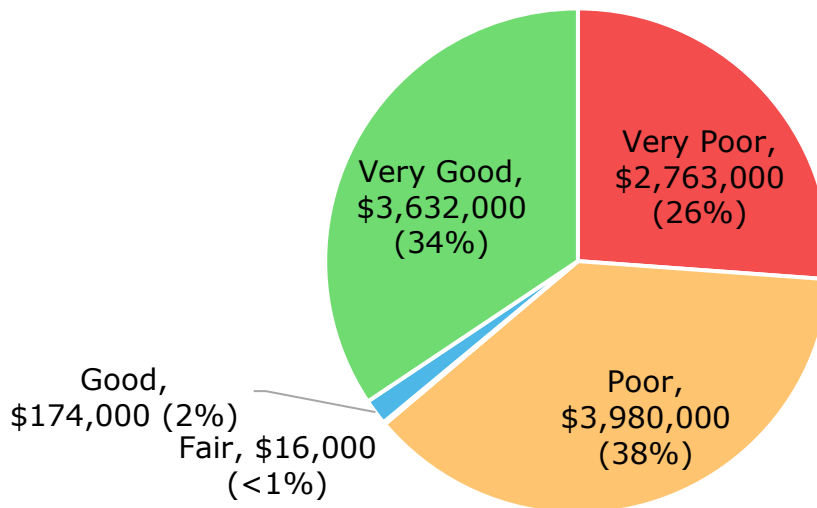


Figure 42 Asset Condition: Sanitary Sewer Network Overall

As illustrated in Figure 43, based on condition assessments and age-based conditions, the majority of the Township's wastewater treatment plant assets and manholes are in poor or worse conditions, while the majority of sewer mains were assessed to be in very good condition.

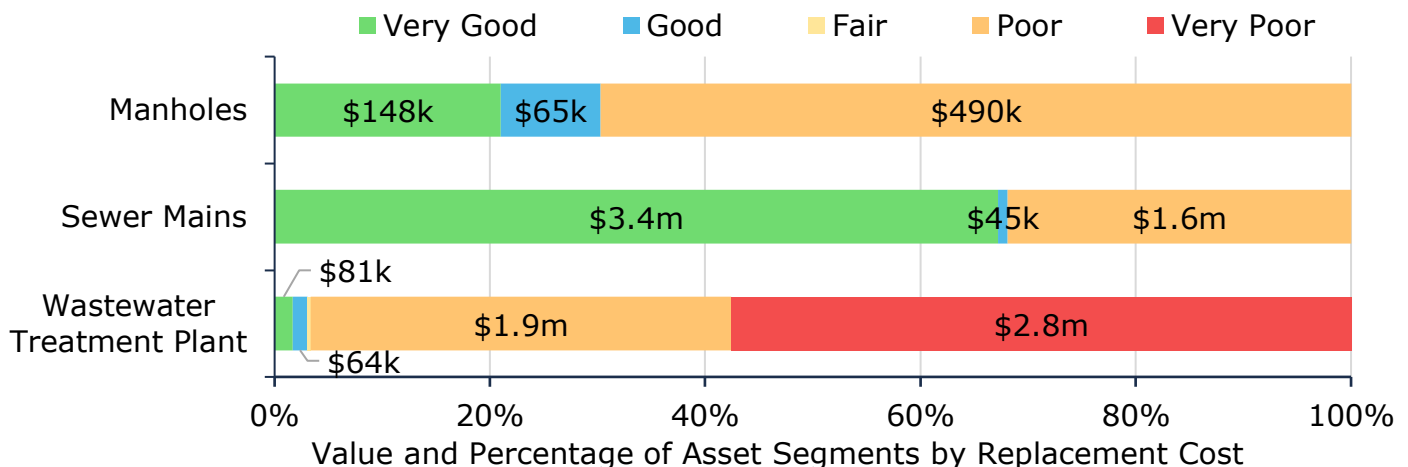


Figure 43 Asset Condition: Sanitary Sewer Network by Segment

## 8.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As



assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 44 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

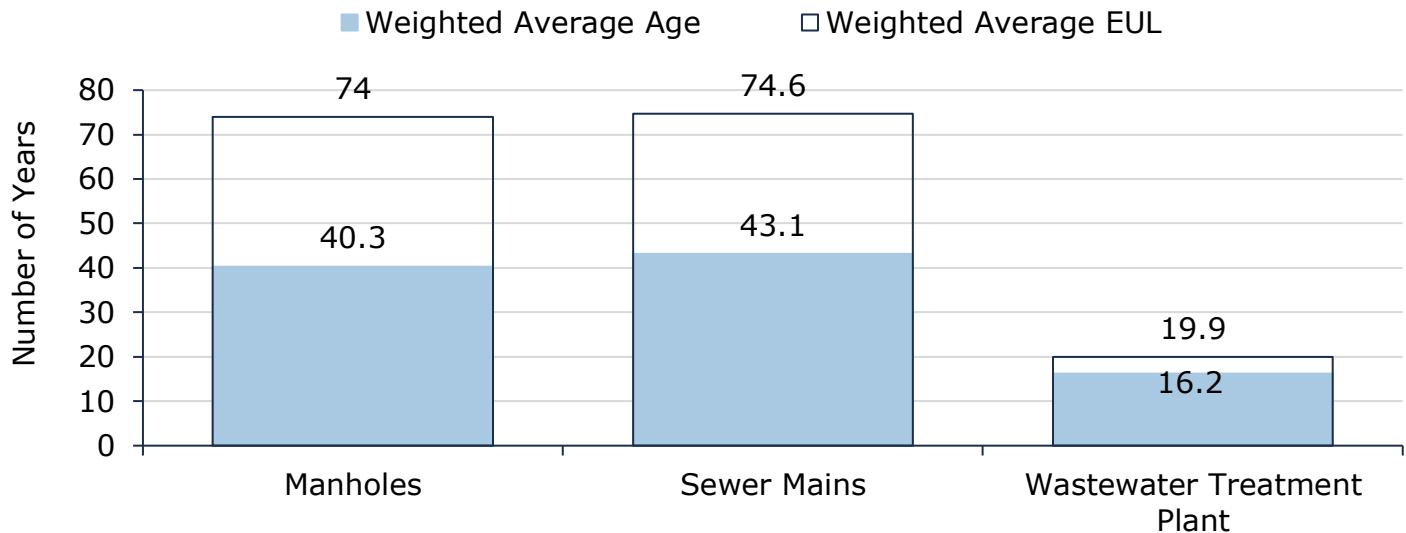


*Figure 44 Estimated Useful Life vs. Asset Age: Sanitary Sewer Network*

Age analysis reveals that manholes, and sewer mains are midway through their estimated useful lives. Wastewater treatment plant assets are approaching the end of their useful lives, however, assets should be reviewed to determine if the original useful lives are still applicable, or if assets are lasting longer than originally projected. This review will help refine the Township's asset registry and long-term capital needs projections.

## 8.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.



The following table outlines the Township's current lifecycle management strategy.

| Activity Type                  | Description of Current Strategy                                                                                                                                              |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance                    | Routine maintenance tasks include inspections, cleaning, minor repairs, CCTV inspections, and flushing, which are conducted by both internal staff and external contractors. |
|                                | Sanitary mains undergo flushing and CCTV inspections on a 4-year cycle (25% of the network each year).                                                                       |
|                                | Manholes follow the same 4-year inspection cycle as sanitary mains.                                                                                                          |
| Rehabilitation/<br>Replacement | Rehabilitation activities, which vary based on the area and burial depth, encompass either open cut replacement or relining techniques.                                      |
|                                | Assets nearing the end of their expected service life or requiring frequent and costly repairs are given priority for replacement.                                           |

*Table 35 Lifecycle Management Strategy: Sanitary Sewer Network*

## 8.5 Forecasted Long-Term Replacement Needs

Figure 45 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's sanitary sewer network. This analysis was run until 2103 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$357,000 for all assets in the sanitary sewer network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart shows a backlog of \$869,000 for wastewater treatment plant assets. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

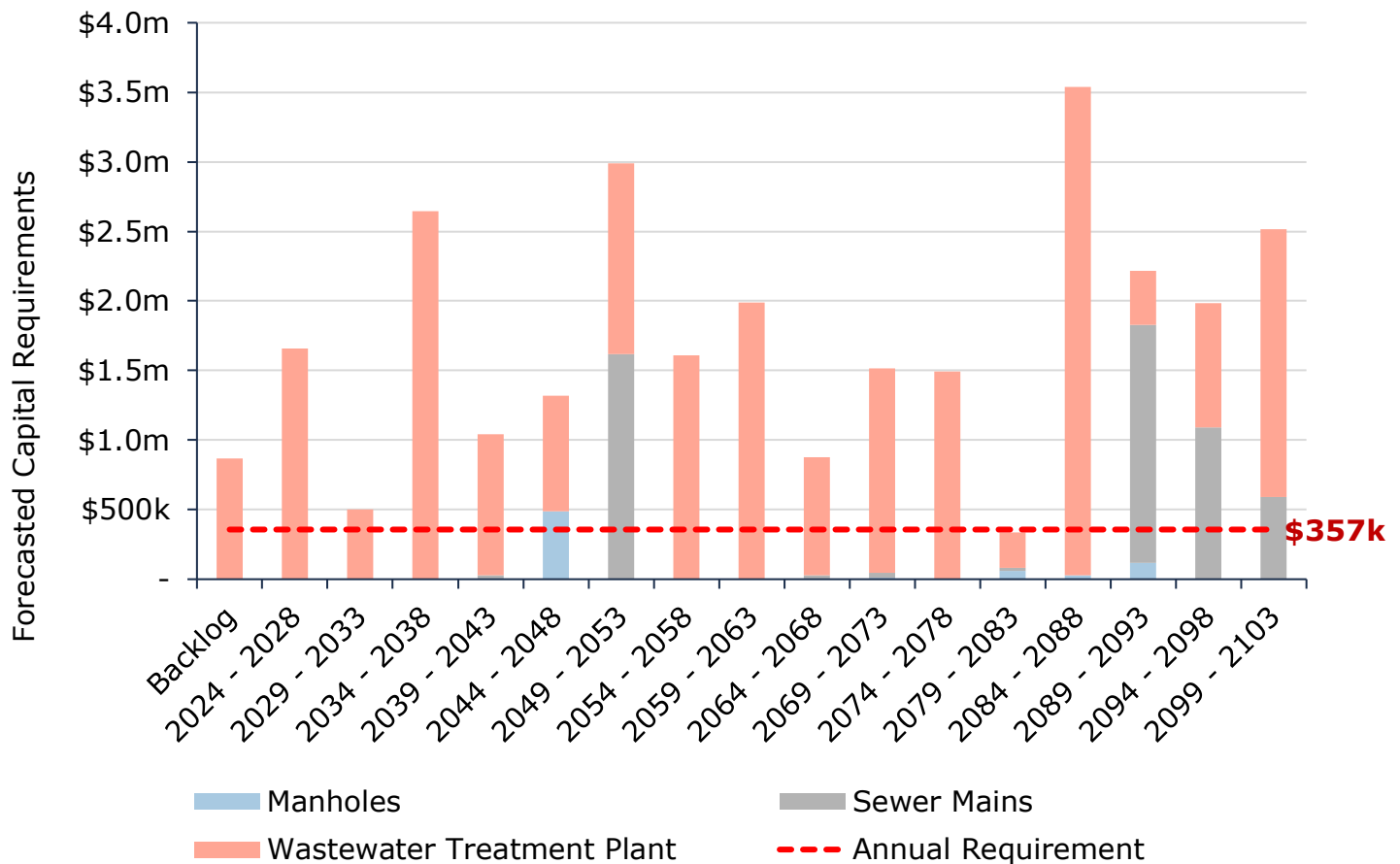


Figure 45 Forecasted Capital Replacement Needs: Sanitary Sewer Network 2024-2103

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 8.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, pipe diameter, and replacement costs. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest



probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                         |                                                    |                                                         |                                                       |                                                 |
|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$4,539,033<br>(43%) | <b>5 - 7</b><br><b>Low</b><br>\$1,663,161<br>(16%) | <b>8 - 9</b><br><b>Moderate</b><br>\$1,622,229<br>(15%) | <b>10 - 14</b><br><b>High</b><br>\$2,739,776<br>(26%) | <b>15 - 25</b><br><b>Very High</b><br>-<br>(0%) |
|---------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|

Figure 46 Risk Matrix: Sanitary Sewer Network

## 8.7 Levels of Service

The tables that follow summarize the Township's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

### 8.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                                                                     | Current LOS (2023)                                                                                                                            |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system                                                  | The Township provides wastewater services to residential, business, and institutional customers in the urban areas of the Village of Norwood. |
| Reliability       | Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes | N/A                                                                                                                                           |
|                   | Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches                                         | N/A                                                                                                                                           |



| Service Attribute | Qualitative Description                                                                                                                                     | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes | The wastewater system is separated, meaning that sanitary and stormwater flows are carried in different pipes with different destinations. Despite this, stormwater can enter the wastewater system through numerous sources (e.g., openings on maintenance hole covers, cracks, holes, failed joints, and incorrect or faulty connections).                                                                                                                                                                                                                                                                                                                                                         |
|                   | Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration                               | The sanitary sewer collection system is monitored for infiltration through the <i>Sewer Maintenance Plan</i> . The Plan includes flushing, camera inspections and repairs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                   | Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system                                              | <p>The goal of the Wastewater Operations and Maintenance Division is to provide an efficient and effective system of sanitary sewers and sewage pumping stations to allow for the transmission of untreated wastewater to the Township's class 3 wastewater treatment facility located at 34 Industrial Drive in the village of Norwood.</p> <p>The Township uses a sequential batch reactor activated sludge sewage treatment system which allows it to meet strict provincial and federal effluent requirements before treated water is discharged into the Ouse River. The final effluent design objectives are identified in the facility's Environmental Compliance Approval (4097-9U8LQE).</p> |

Table 36 O. Reg. 588/17 Community Levels of Service: Sanitary Sewer Network





## 8.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                                                                                                                                                  | Current LOS (2023) |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Scope             | % of properties connected to the municipal wastewater system                                                                                                                                      | 39%                |
| Reliability       | # of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system | N/A                |
|                   | # of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system                                                   | 0                  |
|                   | # of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system                                             | 1 violation        |
| Quality           | Average condition of sanitary sewer assets                                                                                                                                                        | 47%                |
| Performance       | Remaining capacity for new residential connections                                                                                                                                                | 94 connections     |
|                   | Target vs. Actual capital reinvestment rate                                                                                                                                                       | 3.4% vs. 1.7%      |

Table 37 O. Reg. 588/17 Technical Levels of Service: Sanitary Sewer Network

## 8.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the sanitary sewer network. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.



### 8.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                              |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no sanitary rate increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>Sanitary funding is maintained at \$182,000 (51%)</li> </ul>                                           |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Sanitary Rate Increase ~1.3%</li> <li>Sanitary funding gradually increases to reach \$286,000 (80%)</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Sanitary Rate Increase ~2.3%</li> <li>Sanitary funding gradually increases to reach \$357,000</li> </ul>      |

*Table 38 Sanitary Sewer Network PLOS Scenario Descriptions*

**Note:** The Township of Asphodel Norwood is currently undergoing a Water/Sanitary Rate Study, which will change recommended funding levels. Refer to this study once published.



## 8.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                               |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|--------------------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 50%                  | 41%                       | 31%                       |                                                        |
|                       | Average Asset Risk                 | 5.8                  | 7.1                       | 7.9                       |                                                        |
| Current: 51%          | Average Annual Investment          |                      | \$182,000                 |                           | This parameter is maintained                           |
|                       | Average Capital re-investment rate |                      | 1.7%                      |                           |                                                        |
| Scenario 2 (80%)      | Average Condition                  | 50%                  | 47%                       | 43%                       |                                                        |
|                       | Average Asset Risk                 | 5.8                  | 6.5                       | 7.0                       |                                                        |
|                       | Average Annual Investment          |                      | \$286,000                 |                           | Increase sanitary rates by ~1.3% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 2.7%                      |                           |                                                        |
| Scenario 3 (100%)     | Average Condition                  | 50%                  | 51%                       | 53%                       |                                                        |
|                       | Average Asset Risk                 | 5.8                  | 6.2                       | 6.2                       |                                                        |
|                       | Average Annual Investment          |                      | \$357,000                 |                           | Increase sanitary rates by ~2.3% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 3.4%                      |                           |                                                        |

Table 39 Sanitary Sewer Network PLOS Scenario Analysis

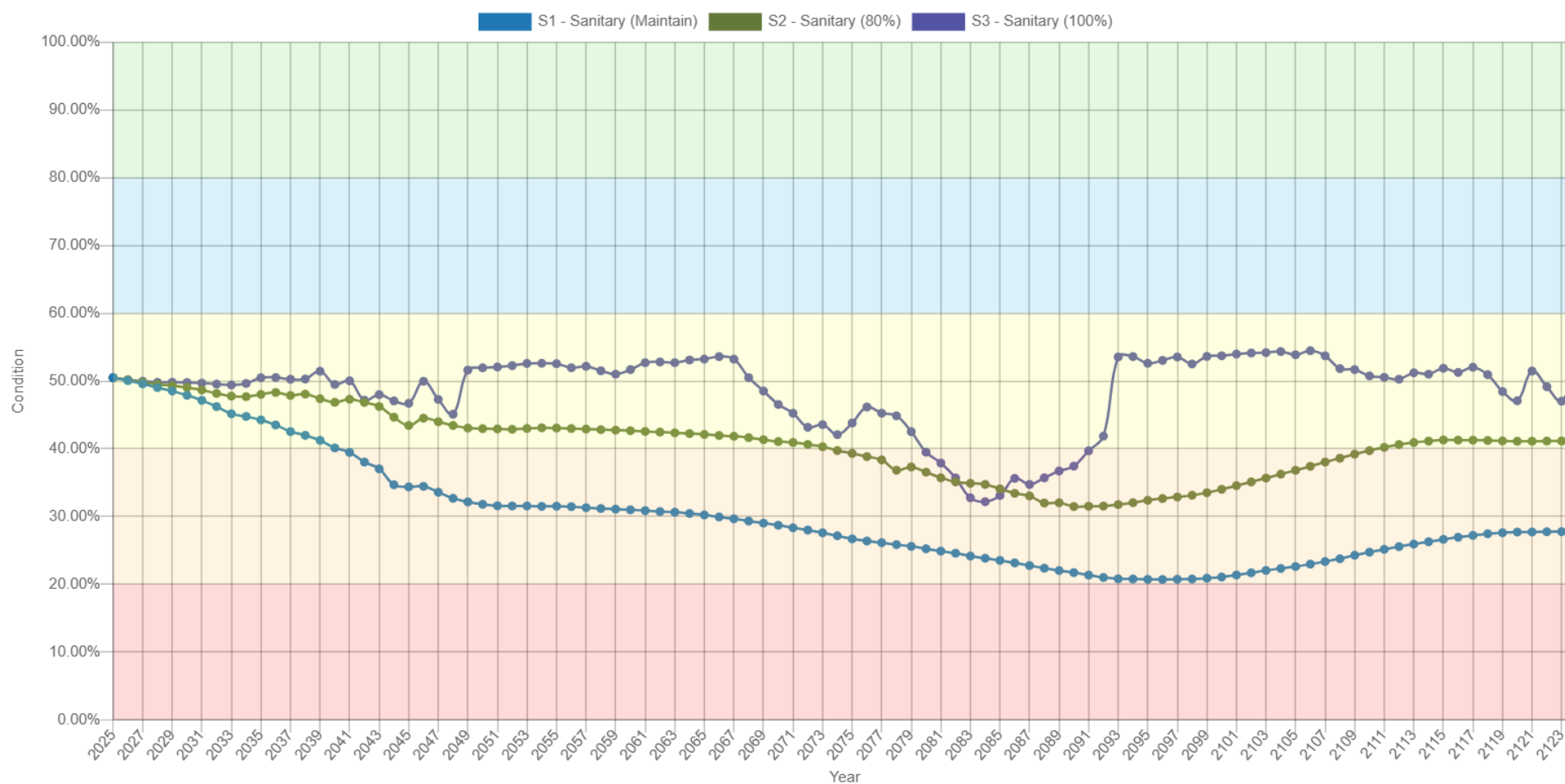


Figure 47 Sanitary Sewer Network PLOS Scenario Condition Results



### 8.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the sanitary sewer network if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> | <b>\$357k</b> |
| <b>Projected Capital Spending</b>  | \$196k        | \$212k        | \$229k        | \$246k        | \$264k        | \$283k        | \$301k        | \$320k        | \$339k        | \$357k        |
| <b>Funding Deficit</b>             | \$162k        | \$145k        | \$128k        | \$111k        | \$93k         | \$75k         | \$56k         | \$38k         | \$19k         | -             |
| <b>Target Reinvestment Rate</b>    | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   | <b>3.4%</b>   |
| <b>Projected Reinvestment Rate</b> | 1.9%          | 2.0%          | 2.2%          | 2.3%          | 2.5%          | 2.7%          | 2.8%          | 3.0%          | 3.2%          | 3.4%          |

*Table 40 Sanitary Sewer Network 10-Year PLOS Financial Projections*



## 9. Stormwater Network

The Township's stormwater network comprises sewer mains and other critical supporting capital assets with a total current replacement cost of approximately \$3 million. The Township is responsible for 11 kilometers of storm mains.

### 9.1 Inventory & Valuation

Table 41 summarizes the quantity and current replacement cost of all stormwater network assets available in the Township's asset register.

| Segment                   | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|---------------------------|----------|-----------------|--------------------|-------------------|
| Basins                    | 165      | Quantity        | \$485,166          | CPI               |
| Connections               | 13       | Quantity        | \$86,858           | CPI               |
| Curb & Gutter             | 1,797    | Length (m)      | \$204,436          | CPI               |
| Manholes                  | 49       | Quantity        | \$258,362          | CPI               |
| Storm Culverts            | 346      | Quantity        | \$85,407           | CPI               |
| Storm Mains               | 11,294   | Length (m)      | \$1,752,909        | CPI               |
| Stormwater Storage System | 1        | Quantity        | \$130,072          | CPI               |
| <b>TOTAL</b>              |          |                 | <b>\$3,003,210</b> |                   |

Table 41 Detailed Asset Inventory: Stormwater Network

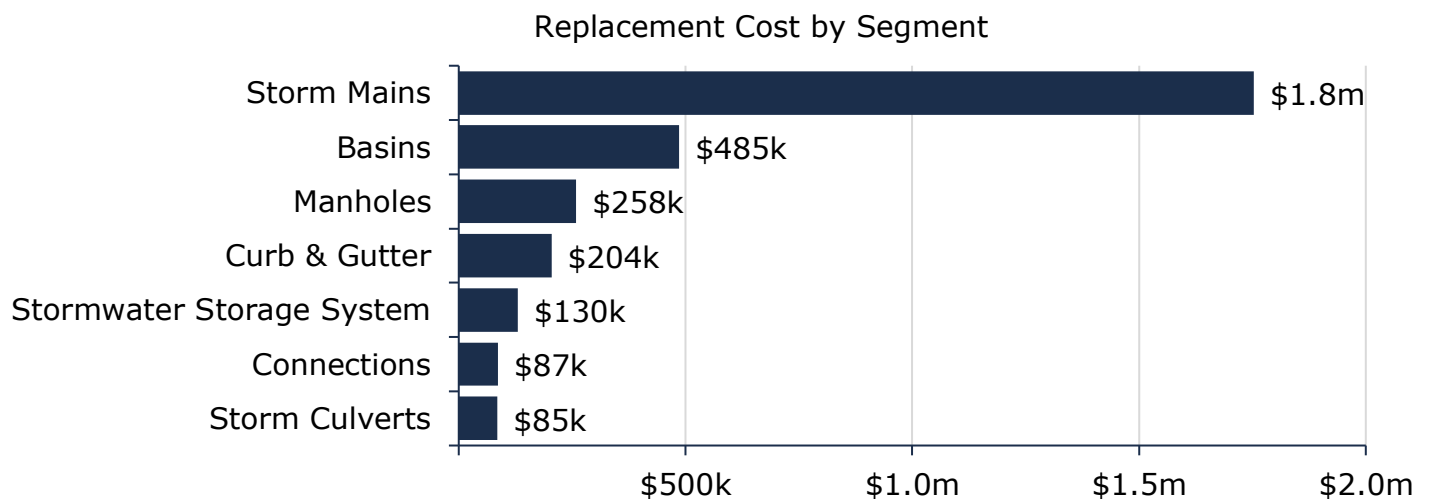


Figure 48 Portfolio Valuation: Stormwater Network



## 9.2 Asset Condition

Figure 49 summarizes the replacement cost-weighted condition of the Township's stormwater network assets. Based on age data only, approximately 14% of assets are in poor to very poor condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

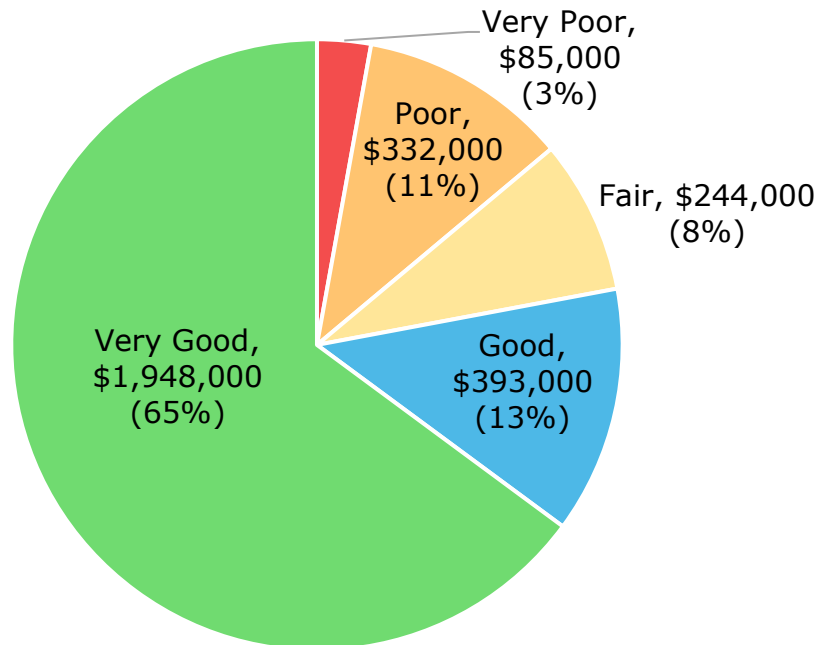


*Figure 49 Asset Condition: Stormwater Network Overall*

Figure 50 summarizes the condition of stormwater network assets by segments. The analysis illustrates that the majority of stormwater mains are in fair or better condition. However, only 20% of mains, with a current replacement cost of \$252,000, are in poor or worse condition.

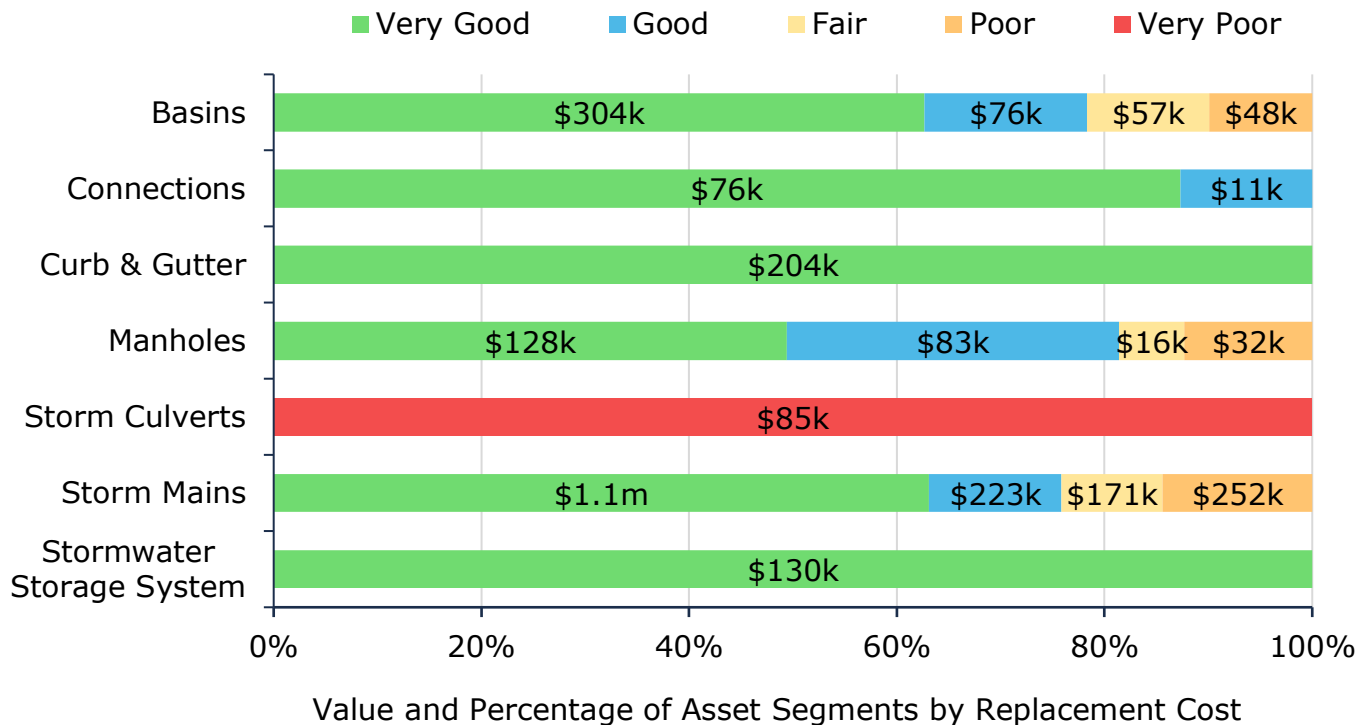


Figure 50 Asset Condition: Stormwater Network by Segment

### 9.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 51 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.



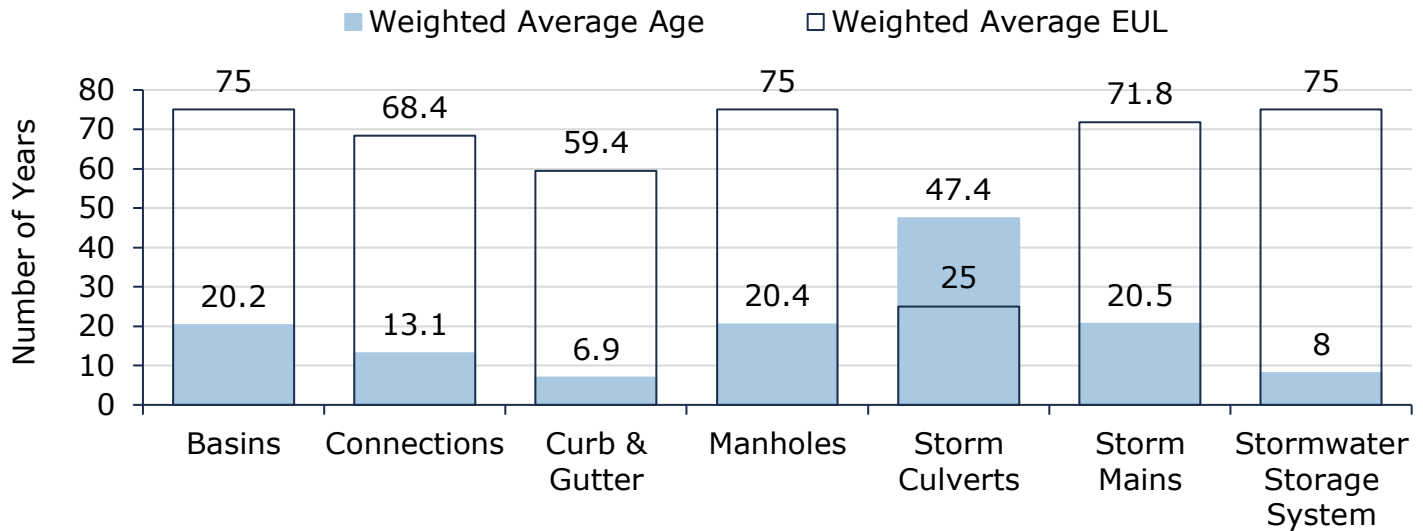


Figure 51 Estimated Useful Life vs. Asset Age: Stormwater Network

Age analysis reveals that most storm assets are in the early stages of their expected life. However, storm culverts have already exceeded their useful lives by almost 23 years. Age profiles and CCTV inspections will help to identify mains in need of replacements and/or upgrades. Extensions to EULs for mains may also be considered based on performance history to date.

## 9.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's current lifecycle management strategy.

| Activity Type | Description of Current Strategy                                                                                                                                               |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance   | Catch basins are inspected and cleaned annually and outlets are inspected regularly to ensure unobstructed flow                                                               |
|               | All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., blockages, backups), through complaints and service requests |
| Replacement   | Replacement is considered based on the estimated useful life of the asset and development-driven needs.                                                                       |

Table 42 Lifecycle Management Strategy: Stormwater Network



## 9.5 Forecasted Long-Term Replacement Needs

Figure 52 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's stormwater network assets. This analysis was run until 2093 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$45,000 for all assets in the stormwater network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates an age-based backlog of \$78,000, dominated by storm culverts. The largest replacement spike is forecasted in the latter part of the century as mains reach the end of their expected design life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

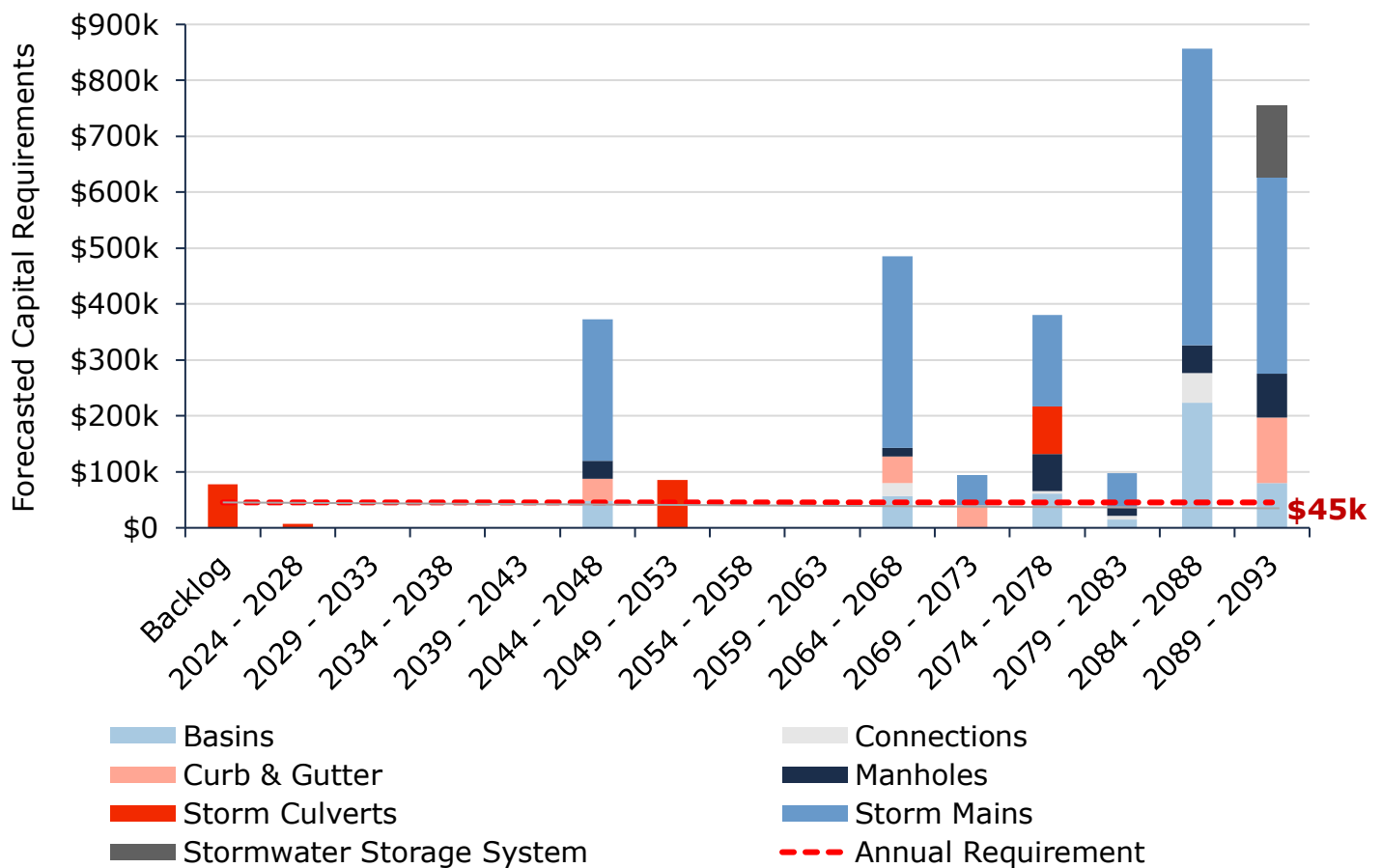


Figure 52 Forecasted Capital Replacement Needs Stormwater Network 2024-2093

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing



dedicated reserves. CCTV inspections may reveal a higher or lower backlog. The inspections may also help reduce long-term projections by providing more accurate condition data for mains than age. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 9.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, pipe material, pipe diameter, and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                         |                                                 |                                                     |                                                    |                                                         |
|---------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$2,379,675<br>(79%) | <b>5 - 7</b><br><b>Low</b><br>\$208,772<br>(7%) | <b>8 - 9</b><br><b>Moderate</b><br>\$51,652<br>(2%) | <b>10 - 14</b><br><b>High</b><br>\$132,614<br>(4%) | <b>15 - 25</b><br><b>Very High</b><br>\$230,497<br>(8%) |
|---------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|

Figure 53 Risk Matrix: Stormwater Network

## 9.7 Levels of Service

The tables that follow summarize the Township's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.



### 9.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                                                                            | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include map, of the user groups or areas of the Township that are protected from flooding, including the extent of protection provided by the municipal storm water network | <p>The stormwater management system provides for the collection of stormwater in order to protect properties and roads from flooding.</p> <p>The stormwater system serves the urban areas of the Village of Norwood.</p> <p>The Township strives to ensure that the stormwater management system is resilient to 5-year storms and most properties in serviced areas are resilient to 100-year storms.</p> |

Table 43 O. Reg. 588/17 Community Levels of Service: Stormwater Network

### 9.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                                           | Current LOS (2023) |
|-------------------|--------------------------------------------------------------------------------------------|--------------------|
| Scope             | % of properties in municipality designed to be resilient to a 100-year storm               | 30%                |
|                   | % of the municipal stormwater management system designed to be resilient to a 5-year storm | 100%               |
| Quality           | Average condition of stormwater assets                                                     | 74%                |
| Performance       | Target vs. Actual capital reinvestment rate                                                | 1.5% vs. 1.7%      |

Table 44 O. Reg. 588/17 Technical Levels of Service: Stormwater Network

## 9.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the stormwater network. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.



### 9.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>◆ Stormwater funding is maintained at \$52,000 (111%)</li> <li>◆ Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                            |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>◆ Stormwater funding decreases to reach \$36,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>◆ Stormwater funding decreases to reach \$45,000</li> </ul>                                                                                      |

*Table 45 Stormwater Network PLOS Scenario Descriptions*



## 9.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 71%                  | 52%                       | 44%                       |                                               |
|                       | Average Asset Risk                 | 4.5                  | 6.2                       | 6.3                       |                                               |
| Current 111%          | Average Annual Investment          |                      | \$52,000                  |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 1.7%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 71%                  | 52%                       | 44%                       |                                               |
|                       | Average Asset Risk                 | 4.5                  | 6.2                       | 6.3                       |                                               |
|                       | Average Annual Investment          |                      | \$36,000                  |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 1.2%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 71%                  | 52%                       | 44%                       |                                               |
|                       | Average Asset Risk                 | 4.5                  | 6.2                       | 6.3                       |                                               |
|                       | Average Annual Investment          |                      | \$45,000                  |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 1.5%                      |                           |                                               |

Table 46 Stormwater Network PLOS Scenario Analysis

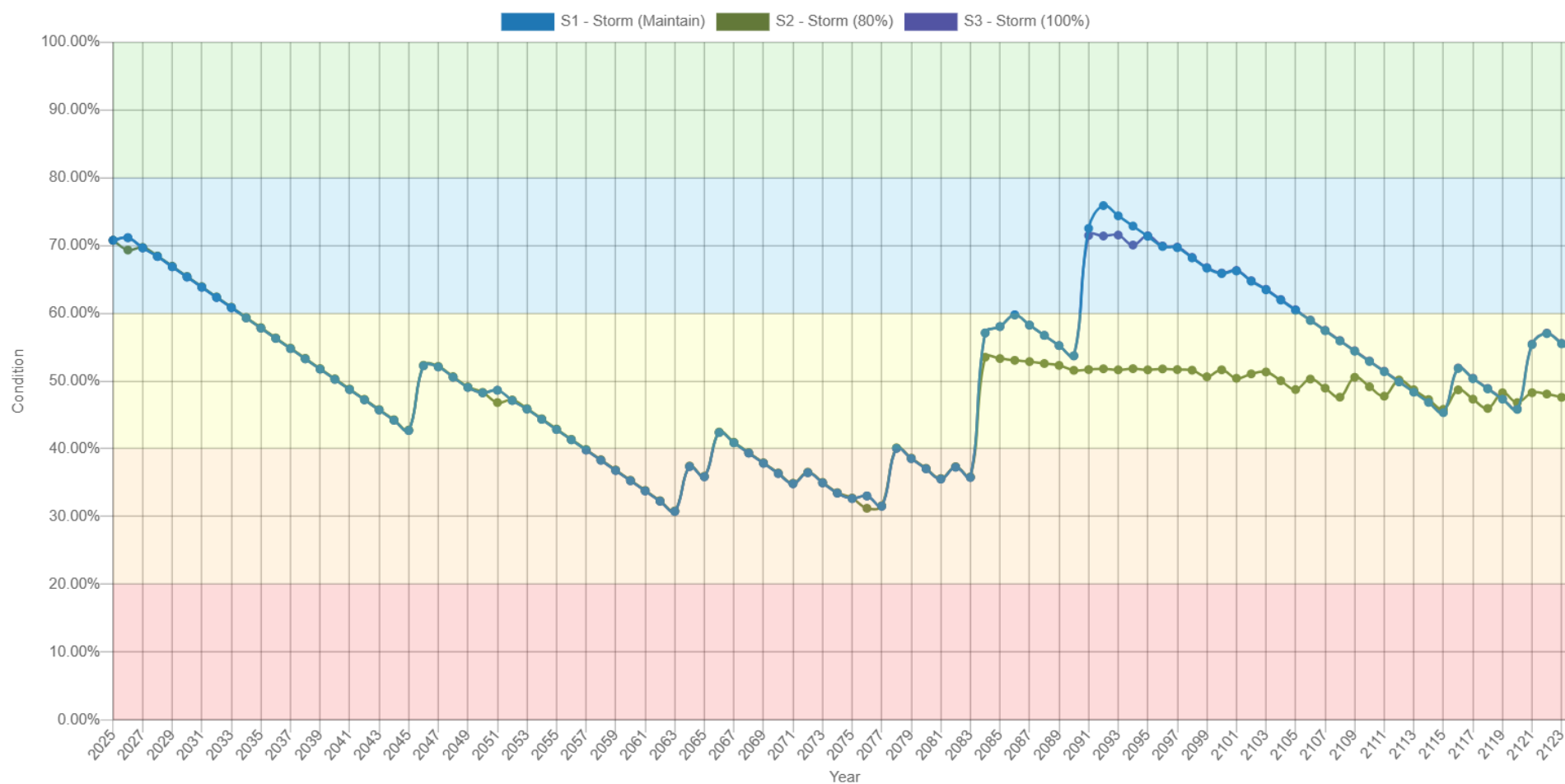


Figure 54 Stormwater Network PLOS Scenario Condition Results



### 9.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the stormwater network if the financial strategy for Scenario 3 is implemented.

|                                    | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Targeted Capital Spending</b>   | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> | <b>\$45k</b> |
| <b>Projected Capital Spending</b>  | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        | \$45k        |
| <b>Funding Deficit</b>             | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Target Reinvestment Rate</b>    | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  | <b>1.5%</b>  |
| <b>Projected Reinvestment Rate</b> | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         | 1.5%         |

*Table 47 Stormwater Network 10-Year PLOS Financial Projections*





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# **Category Analysis: Non-Core Assets**

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## 10. Buildings

The Township's buildings portfolio includes fire stations, various administrative and public works facilities, a public library, and recreational assets. The total current replacement of buildings is estimated at more than \$20 million.

### 10.1 Inventory & Valuation

Table 48 summarizes the quantity and current replacement cost of all buildings assets available in the Township's asset register. The majority of the buildings are not componentized. The quantity listed represents the number of asset records currently available for each department.

| Segment                 | Quantity | Unit of Measure | Replacement Cost    | Primary RC Method |
|-------------------------|----------|-----------------|---------------------|-------------------|
| Environmental Services  | 4        | Quantity        | \$5,897,274         | CPI               |
| Fire                    | 14       | Quantity        | \$953,137           | CPI               |
| General Government      | 10       | Quantity        | \$1,833,159         | CPI               |
| Health Services         | 3        | Quantity        | \$455,112           | CPI               |
| Rec & Cultural Services | 6        | Quantity        | \$7,622,368         | CPI               |
| Transportation Services | 8        | Quantity        | \$3,405,246         | CPI               |
| <b>TOTAL</b>            |          |                 | <b>\$20,166,296</b> |                   |

Table 48 Detailed Asset Inventory: Buildings

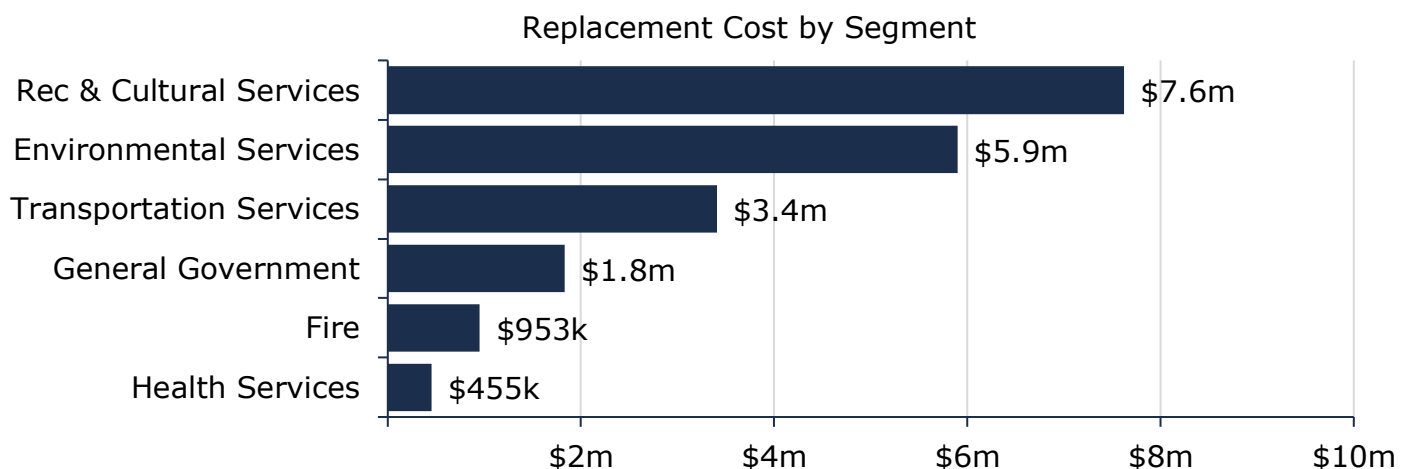


Figure 55 Portfolio Valuation: Buildings



## 10.2 Asset Condition

Figure 62 summarizes the replacement cost-weighted condition of the Township's buildings portfolio. Based on mostly age data, 80% of buildings assets are in fair or better condition; however, 20%, with a current replacement cost of more than \$4 million are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As buildings are not componentized, condition data is presented only at the site level, rather than at the individual element or component level within each building. This drawback is further compounded by the lack of assessed condition data, requiring the use of age-based estimates only.

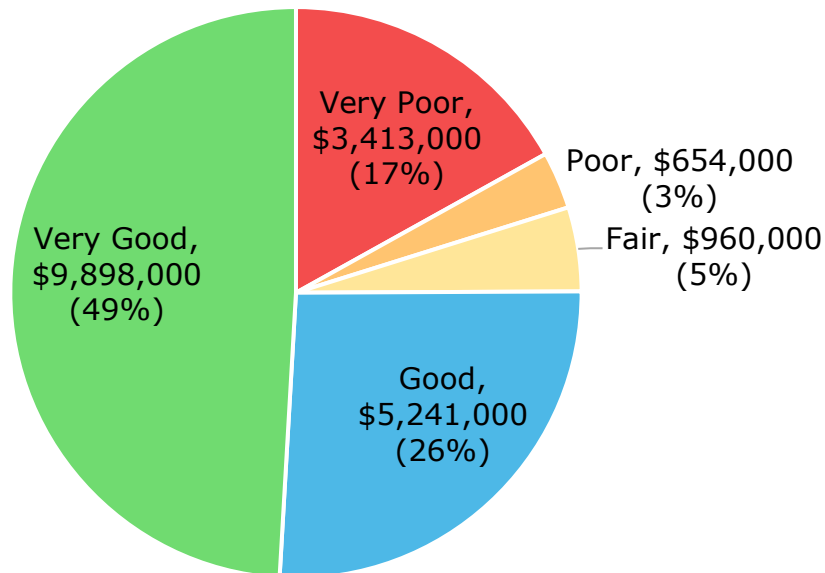


*Figure 56 Asset Condition: Buildings Overall*

Figure 57 summarizes the age-based condition of buildings by each department. A substantial portion of general government, administrative, and fire assets are in poor to worse condition. However, in the absence of componentization, this data has limited value. Componentization of assets and integration of condition assessments will provide a more accurate and reliable estimation of the condition of various facilities.

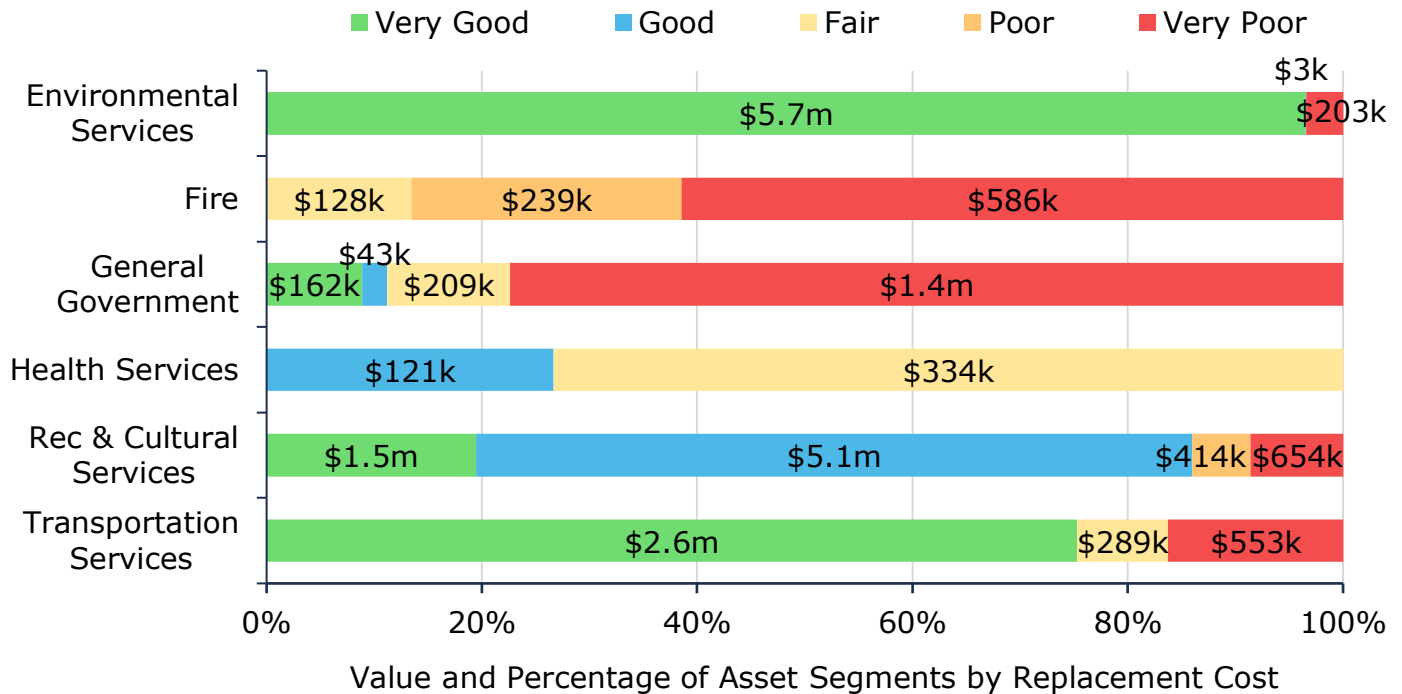


Figure 57 Asset Condition: Buildings by Segment

## 10.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 58 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

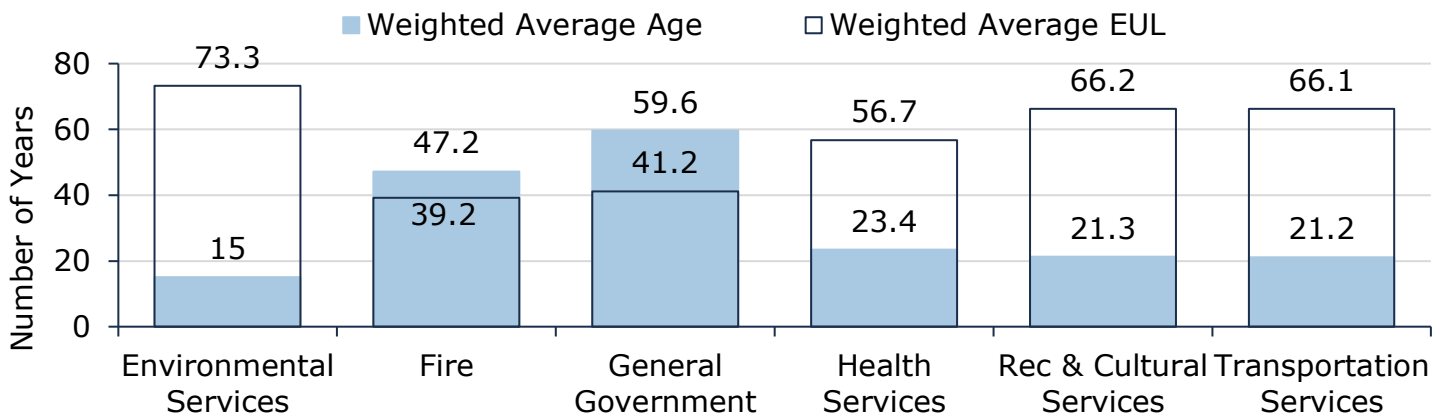


Figure 58 Estimated Useful Life vs. Asset Age: Buildings

Age analysis reveals that, on average, buildings assets are in the earlier stages of their serviceable life. However, based on acquisition years, fire and general government assets have surpassed their established useful life. Once again, this analysis presented only at the site level, rather than at the individual element or component level. Useful and meaningful age analysis for buildings is entirely predicated on effective componentization.

## 10.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 49 outlines the Township's current lifecycle management strategy.

| Activity Type               | Description of Current Strategy                                                                                                                    |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance                 | Maintenance is triggered by various factors, including fire and life safety concerns, and HVAC/heating system upgrades.                            |
|                             | Maintenance activities are performed both in-house and by contractors depending on the specific task.                                              |
|                             | All other maintenance activities are completed on a reactive basis when operational issues are identified through complaints and service requests. |
| Rehabilitation/ Replacement | Rehabilitations such as roof replacements or HVAC component replacements are considered on an as needed basis.                                     |
|                             | The primary considerations for asset replacement are asset failure, availability or grant funding, safety issues, and volume of use.               |
| Inspection                  | Fire Stations are assessed as per NFPA standards.                                                                                                  |

Table 49 Lifecycle Management Strategy: Buildings

## 10.5 Forecasted Long-Term Replacement Needs

Figure 59 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's buildings portfolio. This analysis was run until 2088 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$343,000 for all buildings. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to significantly increase by the latter half of the century. The chart also illustrates a backlog of \$3.2 million, dominated by general government facilities, and comprising assets that have reached the end of their useful life but still remain in operation. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

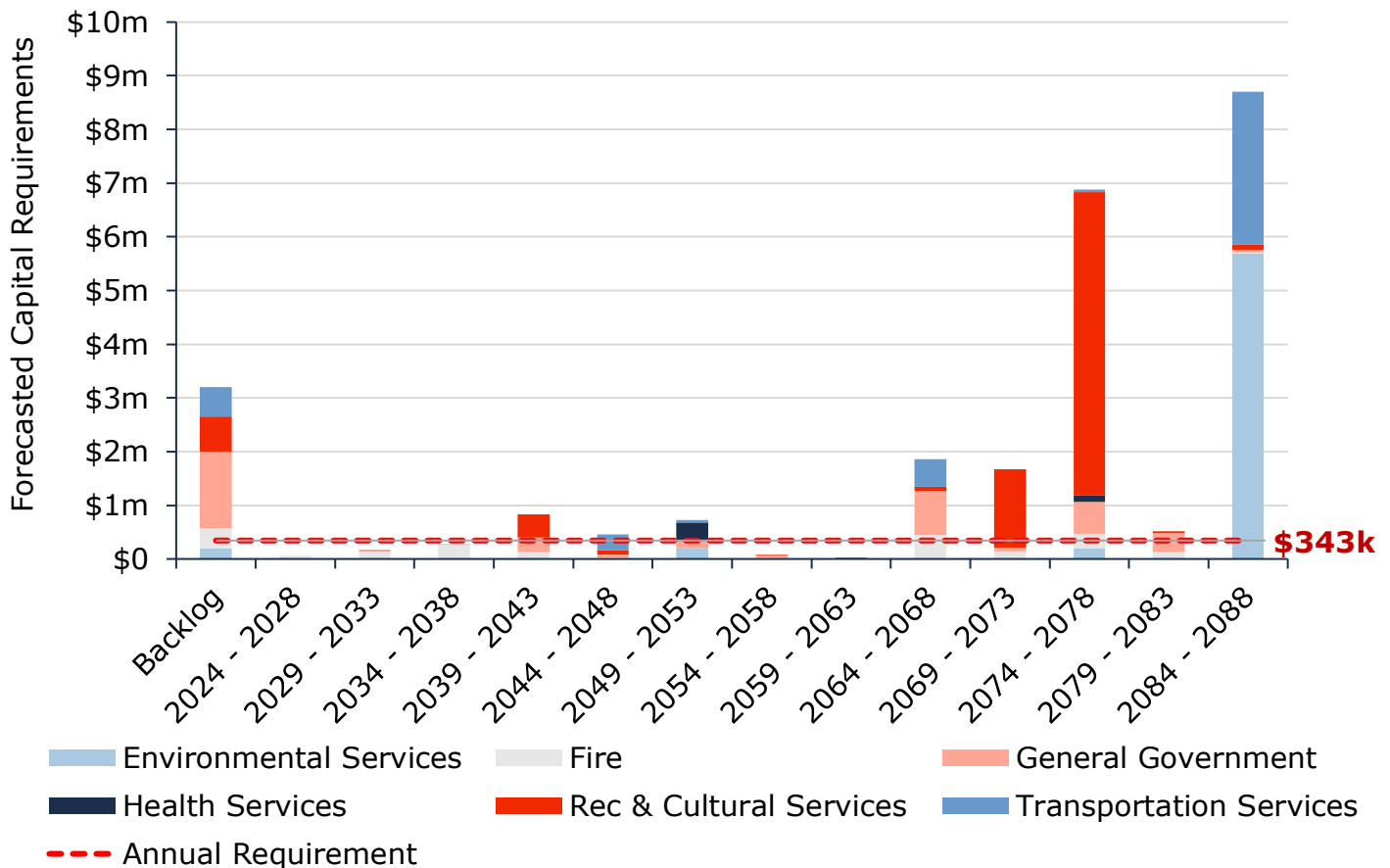


Figure 59 Forecasted Capital Replacement Needs Buildings 2024-2088

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing



dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. In the case of buildings and facilities, detailed componentization is necessary to develop more reliable lifecycle forecasts that reflect the needs of individual elements and components.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 10.6 Risk Analysis

The risk matrix below is generated using available asset data, age-based condition and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                      |                                                     |                                                      |                                                       |                                                            |
|------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$693,119<br>(3%) | <b>5 - 7</b><br><b>Low</b><br>\$10,647,378<br>(53%) | <b>8 - 9</b><br><b>Moderate</b><br>\$425,351<br>(2%) | <b>10 - 14</b><br><b>High</b><br>\$5,950,384<br>(30%) | <b>15 - 25</b><br><b>Very High</b><br>\$2,450,064<br>(12%) |
|------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|

Figure 60 Risk Matrix: Buildings

## 10.7 Levels of Service

The tables that follow summarize the Township's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.



### 10.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                     | Current LOS (2023)                                                                                                                                                                                                                                                                                           |
|-------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include maps of the types of facilities that the municipality operates and maintains | <p>The township operates and maintains following types of facilities:</p> <ul style="list-style-type: none"> <li>♦ Library</li> <li>♦ Municipal Office/ Townhall</li> <li>♦ Recreation &amp; Community Centers</li> <li>♦ Fire Halls</li> <li>♦ Public works buildings</li> <li>♦ Medical Centers</li> </ul> |

*Table 50 Community Levels of Service: Buildings*

### 10.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                            | Current LOS (2023) |
|-------------------|---------------------------------------------|--------------------|
| Quality           | Average condition of facilities assets      | 65%                |
| Performance       | Target vs. Actual capital reinvestment rate | 1.7% vs. 0.2%      |

*Table 51 Technical Levels of Service: Buildings*

## 10.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for buildings. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.





### 10.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>◆ Buildings funding is maintained at \$36,000 (10%)</li> <li>◆ Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                                        |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>◆ Buildings funding gradually increases to reach \$275,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>◆ Buildings funding gradually increases to reach \$343,000</li> </ul>                                                                                      |

*Table 52 Buildings PLOS Scenario Descriptions*



## 10.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 61%                  | 45%                       | 27%                       |                                               |
|                       | Average Asset Risk                 | 10.2                 | 12.1                      | 16.1                      |                                               |
| Current 10%           | Average Annual Investment          |                      | \$36,000                  |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 0.2%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 61%                  | 54%                       | 43%                       |                                               |
|                       | Average Asset Risk                 | 10.2                 | 10.8                      | 14.2                      |                                               |
|                       | Average Annual Investment          |                      | \$275,000                 |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 1.4%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 61%                  | 57%                       | 43%                       |                                               |
|                       | Average Asset Risk                 | 10.2                 | 10.5                      | 14.2                      |                                               |
|                       | Average Annual Investment          |                      | \$343,000                 |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 1.7%                      |                           |                                               |

Table 53 Buildings PLOS Scenario Analysis

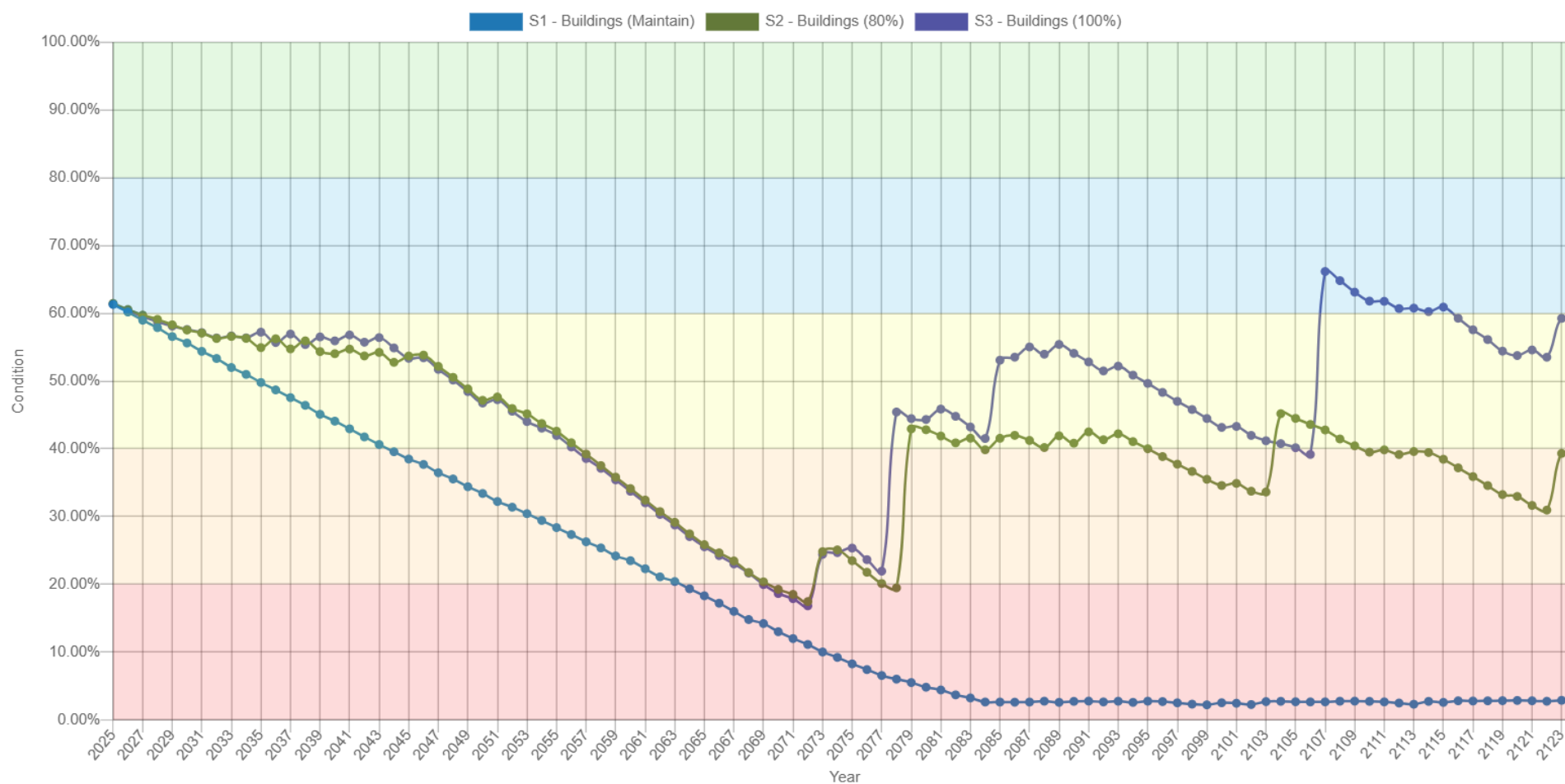


Figure 61 Buildings PLOS Scenario Condition Results



### 10.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for buildings if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> | <b>\$343k</b> |
| <b>Projected Capital Spending</b>  | \$70k         | \$99k         | \$128k        | \$158k        | \$188k        | \$218k        | \$249k        | \$281k        | \$313k        | \$343k        |
| <b>Funding Deficit</b>             | \$273k        | \$244k        | \$215k        | \$186k        | \$156k        | \$125k        | \$94k         | \$63k         | \$31k         | -             |
| <b>Target Reinvestment Rate</b>    | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   | <b>1.7%</b>   |
| <b>Projected Reinvestment Rate</b> | 0.3%          | 0.5%          | 0.6%          | 0.8%          | 0.9%          | 1.1%          | 1.2%          | 1.4%          | 1.5%          | 1.7%          |

Table 54 Buildings 10-Year PLOS Financial Projections



## 11. Land Improvements

The Township's land improvements portfolio includes parking lots, landfill, parks, courts, and a wharf. The total current replacement of land improvements is estimated at approximately \$2 million.

### 11.1 Inventory & Valuation

Table 55 summarizes the quantity and current replacement cost of all land improvements assets available in the Township's asset register. Recreation and cultural services account for the largest share of the land improvements asset category.

| Segment                 | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|-------------------------|----------|-----------------|--------------------|-------------------|
| Environmental Services  | 3        | Quantity        | \$371,627          | CPI               |
| General Government      | 4        | Quantity        | \$105,536          | CPI               |
| Rec & Cultural Services | 13       | Quantity        | \$1,686,880        | CPI               |
| <b>TOTAL</b>            |          |                 | <b>\$2,164,043</b> |                   |

Table 55 Detailed Asset Inventory: Land Improvements

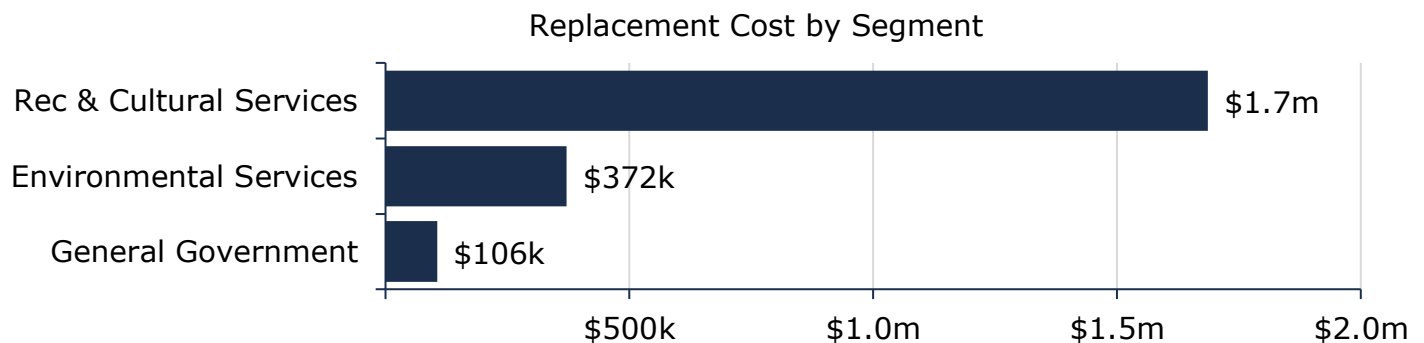


Figure 62 Portfolio Valuation: Land Improvements

### 11.2 Asset Condition

Figure 63 summarizes the replacement cost-weighted condition of the Township's land improvements portfolio. 70% of assets are in fair or better condition, the remaining 30% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

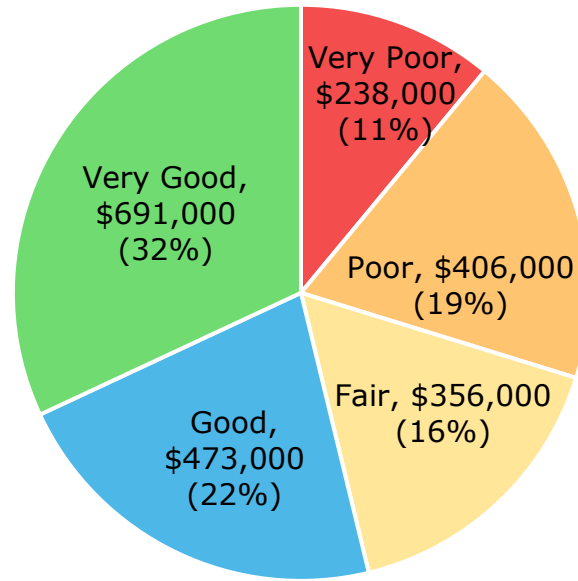


Figure 63 Asset Condition: Land Improvements Overall

Figure 64 summarizes the age-based condition of land improvements by each department. Assets in poor or worse condition are concentrated primarily in environmental services and recreation.

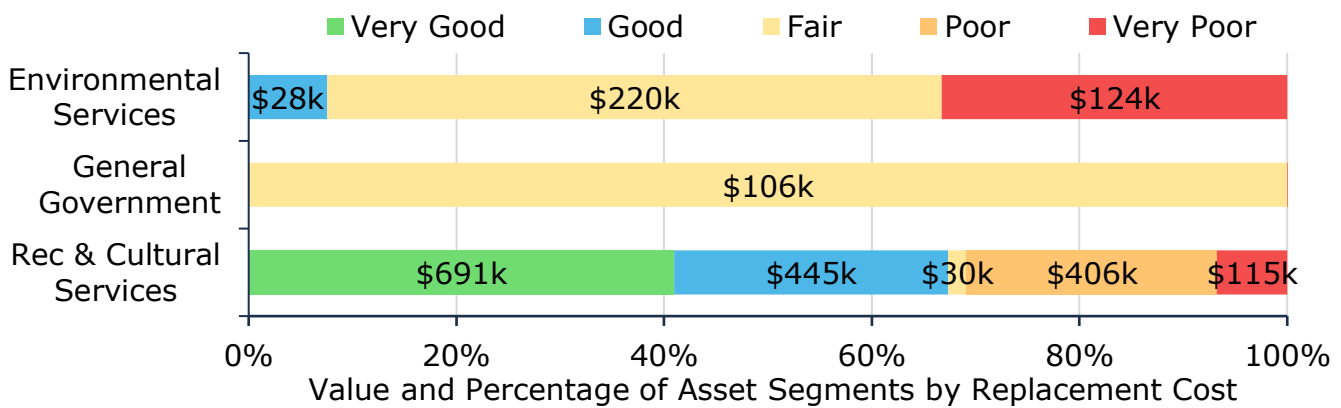


Figure 64 Asset Condition: Land Improvements by Segment

## 11.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review

through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 65 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

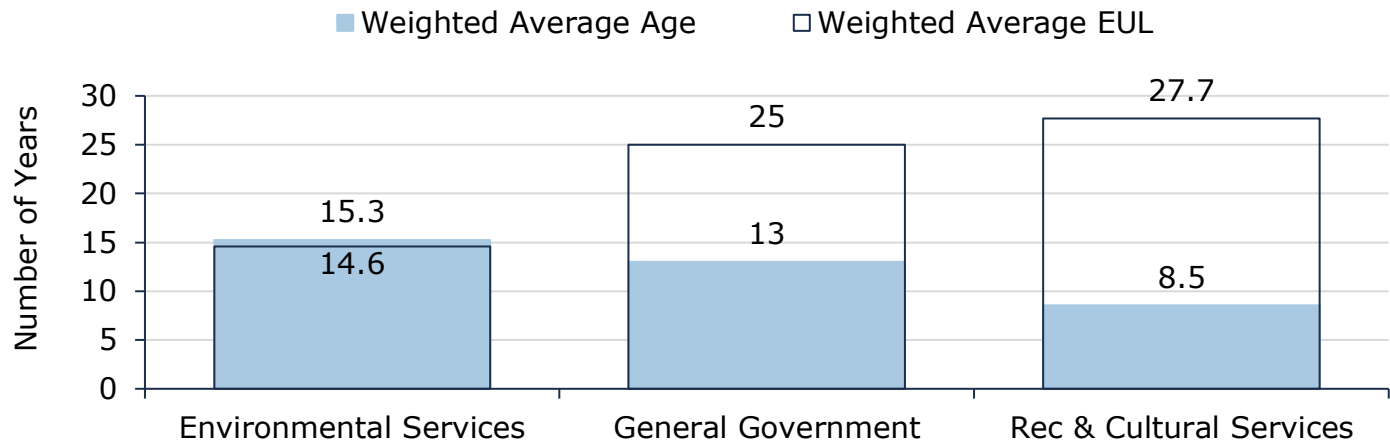


Figure 65 Estimated Useful Life vs. Asset Age: Land Improvements

Age analysis reveals that environmental services assets have exhausted their estimated useful lives. On the contrary, general government and recreation assets are in the early stages of their useful lives.

## 11.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 56 outlines the Township's current lifecycle management strategy.

| Activity Type | Description of Current Strategy                                                                                                                                                                                                                                                     |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance   | Maintenance activities include mulching (every summer or every other summer) and other tasks performed on a case-by-case basis.<br>Maintenance is triggered by factors such as weather events, seasonal changes, and the condition of heavily used parks like Norwood and Asphodel. |
| Replacement   | Replacement is considered based on health and safety concerns, particularly for rotting wooden equipment and playground structures.                                                                                                                                                 |
| Inspections   | Assets are cleaned and inspected on a varied schedule by internal staff                                                                                                                                                                                                             |

Table 56 Lifecycle Management Strategy: Land Improvements



## 11.5 Forecasted Long-Term Replacement Needs

Figure 66 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's land improvements portfolio. This analysis was run until 2073 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$128,000 for all land improvements. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the 50-year time horizon, peaking at \$1.2 million between 2054 and 2058 as assets reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

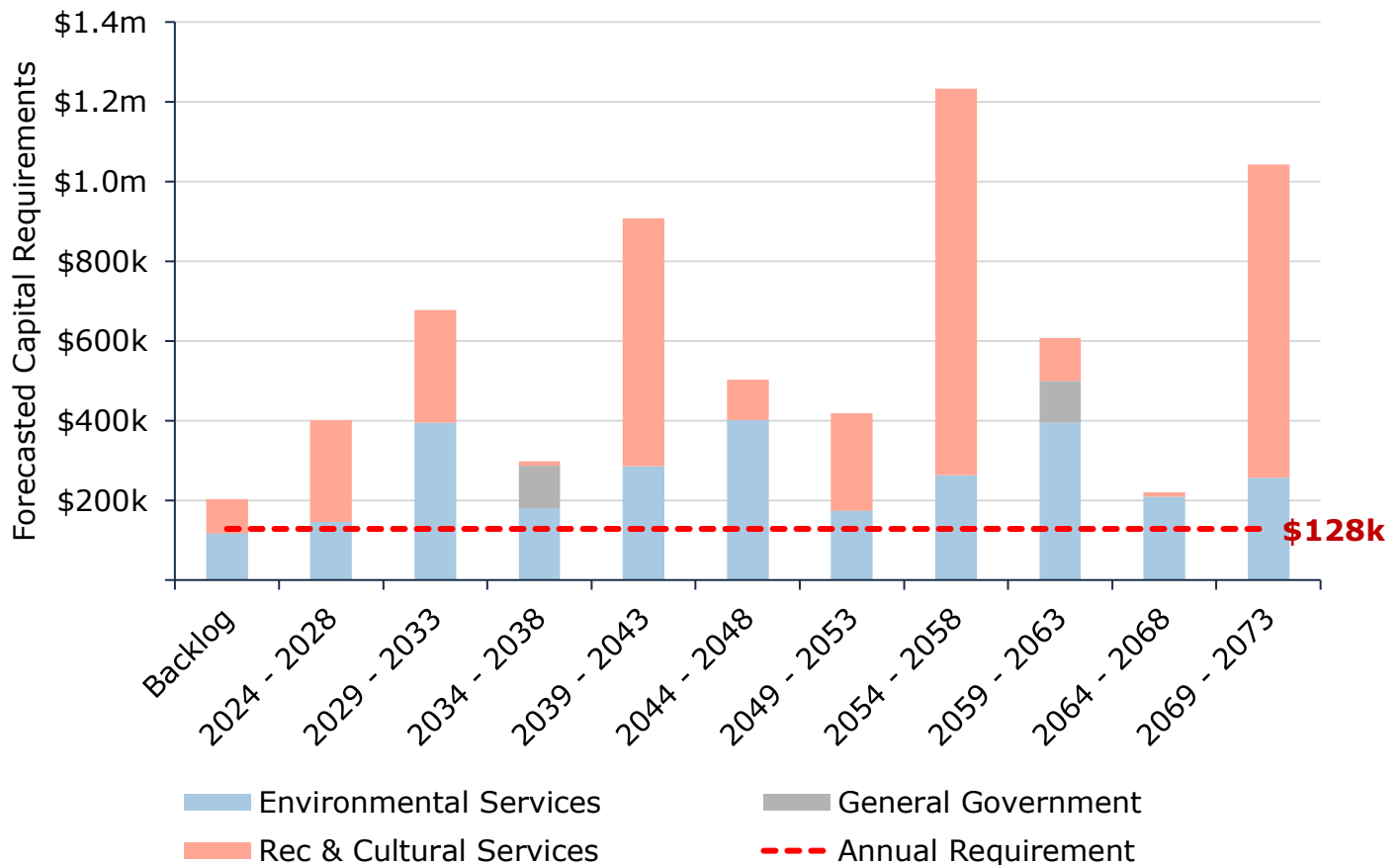


Figure 66 Forecasted Capital Replacement Needs: Land Improvements 2024-2073

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing





dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 11.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township’s Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                       |                                                  |                                                       |                                            |                                                 |
|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|--------------------------------------------|-------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$968,409<br>(45%) | <b>5 - 7</b><br><b>Low</b><br>\$817,615<br>(38%) | <b>8 - 9</b><br><b>Moderate</b><br>\$378,019<br>(17%) | <b>10 - 14</b><br><b>High</b><br>-<br>(0%) | <b>15 - 25</b><br><b>Very High</b><br>-<br>(0%) |
|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|--------------------------------------------|-------------------------------------------------|

Figure 67 Risk Matrix: Land Improvements

## 11.7 Levels of Service

The tables that follow summarize the Township’s current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.



### 11.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                       | Current LOS (2023)                                                                        |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Scope             | Description, which may include maps of the outdoor recreational facilities and land improvements that the municipality operates and maintains | The Township operates and maintains parking lots, a landfill, parks, courts, and a wharf. |

*Table 57 Community Levels of Service: Land Improvements*

### 11.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                                                                             | Current LOS (2023) |
|-------------------|----------------------------------------------------------------------------------------------|--------------------|
| Quality           | Average condition of outdoor recreation facilities and land improvements in the municipality | 60%                |
| Performance       | Target vs. Actual capital reinvestment rate                                                  | 5.9% vs. 1.3%      |

*Table 58 Technical Levels of Service: Land Improvements*

## 11.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for land improvements. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis.*



### 11.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>◆ Land Improvements funding is maintained at \$29,000 (23%)</li> <li>◆ Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                                        |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>◆ Land Improvements funding gradually increases to reach \$103,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>◆ Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>◆ Land Improvements funding gradually increases to reach \$128,000</li> </ul>                                                                                      |

*Table 59 Land Improvements PLOS Scenario Descriptions*



## 11.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 53%                  | 23%                       | 7%                        |                                               |
|                       | Average Asset Risk                 | 6.1                  | 10.0                      | 12.5                      |                                               |
| Current: 23%          | Average Annual Investment          |                      | \$29,000                  |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 1.3%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 53%                  | 37%                       | 32%                       |                                               |
|                       | Average Asset Risk                 | 6.1                  | 9.2                       | 10.1                      |                                               |
|                       | Average Annual Investment          |                      | \$103,000                 |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 4.8%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 53%                  | 45%                       | 34%                       |                                               |
|                       | Average Asset Risk                 | 6.1                  | 8.5                       | 10.2                      |                                               |
|                       | Average Annual Investment          |                      | \$128,000                 |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 5.9%                      |                           |                                               |

Table 60 Land Improvements PLOS Scenario Analysis

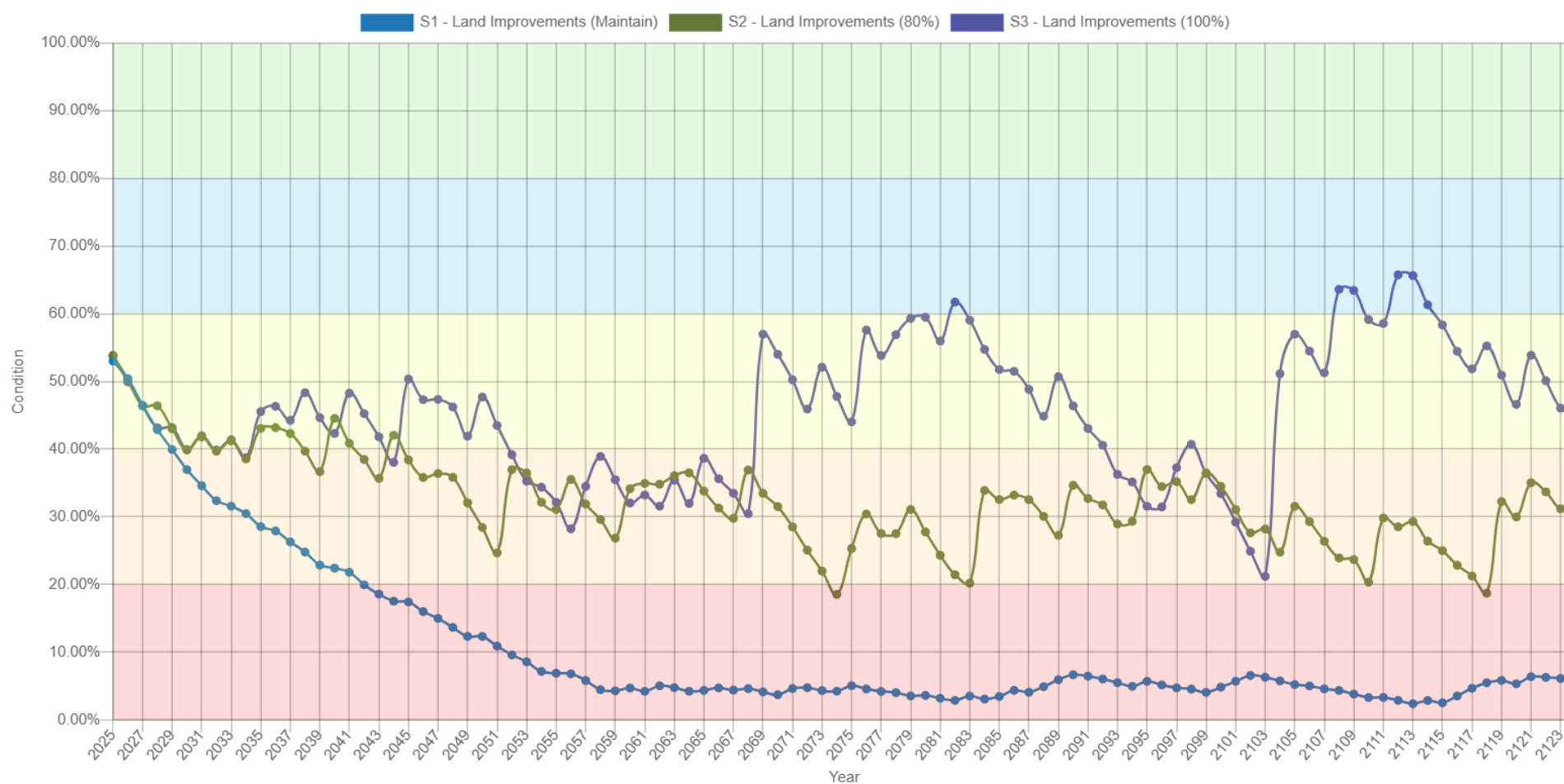


Figure 68 Land Improvements PLOS Scenario Condition Results



### 11.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the land improvements if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> | <b>\$128k</b> |
| <b>Projected Capital Spending</b>  | \$40k         | \$49k         | \$59k         | \$68k         | \$78k         | \$88k         | \$98k         | \$108k        | \$118k        | \$128k        |
| <b>Funding Deficit</b>             | \$89k         | \$79k         | \$70k         | \$60k         | \$50k         | \$41k         | \$31k         | \$20k         | \$10k         | -             |
| <b>Target Reinvestment Rate</b>    | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   | <b>5.9%</b>   |
| <b>Projected Reinvestment Rate</b> | 1.8%          | 2.3%          | 2.7%          | 3.1%          | 3.6%          | 4.1%          | 4.5%          | 5.0%          | 5.5%          | 5.9%          |

Table 61 Land Improvements 10-Year PLOS Financial Projections



## 12. Vehicles

The Township's vehicles portfolio includes 20 assets that support a variety of general and essential services, including fire, health, recreation/culture, and transportation services. The total current replacement of vehicles is estimated at approximately \$3 million.

### 12.1 Inventory & Valuation

Table 62 summarizes the quantity and current replacement cost of all vehicles assets available in the Township's asset register. Transportation and fire services account for the largest share of the vehicles portfolio.

| Segment                 | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|-------------------------|----------|-----------------|--------------------|-------------------|
| Fire                    | 8        | Quantity        | \$1,355,161        | CPI               |
| Health Services         | 2        | Quantity        | \$76,643           | CPI               |
| Rec & Cultural Services | 1        | Quantity        | \$35,070           | CPI               |
| Transportation Services | 9        | Quantity        | \$1,604,933        | CPI               |
| <b>TOTAL</b>            |          |                 | <b>\$3,071,807</b> |                   |

Table 62 Detailed Asset Inventory: Vehicles

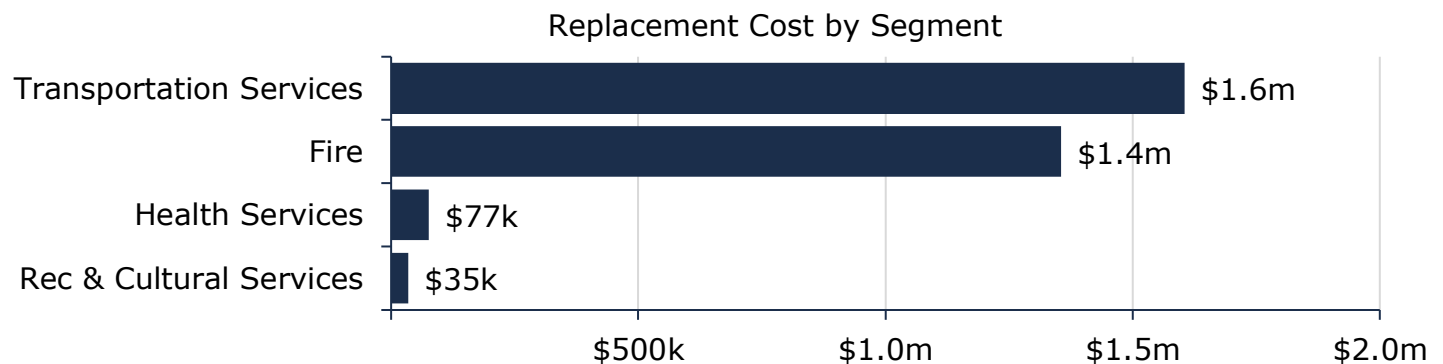


Figure 69 Portfolio Valuation: Vehicles

### 12.2 Asset Condition

Figure 70 summarizes the replacement cost-weighted condition of the Township's vehicles portfolio. 30% of vehicles are in fair or better condition, with the remaining 70% in poor or



worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. Condition data was available for 42% of fire services vehicles, based on replacement costs; age was used to estimate condition for the remaining assets.

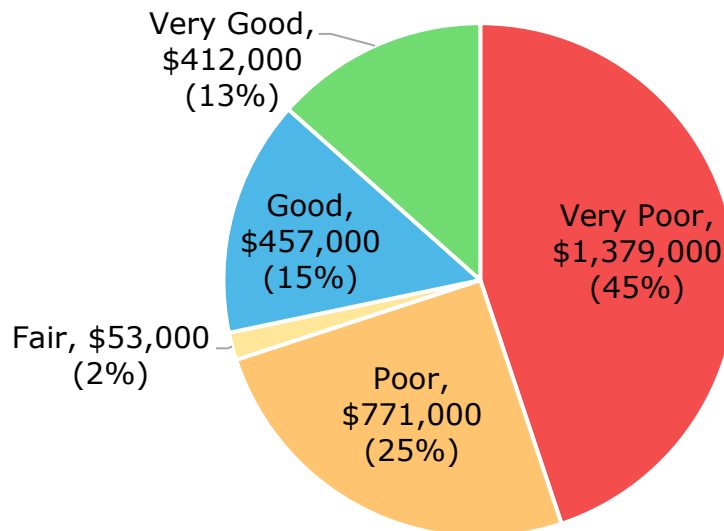
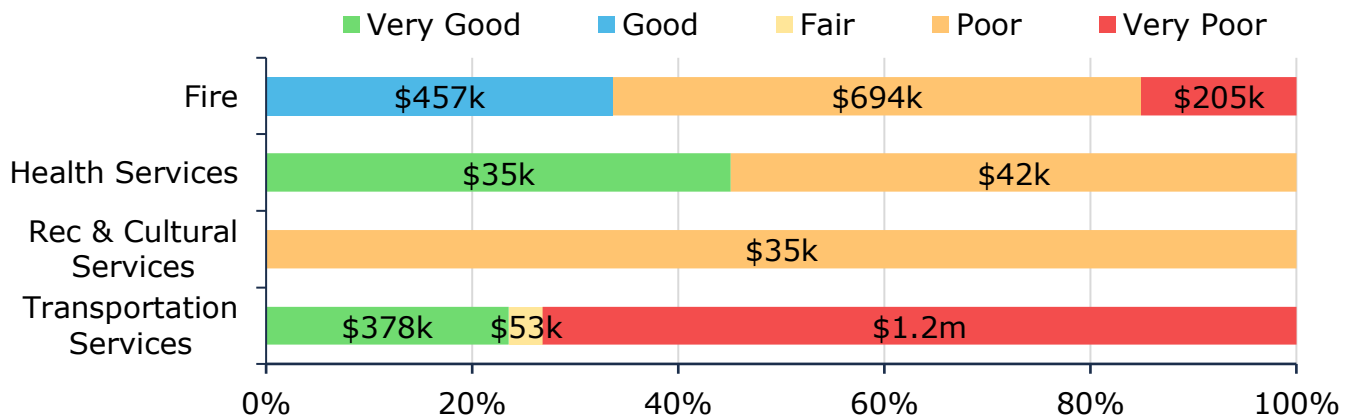


Figure 70 Asset Condition: Vehicles Overall

Figure 71 summarizes the condition of vehicles by each department. The vast majority of vehicles that support critical services such as transportation and fire are in poor or worse condition.



Value and Percentage of Asset Segments by Replacement Cost

Figure 71 Asset Condition: Vehicles by Segment



## 12.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 72 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

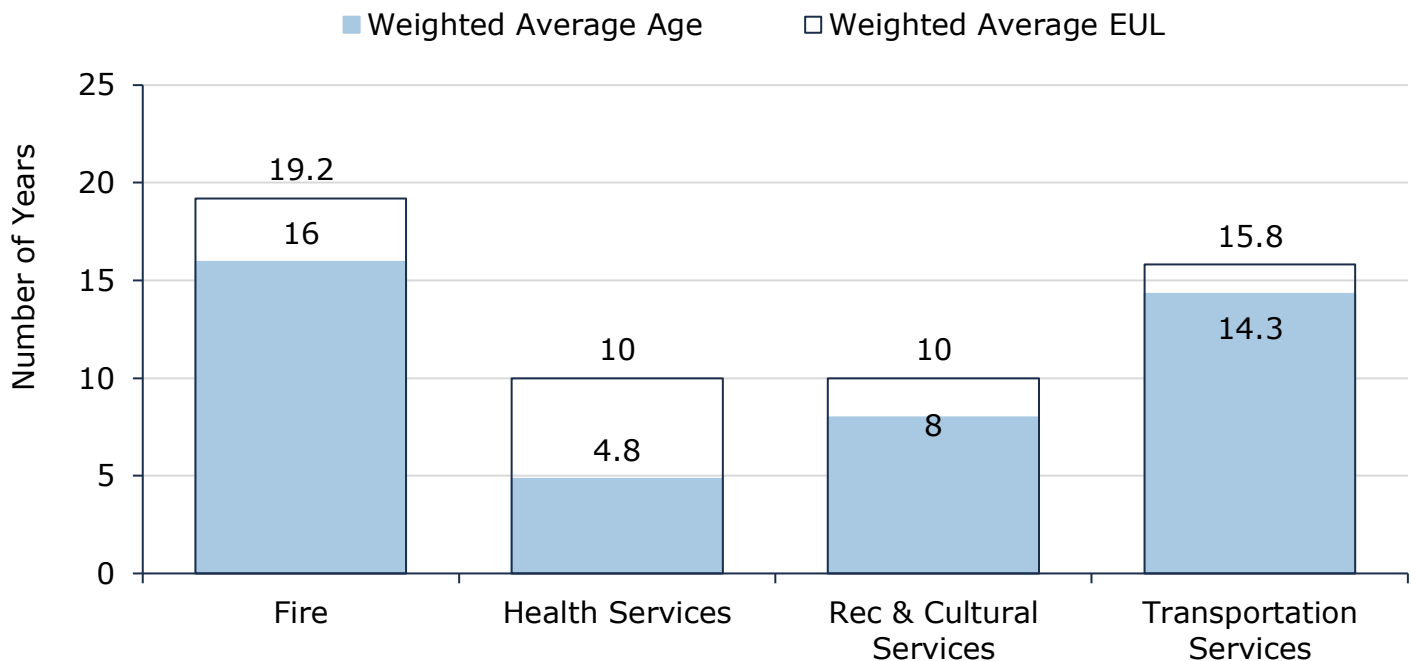


Figure 72 Estimated Useful Life vs. Asset Age: Vehicles

Age analysis reveals that, on average, most vehicles are in the latter stages of their expected life. Assets in health services are approaching a midpoint in their established useful life.

## 12.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's current lifecycle management strategy.



| Activity Type  | Description of Current Strategy                                                                                                                                                                                                       |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance    | Maintenance is triggered based on hours/kilometers driven. Maintenance activities include routine tasks like oil changes (performed in-house) and specialized repairs conducted by external contractors.                              |
| Rehabilitation | Rehabilitation activities involve replacing major components like engines and other maintenance parts. Without the availability of up-to-date condition assessment information, replacement activities are purely reactive in nature. |
| Replacement    | A replacement schedule is in place, with pickup trucks being replaced after 10 years and larger vehicles after 15-20 years. Assets nearing the end of their service life are prioritized for replacement.                             |
| Inspections    | Vehicles and equipment undergo daily safety checks before use. Larger fleet vehicles receive a thorough annual inspection by external contractors. Condition data informs the replacement schedule.                                   |
|                | Fire Assets are assessed as per NFPA standards.                                                                                                                                                                                       |

*Table 63 Lifecycle Management Strategy: Vehicles*

## 12.5 Forecasted Long-Term Replacement Needs

Figure 73 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's vehicles portfolio. This analysis was run until 2043 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$191,000 for all vehicles. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to rise considerably in the current decade, peaking at \$1.9 million between 2039 and 2043 as vehicles reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

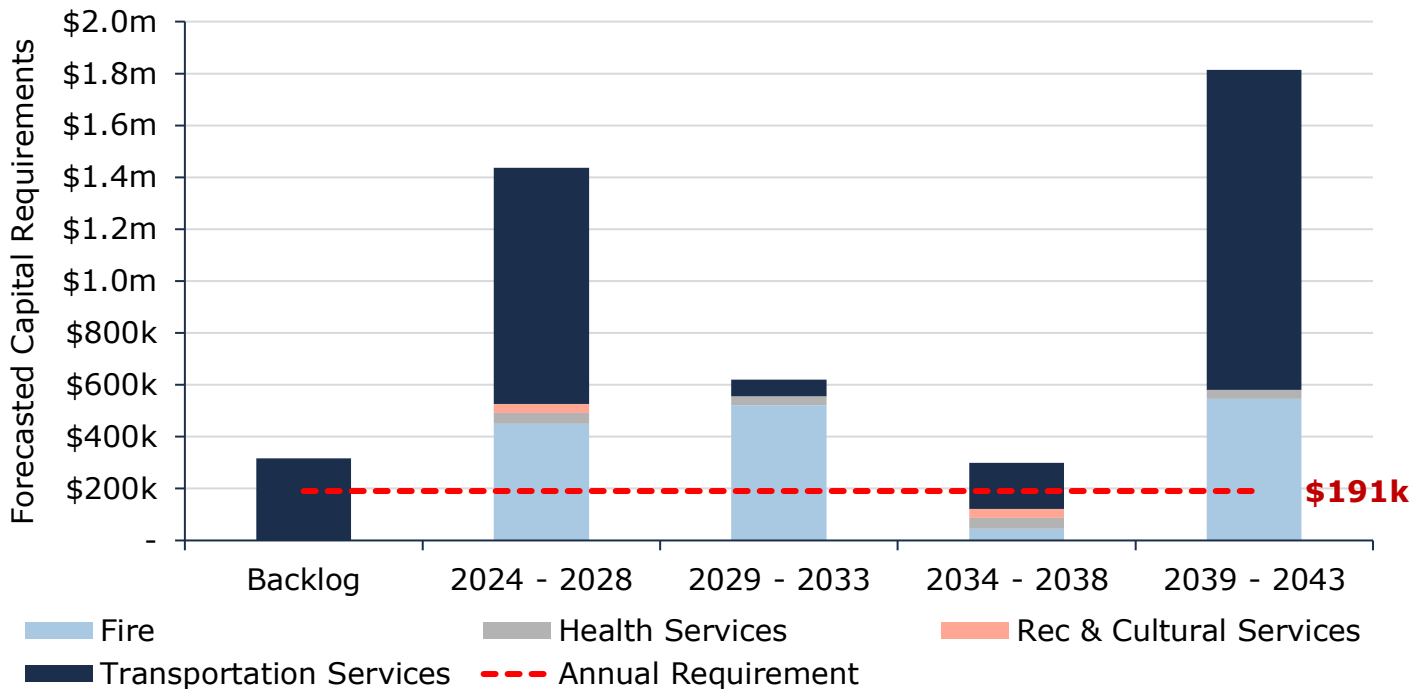


Figure 73 Forecasted Capital Replacement Needs: Vehicles 2024-2043

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 12.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.



|                                                       |                                                  |                                                       |                                                     |                                                          |
|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$614,408<br>(20%) | <b>5 - 7</b><br><b>Low</b><br>\$669,862<br>(22%) | <b>8 - 9</b><br><b>Moderate</b><br>\$401,069<br>(13%) | <b>10 - 14</b><br><b>High</b><br>\$837,840<br>(27%) | <b>15 - 25</b><br><b>Very High</b><br>\$548,628<br>(18%) |
|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------|

Figure 74 Risk Matrix: Vehicles

## 12.7 Levels of Service

The tables that follow summarize the Township's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

### 12.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                                                                         | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include images, of the types of vehicles (i.e. light, medium, and heavy duty) that the municipality operates and the services that they help to provide to the community | <p>Fire vehicles include water tankers, pumpers, service trucks, and rescue vans, ensuring readiness for emergency response.</p> <p>Recreation includes a single vehicle used to facilitate maintenance tasks.</p> <p>Public Works vehicles, such as pick-up trucks, are vital for ensuring safe road conditions and managing infrastructure during inclement weather and construction projects.</p> <p>Water/wastewater vehicles include pick-up trucks, ensure efficient maintenance of water and wastewater infrastructure.</p> |

Table 64 Community Levels of Service: Vehicles

### 12.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                            | Current LOS (2023) |
|-------------------|---------------------------------------------|--------------------|
| Quality           | Average condition of vehicles               | 33%                |
| Performance       | Target vs. Actual capital reinvestment rate | 6.2% vs. 3.7%      |

Table 65 Technical Levels of Service: Vehicles



## 12.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for vehicles. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis*.

### 12.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>♦ Vehicles funding is maintained at \$113,000 (59%)</li> <li>♦ Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                                       |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>♦ Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>♦ Vehicles funding gradually increases to reach \$152,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>♦ Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>♦ Vehicles funding gradually increases to reach \$191,000</li> </ul>                                                                                      |

*Table 66 Vehicles PLOS Scenario Descriptions*



## 12.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 37%                  | 22%                       | 22%                       |                                               |
|                       | Average Asset Risk                 | 8.3                  | 9.9                       | 9.9                       |                                               |
| Current: 59%          | Average Annual Investment          |                      | \$113,000                 |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 3.7%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 37%                  | 33%                       | 34%                       |                                               |
|                       | Average Asset Risk                 | 8.3                  | 9.2                       | 8.2                       |                                               |
|                       | Average Annual Investment          |                      | \$152,000                 |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 4.9%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 37%                  | 40%                       | 49%                       |                                               |
|                       | Average Asset Risk                 | 8.3                  | 8.2                       | 6.8                       |                                               |
|                       | Average Annual Investment          |                      | \$191,000                 |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 6.2%                      |                           |                                               |

Table 67 Vehicles PLOS Scenario Analysis

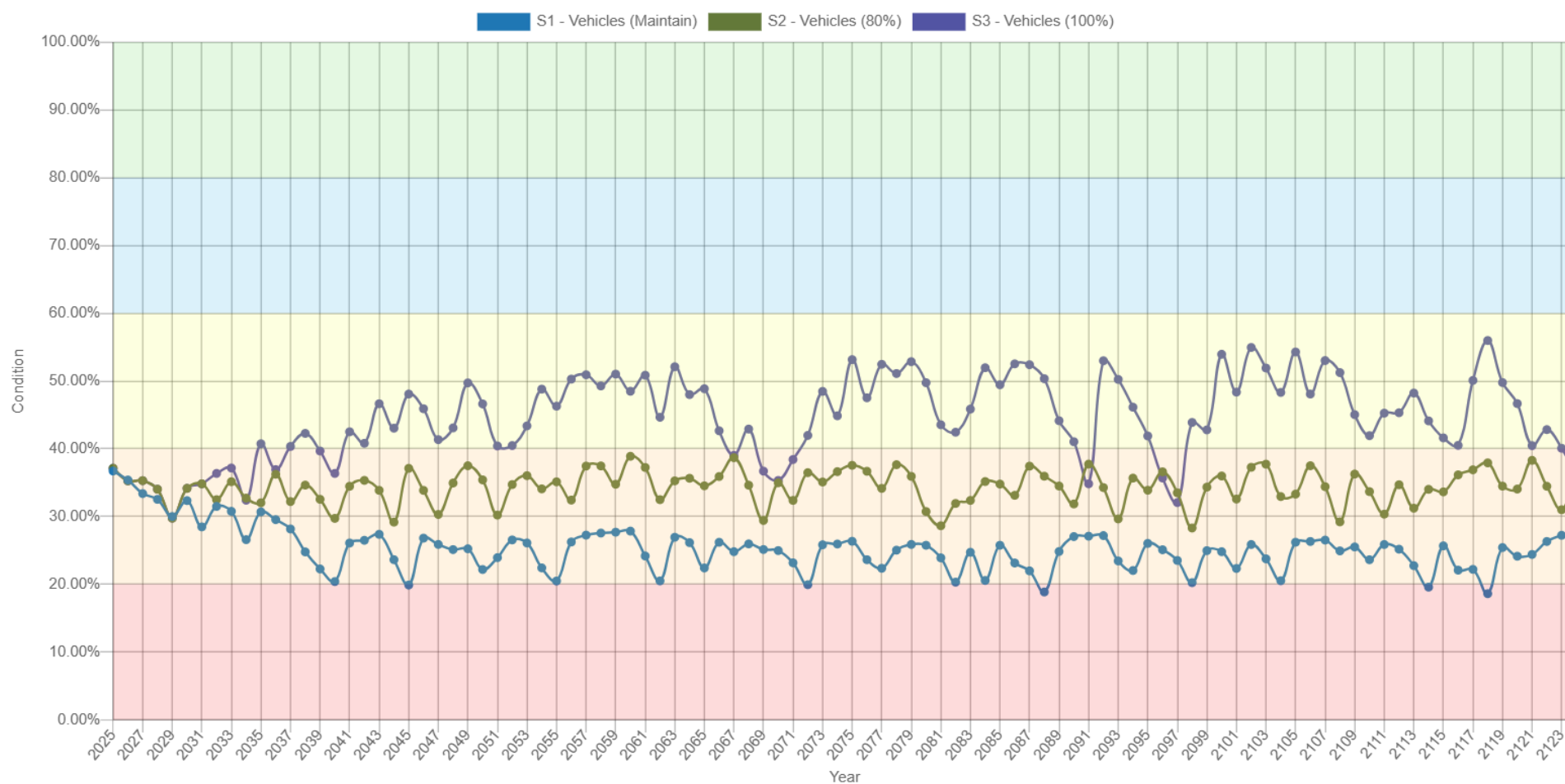


Figure 75 Vehicles PLOS Scenario Condition Results



### 12.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for vehicles if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> | <b>\$191k</b> |
| <b>Projected Capital Spending</b>  | \$122k        | \$129k        | \$136k        | \$144k        | \$151k        | \$159k        | \$167k        | \$175k        | \$183k        | \$191k        |
| <b>Funding Deficit</b>             | \$69k         | \$61k         | \$54k         | \$47k         | \$39k         | \$31k         | \$24k         | \$16k         | \$8k          | -             |
| <b>Target Reinvestment Rate</b>    | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   | <b>6.2%</b>   |
| <b>Projected Reinvestment Rate</b> | 4.0%          | 4.2%          | 4.4%          | 4.7%          | 4.9%          | 5.2%          | 5.4%          | 5.7%          | 6.0%          | 6.2%          |

Table 68 Vehicles 10-Year PLOS Financial Projections





## 13. Machinery & Equipment

The Township's machinery and equipment portfolio includes 990 pooled assets that support a variety of general and essential services, including transportation, fire, and recreation. The total current replacement of machinery and equipment is estimated at approximately \$5.7 million.

### 13.1 Inventory & Valuation

Table 69 summarizes the quantity and current replacement cost of all machinery and equipment assets available in the Township's asset register.

| Segment                 | Quantity | Unit of Measure | Replacement Cost   | Primary RC Method |
|-------------------------|----------|-----------------|--------------------|-------------------|
| Environmental Services  | 9        | Quantity        | \$89,571           | CPI               |
| Fire                    | 240      | Quantity        | \$543,223          | CPI               |
| General Government      | 36       | Quantity        | \$77,681           | CPI               |
| Rec & Cultural Services | 681      | Quantity        | \$3,044,405        | CPI               |
| Transportation Services | 24       | Quantity        | \$1,999,629        | CPI               |
| <b>TOTAL</b>            |          |                 | <b>\$5,754,509</b> |                   |

Table 69 Detailed Asset Inventory: Machinery & Equipment

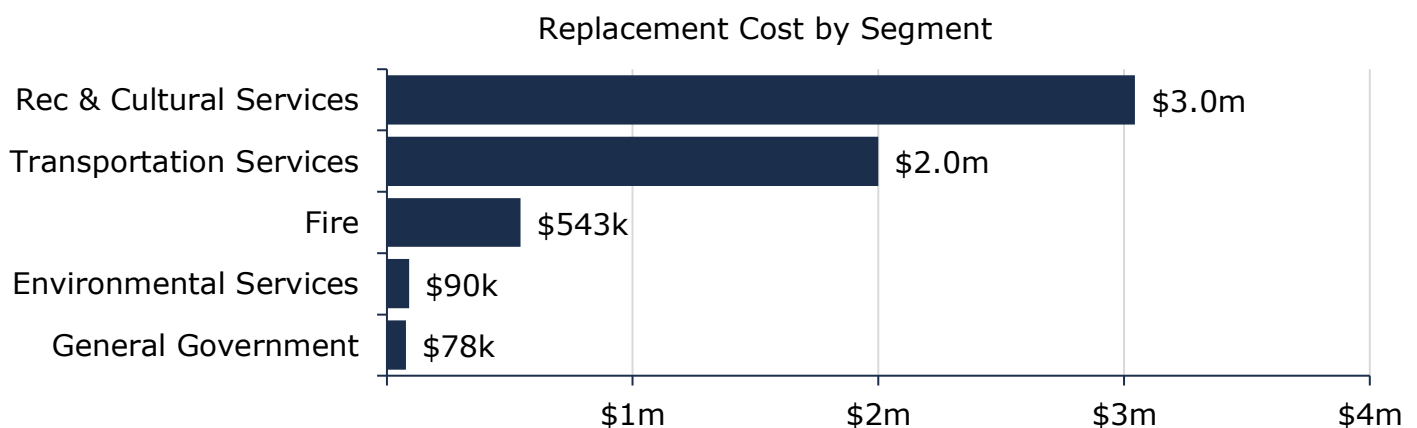


Figure 76 Portfolio Valuation: Machinery & Equipment

### 13.2 Asset Condition

Figure 77 summarizes the replacement cost-weighted condition of the Township's machinery and equipment portfolio. Based on mostly age data, 69% of assets are in fair or better condition; the



remaining 31% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

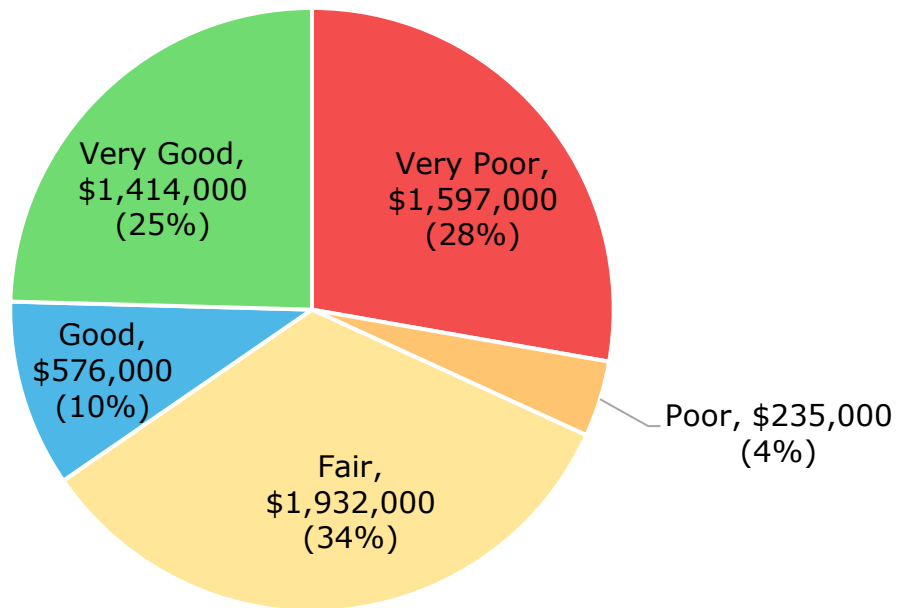


Figure 77 Asset Condition: Machinery & Equipment Overall

Figure 78 summarizes the age-based condition of machinery and equipment by each department. The majority of assets that support fire services are in fair or better condition. Assets in poor or worse condition are concentrated primarily in environmental, transportation, and recreation and cultural services.

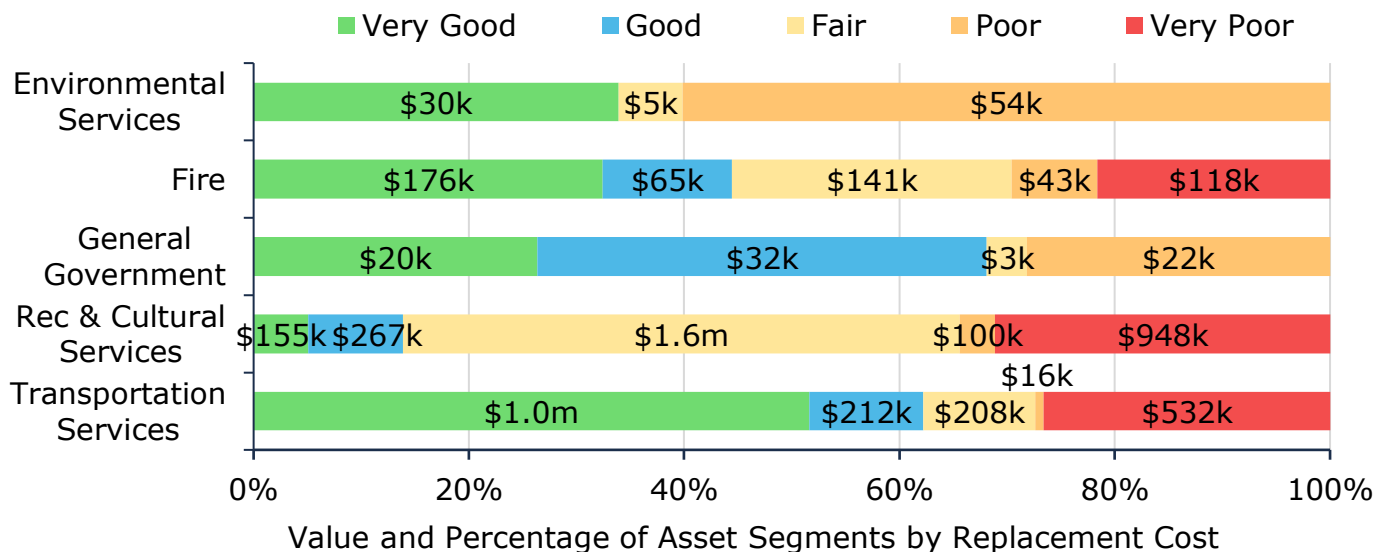


Figure 78 Asset Condition: Machinery & Equipment by Segment

## 13.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 79 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

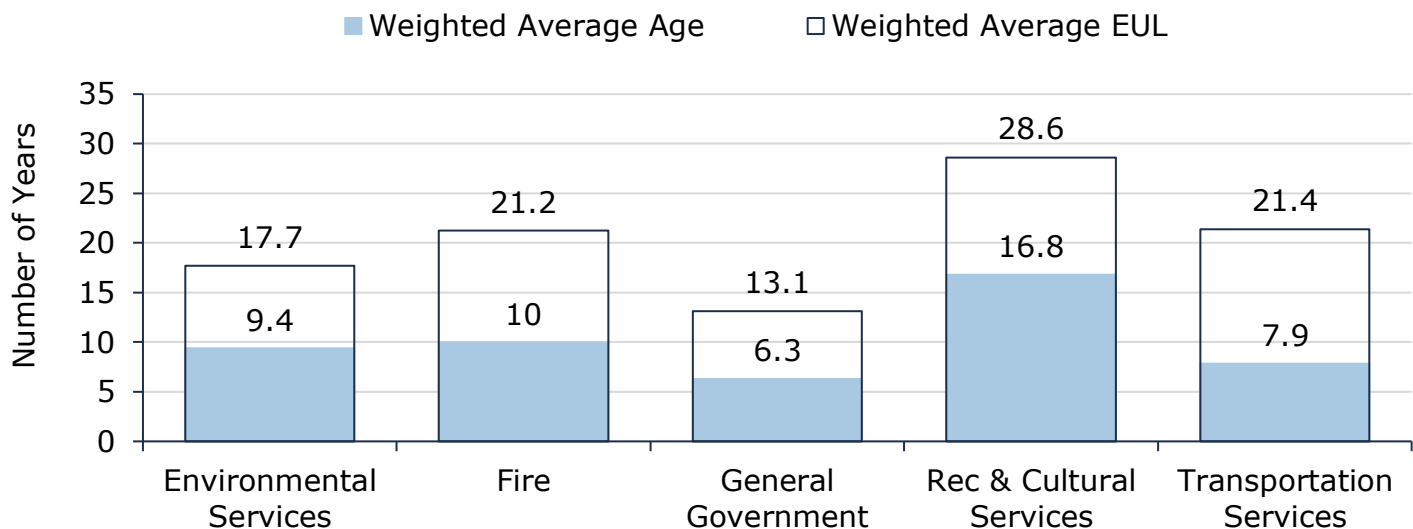


*Figure 79 Estimated Useful Life vs. Asset Age: Machinery & Equipment*

Age analysis reveals that, on average, most machinery and equipment assets are midway through their expected life.

## 13.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.



The following table outlines the Township's current lifecycle management strategy.

| Activity Type | Description of Current Strategy                                                                                                                                                          |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance   | Oil changes and routine maintenance is completed as per manufacturer recommendations                                                                                                     |
|               | All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., mechanical breakdown, deficiencies identified during daily inspections) |
| Replacement   | Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature                                                             |
| Inspections   | Heavy equipment is inspected by the operator daily before use; however, these inspections identify deficiencies but do not provide overall condition ratings                             |
|               | Fire Assets are assessed as per NFPA standards.                                                                                                                                          |

*Table 70 Lifecycle Management Strategy: Machinery & Equipment*

## 13.5 Forecasted Long-Term Replacement Needs

Figure 80 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's machinery and equipment portfolio. This analysis was run until 2073 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total \$289,000 for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to remain consistent over the 50-year projection period, except for a significant spike of \$3.6 million between 2044 and 2048. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

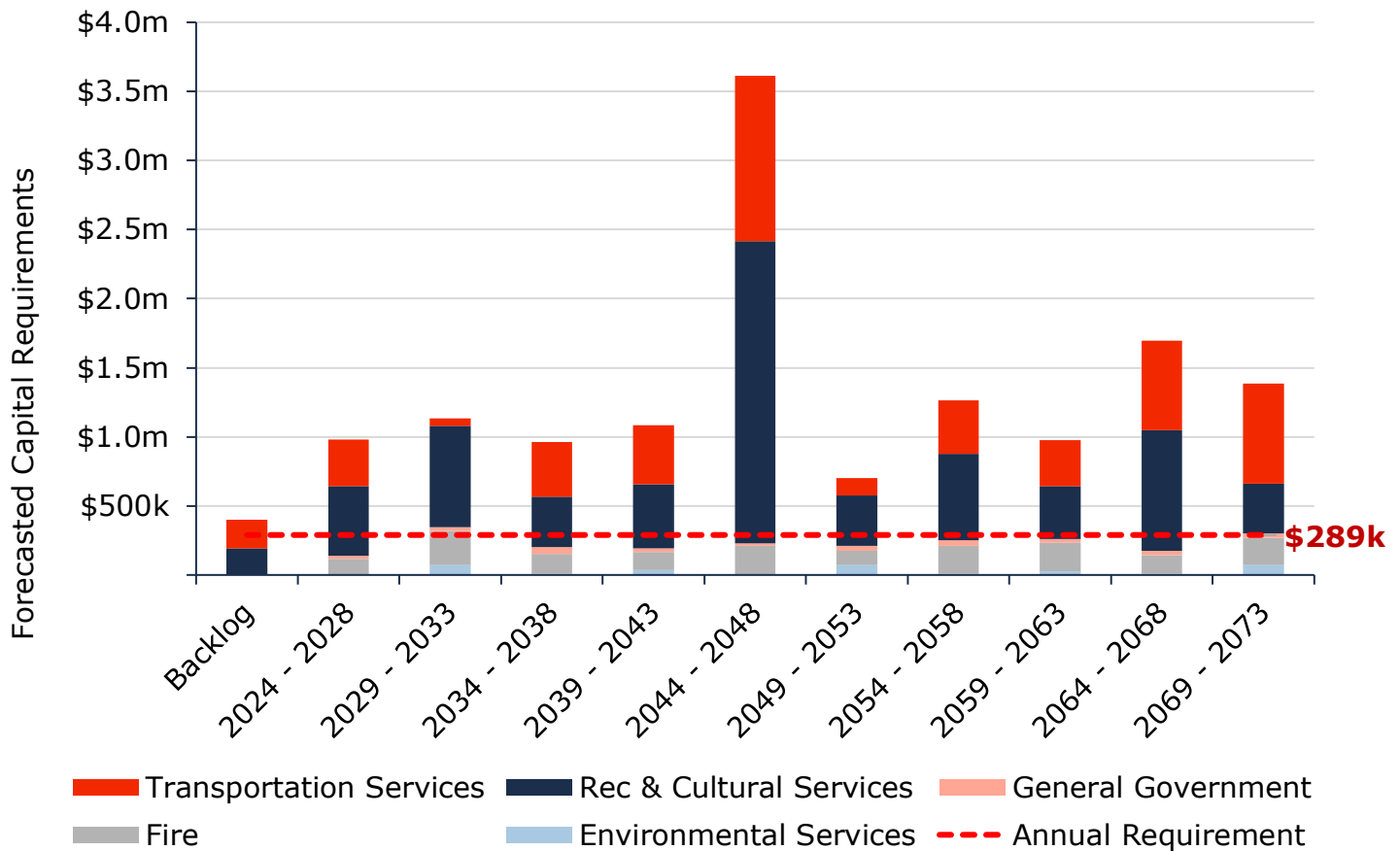


Figure 80 Forecasted Capital Replacement Needs: Machinery & Equipment 2024-2073

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

## 13.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, and replacement costs. Breakdowns of the risk criteria used for probability and consequence of failure can be found in Appendix D – Risk Rating Criteria.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is



gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

|                                                         |                                                  |                                              |                                                     |                                                            |
|---------------------------------------------------------|--------------------------------------------------|----------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|
| <b>1 - 4</b><br><b>Very Low</b><br>\$2,472,318<br>(43%) | <b>5 - 7</b><br><b>Low</b><br>\$920,073<br>(16%) | <b>8 - 9</b><br><b>Moderate</b><br>-<br>(0%) | <b>10 - 14</b><br><b>High</b><br>\$559,278<br>(10%) | <b>15 - 25</b><br><b>Very High</b><br>\$1,802,840<br>(31%) |
|---------------------------------------------------------|--------------------------------------------------|----------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|

Figure 81 Risk Matrix: Machinery & Equipment

## 13.7 Levels of Service

The tables that follow summarize the Township's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

### 13.7.1 Community Levels of Service

| Service Attribute | Qualitative Description                                                                                                                                    | Current LOS (2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope             | Description, which may include images of the types of equipment that the municipality operates and the services that they help to provide to the community | <p>Transportation services is supported by equipment such as a diesel generator.</p> <p>Fire is supported by equipment such as defibrillators, portable pumps, pagers, bunker suits, rescue jackets, and thermal imaging cameras.</p> <p>The library is supported by books and shelving.</p> <p>Recreation is supported by a pre-fabricator, a dishwasher, hot water tanks, and benches, picnic tables &amp; other furniture.</p> <p>General Government/ Administration is supported by computers, servers, electronic databases &amp; phone systems.</p> |

Table 71 Community Levels of Service: Machinery & Equipment



### 13.7.2 Technical Levels of Service

| Service Attribute | Technical Metric                             | Current LOS (2023) |
|-------------------|----------------------------------------------|--------------------|
| Quality           | Average condition of machinery and equipment | 51%                |
| Performance       | Target vs. Actual capital reinvestment rate  | 5.0% vs. 4.2%      |

*Table 72 Technical Levels of Service: Machinery & Equipment*

## 13.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for machinery and equipment. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

### 13.8.1 PLOS Scenarios Analyzed

| Scenario                                              | Description                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scenario 1: Maintain Existing Spending</b>         | <p>This scenario assumes no tax increases and maintains funding at recent historical levels.</p> <ul style="list-style-type: none"> <li>Equipment funding is maintained at \$242,000 (84%)</li> <li>Funding is not redistributed to other categories, so there will be inconsistency in funding levels by asset type</li> </ul>                             |
| <b>Scenario 2: Achieving 80% Funding in 10 Years</b>  | <p>This scenario assumes gradual tax increases, stabilizing at 80% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Tax Increase ~0.8% (for all tax-funded asset categories)</li> <li>Equipment funding decreases to reach \$232,000 (80%), while ensuring redistribution of capital funds to even out categorical funding</li> </ul> |
| <b>Scenario 3: Achieving 100% Funding in 10 Years</b> | <p>This scenario assumes gradual tax increases, stabilizing at 100% funding in 10 years.</p> <ul style="list-style-type: none"> <li>Annual Tax Increase ~1.5% (for all tax-funded asset categories)</li> <li>Equipment funding gradually increases to reach \$289,000</li> </ul>                                                                            |

*Table 73 Machinery & Equipment PLOS Scenario Descriptions*



### 13.8.2 PLOS Analysis Results

| Scenario              | Technical LOS Outcomes             | Initial Value (2025) | 15 Year Projection (2039) | 30 Year Projection (2054) | Comments                                      |
|-----------------------|------------------------------------|----------------------|---------------------------|---------------------------|-----------------------------------------------|
| Scenario 1 (Maintain) | Average Condition                  | 47%                  | 36%                       | 35%                       |                                               |
|                       | Average Asset Risk                 | 7.7                  | 10.6                      | 10.2                      |                                               |
| Current: 84%          | Average Annual Investment          |                      | \$242,000                 |                           | This parameter is maintained                  |
|                       | Average Capital re-investment rate |                      | 4.2%                      |                           |                                               |
| Scenario 2 (80%)      | Average Condition                  | 47%                  | 37%                       | 33%                       |                                               |
|                       | Average Asset Risk                 | 7.7                  | 10.5                      | 10.4                      |                                               |
|                       | Average Annual Investment          |                      | \$232,000                 |                           | Increase taxes by ~0.8% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 4.0%                      |                           |                                               |
| Scenario 3 (100%)     | Average Condition                  | 47%                  | 36%                       | 39%                       |                                               |
|                       | Average Asset Risk                 | 7.7                  | 10.6                      | 9.7                       |                                               |
|                       | Average Annual Investment          |                      | \$289,000                 |                           | Increase taxes by ~1.5% per year for 10 years |
|                       | Average Capital re-investment rate |                      | 5.0%                      |                           |                                               |

Table 74 Machinery & Equipment PLOS Scenario Analysis



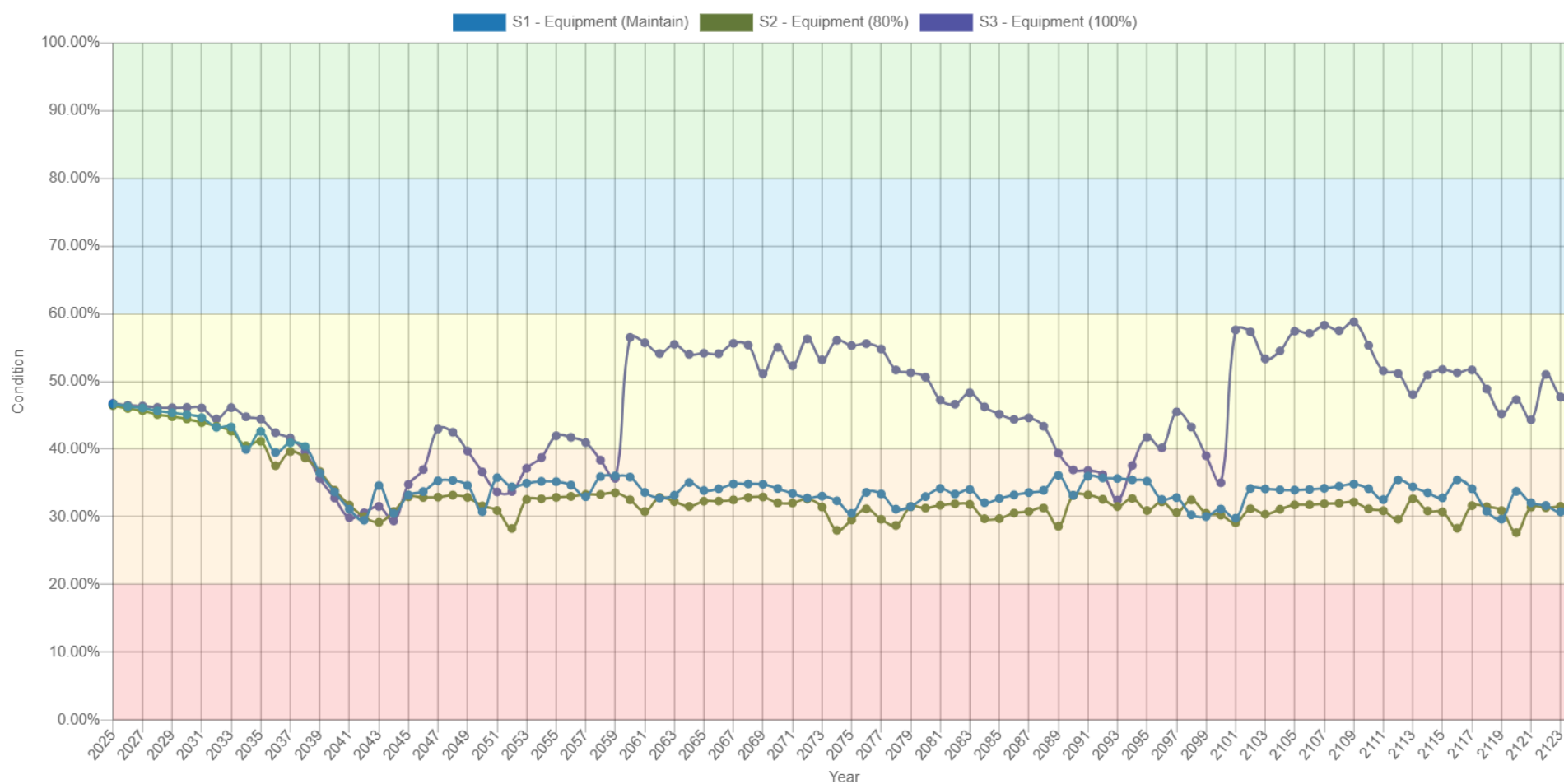


Figure 82 Machinery & Equipment PLOS Scenario Condition Results



### 13.8.3 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Asphodel Norwood selected Scenario 3 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township's current inventory of assets. The following table outlines the funding trajectory over the next 10 years for machinery and equipment if the financial strategy for Scenario 3 is implemented.

|                                    | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Targeted Capital Spending</b>   | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> | <b>\$289k</b> |
| <b>Projected Capital Spending</b>  | \$247k        | \$251k        | \$256k        | \$261k        | \$265k        | \$270k        | \$275k        | \$280k        | \$285k        | \$289k        |
| <b>Funding Deficit</b>             | \$43k         | \$38k         | \$33k         | \$29k         | \$24k         | \$19k         | \$15k         | \$10k         | \$5k          | -             |
| <b>Target Reinvestment Rate</b>    | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   | <b>5.0%</b>   |
| <b>Projected Reinvestment Rate</b> | 4.3%          | 4.4%          | 4.4%          | 4.5%          | 4.6%          | 4.7%          | 4.8%          | 4.9%          | 4.9%          | 5.0%          |

*Table 75 Machinery & Equipment 10-Year PLOS Financial Projections*



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# Strategies

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## 14. Growth

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

### 14.1 Growth Assumptions

#### 14.1.1 Township of Asphodel Norwood Community Improvement Plan and Growth

The Township of Asphodel Norwood's community improvement plan outlines the Township's vision of continuous development of a safe, growing community that is rich in heritage and offering a rural lifestyle.

Within its community improvement plan, the Township has defined some goals and objectives to foster growth in the community. A major focus found within these goals are that of the revitalization of commercial areas through the promotion of sustainable development, improved accessibility, renovation, and rehabilitation of Norwood's downtown area. This will be fostered through incentives to building owners and other stakeholders within these areas. In turn, these efforts are expected to attract businesses, residents, and visitors, stimulating economic activity and continuing to foster a vibrant community while promoting sustainability and enhancing quality of life.

According to the Growth Analysis Report conducted by Hemson (2022) for the County of Peterborough, it was identified that population movement from the Greater Toronto Area to be a major driver of population growth for the County and its Townships. Asphodel-Norwood would be a major benefactor of this, as it is predicted to receive 16.2% population allocation over the next 30 years. The plan highlighted how young home buyers have and will move into the region in search of affordable housing. This population movement is also fueled by older generations transitioning their second homes in the area into permanent residences. Due to this, the expected growth in the County will occur in the areas closest to the Greater Toronto Area and the City of Peterborough.

#### 14.1.2 A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020)

The "A Place to Grow" plan was created through an initiative to communicate and align goals for the area in relation to growth and population movement with the overarching goals of prosperity and sustainability. It encompasses the larger overall region of the Golden Horseshoe in southern Ontario including the Township of Asphodel-Norwood as part of Peterborough County. This plan outlined the expected growth from the area, drivers for such growth, and a series of expectations and goals to ensure the changes in population are met responsibly.

The plan highlighted multiple challenges that it expects the region to undergo in the coming years as the area experiences growth. The first of these is that the growth in the region will call



for “major infrastructure investments”. The plan calls for deliberate and optimized strategies surrounding lifecycle activities and infrastructure management, as the County will be pushed to provide service to an ever-increasing population base.

The plan moves on to lay out targets for intensification and density, that are to be strived for by the regions Counties and Cities as they manage the tide of growth.

## **14.2 Impact of Growth on Lifecycle Activities**

Planning for forecasted population growth may require the expansion of existing infrastructure and services. As growth-related assets are constructed or acquired, they should be integrated into the Township’s AMP. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Township will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

As no formalized growth plan has been conducted relating to infrastructure impacts, the Township has proactively elected to begin increasing tax revenues with the intention of placing excess funds in reserve to inevitably fund growth related initiatives.

It is important to note that growth funding has only been accounted for tax-funded assets within this asset management plan. There is an extreme gap in utility funding necessary to facilitate growth in the Township. At the time of publication, Asphodel Norwood has available capacity in its sanitary sewer network for an additional 94 residential connections. Upgrades to the sanitary system required to expand capacity to an additional 800-1200 services are estimated to cost between \$30 million and \$40 million. The Township acknowledges that the current rate payers cannot fund this level of upgrade without significant external investment (i.e. provincial grants).



## 15. Financial Strategy

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For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Township of Asphodel Norwood to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
  - a. Existing assets
  - b. Existing service levels
  - c. Requirements of contemplated changes in service levels (*refer to Section 4. Proposed Levels of Service Analysis*)
  - d. Requirements of anticipated growth
2. Use of traditional sources of municipal funds:
  - a. Tax levies
  - b. User fees
  - c. Debt
  - d. Development charges
3. Use of non-traditional sources of municipal funds:
  - a. Reallocated budgets
  - b. Partnerships
  - c. Procurement methods
4. Use of Senior Government Funds:
  - a. Canada Community-Building Fund (CCBF)
  - b. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a Township's approach to the following:

1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:



- a. If a zero-debt policy is in place, is it warranted? If not the use of debt should be considered.
- b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

## 15.1 Annual Requirements & Capital Funding

### 15.1.1 Annual Requirements (Excluding Growth)

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$2.3 million annually to address capital requirements for the assets included in this AMP.

#### Average Annual Capital Requirement: \$2,286,000

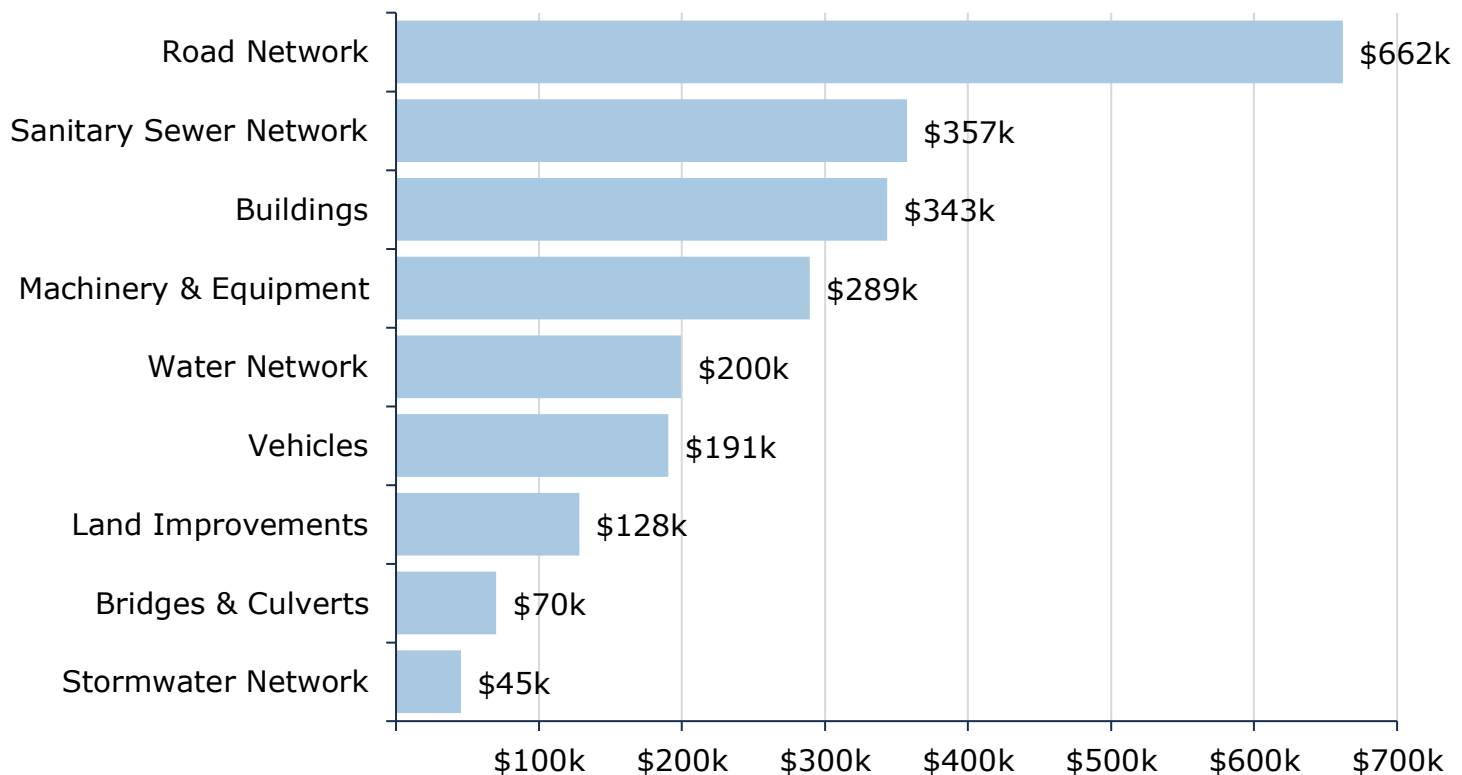


Figure 83 Annual Capital Funding Requirements by Asset Category

For most asset categories the annual requirement has been calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the



Township's roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

1. **Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

| Asset Category | Annual Requirements<br>(Replacement Only) | Annual Requirements<br>(Lifecycle Strategy) | Difference |
|----------------|-------------------------------------------|---------------------------------------------|------------|
| Road Network   | \$1,441,000                               | \$662,000                                   | \$779,000  |

*Table 76 Lifecycle Strategies Annual Savings*

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$779,000 for the Road Network. This represents an overall reduction of the annual requirements by 54%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used these annual requirements in the development of the financial strategy.

### 15.1.2 Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1.6 million towards capital projects per year. Given the annual capital requirement of \$2.3 million, there is currently a funding gap of \$700,000 annually.



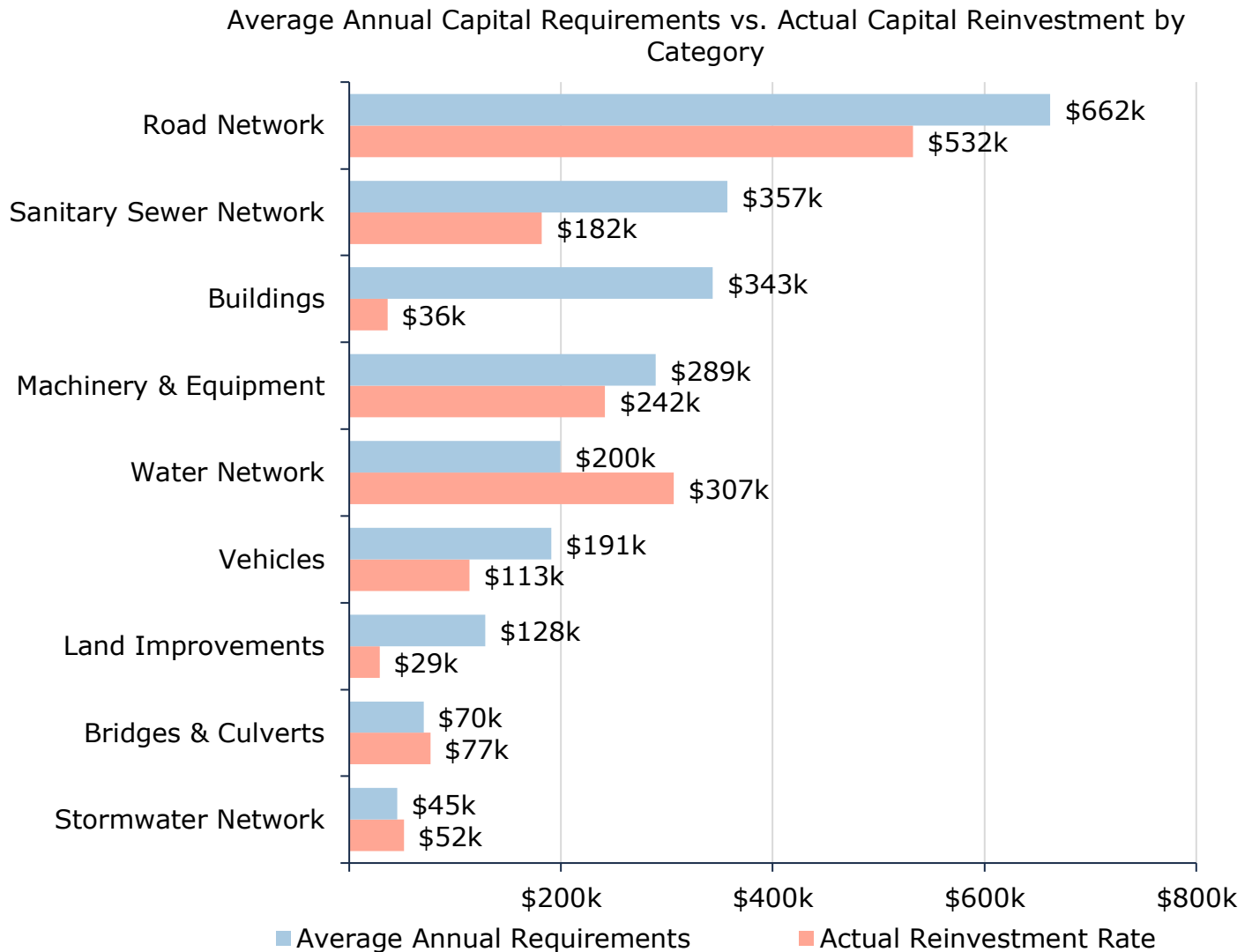


Figure 84 Annual Requirements vs. Capital Funding Available

## 15.2 Funding Objective

### 15.2.1 Existing Assets

We have developed a scenario that would enable Township of Asphodel Norwood to achieve full funding within 10 years for the following assets:

1. **Tax Funded Assets:** Road Network, Stormwater Network, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, Vehicles
2. **Rate-Funded Assets:** Water Network, Sanitary Sewer Network

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.



## 15.2.2 Growth Initiatives

As referenced in Section 14. Growth, the Township expects an increased demand for all services as the population within the 'Golden Horseshoe' continues to grow. At the time of publication, no formalized infrastructure growth plan was available. Without this information, Asphodel Norwood has proactively included a 0.5% annual tax increase to build reserve funds for yet to be determined future growth-related projects.

The Township has not incorporated any growth-related funding for utility assets (i.e. water and sanitary).

## 15.3 Financial Profile: Tax Funded Assets

### 15.3.1 Current Funding Position

The following tables show, by asset category, Asphodel Norwood's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

| Asset Category        | Avg. Annual Requirement | Annual Funding Available |                |                |                  | Annual Deficit |
|-----------------------|-------------------------|--------------------------|----------------|----------------|------------------|----------------|
|                       |                         | Taxes                    | CCBF           | OCIF           | Total Available  |                |
| Road Network          | 661,918                 | 136,476                  | 135,984        | 259,784        | 532,244          | 129,674        |
| Bridges & Culverts    | 70,221                  | 47,735                   | 0              | 28,865         | 76,600           | -6,379         |
| Stormwater Network    | 45,360                  | 51,731                   | 0              | 0              | 51,731           | -6,371         |
| Buildings             | 343,369                 | 36,143                   | 0              | 0              | 36,143           | 307,226        |
| Land Improvements     | 128,309                 | 28,666                   | 0              | 0              | 28,666           | 99,643         |
| Vehicles              | 190,594                 | 113,333                  | 0              | 0              | 113,333          | 77,261         |
| Machinery & Equipment | 289,402                 | 241,567                  | 0              | 0              | 241,567          | 47,835         |
| <b>Total</b>          | <b>1,729,173</b>        | <b>655,651</b>           | <b>135,984</b> | <b>288,649</b> | <b>1,080,284</b> | <b>648,889</b> |

Table 77 Annual Available Funding for Tax Funded Assets

The average annual investment requirement for the above categories is \$1.73 million. Annual revenue currently allocated to these assets for capital purposes is \$1.08 million leaving an annual deficit of \$650,000. Put differently, these infrastructure categories are currently funded at 63% of their long-term requirements.



### 15.3.2 Proposed LOS Funding Requirements

In 2023, the Township of Asphodel Norwood had budgeted annual tax revenues of approximately \$4.1 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

| Asset Category        | Tax Change Required for Full Funding |
|-----------------------|--------------------------------------|
| Road Network          | 3.2%                                 |
| Bridges & Culverts    | -0.2%                                |
| Stormwater Network    | -0.2%                                |
| Buildings             | 7.6%                                 |
| Land Improvements     | 2.5%                                 |
| Vehicles              | 1.9%                                 |
| Machinery & Equipment | 1.2%                                 |
| <b>Total</b>          | <b>16.0%</b>                         |

Table 78 Tax Increase Requirements for Full Funding

Any changes in costs and/or revenues over the next number of years should also be considered in the financial strategy. As of 2025 Asphodel-Norwood did not have any debt relating to tax-funded asset categories.

|                                           | 5 Years         | 10 Years        | 15 Years        | 20 Years        |
|-------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Infrastructure Deficit                    | 648,889         | 648,889         | 648,889         | 648,889         |
| Change in Debt Costs                      | N/A             | N/A             | N/A             | N/A             |
| <b>Resulting Infrastructure Deficit:</b>  | <b>648,889</b>  | <b>648,889</b>  | <b>648,889</b>  | <b>648,889</b>  |
| Tax Increase Required (Annually)          | 16.0%<br>(3.1%) | 16.0%<br>(1.5%) | 16.0%<br>(1.0%) | 16.0%<br>(0.8%) |
| Growth Initiatives                        | 0.5%            | 0.5%            | 0.5%            | 0.5%            |
| <b>Total Annual Tax Increase Required</b> | <b>3.6%</b>     | <b>2.0%</b>     | <b>1.5%</b>     | <b>1.3%</b>     |

Table 79 Tax Increase Options 5-20 Years



### 15.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 10-year option. This involves full funding being achieved over 10 years by:

- a) increasing tax revenues by 1.5% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- b) Increasing tax revenues by an additional 0.5% each year for the next 10 years for the purpose of funding growth related projects.
- c) allocating the current CCBF and OCIF revenue as outlined previously.
- d) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- e) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

#### Notes:

- 1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment<sup>4</sup>.
- 2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$4.4 million for tax-funded categories.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

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<sup>4</sup> The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.



## 15.4 Financial Profile: Rate Funded Assets

### 15.4.1 Current Funding Position

The following tables show, by asset category, Asphodel Norwood's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rates.

| Asset Category         | Avg. Annual Requirement | Annual Funding Available |                 |          |                 | Annual Deficit |
|------------------------|-------------------------|--------------------------|-----------------|----------|-----------------|----------------|
|                        |                         | Rates                    | To Operating    | OCIF     | Total Available |                |
| Water Network          | 199,528                 | 507,773                  | -201,125        | 0        | 306,648         | -107,120       |
| Sanitary Sewer Network | 357,146                 | 560,601                  | -378,611        | 0        | 181,990         | 175,156        |
| <b>Total</b>           | <b>556,674</b>          | <b>1,068,374</b>         | <b>-579,736</b> | <b>0</b> | <b>488,638</b>  | <b>68,036</b>  |

*Table 80 Annual Available Funding for Rate Funded Assets*

The average annual investment requirement for the above categories is \$557,000. Annual revenue currently allocated to these assets for capital purposes is \$489,000 leaving an annual deficit of \$68,000. Put differently, these infrastructure categories are currently funded at 88% of their long-term requirements.

### 15.4.2 Proposed LOS Funding Requirements

In 2023, Asphodel Norwood had budgeted annual sanitary revenues of \$591,000 and annual water revenues of \$495,000. As illustrated in the table below, without consideration of any other sources of revenue, full funding would require the following changes over time:

| Asset Category         | Rate Change Required for Full Funding |
|------------------------|---------------------------------------|
| Water Network          | -21.6%                                |
| Sanitary Sewer Network | 29.6%                                 |

*Table 81 Rate Increase Requirements for Full Funding*

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:



| Water Network                            |                 |                 |                 |                 |
|------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                          | 5 Years         | 10 Years        | 15 Years        | 20 Years        |
| Infrastructure Deficit                   | -107,120        | -107,120        | -107,120        | -107,120        |
| Change in Debt Costs                     | 0               | 0               | -63,694         | -63,694         |
| <b>Resulting Infrastructure Deficit:</b> | <b>-107,120</b> | <b>-107,120</b> | <b>-170,813</b> | <b>-170,813</b> |
| Rate Increase Required                   | 0%              | 0%              | 0%              | 0%              |
| <b>Annually:</b>                         | <b>0%</b>       | <b>0%</b>       | <b>0%</b>       | <b>0%</b>       |

Table 82 Water Rate Increase Options 5-20 Years

| Sanitary Sewer Network                   |                |                |                |                |
|------------------------------------------|----------------|----------------|----------------|----------------|
|                                          | 5 Years        | 10 Years       | 15 Years       | 20 Years       |
| Infrastructure Deficit                   | 175,156        | 175,156        | 175,156        | 175,156        |
| Change in Debt Costs                     | -14,088        | -28,334        | -42,334        | -56,322        |
| <b>Resulting Infrastructure Deficit:</b> | <b>161,068</b> | <b>146,822</b> | <b>132,822</b> | <b>118,834</b> |
| Rate Increase Required                   | 27.2%          | 24.8%          | 22.5%          | 20.1%          |
| <b>Annually:</b>                         | <b>5.0%</b>    | <b>2.3%</b>    | <b>1.4%</b>    | <b>1.0%</b>    |

Table 83 Sanitary Rate Increase Options 5-20 Years

### 15.4.3 Financial Strategy Recommendations

Considering all of the above information, we recommend the 10-year option. This involves full funding being achieved over 10 years by:

- when realized, reallocating the debt cost reductions of \$28,000 for sanitary services and to the applicable infrastructure deficit.
- maintaining water services revenue and increasing sanitary sewer services revenue by 2.3% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

#### Notes:

- As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.



2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$266,000 for the Water Network and \$869,000 for the Sanitary Sewer Network.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may be required otherwise.

## 15.5 Use of Debt

Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life
- c) a secure source of funding
- d) flexibility in cash flow management

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates. The following graph shows the historical changes to the lending rates:

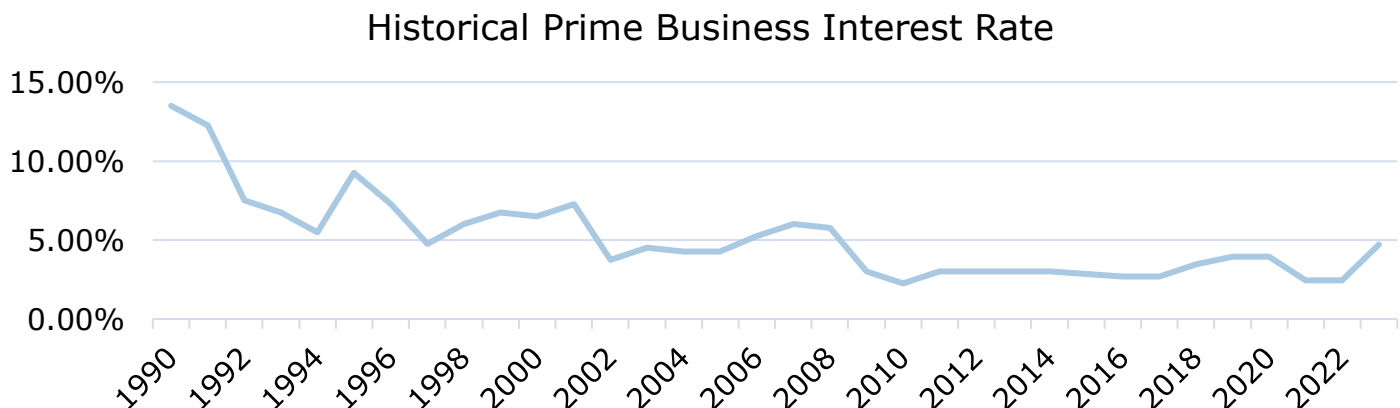


Figure 85 Historical Prime Rate



A change in 15-year rates from 5% to 7% would change the premium from 45% to 65%. Such a change would have a significant impact on a financial plan.

The following tables outline how Asphodel Norwood has historically used debt for investing in the asset categories as listed. As of year-end 2024, there is currently \$1.2 million of external debt outstanding for the assets covered by this AMP with corresponding external principal and interest payments of \$122,000, well within its provincially prescribed maximum of \$1.3 million. Additionally, Asphodel Norwood has \$64,000 annual payments to internally funded debt which is excluded from the above amounts.

| Asset Category           | Current Debt Outstanding | Use of Debt in the Last Five Years |          |          |          |          |
|--------------------------|--------------------------|------------------------------------|----------|----------|----------|----------|
|                          |                          | 2020                               | 2021     | 2022     | 2023     | 2024     |
| Road Network             | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Bridges & Culverts       | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Stormwater Network       | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Buildings                | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Land Improvements        | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Vehicles                 | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| Machinery & Equipment    | 0                        | 0                                  | 0        | 0        | 0        | 0        |
| <b>Total Tax Funded</b>  | <b>0</b>                 | <b>0</b>                           | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
| Water Network            | 550,031                  | 0                                  | 0        | 0        | 0        | 0        |
| Sanitary Sewer Network   | 1,171,429                | 0                                  | 0        | 0        | 0        | 0        |
| <b>Total Rate Funded</b> | <b>1,721,460</b>         | <b>0</b>                           | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |

Table 84 Asphodel Norwood Use of Debt 2020-2024





| Asset Category           | Principal & Interest Payments in the Next Ten Years |                |                |                |                |                |                |
|--------------------------|-----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                          | 2024                                                | 2025           | 2026           | 2027           | 2028           | 2029           | 2034           |
| Road Network             | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Bridges & Culverts       | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Stormwater Network       | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Buildings                | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Land Improvements        | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Vehicles                 | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| Machinery & Equipment    | 0                                                   | 0              | 0              | 0              | 0              | 0              | 0              |
| <b>Total Tax Funded</b>  | <b>0</b>                                            | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| Water Network            | 63,694                                              | 63,694         | 63,694         | 63,694         | 63,694         | 63,694         | 63,694         |
| Sanitary Sewer Network   | 116,975                                             | 123,688        | 111,041        | 108,241        | 105,575        | 102,886        | 88,641         |
| <b>Total Rate Funded</b> | <b>180,668</b>                                      | <b>187,381</b> | <b>174,735</b> | <b>171,935</b> | <b>169,269</b> | <b>166,580</b> | <b>152,335</b> |

*Table 85 Asphodel Norwood Principal and Interest Payments*

The revenue options outlined in this plan allow the Township of Asphodel Norwood to fully fund its long-term infrastructure requirements without further use of debt.

## 15.6 Use of Reserves

### 15.6.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- financing one-time or short-term investments
- accumulating the funding for significant future infrastructure investments
- managing the use of debt
- normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Asphodel Norwood.



| <b>Asset Category</b>     | <b>Balance at December 31, 2023</b> |
|---------------------------|-------------------------------------|
| Road Network              | 1,505,904                           |
| Bridges & Culverts        | 28,139                              |
| Stormwater Network        | 18,177                              |
| Buildings                 | 1,074,502                           |
| Land Improvements         | 459,776                             |
| Vehicles                  | 260,206                             |
| Machinery & Equipment     | 228,728                             |
| <b>Total Tax Funded:</b>  | <b>3,575,432</b>                    |
| Water Network             | 81,045                              |
| Sanitary Sewer Network    | 515,212                             |
| <b>Total Rate Funded:</b> | <b>596,257</b>                      |

*Table 86 Asphodel Norwood Reserve Balances*

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Asphodel Norwood's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.



## 16. Recommendations & Key Considerations

### 16.1 Financial Strategies

1. Review the feasibility of adopting a full-funding scenario to achieve 100% of average annual funding requirement for the asset categories analyzed, plus facilitate growth opportunity funding. This includes:
  - a. Increasing taxes by 2.0% per year over a period of 10 years.
    - i. 1.5% increase to fund existing assets
    - ii. 0.5% increase to fund growth initiatives
  - b. Increasing sanitary rates by 2.3% per year over a period of 10 years; and
  - c. Maintaining existing water rates.
2. Continued allocation of OCIF and CCBF funding as previously outlined.
3. Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
4. Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
5. Continue to apply for project specific grant funding to supplement sustainable funding sources.
6. Complete a Water/Sanitary Rate Study (currently underway), and incorporate those utility funding recommendations into long-term financial planning.

### 16.2 Asset Data

1. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
  - a. the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
  - b. the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labour costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.



3. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

## **16.3 Risk & Levels of Service**

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Available data on current performance should be centralized and tracked to support any calibration of service levels ahead of O. Reg. 588's 2025 requirements on proposed levels of service.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; economic conditions and the local tax base. This data can also be used to review service level targets.



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# Appendices

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## Appendix A – Infrastructure Report Card

| Asset Category         | Replacement Cost | Average Condition | Financial Capacity  |             | % Funded |
|------------------------|------------------|-------------------|---------------------|-------------|----------|
| Road Network           | \$25.6 m         | Fair              | Annual Requirement: | \$662,000   | 80%      |
|                        |                  |                   | Funding Available:  | \$532,000   |          |
|                        |                  |                   | Annual Deficit:     | \$130,000   |          |
| Bridges & Culverts     | \$3.2 m          | Good              | Annual Requirement: | \$70,000    | 110%     |
|                        |                  |                   | Funding Available:  | \$77,000    |          |
|                        |                  |                   | Annual Deficit:     | (\$6,000)   |          |
| Water Network          | \$9.2 m          | Good              | Annual Requirement: | \$200,000   | 153%     |
|                        |                  |                   | Funding Available:  | \$307,000   |          |
|                        |                  |                   | Annual Deficit:     | (\$107,000) |          |
| Sanitary Sewer Network | \$10.6 m         | Fair              | Annual Requirement: | \$357,000   | 51%      |
|                        |                  |                   | Funding Available:  | \$182,000   |          |
|                        |                  |                   | Annual Deficit:     | \$175,000   |          |
| Stormwater Network     | \$3.0 m          | Good              | Annual Requirement: | \$45,000    | 111%     |
|                        |                  |                   | Funding Available:  | \$52,000    |          |
|                        |                  |                   | Annual Deficit:     | (\$7,000)   |          |
| Buildings              | \$20.2 m         | Good              | Annual Requirement: | \$343,000   | 10%      |
|                        |                  |                   | Funding Available:  | \$36,000    |          |
|                        |                  |                   | Annual Deficit:     | \$307,000   |          |
| Land Improvements      | \$2.1 m          | Good              | Annual Requirement: | \$128,000   | 23%      |
|                        |                  |                   | Funding Available:  | \$29,000    |          |
|                        |                  |                   | Annual Deficit:     | \$100,000   |          |
| Vehicles               | \$3.1 m          | Poor              | Annual Requirement: | \$191,000   | 59%      |
|                        |                  |                   | Funding Available:  | \$113,000   |          |
|                        |                  |                   | Annual Deficit:     | \$77,000    |          |
| Machinery & Equipment  | \$ 9.2 m         | Fair              | Annual Requirement: | \$289,000   | 84%      |
|                        |                  |                   | Funding Available:  | \$242,000   |          |
|                        |                  |                   | Annual Deficit:     | \$48,000    |          |



## Appendix B – 10-Year Capital Requirements

### Capital Requirements for Current Levels of Service

The tables below summarize the projected cost of lifecycle activities (rehabilitation and replacements) that may be undertaken over the next 10 years to support current levels of service. They do not consider any proposed levels of service, or available funding, and are projected based on ideal conditions. **Note: These projections do not consider the availability of funding.**

These projections are generated in Citywide and rely on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for roads. For all remaining assets, only age was used to determine forthcoming replacement needs.

The projections can be different from actual capital forecasts. Consistent data updates, particularly condition, replacement costs, and regular upkeep of lifecycle models, will improve the alignment between the system generated expenditure requirements, and the Town's capital expenditure forecasts.

#### Road Network

| Segment      | Backlog       | 2024         | 2025        | 2026     | 2027          | 2028         | 2029          | 2030          | 2031          | 2032          | 2033          |
|--------------|---------------|--------------|-------------|----------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|
| Gravel Roads | \$138k        | -            | -           | -        | -             | -            | \$785k        | \$4.0m        | \$195k        | \$2.7m        | \$3.7m        |
| Guiderails   | -             | -            | -           | -        | -             | -            | -             | -             | -             | -             | -             |
| HCB Roads    | \$42k         | \$62k        | -           | -        | \$347k        | \$47k        | \$2.6m        | -             | -             | -             | -             |
| LCB Roads    | -             | -            | -           | -        | -             | -            | -             | -             | -             | -             | -             |
| Sidewalks    | -             | -            | \$3k        | -        | -             | \$35k        | -             | -             | \$79k         | -             | -             |
| Streetlights | -             | -            | -           | -        | -             | -            | -             | -             | -             | -             | -             |
| <b>Total</b> | <b>\$179k</b> | <b>\$62k</b> | <b>\$3k</b> | <b>-</b> | <b>\$347k</b> | <b>\$82k</b> | <b>\$3.4m</b> | <b>\$4.0m</b> | <b>\$274k</b> | <b>\$2.7m</b> | <b>\$3.7m</b> |

Table 87: 10-Year Capital Requirements: Road Network



## Bridges & Culverts

No capital requirements forecasted for the next 10 years.

## Water Network

| Segment          | Backlog       | 2024         | 2025          | 2026     | 2027          | 2028     | 2029        | 2030        | 2031          | 2032         | 2033         |
|------------------|---------------|--------------|---------------|----------|---------------|----------|-------------|-------------|---------------|--------------|--------------|
| Hydrants         | -             | -            | -             | -        | -             | -        | -           | -           | -             | -            | -            |
| Water Facilities | \$33k         | \$2k         | \$555k        | -        | \$166k        | -        | \$3k        | \$6k        | \$150k        | \$38k        | \$33k        |
| Water Laterals   | -             | -            | -             | -        | -             | -        | -           | -           | -             | \$4k         | -            |
| Water Mains      | \$226k        | -            | -             | -        | -             | -        | -           | -           | -             | -            | -            |
| Water Meters     | -             | -            | -             | -        | -             | -        | -           | -           | \$16k         | -            | -            |
| Water Valves     | \$7k          | \$8k         | -             | -        | -             | -        | -           | -           | -             | -            | -            |
| <b>Total</b>     | <b>\$266k</b> | <b>\$10k</b> | <b>\$555k</b> | <b>-</b> | <b>\$166k</b> | <b>-</b> | <b>\$3k</b> | <b>\$6k</b> | <b>\$167k</b> | <b>\$41k</b> | <b>\$33k</b> |

Table 88: 10-Year Capital Requirements: Water Network

## Sanitary Sewer Network

| Segment                    | Backlog       | 2024          | 2025          | 2026          | 2027          | 2028         | 2029          | 2030         | 2031          | 2032         | 2033         |
|----------------------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|
| Manholes                   | -             | -             | -             | -             | -             | -            | -             | -            | -             | -            | -            |
| Sewer Mains                | -             | -             | -             | -             | -             | -            | -             | -            | -             | -            | -            |
| Wastewater Treatment Plant | \$869k        | \$768k        | \$446k        | \$312k        | \$112k        | \$19k        | \$334k        | \$17k        | \$102k        | \$10k        | \$38k        |
| <b>Total</b>               | <b>\$869k</b> | <b>\$768k</b> | <b>\$446k</b> | <b>\$312k</b> | <b>\$112k</b> | <b>\$19k</b> | <b>\$334k</b> | <b>\$17k</b> | <b>\$102k</b> | <b>\$10k</b> | <b>\$38k</b> |

Table 89: 10-Year Capital Requirements: Sanitary Sewer Network





### Stormwater Network

| Segment                   | Backlog      | 2024     | 2025     | 2026     | 2027     | 2028        | 2029     | 2030     | 2031     | 2032     | 2033     |
|---------------------------|--------------|----------|----------|----------|----------|-------------|----------|----------|----------|----------|----------|
| Basins                    | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| Connections               | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| Curb & Gutter             | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| Manholes                  | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| Storm Culverts            | \$78k        | -        | -        | -        | -        | \$7k        | -        | -        | -        | -        | -        |
| Storm Mains               | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| Stormwater Storage System | -            | -        | -        | -        | -        | -           | -        | -        | -        | -        | -        |
| <b>Total</b>              | <b>\$78k</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>\$7k</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

Table 90: 10-Year Capital Requirements: Stormwater Network



## Buildings

| Segment                 | Backlog       | 2024     | 2025     | 2026         | 2027     | 2028     | 2029        | 2030          | 2031     | 2032     | 2033     |
|-------------------------|---------------|----------|----------|--------------|----------|----------|-------------|---------------|----------|----------|----------|
| Environmental Services  | \$203k        | -        | -        | -            | -        | -        | -           | -             | -        | -        | -        |
| Fire                    | \$375k        | -        | -        | \$64k        | -        | -        | -           | \$147k        | -        | -        | -        |
| General Government      | \$1.4m        | -        | -        | -            | -        | -        | \$3k        | -             | -        | -        | -        |
| Health Services         | -             | -        | -        | -            | -        | -        | -           | -             | -        | -        | -        |
| Rec & Cultural Services | \$654k        | -        | -        | -            | -        | -        | -           | \$4k          | -        | -        | -        |
| Transportation Services | \$553k        | -        | -        | -            | -        | -        | -           | -             | -        | -        | -        |
| <b>Total</b>            | <b>\$3.2m</b> | <b>-</b> | <b>-</b> | <b>\$64k</b> | <b>-</b> | <b>-</b> | <b>\$3k</b> | <b>\$151k</b> | <b>-</b> | <b>-</b> | <b>-</b> |

Table 91: 10-Year Capital Requirements: Buildings

Note: These projections are generated in Citywide and rely on the data available in the asset register. As assessed condition data was not available for many buildings assets, age was used to determine forthcoming replacement needs. Buildings and facilities often contain thousands of assets, each with its own estimated useful life. Currently, however, as the Township's buildings are not fully componentized. Over time, with improved and effective componentization, the alignment between the system generated expenditure requirements, and the Township's capital expenditure forecasts will also increase.



### Land Improvements

| Segment                 | Backlog       | 2024         | 2025         | 2026         | 2027         | 2028          | 2029         | 2030          | 2031          | 2032         | 2033          |
|-------------------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|---------------|--------------|---------------|
| Environmental Services  | \$117k        | -            | \$41k        | \$35k        | \$35k        | \$35k         | \$35k        | \$35k         | \$255k        | \$35k        | \$35k         |
| General Government      | -             | -            | -            | -            | -            | -             | -            | -             | -             | -            | -             |
| Rec & Cultural Services | \$85k         | \$29k        | -            | -            | -            | \$226k        | \$2k         | \$160k        | \$19k         | \$12k        | \$90k         |
| <b>Total</b>            | <b>\$203k</b> | <b>\$29k</b> | <b>\$41k</b> | <b>\$35k</b> | <b>\$35k</b> | <b>\$261k</b> | <b>\$37k</b> | <b>\$194k</b> | <b>\$273k</b> | <b>\$47k</b> | <b>\$125k</b> |

Table 92: 10-Year Capital Requirements: Land Improvements

### Vehicles

| Segment                 | Backlog       | 2024         | 2025          | 2026          | 2027          | 2028         | 2029          | 2030          | 2031     | 2032         | 2033          |
|-------------------------|---------------|--------------|---------------|---------------|---------------|--------------|---------------|---------------|----------|--------------|---------------|
| Fire                    | -             | \$53k        | \$44k         | -             | \$352k        | -            | \$293k        | \$157k        | -        | -            | \$72k         |
| Health Services         | -             | -            | -             | \$42k         | -             | -            | -             | -             | -        | -            | \$35k         |
| Rec & Cultural Services | -             | -            | -             | \$35k         | -             | -            | -             | -             | -        | -            | -             |
| Transportation Services | \$316k        | -            | \$350k        | \$245k        | \$263k        | \$53k        | -             | -             | -        | \$64k        | -             |
| <b>Total</b>            | <b>\$316k</b> | <b>\$53k</b> | <b>\$394k</b> | <b>\$322k</b> | <b>\$615k</b> | <b>\$53k</b> | <b>\$293k</b> | <b>\$157k</b> | <b>-</b> | <b>\$64k</b> | <b>\$106k</b> |

Table 93: 10-Year Capital Requirements: Vehicles



### ***Machinery & Equipment***

| <b>Segment</b>          | <b>Backlog</b> | <b>2024</b>   | <b>2025</b>  | <b>2026</b>  | <b>2027</b>   | <b>2028</b>  | <b>2029</b>   | <b>2030</b>   | <b>2031</b>   | <b>2032</b>   | <b>2033</b>  |
|-------------------------|----------------|---------------|--------------|--------------|---------------|--------------|---------------|---------------|---------------|---------------|--------------|
| Environmental Services  | -              | -             | -            | -            | -             | \$3k         | \$11k         | \$54k         | -             | -             | \$5k         |
| Fire                    | \$6k           | \$8k          | \$34k        | \$36k        | \$17k         | \$19k        | \$69k         | \$23k         | \$119k        | \$26k         | \$14k        |
| General Government      | -              | -             | -            | -            | \$22k         | -            | \$3k          | \$11k         | \$1k          | -             | \$12k        |
| Rec & Cultural Services | \$188k         | \$413k        | \$15k        | \$27k        | \$10k         | \$36k        | \$380k        | \$69k         | \$135k        | \$116k        | \$30k        |
| Transportation Services | \$206k         | -             | -            | -            | \$342k        | -            | -             | -             | \$30k         | -             | \$25k        |
| <b>Total</b>            | <b>\$400k</b>  | <b>\$421k</b> | <b>\$50k</b> | <b>\$63k</b> | <b>\$390k</b> | <b>\$58k</b> | <b>\$462k</b> | <b>\$158k</b> | <b>\$284k</b> | <b>\$142k</b> | <b>\$86k</b> |

*Table 94: 10-Year Capital Requirements: Machinery & Equipment*



## Capital Requirements for Proposed Levels of Service

The following capital forecasts are based on gradually increasing funding over the next 20 years to reach a target of 50% of ideal funding levels. **Note: These projections do consider the availability of funding.**

| Category               | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Road Network           | \$279k        | -             | \$767k        | \$35k         | \$923k        | \$1.4m        | \$584k        | \$637k        | \$657k        | \$657k        |
| Bridges & Culverts     | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Water Network          | \$199k        | \$77k         | \$233k        | \$99k         | \$390k        | \$9k          | \$134k        | \$74k         | \$33k         | -             |
| Sanitary Sewer Network | \$181k        | \$196k        | \$212k        | \$229k        | \$247k        | \$264k        | \$283k        | \$295k        | \$323k        | \$307k        |
| Stormwater Network     | \$21k         | \$57k         | -             | \$7k          | -             | -             | -             | -             | -             | -             |
| Buildings              | \$40k         | \$69k         | \$96k         | \$116k        | \$147k        | \$182k        | \$192k        | \$128k        | \$357k        | \$239k        |
| Land Improvements      | \$29k         | \$37k         | \$44k         | \$42k         | \$74k         | \$35k         | \$138k        | \$47k         | \$125k        | \$35k         |
| Vehicles               | \$113k        | \$107k        | \$143k        | \$95k         | -             | \$263k        | \$157k        | \$193k        | \$171k        | -             |
| Machinery & Equipment  | \$242k        | \$245k        | \$250k        | \$258k        | \$259k        | \$267k        | \$268k        | \$178k        | \$376k        | \$206k        |
| <b>Total</b>           | <b>\$1.1m</b> | <b>\$788k</b> | <b>\$1.7m</b> | <b>\$882k</b> | <b>\$2.0m</b> | <b>\$2.4m</b> | <b>\$1.8m</b> | <b>\$1.6m</b> | <b>\$2.0m</b> | <b>\$1.4m</b> |

Table 95 System Generated Proposed LOS 10-Year Capital Replacement Forecast: All Categories





## Appendix C – Level of Service Maps & Photos

### Bridges & Culverts

#### Example of a Bridge in a 'Very Good' Condition:

Asphodel Norwood Landfill Bridge – Bridge Condition Index: **98.16**



Roadway looking west



South elevation



West abutment



Typical soffit

Figure 86 Photos of a bridge in a 'very good' condition: Asphodel-Norwood landfill bridge





### Example of a Bridge in a 'Fair' Condition:

Norwood Pedestrian Bridge – Bridge Condition Index: **51.38**



Walkway looking east



South barrier system



Wide crack in curb



Deck wearing surface

*Figure 87 Photos of a bridge in a 'fair' condition: Norwood pedestrian bridge*





**Example of a Culvert in a 'Very Good' Condition:**

Sixth Line Culvert – Condition Score: **99.54**



Roadway looking south



Looking west through north barrel



East elevation



Downstream

*Figure 88 Photos of a culvert in a 'very good' condition: Sixth line culvert*





**Example of a Culvert in a 'Fair' Condition:**

River Road Culvert – Condition Score: **57.78**



Roadway looking east



North elevation



Looking south through barrel



Upstream

*Figure 89 Photos of a culvert in a 'fair' condition: River road culvert*





## Water Network



Figure 90 Norwood Water Distribution and Hydrant Network



*Figure 91 Trentview Estates Water Distribution and Hydrant Network*



## Appendix D – Risk Rating Criteria

### Probability of Failure

| Asset Category        | Risk Classification | Risk Criteria | Value/Range | Probability of Failure Score |
|-----------------------|---------------------|---------------|-------------|------------------------------|
| Water Network (Mains) | Economic (80%)      | Condition     | 80 - 100    | 1                            |
|                       |                     |               | 60- 79      | 2                            |
|                       |                     |               | 40 - 59     | 3                            |
|                       |                     |               | 20 - 39     | 4                            |
|                       |                     |               | 0 - 19      | 5                            |
|                       | Operational (20%)   | Material Type | PVC         | 2                            |
|                       |                     |               | AC, CI      | 4                            |

Table 96 Probability of Failure Criteria: Water Mains

| Asset Category             | Risk Classification | Risk Criteria | Value/Range      | Probability of Failure Score |
|----------------------------|---------------------|---------------|------------------|------------------------------|
| Stormwater Network (Mains) | Economic (80%)      | Condition     | 80 - 100         | 1                            |
|                            |                     |               | 60- 79           | 2                            |
|                            |                     |               | 40 - 59          | 3                            |
|                            |                     |               | 20 - 39          | 4                            |
|                            |                     |               | 0 - 19           | 5                            |
|                            | Operational (20%)   | Material Type | PVC, HDPE        | 2                            |
|                            |                     |               | Cement, Concrete | 3                            |
|                            |                     |               | Clay, Perforated | 4                            |

Table 97 Probability of Failure Criteria: Stormwater Mains



| Asset Category   | Risk Classification | Risk Criteria | Value/Range | Probability of Failure Score |
|------------------|---------------------|---------------|-------------|------------------------------|
| All other assets | Economic (100%)     | Condition     | 80 - 100    | 1                            |
|                  |                     |               | 60- 79      | 2                            |
|                  |                     |               | 40 - 59     | 3                            |
|                  |                     |               | 20 - 39     | 4                            |
|                  |                     |               | 0 - 19      | 5                            |

Table 98 Probability of Failure Criteria: All Other Assets

## Consequence of Failure

| Asset Category                         | Risk Classification   | Risk Criteria    | Value/Range             | Consequence of Failure Score |
|----------------------------------------|-----------------------|------------------|-------------------------|------------------------------|
| HCB Roads<br>LCB Roads<br>Gravel Roads | Economic (60%)        | Replacement Cost | 0-\$10,000              | 1                            |
|                                        |                       |                  | \$10,001 - \$250,000    | 2                            |
|                                        |                       |                  | \$250,001 - \$50,0000   | 3                            |
|                                        |                       |                  | \$500,001 - \$1,000,000 | 4                            |
|                                        |                       |                  | \$1,000,001+            | 5                            |
|                                        | Health & Safety (40%) | Speed Limit      | 0-30                    | 1                            |
|                                        |                       |                  | 31-50                   | 2                            |
|                                        |                       |                  | 51-80                   | 3                            |
|                                        |                       |                  | 81-90                   | 4                            |
|                                        |                       |                  | 91+                     | 5                            |

Table 99 Consequence of Failure criteria: Road Surfaces



| Asset Category       | Risk Classification | Risk Criteria    | Value/Range             | Consequence of Failure Score |
|----------------------|---------------------|------------------|-------------------------|------------------------------|
| Sanitary Sewer Mains | Economic<br>(40%)   | Replacement Cost | 0-\$10,000              | 1                            |
|                      |                     |                  | \$10,001 - \$250,000    | 2                            |
|                      |                     |                  | \$250,001 - \$50,0000   | 3                            |
|                      |                     |                  | \$500,001 - \$1,000,000 | 4                            |
|                      |                     |                  | \$1,000,001+            | 5                            |
|                      | (60%)               | Diameter (mm)    | 0-100                   | 1                            |
|                      |                     |                  | 101-150                 | 2                            |
|                      |                     |                  | 151-200                 | 3                            |
|                      |                     |                  | 201-250                 | 4                            |
|                      |                     |                  | 251+                    | 5                            |

*Table 100 Consequence of Failure Criteria: Sanitary Sewer Mains*

| Asset Category | Risk Classification | Risk Criteria    | Value/Range             | Consequence of Failure Score |
|----------------|---------------------|------------------|-------------------------|------------------------------|
| Water Mains    | Economic<br>(40%)   | Replacement Cost | 0-\$10,000              | 1                            |
|                |                     |                  | \$10,001 - \$250,000    | 2                            |
|                |                     |                  | \$250,001 - \$50,0000   | 3                            |
|                |                     |                  | \$500,001 - \$1,000,000 | 4                            |
|                |                     |                  | \$1,000,001+            | 5                            |
|                | (60%)               | Diameter (mm)    | 0-75                    | 1                            |
|                |                     |                  | 76-100                  | 2                            |
|                |                     |                  | 101-150                 | 3                            |
|                |                     |                  | 151-200                 | 4                            |
|                |                     |                  | 201+                    | 5                            |

*Table 101 Consequence of Failure Criteria: Water Mains*



| Asset Category   | Risk Classification | Risk Criteria    | Value/Range             | Consequence of Failure Score |
|------------------|---------------------|------------------|-------------------------|------------------------------|
| Stormwater Mains | Economic<br>(40%)   | Replacement Cost | 0-\$10,000              | 1                            |
|                  |                     |                  | \$10,001 - \$250,000    | 2                            |
|                  |                     |                  | \$250,001 - \$50,0000   | 3                            |
|                  |                     |                  | \$500,001 - \$1,000,000 | 4                            |
|                  |                     |                  | \$1,000,001+            | 5                            |
|                  | (60%)               | Diameter (mm)    | 0-150                   | 1                            |
|                  |                     |                  | 151-200                 | 2                            |
|                  |                     |                  | 201-300                 | 3                            |
|                  |                     |                  | 301-450                 | 4                            |
|                  |                     |                  | 451+                    | 5                            |

*Table 102 Consequence of Failure Criteria: Stormwater Mains*

| Asset Category   | Risk Classification | Risk Criteria              | Value/Range             | Consequence of Failure Score |
|------------------|---------------------|----------------------------|-------------------------|------------------------------|
| All other Assets | Economic<br>(100%)  | Replacement Cost<br>(100%) | 0-\$10,000              | 1                            |
|                  |                     |                            | \$10,001 - \$250,000    | 2                            |
|                  |                     |                            | \$250,001 - \$50,0000   | 3                            |
|                  |                     |                            | \$500,001 - \$1,000,000 | 4                            |
|                  |                     |                            | \$1,000,001+            | 5                            |

*Table 103 Consequence of Failure Criteria: All Other Assets*



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Jordan Webb, Treasurer  
**Meeting Date:** October 21, 2025  
**Subject:** Water/Wastewater Study and Financial Plan 2025-2035  
**Report No.:** R6

---

### RECOMMENDATION:

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding the Water/Wastewater Study and Financial Plan; **AND FURTHER THAT** the Council of the Township of Asphodel-Norwood approves the Water/Wastewater Study and Financial Plan for 2025-2035.”

### BACKGROUND AND DISCUSSION:

The Township engaged PSD Citywide to collaborate with Township staff on the development of a Water and Wastewater Rate Study and Financial Plan. The purpose of this initiative is to establish a comprehensive financial strategy that ensures the long-term sustainability of the Township’s water and wastewater systems. The Study and Financial Plan cover a 10-year planning horizon, during which annual water and wastewater rate adjustments are proposed based on projected operating revenues and expenditures, future capital requirements, debt financing, and reserve contributions. Two servicing scenarios are examined: a status quo scenario, which anticipates minimal user growth, and an expansion scenario, which projects significant user growth associated with planned water and wastewater system upgrades.

The Financial Plan is also a requirement of O. Reg. 453/07 and is required to renew the Townships Municipal Drinking Water Licence, which expires in April 2026.

The Walkerton Inquiry (2002), launched after the 2000 water systems contamination in Walkerton, Ontario, made far-reaching recommendations to overhaul Ontario’s drinking





water protection. Justice Dennis O'Connor emphasized a multi-barrier approach - protecting water from source to tap through stronger legislation, clear accountability, mandatory licensing, sustainable financing, operator training, and transparent public reporting. These recommendations directly led to the Safe Drinking Water Act, 2002, which established strict standards and licensing for municipal systems, and later to O. Reg. 453/07 (Financial Plans), ensuring municipalities demonstrate long-term financial sustainability of their drinking water systems. Together, they embed the principle that safe drinking water depends not only on infrastructure and treatment but also on sound governance, accountability, and adequate funding.

O. Reg. 453/07 requires municipalities to prepare and approve a financial plan to obtain a Municipal Drinking Water Licence. O. Reg. 453/07 requirements include:

- A financial plan approved via resolution by municipal Council indicating the system is financially viable
- The financial plan must cover a minimum period of 6-years
- Must include information on revenues and expenses, surplus/deficit, assets and liabilities, and cash flow
- Make the plan available to the public (website)
- Provide a copy of the plan to the Ministry of Municipal Affairs and Housing

Provincial legalisation requires municipal water and wastewater systems be self-financing. Water revenues collected must be used to finance water expenses, and Wastewater revenues collected must be used to finance wastewater expenses.

Upon Council approval, the Study and Financial Plan will be posted on the Township website and sent to the Ministry of Municipal Affairs and Housing.

#### **RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:**

- Federal/Provincial Legislation

#### **FINANCIAL IMPLICATIONS:**

There are no direct financial implications from the Water/Wastewater Study and Financial Plan, at this time. Costs associated with the implementation of the plan will be identified and considered through future budget submissions and/or an implementation process brought to Council at a future Council Meeting in 2026. Recommendations outlined in the Water/Wastewater Study and Financial Plan will be incorporated into the 2026 draft budget for Council consideration.

**ENGAGEMENT:**

- Municipal staff
- PSD Citywide staff

**CONCLUSION:**

A Council-approved Water and Wastewater Rate Study and Financial Plan is required to support the renewal of the Township's Municipal Drinking Water Licence, which expires in April 2026. The Study and Financial Plan outline a comprehensive financial strategy designed to ensure the long-term sustainability of the Township's water and wastewater systems while providing Council and staff with a strategic decision-making tool for future financial and infrastructure planning. Implementation of the Study and Financial Plan will help ensure that the Township's water and wastewater systems are effectively managed, supporting the reliable and sustainable delivery of municipal services

Respectfully submitted,  
Jordan Webb, Treasurer

**ATTACHMENTS:**

- Asphodel Norwood 2025 Rate Study & Financial Plan-Final

**REPORT APPROVAL:**

All reports are reviewed and/or approved by the CAO.

# 2025 Water/Wastewater Study and Financial Plan

## 2025-2035 Plan (2025 Compliance)

For: Township of Asphodel-Norwood  
Date: October 15, 2025

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# Executive Summary

## Background

The Township of Asphodel-Norwood owns and operates two distinct municipal servicing systems that provide water and wastewater services to residents within the primary serviced settlement areas. The municipal water system currently supplies potable water to approximately 1,100 users, while the municipal wastewater (sanitary sewer) system serves about 1,000 users.

Both systems operate independently but are jointly managed by the Township and share the same general user fee structure, which consists of:

- a fixed monthly base charge (to recover the majority of system fixed costs), and
- a volumetric consumption charge based on metered water usage (to recover variable costs).
- Although the fee structure design is the same, the rates for water and wastewater are set separately by Council each year.

In addition to its municipally operated systems, a small portion of the Township's population resides in Trentview Estates (TVE), a residential enclave comprising approximately 75 occupied households with capacity for 86 total household connections. These properties are not connected to the Township's municipal water system. Instead, they receive water supply from the neighbouring Municipality of Trent Hills. The Township of Asphodel-Norwood acts as the billing and collection agent for Trentview Estates residents: it charges users locally for their water consumption and then remits payment to Trent Hills for the bulk water supplied.

This rate study establishes a separate recommended fee increase for the Township's water services, one for its sanitary services, and one for its Trentview Estates water system. In addition, an alternative scenario where the Township receives grant funding to initiate a major sewer system expansion that would increase capacity for both the water and wastewater systems was considered. An additional corresponding recommended annual fee increase was provided for each. The financial plans provided for each of these services are produced in accordance with Ontario Regulation 453/07. While the Township's existing fee structure for both water and sanitary are sufficient to meet operating expenses, a rate increase is needed to allow the Township to meet its long-term infrastructure needs.

## Summary of Findings

In 2025, the Township is forecasted to incur \$287,232 in operating expenses for water services. With a revenue forecast of \$625,536, the Township will generate a surplus of \$338,304. When incorporating its annual amortization expenses, the Township's surplus drops to \$73,722 by 2035; albeit still in a surplus position – with existing rates. However, upon incorporating the Township's annual requirements, which are based on current replacement cost of assets rather than their historical cost, the Township falls into an annual deficit position by 2035 of \$641,781. As such, the Township is underfunding the long-term needs associated with its water services at existing rates.

In order to meet the annual capital requirements for its water services, we recommend the Township increase its annual water fees by 5.79% each year from 2025 to 2035. This will allow the Township to become cash flow positive when accounting for annual capital requirements by 2035 and generate an annual operating surplus (including annual requirements) of \$114,597 for the water system in 2035.

In an alternate scenario that was explored in this rate study, if the Township receives grant funding for the purpose of a major sewer system upgrade, the water system would realize a significant increase in capacity. As a result, the Township's user revenue growth would outpace increases in costs for the water system. In this scenario, we recommend the Township increase its annual water fees by only 2.06% each





year in order to generate an annual operating surplus and become cash flow positive when accounting for annual requirements by 2035. If implemented, the Township would generate an annual operating surplus (including annual requirements) of \$163,284 by 2035.

Our recommendations are similar for Asphodel-Norwood’s wastewater services. In 2025, the Township is forecasted to incur \$452,860 in operating expenses for wastewater services. With a revenue forecast of \$909,991, the Township will generate a surplus of \$457,131. When incorporating its annual amortization expenses, the Township’s surplus drops to \$35,754 by 2035; albeit still in a surplus position – with existing rates. However, upon incorporating the Township’s annual requirements, which are based on current replacement cost of assets rather than their historical cost, the Township falls into an annual deficit position by 2035 of \$472,839. As such, the Township is underfunding the long-term needs associated with its wastewater services at existing rates.

In order to meet the annual capital requirements for its wastewater services, we recommend the Township increase its annual wastewater fees by 5.58% each year from 2025 to 2035. This will allow the Township to become cash flow positive when accounting for annual capital requirements by 2035 and generate an annual operating surplus (including annual requirements) of \$57,604 for the wastewater system in 2035.

As with the water system, in the alternate scenario where the Township receives grant funding for the purpose of a major sewer system upgrade, the Township’s user revenue growth would outpace increases in costs for the wastewater system. In this scenario, we recommend the Township increase its annual water fees by only 4.49% each year in order to generate an annual operating surplus and become cash flow positive when accounting for annual requirements by 2035. If implemented, the Township would generate an annual operating surplus (including annual requirements) of \$301,659 by 2035.

For the TVE Water System, we recommend the Township increase its annual water fees by 7.74% each year in order to break even from an annual operating perspective and cash flow perspective when accounting for annual requirements by 2035. Note that this recommended annual increase should be applied in addition to the annual water fee increases applied by Trent Hills; to allow for full cost recovery of the system.

For each system, each of the recommended rate increases presented in this study over the forecasted period are lower than the annual rate increases implemented by the Township from 2024 to 2025. Below is a summary of all recommendations for each scenario considered in the Water and Wastewater Rate Study conducted.

| <b>Recommended Annual Rate Increases</b> |                                  |
|------------------------------------------|----------------------------------|
| <b>Water Status Quo</b>                  | <b>Recommended Rate Increase</b> |
| <b>With Amortization</b>                 | N/A                              |
| <b>With AAR</b>                          | 5.79%                            |
|                                          |                                  |
| <b>Water Expansion Scenario</b>          | <b>Recommended Rate Increase</b> |
| <b>With Amortization</b>                 | N/A                              |
| <b>With AAR</b>                          | 2.06%                            |
|                                          |                                  |
| <b>TVE Water</b>                         | <b>Recommended Rate Increase</b> |
| <b>With Amortization</b>                 | 2.03%                            |
| <b>With AAR</b>                          | 7.74%                            |

| <b>Wastewater Status Quo</b>         | <b>Recommended Rate Increase</b> |
|--------------------------------------|----------------------------------|
| <b>With Amortization</b>             | N/A                              |
| <b>With AAR</b>                      | 5.58%                            |
|                                      |                                  |
| <b>Wastewater Expansion Scenario</b> | <b>Recommended Rate Increase</b> |
| <b>With Amortization</b>             | N/A                              |
| <b>With AAR</b>                      | 4.49%                            |

## Objective of the Rate Study and Financial Plan

In May 2002, Justice Dennis O'Connor delivered a two-part report detailing the Walkerton water systems contamination of 2000. While Part 1 of the submission provided a critical analysis of the events, Part 2 focused on the future, and contained policy recommendations designed to safeguard Ontario's water systems. A total of 93 recommendations were made in Part 2; recommendation 67 of the report suggested that the province enact a Safe Drinking Water Act (SDWA) "to deal with matters related to the treatment and distribution of drinking water."

Justice O'Connor proposed "requiring each municipality to have a financial plan that provides for full cost recovery and for proper asset management in accordance with provincially established standards." Ontario Regulation 453/07 of SDWA details the requirements of the financial plans related to water systems. For municipalities which are renewing their license, these requirements are:

- The financial plans must be approved by a council resolution which indicates that the drinking water system is financially viable;
- The financial plans must apply to a period of at least six years.
- Financial statements must be prepared in accordance with PSAB standards.
- For each year in which the financial plans apply, the financial plans must include details of the proposed or projected financial operations, current financial position, capital plan, and revenues
- Municipalities operating multiple water systems may satisfy the requirements of the SDWA financial plans by treating such systems as one.
- The financial plans must be made public upon request and free of charge. Further, they must also be published on the municipality's website (if maintained) at no charge.
- The financial plans must be submitted to the Ministry of Municipal Affairs and Housing.

In this study, we provide an analysis of the Township's existing fee structures and then develop a uniform target fee for the Township's water and sanitary services so that customers currently serviced by either system will pay identical annual fees.

The objective of this Water and Wastewater Rate Study is to establish a sustainable financial plan that ensures the Township's water, wastewater, and TVE water systems remain financially self-sufficient over the long term. The study analyzes projected revenues, operating costs, capital needs, debt financing, and reserve strategies to determine the annual rate adjustments required for each system. By evaluating both status quo and alternative servicing scenarios, the study seeks to identify annual rate increases that balance long-term system sustainability with affordability and stability for users.

Given the disparity in rates between the two systems, customers will experience different rate increases. Finally, in accordance with O.Reg. 453/07, an individual financial plan for water services is presented; while not required under the regulation, a financial plan for sanitary services is within the scope of this report and is presented as well. These financial plans provided herein account for the full-cost of providing

water and wastewater services to the residents of Asphodel-Norwood. The rate study and accompanying financial plan is prepared and presented for a total period of 10 years from 2025 to 2035.

## Data and Methodology

To develop an appropriate fee increase rate for the Township's customers, we used the financial data from Asphodel-Norwood as the foundation for most projections and forecasts. The 2025 budget figures supplied by the Township for both revenues and expenses were used as the starting point.

The Township supplied a list of expected capital projects over the next few years. Through discussion with Township staff, only those projects deemed critical were included in the financial plan and rate analysis. All additional future capital projects that will inevitably be required are indirectly captured through the amortization expense (or annual requirements) of current assets. Below is a list of expected capital projects – as well as the additional amortization and annual capital requirements from each – included in the rate study for each scenario. In addition to the below capital acquisitions, the Township is expected to transfer \$63,694 from the water network annually for the next 10 years for the purpose of funding previous unfunded capital acquisitions.

**Table 1: Water System Future Capital Expenditures**

| Water System Capital Expenditures              | Estimated Cost | Estimated Useful Life in Years | Annual Amortization Expense | Annual Capital Requirements | Year      |
|------------------------------------------------|----------------|--------------------------------|-----------------------------|-----------------------------|-----------|
| <b>Status Quo</b>                              |                |                                |                             |                             |           |
| Highway 7 Watermain Upgrade (70% Grant Funded) | \$1,522,394    | 75                             | \$20,299                    | \$25,971                    | 2026      |
| Water Meter Replacements                       | \$15,000       | 20                             | \$750                       | \$256                       | 2026      |
| Aquifer Capacity / PTTW                        | \$170,630      | 10                             | \$17,063                    | \$2,911                     | 2026/2027 |
| <b>Expansion Project (includes above)</b>      |                |                                |                             |                             |           |
| Water Supply Equipment to Support Capacity     | \$500,000      | 15                             | \$33,333                    | \$8,530                     | 2031      |

**Table 2: Wastewater System Future Capital Expenditures**

| Wastewater System Capital Expenditures                | Estimated Cost | Estimated Useful Life in Years | Annual Amortization Expense | Annual Capital Requirements | Year        |
|-------------------------------------------------------|----------------|--------------------------------|-----------------------------|-----------------------------|-------------|
| <b>Status Quo</b>                                     |                |                                |                             |                             |             |
| Vehicle Replacement                                   | \$80,000       | 10                             | \$8,000                     | \$1,946                     | 2027        |
| County Rd 40/Albine St Sewer Upgrade                  | \$400,000      | 50                             | \$8,000                     | \$9,731                     | 2026        |
| Maple Ave Reconstruction                              | \$150,000      | 75                             | \$2,000                     | \$3,649                     | 2030        |
| <b>Expansion Project (includes above)</b>             |                |                                |                             |                             |             |
| Wastewater Treatment Plant Upgrade (73% Grant Funded) | \$30,000,000   | 50                             | \$600,000                   | \$729,848                   | 2027 - 2030 |
| Pumping Station Upgrade (73% Grant Funded)            | \$10,000,000   | 50                             | \$200,000                   | \$243,283                   | 2027 - 2030 |



The Township's water and sanitary infrastructure data, including replacement values, amortization schedules, and annual requirements, etc. was extracted from CityWide® Tangible Assets, which serves as the Township's asset registry and TCA module.

For both water and sanitary services including the 2 scenarios (status quo and expansion), we present two different approaches for rate analysis and financial plans. Approach #1 provides analysis and recommendations to account for the annual amortization expense related to existing and new assets. This approach relies on the historical cost of infrastructure to inform future requirements. In Approach #2, we provide analysis and recommendations using the Township's annual requirements. This approach relies on the current replacement cost of assets rather than historical cost for long-term planning purposes. The alternatives of incorporating amortization or annual requirements are explored for both systems under both the status quo and expansion scenarios individually as well.

For reference throughout the study, the various scenarios and corresponding approaches are summarized in the section below.

## Water Scenarios and Approaches

### **Status Quo with Amortization (Scenario 1 – Amortization)**

This scenario assumes the water system accommodates 94 additional users over the next four years, with annual capital consumption measured using amortization expense from the 2025 asset base plus new capital additions.

### **Status Quo with Annual Requirements (Scenario 1 – AAR)**

This scenario applies the same user growth as above but substitutes amortization with Average Annual Requirements (AAR), updated to reflect current replacement costs, asset condition, and lifecycle strategies.

### **Expansion with Amortization (Scenario 2 – Amortization)**

This scenario models system growth of 100 new users annually starting in 2030, with capital costs reflected through amortization expense.

### **Expansion with Annual Requirements (Scenario 2 – AAR)**

This scenario applies the same expansion user growth as above but measures capital needs using AAR, which reflects lifecycle-based replacement costs and updated asset conditions.

## TVE Water Scenarios

### **TVE Water with Amortization (Scenario 1 – Amortization)**

This scenario evaluates the TVE system under its current capacity of 86 lots, with capital consumption based on amortization expense of existing assets.

### **TVE Water with Annual Requirements (Scenario 2 – AAR)**

This scenario reflects the same capacity of 86 lots, but measures capital needs using AAR, which reflects lifecycle-based replacement costs and updated asset conditions.

## Wastewater Scenarios and Approaches

**Status Quo with Amortization (Scenario 1 – Amortization)**

This scenario assumes the wastewater system accommodates 94 additional users over the next four years, with annual capital consumption measured using amortization expense from the 2025 asset base plus new capital additions.

**Status Quo with Annual Requirements (Scenario 1 – AAR)**

This scenario applies the same user growth as above but substitutes amortization with Average Annual Requirements (AAR), updated to reflect current replacement costs, asset condition, and lifecycle strategies.

**Expansion with Amortization (Scenario 2 – Amortization)**

This scenario models system growth of 100 new users annually starting in 2030, with capital costs reflected through amortization expense.

**Expansion with Annual Requirements (Scenario 2 – AAR)**

This scenario applies the same expansion user growth as above but measures capital needs using AAR, which reflects lifecycle-based replacement costs and updated asset conditions.

## Municipal Profile

The Township of Asphodel-Norwood is a lower-tier Township located in the central part of Ontario. It is predominantly rural in character, with small urban settlement areas such as Norwood, Westwood, and surrounding hamlets. The rural nature of the Township shapes both its service delivery costs and infrastructure planning profiles.

According to the most recent estimates, Asphodel-Norwood has a population of approximately 5,181 residents (2021). Over the past decade, population growth has been modest but steady, with a slight increase from previous census periods. This trend emphasizes that while growth is occurring, it is not rapid; infrastructure expansions must therefore be carefully timed and financially sustainable.

**Water and Wastewater Connections & Capacity**

- The Township currently supports about 1,100 water users connected to its municipal water supply system.
- Approximately 1,000 users are connected to the municipal sanitary sewer system.
- Under current infrastructure and service levels, both the water and wastewater systems have capacity to accommodate roughly 94 additional residential connections beyond current connections.

**Trentview Estates**

- Trentview Estates is a distinct subdivision within the Township, comprising of about 75 households with a permitted capacity for 86 total connections.
- The Estates receive their potable water supply from a neighbouring municipality, Trent Hills. Asphodel-Norwood serves as the billing and collecting authority for that supply, and in turn remits payment to the supplying municipality.

A healthy infrastructure portfolio is inextricably linked to a community's economic and social well-being. Declining population can compromise a municipality's financial capacity to maintain acceptable levels of service. However, Asphodel-Norwood's population is expected to grow, which should provide an increase



in funding from new connections and mitigate the challenge in configuring an optimal infrastructure portfolio without exceeding the ability of a declining revenue base to fund it.

## Rate Analysis Overview

The financial rate analysis for both the water and wastewater system explores several different approaches to evaluate the long-term sustainability of user rates under varying assumptions. The first analysis models the status quo scenario, in which the systems accommodate 94 additional users over the next four years before reaching capacity. This scenario is assessed using two approaches: one based on amortization expense as reported in the Township's financial statements, and an alternative version where amortization is substituted with Average Annual Requirements (AAR) from the Township's Asset Management Plan (with updated costs to reflect current market conditions).

The Township is awaiting approval of government grant funding for a large Wastewater infrastructure project that would increase the capacity. The project includes a \$30 million upgrade of the Wastewater Treatment Plant as well as a \$10 million additional upgrade of the Pumping Station starting in 2027. The Township is awaiting approval of a total of approximately \$29.2 million to help fund the combined \$40 million upgrade. The remaining \$10.2 million is expected to be funded through debt and recovered by the Township through user rates. The water network would require less significant costs to support the expansion, though material enough to account for in the financial analysis for this scenario. This project is fully contingent on the approval of the government grant funding for the Township.

The supplementary analysis for each system considers the expansion scenario, beginning in 2030, when the proposed sanitary servicing expansion would allow the water and wastewater systems to accommodate approximately 100 new users per year over a 16-year period. This scenario is also evaluated using both approaches: first with amortization expense, and then with AAR as the measure of annual reinvestment needs.

## Current Fee Structures

The Township of Asphodel-Norwood uses a consistent and structured approach to establish annual user rates for both its water and wastewater systems. The rate-setting process begins each year with the development of the annual operating budgets for the water and wastewater systems, which identify the total revenue requirements needed to fully fund all projected operating costs, debt servicing costs, and contributions to capital reserves.

Once the total annual revenue requirement is determined for each system, it is allocated between a fixed charge component (75%) and a consumption-based variable component (25%). This allocation is designed to provide stable base funding through fixed charges while maintaining a user-pay relationship by linking a portion of revenue to actual consumption.

The variable consumption rate (\$/m<sup>3</sup>) is calculated by dividing the portion of the revenue requirement allocated to variable charges by the projected total annual system consumption. The fixed monthly charge is calculated by dividing the portion of the revenue requirement allocated to fixed charges by the total number of connected users.

Water and wastewater rates are calculated separately using this same methodology, and both charges appear on users' bills as distinct line items. Once the annual rates are approved by Council, users are billed on a bi-monthly basis. This structured approach ensures that the Township's water and wastewater systems recover their full cost of service each year in a manner that balances financial sustainability, equity, and rate stability.



User fees are billed on a bi-monthly cycle, with each bill consisting of:

#### Fixed Monthly Base Charge

- This charge is applied uniformly to all active accounts regardless of consumption.
- The base charge is designed to recover approximately 75% of the total annual budgeted revenue for the water and wastewater systems.

#### Volumetric Consumption Charge

- This charge is applied on a per-cubic-metre basis to all metered water consumption.
- The volumetric rate is designed to recover the remaining 25% of the total annual budgeted revenue.

Both the fixed and volumetric rates are established annually by Council during the budget process. When rates are adjusted, both components are increased by the same percentage. For example, if the annual budget requires a 5% increase in revenues, the Township will apply a 5% increase to both the monthly base charge and the volumetric consumption rate. This approach maintains the intended 75/25 revenue split between fixed and variable components from year to year while ensuring overall revenue sufficiency to meet system needs.

**Table 3: Township of Asphodel-Norwood Average Water/Sewer User Rates (2025)**

| System        | Variable Rate<br>(per m <sup>3</sup><br>consumption) | Fixed Fee<br>(Annual) | Variable Fee<br>(based on 100<br>cubic meters of<br>annual usage) | Total    | Pipe<br>Charge<br>(Annual) | Number<br>of Users |
|---------------|------------------------------------------------------|-----------------------|-------------------------------------------------------------------|----------|----------------------------|--------------------|
| Norwood Water | \$0.85                                               | \$404.64              | \$85.00                                                           | \$489.64 | N/A                        | 1,100              |
| Norwood Sewer | \$1.03                                               | \$511.32              | \$103.00                                                          | \$614.32 | N/A                        | 1,000              |
| TVE Water     | \$1.40                                               | \$398.04              | \$140.00                                                          | \$538.04 | \$78.72                    | 75                 |

## Fee Charges Comparison

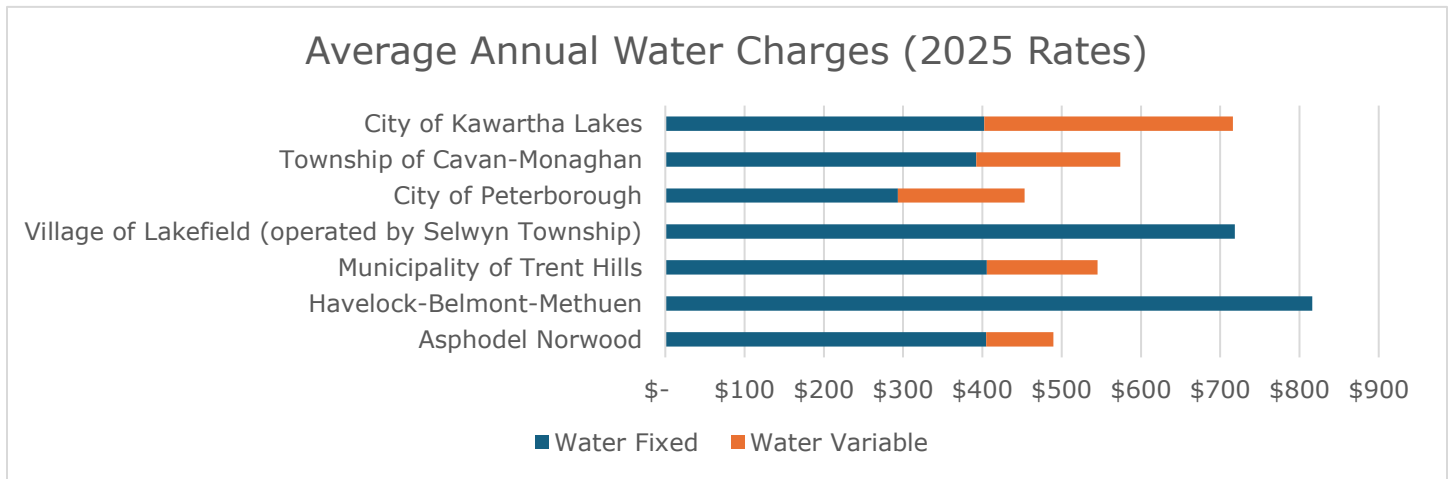
We reviewed 6 water and wastewater systems in neighboring municipalities to assess the comparability of Asphodel-Norwood's water and wastewater rates relative to a demographically and geographically similar peer group.

Starting with the water system, the total average annual cost per user within the 6 neighboring systems was \$637. Asphodel-Norwood's average water rates were the second lowest of the entire peer group. For comparison, Asphodel-Norwood's average annual water rates were 23% lower than the average of the group. Of the 6 municipalities assessed, 4 contained both a fixed and consumption-based component. Figure 1 illustrates the total average annual water charges for the municipalities in our sample set based on 100 cubic metres of annual usage.

Furthermore, the TVE system's average annual water charges of \$538 per user would be just above (higher than) Asphodel Norwood's in the peer group comparison, but still considerably below the group average of \$637.



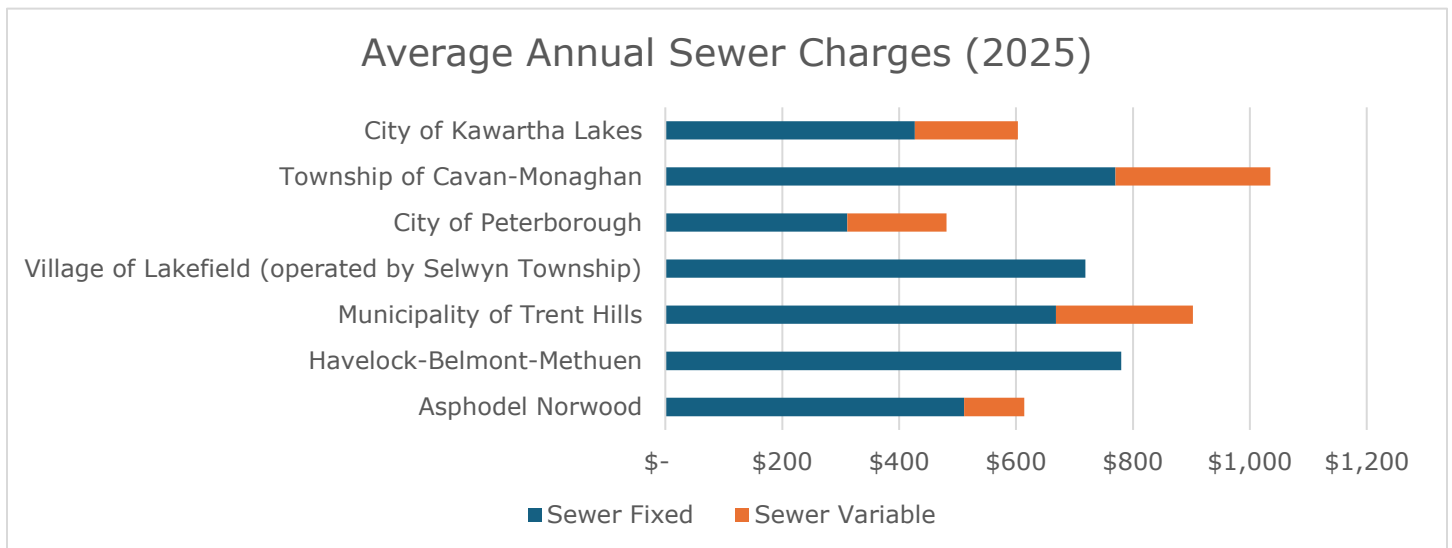
**Figure 1: Average Annual Water Rates in Neighbouring Municipalities**



From 2024 to 2025, the Township of Asphodel Norwood increased annual water charges by approximately 8.9% for its users. The TVE annual water charges increased by approximately 10.7% from 2024 to 2025 for medium volume users.

Next, examining the wastewater system, the average total annual cost per user within the 6 neighboring systems was \$753. Asphodel-Norwood's average sewer rates were the third lowest of the entire peer group. For comparison, Asphodel-Norwood's average annual sewer rates were 28% lower than the average of the group. Of the 6 municipalities assessed, 4 contained both a fixed and consumption-based component. Figure 1 illustrates the total average annual sewer charges for the municipalities in our sample set based on 100 cubic metres of annual usage.

**Figure 2: Average Annual Sewer Rates in Neighbouring Municipalities**



From 2024 to 2025, the Township of Asphodel Norwood increased annual wastewater charges by approximately 14.7% for its users.



# Water System

## Expense Analysis

In order to determine the suitability of the Township's existing water fees, we summarize all expenditures related to the Township's water system. A comprehensive list of all expenditures and revenues is enumerated in **Appendix 1**.

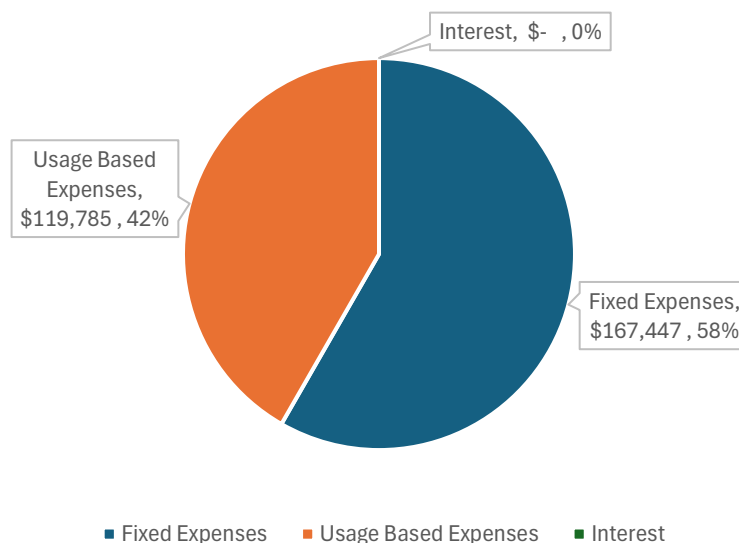
Beginning with the 2025 operating budget, operating expenses for the water system have been forecasted using appropriate categories that reflect the Township's current budget and applicable costs so that they can be forecasted according to their nature, with the categories including: Compensation, Services, Supplies, Utilities, Other, Interest, and Amortization. Employee compensation and other expenses (such as phone, internet, etc.) are considered more fixed in nature. On the other hand, service costs, supplies related to maintenance, and utilities are considered more usage based. The following summarizes how operating expenses were forecasted:

- Compensation and Other: projected to increase annually in line with general inflation (2%).
- Services, Supplies, and Utilities: inflated by 2% annually, with additional increases tied to the growth in system users. This approach recognizes that these costs are sensitive both to inflationary pressures and system demand. Examples of these expenses include: chemical costs, maintenance, repairs and collection fees.
- Interest: not a factor in the water system's 2025 financials, as the system carries no existing debt. However, debt costs are expected to begin in 2026, as the Township will need to issue debt to fund capital projects given the current absence of dedicated water reserves. Interest on Debt was calculated based on the Infrastructure Ontario Rates as of September 2025 (**Appendix 2**)

In total, the water system will incur \$287,232 in operating expenses based on the operating budget in 2025, before factoring in Amortization.

Below summarizes the breakdown of operating expenses for the water system (before amortization) in 2025. Please refer to the description of expenses above to identify which costs are considered fixed vs usage based (variable).

*Figure 3: Forecasted 2025 Water Operating Expenses before Amortization or Annual Requirements (Total: \$287,232)*





Since the Township’s operating budget is prepared on a cash basis, this does not include annual amortization of tangible capital assets. Allocating the annual amortization expense (or furthermore, annual requirements) for capital assets is a critical first step in building a sustainable asset management program.

### Operating Expense Analysis (Amortization Approach)

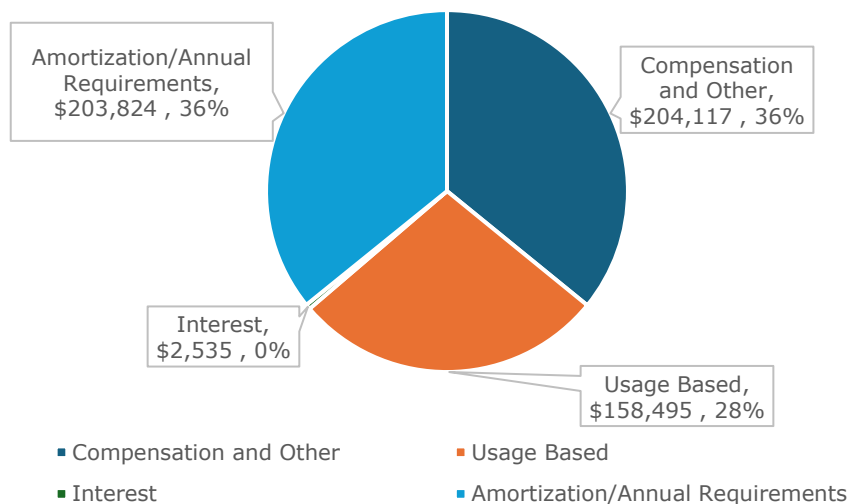
Amortization expenses for the water system are forecasted using the baseline 2025 amortization value calculated in the CityWide asset management software. This baseline amount (based on historical cost) is assumed to remain constant each year, with increases added only for new capital assets as they are placed into service. This approach assumes that assets which become fully amortized will be replaced in future years. In this way, amortization reflects a stable, PSAB-based measure of annual capital consumption, with incremental increases tied directly to system growth and renewal investments.

In 2025, Asphodel-Norwood’s annual amortization from water assets is forecasted to be \$166,462. This is expected to grow to \$203,824 by 2035 when factoring in amortization from newly acquired capital assets over the forecast period.

In addition, although the Water System has no debt at this point, the Township is expected to incur debt in upcoming years to fund a few larger capital projects. In the status quo scenario for the water system, the Township is expected to issue a 10-year debenture of \$411,046 for capital projects in 2026. When accounting for this debt, interest expense is forecasted to make up approximately \$2,535 of operating expenses by 2035. Please note that the Township is expected to incur debt in future years in each of the scenarios presented for the water system.

By 2035, the Township’s forecasted expenses total \$568,971 – up from \$453,694 in 2025. The chart below shows how the breakdown of operating expenses for the Township’s water services will evolve over the projection period.

Figure 4: Forecasted 2035 Water Operating Expenses including Amortization (Total: \$568,971)



Although incorporating amortization expense is a step towards planning for full cost recovery from the depreciation and replacement of existing assets, this approach is based on the historical cost of assets. Thus, it does not produce sufficient funds to meet replacement needs. Instead, we recommend the Township build its financial strategies around the annual requirements for its infrastructure (highlighted in the next section).

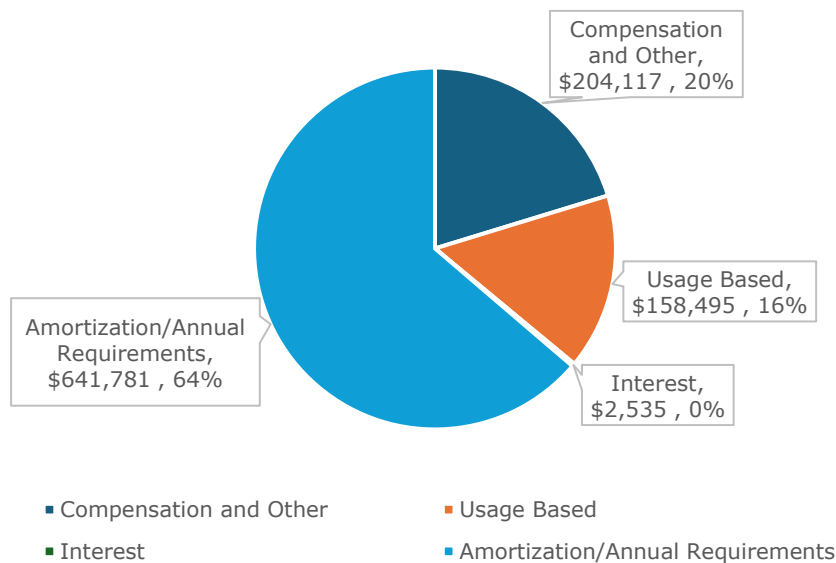
## Operating Expense Analysis (Annual Requirements Approach)

An alternative analysis has been prepared using Average Annual Requirements (AAR) derived from the Township's Asset Management Plan and the CityWide software. These AAR values have been updated to reflect current market rates and construction cost conditions, as well as the current life expectancy and condition of the Township's assets. AAR figures represent the long-term annual investment needed to replace assets at the end of their useful life, adjusted for lifecycle strategies.

New capital assets are incorporated into the forecast by applying the average reinvestment rate (annual requirements ÷ replacement cost) to the cost of new capital purchases, thereby increasing the AAR in future years. This method provides a more forward-looking view of long-term infrastructure funding needs. In the Township's case, the annual reinvestment rate was equal to 1.71% and was applied to each major capital acquisition forecasted to ensure the AAR of such acquisitions were included.

Using the AAR instead of Amortization, the Township's forecasted 2025 expenses totaled \$900,131, including \$612,899 from annual requirements. By 2035, these expenses are forecasted grow to a total of \$1,006,927, including \$641,781 from annual requirements. Below shows a breakdown of total operating costs for the water system in 2035 when using the Township's annual requirements.

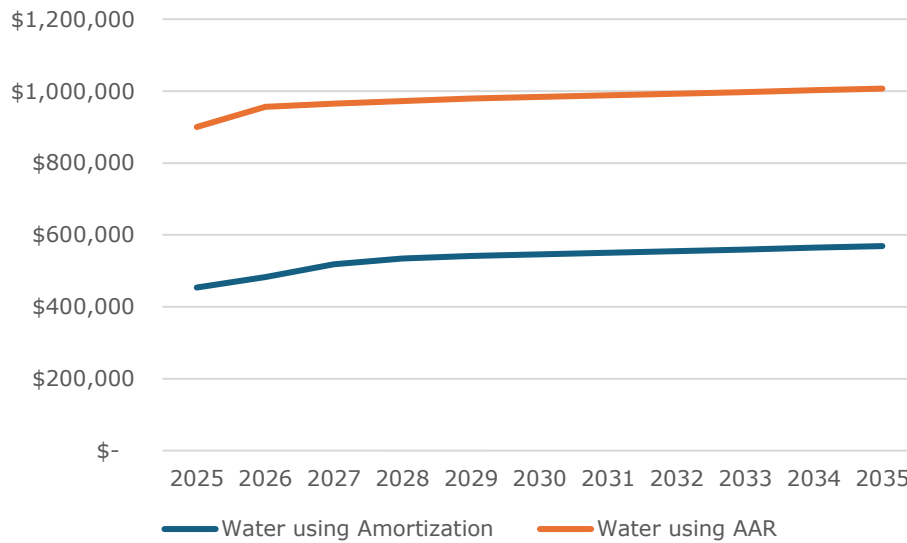
Figure 5: Forecasted 2035 Water Operating Expenses including Annual Requirements (Total: \$1,006,927)



When planning around the current replacement cost of the assets rather than its historical cost, the Township's annual allocation more than triples. While this is a substantial challenge, over the long term, it can be pivotal in mitigating perpetual infrastructure deficits.

The chart below shows how the combined expenses for the Township's water services will evolve over the projection period when using amortization vs annual requirements for capital purposes.

Figure 6: Year-over-Year Forecasted Water Operating Expenses (Status Quo)



## Revenue Analysis – Existing Fees

In this section, we detail the Township’s forecasted revenues for its water services with existing fees. The Township estimates it will generate \$625,536 in 2025 based on current consumption and user projections; \$590,470 of which is projected to be usage related revenue; 75% of which is considered “fixed”.

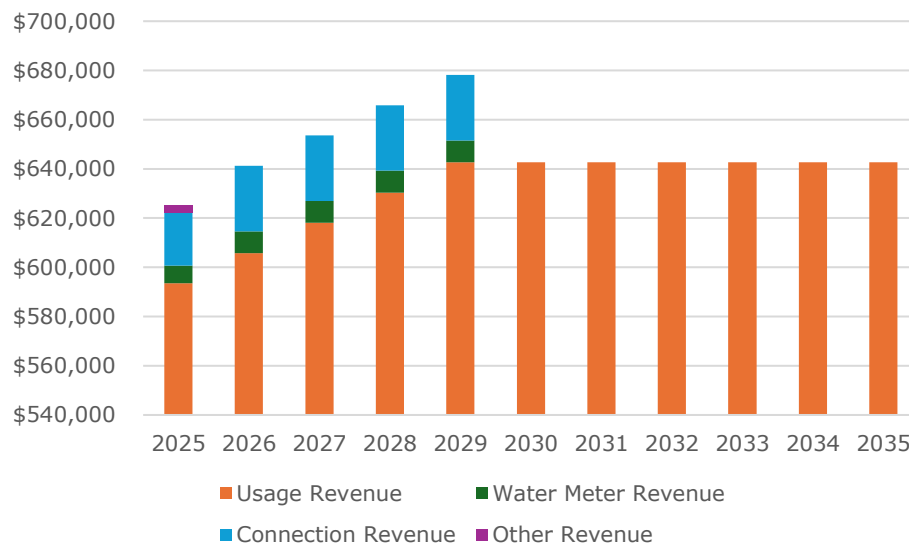
The Township’s water system is funded primarily through user rates and growth-related connection charges.

For the water system, revenues are generated from three sources:

- Usage revenue: consisting of the fixed and variable rate structure charged to all connected users on a bi-monthly basis.
- Water meter revenue: collected from new builds and new users to recover the cost of installing individual water meters. This revenue stream is modest compared to connection fees, averaging approximately one-third the value of connection charges.
- Connection fees: charged to new users or homes at the time of connection, representing a one-time contribution toward the capital cost of providing system capacity.

Under the Status Quo scenario, Connection Fees and Water Meter revenues are being projected based on current rates charged for each service per user. The Township is projected to generate additional connection fee and water meter revenues annually until 2029, at which point the current remaining capacity for approximately 94 additional homes is expected to be fully utilized. Total annual revenues are expected to rise to \$642,692 in 2035; all of which are expected to be usage related since the water system is not expected to have any additional users added after 2029. The graph below illustrates the annual water revenues from existing fees during the forecast period.

Figure 7: Year-over-Year Forecasted Water Revenue – Status Quo



## Assessing the Feasibility of Existing Water Fees

In this section, we determine whether existing fees are sufficient to meet the Township’s cash outlays and non-cash expenses for its water services under the status quo scenario when planning for both amortization and annual requirements comparatively. The table below illustrates the Township’s annual surplus/deficits when amortization vs annual requirements are incorporated into financial planning.

Table 4: Feasibility of Existing Water Rates (Status Quo)

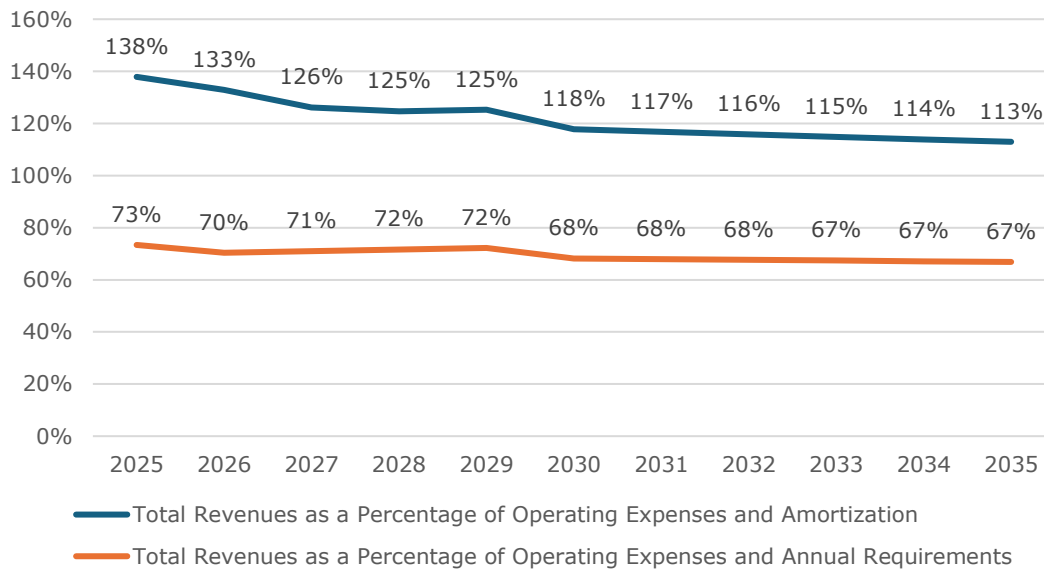
| At Current Rates  |                      |                      |                    |
|-------------------|----------------------|----------------------|--------------------|
| Water             | 2025 Surplus/Deficit | 2035 Surplus/Deficit | To Break Even Rate |
| With Amortization | \$171,842            | \$73,722             | N/A                |
| With AAR          | -\$274,595           | -\$364,235           | 4.65%              |

Based on existing rates for the water system, the Township expects to generate a combined \$625,536 in total annual revenues 2025, increasing to \$642,692 annually by 2035. When combining cash expenses with annual amortization, the Township will generate a surplus of \$171,842; which is expected to remain positive over the projection period, although at a declining rate as operating expenses are projected to increase at a faster rate.

While the Township’s existing rate revenues are sufficient to meet its annual cash expenses plus amortization, the revenues are inadequate to meet long-term infrastructure requirements when incorporating annual requirements.

Upon incorporating annual requirements in place of amortization, the Township falls into a deficit position of \$274,595 in 2025, which increases to \$364,235 by 2035. If the Township’s long-term planning is centered on current replacement costs rather than historical cost, the Township must increase rates annually in order to move into a surplus position. Figure 8 below illustrates the Township’s funding levels through the projection period under both methods.

Figure 8: Total Water Revenues as a Percentage of Operating Expenses w/ Existing Fees – Status Quo



## Establishing New Fees

While the Township is sufficiently funded to meet its operating needs plus amortization, its existing revenues do not allow the Township to fully fund its annual capital requirements from asset replacement over time. To eliminate funding gaps, the Township must increase its annual fees. As explained in the previous section, to break-even on an annual basis from an operating budget perspective by 2035 when incorporating annual requirements for the water system, the Township would have to increase its water rates by 4.65% annually.

While this is the rate required to break-even in its operating budget by 2035, the Township would still not be generating sufficient cash flow to cover its annual requirements; given its forecasted capital and financing cash outflows. Using the 2035 annual requirements as a target for the Township's annual cash transfer to reserves, the Township should increase rates by 5.79% annually to be in a position where it is generating sufficient cash flow to cover its annual requirements. This would allow the Township to meet its long-term water infrastructure annual requirements.

### Status Quo Recommendation 1: Establishing New Fees to Meet Amortization Needs

At minimum, for the purpose of asset management, the Township should allocate sufficient funding each year to account for its annual amortization expense. Since the Township is in a surplus position throughout the forecasted period when accounting for cash expenses plus amortization expense in the status quo scenario, no increase in water fees is necessary to sufficiently fund the system requirements over the period of 2025 to 2035. A key consideration is that the Township is assumed to receive grant funding and proceeds from debt issuance required for the capital investments planned and forecasted in this study.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 9: Annual Surplus/Deficit – Status Quo Recommendation 1 (Amortization)

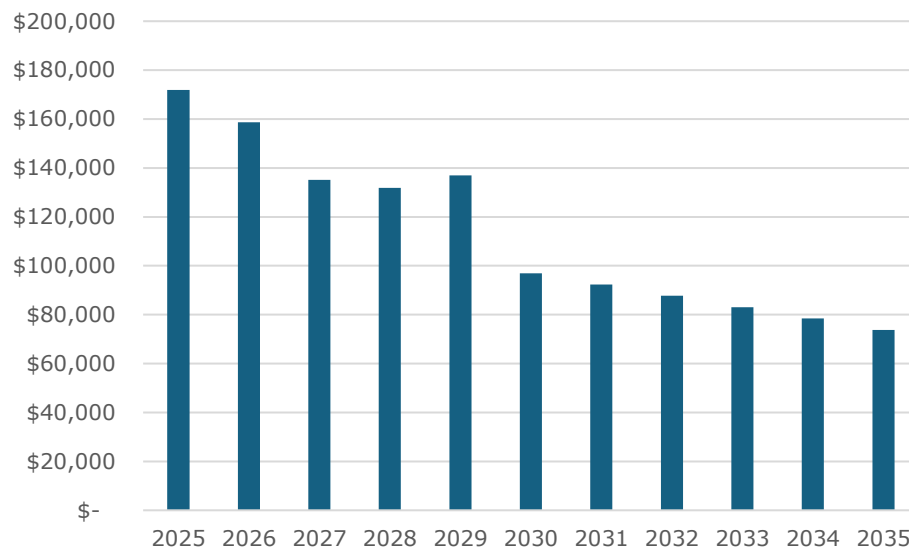
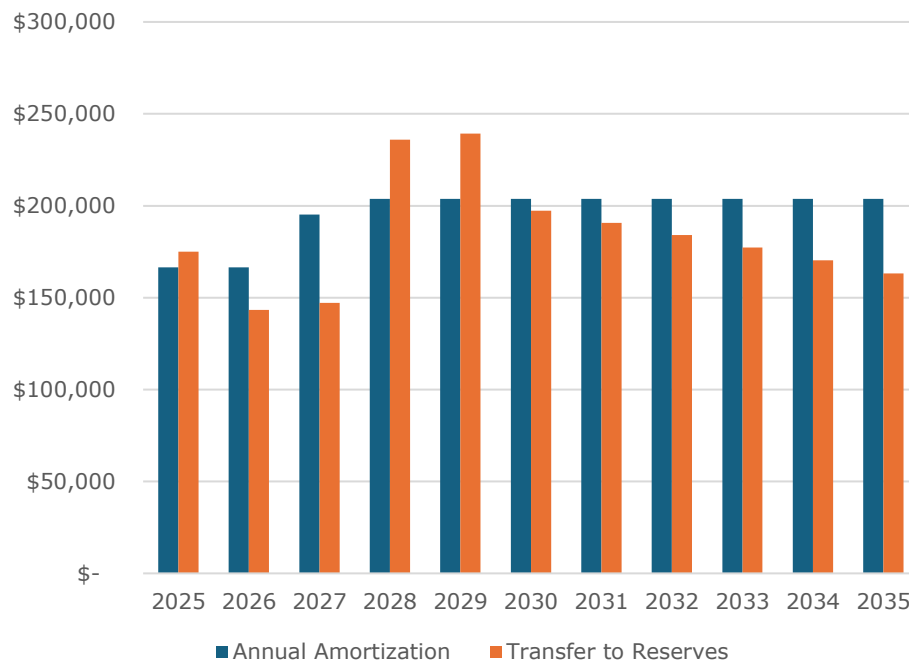


Figure 10: Annual Transfer to Reserves – Status Quo Recommendation 1 (Amortization)



## Status Quo Recommendation 2: Establishing New Fees to Meet Annual Requirements Needs

Our approach to developing new fees to meet annual requirements is similar to that of amortization expense. Setting aside funds annually for non-cash expenses such as amortization is an important step toward developing a sustainable asset management program. However, as highlighted earlier, since amortization is based on historical costs; the Township will not accumulate sufficient funds for future replacement needs. A better, although more demanding strategy, is to plan based on current replacement costs.



Our analysis suggests the Township’s water fee revenues must increase by 5.79% annually to account for the annual requirements for the period of 2025 to 2035. This ensures the Township is generating sufficient annual revenue to fund its annual requirements both from an operating perspective and cash flow perspective.

The recommended rate increase is consistent with the increases implemented in recent years in the Township’s existing water financial strategies, ensuring that user charges remain aligned with the systems’ current needs, financial position, and full cost recovery requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 11: Annual Water Surplus/Deficit – Status Quo Recommendation 2 (Annual Requirements)

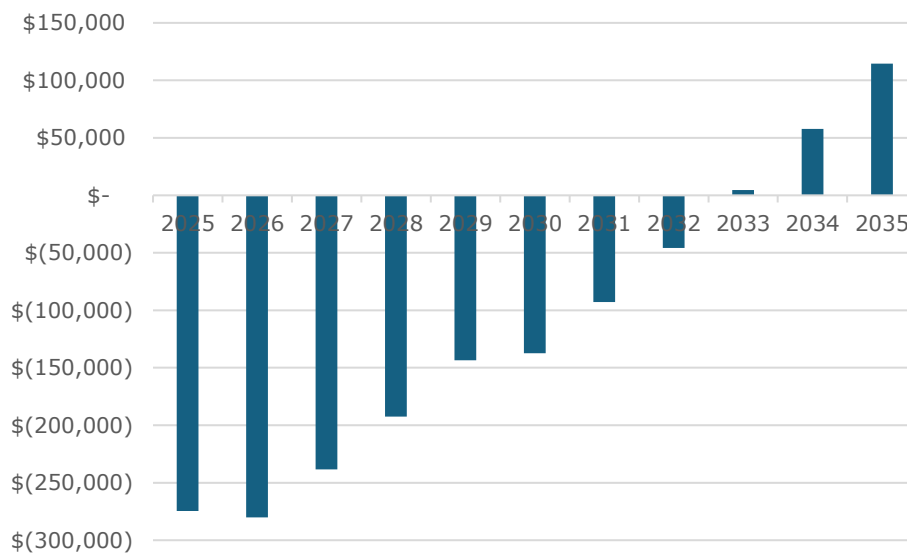
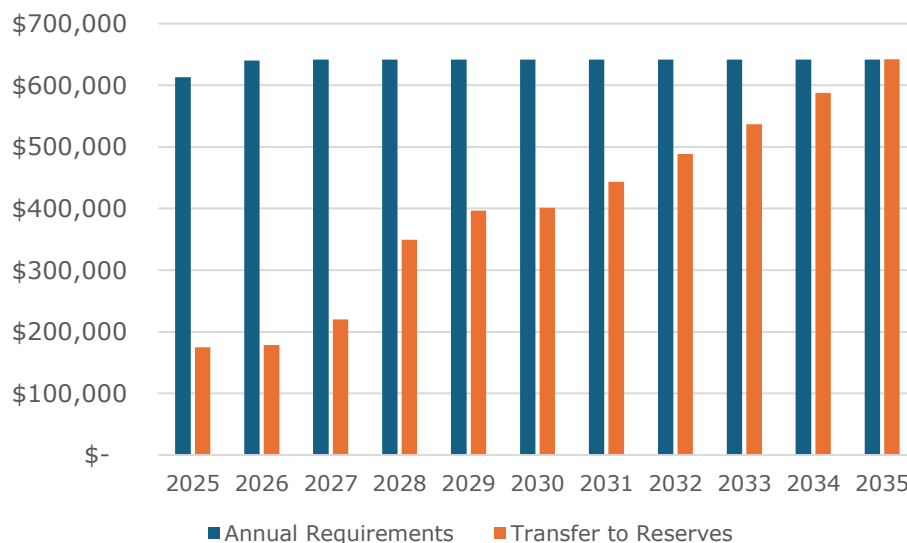


Figure 12: Annual Transfer to Water Reserves – Status Quo Recommendation 2 (Annual Requirements)







Note: these reserves should be used to fund annual capital replacement requirements as they arise within the water network.

## Alternative Expansion Scenario (S2)

An alternative scenario has also been developed to assess the financial impacts should the proposed sewer expansion project that was detailed earlier proceed.

Operating expense projections in this scenario follow the same methodology applied in the status quo analysis. The larger number of users accelerates the growth in usage driven expenses categories relative to the status quo. Amortization (and annual requirements) continues to reflect the Township's 2025 asset base; however, under the expansion scenario, new capital investments introduce additional amortization expense (and annual requirements) once those assets are placed into service. Interest expense is also a more significant factor in this scenario, as debt financing is assumed to fund a greater share of the capital program required to support expanded service.

Taken together, the alternative scenario demonstrates how system growth, enabled by the sewer expansion, fundamentally shifts the financial dynamics of the water system. While revenues increase substantially due to the enlarged user base and initial connection revenue, the Township must also plan for proportionately higher operating costs, additional amortization charges, and greater reliance on debt financing. Careful management of these pressures will be essential to ensure that system sustainability is maintained and that rates remain affordable and predictable for users.

### Operating Expense Analysis (Amortization Approach)

As with the status quo scenario, the baseline amortization amount (based on historical cost) is assumed to remain constant each year, with increases added only for new capital assets as they are placed into service. As noted in earlier sections, this scenario assumes the Township will incur additional capital costs in 2027 and 2028 for water system upgrades to support increased capacity.

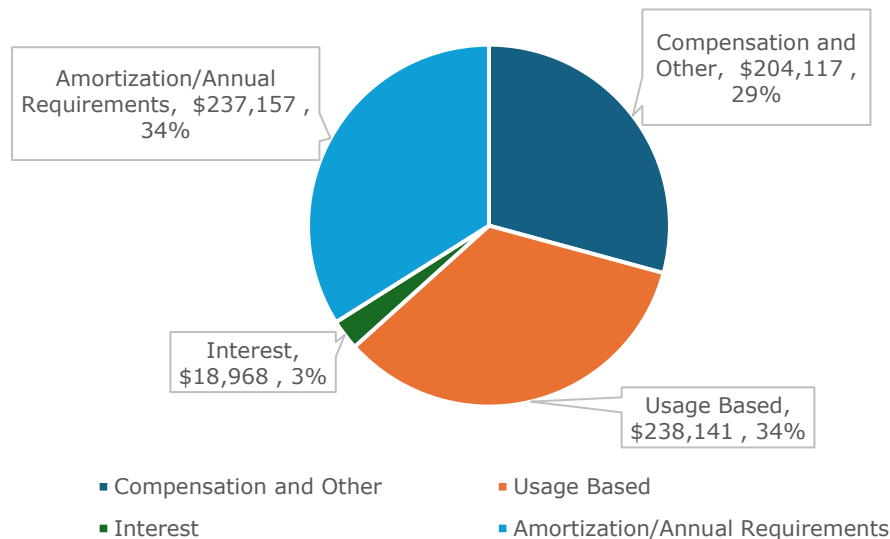
In 2025, Asphodel-Norwood's annual amortization from water network assets is forecasted to be \$166,462. In this scenario, this is expected to grow to \$237,157 by 2035 when factoring in amortization from newly acquired capital assets over the forecast period.

In addition, although the Water System has no debt at this point, the Township is expected to incur debt in upcoming years to fund new capital projects. In this scenario for the water system, the Township is expected to issue the same debt in 2026 as in the status quo, but an additional \$500,000 of debt for the new capital requirements in 2031. When accounting for this debt, interest expense is forecasted to make up approximately \$18,968 of operating expenses by 2035; with additional cash outflows for principal repayments.

By 2035, the Township's forecasted expenses total \$698,383 – up from \$453,694 in 2025. The chart below shows how the combined expenses for the Township's water services will evolve over the projection period.



Figure 13: Forecasted 2035 Annual Water Operating Expenses (Total: \$698,383) – Expansion Scenario with Amortization



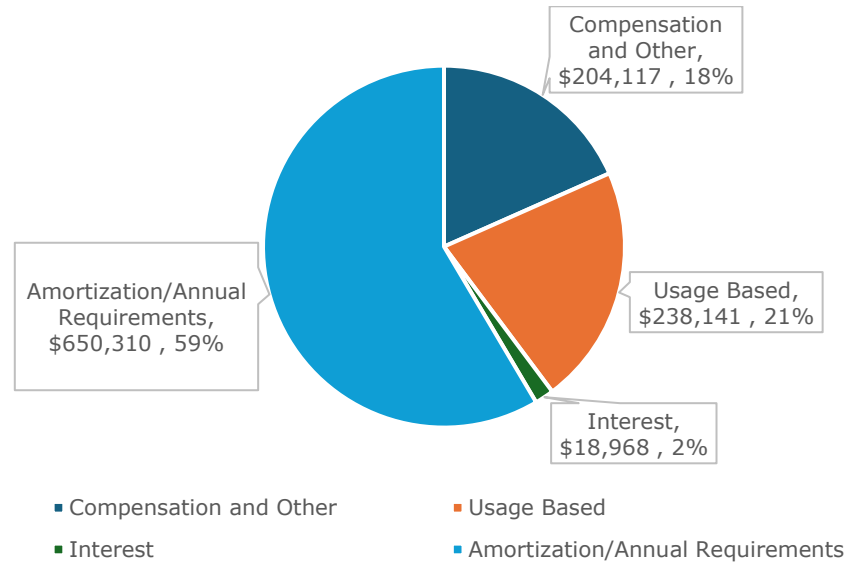
Although incorporating amortization expense is a step towards planning for full cost recovery from the depreciation and replacement of existing assets, this approach is based on the historical cost of assets. Thus, it does not produce sufficient funds to meet replacement needs. Instead, we recommend the Township build its financial strategies around on the annual requirements for its infrastructure (highlighted in the next section).

### Operating Expense Analysis (Annual Requirements Approach)

As done for the status quo scenario, in addition to the amortization-based approach, an alternative analysis has been prepared using Average Annual Requirements (AAR). Identical to the status quo scenario, the annual reinvestment rate was equal to 1.71% and was applied to each major capital acquisition forecasted.

Using the AAR instead of Amortization, the Township's forecasted 2025 expenses under the expansion scenario totaled \$900,131, including \$612,899 from annual requirements. By 2035, these expenses are forecasted grow to a total of \$1,111,536, including \$650,310 from annual requirements. Below shows a breakdown of total operating costs for the water system in 2035 when using the Township's annual requirements.

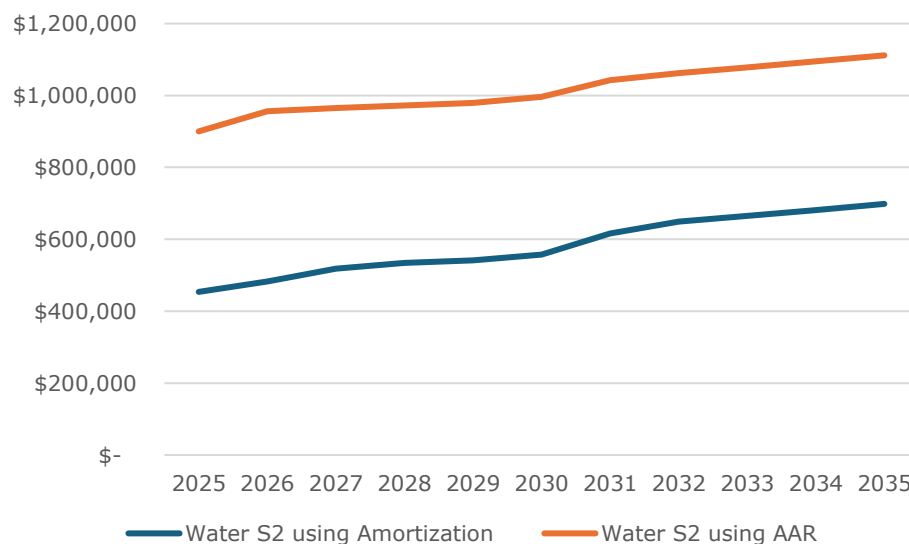
**Figure 14: Forecasted 2035 Annual Water Operating Expenses (Total: \$1,111,536) – Expansion Scenario with Annual Requirements**



Similar to the status quo scenario, when planning around the current replacement cost of the assets rather than its historical cost in the expansion scenario, the Township’s annual allocation more than triples. While this is a substantial challenge, over the long term, it can be pivotal in mitigating perpetual infrastructure deficits.

The chart below shows how the combined expenses under the expansion scenario for the Township’s water services will evolve over the projection period when using amortization vs annual requirements for capital purposes.

**Figure 15: Year-over-Year Forecasted Water Operating Expenses (Expansion)**



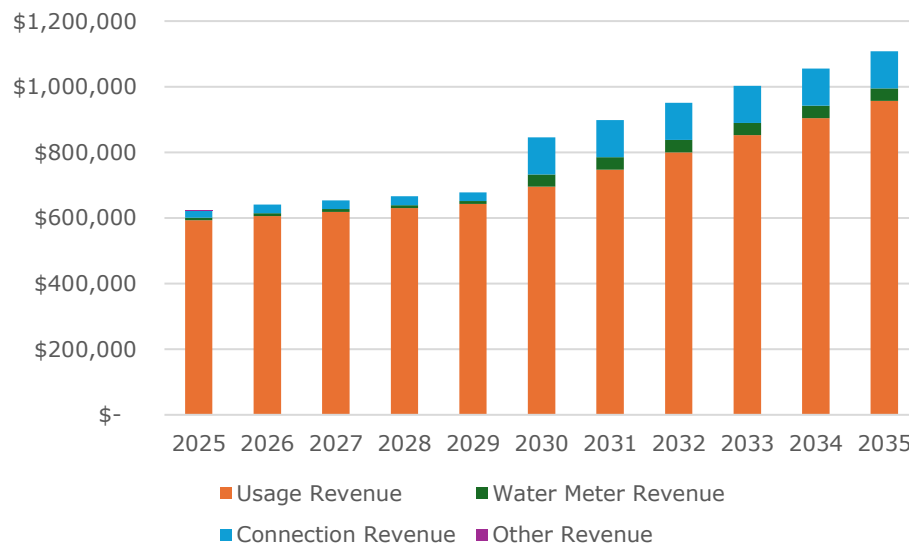
## Revenue Analysis – Existing Fees

In this section, we detail the Township’s forecasted revenues with existing fees for its water services under the expansion scenario. Identical to the status quo scenario, the Township estimates it will generate \$625,536 in 2025 based on current consumption and user projections; \$593,470 of which is projected to be usage related revenue; 75% of which is considered “fixed”. With additional capacity and a projected user growth of 100 additional households per year beginning in 2030, the Township is forecasted to generate significantly more revenue under the expansion scenario over the forecasted period.

Based on the average revenue the Township generates per new connection and water meter fee plus the additional revenue per user based on average water usage revenue the Township generates annually per household; the annual water revenues are forecasted to rise to \$1,107,809 by 2035 in this scenario. \$956,876 of this annual revenue in 20235 is expected to be usage related, with the remainder being new user connection and water meter revenue.

The graph below illustrates the forecasted annual water revenue growth under the expansion scenario from 2025 to 2035.

Figure 16: Year-over-Year Forecasted Water Revenue w/ Existing Fees – Expansion Scenario



## Assessing the Feasibility of Existing Water Fees

In this section, we determine whether existing fees are sufficient to meet the Township’s cash outlays and non-cash expenses for its water services under the expansion scenario when planning for both amortization and annual requirements comparatively. The table below illustrates the Township’s annual surplus/deficits when amortization vs annual requirements are incorporated into financial planning.

Table 5: Feasibility of Existing Water Rates (Expansion Scenario)

| At Current Rates                       |                         |                         |                       |
|----------------------------------------|-------------------------|-------------------------|-----------------------|
| Water                                  | 2025<br>Surplus/Deficit | 2035<br>Surplus/Deficit | To Break Even<br>Rate |
| With Amortization (Expansion Scenario) | \$171,842               | \$409,427               | N/A                   |
| With AAR (Expansion Scenario)          | -\$274,595              | (\$3,726)               | N/A (immaterial)      |



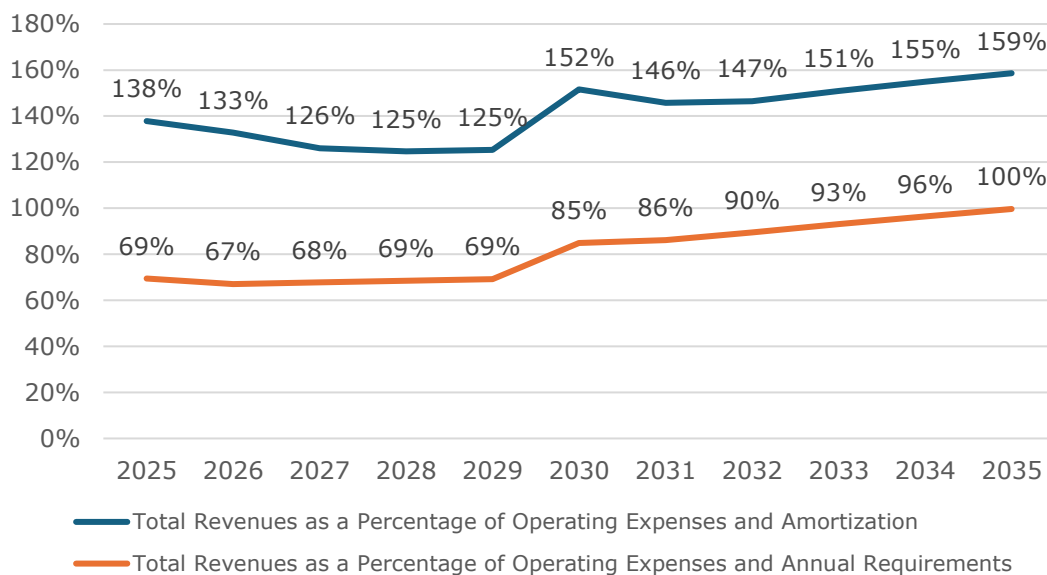
Under the expansion scenario, it is important to note that in addition to increased annual usage revenue from a larger user base, the Township will also generate additional connection fees and water meter revenues annually from new household connections.

The total revenue growth outpaces the growth of operating expenses arising from interest on debt, increased amortization/annual requirements, and usage related service costs in this scenario. Thus, the total annual surplus rises from \$171,842 in 2025 to \$405,053 in 2035 when accounting for amortization in the forecast. In fact, even when incorporating annual requirements as opposed to amortization, the Township is projected to break-even annually from an operating perspective by 2035.

As a result, the Township's existing rate revenues are sufficient to meet its annual cash expenses plus amortization over the forecasted period under the expansion scenario. The Township's existing rate revenues are also sufficient to meet its annual cash expenses plus annual requirements by the year 2035 in the expansion scenario as a result of revenue growth outpacing annual cost growth.

Figure 17 below illustrates the Township's funding levels through the projection period under both methods in the expansion scenario.

*Figure 17: Total Water Revenues as a Percentage of Operating Expenses w/ Existing Fees – Expansion Scenario*



## Establishing New Fees

While the Township is sufficiently funded to meet its operating needs plus amortization, its existing revenues do not allow for full funding of its operating needs plus annual capital requirements from a cash flow perspective. In this scenario, the Township is forecasted to be in a break-even surplus position by 2035 from an operating perspective. However, with the current water rates, the Township would still yet to be generating enough annual cash flow to cover its total annual requirements.

To eliminate potential cash flow deficiencies from annual capital requirements in the expansion scenario, the Township must increase its annual water fees.

Using the 2035 annual requirements as a target for the Township's annual cash transfer to reserves, the Township should increase rates by 2.06% annually to be in a position where it is generating sufficient cash



flow to cover its annual requirements. This would allow the Township to meet its long-term water infrastructure annual requirements under the expansion scenario.

**Expansion Scenario Recommendation 1: Establishing New Fees to Meet Amortization Needs**

At minimum, for the purpose of asset management, the Township should allocate sufficient funding each year to account for its annual amortization expense. Since the Township is in a surplus position throughout the forecasted period when accounting for cash expenses plus amortization expense in the status quo scenario, no increase in water fees is necessary to sufficiently fund the system requirements over the period of 2025 to 2035. A key consideration is that the Township is assumed to receive grant funding and proceeds from debt issuance required for the capital investments planned and forecasted in this study.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

*Figure 18: Annual Surplus/Deficit – Expansion Scenario Recommendation 1 (Amortization)*

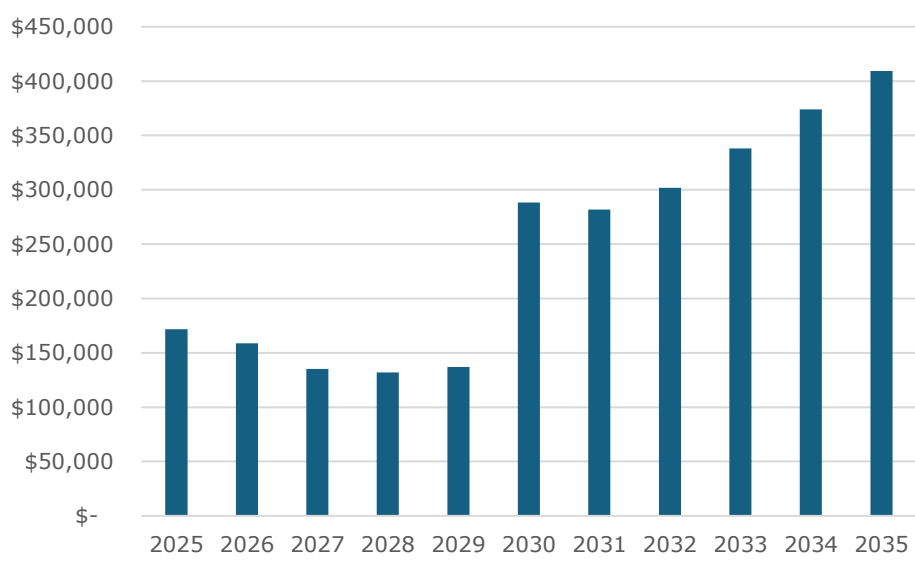
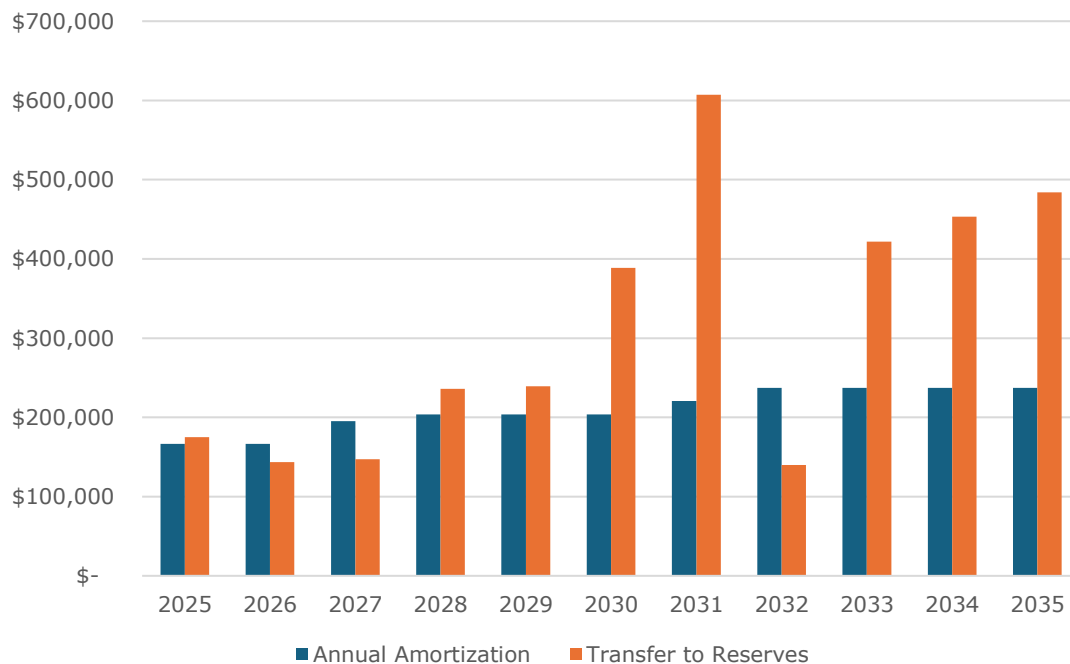




Figure 19: Annual Transfer to Reserve – Expansion Scenario Recommendation 1 (Amortization)



### Expansion Scenario Recommendation 2: Establishing New Fees to Meet Annual Requirements Needs

Our approach to developing new fees to meet annual requirements is similar to meeting annual amortization expenses. Setting aside funds annually for non-cash expenses such as amortization is an important step toward developing a sustainable asset management program. However, as highlighted earlier, since amortization is based on historical costs; the Township will not accumulate sufficient funds for future replacement needs. A better, although more demanding strategy, is to plan based on current replacement costs.

Our analysis suggests the Township’s water fee revenues must increase by 2.06% annually to account for the annual requirements for the period of 2025 to 2035. This ensures the Township is generating sufficient annual revenue to fund its annual requirements both from an operating perspective and cash flow perspective.

The recommended rate increase is consistent with the increases implemented in recent years in the Township’s existing water financial strategies, ensuring that user charges remain aligned with the systems’ current needs, financial position, and full cost recovery requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 20: Annual Water Surplus/Deficit – Expansion Scenario Recommendation 2 (Annual Requirements)

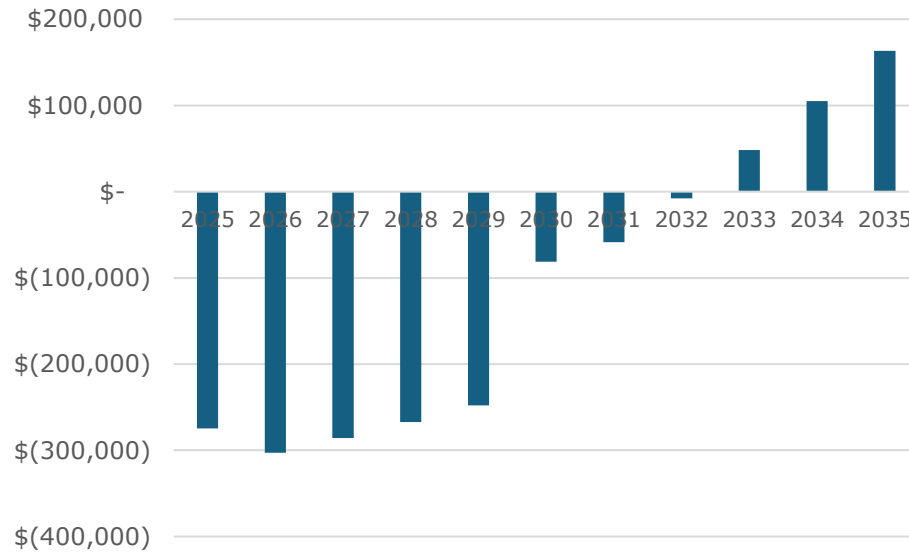


Figure 21: Annual Transfer to Water Reserves – Expansion Scenario Recommendation 2 (Annual Requirements)



Note: these reserves should be used to fund annual capital replacement requirements as they arise within the water network.



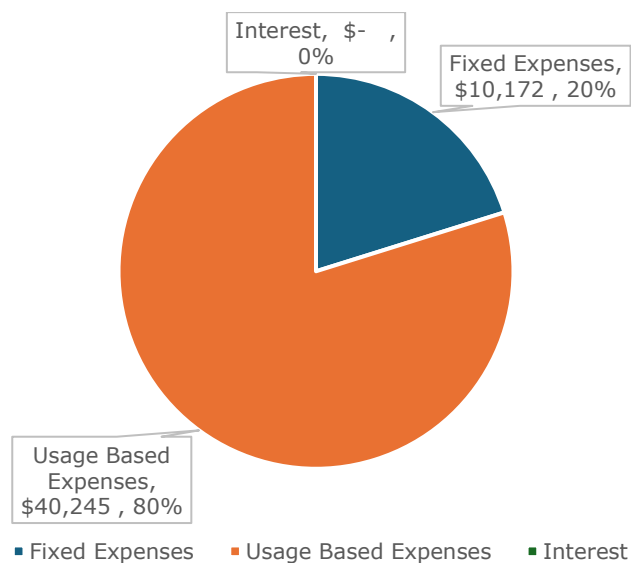
# Trentview Estates Water System

## Expense Analysis

In order to determine the suitability of the TVE system's current fees, we summarize all expenditures related to the TVE water system. A comprehensive list of all expenditures is enumerated in **Appendix 2**. In total, the TVE water system will incur \$50,417 in expenses before amortization in 2025. The expense categories for the TVE water system mirror the categories for the Asphodel-Norwood main water system with the exception of pipe connection fees that the Township collects from users then re-distributes back to Trent Hills. These pipe connection expenses have been forecasted to equal pipe charge revenue in each period for consistency. The Township is not expected to incur any debt for the TVE water system over the forecasted period.

Below summarizes the breakdown of operating expenses for the water system (before amortization) in 2025.

Figure 22: Forecasted 2035 TVE Water Operating Expenses before Amortization (Total: \$50,417)



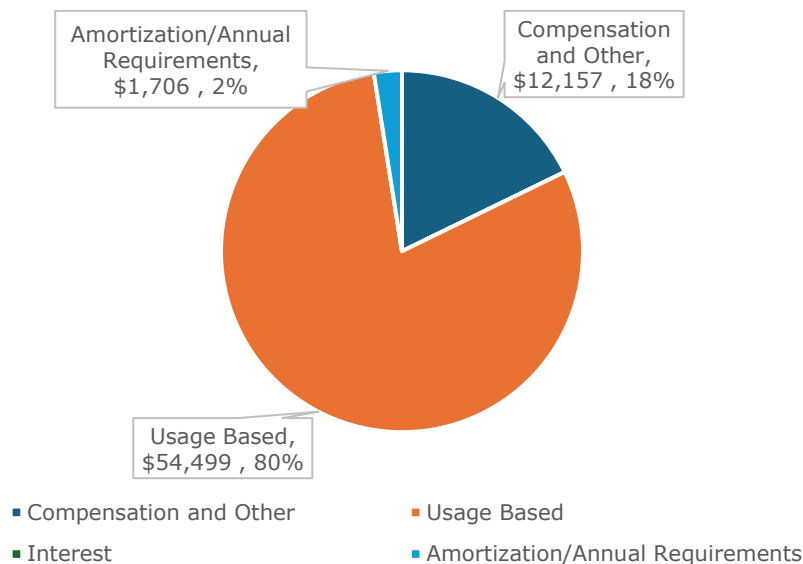
Since the TVE water system's operating budget is prepared on a cash basis, this does not include annual amortization of tangible capital assets. Allocating the annual amortization expense (or furthermore, annual requirements) for capital assets is a critical first step in building a sustainable asset management program.

## Operating Expense Analysis (Amortization Approach)

Amortization expenses for the TVE water system are forecasted using the baseline 2025 amortization value calculated in the CityWide asset management software associated only with TVE water assets. This baseline amount (based on historical cost) is assumed to remain constant each year, as the Township does not anticipate making any material capital acquisitions in the forecasted period. From 2025 to 2035, Asphodel-Norwood's annual amortization from TVE water network assets is forecasted to be \$1,706.

By 2035, the TVE water system's forecasted operating expenses including amortization total \$68,605 – up from \$52,123 in 2025. The chart below shows how the combined expenses for the TVE system's water services will evolve over the projection period.

Figure 23: Forecasted 2035 TVE Water Operating Expenses w/ Amortization (Total: \$68,605)



Although incorporating amortization expense is a step towards planning for full cost recovery from the depreciation and replacement of existing assets, this approach is based on the historical cost of assets. Thus, it does not produce sufficient funds to meet replacement needs. Instead, we recommend the Township build its financial strategies around on the annual requirements for its infrastructure (highlighted in the next section).

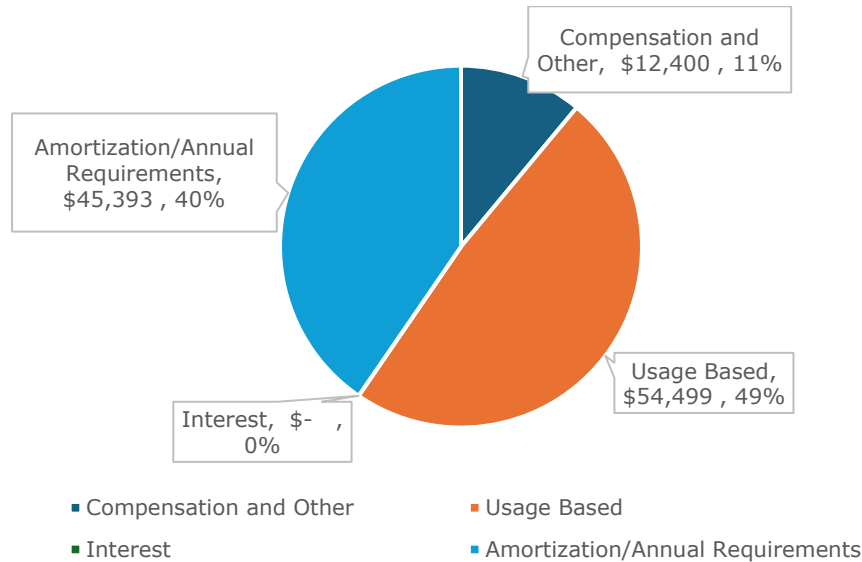
## Operating Expense Analysis (Annual Requirements Approach)

An alternative analysis has been prepared using Average Annual Requirements (AAR). Under this approach, the annual requirement begins with the updated 2025 AAR values from CityWide and remains flat over time – given that the Township does not anticipate any material new capital acquisitions over the forecasted period.

Using the AAR instead of Amortization, the TVE water system’s forecasted 2025 operating expenses totaled \$95,811, including \$45,393 from annual requirements. By 2035, these expenses are forecasted to grow to a total of \$112,293, including \$45,393 from annual requirements. Below shows a breakdown of total operating costs for the water system in 2035 when using the Township’s annual requirements.



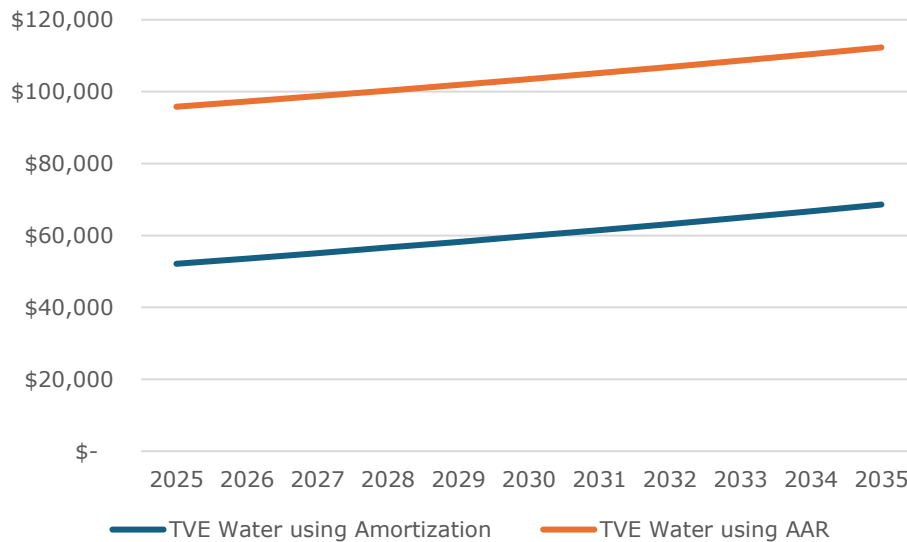
Figure 24: Forecasted 2035 Annual TVE Water Operating Expenses w/ Annual Requirements (Total: \$112,293)



When planning around the current replacement cost of the assets rather than its historical cost, the Township’s annual allocation increases by more than \$40,000. While this is a substantial challenge, over the long term, it can be pivotal in mitigating perpetual infrastructure deficits.

The chart below shows how the combined expenses for the TVE water services will evolve over the projection period when using amortization vs annual requirements for capital purposes.

Figure 25: Year-over-Year Forecasted TVE Water Operating Expenses



## Revenue Analysis – Existing Fees

In this section, we detail the TVE water system’s forecasted revenues with existing fees. The Township estimates it will generate \$50,417 in 2025 based on current consumption and user projections; \$43,582 of which is projected to be usage related revenue; 75% of which is considered “fixed”.

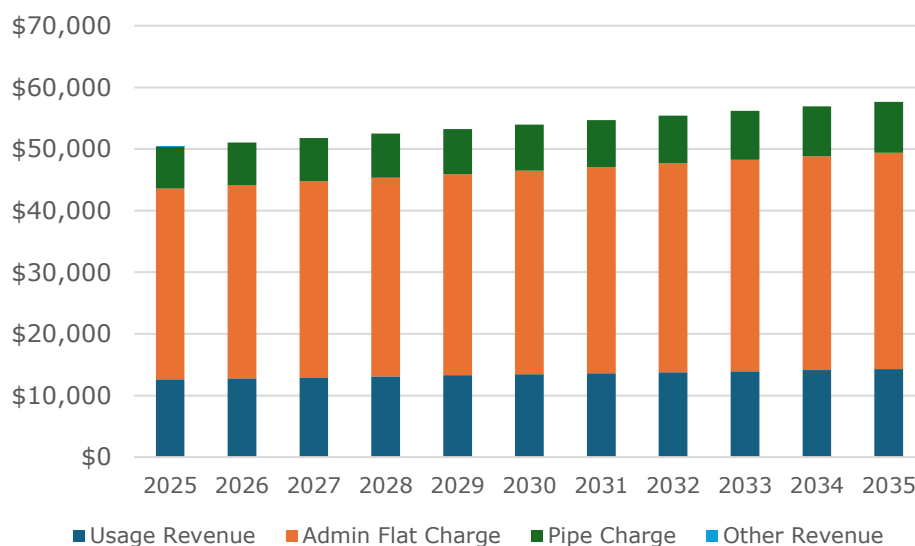
Revenues for the TVE system are generated from three primary sources:

- Usage Revenue – Users are charged a volumetric rate per cubic metre of water consumed. This variable component of revenue is based on metered consumption and ensures that customers contribute proportionately to system costs according to their level of water use.
- Administrative Flat Fee (Fixed Revenue Component) – Each user pays a fixed monthly charge designed to cover the Township’s administrative and operational costs for managing the TVE system.
- Pipe Connection Charges – Trent Hills applies a per-user pipe connection fee to the Township for the use of their transmission infrastructure. The Township passes this charge directly to TVE users on a cost-recovery basis. These charges are collected by Asphodel-Norwood as part of the user’s bill and remitted in full to Trent Hills.

In this analysis, Pipe Connection fees are being projected based on current rates charged by Trent Hills per user and are then added as an equal expense for the TVE system.

The TVE system is projected to add 1 additional user annually throughout the forecast period. By 2035, the TVE water system is forecasted to generate annual revenue of \$57,646. The graph below illustrates the annual water revenues from existing fees during the forecast period.

*Figure 26: Year-over-Year Forecasted TVE Water Revenue w/ Existing Fees*



## Assessing the Feasibility of Existing Water Fees

In this section, we determine whether existing fees are sufficient to meet the Township’s cash outlays and non-cash expenses for its TVE water services under the status quo scenario when planning for both amortization and annual requirements comparatively. The table below illustrates the Township’s annual surplus/deficits when amortization vs annual requirements are incorporated into financial planning.

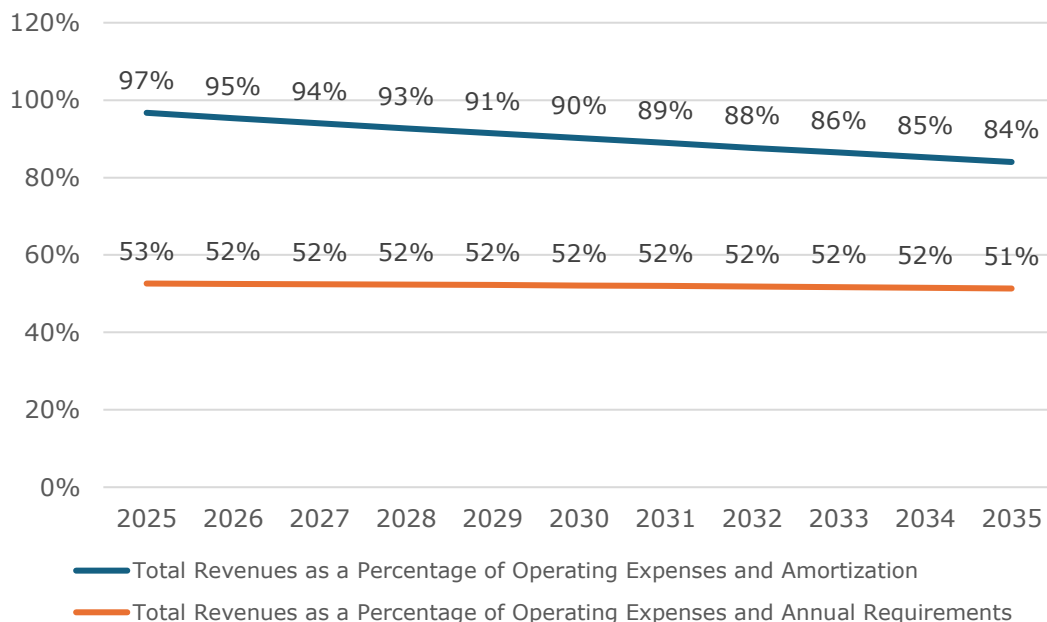
**Table 6: Feasibility of Existing TVE Water Rates**

| At Current Rates  |                      |                      |                    |
|-------------------|----------------------|----------------------|--------------------|
| TVE Water         | 2025 Surplus/Deficit | 2035 Surplus/Deficit | To Break Even Rate |
| With Amortization | -\$1,706             | -\$10,959            | 2.03%              |
| With AAR          | -\$45,393            | -\$54,647            | 7.74%              |

Upon incorporating amortization, the TVE water system falls into a deficit position of \$1,706 in 2025. If the Township's long-term planning is centered on current replacement costs rather than historical cost, this deficit rises to \$45,393 in 2025. Under both planning considerations, the TVE water system remains in a deficit position throughout the forecast period – rising to \$10,959 in 2035 with amortization and \$54,647 when incorporating annual requirements.

Figure 27 below illustrates the TVE water system's funding levels throughout the projection period.

*Figure 27: Total TVE Water Revenues as a Percentage of Operating Expenses w/ Existing Fees*



## Establishing New Fees

Our analysis concludes that the TVE's water system's existing fee charges do not allow the system to fully fund its annual amortization or annual requirement needs. To eliminate funding gaps, the Township must increase its annual rates charged to TVE water users.

As highlighted in Table 6 in the previous section, to break-even on an annual basis from an operating budget perspective by 2035 when incorporating amortization for the TVE water system, the Township would have to increase the rates by 2.03% annually. The equivalent break-even rate for the TVE water system when incorporating annual requirements is 7.74%.

Under each recommendation, the Township would also be generating sufficient cash flow to fund its annual amortization and annual requirements for the TVE system.



## Recommendation

### Status Quo Recommendation 1: Establishing New Fees to Meet Amortization Needs

The Township is recommended to increase TVE water user rates by 2.03% annually from 2025 to 2035 in order to be in a surplus position from an operating perspective and generate sufficient cash flows to fund capital requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 28: Annual TVE Water Surplus/Deficit – Recommendation 1 (Amortization)

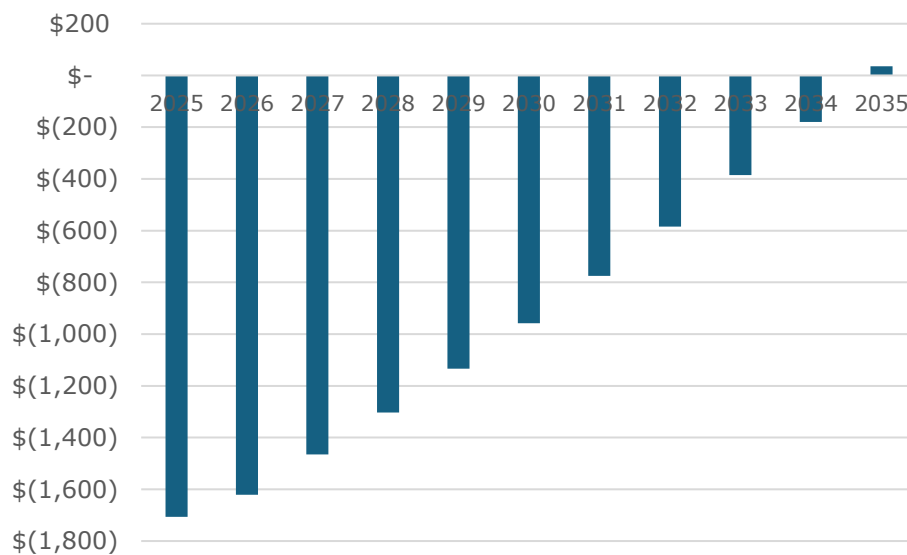
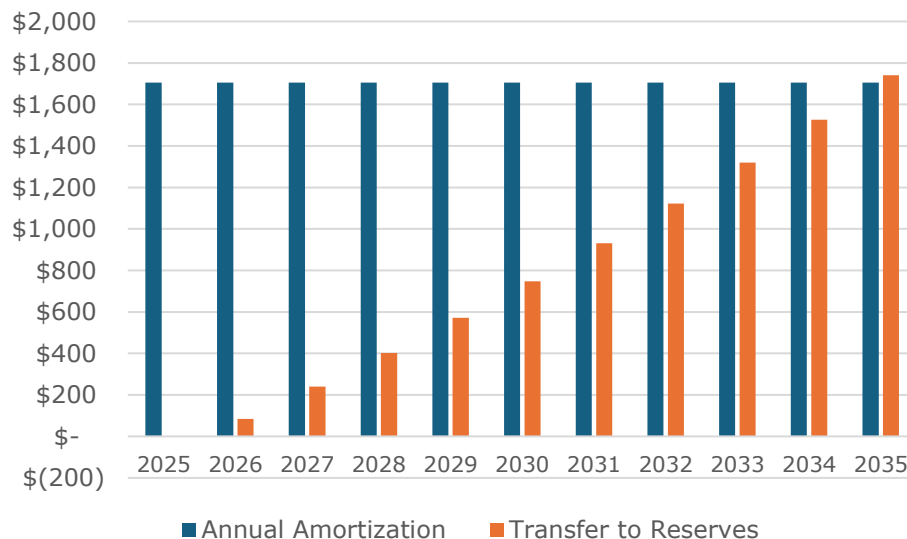


Figure 29: Annual Transfer to TVE Water Reserves – Recommendation 1 (Amortization)





## Status Quo Recommendation 2: Establishing New Fees to Meet Annual Requirements Needs

Our approach to developing new fees to meet annual requirements is similar to that of amortization expense. Setting aside funds annually for non-cash expenses such as amortization is an important step toward developing a sustainable asset management program. However, as highlighted earlier, since amortization is based on historical costs; the Township will not accumulate sufficient funds for future replacement needs. A better, although more demanding strategy, is to plan based on current replacement costs.

The Township is recommended to increase TVE water user rates by 7.74% annually from 2025 to 2035 in order to be in a surplus position from an operating perspective and generate sufficient cash flows to fund capital requirements.

The recommended rate increases are consistent with the increases implemented in recent years in the Township’s existing TVE water financial strategies, ensuring that user charges remain aligned with the systems’ current needs, financial position, and full cost recovery requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 30: Annual TVE Water Surplus/Deficit – Recommendation 2 (Annual Requirements)

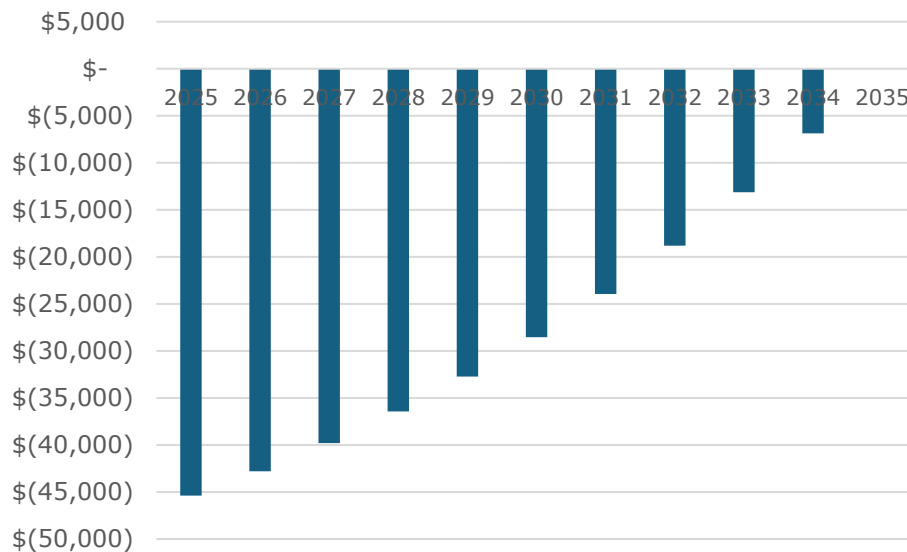
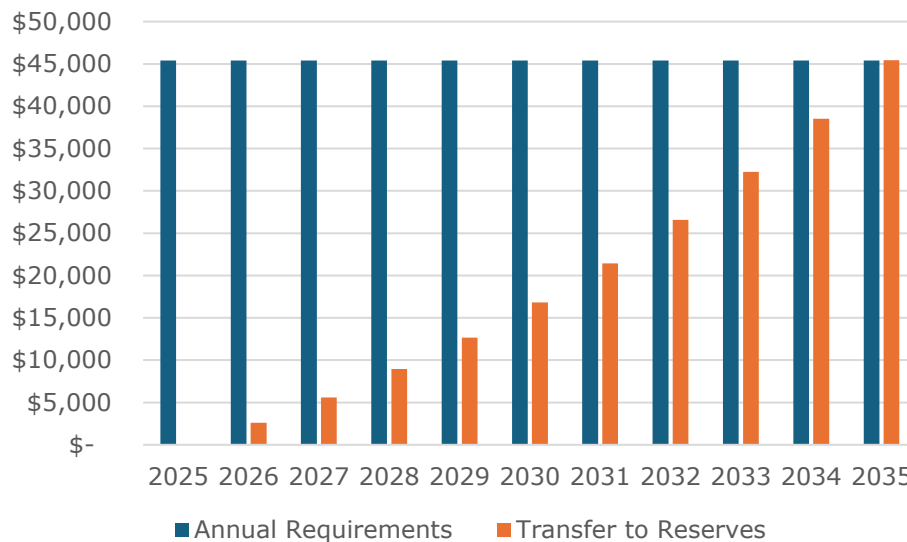




Figure 31: Annual Transfer to TVE Water Reserves – Recommendation 2 (Annual Requirements)



Note that the recommended fee increases above should be applied on top of Trent Hills’ respective water rate increases charged each year. Asphodel-Norwood’s rate increases are intended to recover its own local costs only on an annual basis. As of December 31, 2023, the TVE water system has a reserve balance of \$81,045.

## Wastewater Network

The financial rate analysis for the wastewater system follows a parallel structure to the water system assessment, applying different approaches to test the sustainability of rates under multiple scenarios.

### Expense Analysis

In order to determine the suitability of the Township’s existing fees, we summarize all expenditures and revenues related to the Township’s wastewater system. A comprehensive list of all expenditures and revenues is enumerated in **Appendix 1**.

Beginning with the 2025 operating budget, operating expenses have been forecast using appropriate categories that reflect the Township’s current budget and applicable costs. The following summarizes how operating expenses were forecasted:

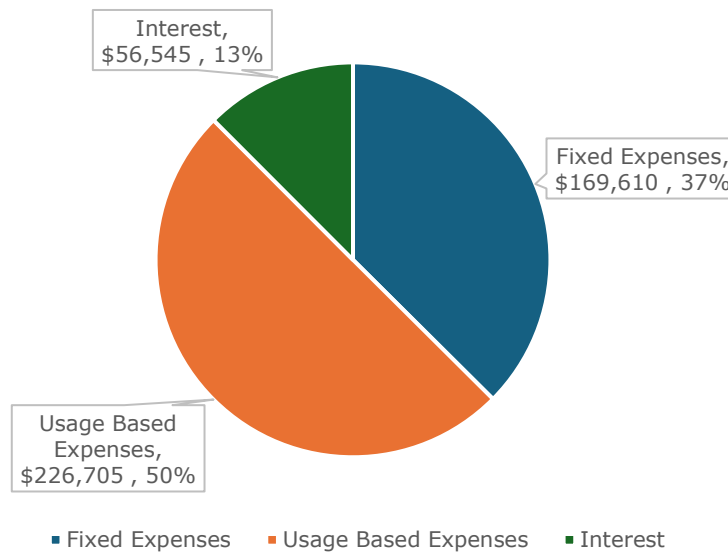
- Compensation and Other: projected to grow by 2% annually, reflecting inflationary trends.
- Services, Supplies, and Utilities: projected to rise by 2% annually, with additional increases tied to the incremental number of new users until capacity is reached, reflecting both usage-based and inflationary pressures. Examples of these expenses include chemical costs, maintenance, repairs and collection fees.
- Interest: reflects interest related to existing debt obligations of just over \$1 million, which are currently being repaid, and is projected to increase further in 2026 as additional debt is issued to fund upcoming capital projects.



In total, the wastewater system will incur \$452,860 in operating expenses based on the operating budget in 2025, before factoring in Amortization.

Below summarizes the breakdown of operating expenses for the wastewater system (before amortization) in 2025. Please refer to the description of expenses above to identify which costs are considered fixed vs usage based (variable).

*Figure 32: Forecasted 2025 Wastewater Operating Expenses before Amortization or Annual Requirements (Total: \$452,860)*



Since the Township’s operating budget is prepared on a cash basis, this does not include annual amortization of tangible capital assets. Allocating the annual amortization expense (or furthermore, annual requirements) for capital assets is a critical first step in building a sustainable asset management program.

### Operating Expense Analysis (Amortization Approach)

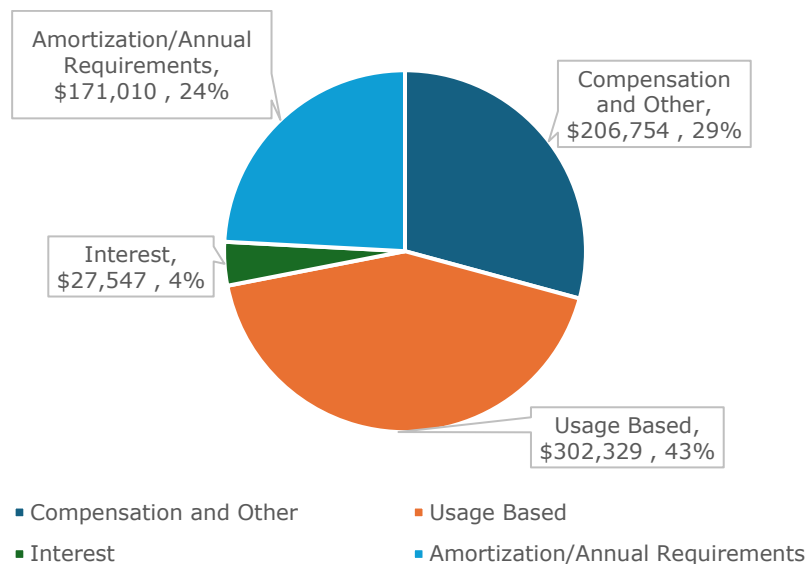
Amortization expenses for the wastewater system are forecasted using the same methodology as the water system. In 2025, Asphodel-Norwood’s annual amortization from wastewater network assets is forecasted to be \$147,010. This is expected to grow to \$171,010 by 2035 when factoring in amortization from newly acquired capital acquisitions over the forecast period.

In addition, the Wastewater System currently has \$1.1 million of outstanding debt as of 2025. In the status quo scenario for the wastewater system, the Township is not expected to issue additional debt over the forecast period. When accounting for just the current debt, interest expense is forecasted to make up approximately \$27,547 of operating expenses by 2035.

By 2035, the Township’s forecasted wastewater expenses total \$707,640 – up from \$599,869 in 2025. The chart below shows how the combined expenses for the Township’s wastewater services will evolve over the projection period.



Figure 33: Forecasted 2035 Wastewater Operating Expenses including Amortization (Total: \$707,640)



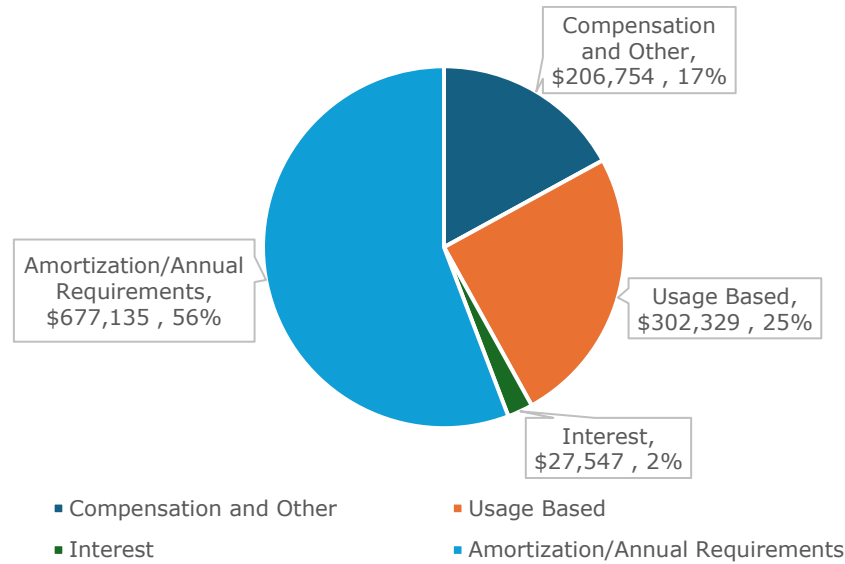
Although incorporating amortization expense is a step towards planning for full cost recovery from the depreciation and replacement of existing assets, this approach is based on the historical cost of assets. Thus, it does not produce sufficient funds to meet replacement needs. Instead, we recommend the Township build its financial strategies around on the annual requirements for its infrastructure (highlighted in the next section).

### Operating Expense Analysis (Annual Requirements Approach)

As done for the water system, an alternative analysis has been prepared using Average Annual Requirements (AAR). In the Township's case, the annual reinvestment rate for the wastewater assets was equal to 2.43% and was applied to each major capital acquisition forecasted to ensure the AAR of such acquisitions were included.

Using the AAR instead of Amortization, the Township's forecasted 2025 expenses totaled \$1,114,668, including \$661,809 from annual requirements. By 2035, these expenses are forecasted grow to a total of \$1,213,766, including \$677,135 from annual requirements. Below shows a breakdown of total operating costs for the wastewater system in 2035 when using the Township's annual requirements.

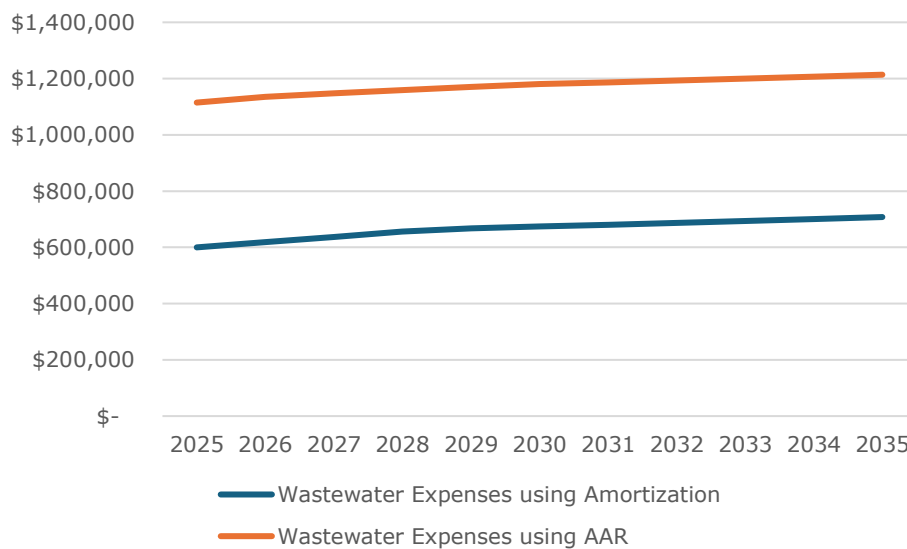
Figure 34: Forecasted 2035 Wastewater Operating Expenses (Total: \$1,213,766)



When planning around the current replacement cost of the assets rather than its historical cost, the Township's annual allocation more than quadruples. While this is a substantial challenge, over the long term, it can be pivotal in mitigating perpetual infrastructure deficits.

The chart below shows how the combined expenses for the Township's wastewater services will evolve over the projection period when using amortization vs annual requirements for capital purposes.

Figure 35: Year-over-Year Forecasted Wastewater Operating Expenses (Status Quo)



## Revenue Analysis – Existing Fees

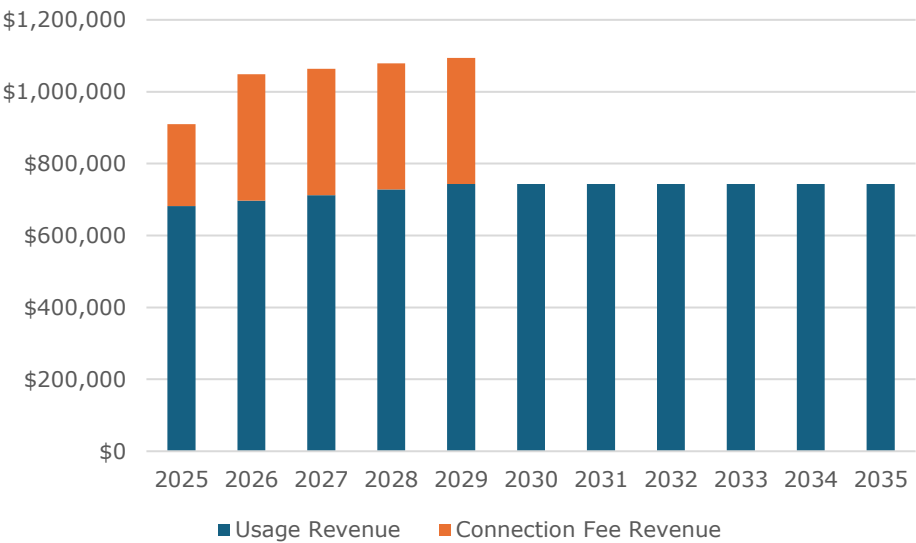
In this section, we detail the Township’s 2025 forecasted revenues for wastewater services. The Township estimates it will generate \$909,991 in 2025; \$681,775 of which is projected to be usage related revenue.

For the wastewater system, revenues are generated from two sources:

- Usage revenue: collected under the same fixed and variable rate structure applied to wastewater, with separate wastewater rates set by Council.
- Connection fees: charged to new users or homes upon connection to the municipal sewer system.

Under the status quo scenario, the Township is projected to generate additional wastewater connection fee revenues annually until 2029, when the remaining capacity for approximately 94 additional homes is expected to be fully utilized. Total annual revenues are expected to settle to \$743,393 in 2035; all of which are expected to be usage related since the wastewater system is not expected to have any additional users added after 2029. The graph below illustrates the annual wastewater revenues from existing fees during the forecast period.

Figure 36: Year-over-Year Forecasted Wastewater Revenue w/ Existing Fees – Status Quo



## Assessing the Feasibility of Existing Wastewater Fees

In this section, we determine whether existing fees are sufficient to meet the Township’s cash outlays and non-cash expenses for its wastewater services under the status quo scenario when planning for both amortization and annual requirements comparatively. The table below illustrates the Township’s annual surplus/deficits when amortization vs annual requirements are incorporated into financial planning.

**Table 7: Feasibility of Existing Wastewater Rates (Status Quo)**

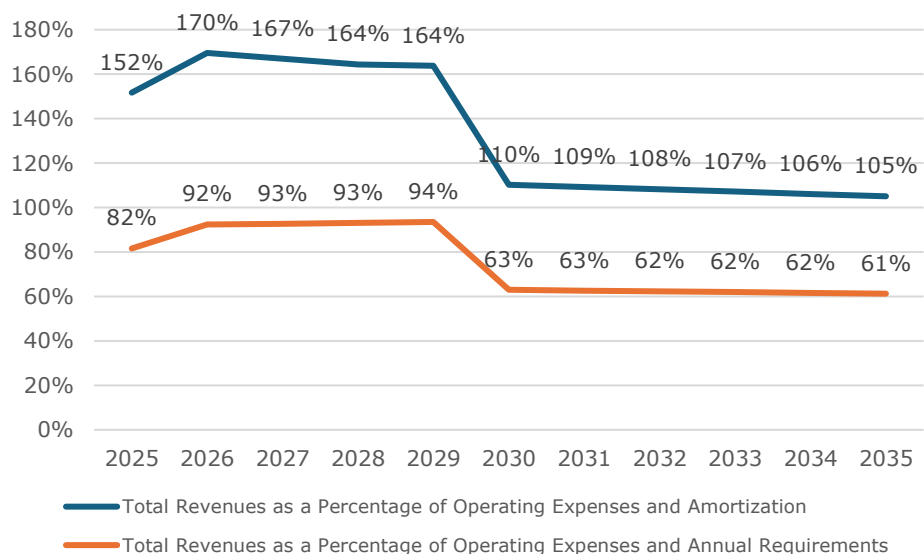
| At Current Rates  |                      |                      |                    |
|-------------------|----------------------|----------------------|--------------------|
| Wastewater        | 2025 Surplus/Deficit | 2035 Surplus/Deficit | To Break Even Rate |
| With Amortization | \$310,121            | \$35,754             | N/A                |
| With AAR          | -\$204,678           | -\$470,372           | 5.09%              |

Based on existing rates for the wastewater system, the Township expects to generate a combined \$909,991 in total annual revenues 2025, decreasing to \$743,393 annually by 2035 with the absence of new connection fees after 2029. When combining cash expenses with annual amortization, the Township will generate a surplus of \$310,121 in 2025; which is expected to remain positive over the projection period, although at a declining rate as operating expenses are projected to increase at a faster rate.

While the Township's existing rate revenues are sufficient to meet its annual cash expenses plus amortization, the revenues are inadequate to meet long-term infrastructure requirements when incorporating annual requirements.

Upon incorporating annual requirements in place of amortization, the Township falls into a deficit position of \$204,678 in 2025, which increases to a deficit of \$470,372 by 2035. If the Township's long-term planning is centered on current replacement costs rather than historical cost, the Township must increase rates annually in order to move into a surplus position. Figure 37 below illustrates the Township's funding levels through the projection period under both methods.

*Figure 37: Total Wastewater Revenues as a Percentage of Operating Expenses w/ Existing Fees – Status Quo*



## Establishing New Fees

While the Township is sufficiently funded to meet its operating needs plus amortization, its existing revenues do not allow the Township to fully fund its annual capital requirements from asset replacement over time. To eliminate funding gaps, the Township must increase its annual fees. As explained in the previous section, to break-even on an annual basis from an operating budget perspective by 2035 when incorporating annual requirements for the wastewater system, the Township would have to increase its wastewater rates by 5.09% annually.

While this is the rate required to break-even in its operating budget by 2035, the Township would still not be generating sufficient cash flow to cover its annual requirements; given its forecasted capital and financing cash outflows. Using the 2035 annual requirements as a target for the Township’s annual cash transfer to reserves, the Township should increase rates by 5.58% annually to be in a position where it is generating sufficient cash flow to cover its annual requirements. This would allow the Township to meet its long-term wastewater infrastructure annual requirements.

### Status Quo Recommendation 1: Establishing New Fees to Meet Amortization Needs

At minimum, for the purpose of asset management, the Township should allocate sufficient funding each year to account for its annual amortization expense. Since the Township is in a surplus position throughout the forecasted period when accounting for cash expenses plus amortization expense in the status quo scenario, no increase in wastewater fees is necessary to sufficiently fund the system requirements over the period of 2025 to 2035. A key consideration is that the Township is assumed to receive the proceeds from debt issuance required for the capital investments planned and forecasted in this study.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 38: Annual Wastewater Surplus/Deficit – Status Quo Recommendation 1 (Amortization)

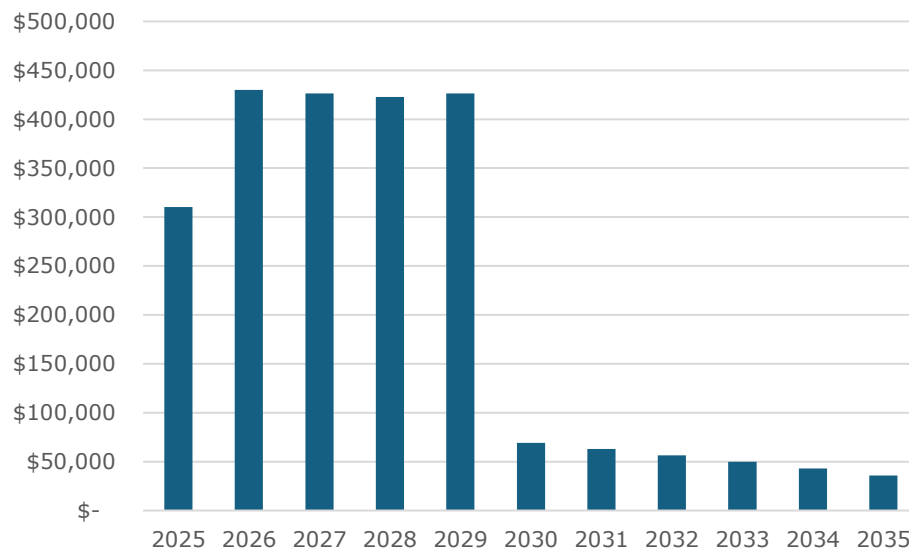
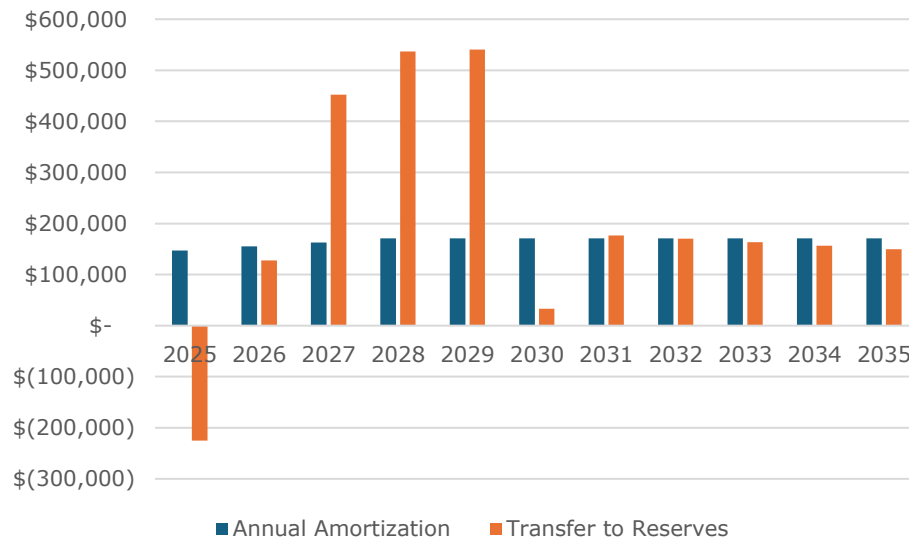


Figure 39: Annual Transfer to Wastewater Reserves – Status Quo Recommendation 1 (Amortization)



As of December 31, 2023, the Township has a reserve balance of \$515,212 for the wastewater network.

### Status Quo Recommendation 2: Establishing New Fees to Meet Annual Requirements Needs

Our approach to developing new fees to meet annual requirements is similar to that of amortization expense. Setting aside funds annually for non-cash expenses such as amortization is an important step toward developing a sustainable asset management program. However, as highlighted earlier, since amortization is based on historical costs; the Township will not accumulate sufficient funds for future replacement needs. A better, although more demanding strategy, is to plan based on current replacement costs.

Our analysis suggests the Township's wastewater fee revenues must increase by 5.58% annually to account for the annual requirements for the period of 2025 to 2035. This ensures the Township is generating sufficient annual revenue to fund its annual requirements both from an operating perspective and cash flow perspective.

The recommended rate increases are consistent with the increases implemented in recent years in the Township's existing wastewater financial strategies, ensuring that user charges remain aligned with the systems' current needs, financial position, and full cost recovery requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.



Figure 40: Annual Wastewater Surplus/Deficit – Status Quo Recommendation 2 (Annual Requirements)

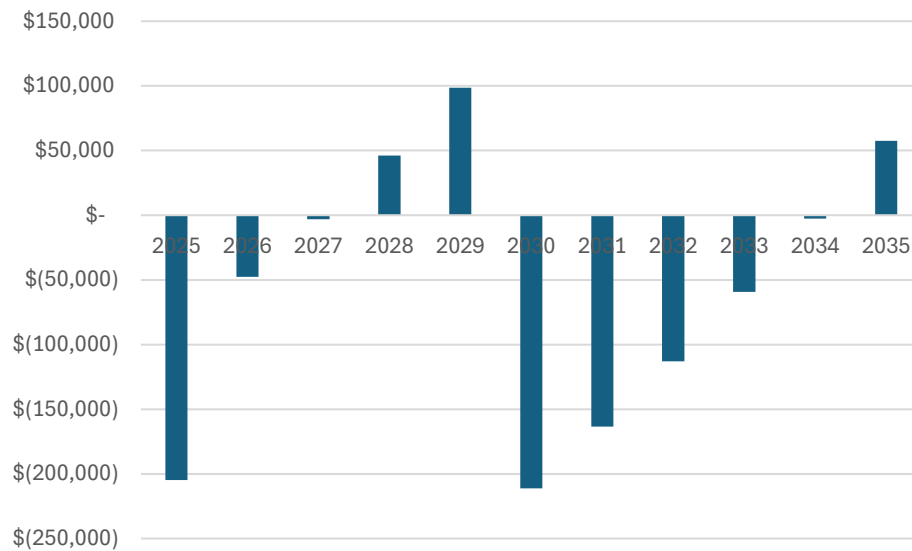


Figure 41: Annual Transfer to Wastewater Reserves – Status Quo Recommendation 2 (Annual Requirements)



Note: these reserves should be used to fund annual capital replacement requirements as they arise within the wastewater network. As of December 31, 2023, the Township has a reserve balance of \$515,212 for the wastewater network.

## Alternative Expansion Scenario (S2)

As done for the water system, an alternative scenario has also been prepared to model the financial impact of the proposed wastewater expansion project.



Expense projections follow the same framework as in the status quo scenario but grow more substantially due to the larger number of users. Amortization is projected using the same methodology but now factors in the amortization of new capital assets from the \$40 million expansion project over time. Interest expenses also become a much more significant factor in this scenario, as the Township will rely heavily on long-term debt financing to fund its 27% share of the wastewater treatment plant and pumping station upgrades.

In summary, the alternative scenario demonstrates how the expansion project reshapes the wastewater system's financial outlook. The enlarged user base provides substantial new revenue to the system, but this is matched by higher operating costs, greater amortization, and a heavier reliance on debt. Careful long-term financial management will be required to balance these pressures and ensure the system remains financially sustainable while supporting community growth.

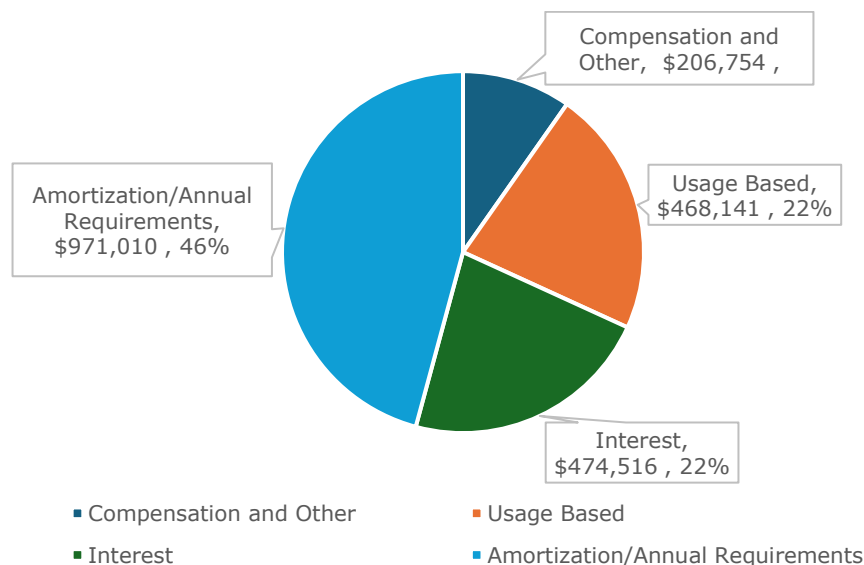
## Operating Expense Analysis (Amortization Approach)

In 2025, Asphodel-Norwood's annual amortization from wastewater network assets is forecasted to be \$147,010. In this scenario, this is expected to grow significantly to \$971,010 by 2035 when factoring in amortization from newly acquired capital assets over the forecast period. As noted in earlier sections, this scenario assumes the Township will incur additional capital costs between 2026 and 2030 for wastewater system upgrades to support increased capacity.

In addition, the outstanding debt for the wastewater system is expected to grow from \$1.1 million to \$9.5 million by the end of 2035, as the Township is expected to incur significant debt in upcoming years to fund new capital projects because of expansion. In this scenario for the wastewater system, the Township is expected to issue an additional \$10.8 million debt for the new wastewater expansion capital requirements beginning in 2027. When accounting for this debt, interest expense is forecasted to make up approximately \$474,516 of operating expenses by 2035; with additional cash outflows for principal repayments.

By 2035, the Township's forecasted expenses total \$2,120,419 – up from \$599,869 in 2025. The chart below shows how the breakdown of operating expenses for the Township's wastewater services will evolve over the projection period.

*Figure 42: Forecasted 2035 Wastewater Operating Expenses (Total: \$2,120,419) – Expansion Scenario w/ Amortization*

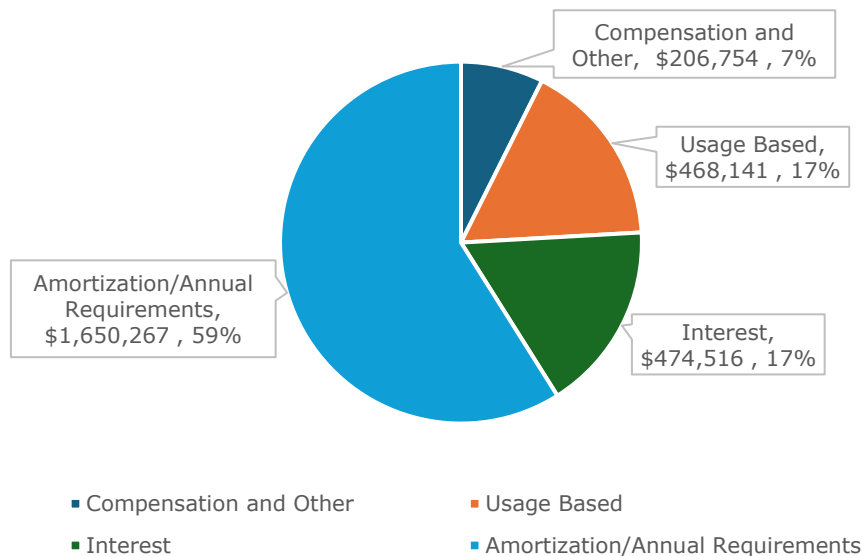


Although incorporating amortization expense is a step towards planning for full cost recovery from the depreciation and replacement of existing assets, this approach is based on the historical cost of assets. Thus, it does not produce sufficient funds to meet replacement needs. Instead, we recommend the Township build its financial strategies around on the annual requirements for its infrastructure (highlighted in the next section).

## Operating Expense Analysis (Annual Requirements Approach)

Using the AAR instead of Amortization, the Township's forecasted 2025 expenses under the expansion scenario totaled \$1,114,668, including \$661,809 from annual requirements. By 2035, these expenses are forecasted to grow to a total of \$2,799,676, including \$1,650,267 from annual requirements. Below shows a breakdown of total operating costs for the wastewater system in 2035 when using the Township's annual requirements.

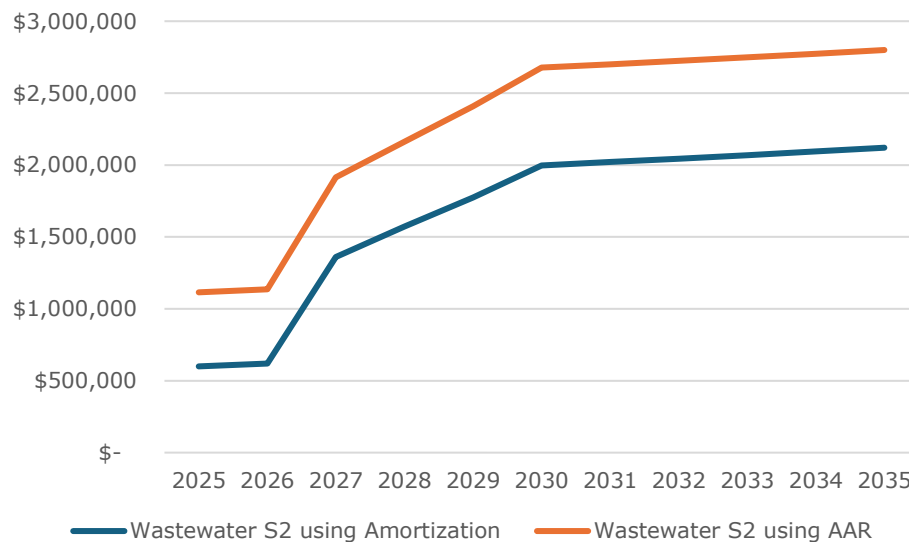
*Figure 43: Forecasted 2035 Wastewater Operating Expenses (Total: \$2,799,676) – Expansion Scenario w/ Annual Requirements*



Similar to the status quo scenario, when planning around the current replacement cost of the assets rather than its historical cost in the expansion scenario, the Township's annual allocation more than triples. While this is a substantial challenge, over the long term, it can be pivotal in mitigating perpetual infrastructure deficits.

The chart below shows how the combined expenses under the expansion scenario for the Township's wastewater services will evolve over the projection period when using amortization vs annual requirements for capital purposes.

Figure 44: Year-over-Year Forecasted Wastewater Operating Expenses (Expansion Scenario)



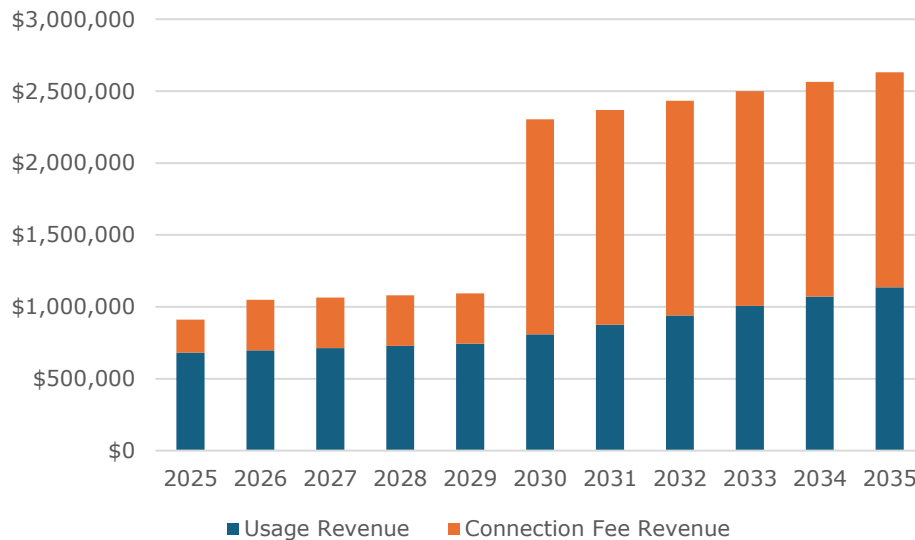
## Revenue Analysis – Existing Fees

In this section, we detail the Township’s 2025 forecasted revenues for its wastewater services under the expansion scenario. Identical to the status quo scenario, the Township estimates it will generate \$909,991 in 2025 based on current consumption and user projections; \$681,775 of which is projected to be usage related revenue; 75% of which is considered “fixed”. With additional capacity and a projected user growth of 100 additional households per year beginning in 2030, the Township is forecasted to generate significantly more revenue under the expansion scenario over the forecasted period.

Based on the average revenue the Township generates per new connection and wastewater meter fee plus the additional revenue per user based on average wastewater usage revenue the Township generates annually per household; the annual wastewater revenues are forecasted to rise to \$2,630,705 by 2035 in this scenario.

The graph below illustrates the forecasted annual wastewater revenue growth under the expansion scenario from 2025 to 2035.

Figure 45: Year-over-Year Forecasted Wastewater Revenue w/ Existing Fees – Expansion Scenario



## Assessing the Feasibility of Existing Wastewater Fees

In this section, we determine whether existing fees are sufficient to meet the Township’s cash outlays and non-cash expenses for its wastewater services under the expansion scenario when planning for both amortization and annual requirements comparatively. The table below illustrates the Township’s annual surplus/deficits when amortization vs annual requirements are incorporated into financial planning.

**Table 8: Feasibility of Existing Wastewater Rates (Expansion Scenario)**

| At Current Rates                       |                         |                         |                       |
|----------------------------------------|-------------------------|-------------------------|-----------------------|
| Wastewater                             | 2025<br>Surplus/Deficit | 2035<br>Surplus/Deficit | To Break Even<br>Rate |
| With Amortization (Expansion Scenario) | \$310,121               | \$510,286               | N/A                   |
| With AAR (Expansion Scenario)          | -\$204,678              | -\$168,971              | 1.81%                 |

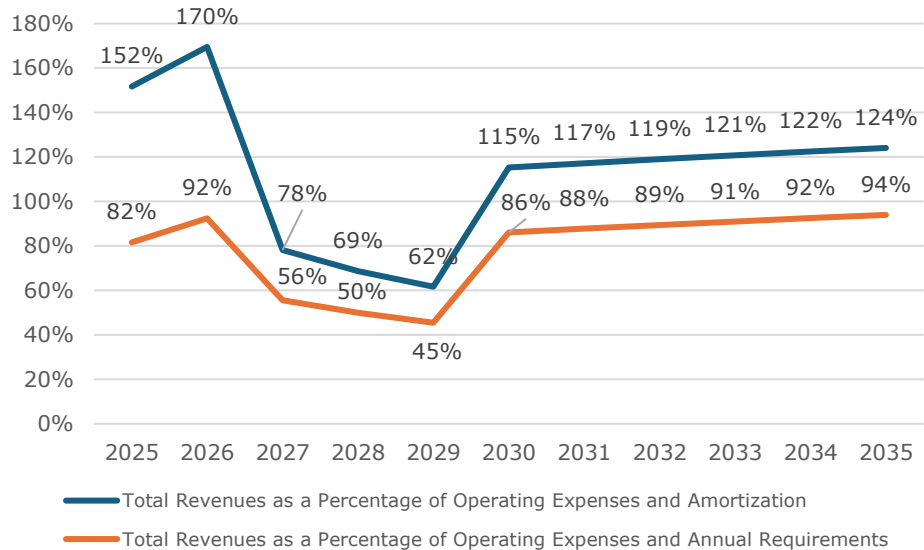
Under the expansion scenario, it is important to note that in addition to increased annual usage revenue from a larger user base, the Township will also generate additional connection fees annually from new households.

The total revenue growth outpaces the growth of operating expenses arising from interest on debt, increased amortization/annual requirements, and usage related service costs in this scenario. Thus, the total annual surplus rises from \$310,121 in 2025 to \$510,286 in 2035 when accounting for amortization in the forecast.

While the Township’s existing rate revenues are sufficient in the expansion scenario to meet its annual cash expenses plus amortization, the revenues are inadequate to meet long-term infrastructure requirements when incorporating annual requirements.

Upon incorporating annual requirements in place of amortization, the Township falls into a deficit position of \$204,678 in 2025, which decreases to \$168,971 by 2035; albeit still in a deficit. If the Township’s long-term planning is centered on current replacement costs rather than historical cost, the Township must increase rates annually in order to move into a surplus position. Figure 46 below illustrates the Township’s funding levels through the projection period under both methods.

**Figure 46: Total Wastewater Revenues as a Percentage of Operating Expenses w/ Existing Fees – Expansion Scenario**



## Establishing New Fees

While the Township’s wastewater system is sufficiently funded to meet its operating needs plus amortization, its existing revenues do not allow it to fully fund its annual capital requirements from asset replacement over time. To eliminate funding gaps, the Township must increase its annual wastewater fees. As explained in the previous section, to break-even on an annual basis from an operating budget perspective by 2035 when incorporating annual requirements for the water system, the Township would have to increase its wastewater rates by 1.81% annually.

While this is the rate required to break-even in its operating budget by 2035, the Township would still not be generating sufficient cash flow to cover its annual requirements; given its forecasted capital and financing cash outflows. Using the 2035 annual requirements as a target for the Township’s annual cash transfer to reserves, the Township should increase wastewater rates by 4.49% annually to be in a position where it is generating sufficient cash flow to cover its annual requirements. This would allow the Township to meet its long-term wastewater infrastructure annual requirements under the expansion scenario.

### Expansion Scenario Recommendation 1: Establishing New Fees to Meet Amortization Needs

At minimum, for the purpose of asset management, the Township should allocate sufficient funding each year to account for its annual amortization expense. Since the Township is in a surplus position throughout the forecasted period when accounting for cash expenses plus amortization expense in the status quo scenario, no increase in wastewater fees is necessary to sufficiently fund the system requirements over the period of 2025 to 2035. A key consideration is that the Township is assumed to receive grant funding and proceeds from debt issuance required for the capital investments planned and forecasted in this study.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

Figure 47: Annual Wastewater Surplus/Deficit – Expansion Scenario Recommendation 1 (Amortization)

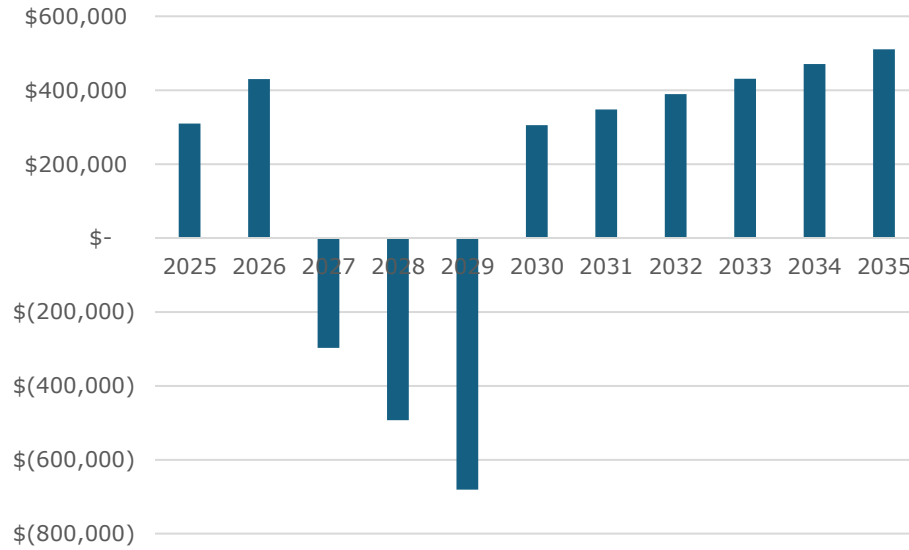
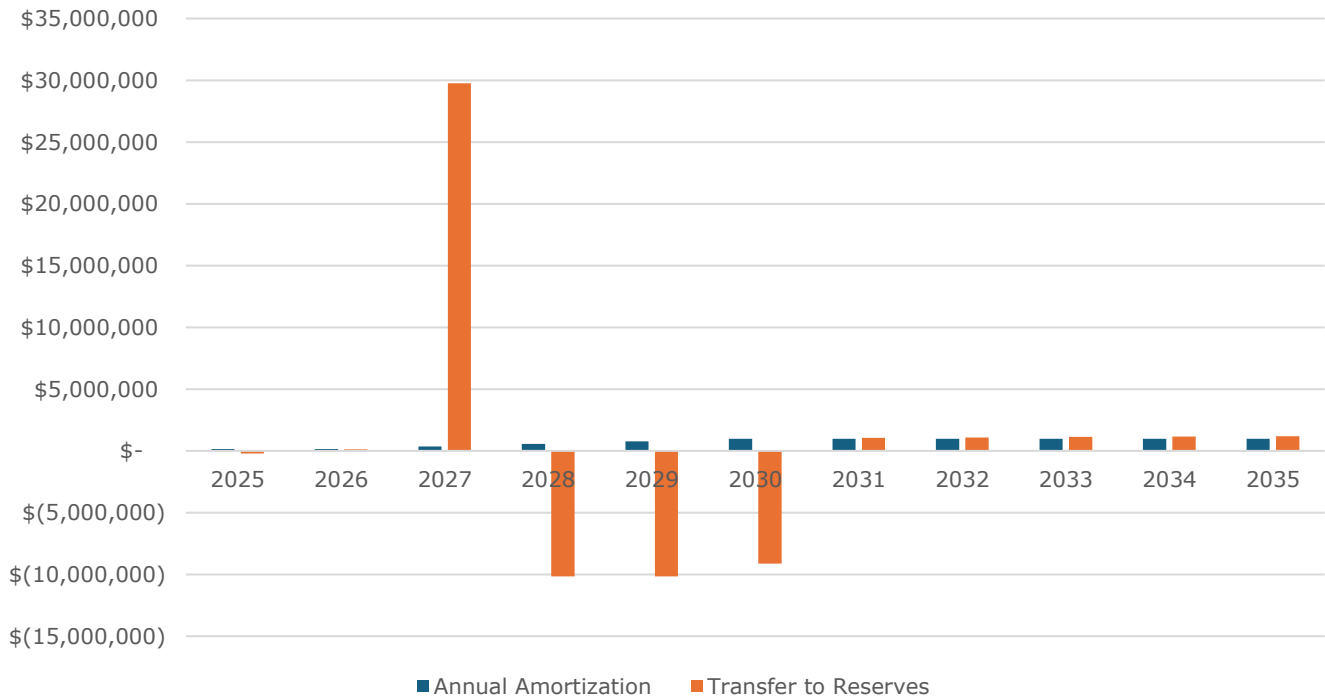


Figure 48: Annual Transfer to Wastewater Reserves – Expansion Scenario Recommendation 1 (Amortization)





**Expansion Scenario Recommendation 2: Establishing New Fees to Meet Annual Requirements Needs**

Our approach to developing new fees to meet annual requirements is similar to that of amortization expense. Setting aside funds annually for non-cash expenses such as amortization is an important step toward developing a sustainable asset management program. However, as highlighted earlier, since amortization is based on historical costs; the Township will not accumulate sufficient funds for future replacement needs. A better, although more demanding strategy, is to plan based on current replacement costs.

Our analysis suggests the Township’s wastewater fees must increase by 4.49% annually to account for the annual requirements for the period of 2025 to 2035. This ensures the Township is generating sufficient annual revenue to fund its annual requirements both from an operating perspective and cash flow perspective.

The recommended rate increases are consistent with the increases implemented in recent years in the Township’s existing wastewater financial strategies, ensuring that user charges remain aligned with the systems’ current needs, financial position, and full cost recovery requirements.

The charts below show how the annual surplus/deficit as well as the annual transfers to reserves will evolve over the projected period under this recommendation.

*Figure 49: Annual Wastewater Surplus/Deficit – Expansion Scenario Recommendation 2 (Annual Requirements)*

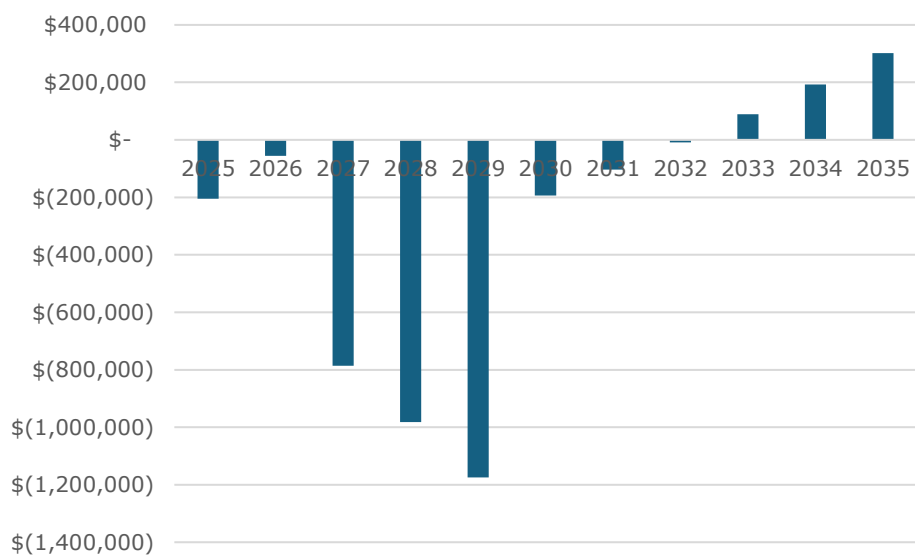
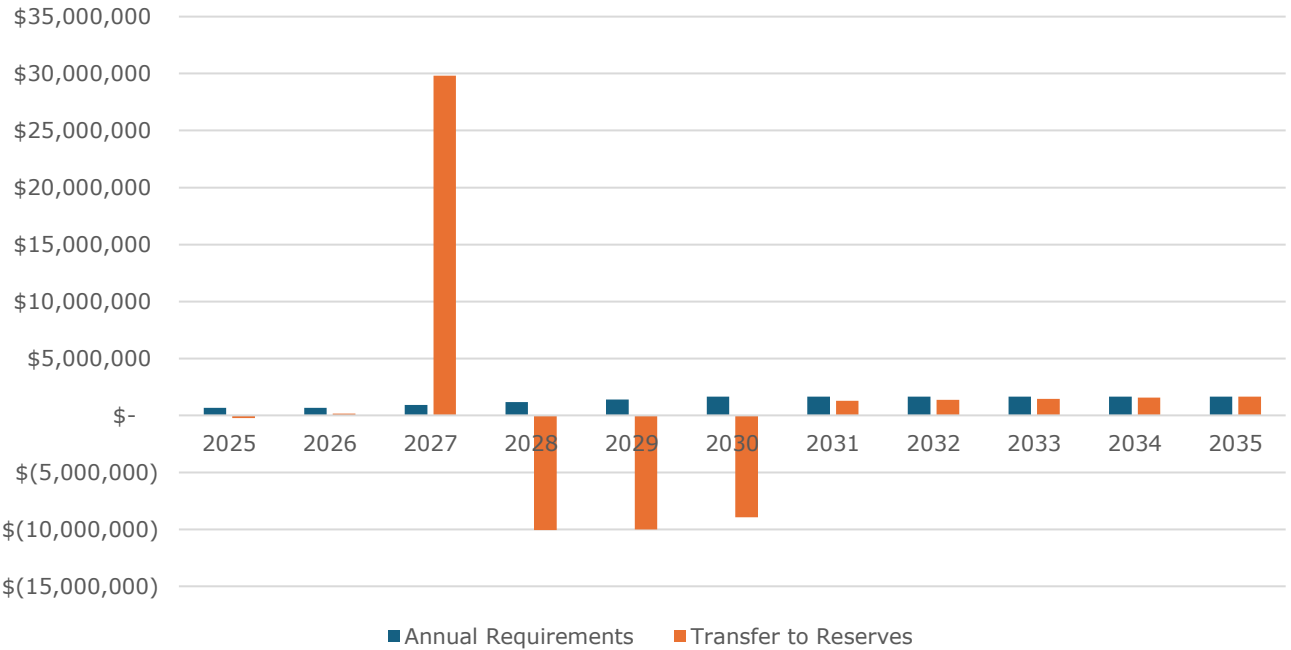


Figure 50: Annual Transfer to Wastewater Reserves – Expansion Scenario Recommendation 2 (Annual Requirements)



Note: these reserves should be used to fund annual capital replacement requirements as they arise within the wastewater network.



## Water/Wastewater Financial Plan Intro

The purpose of this Water and Wastewater Financial Plan is to support the long-term sustainability of the Township's water and wastewater systems by ensuring that sufficient financial resources are in place to maintain and replace infrastructure, meet service level expectations, and comply with all applicable regulatory requirements. This Plan is a critical component of the Township's broader asset management and long-term financial planning framework, and it is intended to provide Council, staff, and residents with a clear understanding of the projected operating and capital needs of the systems and the funding strategies required to support them.

In accordance with Ontario Regulation 453/07 (Financial Plans), this Plan has been prepared to demonstrate the Township's financial capacity to operate its drinking water system(s) in a sustainable manner. While O.Reg. 453/07 only requires financial plans to be prepared for municipal drinking water systems, this document also includes the wastewater system to provide a comprehensive, fully integrated view of both water and wastewater financial sustainability.

## Legislative Requirements

Ontario Regulation 453/07, under the Safe Drinking Water Act, 2002, requires that owners of municipal drinking water systems prepare and submit a Financial Plan as part of the licensing and approvals process. The Financial Plan must:

- Be approved by resolution of municipal Council;
- Project a minimum period of **six (6) years** or longer;
- Include a forecast of:
  - Statements of operations,
  - Statements of financial position,
  - Statements of changes in net financial assets/debt, and
  - Statements of cash flows;
- Demonstrate that the system is financially sustainable by outlining the required revenues, expenses, assets, liabilities, and cash flows over the planning period;
- Be made available to the public and submitted to the Ministry of the Environment, Conservation and Parks (MECP) as part of the Municipal Drinking Water License renewal process.

Although wastewater systems are not currently regulated under O.Reg. 453/07; the Township has applied the same level of financial planning to wastewater systems to ensure alignment, transparency, and long-term sustainability across both utilities within this financial plan.

## Compliance

This Water and Wastewater Financial Plan has been prepared in accordance with the requirements of Ontario Regulation 453/07 under the Safe Drinking Water Act, 2002. The Financial Plan includes projections of the statements of operations, financial position, changes in net financial assets/debt, and cash flows for a minimum six-year period, as required by regulations.

The previous water/wastewater financial plan was approved by Township Council in 2019. A revised water financial plan is required six months prior to the expiration of the Township's municipal drinking water licenses.

## Approach

The following guiding principles have been applied in the development of this Water and Wastewater Financial Plan:

- **Full Cost Recovery** – User rates are designed to recover the full cost of operating, maintaining, rehabilitating, and replacing water and wastewater infrastructure.
- **Long-Term Sustainability** – Planning considers the full lifecycle of assets and ensures that reserves and rate structures are sufficient to meet future capital renewal and replacement needs.
- **Intergenerational Equity** – Costs are allocated fairly over time so that both current and future users contribute appropriately to the systems they benefit from.
- **Affordability and Rate Stability** – The Plan balances the need for full-cost recovery with the importance of maintaining stable and predictable rates for users.
- **Transparency and Accountability** – The Plan provides clear, accessible information to Council and the public about the costs of water and wastewater services and the financial strategies to fund them.

## Preparation of Financial Statements

The Township's water and wastewater budgets are traditionally prepared on a modified cash basis, which focuses on planned cash inflows (revenues) and outflows (operating and capital expenditures) within a fiscal year. In contrast, Ontario Regulation 453/07 requires that this Financial Plan present full accrual-based financial statements consistent with the reporting standards prescribed by the Public Sector Accounting Board (PSAB). The financial statements must follow the requirements of PS 1200 and are to be reported on a full accrual accounting basis. Under this method, revenues and expenses in the same period as the activities that give rise to them regardless of when the actual cash is exchanged.

To meet this requirement, using the Township's 2025 water and wastewater budgets as the starting point, the budgets were converted from a cash basis to a full accrual basis by incorporating the following key adjustments:

- **Tangible Capital Assets (TCA):** Capital expenditures included in the cash-based budgets were removed and replaced with annual amortization expense, calculated based on the Township's existing TCA inventory and useful life assumptions. The treatment of TCAs follows PS 3150 – Tangible Capital Assets.
- **Debt and Debt Servicing:** Annual principal repayments were removed as expenses and instead applied to reduce outstanding long-term debt on the Statement of Financial Position. Only interest expense was included on the Statement of Operations. The presentation of debt follows PS 3230 – Long-Term Debt.
- **Reserves and Reserve Funds:** Contributions to and from reserves were removed from the Statement of Operations (as they are not considered revenues or expenses under PSAB) and are reflected as changes in financial assets on the Statement of Financial Position.

Please note: As non-cash working capital items such as accounts receivable, accounts payable, and accrued liabilities cannot be reasonably isolated for the water and wastewater systems alone, these items have been excluded from the Financial Statements presented in this plan.

## Financial Statement Overview

The following will provide a brief description of each financial statement included in the financial plan; each of which serve a distinct purpose:

- **Statement of Operations**  
Presents projected revenues and expenses on a full accrual basis. This statement illustrates whether the system is generating sufficient annual revenue to cover the full cost of operations, including amortization, interest, and other non-cash expenses.
- **Statement of Financial Position**  
Presents the projected financial and non-financial assets, liabilities, and accumulated surplus of the water and wastewater systems. This statement demonstrates the system's long-term financial health and sustainability.
- **Statement of Changes in Net Financial Assets (Debt)**  
Shows how annual surpluses or deficits are expected to impact the system's overall net financial asset (or net debt) position over time, indicating whether the system is improving or eroding its financial capacity. The changes in Net Financial Assets (Debt) can be located within the Statement of Financial Position.
- **Statement of Cash Flows**  
Summarizes projected cash inflows and outflows from operating, capital, and financing activities. This statement demonstrates the system's ability to generate sufficient cash to meet its obligations and sustain operations.

In **Appendix 3**, the Township has included a complete set of statements listed above for each of the relevant scenarios included in the Water and Wastewater Rate Study.

## Appendix 1 – List of Operating Expenses

| <b>List of Water Operating Expenses (2025 Budget)</b> |              |                            |
|-------------------------------------------------------|--------------|----------------------------|
| <b>Account</b>                                        | <b>Type</b>  | <b>2025 Budget (Water)</b> |
| Admin Wages                                           | Compensation | \$103,133                  |
| Other Payroll Costs                                   | Compensation | \$31,971                   |
| Overtime                                              | Compensation | \$3,000                    |
| Other Dept Labour                                     | Compensation | \$2,500                    |
| DWQMS                                                 | Compensation | \$4,000                    |
| Billing & Collection                                  | Service      | \$1,800                    |
| Chemical Costs                                        | Service      | \$24,600                   |
| Lab Supplies                                          | Supplies     | \$1,800                    |
| Memberships                                           | Compensation | \$450                      |
| Training & Development                                | Compensation | \$3,600                    |
| Health & Safety                                       | Compensation | \$1,000                    |
| Office Supplies                                       | Supplies     | \$1,000                    |
| Computer Expenses                                     | Other        | \$4,800                    |
| Phone                                                 | Other        | \$1,300                    |
| Alarming                                              | Other        | \$1,200                    |
| Misc. Expense                                         | Other        | \$1,200                    |
| Natural Gas - Generator                               | Utilities    | \$2,000                    |
| Fuel                                                  | Utilities    | \$2,600                    |
| Insurance - Liability/Property                        | Service      | \$15,405                   |
| Electric Charges                                      | Utilities    | \$14,500                   |
| Clothing/Boot Allowance                               | Compensation | \$675                      |
| Property Tax                                          | Other        | \$2,618                    |
| Internet                                              | Utilities    | \$1,480                    |
| Compliance Sampling                                   | Service      | \$10,900                   |
| Maintenance - Distribution                            | Service      | \$9,000                    |
| Repairs - Water Distribution                          | Service      | \$16,000                   |
| Consulting Fees                                       | Other        | \$5,000                    |
| Maintenance - Equipment                               | Service      | \$15,500                   |
| Small Equipment & Tools                               | Supplies     | \$1,200                    |
| PW Department Machine Time                            | Service      | \$2,000                    |
| R&M Vehicle                                           | Other        | \$1,000                    |

| <b>List of TVE Operating Expenses (2025 Budget)</b> |                 |                          |
|-----------------------------------------------------|-----------------|--------------------------|
| <b>Account</b>                                      | <b>Type</b>     | <b>2025 Budget (TVE)</b> |
| Admin Wages                                         | Compensation    | \$6,922                  |
| Other Payroll Costs                                 | Compensation    | \$1,826                  |
| Operational Expense                                 | Service         | \$2,400                  |
| Billing & Collection Expense                        | Service         | \$515                    |
| Telephone                                           | Other           | \$1,000                  |
| Electric Charges                                    | Utilities       | \$5,000                  |
| Alarming                                            | Other           | \$425                    |
| Insurance                                           | Service         | \$6,060                  |
| Water Purchase - Hastings                           | Service         | \$12,600                 |
| Pipe Connection Expense                             | Pipe Connection | \$6,770                  |
| Maintenance - Distribution                          | Service         | \$2,500                  |
| Repairs - Water Distribution                        | Service         | \$3,700                  |
| Fuel - Generator                                    | Utilities       | \$500                    |
| Supplies/Small Equipment                            | Supplies        | \$200                    |

| <b>List of Wastewater Operating Expenses (2025 Budget)</b> |              |                                     |
|------------------------------------------------------------|--------------|-------------------------------------|
| <b>Account</b>                                             | <b>Type</b>  | <b>2025 Budget<br/>(Wastewater)</b> |
| Admin Wages                                                | Compensation | \$104,092                           |
| Other Payroll Costs                                        | Compensation | \$31,971                            |
| Overtime                                                   | Compensation | \$3,000                             |
| PW Labour Expense                                          | Compensation | \$500                               |
| Billing & Collection Expense                               | Service      | \$1,800                             |
| Chemical Costs                                             | Service      | \$14,000                            |
| Fuel                                                       | Utilities    | \$2,500                             |
| Lab Supplies                                               | Supplies     | \$2,500                             |
| Training & Development                                     | Compensation | \$2,000                             |
| Health & Safety                                            | Compensation | \$3,000                             |
| Office Supplies                                            | Supplies     | \$500                               |
| Computer Expenses                                          | Other        | \$3,200                             |
| Phone/Internet                                             | Other        | \$5,000                             |
| Alarming                                                   | Other        | \$3,400                             |
| Fuel - Diesel                                              | Utilities    | \$1,000                             |
| Utilities - Gas                                            | Utilities    | \$3,000                             |
| Electric Charges                                           | Utilities    | \$70,000                            |
| Insurance & Liability                                      | Service      | \$15,405                            |
| Clothing/Boot Allowance                                    | Compensation | \$675                               |
| Property Tax                                               | Other        | \$3,272                             |
| Compliance Sampling                                        | Service      | \$7,000                             |
| Insurance Deductible                                       | Other        | \$5,000                             |
| Septage Hauling & Spreading                                | Service      | \$45,000                            |
| PW Dept Machine Time                                       | Service      | \$500                               |
| Maintenance - Pumping Stns                                 | Service      | \$11,500                            |
| Maintenance - Collection                                   | Service      | \$25,000                            |
| Consulting Fees                                            | Other        | \$0                                 |
| Misc Expense                                               | Other        | \$1,000                             |
| Facilities Maintenance                                     | Other        | \$2,500                             |
| Small Equipment & Tools                                    | Supplies     | \$2,500                             |
| R&M Vehicle                                                | Other        | \$1,000                             |
| Maintenance - Equipment                                    | Service      | \$24,500                            |



## Appendix 2 – Infrastructure Ontario Borrowing Rates as of September 2025

|     | Construction | 3.17%  |
|-----|--------------|--------|
|     | Amortizing * | Serial |
| 5Y  | 3.37%        | 3.36%  |
| 10Y | 3.92%        | 3.89%  |
| 15Y | 4.37%        | 4.30%  |
| 20Y | 4.68%        | 4.58%  |
| 25Y | 4.87%        | 4.75%  |
| 30Y | 4.97%        | 4.85%  |

## Appendix 3 – Pro-Forma Financial Statements (Attached)



| Statement of Financial Operation - Asphodel-Norwood Water |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                    |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Status Quo Scenario: Amortization                         |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                    |
|                                                           | 2025                | 2026                | 2027                | 2028                | 2029                | 2030                | 2031                | 2032                | 2033                | 2034                | 2035                |                    |
| <b>REVENUES</b>                                           |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                    |
| Usage Revenue                                             | \$ 593,470          | \$ 605,776          | \$ 618,081          | \$ 630,387          | \$ 642,692          | \$ 642,692          | \$ 642,692          | \$ 642,692          | \$ 642,692          | \$ 642,692          | \$ 642,692          | \$ 642,692         |
| Water Meter Revenue                                       | \$ 7,150            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -               |
| Connection Revenue                                        | \$ 21,616           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -               |
| Other Revenue                                             | \$ 3,300            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                    |
| <b>Total Revenues</b>                                     | <b>\$ 625,536</b>   | <b>\$ 641,245</b>   | <b>\$ 653,550</b>   | <b>\$ 665,856</b>   | <b>\$ 678,161</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>   | <b>\$ 642,692</b>  |
| <b>EXPENDITURES</b>                                       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                    |
| Compensation                                              | \$ 150,329          | \$ 153,336          | \$ 156,402          | \$ 159,530          | \$ 162,721          | \$ 165,975          | \$ 169,295          | \$ 172,681          | \$ 176,134          | \$ 179,657          | \$ 183,250          |                    |
| Service                                                   | \$ 95,205           | \$ 99,184           | \$ 103,283          | \$ 107,508          | \$ 111,859          | \$ 114,096          | \$ 116,378          | \$ 118,706          | \$ 121,080          | \$ 123,502          | \$ 125,972          |                    |
| Supplies                                                  | \$ 4,000            | \$ 4,167            | \$ 4,339            | \$ 4,517            | \$ 4,700            | \$ 4,794            | \$ 4,890            | \$ 4,987            | \$ 5,087            | \$ 5,189            | \$ 5,293            |                    |
| Utilities                                                 | \$ 20,580           | \$ 21,440           | \$ 22,326           | \$ 23,239           | \$ 24,180           | \$ 24,664           | \$ 25,157           | \$ 25,660           | \$ 26,173           | \$ 26,697           | \$ 27,231           |                    |
| Other                                                     | \$ 17,118           | \$ 17,460           | \$ 17,810           | \$ 18,166           | \$ 18,529           | \$ 18,900           | \$ 19,278           | \$ 19,663           | \$ 20,056           | \$ 20,458           | \$ 20,867           |                    |
| Interest                                                  | \$ -                | \$ 20,552           | \$ 18,918           | \$ 17,203           | \$ 15,401           | \$ 13,510           | \$ 11,523           | \$ 9,438            | \$ 7,248            | \$ 4,949            | \$ 2,535            |                    |
| Amortization                                              | \$ 166,462          | \$ 166,462          | \$ 195,292          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 203,824         |
| <b>Total Expenses</b>                                     | <b>\$ 453,694</b>   | <b>\$ 482,601</b>   | <b>\$ 518,372</b>   | <b>\$ 533,986</b>   | <b>\$ 541,214</b>   | <b>\$ 545,762</b>   | <b>\$ 550,345</b>   | <b>\$ 554,959</b>   | <b>\$ 559,603</b>   | <b>\$ 564,275</b>   | <b>\$ 568,971</b>   |                    |
| <b>EXCESS REVENUES OVER EXPENSES</b>                      | <b>\$ 171,842</b>   | <b>\$ 158,644</b>   | <b>\$ 135,179</b>   | <b>\$ 131,870</b>   | <b>\$ 136,948</b>   | <b>\$ 96,930</b>    | <b>\$ 92,348</b>    | <b>\$ 87,733</b>    | <b>\$ 83,089</b>    | <b>\$ 78,417</b>    | <b>\$ 73,722</b>    |                    |
| <b>Net Grant Revenues/Transfers</b>                       | <b>\$ (63,694)</b>  | <b>\$ 1,047,654</b> | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b> |
| <b>Accumulated Surplus (Beginning of Year)</b>            | <b>\$ 8,222,085</b> | <b>\$ 8,330,233</b> | <b>\$ 9,536,530</b> | <b>\$ 9,608,015</b> | <b>\$ 9,676,192</b> | <b>\$ 9,749,445</b> | <b>\$ 9,782,682</b> | <b>\$ 9,811,336</b> | <b>\$ 9,835,375</b> | <b>\$ 9,854,770</b> | <b>\$ 9,869,494</b> |                    |
| <b>Accumulated Surplus (End of Year)</b>                  | <b>\$ 8,330,233</b> | <b>\$ 9,536,530</b> | <b>\$ 9,608,015</b> | <b>\$ 9,676,192</b> | <b>\$ 9,749,445</b> | <b>\$ 9,782,682</b> | <b>\$ 9,811,336</b> | <b>\$ 9,835,375</b> | <b>\$ 9,854,770</b> | <b>\$ 9,869,494</b> | <b>\$ 9,879,522</b> |                    |





| Statement of Cash Flow - Asphodel-Norwood Water |              |                |              |             |             |              |              |              |              |              |              |  |
|-------------------------------------------------|--------------|----------------|--------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Status Quo Scenario: Amortization               |              |                |              |             |             |              |              |              |              |              |              |  |
|                                                 | 2025         | 2026           | 2027         | 2028        | 2029        | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |
| <b>OPERATING</b>                                |              |                |              |             |             |              |              |              |              |              |              |  |
| Excess Revenues Over Expenses                   | \$ 171,842   | \$ 158,644     | \$ 135,179   | \$ 131,870  | \$ 136,948  | \$ 96,930    | \$ 92,348    | \$ 87,733    | \$ 83,089    | \$ 78,417    | \$ 73,722    |  |
| Amortization                                    | \$ 166,462   | \$ 166,462     | \$ 195,292   | \$ 203,824  | \$ 203,824  | \$ 203,824   | \$ 203,824   | \$ 203,824   | \$ 203,824   | \$ 203,824   | \$ 203,824   |  |
| Net Change in Cash from Operations              | \$ 338,304   | \$ 325,106     | \$ 330,471   | \$ 335,693  | \$ 340,771  | \$ 300,754   | \$ 296,171   | \$ 291,557   | \$ 286,913   | \$ 282,241   | \$ 277,545   |  |
| <b>CAPITAL TRANSACTIONS</b>                     |              |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Aquifer Capacity/PTTW                 | \$ (38,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Water Financial Plan/Rate Study       | \$ (30,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Wellington St East Upgrades           | \$ (25,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Turbidity Analyzer                    | \$ (6,611)   |                |              |             |             |              |              |              |              |              |              |  |
| Transfer for Unfunded Capital                   | \$ (63,694)  | \$ (63,694)    | \$ (63,694)  | \$ (63,694) | \$ (63,694) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| Future Capital Acquisitions                     | \$ -         | \$ (1,607,709) | \$ (85,315)  | \$ -        | \$ -        | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Capital                 | \$ (163,304) | \$ (1,671,402) | \$ (149,009) | \$ (63,694) | \$ (63,694) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| <b>FINANCE TRANSACTIONS</b>                     |              |                |              |             |             |              |              |              |              |              |              |  |
| Proceeds from Debt Issuance                     |              | \$ 411,046     |              |             |             |              |              |              |              |              |              |  |
| Debt Repayment - Principal Only                 |              | \$ (32,680)    | \$ (34,314)  | \$ (36,030) | \$ (37,831) | \$ (39,723)  | \$ (41,709)  | \$ (43,794)  | \$ (45,984)  | \$ (48,283)  | \$ (50,698)  |  |
| Grant Funding                                   | \$ -         | \$ 1,111,347   | \$ -         | \$ -        | \$ -        | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Financing               | \$ -         | \$ 1,489,714   | \$ (34,314)  | \$ (36,030) | \$ (37,831) | \$ (39,723)  | \$ (41,709)  | \$ (43,794)  | \$ (45,984)  | \$ (48,283)  | \$ (50,698)  |  |
| Increase/(Decrease) in Cash/Cash Equivalents    | \$ 175,000   | \$ 143,417     | \$ 147,148   | \$ 235,970  | \$ 239,246  | \$ 197,337   | \$ 190,769   | \$ 184,069   | \$ 177,235   | \$ 170,264   | \$ 163,154   |  |
| Opening Cash/Cash Equivalents Balance (Reserve) | \$ -         | \$ 175,000     | \$ 318,417   | \$ 465,566  | \$ 701,536  | \$ 940,782   | \$ 1,138,120 | \$ 1,328,888 | \$ 1,512,957 | \$ 1,690,192 | \$ 1,860,456 |  |
| Ending Cash/Cash Equivalents Balance (Reserve)  | \$ 175,000   | \$ 318,417     | \$ 465,566   | \$ 701,536  | \$ 940,782  | \$ 1,138,120 | \$ 1,328,888 | \$ 1,512,957 | \$ 1,690,192 | \$ 1,860,456 | \$ 2,023,610 |  |



| Statement of Financial Position - Asphodel-Norwood Water          |              |              |              |              |              |              |              |              |              |              |              |  |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|--|
| Status Quo Scenario: Amortization                                 |              |              |              |              |              |              |              |              |              |              |              |  |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |  |
| <b>Financial Assets</b>                                           |              |              |              |              |              |              |              |              |              |              |              |  |  |
| Cash                                                              | \$ 175,000   | \$ 318,417   | \$ 465,566   | \$ 701,536   | \$ 940,782   | \$ 1,138,120 | \$ 1,328,888 | \$ 1,512,957 | \$ 1,690,192 | \$ 1,860,456 | \$ 2,023,610 |  |  |
| <b>Liabilities</b>                                                |              |              |              |              |              |              |              |              |              |              |              |  |  |
| Debt - Outstanding Principle                                      | \$ -         | \$ 378,366   | \$ 344,052   | \$ 308,022   | \$ 270,191   | \$ 230,468   | \$ 188,759   | \$ 144,965   | \$ 98,981    | \$ 50,698    | \$ 0         |  |  |
| <b>Net Financial Assets</b>                                       | \$ 175,000   | \$ (59,949)  | \$ 121,513   | \$ 393,513   | \$ 670,591   | \$ 907,651   | \$ 1,140,129 | \$ 1,367,992 | \$ 1,591,211 | \$ 1,809,759 | \$ 2,023,610 |  |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |              |              |              |              |              |              |              |  |  |
| Tangible Capital Assets                                           | \$ 8,155,233 | \$ 9,596,479 | \$ 9,486,502 | \$ 9,282,678 | \$ 9,078,855 | \$ 8,875,031 | \$ 8,671,207 | \$ 8,467,383 | \$ 8,263,559 | \$ 8,059,735 | \$ 7,855,912 |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 8,330,233 | \$ 9,536,530 | \$ 9,608,015 | \$ 9,676,192 | \$ 9,749,445 | \$ 9,782,682 | \$ 9,811,336 | \$ 9,835,375 | \$ 9,854,770 | \$ 9,869,494 | \$ 9,879,522 |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 1,607,709 | \$ 85,315    | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 175,000   | \$ (234,949) | \$ 181,463   | \$ 272,000   | \$ 277,078   | \$ 237,060   | \$ 232,478   | \$ 227,863   | \$ 223,219   | \$ 218,548   | \$ 213,852   |  |  |
| Cash as a % of Net Fixed Assets                                   | 2%           | 3%           | 5%           | 8%           | 10%          | 13%          | 15%          | 18%          | 20%          | 23%          | 26%          |  |  |
| Debt as a % of Net Fixed Assets                                   | 0%           | 4%           | 4%           | 3%           | 3%           | 3%           | 2%           | 2%           | 1%           | 1%           | 0%           |  |  |



| Statement of Financial Operation - Asphodel-Norwood Water |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |  |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Status Quo Scenario: Annual Requirements                  |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |  |
|                                                           | 2025                | 2026                | 2027                | 2028                | 2029                 | 2030                 | 2031                 | 2032                 | 2033                 | 2034                 | 2035                 |  |
| <b>REVENUES</b>                                           |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |  |
| Usage Revenue                                             | \$ 593,470          | \$ 640,850          | \$ 690,973          | \$ 743,999          | \$ 800,094           | \$ 846,420           | \$ 895,427           | \$ 947,272           | \$ 1,002,120         | \$ 1,060,142         | \$ 1,121,525         |  |
| Water Meter Revenue                                       | \$ 7,150            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 8,867             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |  |
| Connection Revenue                                        | \$ 21,616           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 26,602            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |  |
| Other Revenue                                             | \$ 3,300            |                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |  |
| <b>Total Revenues</b>                                     | <b>\$ 625,536</b>   | <b>\$ 676,319</b>   | <b>\$ 726,443</b>   | <b>\$ 779,468</b>   | <b>\$ 835,563</b>    | <b>\$ 846,420</b>    | <b>\$ 895,427</b>    | <b>\$ 947,272</b>    | <b>\$ 1,002,120</b>  | <b>\$ 1,060,142</b>  | <b>\$ 1,121,525</b>  |  |
| <b>EXPENDITURES</b>                                       |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |  |
| Compensation                                              | \$ 150,329          | \$ 153,336          | \$ 156,402          | \$ 159,530          | \$ 162,721           | \$ 165,975           | \$ 169,295           | \$ 172,681           | \$ 176,134           | \$ 179,657           | \$ 183,250           |  |
| Service                                                   | \$ 95,205           | \$ 99,184           | \$ 103,283          | \$ 107,508          | \$ 111,859           | \$ 114,096           | \$ 116,378           | \$ 118,706           | \$ 121,080           | \$ 123,502           | \$ 125,972           |  |
| Supplies                                                  | \$ 4,000            | \$ 4,167            | \$ 4,339            | \$ 4,517            | \$ 4,700             | \$ 4,794             | \$ 4,890             | \$ 4,987             | \$ 5,087             | \$ 5,189             | \$ 5,293             |  |
| Utilities                                                 | \$ 20,580           | \$ 21,440           | \$ 22,326           | \$ 23,239           | \$ 24,180            | \$ 24,664            | \$ 25,157            | \$ 25,660            | \$ 26,173            | \$ 26,697            | \$ 27,231            |  |
| Other                                                     | \$ 17,118           | \$ 17,460           | \$ 17,810           | \$ 18,166           | \$ 18,529            | \$ 18,900            | \$ 19,278            | \$ 19,663            | \$ 20,056            | \$ 20,458            | \$ 20,867            |  |
| Interest                                                  | \$ -                | \$ 20,552           | \$ 18,918           | \$ 17,203           | \$ 15,401            | \$ 13,510            | \$ 11,523            | \$ 9,438             | \$ 7,248             | \$ 4,949             | \$ 2,535             |  |
| Annual Requirements                                       | \$ 612,899          | \$ 640,325          | \$ 641,781          | \$ 641,781          | \$ 641,781           | \$ 641,781           | \$ 641,781           | \$ 641,781           | \$ 641,781           | \$ 641,781           | \$ 641,781           |  |
| <b>Total Expenses</b>                                     | <b>\$ 900,131</b>   | <b>\$ 956,464</b>   | <b>\$ 964,860</b>   | <b>\$ 971,943</b>   | <b>\$ 979,171</b>    | <b>\$ 983,719</b>    | <b>\$ 988,301</b>    | <b>\$ 992,916</b>    | <b>\$ 997,560</b>    | <b>\$ 1,002,232</b>  | <b>\$ 1,006,927</b>  |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                      | <b>\$ (274,595)</b> | <b>\$ (280,145)</b> | <b>\$ (238,417)</b> | <b>\$ (192,475)</b> | <b>\$ (143,607)</b>  | <b>\$ (137,299)</b>  | <b>\$ (92,874)</b>   | <b>\$ (45,643)</b>   | <b>\$ 4,559</b>      | <b>\$ 57,911</b>     | <b>\$ 114,597</b>    |  |
| <b>Net Grant Revenues/Transfers</b>                       | <b>\$ (63,694)</b>  | <b>\$ 1,047,654</b> | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   |  |
| <b>Annual Requirements Adjusted to Amortization</b>       | <b>\$ 446,437</b>   | <b>\$ 473,863</b>   | <b>\$ 446,488</b>   | <b>\$ 437,957</b>   | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    | <b>\$ 437,957</b>    |  |
| <b>Accumulated Surplus (Beginning of Year)</b>            | <b>\$ 8,222,085</b> | <b>\$ 8,330,233</b> | <b>\$ 9,571,605</b> | <b>\$ 9,715,982</b> | <b>\$ 9,897,770</b>  | <b>\$ 10,128,426</b> | <b>\$ 10,365,390</b> | <b>\$ 10,646,779</b> | <b>\$ 10,975,398</b> | <b>\$ 11,354,221</b> | <b>\$ 11,786,395</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                  | <b>\$ 8,330,233</b> | <b>\$ 9,571,605</b> | <b>\$ 9,715,982</b> | <b>\$ 9,897,770</b> | <b>\$ 10,128,426</b> | <b>\$ 10,365,390</b> | <b>\$ 10,646,779</b> | <b>\$ 10,975,398</b> | <b>\$ 11,354,221</b> | <b>\$ 11,786,395</b> | <b>\$ 12,275,255</b> |  |



| Statement of Cash Flow - Asphodel-Norwood Water |              |                |              |              |              |              |              |              |              |              |              |  |
|-------------------------------------------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Status Quo Scenario: Annual Requirements        |              |                |              |              |              |              |              |              |              |              |              |  |
|                                                 | 2025         | 2026           | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |
| <b>OPERATING</b>                                |              |                |              |              |              |              |              |              |              |              |              |  |
| Excess Revenues Over Expenses                   | \$ (274,595) | \$ (280,145)   | \$ (238,417) | \$ (192,475) | \$ (143,607) | \$ (137,299) | \$ (92,874)  | \$ (45,643)  | \$ 4,559     | \$ 57,911    | \$ 114,597   |  |
| Annual Requirements                             | \$ 612,899   | \$ 640,325     | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   |  |
| Net Change in Cash from Operations              | \$ 338,304   | \$ 360,180     | \$ 403,363   | \$ 449,305   | \$ 498,173   | \$ 504,481   | \$ 548,906   | \$ 596,137   | \$ 646,340   | \$ 699,691   | \$ 756,378   |  |
| <b>CAPITAL TRANSACTIONS</b>                     |              |                |              |              |              |              |              |              |              |              |              |  |
| Capital - Aquifer Capacity/PTTW                 | \$ (38,000)  |                |              |              |              |              |              |              |              |              |              |  |
| Capital - Water Financial Plan/Rate Study       | \$ (30,000)  |                |              |              |              |              |              |              |              |              |              |  |
| Capital - Wellington St East Upgrades           | \$ (25,000)  |                |              |              |              |              |              |              |              |              |              |  |
| Capital - Turbidity Analyzer                    | \$ (6,611)   |                |              |              |              |              |              |              |              |              |              |  |
| Transfer for Unfunded Capital                   | \$ (63,694)  | \$ (63,694)    | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| Future Capital Acquisitions                     | \$ -         | \$ (1,607,709) | \$ (85,315)  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Capital                 | \$ (163,304) | \$ (1,671,402) | \$ (149,009) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| <b>FINANCE TRANSACTIONS</b>                     |              |                |              |              |              |              |              |              |              |              |              |  |
| Proceeds from Debt Issuance                     |              | \$ 411,046     |              |              |              |              |              |              |              |              |              |  |
| Debt Repayment - Principal Only                 |              | \$ (32,680)    | \$ (34,314)  | \$ (36,030)  | \$ (37,831)  | \$ (39,723)  | \$ (41,709)  | \$ (43,794)  | \$ (45,984)  | \$ (48,283)  | \$ (50,698)  |  |
| Grant Funding                                   | \$ -         | \$ 1,111,347   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Financing               | \$ -         | \$ 1,489,714   | \$ (34,314)  | \$ (36,030)  | \$ (37,831)  | \$ (39,723)  | \$ (41,709)  | \$ (43,794)  | \$ (45,984)  | \$ (48,283)  | \$ (50,698)  |  |
| Increase/(Decrease) in Cash/Cash Equivalents    | \$ 175,000   | \$ 178,492     | \$ 220,041   | \$ 349,582   | \$ 396,648   | \$ 401,065   | \$ 443,504   | \$ 488,649   | \$ 536,662   | \$ 587,714   | \$ 641,987   |  |
| Opening Cash/Cash Equivalents Balance (Reserve) | \$ -         | \$ 175,000     | \$ 353,491   | \$ 573,532   | \$ 923,114   | \$ 1,319,763 | \$ 1,720,827 | \$ 2,164,331 | \$ 2,652,980 | \$ 3,189,643 | \$ 3,777,357 |  |
| Ending Cash/Cash Equivalents Balance (Reserve)  | \$ 175,000   | \$ 353,491     | \$ 573,532   | \$ 923,114   | \$ 1,319,763 | \$ 1,720,827 | \$ 2,164,331 | \$ 2,652,980 | \$ 3,189,643 | \$ 3,777,357 | \$ 4,419,344 |  |



| Statement of Financial Position - Asphodel-Norwood Water          |              |              |              |              |               |               |               |               |               |               |               |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|
| Status Quo Scenario: Annual Requirements                          |              |              |              |              |               |               |               |               |               |               |               |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029          | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |  |
| <b>Financial Assets</b>                                           |              |              |              |              |               |               |               |               |               |               |               |  |
| Cash                                                              | \$ 175,000   | \$ 353,491   | \$ 573,532   | \$ 923,114   | \$ 1,319,763  | \$ 1,720,827  | \$ 2,164,331  | \$ 2,652,980  | \$ 3,189,643  | \$ 3,777,357  | \$ 4,419,344  |  |
| <b>Liabilities</b>                                                |              |              |              |              |               |               |               |               |               |               |               |  |
| Debt - Outstanding Principle                                      | \$ -         | \$ 378,366   | \$ 344,052   | \$ 308,022   | \$ 270,191    | \$ 230,468    | \$ 188,759    | \$ 144,965    | \$ 98,981     | \$ 50,698     | \$ 0          |  |
| <b>Net Financial Assets</b>                                       | \$ 175,000   | \$ (24,875)  | \$ 229,480   | \$ 615,092   | \$ 1,049,571  | \$ 1,490,359  | \$ 1,975,572  | \$ 2,508,015  | \$ 3,090,662  | \$ 3,726,660  | \$ 4,419,344  |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |               |               |               |               |               |               |               |  |
| Tangible Capital Assets                                           | \$ 8,155,233 | \$ 9,596,479 | \$ 9,486,502 | \$ 9,282,678 | \$ 9,078,855  | \$ 8,875,031  | \$ 8,671,207  | \$ 8,467,383  | \$ 8,263,559  | \$ 8,059,735  | \$ 7,855,912  |  |
| <b>Accumulated Surplus</b>                                        | \$ 8,330,233 | \$ 9,571,605 | \$ 9,715,982 | \$ 9,897,770 | \$ 10,128,426 | \$ 10,365,390 | \$ 10,646,779 | \$ 10,975,398 | \$ 11,354,221 | \$ 11,786,395 | \$ 12,275,255 |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 1,607,709 | \$ 85,315    | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 175,000   | \$ (199,875) | \$ 254,355   | \$ 385,612   | \$ 434,480    | \$ 440,788    | \$ 485,213    | \$ 532,444    | \$ 582,646    | \$ 635,998    | \$ 692,684    |  |
| Cash as a % of Net Fixed Assets                                   | 2%           | 4%           | 6%           | 10%          | 15%           | 19%           | 25%           | 31%           | 39%           | 47%           | 56%           |  |
| Debt as a % of Net Fixed Assets                                   | 0%           | 4%           | 4%           | 3%           | 3%            | 3%            | 2%            | 2%            | 1%            | 1%            | 0%            |  |



| Statement of Financial Operation - Asphodel-Norwood Water |                    |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |  |
|-----------------------------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Expansion Scenario: Amortization                          |                    |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |  |
|                                                           | 2025               | 2026                | 2027                | 2028                | 2029                | 2030                | 2031                 | 2032                 | 2033                 | 2034                 | 2035                 |  |
| <b>REVENUES</b>                                           |                    |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |  |
| Usage Revenue                                             | \$ 593,470         | \$ 605,776          | \$ 618,081          | \$ 630,387          | \$ 642,692          | \$ 695,056          | \$ 747,420           | \$ 799,784           | \$ 852,148           | \$ 904,512           | \$ 956,876           |  |
| Water Meter Revenue                                       | \$ 7,150           | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 37,733           | \$ 37,733            | \$ 37,733            | \$ 37,733            | \$ 37,733            | \$ 37,733            |  |
| Connection Revenue                                        | \$ 21,616          | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 113,200          | \$ 113,200           | \$ 113,200           | \$ 113,200           | \$ 113,200           | \$ 113,200           |  |
| Other Revenue                                             | \$ 3,300           |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |  |
| <b>Total Revenues</b>                                     | <b>\$ 625,536</b>  | <b>\$ 641,245</b>   | <b>\$ 653,550</b>   | <b>\$ 665,856</b>   | <b>\$ 678,161</b>   | <b>\$ 845,989</b>   | <b>\$ 898,353</b>    | <b>\$ 950,717</b>    | <b>\$ 1,003,081</b>  | <b>\$ 1,055,445</b>  | <b>\$ 1,107,809</b>  |  |
| <b>EXPENDITURES</b>                                       |                    |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |  |
| Compensation                                              | \$ 150,329         | \$ 153,336          | \$ 156,402          | \$ 159,530          | \$ 162,721          | \$ 165,975          | \$ 169,295           | \$ 172,681           | \$ 176,134           | \$ 179,657           | \$ 183,250           |  |
| Service                                                   | \$ 95,205          | \$ 99,184           | \$ 103,283          | \$ 107,508          | \$ 111,859          | \$ 123,652          | \$ 135,872           | \$ 148,532           | \$ 161,643           | \$ 175,219           | \$ 189,274           |  |
| Supplies                                                  | \$ 4,000           | \$ 4,167            | \$ 4,339            | \$ 4,517            | \$ 4,700            | \$ 5,195            | \$ 5,709             | \$ 6,240             | \$ 6,791             | \$ 7,362             | \$ 7,952             |  |
| Utilities                                                 | \$ 20,580          | \$ 21,440           | \$ 22,326           | \$ 23,239           | \$ 24,180           | \$ 26,729           | \$ 29,371            | \$ 32,107            | \$ 34,942            | \$ 37,876            | \$ 40,914            |  |
| Other                                                     | \$ 17,118          | \$ 17,460           | \$ 17,810           | \$ 18,166           | \$ 18,529           | \$ 18,900           | \$ 19,278            | \$ 19,663            | \$ 20,056            | \$ 20,458            | \$ 20,867            |  |
| Interest                                                  |                    | \$ 20,552           | \$ 18,918           | \$ 17,203           | \$ 15,401           | \$ 13,510           | \$ 36,523            | \$ 32,450            | \$ 28,174            | \$ 23,683            | \$ 18,968            |  |
| Amortization                                              | \$ 166,462         | \$ 166,462          | \$ 195,292          | \$ 203,824          | \$ 203,824          | \$ 203,824          | \$ 220,490           | \$ 237,157           | \$ 237,157           | \$ 237,157           | \$ 237,157           |  |
| <b>Total Expenses</b>                                     | <b>\$ 453,694</b>  | <b>\$ 482,601</b>   | <b>\$ 518,372</b>   | <b>\$ 533,986</b>   | <b>\$ 541,214</b>   | <b>\$ 557,785</b>   | <b>\$ 616,538</b>    | <b>\$ 648,831</b>    | <b>\$ 664,897</b>    | <b>\$ 681,412</b>    | <b>\$ 698,383</b>    |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                      | <b>\$ 171,842</b>  | <b>\$ 158,644</b>   | <b>\$ 135,179</b>   | <b>\$ 131,870</b>   | <b>\$ 136,948</b>   | <b>\$ 288,204</b>   | <b>\$ 281,815</b>    | <b>\$ 301,887</b>    | <b>\$ 338,184</b>    | <b>\$ 374,033</b>    | <b>\$ 409,427</b>    |  |
| <b>Net Grant Revenues/Transfers</b>                       | <b>\$ (63,694)</b> | <b>\$ 1,047,654</b> | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   |  |
| <b>Accumulated Surplus (Beginning of Year)</b>            | <b>\$8,222,085</b> | <b>\$ 8,330,233</b> | <b>\$ 9,536,530</b> | <b>\$ 9,608,015</b> | <b>\$ 9,676,192</b> | <b>\$ 9,749,445</b> | <b>\$ 9,973,956</b>  | <b>\$ 10,192,078</b> | <b>\$ 10,430,271</b> | <b>\$ 10,704,762</b> | <b>\$ 11,015,101</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                  | <b>\$8,330,233</b> | <b>\$ 9,536,530</b> | <b>\$ 9,608,015</b> | <b>\$ 9,676,192</b> | <b>\$ 9,749,445</b> | <b>\$ 9,973,956</b> | <b>\$ 10,192,078</b> | <b>\$ 10,430,271</b> | <b>\$ 10,704,762</b> | <b>\$ 11,015,101</b> | <b>\$ 11,360,834</b> |  |



| Statement of Cash Flow - Asphodel-Norwood Water |              |                |              |             |             |              |              |              |              |              |              |  |
|-------------------------------------------------|--------------|----------------|--------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Expansion Scenario: Amortization                |              |                |              |             |             |              |              |              |              |              |              |  |
|                                                 | 2025         | 2026           | 2027         | 2028        | 2029        | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |
| <b>OPERATING</b>                                |              |                |              |             |             |              |              |              |              |              |              |  |
| Excess Revenues Over Expenses                   | \$ 171,842   | \$ 158,644     | \$ 135,179   | \$ 131,870  | \$ 136,948  | \$ 288,204   | \$ 281,815   | \$ 301,887   | \$ 338,184   | \$ 374,033   | \$ 409,427   |  |
| Amortization                                    | \$ 166,462   | \$ 166,462     | \$ 195,292   | \$ 203,824  | \$ 203,824  | \$ 203,824   | \$ 220,490   | \$ 237,157   | \$ 237,157   | \$ 237,157   | \$ 237,157   |  |
| Net Change in Cash from Operations              | \$ 338,304   | \$ 325,106     | \$ 330,471   | \$ 335,693  | \$ 340,771  | \$ 492,028   | \$ 502,306   | \$ 539,044   | \$ 575,341   | \$ 611,190   | \$ 646,584   |  |
| <b>CAPITAL TRANSACTIONS</b>                     |              |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Aquifer Capacity/PTTW                 | \$ (38,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Water Financial Plan/Rate Study       | \$ (30,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Wellington St East Upgrades           | \$ (25,000)  |                |              |             |             |              |              |              |              |              |              |  |
| Capital - Turbidity Analyzer                    | \$ (6,611)   |                |              |             |             |              |              |              |              |              |              |  |
| Transfer for Unfunded Capital                   | \$ (63,694)  | \$ (63,694)    | \$ (63,694)  | \$ (63,694) | \$ (63,694) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| Future Capital Acquisitions                     | \$ -         | \$ (1,607,709) | \$ (85,315)  | \$ -        | \$ -        | \$ -         | \$ (250,000) | \$ (250,000) | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Capital                 | \$ (163,304) | \$ (1,671,402) | \$ (149,009) | \$ (63,694) | \$ (63,694) | \$ (63,694)  | \$ (313,694) | \$ (313,694) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |  |
| <b>FINANCE TRANSACTIONS</b>                     |              |                |              |             |             |              |              |              |              |              |              |  |
| Proceeds from Debt Issuance                     |              | \$ 411,046     |              |             |             |              | \$ 500,000   |              |              |              |              |  |
| Debt Repayment - Principal Only                 |              | \$ (32,680)    | \$ (34,314)  | \$ (36,030) | \$ (37,831) | \$ (39,723)  | \$ (81,461)  | \$ (85,534)  | \$ (89,811)  | \$ (94,302)  | \$ (99,017)  |  |
| Grant Funding                                   | \$ -         | \$ 1,111,347   | \$ -         | \$ -        | \$ -        | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Net Change in Cash from Financing               | \$ -         | \$ 1,489,714   | \$ (34,314)  | \$ (36,030) | \$ (37,831) | \$ (39,723)  | \$ 418,539   | \$ (85,534)  | \$ (89,811)  | \$ (94,302)  | \$ (99,017)  |  |
| Increase/(Decrease) in Cash/Cash Equivalents    | \$ 175,000   | \$ 143,417     | \$ 147,148   | \$ 235,970  | \$ 239,246  | \$ 388,612   | \$ 607,151   | \$ 139,816   | \$ 421,837   | \$ 453,195   | \$ 483,873   |  |
| Opening Cash/Cash Equivalents Balance (Reserve) | \$ -         | \$ 175,000     | \$ 318,417   | \$ 465,566  | \$ 701,536  | \$ 940,782   | \$ 1,329,394 | \$ 1,936,545 | \$ 2,076,361 | \$ 2,498,197 | \$ 2,951,393 |  |
| Ending Cash/Cash Equivalents Balance (Reserve)  | \$ 175,000   | \$ 318,417     | \$ 465,566   | \$ 701,536  | \$ 940,782  | \$ 1,329,394 | \$ 1,936,545 | \$ 2,076,361 | \$ 2,498,197 | \$ 2,951,393 | \$ 3,435,266 |  |



| Statement of Financial Position - Asphodel-Norwood Water          |              |              |              |              |              |              |               |               |               |               |               |  |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|--|--|
| Expansion Scenario: Amortization                                  |              |              |              |              |              |              |               |               |               |               |               |  |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031          | 2032          | 2033          | 2034          | 2035          |  |  |
| <b>Financial Assets</b>                                           |              |              |              |              |              |              |               |               |               |               |               |  |  |
| Cash                                                              | \$ 175,000   | \$ 318,417   | \$ 465,566   | \$ 701,536   | \$ 940,782   | \$ 1,329,394 | \$ 1,936,545  | \$ 2,076,361  | \$ 2,498,197  | \$ 2,951,393  | \$ 3,435,266  |  |  |
| <b>Liabilities</b>                                                |              |              |              |              |              |              |               |               |               |               |               |  |  |
| Debt - Outstanding Principle                                      | \$ -         | \$ 378,366   | \$ 344,052   | \$ 308,022   | \$ 270,191   | \$ 230,468   | \$ 649,007    | \$ 563,473    | \$ 473,662    | \$ 379,360    | \$ 280,344    |  |  |
| <b>Net Financial Assets</b>                                       | \$ 175,000   | \$ (59,949)  | \$ 121,513   | \$ 393,513   | \$ 670,591   | \$ 1,098,926 | \$ 1,287,538  | \$ 1,512,888  | \$ 2,024,536  | \$ 2,572,032  | \$ 3,154,923  |  |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |              |              |               |               |               |               |               |  |  |
| Tangible Capital Assets                                           | \$ 8,155,233 | \$ 9,596,479 | \$ 9,486,502 | \$ 9,282,678 | \$ 9,078,855 | \$ 8,875,031 | \$ 8,904,540  | \$ 8,917,383  | \$ 8,680,226  | \$ 8,443,069  | \$ 8,205,912  |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 8,330,233 | \$ 9,536,530 | \$ 9,608,015 | \$ 9,676,192 | \$ 9,749,445 | \$ 9,973,956 | \$ 10,192,078 | \$ 10,430,271 | \$ 10,704,762 | \$ 11,015,101 | \$ 11,360,834 |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 1,607,709 | \$ 85,315    | \$ -         | \$ -         | \$ -         | \$ 250,000    | \$ 250,000    | \$ -          | \$ -          | \$ -          |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 175,000   | \$ (234,949) | \$ 181,463   | \$ 272,000   | \$ 277,078   | \$ 428,335   | \$ 188,612    | \$ 225,350    | \$ 511,648    | \$ 547,497    | \$ 582,890    |  |  |
| Cash as a % of Net Fixed Assets                                   | 2%           | 3%           | 5%           | 8%           | 10%          | 15%          | 22%           | 23%           | 29%           | 35%           | 42%           |  |  |
| Debt as a % of Net Fixed Assets                                   | 0%           | 4%           | 4%           | 3%           | 3%           | 3%           | 7%            | 6%            | 5%            | 4%            | 3%            |  |  |





| Statement of Financial Operation - Asphodel-Norwood Water |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |  |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Expansion Scenario: Annual Requirements                   |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |  |
|                                                           | 2025                | 2026                | 2027                | 2028                | 2029                | 2030                 | 2031                 | 2032                 | 2033                 | 2034                 | 2035                 |  |
| <b>REVENUES</b>                                           |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |  |
| Usage Revenue                                             | \$ 593,470          | \$ 618,255          | \$ 643,550          | \$ 669,366          | \$ 695,714          | \$ 763,488           | \$ 832,659           | \$ 903,254           | \$ 975,304           | \$ 1,048,838         | \$ 1,123,887         |  |
| Water Meter Revenue                                       | \$ 7,150            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 8,867            | \$ 37,733            | \$ 37,733            | \$ 37,733            | \$ 37,733            | \$ 37,733            | \$ 37,733            |  |
| Connection Revenue                                        | \$ 21,616           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 26,602           | \$ 113,200           | \$ 113,200           | \$ 113,200           | \$ 113,200           | \$ 113,200           | \$ 113,200           |  |
| Other Revenue                                             | \$ 3,300            |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |  |
| <b>Total Revenues</b>                                     | <b>\$ 625,536</b>   | <b>\$ 653,724</b>   | <b>\$ 679,019</b>   | <b>\$ 704,835</b>   | <b>\$ 731,183</b>   | <b>\$ 914,421</b>    | <b>\$ 983,592</b>    | <b>\$ 1,054,187</b>  | <b>\$ 1,126,237</b>  | <b>\$ 1,199,771</b>  | <b>\$ 1,274,820</b>  |  |
| <b>EXPENDITURES</b>                                       |                     |                     |                     |                     |                     |                      |                      |                      |                      |                      |                      |  |
| Compensation                                              | \$ 150,329          | \$ 153,336          | \$ 156,402          | \$ 159,530          | \$ 162,721          | \$ 165,975           | \$ 169,295           | \$ 172,681           | \$ 176,134           | \$ 179,657           | \$ 183,250           |  |
| Service                                                   | \$ 95,205           | \$ 99,184           | \$ 103,283          | \$ 107,508          | \$ 111,859          | \$ 123,652           | \$ 135,872           | \$ 148,532           | \$ 161,643           | \$ 175,219           | \$ 189,274           |  |
| Supplies                                                  | \$ 4,000            | \$ 4,167            | \$ 4,339            | \$ 4,517            | \$ 4,700            | \$ 5,195             | \$ 5,709             | \$ 6,240             | \$ 6,791             | \$ 7,362             | \$ 7,952             |  |
| Utilities                                                 | \$ 20,580           | \$ 21,440           | \$ 22,326           | \$ 23,239           | \$ 24,180           | \$ 26,729            | \$ 29,371            | \$ 32,107            | \$ 34,942            | \$ 37,876            | \$ 40,914            |  |
| Other                                                     | \$ 17,118           | \$ 17,460           | \$ 17,810           | \$ 18,166           | \$ 18,529           | \$ 18,900            | \$ 19,278            | \$ 19,663            | \$ 20,056            | \$ 20,458            | \$ 20,867            |  |
| Interest                                                  |                     | \$ 20,552           | \$ 18,918           | \$ 17,203           | \$ 15,401           | \$ 13,510            | \$ 36,523            | \$ 32,450            | \$ 28,174            | \$ 23,683            | \$ 18,968            |  |
| Annual Requirements                                       | \$ 612,899          | \$ 640,325          | \$ 641,781          | \$ 641,781          | \$ 641,781          | \$ 641,781           | \$ 646,045           | \$ 650,310           | \$ 650,310           | \$ 650,310           | \$ 650,310           |  |
| <b>Total Expenses</b>                                     | <b>\$ 900,131</b>   | <b>\$ 956,464</b>   | <b>\$ 964,860</b>   | <b>\$ 971,943</b>   | <b>\$ 979,171</b>   | <b>\$ 995,742</b>    | <b>\$ 1,042,093</b>  | <b>\$ 1,061,984</b>  | <b>\$ 1,078,050</b>  | <b>\$ 1,094,565</b>  | <b>\$ 1,111,536</b>  |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                      | <b>\$ (274,595)</b> | <b>\$ (302,740)</b> | <b>\$ (285,841)</b> | <b>\$ (267,108)</b> | <b>\$ (247,988)</b> | <b>\$ (81,320)</b>   | <b>\$ (58,501)</b>   | <b>\$ (7,796)</b>    | <b>\$ 48,187</b>     | <b>\$ 105,206</b>    | <b>\$ 163,284</b>    |  |
| <b>Net Grant Revenues/Transfers</b>                       | <b>\$ (63,694)</b>  | <b>\$ 1,047,654</b> | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>  | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   | <b>\$ (63,694)</b>   |  |
| <b>Annual Requirements Adjusted to Amortization</b>       | <b>\$ 446,437</b>   | <b>\$ 473,863</b>   | <b>\$ 446,488</b>   | <b>\$ 437,957</b>   | <b>\$ 437,957</b>   | <b>\$ 437,957</b>    | <b>\$ 425,555</b>    | <b>\$ 413,153</b>    | <b>\$ 413,153</b>    | <b>\$ 413,153</b>    | <b>\$ 413,153</b>    |  |
| <b>Accumulated Surplus (Beginning of Year)</b>            | <b>\$ 8,222,085</b> | <b>\$ 8,330,233</b> | <b>\$ 9,549,009</b> | <b>\$ 9,645,963</b> | <b>\$ 9,753,118</b> | <b>\$ 9,879,394</b>  | <b>\$ 10,172,336</b> | <b>\$ 10,475,697</b> | <b>\$ 10,817,360</b> | <b>\$ 11,215,006</b> | <b>\$ 11,669,671</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                  | <b>\$ 8,330,233</b> | <b>\$ 9,549,009</b> | <b>\$ 9,645,963</b> | <b>\$ 9,753,118</b> | <b>\$ 9,879,394</b> | <b>\$ 10,172,336</b> | <b>\$ 10,475,697</b> | <b>\$ 10,817,360</b> | <b>\$ 11,215,006</b> | <b>\$ 11,669,671</b> | <b>\$ 12,182,415</b> |  |



# Statement of Cash Flow - Asphodel-Norwood Water

## Expansion Scenario: Annual Requirements

|                                                 | 2025         | 2026           | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |
|-------------------------------------------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>OPERATING</b>                                |              |                |              |              |              |              |              |              |              |              |              |
| Excess Revenues Over Expenses                   | \$ (274,595) | \$ (302,740)   | \$ (285,841) | \$ (267,108) | \$ (247,988) | \$ (81,320)  | \$ (58,501)  | \$ (7,796)   | \$ 48,187    | \$ 105,206   | \$ 163,284   |
| Annual Requirements                             | \$ 612,899   | \$ 640,325     | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 641,781   | \$ 646,045   | \$ 650,310   | \$ 650,310   | \$ 650,310   | \$ 650,310   |
| Net Change in Cash from Operations              | \$ 338,304   | \$ 337,585     | \$ 355,940   | \$ 374,673   | \$ 393,793   | \$ 560,460   | \$ 587,544   | \$ 642,514   | \$ 698,497   | \$ 755,516   | \$ 813,594   |
| <b>CAPITAL TRANSACTIONS</b>                     |              |                |              |              |              |              |              |              |              |              |              |
| Capital - Aquifer Capacity/PTTW                 | \$ (38,000)  |                |              |              |              |              |              |              |              |              |              |
| Capital - Water Financial Plan/Rate Study       | \$ (30,000)  |                |              |              |              |              |              |              |              |              |              |
| Capital - Wellington St East Upgrades           | \$ (25,000)  |                |              |              |              |              |              |              |              |              |              |
| Capital - Turbidity Analyzer                    | \$ (6,611)   |                |              |              |              |              |              |              |              |              |              |
| Transfer for Unfunded Capital                   | \$ (63,694)  | \$ (63,694)    | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |
| Future Capital Acquisitions                     | \$ -         | \$ (1,607,709) | \$ (85,315)  | \$ -         | \$ -         | \$ -         | \$ (250,000) | \$ (250,000) | \$ -         | \$ -         | \$ -         |
| Net Change in Cash from Capital                 | \$ (163,304) | \$ (1,671,402) | \$ (149,009) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  | \$ (313,694) | \$ (313,694) | \$ (63,694)  | \$ (63,694)  | \$ (63,694)  |
| <b>FINANCE TRANSACTIONS</b>                     |              |                |              |              |              |              |              |              |              |              |              |
| Proceeds from Debt Issuance                     | \$ 411,046   |                |              |              |              | \$ 500,000   |              |              |              |              |              |
| Debt Repayment - Principal Only                 | \$ (32,680)  | \$ (34,314)    | \$ (36,030)  | \$ (37,831)  | \$ (39,723)  | \$ (81,461)  | \$ (85,534)  | \$ (89,811)  | \$ (94,302)  | \$ (99,017)  |              |
| Grant Funding                                   | \$ -         | \$ 1,111,347   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| Net Change in Cash from Financing               | \$ -         | \$ 1,489,714   | \$ (34,314)  | \$ (36,030)  | \$ (37,831)  | \$ (39,723)  | \$ 418,539   | \$ (85,534)  | \$ (89,811)  | \$ (94,302)  | \$ (99,017)  |
| Increase/(Decrease) in Cash/Cash Equivalents    | \$ 175,000   | \$ 155,896     | \$ 172,617   | \$ 274,949   | \$ 292,268   | \$ 457,044   | \$ 692,390   | \$ 243,286   | \$ 544,992   | \$ 597,521   | \$ 650,884   |
| Opening Cash/Cash Equivalents Balance (Reserve) | \$ -         | \$ 175,000     | \$ 330,896   | \$ 503,513   | \$ 778,462   | \$ 1,070,730 | \$ 1,527,774 | \$ 2,220,164 | \$ 2,463,449 | \$ 3,008,442 | \$ 3,605,963 |
| Ending Cash/Cash Equivalents Balance (Reserve)  | \$ 175,000   | \$ 330,896     | \$ 503,513   | \$ 778,462   | \$ 1,070,730 | \$ 1,527,774 | \$ 2,220,164 | \$ 2,463,449 | \$ 3,008,442 | \$ 3,605,963 | \$ 4,256,847 |



| Statement of Financial Position - Asphodel-Norwood Water          |              |              |              |              |              |               |               |               |               |               |               |  |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|--|--|
| Expansion Scenario: Annual Requirements                           |              |              |              |              |              |               |               |               |               |               |               |  |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029         | 2030          | 2031          | 2032          | 2033          | 2034          | 2035          |  |  |
| <b>Financial Assets</b>                                           |              |              |              |              |              |               |               |               |               |               |               |  |  |
| Cash                                                              | \$ 175,000   | \$ 330,896   | \$ 503,513   | \$ 778,462   | \$ 1,070,730 | \$ 1,527,774  | \$ 2,220,164  | \$ 2,463,449  | \$ 3,008,442  | \$ 3,605,963  | \$ 4,256,847  |  |  |
| <b>Liabilities</b>                                                |              |              |              |              |              |               |               |               |               |               |               |  |  |
| Debt - Outstanding Principle                                      | \$ -         | \$ 378,366   | \$ 344,052   | \$ 308,022   | \$ 270,191   | \$ 230,468    | \$ 649,007    | \$ 563,473    | \$ 473,662    | \$ 379,360    | \$ 280,344    |  |  |
| <b>Net Financial Assets</b>                                       | \$ 175,000   | \$ (47,470)  | \$ 159,461   | \$ 470,440   | \$ 800,539   | \$ 1,297,306  | \$ 1,571,156  | \$ 1,899,977  | \$ 2,534,780  | \$ 3,226,602  | \$ 3,976,503  |  |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |              |               |               |               |               |               |               |  |  |
| Tangible Capital Assets                                           | \$8,155,233  | \$ 9,596,479 | \$ 9,486,502 | \$ 9,282,678 | \$ 9,078,855 | \$ 8,875,031  | \$ 8,904,540  | \$ 8,917,383  | \$ 8,680,226  | \$ 8,443,069  | \$ 8,205,912  |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 8,330,233 | \$ 9,549,009 | \$ 9,645,963 | \$ 9,753,118 | \$ 9,879,394 | \$ 10,172,336 | \$ 10,475,697 | \$ 10,817,360 | \$ 11,215,006 | \$ 11,669,671 | \$ 12,182,415 |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 1,607,709 | \$ 85,315    | \$ -         | \$ -         | \$ -          | \$ 250,000    | \$ 250,000    | \$ -          | \$ -          | \$ -          |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 175,000   | \$ (222,470) | \$ 206,931   | \$ 310,979   | \$ 330,099   | \$ 496,767    | \$ 273,851    | \$ 328,820    | \$ 634,803    | \$ 691,822    | \$ 749,901    |  |  |
| Cash as a % of Net Fixed Assets                                   | 2%           | 3%           | 5%           | 8%           | 12%          | 17%           | 25%           | 28%           | 35%           | 43%           | 52%           |  |  |
| Debt as a % of Net Fixed Assets                                   | 0%           | 4%           | 4%           | 3%           | 3%           | 3%            | 7%            | 6%            | 5%            | 4%            | 3%            |  |  |



| Statement of Financial Operation - Trentview Estates Water |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |  |
|------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|--|
| Scenario 1 - Amortization                                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |  |
|                                                            | 2025              | 2026              | 2027              | 2028              | 2029              | 2030              | 2031              | 2032              | 2033              | 2034              | 2035              |  |  |
| <b>REVENUES</b>                                            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |  |
| Usage Revenue                                              | \$ 12,600         | \$ 13,027         | \$ 13,467         | \$ 13,918         | \$ 14,383         | \$ 14,861         | \$ 15,352         | \$ 15,857         | \$ 16,376         | \$ 16,910         | \$ 17,459         |  |  |
| Admin Flat Charge                                          | \$ 30,982         | \$ 32,033         | \$ 33,113         | \$ 34,224         | \$ 35,366         | \$ 36,541         | \$ 37,749         | \$ 38,991         | \$ 40,267         | \$ 41,580         | \$ 42,929         |  |  |
| Pipe Charge                                                | \$ 6,770          | \$ 6,905          | \$ 7,043          | \$ 7,184          | \$ 7,328          | \$ 7,475          | \$ 7,624          | \$ 7,777          | \$ 7,932          | \$ 8,091          | \$ 8,252          |  |  |
| Other Revenue                                              | \$ 65             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |  |
| <b>Total Revenues</b>                                      | <b>\$ 50,417</b>  | <b>\$ 51,965</b>  | <b>\$ 53,623</b>  | <b>\$ 55,327</b>  | <b>\$ 57,077</b>  | <b>\$ 58,876</b>  | <b>\$ 60,725</b>  | <b>\$ 62,624</b>  | <b>\$ 64,576</b>  | <b>\$ 66,580</b>  | <b>\$ 68,640</b>  |  |  |
| <b>EXPENDITURES</b>                                        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |  |  |
| Compensation                                               | \$ 8,747          | \$ 8,922          | \$ 9,101          | \$ 9,283          | \$ 9,468          | \$ 9,658          | \$ 9,851          | \$ 10,048         | \$ 10,249         | \$ 10,454         | \$ 10,663         |  |  |
| Pipe Connection Fees                                       | \$ 6,770          | \$ 6,905          | \$ 7,043          | \$ 7,184          | \$ 7,328          | \$ 7,475          | \$ 7,624          | \$ 7,777          | \$ 7,932          | \$ 8,091          | \$ 8,252          |  |  |
| Service                                                    | \$ 27,775         | \$ 28,708         | \$ 29,668         | \$ 30,654         | \$ 31,668         | \$ 32,710         | \$ 33,781         | \$ 34,883         | \$ 36,014         | \$ 37,177         | \$ 38,372         |  |  |
| Supplies                                                   | \$ 200            | \$ 207            | \$ 214            | \$ 221            | \$ 228            | \$ 236            | \$ 243            | \$ 251            | \$ 259            | \$ 268            | \$ 276            |  |  |
| Utilities                                                  | \$ 5,500          | \$ 5,685          | \$ 5,875          | \$ 6,070          | \$ 6,271          | \$ 6,477          | \$ 6,689          | \$ 6,907          | \$ 7,132          | \$ 7,362          | \$ 7,598          |  |  |
| Other                                                      | \$ 1,425          | \$ 1,454          | \$ 1,483          | \$ 1,512          | \$ 1,542          | \$ 1,573          | \$ 1,605          | \$ 1,637          | \$ 1,670          | \$ 1,703          | \$ 1,737          |  |  |
| Amortization                                               | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          | \$ 1,706          |  |  |
| <b>Total Expenses</b>                                      | <b>\$ 52,123</b>  | <b>\$ 53,587</b>  | <b>\$ 55,089</b>  | <b>\$ 56,630</b>  | <b>\$ 58,212</b>  | <b>\$ 59,835</b>  | <b>\$ 61,500</b>  | <b>\$ 63,208</b>  | <b>\$ 64,961</b>  | <b>\$ 66,760</b>  | <b>\$ 68,605</b>  |  |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                       | <b>\$ (1,706)</b> | <b>\$ (1,621)</b> | <b>\$ (1,466)</b> | <b>\$ (1,303)</b> | <b>\$ (1,134)</b> | <b>\$ (958)</b>   | <b>\$ (775)</b>   | <b>\$ (584)</b>   | <b>\$ (386)</b>   | <b>\$ (179)</b>   | <b>\$ 35</b>      |  |  |
| <b>Net Grant Revenues/Transfers</b>                        | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |  |  |
| <b>Accumulated Surplus (Beginning of Year)</b>             | <b>\$ 117,863</b> | <b>\$ 116,157</b> | <b>\$ 114,536</b> | <b>\$ 113,070</b> | <b>\$ 111,767</b> | <b>\$ 110,633</b> | <b>\$ 109,675</b> | <b>\$ 108,900</b> | <b>\$ 108,316</b> | <b>\$ 107,930</b> | <b>\$ 107,751</b> |  |  |
| <b>Accumulated Surplus (End of Year)</b>                   | <b>\$ 116,157</b> | <b>\$ 114,536</b> | <b>\$ 113,070</b> | <b>\$ 111,767</b> | <b>\$ 110,633</b> | <b>\$ 109,675</b> | <b>\$ 108,900</b> | <b>\$ 108,316</b> | <b>\$ 107,930</b> | <b>\$ 107,751</b> | <b>\$ 107,786</b> |  |  |



| Statement of Cash Flow - Trentview Estates Water |            |            |            |            |            |           |           |           |           |           |           |  |  |
|--------------------------------------------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|--|--|
| Scenario 1 - Amortization                        |            |            |            |            |            |           |           |           |           |           |           |  |  |
|                                                  | 2025       | 2026       | 2027       | 2028       | 2029       | 2030      | 2031      | 2032      | 2033      | 2034      | 2035      |  |  |
| <b>OPERATING</b>                                 |            |            |            |            |            |           |           |           |           |           |           |  |  |
| Excess Revenues Over Expenses                    | \$ (1,706) | \$ (1,621) | \$ (1,466) | \$ (1,303) | \$ (1,134) | \$ (958)  | \$ (775)  | \$ (584)  | \$ (386)  | \$ (179)  | \$ 35     |  |  |
| Amortization                                     | \$ 1,706   | \$ 1,706   | \$ 1,706   | \$ 1,706   | \$ 1,706   | \$ 1,706  | \$ 1,706  | \$ 1,706  | \$ 1,706  | \$ 1,706  | \$ 1,706  |  |  |
| Net Change in Cash from Operations               | \$ (0)     | \$ 84      | \$ 240     | \$ 403     | \$ 572     | \$ 748    | \$ 931    | \$ 1,122  | \$ 1,320  | \$ 1,526  | \$ 1,741  |  |  |
| <b>CAPITAL TRANSACTIONS</b>                      |            |            |            |            |            |           |           |           |           |           |           |  |  |
| Net Change in Cash from Capital                  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      |  |  |
| <b>FINANCE TRANSACTIONS</b>                      |            |            |            |            |            |           |           |           |           |           |           |  |  |
| Net Change in Cash from Financing                | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents     | \$ (0)     | \$ 84      | \$ 240     | \$ 403     | \$ 572     | \$ 748    | \$ 931    | \$ 1,122  | \$ 1,320  | \$ 1,526  | \$ 1,741  |  |  |
| Opening Cash/Cash Equivalents Balance (Reserve)  | \$ 81,045  | \$ 81,045  | \$ 81,129  | \$ 81,370  | \$ 81,772  | \$ 82,344 | \$ 83,091 | \$ 84,022 | \$ 85,144 | \$ 86,464 | \$ 87,991 |  |  |
| Ending Cash/Cash Equivalents Balance (Reserve)   | \$ 81,045  | \$ 81,129  | \$ 81,370  | \$ 81,772  | \$ 82,344  | \$ 83,091 | \$ 84,022 | \$ 85,144 | \$ 86,464 | \$ 87,991 | \$ 89,732 |  |  |



| Statement of Financial Position - Trentview Estates Water         |            |            |            |            |            |            |            |            |            |            |            |  |  |
|-------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--|--|
| Scenario 1 - Amortization                                         |            |            |            |            |            |            |            |            |            |            |            |  |  |
|                                                                   | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       | 2031       | 2032       | 2033       | 2034       | 2035       |  |  |
| <b>Financial Assets</b>                                           |            |            |            |            |            |            |            |            |            |            |            |  |  |
| Cash                                                              | \$ 81,045  | \$ 81,129  | \$ 81,370  | \$ 81,772  | \$ 82,344  | \$ 83,091  | \$ 84,022  | \$ 85,144  | \$ 86,464  | \$ 87,991  | \$ 89,732  |  |  |
| <b>Liabilities</b>                                                |            |            |            |            |            |            |            |            |            |            |            |  |  |
| Debt - Outstanding Principle                                      | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       |  |  |
| <b>Net Financial Assets</b>                                       | \$ 81,045  | \$ 81,129  | \$ 81,370  | \$ 81,772  | \$ 82,344  | \$ 83,091  | \$ 84,022  | \$ 85,144  | \$ 86,464  | \$ 87,991  | \$ 89,732  |  |  |
| <b>Non-Financial Assets</b>                                       |            |            |            |            |            |            |            |            |            |            |            |  |  |
| Tangible Capital Assets                                           | \$ 35,112  | \$ 33,407  | \$ 31,701  | \$ 29,995  | \$ 28,289  | \$ 26,583  | \$ 24,877  | \$ 23,172  | \$ 21,466  | \$ 19,760  | \$ 18,054  |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 116,157 | \$ 114,536 | \$ 113,070 | \$ 111,767 | \$ 110,633 | \$ 109,675 | \$ 108,900 | \$ 108,316 | \$ 107,930 | \$ 107,751 | \$ 107,786 |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 81,045  | \$ 84      | \$ 240     | \$ 403     | \$ 572     | \$ 748     | \$ 931     | \$ 1,122   | \$ 1,320   | \$ 1,526   | \$ 1,741   |  |  |
| Cash as a % of Net Fixed Assets                                   | 231%       | 243%       | 257%       | 273%       | 291%       | 313%       | 338%       | 367%       | 403%       | 445%       | 497%       |  |  |
| Debt as a % of Net Fixed Assets                                   | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         |  |  |



| Statement of Financial Operation - Trentview Estates Water |                    |                    |                    |                    |                    |                    |                    |                    |                    |                   |                   |  |
|------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|--|
| Scenario 2 - Annual Requirements                           |                    |                    |                    |                    |                    |                    |                    |                    |                    |                   |                   |  |
|                                                            | 2025               | 2026               | 2027               | 2028               | 2029               | 2030               | 2031               | 2032               | 2033               | 2034              | 2035              |  |
| <b>REVENUES</b>                                            |                    |                    |                    |                    |                    |                    |                    |                    |                    |                   |                   |  |
| Usage Revenue                                              | \$ 12,600          | \$ 13,756          | \$ 15,016          | \$ 16,388          | \$ 17,883          | \$ 19,511          | \$ 21,284          | \$ 23,215          | \$ 25,316          | \$ 27,605         | \$ 30,095         |  |
| Admin Flat Charge                                          | \$ 30,982          | \$ 33,825          | \$ 36,923          | \$ 40,298          | \$ 43,973          | \$ 47,976          | \$ 52,336          | \$ 57,083          | \$ 62,251          | \$ 67,877         | \$ 74,002         |  |
| Pipe Charge                                                | \$ 6,770           | \$ 6,905           | \$ 7,043           | \$ 7,184           | \$ 7,328           | \$ 7,475           | \$ 7,624           | \$ 7,777           | \$ 7,932           | \$ 8,091          | \$ 8,252          |  |
| Other Revenue                                              | \$ 65              |                    |                    |                    |                    |                    |                    |                    |                    |                   |                   |  |
| <b>Total Revenues</b>                                      | <b>\$ 50,417</b>   | <b>\$ 54,487</b>   | <b>\$ 58,982</b>   | <b>\$ 63,870</b>   | <b>\$ 69,184</b>   | <b>\$ 74,962</b>   | <b>\$ 81,244</b>   | <b>\$ 88,074</b>   | <b>\$ 95,500</b>   | <b>\$ 103,573</b> | <b>\$ 112,349</b> |  |
| <b>EXPENDITURES</b>                                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                   |                   |  |
| Compensation                                               | \$ 8,747           | \$ 8,922           | \$ 9,101           | \$ 9,283           | \$ 9,468           | \$ 9,658           | \$ 9,851           | \$ 10,048          | \$ 10,249          | \$ 10,454         | \$ 10,663         |  |
| Pipe Connection Fees                                       | \$ 6,770           | \$ 6,905           | \$ 7,043           | \$ 7,184           | \$ 7,328           | \$ 7,475           | \$ 7,624           | \$ 7,777           | \$ 7,932           | \$ 8,091          | \$ 8,252          |  |
| Service                                                    | \$ 27,775          | \$ 28,708          | \$ 29,668          | \$ 30,654          | \$ 31,668          | \$ 32,710          | \$ 33,781          | \$ 34,883          | \$ 36,014          | \$ 37,177         | \$ 38,372         |  |
| Supplies                                                   | \$ 200             | \$ 207             | \$ 214             | \$ 221             | \$ 228             | \$ 236             | \$ 243             | \$ 251             | \$ 259             | \$ 268            | \$ 276            |  |
| Utilities                                                  | \$ 5,500           | \$ 5,685           | \$ 5,875           | \$ 6,070           | \$ 6,271           | \$ 6,477           | \$ 6,689           | \$ 6,907           | \$ 7,132           | \$ 7,362          | \$ 7,598          |  |
| Other                                                      | \$ 1,425           | \$ 1,454           | \$ 1,483           | \$ 1,512           | \$ 1,542           | \$ 1,573           | \$ 1,605           | \$ 1,637           | \$ 1,670           | \$ 1,703          | \$ 1,737          |  |
| Annual Requirements                                        | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393          | \$ 45,393         | \$ 45,393         |  |
| <b>Total Expenses</b>                                      | <b>\$ 95,811</b>   | <b>\$ 97,274</b>   | <b>\$ 98,776</b>   | <b>\$ 100,318</b>  | <b>\$ 101,899</b>  | <b>\$ 103,522</b>  | <b>\$ 105,187</b>  | <b>\$ 106,896</b>  | <b>\$ 108,649</b>  | <b>\$ 110,447</b> | <b>\$ 112,293</b> |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                       | <b>\$ (45,393)</b> | <b>\$ (42,787)</b> | <b>\$ (39,794)</b> | <b>\$ (36,447)</b> | <b>\$ (32,715)</b> | <b>\$ (28,560)</b> | <b>\$ (23,943)</b> | <b>\$ (18,822)</b> | <b>\$ (13,149)</b> | <b>\$ (6,875)</b> | <b>\$ 57</b>      |  |
| <b>Net Grant Revenues/Transfers</b>                        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>       | <b>\$ -</b>       |  |
| <b>Annual Requirements Adjusted to Amortization</b>        | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>   | <b>\$ 43,688</b>  | <b>\$ 43,688</b>  |  |
| <b>Accumulated Surplus (Beginning of Year)</b>             | <b>\$ 117,863</b>  | <b>\$ 116,157</b>  | <b>\$ 117,058</b>  | <b>\$ 120,952</b>  | <b>\$ 128,192</b>  | <b>\$ 139,164</b>  | <b>\$ 154,292</b>  | <b>\$ 174,036</b>  | <b>\$ 198,902</b>  | <b>\$ 229,440</b> | <b>\$ 266,253</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                   | <b>\$ 116,157</b>  | <b>\$ 117,058</b>  | <b>\$ 120,952</b>  | <b>\$ 128,192</b>  | <b>\$ 139,164</b>  | <b>\$ 154,292</b>  | <b>\$ 174,036</b>  | <b>\$ 198,902</b>  | <b>\$ 229,440</b>  | <b>\$ 266,253</b> | <b>\$ 309,998</b> |  |



| Statement of Cash Flow - Trentview Estates Water |             |             |             |             |             |             |             |             |             |            |            |  |  |
|--------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|------------|--|--|
| Scenario 2 - Annual Requirements                 |             |             |             |             |             |             |             |             |             |            |            |  |  |
|                                                  | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034       | 2035       |  |  |
| <b>OPERATING</b>                                 |             |             |             |             |             |             |             |             |             |            |            |  |  |
| Excess Revenues Over Expenses                    | \$ (45,393) | \$ (42,787) | \$ (39,794) | \$ (36,447) | \$ (32,715) | \$ (28,560) | \$ (23,943) | \$ (18,822) | \$ (13,149) | \$ (6,875) | \$ 57      |  |  |
| Annual Requirements                              | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393   | \$ 45,393  | \$ 45,393  |  |  |
| Net Change in Cash from Operations               | \$ -        | \$ 2,606    | \$ 5,600    | \$ 8,946    | \$ 12,679   | \$ 16,833   | \$ 21,450   | \$ 26,572   | \$ 32,244   | \$ 38,519  | \$ 45,450  |  |  |
| <b>CAPITAL TRANSACTIONS</b>                      |             |             |             |             |             |             |             |             |             |            |            |  |  |
| Net Change in Cash from Capital                  | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -       | \$ -       |  |  |
| <b>FINANCE TRANSACTIONS</b>                      |             |             |             |             |             |             |             |             |             |            |            |  |  |
| Net Change in Cash from Financing                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        | \$ -       | \$ -       |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents     | \$ -        | \$ 2,606    | \$ 5,600    | \$ 8,946    | \$ 12,679   | \$ 16,833   | \$ 21,450   | \$ 26,572   | \$ 32,244   | \$ 38,519  | \$ 45,450  |  |  |
| Opening Cash/Cash Equivalents Balance (Reserve)  | \$ 81,045   | \$ 81,045   | \$ 83,651   | \$ 89,251   | \$ 98,197   | \$ 110,875  | \$ 127,709  | \$ 149,159  | \$ 175,731  | \$ 207,975 | \$ 246,493 |  |  |
| Ending Cash/Cash Equivalents Balance (Reserve)   | \$ 81,045   | \$ 83,651   | \$ 89,251   | \$ 98,197   | \$ 110,875  | \$ 127,709  | \$ 149,159  | \$ 175,731  | \$ 207,975  | \$ 246,493 | \$ 291,944 |  |  |





| Statement of Financial Position - Trentview Estates Water         |            |            |            |            |            |            |            |            |            |            |            |  |
|-------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--|
| Scenario 2 - Annual Requirements                                  |            |            |            |            |            |            |            |            |            |            |            |  |
|                                                                   | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       | 2031       | 2032       | 2033       | 2034       | 2035       |  |
| <b>Financial Assets</b>                                           |            |            |            |            |            |            |            |            |            |            |            |  |
| Cash                                                              | \$ 81,045  | \$ 83,651  | \$ 89,251  | \$ 98,197  | \$ 110,875 | \$ 127,709 | \$ 149,159 | \$ 175,731 | \$ 207,975 | \$ 246,493 | \$ 291,944 |  |
| <b>Liabilities</b>                                                |            |            |            |            |            |            |            |            |            |            |            |  |
| Debt - Outstanding Principle                                      | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       |  |
| <b>Net Financial Assets</b>                                       | \$ 81,045  | \$ 83,651  | \$ 89,251  | \$ 98,197  | \$ 110,875 | \$ 127,709 | \$ 149,159 | \$ 175,731 | \$ 207,975 | \$ 246,493 | \$ 291,944 |  |
| <b>Non-Financial Assets</b>                                       |            |            |            |            |            |            |            |            |            |            |            |  |
| Tangible Capital Assets                                           | \$35,112   | \$ 33,407  | \$ 31,701  | \$ 29,995  | \$ 28,289  | \$ 26,583  | \$ 24,877  | \$ 23,172  | \$ 21,466  | \$ 19,760  | \$ 18,054  |  |
| <b>Accumulated Surplus</b>                                        | \$ 116,157 | \$ 117,058 | \$ 120,952 | \$ 128,192 | \$ 139,164 | \$ 154,292 | \$ 174,036 | \$ 198,902 | \$ 229,440 | \$ 266,253 | \$ 309,998 |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ 81,045  | \$ 2,606   | \$ 5,600   | \$ 8,946   | \$ 12,679  | \$ 16,833  | \$ 21,450  | \$ 26,572  | \$ 32,244  | \$ 38,519  | \$ 45,450  |  |
| Cash as a % of Net Fixed Assets                                   | 231%       | 250%       | 282%       | 327%       | 392%       | 480%       | 600%       | 758%       | 969%       | 1247%      | 1617%      |  |
| Debt as a % of Net Fixed Assets                                   | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         | 0%         |  |



**Statement of Financial Operation - Asphodel-Norwood Wastewater**

**Status Quo Scenario: Amortization**

|                                                | 2025                | 2026                | 2027                | 2028                | 2029                | 2030                | 2031                | 2032                | 2033                | 2034                | 2035                |
|------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                                |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Usage Revenue                                  | \$ 681,775          | \$ 697,179          | \$ 712,584          | \$ 727,989          | \$ 743,393          | \$ 743,393          | \$ 743,393          | \$ 743,393          | \$ 743,393          | \$ 743,393          | \$ 743,393          |
| Connection Fee Revenue                         | \$ 228,216          | \$ 351,090          | \$ 351,090          | \$ 351,090          | \$ 351,090          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                |
| Other Revenue                                  |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| <b>Total Revenues</b>                          | <b>\$ 909,991</b>   | <b>\$ 1,048,269</b> | <b>\$ 1,063,674</b> | <b>\$ 1,079,079</b> | <b>\$ 1,094,483</b> | <b>\$ 743,393</b>   | <b>\$ 743,393</b>   | <b>\$ 743,393</b>   | <b>\$ 743,393</b>   | <b>\$ 743,393</b>   | <b>\$ 743,393</b>   |
| <b>EXPENDITURES</b>                            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Compensation                                   | \$ 145,238          | \$ 148,143          | \$ 151,106          | \$ 154,128          | \$ 157,210          | \$ 160,355          | \$ 163,562          | \$ 166,833          | \$ 170,170          | \$ 173,573          | \$ 177,044          |
| Service                                        | \$ 144,705          | \$ 151,068          | \$ 157,627          | \$ 164,388          | \$ 171,357          | \$ 174,784          | \$ 178,280          | \$ 181,845          | \$ 185,482          | \$ 189,192          | \$ 192,976          |
| Supplies                                       | \$ 5,500            | \$ 5,742            | \$ 5,991            | \$ 6,248            | \$ 6,513            | \$ 6,643            | \$ 6,776            | \$ 6,912            | \$ 7,050            | \$ 7,191            | \$ 7,335            |
| Utilities                                      | \$ 76,500           | \$ 79,864           | \$ 83,331           | \$ 86,906           | \$ 90,590           | \$ 92,402           | \$ 94,250           | \$ 96,135           | \$ 98,057           | \$ 100,018          | \$ 102,019          |
| Other                                          | \$ 24,372           | \$ 24,859           | \$ 25,357           | \$ 25,864           | \$ 26,381           | \$ 26,909           | \$ 27,447           | \$ 27,996           | \$ 28,556           | \$ 29,127           | \$ 29,709           |
| Interest                                       | \$ 56,545           | \$ 53,645           | \$ 50,745           | \$ 47,845           | \$ 44,946           | \$ 42,046           | \$ 39,146           | \$ 36,247           | \$ 33,347           | \$ 30,447           | \$ 27,547           |
| Amortization                                   | \$ 147,010          | \$ 155,010          | \$ 163,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          | \$ 171,010          |
| <b>Total Expenses</b>                          | <b>\$ 599,869</b>   | <b>\$ 618,330</b>   | <b>\$ 637,167</b>   | <b>\$ 656,389</b>   | <b>\$ 668,006</b>   | <b>\$ 674,148</b>   | <b>\$ 680,470</b>   | <b>\$ 686,976</b>   | <b>\$ 693,671</b>   | <b>\$ 700,558</b>   | <b>\$ 707,640</b>   |
| <b>EXCESS REVENUES OVER EXPENSES</b>           | <b>\$ 310,121</b>   | <b>\$ 429,939</b>   | <b>\$ 426,507</b>   | <b>\$ 422,690</b>   | <b>\$ 426,477</b>   | <b>\$ 69,246</b>    | <b>\$ 62,924</b>    | <b>\$ 56,417</b>    | <b>\$ 49,722</b>    | <b>\$ 42,836</b>    | <b>\$ 35,754</b>    |
| <b>Net Grant Revenues/Transfers</b>            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>Accumulated Surplus (Beginning of Year)</b> | <b>\$ 2,288,472</b> | <b>\$ 2,598,593</b> | <b>\$ 3,028,532</b> | <b>\$ 3,455,040</b> | <b>\$ 3,877,730</b> | <b>\$ 4,304,207</b> | <b>\$ 4,373,452</b> | <b>\$ 4,436,376</b> | <b>\$ 4,492,793</b> | <b>\$ 4,542,515</b> | <b>\$ 4,585,351</b> |
| <b>Accumulated Surplus (End of Year)</b>       | <b>\$ 2,598,593</b> | <b>\$ 3,028,532</b> | <b>\$ 3,455,040</b> | <b>\$ 3,877,730</b> | <b>\$ 4,304,207</b> | <b>\$ 4,373,452</b> | <b>\$ 4,436,376</b> | <b>\$ 4,492,793</b> | <b>\$ 4,542,515</b> | <b>\$ 4,585,351</b> | <b>\$ 4,621,105</b> |



| Statement of Cash Flow - Asphodel-Norwood Wastewater |              |              |             |              |              |              |              |              |              |              |              |  |  |
|------------------------------------------------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|--|
| Status Quo Scenario: Amortization                    |              |              |             |              |              |              |              |              |              |              |              |  |  |
|                                                      | 2025         | 2026         | 2027        | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |  |
| <b>OPERATING</b>                                     |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Excess Revenues Over Expenses                        | \$ 310,121   | \$ 429,939   | \$ 426,507  | \$ 422,690   | \$ 426,477   | \$ 69,246    | \$ 62,924    | \$ 56,417    | \$ 49,722    | \$ 42,836    | \$ 35,754    |  |  |
| Amortization                                         | \$ 147,010   | \$ 155,010   | \$ 163,010  | \$ 171,010   | \$ 171,010   | \$ 171,010   | \$ 171,010   | \$ 171,010   | \$ 171,010   | \$ 171,010   | \$ 171,010   |  |  |
| Net Change in Cash from Operations                   | \$ 457,131   | \$ 584,949   | \$ 589,517  | \$ 593,700   | \$ 597,487   | \$ 240,255   | \$ 233,933   | \$ 227,427   | \$ 220,732   | \$ 213,845   | \$ 206,763   |  |  |
| <b>CAPITAL TRANSACTIONS</b>                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Wet Well Maple Ave                         | \$ (18,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Radio Network Upgrades                     | \$ (11,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Wellington St & Cty Rd 40                  | \$ (560,988) |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital Construction: Lions/Force                    | \$ (35,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Future Capital Acquisitions                          | \$ -         | \$ (400,000) | \$ (80,000) | \$ -         | \$ -         | \$ (150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| Net Change in Cash from Capital                      | \$ (624,988) | \$ (400,000) | \$ (80,000) | \$ -         | \$ -         | \$ (150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| <b>FINANCE TRANSACTIONS</b>                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Proceeds from Debt Issuance                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Debt Repayment - Principal Only                      | \$ (57,143)  | \$ (57,143)  | \$ (57,143) | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  |  |  |
| Net Change in Cash from Financing                    | \$ (57,143)  | \$ (57,143)  | \$ (57,143) | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents         | \$ (225,000) | \$ 127,806   | \$ 452,374  | \$ 536,557   | \$ 540,344   | \$ 33,113    | \$ 176,790   | \$ 170,284   | \$ 163,589   | \$ 156,703   | \$ 149,620   |  |  |
| Opening Cash/Cash Equivalents Balance                | \$ 515,212   | \$ 290,212   | \$ 418,018  | \$ 870,392   | \$ 1,406,949 | \$ 1,947,293 | \$ 1,980,405 | \$ 2,157,196 | \$ 2,327,480 | \$ 2,491,069 | \$ 2,647,771 |  |  |
| Ending Cash/Cash Equivalents Balance                 | \$ 290,212   | \$ 418,018   | \$ 870,392  | \$ 1,406,949 | \$ 1,947,293 | \$ 1,980,405 | \$ 2,157,196 | \$ 2,327,480 | \$ 2,491,069 | \$ 2,647,771 | \$ 2,797,392 |  |  |



| Statement of Financial Position - Asphodel-Norwood Wastewater     |              |              |              |              |              |              |              |              |              |              |              |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Status Quo Scenario - Amortization                                |              |              |              |              |              |              |              |              |              |              |              |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |
| <b>Financial Assets</b>                                           |              |              |              |              |              |              |              |              |              |              |              |  |
| Cash                                                              | \$ 290,212   | \$ 418,018   | \$ 870,392   | \$ 1,406,949 | \$ 1,947,293 | \$ 1,980,405 | \$ 2,157,196 | \$ 2,327,480 | \$ 2,491,069 | \$ 2,647,771 | \$ 2,797,392 |  |
| <b>Liabilities</b>                                                |              |              |              |              |              |              |              |              |              |              |              |  |
| Debt - Outstanding Principle                                      | \$ 1,057,143 | \$ 1,000,000 | \$ 942,857   | \$ 885,714   | \$ 828,571   | \$ 771,429   | \$ 714,286   | \$ 657,143   | \$ 600,000   | \$ 542,857   | \$ 485,714   |  |
| <b>Net Financial Assets</b>                                       | \$ (766,931) | \$ (581,982) | \$ (72,465)  | \$ 521,235   | \$ 1,118,721 | \$ 1,208,977 | \$ 1,442,910 | \$ 1,670,337 | \$ 1,891,069 | \$ 2,104,914 | \$ 2,311,677 |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |              |              |              |              |              |              |              |  |
| Tangible Capital Assets                                           | \$ 3,365,524 | \$ 3,610,514 | \$ 3,527,505 | \$ 3,356,495 | \$ 3,185,485 | \$ 3,164,476 | \$ 2,993,466 | \$ 2,822,456 | \$ 2,651,447 | \$ 2,480,437 | \$ 2,309,427 |  |
| <b>Accumulated Surplus</b>                                        | \$ 2,598,593 | \$ 3,028,532 | \$ 3,455,040 | \$ 3,877,730 | \$ 4,304,207 | \$ 4,373,452 | \$ 4,436,376 | \$ 4,492,793 | \$ 4,542,515 | \$ 4,585,351 | \$ 4,621,105 |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 400,000   | \$ 80,000    | \$ -         | \$ -         | \$ 150,000   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ (766,931) | \$ 184,949   | \$ 509,517   | \$ 593,700   | \$ 597,487   | \$ 90,255    | \$ 233,933   | \$ 227,427   | \$ 220,732   | \$ 213,845   | \$ 206,763   |  |
| Cash as a % of Net Fixed Assets                                   | 9%           | 12%          | 25%          | 42%          | 61%          | 63%          | 72%          | 82%          | 94%          | 107%         | 121%         |  |
| Debt as a % of Net Fixed Assets                                   | 31%          | 28%          | 27%          | 26%          | 26%          | 24%          | 24%          | 23%          | 23%          | 22%          | 21%          |  |



| Statement of Financial Operation - Asphodel-Norwood Wastewater |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |  |
|----------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|
| Status Quo Scenario: Annual Requirements                       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |  |
|                                                                | 2025                | 2026                | 2027                | 2028                | 2029                | 2030                | 2031                | 2032                | 2033                | 2034                | 2035                |  |
| <b>REVENUES</b>                                                |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |  |
| Usage Revenue                                                  | \$ 681,775          | \$ 736,082          | \$ 793,420          | \$ 853,957          | \$ 917,872          | \$ 969,089          | \$ 1,023,164        | \$ 1,080,257        | \$ 1,140,535        | \$ 1,204,177        | \$ 1,271,370        |  |
| Connection Fee Revenue                                         | \$ 228,216          | \$ 351,090          | \$ 351,090          | \$ 351,090          | \$ 351,090          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                |  |
| Other Revenue                                                  |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |  |
| <b>Total Revenues</b>                                          | <b>\$ 909,991</b>   | <b>\$ 1,087,172</b> | <b>\$ 1,144,510</b> | <b>\$ 1,205,047</b> | <b>\$ 1,268,962</b> | <b>\$ 969,089</b>   | <b>\$ 1,023,164</b> | <b>\$ 1,080,257</b> | <b>\$ 1,140,535</b> | <b>\$ 1,204,177</b> | <b>\$ 1,271,370</b> |  |
| <b>EXPENDITURES</b>                                            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |  |
| Compensation                                                   | \$ 145,238          | \$ 148,143          | \$ 151,106          | \$ 154,128          | \$ 157,210          | \$ 160,355          | \$ 163,562          | \$ 166,833          | \$ 170,170          | \$ 173,573          | \$ 177,044          |  |
| Service                                                        | \$ 144,705          | \$ 151,068          | \$ 157,627          | \$ 164,388          | \$ 171,357          | \$ 174,784          | \$ 178,280          | \$ 181,845          | \$ 185,482          | \$ 189,192          | \$ 192,976          |  |
| Supplies                                                       | \$ 5,500            | \$ 5,742            | \$ 5,991            | \$ 6,248            | \$ 6,513            | \$ 6,643            | \$ 6,776            | \$ 6,912            | \$ 7,050            | \$ 7,191            | \$ 7,335            |  |
| Utilities                                                      | \$ 76,500           | \$ 79,864           | \$ 83,331           | \$ 86,906           | \$ 90,590           | \$ 92,402           | \$ 94,250           | \$ 96,135           | \$ 98,057           | \$ 100,018          | \$ 102,019          |  |
| Other                                                          | \$ 24,372           | \$ 24,859           | \$ 25,357           | \$ 25,864           | \$ 26,381           | \$ 26,909           | \$ 27,447           | \$ 27,996           | \$ 28,556           | \$ 29,127           | \$ 29,709           |  |
| Interest                                                       | \$ 56,545           | \$ 53,645           | \$ 50,745           | \$ 47,845           | \$ 44,946           | \$ 42,046           | \$ 39,146           | \$ 36,247           | \$ 33,347           | \$ 30,447           | \$ 27,547           |  |
| Annual Requirements                                            | \$ 661,809          | \$ 671,540          | \$ 673,486          | \$ 673,486          | \$ 673,486          | \$ 677,135          | \$ 677,135          | \$ 677,135          | \$ 677,135          | \$ 677,135          | \$ 677,135          |  |
| <b>Total Expenses</b>                                          | <b>\$ 1,114,668</b> | <b>\$ 1,134,860</b> | <b>\$ 1,147,643</b> | <b>\$ 1,158,865</b> | <b>\$ 1,170,483</b> | <b>\$ 1,180,273</b> | <b>\$ 1,186,596</b> | <b>\$ 1,193,102</b> | <b>\$ 1,199,797</b> | <b>\$ 1,206,683</b> | <b>\$ 1,213,766</b> |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                           | <b>\$ (204,678)</b> | <b>\$ (47,688)</b>  | <b>\$ (3,134)</b>   | <b>\$ 46,181</b>    | <b>\$ 98,479</b>    | <b>\$ (211,184)</b> | <b>\$ (163,431)</b> | <b>\$ (112,845)</b> | <b>\$ (59,262)</b>  | <b>\$ (2,506)</b>   | <b>\$ 57,604</b>    |  |
| <b>Net Grant Revenues/Transfers</b>                            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |  |
| <b>Annual Requirements Adjusted to Amortization</b>            | <b>\$ 514,799</b>   | <b>\$ 516,530</b>   | <b>\$ 510,476</b>   | <b>\$ 502,476</b>   | <b>\$ 502,476</b>   | <b>\$ 506,126</b>   | <b>\$ 506,126</b>   | <b>\$ 506,126</b>   | <b>\$ 506,126</b>   | <b>\$ 506,126</b>   | <b>\$ 506,126</b>   |  |
| <b>Accumulated Surplus (Beginning of Year)</b>                 | <b>\$ 2,288,472</b> | <b>\$ 2,598,593</b> | <b>\$ 3,067,435</b> | <b>\$ 3,574,778</b> | <b>\$ 4,123,436</b> | <b>\$ 4,724,391</b> | <b>\$ 5,019,332</b> | <b>\$ 5,362,027</b> | <b>\$ 5,755,307</b> | <b>\$ 6,202,171</b> | <b>\$ 6,705,790</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                       | <b>\$ 2,598,593</b> | <b>\$ 3,067,435</b> | <b>\$ 3,574,778</b> | <b>\$ 4,123,436</b> | <b>\$ 4,724,391</b> | <b>\$ 5,019,332</b> | <b>\$ 5,362,027</b> | <b>\$ 5,755,307</b> | <b>\$ 6,202,171</b> | <b>\$ 6,705,790</b> | <b>\$ 7,269,520</b> |  |



| Statement of Cash Flow - Asphodel-Norwood Wastewater |              |              |             |              |              |              |              |              |              |              |              |  |  |
|------------------------------------------------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|--|
| Status Quo Scenario: Annual Requirements             |              |              |             |              |              |              |              |              |              |              |              |  |  |
|                                                      | 2025         | 2026         | 2027        | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |  |
| <b>OPERATING</b>                                     |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Excess Revenues Over Expenses                        | \$ (204,678) | \$ (47,688)  | \$ (3,134)  | \$ 46,181    | \$ 98,479    | \$ (211,184) | \$ (163,431) | \$ (112,845) | \$ (59,262)  | \$ (2,506)   | \$ 57,604    |  |  |
| Amortization                                         | \$ 661,809   | \$ 671,540   | \$ 673,486  | \$ 673,486   | \$ 673,486   | \$ 677,135   | \$ 677,135   | \$ 677,135   | \$ 677,135   | \$ 677,135   | \$ 677,135   |  |  |
| Net Change in Cash from Operations                   | \$ 457,131   | \$ 623,852   | \$ 670,353  | \$ 719,668   | \$ 771,965   | \$ 465,951   | \$ 513,704   | \$ 564,290   | \$ 617,874   | \$ 674,629   | \$ 734,740   |  |  |
| <b>CAPITAL TRANSACTIONS</b>                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Wet Well Maple Ave                         | \$ (18,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Radio Network Upgrades                     | \$ (11,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital - Wellington St & Cty Rd 40                  | \$ (560,988) |              |             |              |              |              |              |              |              |              |              |  |  |
| Capital Construction: Lions/Force                    | \$ (35,000)  |              |             |              |              |              |              |              |              |              |              |  |  |
| Future Capital Acquisitions                          | \$ -         | \$ (400,000) | \$ (80,000) | \$ -         | \$ -         | \$ (150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| Net Change in Cash from Capital                      | \$ (624,988) | \$ (400,000) | \$ (80,000) | \$ -         | \$ -         | \$ (150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| <b>FINANCE TRANSACTIONS</b>                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Proceeds from Debt Issuance                          |              |              |             |              |              |              |              |              |              |              |              |  |  |
| Debt Repayment - Principal Only                      | \$ (57,143)  | \$ (57,143)  | \$ (57,143) | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  |  |  |
| Net Change in Cash from Financing                    | \$ (57,143)  | \$ (57,143)  | \$ (57,143) | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  | \$ (57,143)  |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents         | \$ (225,000) | \$ 166,709   | \$ 533,210  | \$ 662,525   | \$ 714,822   | \$ 258,808   | \$ 456,561   | \$ 507,147   | \$ 560,731   | \$ 617,486   | \$ 677,597   |  |  |
| Opening Cash/Cash Equivalents Balance                | \$ 515,212   | \$ 290,212   | \$ 456,921  | \$ 990,130   | \$ 1,652,655 | \$ 2,367,477 | \$ 2,626,285 | \$ 3,082,847 | \$ 3,589,994 | \$ 4,150,724 | \$ 4,768,211 |  |  |
| Ending Cash/Cash Equivalents Balance                 | \$ 290,212   | \$ 456,921   | \$ 990,130  | \$ 1,652,655 | \$ 2,367,477 | \$ 2,626,285 | \$ 3,082,847 | \$ 3,589,994 | \$ 4,150,724 | \$ 4,768,211 | \$ 5,445,807 |  |  |



| Statement of Financial Position - Asphodel-Norwood Wastewater     |              |              |              |              |              |              |              |              |              |              |              |  |
|-------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Status Quo Scenario: Annual Requirements                          |              |              |              |              |              |              |              |              |              |              |              |  |
|                                                                   | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         | 2034         | 2035         |  |
| <b>Financial Assets</b>                                           |              |              |              |              |              |              |              |              |              |              |              |  |
| Cash                                                              | \$ 290,212   | \$ 456,921   | \$ 990,130   | \$ 1,652,655 | \$ 2,367,477 | \$ 2,626,285 | \$ 3,082,847 | \$ 3,589,994 | \$ 4,150,724 | \$ 4,768,211 | \$ 5,445,807 |  |
| <b>Liabilities</b>                                                |              |              |              |              |              |              |              |              |              |              |              |  |
| Debt - Outstanding Principle                                      | \$ 1,057,143 | \$ 1,000,000 | \$ 942,857   | \$ 885,714   | \$ 828,571   | \$ 771,429   | \$ 714,286   | \$ 657,143   | \$ 600,000   | \$ 542,857   | \$ 485,714   |  |
| <b>Net Financial Assets</b>                                       | \$ (766,931) | \$ (543,079) | \$ 47,273    | \$ 766,941   | \$ 1,538,906 | \$ 1,854,857 | \$ 2,368,561 | \$ 2,932,851 | \$ 3,550,724 | \$ 4,225,353 | \$ 4,960,093 |  |
| <b>Non-Financial Assets</b>                                       |              |              |              |              |              |              |              |              |              |              |              |  |
| Tangible Capital Assets                                           | \$ 3,365,524 | \$ 3,610,514 | \$ 3,527,505 | \$ 3,356,495 | \$ 3,185,485 | \$ 3,164,476 | \$ 2,993,466 | \$ 2,822,456 | \$ 2,651,447 | \$ 2,480,437 | \$ 2,309,427 |  |
| <b>Accumulated Surplus</b>                                        | \$ 2,598,593 | \$ 3,067,435 | \$ 3,574,778 | \$ 4,123,436 | \$ 4,724,391 | \$ 5,019,332 | \$ 5,362,027 | \$ 5,755,307 | \$ 6,202,171 | \$ 6,705,790 | \$ 7,269,520 |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 400,000   | \$ 80,000    | \$ -         | \$ -         | \$ 150,000   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ (766,931) | \$ 223,852   | \$ 590,353   | \$ 719,668   | \$ 771,965   | \$ 315,951   | \$ 513,704   | \$ 564,290   | \$ 617,874   | \$ 674,629   | \$ 734,740   |  |
| Cash as a % of Net Fixed Assets                                   | 9%           | 13%          | 28%          | 49%          | 74%          | 83%          | 103%         | 127%         | 157%         | 192%         | 236%         |  |
| Debt as a % of Net Fixed Assets                                   | 31%          | 28%          | 27%          | 26%          | 26%          | 24%          | 24%          | 23%          | 23%          | 22%          | 21%          |  |



| Statement of Financial Operation - Asphodel-Norwood Wastewater |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |  |  |
|----------------------------------------------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|--|
| Expansion Scenario: Amortization                               |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |  |  |
|                                                                | 2025                | 2026                | 2027                 | 2028                 | 2029                 | 2030                 | 2031                 | 2032                 | 2033                 | 2034                 | 2035                 |  |  |
| <b>REVENUES</b>                                                |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |  |  |
| Usage Revenue                                                  | \$ 681,775          | \$ 697,179          | \$ 712,584           | \$ 727,989           | \$ 743,393           | \$ 808,945           | \$ 874,497           | \$ 940,049           | \$ 1,005,601         | \$ 1,071,153         | \$ 1,136,705         |  |  |
| Connection Fee Revenue                                         | \$ 228,216          | \$ 351,090          | \$ 351,090           | \$ 351,090           | \$ 351,090           | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         |  |  |
| Other Revenue                                                  |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |  |  |
| <b>Total Revenues</b>                                          | <b>\$ 909,991</b>   | <b>\$ 1,048,269</b> | <b>\$ 1,063,674</b>  | <b>\$ 1,079,079</b>  | <b>\$ 1,094,483</b>  | <b>\$ 2,302,945</b>  | <b>\$ 2,368,497</b>  | <b>\$ 2,434,049</b>  | <b>\$ 2,499,601</b>  | <b>\$ 2,565,153</b>  | <b>\$ 2,630,705</b>  |  |  |
| <b>EXPENDITURES</b>                                            |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |  |  |
| Compensation                                                   | \$ 145,238          | \$ 148,143          | \$ 151,106           | \$ 154,128           | \$ 157,210           | \$ 160,355           | \$ 163,562           | \$ 166,833           | \$ 170,170           | \$ 173,573           | \$ 177,044           |  |  |
| Service                                                        | \$ 144,705          | \$ 151,068          | \$ 157,627           | \$ 164,388           | \$ 171,357           | \$ 190,761           | \$ 210,872           | \$ 231,711           | \$ 253,300           | \$ 275,660           | \$ 298,812           |  |  |
| Supplies                                                       | \$ 5,500            | \$ 5,742            | \$ 5,991             | \$ 6,248             | \$ 6,513             | \$ 7,250             | \$ 8,015             | \$ 8,807             | \$ 9,628             | \$ 10,477            | \$ 11,357            |  |  |
| Utilities                                                      | \$ 76,500           | \$ 79,864           | \$ 83,331            | \$ 86,906            | \$ 90,590            | \$ 100,848           | \$ 111,480           | \$ 122,497           | \$ 133,910           | \$ 145,731           | \$ 157,971           |  |  |
| Other                                                          | \$ 24,372           | \$ 24,859           | \$ 25,357            | \$ 25,864            | \$ 26,381            | \$ 26,909            | \$ 27,447            | \$ 27,996            | \$ 28,556            | \$ 29,127            | \$ 29,709            |  |  |
| Interest                                                       | \$ 56,545           | \$ 53,645           | \$ 574,545           | \$ 563,556           | \$ 552,175           | \$ 540,382           | \$ 528,158           | \$ 515,482           | \$ 502,332           | \$ 488,684           | \$ 474,516           |  |  |
| Amortization                                                   | \$ 147,010          | \$ 155,010          | \$ 363,010           | \$ 571,010           | \$ 771,010           | \$ 971,010           | \$ 971,010           | \$ 971,010           | \$ 971,010           | \$ 971,010           | \$ 971,010           |  |  |
| <b>Total Expenses</b>                                          | <b>\$ 599,869</b>   | <b>\$ 618,330</b>   | <b>\$ 1,360,967</b>  | <b>\$ 1,572,100</b>  | <b>\$ 1,775,236</b>  | <b>\$ 1,997,514</b>  | <b>\$ 2,020,543</b>  | <b>\$ 2,044,336</b>  | <b>\$ 2,068,904</b>  | <b>\$ 2,094,262</b>  | <b>\$ 2,120,419</b>  |  |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                           | <b>\$ 310,121</b>   | <b>\$ 429,939</b>   | <b>\$ (297,293)</b>  | <b>\$ (493,021)</b>  | <b>\$ (680,752)</b>  | <b>\$ 305,431</b>    | <b>\$ 347,954</b>    | <b>\$ 389,714</b>    | <b>\$ 430,697</b>    | <b>\$ 470,892</b>    | <b>\$ 510,286</b>    |  |  |
| <b>Net Grant Revenues/Transfers</b>                            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 29,200,000</b> | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          |  |  |
| <b>Accumulated Surplus (Beginning of Year)</b>                 | <b>\$ 2,288,472</b> | <b>\$ 2,598,593</b> | <b>\$ 3,028,532</b>  | <b>\$ 31,931,240</b> | <b>\$ 31,438,219</b> | <b>\$ 30,757,467</b> | <b>\$ 31,062,898</b> | <b>\$ 31,410,852</b> | <b>\$ 31,800,566</b> | <b>\$ 32,231,263</b> | <b>\$ 32,702,155</b> |  |  |
| <b>Accumulated Surplus (End of Year)</b>                       | <b>\$ 2,598,593</b> | <b>\$ 3,028,532</b> | <b>\$ 31,931,240</b> | <b>\$ 31,438,219</b> | <b>\$ 30,757,467</b> | <b>\$ 31,062,898</b> | <b>\$ 31,410,852</b> | <b>\$ 31,800,566</b> | <b>\$ 32,231,263</b> | <b>\$ 32,702,155</b> | <b>\$ 33,212,441</b> |  |  |





| Statement of Cash Flow - Asphodel-Norwood Wastewater |              |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
|------------------------------------------------------|--------------|--------------|-----------------|-----------------|-----------------|-----------------|--------------|--------------|--------------|--------------|--------------|--|--|
| Expansion Scenario: Amortization                     |              |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
|                                                      | 2025         | 2026         | 2027            | 2028            | 2029            | 2030            | 2031         | 2032         | 2033         | 2034         | 2035         |  |  |
| <b>OPERATING</b>                                     |              |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Excess Revenues Over Expenses                        | \$ 310,121   | \$ 429,939   | \$ (297,293)    | \$ (493,021)    | \$ (680,752)    | \$ 305,431      | \$ 347,954   | \$ 389,714   | \$ 430,697   | \$ 470,892   | \$ 510,286   |  |  |
| Amortization                                         | \$ 147,010   | \$ 155,010   | \$ 363,010      | \$ 571,010      | \$ 771,010      | \$ 971,010      | \$ 971,010   | \$ 971,010   | \$ 971,010   | \$ 971,010   | \$ 971,010   |  |  |
| Net Change in Cash from Operations                   | \$ 457,131   | \$ 584,949   | \$ 65,717       | \$ 77,989       | \$ 90,257       | \$ 1,276,441    | \$ 1,318,964 | \$ 1,360,723 | \$ 1,401,707 | \$ 1,441,902 | \$ 1,481,296 |  |  |
| <b>CAPITAL TRANSACTIONS</b>                          |              |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Wet Well Maple Ave                         | \$ (18,000)  |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Radio Network Upgrades                     | \$ (11,000)  |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Wellington St & Cty Rd 40                  | \$ (560,988) |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital Construction: Lions/Force                    | \$ (35,000)  |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Future Capital Acquisitions                          | \$ -         | \$ (400,000) | \$ (10,080,000) | \$ (10,000,000) | \$ (10,000,000) | \$ (10,150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| Net Change in Cash from Capital                      | \$ (624,988) | \$ (400,000) | \$ (10,080,000) | \$ (10,000,000) | \$ (10,000,000) | \$ (10,150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| <b>FINANCE TRANSACTIONS</b>                          |              |              |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Proceeds from Debt Issuance                          |              |              | \$ 10,800,000   |                 |                 |                 |              |              |              |              |              |  |  |
| Debt Repayment - Principal Only                      | \$ (57,143)  | \$ (57,143)  | \$ (223,931)    | \$ (232,021)    | \$ (240,502)    | \$ (249,395)    | \$ (258,719) | \$ (268,496) | \$ (278,747) | \$ (289,494) | \$ (300,763) |  |  |
| Grant Funding                                        |              |              | \$ 29,200,000   |                 |                 |                 |              |              |              |              |              |  |  |
| Net Change in Cash from Financing                    | \$ (57,143)  | \$ (57,143)  | \$ 39,776,069   | \$ (232,021)    | \$ (240,502)    | \$ (249,395)    | \$ (258,719) | \$ (268,496) | \$ (278,747) | \$ (289,494) | \$ (300,763) |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents         | \$ (225,000) | \$ 127,806   | \$ 29,761,786   | \$ (10,154,032) | \$ (10,150,245) | \$ (9,122,954)  | \$ 1,060,244 | \$ 1,092,227 | \$ 1,122,960 | \$ 1,152,407 | \$ 1,180,532 |  |  |
| Opening Cash/Cash Equivalents Balance                | \$ 515,212   | \$ 290,212   | \$ 418,018      | \$ 30,179,804   | \$ 20,025,772   | \$ 9,875,527    | \$ 752,573   | \$ 1,812,817 | \$ 2,905,045 | \$ 4,028,005 | \$ 5,180,412 |  |  |
| Ending Cash/Cash Equivalents Balance                 | \$ 290,212   | \$ 418,018   | \$ 30,179,804   | \$ 20,025,772   | \$ 9,875,527    | \$ 752,573      | \$ 1,812,817 | \$ 2,905,045 | \$ 4,028,005 | \$ 5,180,412 | \$ 6,360,945 |  |  |



| Statement of Financial Position - Asphodel-Norwood Wastewater     |              |              |               |                |                |                 |                |                |                |                |                |  |  |
|-------------------------------------------------------------------|--------------|--------------|---------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|--|--|
| Expansion Scenario: Amortization                                  |              |              |               |                |                |                 |                |                |                |                |                |  |  |
|                                                                   | 2025         | 2026         | 2027          | 2028           | 2029           | 2030            | 2031           | 2032           | 2033           | 2034           | 2035           |  |  |
| <b>Financial Assets</b>                                           |              |              |               |                |                |                 |                |                |                |                |                |  |  |
| Cash                                                              | \$ 290,212   | \$ 418,018   | \$ 30,179,804 | \$ 20,025,772  | \$ 9,875,527   | \$ 752,573      | \$ 1,812,817   | \$ 2,905,045   | \$ 4,028,005   | \$ 5,180,412   | \$ 6,360,945   |  |  |
| <b>Liabilities</b>                                                |              |              |               |                |                |                 |                |                |                |                |                |  |  |
| Debt - Outstanding Principle                                      | \$ 1,057,143 | \$ 1,000,000 | \$ 11,576,069 | \$ 11,344,048  | \$ 11,103,546  | \$ 10,854,150   | \$ 10,595,431  | \$ 10,326,935  | \$ 10,048,189  | \$ 9,758,694   | \$ 9,457,931   |  |  |
| <b>Net Financial Assets</b>                                       | \$ (766,931) | \$ (581,982) | \$ 18,603,735 | \$ 8,681,724   | \$ (1,228,019) | \$ (10,101,577) | \$ (8,782,614) | \$ (7,421,890) | \$ (6,020,184) | \$ (4,578,282) | \$ (3,096,986) |  |  |
| <b>Non-Financial Assets</b>                                       |              |              |               |                |                |                 |                |                |                |                |                |  |  |
| Tangible Capital Assets                                           | \$ 3,365,524 | \$ 3,610,514 | \$ 13,327,505 | \$ 22,756,495  | \$ 31,985,485  | \$ 41,164,476   | \$ 40,193,466  | \$ 39,222,456  | \$ 38,251,447  | \$ 37,280,437  | \$ 36,309,427  |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 2,598,593 | \$ 3,028,532 | \$ 31,931,240 | \$ 31,438,219  | \$ 30,757,467  | \$ 31,062,898   | \$ 31,410,852  | \$ 31,800,566  | \$ 32,231,263  | \$ 32,702,155  | \$ 33,212,441  |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 400,000   | \$ 10,080,000 | \$ 10,000,000  | \$ 10,000,000  | \$ 10,150,000   | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ (766,931) | \$ 184,949   | \$ 19,185,717 | \$ (9,922,011) | \$ (9,909,743) | \$ (8,873,559)  | \$ 1,318,964   | \$ 1,360,723   | \$ 1,401,707   | \$ 1,441,902   | \$ 1,481,296   |  |  |
| Cash as a % of Net Fixed Assets                                   | 9%           | 12%          | 226%          | 88%            | 31%            | 2%              | 5%             | 7%             | 11%            | 14%            | 18%            |  |  |
| Debt as a % of Net Fixed Assets                                   | 31%          | 28%          | 87%           | 50%            | 35%            | 26%             | 26%            | 26%            | 26%            | 26%            | 26%            |  |  |



| Statement of Financial Operation - Asphodel-Norwood Wastewater |                     |                     |                      |                      |                       |                      |                      |                      |                      |                      |                      |  |
|----------------------------------------------------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Expansion Scenario: Annual Requirements                        |                     |                     |                      |                      |                       |                      |                      |                      |                      |                      |                      |  |
|                                                                | 2025                | 2026                | 2027                 | 2028                 | 2029                  | 2030                 | 2031                 | 2032                 | 2033                 | 2034                 | 2035                 |  |
| <b>REVENUES</b>                                                |                     |                     |                      |                      |                       |                      |                      |                      |                      |                      |                      |  |
| Usage Revenue                                                  | \$ 681,775          | \$ 728,483          | \$ 777,288           | \$ 828,285           | \$ 881,571            | \$ 989,649           | \$ 1,102,579         | \$ 1,220,580         | \$ 1,343,880         | \$ 1,472,715         | \$ 1,607,335         |  |
| Connection Fee Revenue                                         | \$ 228,216          | \$ 351,090          | \$ 351,090           | \$ 351,090           | \$ 351,090            | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         | \$ 1,494,000         |  |
| Other Revenue                                                  |                     |                     |                      |                      |                       |                      |                      |                      |                      |                      |                      |  |
| <b>Total Revenues</b>                                          | <b>\$ 909,991</b>   | <b>\$ 1,079,573</b> | <b>\$ 1,128,378</b>  | <b>\$ 1,179,375</b>  | <b>\$ 1,232,661</b>   | <b>\$ 2,483,649</b>  | <b>\$ 2,596,579</b>  | <b>\$ 2,714,580</b>  | <b>\$ 2,837,880</b>  | <b>\$ 2,966,715</b>  | <b>\$ 3,101,335</b>  |  |
| <b>EXPENDITURES</b>                                            |                     |                     |                      |                      |                       |                      |                      |                      |                      |                      |                      |  |
| Compensation                                                   | \$ 145,238          | \$ 148,143          | \$ 151,106           | \$ 154,128           | \$ 157,210            | \$ 160,355           | \$ 163,562           | \$ 166,833           | \$ 170,170           | \$ 173,573           | \$ 177,044           |  |
| Service                                                        | \$ 144,705          | \$ 151,068          | \$ 157,627           | \$ 164,388           | \$ 171,357            | \$ 190,761           | \$ 210,872           | \$ 231,711           | \$ 253,300           | \$ 275,660           | \$ 298,812           |  |
| Supplies                                                       | \$ 5,500            | \$ 5,742            | \$ 5,991             | \$ 6,248             | \$ 6,513              | \$ 7,250             | \$ 8,015             | \$ 8,807             | \$ 9,628             | \$ 10,477            | \$ 11,357            |  |
| Utilities                                                      | \$ 76,500           | \$ 79,864           | \$ 83,331            | \$ 86,906            | \$ 90,590             | \$ 100,848           | \$ 111,480           | \$ 122,497           | \$ 133,910           | \$ 145,731           | \$ 157,971           |  |
| Other                                                          | \$ 24,372           | \$ 24,859           | \$ 25,357            | \$ 25,864            | \$ 26,381             | \$ 26,909            | \$ 27,447            | \$ 27,996            | \$ 28,556            | \$ 29,127            | \$ 29,709            |  |
| Interest                                                       | \$ 56,545           | \$ 53,645           | \$ 574,545           | \$ 563,556           | \$ 552,175            | \$ 540,382           | \$ 528,158           | \$ 515,482           | \$ 502,332           | \$ 488,684           | \$ 474,516           |  |
| Annual Requirements                                            | \$ 661,809          | \$ 671,540          | \$ 916,769           | \$ 1,160,052         | \$ 1,403,334          | \$ 1,650,267         | \$ 1,650,267         | \$ 1,650,267         | \$ 1,650,267         | \$ 1,650,267         | \$ 1,650,267         |  |
| <b>Total Expenses</b>                                          | <b>\$ 1,114,668</b> | <b>\$ 1,134,860</b> | <b>\$ 1,914,726</b>  | <b>\$ 2,161,142</b>  | <b>\$ 2,407,560</b>   | <b>\$ 2,676,771</b>  | <b>\$ 2,699,800</b>  | <b>\$ 2,723,593</b>  | <b>\$ 2,748,161</b>  | <b>\$ 2,773,518</b>  | <b>\$ 2,799,676</b>  |  |
| <b>EXCESS REVENUES OVER EXPENSES</b>                           | <b>\$ (204,678)</b> | <b>\$ (55,288)</b>  | <b>\$ (786,348)</b>  | <b>\$ (981,767)</b>  | <b>\$ (1,174,900)</b> | <b>\$ (193,122)</b>  | <b>\$ (103,221)</b>  | <b>\$ (9,012)</b>    | <b>\$ 89,718</b>     | <b>\$ 193,197</b>    | <b>\$ 301,659</b>    |  |
| <b>Net Grant Revenues/Transfers</b>                            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 29,200,000</b> | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          |  |
| <b>Annual Requirements Adjusted to Amortization</b>            | <b>\$ 514,799</b>   | <b>\$ 516,530</b>   | <b>\$ 553,759</b>    | <b>\$ 589,042</b>    | <b>\$ 632,325</b>     | <b>\$ 679,257</b>    | <b>\$ 679,257</b>    | <b>\$ 679,257</b>    | <b>\$ 679,257</b>    | <b>\$ 679,257</b>    | <b>\$ 679,257</b>    |  |
| <b>Accumulated Surplus (Beginning of Year)</b>                 | <b>\$ 2,288,472</b> | <b>\$ 2,598,593</b> | <b>\$ 3,059,836</b>  | <b>\$ 32,027,247</b> | <b>\$ 31,634,522</b>  | <b>\$ 31,091,947</b> | <b>\$ 31,578,082</b> | <b>\$ 32,154,118</b> | <b>\$ 32,824,362</b> | <b>\$ 33,593,338</b> | <b>\$ 34,465,791</b> |  |
| <b>Accumulated Surplus (End of Year)</b>                       | <b>\$ 2,598,593</b> | <b>\$ 3,059,836</b> | <b>\$ 32,027,247</b> | <b>\$ 31,634,522</b> | <b>\$ 31,091,947</b>  | <b>\$ 31,578,082</b> | <b>\$ 32,154,118</b> | <b>\$ 32,824,362</b> | <b>\$ 33,593,338</b> | <b>\$ 34,465,791</b> | <b>\$ 35,446,707</b> |  |



| Statement of Cash Flow - Asphodel-Norwood Wastewater |              |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
|------------------------------------------------------|--------------|---------------|-----------------|-----------------|-----------------|-----------------|--------------|--------------|--------------|--------------|--------------|--|--|
| Expansion Scenario: Annual Requirements              |              |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
|                                                      | 2025         | 2026          | 2027            | 2028            | 2029            | 2030            | 2031         | 2032         | 2033         | 2034         | 2035         |  |  |
| <b>OPERATING</b>                                     |              |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Excess Revenues Over Expenses                        | \$ (204,678) | \$ (55,288)   | \$ (786,348)    | \$ (981,767)    | \$ (1,174,900)  | \$ (193,122)    | \$ (103,221) | \$ (9,012)   | \$ 89,718    | \$ 193,197   | \$ 301,659   |  |  |
| Amortization                                         | \$ 661,809   | \$ 671,540    | \$ 916,769      | \$ 1,160,052    | \$ 1,403,334    | \$ 1,650,267    | \$ 1,650,267 | \$ 1,650,267 | \$ 1,650,267 | \$ 1,650,267 | \$ 1,650,267 |  |  |
| Net Change in Cash from Operations                   | \$ 457,131   | \$ 616,252    | \$ 130,421      | \$ 178,285      | \$ 228,435      | \$ 1,457,144    | \$ 1,547,046 | \$ 1,641,254 | \$ 1,739,985 | \$ 1,843,463 | \$ 1,951,926 |  |  |
| <b>CAPITAL TRANSACTIONS</b>                          |              |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Wet Well Maple Ave                         | \$ (18,000)  |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Radio Network Upgrades                     | \$ (11,000)  |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital - Wellington St & Cty Rd 40                  | \$ (560,988) |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Capital Construction: Lions/Force                    | \$ (35,000)  |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Future Capital Acquisitions                          | \$ -         | \$ (400,000)  | \$ (10,080,000) | \$ (10,000,000) | \$ (10,000,000) | \$ (10,150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| Net Change in Cash from Capital                      | \$ (624,988) | \$ (400,000)  | \$ (10,080,000) | \$ (10,000,000) | \$ (10,000,000) | \$ (10,150,000) | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |  |  |
| <b>FINANCE TRANSACTIONS</b>                          |              |               |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Proceeds from Debt Issuance                          |              | \$ 10,800,000 |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Debt Repayment - Principal Only                      | \$ (57,143)  | \$ (57,143)   | \$ (223,931)    | \$ (232,021)    | \$ (240,502)    | \$ (249,395)    | \$ (258,719) | \$ (268,496) | \$ (278,747) | \$ (289,494) | \$ (300,763) |  |  |
| Grant Funding                                        |              | \$ 29,200,000 |                 |                 |                 |                 |              |              |              |              |              |  |  |
| Net Change in Cash from Financing                    | \$ (57,143)  | \$ (57,143)   | \$ 39,776,069   | \$ (232,021)    | \$ (240,502)    | \$ (249,395)    | \$ (258,719) | \$ (268,496) | \$ (278,747) | \$ (289,494) | \$ (300,763) |  |  |
| Increase/(Decrease) in Cash/Cash Equivalents         | \$ (225,000) | \$ 159,109    | \$ 29,826,490   | \$ (10,053,736) | \$ (10,012,067) | \$ (8,942,251)  | \$ 1,288,326 | \$ 1,372,758 | \$ 1,461,238 | \$ 1,553,969 | \$ 1,651,162 |  |  |
| Opening Cash/Cash Equivalents Balance                | \$ 515,212   | \$ 290,212    | \$ 449,321      | \$ 30,275,811   | \$ 20,222,075   | \$ 10,210,008   | \$ 1,267,757 | \$ 2,556,083 | \$ 3,928,841 | \$ 5,390,080 | \$ 6,944,048 |  |  |
| Ending Cash/Cash Equivalents Balance                 | \$ 290,212   | \$ 449,321    | \$ 30,275,811   | \$ 20,222,075   | \$ 10,210,008   | \$ 1,267,757    | \$ 2,556,083 | \$ 3,928,841 | \$ 5,390,080 | \$ 6,944,048 | \$ 8,595,211 |  |  |



| Statement of Financial Position - Asphodel-Norwood Wastewater     |              |              |               |                |                |                |                |                |                |                |               |  |  |
|-------------------------------------------------------------------|--------------|--------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--|--|
| Expansion Scenario: Annual Requirements                           |              |              |               |                |                |                |                |                |                |                |               |  |  |
|                                                                   | 2025         | 2026         | 2027          | 2028           | 2029           | 2030           | 2031           | 2032           | 2033           | 2034           | 2035          |  |  |
| <b>Financial Assets</b>                                           |              |              |               |                |                |                |                |                |                |                |               |  |  |
| Cash                                                              | \$ 290,212   | \$ 449,321   | \$ 30,275,811 | \$ 20,222,075  | \$ 10,210,008  | \$ 1,267,757   | \$ 2,556,083   | \$ 3,928,841   | \$ 5,390,080   | \$ 6,944,048   | \$ 8,595,211  |  |  |
| <b>Liabilities</b>                                                |              |              |               |                |                |                |                |                |                |                |               |  |  |
| Debt - Outstanding Principle                                      | \$ 1,057,143 | \$ 1,000,000 | \$ 11,576,069 | \$ 11,344,048  | \$ 11,103,546  | \$ 10,854,150  | \$ 10,595,431  | \$ 10,326,935  | \$ 10,048,189  | \$ 9,758,694   | \$ 9,457,931  |  |  |
| <b>Net Financial Assets</b>                                       | \$ (766,931) | \$ (550,679) | \$ 18,699,742 | \$ 8,878,027   | \$ (893,538)   | \$ (9,586,394) | \$ (8,039,348) | \$ (6,398,094) | \$ (4,658,109) | \$ (2,814,646) | \$ (862,720)  |  |  |
| <b>Non-Financial Assets</b>                                       |              |              |               |                |                |                |                |                |                |                |               |  |  |
| Tangible Capital Assets                                           | \$ 3,365,524 | \$ 3,610,514 | \$ 13,327,505 | \$ 22,756,495  | \$ 31,985,485  | \$ 41,164,476  | \$ 40,193,466  | \$ 39,222,456  | \$ 38,251,447  | \$ 37,280,437  | \$ 36,309,427 |  |  |
| <b>Accumulated Surplus</b>                                        | \$ 2,598,593 | \$ 3,059,836 | \$ 32,027,247 | \$ 31,634,522  | \$ 31,091,947  | \$ 31,578,082  | \$ 32,154,118  | \$ 32,824,362  | \$ 33,593,338  | \$ 34,465,791  | \$ 35,446,707 |  |  |
| Increase (Decrease) in Tangible Capital Assets from Net Additions | \$ -         | \$ 400,000   | \$ 10,080,000 | \$ 10,000,000  | \$ 10,000,000  | \$ 10,150,000  | \$ -           | \$ -           | \$ -           | \$ -           | \$ -          |  |  |
| Increase (Decrease) in Net Financial Assets (Debt)                | \$ (766,931) | \$ 216,252   | \$ 19,250,421 | \$ (9,821,715) | \$ (9,771,565) | \$ (8,692,856) | \$ 1,547,046   | \$ 1,641,254   | \$ 1,739,985   | \$ 1,843,463   | \$ 1,951,926  |  |  |
| Cash as a % of Net Fixed Assets                                   | 9%           | 12%          | 227%          | 89%            | 32%            | 3%             | 6%             | 10%            | 14%            | 19%            | 24%           |  |  |
| Debt as a % of Net Fixed Assets                                   | 31%          | 28%          | 87%           | 50%            | 35%            | 26%            | 26%            | 26%            | 26%            | 26%            | 26%           |  |  |



## COUNCIL AGENDA STAFF REPORT

**To:** Mayor Wilford and Members of Council  
**From:** Melanie Hudson, Clerk  
**Meeting Date:** October 21, 2025  
**Subject:** Procedure By-law update  
**Report No.:** R7

---

### RECOMMENDATION:

**“THAT** the Council of the Township of Asphodel-Norwood accepts this report regarding the Asphodel-Norwood Procedure By-law; **AND FURTHER THAT AND FURTHER THAT** the Council of the Township of Asphodel-Norwood directs staff to advertise the intention to adopt an updated procedural By-law at its next regular meeting with the amendments proposed.”

### BACKGROUND AND DISCUSSION:

Section 238 of the [Municipal Act, 2001](#) requires that municipal Councils adopt a procedure By-law to govern the calling, location, and proceedings of meetings, and to ensure public notice of such meetings.

At its meeting held on August 27, 2024, Council reviewed a draft updated Procedure By-law, which was subsequently adopted on September 10, 2024 (By-law 2024-44).

Further to discussions at recent Council meetings, additional amendments have been identified for further clarity, efficiency, and meeting management practices.

Proposed amendments for Council’s consideration:

#### 1. Article 8 – CLOSED MEETINGS

As the meeting minutes serve as the official record, staff recommend amending section 8.6.1 to read as follows:



All agenda materials for Closed Session meetings are strictly confidential. Council members shall:

- Delete all electronic materials related to Closed Sessions immediately following the meeting; and
- Return any hard copy materials to the Clerk at the conclusion of the meeting.

No personal notes or records of Closed Session discussions shall be kept by Council members.

## **2. Article 13 – AGENDA MATERIAL**

To improve efficiencies in meeting management, staff recommend amending Section 13.10 to include correspondence, both for information and for direction, within the Consent Agenda.

If a Member of Council wishes to comment on or seek clarification regarding a specific item listed under the Consent Agenda, they may identify and speak to the item. Where possible, a response will be provided at that time.

Any item requiring more than a brief clarification or comment – or any item that requires Council's direction, support, or other form of action – will be extracted from the Consent Agenda and considered separately. For example, if a piece of correspondence from another municipality is to be supported, it should be removed from the Consent Agenda and addressed later in the meeting under Correspondence for Action.

The remaining items on the Consent Agenda, being for information purposes only, will then be received in a single resolution. For example: **THAT** the Council of the Township of Asphodel-Norwood receives the items outlined in the Consent Agenda as circulated.

As such, staff propose the following amendments:

### **13.4**

Correspondence shall be categorized as:

- Correspondence for Information (to be included on the Consent Agenda); and
- Correspondence for Action (correspondence expressly requesting Council's direction, decision, or consideration).

### **13.10**

The Consent Agenda will include:

- Correspondence for information, including correspondence from municipalities or other entities seeking Council support;
- Staff reports that are for information, housekeeping in nature, or that do not require Council direction; and



- Meeting minutes from Peterborough County Council, local boards, and Committees of Council.

These items may be adopted collectively by a single motion of Council, but may be transferred to the regular agenda for individual consideration at the request of any Council member.

14.3

Where Council supports correspondence from municipalities or other entities, the Clerk shall prepare and issue a letter of support on behalf of Council.

**RELATION TO [STRATEGIC PLAN](#) / OTHER PLANS:**

- Strategic Plan (1) Sustainability / Achieving Operational Excellence

**FINANCIAL IMPLICATIONS: N/A**

**ENGAGEMENT:**

- Peterborough County Clerk

**CONCLUSION:**

The proposed updates to the Procedural By-law are intended to enhance transparency and improve meeting efficiency.

Following Council's approval, a notice of intention to adopt the updated Procedural By-law will be issued to the public.

Respectfully submitted,  
Melanie Hudson, Clerk

**ATTACHMENTS:**

- By-law 2024-44

**REPORT APPROVAL:**

All reports are reviewed and/or approved by the CAO.





**The Corporation of the  
Township of Asphodel-Norwood  
Rules of Procedure**

**The Township's Procedural By-law**

**By-law No. 2024-44**

Adopted: September 10, 2024



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**THE CORPORATION OF THE  
TOWNSHIP OF ASPHODEL-NORWOOD**

**BY-LAW NUMBER 2024-44**

**Procedural By-law**

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**Being a By-Law to govern the proceedings of the Council of the  
Corporation of the Township of Asphodel-Norwood**

**WHEREAS** the Municipal Act, 2001, as amended, states every municipality and local board shall pass a procedure By-law for governing the calling, place, and proceedings of meetings;

**AND WHEREAS** The Council of the Corporation of the Township of Asphodel-Norwood deems it expedient to establish rules & procedures to facilitate the efficient and effective transactions of business, and to protect the rights and privileges of its members;

**NOW THEREFORE** the Council of the Corporation of the Township of Asphodel-Norwood hereby enacts as follows:

**Article 1 - DEFINITIONS**

**Abstention** - the act of refraining from voting either for or against a proposed motion;

**Act** - the Municipal Act, 2001;

**Amend** - to modify or vary the terms of a main motion without materially changing its purpose;

**CAO** - the Chief Administrative Officer of the Corporation of the Township of Asphodel-Norwood designated through By-law;

**Chair or Chairperson** - the presiding officer at the meeting;

**Clerk** - the Clerk of the Corporation of the Township of Asphodel-Norwood;

**Closed Meeting or Session** - a meeting or portion thereof, closed to the public as permitted by Section 239 of the Municipal Act, 2001;

**Committee** - any advisory or other committee, subcommittee or entity that is appointed by the Council of the Corporation of the Township of Asphodel-Norwood through By-law;

**Corporation** – the Corporation of the Township of Asphodel-Norwood;

**Council** - the elected or appointed members of Council of the Corporation of the Township of Asphodel-Norwood;

**Debate** - regulated discussion presenting reasons for or against a motion, allowing for the expression of differing opinions;

**Delegation** - A person or group seeking to verbally present information or make a request to Council or an advisory committee/local board; also known as a deputation;

**Electronic Means** - includes any device, software, or technology that in the opinion of the Clerk, reasonably enables a person to hear the proceedings of a meeting and to be heard during the proceedings of a meeting;

**Electronic Meeting** - a meeting held by means of telecommunication instruments including but not limited to telephones, computers, and video conferencing;

**Electronic Participation** - participation by a member who is not physically present but joins the meeting via electronic means, such as telephone, video conference, audio, or



audio-visual conferencing. This member counts towards quorum and can vote, provided that all participants can hear and be heard by one another;

**Head of Council** - the Mayor of the Corporation of the Township of Asphodel-Norwood;

**Inaugural Meeting** - the first meeting of Council after a regular election;

**Local Board** - body or local authority established through By-law that exercises authority through an approved terms of reference and is composed of citizens and members of Council appointed by Council;

**Majority** - more than fifty percent of the votes cast by the members present at a meeting;

**Meeting** - means any regular, public, special, or other meeting of a Council, of a local board, or of a committee of either of them, where,

- a) A quorum of members is present, and
- b) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board, or committee;

**Member** - a member of the Council of the Township of Asphodel-Norwood or any member of a Committee or Local Board;

**Motion** - a proposal by a member to adopt, amend, or otherwise deal with a matter at a meeting;

**Notice of Motion** - a written motion submitted to the Clerk by a member, requesting that the motion be added to a future Council agenda for consideration;

**Pecuniary Interest** - a direct or indirect pecuniary interest of a member of Council within the meaning of the Municipal Conflict of Interest Act;

**Presentation** - a person or group (including an address from a consultant on behalf of the Township) who provides information to Council;

**Presiding Officer** – the individual responsible for overseeing and managing the proceedings of the meeting or assembly;

**Point of Order** - a motion raised by a member drawing attention to an infraction of this By-law;

**Point of Privilege** - a concern about the honour, dignity, character, rights of professionalism of the Mayor, members of Council, or members of staff;

**Quorum** - a majority of the members of a municipal council is necessary to form a quorum (Municipal Act S.237(1));

**Recorded vote** - a written record of the name and vote of each member who votes on a motion;

**Resolution** - the decision of Council on any motion confirmed by By-law.

**Article 2 – GENERAL PROVISIONS**

**Application of Procedural Rules**

- 2.1 The rules and regulations contained in this Procedural By-law shall be observed in all proceedings of Council and Committees of Council; and shall be the rules and regulations for the order and dispatch of business in Council, Committees of Council, and Local Board meetings.

**Procedure for Unaddressed Matters**

- 2.2 In any matter of procedure for which provision is not made in this By-law, the procedure to be followed as a rule for guidance shall be, as near as may be applied, the procedure followed in Robert’s Rules of Order. In such cases, the decision of the Clerk shall be final.



**Public Access**

2.3 All Council and Committee meetings shall be open to the public except those meetings or parts thereof that are dealing with a subject matter listed in the Municipal Act, that are permitted to be discussed in closed session. Before holding a meeting or part of a meeting that is to be closed to the public, Council shall, by resolution, state the fact that the meeting is closed and the general nature of the matter to be considered at the closed meeting.

**Interpretation of Terms**

2.4 In this By-law, singular terms include the plural and vice versa. References to gender are intended to be gender-neutral. The use of present tense also includes the future tense.

**Adherence to Conflict of Interest Legislation**

2.5 In all matters and under all circumstances the members shall be guided by and shall have regard for the Municipal Conflict of Interest Act, R.S.O. 1990

**Minor Errors**

2.6 The Clerk is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantical, or descriptive nature to this By-law, any motion, resolution, and/or minutes as deemed necessary to ensure the accurate and complete implementation of the actions of Council.

**Article 3 – DUTIES**

**Duties of the Mayor**

- 3.1 It is the duty of the Mayor to:
- (a) Carry out the responsibilities described in the Municipal Act, 2001;
  - (b) Represent and support the Council and its decisions in all matters;
  - (c) Respect the Rules of Procedure;
  - (d) Authenticate, by signature, all By-laws, and minutes of Council; and
  - (e) Act as the Chair for Meetings of Council.

**Duties of Councillors**

- 3.2 It is the duty of each Councillor to:
- (a) Carry out the responsibilities described in the Municipal Act, 2001;
  - (b) Deliberate on the business submitted to Council;
  - (c) Vote when a Motion is put to a vote; and
  - (d) Respect the Rules of Procedure.

Additionally, members of Council shall make every effort to come prepared for Council meetings by thoroughly reviewing all materials provided, including agendas and reports, to facilitate effective discussion and decision-making; and where possible, seek clarification from administration staff on any material provided prior to the meeting to ensure informed participation.

**Duties of the Head of Council**

- 3.3 It shall be the duty of the Head of Council or other Presiding Officer to:
- a) Ensure that a quorum is established and maintained throughout the course of the meeting;
  - b) Open the meeting of Council by taking the Chair and calling the members to order;
  - c) Remind Council of the Municipal Conflict of Interest Act legislation requiring a member to make a declaration of pecuniary interest and to refrain from participating in and/or voting on subject matter;





- d) Announce the business before the Council in the order in which it is to be acted upon;
- e) Inform any public present at the meeting regarding the provisions with respect to Delegations and Presentations and other rules of conduct in connection with the operation of the meeting;
- f) Receive and submit in the proper manner all motions presented by members of Council;
- g) Put to vote all questions which are regularly moved and seconded, or necessarily arise in the course of the proceedings and to announce the result, except in the case of a recorded vote when the Clerk will announce the result;
- h) Decline to put to vote motions which infringe upon the rules of procedure;
- i) Restrain the members within the rules of order when engaged in debate;
- j) Enforce on all occasions, the observance of respect, order and decorum among the members; decide questions of order (subject to an appeal to council by any member) and, without unnecessary comment, cite the rule or authority applicable to the case if called upon to do so;
- k) Call by name any member persisting in breach of the rules or order of the Council thereby ordering him/her to vacate the Council Chambers;
- l) Receive all messages and other communications addressed to Council and announce them to the Council, provided that no message or communication shall be received unless it is signed by the author and the author's address is disclosed;
- m) Authenticate, by signature when necessary, all By-laws, resolutions and minutes of the Council;
- n) Inform the Council when necessary or when referred to for the purpose, on a point of usage;
- o) Represent and support the Council declaring its will, and implicitly obeying its decisions in all things;
- p) Ensure that the decisions of Council are in conformity with the laws and By-laws governing the activities of the Council;
- q) Call for adjournment of the meeting when the business is concluded;
- r) Adjourn the meeting without questions being put in the case of grave disorder arising in the Council Chamber.

3.3.1 The Head of Council or other Presiding Officer may expel any person for improper conduct at a meeting. (Municipal Act S.241(2))

3.3.2 The Presiding Officer may take part in any debate without leaving the Chair. If the Presiding Officer desires to introduce a motion or By-law, they shall leave the Chair for that purpose and shall call on another member of Council to fill their place until they resume the Chair. Said member called to take the Chair shall accept the Chair unless said member has a bona fide reason for declining.

### **Duties of the Clerk**

3.4 It is the duty of the Clerk to:

- a) Fulfill the responsibilities outlined in the Municipal Act, 2001;
- b) Prepare and distribute all agenda items for meetings in accordance with this By-law and relevant legislation;
- c) Attend all Council meetings and other municipal business meetings where a quorum of Council is present. This duty may be delegated to a designated representative.

## **Article 4 – COUNCIL MEETINGS**

### **Notice and Agenda Distribution**

4.1 The Clerk shall be responsible for forwarding all notices and agendas for Council meetings.



**Location and Schedule of Meetings**

4.2 Meetings of Council shall be held at the Millennium Room in the Asphodel-Norwood Community Centre located at 88 Alma Street in Norwood, ON. From time to time, meetings may also be held at other municipally owned facilities or online as necessary.

Regular meetings of Council shall occur on the 2<sup>nd</sup> and 4<sup>th</sup> Tuesday of each month at 1:00 p.m., except for July, August, October, and December.

- **July, August, and October:** One meeting will be held on the 4<sup>th</sup> Tuesday of the month
- **December:** One meeting will be held on the 2<sup>nd</sup> Tuesday of the month

The Clerk shall, by November 30<sup>th</sup> of each calendar year, submit a schedule of the upcoming meetings for each calendar year for consideration and adoption by Council.

The approved annual meeting schedule shall be posted on the Township website and on the Community board outside the Municipal Office.

**Recording and Availability**

4.3 Open meetings of Council will be recorded and made available for viewing on the Township of Asphodel-Norwood YouTube channel. Every effort will be made to ensure recordings are available; however, this is subject to the functionality of the technology used.

4.3.1 Transcripts of the recordings will not be provided. The approved written minutes serve as the official record of all meetings.

**Inaugural Meeting**

4.4 The Inaugural Meeting of Council shall be held on the second Tuesday following November 14<sup>th</sup> at a time and location determined by the Clerk.

**Rescheduling Due to Holidays**

4.5 If a regular meeting of the Council falls on a public or civic holiday, the meeting shall be rescheduled to the same hour on the following day that is not a public or civic holiday, unless an alternative date is determined by resolution of Council.

**Presiding Officer**

4.6 The Head of Council shall preside at all meetings of Council. (Municipal Act, 2001, S.241(1))

**Absence of Head of Council**

4.7 In the absence of the Head of Council, the Acting Head of Council (Deputy Mayor) shall be the Presiding Officer. (Municipal Act, 2001, S. 242) (Refer to Article 9.5: Absence of Presiding Officer for additional details.)

**Notification of Absence**

4.8 If a Council member is unable to attend a meeting, they must notify the Clerk as soon as practicable, and no later than prior to the commencement of the meeting.

**Cancellation of Meetings**

4.9 In exceptional circumstances (e.g., emergency situations, unsafe weather, or anticipated lack of quorum), the Head of Council or the Acting Head of Council may cancel a scheduled meeting. They shall seek input from the members on an



alternative date/time if needed. The Clerk shall notify Council members and relevant parties of the cancellation as soon as possible and post notice on the Township’s website, social media accounts, and on the Council Chambers door.

**Public Conduct**

- 4.10 Members of the public attending a meeting must respect Council decorum. They shall not display signs or placards, or engage in disrespectful behavior, offensive language, public outbursts, shouting, or any actions that disrupt the debate, discussion, or general proceedings of the Council. See Article 20 – CONDUCT.

**Article 5 – SPECIAL MEETINGS**

**Summoning Special Meetings**

- 5.1 The Head of Council may call a special meeting of Council at any time. Additionally, upon receipt of a petition of the majority of the members of Council, the Clerk shall call a special meeting for the purpose and at the time mentioned in the petition. (Municipal Act S. 240)

**Notice of Special Meetings**

- 5.2 Notice of all special meetings of Council shall be provided to members either verbally, via email, or in writing through the Clerk’s Office, at least 48 hours prior to the scheduled start time of the meeting.

Public notice of special meetings shall be posted on the Community board outside the Municipal Office, on the Township’s website, and/or through other available media and communication resources as deemed necessary by the Clerk, at least 24 hours in advance. The public notice shall include the time, location, and a description of the nature of the business to be discussed at the meeting.

**Nature of Business**

- 5.3 No other business shall be considered at the special meeting except for the matters stated in the notice.

**Article 6 – EMERGENCY MEETINGS**

**Calling Emergency Meetings**

- 6.1 Notwithstanding any other provision of this By-law, an Emergency Meeting of Council may be called by the Head of Council without written notice to address an emergency or extraordinary situation. An attempt must be made by the Clerk to notify members as soon as possible using the most expedient method available.

**Nature of Business**

- 6.2 The only business that may be considered at an Emergency Meeting is that which directly pertains to the emergency or extraordinary situation.

**Validity of Emergency Meetings**

- 6.3 The lack of receipt of notice or agenda by any member shall not affect the validity of the Emergency Meeting or any actions taken during the meeting.



## **Article 7 – NOTICE OF MEETINGS**

### **Notice Requirements for Regular Meetings**

- 7.1 Notwithstanding any other provision of this By-law, the agenda for regular Council meetings shall be considered as adequate notice.

## **Article 8 – CLOSED MEETINGS**

### **Openness of Meetings**

- 8.1 Except as provided in this section, all Council and Committee meetings shall be open to the public. (Municipal Act S. 239(1))

### **Criteria for Closed Sessions**

- 8.2 Meetings or portion thereof, may be held in Closed Session only in accordance with the Municipal Act. In accordance with Section 239 (2) of the Municipal Act, the only matters to be considered in Closed Session are as follows:
- a) Security of the property of the Township or local board;
  - b) Personal matters about an identifiable individual, including municipal or local board employees;
  - c) Proposed or pending acquisition or disposition of land by the municipality or local board;
  - d) Labour relations or employee negotiations;
  - e) Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board;
  - f) Advice subject to solicitor-client privilege, including communications necessary for that purpose;
  - g) Matters that may be held in closed meetings under another Act;
  - h) Information supplied in confidence by Canada, a province or territory, or a Crown agency;
  - i) Trade secrets or confidential information that could prejudice the competitive position or interfere with negotiations;
  - j) Trade secrets or confidential information belonging to the municipality or local board with monetary value;
  - k) Positions, plans, procedures, or criteria for negotiations carried on by or on behalf of the municipality or local board.

### **Additional Criteria for Closed Session Meetings**

- 8.3 Meetings or portions of meetings shall be closed to the public if the subject matter involves:
- a) A request under the Municipal Freedom of Information and Protection of Privacy Act, if the Council, Board, Commission or other body is the head of an institution for the purposes of that Act; or
  - b) An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched.9, s. 22

### **Education and Training Sessions (Municipal Act S. 239 (3))**

- 8.4 A meeting may be closed to the public if:
- a) The meeting is for the purpose of education or training of members; and
  - b) No member discusses or deals with matters that materially advance the business or decision-making of the council, local board, or committee.



**Resolutions**

- 8.5     a)     **Motion to enter Closed Session**  
Prior to moving into a Closed Session Meeting, Council, local board, or committee shall pass a motion in open session stating the:
- Fact of the holding of the closed meeting and the time of starting; and
  - General nature of the matter to be considered as specified in the Municipal Act, 2001 as outlined in Section 7.2.
- b)     **Voting in Closed Session**  
No vote shall be taken during a meeting or part of a meeting that is closed to the public, except to give direction to administration or on motions of a procedural nature. (Municipal Act S. 239(6))
- c)     **Motion to Rise**  
A Motion to rise from Closed Session and reconvene the open portion of the meeting shall include the time that Council, local board, or Committee arose. Council shall bring forward any matter to be voted on in open session that did fall under the exemptions set out in the Act.

**Closed Session Documents**

- 8.6     The Clerk shall prepare the Closed Session meeting agenda and minutes. Closed Session meeting agenda packages and related materials will be made available to members as soon as practicable for review prior to the meeting.
- 8.6.1   Closed Session agenda materials must be kept confidential. Electronic materials related to Closed Sessions must be deleted after the meeting. Any hardcopies provided to members must be returned to the Clerk at the end of the meeting.

**Confidentiality**

- 8.7     Members shall ensure that all confidential matters discussed during Closed Sessions remain strictly confidential. No member shall discuss or disclose any matter considered in Closed Session outside of that forum. Violations of this confidentiality may result in the member being expelled from future Closed Session meetings.

**Article 9 – ELECTRONIC PARTICIPATION AT MEETINGS**

**Electronic Participation**

- 9.1     Notwithstanding other provisions of this By-law, a member of Council may participate electronically in a meeting that is either open or closed to the public with prior approval from the Head of Council and may be counted for the purposes of quorum. Members participating electronically shall make every effort to keep their camera-on through the entirety of the meeting. Any members participating electronically without video abilities will be asked by the Head of Council to vote verbally.

**Notice for Electronic Participation**

- 9.2     A member intending to participate electronically must notify the Clerk and Head of Council as soon as practicable, and no later than 4:30 p.m. on the day prior to the meeting, to ensure proper technology is enabled. Failure to notify by the deadline will preclude electronic participation.



### **Use of Recording Equipment**

- 9.3 The use of cameras, lighting equipment, television cameras, and other devices for transcribing or recording proceedings may be permitted by resolution of Council and under conditions deemed necessary by Council.

### **Electronic Participation for Staff**

- 9.4 The Clerk or designate may facilitate the electronic participation of staff, including the Clerk or designate.

### **Connection Interruptions**

- 9.5 If a connection or service interruption affects quorum, the Chairperson may recess the meeting for up to 15 minutes to regain quorum. If quorum is not restored, the meeting will be adjourned.

### **Conducting Electronic Meetings**

- 9.6 Electronic meetings may be conducted during emergencies and/or at the discretion of the Clerk and Head of Council.

## **Article 10 – QUORUM**

### **Quorum Requirements**

- 10.1 A majority of the whole number of members required to constitute a Council is necessary to form a quorum. (Municipal Act S.237(1))

### **Call to Order – Quorum Present**

- 10.2 As soon as the appointed time for a Council meeting arrives, and provided that a quorum is present, the Head of Council shall assume the Chair and call the meeting to order.

### **Lack of Quorum – Time Limit**

- 10.3 If no quorum is present 30 minutes after the time appointed for a meeting of the Council, the Clerk shall record the names of the members present and the meeting shall stand adjourned until the date of the next regular meeting or until a special meeting is called by the Presiding Officer.

### **Lack of Quorum – Municipal Conflict of Interest Act**

- 10.4 Where the number of members who, by reason of the provisions of the Municipal Conflict of Interest Act, are disabled from participating in a meeting is such that at that meeting the remaining Members are not of sufficient number to constitute a quorum, then despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided that such a number is not less than two (2).

### **Absence of Presiding Officer**

- 10.5 Should the Head of Council not attend within five (5) minutes after the time appointed for a meeting of Council and the Acting Head of Council is not present to assume the role of Presiding Officer, the Clerk shall call the members to order and a Presiding Officer shall be appointed from among the members present, and they shall preside until the arrival of the Head of Council or the Acting Head of Council and while so presiding shall have all the powers of the Head of Council. (Municipal Act S.242)





**Article 11 – CURFEW**

**Meeting Duration**

- 11.1 No item of business, with the exception of the confirming By-law and a motion to adjourn, shall be addressed at a Council meeting **after 5:00 p.m.** unless an extension of the meeting time is approved by a resolution of Council passed by a majority vote.

**Article 12 – AGENDA**

**Order of Business**

- 12.1 The Clerk shall prepare the Council agenda for all Council meetings, consisting of the following:
- 1) Call to Order
  - 2) Land Acknowledgement
  - 3) Moment of Silent Reflection
  - 4) Declaration of Pecuniary Interest
  - 5) Approval of the Agenda
  - 6) Minutes & Notes of Meetings
  - 7) Business Arising from the Minutes
  - 8) Consent Agenda
  - 9) Delegations & Presentations
  - 10) Staff Reports
  - 11) Correspondence – For Action
  - 12) Council Liaison Report
  - 13) General Business
  - 14) Closed Session
  - 15) Rise from Closed Session
  - 16) Notice of Motion(s)
  - 17) By-laws
  - 18) Confirming By-law
  - 19) Future Meeting Schedule
  - 20) Adjournment

- 12.1.1 The business of Council shall be conducted in the order listed, unless otherwise directed by the Head of Council or designate.

**Article 13 – AGENDA MATERIAL**

**Preparation of Agendas**

- 13.1 The Clerk shall prepare the agendas for Council meetings as assigned.

**Supplementary Agendas**

- 13.2 The Clerk may also create a supplementary agenda or an addendum to address urgent or priority matters.

**Submission of Materials**

- 13.3 All materials to be included in the agenda must be submitted to the Clerk no later than 4:30 p.m. six (6) days before the meeting date.

**Correspondence**

- 13.4 Correspondence will be categorized into two sections: Correspondence for Information (as outlined on the Consent Agenda) and Correspondence for Action.



**Availability of Agenda Packages**

- 13.5 Agenda packages will be distributed to members of Council via email and posted to the Township website by 4:30 p.m. on the Friday preceding Council meetings.

**Land Acknowledgement**

- 13.6 To honor the traditional lands on which the Council, local board, or Committee gathers, the following Land Acknowledgement may be observed through a video presentation or read aloud by the Head of Council, Presiding Officer, or their designate:

“We respectfully acknowledge that the Township of Asphodel-Norwood is located on the Treaty 20 Michi Saagiig (Mitch-ee Saw-gee) territory and in the traditional territory of the Michi Saagiig and Chippewa (Chi-puh-waa) Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

We respectfully acknowledge that the Williams Treaties First Nations are the stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain this responsibility to ensure their health and integrity for generations to come.”

**Moment of Silent Reflection**

- 13.7 The moment of silent reflection allows the opportunity for the members of Council and municipal staff to mentally prepare for the meeting ahead, it is to be acknowledged as gesture of respect and contemplation.

**Declaration of Pecuniary Interest**

- 13.8 All members shall govern themselves in accordance with the current legislation respecting the disclosure of interests, as outlined in the Municipal Conflict of Interest Act. It is the responsibility of all members to identify and publicly disclose any pecuniary interest, direct or indirect, they may have in a matter being considered by Council, and shall:

- a) Provide a written statement of the interest and its general nature to the Clerk, using the Declaration of Pecuniary Interest form.
- b) Disclose their interest at the appropriate time during the Council meeting or prior to the consideration of the matter.
- c) Leave the Council Chambers or any other meeting location where the matter is being discussed.
- d) Refrain from participating in any discussion or consideration of the matter.
- e) Refrain from voting on any motion related to the matter.
- f) Avoid attempting to influence the vote on the matter, either before, during, or after the meeting.
- g) If a member is absent from the meeting where the matter is dealt with by Council, the member shall disclose the interest and the general nature thereof at the next regular meeting is attended by the member.

- 13.8.1 The Clerk shall maintain a registry of written statements of pecuniary interest, which will be available for public inspection.

- 13.8.2 When the declaration of interest occurs during a Closed Session, members shall submit a written statement to the Clerk or the Secretary of the Committee or local board, declaring the interest without detailing the general nature. This declaration shall be recorded in the minutes of the next public meeting.

- 13.8.3 Declarations of pecuniary interest must be recorded in the minutes or report of the meeting. For meetings open to the public, the general nature of the interest must also be recorded.





13.8.4 Failure to comply with the disclosure requirements does not affect the validity of the meeting or the matter under consideration. If a member inadvertently fails to disclose an interest at the meeting, they must disclose it at the next available meeting, offer an apology, and same shall be recorded in the minutes.

**Meeting Minutes**

13.9 Council meeting minutes shall include:

- a) The place, date, and time of meeting;
- b) The names of the Presiding Officer, or Officers, and the attendance of the members and staff;
- c) The reading if requested, correction, and adoption of the minutes of prior meetings;
- d) All resolutions, decisions, and other proceedings of the meeting without note or comment. (Municipal Act S.228(1)(a))

13.9.1 The approved written minutes shall be the official record of all meetings.

**Consent Agenda**

13.10 The Consent Agenda may consist of information items, procedural items, approval of minutes, previously approved decisions, routine matters, correspondence requiring no action, and information reports. These items may be adopted collectively by a single motion of Council but can be transferred to the regular agenda for individual consideration if requested by a Council member.

**Council Liaison Report**

13.11 The Mayor and members of Council shall provide their Liaison Reports in writing to the Clerk by end-of-day on the Wednesday prior to the Council meeting date or present them verbally at each Council meeting. These reports shall pertain solely to the Township of Asphodel-Norwood Boards and Committees, Peterborough County Council, and Council-approved conferences and seminars.

Information presented during this section of the meeting is for informational purposes only and does not require a decision by Council.

**General Business**

13.12 A member may make a motion under general business, which due to its nature cannot be postponed to the next meeting of Council. These items must be of a significant or urgent nature.

**Confirming By-law**

13.13 At the conclusion of all regular meetings of the Council and prior to adjournment, a Confirming By-law shall be presented to confirm the actions of Council for each motion, resolution, and other action taken during that meeting.

The Confirming By-law, when introduced, shall be considered as having received three (3) readings and shall be voted on without debate.

**Future Meeting Schedule**

13.14 The Future Meeting Schedule will include two (2) months of future Council meetings, County Council meetings, Council appointed committee meetings, and local board meetings



**Article 14 – CORRESPONDENCE AND PETITIONS**

**Acceptance Criteria**

- 14.1 Every written communication intended for consideration by Council, including petitions, shall:
- a) Be legibly written or printed, comply with Township policies, and be free of any defamatory, obscene, offensive, indecent, improper, rude, or vulgar language;
  - b) Be signed by at least one (1) person and submitted to the Clerk; and
  - c) Include the name and mailing address of at least one (1) of the authors.

**Submission and Handling**

- 14.2 Correspondence and petitions requiring a Council decision shall be submitted to the Clerk for inclusion on the appropriate agenda and form part of the public record.

**Correspondence from External Entities**

- 14.3 Any correspondence from municipalities and other levels of government requesting external support shall be placed on the agenda as Correspondence for Action for Council’s consideration. If Council supports the request, the Clerk shall prepare and send a letter of support.

**Article 15 – DELEGATIONS AND PRESENTATIONS**

**Request to Address Council**

- 15.1 Any delegation wishing to address Council must complete and sign a Delegation Request Form and submit it to the Clerk no less than six (6) days before the meeting. If the request is deemed unclear or insufficient by the Clerk or their designate, it will be returned for clarification.

**Reappearance on the Same Matter**

- 15.2 A delegation that has previously appeared before Council regarding the same matter will not be permitted to address Council within six (6) months of the initial appearance, unless the Clerk determines there is new and pertinent information.

**Refusal of Delegations**

- 15.3 The Clerk, in consultation with the CAO, may refuse a delegation if at least one (1) public meeting has been held within the previous six (6) months where the public had an opportunity to present on the same subject.

**Submission of Written Material**

- 15.4 Any written material to be distributed to Council must be submitted to the Clerk by 4:30 p.m. on the Wednesday prior to the Council meeting.

**Presentation Format**

- 15.5 Pre-recorded video or audio submissions will not be accepted in place of a live delegation address. Delegates must appear in person or via electronic means.

**Limit on Number of Delegations and Presentations**

- 15.6 Delegations and presentations shall be limited to three (3) per meeting, or as determined by the Clerk.



**Order of Delegations and Presentations**

15.7 Delegations and presentations will be listed on the agenda in the order set by the Clerk.

**Time Limit and Speakers**

15.8 Each delegation is limited to ten (10) minutes and may include a maximum of two (2) speakers. This time limit may be extended at the discretion of the Head of Council.

15.8.1 There are no prescribed time limits to presentations.

**Article 16 – MOTIONS**

**Notice of Motion**

16.1 A member may introduce a motion at a meeting regarding a matter that would not otherwise be considered by Council at such meeting. Insofar as is practicable, notice of motions shall be given in writing to the Clerk not later than 4:30 p.m. six (6) days prior to the next regular meeting so that the matter may be included in the agenda.

16.1.1 A notice of motion shall not be considered or otherwise disposed of by Council unless the mover of the motion is in attendance at the meeting.

**Processing a Motion**

- 16.2 a) A member wishing to move or speak to a motion must first seek recognition from the Chair before speaking.
- b) A motion that requires a second must be duly seconded before the Presiding Officer or Clerk states the motion.
- c) Once the motion is stated, it shall be deemed to be in the possession of the Council or Committee, which will then determine its disposition.
- d) Once the debate is complete, the Chair will call for a vote and announce the result.

**Seconding a Motion**

16.3 A motion, except for questions of privilege, points of order, or withdrawing a motion, must be duly seconded before being put to a vote. All motions will be recorded in the minutes.

**Withdrawal of Motion**

16.4 Once a motion is deemed to be in the possession of the Council or Committee, it may be withdrawn at any time before it is disposed of, provided that both the mover and seconder jointly request its withdrawal and a majority of the Council or Committee consents to the withdrawal.

**Subsequent Motions**

- 16.5 Once a main motion is under consideration, no other motion shall be in order except the following:
- a) to Adjourn
  - b) to Amend
  - c) to Extend Curfew
  - d) to Defer
  - e) to Recess
  - f) to Refer
  - g) to Vote on the Question



## Motion to Adjourn

16.6 A motion to adjourn is used to conclude a meeting, and shall be decided without debate and is always in order, except:

- a) When a member is speaking;
- b) When a recorded vote has been called;
- c) During a vote;
- d) When a decision has been made to take a vote;
- e) When a member has expressed a desire to speak on the matter.

## Motion to Amend

16.7 A motion to amend shall:

- a) Be relevant to the main motion;
- b) Be open to debate;
- c) Not propose a direct negative to the main motion;
- d) Receive disposition by Council before any further amendments; and
- e) Not be further amended more than once.

16.7.1 Motions to amend shall be put to a vote in reverse order from which they are proposed. If an amendment is adopted, the main motion shall then be considered as amended.

16.7.2 **Friendly Amendments:** Notwithstanding the above, a formal motion to amend is not required if the mover and seconder of the main motion agree to reword the main motion to incorporate the proposed changes.

## Motion to Defer

16.8 A motion to defer is used to postpone a matter for consideration to a later time. It is open to debate, may be amended, and can be reconsidered.

## Motion to Recess

16.9 A motion to recess is used to take a break during a meeting and to set a time for resuming it. A recess may be convened either by motion or at the discretion of the Chair. The motion can be debated only on the length and timing of the break and can be amended to adjust these details.

## Motion to Refer

16.10 A motion to refer a question to a local Board or Committee with or without instructions may be amended but must be decided by Council before the main question or any amendments, and before any motion for the previous question or postponement.

## Motion to Vote on the Question

16.11 A motion to vote on the question is used to end discussion, close the debate, and proceed to a vote on the matter. The motion is not permissible until every member present has had the opportunity to speak to the question at least once. It is not amendable or debatable and requires a two-thirds (2/3) vote to pass. Once adopted, the Chair must immediately call the vote on the affected motion(s).

Once the Presiding Officer has put the question, no member may speak or make another motion until the vote is taken and the result is declared.



### **Motion to Reconsider**

16.12 A motion to reconsider is used to bring back an adopted or defeated main motion disposed of by the same Council for additional discussion and a new vote. It requires a two-thirds (2/3) vote to be adopted.

### **Motion to Rescind**

16.13 A motion to rescind is used to cancel, nullify, or void a main motion adopted at a previous meeting. It affects only the present and future, and is not retroactive. The motion can only be made when no other business is pending, is debatable but not amendable, and requires the same type of vote as was needed to adopt the original motion. A motion to rescind a defeated motion is not in order.

### **Motion to Appeal**

16.14 A motion to appeal the decision of the Chairperson must be made immediately when the ruling is issued, does not require a seconder, and shall not be debated or amended.

### **Procedural Validity**

16.15 If the Presiding Officer deems a motion contrary to Council rules or privileges, they shall inform members immediately before putting the question, citing the applicable rule or authority without debate.

### **Voting on Motions**

#### **Unrecorded Vote**

16.16 The manner of determining the Council's decision on a motion, whether by voice, show of hands, or standing, is at the discretion of the Presiding Officer.

#### **Recorded Vote**

16.17 If a member requests a recorded vote before or after the vote, they will vote first, followed by the remaining members in alphabetical order. Members disqualified from voting by an Act shall announce their votes openly, and the Clerk will record each vote (Municipal Act S.246(1)). The minutes will note the names of those who voted for and against, with abstentions counted as negative votes. The Clerk will announce the results (Municipal Act S.246(2)).

### **Voting Protocol for Presiding Officers**

16.18 The Head of Council may vote on all questions and, when doing so, shall vote last, except when disqualified due to a conflict of interest or if a recorded vote is requested (Municipal Act S. 246).

### **Equality of Votes**

16.19 Except as otherwise provided by statute, a question with an equal number of votes is deemed defeated (Municipal Act S.245).

### **Secret Ballots**

16.20 Votes shall not be taken by secret ballot or any other method of secret voting; such votes are considered invalid.



**Article 17 – RULES OF DEBATE**

**Addressing the Chair**

17.1 Members shall raise their hand to indicate their desire to speak and shall not speak until recognized by the Chair.

**Speaking Through the Chair**

17.2 The Chair shall recognize the members in the order they indicate their desire to speak. Once acknowledged, members shall address all questions through the Chair.

17.2.1 When two (2) or more members wish to speak, the Chair shall recognize the member who, in their opinion, was first to indicate a desire to speak.

**Mover and Second**

17.3 Through the Chair, the member who moves a main motion has the first right to speak on that motion, followed by the seconder.

17.3.1 All motions must be seconded before they are debated or voted on.

**Subject**

17.4 No member shall speak on any subject other than the matter currently under debate.

**Conduct During Voting**

17.5 When the Chair calls for a vote, members shall remain seated and quiet until the result is declared by the Chair. Members must not walk across the room, speak to others, or create any disturbance.

17.5.1 No member shall pass between a speaker and the Chair or interrupt the speaker except to raise a point of privilege, appeal a decision of the Chair, or raise a point of order.

**Time Limit**

17.6 A member may speak to any question a maximum of two (2) times, unless otherwise permitted by the Presiding Officer. A member may not speak a second time until all other members who wish to speak have had their opportunity. Each member is limited to speaking for no more than five (5) minutes on any item, except to explain any material part of the debate that may have been misunderstood, unless otherwise permitted by the Presiding Officer.

**Stating the Motion**

17.7 Any member may request that a motion under discussion be read at any time during the debate, provided that such a request does not interrupt the member currently speaking.

**Chair Participation**

17.8 If the Chair wishes to move a motion and participate in the debate, they shall designate the Deputy Chair or another member to temporarily preside over the meeting until the motion and any related motions are disposed of.

**Integrity of Staff**

17.9 Members shall not question the personal or professional integrity of Municipal Employees while asking questions through the Chair.



**Article 18 – QUESTIONS OF PRIVILEGE**

**Raising a Question of Privilege**

- 18.1 Where a member believes that the integrity, honour, character, or dignity of the Mayor, a member of Council, or staff as a whole has been called into question may, with the Presiding Officer’s consent, raise a matter of privilege at any time. No debate is allowed on this matter; it is solely for drawing the Council’s attention to the issue.

**Disposition and Continuation**

- 18.2 Any motion arising from a question of privilege shall be addressed by the Council immediately. After the Council has resolved the motion, the interrupted motion shall resume consideration at the point where it was suspended.

**Article 19 – POINTS OF ORDER**

**Grounds for Point of Order**

- 19.1 A member may raise a point of order to address the following issues:
- a) Breach of the Council’s Rules of Procedure;
  - b) Defect in the constitution of any Council meeting;
  - c) Use of improper, offensive, or abusive language;
  - d) Irrelevance of the matter under discussion to the proposed motion;
  - e) Any other informality or irregularity in the Council’s proceedings.

**Presiding Officer’s Role**

- 19.2 The Presiding Officer is responsible for maintaining order and making decisions on questions of order.

**Procedure for Raising a Point of Order**

- 19.3 A member wishing to raise a point of order must first seek permission from the Presiding Officer. Once permission is granted, the member shall state the point of order and wait for the Presiding Officer’s decision.

**Suspension of Business**

- 19.4 No further business shall proceed until the Presiding Officer has made and announced a decision on the point of order.

**Addressing the Presiding Officer**

- 19.5 Following the decision on a point of order, a member may only address the Presiding Officer for the purpose of appealing the decision to the Council.

**Finality of Decision**

- 19.6 If no appeal is made, the Presiding Officer’s decision on the point of order is final.

**Appeal Process**

- 19.7 If a member appeals the decision to Council, the member shall have the right to state a case, the Presiding Officer shall have the right to reply; and the Council shall decide the question without further debate, and its decision shall be final.





**Article 20 – CONDUCT**

**Respect for Authority**

20.1 No member shall speak disrespectfully of the reigning Sovereign, any member of the Royal Family, the Governor-General, the Lieutenant Governor of any province, or any member of the Senate, House of Commons of Canada, or the Legislative Assembly of the Province of Ontario.

**Rules of Decorum**

- 20.2 No member shall:
- a) Use offensive or unparliamentary language against Council, members, staff, or guests;
  - b) Speak until recognized by the Presiding Officer;
  - c) Speak on matters not currently under debate;
  - d) Criticize a Council decision except when moving to reconsider the question;
  - e) Disobey the rules of the Council or decisions made by the Presiding Officer or Council on questions of order or interpretation. If a member persists in disobedience after being called to order, the Presiding Officer may immediately put the question, without amendment, adjournment, or debate, “that such member be ordered to leave their seat for the duration of the meeting.” If the member apologizes, they may be permitted to return to their seat by a vote of Council.

**Proper Address**

20.3 Addressing the Mayor and Deputy Mayor:

The Mayor shall be addressed as “MAYOR”, “MAYOR [Surname]”, or alternatively as “YOUR WORSHIP” or as requested.

The Deputy Mayor shall be addressed as “DEPUTY MAYOR, “DEPUTY MAYOR [Surname]” or as requested.

20.3.1 Addressing the Chair of a Board or Committee

The Chair of a local Board or Committee shall be addressed as “CHAIR [Surname]” or as requested.

20.3.2 Addressing Members of Council:

All other Members shall be addressed as “COUNCILLOR”, “COUNCILLOR [Surname]” or as requested.

20.3.3 Addressing Members of Staff:

Members of Staff shall be addressed by their title or “TITLE [Surname]” (i.e. CAO [Surname], Clerk [Surname]) or as requested.

**Access to the Council Table**

20.4 No individuals, other than members and Officers of the Council, shall approach the Council table during a meeting without the permission of the Presiding Officer or Council.

**Public Participation**

20.5 Attendees shall not participate in a meeting unless they are listed on the agenda as a delegation or presentation. All participants must adhere to the rules and procedures outlined in this By-law.





**Article 21 – SUSPENSION OF RULES**

**Suspension of Procedure**

21.1 Any procedure required by this By-law may be suspended with unanimous consent of the members of Council present, except for any statutory requirements which cannot be suspended. Statutory requirements are identified in this By-law by reference to the applicable Act.

**Statutory Requirements**

21.2 Provisions of this By-law that are statutory requirements under the Municipal Act are noted with reference to the relevant section of the Act. Amendments to these statutory provisions made by the Province of Ontario shall take precedence over the provisions contained herein, and this By-law shall be deemed to be amended accordingly to conform with such changes.

**Article 22 – SEVERABILITY**

22.1 If any portion of this By-law is declared illegal or unenforceable by a court or tribunal of competent jurisdiction, that portion shall be considered severed from the By-law. The remaining provisions of the By-law shall continue to operate in full force and effect.

**Article 23 – ADMINISTRATION**

**Short Title**

23.1 This By-law may be cited as the Procedural By-law.

**Repeal of Existing By-Law**

23.2 By-law No. 2022-18 of the Township of Asphodel-Norwood and any other By-law or part thereof which conflicts with this By-law be hereby repealed.

**Effective Date**

23.3 This By-law shall come into force and take effect on the final passing thereof.

Read a first, second, and third time and finally passed this 10<sup>th</sup> day of September, 2024.

\_\_\_\_\_  
Patrick Wilford, Mayor

\_\_\_\_\_  
Melanie Hudson, Clerk

**Date:** September 15, 2025**Resolution No.** COU-2025-30**Moved By:** Councillor Wheeldon**Seconded By:** Councillor Rowley

Whereas Canadian governments at all levels are structured by and derive their legitimacy from democratic principles, practices, and norms;

And Whereas many countries around the world are experiencing increased political polarization and hostility, shifts toward authoritarianism, and the undermining of democratic norms;

And Whereas incivility and hostility increasingly define the political sphere in Canada at every level of government, but particularly in systems with political parties;

And Whereas this hostile political climate drives lower democratic participation, including low voter turnout and fewer and less diverse political candidates, resulting in a lopsided and unhealthy democracy;

And Whereas poor political health undermines the ability of democratic institutions to exercise effective leadership and overcome the unprecedented challenges of the 21<sup>st</sup> century;

And Whereas elections are one of the most central and participatory parts of Canadian democratic systems;

And Whereas numerous studies, including those by Parliamentary committees, have identified our First Past the Post electoral system as driving increasing polarization and declines in voter participation, and have recommended some form of proportional representation;

And Whereas electoral reform enjoys broad public support, with a majority of polling respondents who identify with every major party supporting change in the way that they vote;

Therefore Be It Resolved that the Municipality of Brighton call upon the provincial and federal governments to enact electoral reform, adopting proportional systems in which every vote counts and polarization is diminished, in order to safeguard and empower Canadian democracy;

11.1



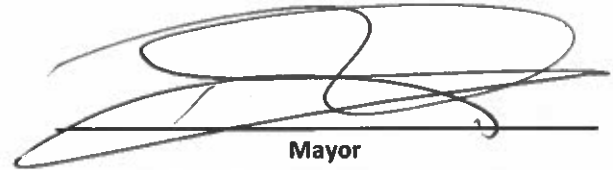
And Be It Further Resolved that this motion be circulated to Prime Minister Mark Carney, Premier Doug Ford, and all Ontario municipalities.

Carried

☒

OR Defeated

☐

  
Mayor

| Recorded Vote                                                                    |     | For Clerks Use Only |         |        |                                              |
|----------------------------------------------------------------------------------|-----|---------------------|---------|--------|----------------------------------------------|
| Recorded vote called by: _____                                                   |     |                     |         |        |                                              |
|                                                                                  | For | Against             | Abstain | Absent | COI                                          |
| Mayor Brian Ostrander                                                            |     |                     |         |        |                                              |
| Deputy Mayor Ron Anderson                                                        |     |                     |         |        |                                              |
| Councillor Anne Butwell                                                          |     |                     |         |        |                                              |
| Councillor Hannah MacAusland                                                     |     |                     |         |        |                                              |
| Councillor Emily Rowley                                                          |     |                     |         |        |                                              |
| Councillor Jeff Wheeldon                                                         |     |                     |         |        |                                              |
| Councillor Bobbi Wright                                                          |     |                     |         |        |                                              |
| <b>Total</b>                                                                     |     |                     |         |        |                                              |
| <b>Carried</b> <input type="checkbox"/> <b>Defeated</b> <input type="checkbox"/> |     |                     |         |        | <b>Clerk's Initials</b> <input type="text"/> |

11.1.

# C6

**RESOLUTION NO.:** 14

Be it further resolved that a copy of this resolution be forwarded to The Honourable Minister of Education of Ontario, local Members of Provincial Parliament, the Association of Municipalities of Ontario and all Ontario municipalities, with a request for their endorsement.

**MAYOR:** Harrison



**Municipality of Tweed Council Meeting  
Council Meeting**



**Resolution No.** 429  
**Title:** Enbridge Gas Ontario  
**Date:** Tuesday, September 23, 2025

**Moved by** Councillor P. Valiquette  
**Seconded by** Councillor J. Flieler

WHEREAS the Province has posted ERO 025 0923, Consultation on the Future of Community Natural Gas Expansion, seeking feedback from municipalities, Indigenous communities and other stakeholders on how Phase Three (3) could best support access to natural gas for community development.

AND WHEREAS expanding access to natural gas is identified as a tool to support affordability and economic growth in Ontario communities, with Phases One (1) and Two (2) estimated to enable connections for approximately 17,000 buildings across 59 communities, and 16 projects completed to date.

AND WHEREAS the Municipality of Tweed is working toward its housing and employment land goals that contribute to Ontario's broader objective to build at least 1.5 million homes by 2031 and recognizes that timely servicing solutions (including natural gas where appropriate) can help enable these targets.

AND WHEREAS Ontario's energy future relies on a balance of affordability, reliability, and sustainability by leveraging a mix of energy solutions—including natural gas, electricity, and emerging energy technologies, to meet growing community needs. And whereas natural gas continues to play a critical role in supporting energy affordability, economic competitiveness, and enabling housing and employment growth across the province.

THEREFORE BE IT RESOLVED THAT Council:

1. Supports the Ministry's consultation on the Future of Community Natural Gas Expansion (NGEP Phase 3) and endorses access to natural gas as an option to other energy solutions to advance [Municipality]'s housing, employment lands, and economic development objectives.
2. Directs staff to submit comments to ERO 025 0923 reflecting the Municipality of Tweed's priorities, including: priority application types, alignment with Official Plan/Secondary Plans, sites and corridors where gas access would enable development (housing/employment lands), any Phase 1 and 2 learnings (if applicable) and practical barriers (e.g., timing, permitting, costs, land access).
3. Forward this resolution to MPP Ric Bresee, the Minister of Energy and Mines, the Ontario Energy Board, AMO, and neighbouring municipalities.

**Carried**



## The Corporation of the Town of Midland

**C8**



575 Dominion Avenue  
Midland, ON L4R 1R2  
Phone: 705-526-4275  
Fax: 705-526-9971  
info@midland.ca

September 25, 2025

Via Email [doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)

Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, Ontario M7A 1A1

Dear Premier Ford:

**Re:** Council Resolution Opposing the Elimination of Automated Speed Enforcement (ASE) Cameras

Please be advised that Town of Midland Council passed the following Resolution at their September 24<sup>th</sup>, 2025 Regular Council Meeting:

**Moved By:** Councillor MacDonald  
**Seconded By:** Councillor Ball

**Resolution Number:** RES-2025-247

**WHEREAS** a 2025 CAA survey of 1,500 Ontario drivers found 73 per cent actually support the use of speed cameras and 76 per cent say they deter speeding. A recent SickKids study also found they cut speeding around Toronto schools nearly in half;

**AND WHEREAS** the Ontario Association of Chiefs of Police (OACP) who said "Employing ASE tools has been proven to reduce speeding, change driver behaviour, and make our roads safer for everyone — drivers, cyclists, pedestrians, and especially children and other vulnerable road users";

**AND WHEREAS** the Town of Midland entered into legal and good faith implementation of Provincially approved automated speed enforcement cameras to reduce speeds in our school and community safety zones and has committed to the continued installation of traffic calming infrastructure in our community whose funding source is fines from offenders rather than law abiding taxpayers;

**AND WHEREAS** the Premier has announced his intention to introduce legislation to ban automated speed enforcement;

**BE IT** resolved that Midland Council send this resolution expressing our opposition to any attempts to usurp this community safety initiative in our community and that copies be circulated to the MMAH, the MTO, AMO and Ontario Municipalities.

**CARRIED**



Yours Truly,

*Sherri Edgar*

Sherri Edgar  
Director of Legislative Services/Town Clerk

cc. Hon. Rob Flack, Minister of Municipal Affairs and Housing, [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)  
Hon. Prabmeet Sarkaria, Minister of Transportation, [prabmeet.sarkaria@pc.ola.org](mailto:prabmeet.sarkaria@pc.ola.org)  
MTO, [mtinfo@ontario.ca](mailto:mtinfo@ontario.ca)  
AMO, [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)  
Ontario Municipalities

**VIA EMAIL**

Tuesday, October 14, 2025

The Honourable Doug Ford, Premier of Ontario  
The Honourable Kinga Surma, Minister of Infrastructure  
The Honourable Rob Flack, Minister of Municipal Affairs and Housing  
The Honourable Francois-Phillipe Champagne, Minister of Finance  
Association of Municipalities of Ontario (AMO)  
Ontario Small Urban Municipalities (OSUM)  
Federation of Canadian Municipalities (FCM)  
The United Counties of Leeds and Grenville  
All Upper- and Lower-Tier Municipalities in Ontario

---

Please be advised that at its Regular Council meeting held on Monday, September 29, 2025, the Council of the Township of Edwardsburgh Cardinal unanimously adopted the following resolution:

**RESOLUTION: Ontario Community Infrastructure Fund (OCIF)**

WHEREAS the Township of Edwardsburgh Cardinal acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario's rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;





WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities' ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;

WHEREAS the Township of Edwardsburgh Cardinal requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

1. The Township of Edwardsburgh Cardinal calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.
2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.
3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.
4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data, demographic projections, climate resilience metrics and rural equity considerations.
5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.



**EDWARDSBURGH CARDINAL**

Phone: 613-658-3055  
Fax: 613-658-3445  
Toll Free: 866-848-9099  
E-mail: [mail@twpec.ca](mailto:mail@twpec.ca)

P.O. Box 129,  
18 Centre St.  
Spencerville, Ontario  
K0E 1X0

6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.
7. The Clerk of the Township of Edwardsburgh Cardinal forward this resolution to:
  - The Honourable Doug Ford, Premier of Ontario
  - The Honourable Kinga Surma, Minister of Infrastructure
  - The Honourable Rob Flack, Minister of Municipal Affairs and Housing
  - The Honourable Francois-Phillipe Champagne, Minister of Finance
  - Association of Municipalities of Ontario (AMO)
  - Ontario Small Urban Municipalities (OSUM)
  - Federation of Canadian Municipalities (FCM)
  - The United Counties of Leeds and Grenville
  - All upper- and lower-tier municipalities in Ontario

If you have any questions, please contact me at the email address below.

Sincerely,

Natalie Charette  
Interim Clerk  
[clerk@twpec.ca](mailto:clerk@twpec.ca)



## Appendix "A"

| A. NOMINATOR'S INFORMATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Name (Individual or Organization): <u>Leslie Ann Campbell Cindy King</u><br><u>Andrew Wrightly</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |
| Mailing Address: <u>255 Campbell Road, RR#5</u><br><u>Warkworth, ON K0K 3K0</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                           |
| Telephone: <u>705-875-5138</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | E-mail: <u>lesliea.campbell@ymail.com</u> |
| B. INFORMATION CONCERNING THE PROPOSED NAME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                           |
| Proposed Name: <u>Wrightly Way</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |
| If the name suggested relates to the commemoration of an individual who is alive, please provide the individual's contact information in the section below.<br><i>Note: A Commemorative Name may be used only once in the Township of Asphodel-Norwood – subsequent requests will be denied.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                           |
| Name:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                           |
| Mailing Address:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                           |
| Telephone:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | E-mail:                                   |
| <b>Applicable Criteria (select all applicable criteria):</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> The nominated name has demonstrated excellence, courage or exceptional service to the citizens of Asphodel-Norwood, the Province of Ontario and/or Canada, including veterans of military conflicts;</li> <li><input checked="" type="checkbox"/> The nominated name has an extraordinary community service record;</li> <li><input checked="" type="checkbox"/> The nominated name has championed a successful local initiative;</li> <li><input checked="" type="checkbox"/> The rationale associated with the selection of the nominated would be understandable to the majority of Asphodel-Norwood residents</li> <li><input type="checkbox"/> The nominated name recognizes the contributions of organizations such as a partnership with or without financial contribution</li> <li><input type="checkbox"/> The nominated name has historical significance;</li> <li><input type="checkbox"/> A direct relationship or association existed between the place of residence of or community efforts undertaken by the individual/family and the property, building or element to be named;</li> </ul> |                                           |



- ☐ The nominated individual has made a significant financial contribution to a park or facility, and the contribution significantly benefits the community that the park or facility serves (i.e., the park or facility may not have otherwise been possible without the financial assistance)
- ☐ The nominated name identifies an individual/group that originated from the Township but has reached professional acclaim in their field and therefore promotes a positive image for the Township.

### C. RATIONALE

**Please describe the rationale for Nomination and attach background information related to criterion chosen, which substantiates all claims made (include copies of newspaper articles, certificates, awards, letters of support or commendation, service records, pictures, etc.)**

Please see the attached documentation.  
Application plus sixty five pages.

Charlie Ann Campbell

Please note all information provided below and/or attached to this Application Form will form part of the Naming Application Form and will therefore be released to the public in any public notices/advertisements produced, public Agenda and Minutes, and Reports which may go forward to Council.



## Council for the Township of Norwood-Asphodel

Enclosed with this application is evidence of our rationale for requesting the section of street from Alma Street easterly to the Norwood-Asphodel Community Centre, playground and ball park in the Township of Norwood-Asphodel to be named Wrightly Way.

This request is to recognize and honour our parents Hazel and Lawrence (Bud) Wrightly. They each, and together, gave much to their beloved community of Norwood and beyond. Dad was usually (always 😊 ) the front man but Mom was always by his side backing him up. We recall growing up that Mom would mend sports jerseys and have the two clotheslines in their back yard full of freshly laundered sweaters on good drying days. Dad was part of the original Norwood Minor Sports executive. He was also on the ice or ball field coaching, managing, assisting our brother Larry when he was doing the same. Mom and Dad travelled all over Ontario cheering on Norwood teams. It made no difference if they did or did not have a child or grandchild of their own involved. If they were Norwood players, of any age, they had Mom and Dad's support. Both Mom and Dad were involved in the local Legion. Dad was out selling Catch The Ace tickets and Mom was at home counting the tickets and cash to ensure all was organized to hand in for the next draw. Both Mom and Dad worked with a number of people to raise funds for the community to be able to build the beautiful new arena. Dad served not only on the executive of the Legion but also the cemetery board and PUC. Dad took great pride in his part of keeping the grounds of the cemetery in fine shape, constantly cleaning headstones and raising corner stones. He loved to keep the trees trimmed, not only at the cemetery but also at the new park/arena/ball field/fairgrounds areas. Mom and Dad grew up, courted, married, raised their family, retired and now died without once ever considering leaving this community. They celebrated birthdays of 92 and 91 and 69 anniversaries here enjoying friends and relatives in the curling club, Legion and new arena venues. Their last big celebration was in the Millenium Room for anniversary #60. They did have a small covid style yard party for their #65 welcoming a number of people. They were honoured with Grandparents of the Year when their oldest granddaughter wrote her heartfelt words of praise in grade three. They participated in most community events all year long either helping out or attending to support others efforts. They have been honoured and humbled by the accolades bestowed upon them by the community/township, the county, the province. Whether it be sports related or selling poppies for the Legion. Be it organizing the pool league, assisting in honouring the veterans in the local cemetery or helping with serving and then washing dishes at church dinners in years past. Should it be knitting lap blankets for the nursing home residents or mittens by the hundreds donated to various charities (some going worldwide) if our parents felt they could help they would help. We know of numerous small acts of kindness they did over the years that were never to receive public acknowledgment.



They loved their life in this town. They never asked for much for themselves. They never once drove a brand new car but you would be hard pressed to find someone who kept their "older" vehicles washed and chamoised as Dad did. Mom never asked for anything fancy for herself but if she could give you a dish cloth she had just completed she was smiling. They always appreciated what they had and just wanted everyone else to do well and be happy too. If you asked them, they believed they had the best life going.

We have the greatest love and respect for our parents. We hope everyone is as lucky as us and can look at the two people who brought them into this world and say they raised us the best they knew how and never once turned their back on us. We are indeed blessed and they always deserved everything we could do for them in return. We asked in their obituaries for people to perform an act of kindness in their memory. Our gift, our act of kindness to them, is to have their name and their life's work in this community always remembered and appreciated by all who drive in this lane to participate, in some way, at any of the great facilities offered here. Since our parents passing, the Wrightly family has committed to carrying on what we have been taught by example. Donations in Mom and Dad's memory have been made of a monetary fashion to local hospitals and hospices. Donations of so many of Mom and Dad's possessions have been made to individuals, a wide variety of charities, a local church. Many of our family are trying to pay it forward where ever we live, each in our own way. Kindness has a ripple effect and we are hoping council grants this naming of Wrightly Way as an everlasting reminder of that. We ask that council agree to name that lane Wrightly Way in honour of Hazel and Bud.

Thank you for reviewing our letters and the accompanying memories.

Sincerely

Leslie Ann Campbell, Cindy King, Andrew Wrightly



Documents enclosed:

Completed Township Asset Naming Policy Appendix "A" application

Copy of letter presented to Pat Wilford

Copy of original letter we presented to the residents of Ridge Street with signatures from several

Photo of Mom and Dad in their courting years at the Village Grill in Norwood

Photo of the Wrightly family in 2017 (since then several new members to total 36 – Two plus four children plus seven grandchildren plus twelve great grandchildren plus significant others)

Dummer News article on Bud and Hazel

Photos of anniversaries – 35<sup>th</sup> at the curling club and 50<sup>th</sup> at the Legion

Asphodel-Norwood Township recognition award for 50<sup>th</sup> Wedding Anniversary

Norwood News Community Press article for 60<sup>th</sup> Wedding Anniversary

The Examiner article for 65<sup>th</sup> Wedding Anniversary

Asphodel-Norwood Township 65<sup>th</sup> Congratulations

1991 County of Peterborough Grandparents of the Year award for Hazel and Bud

Township recognition of Brides of the Town and Township – Westwood

Photo of home built by Bud and Hazel where they resided until their passing plus photo of the Wrightly "homestead" since 1944

Copy of original 1944 deed showing Andrew Wrightly's purchase of Ridge Street properties

Copy of original deed showing Lawrence and Hazel purchase of 74 Ridge Street property 1959

Village of Norwood certificate to Lawrence "Bud" in recognition of his contribution to the village 1997

Photo of Hazel and Bud receiving the 2001 County award plus Celebration '88 awards photo

County of Peterborough award for community involvement with newspaper articles Lawrence and Hazel 2001





Tree Planting in honour of their contribution to our community to Bud and Hazel 2006

Asphodel-Norwood Community Recognition Award 2009 to Hazel and Bud newspaper article and award

Asphodel-Norwood Senior of the Year Award 2017 to Lawrence (Bud) plus newspaper article

PUC confirmation for Bud

Asphodel-Norwood Cemetery award and newspaper article for Bud for board chairman 1998-2008 and Caretaker 2005-2012

Certificate of Appreciation for Hazel from Norwood Legion 2018

Certificate of Appreciation for Bud from Norwood Legion 2010

Plaque from Norwood Legion to Hazel and Bud for work in minor sports

Certificate of Merit to Bud from Norwood Legion for recognition for dedication to Catch the Ace Campaign 2018

Citation and Award of Lifetime Membership by Norwood Legion to Bud

The Shield EMC newspaper article about the Poppy Campaign showing Bud 2008

Newspaper articles (2) showing Bud involved in Norwood Legion

Norwood News article about the 1948-1949 OMHA Midget Championship Team that Bud was on (with other Norwood boys) award by the Trent Hills Wall of Honour and Government of Ontario certificate

Plaque to Lawrence "Bud" in recognition of distinguished and devoted service to Norwood and District Minor Sports Association 1973-1975

Fife-Hall Memorial plaque for effort and service to minor softball to Lawrence "Bud" on behalf of Norwood Juveniles 1963

Recognition sketch Lawrence "Bud" in Norwood Asphodel arena for Wall of Honour recognizing fund raising 1999

Various badges for Norwood hockey and ball

Certificate of Merit Celebration '88 from Government of Canada to Bud in recognition of contribution to your community plus photos





3M Coaching Recognition Award to Bud for outstanding commitment and contribution coaching amateur hockey 1999

Photos of Norwood ball and hockey teams showing just a couple teams Bud was coaching or managing over the years

Plaque of puck drop at new Asphodel Norwood Community Center for Centennial Faceoff 2005 Bud and Hazel



October 2025

### Street Renaming Request to Members of Norwood Asphodel Council

We are sure all members of this council are aware of the recent passing of two long standing members of the Norwood Community. Bud and Hazel. Hazel and Bud. Everyone knew Mr. and Mrs. Wrightly who lived on Ridge Street their entire 69 ½ years of married life. With their passing their children have discussed how to honour a couple who gave so much of themselves to their beloved community. Along with many others in the community, over the years they dedicated their time and energy into making this the Friendly Town it is. They were so proud to call Norwood home, to raise their family here and to retire and spend their golden years here.

Please note that we - Leslie, Cindy, Andrew – originally proposed a name change to Ridge Street from Pine Street to the westerly point of Ridge. This property, Lot 17 to Lot 25 inclusive, was purchased in 1944 by Andrew and Elsie Wrightly – our grandparents – Dad/Bud's parents. However, upon discussion with the residents it has been determined that the required changes would be more than some are interested in making. We respect this and have decided to rescind our proposal. Our parents loved their street, their neighbours, their community. They, nor we, would wish to cause any distress for anyone. We only wished to honour our parents' memory along with our family history.

However, a possible alternate option has been suggested. The lane from Alma Street to the arena has no homes to disrupt anyone's lives. We are asking council to consider naming this piece of road "Wrightly Way". We would love to see our parents' memory honoured in such a manner. We appreciate your consideration of this matter and respect any decision made. Any questions or concerns please contact any of us. Thank you for your time.

Sincerely,

Andrew Wrightly, Cindy King, Leslie Ann Campbell



September 2025

### Street Renaming Request to Members of Norwood Asphodel Council

We are sure all members of this council are aware of the recent passing of two long standing members of the Norwood Community. Bud and Hazel. Hazel and Bud. Everyone knew Mr. and Mrs. Wrightly who lived on Ridge Street their entire 69 ½ years of married life. With their passing their children have discussed how to honour a couple who gave so much of themselves to their beloved community. Along with many others in the community, over the years they dedicated their time and energy into making this the Friendly Town it is. They were so proud to call Norwood home, to raise their family here and to retire and spend their golden years here.

In April of 1944 Andrew and Elsie Wrightly bought property and settled in. The original property consisted of Lot #17 to Lot #25 inclusive. Attached is confirmation of the purchase. The third generation of Wrightlys are now residing in the "homestead" at 72 Ridge just over eighty years later. Bud and Hazel started married life in an apartment attached to the homestead. They then purchased the lot next door in 1959 and built their home at 74 Ridge. Karl and Barb purchased the home at 72 next and now Randy and Sheila call 72 Ridge their home.

We, Leslie, Cindy and Andrew Wrightly, are proposing a name change to Ridge Street from the corner of Ridge and Pine Streets to the furthest westerly point of Ridge Street. As mentioned, the original purchase ran this full stretch. We would ask council to consider renaming this section Wrightly Ridge or Wrightly Way to honour the longest residing residents of this end of Ridge Street. We have spoken with the eight residents of the street and have obtained their consent that they would not oppose a change of address. Should you agree to make this change it would honour three generations of our family recognizing posthumously not only Bud and Hazel but also Andrew and Elsie, Karl and Barb plus current residents Randy and Sheila.

We appreciate your consideration of this matter and respect any decision made. Thank you for your time.

Sincerely,

Andrew Wrightly, Cindy King, Leslie Ann Campbell



Andrew, Cindy and Leslie have presented their idea of a name change to our section of the street. We are not opposed to this idea.

Sue Bennett  
Craig & Julia Barber

Debbie Avila  
Crista Avila  
Randy K. Whightley

Shelia Cribble  
John Stennett

Hal Kelly



From counting at the Village Grill Highway #7  
Hollywood  
to a family of 36 (this photo from 2017 so  
not all the newest members present)



## Memories *jmj with Bud Wrightly*

It was a pleasure indeed to meet a wonderful couple who have been dedicated community supporters for many years. Norwood's Bud and Hazel Wrightly welcomed the Dummer News into their home for a trip down Memory Lane. We hope you enjoy it.

Lawrence Andrew 'Bud' Wrightly came into the world with the weigh scales reading well over 12 pounds. On July 13, 1933 the settlement of South Lake, north of Havelock, increased their population by one. The youngest of 4 children was born to Andrew and Elsie (Moore) Wrightly.

"These were the depression days", said Bud. "I'm not exaggerating when I say the house I was born in was an old log cabin with dirt floors. My parents had been living and working in Niagara Falls when the tough times forced them to come 'home'. My Dad was born and raised at South Lake and went to the old one room school that was located there. That building is now the schoolhouse at Lang Pioneer Village. My mother was an Asphodel girl who also spent time at South Lake. I guess that's how they met."

By the time Bud was three, the family moved to what is known today as the Williamson property on County Road 40 in Douro-Dummer.



*A young Bud and Hazel*

### Warsaw Lunch

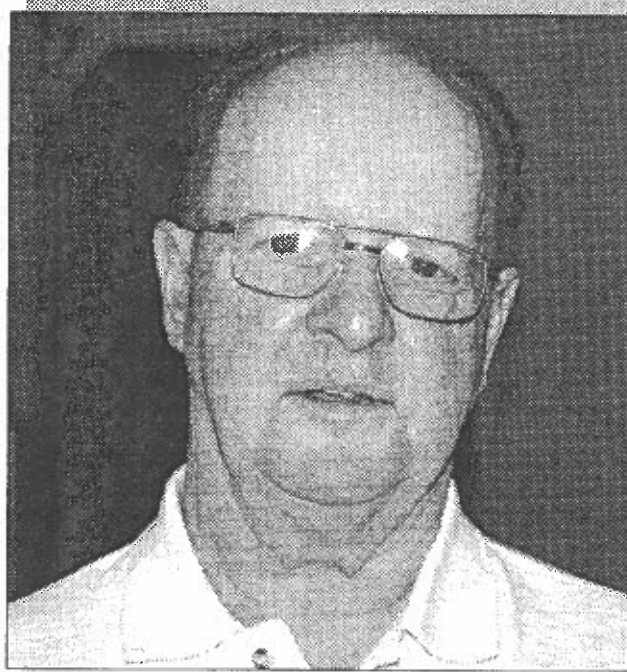
*"A Nice Place to Meet and Eat"*

Eat-In or Take Out  
'All-Day Breakfast'



Dining Room Available  
for Private Functions

*In the heart of downtown Warsaw – 652-7071*



"I sure recall my dad as a very hardworking man," Bud said. "He lived through some hard times, but did whatever he had to in order to look after his family. I attended the old Brick School for a while before we moved to the old hotel near the train station in Norwood. We then moved to the 'Radden House' across from the Post Office in Norwood, which is now the Bullock Insurance Office. In 1946 we were located at our home on Ridge Street."

Bud enjoyed the typical life of a Norwood youth in the late 1940's and the 1950's. Swimming in the Mill Pond was one of the more enjoyable pastimes for Bud and his peers.

"I always loved sports. Hockey and ball were a mainstay for us. We made lots of memories in those days. I remember how we'd hitch a ride on a sleigh in the wintertime and go for a ride. I recall doing just that on the sleigh driven by Stan Andrews. To this day he calls me 'the little fella who hitched a ride'. My buddies in those days included Carl Davis, the Spencer brothers, Ken Cuthbertson and Ross Horne, to name a few. Yes, we had some good times."





## TIM J. F. NICHOLLS, C.A. Chartered Accountant

*"personal, professional service to meet your individual and corporate accounting, auditing and taxation needs"*

294 Rink St., PETERBOROUGH  
741-5612 or 760-2670  
tim@nichollsc.ca

## Peterborough Carpet Land & Decorating Centre

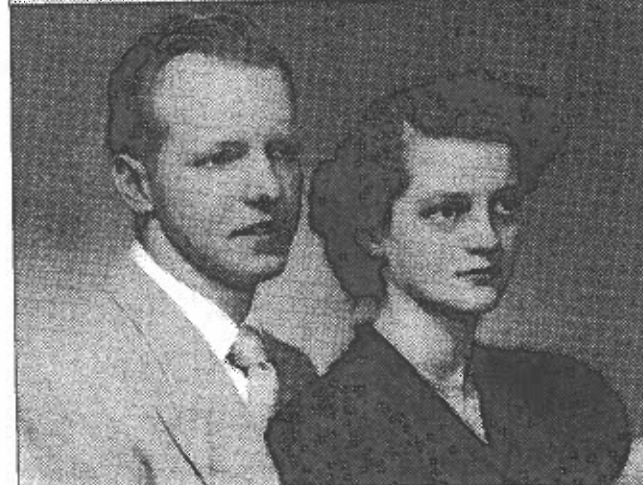
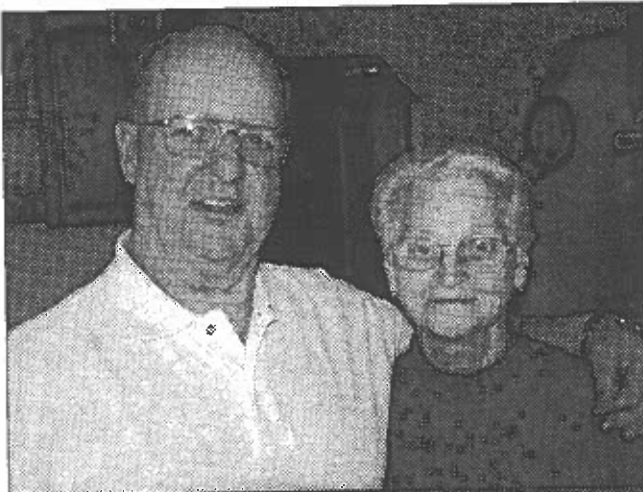
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By the time he was 16, school days were over for Bud. His first venture into the working world was taking a carpentry job in Brantford, Ontario.

"I knew I wanted to come home after a short time", said Bud. "I remember Harry Wilford thinking I was a pretty good hockey player.. When I was home for the weekend, he arranged for a tryout with the Junior Petes and a shot at a job at CGE. Well, thanks to a solid hit from Dean Wasson, my hockey career pretty well ended but my job at CGE was there. I worked there for over 8 years before beginning a 34 year stay at Outboard Marine."

It was around this same time in 1950 that young Hazel Kelly was getting the attention of Bud Wrightly. They both grew up in the same community and pretty well always knew each other. They were married on August 26, 1955 at the United Church Manse in Campbellford. They would have four children: Leslie Ann, Larry, Cindy and Andrew. Seven grandchildren now round out this very close family.

"We built our family home on Ridge Street in 1959", said Bud. "I recall Boyd Kelly, Harry Wilford, Bergen Payne, Milford Parker and Ross Horne all giving me a welcomed helping hand. We moved in the following year."

Bud and Hazel are legendary in their love for local sports in the Norwood community. Their involvement in ball and hockey has been non-stop for many years. Bud was a very accomplished hockey player in his day. He played for the famous 1948-49 Hastings Midget team that won the Provincial title. Bud has spent many years coaching and helping out with minor sports in many capacities.

"We have both enjoyed supporting and watching local sports," Bud and Hazel said. "We still go to many, many local games. We are big fans of the Vipers. The new Asphodel-Norwood Arena is just beautiful and the new ballpark is a wonderful facility. We are very lucky to have these kinds of things in our community. It's just a great place to live."

Bud and Hazel Wrightly, a great couple who obviously enjoy life and enjoy the community they live in. A community that has benefited from them both.

*Thanks for the memories.*



Friday, August 26, 2005 | 15

## A time to celebrate



**Golden afternoon:** Hazel and Bud Wrightly were the toast of the township Saturday as they celebrated their 50th wedding anniversary with a cordial reception at the Royal Canadian Legion Branch 300 in Norwood. The couple are prodigious volunteers and tireless supporters of minor sports and community ventures and deserved all the best wishes they received during the celebration. Photo/Bill Freeman



*Celebrated 35th  
anniversary at  
the curling club.*





*Township*  
*of*  
*Asphodel-Norwood*  
*Recognition Award*

*Presented To*

*Bud & Nagel Wrightly*

*On Occasion Of Your*

*50<sup>th</sup> Wedding Anniversary*

*August 26, 2005*

*Congratulations!*



*[Signature]*  
*Karen Deery Deery*



# 60 years together



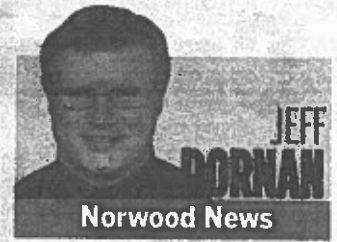
JEFF DORNAN/SPECIAL TO THE COMMUNITY PRESS

Norwood's Bud and Hazel Wrightly recently celebrated their 60th Wedding Anniversary. Many of the couples friends and family came to celebrate their extraordinary milestone at a special party held at the Norwood Community Centre on August 30.



# Celebrating

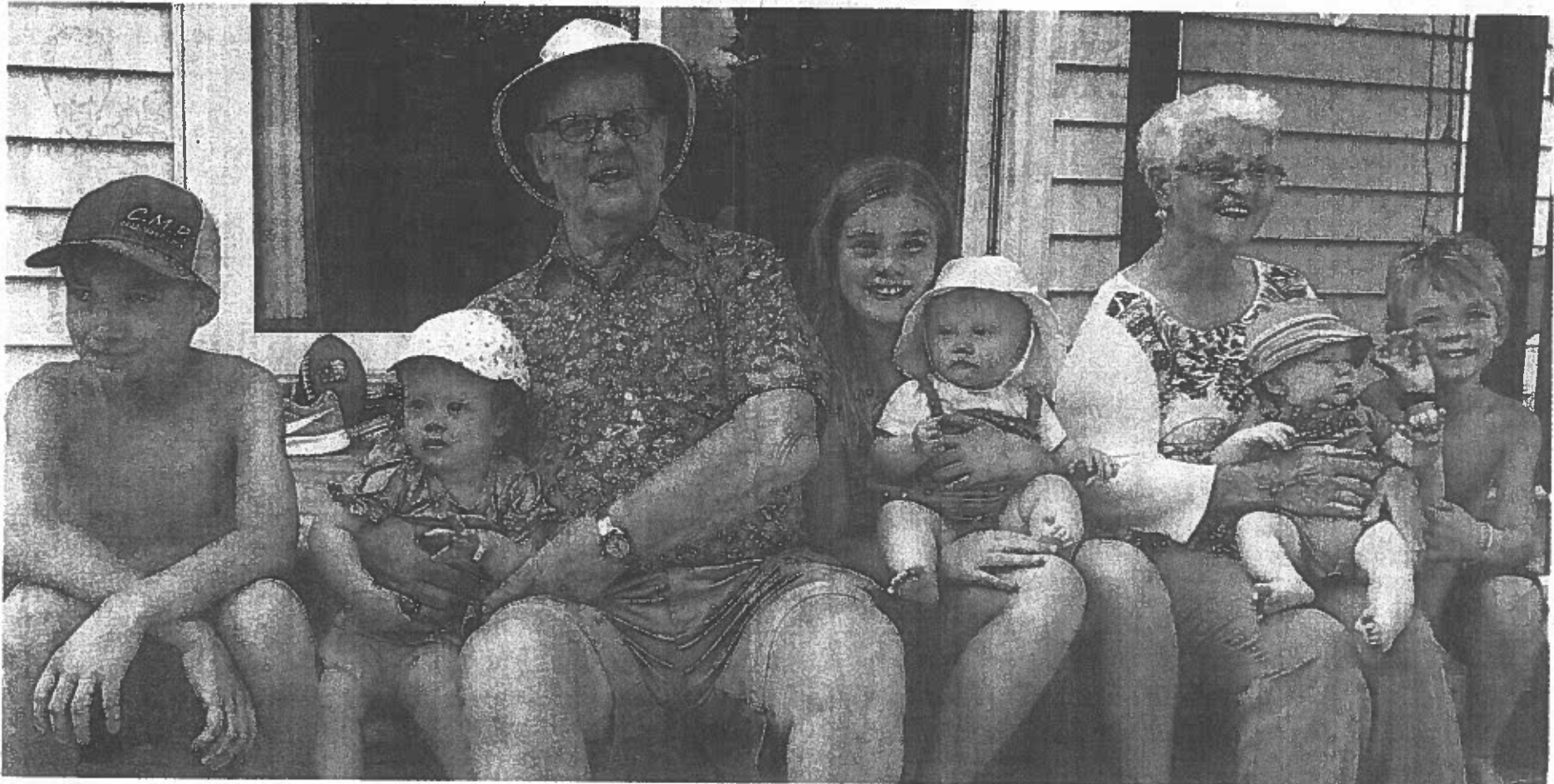
Few couples in today's society get to claim membership in the exclusive club that Bud and Hazel Wrightly are now a part of. The lifelong Norwood couple recently joined the elite group of people that have celebrated their Diamond Wedding Anniversary. Bud and Hazel were married in August of 1955 in a small ceremony attended by their parents and two friends, who had the role of being witnesses. Their wedding took place in the parsonage of the United Church in Campbellford for no other reason than the fact that the minister of the Norwood United Church was on holidays and out of town on their chosen date. While the happy couple celebrates 60 years of marriage this year, their history goes back a few more years; both Bud and Hazel grew up in and around the village and for many years they lived within a street of each other, they attended the same schools and went to the same community functions ... just not together. It was not until Bud was about 17 when, as he put it, "she caught my eye". As it happened Hazel was working at one of the small corner store gas stations in the village at the time and as Hazel put it "he (Bud) bought an awful lot of pop that summer". Fate may have also played a part in their budding relationship as Bud had actually left the village at the time for work. It was during a visit home at Thanksgiving that he was asked to join an area hockey team and was offered a job in Peterborough, the rest, as they say is history. Throughout their six decades they have lived "a quiet life" contributing their time and talents to many community organizations and causes, particularly minor sports. Hazel worked for several years at one of the village's small grocery stores until "retiring" to raise their four children, Lesley-Ann, Larry, Cindy and Andrew. A very well attended party was held in the Millennium Room at the Asphodel Norwood Community Centre on August 30 to celebrate their amazing milestone. Congratulations!





WEDNESDAY, AUGUST 19, 2020 **THE EXAMINER** | A5

>> **OPINION**



COURTESY OF THE WRIGHTLY FAMILY

Hazel and Bud Wrightly of Norwood, seen here last year with several of their great-grandchildren, will celebrate their 65th wedding anniversary on Aug. 26.

## Bud and Hazel Wrightly celebrating 65 years together



# Bud and Hazel Wrightly celebrating 65 years together

Family, friends, community and sports have been the mainstay of their life together since 1955



Jeff  
Dorman  
NORWOOD

We are taking a break from our regular history lesson this week to honour a history of a different sort; a history of togetherness so to speak in celebration of the 65th wedding anniversary of well know Norwood couple Hazel and Bud Wrightly.

Hazel and Lawrence (Bud) Wrightly were both born in the area, Hazel to the south of Norwood close to Hastings and Bud north of Havelock. Their families both moved to Norwood when they were very young. In a way they grew up together, although perhaps not in each other's social circles they both received their education and shared various classes at the Norwood public and high schools.

In his pre- and early teens, as Bud himself puts it, he was "interested in hockey, not girls." That would soon change however, when he was 17 and no-

ticed his female classmate in a different light. Their courtship lasted five years until they were married on Aug. 26, 1955.

Although their plan was to be married in Norwood, it turned out that the United Church minister was away the week they had picked for their wedding. However, a small thing like a missing minister was not going to stop them so they contacted the United minister in Campbellford and their nuptials took place in the Campbellford United Church manse instead, with their friends (another longtime Norwood couple) Milford and Minta Parker as their witnesses.

Following their wedding the couple made their home on Ridge Street and although their accommodations have changed they still live on Ridge Street today.

Bud started work at General Electric in Peterborough and later moved to Outboard Marine, retiring after a combined 43 years; Hazel happily took on the full-time position as wife,

mother and homemaker, a role you don't retire from.

The couple raised four children: Leslie, Larry, Cindy and Andrew and they now have seven grandchildren, seven great-grandchildren and an eight one "on the way."

Family, friends, community and sports have been the mainstay of Hazel and Bud's life; this well respected couple has and continues to volunteer countless hours to many committees and organizations in the village. They have also always been huge supporters of minor sports in the village and beyond and it was a rare hockey game that didn't include Bud and Hazel as helpers or at least spectators.

The current pandemic has made festivities a challenge, so the family has decided to host a socially distanced drop-in for their parents to celebrate their milestone Blue Sapphire Anniversary. Anyone wishing to bring best wishes only is invited to drop by their home (74 Ridge St.) on the afternoon of Aug. 26 for a short outside visit, weather permitting of course. Telephone calls or cards would also be greatly appreciated. Con-

gratulations and best wishes on 65 years together.

## Happy 90th

Congratulations and a very happy birthday to Norwood's Marilyn Begg who will celebrate her 90th birthday on Monday. Marilyn was born in Swift Current, Sask., on Aug. 26, 1930; her parents, as many folks did during that time had left this area and "headed west" for work. However, after several years her parents did eventually return to Ontario.

Marilyn married Ray Begg in 1948 and moved to the Eleventh Line of Norwood with her husband to help his parents with their dairy operation. The couple ultimately took over the farm and remained there until 2000 when they retired to a home in the village on County Road 40.

The couple raised four children and Marilyn is now a proud grandmother and great-grandmother.

Marilyn is well-known for her tied quilts which she has created for all her grandchildren and most of her great-grandchildren. She is likely even more famous as the maker of (for

many years) the popular and coveted Ribbon Jell-O that has been a traditional treat at the annual United Church Strawberry Supper for longer than I can recall. The family custom hasn't strayed far as the roll of Jell-O maker is now fulfilled by her daughter Barb Sherwin.

Once again COVID-19 has put a damper on celebrations so the family has organized a "drive by" and is inviting family and friends to (weather permitting) bring their best wishes to Marilyn on Sunday between 2:15 and 3:30 p.m. at the home of her son Jack at 47 Flora St., Norwood.

## Lions

The Norwood Lions Club draw, with a top prize of \$1,000 that is traditionally drawn at the Norwood Fair each year, is still happening despite the cancellation of the fair due to the pandemic. Top prize is still \$1,000, second prize is \$100 and third prize is \$50. Tickets are available from any Lions member or phone Barry at 705-639-5321, Doug at 705-639-5510 or Hugh at 705-639-2205. The draw will be held on Oct. 12 at 4 p.m. at the Lions Park.

[norwoodnews@nexicom.net](mailto:norwoodnews@nexicom.net)



***The Township of Asphodel-Norwood***

*wishes to congratulate you on your*

***65<sup>th</sup> Wedding Anniversary!***

***Bud & Hazel Wrightly***

*on August 26<sup>th</sup>, 2020*



*Rodger D. Bonneau*  
Mayor Rodger D. Bonneau





# '91 grandparents of year guests at family luncheon

Winners of this year's Grandparents Contest are active people who take time to teach and play with the younger folks in the family.

Winners were being presented with their plaques and gifts donated by the Examiner at the Family Week kick-off lunch today.

The contest was sponsored by the Senior Citizens Council, says executive administrator Barbara Beck.

She says Hazel and Bud Wrightly, nominated by granddaughter Katie Johnston, and Betty Gillespie, nominated by granddaughter Laura Gillespie, were chosen from 54 submissions from grandchildren in the city and county.

Winners were chosen by council board members Ann Innes, Marie Medd and Glenn Jones.

## *Best in the universe, says granddaughter*

Katie Johnston, a Grade 3 student at Havelock/Belmont Public School, has no doubt that her grandparents, Hazel and Bud Wrightly, are the "best, best, best."

The eldest of seven grandchildren, eight-year-old Katie expressed herself quite clearly, describing her favorite activities with her active grandparents. Although her family is grown, Mrs. Wrightly is still a busy homemaker with four children and seven grandchildren divided between Norwood and Havelock, all of whom are welcome to drop in any time and do.

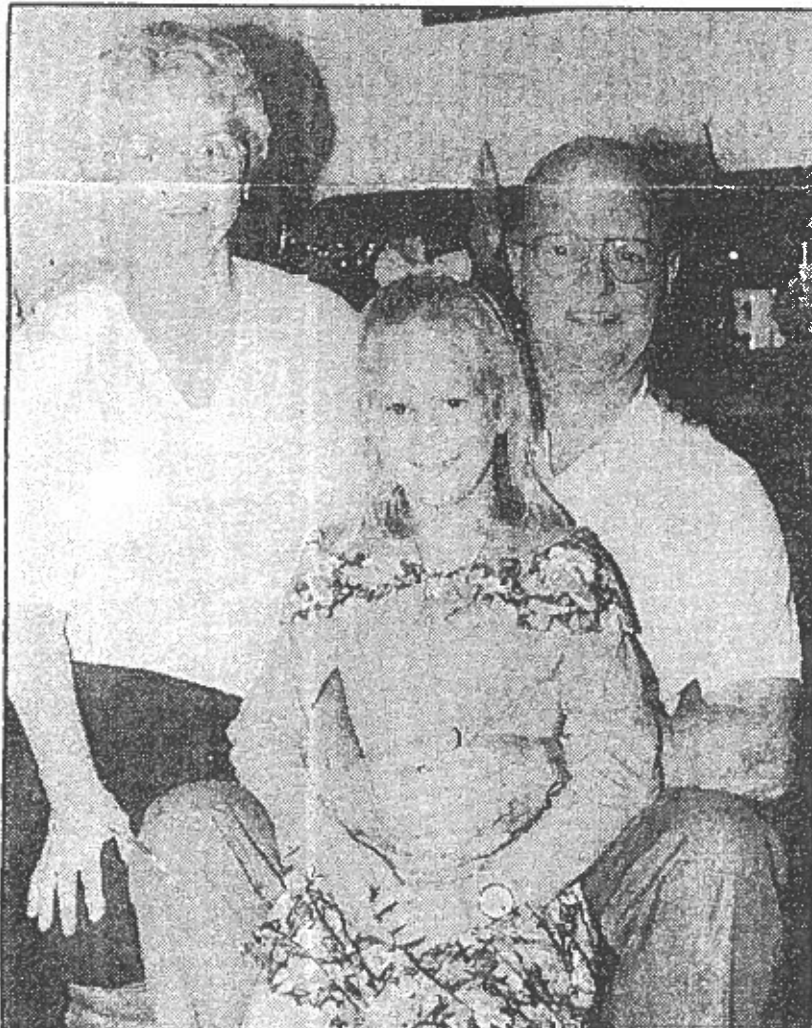
"I just like having them around, playing," says Mrs. Wrightly.

Sometimes Grandma and the kids just talk, sometimes the whole family meets in the backyard for a ball game. "Even the smallest (two-year-olds) usually get in on it too," Mrs. Wrightly boasts of her offspring.

Here are Katie's letters written about her very special grandma and grandpa.

"My Grandma is the best Grandma in the world. She takes me places. She is super. She is the best, best, best. When Mom needs a babysitter, we have fun together. We play games together. I love my Grandma very much. She is my Mom's Mom. Everyone has a Grandma. But my Grandma is the best Grandma in the universe. She gives me clothes to wear to school and at home too. She gives me necklace and earrings. She made the quilt for my bed. I go to her house. We get together every summer for a family picnic. Grandma has seven grandchildren including me. I love, love Grandma in Norwood."

"My Grandpa is the best Grandpa in the world. My Grandpa takes us horseback riding. I got a white horse, Joey got a brown horse (and Grandpa had a brown horse too). It was Joey's birthday. Grandpa thought it was a surprise. And it was a surprise. Grandpa went for a bike ride. He went down a path with us. Grandpa works at the company called Outboard. Grandpa likes hockey. Grandpa rents the arena for the family to get together to skate and to have fun in between Christmas and new Year's Day. I love, love Grandpa in Norwood."





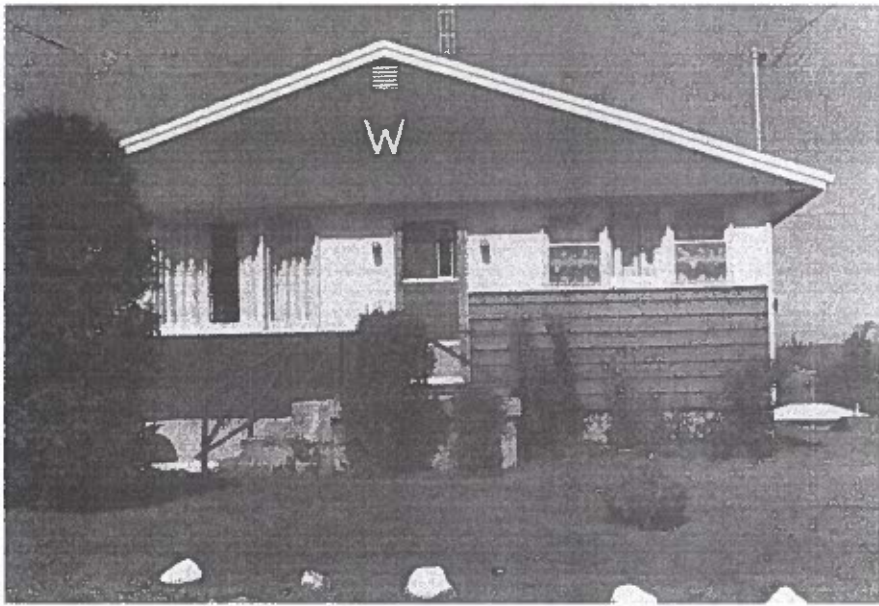
Adrienne Burt & Randy Buchanan  
Alice Stewart Grant Hilts  
Amelia Andrews & Walter Crowe  
Ann Marie Vanderhorst & Bruce Maly  
Anne Marie Callaghan & Wayne Warner  
Arlene Matthews & Ron McIlmoyle  
Barbara Moher & Bernard Walsh  
Beatrice Fife & Norman Patterson  
Bernadette Moher & William Vanderhorst  
Bonnie Clark & Alexander Davidson  
Brenda Condon & Robert Bullock  
Carol Moore & Scott Collins  
Catherine Gosselin & Charles McNeeley  
Delores Clements & James Rutherford  
Denise Humphries & Jose Soti  
Diane Burwell & David Graham  
Diane Vandenberg & Vincent Christie  
Doris Hunt & Gilbert Crook  
Edith Metcalf & John Steele  
Edna Richardson & Walter Girven  
Doreen Nevins & Jack Girven  
Evelyn Lean & Lawson Taylor  
Hazel Kelly & Lawrence Wrightley  
Heather Dornan & Gregory Clements  
Heather Patterson & John Caldwell

Holly Elmh  
Janice Met  
Jean Gilles  
Jeannine Gi  
Julie Ke  
June Hutc  
Kay You  
Kimberley Fi  
Laura Ho  
Leona Presti  
Linda Perr.  
Linda Scri  
Lori Hump  
Mabel Wil  
Madeline Clen  
Madeline G  
Margaret Ste  
Marie Barr  
Marilyn Mi  
Marion Ass  
Marjorie Ri  
Marlene Ha  
Mary Camer  
Mary Gar  
Mary Men

## *Brides of the Town & Township*

*The 11<sup>th</sup> & 12<sup>th</sup> of June  
11:00 a.m. to 3:00 p.m.  
1818 Asphodel 3<sup>rd</sup> Line  
Westwood Ontario*





The home they built  
& lived in until  
their passing.  
1959 - 2025



The home in the  
background is the  
"homestead" since  
1944.



# Articles of Agreement

made in duplicate this **Fifteenth** day of **February**  
in the year of our Lord one thousand nine hundred and **Forty-four**

**Between**

**ARTHUR J. DAVEY**, of the Village of Norwood, in the  
County of Peterborough, Automobile Salesman

of the FIRST PART

and

**ANDREW WRIGHTLEY**, of the Village of Norwood, in the  
County of Peterborough, Labourer

of the SECOND PART.

Whereas the said party of the first part has agreed to sell to the party of the second part, and the party of the second part has agreed to purchase of and from the said party of the first part upon the terms and conditions hereinafter mentioned.

All and Singular ~~the~~ certain parcels or tracts of land being composed of

Parts of Village Lots number Seventeen, Eighteen, Nineteen, Twenty, Twenty-one, Twenty-two, Twenty-three and Twenty-four on the North or West side of Ridge Street in the Village of Norwood, County of Peterborough and Province of Ontario, - ALSO a certain portion of the middle parts of Lots number Twenty-four and Twenty-five on the westerly side of Ridge Street, AND ALSO a portion of Lot number Seventeen in the Eighth Concession of the Township of Asphodel, (now included in the Village of Norwood) and adjoining Oak Street.

All of the above lands being more particularly described in a certain Deed Registered in the name of the Vendor, - the Party of the first part, - in the Registry Office for the County of Peterborough, together with a Plan thereof, in Book N.O.R. 7 for the Village of Norwood and numbered 2952.



# This Indenture

made (in duplicate) the *Twenty-second* day of **June**  
**one thousand nine hundred and fifty-nine**

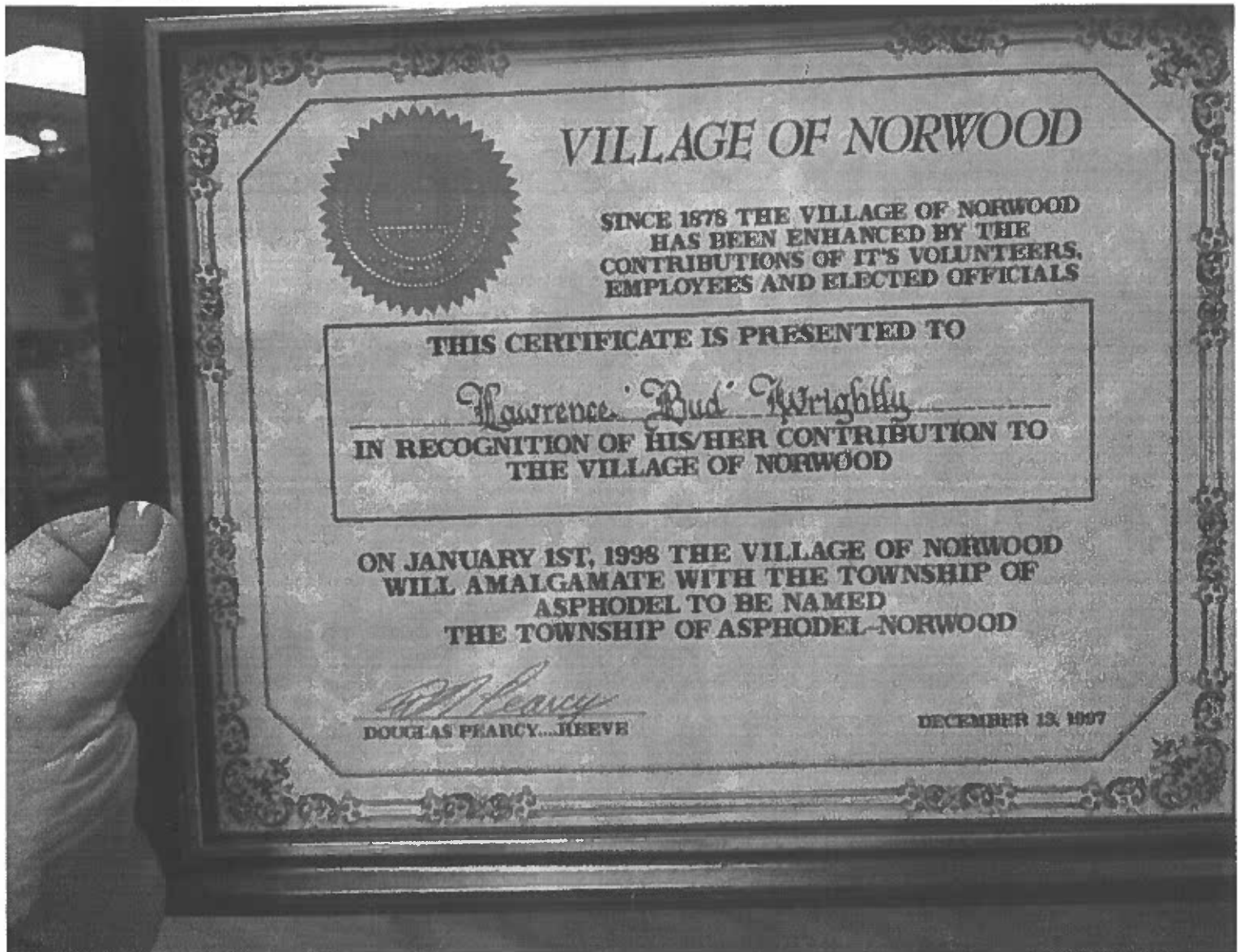
In Pursuance of The Short Forms of Conveyances Act.

## Between

ELSIE WRIGHTLEY, of the Village of Norwood in the County  
of Peterborough, Widow  
hereinafter called the Grantor  
of the First Part

LAWRENCE WRIGHTLEY, Mechanic and  
HAZEL WRIGHTLEY, his Wife, both of the Village of Norwood  
in the County of Peterborough as Joint Tenants and not  
as Tenants in Common  
hereinafter called the Grantees  
of the Second Part

WHEREAS consent of the Treasurer of the Province of Ontario having  
been duly Registered in the Registry Office for the County of  
Peterborough - General Register - at 11.15 o'clock A.M. on the Tenth  
day of March, A. D. 1958

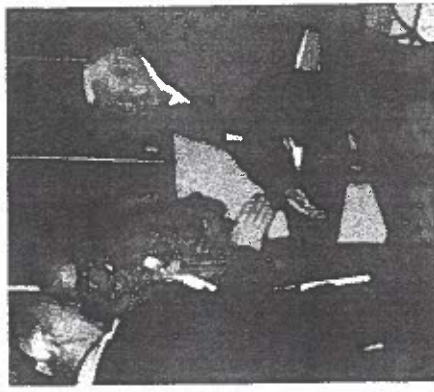
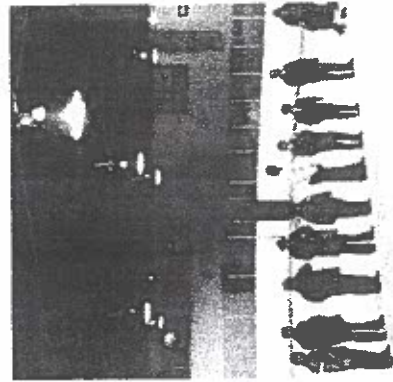




# CELEBRATION 88 AWARDS



Corporation of the Village of Norwood



## MEDAL WINNERS

Female Athlete...Janice Wood  
Male Athlete....Boyd Kelly  
Volunteer.....Albert Throop  
Coach.....Bill Buchanan  
Official.....Bud Wrightley  
Sponsor.....Gladwyn Irving



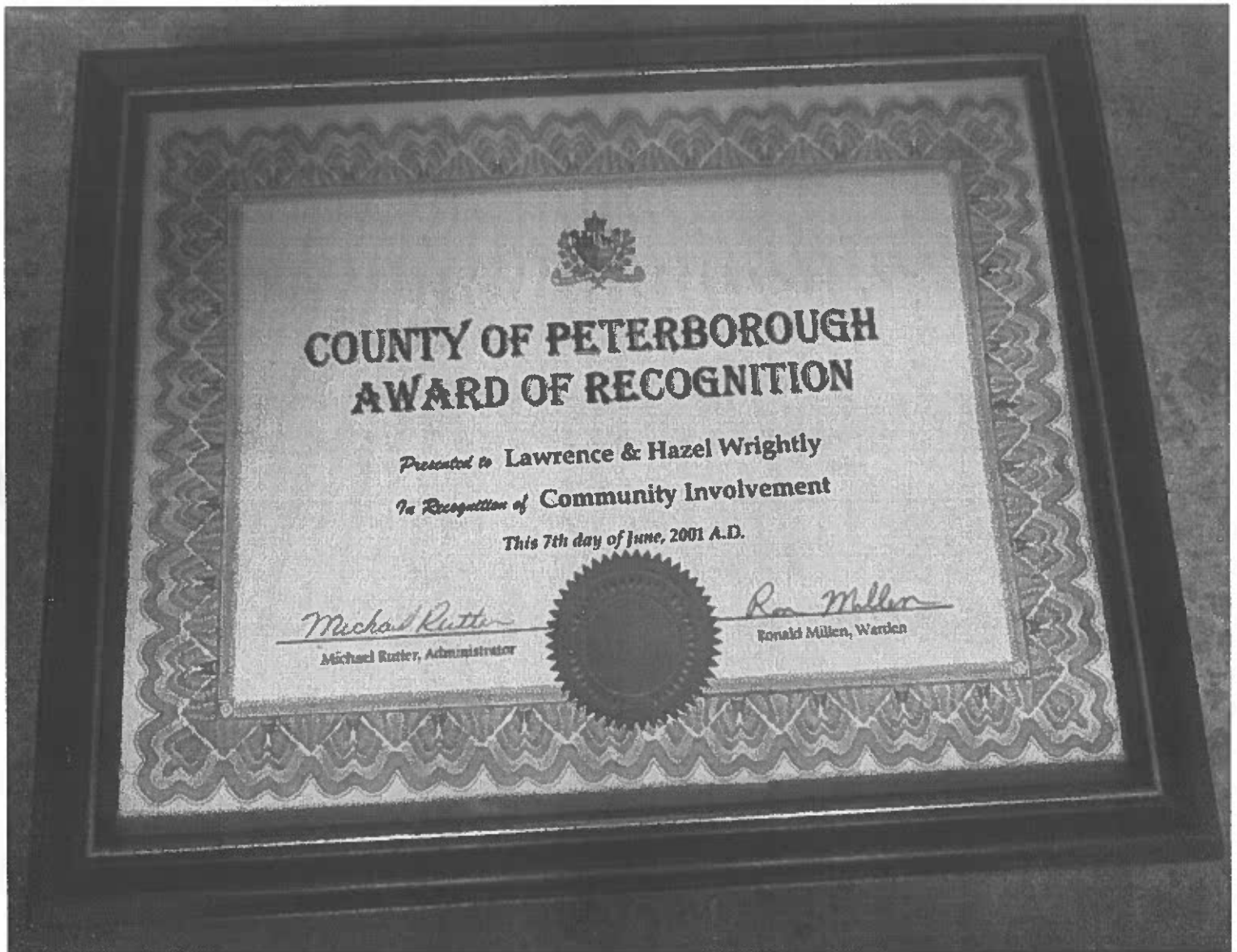
## CERTIFICATE RECIPIENTS

Cal Clark  
Helen Creighton  
Lloyd Fleming  
J.J. Stewart Motors Ltd.  
Mary Knox  
Dorothy Lytle  
James Lytle

Joan Marshall  
Lloyd Oliver  
Bergin Payne  
Greg Scott  
Sharon Scott  
Bill Sutherland



2001





County honours...



**PEMBROKE**

...and the winners of the 1994-1995 season...

**8th annual gem, mineral and fossil show**

**Sports Complex will rock with avid collectors, guests**

...The show will be held at the Sports Complex...

**Business leadership: Alex Davidson's work...**

...Alex Davidson's work has been recognized...

**County honours...**

...The winners of the 1994-1995 season...

**County honours...**

...The winners of the 1994-1995 season...

**County honours...**

...The winners of the 1994-1995 season...

**County honours...**

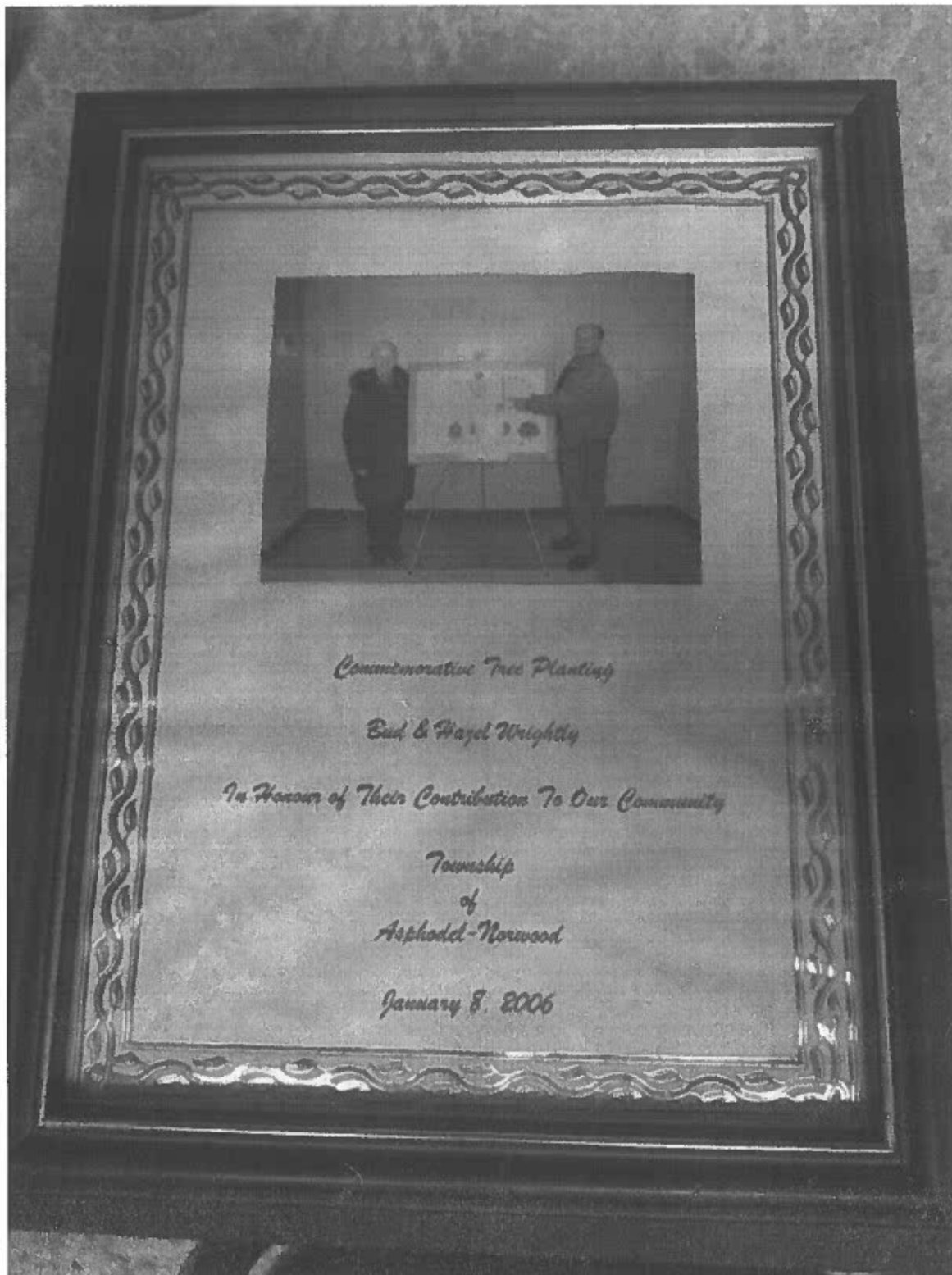
...The winners of the 1994-1995 season...

**County honours...**

...The winners of the 1994-1995 season...









# Norwood couple recognized for contribution to community

BY MARK HOULT  
COMMUNITY PRESS

**Asphodel-Norwood** – The 2009 Asphodel-Norwood Community Recognition Award has been presented to a Norwood couple known throughout the community for their longtime involvement in minor sports and their unflagging commitment to a range of local causes and organizations.

Bud and Hazel Wrightly walked to the stage outside the Asphodel-Norwood Community Centre during Canada Day celebrations last week amid appreciative applause from residents to receive the recognition award from Reeve Doug Percy and Jack Stewart, who established the award with his late wife Marguerite.

They created the award in 2000 to recognize an individual or group who have “made a significant contribution to the community” and which has had a positive effect on its citizens. The award can also go to an individual or group who have “brought honour to the community through their achievements.”

Stewart praised the couple for their contributions to the community.

“Bud and Hazel, you have given a lot of your time and efforts to this community over the years, and we do appreciate it. And I’m pleased to say that you are being acknowledged for what you have done.”

Percy said Bud and Hazel Wrightly have a long history of involvement in minor hockey and minor ball as players, coaches and managers.

“They have helped out in any way possible and attended between them probably more games than anyone in Canadian history,” he said.

And the couple were “quick to rise to the occasion” and work for Action 2000



■ Hazel and Bud Wrightly accept the 2009 Asphodel-Norwood Community Recognition Award from Jack Stewart and Asphodel-Norwood Township Reeve Doug Percy last week during Canada Day celebrations outside the Asphodel-Norwood Community Centre.

Photo by Mark Houl/Community Press

raising funds for the new Asphodel-Norwood Community Centre, where they can still be seen during Norwood Vipers games selling 50-50 tickets “to make sure they get the job done,” Percy said.

The Wrightlys also “work tirelessly” for the Norwood Cemetery Board and can take much of the credit for the beautiful cemetery that serves the community today.

“And they’ve always been active in their church, and been supporters of the Royal Canadian Legion Branch 300, where they help out with brunches and bingos and wherever is needed,” Percy continued.

Despite being busy raising four children, the couple have always found the time to help wherever help is needed

in the community, he said, noting that Hazel Wrightly knits hundreds of mittens and hats each year for children who need them.

Percy also quoted one community member who described Bud and Hazel Wrightly “as wonderful role models for our young people.”

A shocked and emotional Bud Wrightly said he and Hazel had no idea they were to be presented with the community recognition award. They simply came to the Canada Day event as they do every year, he said. But when the couple saw their family start gathering around they began to suspect something was going on, Bud said. “This is really a shock; we just can’t believe it. It really is a terrific honour to be chosen for this, and we do appreciate it so much.”



# Modest couple shocked, humbled by award

by Bill Freeman

**Norwood** - Role models par excellence for young and old alike, Bud and Hazel Wrightly were presented with the prestigious Jack and Marguerite Stewart community recognition award on a glorious Canada Day evening in Norwood.

It was an emotional moment for the quiet, modest and cheerful couple who have volunteered tirelessly to make the community a better place to live in and in keeping with the addition of the presentation it was a well kept secret that left them speechless with the shock of it all.

"It's amazing really; [we're] humbled," Bud said after he and his wife were presented with the award by Jack Stewart and Reeve Doug Percy.

"This is a bit of a shock," Bud said. "We're very honoured. We haven't done that much."

"It really is a terrific honour to be chosen for this and we do appreciate it so much," he said afterwards. "This really is a treat."

The Wrightlys are familiar faces at every imaginable sporting event in the township, from minor hockey and softball to senior lacrosse and hockey and were among the first to join the Action 2000 team that raised funds for the new community centre where the presentation was made.

Reeve Percy joked that they'd "attended more games than anyone in Canadian history."

"They have a lifetime history of involvement in the community," Percy added.

The Wrightlys have supported minor sports from every vantage point: as players, coaches, managers, parents and fans.

They greet Norwood Vipers fans at their 50-50 ticket station still helping to raise a few more dollars for the community centre; and have left a lasting mark on the Asphodel-Norwood Cemetery where Bud has been a stalwart board member guiding it through a period of change that has led to the beauty of the cemetery.

The couple remains active in their church and the Royal Canadian Legion Branch 300 and are fine parents to their four children.

Hazel is a prodigious unsung knitter of mittens for children in need.

"[Yet] they always find time to help where needed in our community," Percy noted.

He referred to two comments made by friends of the Wrightlys that aptly summed up their community-minded tributes:

"They've always been ready to help wherever and whenever needed" and "they're wonderful role models for our young people."

The Wrightlys are the ninth recipients of the award and in distinguished company.



*Bud and Hazel Wrightly were the recipients of the prestigious Jack and Marguerite Stewart Community Recognition Award. The presentation was made on Canada Day in Norwood by Jack Stewart, Reeve Doug Percy and Councillor Roy Millett and members of the selection committee. Photo: Bill Freeman*

ily starting to gather around," Bud said. "I thought, 'holy smokes, something's going on.' Then when Doug mentioned knitting the mittens I knew danged well it was us."

"We've been here for every one of them and I didn't want to miss tonight. Generally we come to the Millennium Room for the presentations then go to Hastings to watch a bit of their show but we're not going to Hastings tonight."

"I don't feel we've done that much. It's been a pleasure and I hope to continue doing whatever we can to help."

"It's a big event in their lives and it's a big event for this community to say thank-you to people who do

**Gordova Mines United Church**  
presents

**Chris Burke**  
from Quinte Youth for Christ  
on July 19th

Chris will be speaking at the 11:30 service.  
All children are welcome.









# Celebrating Canada Day in Norwood



**JEFF  
DORNAN**  
NORWOOD

The red and white of our cherished maple leaf flag were on display in force at the Asphodel Norwood Community Centre for Canada's big 150th birthday party on July 1. The community centre was filled with a host of fun and entertaining activities for township residents to celebrate the sesquicentennial birth of our great nation. Upon arrival guests were treated to a shiny lineup of antique vehicles.

Once inside the children could enjoy a large variety of activities geared to kids. The local school children participated in a Canada day poster contest and their artistic labours were proudly displayed for all to admire. Musical entertainment was provided throughout the day by RMS Entertainment, the Donegal Fiddlers Orchestra and Kevin Hornsby also provided a few musical interludes. Plenty of food and refreshments were available from the Lion's clubs barbecues and the IODE's ice cream table.

Young orator Sheldon Bolton recited his Minor Hockey Association winning essay titled My Coach Teaches Me and Kathleen Walsh, award winner in the Legion's annual public speaking contest delivered her thought provoking and humorous speech about the importance of music.

Mayor Low presented Bud Wrightly with the Senior of the Year Award. Bud has done his best to make the community a better place as a long serving volunteer for minor sports as a coach, manager and executive, on the cemetery board, as a fundraiser for Action 2000 the Committee responsible for the construction of the Asphodel-Norwood Community Centre and as an executive member of the Norwood Legion.

## Community Recognition

Asphodel-Norwood Mayor Terry Low presented the annual Asphodel-Norwood Community Recognition



SPECIAL TO THE EXAMINER

Bud Wrightly received the Senior of the Year Award during the Canada Day party, Bud is congratulated by councillors Debbie Lynch (left) and Bernadette Vanderhorst (right).



SPECIAL TO THE EXAMINER

John and Colleen Terpstra are this year's recipients of Asphodel-Norwood's Annual Community Recognition Award. They were presented with the honour during the village's Canada Day festivities. The award is sponsored by the Stewart Family and congratulating the deserving couple is John Stewart (right).

Award during the Canada Day celebrations to a "most deserving" couple John and Colleen Terpstra. The award was established by the late Jack and Marguerite Stewart and is sponsored by the Stewart family.

The retired dairy farmers and past farm family of the year recipients have a long history of volunteerism and support for the local 4-H Club, the Peterborough Holstein Club, Minor Sports, their Church, the VON smart program, Parks and Rec., the Cemetery Board, Action 2000 as well as 15 years volunteering for Community Care.

## Church yard and bake sale

St. Andrew's Norwood, 19 Flora St. will hold their annual Yard and Bake sale and barbecue on Saturday from 8 a.m. until noon on the church lawn.

If you have items you would like to donate, please drop them off at the church on Friday, or call 705-639-2190 for pickup.

## Fish Fry

The Norwood Legion, 27 King St., will host their annual Fish Fry on Saturday from 4 to 7 p.m. Adult tickets are \$15; Children age 6 to 12 eat for \$6 and kids 5 and under come in for free. Call the legion (after 2 p.m.) to reserve your tickets.

[norwoodnews@nexicom.net](mailto:norwoodnews@nexicom.net)



**MEA District #1  
White Paper Meeting**

**Bud Wrightly**

**Norwood PUC**

Delegate

70 **97**





## Bud Wrightly honoured by cemetery board



**EMC News** - Bud Wrightly, a long-time member and former chair of the Asphodel-Norwood Cemetery Board, was honoured during the board's final meeting of 2012. Wrightly, who chaired the board from 1998 to 2008, was presented with a special retirement gift recognizing his years of service. In 2005, he took on the job as cemetery caretaker which he has held until his retirement at the end of 2012. The new caretaker is Brian Clarke of Norwood. Joining Wrightly (c) in the photo are board chair Bob Wood and secretary-treasurer Sandy Percy. Photo: Submitted



ASPHODEL-NORWOOD CEMETERY



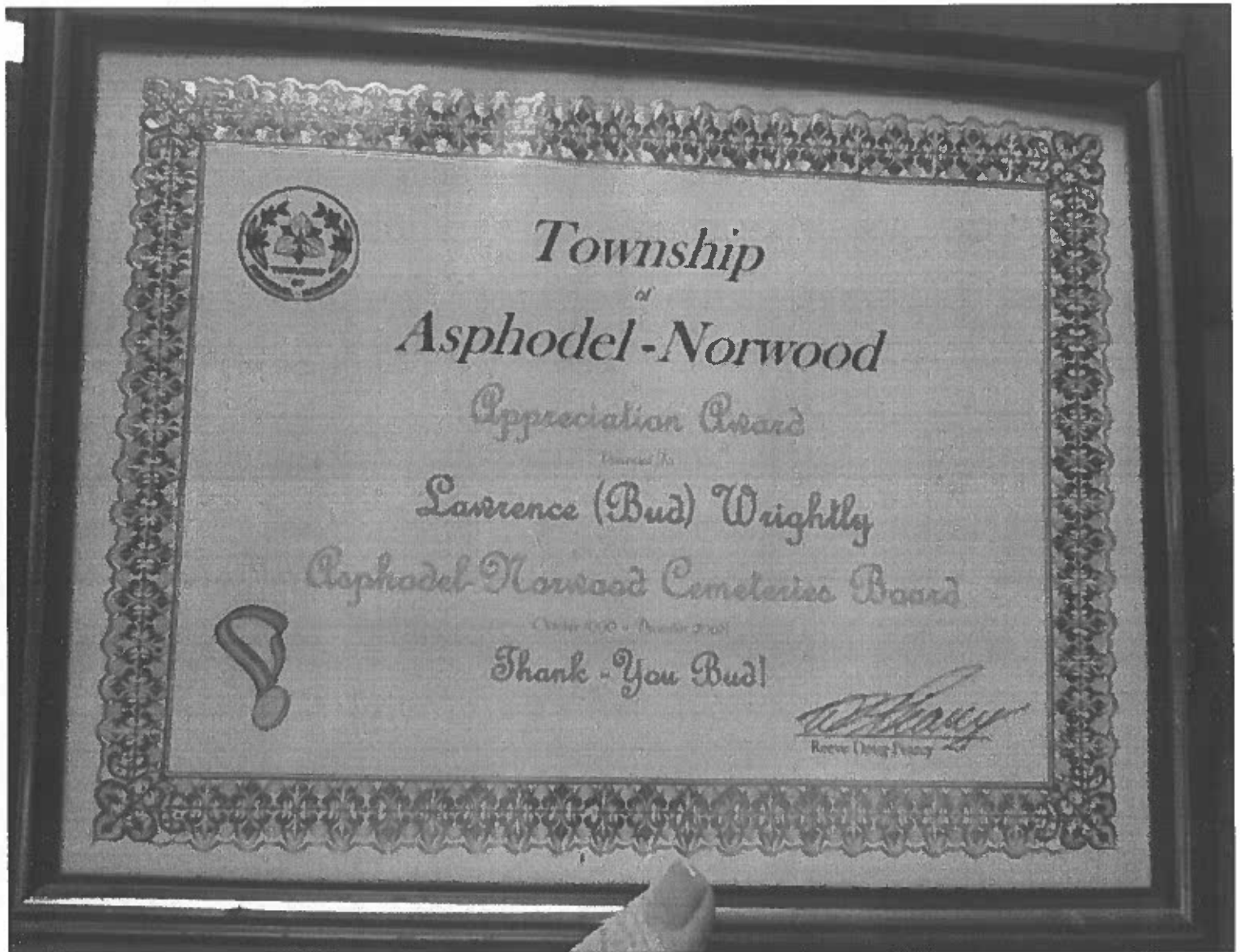
**"BUD WRIGHTLY"**

BOARD CHAIRMAN 1998 - 2008

CARETAKER 2005 - 2012

SERVICE PERFORMED WITH DIGNITY  
DILIGENCE AND DEDICATION

**"JOB WELL DONE"**







THE ROYAL CANADIAN LEGION

# CERTIFICATE OF APPRECIATION

presented to

Hazel Wrightly

in recognition  
of services rendered  
to

Norwood Branch 300

November 3, 2018

Date

Kevin English

President





# The Royal Canadian Legion Ontario Command



## Certificate of Appreciation

presented to

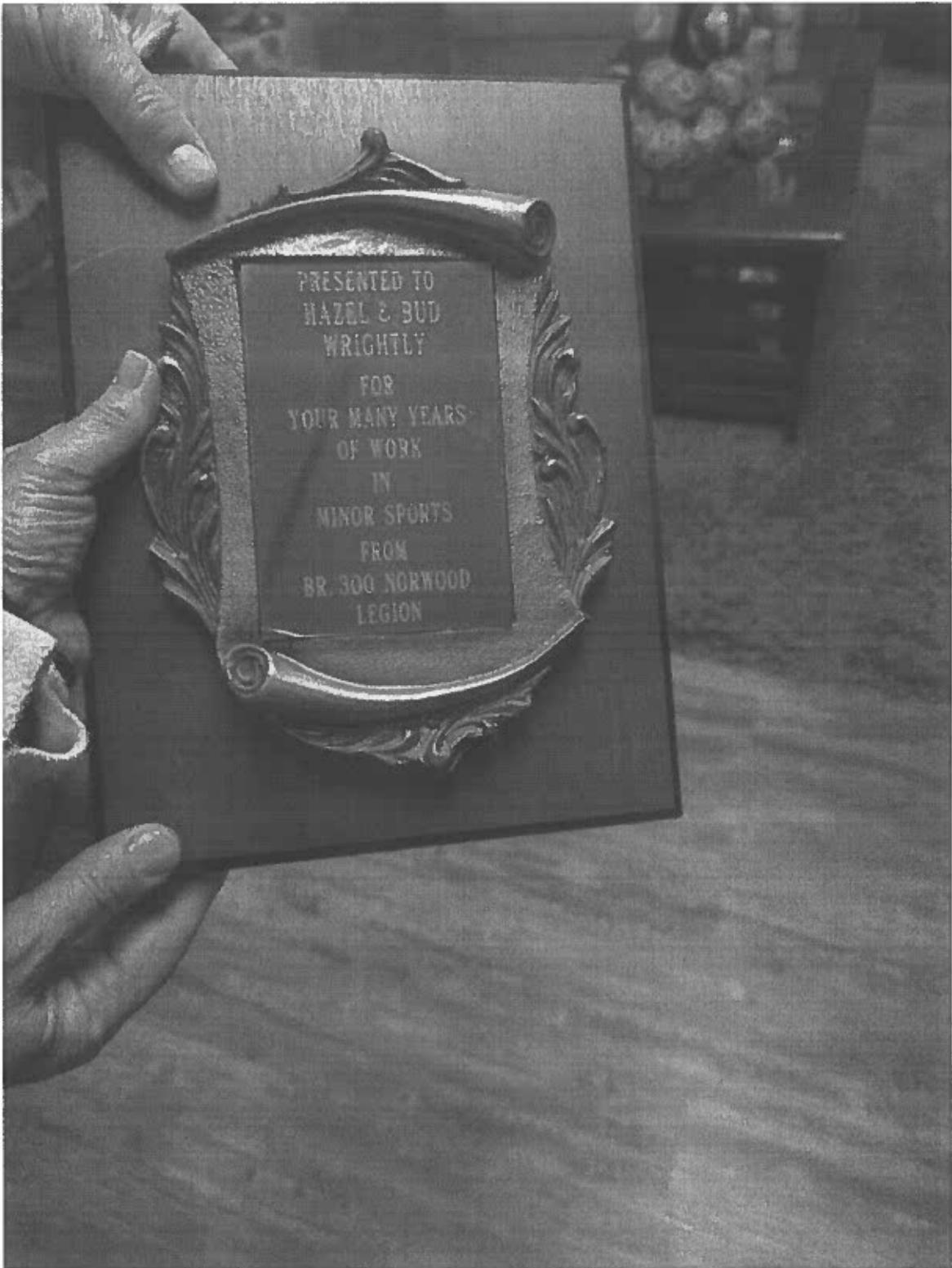
*Bud Wrightly*  
by

Branch 300 - Norwood, Ontario

In recognition of services rendered  
to or on behalf of the Legion

January 23, 2010

*D. E. Chittoughly*







THE ROYAL CANADIAN LEGION

**CERTIFICATE  
OF  
MERIT**

Awarded to

**Bud Wrightly**

in recognition of

*your dedication to our Catch the Ace campaign*

by **Norwood Branch 300**

**November 3, 2018**

Date

*Kevin English*

President



## CITATION

Lawrence (Bud) Wrightly

Bud Wrightly has been an Associate member of the Royal Canadian Legion Norwood Branch for twenty three years.

Comrade Bud Wrightly has served on the executive for two years but has worked for many years in the back ground.

He has always fulfilled the promise he made to the Legion when he was initiated.

Always active in the Poppy Campaign and attends the Town Remembrance Day Service.

He was part of ensuring veterans had a metal maple leaf on their grave and then one of the few that place a poppy on the maple leaf for Decoration Day.

Looks after men's pool league every Tuesday from Oct. to May and makes it his responsibility to make sure the room is cleaned up afterwards.

Also fixed old bench that is outside branch so no one would hurt themselves if they tried to sit on it.

Dedicated at going to visit members who are sick and also puts get well and sympathy cards on the bar for members to sign when needed.

Assisted with Legion Brunches that were held for approximately five years.

Now serves and cleans up at the annual Fish Fry.

*Brenda Loney*

*Arlene Webster*  
*Kim F.H.*





Until recently he would work at the Sunday night Legion Bingo. For the last two years has promoted the Legion at the Celebrate Norwood event for businesses and organizations in the community.

Comrade Bud Wrightly and a few other members have been a big part of getting a progressive lottery Catch the Ace started to raise money for the Legion Renovation Fund. He would sell approximately 100 tickets a week out of the 415 tickets sold.

1975- Award from Legion Branch 300 for his Distinguished and Devoted Service for many years to Minor Sports.

1999- 3M Coaching Award for outstanding commitment and contribution of Amateur Hockey in Canada

Worked on the Action 2000 Committee for 5 years from 2000 to 2005 to raise money to build our new Community Centre.

2005- Dropped the puck for Ceremonial faceoff to commemorate the first Norwood Minor Sports game of hockey in the Asphodel-Norwood Community Centre.

2001- County of Peterborough Award of Recognition for Community Involvement.

1998-2008 Cemetery Board Chairman

2005-2012 Caretaker for Asphodel Norwood Cemetery

*Brenda Lamey*

*Arlene Webster*  
*Kevin Giblin*



2012- Award for these from the Cemetery Board for Service Performed with Diligence and Dedication.

2007- Royal Canadian Legion Ontario Command Certificate of Appreciation in recognition of services rendered to and on behalf of the Legion. Presented by President Bob Beynon

2009- Community Recognition Award sponsored by Jack and Marguerite Stewart for all he has done for the community throughout the years.

2017- Senior of the Year Award for making the community a better place to live.

Bud is a very dedicated person no matter what he is involved in and is a great asset to Legion Branch 300 Norwood.

*Brenda Lamey*

*Arlene Webster*  
*Kevin Ehl*



# Six lifetime memberships presented by Norwood Legion



**JEFF  
DORNAN**  
NORWOOD

The Norwood Legion honoured six long-time members with lifetime memberships at their annual awards night on November 4.

Jessie Brown joined the RCAF at eighteen. She has 51 years membership in the Norwood Legion; she is also the first woman to serve as the legion vice president and president (1976-1977). She faithfully takes part in the poppy campaign every year. She is a keen supporter of the legion and many other community organizations and events.

Bob Fallis has been a legion member for 25 years, holding numerous executive positions over the years. About 10 years ago he helped to start the Legion's weekly bingo night to bring much needed funds into the branch. The Sunday evening bingo is still a popular event each week and

Bob continues to volunteer his time at it. Bob can also be found helping to provide guided tours at the branches museum.

Rob Gordon may have only 17 years of service at the Norwood Legion; however his list of contributions is very long. The Norwood Legion's Rob Gordon Military Museum is the result of Rob's vision and diligent hard work and effort. It showcases local military history and Rob continues as its enthusiastic curator and guide. Rob also regularly volunteers his time and talents for many other events within the legion.

Phil Hinds enlisted and trained for the Korean War, peace was called before he was to be sent overseas. He has been a member in Branch 300 Norwood for 43 years serving on the executive for 18 years in various roles including president for two terms; he has been the Zone Poppy Chair for the past 11 years and continues to volunteer wherever needed.

Les Peoples has 20 years membership in the Legion between



SPECIAL TO THE EXAMINER

From left, Les Peoples, Jessie Brown, Bob Fallis, Rob Gordon, Bud Wrightly and Phil Hinds were each honoured with lifetime memberships in the Royal Canadian Legion Branch 300 at the Norwood Legion's annual awards night on Nov. 4.

Toronto and Norwood. Among his many contributions, Les is one of two members that began the program of placing a special metal maple leaf marker on the final resting places of veterans in our local cemeteries. He continues to volunteer regularly selling Nevada at the weekly bingo and can even be found dusting the shelves and artefacts for the museum.

Bud Wrightly has 23 years of service with Branch 300; he is the other half of the team that started marking veteran's graves with a silver maple leaf. He always takes an active part in the poppy campaign as well as Decoration Day Services. He looks after the organization of the men's Tuesday Pool League and maintains the room and equipment each week. He volunteers his time to ensure

that ailing or grieving members receive a friendly visit and well wishes from the branch and continues to volunteer regularly at various legion functions.

The Norwood Legion now has a total of seven well deserving life members; the six new lifers join Ross Althouse who was made a life member in 1980. (Other life members have sadly passed away in recent years.)

## Poppy Day Bazaar

The Norwood IODE's annual Poppy Day Lunch and Bazaar is on Saturday from 11:30 a.m. to 2:30 p.m. at the Norwood Town Hall (Colborne St.). Admission is \$2 or \$8 if you are having lunch, featuring tables of home baking (lots of pies), knitted items, crafts, and new to you articles. There will also be selection of vendor showcasing home decor, Christmas accents, jewelry and more, plus the traditional draw table and door prizes.

[norwoodnews@nexicom.net](mailto:norwoodnews@nexicom.net)





# Ordinary citizens became heroes

## Poppy campaigner honoured to join in

By Bill Freeman

**Asphodel-Norwood** - For Bud Wrightly, participating in the Royal Canadian Legion's poppy campaign is an honour he doesn't treat lightly.

"It is a symbol of the good things people have done in the past and the present and hopefully in the future," the Norwood Legion Branch 300 member says of the distinctive red symbol.

"Poppies are very important," Wrightly says. "My dad was a World War I vet and I like to think of my father, let alone all the other vets; people who have laid down their lives. These guys, they're just remarkable these people who put their lives on the line. It's just a fabulous thing.

"You just can't forget that. Ordinary citizens become heroes. It's just wonderful that we have people like that and we still have today. I love doing this."

Like other Branches, the Norwood Legion often has trouble getting people to volunteer for some of its activities and the poppy campaign could always use more helpers, says Wrightly.

"It is so difficult to get people to do this. People just can't spare the time, a couple of hours to do something like this [and] that's so important. It makes you feel good so you do it.

"The Legion is very important. I don't know



Bud Wrightly of the Royal Canadian Legion Branch 300 in Norwood is honoured to be able to participate in the Branch's annual poppy campaign. Photo: Bill Freeman

what we'd do if we lost our Legion here [and] Legions are going down in the area. It's so important that we keep this branch alive."

Nearby Keene, and most recently Warsaw, have lost their branches.

"That's a pretty sad day for these people [in Warsaw] to close a Legion after being open for

60 years. It's pretty darned sad."

"I have always worn the poppy and I have attended the cenotaph since I was a boy," says Branch 300 member Rob Gordon.

"Like most children it didn't mean much to me and then I grew up in World War II."

Gordon had family members who served

in the armed forces, one was taken prisoner, another was killed.

"I remember the war vividly. I am aware of the sacrifice my parents' generation made [and] as a result of World War II I had to go into the army during the occupation of Germany."

In practical terms, Gordon says the poppy campaign helps raise funds for soldiers who were "badly injured and maimed in war.

"There is no better way of expressing that [gratefulness] than by wearing a poppy. Unfortunately wars go on today and we have men and women losing their lives and getting badly injured. When they talk about casualties they don't talk about the injuries. Some will be in hospital for life."

Gordon was the Branch's youth education officer and is pleased to see more young people participating in Remembrance Day services.

"It is very encouraging. As the older generation passes by it's up to them to carry on the torches."

He would take veterans into the schools to talk to students.

"Some were well-primed by their history lessons which is good. History is important."

Norwood's poppy campaign raised over \$5,000 last year, says Committee Chair Dave Leeper.

"That is something to be proud of. Poppies symbolize the war and the freedom we have. People are real generous."

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# Celebrating a new year in Norwood



**JEFF  
DORNAN**  
NORWOOD

Norwood's Branch 300 of the Royal Canadian Legion held their traditional New Year's Day Levee to help usher in 2017. Uniformed Legion members gathered in the legion hall to welcome visitors as they came into the branch on New Year's Day.

The Levee is the perfect occasion for the public to exchange greetings and best wishes for the New Year, to renew old acquaintances and to meet new friends. It is also an opportunity to reflect upon the events of the past year and to welcome the opportunities of the New Year.

As it has been the custom for over 370 years the public was invited to come for a few hours of socializing and to partake in some free food and refreshments (including those of an alcoholic nature).

The Norwood Legion also uses the Levee to perform another annual tradition of their own; each year the branch makes a donation to each of the churches in the community. Representatives from the churches are invited to come and receive their cheques, usually from the Legion President.

The tradition of having a New Year's Levee in Canada can trace its roots back nearly four centuries, before Canada as a country actually existed.

The first recorded levee in what would become Canada was held on January 1, 1646 in Quebec City at the Chateau St. Louis by Charles Huault de Montmagny the Governor of what was known as New France at the time. The ritual of hosting a levee is thought to have originated with King Louis



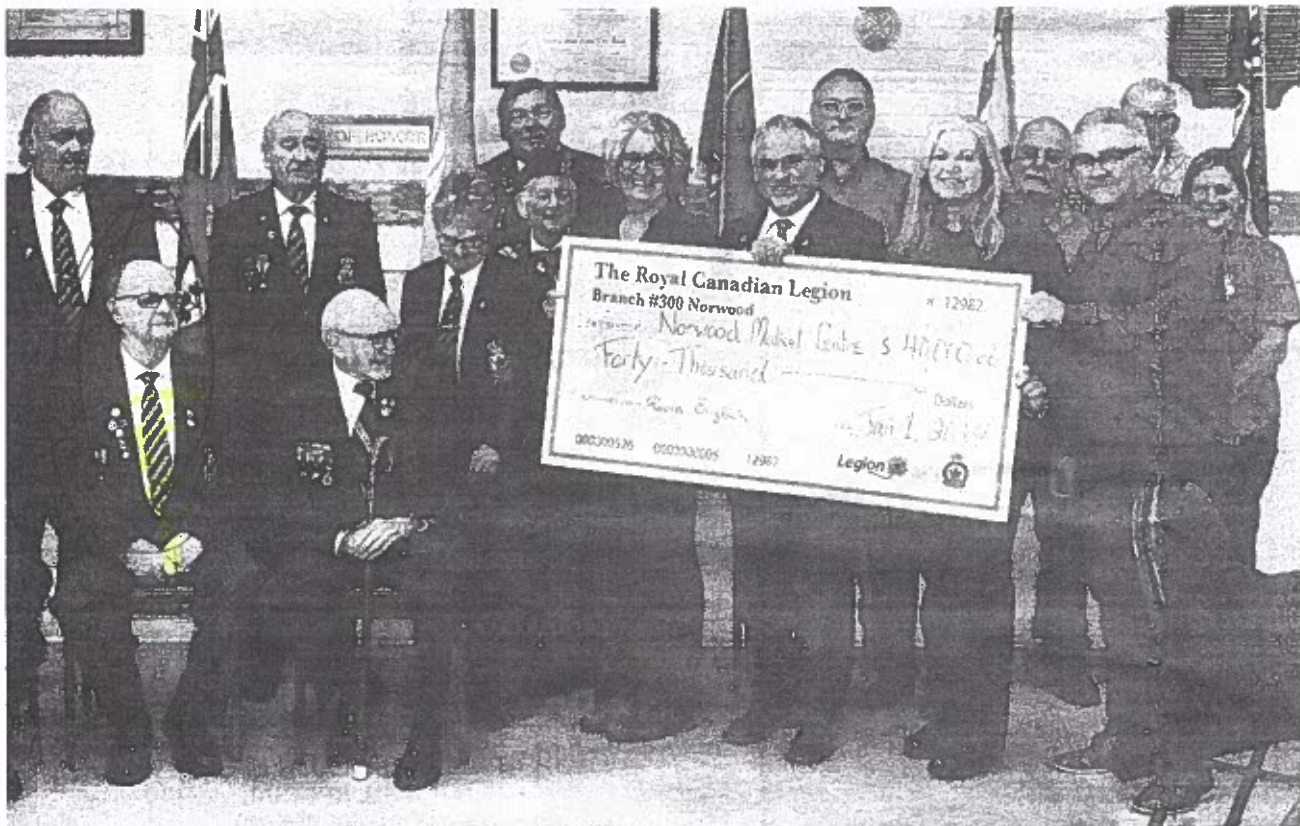
The Norwood Legion, Branch 300 hosted their annual New Year's Day Levee on the first day of 2017. A tradition in Canada that dates back nearly 400 years, it is a day where the public are invited for an informal reception to meet and exchange New Year's wishes. The legion has their own tradition of giving a donation to the areas churches during the levee. Joining the members of the legions executive in the picture are representatives from the various churches.

XIV and his custom of receiving his subjects in his bedchamber shortly after rising.

The word levee actually means rising or simply to raise.

SPECIAL TO THE EXAMINE





Branch 300 hosted their annual New Year's Day Levée last week; a tradition in Canada that dates back 378 years, it is a day where for an informal reception to meet and exchange New Year's wishes. The legion took the opportunity to also present the township of \$40,000 to be used to help furnish the community's new medical building that is scheduled to open soon. JEFF DORNAN

## AR'S DONATIONS FROM THE NORWOOD LEGION

events of the past year and to welcome the opportunities of the New Year. It may be a little hard to believe however the tradition of the New Year's Levée has been a custom in what is now Canada for almost 380 years. The festivities usually involve an open invitation to the public to come for a few hours of socializing and to partake in some free munchies and refreshments (traditionally including those of an alcoholic nature).

The Norwood Legion uses their Levée to carry out another longstanding annual tradition of their own; each year the branch makes a donation to the local churches, Norwood Community Care and the Norwood Food Bank. Representatives from the churches and the community organizations were on hand to each receive a cheque from the Legion President.

The Legion also made a very special donation during the Levée to the community as a whole with a substantial donation towards the new medical facility scheduled to open soon in Norwood. The new Trillium Medical Centre is currently under construction at the end of Spruce Street near the southerly limits of the village of Norwood, when completed it will provide offices and examination rooms for three new doctors as well as a nurse practitioner. The township is leasing space in the new purpose built construction, however it comes unfurnished so a sponsorship appeal was started to help provide the needed capital to purchase the medical equipment and furniture required. Norwood Legion Branch 300 answered the appeal with an incredible \$40,000 donation

towards the new facility. Council representatives were present at the Levée to accept the branch's generous donation.

The practice of hosting a the Levée in Canada traces its roots back nearly four centuries, before Canada as a country actually existed. The first officially recorded levée in what would become Canada was held on January 1, 1646 in Quebec City at the Chateau St. Louis, the cordial host was Charles Huault de Montmagny the Governor of what was known as New France at the time.

The New Year's Levée is common placed in Canada the majority of legions across the country host one each year, the Governor General and most Lieutenant Governors also traditionally host a Levée on New Year's Day; however this annual event is not necessarily following any pre-

edent set by the Sover they represent. Intere was actually in Canad Levée became associa New Year's Day, as it c an old custom of this c that goes back to the c fur trade. The first of t was the day that peopl trade traditionally pai respects to their gover representative; in mo: this would be the Mas Fort. The day was a tin accounts to be settled be shared from the ho try and experiences a to be shared from othe rs, with the master of providing food and dr visitors.

The actual concept o thought to have origin King Louis XIV of Fra his unusual custom of his subjects in his bed shortly after rising fro in the morning. The w itself is derived from tl verb 'lever' meaning t or more specifically "s son lit" to rise from on

**FOODBANK SAYS T**  
The Asphodel Norwoc terial Association Foo their volunteers woul thank everyone in the nity who supported th bank financially and/c donations throughout With the continuing r prices of necessities, d the food banks service all-time high. Your inc support ensures that c remain well stocked s can continue to assist who need us. Whether brought donations to i bank or left them in cc boxes your continuing osity and support are appreciated.

Lion's New Year Bre  
The Norwood Lions wasted no time getting swing of things by host first fundraiser of 202 7 with their first Comn Breakfast of the New Y Norwood Town Hall. A ies raised will support Clubs ongoing mandat munity betterment pr





The 1948-49 OMHA Midgets Championship Team from Hastings was one of several inductees into the recently established Trent Hills Sports Wall of Honour. LtoR Front Row Wayne Dodd, Dick Condon, Archie West, John Thompson, (Stick Boy), Doug Montgomery, Carl Davis, Don Fairman. Back Row Howard Fairman (Manager), Paul Stevenson, Doug Ford, Bob Spencer, Bud Wrightly, Jim Morrow, Bob Chambers, Ernie Spencer, Alex McMillan, Jack Herrington and Lyn Hill (Coach). *COURTESY OF BUD WRIGHTLY*

# HALL OF FAME HONOURS



**JEFF DORNAN**  
*Norwood News*

The inaugural Induction Gala, into the Trent Hills Sports Wall of Honour was held on May 11 in the Warkworth Arena. The Trent Hills Wall of Honour Advisory Board was formed in 2023 and worked diligently to make the new Sports Wall of Honour a reality. The committee choose twelve individuals, teams and

supporters to honour as the first inductees.

A memorabilia display, set up in the front foyer of the arena featured items from each of the inductees showcasing their accomplishments. The twelve honourees received a special plaque of recognition (donated by Campbellford Chrysler). The Sunny Life Recreation and Wellness Centre in Campbellford will be the permanent home of the Trent Hills Sports Wall of Honour when it opens later this year and will feature replica plaques of all the inductees.

While all of the recipients are deserving of recognition for their accomplishments and I

will mention them all later in the article, however this is technically a column about Norwood so one could safely assume there is going to be a connection somewhere between the neighbouring municipality of Trent Hills new Wall of Honour and our village.

One of the honourees in the Team Category is the 1948-49 Hastings Midgets hockey team, inducted for its memorable and historic all-Ontario championship season that also happened provided the perfect beginning for Hastings' new arena that opened in November 1948.

While it was a Hastings team, the Norwood association is the fact that of the fifteen boys that made up the roster, four of them were from Norwood. Rather poignantly the only member of the team still with us is a well-known Norwood gentleman. Bud Wrightly accepted the plaque on behalf of his teammates; Bud's acceptance speech included an at times comical rendition of how the game was won.

On March 21, 1949 a group of area kids between the ages of 14 and 15 had their dreams become reality as they became the first team east of Bowmanville to win the Midget "D" Ontario Minor League Championship, overcoming their opponents from



he size the largest crowd ever to witness a hockey game in the history of Hastings had gathered at the newly built Hastings Memorial Recreational Centre to help cheer the team to victory, while great for moral the heat generated by the huge crowd did not help the natural ice surface already suffering from the spring thaw and consequently most shots on the net included a blade full of water from the melting ice, leaving the goalie somewhat waterlogged. Other fond memories from Bud included the lack of protective padding and the fact that most of their "practice" sessions were actually impromptu road hockey games held out on the street.

The remaining eleven well deserving inductees are:

Bryce Allen, Warkworth, in the Builders Category, for his outstanding role as Chairman of the Warkworth Kinsmen Arena Project Fund, which helped build the new Warkworth arena in 1977.

Aubrey (Dit) Clapper, Hastings, in the Athlete Category, for establishing several records in the National Hockey League as an all-star forward and defence-man during his 20-year Hall-of-Fame career with the Boston Bruins.

Randy Fife, Hastings, in the Athlete Category, for his outstanding achievements in hockey and establishing himself as one of the best softball pitchers of his era in local competitive leagues.

James (Jim) Morrow, Hastings, in the Athlete/Coach Category, for his accomplishments as a two-sport athlete (hockey and softball) and coach of numerous provincial-winning championship teams in Cobourg and Hastings.

Kyle Pettey, Campbellford, in the Athlete Category, for his impressive career and achievements as a four-time Canadian Paralympian.

Doug Rowe & Family, Warkworth, in the Builder Category, for their long-time support and contributions to the local sporting community.

Gary Torrance, Campbellford, in the Builder Category, for his extraordinary dedication and

nearly five decades.

Cassandra (Cassie) Turner, Campbellford, in the Athlete/Coach Category, for her many accomplishments as a player for Canadian and U.S. collegiate women's hockey teams, and outstanding success as a coach in women's collegiate hockey programs.

Warkworth Kinsmen & Kinettes Clubs, in the Builder Category, for their tremendous fundraising efforts (from 1976-79) towards the construction of a new Warkworth arena and community centre, which officially opened in 1977.

1972-73 Warkworth Juvenile hockey team, in the Team Category, for capping a storybook season by winning Warkworth's first-ever Ontario Minor Hockey Association all-Ontario championship.

1973 Campbellford Midgets softball team, in the Team Category, for its phenomenal season, which culminated in the first Ontario Amateur Softball Association provincial championship in Campbellford history.

"Now that we're up and running, we have a lot of catching up to do," noted one committee member, "there are a lot of amazing athletes and supporters that deserve a place on the wall."





On behalf of the Government of Ontario and as your Member of  
Provincial Parliament it is my honor to extend  
a sincere congratulations to

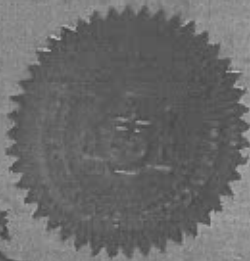
**Bud Wrightly**

in recognition of joining  
**the Trent Hills Sports Wall of Honour**

**Team Category**

May 11<sup>th</sup>, 2024

I would like to extend my congratulations to you on this recognition.  
Your accomplishments as a member of the 1948-49 Hastings Midgets  
have left their mark on the community. You and your team not only  
participated in the OMHA championship, but you also managed a great  
victory. Congratulations.



**David Piccini**  
Member of Provincial Parliament  
Northumberland - Peterborough South









1999

Lawrence "Bud" Wrightly



Hero of the everyday life















#### MIDGET 1976

Backrow- Cal Clarke(coach), Darryl Payne, Ken Edwards, Gord Olver,  
Bill Buchanan(asst. coach), Larry Wrightly, Elwood McCrae (sponsor).  
Middle row- Robert Barnett, Brian Elliott, Rick Chamberlain, Mike Gibson,  
Andy Elmhirst, Arnold Percles, Bud Wrightly(Manager), Frontrow- Randy  
Buchanan, Reg Nelson, Ron Stevenson, Rob McCrae (batboy), Jeff Kelly,  
Larry Cuthbertsen, Gord Nelson.





Senior I.O.D.E. Champions 1976  
Backrow Larry Wrightlt(ASs. coach), Joey Wright, Robert Barnett, Kenny Edwards, Andrew Wrightly, Grant Tracey, Bud Wrightly(coach), frontrow Frank Carlow, Steve Fisher, David Creer, Grad Tracey, Ronnie Baker.









MIDGET TEAM 1975-76

English (ass. coach), Raeburn Scott (coach), Larry Wrightly, Barnett, Darryl Payne, Chris Coughlin, Greg Hartwick, Ken English, Doug Vandenburg, Bue Wrightly (manager), front row Ken Johnson, Gord Nelson, Rick Chamberlain, Reg Nelson, Randy Buchanan, Gord [unclear], Eric Russ.



Picture of Ceremonial face-off to commemorate the first Norwood Minor Sports game of hockey in the Asphodel-Norwood Community Centre. The above puck was dropped by long time supporters Bud and Hazel Wrightly on October 13, 2005.





**THE CORPORATION OF THE  
TOWNSHIP OF ASPHODEL-NORWOOD**

**BY-LAW NUMBER 2025-49**

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Being a By-Law to confirm the proceedings of the regular meeting of the  
Council of the Township of Asphodel-Norwood held on October 21, 2025

**WHEREAS** Section 5 (1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** Subsection 5 (3) of the *Municipal Act, 2001*, further provides that the powers of every Council are to be exercised by By-law;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of the Township of Asphodel-Norwood at this meeting be confirmed and adopted by By-law.

**NOW THEREFORE** the Council of the Township of Asphodel-Norwood enacts as follows:

1. **THAT** the action of the Township of Asphodel-Norwood in respect of each recommendation contained in the municipal Council agenda in camera and any reports of committees and of local boards and commissions and each motion and resolution passed and other action taken by the Council of the Township of Asphodel-Norwood at this meeting is hereby adopted and confirmed as if such proceedings were expressly embodied in this By-law.
2. **THAT** the Mayor and the appropriate officials of the Township of Asphodel-Norwood are hereby authorized and directed to do all things necessary to give effect to the action of the Township of Asphodel-Norwood referred to in the preceding section.
3. **THAT** the Mayor, or in the absence of the Mayor, the Deputy Mayor, and the Municipal Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the Township of Asphodel-Norwood.

Read a first, second, and third time and finally passed this 21<sup>st</sup> day of October, 2025.

\_\_\_\_\_  
Patrick Wilford, Mayor

\_\_\_\_\_  
Melanie Hudson, Clerk