

Town of Huntsville

Municipal Asset Management Plan

Adopted by Council (Resolution 470-13)

December 20, 2013



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Executive Summary

In 2012 the Canadian Society for Civil Engineering produced a report on Canada's First Infrastructure Report Card and that \$50.7 billion of infrastructure assets were in poor or very poor condition. The study was based on 123 municipalities representing 20 million Canadians; this report indicated that the total value of municipal water, waste water, storm water and roads system across the country is approximately \$538 billion. (Salloum, 2012) In 2012, the Ontario Government has introduced the Municipal Infrastructure Strategy to address this growing issue in Ontario.

The Ontario government has dedicated \$100 million in 2013 to the Small, Rural & Northern Municipal Infrastructure Fund of which \$71M is allocated for capital funding for 2013/2014 projects (closed in 2013). The funding application process available in 2014 has not yet been made public, however, to be eligible for this funding; Municipalities should have a capital asset management plan in place to demonstrate that the Municipality has the best information available to demonstrate good decisions on operating, maintaining, renewing, replacing and disposing of assets.

The Town of Huntsville (Town) will update the Asset Management Plan each year to fulfill the needs of the Municipality. Town staff will strive to build on the information that the Town has collected regarding our assets and work towards documenting processes and procedures relating to the management of the Town's capital assets.

Based on the information at this time, the Town has an infrastructure funding deficit. The most current Bridge (exp Services Inc., 2012) and Roads Studies (Pinestone, 2011) indicates that the Town has immediate needs of \$5,961,000, if the Town used all of its existing reserve funds and existing taxation levels for roads projects, the Town would still have a shortfall of \$3,215,558 in the first year (See Appendix 2). Detailed plans for rehabilitation and replacement need to be developed on a long term basis to ensure these expenditures are being funded on an annual basis, whether at the Municipal, Provincial or Federal level.

Introduction

The Town of Huntsville began developing its capital asset management plan in 2008. The Town began to gather data/information on all of its assets including, buildings, land improvements, fleet, technology, equipment, roads, bridges, culverts, storm systems, streetlights, signs and land. The total cost of the assets identified in the 2008 Audited Financial statements totalled \$110,765,100. Roads, bridges and storm systems represented approximately 70% of these assets.

The beginning phase of the Town's asset management plan will include infrastructure assets such as roadways, bridges, culverts and storm systems. In the future the Town will expand our scope to include other Municipal assets such as fleet, land, land improvements, equipment, technology and facilities.

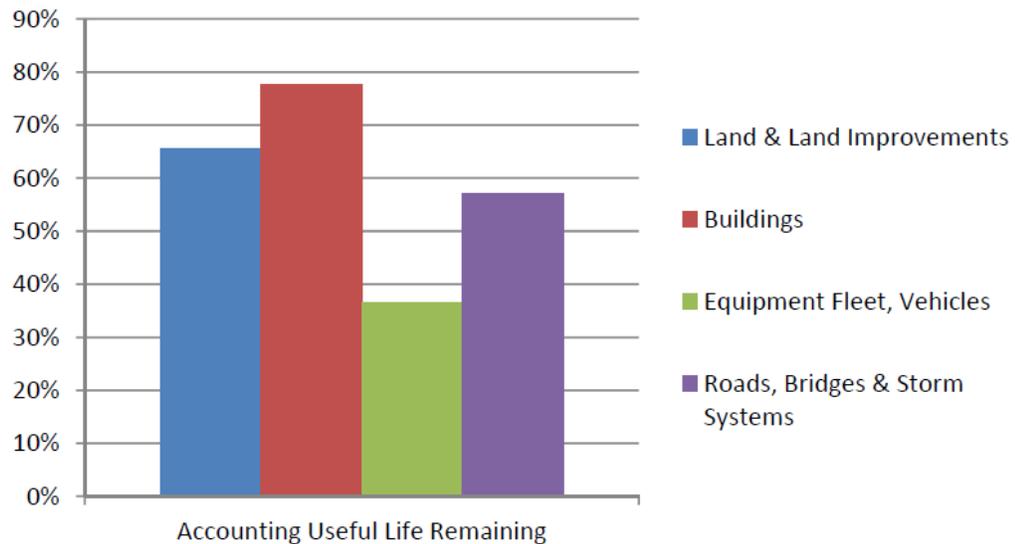
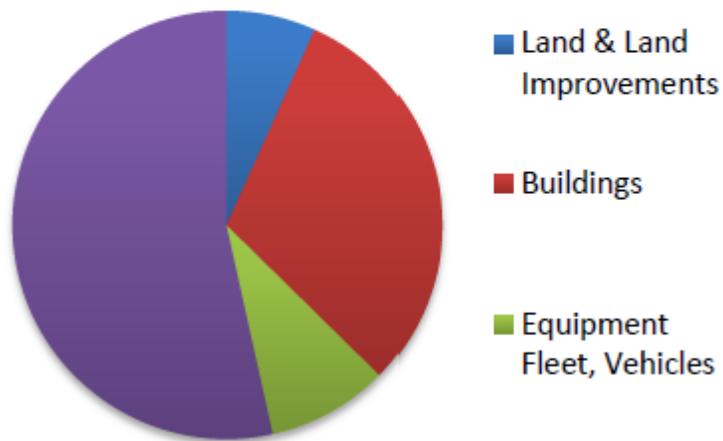
The Town of Huntsville covers approximately 70,329 hectares within the District of Muskoka, which represents approximately 0.08% of Ontario's landscape and utilizes a road network of 834 paved lane kilometers, which represents approximately 0.30% of the road network in Ontario.

As with other municipalities, the challenge Huntsville has is with balancing the property tax rates with maintaining our infrastructure assets to a safe and acceptable manner within the community. The total spend on replacement or rehabilitating the Town's infrastructure assets in the past has created a financing deficit which will need to be addressed both at a Municipal, Provincial and Federal level to ensure that our assets are safe for our citizens.

State of Local Infrastructure

Over 50% of the Town’s municipal infrastructure assets totalling \$167,143,623 relates to roads, bridges and storm system (Audited Financial Statement 2012):

Asset Type



Bridges & Major Culverts

Asset	Bridges
Inventory	16 Bridges
Estimated Original Capital Cost	\$ 2,525,268
Net Book Value (2012)	\$ 939,522
Corporate/Consulting Reports on the subject	The 2011 OSIM Bridge Inspections Summary report was prepared by exp Services inc.
Other information or reference materials	R.J. Burnside & Associates Limited 2013 Enhanced OSIM Bridge Inspection (in progress)
Spend on bridge repair YTD 2013	\$ 9,500
Annual Operating Maintenance (Draft 2014)	\$ 15,000
Current capital budget (Draft 2014)	\$ -
Estimated Rehabilitation Cost (Immediate)	\$ 235,000
Estimated Rehabilitation Cost (Year 1-5)	\$ 924,000
Anticipated Life Cycle - Accounting Purposes	Years
Superstructure	50
Deck	15

The Town is responsible for the care and maintenance of 16 bridges within Muskoka. The bridges are a mixture of steel, concrete and timber and span between 4 to 83 meters. The oldest bridge in the Town's inventory was built in 1890 (Stephenson Town-line Bridge) and its newest being the East River Bridge (1990).

Based on a total rehabilitation identified in the 2011 ISIM Bridge Inspection report (exp Services Inc., 2012), the total spend over 5 years is approximately \$1,159,000, each year this averages \$231,800.





(exp Services Inc., 2012)

Asset	Culverts
Inventory	3 Major Culverts
Estimated Original Capital Cost	\$ 36,525
Net Book Value (2012)	\$ -
Corporate/Consulting Reports on the subject	The 2011 OSIM Bridge Inspections Summary report was prepared by exp Services inc.
Other information or reference materials	R.J. Burnside & Associates Limited 2013 Enhanced OSIM Bridge Inspection (in progress)
Spend on culvert repair YTD 2013	\$ 95,494
Annual Operating Maintenance (Draft 2014)	\$ 82,500
Current capital budget (Draft 2014)	\$ -
Estimated Rehabilitation Cost (Immediate)	\$ 344,000
Estimated Rehabilitation Cost (Year 1-5)	\$ 98,000
Anticipated Life Cycle - Accounting Purposes	Years
Culverts - Steel	25
Culverts - Plastic	50

Based on a total rehabilitation identified in the 2011 OSIM Bridge Inspection report (exp Services Inc., 2012), the total spend over 5 years on major culverts is approximately \$442,000, each year this averages \$88,400.

The Town also holds minor culverts not included in the OSIM Bridge Inspection, these were included in the financial statement of the Town in 2008 at the following amounts:

	Cost	NBV 2012	Remaining Accounting Life
Minor Plastic	\$ 312,982	251,685	78%
Minor Steel	\$ 366,701	34,926	32%

There is currently no detailed inventory of these assets which primarily consist of driveway culverts. Minor culverts have been included in the costs of roads rehabilitation in the 2011 Roads Needs study.

Roadways

Asset	Roads
Inventory	812 KM of Road Surface & Subsurface (406 lane KM)
Estimated Original Capital Cost (2012)	\$ 69,304,721
Net Book Value (2012)	\$ 38,979,986
Corporate/Consulting Reports on the subject	Pinestone Engineering: Roads Needs Study 2011
Other information or reference materials	Provincial Minimum Maintenance Standards for roads, sidewalks and street lighting.
Other information or reference materials	Pinestone Engineering update to the 2011 roads needs study (in progress)
Spend on Roads Capital (Estimated 2013)	\$ 1,768,176
Current Operating Budget (Draft 2014)	\$ 174,250
Current Capital budget (Draft 2014)	\$ 1,341,875
Estimated Improvements (Immediate)	\$ 5,382,000
Estimated Improvements (Year 1-5)	\$ 16,645,114
Anticipated Life Cycle - Accounting Purposes	Years
Roadways	
Road Surface - Hot Mix	20
Road Surface - Cold Mix	10
Road Surface - Gravel	10
Subsurface	25

Based on a total rehabilitation identified in the 2011 Roads Needs Study, the total spend over 5 years is approximately \$22,027,114 (Pinestone, 2011), each year this averages \$4,405,422.

When the Town undertook its inventory of its transportation system in 2008 it was found that we had over 400 km of roadways, primarily Low Cost Bituminous (41%), gravel surfaces (31%), and High Cost Bituminous (27%).

As of December 31, 2012, the Town had consumed the accounting useful life of these roads as follows:

	Average Accounting Life Remaining
Gravel	9%
HCB Road Surface	5%
LCB Road Surface	9%
Subsurface	4%

Further rehabilitation and maintenance has been done on roads in 2013 that will increase the accounting useful life remaining at end of 2013.

Of the 387 km of roads reviewed in the 2011 Roads Needs Study, the following conditions were found in the 2011 Roads Needs Study (Pinestone, 2011):

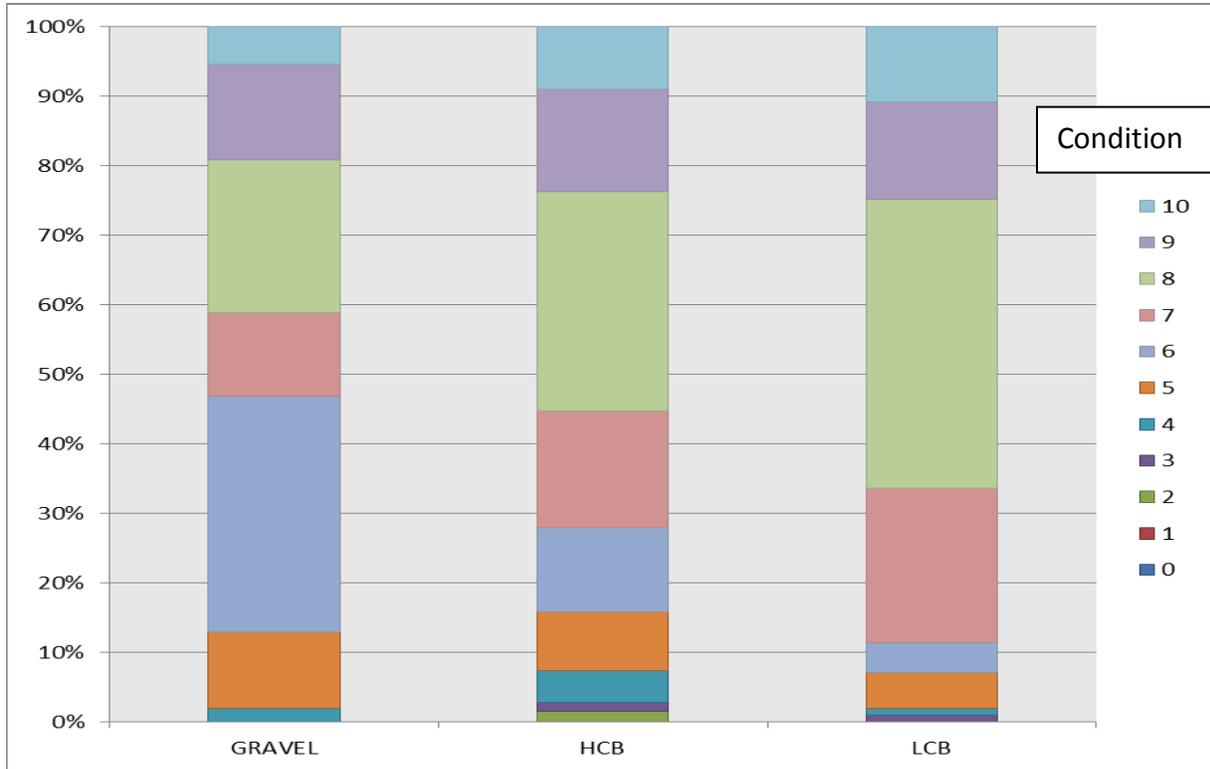
**2011 ROAD SECTION RATINGS
SUMMARY OF CONDITION RATINGS BY KM**

	ADJUSTED CONDITION RATING										TOTAL	
	0	1	2	3	4	5	6	7	8	9		10
GRAVEL	0	0	0	0	2.1	12.28	37.94	13.48	24.66	15.42	6.07	111.95
HCB	0	0	1.69	1.48	5.29	10.03	14.02	19.63	36.765	17.152	10.62	116.677
LCB	0	0	0	1.41	1.5	8.3	6.8	35.29	65.76	22.36	17.25	158.67
	0	0	1.69	2.89	8.89	30.61	58.76	68.4	127.185	54.932	33.94	387.297

(Pinestone, 2011)

Since 2011 the Town has spent approximately \$2.67M on bettering Town owned roads which could alter the condition ratings shown here.

Based in these findings the majority of the roads inspected are at a condition rating ranging from 6-8 (66%). While 23% have a condition rating of 9+, only 11% have a condition rating below 6.



Storm Sewer Systems

Asset	Storm System
Inventory	Catch basins, plastic mains, curb & gutter, maintenance holes
Estimated Original Capital Cost	\$ 16,226,000
Net Book Value (2012)	\$ 10,432,718
Corporate/Consulting Reports on the subject	Storm systems are included in the roads needs studies as part of the rehabilitation costs
Spend on storm water maintenance YTD 2013	\$ 322,284
Current storm sewer maintenance budget (2014)	\$ 347,729
Estimated Rehabilitation Cost (Immediate)	Included in roads summary
Estimated Rehabilitation Cost (Year 1-5)	Included in roads summary
Anticipated Life Cycle - Accounting Purposes	Years
Mains - Plastic	30
Curb & Gutter	50
Catch Basins	50
Maintenance Holes	50

In 2008 the Town has approximately 833 storm sewer catch basins, 420 maintenance holes, 60,000 meters of storm sewer pipe and approximately 70 km of roadway with curb and gutter.

Information relating to storm sewer system assets has not been documented on an individual basis and has generally been grouped with road work in the accounting system.

Further analysis by the Town is required whether these segments should be segregated into their own asset categories or included as part of the road.

Rehabilitation of roads from the 2011 Roads Needs Study includes the cost of rehabilitating the storm sewer system associated with that road. (Pinestone, 2011)

Desired Levels of Service

Currently the Town of Huntsville adheres to the Provincial Minimum Maintenance Standards for roads, sidewalks and street lighting, as well as the Ontario Highway Traffic Act and the Ontario Structural Inspection Manual.

The responsibility for the safety and maintenance of the Town owned bridges are outlined in the Public Transportation and Highway Improvement Act, 1990, Regulation 104-97, Standards for Bridges.

Staff will perform further analysis in 2014 to define the desired levels of service in our Town with regards to the following:

- Responses time for customer complaints
- Total time to resolve the deficiency

The further analysis listed above needs to be done to formally define the levels of standards from the customer service perspective, this will also allow staff to provide bench marks and report on their performance.

Asset Management Strategy

The Town began working on formalizing its management of capital asset in 2008. At this time, the Town adopted the Bylaw “2008-133 – Being a By-law to establish a Corporate Policy for Tangible Capital Assets for the Town of Huntsville”. This sets the framework for how assets are recorded for accounting purposes. In 2009 the Town purchased the software Cartegraph for operations management and asset management. Although staff have made significant strides at using the software for time, material and equipment entry further effort is required to use the program as an asset management program for our infrastructure assets and to design an implementation plan for the Town.

Maintenance Activities:

The Town currently has a formal plan for Catch basin cleaning, where all are cleaned on an annual basis (approximately 300). This ensures that the storm system pipe is working and catching the sand and other debris.

The Town also ensures that shoulder maintenance is done where needed on Town roads to ensure the surface and base of the road are not deteriorating unnecessarily. However, less annual operating funds have been made available in recent years.

Renewal/rehabilitation Activities:

The Town updates the Roads Needs study every 4 years to get a better understanding of what roads are the highest priority to be rehabilitated. Town staff will assess the highest priorities based on this information given the condition rating, traffic volume and school bus routes and make recommendations to the Public Infrastructure Committee.

Procurement Methods:

The Town of Huntsville works with the District Municipality of Muskoka when delivering surface rehabilitation on Town owned roads. The District will pool potential jobs in the area to achieve economies of scale for cost savings.

The Town's Procurement bylaw also ensures that Huntsville is in compliance Section 270 of the Municipal Act, 2001, S.O., c.25 where municipalities are required to adopt policies with respect to procurement, by the municipality of goods and services. As well as ensuring an open and transparent procurement process, the Policy also aims to ensure that the Town is getting the best value for money.

Financing Strategy

Introduction

The Town of Huntsville has a population of 19,056 with 10,084 private dwellings, of this only 7,599 are occupied by usual residents (approximately 25% seasonal). As per Statistics Canada's NHS Profile for 2011, the average family income of economic families for 2010 in Huntsville was \$84,629 (\$100,152 -Ontario), with a total employment rate of 59% (60.10% - Ontario) and unemployment rate of 7.7% (8.3% - Ontario) (Government of Canada, 2013). This provides further funding challenges for Huntsville as the Town has approximately 0.15% of the population of Ontario and approximately 0.30% of the roads in Ontario; on top of this the Town also have an average family income that is only 84.5% of the average Ontarian. Based on these figures, the Town will have less funds to draw from our tax payers for more roads per capital. The funding received from the Provincial and Federal levels on an on-going basis would only cover a small percentage (11%) of the infrastructure costs we are likely to incur over the next 10 years (Gas Tax of \$560,740 over expected on-going capital expense of \$4,725,623) (Appendix 2).

Sources of Funding for Infrastructure

Federal and Provincial Support

In the past 5 years the Town of Huntsville has received the following grants for infrastructure projects:

Project	Amount	Year	Fund
Hanes Road Reconstruction	\$ 1,932,578	2009	Build Canada Fund
Deerhurst Drive	\$ 2,400,000	2009	Infrastructure Canada

Funding was also received from Infrastructure Canada for the G8 Projects which included funding for the Forbes Hill Drive project. In 2008 Huntsville received a grant from Invest in Ontario for any capital projects; this was not used for Infrastructure projects.

In 2005 the Town entered into an agreement with AMO to receive Federal Gas Tax funds, since this time Huntsville has received \$3,651,446 in Federal Gas Tax funds. Since 2009 these funds have been used for roads rehabilitation projects, including but not limited to: John, Cann, Elm, Roe Road, Clearwater, Pleasant, Gullins, Brunel Sidewalk, Forestview, Lindgren, Fairyview, and Williamsport. The negotiations for the permanent gas tax funding are on-going as of 19

December 2013, and amounts for 2014 will not be announced until early 2014. As of January 1, 2014 the Town will not have a current agreement for Federal Gas Tax funding in place, however, it is expected that Huntsville will continue to receive funds from this source and it is expected that part of the agreement will be the Municipality demonstrating progress on their asset management program.

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Gas Tax Funding	\$ 169,040	\$ 169,040	\$ 225,361	\$ 281,683	\$ 563,366	\$ 560,739	\$ 560,739	\$ 560,739	\$ 560,739

Debt Financing

The draft 2014 budget includes \$491,336 Interest payments and \$739,894 in principal payments for 2014. Of this 37% relates to payments being made on debentures relating to new roads (Centre Street, Forbes Hill). At the end of 2013, none of the outstanding debt of \$10,858,681 relates to the direct rehabilitation of Town roads, bridges or storm systems.

The Annual repayment limit for the Town for 2013 is \$2,086,400, this means that the Town could undertake additional debt of \$26,001,153 at 5% interest over 20 years, or \$16,110,626 at 5% interest over 10 years.

Development Charges

In 2012 the Town collected \$103,125 in development charges and earned interest of \$15,059 on the cash reserve relating to development charges, of this \$67,128 was allocated to Roads and Related DC Reserves. The current balance of Roads and Related DC Reserves is \$615,812; these funds are earmarked for growth related projects under the Development Charge Study 2011.

Reserves and General Taxation

At the end of 2013 the Town is expecting to hold reserves of \$644,515 for public works capital and an additional \$251,932 that has been earmarked for capital replacement (although not specifically allocated to roads). Currently there is not annual allocation from the levy to replenish the public works capital reserve. The Town has levied in the 2014 draft budget \$924,375 dedicated to roads capital and has made a commitment each year to increase this number by \$150,000 (or 1% of the levy).

Conclusion

Based on the existing funding that is in place and on data from the most recent reports on Bridges and Roads, it is estimated that there will be funding shortfall each year to meet our requirement to maintain our infrastructure assets. Over a 10 year period it could be expected that the shortfall is as much as \$25,000,000 (see appendix 2). Staff will be reviewing the revised Bridge and Roads studies to determine whether this amount is an accurate representation of future costs associated with rehabilitating these assets and a more detailed timeline as to when assets are scheduled to be replaced so council can make more informed and efficient decisions on financing capital expenditures each year.

Appendix 1 – Bridge Data

Asset #	Asset Category	Functional Category	FIR Code	Asset Descr	Purchase Date	# of Units	Unit \$	Total \$	Accounting Estimated Useful Life	Rehabilitation Costs	Months Used to 31-Dec-2012	AnnualDep'n to 31-DEC-2012	NBV 2012	2012 TTL ACC DEP	Remaining Useful Life at Dec 31, 2012
BRID0001	Bridges	Public Works	301	Stephenson Townline Bridge - Stephenson	1/1/1890	1	\$ 12,362	\$ 12,362	600	\$ 205,000	12	\$ -	-	12,362.00	-
BRID0001	Bridges	Public Works	301	Stephenson Townline Bridge - Stephenson	01-Jan-12	1	\$ 8,132	\$ 8,132	600		12	\$ 163	7,969.23	162.64	588
BRID0001	Bridges	Public Works	301	Stephenson Townline Bridge - Stephenson	01-Jan-13	1	\$ 9,497	\$ 9,497	600						
BRID0002	Bridges	Public Works	301	Bullen Creek - Rowanwood Rd	01-Jan-20	1	\$ 7,234	\$ 7,234	600	\$ 120,000	12	\$ -	-	7,234.00	-
BRID0002	Bridges	Public Works	301	Rowanwood Road Bridge	01-Jan-10	1	\$ 25,360	\$ 25,360	600		12	\$ 507	23,838.40	1,521.60	564
BRID0012	Bridges	Public Works	301	Lot 4, Con XIV Stisted - Axe lake Road	01-Jan-20	1	\$ 5,821	\$ 5,821	600		12	\$ -	-	5,821.00	-
BRID0015	Bridges	Public Works	301	Lot 3, Con IV/V Brunel	01-Jan-20	1	\$ 3,587	\$ 3,587	600	\$ 90,000	12	\$ -	-	3,587.00	-
BRID0003	Bridges	Public Works	301	Lots 23/24, Con XI, Stephenson - South Lan	01-Jan-30	1	\$ 4,627	\$ 4,627	600	\$ 91,000	12	\$ -	-	4,627.00	-
BRID0004	Bridges	Public Works	301	Lot 18, Con XI, Stephenson - South Lancelot	01-Jan-30	1	\$ 5,564	\$ 5,564	600	\$ 77,000	12	\$ -	-	5,564.00	-
BRID0007	Bridges	Public Works	301	Lot 21, Con XV, Chaffey	01-Jan-30	1	\$ 5,141	\$ 5,141	600	\$ 93,000	12	\$ -	-	5,141.00	-
BRID0014	Bridges	Public Works	301	Lot 2, ConVI/VII Brunel - Candytown Lane	01-Jan-30	1	\$ 5,044	\$ 5,044	600		12	\$ -	-	5,044.00	-
BRID0016	Bridges	Public Works	301	Lot 19, Con 8 Stisted - Etwell Road	01-Jan-30	1	\$ 4,350	\$ 4,350	600	\$ 115,000	12	\$ -	-	4,350.00	-
BRID0010	Bridges	Public Works	301	Little East River, Lot 19 Chaffey - Ceramic A	01-Jan-50	1	\$ 6,009	\$ 6,009	600	\$ 15,000	12	\$ -	-	6,009.00	-
BRID0011	Bridges	Public Works	301	Lots 25/26, Con XII Stephenson - Domtar R	01-Jan-50	1	\$ 5,391	\$ 5,391	600	\$ 85,000	12	\$ -	-	5,391.00	-
BRID0005	Bridges	Public Works	301	Lot 15, Con VI, Chaffey	01-Jan-70	1	\$ 83,832	\$ 83,832	600	\$ 137,000	12	\$ 1,677	11,736.48	72,095.52	84
BRID0017	Bridges	Public Works	301	Lot 30, Con X, Stephenson	01-Jan-70	1	\$ 27,640	\$ 27,640	600	\$ 44,000	12	\$ 553	3,869.60	23,770.40	84
BRID0013	Bridges	Public Works	301	Centre Street Bridge - Centre Street	01-Jan-79	1	\$ 936,376	\$ 936,376	600	\$ 38,000	12	\$ 18,728	299,640.32	636,735.68	192
BRID0009	Bridges	Public Works	301	CN Rail Overhead - Lakewood Park	01-Jan-80	1	\$ 734,775	\$ 734,775	600	\$ 49,000	12	\$ 14,696	249,823.50	484,951.50	204
BRID0006	Bridges	Public Works	301	East River Bridge - Williamsport Road	01-Jan-90	1	\$ 634,526	\$ 634,526	600		12	\$ 12,691	342,644.04	291,881.96	324
							\$2,525,268	\$ 2,525,268		\$ 1,159,000		\$ 49,013	939,521.57	1,576,249.30	
									\$ 235,000	Immediate					
									\$ 924,000	Years 1-5					
202	Culverts	Public Works	402	Major Concrete - Stephenson Rd 1 Lone Pir	01-Jan-20	1	\$ 13,213	\$ 13,213	480	\$ 98,000	0	\$ 13,213	-	-	-
203	Culverts	Public Works	402	Major Concrete - Stephenson Rd 1 Lone Pir	01-Jan-20	1	\$ 13,213	\$ 13,213	480	\$ 172,000	0	\$ 13,213	-	-	-
201	Culverts	Public Works	402	North Waseosa Road - Jessops lane	01-Jan-70	1	\$ 23,312	\$ 23,312	300	\$ 172,000	0	\$ 23,312	-	-	-
									\$ 344,000	Immediate					
									\$ 98,000	Years 1-5					

Appendix 2 – Funding Shortfall

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Funding Sources											
Gas Tax	Note 1	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740	\$ 560,740
Reserves	Note 2	\$ 644,515									
Development Charges	Note 3	\$ 615,812	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Property Tax Levy	Note 4	\$ 924,375	\$ 1,074,375	\$ 1,224,375	\$ 1,374,375	\$ 1,524,375	\$ 1,674,375	\$ 1,824,375	\$ 1,974,375	\$ 2,124,375	\$ 2,274,375
Existing Funding Sources		\$ 2,745,442	\$ 1,700,115	\$ 1,850,115	\$ 2,000,115	\$ 2,150,115	\$ 2,300,115	\$ 2,450,115	\$ 2,600,115	\$ 2,750,115	\$ 2,900,115
Expenditures											
Bridges	Note 5	\$ 235,000	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800	\$ 231,800
Culverts	Note 5	\$ 344,000	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400	\$ 88,400
Roads	Note 6	\$ 5,382,000	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423	\$ 4,405,423
		\$ 5,961,000	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623	\$ 4,725,623
Shortfall in funding		\$ 3,215,558	\$ 3,025,508	\$ 2,875,508	\$ 2,725,508	\$ 2,575,508	\$ 2,425,508	\$ 2,275,508	\$ 2,125,508	\$ 1,975,508	\$ 1,825,508

Note 1: Based on the 2013 allocation of Federal Gas tax funds.

Note 2: Based no levy allocation to fund the public works reserve

Note 3: Based on collecting \$115,000 in DC's and Interest for each year

Note 4: Based on increasing the levy amount allocated to roads each year by \$150,000

Note 5: (exp Services Inc., 2012)

Note 6: . (Pinestone, 2011)

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