Asset Management Plan

Township of Frontenac Islands

Final Report

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

January 13, 2026

Table of Contents

Table of Contents (Cont'd)

Page

Report

Chapter 1
Introduction

1. Introduction

1.1 Overview

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

The Township of Frontenac Islands (Township) retained Watson & Associates Economists Ltd. (Watson) to assist in developing a comprehensive AMP. The project has been completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of Ontario Regulation (O. Reg.) 588/17 for core[1] assets. This phase culminated in the Township's 2022 AMP, which was adopted by Council in October 2022. The second phase focused on complying with the July 1, 2024 requirements of O. Reg. 588/17 for non-core[2] assets. This phase culminated in the Township's 2024 AMP, which was adopted by Council in July 2024. The third and final phase of this project built upon the work completed through the previous phases, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the third phase and brings the Township into compliance with the July 1, 2025 requirements of O. Reg. 588/17.

The estimated current replacement cost of the Township's infrastructure assets is $203.1 million. Transportation assets comprise the largest share of this replacement cost at $166.1 million (82%), followed by facilities at $26.3 million (13%), fleet and equipment assets at $7.5 million (4%), and lastly, land improvement assets at $3.2 million (2%).

A breakdown of the replacement cost by asset category is provided in Table 1-1 and is further illustrated in Figure 1-1.

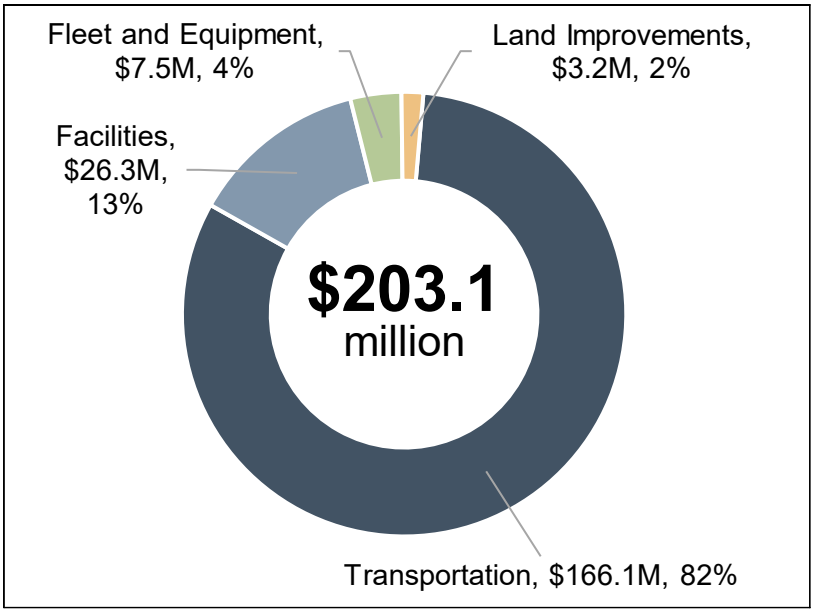
[1]Core infrastructure assets are defined by O. Reg. 588/17 as being roads, bridges, culverts, and any asset that is utilized in the provision of water, wastewater, and stormwater services.

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

Table 1-1: Distribution of Replacement Cost by Asset Category

Asset Category	Current Replacement Cost
Transportation	$166,122,000
Facilities	$26,264,000
Fleet and Equipment	$7,542,000
Land Improvements	$3,209,000
Total	**$203,137,000**

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



1.2 Legislative Context for the Asset Management Plan

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

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did not have appropriate tracking of their capital assets, especially with respect to any changes that capital assets may have undergone (i.e. betterments, disposals, etc.). Furthermore, this also meant that many municipalities had not yet established inventories of their capital assets, both in their accounting structures and financial

statements. As a result of revisions to *Section 3150 – Tangible Capital Assets* of the *Public Sector Accounting Board* (PSAB) handbook, which came into effect for the 2009 fiscal year, municipalities were forced to change this long-standing practice and capitalize their tangible capital assets over the term of the asset's expected useful service life. In order to comply with this revision, municipalities needed to establish asset inventories, if none previously existed.

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

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

1.3 Asset Management Plan Development

The development of this asset management plan was guided by asset management strategies identified through discussions with the Township's asset managers, information gleaned through reviews of long-term planning documents and studies, service-level objectives and their impacts on the management of assets identified through engagements with both staff and Council, and detailed analyses of the

Township's capital asset and financial data. The key steps in the development process of this asset management plan are summarized below:

1. Update underlying asset data such as quantities, ages, condition ratings, useful service life expectations, replacement cost valuations, lifecycle activity costing, etc.
2. Identify targets for the levels of service the Township proposes to provide to the public over the long term through workshops held with staff. As part of these workshops, changes to existing lifecycle management strategies to support the proposed level of service were identified. This step resulted in the development of 10-year forecasts of capital and significant operating expenditures to achieve and sustain the proposed levels of service.
3. Analyze the Township's financial data and develop a financial strategy model to identify the funding expected to be available to undertake the capital and significant operating expenditures identified in the previous step. The financial strategy model was also utilized to determine the financial impacts associated with providing the proposed levels of service (i.e., target level of sustainable annual capital funding, estimated annual tax levy and tax rate increases to achieve the target level of sustainable annual capital funding, additional debt requirements, impact on balance of funds held in capital reserves and reserve funds, etc.).
4. Present the proposed levels of service and their associated financial impacts to Council in a workshop setting. The feedback received from Council was critical to ensuring that the proposed levels of service are appropriate for the Township and further refining the associated financial strategy.
5. Finalize the proposed levels of service targets and the financial strategy based on feedback received from Council.
6. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to the public.

Chapter 2
State of Local Infrastructure and Levels of Service

2. State of Local Infrastructure and Levels of Service

2.1 Transportation

2.1.1 State of Local Infrastructure

The Township owns and manages a variety of transportation assets that enable the safe and efficient passage of vehicular and pedestrian traffic and contribute to the overall level of service provided by the Township. These assets comprise the Township's roads, culverts, and a number of road-related assets such as sidewalks and streetlights. The estimated current replacement cost of the Township's transportation assets is $166.1 million.

The Township's road network comprises roads with three surface types: High Class Bituminous (HCB), Low Class Bituminous (LCB), and gravel. The estimated current replacement cost of the Township's roads is $162.8 million. LCB roads represent the largest share of replacement cost at $87.1 million (54%), followed by gravel roads at $68.4 million (42%), and lastly, HCB roads at $7.3 million (5%). The average age of the Township's roads is 31.0 years.

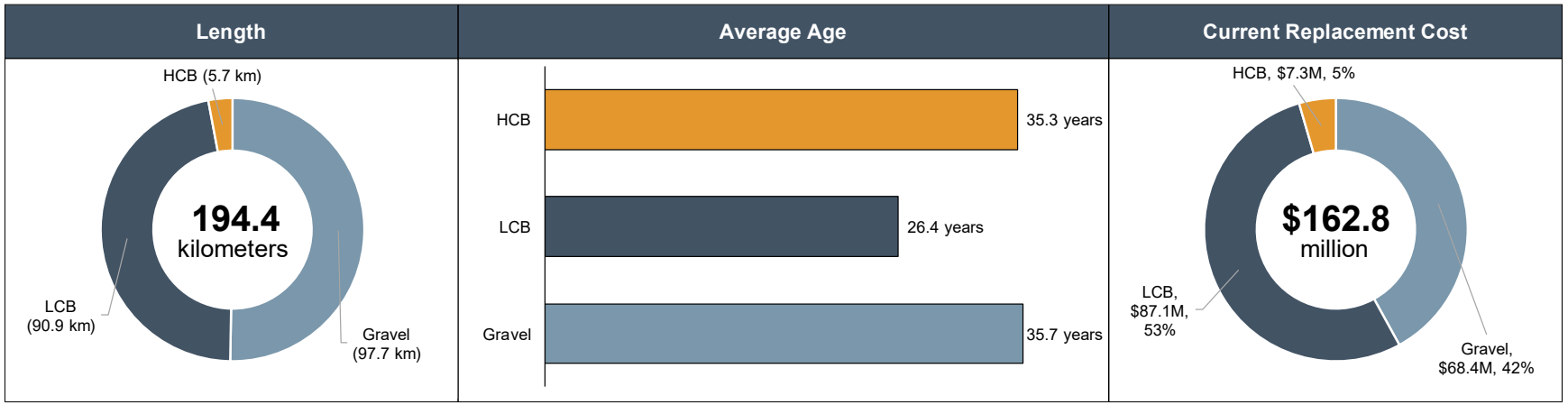
Table 2-1 summarizes the length, average age, and estimated current replacement cost of the Township's roads by surface type. This information is further illustrated in Figure 2-1.

Table 2-1: Roads – Length, Average Age, and Replacement Cost by Surface Type

Surface Type	Length	Average Age[1]	Current Replacement Cost
HCB	5.7 km	35.3 years	$7,343,000
LCB	90.9 km	26.4 years	$87,085,000
Gravel	97.7 km	35.7 years	$68,377,000
Total	**194.4 km**	**31.0 years**	**$162,805,000**

[1]Weighted average utilizing surface area of road segments as weights.

Figure 2-1: Roads – Length, Average Age, and Replacement Cost by Surface Type



The Township's road network is also supported by three structural[1] culverts and three non-structural culverts. The estimated current replacement cost of the Township's culverts is $2.5 million. Structural culverts represent $1.6 million (65%) of this replacement cost, while non-structural culverts represent $866,000 (35%). The average age of the Township's culverts is 35.6 years.

Table 2-2 summarizes the quantity, average age, and estimated current replacement cost of the Township's culverts. This information is further illustrated in Figure 2-2.

Table 2-2: Culverts – Quantity, Average Age, and Replacement Cost

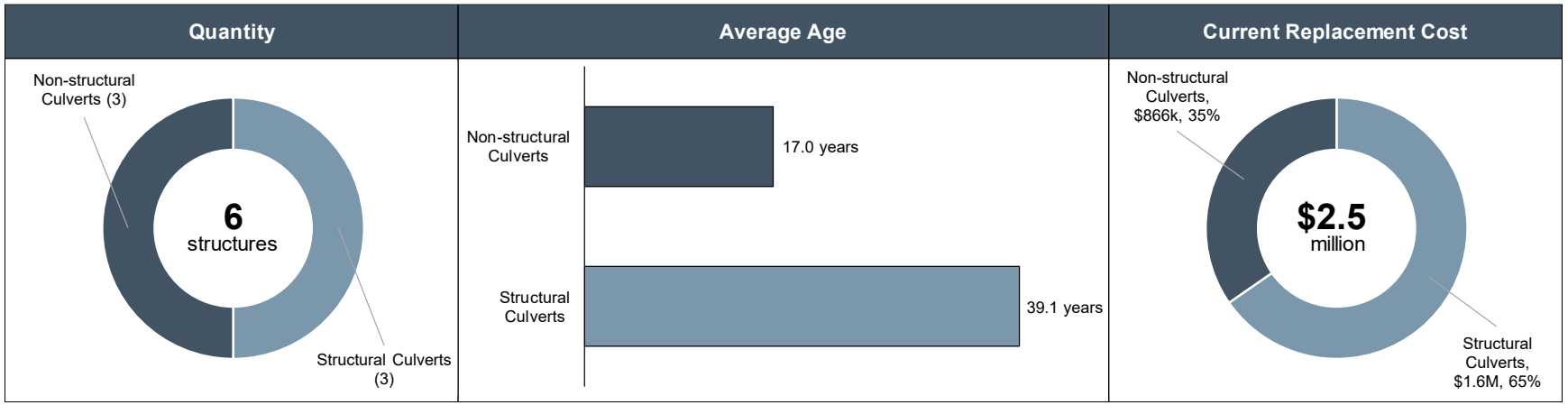
Category	Quantity	Average Age[2]	Current Replacement Cost
Structural Culverts	3	39.1 years	$1,633,000
Non-structural Culverts	3	17.0 years[3]	$866,000
Total	**6**	**35.6 years**	**$2,499,000**

[1]The *Ontario Structure Inspection Manual (2008)* defines structural culverts as structures that form an opening through soil and have a total span of three meters or more.

[2]Weighted average utilizing the replacement cost of each structure as weights.

[3]The year of construction of two non-structural culverts (2nd Line Road Culvert and 5th Line Road Culvert) is not readily available at this time. As such, these assets have been excluded from the calculation of weighted average age.

Figure 2-2: Structures – Quantity, Average Age, and Replacement Cost



Lastly, the Township also owns and manages a number of road-related assets which play a vital role in supporting its broader transportation network. These assets include the Township's parking lots, sidewalks, and streetlights. The estimated current replacement cost of the Township's road-related assets is $818,000. Sidewalks represent the largest share of replacement cost at $485,000 (59%), followed by parking lots at $291,000 (36%), and lastly, streetlights at $42,000 (5%). The average age of the Township's road-related assets is 20.9 years.

Table 2-3 summarizes the quantity, average age, and estimated current replacement cost of the Township's road-related assets by asset type. This information is further illustrated in Figure 2-3.

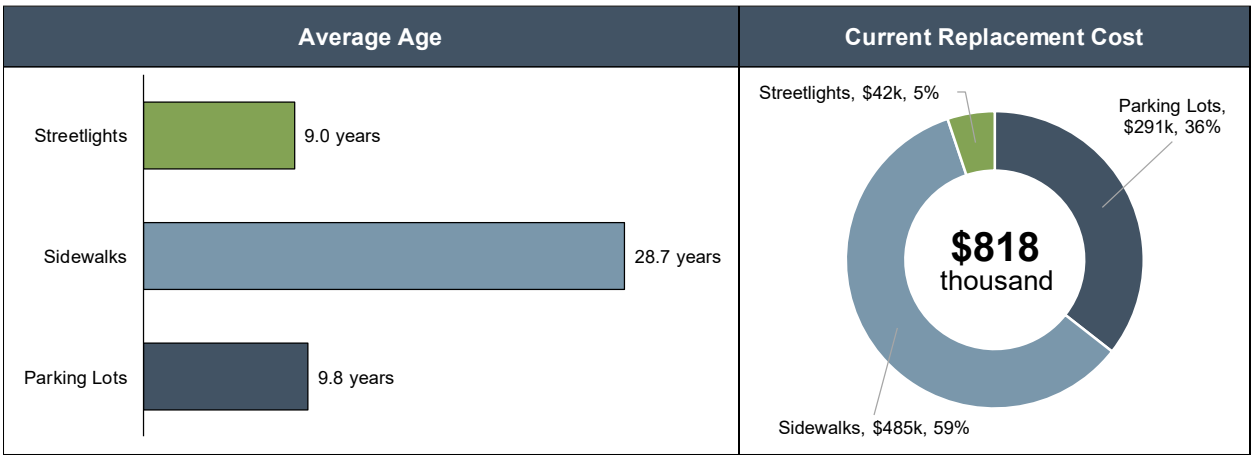
Table 2-3: Road-related Assets – Quantity, Average Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age[1]	Current Replacement Cost
Parking Lots	6 lots	9.8 years	$291,000
Sidewalks	N/A[2]	28.7 years	$485,000
Streetlights	39 streetlights	9.0 years	$42,000
Total		**20.9 years**	**$818,000**

[1]Weighted average utilizing the replacement cost of each asset as weights.

[2]The lengths of the Township's sidewalk segments are not readily available at this time and, as such, not reported in this asset management plan.

Figure 2-3: Road-related Assets – Average Age and Replacement Cost by Asset Type



2.1.2 Condition

The Township periodically completes condition assessments on its road network to evaluate the frequency and severity of observed pavement distresses. The most recent assessment was completed as part of the Township's 2022 Road Needs Study, which assigned a surface condition score to each assessed road segment.

To better communicate the condition of the Township's roads, surface condition scores have been segmented into qualitative condition states as summarized in Table 2-4.

Table 2-4: Roads – Definition of Qualitative Condition States

Surface Condition Score	Condition State	Description[1]
9 or 10	Very Good	A very smooth ride. Pavement has few cracks.
7 or 8	Good	A smooth ride with just a few bumps or depressions. The pavement has frequent very slight or slight cracking.
6	Fair	A comfortable ride with intermittent bumps or depressions. The pavement has intermittent moderate and frequent slight cracking, and with intermittent slight or moderate alligatoring and distortion.
4 or 5	Poor	An uncomfortable ride with frequent to extensive bumps or depressions. Cannot maintain the posted speed at lower end of the scale. The pavement has frequent moderate cracking and distortion, and intermittent moderate alligatoring.
2 or 3	Very Poor	A very uncomfortable ride with constant jarring bumps and depressions. Cannot maintain the posted speed and must steer constantly to avoid bumps and depressions. The pavement has moderate alligatoring and extensive severe cracking and distortion.
1	Failed	The pavement has extensive severe cracking, alligatoring and distortion.

The Township's 2022 Road Needs Study assessed its paved road segments as having an average surface condition score of 7, indicating that the Township's paved roads were, on average, in a 'Good' condition at the time of the assessment. The study also provided condition ratings for its gravel road segments based on their observed physical state to provide a numeric representation of their condition. The Township's gravel roads were assessed as having an average surface condition score of 6, in which corresponds to a 'Fair' condition. It is noted that the condition of gravel roads can

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

change rapidly and unpredictably due to factors such as weather conditions and recency of maintenance activities (e.g., re-grading, application of dust suppressant, spot applications of granular, etc.). Therefore, the current condition of the Township's gravel roads may be significantly different from what was observed during the assessment completed in 2022 (and is presented herein). It is recommended that the Township develop and implement a protocol to periodically reassess the condition of its gravel roads to more accurately represent their condition in future iterations of this asset management plan.

Table 2-5 summarizes the average surface condition score and associated condition states of the Township's roads by surface type.

Table 2-5: Roads – Average Surface Condition Scores and Associated Condition States by Surface Type

Surface Type	Average Surface Condition Score[1]	Condition State
HCB	9	Very Good
LCB	7	Good
Gravel	6	Fair
Average	**7**	**Good**

The distribution (surface area) of the Township's roads by condition state and surface type is illustrated in Figure 2-4 and the distribution (surface area) of the Township's roads by condition state is illustrated in Figure 2-5.

[1]Weighted average utilizing surface area of road segments as weights.

Figure 2-4: Roads – Distribution (surface area) of Roads by Condition State and Surface Type

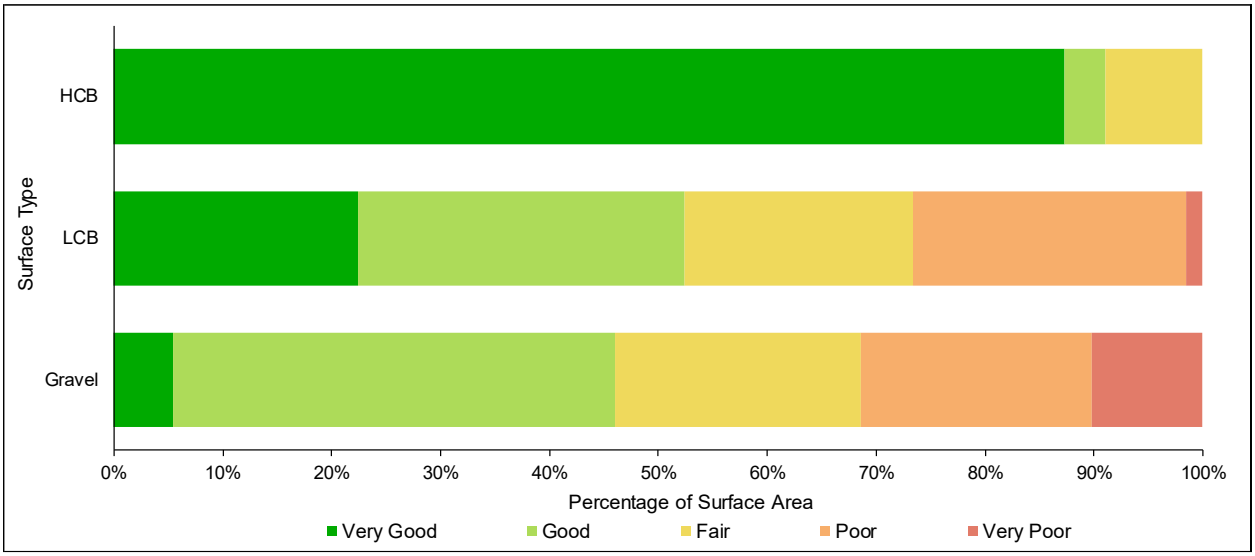
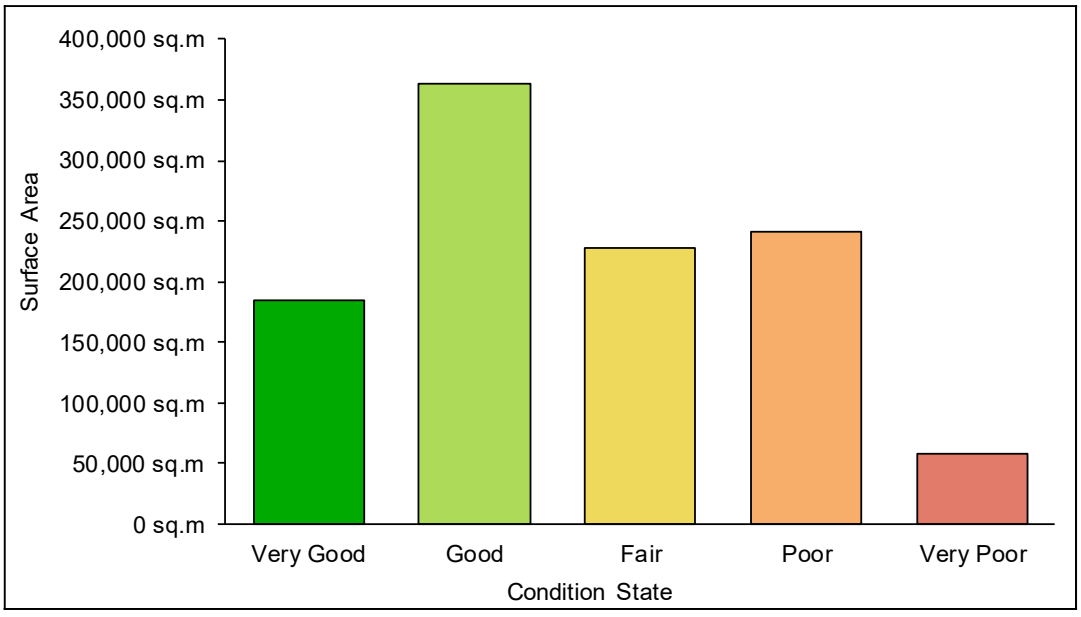


Figure 2-5: Roads – Distribution (surface area) of Roads by Condition State



In accordance with Ontario Regulation 104/97: Standards for Bridges (O. Reg. 104/97), the Township conducts biennial inspections of its culverts in accordance with the Ontario Structure Inspection Manual (OSIM). To provide an overall measure of condition, Bridge Condition Index (BCI) ratings are calculated for each inspected culvert by assigning weighted values to the condition of various structural and non-structural

elements. BCI ratings are typically represented on a scale of 0 to 100, with 100 being a structure in new or as-new condition.

However, it is noted that the Township's most recent (2024) OSIM inspection did not provide a formal BCI rating for its culverts. Based on the high-level qualitative commentary that accompanied each structure's inspection report, two of the Township's three structural culverts were observed to be in an overall 'Good' condition with no major structural deficiencies visible. The Township's third structural culvert (18th Line Road Culvert) was observed to be in a 'Good' to 'Fair' condition. Although no major structural deficiencies were observed at the time of the inspection, this high-level commentary may indicate the need for lifecycle interventions in the medium- to long-term.

Furthermore, the Township's three non-structural culverts were not formally assessed as part of its most recent (2024) OSIM inspections. Non-structural culverts were last formally assessed as part of the Township's 2022 OSIM inspections, which also assigned BCI ratings to each assessed culvert. Based on those inspections, two non-structural culverts were assessed to be in a 'Fair' condition state while the third non-structural culvert was assessed to be in a 'Good' condition state. It is noted that the Township's non-structural culverts would have experienced further deterioration in their condition since the assessment was conducted. It is recommended that the Township include its non-structural culverts in its next round of OSIM inspections to reevaluate their current condition and reassess upcoming lifecycle requirements.

Lastly, the condition of the Township's road-related assets has not been directly evaluated through physical condition assessments. Township staff conduct annual inspections of the sidewalk network to identify trip hazards and other deficiencies, in accordance with provincially mandated *Minimum Maintenance Standards*. Identified deficiencies are addressed in a timely fashion, typically through grinding of joints and panel replacements. It is noted that sidewalks and parking lots can be maintained in adequate condition for an extended period of time through the completion of regular maintenance activities (e.g., grinding of trip edges, crack filling, asphalt patching, etc.). Streetlights are also inspected periodically to identify assets that are not working and require replacement or repair. However, it is noted that the Township's streetlights were upgraded to LED fixtures in 2016 and are currently within their typical useful service life expectancy. As such, the Township's streetlights are expected to be in adequate condition. It is recommended that the Township consider establishing a formal condition

rating process for its road-related assets to inform asset management planning and capital budgeting.

2.1.3 Levels of Service

The levels of service currently provided by the Township's transportation assets are, in part, a result of the state of local infrastructure presented above. The levels of service framework presented in this subsection identifies both the levels of service that assets are currently providing as well as the proposed levels of service (i.e., target performance) that the Township is striving towards. The levels of service frameworks presented in this asset management plan were developed by identifying service aspects that would be of interest to end users through consultations with both Township staff and Council, and in consideration of available data.

The Township's levels of service frameworks are organized in tables, which are structured as follows:

- The 'Service Attribute' column in Table 2-6 indicates the high-level attribute being addressed;
- The 'Community Levels of Service' column in Table 2-6 explains the Township's intent in plain language and provides additional information about the service being provided;
- The 'Performance Measure' column in Table 2-7 describes the performance measure(s) connected to the identified service attribute;
- The 'Current Performance' column in Table 2-7 identifies the current level of service with respect to each performance measure based on the best available data; and
- The 'Target Performance' column in Table 2-7 identifies the proposed level of service with respect to each performance measure.

Table 2-6: Transportation Assets – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Township's transportation assets enable the safe and efficient movement of people and goods within the Township. The Township's transportation assets are used by pedestrians, cyclists, passenger vehicles, commercial truck traffic, and emergency vehicles.
Quality	The Township strives to maintain its transportation assets in adequate condition to support the comfortable passage of vehicular and pedestrian traffic.
	To aid in interpreting the condition of transportation assets, descriptions of different condition states are summarized in Section 0. A general description of how each condition state affects the timing of forecasted capital requirements is also provided in therein.

Table 2-7: Transportation Assets – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the Township.	Not Applicable[1]	Not Applicable
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Township.	1.10 km / km²	1.10 km / km²
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Township.	1.06 km / km²	1.06 km / km²
	Percentage of bridges in the Township with loading or dimensional restrictions.	Not Applicable	Not Applicable
	Percentage (by surface area) of the road network with a HCB surface.	3.7%	3.7%

[1]The Township does not currently own and maintain any arterial roads within its road network.

Service Attribute	Performance Measure	Current Performance	Target Performance
	Percentage (by surface area) of the road network with a LCB surface.	51.6%	51.6%
	Percentage (by surface area) of the road network with gravel surface.	44.7%	44.7%
Quality	For paved roads in the municipality, the average Pavement Condition Index value.	70[1]	Maximize
	For unpaved roads in the Township, the average surface condition.	Fair	Maximize
	For bridges in the Township, the average bridge condition index value.	Not Applicable	Not Applicable
	For structural culverts in the Township, the average bridge condition index value.	82.4[2]	Maximize
	For non-structural culverts in the Township, the average bridge condition value.	76.3[2]	Maximize

2.2 Facilities

2.2.1 State of Local Infrastructure

The Township owns and manages 29 facilities that support the provision of various municipal services. The inventory includes facilities that support administrative functions (municipal offices), facilities that support ferry operations (ferry houses and marine facility), Fire Services facilities (fire halls/garages and fire pump house), Public Works facilities (public works garages, salt and sand storage buildings, and landfill building), Culture and Recreation facilities (libraries, community halls/centres, Wolfe Island outdoor ice rink, etc.) and a senior housing facility.

[1]As mentioned in Section 2.1.2, the Township's 2022 Road Needs Study provided a surface condition score for each assessed road segment utilizing the 10-point rating scale summarized in Table 2-4. The average surface condition score of paved roads has been multiplied by a factor of 10 to provide an estimation of the average Pavement Condition Index value.

[2]Based on the Township's 2022 OSIM inspection report.

The estimated current replacement cost of Township's facilities is $26.3 million. Culture and Recreation facilities represent the largest share of replacement cost at $9.8 million (37%), followed by Fire Services facilities at $7.2 million (28%), Public Works facilities at $5.9 million (23%), the senior housing facility at $1.7 million (7%), administrative facilities at $1.2 million (4%), and lastly, facilities supporting ferry operations at $436,000 (2%). The average age of the Township's facilities is 25.1 years.

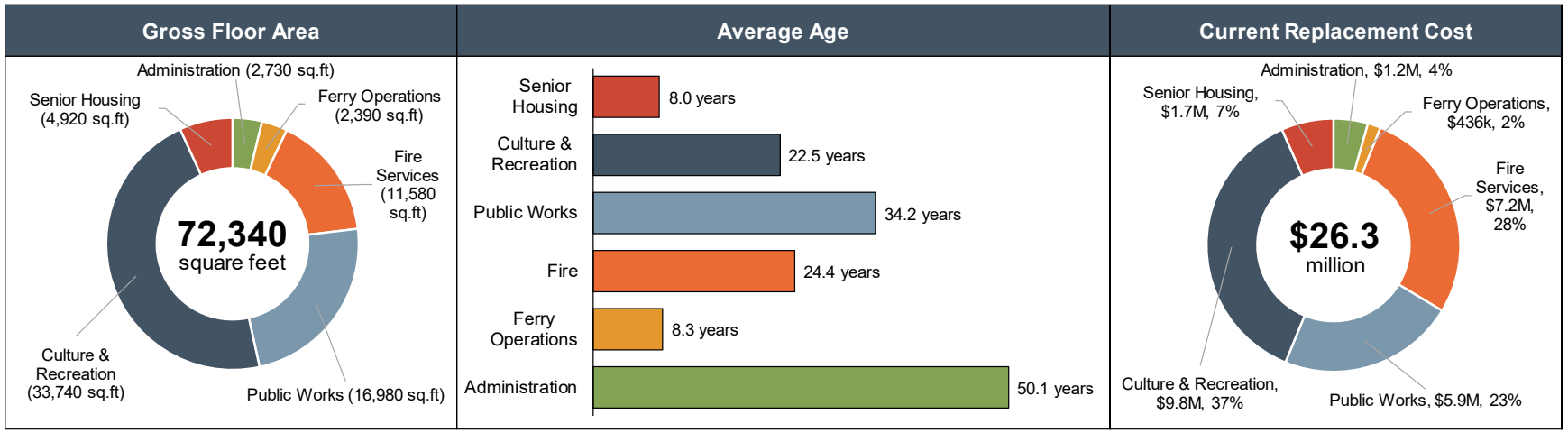
Table 2-8 summarizes the quantity, gross floor area, average age, and estimated current replacement cost of the Township's facilities by service area. This information is further illustrated in Figure 2-6.

Table 2-8: Facilities – Quantity, Gross Floor Area, Average Age, and Replacement Cost by Service Area

Service Area	Quantity	Gross Floor Area	Average Age[1]	Current Replacement Cost
Administration	2	2,730 ft^2	50.1 years	$1,154,000
Ferry Operations	3	2,390 ft^2	8.3 years	$436,000
Fire Services	3	11,580 ft^2	24.4 years	$7,246,000
Public Works	7	16,980 ft^2	34.2 years	$5,920,000
Culture and Recreation	13	33,740 ft^2	22.5 years	$9,760,000
Senior Housing	1	4,920 ft^2	8.0 years	$1,747,000
Total	**29**	**72,340 ft^2**	**25.1 years**	**$26,263,000**

[1]Weighted average utilizing the gross floor area of each facility as weights.

Figure 2-6: Facilities – Gross Floor Area, Average Age, and Replacement Cost by Service Area



2.2.2 Condition

The Township assessed the condition of its facilities at a component level through staff-led assessments conducted in 2025. As part of these assessments, major facility components were inspected and assigned a condition rating based on their observed physical state and performance, utilizing the five-point rating scale summarized in Table 2-9

Table 2-9: Facilities – Definition of Component-level Condition Ratings

Condition Rating	Description
Very Good	Component is physically sound and performing as intended.
Good	Component shows minor signs of wear and tear but continues to function well.
Fair	Component shows significant signs of wear and tear but continues to meet minimum functional requirements.
Poor	Component has significant visible defects and may not function as intended in all situations.
Very Poor	Component no longer functions as intended and should be replaced.

These component-level condition ratings were subsequently averaged to provide a measure of the overall condition of each facility (i.e., facility-level condition rating). It is noted that these facility-level condition ratings rely only on the condition ratings of assessed components and, as such, do not incorporate the condition of any components that may have been left unassessed as part of the aforementioned staff-led assessments.

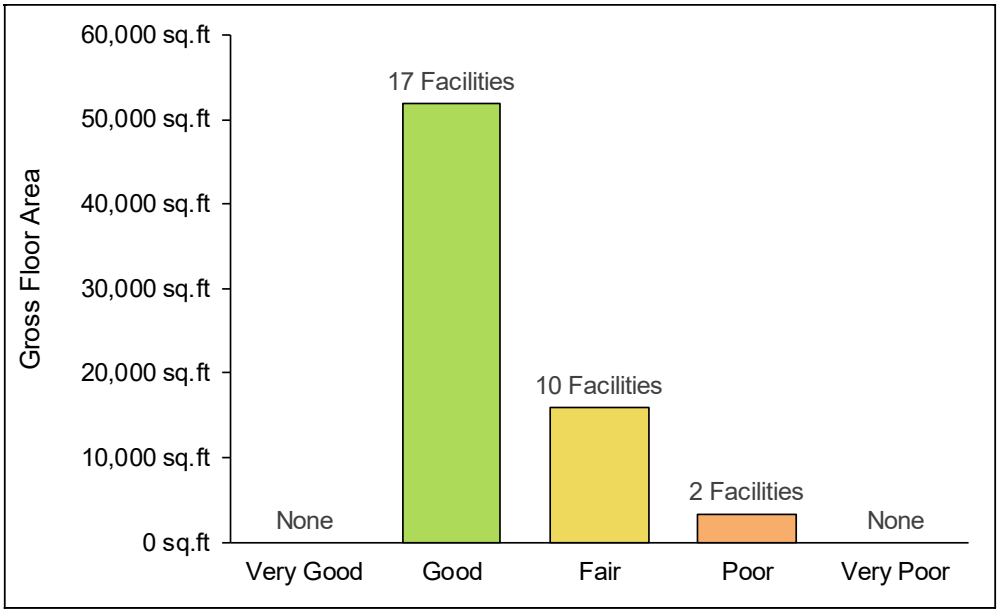
Based on these staff-led assessments, the Township's facilities are in an overall 'Good' condition, on average. This indicates that major facility components within most Township facilities are currently meeting their functional requirements, with some minor signs of observed performance degradation. The average condition ratings of the Township's facilities are summarized in Table 2-10 by service area.

Table 2-10: Facilities – Average Condition Ratings by Service Area

Service Area	Average Condition Rating[1]
Administration	Good
Ferry Operations	Fair
Fire Services	Good
Public Works	Fair
Culture and Recreation	Good
Senior Housing	Good
Overall Average	**Good**

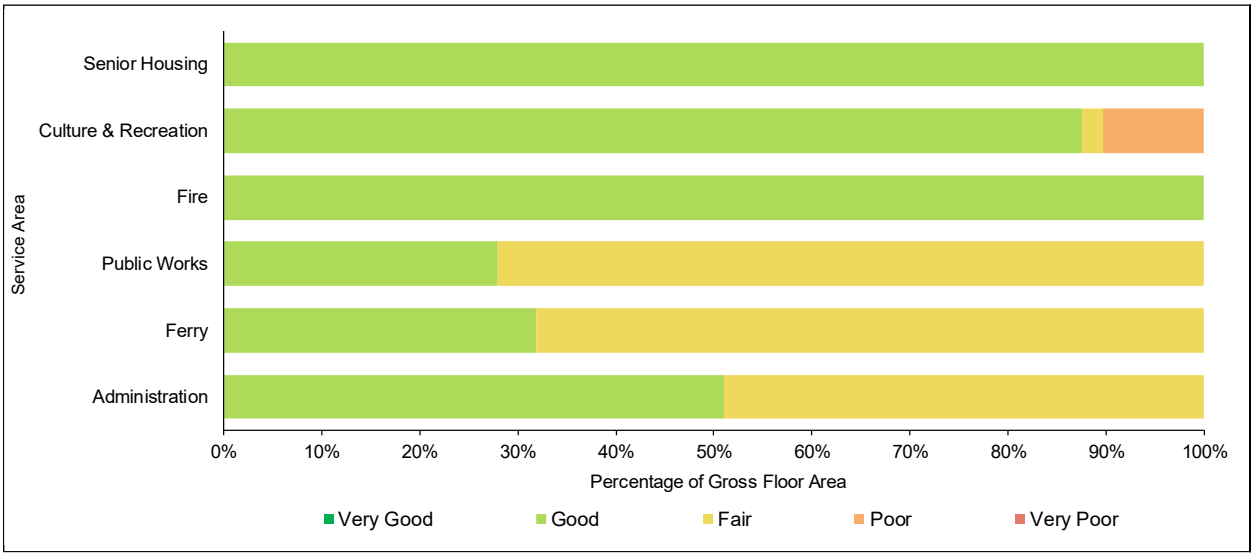
The distribution (gross floor area) of the Township's facilities by condition rating is illustrated in Figure 2-7 and this information is further illustrated by service area in Figure 2-8.

Figure 2-7: Facilities – Distribution (gross floor area) of Assets by Condition State



[1]Weighted average utilizing the gross floor area of each facility as weights.

Figure 2-8: Facilities – Distribution (gross floor area) of Assets by Condition State and Service Area



2.2.3 Levels of Service

This subsection presents the Township's levels of service framework for facilities. Table 2-11 presents the Service Attributes and Community Levels of Service while Table 2-12 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Township's levels of service framework.

Table 2-11: Facilities – Community Levels of Service

Service Attribute	Community Levels of Service
Capacity	The Township strives to align the capacity of its facilities with the service demands of its community.
Quality	The Township strives to maintain its facilities in adequate condition to continue effectively supporting the provision of municipal services.

Table 2-12: Facilities – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Capacity	Gross floor area (square footage) of administrative facilities per 100 residents.	141 ft^2 / 100 residents[1]	141 ft^2 / 100 residents
	Gross floor area (square footage) of facilities supporting Ferry operations per 100 residents.	124 ft^2 / 100 residents[1]	124 ft^2 / 100 residents
	Gross floor area (square footage) of Fire Services facilities per 100 residents.	600 ft^2 / 100 residents[1]	637 ft^2 / 100 residents[2]
	Gross floor area (square footage) of Public Works facilities per 100 residents.	880 ft^2 / 100 residents[1]	880 ft^2 / 100 residents
	Gross floor area (square footage) of Culture and Recreation facilities per 100 residents.	1,748 ft^2 / 100 residents[1]	1,748 ft^2 / 100 residents
	Gross floor area (square footage) of senior housing facilities per 100 residents.	255 ft^2 / 100 residents[1]	255 ft^2 / 100 residents
Quality	Average condition rating of administrative facilities.	Good	Maximize
	Average condition rating of facilities supporting Ferry operations.	Fair	Maximize
	Average condition rating of Fire Services facilities.	Good	Maximize
	Average condition rating of Public Works facilities.	Fair	Maximize
	Average condition rating of Culture and Recreation facilities.	Good	Maximize
	Average condition rating of senior housing facilities.	Good	Maximize

[1]Based on population figures from Statistics Canada 2021 Census results.

[2]The Township plans to undertake an expansion of its Fire Hall on Howe Island in 2027.

2.3 Fleet and Equipment

2.3.1 State of Local Infrastructure

The Township's inventory of fleet and equipment assets comprises plated vehicles ranging from passenger vehicles and pickup trucks to plow trucks, fire fleet assets such as tankers and pumpers, and the Howe Island Ferry. The inventory also includes various pieces of equipment that support Public Works (e.g., generators, backhoe, etc.), Culture and Recreation (e.g., playground equipment, park amenities, etc.), Fire Services (e.g., fire apparatus, emergency boat, etc.), the Howe Island Ferry, and the Township's general administrative functions (e.g., IT hardware, generators, etc.).

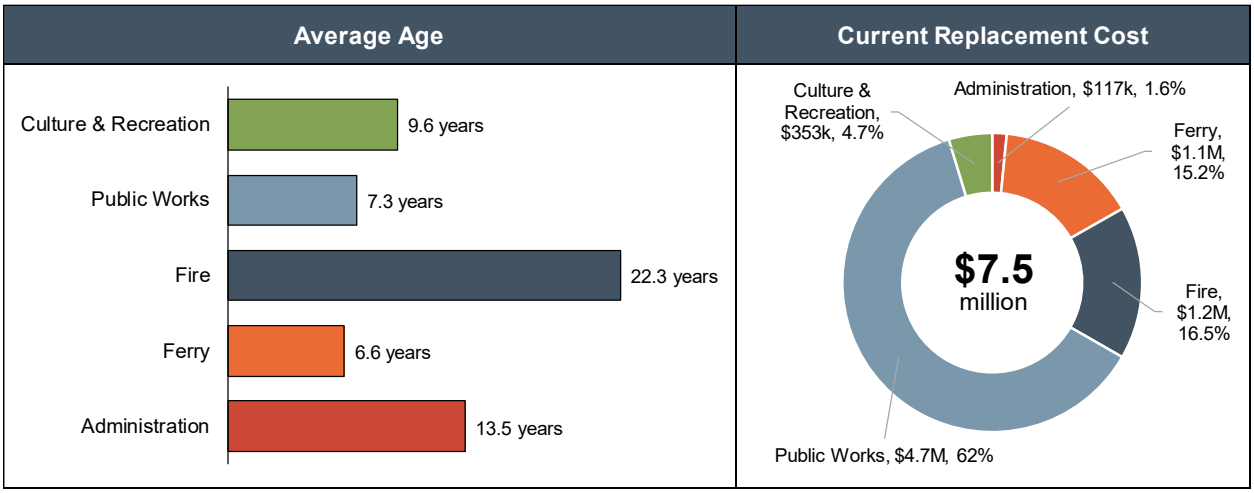
The estimated current replacement cost of the Township's fleet and equipment assets is $7.5 million. Public Works assets represent the largest share of replacement cost at $4.7 million (62%), followed by Fire Services assets at $1.2 million (17%), ferry assets at $1.1 million (15%), Culture and Recreation assets at $353,000 (5%), and lastly, general administrative assets at $117,000 (2%). The average age of the Township's fleet and equipment assets is 9.9 years.

Table 2-13 summarizes the average age and estimated current replacement cost of the Township's fleet and equipment assets by service area. This information is further illustrated in Figure 2-9.

Table 2-13: Fleet and Equipment – Average Age and Replacement Cost by Service Area

Service Area	Examples	Average Age[1]	Current Replacement Cost
Administration	IT hardware, generators, etc.	13.5 years	$117,000
Ferry	Howe Island Ferry, life raft, cameras, etc.	6.6 years	$1,148,000
Fire	Pumpers, tankers, rescue vehicles, fire apparatus, etc.	22.3 years	$1,247,000
Public Works	Plows, pickups, trailers, generators, backhoe, etc.	7.3 years	$4,678,000
Culture and Recreation	Ice resurfacer, playground equipment, amenities, etc.	9.6 years	$353,000
Total		**9.9 years**	**$7,543,000**

Figure 2-9: Fleet and Equipment – Average Age and Replacement Cost by Service Area



2.3.2 Condition

The condition of the Township's fleet and equipment assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to fleet and equipment assets based on age relative to useful service life (i.e., based on the percentage of useful

[1]Weighted average utilizing the replacement cost of each asset as weights.

service life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that none of the asset's life expectancy has been utilized. Conversely, an asset that has reached the end of its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if the asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that assets near or beyond their typical useful service life expectancy are likely to require replacement or rehabilitation in the near term, may exhibit reduced reliability, and may have increasing repair and maintenance costs.

To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states, as summarized in Table 2-14. The scale is set to show that if assets are replaced at the end of their expected useful service life, they would be in a "Fair" condition state. For assets that remain in service beyond their useful service life (i.e., ULC% > 100%), the probability of failure is assumed to have increased to a point where these assets would be characterized as being in a "Poor" or "Very Poor" condition state.

Table 2-14: Definition of Condition States based on ULC% Ranges

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

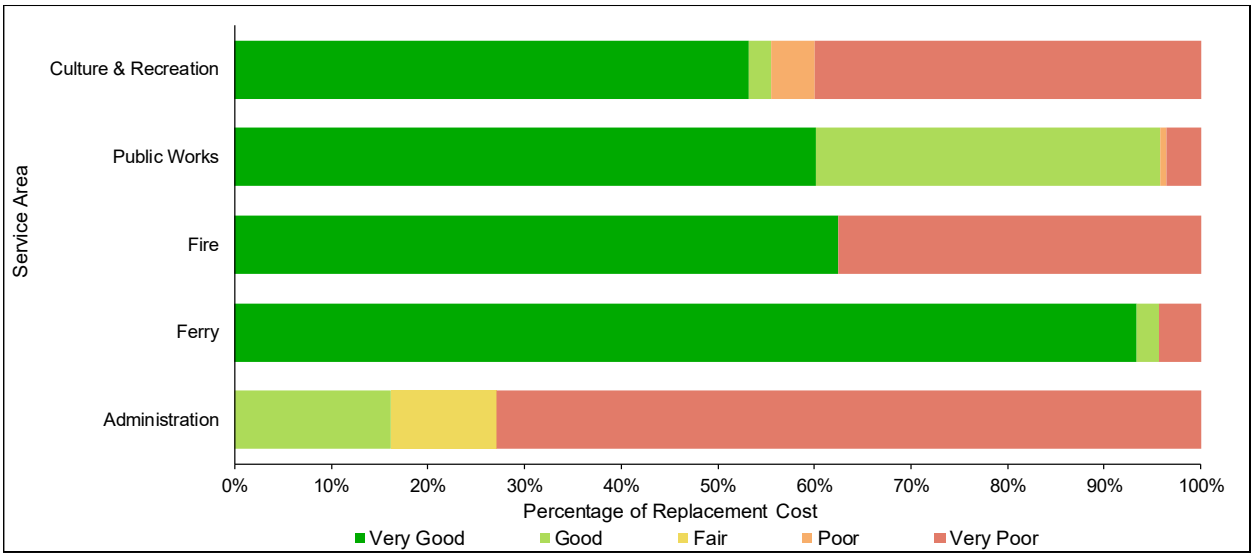
The Township's fleet and equipment assets have an average ULC% of 64.1%, indicating that they are in a 'Good' condition state on average. Table 2-15 summarizes the average ULC% and associated condition states of the fleet and equipment assets by service area.

Table 2-15: Fleet and Equipment Assets – Average ULC% and Condition States by Service Area

Service Area	Average ULC%[1]	Condition State
Administration	272.4%	Very Poor
Ferry	23.8%	Very Good
Fire	117.7%	Poor
Public Works	44.6%	Very Good
Culture and Recreation	73.5%	Good
Average	**58.4%**	**Good**

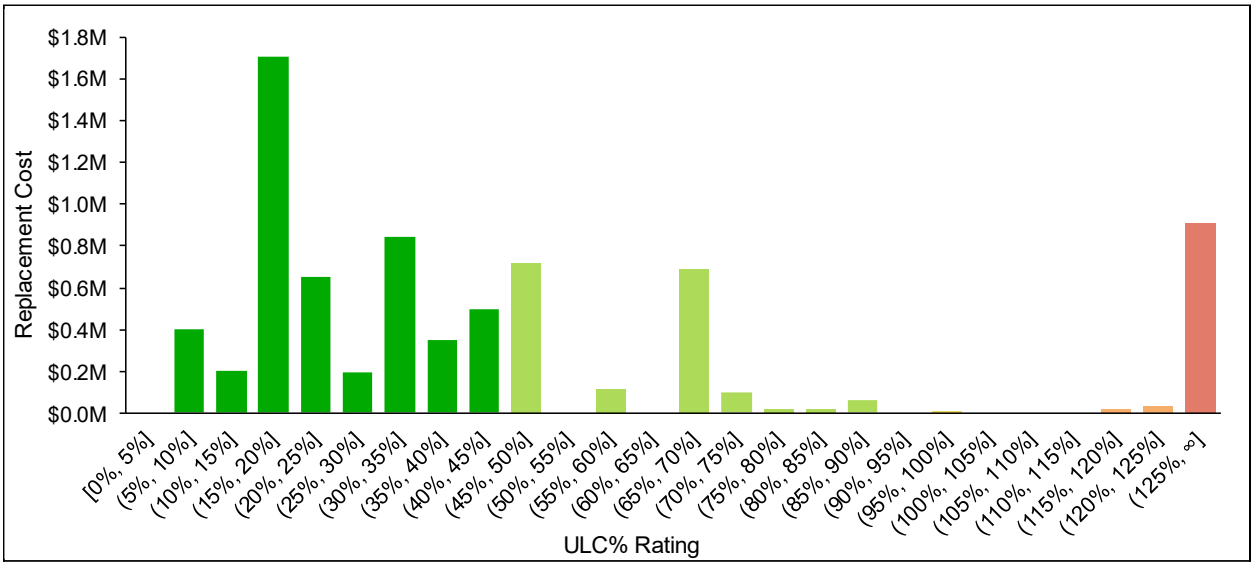
The distribution (replacement cost) of the Township's fleet and equipment assets by condition state and service area is illustrated in Figure 2-10 and by ULC% rating range is illustrated in Figure 2-11.

Figure 2-10: Fleet and Equipment Assets – Distribution (by replacement cost) of Assets by Condition State and Service Area



[1]Weighted average using replacement cost of each asset as weights.

Figure 2-11: Fleet and Equipment Assets – Distribution (by replacement cost) of Assets by ULC% Rating Range



2.3.3 *Levels of Service*

This subsection presents the Township's levels of service framework for fleet and equipment assets. Table 2-16 presents the Service Attributes and Community Levels of Service, while Table 2-17 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Township's levels of service framework.

Table 2-16: Fleet and Equipment – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its fleet and equipment assets.

Table 2-17: Fleet and Equipment – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Reliability	Percentage (by replacement cost) of Fire Services assets in a 'Fair' or better condition state.	62%	Maximize

Service Attribute	Performance Measure	Current Performance	Target Performance
	Percentage (by replacement cost) of Public Works assets in a 'Fair' or better condition state.	96%	Maximize
	Percentage (by replacement cost) of Ferry assets in a 'Fair' or better condition state.	96%	Maximize
	Percentage (by replacement cost) of Culture and Recreation assets in a 'Fair' or better condition state.	56%	Maximize
	Percentage (by replacement cost) of Administration assets in a 'Fair' or better condition state.	27%	Maximize

2.4 Land Improvements

2.4.1 State of Local Infrastructure

The Township owns and manages a variety of land improvement assets comprising built infrastructure emplaced at its sport courts, infrastructure supporting day-to-day ferry operations, lighting and fencing assets, and other land improvements such as the helipad and landscaping features.

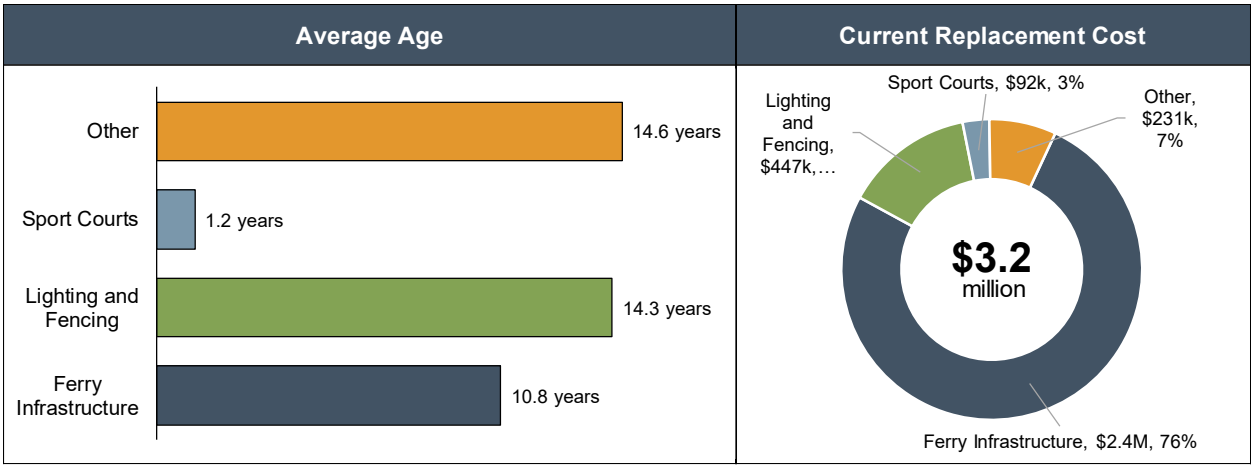
The estimated current replacement cost of the Township's land improvement assets is $3.2 million. Ferry infrastructure represents the largest share of this replacement cost at $2.4 million (76%), followed by lighting and fencing at $447,000 (14%), other land improvement assets at $231,000 (7%), and lastly, sport courts at $92,000 (3%). The average age of the Township's land improvement assets is approximately 11.3 years.

Table 2-18 summarizes the average age and estimated current replacement cost of the Township's land improvement assets by asset type and this information is further illustrated in Figure 2-12.

Table 2-18: Land Improvements – Average Age and Replacement Cost by Asset Type

Asset Type	Average Age[1]	Current Replacement Cost
Ferry Infrastructure	10.8 years	$2,438,000
Lighting and Fencing	14.3 years	$447,000
Sport Courts	1.2 years	$92,000
Other	14.6 years	$231,000
Total	**11.3 years**	**$3,208,000**

Figure 2-12: Land Improvements – Average Age and Replacement Cost by Asset Type



2.4.2 Condition

The condition of the Township's land improvement assets is assessed based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of these assets, ULC% ratings have been segmented into qualitative condition states as summarized previously in Table 2-14. Please refer to Section 2.3.2 for further information on this condition assessment methodology.

The Township's land improvement assets have an average ULC% of 29.2%, indicating that they are in a 'Very Good' condition state on average. Table 2-19 summarizes the average ULC% and associated condition states of the land improvement assets.

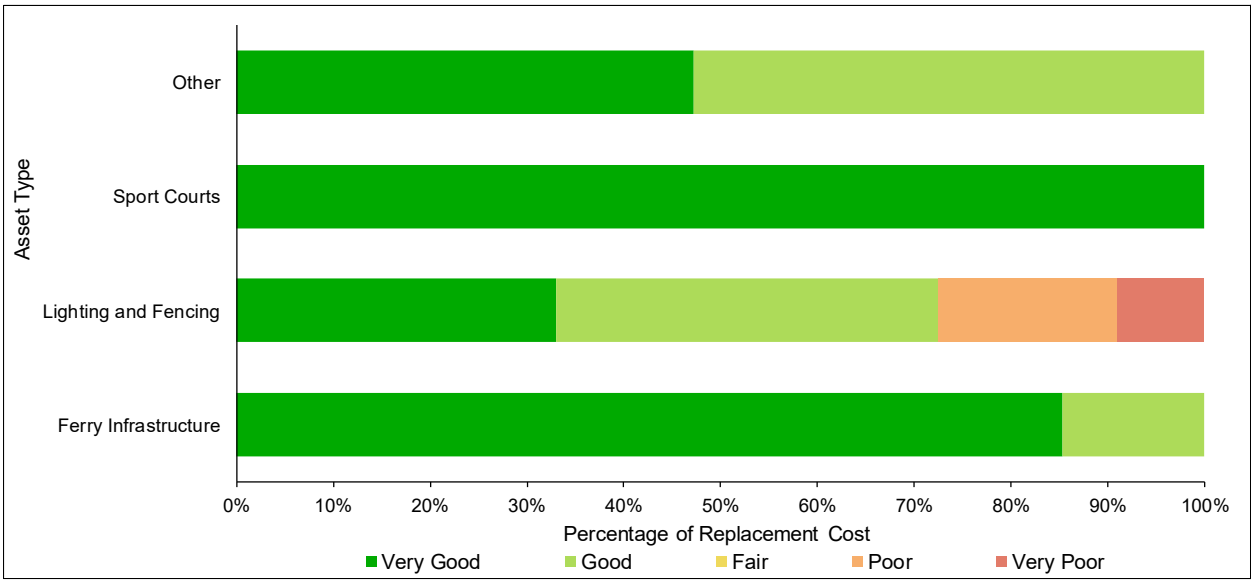
[1]Weighted average utilizing the replacement cost of each asset as weights.

Table 2-19: Land Improvements – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC%[1]	Condition State
Ferry Infrastructure	22.6%	Very Good
Lighting and Fencing	60.0%	Good
Sport Courts	4.1%	Very Good
Other	49.4%	Good
Average	**29.2%**	**Very Good**

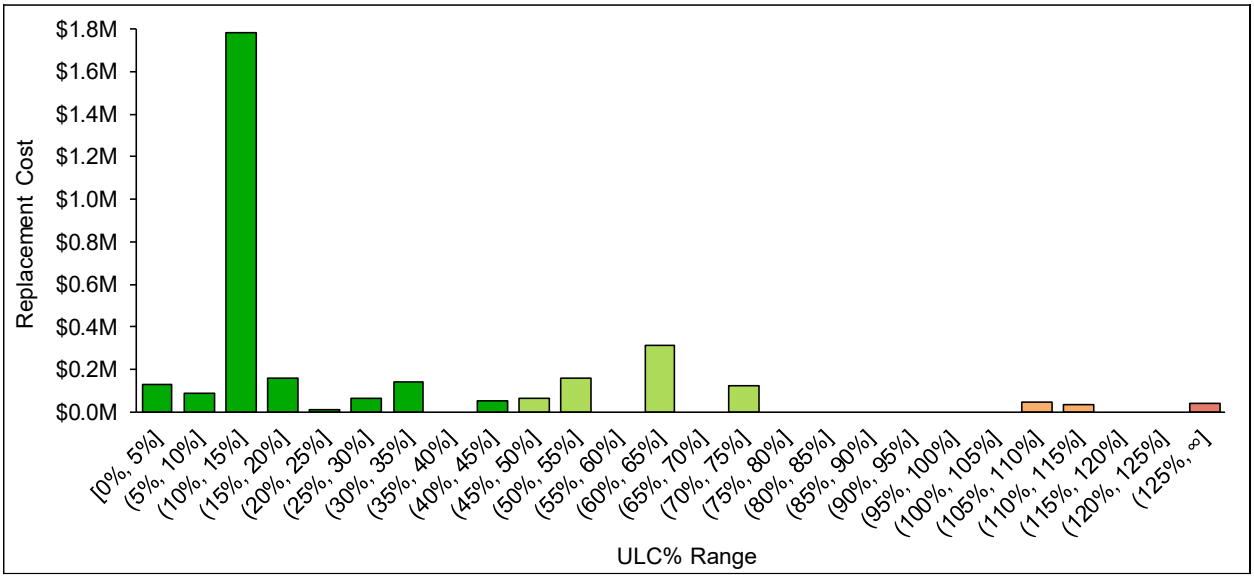
The distribution (replacement cost) of the Township's land improvement assets by condition state and asset type is illustrated in Figure 2-13 and by ULC% rating range is illustrated in Figure 2-14.

Figure 2-13: Land Improvements – Distribution (replacement cost) of Assets by Condition State and Asset Type



[1]Weighted average using replacement cost of each asset as weights.

Figure 2-14: Land Improvements – Distribution (by replacement cost) of Assets by ULC% Rating Range



2.4.3 Levels of Service

This subsection presents the Township's levels of service frameworks for its land improvement assets. Table 2-20 presents the Service Attributes and Community Levels of Service, while Table 2-21 presents the Technical Levels of Service (i.e., performance measures). Please refer to section 2.1.3 for further details on the Township's levels of service framework.

Table 2-20: Land Improvements – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Township strives to maintain its land improvement assets in adequate condition to continue providing a satisfactory user experience and meeting service demands.

Table 2-21: Land Improvements – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance	Target Performance
Reliability	Percentage (by replacement cost) of ferry infrastructure assets in a 'Fair' or better condition state.	100%	Maximize

Service Attribute	Performance Measure	Current Performance	Target Performance
	Percentage (by replacement cost) of lighting and fencing assets in a 'Fair' or better condition state.	73%	Maximize
	Percentage (by replacement cost) of sport courts in a 'Fair' or better condition state.	100%	Maximize

2.5 Population and Employment Growth

Based on its 2021 Development Charges Background Study, the Township's total permanent and seasonal population is expected to increase at a rate of approximately 0.70% annually, totalling approximately 3,900 residents by 2036. Furthermore, the same study also projects employment within the Township to increase at a rate of approximately 1.48% annually, totalling approximately 610 employees by 2036.

This growth in population (permanent and seasonal) and employment is expected to result in incremental service demands that will have material impacts on the levels of service the Township proposes to provide to the public. Service impacts have been incorporated into the proposed levels of service targets presented earlier in this chapter. The Township assesses these service impacts through master plans and development charges background studies. The Township collects development charges to fund growth-related infrastructure expansion and upgrades. Utilizing development charges helps to alleviate the financial burden that these growth-related expenditures would otherwise place on existing taxpayers.

Chapter 3
Lifecycle Management Strategies

3. Lifecycle Management Strategies

3.1 Introduction

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

In accordance with O. Reg. 588/17, the lifecycle activities and associated costs presented in this chapter consider the full lifecycle of assets. In general terms, an asset's lifecycle starts with its initial planning and acquisition (or construction), includes both the capital and significant operating/maintenance activities the asset is expected to undergo throughout its life, and ends with its eventual disposal. Additionally, O. Reg. 588/17 requires that all potential lifecycle activity option be assessed, with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to provide the proposed levels of service.

The following sections of this chapter summarize the forecasts of lifecycle activities and associated costs that would be required for the Township to provide the proposed levels of service over the next 10 years. Brief descriptions of the methodologies and data sources utilized to develop the forecasts are also provided in each section.

3.2 Transportation

This section presents an estimate of costs associated with providing the proposed levels of service for the Township's transportation assets presented earlier in Section 2.1.3.

In general terms, the proposed levels of service involve maintaining road surfaces in acceptable quality to provide a satisfactory user experience, maintaining culverts in adequate condition to efficiently convey hydraulic flows while safely supporting overlying

traffic loads, and maintaining road-related assets so that they can effectively support the broader transportation network.

The lifecycle expenditure forecast for the Township's paved roadways was derived based on the recommendations contained in its 2022 Road Needs Study, which were further refined through staff consultations. The Township's 2022 Road Needs Study identified upcoming lifecycle activities for paved roads by considering several factors, including surface condition, structural integrity of underlying road base and subbase, deficiencies in drainage systems, right-of-way widths, geometric design, etc. Several lifecycle activities were considered as part of the road improvement strategy, including the following:

- Road resurfacing (single vs. double lifts of hot mix asphalt, single vs. double surface treatment);
- Pulverizing and resurfacing (for rural roadside environments);
- Widening and resurfacing (to address right-of-way width deficiencies and/or capacity constraints); and
- Full-depth reconstruction (with and without installation of stormwater infrastructure).

To develop a forecast of upcoming lifecycle activities, the 2022 Road Needs Study assigned priority ratings to identified activities based on the physical condition and traffic volumes of the road segments on which they are to be performed. This forecast was subsequently refined through consultations with Township staff based on:

- Rehabilitations completed on road segments since the completion of the 2022 Road Needs Study (including restorative treatments which delay the need for reconstructions);
- Further deterioration in the surface condition of road segments; and
- Revised prioritization of upcoming lifecycle activities.

The Township expects to maintain its gravel roads through the timely completion of regular maintenance activities (e.g., dust suppressant applications, periodic re-grading, periodic re-application of granular, etc.), which are fully funded through its annual operating budgets. These activities are expected to maintain the Township's gravel roadways in adequate condition over the long term, with no capital lifecycle expenditures expected over the 10-year forecast horizon of this asset management

plan. As such, the annual cost of gravel road maintenance is excluded from the lifecycle expenditure forecast presented herein.

The lifecycle expenditure forecast for the Township's culverts was derived based on the recommendations contained in its most recent (2024 & 2022) OSIM inspection reports and ensures the timely completion of maintenance, rehabilitation, and replacement activities. Lastly, the Township undertakes the replacement or reconstruction of its road-related assets in coordination with planned road work. The lifecycle expenditure forecast presented in this section includes an annual allowance to address the reconstruction/replacement requirements of road-related assets when road work is being completed. As such, the allowance varies annually based on the length of roads that are expected to be rehabilitated or reconstructed in that year.

The 10-year lifecycle expenditure forecast for the Township's transportation network is illustrated in Figure 3-1 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at $634,000.

Figure 3-1: Transportation Assets – Lifecycle Expenditure Forecast (2025$)

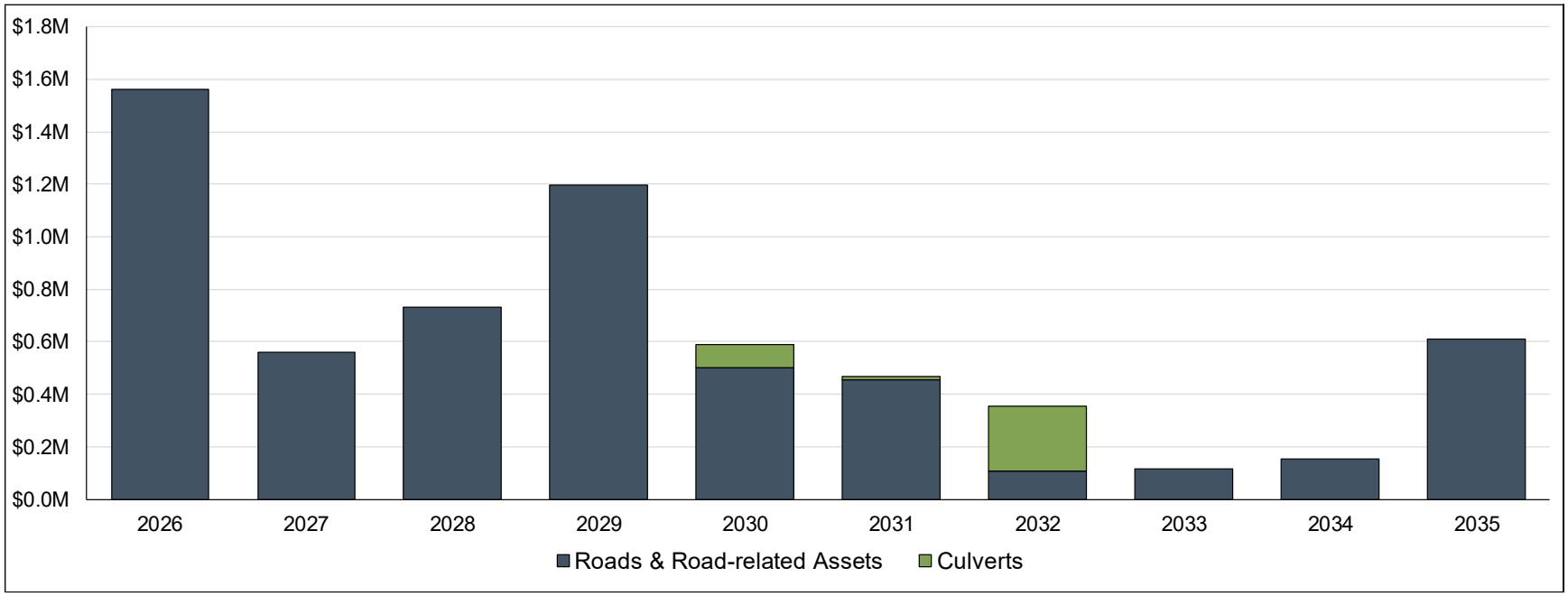


Table 3-1: Transportation Assets – Lifecycle Expenditure Forecast (2025$)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Roads	$185,000	$556,000	$727,000	$1,192,000	$494,000	$449,000	$107,000	$115,000	$154,000	$604,000
Culverts	-	-	-	-	$89,000	$13,000	$247,000	-	-	-
Road-related Assets	-	$3,000	$3,000	$6,000	$5,000	$5,000	$1,000	$2,000	-	$8,000
Total	**$1,562,000**	**$559,000**	**$731,000**	**$1,198,000**	**$589,000**	**$468,000**	**$355,000**	**$117,000**	**$154,000**	**$611,000**

3.3 Facilities

This section presents an estimate of costs associated with providing the proposed levels of service for the Township's facilities presented earlier in Section 2.2.3.

In general terms, the proposed levels of service involve ensuring that the current capacity of facilities (i.e., gross floor area) is sufficient to meet the service demands of its community as well as ensuring that facilities are maintained in adequate condition to continue effectively supporting the provision of municipal services. Through consultations with both Township staff and Council, it was determined that an expansion of the Fire Hall on Howe Island will be required in near future. The Township plans to complete this expansion in 2027 and its associated costs are included within the lifecycle expenditure forecast presented in this section.

The lifecycle expenditure forecast for the remainder of the Township's facilities was derived based on the staff-led assessments of major facility components conducted in 2025, as described earlier in Section 2.2.2. Included within the lifecycle expenditure forecast is the estimated annual cost of repair, rehabilitation, and replacement activities identified by staff as part of those assessments.

It is noted that the Wolfe Island Community Hall, originally constructed in 1976, is expected to require significant rehabilitation over the next 10 years to address the advanced deterioration in the observed performance of various building elements. It is also noted that the Township may consider replacing the facility in the near future if the cost of anticipated rehabilitation activities becomes uneconomical. The lifecycle expenditure forecast presented herein includes the estimated cost of upcoming rehabilitation activities associated with the Wolfe Island Community Hall, as identified by staff.

The 10-year lifecycle expenditure forecast for the Township's facilities is illustrated in Figure 3-2 and provided in tabular form in Table 3-2. Average annual expenditures over the forecast period have been estimated at $167,000.

Figure 3-2: Facilities – Lifecycle Expenditure Forecast (2025$)

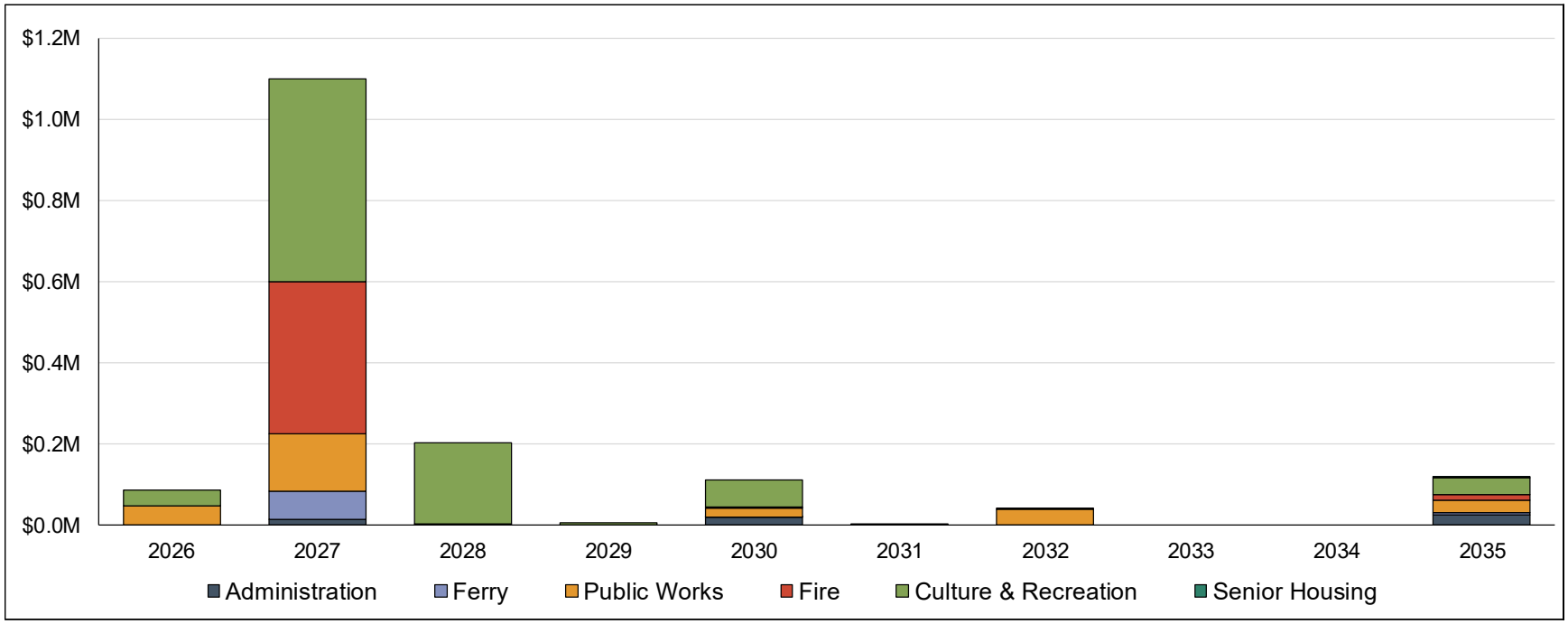


Table 3-2: Facilities - Lifecycle Expenditure Forecast (2025$)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administration	-	$14,000	$2,000	-	$20,000	-	-	-	-	$26,000
Ferry Buildings	-	$69,000	-	-	$1,000	-	-	-	-	$4,000
Public Works	$48,000	$141,000	-	-	$22,000	-	$40,000	-	-	$32,000
Fire Services	-	$376,000	-	-	$2,000	-	$2,000	-	-	$13,000
Culture & Recreation	$39,000	$499,000	$202,000	$5,000	$65,000	$1,000	-	-	-	$41,000
Senior Housing	-	-	-	-	-	-	-	-	-	$4,000
Total	**$87,000**	**$1,099,000**	**$204,000**	**$5,000**	**$110,000**	**$1,000**	**$42,000**	**-**	**-**	**$120,000**

3.4 Fleet and Equipment

This section presents an estimate of costs associated with providing the proposed levels of service for the Township's fleet and equipment presented earlier in Section 2.3.3.

In general terms, the proposed levels of service for fleet and equipment assets involve maintaining assets in adequate condition to continue performing as expected and reliably support the provision of municipal services. The Township will accomplish this by undertaking timely replacements of ageing and poorly performing assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this section includes the costs associated with the replacement of assets based on current best estimates of their useful service lives.

The 10-year lifecycle expenditure forecast for the Township's fleet and equipment assets is illustrated in Figure 3-3 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at $347,000.

The current backlog of the Township's fleet and equipment assets has been estimated to be approximately $972,000. This represents the estimated replacement value of all fleet and equipment assets that are currently in service beyond their expected useful service life. The current backlog is forecasted to be addressed gradually over the nine-year period from 2027 to 2035.

Figure 3-3: Fleet and Equipment Assets – Lifecycle Expenditure Forecast (2025$)

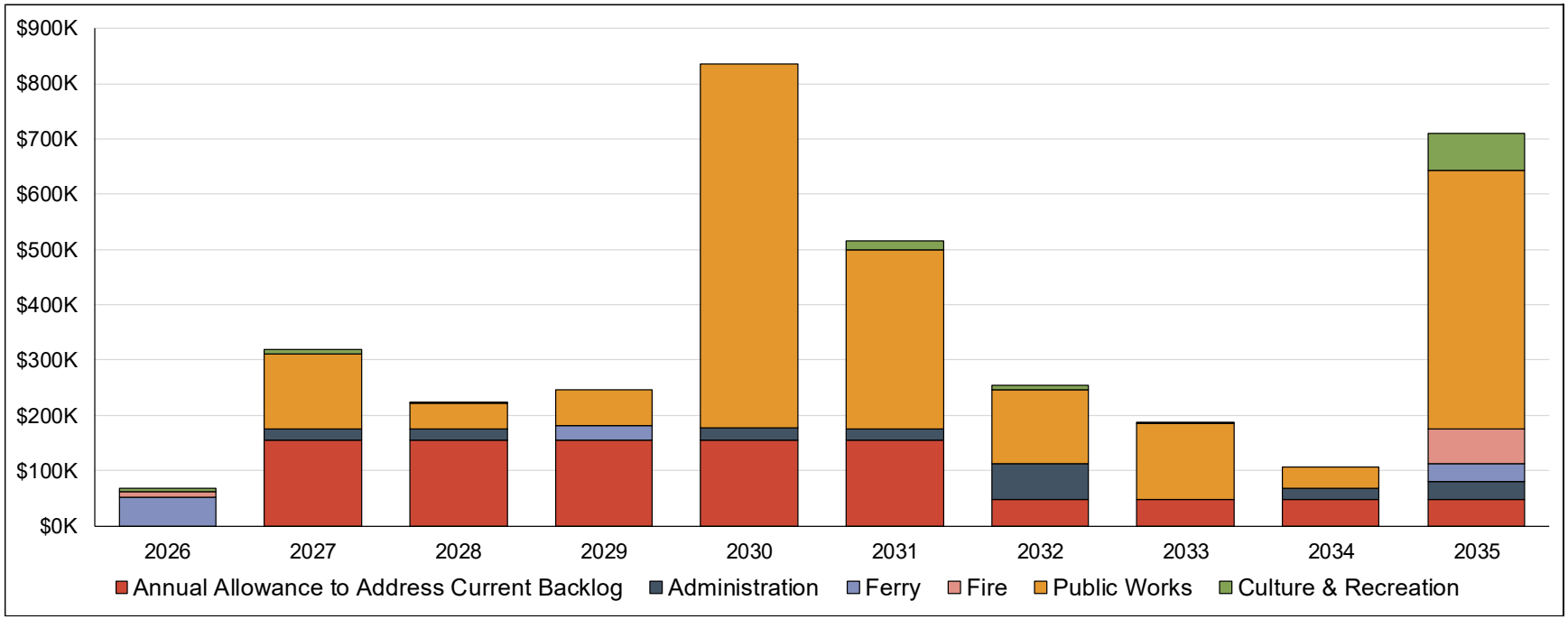


Table 3-3: Fleet and Equipment Assets – Lifecycle Expenditure Forecast (2025$)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administration	-	$19,000	$20,000	-	$21,000	$20,000	$64,000	-	$20,000	$33,000
Ferry	$51,000	-	-	$26,000	-	-	-	-	-	$31,000
Fire Services	$12,000	-	-	-	-	-	-	-	-	$63,000
Public Works	-	$137,000	$46,000	$64,000	$658,000	$323,000	$135,000	$137,000	$38,000	$468,000
Culture & Recreation	$6,000	$8,000	$2,000	-	-	$16,000	$8,000	$2,000	-	$68,000
Current Backlog	-	$156,000	$156,000	$156,000	$156,000	$156,000	$48,000	$48,000	$48,000	$48,000
Total	**$69,000**	**$320,000**	**$224,000**	**$246,000**	**$835,000**	**$515,000**	**$255,000**	**$187,000**	**$106,000**	**$711,000**

3.5 Land Improvements

This section presents an estimate of costs associated with providing the proposed levels of service for the Township's land improvement assets presented earlier in Section 2.4.3.

In general terms, the proposed levels of service for the Township's land improvement assets involve maintaining assets in adequate condition to continue performing up to the expectations of the community and meeting their service demands. Similar to fleet and equipment assets, the Township will accomplish this by undertaking timely replacements of ageing and poorly performing land improvement assets and through the completion of regular maintenance activities. The lifecycle expenditure forecast presented in this section includes the costs associated with the replacement of assets based on current best estimates of their useful service lives.

The 10-year lifecycle expenditure forecast for the Township's land improvement assets is illustrated in Figure 3-4 and provided in tabular form in Table 3-4. Average annual expenditures over the forecast period have been estimated at $44,000.

Figure 3-4: Land Improvement Assets – Lifecycle Expenditure Forecast (2025$)

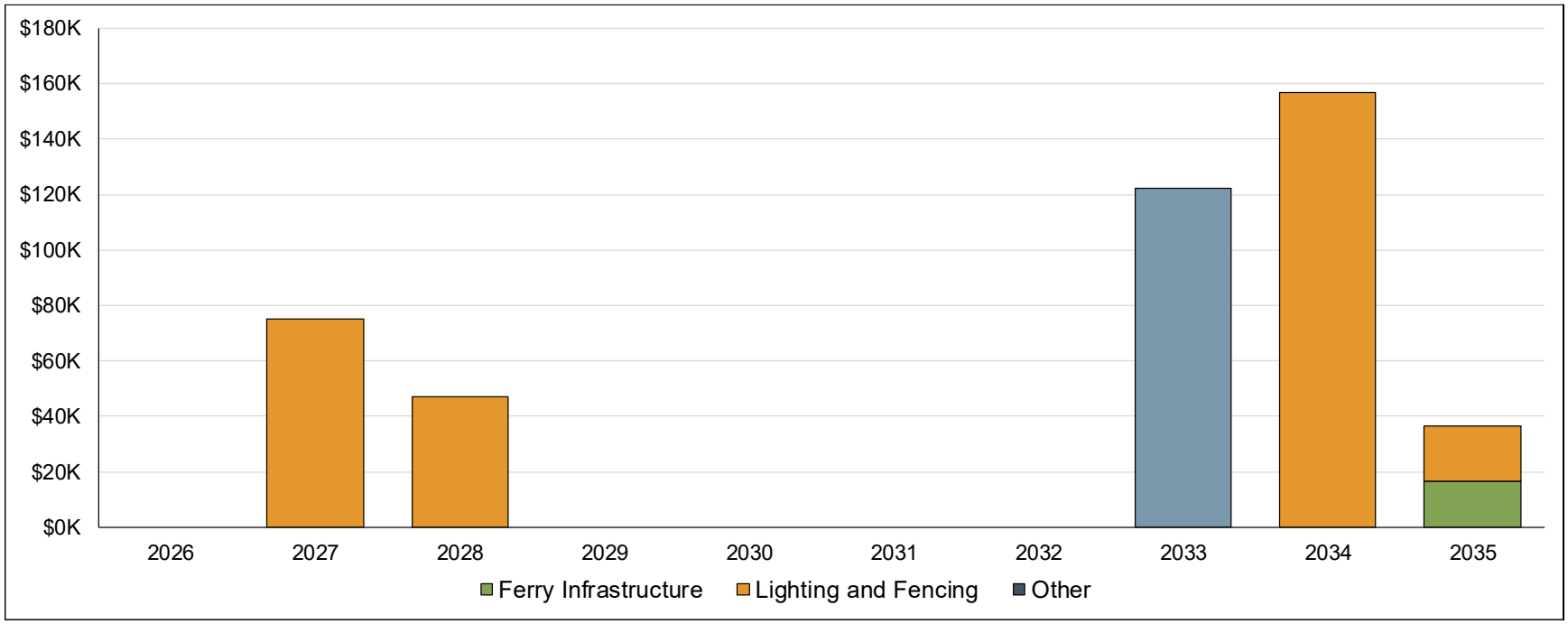


Table 3-4: Land Improvement Assets – Lifecycle Expenditure Forecast (2025$)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Ferry Infrastructure	-	-	-	-	-	-	-	-	-	$17,000
Lighting and Fencing	-	$75,000	$47,000	-	-	-	-	-	$157,000	$20,000
Sport Courts	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	$122,000	-	-
Total	**-**	**$75,000**	**$47,000**	**-**	**-**	**-**	**-**	**$122,000**	**$157,000**	**$37,000**

Chapter 4
Financial Strategy

4. Financial Strategy

4.1 Introduction

This chapter summarizes the financial strategy that has been developed to support this asset management plan. The financial strategy is designed to fulfil the following key objectives:

- Identify the level and sources of capital financing available annually to undertake the lifecycle activities presented earlier in Chapter 3, which respond to the Township's proposed levels of service outlined previously in Chapter 2; and
- Develop a strategy to achieve financial sustainability and intergenerational equity as it relates to the Township's infrastructure assets over the long-term.

In support of these objectives, a comprehensive financial strategy model was developed utilizing the Township's key financial data, including:

- 2025 operating budget;
- 2025 capital budget;
- Reserve and reserve fund continuity schedules; and
- Debt continuity schedules.

Subsequent sections of this chapter identify how the Township will fund the forecasts of lifecycle activities presented in Chapter 3. This chapter also identifies the level of sustainable funding that should be provided to assets on an annual basis to maintain the proposed levels of service over the long term (i.e., the annual lifecycle funding target). Relative to the funding target, the Township's current annual infrastructure funding gap is identified based on the level of sustainable capital funding that was provided to assets in the Township's 2025 budget. Lastly, this chapter also identifies the financial impacts of gradually eliminating the current annual infrastructure funding gap on both the Township's financial position as well as on taxpayers.

Since the Township budgets separately for Wolfe Island and Howe Island, and imposes separate tax rates on each island, two financial strategies have been developed for the Township to appropriately reflect this separated tax rate structure. The two financial strategies presented in this chapter have been designed to ensure that both short- and long-term investment requirements associated with each island's share of the

Township's infrastructure assets are fully funded through each island's respective general tax levy. The financial strategy for Wolfe Island is presented in Section 4.2, while the financial strategy for Howe Island is presented later in Section 4.2.5.2.

The following sections of this chapter present the financial impacts on both the Township's financial position and taxpayers associated with the following two scenarios:

- Scenario 1: Eliminating the current annual infrastructure funding gap over a 10-year period (i.e., by 2035); and
- Scenario 2: Eliminating the current annual infrastructure funding gap over a 15-year period (i.e., by 2040).

It is noted that the financial strategies presented herein are suggested approaches which should be examined and re-evaluated as part of the annual budgeting process to ensure continual alignment with the Township's changing financial position and evolving asset management environment.

4.2 Wolfe Island

4.2.1 Annual Capital Expenditure Forecast

This section summarizes the expenditures associated with undertaking the lifecycle activities identified earlier in Chapter 3 for Wolfe Island's share of the Township's infrastructure assets.

Capital expenditures over the 10-year forecast horizon are expected to total $8.3 million, an average of $828,000 annually, in current (i.e., 2025 uninflated) dollars. It is noted that the Township plans to replace its existing enterprise resource planning (ERP) software in 2027. While software is not included as an asset category in this asset management plan, because the Township treats this as a capital investment, it has been included in the capital expenditure forecast presented herein. Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is expected to be approximately 4.57% annually. Once inflationary impacts are incorporated, lifecycle expenditures over the next 10 years are expected to total $10.0 million, an average of $1.0 million annually.

Figure 4-1 presents the inflated capital expenditure forecast for Wolfe Island and this information is provided in tabular form in Table 4-1.

Figure 4-1: Wolfe Island – Overall Capital Expenditure Forecast (Inflated)

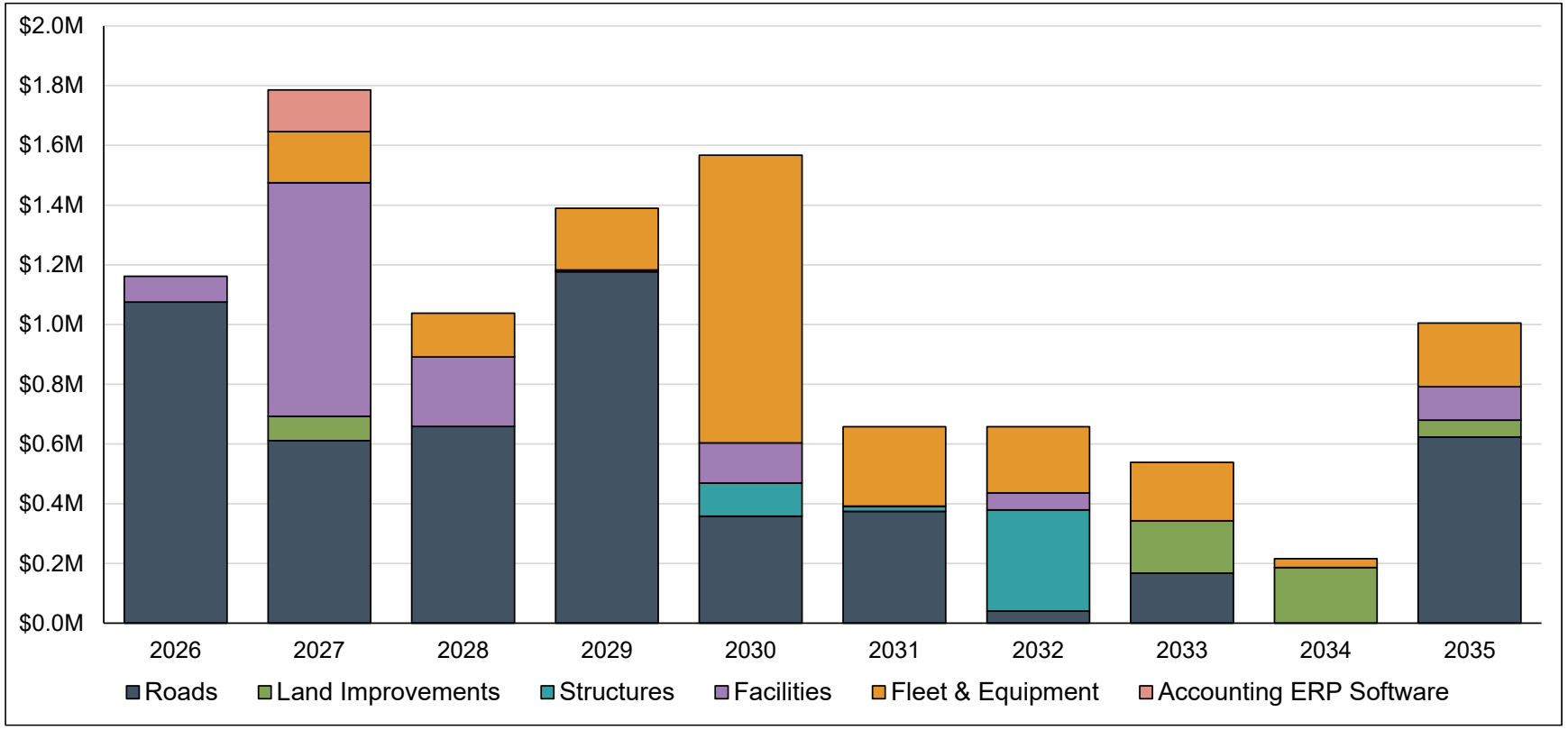


Table 4-1: Wolfe Island – Overall Capital Expenditure Forecast (Inflated)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 1,075,000	$ 611,000	$ 659,000	$ 1,177,000	$ 469,000	$ 391,000	$ 379,000	$ 168,000	$ -	$ 623,000
Capital Expenditures for Facilities	$ 87,000	$ 782,000	$ 233,000	$ 6,000	$ 135,000	$ 1,000	$ 57,000	$ -	$ -	$ 112,000
Capital Expenditures for Fleet & Equipment Assets	$ -	$ 171,000	$ 146,000	$ 206,000	$ 963,000	$ 266,000	$ 222,000	$ 196,000	$ 30,000	$ 213,000
Capital Expenditures for Land Improvement Assets	$ -	$ 82,000	$ -	$ -	$ -	$ -	$ -	$ 175,000	$ 186,000	$ 57,000
Capital Expenditures for Accounting ERP Software	$ -	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 1,162,000**	**$ 1,786,000**	**$ 1,038,000**	**$ 1,389,000**	**$ 1,567,000**	**$ 658,000**	**$ 658,000**	**$ 539,000**	**$ 216,000**	**$ 1,005,000**

4.2.2 Annual Capital Financing Forecast

This section summarizes the recommended strategy to finance the capital expenditures identified in Section 4.2.1. Lifecycle expenditures for Wolfe Island's assets are expected to be financed from the following sources:

- Annual Ontario Community Infrastructure Fund (OCIF) formula-based funding . It is noted that the Ministry of Infrastructure announced a temporary increase to province-wide OCIF support in 2022, effectively doubling investment in Ontario's infrastructure for a five-year period ending in 2027. Correspondingly, it is assumed that Wolfe Island's share[1] of the Township's annual OCIF funding will be reduced by 50% beginning in 2027, declining from approximately $162,000 in 2026 to approximately $81,000 in 2027 and held constant thereafter. It is further noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Township's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by Township staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated;
- Annual Canada Community-Building Fund (CCBF) funding. CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Township's allocations for 2026 to 2028, with 4% increases for every two-year period thereafter. As such, Wolfe Island's share[1] of the Township's annual CCBF funding is expected to increase from approximately $47,000 in 2026 to approximately $58,000 by 2035;
- Annual revenues collected from the Wolfe Island Wind Plant. The Township has traditionally allocated annual revenues generated from the Wolfe Island Wind Plant towards funding capital investment needs for Wolfe Island's share of the Township's infrastructure assets. It is assumed that this strategy will remain in place over the 10-year forecast horizon of this asset management plan. Annual revenues collected from the Wolfe Island Wind Plant are expected to gradually increase from approximately $645,000 in 2026 to approximately $1.05 million by 2035;

[1]The apportionment of OCIF and CCBF funding is based on the relative share of average annual lifecycle costs for each island (approximately 75% for Wolfe Island and 25% for Howe Island).

- Subsidies received from the Ministry of Transportation (Ministry) to fund capital expenditures related to the Township's ferry assets. Current funding agreements stipulate that 80% of capital expenditures related to ferry assets will be subsidized by the Ministry. It is assumed that these funding agreements will remain in place over the 10-year forecast horizon of this asset management plan;
- Funds projected to be available in the Wolfe Island's capital reserves and reserve funds. To manage risks associated with unexpected capital expenditures that may arise, the financial strategy maintains a minimum balance in Wolfe Island's capital reserve and reserve funds. The minimum balance was set at 10% of average annual capital expenditures over the forecast period, approximately $100,000; and
- Funds contributed directly from the general tax levy. It is noted that the Township plans to fund a portion of its capital expenditures in 2026 and 2027 for Wolfe Island through the general tax levy.

Table 4-2 summarizes the capital financing forecast for Wolfe Island under both Scenario 1 and 2.

Table 4-2: Wolfe Island – Capital Financing by Source for Scenario 1 and 2 (2026-2035)

Capital Financing Source	Total Capital Financing
Transfer Payment Revenues (i.e., OCIF + CCBF)	$1,388,000
Wolfe Island Wind Plant Revenues	$5,807,000
Ministry of Transportation Ferry Subsidy	$99,000
Contributions from Capital Reserves and Reserve Funds	$2,398,000
Contributions from the General Tax Levy	$326,000
Total	**$10,018,000**

4.2.3 Current Annual Lifecycle Funding Target & Infrastructure Funding Gap

An annual lifecycle funding target represents the level of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the Township would theoretically be able to fully fund capital works as they arise. In practice, however, capital expenditures are characterized by peaks and valleys and often fluctuate year-to-year based on the lifecycle activities being undertaken. By planning to achieve the lifecycle funding target

over the long term, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs.

Table 4-3 summarizes the modelling approaches that have been utilized to derive the annual lifecycle funding target for Wolfe Island.

Table 4-3: Wolfe Island - Annual Lifecycle Funding Target Modelling Approaches by Asset Category

Asset Category	Modelling Approach
Transportation	Roadways: Based on lifecycle management strategy determined through staff consultations. Bridges & Culverts: Annual reinvestment rate equal to 1.70% of current replacement cost Road-related Assets: Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)
Facilities	Annual reinvestment rate equal to 2.1% of current replacement cost
Fleet and Equipment	Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)
Land Improvements	Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)

The annual lifecycle funding target for Wolfe Island's share of the Township's infrastructure assets is $2.52 million (in 2025 dollars). A breakdown of the lifecycle funding target by asset category for illustrated in Figure 4-2 and provided in tabular form in Table 4-4.

Figure 4-2: Wolfe Island – Annual Lifecycle Funding Target (2025$) by Asset Category

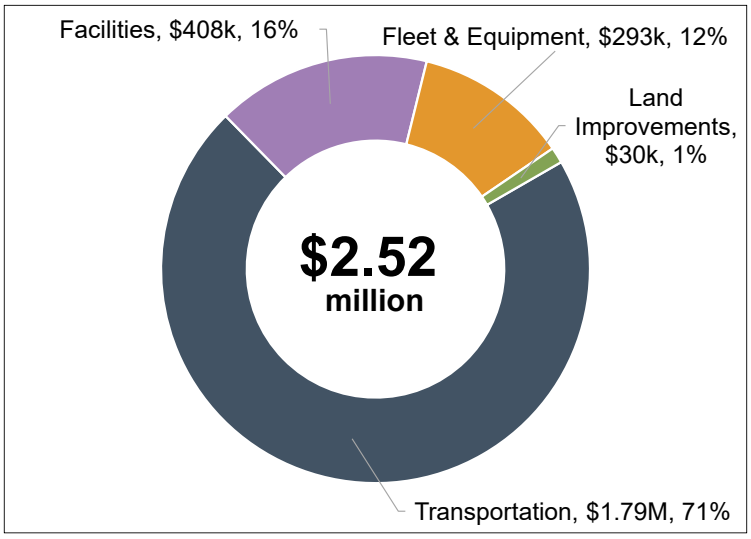


Table 4-4: Wolfe Island – Annual Lifecycle Funding Target (2025$) by Asset Category

Asset Category	Annual Lifecycle Funding Target (2025$)
Transportation	$1,792,000
Facilities	$408,000
Fleet & Equipment	$293,000
Land Improvements	$30,000
Total	**$2,523,000**

Relative to this annual lifecycle funding target, the Township allocated approximately $1.12 million in its 2025 budget towards capital-related needs for Wolfe Island's assets. This allocation comprised approximately $139,000 in principal and interest payments for debt previously incurred to fund tangible capital asset purchases, approximately $43,000 in contributions to capital reserves and reserve funds, approximately $84,000 that was directly allocated from the 2025 tax levy to fund in-year capital expenditures, approximately $645,000 from revenues collected from the Wolfe Island Wind Plant, and approximately $209,000 from ongoing transfer payment revenues (i.e., OCIF and CCBF). A breakdown of the capital funding budgeted in Wolfe Island's 2025 Council-approved budget is illustrated in Figure 4-3 and provided in tabular form in Table 4-5.

Figure 4-3: Wolfe Island – Capital Funding Allocated in 2025 Budget

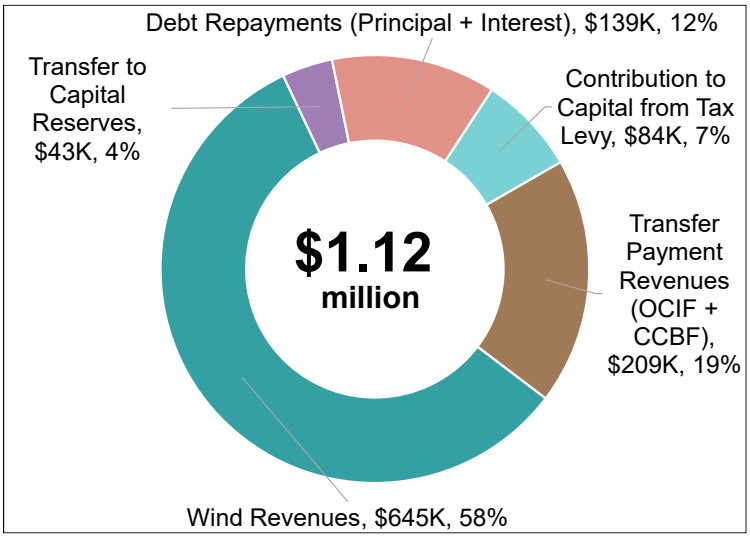


Table 4-5: Wolfe Island – Capital Funding Allocated in 2025 Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Transfer Payment Revenues (OCIF & CCBF)	$209,000
Wolfe Island Wind Plant Revenues	$645,000
Debt Repayments (Principal + Interest)	$139,000
Contributions to Capital Reserves & Reserve Funds	$43,000
Contribution to Capital Expenditures from Tax Levy	$84,000
Total	**$1,120,000**

The difference between the annual lifecycle funding target and the currently budgeted capital funding represents Wolfe Island's annual infrastructure funding gap. Based on this analysis, Wolfe Island is facing an annual infrastructure funding gap of approximately $1.40 million.

4.2.4 Overall Financial Forecast and Estimated Impact on Tax Levy

4.2.4.1 Scenario 1: 10-year AMP Phase-in Period

This section presents the overall impacts on Wolfe Island's financial position of gradually eliminating the funding gap by 2035.

The capital financing forecast for Wolfe Island does not propose any additional debt financing over the 10-year forecast period. As such, annual repayments on external debt (i.e., principal and interest payments) are expected to decline from approximately $139,000 in 2025 to approximately $42,000 by 2035 as Wolfe Island's existing loans begin to mature.

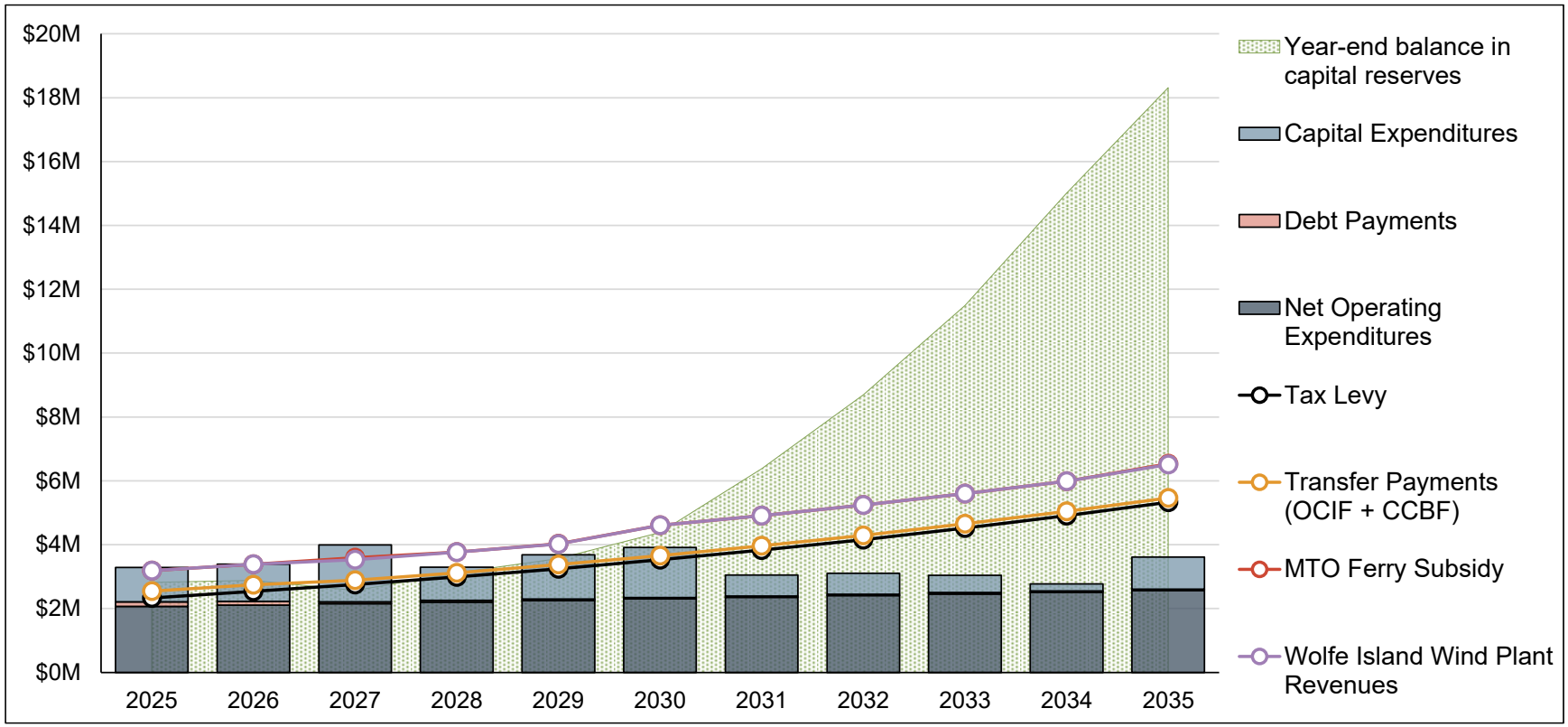
The Township is expected to have approximately $2.82 million in Wolfe Island's capital reserves and reserve funds at the end of 2025. By 2035, that balance is expected to grow to approximately $18.3 million. A detailed continuity schedule of Wolfe Island's capital reserves and reserve funds can be found in Appendix A.

In order to fund the recommended lifecycle management strategy and gradually eliminate Wolfe Island's current annual infrastructure funding gap over the next 10 years, Wolfe Island's tax levy would need to increase by 8.60% annually from 2026 to 2035, increasing from approximately $2.33 million in 2025 to approximately $5.33 million by 2035.

The taxation impacts identified above include inflationary adjustments to the Township's operating expenditures and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 4-4 illustrates the overall financial forecast for Wolfe Island. Full details of the financial strategy are provided in Appendix A.

Figure 4-4: Wolfe Island – Overall Financial Forecast for Scenario 1 (Inflated)



4.2.4.2 Scenario 2: 15-year AMP Phase-in Period

This section presents the overall impacts on Wolfe Island's financial position of gradually eliminating the funding gap by 2040.

As mentioned earlier, the capital financing forecast for Wolfe Island does not propose any additional debt financing over the 10-year forecast period. As such, similar to Scenario 1, annual repayments on external debt (i.e., principal and interest payments) are expected to decline from approximately $139,000 in 2025 to approximately $42,000 by 2035 as Wolfe Island's existing loans begin to mature.

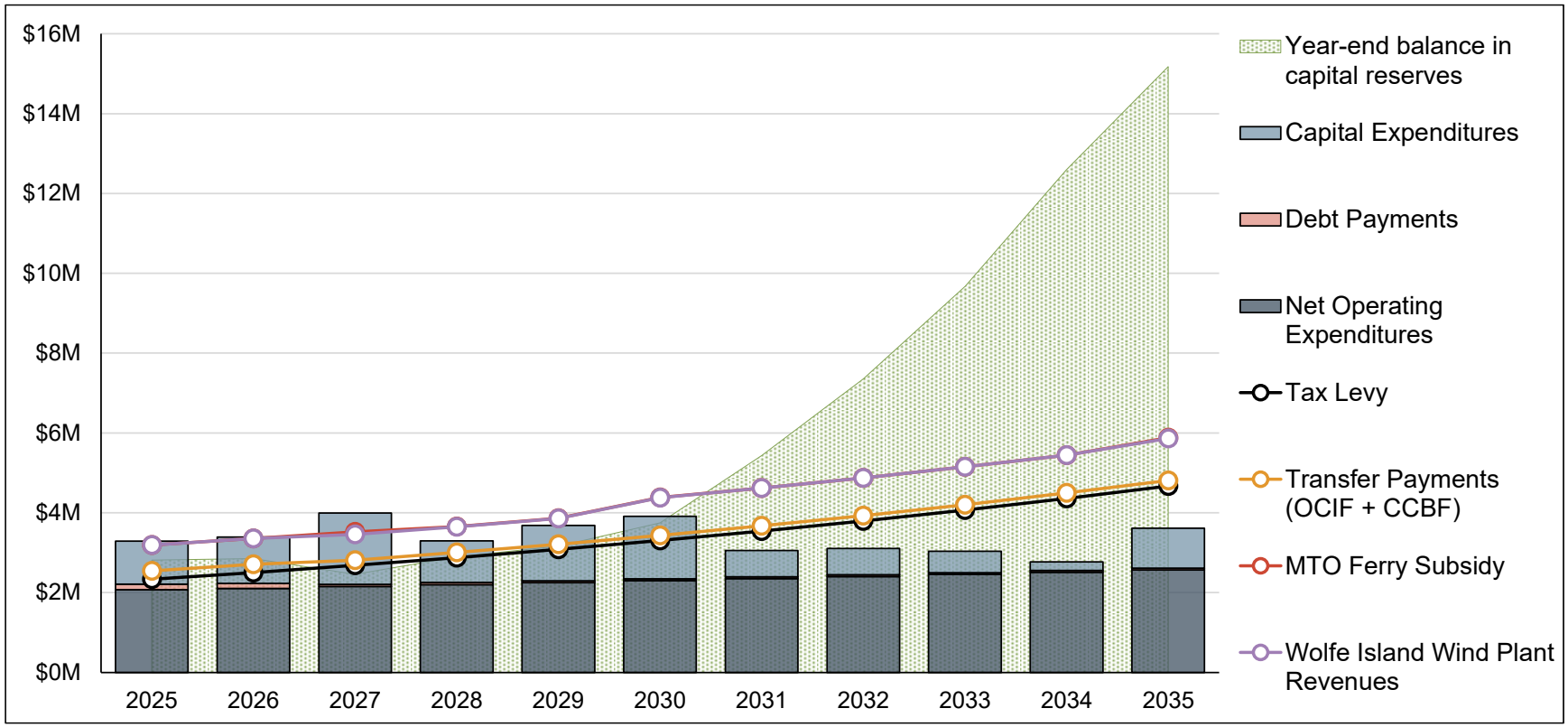
The Township is expected to have approximately $2.82 million in Wolfe Island's capital reserves and reserve funds at the end of 2025. By 2035, that balance is expected to grow to approximately $15.2 million. A detailed continuity schedule of Wolfe Island's capital reserves and reserve funds can be found in Appendix A.

In order to fund the recommended lifecycle management strategy and gradually eliminate Wolfe Island's current annual infrastructure funding gap over the next 15 years, Wolfe Island's tax levy would need to increase by 7.18% annually from 2026 to 2040, increasing from approximately $2.33 million in 2025 to approximately $4.67 million by 2035.

The taxation impacts identified above include inflationary adjustments to the Township's operating expenditures and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 4-5 illustrates the overall financial forecast for Wolfe Island. Full details of the financial strategy are provided in Appendix A.

Figure 4-5: Wolfe Island – Overall Financial Forecast for Scenario 2 (Inflated)



4.2.5 Estimated Impact on Tax Bills (2026-2035)

4.2.5.1 Scenario 1: 10-year AMP Phase-in Period

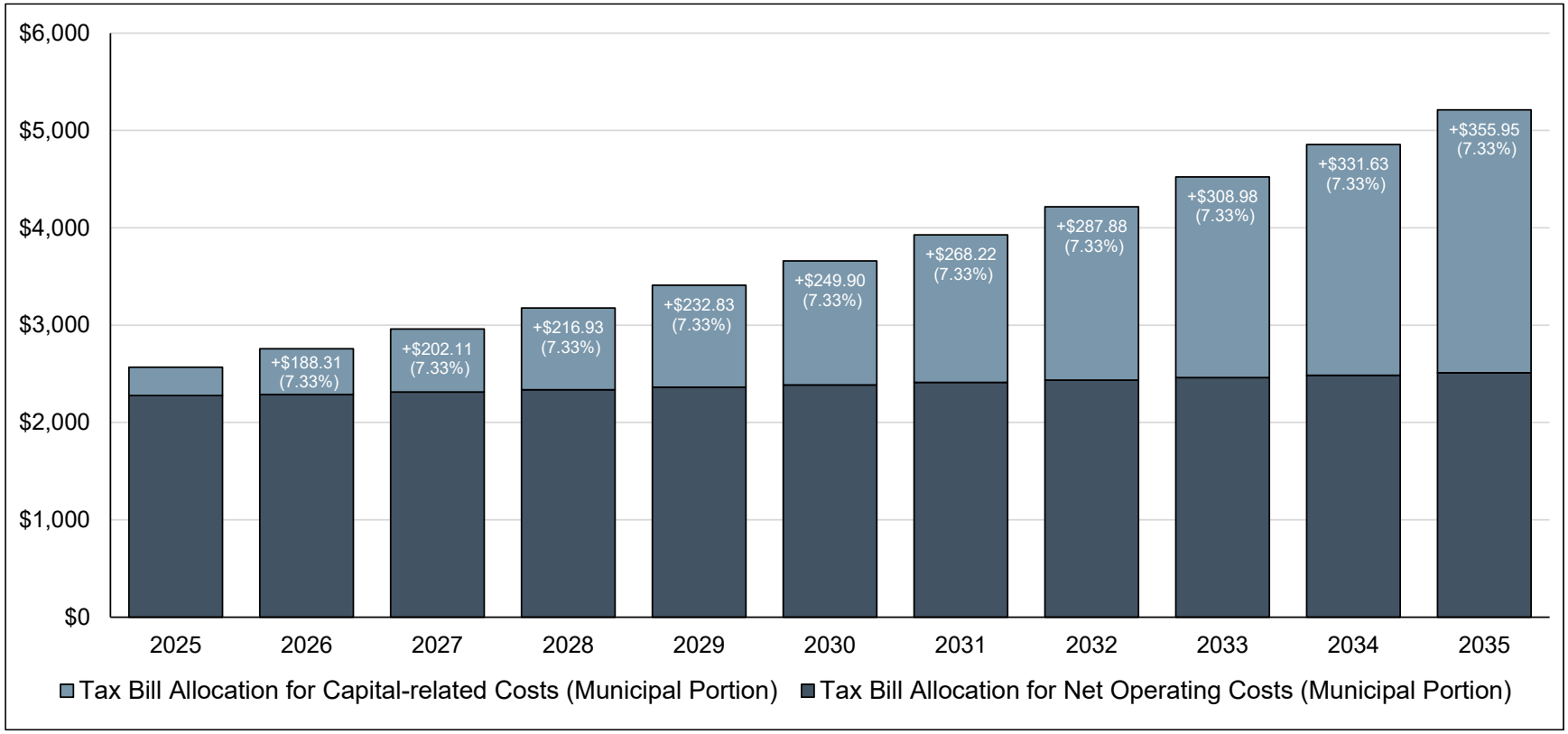
This section presents the estimated impact resulting from the financial strategy on the annual tax bill of a typical single-family detached house on Wolfe Island with a current value assessment of $385,000[1] under Scenario 1.

As noted earlier, the Township would need to increase Wolfe Island's tax levy by 8.60% annually to eliminate the current infrastructure funding gap by 2035. Layering on assessment increases resulting from new assessment growth, assumed to be 1.18% annually over the forecast period, the impact on the municipal portion of individual property tax bills would be increases of 7.33% annually from 2026 to 2035. A typical single-family detached house on Wolfe Island with a current value assessment of $385,000 would see the municipal portion of its tax bill rise from approximately $2,569 as of 2025 to approximately $5,212 by 2035.

Figure 4-6 illustrates the estimated impact on the municipal portion of the tax bill for a typical single-family detached house on Wolfe Island with a current value assessment of $385,000 under Scenario 1.

[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.

Figure 4-6: Wolfe Island – Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at $385,000 under Scenario 1 (2025-2035)



4.2.5.2 Scenario 2: 15-year AMP Phase-in Period

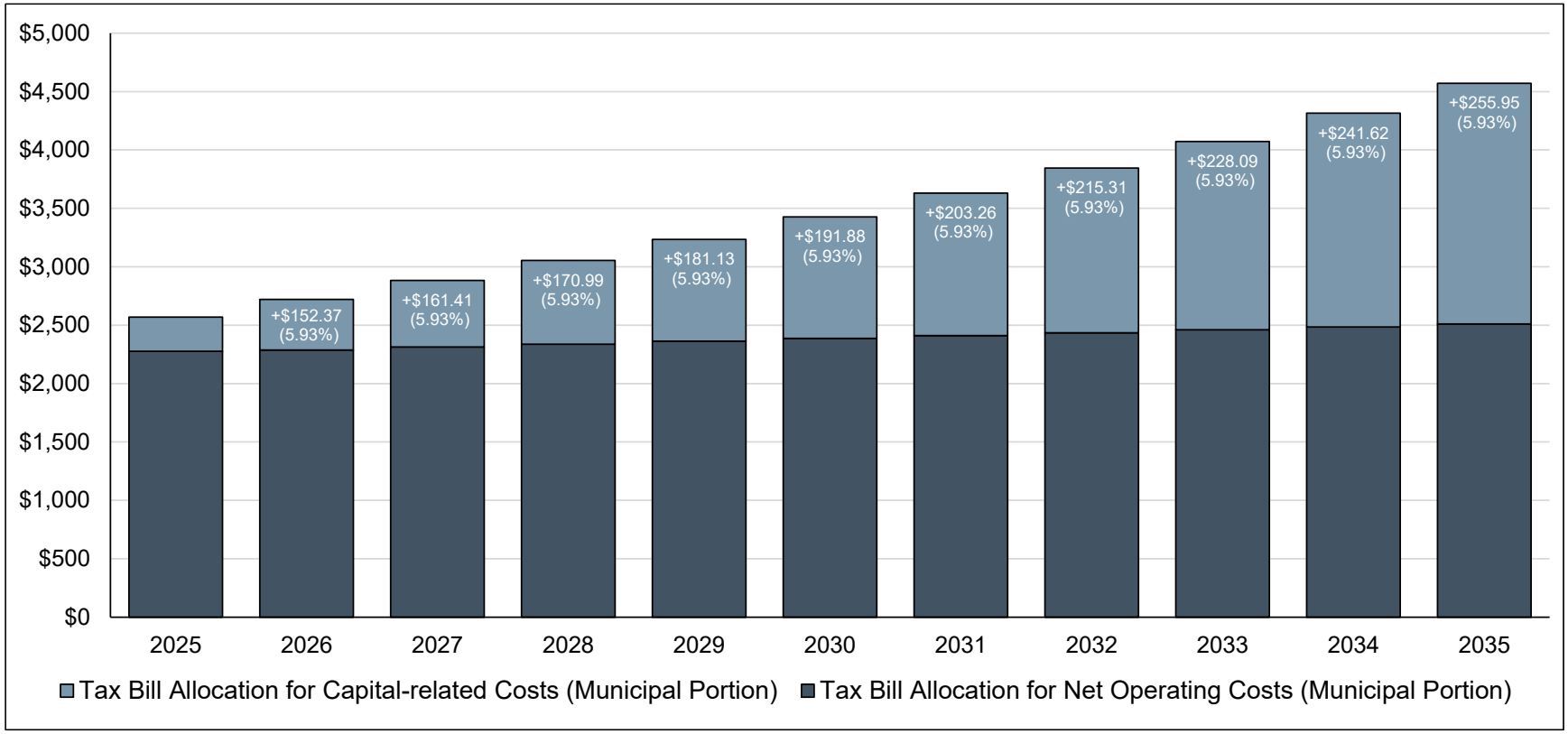
This section presents the estimated impact resulting from the financial strategy on the annual tax bill of a typical single-family detached house on Wolfe Island with a current value assessment of $385,000[1] under Scenario 2.

As noted earlier, the Township would need to increase Wolfe Island's tax levy by 7.18% annually to eliminate the current infrastructure funding gap by 2040. Layering on assessment increases resulting from new assessment growth, assumed to be 1.18% annually over the forecast period, the impact on the municipal portion of individual property tax bills would be increases of 5.93% annually from 2026 to 2040. A typical single-family detached house on Wolfe Island with a current value assessment of $385,000 would see the municipal portion of its tax bill rise from approximately $2,569 as of 2025 to approximately $4,571 by 2035.

Figure 4-6 illustrates the estimated impact on the municipal portion of the tax bill for a typical single-family detached house on Wolfe Island with a current value assessment of $385,000 under Scenario 2.

[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.

Figure 4-7: Wolfe Island – Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at $385,000 under Scenario 2 (2025-2035)



4.3 Howe Island

4.3.1 Annual Capital Expenditure Forecast

This section summarizes the expenditures associated with undertaking the lifecycle activities identified earlier in Chapter 3 for Howe Island's share of the Township's infrastructure assets.

Capital expenditures over the 10-year forecast horizon are expected to total $3.83 million, an average of $383,000 annually, in current (i.e., 2025 uninflated) dollars. It is noted that the Township plans to replace its existing enterprise resource planning (ERP) software in 2027. While software is not included as an asset category in this asset management plan, because the Township treats this as a capital investment, it has been included in the capital expenditure forecast presented herein. Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is expected to be approximately 4.57% annually. Once inflationary impacts are incorporated, lifecycle expenditures over the next 10 years are expected to total $4.86 million, an average of $486,000 annually.

Figure 4-8 presents the inflated capital expenditure forecast for Howe Island and this information is provided in tabular form in Table 4-6.

Figure 4-8: Howe Island – Overall Capital Expenditure Forecast (Inflated)

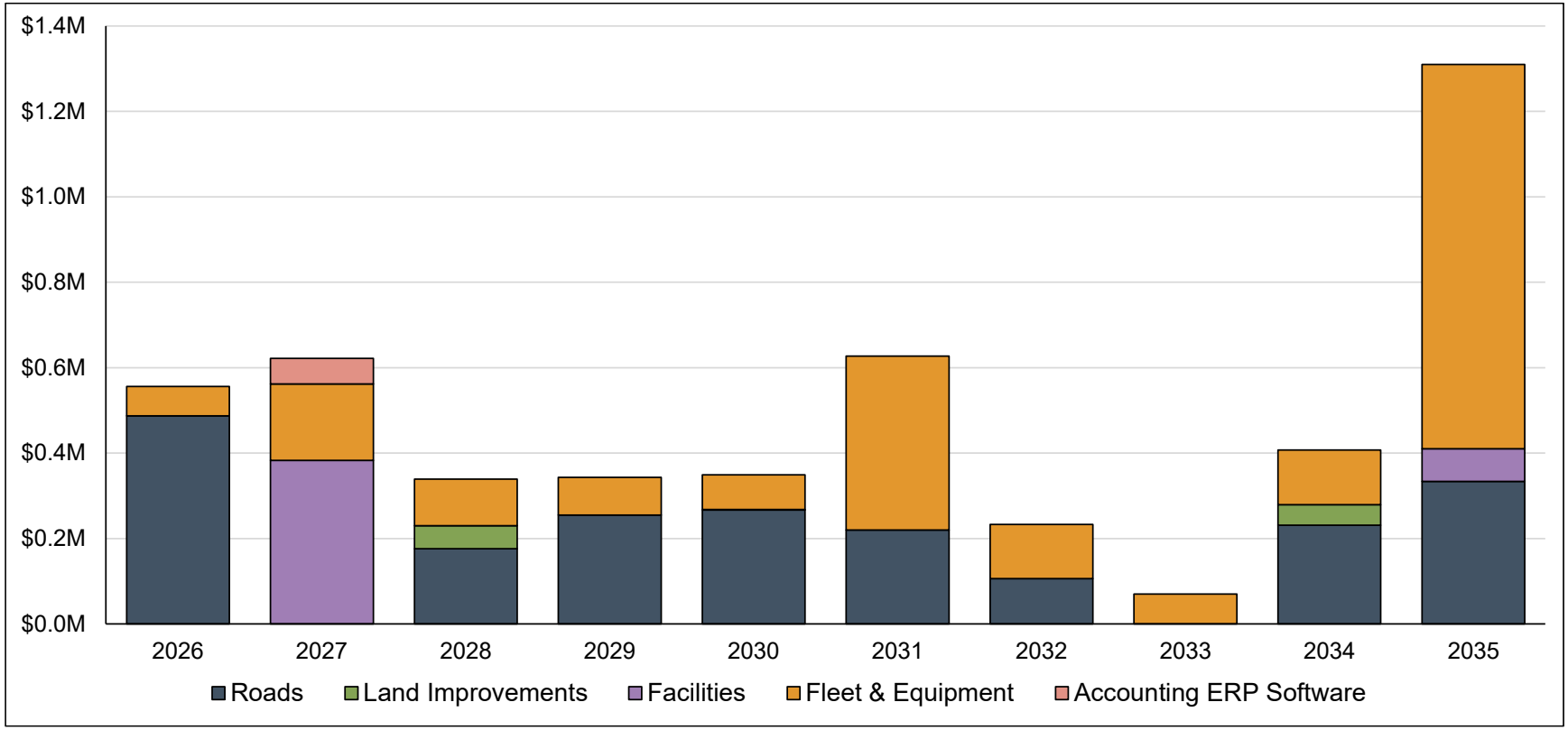


Table 4-6: Howe Island – Overall Capital Expenditure Forecast (Inflated)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 487,000	$ -	$ 176,000	$ 255,000	$ 267,000	$ 220,000	$ 106,000	$ -	$ 231,000	$ 334,000
Capital Expenditures for Facilities	$ -	$ 383,000	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ -	$ 76,000
Capital Expenditures for Fleet & Equipment Assets	$ 69,000	$ 179,000	$ 109,000	$ 88,000	$ 81,000	$ 407,000	$ 127,000	$ 70,000	$ 128,000	$ 900,000
Capital Expenditures for Land Improvement Assets	$ -	$ -	$ 54,000	$ -	$ -	$ -	$ -	$ -	$ 48,000	$ -
Capital Expenditures for Accounting ERP Software	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 556,000**	**$ 622,000**	**$ 339,000**	**$ 343,000**	**$ 349,000**	**$ 627,000**	**$ 233,000**	**$ 70,000**	**$ 407,000**	**$ 1,310,000**

4.3.2 Annual Capital Financing Forecast

This section summarizes the recommended strategy to finance the capital expenditures identified in Section 4.2.1. Lifecycle expenditures for Howe Island's assets are expected to be financed from the following sources:

- Annual Ontario Community Infrastructure Fund (OCIF) formula-based funding . It is noted that the Ministry of Infrastructure announced a temporary increase to province-wide OCIF support in 2022, effectively doubling investment in Ontario's infrastructure for a five-year period ending in 2027. Correspondingly, it is assumed that Howe Island's share[1] of the Township's annual OCIF funding will be reduced by 50% beginning in 2027, declining from approximately $54,000 in 2026 to approximately $27,000 in 2027 and held constant thereafter. It is further noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Township's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by Township staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated;
- Annual Canada Community-Building Fund (CCBF) funding. CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Township's allocations for 2026 to 2028, with 4% increases for every two-year period thereafter. As such, Howe Island's share[1] of the Township's annual CCBF funding is expected to increase from approximately $17,000 in 2026 to approximately $19,000 by 2035;
- Subsidies received from the Ministry of Transportation (Ministry) to fund capital expenditures related to the Township's ferry assets. Current funding agreements stipulate that 80% of capital expenditures related to ferry assets will be subsidized by the Ministry. It is assumed that these funding agreements will remain in place over the 10-year forecast horizon of this asset management plan;
- Funds projected to be available in the Howe Island's capital reserves and reserve funds. To manage risks associated with unexpected capital expenditures that may arise, the financial strategy maintains a minimum balance in Howe Island's

[1]The apportionment of OCIF and CCBF funding is based on the relative share of average annual lifecycle costs for each island (approximately 75% for Wolfe Island and 25% for Howe Island).

capital reserve and reserve funds. The minimum balance was set at 10% of average annual capital expenditures over the forecast period, approximately $49,000; and

- Funds contributed directly from the general tax levy. It is noted that the Township plans to fund a portion of its capital expenditures in 2026 and 2027 for Howe Island through the general tax levy.

Table 4-7 summarizes the capital financing forecast for Howe Island under Scenario 1 while Table 4-8 summarizes the same under Scenario 2.

Table 4-7: Howe Island – Capital Financing by Source for Scenario 1 (2026-2035)

Capital Financing Source	Total Capital Financing
Transfer Payment Revenues (i.e., OCIF + CCBF)	$484,000
Ministry of Transportation Ferry Subsidy	$133,000
Contributions from Capital Reserves and Reserve Funds	$3,781,000
Contributions from the General Tax Levy	$458,000
Total	**$4,856,000**

Table 4-8: Howe Island – Capital Financing by Source for Scenario 2 (2026-2035)

Capital Financing Source	Total Capital Financing
Transfer Payment Revenues (i.e., OCIF + CCBF)	$484,000
Ministry of Transportation Ferry Subsidy	$133,000
Contributions from Capital Reserves and Reserve Funds	$3,796,000
Contributions from the General Tax Levy	$443,000
Total	**$4,856,000**

4.3.3 Current Annual Lifecycle Funding Target & Infrastructure Funding Gap

The annual lifecycle funding target for Howe Island's share of the Township's assets is $836,000 (in 2025 dollars). Please refer to Section 4.2.3 for further information on annual lifecycle funding targets.

Table 4-9 summarizes the modelling approaches that have been utilized to derive the annual lifecycle funding target for Howe Island.

Table 4-9: Howe Island - Annual Lifecycle Funding Target Modelling Approaches by Asset Category

Asset Category	Modelling Approach
Transportation	Roadways: Based on lifecycle management strategy determined through staff consultations. Road-related Assets: Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)
Facilities	Annual reinvestment rate equal to 2.1% of current replacement cost
Fleet and Equipment	Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)
Land Improvements	Useful life analysis (i.e., determined by dividing the current replacement cost of each asset by its expected useful service life)

A breakdown of the lifecycle funding target by asset category for illustrated in Figure 4-9 and provided in tabular form in Table 4-10.

Figure 4-9: Howe Island – Annual Lifecycle Funding Target (2025$) by Asset Category

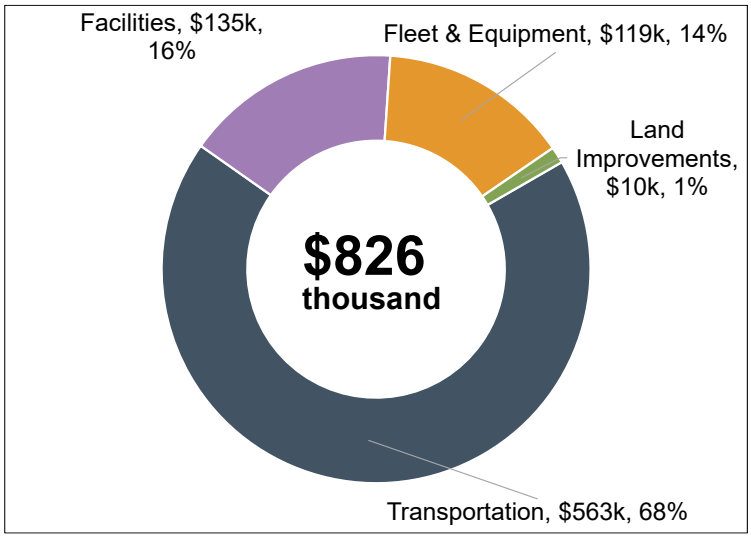


Table 4-10: Howe Island – Annual Lifecycle Funding Target (2025$) by Asset Category

Asset Category	Annual Lifecycle Funding Target (2025$)
Transportation	$563,000
Facilities	$144,000
Fleet & Equipment	$119,000
Land Improvements	$10,000
Total	**$836,000**

Relative to this annual lifecycle funding target, the Township allocated approximately $339,000 in its 2025 budget towards capital-related needs for Howe Island's assets. This allocation comprised approximately $12,000 in principal and interest payments for debt previously incurred to fund tangible capital asset purchases, approximately $53,000 in contributions to capital reserves and reserve funds, approximately $203,000 that was directly allocated from the 2025 tax levy to fund in-year capital expenditures, and approximately $70,000 from ongoing transfer payment revenues (i.e., OCIF and CCBF).

A breakdown of the capital funding budgeted in Howe Island's 2025 Council-approved budget is illustrated in Figure 4-10 and provided in tabular form in Table 4-11.

Figure 4-10: Howe Island – Capital Funding Allocated in 2025 Budget

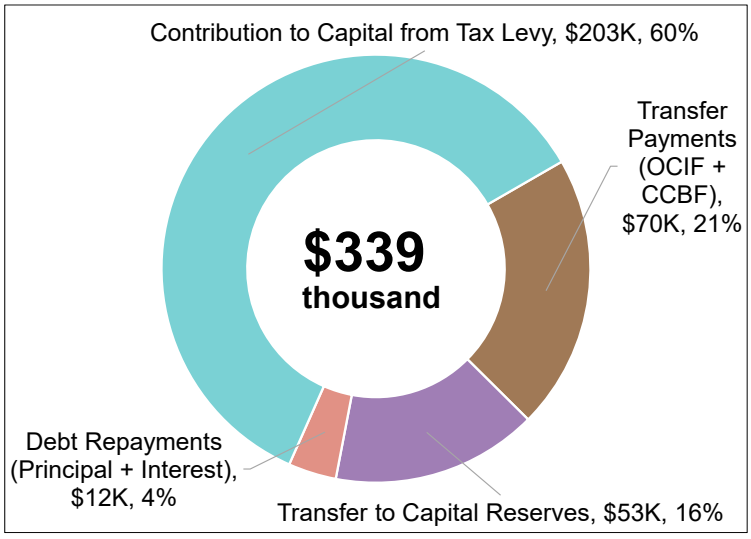


Table 4-11: Howe Island – Capital Funding Allocated in 2025 Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Transfer Payment Revenues (OCIF & CCBF)	$70,000
Debt Repayments (Principal + Interest)	$12,000
Contributions to Capital Reserves & Reserve Funds	$53,000
Contribution to Capital Expenditures from Tax Levy	$204,000
Total	**$339,000**

The difference between the annual lifecycle funding target and the currently budgeted capital funding represents Howe Island's annual infrastructure funding gap. Based on this analysis, Howe Island is facing an annual infrastructure funding gap of approximately $497,000.

4.3.4 Overall Financial Forecast and Estimated Impact on Tax Levy

4.3.4.1 Scenario 1: 10-year AMP Phase-in Period

This section presents the overall impacts on Howe Island's financial position of gradually eliminating the funding gap by 2035.

The capital financing forecast for Howe Island does not propose any additional debt financing over the 10-year forecast period. Furthermore, Howe Island's only existing loan related to prior capital asset purchases is expected to be fully repaid in 2025. As such, there are no debt servicing costs expected over the 10-year forecast period.

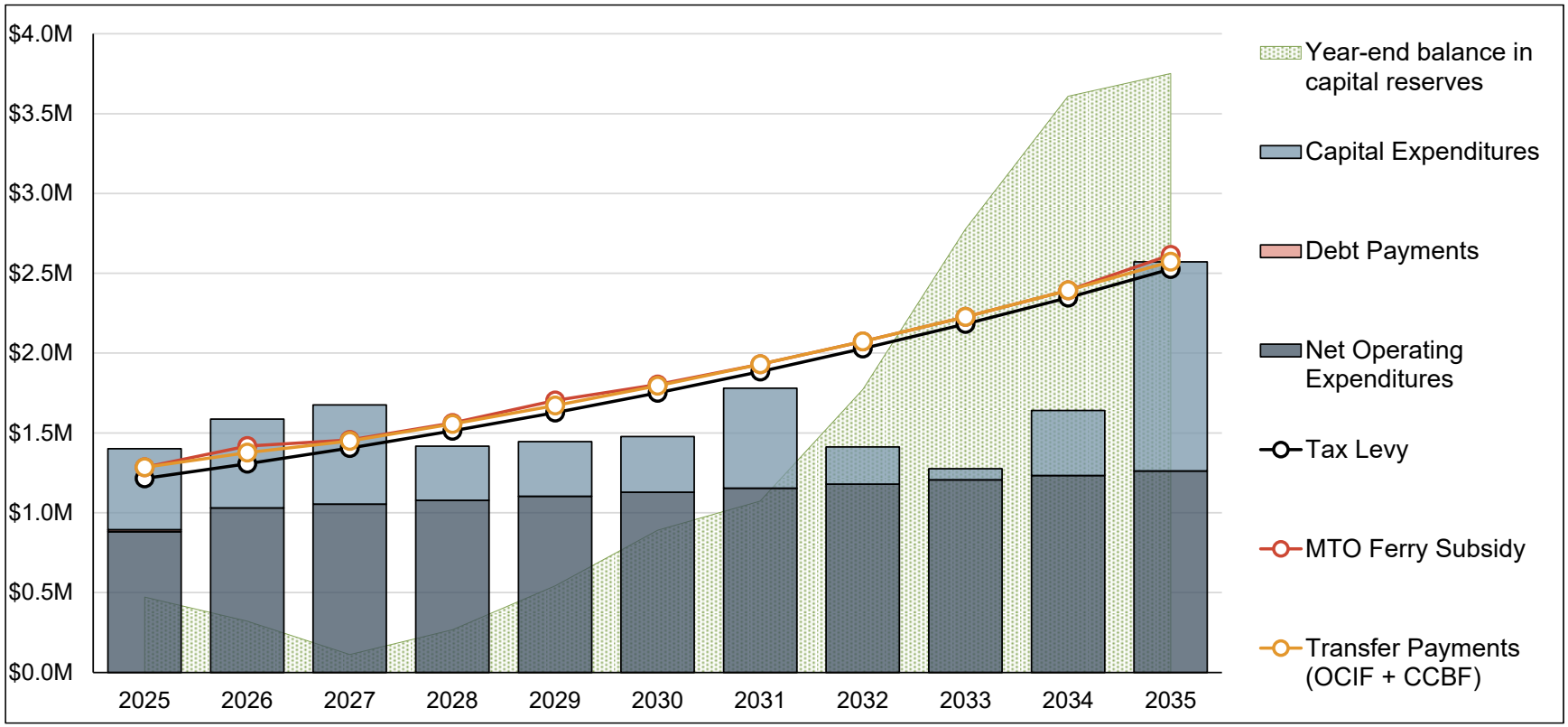
The Township is expected to have approximately $471,000 in Howe Island's capital reserves and reserve funds at the end of 2025. By 2035, that balance is expected to grow to approximately $3.75 million. A detailed continuity schedule of Howe Island's capital reserves and reserve funds can be found in Appendix B.

In order to fund the recommended lifecycle management strategy and gradually eliminate Howe Island's current annual infrastructure funding gap over the next 10 years, Howe Island's tax levy would need to increase by 7.60% annually from 2026 to 2035, increasing from approximately $1.21 million in 2025 to approximately $2.53 million by 2035.

The taxation impacts identified above include inflationary adjustments to the Township's operating expenditures and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 4-11 illustrates the overall financial forecast for Howe Island. Full details of the financial strategy are provided in Appendix B.

Figure 4-11: Howe Island – Overall Financial Forecast for Scenario 1 (Inflated)



4.3.4.2 Scenario 2: 15-year AMP Phase-in Period

This section presents the overall impacts on Howe Island's financial position of gradually eliminating the funding gap by 2040.

As mentioned earlier, the capital financing forecast for Howe Island does not propose any additional debt financing over the 10-year forecast period. Furthermore, Howe Island's only existing loan related to prior capital asset purchases is expected to be fully repaid in 2025. As such, there are no debt servicing costs expected over the 10-year forecast period.

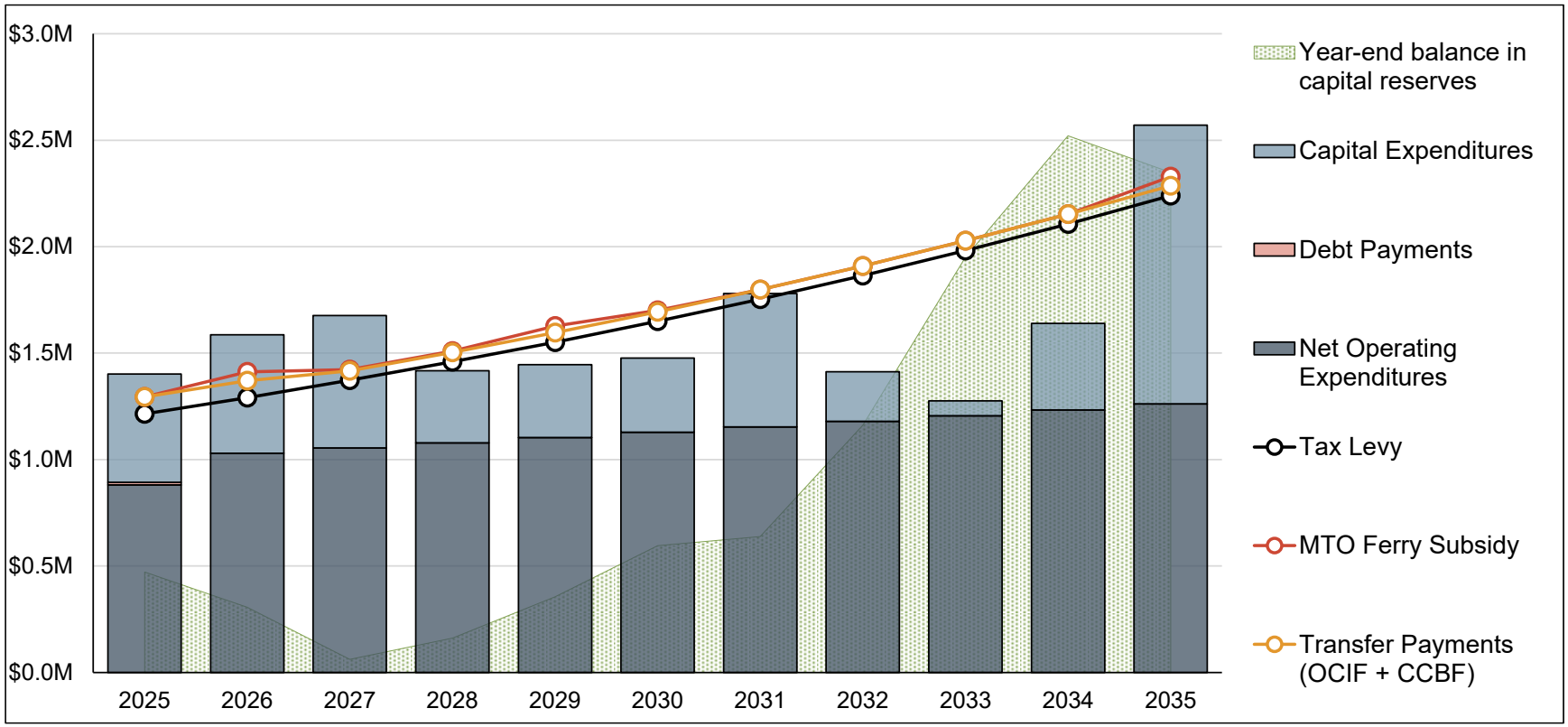
The Township is expected to have approximately $471,000 in Howe Island's capital reserves and reserve funds at the end of 2025. By 2035, that balance is expected to grow to approximately $2.35 million. A detailed continuity schedule of Howe Island's capital reserves and reserve funds can be found in Appendix B.

In order to fund the recommended lifecycle management strategy and gradually eliminate Howe Island's current annual infrastructure funding gap over the next 15 years, Howe Island's tax levy would need to increase by 6.31% annually from 2026 to 2040, increasing from approximately $1.21 million in 2025 to approximately $2.24 million by 2035.

The taxation impacts identified above include inflationary adjustments to the Township's operating expenditures and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.22% annually).

Figure 4-11 illustrates the overall financial forecast for Howe Island. Full details of the financial strategy are provided in Appendix B.

Figure 4-12: Howe Island – Overall Financial Forecast for Scenario 2 (Inflated)



4.3.5 Estimated Impact on Tax Bills (2026-2035)

4.3.5.1 Scenario 1: 10-year AMP Phase-in Period

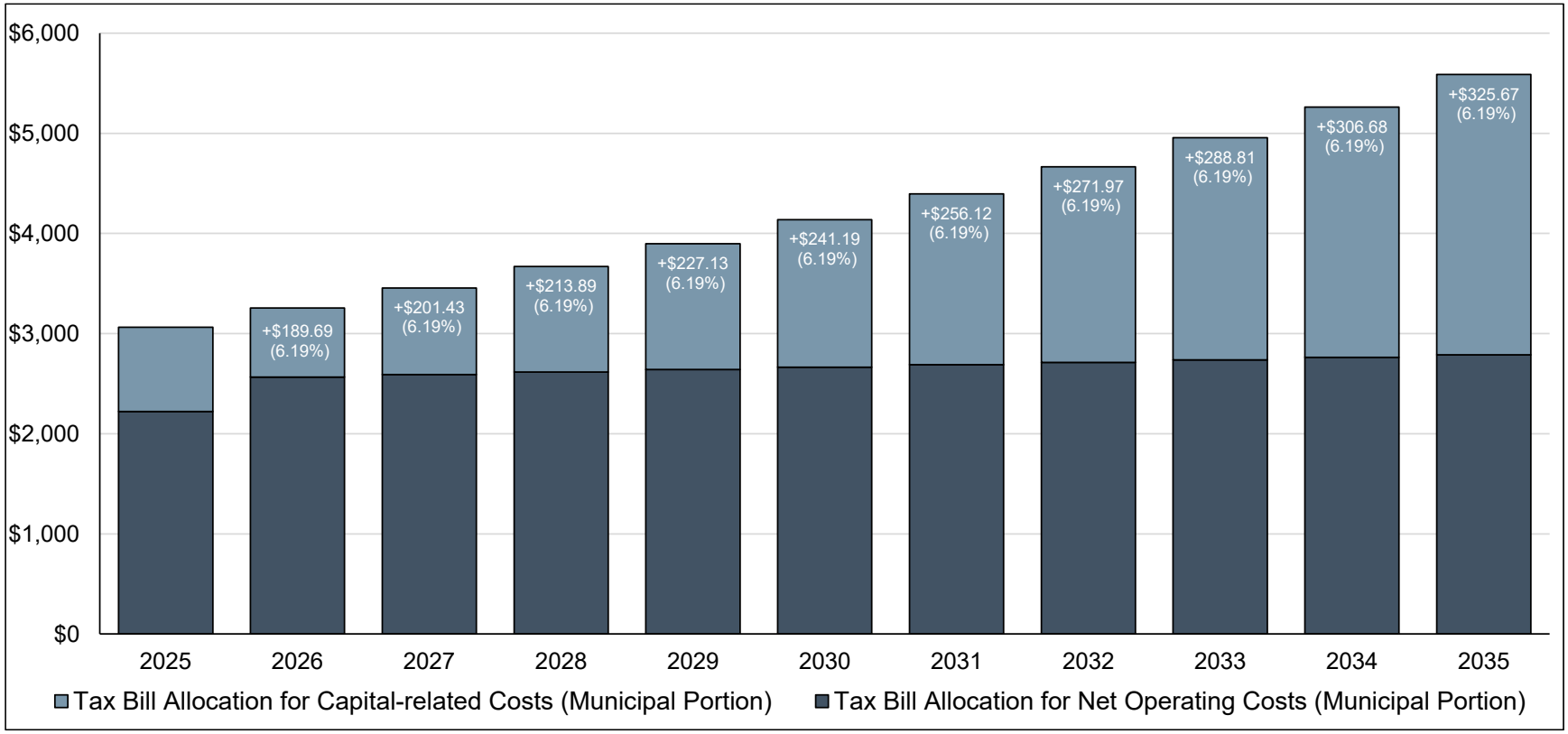
This section presents the estimated impact resulting from the financial strategy on the annual tax bill of a typical single-family detached house in Howe Island with a current value assessment of $560,000[1] under Scenario 1.

As noted earlier, the Township would need to increase Howe Island's tax levy by 7.60% annually to eliminate the current infrastructure funding gap by 2035. Layering on assessment increases resulting from new assessment growth, assumed to be 1.33% annually over the forecast period, the impact on the municipal portion of individual property tax bills would be increases of 6.19% annually from 2026 to 2035. A typical single-family detached house on Howe Island with a current value assessment of $560,000 would see the municipal portion of its tax bill rise from approximately $3,065 as of 2025 to approximately $5,587 by 2035.

Figure 4-13 illustrates the estimated impact on the municipal portion of the tax bill for a typical single-family detached house on Howe Island with a current value assessment of $560,000 under Scenario 1.

[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.

Figure 4-13: Howe Island – Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at $560,000 under Scenario 1 (2025-2035)



4.3.5.2 Scenario 2: 15-year AMP Phase-in Period

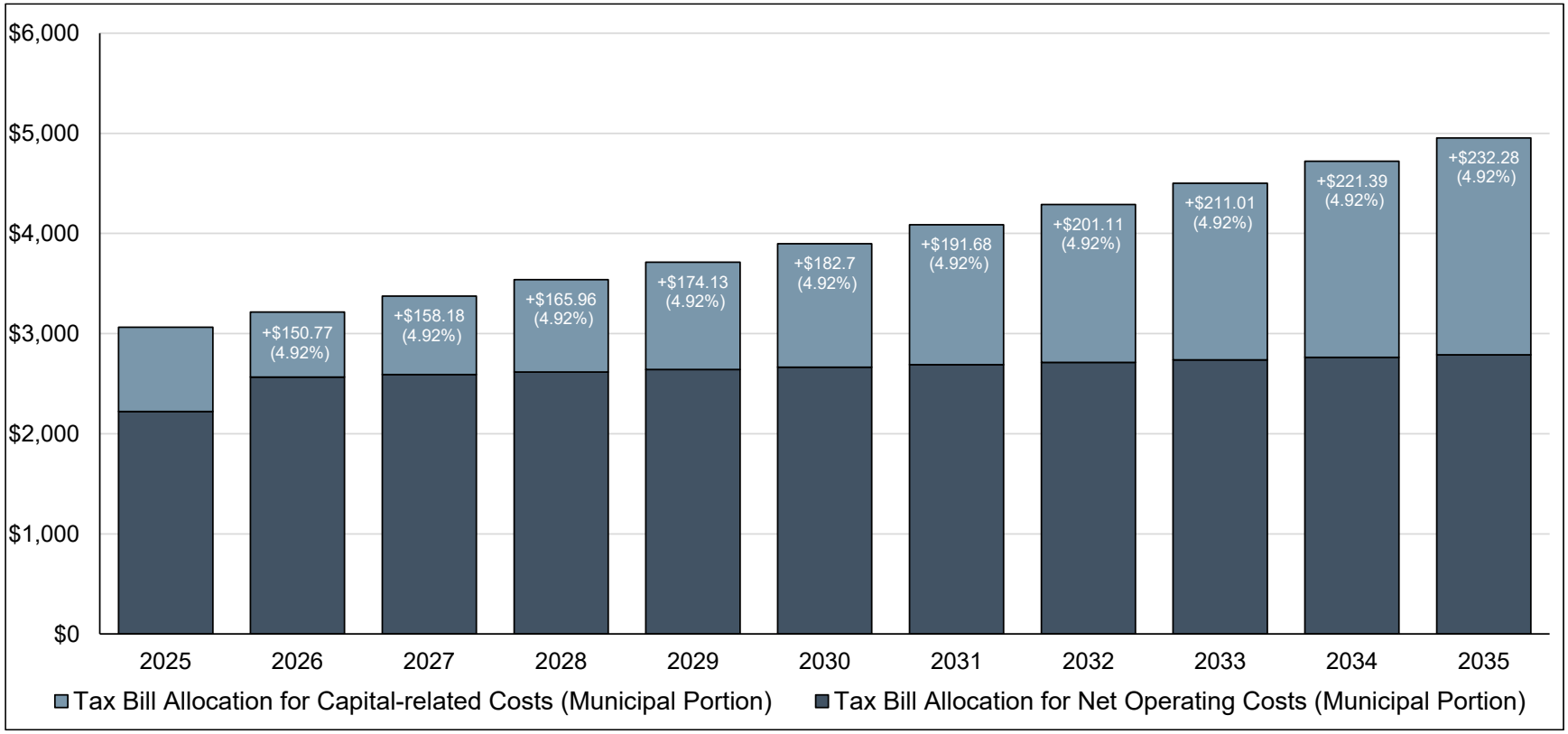
This section presents the estimated impact resulting from the financial strategy on the annual tax bill of a typical single-family detached house in Howe Island with a current value assessment of $560,000[1] under Scenario 2.

As noted earlier, the Township would need to increase Howe Island's tax levy by 6.31% annually to eliminate the current infrastructure funding gap by 2040. Layering on assessment increases resulting from new assessment growth, assumed to be 1.33% annually over the forecast period, the impact on the municipal portion of individual property tax bills would be increases of 4.92% annually from 2026 to 2040. A typical single-family detached house on Howe Island with a current value assessment of $560,000 would see the municipal portion of its tax bill rise from approximately $3,065 as of 2025 to approximately $4,954 by 2035.

Figure 4-13 illustrates the estimated impact on the municipal portion of the tax bill for a typical single-family detached house on Howe Island with a current value assessment of $560,000 under Scenario 2.

[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.

Figure 4-14: Howe Island – Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at $560,000 under Scenario 2 (2025-2035)



Chapter 5
Recommendations and Next Steps

5. Recommendations and Next Steps

5.1 Recommendations

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

- That the Township of Frontenac Islands Asset Management Plan be received and approved by Council based on one of the following financial strategy scenarios:
    - Scenario 1: Eliminating the current annual infrastructure funding gap over a 10-year period (i.e., by 2035); or
    - Scenario 2: Eliminating the current annual infrastructure funding gap over a 15-year period (i.e., by 2040)
- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the asset management plan.

5.2 Next Steps

Following the approval of this asset management plan by Council, the Township's asset management journey will transition from developing the plan to its operationalization. The Township will need to establish processes and implement systems to keep asset information (e.g., condition, replacement costs, etc.) updated and relevant, so that it can be relied on to identify capital priorities and inform the annual budget process.

To ensure ongoing compliance with O. Reg. 588/17, the Township will need to start conducting annual reviews of the progress being made towards implementing the asset management plan, with the first review required to be conducted prior to July 1, 2026. The annual reviews must identify any factors preventing progress towards full implementation and outline a strategy to address those impeding factors. Following the completion of this asset management plan, the Township should shift its focus to developing the format and content of these annual reviews to enable informed decision-making by Council and staff.

Furthermore, O. Reg. 588/17 requires updates to this asset management plan to be conducted at a minimum every five years. To maximize the reliability of the updated

analyses, the Township should proactively plan to conduct updates of background studies and underlying asset data in a timely manner prior to undertaking an update of this asset management plan. The Township should also plan to proactively update the underlying data utilized to inform the current performance of the included level of service measures on a regular basis. Tracking the current performance of included measures over time relative to their targeted performance provides a key measure of success in fully implementing the asset management plan.

Appendix A
Financial Strategy Tables for Wolfe Island

Table A-1: Wolfe Island – Capital Budget Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 1,075,000	$ 611,000	$ 659,000	$ 1,177,000	$ 469,000	$ 391,000	$ 379,000	$ 168,000	$ -	$ 623,000
Capital Expenditures for Facilities	$ 87,000	$ 782,000	$ 233,000	$ 6,000	$ 135,000	$ 1,000	$ 57,000	$ -	$ -	$ 112,000
Capital Expenditures for Fleet & Equipment Assets	$ -	$ 171,000	$ 146,000	$ 206,000	$ 963,000	$ 266,000	$ 222,000	$ 196,000	$ 30,000	$ 213,000
Capital Expenditures for Land Improvement Assets	$ -	$ 82,000	$ -	$ -	$ -	$ -	$ -	$ 175,000	$ 186,000	$ 57,000
Capital Expenditures for Accounting ERP Software	$ -	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 1,162,000**	**$ 1,786,000**	**$ 1,038,000**	**$ 1,389,000**	**$ 1,567,000**	**$ 658,000**	**$ 658,000**	**$ 539,000**	**$ 216,000**	**$ 1,005,000**
Capital Financing										
Transfer Payment Revenues (OCIF + CCBF)	$ 186,000	$ 130,000	$ 130,000	$ 132,000	$ 132,000	$ 134,000	$ 134,000	$ 136,000	$ 136,000	$ 138,000
Wolfe Island Wind Plant Revenues	$ 550,000	$ 645,000	$ 645,000	$ 645,000	$ 946,000	$ 524,000	$ 524,000	$ 403,000	$ 80,000	$ 845,000
MTO Ferry Subsidy	$ -	$ 66,000	$ 3,000	$ 4,000	$ 4,000	$ -	$ -	$ -	$ -	$ 22,000
Contribution from Tax Levy	$ 186,000	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contribution from Capital Reserves and Reserve Funds	$ 240,000	$ 805,000	$ 260,000	$ 608,000	$ 485,000	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Financing	**$ 1,162,000**	**$ 1,786,000**	**$ 1,038,000**	**$ 1,389,000**	**$ 1,567,000**	**$ 658,000**	**$ 658,000**	**$ 539,000**	**$ 216,000**	**$ 1,005,000**

Table A-2: Wolfe Island – Schedule of Debt Payments for Scenario 1 (Inflated)
Township of Frontenac Islands

Year	Principal Borrowed	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ 123,000	$ 55,000	$ 55,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000
2026	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2027	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2028	$ -				$ -	$ -	$ -	$ -	$ -	$ -	$ -
2029	$ -					$ -	$ -	$ -	$ -	$ -	$ -
2030	$ -						$ -	$ -	$ -	$ -	$ -
2031	$ -							$ -	$ -	$ -	$ -
2032	$ -								$ -	$ -	$ -
2033	$ -									$ -	$ -
2034	$ -										$ -
2035	$ -										
Total Annual Debt Repayments		**$ 123,000**	**$ 55,000**	**$ 55,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**

Table A-3: Wolfe Island – Schedule of Capital Reserves and Reserve Funds Continuity for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 2,816,000	$ 2,882,000	$ 2,565,000	$ 3,121,000	$ 3,565,000	$ 4,380,000	$ 6,376,000	$ 8,695,000	$ 11,492,000	$ 15,009,000
Add: Transfer from Operating	$ 122,000	$ 406,000	$ 735,000	$ 955,000	$ 1,184,000	$ 1,436,000	$ 1,713,000	$ 2,018,000	$ 2,352,000	$ 2,718,000
Add: Wolfe Island Wind Plant Revenues	$ 95,000	$ -	$ -	$ -	$ -	$ 422,000	$ 422,000	$ 543,000	$ 866,000	$ 204,000
Add: Transfer Payment Revenues (OCIF + CCBF)	$ 14,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Add: Interest Earned	$ 75,000	$ 82,000	$ 81,000	$ 97,000	$ 116,000	$ 138,000	$ 184,000	$ 236,000	$ 299,000	$ 378,000
Less: Transfer to Fund Capital Expenditures	$ 240,000	$ 805,000	$ 260,000	$ 608,000	$ 485,000	$ -	$ -	$ -	$ -	$ -
Closing Balance	**$ 2,882,000**	**$ 2,565,000**	**$ 3,121,000**	**$ 3,565,000**	**$ 4,380,000**	**$ 6,376,000**	**$ 8,695,000**	**$ 11,492,000**	**$ 15,009,000**	**$ 18,309,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*

Table A-4: Wolfe Island – Operating Budget Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Waste Management	$ 121,000	$ 124,000	$ 127,000	$ 130,000	$ 133,000	$ 136,000	$ 139,000	$ 142,000	$ 145,000	$ 148,000
Fire	$ 175,000	$ 179,000	$ 183,000	$ 187,000	$ 191,000	$ 195,000	$ 199,000	$ 203,000	$ 208,000	$ 213,000
Ferry	$ 470,000	$ 480,000	$ 491,000	$ 502,000	$ 513,000	$ 524,000	$ 536,000	$ 548,000	$ 560,000	$ 572,000
Roads	$ 890,000	$ 910,000	$ 930,000	$ 951,000	$ 972,000	$ 994,000	$ 1,016,000	$ 1,039,000	$ 1,062,000	$ 1,086,000
Recycling	$ 37,000	$ 38,000	$ 39,000	$ 40,000	$ 41,000	$ 42,000	$ 43,000	$ 44,000	$ 45,000	$ 46,000
Senior Housing	$ 67,000	$ 68,000	$ 70,000	$ 72,000	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000
Wolfe CCB	$ 116,000	$ 119,000	$ 122,000	$ 125,000	$ 128,000	$ 131,000	$ 134,000	$ 137,000	$ 140,000	$ 143,000
Culture & Recreation	$ 55,000	$ 56,000	$ 57,000	$ 58,000	$ 59,000	$ 60,000	$ 61,000	$ 62,000	$ 63,000	$ 64,000
Wolfe Island's Share of Township's General Expenditures (70%)	$ 714,000	$ 730,000	$ 746,000	$ 763,000	$ 780,000	$ 797,000	$ 815,000	$ 833,000	$ 851,000	$ 870,000
Sub-total: Operating Expenditures	**$ 2,645,000**	**$ 2,704,000**	**$ 2,765,000**	**$ 2,828,000**	**$ 2,891,000**	**$ 2,955,000**	**$ 3,021,000**	**$ 3,088,000**	**$ 3,156,000**	**$ 3,226,000**
Capital-related Expenditures										
Transfer to Capital	$ 186,000	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital Reserves and Reserve Funds	$ 122,000	$ 406,000	$ 735,000	$ 955,000	$ 1,184,000	$ 1,436,000	$ 1,713,000	$ 2,018,000	$ 2,352,000	$ 2,718,000
Debt Repayment	$ 123,000	$ 55,000	$ 55,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000
Sub-total: Capital-related Expenditures	**$ 431,000**	**$ 601,000**	**$ 790,000**	**$ 997,000**	**$ 1,226,000**	**$ 1,478,000**	**$ 1,755,000**	**$ 2,060,000**	**$ 2,394,000**	**$ 2,760,000**
Total Annual Expenditures	**$ 3,076,000**	**$ 3,305,000**	**$ 3,555,000**	**$ 3,825,000**	**$ 4,117,000**	**$ 4,433,000**	**$ 4,776,000**	**$ 5,148,000**	**$ 5,550,000**	**$ 5,986,000**
Operating Revenues										
Tax Levy	$ 2,535,000	$ 2,753,000	$ 2,990,000	$ 3,247,000	$ 3,526,000	$ 3,829,000	$ 4,159,000	$ 4,516,000	$ 4,905,000	$ 5,326,000
Waste Management	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Fire	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Ferry	$ 428,000	$ 437,000	$ 447,000	$ 457,000	$ 467,000	$ 477,000	$ 487,000	$ 499,000	$ 509,000	$ 521,000
Roads	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Recycling	$ 25,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000	$ 34,000
Senior Housing	$ 67,000	$ 68,000	$ 70,000	$ 72,000	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000
Wolfe CCB	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000
Total Annual Revenues	**$ 3,076,000**	**$ 3,305,000**	**$ 3,555,000**	**$ 3,825,000**	**$ 4,117,000**	**$ 4,433,000**	**$ 4,776,000**	**$ 5,148,000**	**$ 5,550,000**	**$ 5,986,000**

Table A-5: Wolfe Island – Tax Levy Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Prior-year Tax Levy	$ 2,334,000	$ 2,535,000	$ 2,753,000	$ 2,990,000	$ 3,247,000	$ 3,526,000	$ 3,829,000	$ 4,159,000	$ 4,516,000	$ 4,905,000
Add: Tax Revenues from Incremental Assessment Growth	$ 28,000	$ 30,000	$ 33,000	$ 35,000	$ 38,000	$ 42,000	$ 45,000	$ 49,000	$ 53,000	$ 58,000
Add: Tax Revenues from Existing Assessment Base	$ 173,000	$ 188,000	$ 204,000	$ 222,000	$ 241,000	$ 261,000	$ 285,000	$ 308,000	$ 336,000	$ 363,000
Total Tax Levy	**$ 2,535,000**	**$ 2,753,000**	**$ 2,990,000**	**$ 3,247,000**	**$ 3,526,000**	**$ 3,829,000**	**$ 4,159,000**	**$ 4,516,000**	**$ 4,905,000**	**$ 5,326,000**
Tax Levy Increase %		*8.60%*	*8.60%*	*8.60%*	*8.60%*	*8.60%*	*8.60%*	*8.60%*	*8.60%*	*8.60%*
Tax Rate Increase %		*7.33%*	*7.33%*	*7.33%*	*7.33%*	*7.33%*	*7.33%*	*7.33%*	*7.33%*	*7.33%*

Table A-6: Wolfe Island – Capital Budget Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 1,075,000	$ 611,000	$ 659,000	$ 1,177,000	$ 469,000	$ 391,000	$ 379,000	$ 168,000	$ -	$ 623,000
Capital Expenditures for Facilities	$ 87,000	$ 782,000	$ 233,000	$ 6,000	$ 135,000	$ 1,000	$ 57,000	$ -	$ -	$ 112,000
Capital Expenditures for Fleet & Equipment Assets	$ -	$ 171,000	$ 146,000	$ 206,000	$ 963,000	$ 266,000	$ 222,000	$ 196,000	$ 30,000	$ 213,000
Capital Expenditures for Land Improvement Assets	$ -	$ 82,000	$ -	$ -	$ -	$ -	$ -	$ 175,000	$ 186,000	$ 57,000
Capital Expenditures for Accounting ERP Software	$ -	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 1,162,000**	**$ 1,786,000**	**$ 1,038,000**	**$ 1,389,000**	**$ 1,567,000**	**$ 658,000**	**$ 658,000**	**$ 539,000**	**$ 216,000**	**$ 1,005,000**
Capital Financing										
Transfer Payment Revenues (OCIF + CCBF)	$ 186,000	$ 130,000	$ 130,000	$ 132,000	$ 132,000	$ 134,000	$ 134,000	$ 136,000	$ 136,000	$ 138,000
Wolfe Island Wind Plant Revenues	$ 550,000	$ 645,000	$ 645,000	$ 645,000	$ 946,000	$ 524,000	$ 524,000	$ 403,000	$ 80,000	$ 845,000
MTO Ferry Subsidy	$ -	$ 66,000	$ 3,000	$ 4,000	$ 4,000	$ -	$ -	$ -	$ -	$ 22,000
Contribution from Tax Levy	$ 186,000	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contribution from Capital Reserves and Reserve Funds	$ 240,000	$ 805,000	$ 260,000	$ 608,000	$ 485,000	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Financing	**$ 1,162,000**	**$ 1,786,000**	**$ 1,038,000**	**$ 1,389,000**	**$ 1,567,000**	**$ 658,000**	**$ 658,000**	**$ 539,000**	**$ 216,000**	**$ 1,005,000**

Table A-7: Wolfe Island – Schedule of Debt Payments for Scenario 2 (Inflated)
Township of Frontenac Islands

Year	Principal Borrowed	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ 123,000	$ 55,000	$ 55,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000
2026	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2027	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2028	$ -				$ -	$ -	$ -	$ -	$ -	$ -	$ -
2029	$ -					$ -	$ -	$ -	$ -	$ -	$ -
2030	$ -						$ -	$ -	$ -	$ -	$ -
2031	$ -							$ -	$ -	$ -	$ -
2032	$ -								$ -	$ -	$ -
2033	$ -									$ -	$ -
2034	$ -										$ -
2035	$ -										
Total Annual Debt Repayments		**$ 123,000**	**$ 55,000**	**$ 55,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**	**$ 42,000**

Table A-8: Wolfe Island – Schedule of Capital Reserves and Reserve Funds Continuity for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 2,816,000	$ 2,848,000	$ 2,458,000	$ 2,894,000	$ 3,164,000	$ 3,743,000	$ 5,430,000	$ 7,358,000	$ 9,669,000	$ 12,593,000
Add: Transfer from Operating	$ 89,000	$ 335,000	$ 620,000	$ 789,000	$ 960,000	$ 1,146,000	$ 1,348,000	$ 1,568,000	$ 1,806,000	$ 2,063,000
Add: Wolfe Island Wind Plant Revenues	$ 95,000	$ -	$ -	$ -	$ -	$ 422,000	$ 422,000	$ 543,000	$ 866,000	$ 204,000
Add: Transfer Payment Revenues (OCIF + CCBF)	$ 14,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Add: Interest Earned	$ 74,000	$ 80,000	$ 76,000	$ 89,000	$ 104,000	$ 119,000	$ 158,000	$ 200,000	$ 252,000	$ 317,000
Less: Transfer to Fund Capital Expenditures	$ 240,000	$ 805,000	$ 260,000	$ 608,000	$ 485,000	$ -	$ -	$ -	$ -	$ -
Closing Balance	**$ 2,848,000**	**$ 2,458,000**	**$ 2,894,000**	**$ 3,164,000**	**$ 3,743,000**	**$ 5,430,000**	**$ 7,358,000**	**$ 9,669,000**	**$ 12,593,000**	**$ 15,177,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*

Table A-9: Wolfe Island – Operating Budget Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Waste Management	$ 121,000	$ 124,000	$ 127,000	$ 130,000	$ 133,000	$ 136,000	$ 139,000	$ 142,000	$ 145,000	$ 148,000
Fire	$ 175,000	$ 179,000	$ 183,000	$ 187,000	$ 191,000	$ 195,000	$ 199,000	$ 203,000	$ 208,000	$ 213,000
Ferry	$ 470,000	$ 480,000	$ 491,000	$ 502,000	$ 513,000	$ 524,000	$ 536,000	$ 548,000	$ 560,000	$ 572,000
Roads	$ 890,000	$ 910,000	$ 930,000	$ 951,000	$ 972,000	$ 994,000	$ 1,016,000	$ 1,039,000	$ 1,062,000	$ 1,086,000
Recycling	$ 37,000	$ 38,000	$ 39,000	$ 40,000	$ 41,000	$ 42,000	$ 43,000	$ 44,000	$ 45,000	$ 46,000
Senior Housing	$ 67,000	$ 68,000	$ 70,000	$ 72,000	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000
Wolfe CCB	$ 116,000	$ 119,000	$ 122,000	$ 125,000	$ 128,000	$ 131,000	$ 134,000	$ 137,000	$ 140,000	$ 143,000
Culture & Recreation	$ 55,000	$ 56,000	$ 57,000	$ 58,000	$ 59,000	$ 60,000	$ 61,000	$ 62,000	$ 63,000	$ 64,000
Wolfe Island's Share of Township's General Expenditures (70%)	$ 714,000	$ 730,000	$ 746,000	$ 763,000	$ 780,000	$ 797,000	$ 815,000	$ 833,000	$ 851,000	$ 870,000
Sub-total: Operating Expenditures	**$ 2,645,000**	**$ 2,704,000**	**$ 2,765,000**	**$ 2,828,000**	**$ 2,891,000**	**$ 2,955,000**	**$ 3,021,000**	**$ 3,088,000**	**$ 3,156,000**	**$ 3,226,000**
Capital-related Expenditures										
Transfer to Capital	$ 186,000	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital Reserves and Reserve Funds	$ 89,000	$ 335,000	$ 620,000	$ 789,000	$ 960,000	$ 1,146,000	$ 1,348,000	$ 1,568,000	$ 1,806,000	$ 2,063,000
Debt Repayment	$ 123,000	$ 55,000	$ 55,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000
Sub-total: Capital-related Expenditures	**$ 398,000**	**$ 530,000**	**$ 675,000**	**$ 831,000**	**$ 1,002,000**	**$ 1,188,000**	**$ 1,390,000**	**$ 1,610,000**	**$ 1,848,000**	**$ 2,105,000**
Total Annual Expenditures	**$ 3,043,000**	**$ 3,234,000**	**$ 3,440,000**	**$ 3,659,000**	**$ 3,893,000**	**$ 4,143,000**	**$ 4,411,000**	**$ 4,698,000**	**$ 5,004,000**	**$ 5,331,000**
Operating Revenues										
Tax Levy	$ 2,502,000	$ 2,682,000	$ 2,875,000	$ 3,081,000	$ 3,302,000	$ 3,540,000	$ 3,794,000	$ 4,066,000	$ 4,358,000	$ 4,672,000
Waste Management	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Fire	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Ferry	$ 428,000	$ 437,000	$ 447,000	$ 457,000	$ 467,000	$ 476,000	$ 487,000	$ 499,000	$ 510,000	$ 520,000
Roads	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Recycling	$ 25,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000	$ 34,000
Senior Housing	$ 67,000	$ 68,000	$ 70,000	$ 72,000	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000
Wolfe CCB	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000
Total Annual Revenues	**$ 3,043,000**	**$ 3,234,000**	**$ 3,440,000**	**$ 3,659,000**	**$ 3,893,000**	**$ 4,143,000**	**$ 4,411,000**	**$ 4,698,000**	**$ 5,004,000**	**$ 5,331,000**

Table A-10: Wolfe Island – Tax Levy Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Prior-year Tax Levy	$ 2,334,000	$ 2,502,000	$ 2,682,000	$ 2,875,000	$ 3,081,000	$ 3,302,000	$ 3,540,000	$ 3,794,000	$ 4,066,000	$ 4,358,000
Add: Tax Revenues from Incremental Assessment Growth	$ 28,000	$ 30,000	$ 32,000	$ 34,000	$ 36,000	$ 39,000	$ 42,000	$ 45,000	$ 48,000	$ 51,000
Add: Tax Revenues from Existing Assessment Base	$ 140,000	$ 150,000	$ 161,000	$ 172,000	$ 185,000	$ 199,000	$ 212,000	$ 227,000	$ 244,000	$ 263,000
Total Tax Levy	**$ 2,502,000**	**$ 2,682,000**	**$ 2,875,000**	**$ 3,081,000**	**$ 3,302,000**	**$ 3,540,000**	**$ 3,794,000**	**$ 4,066,000**	**$ 4,358,000**	**$ 4,672,000**
Tax Levy Increase %		*7.18%*	*7.18%*	*7.18%*	*7.18%*	*7.18%*	*7.18%*	*7.18%*	*7.18%*	*7.18%*
Tax Rate Increase %		*5.93%*	*5.93%*	*5.93%*	*5.93%*	*5.93%*	*5.93%*	*5.93%*	*5.93%*	*5.93%*

Appendix B
Financial Strategy Tables for Howe Island

Table B-1: Howe Island – Capital Budget Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 487,000	$ -	$ 176,000	$ 255,000	$ 267,000	$ 220,000	$ 106,000	$ -	$ 231,000	$ 334,000
Capital Expenditures for Facilities	$ -	$ 383,000	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ -	$ 76,000
Capital Expenditures for Fleet & Equipment Assets	$ 69,000	$ 179,000	$ 109,000	$ 88,000	$ 81,000	$ 407,000	$ 127,000	$ 70,000	$ 128,000	$ 900,000
Capital Expenditures for Land Improvement Assets	$ -	$ -	$ 54,000	$ -	$ -	$ -	$ -	$ -	$ 48,000	$ -
Capital Expenditures for Accounting ERP Software	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 556,000**	**$ 622,000**	**$ 339,000**	**$ 343,000**	**$ 349,000**	**$ 627,000**	**$ 233,000**	**$ 70,000**	**$ 407,000**	**$ 1,310,000**
Capital Financing										
Transfer Payment Revenues (OCIF + CCBF)	$ 80,000	$ 44,000	$ 44,000	$ 44,000	$ 44,000	$ 45,000	$ 45,000	$ 45,000	$ 46,000	$ 47,000
MTO Ferry Subsidy	$ 41,000	$ 6,000	$ 6,000	$ 31,000	$ 7,000	$ -	$ -	$ -	$ -	$ 42,000
Contribution from Tax Levy	$ 276,000	$ 182,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contribution from Capital Reserves and Reserve Funds	$ 159,000	$ 390,000	$ 289,000	$ 268,000	$ 298,000	$ 582,000	$ 188,000	$ 25,000	$ 361,000	$ 1,221,000
Total Annual Capital Financing	**$ 556,000**	**$ 622,000**	**$ 339,000**	**$ 343,000**	**$ 349,000**	**$ 627,000**	**$ 233,000**	**$ 70,000**	**$ 407,000**	**$ 1,310,000**

Table B-2: Howe Island – Schedule of Debt Payments for Scenario 1 (Inflated)
Township of Frontenac Islands

Year	Principal Borrowed	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2027	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2028	$ -				$ -	$ -	$ -	$ -	$ -	$ -	$ -
2029	$ -					$ -	$ -	$ -	$ -	$ -	$ -
2030	$ -						$ -	$ -	$ -	$ -	$ -
2031	$ -							$ -	$ -	$ -	$ -
2032	$ -								$ -	$ -	$ -
2033	$ -									$ -	$ -
2034	$ -										$ -
2035	$ -										
Total Annual Debt Repayments		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Table B-3: Howe Island – Schedule of Capital Reserves and Reserve Funds Continuity for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 471,000	$ 322,000	$ 111,000	$ 268,000	$ 541,000	$ 890,000	$ 1,072,000	$ 1,772,000	$ 2,778,000	$ 3,609,000
Add: Transfer from Operating	$ 1,000	$ 170,000	$ 435,000	$ 525,000	$ 623,000	$ 732,000	$ 849,000	$ 976,000	$ 1,115,000	$ 1,265,000
Add: Transfer Payment Revenues (OCIF + CCBF)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Add: Interest Earned	$ 9,000	$ 9,000	$ 11,000	$ 16,000	$ 24,000	$ 32,000	$ 39,000	$ 55,000	$ 77,000	$ 97,000
Less: Transfer to Fund Capital Expenditures	$ 159,000	$ 390,000	$ 289,000	$ 268,000	$ 298,000	$ 582,000	$ 188,000	$ 25,000	$ 361,000	$ 1,221,000
Closing Balance	**$ 322,000**	**$ 111,000**	**$ 268,000**	**$ 541,000**	**$ 890,000**	**$ 1,072,000**	**$ 1,772,000**	**$ 2,778,000**	**$ 3,609,000**	**$ 3,750,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*

Table B-4: Howe Island – Operating Budget Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Culture & Recreation	$ 25,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000	$ 34,000
Ferry	$ 458,000	$ 468,000	$ 478,000	$ 489,000	$ 500,000	$ 511,000	$ 522,000	$ 534,000	$ 546,000	$ 558,000
Fire	$ 174,000	$ 178,000	$ 182,000	$ 186,000	$ 190,000	$ 194,000	$ 198,000	$ 202,000	$ 206,000	$ 211,000
Roads	$ 459,000	$ 469,000	$ 479,000	$ 490,000	$ 501,000	$ 512,000	$ 523,000	$ 535,000	$ 547,000	$ 559,000
Waste Management	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000	$ 86,000	$ 88,000	$ 90,000	$ 92,000
Howe Island's Share of Township's General Expenditures (30%)	$ 306,000	$ 313,000	$ 320,000	$ 327,000	$ 334,000	$ 341,000	$ 349,000	$ 357,000	$ 365,000	$ 373,000
Sub-total: Operating Expenditures	**$ 1,496,000**	**$ 1,530,000**	**$ 1,564,000**	**$ 1,600,000**	**$ 1,636,000**	**$ 1,672,000**	**$ 1,709,000**	**$ 1,748,000**	**$ 1,787,000**	**$ 1,827,000**
Capital-related Expenditures										
Transfer to Capital	$ 276,000	$ 182,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital Reserves and Reserve Funds	$ 1,000	$ 170,000	$ 435,000	$ 525,000	$ 623,000	$ 732,000	$ 849,000	$ 976,000	$ 1,115,000	$ 1,265,000
Debt Repayment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-total: Capital-related Expenditures	**$ 277,000**	**$ 352,000**	**$ 435,000**	**$ 525,000**	**$ 623,000**	**$ 732,000**	**$ 849,000**	**$ 976,000**	**$ 1,115,000**	**$ 1,265,000**
Total Annual Expenditures	**$ 1,773,000**	**$ 1,882,000**	**$ 1,999,000**	**$ 2,125,000**	**$ 2,259,000**	**$ 2,404,000**	**$ 2,558,000**	**$ 2,724,000**	**$ 2,902,000**	**$ 3,092,000**
Operating Revenues										
Tax Levy	$ 1,307,000	$ 1,406,000	$ 1,513,000	$ 1,628,000	$ 1,751,000	$ 1,885,000	$ 2,028,000	$ 2,182,000	$ 2,348,000	$ 2,526,000
Ferry	$ 458,000	$ 468,000	$ 478,000	$ 489,000	$ 500,000	$ 511,000	$ 522,000	$ 534,000	$ 546,000	$ 558,000
Fire	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Roads	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Annual Revenues	**$ 1,773,000**	**$ 1,882,000**	**$ 1,999,000**	**$ 2,125,000**	**$ 2,259,000**	**$ 2,404,000**	**$ 2,558,000**	**$ 2,724,000**	**$ 2,902,000**	**$ 3,092,000**

Table B-5: Howe Island – Tax Levy Forecast for Scenario 1 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Prior-year Tax Levy	$ 1,214,000	$ 1,307,000	$ 1,406,000	$ 1,513,000	$ 1,628,000	$ 1,751,000	$ 1,885,000	$ 2,028,000	$ 2,182,000	$ 2,348,000
Add: Tax Revenues from Incremental Assessment Growth	$ 16,000	$ 17,000	$ 19,000	$ 20,000	$ 22,000	$ 23,000	$ 25,000	$ 27,000	$ 29,000	$ 31,000
Add: Tax Revenues from Existing Assessment Base	$ 77,000	$ 82,000	$ 88,000	$ 95,000	$ 101,000	$ 111,000	$ 118,000	$ 127,000	$ 137,000	$ 147,000
Total Tax Levy	**$ 1,307,000**	**$ 1,406,000**	**$ 1,513,000**	**$ 1,628,000**	**$ 1,751,000**	**$ 1,885,000**	**$ 2,028,000**	**$ 2,182,000**	**$ 2,348,000**	**$ 2,526,000**
Tax Levy Increase %		*7.60%*	*7.60%*	*7.60%*	*7.60%*	*7.60%*	*7.60%*	*7.60%*	*7.60%*	*7.60%*
Tax Rate Increase %		*6.19%*	*6.19%*	*6.19%*	*6.19%*	*6.19%*	*6.19%*	*6.19%*	*6.19%*	*6.19%*

Table B-6: Howe Island – Capital Budget Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Capital Expenditures for Transportation Assets	$ 487,000	$ -	$ 176,000	$ 255,000	$ 267,000	$ 220,000	$ 106,000	$ -	$ 231,000	$ 334,000
Capital Expenditures for Facilities	$ -	$ 383,000	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ -	$ 76,000
Capital Expenditures for Fleet & Equipment Assets	$ 69,000	$ 179,000	$ 109,000	$ 88,000	$ 81,000	$ 407,000	$ 127,000	$ 70,000	$ 128,000	$ 900,000
Capital Expenditures for Land Improvement Assets	$ -	$ -	$ 54,000	$ -	$ -	$ -	$ -	$ -	$ 48,000	$ -
Capital Expenditures for Accounting ERP Software	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Capital Expenditures	**$ 556,000**	**$ 622,000**	**$ 339,000**	**$ 343,000**	**$ 349,000**	**$ 627,000**	**$ 233,000**	**$ 70,000**	**$ 407,000**	**$ 1,310,000**
Capital Financing										
Transfer Payment Revenues (OCIF + CCBF)	$ 80,000	$ 44,000	$ 44,000	$ 44,000	$ 44,000	$ 45,000	$ 45,000	$ 45,000	$ 46,000	$ 47,000
MTO Ferry Subsidy	$ 41,000	$ 6,000	$ 6,000	$ 31,000	$ 7,000	$ -	$ -	$ -	$ -	$ 42,000
Contribution from Tax Levy	$ 261,000	$ 182,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contribution from Capital Reserves and Reserve Funds	$ 174,000	$ 390,000	$ 289,000	$ 268,000	$ 298,000	$ 582,000	$ 188,000	$ 25,000	$ 361,000	$ 1,221,000
Total Annual Capital Financing	**$ 556,000**	**$ 622,000**	**$ 339,000**	**$ 343,000**	**$ 349,000**	**$ 627,000**	**$ 233,000**	**$ 70,000**	**$ 407,000**	**$ 1,310,000**

Table B-7: Howe Island – Schedule of Debt Payments for Scenario 2 (Inflated)
Township of Frontenac Islands

Year	Principal Borrowed	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Existing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2027	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2028	$ -				$ -	$ -	$ -	$ -	$ -	$ -	$ -
2029	$ -					$ -	$ -	$ -	$ -	$ -	$ -
2030	$ -						$ -	$ -	$ -	$ -	$ -
2031	$ -							$ -	$ -	$ -	$ -
2032	$ -								$ -	$ -	$ -
2033	$ -									$ -	$ -
2034	$ -										$ -
2035	$ -										
Total Annual Debt Repayments		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Table B-8: Howe Island – Schedule of Capital Reserves and Reserve Funds Continuity for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	$ 471,000	$ 306,000	$ 61,000	$ 162,000	$ 355,000	$ 596,000	$ 639,000	$ 1,162,000	$ 1,952,000	$ 2,521,000
Add: Transfer from Operating	$ -	$ 136,000	$ 381,000	$ 448,000	$ 521,000	$ 600,000	$ 685,000	$ 776,000	$ 874,000	$ 979,000
Add: Interest Earned	$ 9,000	$ 9,000	$ 9,000	$ 13,000	$ 18,000	$ 25,000	$ 26,000	$ 39,000	$ 56,000	$ 70,000
Less: Transfer to Fund Capital Expenditures	$ 174,000	$ 390,000	$ 289,000	$ 268,000	$ 298,000	$ 582,000	$ 188,000	$ 25,000	$ 361,000	$ 1,221,000
Closing Balance	**$ 306,000**	**$ 61,000**	**$ 162,000**	**$ 355,000**	**$ 596,000**	**$ 639,000**	**$ 1,162,000**	**$ 1,952,000**	**$ 2,521,000**	**$ 2,349,000**
Minimum Reserve Balance Theshold (10% of avg. inflated CAPEX)	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*	*$ 49,000*

Table B-9: Howe Island – Operating Budget Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Expenditures										
Culture & Recreation	$ 25,000	$ 26,000	$ 27,000	$ 28,000	$ 29,000	$ 30,000	$ 31,000	$ 32,000	$ 33,000	$ 34,000
Ferry	$ 458,000	$ 468,000	$ 478,000	$ 489,000	$ 500,000	$ 511,000	$ 522,000	$ 534,000	$ 546,000	$ 558,000
Fire	$ 174,000	$ 178,000	$ 182,000	$ 186,000	$ 190,000	$ 194,000	$ 198,000	$ 202,000	$ 206,000	$ 211,000
Roads	$ 459,000	$ 469,000	$ 479,000	$ 490,000	$ 501,000	$ 512,000	$ 523,000	$ 535,000	$ 547,000	$ 559,000
Waste Management	$ 74,000	$ 76,000	$ 78,000	$ 80,000	$ 82,000	$ 84,000	$ 86,000	$ 88,000	$ 90,000	$ 92,000
Howe Island's Share of Township's General Expenditures (30%)	$ 306,000	$ 313,000	$ 320,000	$ 327,000	$ 334,000	$ 341,000	$ 349,000	$ 357,000	$ 365,000	$ 373,000
Sub-total: Operating Expenditures	**$ 1,496,000**	**$ 1,530,000**	**$ 1,564,000**	**$ 1,600,000**	**$ 1,636,000**	**$ 1,672,000**	**$ 1,709,000**	**$ 1,748,000**	**$ 1,787,000**	**$ 1,827,000**
Capital-related Expenditures										
Transfer to Capital	$ 261,000	$ 182,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital Reserves and Reserve Funds	$ -	$ 136,000	$ 381,000	$ 448,000	$ 521,000	$ 600,000	$ 685,000	$ 776,000	$ 874,000	$ 979,000
Debt Repayment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-total: Capital-related Expenditures	**$ 261,000**	**$ 318,000**	**$ 381,000**	**$ 448,000**	**$ 521,000**	**$ 600,000**	**$ 685,000**	**$ 776,000**	**$ 874,000**	**$ 979,000**
Total Annual Expenditures	**$ 1,757,000**	**$ 1,848,000**	**$ 1,945,000**	**$ 2,048,000**	**$ 2,157,000**	**$ 2,272,000**	**$ 2,394,000**	**$ 2,524,000**	**$ 2,661,000**	**$ 2,806,000**
Operating Revenues										
Tax Levy	$ 1,291,000	$ 1,372,000	$ 1,459,000	$ 1,551,000	$ 1,649,000	$ 1,753,000	$ 1,864,000	$ 1,982,000	$ 2,107,000	$ 2,240,000
Ferry	$ 458,000	$ 468,000	$ 478,000	$ 489,000	$ 500,000	$ 511,000	$ 522,000	$ 534,000	$ 546,000	$ 558,000
Fire	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Roads	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Annual Revenues	**$ 1,757,000**	**$ 1,848,000**	**$ 1,945,000**	**$ 2,048,000**	**$ 2,157,000**	**$ 2,272,000**	**$ 2,394,000**	**$ 2,524,000**	**$ 2,661,000**	**$ 2,806,000**

Table B-10: Howe Island – Tax Levy Forecast for Scenario 2 (Inflated)
Township of Frontenac Islands

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Prior-year Tax Levy	$ 1,214,000	$ 1,291,000	$ 1,372,000	$ 1,459,000	$ 1,551,000	$ 1,649,000	$ 1,753,000	$ 1,864,000	$ 1,982,000	$ 2,107,000
Add: Tax Revenues from Incremental Assessment Growth	$ 16,000	$ 17,000	$ 18,000	$ 19,000	$ 21,000	$ 22,000	$ 23,000	$ 25,000	$ 26,000	$ 28,000
Add: Tax Revenues from Existing Assessment Base	$ 61,000	$ 64,000	$ 69,000	$ 73,000	$ 77,000	$ 82,000	$ 88,000	$ 93,000	$ 99,000	$ 105,000
Total Tax Levy	**$ 1,291,000**	**$ 1,372,000**	**$ 1,459,000**	**$ 1,551,000**	**$ 1,649,000**	**$ 1,753,000**	**$ 1,864,000**	**$ 1,982,000**	**$ 2,107,000**	**$ 2,240,000**
Tax Levy Increase %		*6.31%*	*6.31%*	*6.31%*	*6.31%*	*6.31%*	*6.31%*	*6.31%*	*6.31%*	*6.31%*
Tax Rate Increase %		*4.92%*	*4.92%*	*4.92%*	*4.92%*	*4.92%*	*4.92%*	*4.92%*	*4.92%*	*4.92%*