



# 2022 Budget Direction Report

# This is not the draft budget.



**This document is only the beginning of this process.**

Municipal staff has created this document as a conversation starter to kick off the 2022 municipal budget discussions.

**Informal budget timeline:**

- October 20-27: Treasurer met with individual Council members
- November 15: Special Meeting
- January 17: Draft Budget available for public



# 2021: Closing the Gap



The 2021 Budget focused on road rehabilitation and maintaining service delivery standards while dealing with the COVID-19 Pandemic.

Departments followed the Strategic Plan to ensure the corporation effectively moved forward using the resources available.

# The Citizen Survey Results

## Service Delivery Priorities



### Services

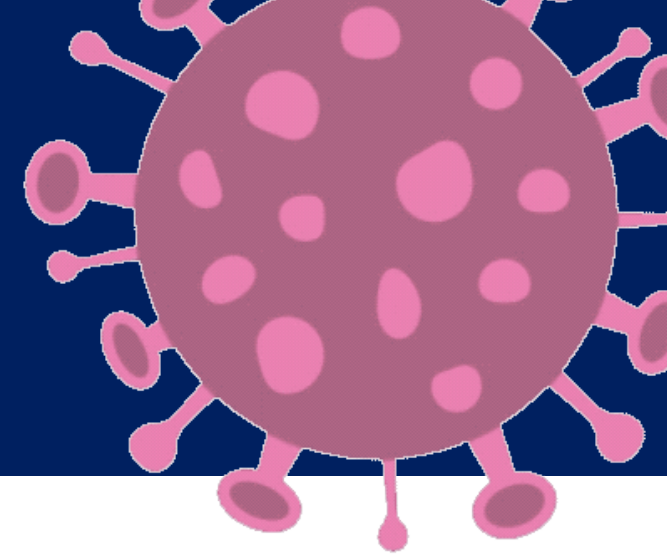
1. Road Maintenance
2. Road Snow Clearing
3. Emergency Services
4. Building Permits & Inspections

### Responsibilities

1. Transparency & Accountability
2. Financial Responsibility & Sustainability
3. Local Economic Development
4. Customer Service & Responsiveness



# 2021 COVID-19 Effects on the Corporation



1. COVID procedures remained in place resulting in zero COVID infections among staff.
2. The 200<sup>th</sup> celebration was deferred to August 2022.
3. Facility usage was updated to respond to health and safety.
4. Penalty and Interest was reinstated on tax and utility payments.
  - \$78K was not collected in 2020 due to the Municipality deferring the charges
5. Council meetings remained virtual.
6. Staff adjusted internal procedures, as necessary.
7. The Municipality terminated the State of Emergency on July 28.
8. Multiple staff members experienced a high volume of planning inquiries due to the COVID real estate boom.
9. Shortage of resources and significant price increases, and delays, made parts and materials difficult to obtain.



2021

SUCCESS





# Economic Development

## 2021 Accomplishments



### **Increased revenue or cost recovery initiatives:**

- Implemented the Digital Board Policy, February 2, resulting in \$1,045 in revenue
- Received \$73,096 in funding through successful grant applications
- Awaiting announcements on four (4) grant applications totaling \$494,381+ in funding



# Economic Development

## 2021 Accomplishments



### **Focus on local business retention, attraction, and development:**

- Presented 15 new businesses with certificates from the Mayor
- Increased support to the community by making the staff position full-time

# Economic Development

## 2021 Accomplishments



### **200<sup>th</sup> Celebration Initiatives Underway:**

- Updated Highway 7 Banners
- Merchandise sales are underway in the Tourism Centre and by local businesses
- Commemorative statue progressing well for 2022 installation

# Economic Development

## 2021 Accomplishments



### **Continued marketing initiatives for the community:**

- Increased Visit Marmora and Lake Facebook followers by 67%
- Developed a promotional video for Marmora and Lake
- Updated the Tourism Booklet (set to print for 2022)



# Parks and Recreation 2021 Accomplishments



1. Maintained the historical levels of Ice Rental Revenue through COVID with zero cases originating in facilities
2. Maintained adequate property standards in recreational areas
3. Maintained an acceptable balance between the natural and groomed areas of Municipal open spaces

# Building Services

## 2021 Accomplishments



### Building Permits

\*As of November 8

Accessory/Shed/Garage	18
Alteration/Addition/Reno	28
Agricultural	3
Commercial	6
Demolition	5
Multiple Residential	2
Single Family/Seasonal	24
Septic	26
Other	10
<b>Total Permits Issued:</b>	<b>122</b>



# Bylaw Enforcement

## 2021 Accomplishments



### Bylaw Enforcement Investigations

January 1 to November 10

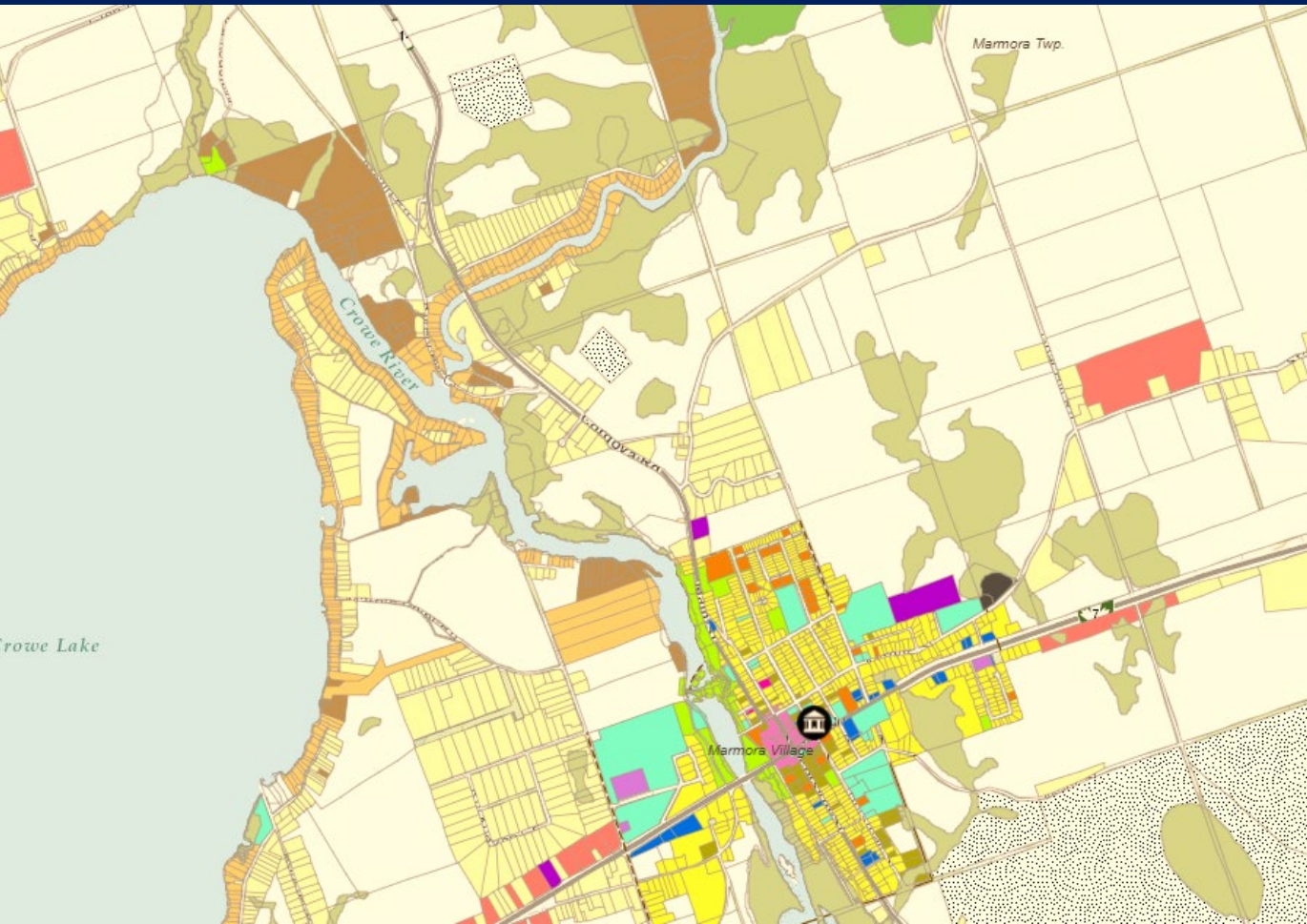
Property Standards	41
Zoning Infractions	12
Trailers	13
Other (dogs, police assist., fences, etc.)	27
<b>Total Investigations:</b>	<b>93</b>

Exploring the Administrative Monetary Penalty System as a possible option to produce more results.



# Administration

## 2021 Accomplishments



### 2021 Planning Files

January 1 to November 2

Consents (Severances)	11
Rezone Applications	10
Part Lot Control	1

Planning revenue by year:

- 2020 (Actual): \$3,150
- 2021 (YTD): \$6,600

# Administration

## 2021 Accomplishments



### Clerk's Department

January 1 to November 2

Bylaws Passed	52
Lottery Licences Issued	11
Cemetery Internments	11
Marriage Licences <i>*New Revenue Stream</i>	15 \$1,500
Deaths Registered	32
Commissioned Affidavits	20
Civic Addresses Assigned	39
Regular/Special Meetings	20
Planning Meetings	7

# Administration

## 2021 Accomplishments



### Finance

- Pay Equity & Compensation Review were completed
- EFT payments were dissolved to reduce risk of cyber attacks
- Recovered \$39,500 tax revenue in tax sale



# Administration

## 2021 Accomplishments



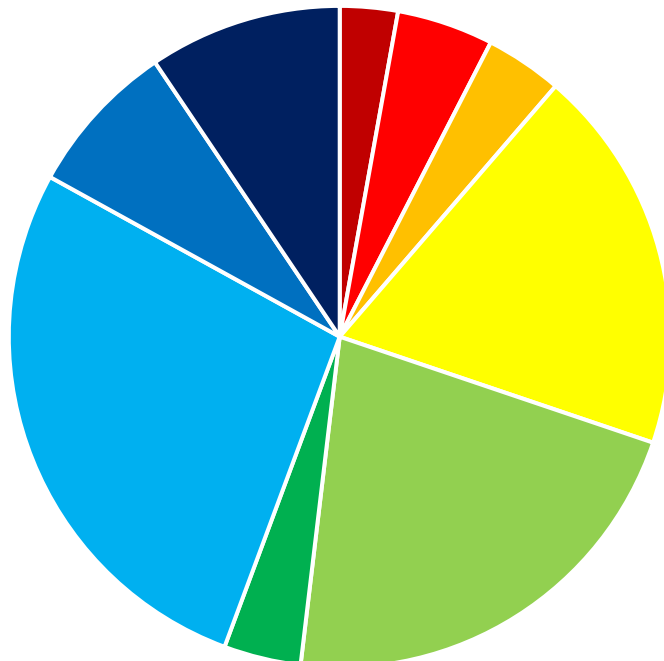
### Communications

- Implemented the Civicweb Portal for Council Meeting agendas, minutes, and schedule
- Created a YouTube Channel for live streaming and video content – no account required to watch
- New Council Chamber microphone system to support hybrid council meetings
- Awaiting displays, camera, and desks for Council Chambers (on order)

# Fire Department 2021 Accomplishments

## Totals Calls By Type

From January 1 to October 28



- Burning (Controlled)
- CO False Calls
- Fire False Calls
- Medical/Resuscitator Calls
- Other Response
- Pre Fire Conditions/No Fire
- Property Fires/Explosions
- Public Hazard
- Rescue



# Fire Department

## 2021 Accomplishments

- Completed reports and surveys for Ontario Fire Marshal
- Sanitation stations and fogger installed
- Completed CPR and Defibrillator training
- Purchased new forestry pump
- Hired 5 firefighters to fill roster of 29
- Updated Master Fire Plan
- Grant enabled new smart TV & computer system for web based training program
- Self Contained Breathing Apparatus repaired



# Environmental Services

## 2021 Accomplishments - Water



- Ontario Drinking Water Quality Management Standard – both systems approved
- MECP Municipal Drinking Water Licenses & Drinking Water Works issued for both systems

# Environmental Services

## 2021 Accomplishments - Water



- Environmental Compliance Approval for the Booster Park Trailer Park sewage system
- Replaced two 6 inch leaking watermain valves
- Repaired several distribution leaks this year



# Environmental Services

## 2021 Accomplishments - Landfill



### Received at Landfill Site

(metric tonnes)

Curbside Pickup	588.02
Non-tagged & tagged bags, dry mixed material	527.38
Construction material, & bulky upholstery waste	181.07
Shingles	31.43
Brush & Yard Waste	25.62
Propane tanks (units)	13
Freon appliances (units)	25







# Transportation Services

## 2021 Accomplishments – General



- Flooding, rough roads and bumps were identified with warning signs
- Cleaned all catch basins on the northside of Matthew Street
- Swept intersections with Holder, backhoe and power broom
- Graded & applied calcium to municipally owned gravel roads as needed
- Cleaned around the three (3) strand guide cables on Deloro Road, Hwy. 14 and started Cordova Road
- Continued with the sign maintenance program



# Transportation Services

## 2021 Accomplishments – General



- Roadside mowing in house (savings of approx. \$10,000.00+)
- **Cook Rd:** ditching, culvert replacements and brushing – 125 loads of fill removed
- **High Shore & Booster Park Rd:** Prep for 2022 road resurfacing: ditching, culvert replacements and brushing – 150 loads of fill removed
- **Marble Point Rd:** Prep for 2022 road resurfacing: ditching and brushing – 100 loads of fill removed

**Total: 4,500 tonnes  
of fill removed!**



# Transportation Services

## 2021 Accomplishments – Corrections

Areas that are prone to washouts, plugged or failed cross culverts, and soft/spongy sections have been identified throughout the municipality.

These issues have been dealt with and corrected.

This will greatly reduce problems during the spring while significantly increasing the municipalities level of service in other areas.

**The following sections have been corrected:**

# Transportation Services

## 2021 Accomplishments – Corrections



**Jones Road:** Approx. 500m of ditching on both sides. Cross culvert cleaned out and inlet/outlet corrected. 30 loads of fill removed.

**Crofts Road:** Approx. 450m of ditching on both sides. Cross culvert cleaned out. One (1) entrance culvert replaced, and one (1) new entrance culvert installed. 25 loads of fill removed.

**Quinn Road:** Approximately 300m of ditching on west side. Cross culvert cleaned out. 10 loads of fill removed.

**Shanick Road:** Approx. 800m of ditching on both sides. Three (3) new cross culverts installed, and gravel spread. 25 loads of fill removed.

**Deloro Road:** Approx. 150m of ditching on north side. One (1) failed entrance culvert replaced and cross culvert cleaned out. 5 loads of fill removed.



# Transportation Services

## 2021 Accomplishments – Corrections



**Skene Road:** 160m of ditching on the west side. Two (2) cross culverts cleaned out. Two (2) entrance culverts cleaned out.

**Old Hastings Road:** 4.50 kms of ditching and brushing on both sides. One (1) cross culvert replaced. 80 loads of fill removed and dumped along edge of road in sections with no safe shoulder.

**Twin Sister Lake Road:** 800mm failed cross culvert replaced.

**Bronson Road:** 130m of ditching on the west side completed and one (1) failed cross culvert replaced. 15 loads of fill removed.

**Deloro Stormwater Pond** cleaned out. 10 loads of fill removed.



# Transportation Services

## 2021 Accomplishments



**All previously listed work, combined with the work completed for Capital Road Resurfacing projects, were all completed in-house.**

- Ditching (both sides) = 19.47 kms.
- Fill removed from roadside ditches = 575 loads or 6,900 tonnes.
- Culverts Replaced = 25 removed and replaced.



# Transportation Services

## 2021 Accomplishments – Gravel



**Municipal staff hauled, spread, graded and rolled 5,400 tonnes of material on the long swamp.** Material was sourced from the stockpile behind the firehall. This material would have cost the municipality \$100,000.00 plus HST.

**The following roads received approximately four inches (100mm) of 5/8” crushed stone:**

- North Marmora Road
- Riverside Pines (All Gravel Roads)
- Beaver Creek Road
- Goat Hill Road
- Riverside Pines (All Hard Tops)

By completing the capital gravel works in-house we saved approx. \$150,000.



# Transportation Services

## 2021 Accomplishments – Brushing



### The following roads were brushed this year:

- **Shanick Road** from Centre Line Road northerly 3.20km.
- **North Marmora Road** from Cordova Road to Clemenger Road.
- **Twin Sisters Lake Road** from Clemenger Road to Crofts Road.
- **Twin Sisters Lake Road** from Buttermilk Lane northerly 400m.



# Transportation Services

## 2021 Accomplishments – Capital



**Dickey Lake Culvert Replacements:**

Skene and Jennison culvert replacement projects have been completed.

**Crawford Drive Swale:** Drain Bros. have completed the work.

**Beaver Creek Road:** Resurfaced

**Goat Hill Road:** Resurfaced

**Riverside Pines:** Resurfaced





# 2021 Roads Tour

0:00:01



0:03:09





# BUDGET

Council member's gave staff a target Municipal Tax Rate increase range from 2%-3.5%.

The findings in this document are calculated at:

**3.14%**



**A property assessed at  
\$200,000 would have an  
annual cost increase of**

\$14.84 for a Municipal Tax Rate Increase of 1%

or

\$74.21 for a Municipal Tax Rate Increase of 5%



# Budget Direction for 2022



# 2022 Unavoidable Costs

## Effecting the Municipal Tax Rate

\$953,000	OPP
\$25,000	2022 Election
\$144,000	Garbage Collection Contract
\$199,000	Municipal Insurance
\$118,000	Recycling Collection Contract
\$121,200	Crowe Valley Conservation
\$15,445	Quinte Conservation (estimated)
<b>\$1,575,645</b>	<b>These unavoidable costs equal 31.7% of the entire levy.</b>



# Public Library

## 2021 Accomplishments

- New logo, website, and mission statement
- Increased programming as COVID restrictions decreased

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$89,980	\$91,650	\$91,841
Capital	\$0	\$0	\$0

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants	Total Cost
Retroactive cost of living salary increase	\$78,758	\$0	\$0	\$78,758

# Economic Development

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$60,587	\$87,450	\$99,450
Capital	\$15,000	\$15,000	\$15,000

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
200 <sup>th</sup> Municipal Event & Statue	\$0	\$39,000	Unknown
Visit Marmora and Lake marketing including a new website	\$5,000	\$0	\$0



# Economic Development

## 2022 Proposed Budget

### **2022 Main Objectives to Generate Revenue**

- Market municipal facilities for events & active living programming
- Market the Community Improvement Plan
- Industrial Park & Kirkpatrick Street development
- Apply for funding for community improvement:
  - Wayfinding signage upgrades
  - Parkette revitalization
  - Ontario Blockbuster (200<sup>th</sup>)
  - My Main Street Grant (Downtown/Parkette)

# Parks and Recreation

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$462,841	\$358,089	\$424,175
Capital	\$0	\$0	\$0

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
Ball Diamond Upgrade	\$0	\$10,000	\$41,200
New Booster Park Storage Shed	\$0	\$0	\$15,000
Crew Cab Pick-up (Financing)	\$9,825	\$0	\$0
Arena Revitalization *pending funding announcement	\$0	\$0	\$70,625
Curling Club Roof Repairs *pending funding announcement	\$0	\$0	\$335,800



# Building Services

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$30,400	\$27,216	\$26,900
Capital	\$0	\$0	\$0

There is a remaining membership fee of \$58,500 to the Building Inspection Service Board (BISB). The municipality will make the final payment in full to the BISB. This payment will be funded using the remainder of building reserves and a two-year approach resulting in a \$25,000 levy in 2022 and 2023.

The remaining operation costs are associated with IT and software/hardware needs.

# Bylaw Enforcement

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$21,275	\$29,500	\$29,500
Capital	\$0	\$0	\$0

### 2022 Main Objectives to Improve Service Delivery

- Initiate AMPS (pending Council approval), revenue will offset increase in legal expenses
- Revisit specific bylaws to make them more enforceable



# Administration

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 YTD	2022 Proposed
Operations	\$722,574	\$812,918	\$835,500
Capital	\$15,000	\$0	\$38,525

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
Voyent Alert System (voyent-alert.com)	\$2,900	\$0	\$0
Update software to increase efficiency *pending funding announcement	\$26,000	\$0	\$75,000
Budget Line by Line Review	\$0	\$0	\$80,000
Service Delivery Review	\$0	\$0	\$43,000

# Fire Department

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$344,788	\$493,080	\$521,740
Capital	\$0	\$0	\$0

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
Fire Pumper Truck reserve contribution	\$100,000	\$0	\$0

### 2022 Main Objectives to Improve Service Delivery

- Increase community information sessions: Ice safety, water safety, fire safety, etc.
- Continue working towards the Fire Department Master Plan

# Environmental Services

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$183,841	\$181,380	\$171,350
Capital	\$115,000	\$132,500	\$283,500

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
SCADA Reporting & PLC Upgrades - deferred from 2021 delay receiving equipment due to COVID	\$0	\$0	\$110,000
PLC Upgrades sewage treatment plants Marmora & Deloro	\$0	\$0	\$30,000
Dehumidifier repairs Marmora Water	\$30,000	\$0	\$0
Replace the final two analyzers that have reached the end of there useful life	\$15,000	\$0	\$0

Continued...



# Environmental Services

## 2022 Proposed Budget

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
Final effluent filter replacement Marmora Sewage	\$0	\$0	\$12,000
Digester holding tank maintenance	\$12,000	\$0	\$0
Pump rebuild replace	\$10,000	\$0	\$0
CCTV inspection/repairs to collection system	\$40,000	\$0	\$0
Booster Park Washroom (completed by May 1, 2022)	\$95,000	\$25,000	\$100,000
Booster Park holding tanks alarm system. *Now required as part of the new ECA	\$15,000	\$0	\$0
Landfill track loader to reserves for replacement	\$32,500	\$0	\$0
Landfill additional monitoring wells if expansion is approved	\$20,000	\$0	\$0
Stormwater work (identified in AMP) to be completed in-house	\$24,000	\$0	\$0
Watermain rehabilitation: North Maloney Street, West to the Ultramar (10-year loan) *pending grand funding	\$28,775	\$0	\$744,000

# Transportation Services

## 2022 Proposed Budget

Levy Impact	2020 Actual	2021 Budget	2022 Proposed
Operations	\$1,862,205	\$2,152,026	\$2,222,255
Capital	\$633,102	\$758,500	\$348,800

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
High Shore Road	\$160,000	100,000	100,000
Marble Point Road	\$50,800	100,000	214,200
2 Tandem Plow Trucks (10-year loan)	\$71,000	\$0	\$0
Pick-up Truck (5-year loan)	\$10,530	\$0	\$0

Continued...

# Transportation Services

## 2022 Proposed Budget

2022 Main Objectives Needing Funding	Tax Levy	Reserves	Grants
2-Ton 4x4 (plow & sander)	\$10,000	\$90,000	\$0
Backhoe (10-year loan)	\$21,375	\$0	\$0
Grader (10-year loan)	\$33,750	\$0	\$0
Environmental Assessments	\$50,000	\$50,000	\$0
Hannah's & Boyd Bridge *pending grant funding	\$0	\$0	\$200,000



# Using Debt to Fund Equipment & Infrastructure

Some reasons municipalities use debt to finance projects include:

## **Spreading out the cost of capital projects over their useful lives**

Municipalities may not have enough resources to directly pay for a project in one year. Borrowing allows them to spread out the cost of the project over its useful life and allows infrastructure costs to be paid not just by today's taxpayer, but by **future users** as well.

## **Limited internal & external financing sources**

Municipalities may have limited access to internal financing sources like reserve funds and may not have assets available for sale.

## **Low interest rates or escalating project costs**

If interest rates are lower than the rate of inflation for certain construction projects, it may make sense to borrow for a project sooner, rather than pay a higher cost for the project later.

# Cost Inflation and Delays

Product	2020	2021	Notes
Gasoline	\$0.98/L	\$1.47/L	
Tandem	\$225,000	\$300,000	1 year + delay
Grader	\$400,000	\$500,000	6 months – 1 year delay
Winter Sand	\$11.60/T	\$12.60/T	
Plywood	\$25	\$75	
Truck Tires	\$400	\$500	Tandem rear drive tires
Parts		Increase of 25%	
Steel		Increase of up to 215%	
Line Paining		Increase of 40%-50%	
Cold Patch	\$130/T	\$145/T	

# Considerations

The following items have not been included in the directional budget but are essential items worth consideration.





## Consideration 1:

# Sand Dome Replacement

Levy Impact: \$224,000

Budgeted \$50K for re-shingling in 2021, however, upon an engineer's inspection, it was determined that the entire dome should be replaced.

The dome is in such serious disrepair that there is the concern it could cave in. Such an incident could result in personal injury and a major loss of sand/salt, thus posing a severe liability.

Total project amount: \$274,000



## Consideration 2:

# Town Hall Parking Lot

Levy Impact: \$125,000

The parking lot in its current condition is a hazard due to large cracks, washouts, and uneven pavement.

With council meetings resuming to in-person in the new year there is a serious concern for public safety. Unfortunately, staff have already had accidents walking into the building due to these issues.



### Consideration 3:

# Election Reserves

Levy Impact: \$6,250

We budget \$25k in the year of election for costs. We know we will have these costs every 4 years. If we were to budget 25% each year, we would not have a \$25K tax impact in the year of election, but rather \$6,250 each year. We would then be able to fund the election costs with the money built into reserves.





## Consideration 4:

# Swim Program/Lifeguards

Levy Impact: \$14,900

The swim lessons were contracted out this year, but lifeguards were hired to remain at the beach resulting in a fee of \$14,900.



## Consideration 5:

# Memorial Building Roof Repair

Levy Impact: \$25,000

The Memorial Building has needed repair for several years and is identified in the Facility Review. There has recently been a patch repair that should maintain the leak in the roof temporarily.



# Appendix

## GENERAL INFORMATION

**Appendix A:** Available Funding Tools

**Appendix B:** Tax Rate/Tax Levy explanation

**Appendix C:** The importance of the Asset Management Plan and Data From Third Party Studies on Infrastructure



# Available Funding Tools

<b>Federal and Provincial Grants</b>	Historically, the Municipality has had success in securing grant funding from higher orders of government to assist in funding capital projects.
<b>Development Charges</b>	Development charges may be imposed to pay for increased capital costs due to increased need for services arising from development.
<b>Utility Rates</b>	Utility Rate increases, will progressively over-time, move the Municipality towards full cost recovery in the water and wastewater service delivery.
<b>Property Taxes</b>	The Tax Rate funds municipal services and is the most secure source of funding for the Municipality.
<b>User Fees</b>	User fees are the second largest funding source of revenues for the Municipality. A portion of user fees should be allocated to capital reserves.

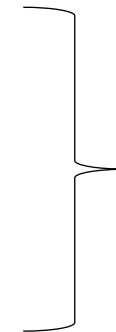
The Municipal Tax Rate is only one portion of the Total Tax Rate.

Our Council sets the Municipal Tax Rate.

Municipal Tax Rate: 0.00766847

County Tax Rate: 0.00297319

Education Tax Rate: 0.00153000



**Equals The  
Total Tax Rate**

The Tax Levy is the price you are billed based on your property assessment set by MPAC.

$$\text{Total Tax Rate} \times \text{MPAC Assessment Value} = \text{Tax Levy}$$





**ALERT!**

# **The State Of Our Local Infrastructure and the Retention Of Federal & Provincial Funding.**

## **Sources:**

***Hemson AMP 2015***

***Road Needs Study 2018***

***Facilities Review 2020***

# What is Asset Management?

It's the process of managing assets in the most cost-effective way.

It's important that the AMP defines the benefits to the Municipality, which include:

- Making informed and traceable decisions
- Managing risks over the long-term
- Potential for higher resident satisfaction
- Documents a funding plan and strategy to manage infrastructure
- Demonstrates compliance with regulation and legislation

***Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) aims to provide a more standardized framework to facilitate asset management planning for municipalities. The regulation contains specific requirements on the analyses municipal asset management plans should include.***

# Asset Management Plan (AMP) Update:

## July 1, 2021 Requirement

Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets.

The current levels of service must be defined for all core assets.

## Progress:

The Municipality's existing plan includes all asset categories. (December 2015)

The Municipality with the assistance of Hemson will complete an updated AMP by July 2021 to include all assets.

Level of service template was created in August of 2020 with assistance of Hemson through the MFOA Amp It Up Program.

***Important Note: Comprehensive Asset Management Plans guide investment decisions by the Provincial and Federal government.***

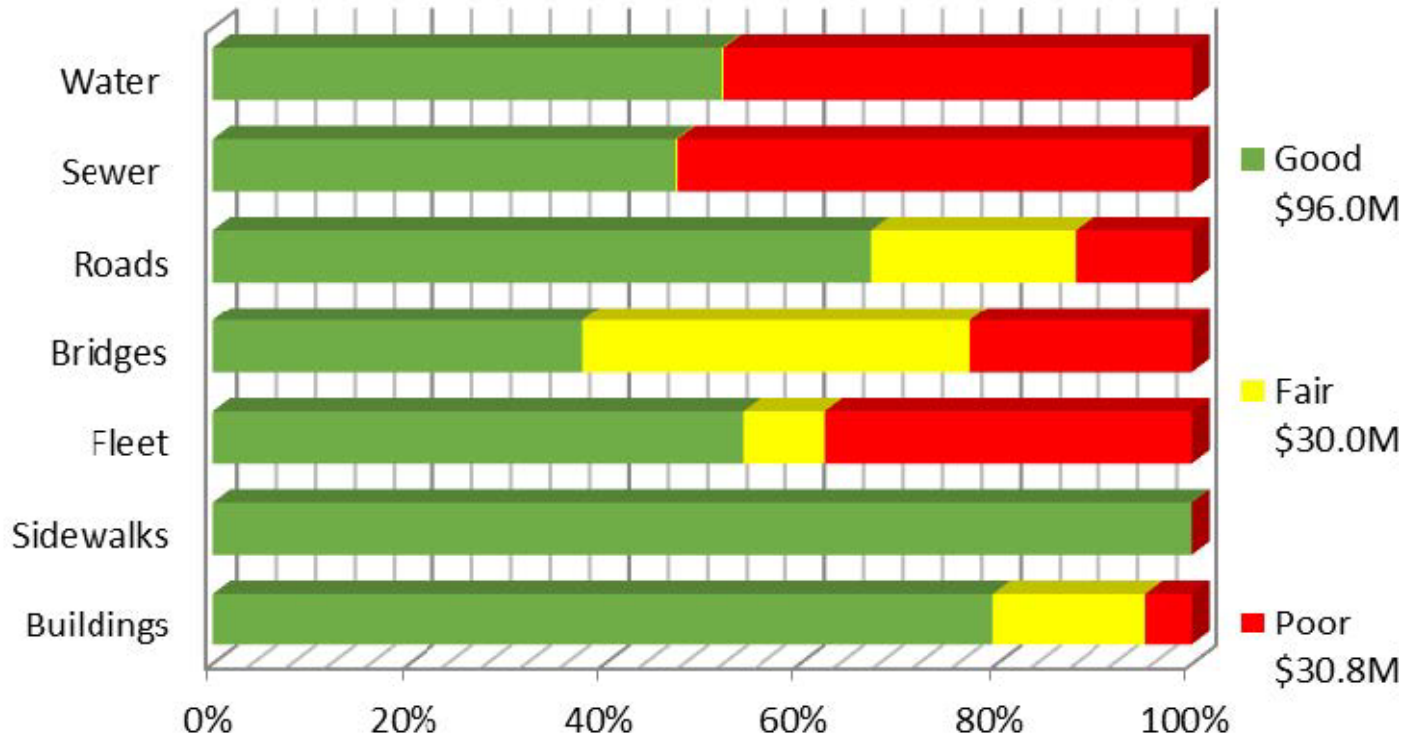
*More info is available at: [ontario.ca/page/building-together-guide-municipal-asset-management-plans](https://ontario.ca/page/building-together-guide-municipal-asset-management-plans)*



# AMP Condition Assessments

Approximately 20% or **\$30.8 million** of municipal infrastructure is assessed at being in “poor” condition.

Table 1  
Condition Assessments by Category

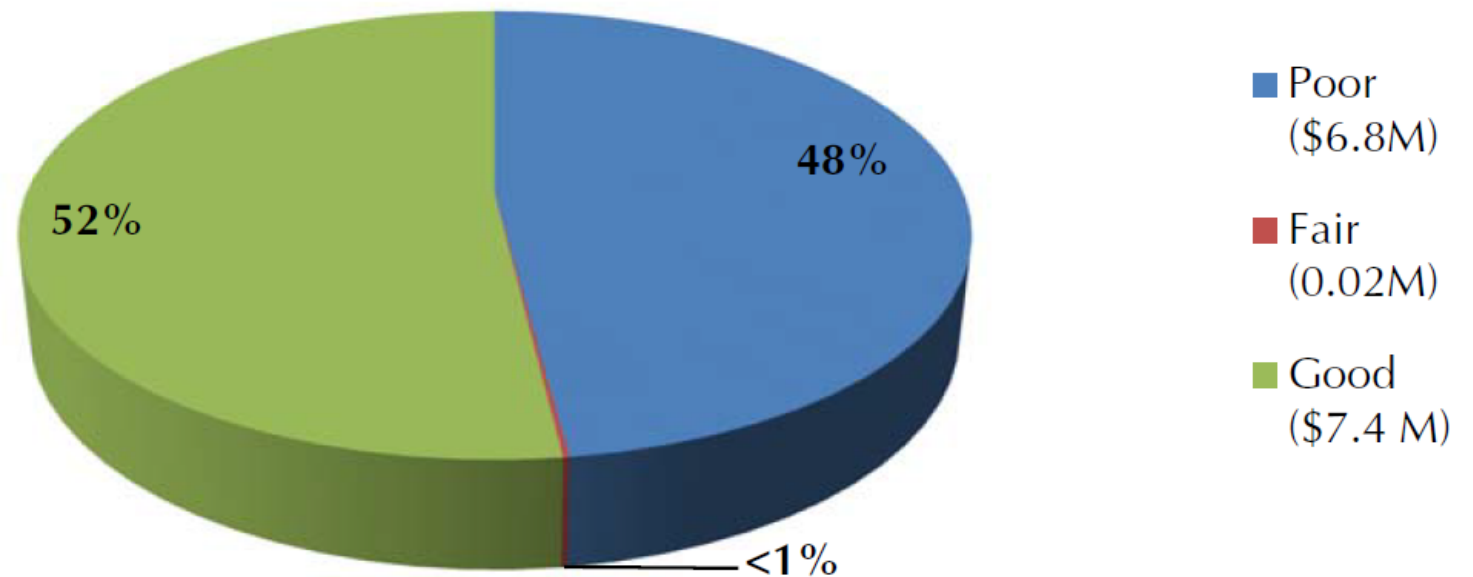


# AMP Water Assets Condition Assessments

48% of the water infrastructure has a remaining useful life of less than 30 years.

**\$6.8 million** requires replacement in the next ten years.

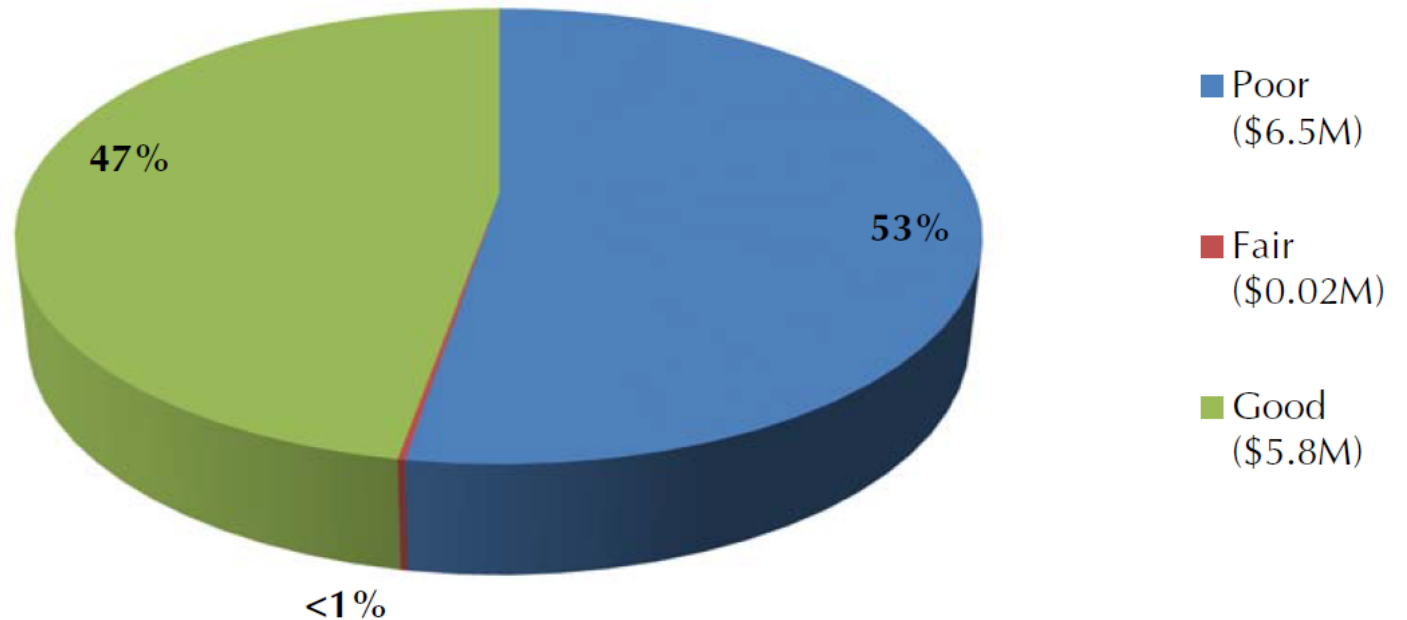
Table 7  
Water Assets: Condition Assessment



# AMP Wastewater Assets Condition Assessments

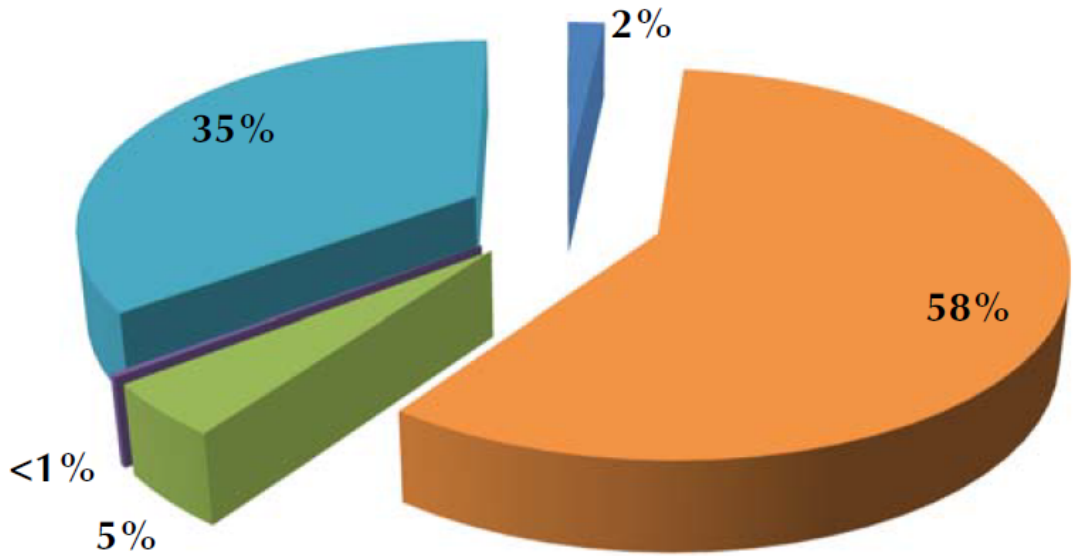
Table 10  
Wastewater Assets: Condition Assessment

About 53% or **\$6.5 million** of wastewater assets is identified in “poor” condition



# AMP Overdue Infrastructure

Table 14  
Overdue Infrastructure by Asset Category



- Buildings (\$0.3M)
- Roads (\$10.5M)
- Fleet (\$0.8M)
- Water (\$0.05M)
- Bridges (\$6.3M)

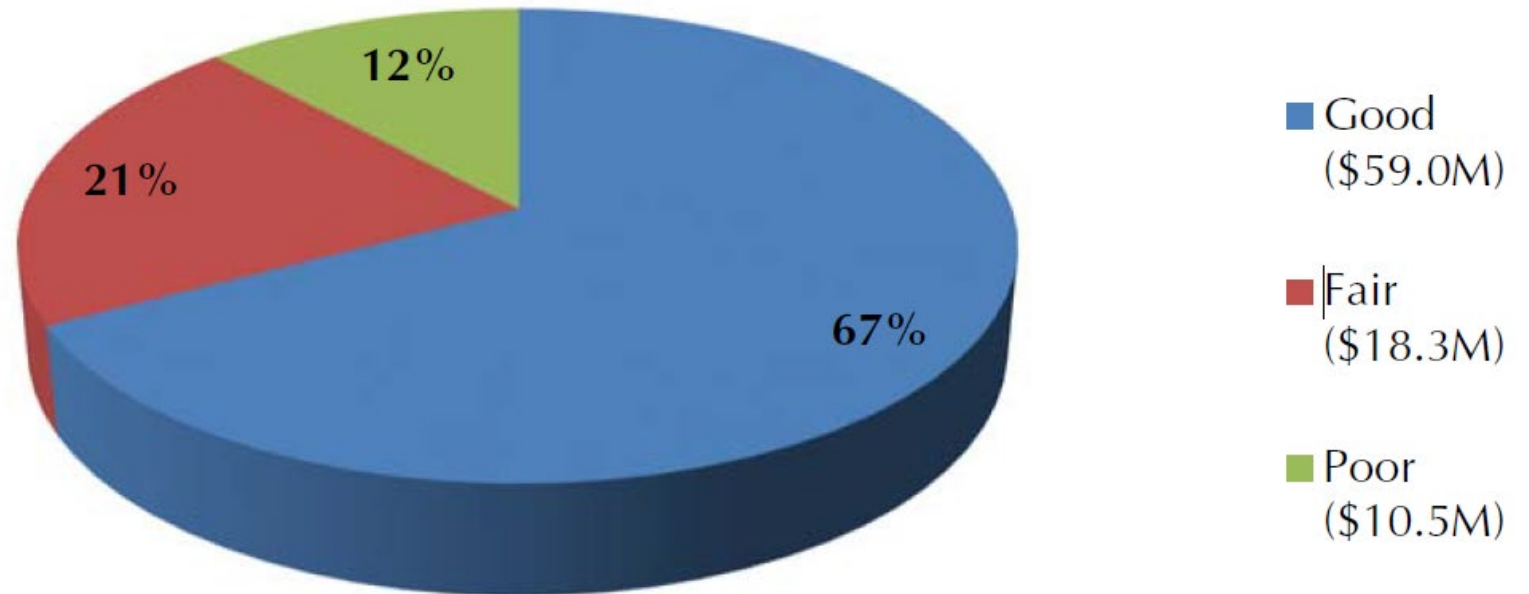
**TOTAL:**  
**\$17,950,000**



# AMP Roads Condition Assessment

Table 3  
Roads Condition Assessment

Approximately 12%  
or **\$10.5 million**  
of the road network  
is in “poor” condition.



# What is the Road Needs Study?

To provide an overview of the condition of the road system.

**Each road system is evaluated on several factors which contribute to the overall condition of the system.**

**The physical condition of the road is an empirical evaluation based on structural adequacy, current surface condition and improvement history.**

# 2018 Road Needs Study Information

(2018) NOW Resurfacing Needs	\$19,315
(2018-2023) Reconstruction Needs	\$3,419,405
(2018-2023) Resurfacing Needs	\$508,408
<b>\$3,947,128</b>	

*Non-typical items not directly related to the reconstruction of the road, such as sidewalks and utility relocations, are not accounted for in the cost estimates.*

# 2018 Road Needs Study Information

(2024-2034) Reconstruction Needs	\$9,112,448.47
(2024-2034) Resurfacing Needs	\$4,467,600.90
<b>\$13,580,049</b>	

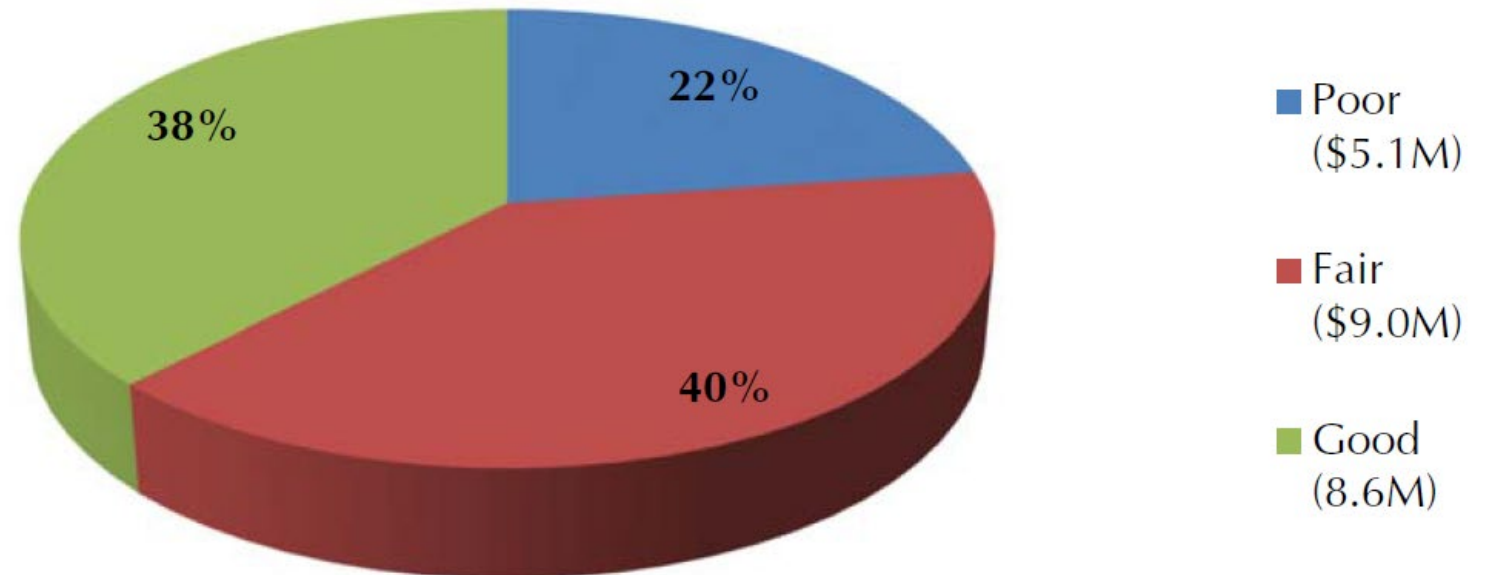
A substantial investment into the roads network is necessary to meet future needs.



# AMP Bridges Condition Assessment

Table 4  
Bridges Condition Assessment

Approximately 22%  
or **\$5.1 million**  
of the municipal bridges  
are “poor” condition.



# Marmora and Lake Bridges

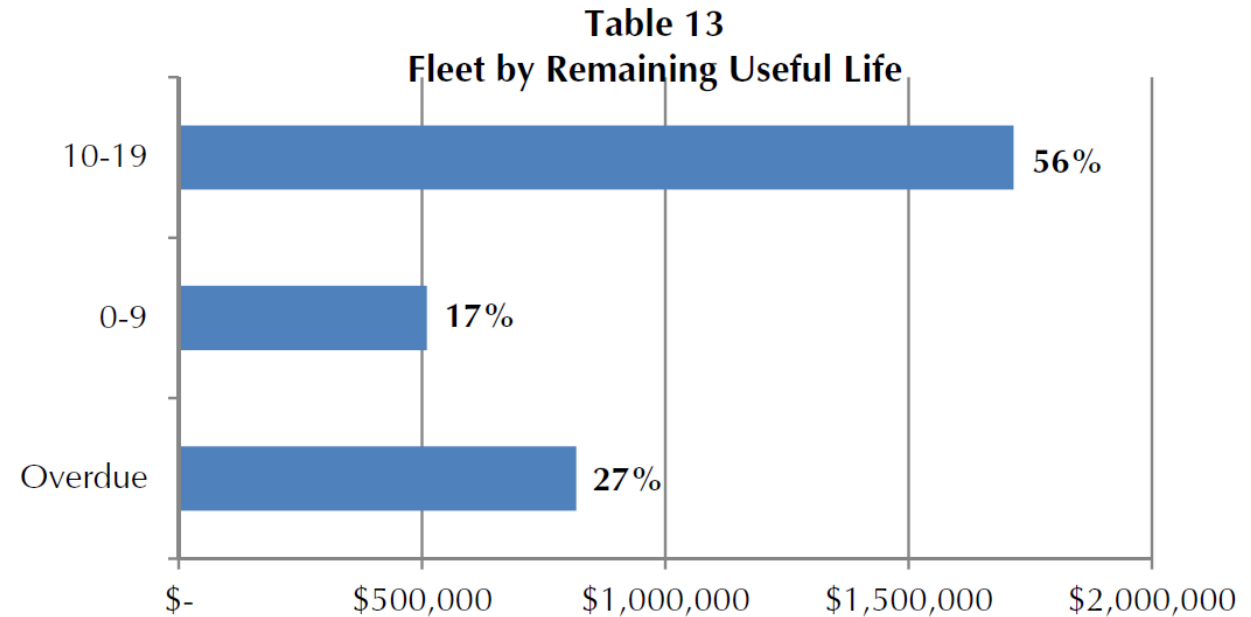
## OSIM Inspections (2018)

Structure	Required Work	Timing	Est. Cost
Hannah's Bridge	Replace	Within 1 Year	\$500,000
Boyd Bridge	Replace	Within 1 Year	\$450,000
Shanick Bridge	Replace	1-5 Years	\$3,000,000
Glanmire Bridge	Replace	1-5 Years	\$1,800,000
Young's Bridge	Replace	1-5 Years	\$450,000
Pit Bridge	Replace	1-5 Years	\$375,000

Every bridge is required to have an environmental assessment finalized before work can begin. These studies can take up to a year to complete, and will cost an additional **\$50,000 - \$300,000** per bridge.

# AMP Fleet Condition Assessment

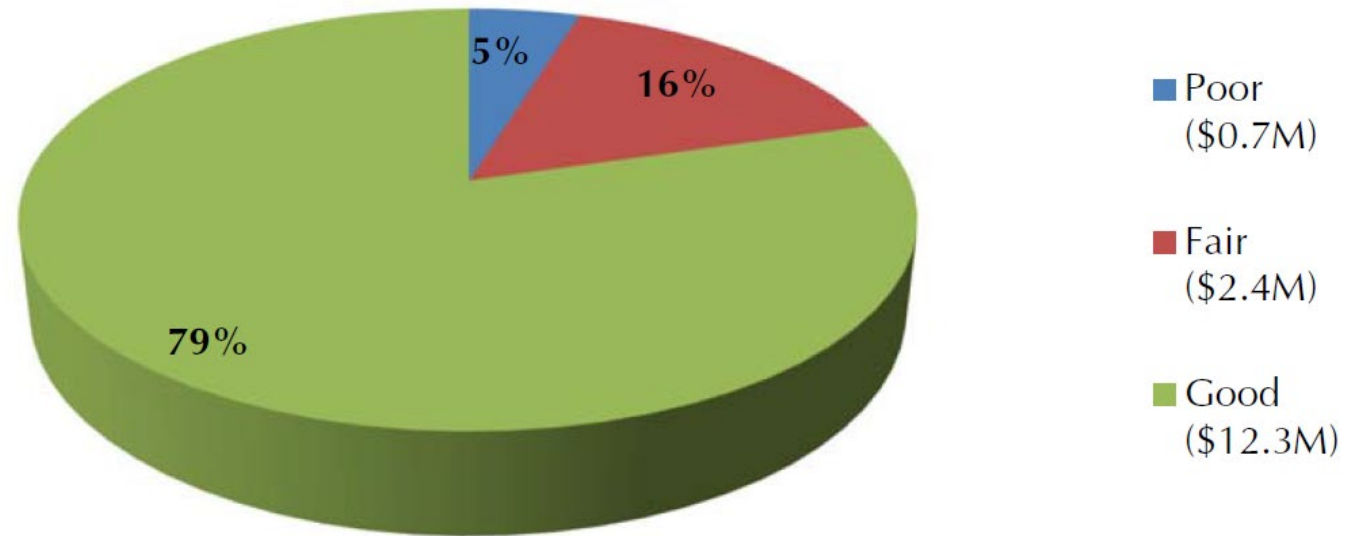
About 44% or **\$1.3 million** of municipal fleet require immediate repair or replacement within the next ten years.



# AMP Buildings Condition Assessment

About 5% or **\$735,000** of municipal facilities are rated as “poor” condition.

Table 11  
Buildings: Condition Assessment





# What is the Facilities Review?

A third-party investigation of the existing municipally owned facilities.

**The third-party provides a report on the condition and current use of each facility, as well as recommendations for future use and feasibility of each facility.**

**This report outlines the findings at each building and assigns costs and priorities to each of the activities.**

# Marmora and Lake Facilities Review

Facility	Condition	Deficiency Estimated Cost
Fire Hall	Good	\$58,000
Water Treatment Plant	Fair-Good	\$32,250
Water Tower Equipment Building	New	\$0
Parks and Rec Garage	Poor	\$31,350
Medical Centre	Good	\$19,000
Waste Water Treatment Plan	Fair-Good	\$19,250
Public Works Garage	Fair-Good	\$141,500

Facility	Condition	Deficiency Estimated Cost
Train Station	Poor	\$26,250
Municipal Office/Town Hall	Fair-Good	\$57,000
Memorial Building/Library	Fair-Good	\$41,850
Tourism Information Centre	Good	\$500
Community Centre	Fair-Good	\$11,850
Curling Club	Poor-Fair	\$46,300
Deloro Hall		\$70,000