THE MUNICIPALITY OF
LAMBTON SHORES

2025 ASSET MANAGEMENT PLAN

FINAL REPORT

JULY 2025

DFA Infrastructure International Inc.

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July 17, 2025

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Re: 2025 Asset Management Plan

We are pleased to submit the 2025 Asset Management Plan (AMP). This is the final report following the stakeholder consultation presentation at the Council/ Public Meeting held on July 15, 2025.

Please do not hesitate to contact us if you have any questions.

Respectfully Submitted by,

DFA Infrastructure International Inc.

Derek Ali, MBA, P.Eng.
President

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Disclaimer:

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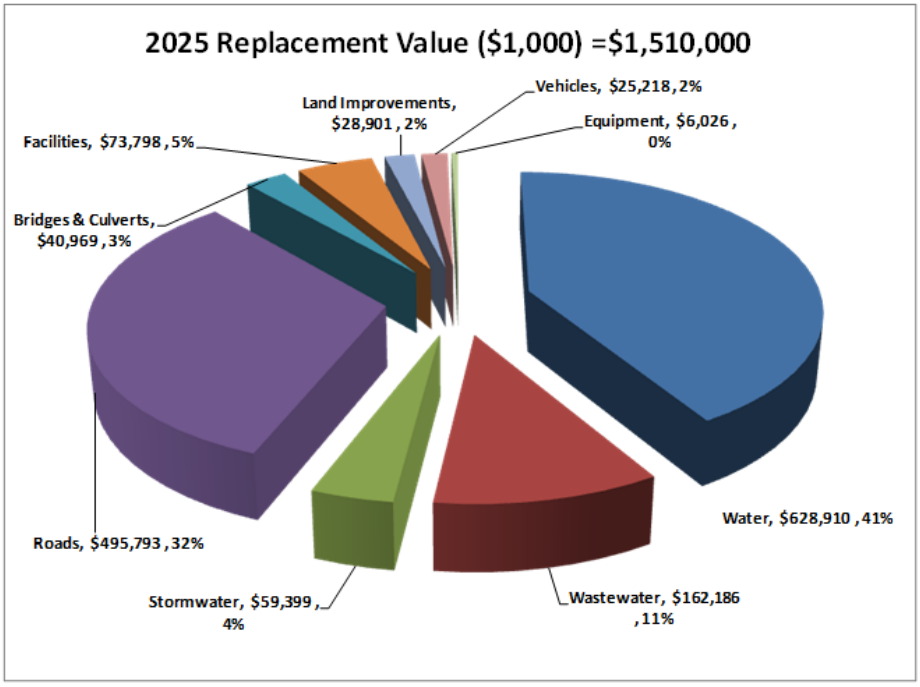
ES-1 Purpose

The purpose of the Asset Management Plan (AMP) is to meet the requirements of O.Reg.588/17 for both the core and non-core assets and serve as a "road map" covering the next 10 years (2025 to 2034).

ES-2 Current Asset Value

Figure ES-1 shows the current asset values by asset class. The 2025 replacement value of the asset inventory is estimated at $1.5 billion. Water and wastewater assets (rate supported assets) represent approximately 52% of the value at an estimated $791 million. The tax supported assets account for 48% of the asset value at $735 million with roads being the largest portion at $496 million

Figure ES-1: 2025 Asset Value



ES-3 State of the Infrastructure

Figure ES-2 shows the current condition ratings and financial performance by asset class including the funding shortfalls (gaps).

Figure ES-1: 2025 Asset Report Card

2025 ASSET REPORT CARD					
Asset Class	**A VERY GOOD**	**B GOOD**	**C FAIR**	**D POOR**	**F VERY POOR**
WATER	$210,629,875 33%	$302,275,389 48%	$88,837,842 14%	$19,832,346 3%	$7,334,931 1%
	Average Age (years)	27	Current Replacement Value		$628,910,382
	Average Condition Rating	B	10-year Annual Requirement		$1,331,364
	Financial Rating	A	Current Annual Funding		$5,061,600
	Combined Financial & Condition Rating	A	10-Year Annual Surplus (Deficit)		$3,730,236
WASTEWATER	A	B	C	D	F
	$44,979,406 28%	$22,644,841 14%	$62,072,389 38%	$17,593,384 11%	$14,895,937 9%
	Average Age (years)	32	Current Replacement Value		$162,185,957
	Average Condition Rating	C	10-year Annual Requirement		$1,430,656
	Financial Rating	B	Current Annual Funding		$1,096,326
	Combined Financial & Condition Rating	B	10-Year Annual Surplus (Deficit)		($334,330)
STORMWATER	A	B	C	D	F
	$16,282,065 27%	$7,644,565 13%	$21,784,550 37%	$13,688,094 23%	$0 0%
	Average Age (years)	27	Current Replacement Value		$59,399,274
	Average Condition Rating	C	10-year Annual Requirement		$342,043
	Financial Rating	A	Current Annual Funding		$504,443
	Combined Financial & Condition Rating	B	10-Year Annual Surplus (Deficit)		$162,400
ROADS	A	B	C	D	F
	$125,307,079 25%	$260,164,809 52%	$63,220,418 13%	$42,225,207 9%	$4,875,779 1%
	Average Age (years)	10	Current Replacement Value		$495,793,292
	Average Condition Rating	C	10-year Annual Requirement		$6,054,140
	Financial Rating	A	Current Annual Funding		$7,706,788
	Combined Financial & Condition Rating	B	10-Year Annual Surplus (Deficit)		$1,652,648
BRIDGES & CULVERTS	A	B	C	D	F
	$6,300,128 15.38%	$20,442,838 49.90%	$12,920,587 31.54%	$216,831 0.53%	$1,088,902 3%
	Average Age (years)	18	Current Replacement Value		$40,969,287
	Average Condition Rating	C	10-year Annual Requirement		$918,888
	Financial Rating	A	Current Annual Funding		$896,081
	Combined Financial & Condition Rating	B	10-Year Annual Surplus (Deficit)		($22,807)
FACILITIES	A	B	C	D	F
	$9,405,575 13%	$2,510,555 3%	$20,932,105 28%	$40,657,814 55%	$291,526 0%
	Average Age (years)	27	Current Replacement Value		$73,797,575
	Average Condition Rating	D	10-year Annual Requirement		$1,653,708
	Financial Rating	C	Current Annual Funding		$1,074,798
	Combined Financial & Condition Rating	C	10-Year Annual Surplus (Deficit)		($578,910)

Asset Class	A VERY GOOD	B GOOD	C FAIR	D POOR	F VERY POOR
LAND IMPROVEMENTS	A	B	C	D	F
	$877,857 3%	$2,065,680 7%	$3,991,956 14%	$12,559,465 43%	$9,406,478 33%
	Average Age (years)	26	Current Replacement Value		$28,901,436
	Average Condition Rating	D	10-year Annual Requirement		$1,963,930
	Financial Rating	F	Current Annual Funding		$375,304
	Combined Financial & Condition Rating	D	10-Year Annual Surplus (Deficit)		($1,588,626)
VEHICLES	A	B	C	D	E
	$4,698,325 19%	$3,933,253 16%	$5,263,745 21%	$3,643,122 14%	$7,679,766 30%
	Average Age (years)	10	Current Replacement Value		$25,218,210
	Average Condition Rating	D	10-year Annual Requirement		$2,104,075
	Financial Rating	B	Current Annual Funding		$1,594,633
	Combined Financial & Condition Rating	C	10-Year Annual Surplus (Deficit)		($509,441)
EQUIPMENT	A	B	C	D	F
	$826,731 14%	$1,466,026 24%	$1,372,789 23%	$907,972 15%	$1,452,491 24%
	Average Age (years)	18	Current Replacement Value		$6,026,009
	Average Condition Rating	D	10-year Annual Requirement		$615,511
	Financial Rating	B	Current Annual Funding		$492,427
	Combined Financial & Condition Rating	C	10-Year Annual Surplus (Deficit)		($123,084)

ES-4 Financial Strategy

The respective annual funding gaps for the rate supported assets and tax supported assets are $0.33 million (which is for wastewater assets) and $2.8 million. There are two (2) separate financial strategies to address these respective funding gaps:

Financing Strategy No. 1 Summary - Wastewater Assets

- Increase the wastewater rates by approximately 12.3% in 2026 to generate the revenue required to close the $0.33 million funding gap
- Reduce the water reserve fund contributions by $0.33 million annually, beginning in 2026, to reduce the water rate by approximately 5.8% and mitigate the overall impact of the wastewater rate increase . This addresses affordability
- Consider debt financing, depending on available debt capacity, for at least one of the projects noted above and re-allocate the reserve funds to other asset needs

Financing Strategy No. 2 Summary - Tax Supported Assets

- Reallocate the funds from debt servicing to asset funding needs as debt matures over the 10-year period, estimated to be $0.39 annually by 2034
- Implement a 1% capital Replacement Levy to generate approximately $1.97 million annually by 2034 reducing the funding gap to approximately $0.46 million. Consider implementing a higher levy of 1.22 % to fully close the funding gap by 2034
- Undertake field inspections of the land improvement assets especially the retaining walls to confirm need and costs and adjust asset priorities and funding gap

ES-5 Summary Recommendations

The following summarizes the recommendations:

1 Maintain the current Asset Management Policy already established by the Municipality:
2 Adopt the proposed service levels as follows:
   - maintain the current Community Levels of Service as presented in Section 7 of this report
   - adopt the Technical Service Levels and targets presented in Section 7 of this report
   - adopt the Financial Performance Service Levels and targets presented in Section 7 of this report
3 Adopt the Asset Management Strategy presented in Section 18 of this report.
4 Adopt the Financial Strategy No.1 for Wastewater Assets presented in Section 19.3 of this report with the following key features:
   - Increase the wastewater rates by approximately 12.3% in 2026 to generate the revenue required to close the $0.33 million funding gap
   - Reduce the water reserve fund contributions by $0.33 million annually, beginning in 2026, to reduce the water rate by approximately 5.8% and mitigate the overall impact of the wastewater rate increase . This addresses affordability
   - Consider debt financing, depending on available debt capacity, for at least one of the projects noted above and re-allocate the reserve funds to other asset needs
5 Adopt the Financial Strategy No.2 for the Tax Funded Assets presented in Section 19.4 of this report with the following key features:
   - Reallocate the funds from debt servicing to asset funding needs as debt matures over the 10-year period, estimated to be $0.39 annually by 2034
   - Implement a 1% capital Replacement Levy to generate approximately $1.97 million annually by 2034 reducing the funding gap to approximately $0.46 million. Consider implementing a higher levy of 1.22 % to fully close the funding gap by 2034
   - Undertake field inspections of the land improvement assets especially the retaining walls to confirm need and costs and adjust asset priorities and funding gap
6 Update this Asset Management Plan in five (5) years in accordance with O.Reg. 588/17 requirements

1 Introduction

The Municipality of Lambton Shores (Municipality) has a population of approximately 11,876 (Statistics Canada 2021 Census) and provides a range of services to support the desired levels of services offered to the community, the local life style and economy. It relies on the performance of its assets to deliver the required levels of service. These include the following assets which are the subject of this Asset Management Plan (AMP):

- Water System Assets (watermains, hydrants, meters, buildings);
- Wastewater System Assets (mains, forcemains, lagoons, buildings);
- Storm Water System Assets (mains, catch basins, ponds);
- Road Network Assets (roads, sidewalks, signs, street lights, traffic lights);
- Bridges and Culverts (including guard rails);
- Facilities (protection, general government, recreation, transportation);
- Vehicles (recreation, transportation, protection);
- Equipment (corporate services, protections, recreations, transportation); and
- Land Improvements (beach & harbour, fencing, parking lots, retaining walls, sports fields and play structures)

A complete listing of the assets included in the AMP is provided in Table 2-1. The condition of these assets due to aging and deterioration could have a major impact on service delivery if it goes unchecked. Sufficient investments are required to ensure that these assets are maintained, rehabilitated and/or replaced in a timely fashion to ensure that services are delivered at the desired levels. The importance of the assets (i.e. consequence of failure), their respective needs based on existing condition and using appropriate solutions must be considered in determining the most economical asset management strategy. The required investment amounts would be included the future annual operating and capital budgets. The financing of these expenditures through an appropriate financial plan that includes a combination of taxes, user rates, reserves and debt must also be developed to support the asset management strategy having regard to the Municipality's financial policies, debt capacity and affordability.

1.1 Objectives of the Asset Management Plan

The purpose of the Asset Management Plan (AMP) is to meet the requirements of O.Reg.588/17 for both the core and non-core assets and serve as a "road map" covering the next 10 years (2025 to 2034). The key objectives include:

- Developing target service levels for each asset class;
- Assessing the condition of the assets;
- Assessing the risks due to asset failure or non-performance
- Identifying the maintenance, rehabilitation and replacement life cycle needs;
- Identifying appropriate asset management strategies; and
- Developing a financial strategy to guide decisions on the funding the asset renewal work required to ensure that services continue to be delivered at the desired levels.

A 100-year asset renewal outlook is used to capture the full life cycle of the assets when identifying the timing of asset replacement and/or rehabilitation requirements and associated costs. Many of the assets have life expectancies that span decades so a 100-year timeframe ensures that the complete lifespan of each asset is captured. A 10-year life cycle cost projection as well as the average annual amount required over the following 10 years for asset renewal beyond 2034 is included. This is intended to provide the full picture of "what is to come". The AMP is based on the best available information provided by the Municipality and input from staff. It will require updating every 5 years as required under O.Reg. 588/17 to reflect changes to the asset condition data (e.g. roads assessment studies, OSIM bridge inspections, etc.), the Municipality's priorities and financial opportunities over time.

2 Asset Inventory

Table 2-1 indicates the water and wastewater assets broken down into their respective components. These are funded through the water and wastewater rates.

Table 2-2 show the inventory of assets for the tax funded services. These are broken down by components within each asset class.

These assets require ongoing maintenance and periodic rehabilitation or replacement to ensure service reliability. Expansions may also be required to accommodate growth.

Table 2-1: Water and Wastewater Rate Funded Assets

Assets	Quantity	Measure
Water		
Water Mains	387	km
Water Hydrants	645	number
Water Meters	7711	number
Water Buildings	45	number
Wastewater		
Wastewater Mains	57	km
Wastewater Force Mains	18	km
Wastewater Lagoons	4	number
Wastewater Buildings	158	number

Table 2-2: Tax Funded Assets

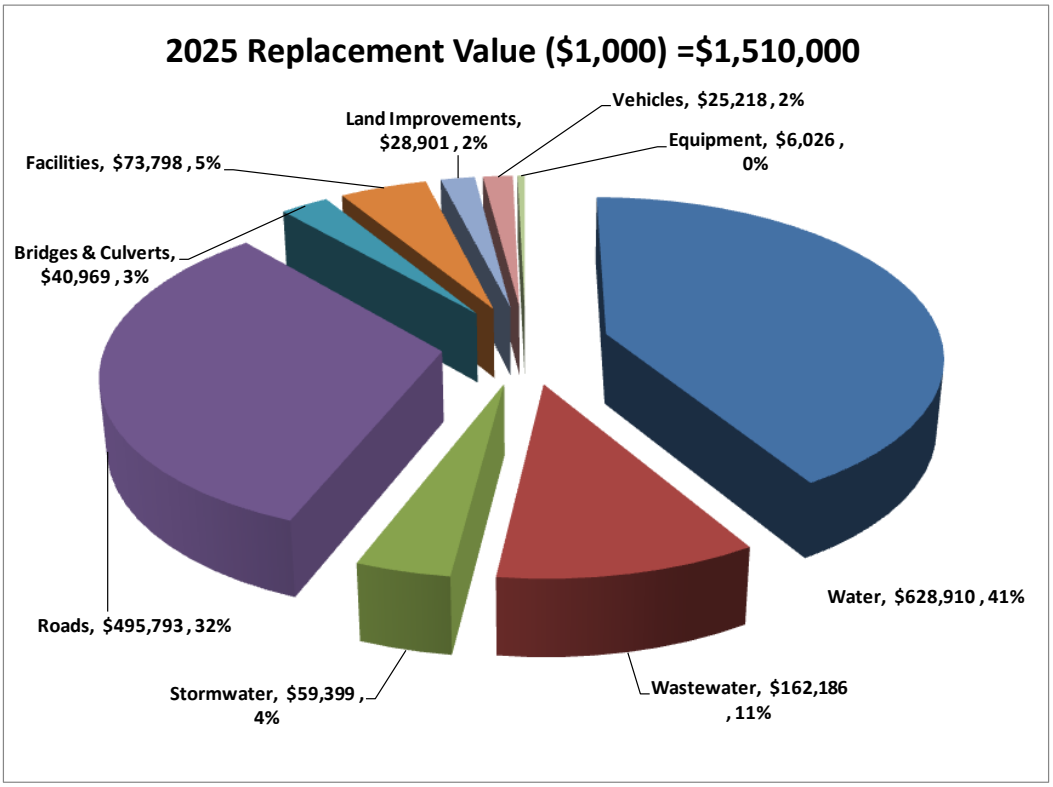
Assets	Quantity	Measure
Stormwater		
Stormwater Mains	45	km
Stormwater Catch Basins	196	number
Stormwater Ponds	4	number
Roads		
Roads - Gravel	135	km
Roads - Paved Surface	157	km
Roads - Tar & Chip Surface	56	km
Roads - Sidewalks	41	km
Roads - Signs (Pooled)	13	number
Roads - Street Lights	1362	number
Roads - Traffic Lights	25	number
Bridges & Culverts		
Bridges	11	number
Culverts	75	number
Guard Rails	6	number
Facilities		
Facilities - Protection	39	number
Facilities - General Government	26	number
Facilities - Recreation	150	number
Facilities - Transportation	22	number
Vehicles		
Vehicles - Parks & Recreation	30	units
Vehicles - Transportation	44	units
Vehicles - Protection	27	units
Equipment		
Equipment - Corporate Services	353	units
Equipment - Protection	232	units
Equipment - Recreation	895	units
Equipment - Transportation	71	units

Assets	Quantity	Measure
Land Improvements		
Land Imp- Beach & Harbour	1383	number
Land Imp - Fencing	11	number
Land Imp - Parking Lots	46	number
Land Imp - Retaining Walls & Other	35	number
Land Imp - Sports Fields & Play Structures	62	number

2.1 Asset Replacement Value

Figure 2-1 shows the asset values by class and the proportionate share of the value of the total asset portfolio. The 2025 replacement value of the asset inventory is estimated at $1.5 billion. Water and wastewater assets represent approximately 52% of the value at an estimated $791 million. Roads and related assets account for 32% at a value of approximately $496 million. The other assets account for the remaining 16% of the total asset value.

Figure 2-1: 2025 Asset Replacement Value by Asset Class



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3 Regulatory Requirements

O.Reg. 588/17 requires municipalities to prepare asset management plans. An asset management policy was required by July 1, 2019 as the first step on the asset management planning process. Plans for the core services assets were required by July 1, 2022 and all other assets by July 1, 2023. The core assets are those related to water, wastewater, stormwater, roads and bridges.

Table 3-1 outlines the regulatory requirements and timelines. Asset management plans must now include proposed levels of service for the 10-year period following the date of the asset management plan and current performance of each asset category based on information from the most recent 2 years.

Table 3-1: Regulatory Requirements

O.Reg. 588/17 Requirements	Timeline
Asset Management Policy	**2019**
Prepare Asset Management Plan (AMP): ❖ Current Levels of Service ❖ Asset Condition Analysis ❖ Average Age & Replacement Costs ❖ Risk Assessment ❖ Asset Management Strategy ❖ Life Cycle Costing & Investments Required ❖ Growth & Climate Change Impacts	**2021 -2023**
Lambton Shores is at this point: **Update AMP and include:** ❖ Proposed Levels of Service ❖ Financial Strategy	**July 2025**
Future Updates	**Every 5 Years**

4 Asset Management Policy

The Municipality's Asset Management Policy CP-FS-POL-002 was approved by Council on June 18, 2019. The purpose of the policy includes the following statements:

- *This asset management policy provides guidance and a framework for the development and implementation of the asset management program at the Municipality of Lambton Shores. This is the Municipality's first iteration of an asset management policy.*

- *It is produced in compliance with Ontario Regulation (O. Reg.) 588/17 of the Infrastructure for Jobs and Prosperity Act, 2015. Upon adoption, the policy will formally embed asset management at the Municipality and ensure its continuity across different councils.*

- *Sound asset management ensures that local infrastructure provides desired service levels in the most cost-effective manner, while mitigating risk. It requires a cross-functional team of experts, executive buy-in, and continuous commitment by council. This policy will guide the consistent implementation of evidence-based asset management across the organization. As a result, it will support the delivery of sustainable community services now and in the future.*

- *Linking service outcomes to infrastructure investment decisions will assist the Municipality in focusing on service-driven, rather than budget-driven asset management approaches. This policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets, and to improved accountability and transparency to the community through the adoption of best practices regarding asset management planning*

No changes to the policy are required at this time. The policy is available for review at: CP-FS-POL-002---Asset-Management-Policy.pdf

5 Stakeholder Engagement

Table 5-1 lists the activities undertaken to engage stakeholders and obtain feedback. In addition, discussions were held with Senior Management and key staff throughout the process to discuss latest information and obtain feedback.

Table 4-1: Stakeholder Engagement Activities

Activity	Stakeholder
• Presentation of Preliminary State of Infrastructure Analysis on April 29, 2025	• Members of Council
• Public Meeting to present the Draft Report and obtain feedback - scheduled for July 15, 2025	• Community members • Members of Council

Council received the preliminary information at the April 29, 2025 meeting. On July 15, 2025 two (2) community members made general remarks regarding asset management following presentation of the Draft Asset Management Plan. There are no changes to the report resulting from the comments made. Council received the presentation and approved recommendations of the accompanying staff report.

6 Assessment Methodologies

The methodologies used to assess asset condition, risks and financial performance are presented below. The condition and risk assessment methodologies are those already utilized by the Municipality.

The Municipal Finance Officers' Association of Ontario (MFOA) rating scale and assessment methodology is the basis for determining financial performance.

6.1 Asset Condition Assessment Methodology

The Asset Condition Assessment Methodology utilizes a mix of aged-based condition and field inspection condition assessments depending on the asset class as noted in Table 6-1.

Table 6-1: Basis for Condition Assessments by Asset Class

Asset Class	Basis for Condition Assessment
Water	Aged-based
Wastewater	Aged-based
Stormwater	Aged-based
Roads	Roads Needs Study (2023)
Bridges and Culverts	OSIM Biennial Inspections (2023)
Facilities	Facility Condition Inspections (2024)
Vehicles	Aged-based
Equipment	Aged-based
Land Improvements	Aged-based

The percentage of useful life remaining determines the condition of each asset. These percentages are assigned a "likelihood of failure" on a failure rating scale of 1to 5 as noted in Table 6-2 with 5 being 'almost certain' failure. The assumption is that the older the asset (i.e. lower percentage of useful life remaining) the more susceptible it is to failure. The failure ratings are converted to condition ratings of A to F with A being very good condition and F being very poor condition. However, it should be noted that some assets may remain in good condition as they approach or exceed their full life expectancies. These can only be verified on an asset specific basis based on the operating history of the asset or staff's opinion of its performance.

The field inspection condition ratings are determined according to the asset class. For example paved roads are assigned a Pavement Condition Index (PCI) which is a calculated percentage using a

methodology specific to roads. The better the condition the higher the percentage. A PCI of 75% and higher indicate good condition; 65% to 75% fair condition and below 65% poor condition. Similarly, Bridge Condition Indices and Building Condition Indices are assigned to bridges and culverts, and buildings (facilities) respectively. The percentages for these asset classes are also correlated to the failure rating scale to indicate the likelihood of failure depending on the condition determined from the field inspections.

Table 6-2: Condition Rating Scale

Likelihood of Failure	Failure Rating	Condition	Condition Rating
Almost Certain	5	Very Poor	F
Likely	4	Poor	D
Possible	3	Fair	C
Unlikely	2	Good	B
Rare	1	Very Good	A

6.2 Risk Assessment Methodology

The Risk Assessment Methodology combines the condition rating and the "consequence" of asset failure to determine the risk level. Some assets play a more significant role in service delivery than others and would have a much higher impact on services (i.e. consequence) if allowed to deteriorate or fail without intervention. Impacts may be environmental, financial, regulatory, public health and safety related or to the Municipality's image. The scale utilized for the consequence of failure is shown in Table 6-3.

Table 6-3: Consequence of Failure Rating

Likelihood of Failure	Rating
Severe	5
Major	4
Moderate	3
Minor	2
Insignificant	1

The risk is calculated as the product of the condition rating and the consequence of failure rating. The higher the value the greater the risks. Figure 6-1 shows the risk assessment matrix. Values of 15 to 25 indicate a high risk; 8 to 12 medium risk and 1 to 6 low risks.

FIGURE 6-1: Risk Level Score

Consequence Rating	RISK LEVEL				
Severe	5	10	15	20	25
Major	4	8	12	16	20
Moderate	3	6	9	12	15
Minor	2	4	6	8	10
Insignificant	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almont Certain

Condition Rating

6.3 Financial Performance Assessment Methodology

Asset life cycle needs include the costs of capital investments and annual maintenance activities that are required over the life of the asset to achieve or extend its service life. The annual capital and maintenance funding needs by asset class are discussed later in this report.

MFOA's financial performance rating matrix shown in Table 6-4 is used as the basis for measuring financial performance. The performance is measured by determining the average annual funding available as a percentage of the annual investment needs for each asset class. Contributions to the respective reserves and reserve funds, annual maintenance budgets, grants and other third party funding over the next 10-years are used to determine the average annual funding that would be available to meet the annual asset funding needs. Higher percentages indicate better financial performance. Funding that exceed the needs are deemed to be at a 100% funding level and assigned a Grade A (Very Good).

Table 6-4: Financial Performance Rating Matrix

Grade	Numeric Grade	Range (average annual spending as % of investment	Performance Description
A	1	>87.5%-100%	Very Good
B	2	>75%-87.5%	Good
C	3	>62.5%-75%	Fair
D	4	>50%-62.5%	Poor
F	5	up to 50%	Very Poor

Source: MFOA

The combined performance rating that captures the both condition and financial performance of an asset class is also based on the MFOA's methodology. It is calculated as the average of the condition rating and the financial performance rating.

6.4 Determining 2025 Replacement and Maintenance Costs

The 2025 asset replacement costs are based on two (2) approaches depending on the asset class:

- *Industry Prices Inflated to 2025*. These are the replacement and maintenance costs provided at the time of inspection and noted in the inspection reports. They are inflated by 3% per year to 2025. This approach applies to road surfaces, bridges and culverts and facilities.
- *Historical Prices Inflated to 2025*. These are the historical capital costs at the time of asset installation inflated by 3% per year to 2025. The maintenance costs are based on the 2025 operations budget. This approach applies to all other asset classes.

6.5 Estimating Average Age for Asset Classes

The age of an asset is determined by the year it was placed in service. The average age for a particular asset class is determined using the sum of weighted ages based on the amount of the asset at each age and total amount of the asset (e.g. total metres, number, etc.). The average age is calculated for each component of an asset class.

7 Proposed Service Levels

O.Reg. 588/17 requires muncipalities to establish proposed community and tenchnical levels of service in 2025 for all asset classes. This section presents the Municipality's target levels of service which incorporates input from staff.

Technical Service Levels

The rolled-up technical service levels by asset class combine asset types wthin a class to provide a blended service level. This approach would meet the requirements under O.Reg. 588/17. However, having more discrete service level targets by asset type would provide better information regarding asset performance. Therefore the technical service level targets are proposed for the main components within each asset class. This provides meaningful decision-making information for the Municipality to gauge asset performance by type of asset. The service level descriptions for the core services i.e. water, wastewater, stormwater, roads and bridges and culverts are those noted in O.Reg. 588/17. The technical service level descriptions for the other (non-core) assets reflect the Municipality's priorities. The target service levels consider the current asset condition and performance and intended to be realistic targets for the 10-year period.

Community Service Levels

The community service level categories remain unchanged from those noted in the 2019 Asset Management Plan but updated to reflect latest information where applicable. The service level descriptions for the core assets are those noted in O.Reg. 588/17.

Financial Service Levels

The financial service levels use the MFOA's rating scale as noted in Section 6.3. The proposed funding level targets are set based on the current funding levels and closing the funding gaps over the next 5 to 10 years.

Appendix B provides the detailed descriptions of the community and technical services levels for the tax funded assets and rate funded assets.

8 Stormwater Assets Analysis

This section presents the analyses of current asset condition, risks, asset needs and funding levels (financial performance) related to the following asset components that are ***funded by property taxes***.

- Stormwater Mains
- Catch Basins
- Stormwater Ponds

The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

8.1 Condition Assessment

There are approximately 45.2 km of stormwater mains with a replacement value estimated at $56.4 million as shown in Table 8-1. The overall age-based ***condition rating for stormwater mains is Fair (C)*** and the average age is 36 years. Approximately 15.8 km (35%) valued at $20.9 million is in good or very good condition.

Table 8-1: Stormwater Mains Condition

Condition Rating		Stormwater Mains				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	10,294	23%	$ 13,850,586	25%	Fair	36
Good	B	5,571	12%	$ 7,365,424	13%		
Fair	C	17,657	39%	$ 21,580,301	38%		
Poor	D	11,724	26%	$ 13,575,757	24%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		45,246	100%	$ 56,372,069	100%		

There are approximately 196 catch basins with a replacement value estimated at $1.2 million as shown in Table 8-2. The overall age-based ***condition rating for catch basins is Good (B)*** and the average age is 34 years. Approximately 103 (53%) catch basins valued at $0.9 million are in good or very good condition.

Table 8-2: Catch Basins Condition

Condition Rating		Stormwater Catch Basins				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	21	11%	$ 638,078	52%	Good	34
Good	B	82	42%	$ 279,140	23%		
Fair	C	60	31%	$ 204,249	17%		
Poor	D	33	17%	$ 112,337	9%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		196	100%	$ 1,233,804	100%		

There are 4 stormwater ponds with a replacement value estimated at $1.8 million as shown in Table 8-3. The overall age-based ***condition rating for stormwater ponds is Very Good (A)*** and the average age is 10 years. All 4 stormwater ponds (100%) are in very good condition.

Table 8-3: Stormwater Ponds Condition

Condition Rating		Stormwater Ponds				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	4	100%	$ 1,793,401	100%	Very Good	10
Good	B	0	0%	$ -	0%		
Fair	C	0	0%	$ -	0%		
Poor	D	0	0%	$ -	0%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		4	100%	$ 1,793,401	100%		

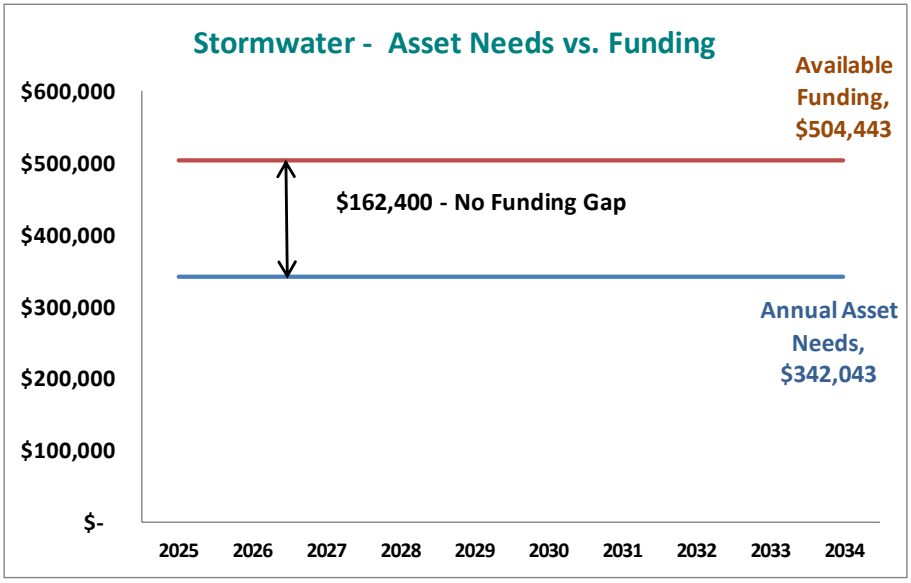
Overall the Stormwater System Condition

The ***overall stormwater system is in Fair condition (C)*** based on an average failure rating of 2.6, calculated according to the replacement value of the assets in the respective five (5) condition categories.

8.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 8-1.

Figure 8-1: Stormwater Annual Asset Needs vs. Available Annual Funding



The annual needs (approximately $342,000) are for maintenance related activities such as storm sewer and catch basin cleaning and pond maintenance. There are no asset renewal capital requirements within the 10-year period due to the age of the network. However capital funding is identified in the Municipality's capital program for pipe replacements in coordination with road projects. These replacements would renew a portion of the system albeit prior to attaining their life expectancies. Therefore the average annual funding exceeds the annual need by approximately $162,000. Accordingly the ***financial performance for stormwater assets is A (Very Good).***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the stormwater system is Good (B)*** calculated as the average of the two (2) ratings.

8.3 Risk Assessment

Appendix D provides the detailed risk assessment by component for the stormwater system. Table 8-4 summarizes the results by asset category. Only 3% (1.3 km) of the stormwater mains valued at approximately $3.3 million are assessed to be high risk. The catch basins and stormwater ponds are low risk. Table 8-5 lists the high risk assets (i.e. risk rating of 15 to 25) by Asset ID.

Table 8-4: Stormwater System Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Stormwater Mains			
Quantity	1,292 m	7,586 m	36,368 m
%	2.9%	16.8%	80%
Value	$ 3,326,208	$ 10,463,598	$ 42,582,262
Catch Basins			
Quantity	-	-	196 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 1,233,804
Stormwater Ponds			
Quantity	-	-	4 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 1,793,401
Total Value	$ 3,326,208	$ 10,463,598	$ 45,609,467

Table 8-5: Stormwater High Risk Assets

Stormwater System - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Stormwater Mains	Metres			
4317	Bayley Street	113	$ 292,319	Fair	15
4321	Broadway Street	72	$ 197,785	Fair	15
4336	CNR Easement	91	$ 249,978	Fair	15
4342	Easement	275	$ 712,657	Poor	20
4344	Easement	63	$ 153,465	Poor	16
4502	Townsend Line	99	$ 186,820	Poor	16
4503	Townsend Line	117	$ 265,439	Poor	16
4614	King Street	75	$ 204,652	Fair	15
4629	Main Street	387	$ 1,063,093	Fair	15
	Total	**1,292**	**$ 3,326,208**		

9 Roads Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Gravel Roads
- Paved Surfaces
- Tar and Chip Surfaces
- Sidewalks
- Road Signs
- Street Lights
- Traffic Lights

The analyses follow the respective methodologies described in Section 6. The condition ratings and capital and maintenance needs for the roads are based on the field inspections from the 2022 Roads Needs Study. The condition ratings and capital needs are age-based for the other assets.

9.1 Condition Assessment

There are approximately 135 km of gravel roads with a replacement value estimated at $136.6 million as shown in Table 9-1. The overall ***condition rating gravel roads is Good (B)*** and the average age is 14 years. Approximately 128 km (95%) valued at $129 million is in good or very good condition.

Table 9-1: Gravel Roads Condition

Condition Rating		Roads - Gravel				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	6,940	5%	$ 7,569,552	6%	Good	14
Good	B	120,960	90%	$ 121,548,319	89%		
Fair	C	4,790	4%	$ 4,835,623	4%		
Poor	D	2,200	2%	$ 2,685,004	2%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		134,890	100%	$ 136,638,499	100%		

There are approximately 156.5 km of paved roads with a replacement value estimated at $270 million as shown in Table 9-2. The overall ***condition rating for paved roads is Good (B)*** and the average age is 9 years. Approximately 143km (91%) valued at $246 million is in good or very good condition.

Table 9-2: Paved Roads Condition

Condition Rating		Roads - Paved Surface				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	67,602	43%	$ 114,217,521	42%	Good	9
Good	B	75,671	48%	$ 131,904,062	49%		
Fair	C	13,248	8%	$ 23,544,047	9%		
Poor	D	0	0%	$ -	0%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		156,521	100%	$ 269,665,631	100%		

There are approximately 56.1 km of tar and chip roads with a replacement value estimated at $75.4 million as shown in Table 9-3. The overall ***condition rating of tar and chip roads is Poor (D)*** and the average age is 3 years. Approximately 3km (6%) valued at $4.8 million is in good or very good condition. Most of the roads (94%) are in Fair to Very Poor condition

Table 9-3: Tar and Chip Roads Condition

Condition Rating		Roads - Tar & Chip Surface				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	378	1%	$ 611,653	1%	Poor	3
Good	B	2,600	5%	$ 4,207,138	6%		
Fair	C	20,100	36%	$ 30,795,084	41%		
Poor	D	31,887	57%	$ 38,627,345	51%		
Very Poor	F	1,150	2%	$ 1,163,540	2%		
TOTAL		56,115	100%	$ 75,404,760	100%		

There are approximately 40.7 km of sidewalks with a replacement value estimated at $9.2 million as shown in Table 9-4. The overall ***condition rating for sidewalks is Poor (D)*** and the average age is 12 years. Approximately 13.2km (33%) valued at $3 million is in good or very good condition. Most of the sidewalks (94%) are in Fair to Very Poor condition

Table 9-4: Sidewalks Condition

Condition Rating		Roads - Sidewalks				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	8,982	22%	$ 2,035,321	22%	Poor	12
Good	B	4,285	11%	$ 970,981	11%		
Fair	C	11,177	27%	$ 2,532,708	28%		
Poor	D	2,317	6%	$ 524,919	6%		
Very Poor	F	13,958	34%	$ 3,121,397	34%		
TOTAL		40,719	100%	$ 9,185,327	100%		

There are approximately 13 sets (pooled assets) of road signs with a replacement value estimated at $1.4 million as shown in Table 9-5. The overall ***condition rating for road signs is Poor (D)*** and the average age is 8 years. Approximately 30% valued at $0.5 million is in good or very good condition. Most (70%) of the signs are fair to very poor condition.

Table 9-5: Road Signs Condition

Condition Rating		Roads - Signs (Pooled)				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	2	15%	$ 247,104	18%	Poor	8
Good	B	2	15%	$ 243,435	17%		
Fair	C	2	15%	$ 238,709	17%		
Poor	D	2	15%	$ 222,726	16%		
Very Poor	F	5	38%	$ 456,855	32%		
TOTAL		13	100%	$ 1,408,830	100%		

There are approximately 1,362 sets of street lights (pooled assets) with a replacement value estimated at $2.9 million as shown in Table 9-6. The overall ***condition rating for street lights is Fair (C)*** and the average age is 8 years. Almost all the lights sets (97%) are in Good or Very Good condition valued at $1.54 million. A significant value of lights ($1.1 million) is in fair condition.

Table 9-6: Street Lights Condition

Condition Rating		Roads - Street Lights				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	274	20%	$ 590,458	21%	Fair	8
Good	B	1,044	77%	$ 951,550	33%		
Fair	C	24	2%	$ 1,105,912	38%		
Poor	D	6	0%	$ 97,130	3%		
Very Poor	F	14	1%	$ 133,987	5%		
TOTAL		1,362	100%	$ 2,879,036	100%		

There are approximately 25 traffic lights (including poles) with a replacement value estimated at $0.61 million as shown in Table 9-7. The overall ***condition rating for traffic lights is Fair (C)*** and the average age is 16 years. Approximately 7 lights (28%) are in Good or Very Good condition valued at $0.375 million.

Table 9-7: Traffic Lights Condition

Condition Rating		Roads - Traffic Lights				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	1	4%	$ 35,469	6%	Fair	16
Good	B	6	24%	$ 339,323	56%		
Fair	C	13	52%	$ 168,334	28%		
Poor	D	5	20%	$ 68,083	11%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		25	100%	$ 611,209	100%		

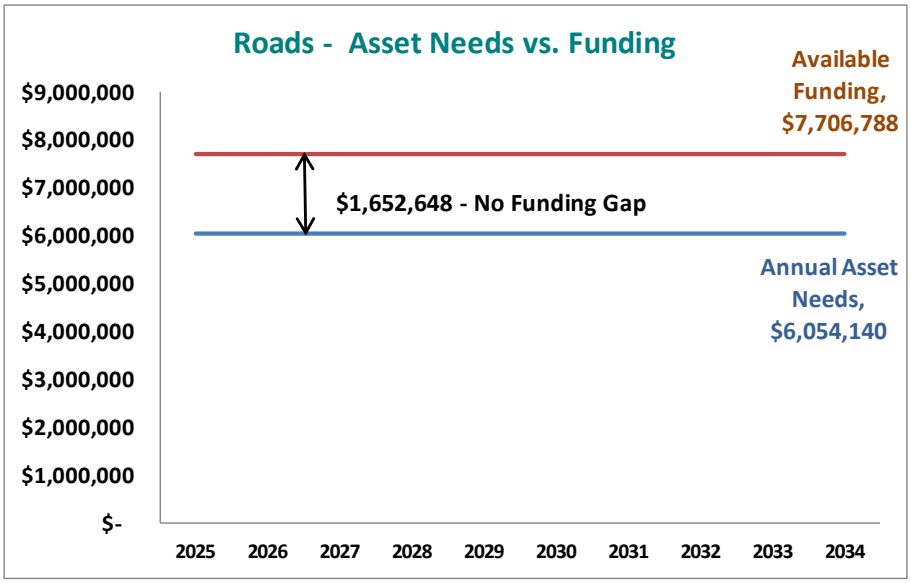
Overall the Road Assets Condition

The overall ***roads and related assets are in Fair condition (C)*** with an average failure rating of 2.1, calculated according to the replacement value of the assets in the respective five (5) condition categories.

9.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding for the roads and related assets over the 10-year period are shown in Figure 9-1.

Figure 9-1: Roads Annual Asset Needs vs. Available Annual Funding



The needs (approximately $6 million) are for capital and maintenance related activities identified in the 2022 Roads Needs Study. Capital investments include a variety of resurfacing and treatment activities covering approximately 312 road sections and replacement costs for other assets such as sidewalks and signs. The maintenance costs include gravel road resurfacing and other road maintenance needs (e.g. timely pothole repairs, winter maintenance, etc.) in accordance with O.Reg. 239/02 Minimum Maintenance Standards for Municipal Highways in Ontario. Other asset maintenance needs include repair and maintenance for sidewalks, street lights, traffic lights and signs.

The available funding is estimated at approximately $7.7 million annually resulting a net available funding of $1.65 million. This amount can be utilized for unforeseen asset needs and emergency road works due to climate change events (e.g. high winds, major rainfall, ice storms, etc.). Having a net available amount for these purposes is consistent with O.Reg. 588-17 which requires municipalities to have emergency funding available for such occurrences. Accordingly the ***financial performance for roads and related assets is A (Very Good).***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the roads and related assets is Good (B)*** calculated as the average of the two (2) ratings.

9.3 Risk Assessment

Appendix D provides the detailed risk assessment by component of the road and related assets. Table 9-8 summarizes the results by asset category. Only 0.42 km (0.3%) of the paved roads valued at approximately $0.8 million are assessed to be high risk. Most other asset components are assessed as low risk. Table 9-9 lists the high risk assets by Asset ID.

Table 9-8: Roads Assets Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Roads - Gravel			
Quantity	-	4,850 m	130,040 m
%	0.0%	3.6%	96%
Value	$ -	$ 3,518,683	$133,119,816
Roads - Paved Surface			
Quantity	420 m	3,707 m	152,394 m
%	0.3%	2.4%	97%
Value	$ 800,743	$ 7,068,269	$261,796,619
Roads - Tar & Chip			
Quantity	-	23,640 m	32,475 m
%	0.0%	42.1%	58%
Value	$ -	$ 25,282,627	$ 50,122,133
Roads - Sidewalks			
Quantity	-	1,264 m	39,455 m
%	0.0%	3.1%	97%
Value	$ -	$ 286,422	$ 8,898,904
Roads - Signs			
Quantity	-	-	13 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 1,408,830
Roads - Street Lights			
Quantity	-	1 No.	1,361 No.
%	0.0%	0.1%	100%
Value	$ -	$ 836,466	$ 2,042,570
Roads - Traffic Lights			
Quantity	-	-	25 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 611,209
Total Value	$ 800,743	$ 36,992,468	$458,000,082

Table 9-9: Roads High Risk Assets

Roads - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Roads - Paved Surface	Metres			
1752	Main Street - Oak Street	280	$ 533,828	Fair	15
1753	Oak Street - Connecting Link Sign	140	$ 266,914	Fair	15
	Total	**420**	**$ 800,743**		

10 Bridges and Culverts Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Bridges
- Culverts
- Guide Rails

The analyses follow the respective methodologies described in Section 6. The condition ratings and capital and maintenance needs are based on the field inspections from the 2023 OSIM Bridge and Culvert Inspection Report.

10.1 Condition Assessment

There are 11 bridges with a replacement value estimated at $17.1 million as shown in Table 10-1. The overall ***condition rating for bridges is Fair (C)*** and the average age is 11 years. There is 1 bridge valued at $7.9 million that is in fair condition but accounts for 46% of the total value. The other 10 structures are in good or very good condition.

Table 10-1: Bridges Condition

Condition Rating		Bridges				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	4	36%	$ 4,248,807	25%	Fair	11
Good	B	6	55%	$ 4,897,879	29%		
Fair	C	1	9%	$ 7,943,502	46%		
Poor	D	0	0%	$ -	0%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		11	100%	$ 17,090,188	100%		

Table 10-2: Culverts Condition

Condition Rating		Culverts				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	7	9%	$ 2,051,321	9%	Fair	32
Good	B	28	37%	$ 15,291,679	65%		
Fair	C	15	20%	$ 4,977,085	21%		
Poor	D	4	5%	$ 216,831	1%		
Very Poor	F	21	28%	$ 978,541	4%		
TOTAL		75	100%	$ 23,515,458	100%		

There are 75 culverts with a replacement value estimated at $23.5 million as shown in Table 10-2. The overall ***condition rating for culverts is Fair (C)*** and the average age is 32 years. Approximately 35 (46%) valued at $17.3 million are in good or very good condition.

There are 6 guard rails with a replacement value estimated at $0.36 million as shown in Table 10-3. The overall ***condition rating for the guard rails is Fair (C)*** and the average age is 10 years. There is 1 guard rail in very poor condition valued at $0.11 million (30% of total value). The others are in good condition.

Table 10-3: Guard Rails Condition

Condition Rating		Guard Rails				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	0	0%	$ -	0%	Fair	10
Good	B	5	83%	$ 253,280	70%		
Fair	C	0	0%	$ -	0%		
Poor	D	0	0%	$ -	0%		
Very Poor	F	1	17%	$ 110,361	30%		
TOTAL		6	100%	$ 363,641	100%		

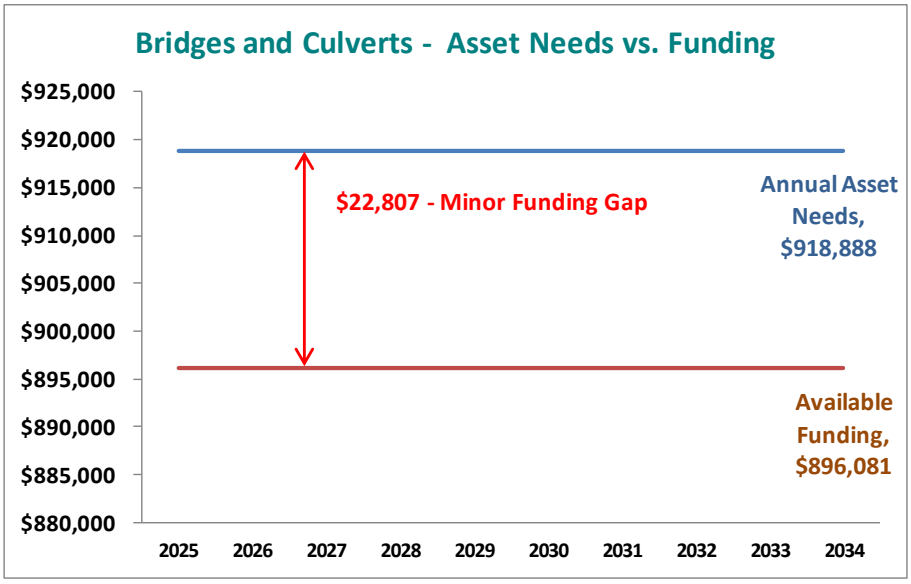
Overall the Bridges and Culverts Condition

The overall ***condition rating for bridges and culverts is Fair (C)*** with an average failure rating of 2.3 based on replacement value of the percentage of assets in the respective five (5) condition categories.

10.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 10-1.

Figure 10-1: Bridges and Culverts Annual Asset Needs vs. Available Annual Funding



The needs (approximately $0.92 million) are for capital and maintenance related activities identified in the 2023 OSIM Bridge and Culvert Inspection Report. Capital investments include replacing the Ontario Street Bridge (Asset ID 1045) and culvert replacements. There are also capital related major

maintenance works to repair decking, railing and rip-rap and clear debris at several at approximately 50 locations. The maintenance costs include general maintenance needs (e.g. deck washing, preventative maintenance, etc.) and repairs to guard rails in accordance with O.Reg. 239/02 Minimum Maintenance Standards for Municipal Highways in Ontario.

The available funding is estimated at approximately $0.896 million annually resulting a relatively small funding gap of approximately $0.023 million resulting in ***a financial performance rating of A (Very Good) for bridges and culverts.***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the bridges and culverts is Good (B)*** calculated as the average of the two (2) ratings.

10.3 Risk Assessment

Appendix D provides the detailed risk assessment by component. Table 10-4 summarizes the results by asset category. The high risk assets include 1 bridge and 5 culverts valued at approximately $8.1 million (33% of the overall value). The remaining structures are assessed as medium to low risk. Table 10-5 lists the high risk assets by Asset ID.

Table 10-4: Bridges and Culverts Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Bridges			
Quantity	1 No.	1 No.	9 No.
%	9.1%	9.1%	82%
Value	$ 7,943,502	$ 1,206,608	$ 7,940,078
Culverts			
Quantity	5 No.	25 No.	45 No.
%	6.7%	33.3%	60%
Value	$ 190,931	$ 6,891,101	$ 16,433,426
Guard Rails			
Quantity	-	-	6 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 363,641
Total Value	$ 8,134,433	$ 8,097,709	$ 24,737,145

Table 10-5: Bridges and Culverts High Risk Assets

Bridges and Culverts - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Bridges	Number			
2187	Between River Road and Main Street	1	$ 7,943,502	Fair	15
	Culverts				
2201	0.09 km S of Farmers Line	1	$ 34,109	Very Poor	15
2209	0.35 km E of Jericho Road	1	$ 38,544	Very Poor	15
2211	0.1 km W of Army Camp Road	1	$ 40,019	Very Poor	15
2212	0.91 km E of Kinnaird Road	1	$ 33,079	Very Poor	15
2217	1.55 km S of Hwy 21	1	$ 45,180	Very Poor	15
	Subtotal	**2**	**$ 190,931**		
	Total		**$ 8,134,433**		

11 Facilities Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Protection Facilities
- General Government Facilities
- Recreation Facilities
- Transportation Facilities

The analyses follow the respective methodologies described in Section 6. The condition ratings and capital needs are based on the facility inspections completed in November 2024. The number of assets shown below is the number of asset groups: Structure; Shell-Other; Services-HVAC; Services - Other; and Interior within each type of facility.

11.1 Condition Assessment

There are 39 protection facilities assets with a replacement value estimated at $5.1 million as shown in Table 11-1. The overall ***condition rating for protection facilities is Poor (D)*** and the average age is 30 years. Almost all the assets (88%) representing 99% of the total value are in fair to poor condition.

Table 11-1: Protection Facilities Condition

Condition Rating		Facilities - Protection				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	5	13%	$ 65,200	1%	Poor	30
Good	B	0	0%	$ -	0%		
Fair	C	17	44%	$ 2,219,875	43%		
Poor	D	17	44%	$ 2,885,787	56%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		39	100%	$ 5,170,862	100%		

Table 11-2: General Government Facilities Condition

Condition Rating		Facilities - General Government				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	6	23%	$ 7,412,424	67%	Good	26
Good	B	1	4%	$ 13,581	0.12%		
Fair	C	5	19%	$ 256,474	2%		
Poor	D	13	50%	$ 3,437,038	31%		
Very Poor	F	1	4%	$ 3,367	0.03%		
TOTAL		26	100%	$ 11,122,885	100%		

There are 26 general government facilities assets with a replacement value estimated at $11.1 million as shown in Table 11-2. The overall ***condition for general government facilities assets rating is Good (B)*** and the average age is 26 years. Approximately 7 assets (27%) valued at $7.5million (67% of the total asset value) is in good or very good condition.

There are 150 recreation facilities assets with a replacement value estimated at $50.5 million as shown in Table 11-3. The overall ***condition for recreation facilities assets rating is Poor (D)*** and the average age is 22 years. Approximately 67 assets (45%) valued at $29.6million (58% of the total asset value) are in poor or very poor condition.

Table 11-3: Recreation Facilities Condition

Condition Rating		Facilities - Recreation				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	11	7%	$ 1,527,694	3%	Poor	22
Good	B	17	11%	$ 2,161,593	4%		
Fair	C	55	37%	$ 17,164,222	34%		
Poor	D	60	40%	$ 29,415,215	58%		
Very Poor	F	7	5%	$ 215,746	0%		
TOTAL		150	100%	$ 50,484,468	100%		

There are 22 transportation facilities assets with a replacement value estimated at $7 million as shown in Table 11-4. The overall ***condition for transportation facilities assets rating is Poor (D)*** and the average age is 30 years. Approximately 14 assets (64%) valued at $ 5million (71% of the total asset value) are in poor or very poor condition.

Table 11-4: Transportation Facilities Condition

Condition Rating		Facilities - Transportation				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	2	9%	$ 400,257	6%	Poor	30
Good	B	1	5%	$ 335,381	5%		
Fair	C	5	23%	$ 1,291,535	18%		
Poor	D	13	59%	$ 4,919,774	70%		
Very Poor	F	1	5%	$ 72,413	1%		
TOTAL		22	100%	$ 7,019,360	100%		

Overall Facilities Assets Condition

The overall ***condition rating for facilities is Poor (D)*** with an average failure rating of 2.6 based on replacement value of the percentage of assets in the respective five (5) condition categories.

11.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 11-1.

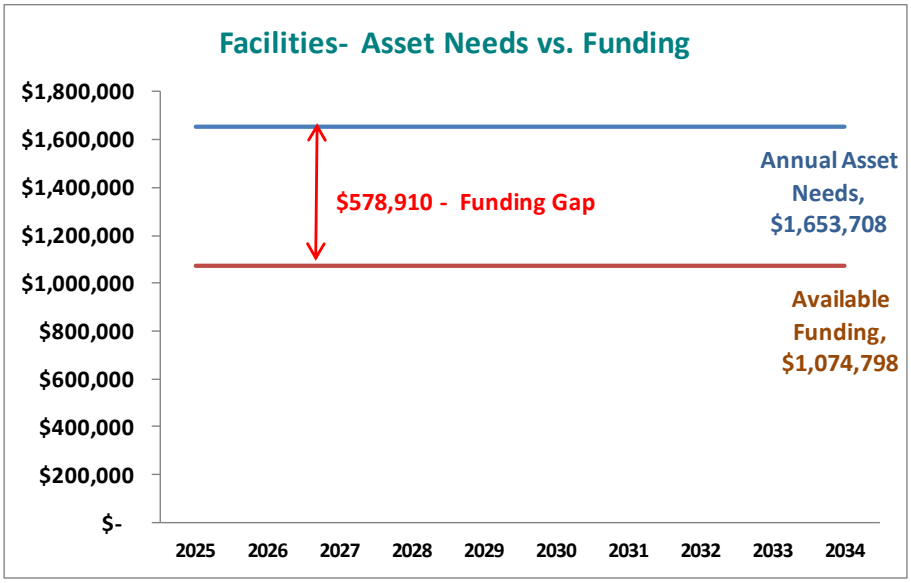
The annual costs (approximately $1.6 million) are for capital and major maintenance related activities at 19 facilities. The available funding is estimated at approximately $1.1 million annually. This results in a

sizable annual funding gap of approximately $0.58 million. This results in ***a financial performance rating of Fair (C) for facilities.***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the facilities is Fair (C)*** calculated as the average of the two (2) ratings.

Figure 11-1: Facilities Annual Asset Needs vs. Available Annual Funding



11.3 Risk Assessment

Appendix D provides the detailed risk assessment by service. Table 11-4 summarizes the results by asset category. There are 29 asset groups valued at approximately $30.1 million (41% of the total asset value) that are high risk. All other asset components are assessed as medium or low risk. Table 11-5 lists the high risk assets by Asset ID.

Table 11-4: Facilities Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Facilities - Protection			
Quantity	5 No.	25 No.	9 No.
%	12.8%	64.1%	23%
Value	$ 1,689,352	$ 3,283,715	$ 197,794
Facilities - General Government			
Quantity	2 No.	13 No.	11 No.
%	7.7%	50.0%	42%
Value	$ 1,877,101	$ 1,667,715	$ 7,578,069
Facilities - Recreation			
Quantity	16 No.	68 No.	66 No.
%	10.7%	45.3%	44%
Value	$ 23,214,925	$ 22,711,549	$ 4,557,994
Facilities - Transportation			
Quantity	6 No.	12 No.	4 No.
%	27.3%	54.5%	18%
Value	$ 4,112,069	$ 2,151,060	$ 756,231
Total Value	$ 30,893,447	$ 29,814,040	$ 13,090,088

Table 11-5: Facilities High Risk Assets

Facilities - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Protection Facilities	Number			
5886	Arkona Fire Hall	1	$ 303,080	Poor	16
5890	Arkona Fire Hall	1	$ 300,397	Poor	16
5894	Grand Bend Fire Hall	1	$ 294,075	Poor	16
5926	Thedford Village Complex - Fire Hall	1	$ 335,457	Poor	16
5930	Thedford Village Complex - Fire Hall	1	$ 456,344	Poor	16
	Subtotal	**5**	**$ 1,689,352**		
	General Government Facilities	Number			
8292	Old BMO GB Shell	1	$ 886,249	Poor	16
8295	Old BMO GB Interior	1	$ 990,852	Poor	16
	Subtotal	**2**	**$ 1,877,101**		
	Recreation Facilities	Number			
5921	Thedford Village Complex - Community	1	$ 520,140	Poor	16
5966	Arkona Recreation and Library - roof	1	$ 665,319	Poor	16
6038	Forest Curling Club - roof	1	$ 565,736	Poor	16
6044	Forest Curling Club	1	$ 527,765	Poor	16
6069	Shores Recreation Centre - Structure	1	$ 1,890,703	Poor	16
6071	Shores Recreation Centre - Shell	1	$ 2,975,812	Poor	16
6073	Shores Recreation Centre - HVAC	1	$ 665,101	Poor	16
6074	Shores Recreation Centre - Other	1	$ 2,422,912	Poor	16
6076	Shores Recreation Centre - Special Cor	1	$ 1,484,049	Poor	16
6143	Beach House Facility - Shell	1	$ 788,160	Poor	16
6146	Beach House Facility - Services	1	$ 1,084,918	Poor	16
6194	Legacy Centre - Arena - Strucrure	1	$ 1,233,944	Poor	16
6195	Legacy Centre - Arena - Roof	1	$ 2,436,086	Poor	16
6197	Legacy Centre - Arena - HVAC	1	$ 702,501	Poor	16
6199	Legacy Centre - Arena - Interior	1	$ 4,661,138	Poor	16
6200	Legacy Centre - Arena - Special Constr	1	$ 590,641	Poor	16
	Subtotal	**16**	**$ 23,214,925**		
	Transportation Facilities	Number			
5900	Northville Garage and Office - Structure	1	$ 518,799	Poor	16
5902	Northville Garage and Office - Shell	1	$ 723,215	Poor	16
5905	Northville Garage and Office - Services	1	$ 584,127	Poor	16
5906	Northville Garage and Office - Interior	1	$ 1,590,114	Poor	16
6079	Works Garage - Shell	1	$ 623,401	Poor	16
6084	Works Garage - Special Construction	1	$ 72,413	Very Poor	15
	Subtotal	**6**	**$ 4,112,069**		
	Total		**$ 30,893,447**		

12 Vehicle Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Parks and Recreation Vehicles
- Transportation Vehicles
- Protection Vehicles

The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

12.1 Condition Assessment

There are approximately 30 parks and recreation vehicles with a replacement value estimated at $1.2 million as shown in Table 12-1. The ***overall condition rating for parks and recreation vehicles is Fair (C)*** and the average age is 11 years. Approximately 15 vehicles (50%) valued at $0.69 million are in good or very good condition.

Table 12-1: Parks and Recreation Vehicles Condition

Condition Rating		Vehicles - Parks & Rec				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	5	17%	$ 274,210	22%	Fair	11
Good	B	10	33%	$ 415,414	34%		
Fair	C	4	13%	$ 155,481	13%		
Poor	D	3	10%	$ 102,000	8%		
Very Poor	F	8	27%	$ 271,767	22%		
TOTAL		30	100%	$ 1,218,871	100%		

There are 44 transportation vehicles with a replacement value estimated at $9.2 million as shown in Table 12-2. The overall ***condition rating for transportation vehicles is Poor (D)*** and the average age is 9 years. Approximately 21 vehicles (48%) valued at $4.5 million (48% of the total asset value) are in poor or very poor condition.

Table 12-2: Transportation Vehicles Condition

Condition Rating		Vehicles - Transportation				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	14	32%	$ 2,592,285	28%	Poor	9
Good	B	3	7%	$ 267,639	3%		
Fair	C	6	14%	$ 1,892,100	21%		
Poor	D	7	16%	$ 1,501,122	16%		
Very Poor	F	14	32%	$ 2,975,958	32%		
TOTAL		44	100%	$ 9,229,104	100%		

There are 27 protection vehicles with a replacement value estimated at $14.8 million as shown in Table 12-3. The overall ***condition rating for protection vehicles is Poor (D)*** and the average age is 11 years. Approximately 9 vehicles (33%) valued at $6.5 million (44% of the total asset value) are in poor or very poor condition.

Table 12-3: Protection Vehicles Condition

Condition Rating		Vehicles - Protection				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	10	37%	$ 1,831,830	12%	Poor	11
Good	B	4	15%	$ 3,250,200	22%		
Fair	C	4	15%	$ 3,216,164	22%		
Poor	D	2	7%	$ 2,040,000	14%		
Very Poor	F	7	26%	$ 4,432,041	30%		
TOTAL		27	100%	$ 14,770,235	100%		

Overall the Vehicles Condition

The overall ***condition of the vehicles is in Poor (D)*** with an average failure rating of 3.2 based on replacement value of the percentage of assets in the respective five (5) condition categories.

12.2 Asset Needs and Funding Levels

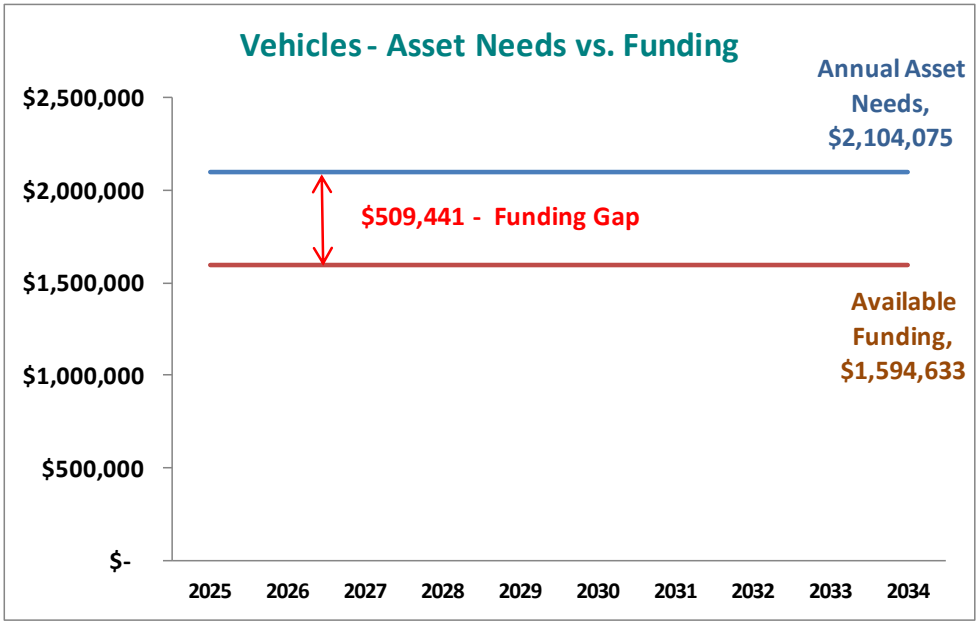
Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 12-1.

The annual needs (approximately $2.1 million) are for vehicle replacement. The available funding is estimated at approximately $1.6 million annually. This results in a sizable annual funding gap of approximately $0.51 million resulting in ***a financial performance rating of B (Good) for vehicles.***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the vehicles is Fair (C)*** calculated as the average of the two (2) ratings.

Figure 12-1: Vehicles Annual Asset Needs vs. Available Annual Funding



12.3 Risk Assessment

Appendix D provides the detailed risk assessment by service. Table 12-4 summarizes the results by asset category. There are 29 vehicles valued at approximately $14.8 million (59% of the total asset value) that are high risk. All other asset components are assessed as medium or low risk. Table 12-5 lists the high risk assets by Asset ID

Table 12-4: Vehicles Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Vehicles - Parks & Recreation			
Quantity	1 No.	11 No.	18 No.
%	3.3%	36.7%	60%
Value	$ 153,138	$ 352,260	$ 713,473
Vehicles - Transportation			
Quantity	16 No.	10 No.	18 No.
%	36.4%	22.7%	41%
Value	$ 5,018,762	$ 1,217,818	$ 2,992,524
Vehicles - Protection			
Quantity	12 No.	3 No.	12 No.
%	44.4%	11.1%	44%
Value	$ 9,654,441	$ 1,992,164	$ 3,123,630
Total Value	$ 14,826,341	$ 3,562,242	$ 6,829,627

Table 12-5: Vehicles High Risk Assets

Vehicles - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Recreation Vehicles	Number			
4723	Tug Boat	1	$ 153,138	Very Poor	15
	Subtotal	**1**	**$ 153,138**		
	Transportation Vehicles	Number			
4721	Tractor With Grader Attachment	1	$ 306,000	Very Poor	20
4727	Chipper	1	$ 76,500	Very Poor	15
4764	Articulating Tractor	1	$ 280,500	Very Poor	20
4765	5 Ton Tandem	1	$ 484,500	Very Poor	20
4768	5 Ton Tandem	1	$ 484,500	Very Poor	20
6906	Pickup	1	$ 71,400	Very Poor	15
6935	Backhoe	1	$ 160,571	Very Poor	15
6936	Articulating Tractor	1	$ 280,500	Very Poor	20
6969	Pickup	1	$ 71,400	Very Poor	15
7079	Dodge Ram 4500	1	$ 132,600	Very Poor	15
7121	Hydrovac	1	$ 816,000	Fair	15
7152	5 Ton Single Axle	1	$ 408,000	Poor	16
7153	John Deere 772G Grader	1	$ 482,954	Very Poor	20
7199	Grader	1	$ 96,337	Very Poor	15
7279	Sweeper	1	$ 408,000	Poor	16
7386	Wheel Loader	1	$ 459,000	Poor	16
	Subtotal	**16**	**$ 5,018,762**		
	Protection Vehicles	Number			
4744	Trailer - Gen	1	$ 5,134	Very Poor	15
4748	Water Tanker - purchased used	1	$ 1,020,000	Very Poor	25
4749	Pumper	1	$ 1,224,000	Very Poor	25
4750	Rescue	1	$ 1,020,000	Very Poor	25
4751	Rescue	1	$ 1,020,000	Poor	20
4753	Rescue Truck	1	$ 1,020,000	Poor	20
4757	Rescue Van	1	$ 51,107	Very Poor	15
4761	Pumper	1	$ 1,020,000	Very Poor	25
4767	Freightliner Tanker	1	$ 734,400	Fair	15
6951	Rescue Pumper	1	$ 1,224,000	Fair	15
6958	Pickup	1	$ 91,800	Very Poor	15
7054	Pumper	1	$ 1,224,000	Fair	15
	Subtotal	**12**	**$ 9,654,441**		
	Total		**$ 14,826,341**		

13 Equipment Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Corporate Equipment
- Protection Equipment
- Recreation Equipment
- Transportation Equipment

The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

13.1 Condition Assessment

There are approximately 353 corporate services equipment units with a replacement value estimated at $1.2 million as shown in Table 13-1. The overall ***condition rating for corporate services equipment units is Poor (D)*** and the average age is 18 years. Approximately 150 units (43%) valued at $0.49 million are in poor or very poor condition.

Table 13-1: Corporate Equipment Condition

Condition Rating		Equipment - Corporate Services				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	13	4%	$ 158,626	13%	Poor	18
Good	B	20	6%	$ 131,320	11%		
Fair	C	170	48%	$ 410,824	35%		
Poor	D	20	6%	$ 61,221	5%		
Very Poor	F	130	37%	$ 428,047	36%		
TOTAL		353	100%	$ 1,190,038	100%		

Table 13-2: Protection Equipment Condition

Condition Rating		Equipment - Protection				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	25	11%	$ 374,593	13%	Poor	9
Good	B	21	9%	$ 586,042	21%		
Fair	C	76	33%	$ 664,757	24%		
Poor	D	40	17%	$ 518,517	18%		
Very Poor	F	70	30%	$ 664,732	24%		
TOTAL		232	100%	$ 2,808,641	100%		

There are approximately 232 protection services equipment units with a replacement value estimated at $2.8 million as shown in Table 13-2. The overall ***condition rating for protection services equipment units is Poor (D)*** and the average age is 9 years. Approximately 186 units (80%) valued at $1.85 million (66% of the total asset value) are in fair to very poor condition.

There are approximately 895 recreation services equipment units with a replacement value estimated at $1.4 million as shown in Table 13-3. The overall ***condition rating for recreation services equipment units is Fair (C)*** and the average age is 10 years. Approximately 437 units (60%) valued at $0.47 million (33% of the total asset value) are in poor or very poor condition.

Table 13-3: Recreation Equipment Condition

Condition Rating		Equipment - Recreation				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	220	25%	$ 116,794	8%	Fair	10
Good	B	23	3%	$ 563,369	40%		
Fair	C	115	13%	$ 261,721	18%		
Poor	D	63	7%	$ 283,765	20%		
Very Poor	F	474	53%	$ 189,554	13%		
TOTAL		895	100%	$ 1,415,203	100%		

There are approximately 71 transportation services equipment units with a replacement value estimated at $0.61 million as shown in Table 13-4. The overall ***condition rating for transportation services equipment units is Fair (C)*** and the average age is 11 years. Approximately 33 units (46%) valued at $0.37 million (59% of the total asset value) are in good or very good condition.

Table 13-4: Transportation Equipment Condition

Condition Rating		Equipment - Transportation				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	18	25%	$ 176,718	29%	Fair	11
Good	B	15	21%	$ 185,295	30%		
Fair	C	4	6%	$ 35,487	6%		
Poor	D	3	4%	$ 44,469	7%		
Very Poor	F	31	44%	$ 170,158	28%		
TOTAL		71	100%	$ 612,127	100%		

Overall Equipment Condition

The overall ***condition rating for equipment is Poor (D)*** with an average failure rating of 3.1 based on replacement value of the percentage of assets in the respective five (5) condition categories.

13.2 Asset Needs and Funding Levels

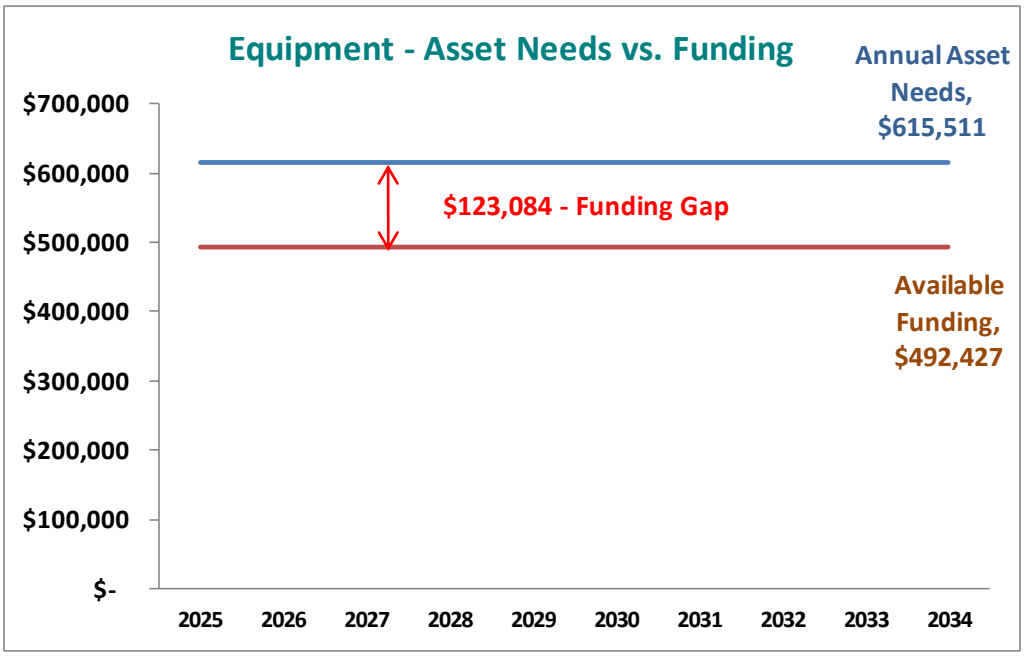
Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 13-1.

The annual needs (approximately $0.62 million) are for equipment replacement. The available funding is estimated at approximately $0.49 million annually. This results in an annual funding gap of approximately $0.12 million and ***a financial performance rating of B (Good) for equipment.***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the equipment is Fair (C)*** calculated as the average of the two (2) ratings.

Figure 13-1: Equipment Annual Asset Needs vs. Available Annual Funding



13.3 Risk Assessment

Appendix D provides the detailed risk assessment by service. Table 13-4 summarizes the results by asset category. There are 42 equipment units valued at approximately $1.2 million (20% of the total asset value) that are high risk. Most of the other units are assessed as low risk. Table 13-5 lists the high risk assets by Asset ID.

Table 13-5: Equipment Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Equipment - Corporate			
Quantity	1 No.	151 No.	201 No.
%	0.3%	42.8%	57%
Value	$ 50,939	$ 660,164	$ 478,935
Equipment - Protection			
Quantity	47 No.	100 No.	85 No.
%	20.3%	43.1%	37%
Value	$ 1,075,866	$ 1,008,053	$ 724,722
Equipment - Recreation			
Quantity	- No.	2 No.	893 No.
%	0.0%	0.2%	100%
Value	$ -	$ 136,740	$ 1,278,463
Equipment - Transportation			
Quantity	1 No.	33 No.	37 No.
%	1.4%	46.5%	52%
Value	$ 56,356	$ 158,271	$ 397,500
Total Value	$ 1,183,161	$ 1,963,228	$ 2,879,620

Table 13-6: Equipment High Risk Assets

Equipment - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Corporate Equipment	Number			
7408	NEW SERVERS	1	$ 50,939	Very Poor	15
	Subtotal	**1**	**$ 50,939**		
	Protection Equipment	Number			
5104	Portable Generator	1	$ 48,478	Very Poor	15
5108	Compressor / Cascade	1	$ 45,559	Very Poor	15
5112	Compressor / Cascade	1	$ 38,405	Very Poor	15
5114	Extrication	1	$ 27,486	Very Poor	15
5202	Breathing Gear-Pooled Asset	1	$ 128,570	Very Poor	20
5205	Breathing Gear-Pooled Asset	1	$ 77,114	Very Poor	20
6964	Emergency Generator	1	$ 51,029	Poor	16
6971	Emergency Generator	1	$ 66,958	Poor	16
7202	Bunker Gear	1	$ 62,417	Poor	16
7349	Bunker Gear	1	$ 137,639	Poor	16
7366	Breathing Gear-Pooled Asset	37	$ 392,211	Fair	15
	Subtotal	**47**	**$ 1,075,866**		
	Transportation Equipment	Number			
6859	Radio	1	$ 56,356	Very Poor	15
	Subtotal	**1**	**$ 56,356**		
	Total		**$ 1,183,161**		

14 Land Improvements Assets Analysis

This section presents the analyses of current asset condition, risks, asset funding needs and financial performance related to the following asset sub-classes which are ***funded by property taxes***.

- Beach and Harbour Land Improvements
- Fencing
- Parking Lots
- Retaining Walls and other assets
- Sporting Fields and Play Structures

This asset class includes a variety of asset types. The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

14.1 Condition Assessment

There are approximately 1,383 beach and harbour assets with a replacement value estimated at $5.7 million as shown in Table 14-1. The overall ***condition rating for beach and harbour land improvement assets is Very Poor (F)*** and the average age is 30 years. Approximately 1,035 assets (75%) valued at $5.3 million are in poor or very poor condition.

Table 14-1: Beach and Harbour Land Improvements Condition

Condition Rating		Land Imp- Beach & Harbour				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	13	1%	$ 7,415	0%	Very Poor	30
Good	B	2	0%	$ 97,626	2%		
Fair	C	333	24%	$ 354,111	6%		
Poor	D	273	20%	$ 4,510,986	79%		
Very Poor	F	762	55%	$ 742,540	13%		
TOTAL		1,383	100%	$ 5,712,679	100%		

Table 14-2: Fencing Land Improvements Condition

Condition Rating		Land Imp - Fencing				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	1	9%	$ -	0%	Very Poor	28
Good	B	0	0%	$ -	0%		
Fair	C	2	18%	$ 2,909	4%		
Poor	D	4	36%	$ 18,326	24%		
Very Poor	F	4	36%	$ 53,936	72%		
TOTAL		11	100%	$ 75,170	100%		

There are approximately 11 fencing assets with a replacement value estimated at $.075 million as shown in Table 14-2. The overall ***condition rating for fencing assets is Very Poor (F)*** and the average age is 28 years. Approximately 8 assets (72%) valued at $.072 million are in poor or very poor condition.

There are approximately 46 parking lot assets with a replacement value estimated at $5.4 million as shown in Table 14-3. The overall ***condition rating for parking lot assets is Poor (D)*** and the average age is 29 years. Approximately 41 assets (88%) valued at $5.3 million are in fair to very poor condition.

Table 14-3: Parking Lot Land Improvements Condition

Condition Rating		Land Imp - Parking Lots				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	2	4%	$ 48,499	1%	Poor	29
Good	B	3	7%	$ 37,663	1%		
Fair	C	13	28%	$ 1,481,732	28%		
Poor	D	14	30%	$ 2,626,886	49%		
Very Poor	F	14	30%	$ 1,172,380	22%		
TOTAL		46	100%	$ 5,367,160	100%		

There are approximately 35 retaining wall and other assets with a replacement value estimated at $13.3 million as shown in Table 14-4. The overall ***condition rating for retaining wall and other assets is Very Poor (F)*** and the average age is 23 years. Approximately 21 assets (60%) valued at $11.93 million are in poor or very poor condition.

Table 14-4: Retaining Walls and Other Assets Condition

Condition Rating		Land Imp - Retaining Walls & Other				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	5	14%	$ 414,982	3%	Very Poor	23
Good	B	2	6%	$ 542,607	4%		
Fair	C	7	20%	$ 442,160	3%		
Poor	D	9	26%	$ 4,468,748	34%		
Very Poor	F	12	34%	$ 7,432,067	56%		
TOTAL		35	100%	$ 13,300,564	100%		

Table 14-5: Sports Fields and Play Structures Condition

Condition Rating		Land Imp - Sports Fields & Play Structures				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	6	10%	$ 406,961	9%	Fair	17
Good	B	12	19%	$ 1,387,784	31%		
Fair	C	19	31%	$ 1,711,043	38%		
Poor	D	24	39%	$ 934,519	21%		
Very Poor	F	1	2%	$ 5,555	0%		
TOTAL		62	100%	$ 4,445,862	100%		

There are approximately 62 sports fields and play structure assets with a replacement value estimated at $4.4 million as shown in Table 14-5. The overall *condition rating for sports fields and play structure*

assets is Fair (C) and the average age is 17 years. Approximately 25 assets (41%) valued at $0.94 million are in poor or very poor condition.

Overall Land Improvements Assets Condition

The overall ***condition rating for land improvements is Poor (D)*** with an average failure rating of 4 based on replacement value of the percentage of assets in the respective five (5) condition categories.

14.2 Asset Needs and Funding Levels

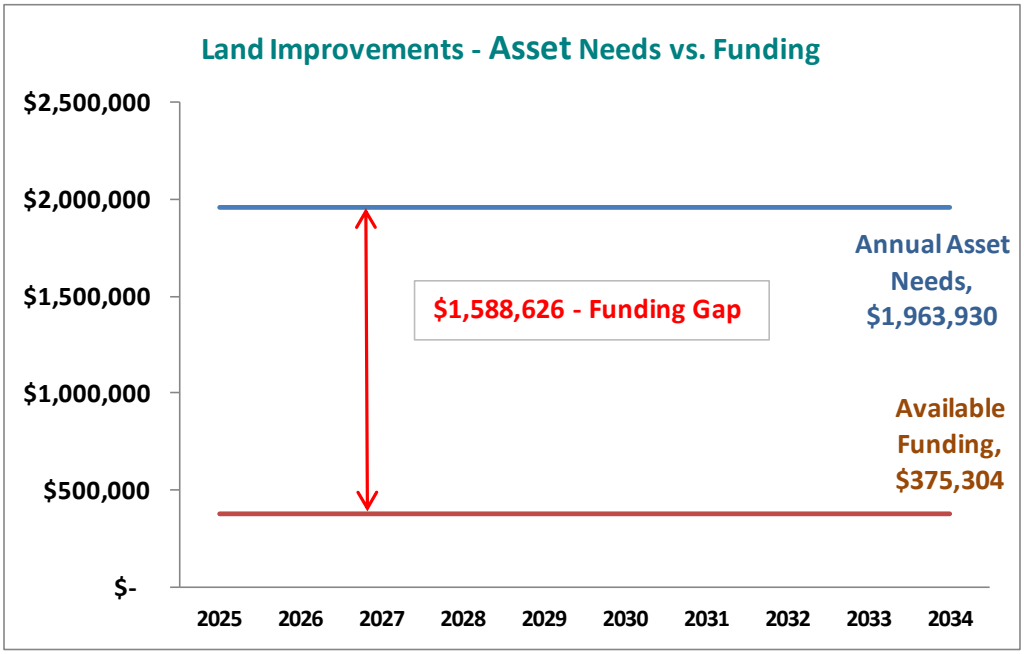
Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 14-1.

The annual needs (approximately $1.96 million) are for asset replacement. The available funding is estimated at approximately $0.38 million annually resulting in a significant annual funding gap of approximately $1.59 million and ***a financial performance rating of F (Very Poor) for land improvements.***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for land improvements is Poor (D)*** calculated as the average of the two (2) ratings.

Figure 14-1: Land Improvements Annual Asset Needs vs. Available Annual Funding



14.3 Risk Assessment

Appendix D provides the detailed risk assessment by service. Table 14-4 summarizes the results by asset category. There are 52 beach and harbour assets 2 parking lots and 6 retaining walls with a total value of approximately $15.8 million (50% of the total asset value) that are high risk. The fencing and sports fields and play structures are all low risk assets. Table 14-5 lists the high risk assets by Asset ID.

Table 14-6: Land Improvements Assets Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Land Improvements - Beach & Harbour			
Quantity	52 No.	246 No.	1,085 No.
%	3.8%	17.8%	78%
Value	$ 4,386,206	$ 1,714,763	$ 1,880,462
Land Improvements - Fencing			
Quantity	- No.	- No.	11 No.
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 82,530
Land Improvements - Parking Lots			
Quantity	2 No.	8 No.	36 No.
%	4.3%	17.4%	78%
Value	$ 1,209,994	$ 2,454,766	$ 1,702,400
Land Improvements - Retaining Walls			
Quantity	6 No.	5 No.	24 No.
%	17.1%	14.3%	69%
Value	$ 10,169,451	$ 1,146,778	$ 1,984,335
Land Improvements - Sports and Playgrounds			
Quantity	- No.	4 No.	58 No.
%	0.0%	6.5%	94%
Value	$ -	$ 1,139,423	$ 3,306,439
Total Value	$ 15,765,650	$ 6,455,730	$ 8,956,166

Table 14-7: Land Improvements High Risk Assets

Land Improvements - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Beach & Harbour	Number			
5745	Dock Structural	51	$ 694,717	Poor	16
5845	Boardwalks, Walkways	1	$ 3,691,488	Poor	20
	Subtotal	**$ 52**	**$ 4,386,206**		
	Parking Lots	Number			
5803	Parking Lot	1	$ 373,315	Very Poor	15
5838	Parking Lot	1	$ 836,678	Poor	16
	Subtotal	**2**	**$ 1,209,994**		
	Retaining Walls	Number			
5736	Retaining Walls	1	$ 660,932	Poor	16
5737	Retaining Walls	1	$ 2,567,896	Poor	20
5743	Retaining Walls	1	$ 3,982,542	Very Poor	25
5747	Retaining Walls	1	$ 1,322,342	Very Poor	20
5749	Retaining Walls	1	$ 857,735	Very Poor	20
5752	Retaining Walls	1	$ 778,003	Very Poor	20
	Subtotal	**$ 6**	**$ 10,169,451**		
	Total		**$ 15,765,650**		

15 Water Assets Analysis

This section presents the analyses of current asset condition, risks, asset needs and funding levels (financial performance) related to the following asset components that are *funded by the water rates*.

- Watermains
- Hydrants
- Water Meters
- Buildings

The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

15.1 Condition Assessment

There are approximately 387 km of watermains with a replacement value estimated at $604.5 million as shown in Table 15-1. The overall age-based ***condition rating for watermains is Good (B)*** and the average age is 25 years. Approximately 325 km (84%) valued at $509 million are in good or very good condition.

Table 15-1: Watermains Condition

Condition Rating		Water Mains				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	159,458	41%	$ 209,858,378	35%	Good	25
Good	B	165,803	43%	$ 299,525,018	50%		
Fair	C	50,584	13%	$ 77,615,963	13%		
Poor	D	9,717	3%	$ 15,154,999	3%		
Very Poor	F	1,589	0%	$ 2,343,711	0%		
TOTAL		**387,150**	**100%**	**$ 604,498,068**	**100%**		

There are approximately 645 hydrants with a replacement value estimated at $6.9 million as shown in Table 15-2. The overall age-based ***condition rating for hydrants is Poor (D)*** and the average age is 32 years. Approximately 249 (39%) catch basins valued at $2 million are in poor or very poor condition.

Table 15-2: Hydrants Condition

Condition Rating		Water Hydrants				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	0	0%	$ -	0%	Poor	32
Good	B	49	8%	$ 522,112	8%		
Fair	C	347	54%	$ 3,697,406	54%		
Poor	D	139	22%	$ 1,481,094	22%		
Very Poor	F	110	17%	$ 1,172,089	17%		
TOTAL		**645**	**100%**	**$ 6,872,701**	**100%**		

There are approximately 7,711 water meters with a replacement value estimated at $6.3 million as shown in Table 15-3. The overall age-based ***condition rating for water meters is Poor (D***) and the average age is 21 years. Approximately 3,000 water meters (39%) are in poor or very poor condition.

Table 15-3: Water Meters Condition

Condition Rating		Water Meters				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	1,057	14%	$ 752,030	12%	Poor	21
Good	B	895	12%	$ 1,150,906	18%		
Fair	C	2,754	36%	$ 2,379,670	38%		
Poor	D	180	2%	$ 122,700	2%		
Very Poor	F	2,825	37%	$ 1,910,897	30%		
TOTAL		7,711	100%	$ 6,316,202	100%		

There are 22 water building assets with a replacement value estimated at $11.2 million as shown in Table 15-4. The overall ***condition for water building assets rating is Poor (D)*** and the average age is 29 years. Approximately 34 assets (76%) valued at $ 4 million (44% of the total asset value) are in poor or very poor condition.

Table 15-4: Water Buildings Condition

Condition Rating		Water Buildings				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	A	2	4%	$ 19,467	0%	Poor	29
Good	B	4	9%	$ 1,077,354	10%		
Fair	C	5	11%	$ 5,144,803	46%		
Poor	D	9	20%	$ 3,073,553	27%		
Very Poor	F	25	56%	$ 1,908,234	17%		
TOTAL		45	100%	$ 11,223,411	100%		

Overall the Water System Condition

The overall ***condition rating for the water system is Good (B)*** with an average failure rating of 1.9 based on replacement value of the percentage of assets in the respective five (5) condition categories.

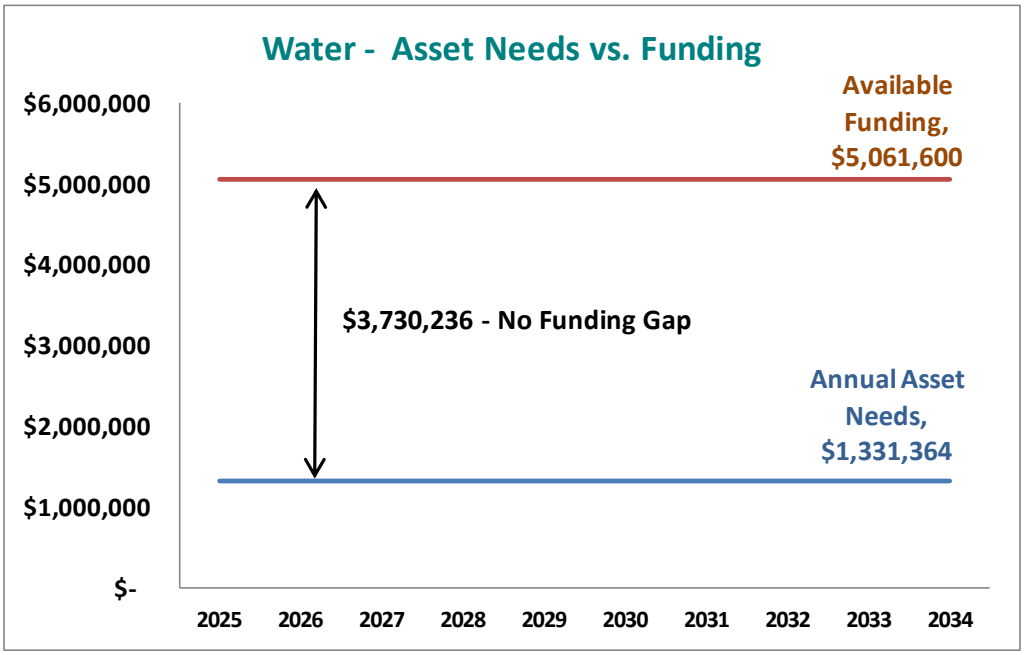
15.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 15-1.

The needs (approximately $1.33 million) are for capital and maintenance related activities. Capital investments include replacement of approximately 3.2 km of watermain, 54 hydrants. 25 building component assets (process equipment, instrumentation, electrical) and approximately 2,825 water meters. The maintenance costs include break repairs, hydrant maintenance and general building component maintenance in accordance with the Safe Drinking Water Act an its regulations. Water

meters play a critical role in billing and collection. Old meters are likely to produce faulty readings that can affect revenues. Therefore replacement of old water meters replacement is important.

Figure 15-1: Water System Annual Asset Needs vs. Available Annual Funding



The available funding is estimated at approximately $5 million annually resulting a net available funding of $3.7 million. This amount can be utilized for unforeseen asset needs (main breaks) and emergency works due to climate change events (e.g. electrical component damage, ice storm damage, etc.). Having a net available amount for these purposes is consistent with O.Reg. 588-17 which requires municipalities to have emergency funding available for such occurrences. Accordingly the ***financial performance for water system assets is Very Good (A).***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the water system assets is Very Good (A)*** calculated as the average of the two (2) ratings.

15.3 Risk Assessment

Appendix D provides the detailed risk assessment by component for the water system. Table 15-4 summarizes the results by asset category. Approximately 2.8km of watermains, 2,824 water meters and 2 building components are high risk. These are valued at approximately $13.4 million (14% of the total value). Table 15-5 lists the high risk assets (i.e. risk rating of 15 to 25) by Asset ID.

Table 15-4: Water System Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Watermains			
Quantity	2,775 m	112,458 m	271,918 m
%	0.7%	29.0%	70%
Value	$ 4,899,257	$222,831,437	$376,767,375
Hydrants			
Quantity	-	289 No.	356 No.
%	0.0%	44.8%	55%
Value	$ -	$ 3,079,396	$ 3,793,305
Meters			
Quantity	2,824 No.	1,583 No.	3,304 No.
%	36.6%	20.5%	43%
Value	$ 1,908,057	$ 1,585,377	$ 2,822,768
Buildings			
Quantity	2 No.	2 No.	41 No.
%	4.4%	4.4%	91%
Value	$ 6,561,670	$ 755,662	$ 3,906,079
Total Value	$ 13,368,984	$228,251,871	$387,289,526

Table 15-5: Water System High Risk Assets

Water System - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Watermains	Metres			
3648	Albert Street	215	$ 317,116	Very Poor	15
3675	Hubbard Line	97	$ 143,071	Very Poor	15
3680	Jefferson Street	106	$ 156,346	Very Poor	15
3714	Maple Street	204	$ 300,892	Very Poor	15
3735	Royal Street	294	$ 433,638	Very Poor	15
3754	Wellington Street East	120	$ 176,995	Very Poor	15
3755	Wellington Street West	99	$ 146,021	Very Poor	15
3757	Wellington Street West	120	$ 176,995	Very Poor	15
3758	Wellington Street West	245	$ 361,365	Very Poor	15
3767	Jefferson Street	89	$ 131,271	Very Poor	15
7105	Lakeshore Rd	1,186	$ 2,555,545	Poor	16
	Subtotal	**2,775**	**$ 4,899,257**		
	Water Meters				
2861	-	2,824	$ 1,908,057	Very Poor	20
	Subtotal	**2,824**	**$ 1,908,057**		
	Water Buildings	Number			
2954	9575 Port Franks Rd	1	$ 4,249,901	Fair	15
2975	8602 Townsend Line	1	$ 2,311,769	Poor	16
	Subtotal	**2**	**$ 6,561,670**		
	Total		**$ 13,368,984**		

16 Wastewater Assets Analysis

This section presents the analyses of current asset condition, risks, asset needs and funding levels (financial performance) related to the following asset components that are *funded by the water rates*.

- Wastewater Mains
- Forcemains
- Wastewater Lagoons
- Buildings

The analyses follow the respective methodologies described in Section 6. The condition rating and asset needs for this asset class is age-based.

16.1 Condition Assessment

There are approximately 57.4 km of wastewater with a replacement value estimated at $98.6 million as shown in Table 16-1. The overall age-based ***condition rating for wastewater mains is Fair (C)*** and the average age is 38 years. Approximately 21.7 km (38%) valued at $37 million are in good or very good condition. Almost half (48%) of the watermains are in fair condition and 14% in poor condition.

Table 16-1: Wastewater Mains Condition

Condition Rating		Wastewater Mains				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	10,445	18%	$ 18,122,314	18%	Fair	38
Good	B	11,311	20%	$ 18,975,214	19%		
Fair	C	27,791	48%	$ 47,807,550	48%		
Poor	D	7,879	14%	$ 13,711,556	14%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		57,427	100%	$ 98,616,633	100%		

There are approximately 18.3 km of forcemains with a replacement value estimated at $18.3 million as shown in Table 16-2. The overall age-based ***condition rating for forcemains is Good (B)*** and the average age is 23 years. Approximately 14.1 km (77%) valued at $14 million are in good or very good condition.

Table 16-2: Forcemains Condition

Condition Rating		Wastewater Force Mains				Average Condition Rating	Average Age (years)
		Length		Replacement Cost			
		Metres	%	$	%		
Very Good	A	11,956	65%	$ 12,245,518	67%	Good	23
Good	B	2,152	12%	$ 1,720,418	9%		
Fair	C	3,863	21%	$ 4,001,156	22%		
Poor	D	318	2%	$ 303,862	2%		
Very Poor	F	0	0%	$ -	0%		
TOTAL		**18,289**	**100%**	**$ 18,270,953**	**100%**		

There are 4 wastewater lagoons with a replacement value estimated at $3.2 million as shown in Table 16-3. The overall age-based ***condition rating for the wastewater lagoons is Very Poor (F)*** and the average age is 45 years. 3 are in very poor condition and 1 in poor condition.

Table 16-3: Wastewater Lagoons Condition

Condition Rating		Wastewater Lagoons				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	**A**	0	0%	$ -	0%	**Very Poor**	**45**
Good	**B**	0	0%	$ -	0%		
Fair	**C**	0	0%	$ -	0%		
Poor	**D**	1	25%	$ 995,834	31%		
Very Poor	**F**	3	75%	$ 2,183,680	69%		
TOTAL		**4**	**100%**	**$ 3,179,514**	**100%**		

There are 158 wastewater building assets with a replacement value estimated at $42.1 million as shown in Table 16-4. The overall ***condition for wastewater building assets rating is Fair (C)*** and the average age is 23 years. Approximately 90 assets (57%) valued at $ 15.2 million (36% of the total asset value) are in poor or very poor condition.

Table 16-4: Wastewater Buildings Condition

Condition Rating		Wastewater Buildings				Average Condition Rating	Average Age (years)
		Quantity		Replacement Cost			
		No.of Assets	%	$	%		
Very Good	**A**	30	19%	$ 14,611,575	35%	**Fair**	**23**
Good	**B**	15	9%	$ 1,949,208	5%		
Fair	**C**	23	15%	$ 10,263,683	24%		
Poor	**D**	18	11%	$ 2,582,133	6%		
Very Poor	**F**	72	46%	$ 12,712,257	30%		
TOTAL		**158**	**100%**	**$ 42,118,856**	**100%**		

Overall the Water System Condition

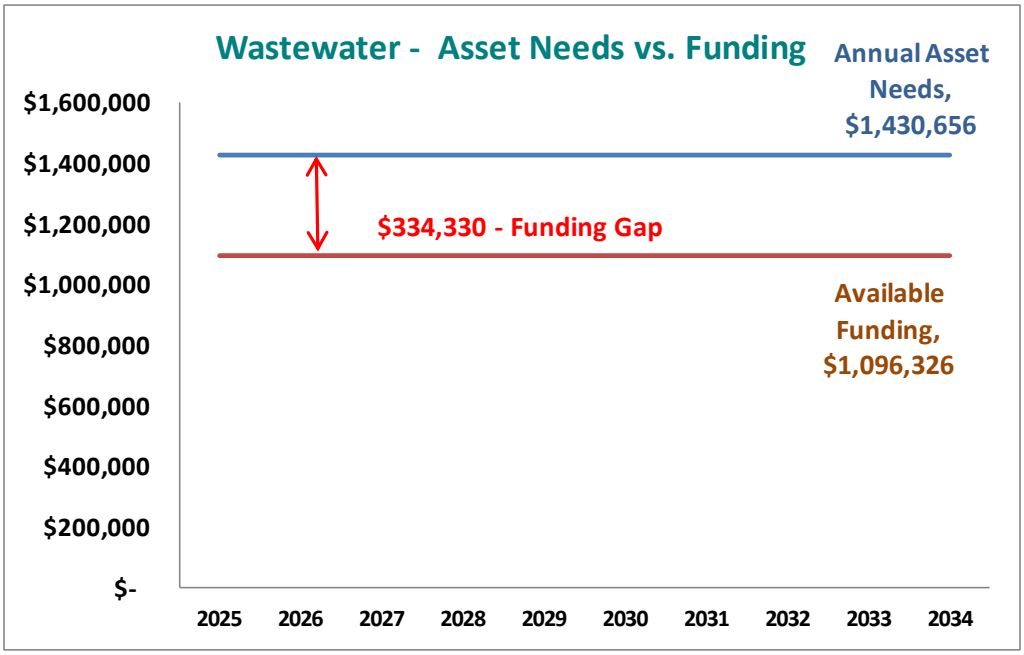
The overall ***condition rating for the wastewater system is Fair (C)*** with an average failure rating of 2.6 based on replacement value of the percentage of assets in the respective five (5) condition categories.

16.2 Asset Needs and Funding Levels

Appendix C provides detailed capital needs and maintenance requirements and available funding levels for the 10-year period (2025-2034). The average annual capital and maintenance needs versus available annual funding over the 10-year period are shown in Figure 16-1.

The needs (approximately $1.4 million) are for capital and maintenance related activities. Capital investments are mostly for 75 building component assets (process equipment, instrumentation, electrical). The maintenance costs include sewer and access chamber inspections, sewer flushing and general building component maintenance for regulatory compliance.

Figure 16-1: Water System Annual Asset Needs vs. Available Annual Funding



The available funding is estimated at approximately $1.1 million annually. This results in a funding gap of approximately $0.33 million. Accordingly the ***financial performance for wastewater assets is B (Good).***

Combined Condition and Financial Performance Rating

The ***combined condition and financial performance rating for the wastewater system assets is Good (B)*** calculated as the average of the two (2) ratings.

16.3 Risk Assessment

Appendix D provides the detailed risk assessment by component for the water system. Table 16-4 summarizes the results by asset category. Approximately 5 building components (mostly process equipment) are high risk. These are valued at approximately $10.3 million (6% of the total value). Table 15-5 lists the high risk assets (i.e. risk rating of 15 to 25) by Asset ID.

Table 16-4: Wastewater System Risk Summary

	High Risk Rating 15-25	Medium Risk Rating 8-12	Low Risk Rating <8
Wastewater Mains			
Quantity	-	-	57,427 m
%	0.0%	0.0%	100%
Value	$ -	$ -	$ 98,616,633
Forcemains			
Quantity	-	4,181 m	14,108 No.
%	0.0%	22.9%	77%
Value	$ -	$ 4,305,017	$ 13,965,936
Lagoons			
Quantity	-	3 No.	1 No.
%	0.0%	75.0%	25%
Value	$ -	$ 2,687,328	$ 492,187
Buildings			
Quantity	5 No.	6 No.	147 No.
%	3.2%	3.8%	93%
Value	$ 10,324,390	$ 5,082,439	$ 26,712,026
Total Value	$ 10,324,390	$ 12,074,784	$139,786,782

Table 16-5: Wastewater System High Risk Assets

Wastewater System - High Risk Assets					
Asset ID	**Description**	**Quantity**	**Replacement Value**	**Condition**	**Risk Rating**
	Wastewater Buildings	Number			
8038	7580 Arkona Rd	1	$ 1,345,232	Very Poor	15
8046	7550 Brush Rd, Forest	1	$ 2,846,360	Very Poor	20
8050	7550 Brush Rd, Forest	1	$ 4,088,532	Fair	15
8060	7550 Brush Rd,Forest	1	$ 1,075,929	Very Poor	15
8061	7550 Brush Rd, Forest	1	$ 968,337	Very Poor	15
	Total		**$ 10,324,390**		

17 Potential Growth Impacts

O.Reg. 588/17 requires muncipalities to consider the potential imapact of population growth and economic activity on future asset management needs and activities. Infrastructure expansions and increased capacity to provide services are required to accommodate growth. The *2022 Development Charges Background Study and By-law, December 2022* (DC Study) contains the projected growth and related projects.

Projected Growth

The projected growth in residential population, employment population, dwelling units and non-residential floor space are presented in Table 17-1 for the period 2025 - 2034. This information is extrapolated from the DC Study Table ES-2 which covers the period 2022 - 2041. The employment growth and corresponding non-residential gross floor area reflect the anticipated increase economic activity for the period.

Table 17-1: 2025 to 2034 Projected Growth

Municipal Wide	2025 - 2034 Growth
Residential Population	2,304
Employment Population	781
Dwelling Units	1,030
Non-Residential Gross Floor Area (m^2)	58,434

The new homes and businesses would increase the customer bases for the tax and rate supported services resulting in additional revenues for the respective services. These may be used to partially offset increased asset management related costs due to the addition of new assets required in the rspective service areas to support the growth.

Growth Projects

The DC Study, Appendix D lists the projects by service that are required to support growth. These projects will not only replace a portion of existing assets that service the existing customers but also add new assets to the current inventory to support growth. The additional life cycle costs of the new assets would need to be incorporated into the future asset management plans as they come into service. Growth projects included in the Municipality's current 10-year capital forecast are:

- Main Street East Widening - 2028
- Ontario Street Bridge - 2025
- Ipperwash Trail - 2025

18 Asset Management Strategy

The main purpose of the Asset Management Strategy is to provide a systematic approach to managing the Municipality's assets throughout their respective life cycles. It reflects a commitment to responsible stewardship, sustainability, and delivering consistent service levels to the community. The main strategic objectives include:

- mitigating risks of asset down-time or non-performance to minimize impacts (e.g. property damage, financial loss, environmental impacts, public safety, regulatory non-compliance)
- maintaining assets in optimal condition to meet service level targets and maximize asset life expectancy
- fiscally responsible decision-making on maintenance and capital investments to obtain best value
- minimizing the impacts of extreme weather events due to climate change
- gathering the right data to make timely informed decisions
- continuously improving asset management practices

These objectives are already incorporated into the Municipality's asset management practices for the most part. Therefore the strategy presented below is intended to strengthen the Municipality's current approach to asset management.

18.1 Risk Management

- Review the high risk assets identified for each asset class to confirm asset condition and the assessed risks based on operational knowledge of the assets. The intent is to confirm if these assets do indeed pose a high risk from an operational perspective compared to the desk top risk analysis.
- Prioritize the assets to be rehabilitated or replaced in the short-term (1 year) to medium-term (3 years) according to their respective risks.
- The high risk retaining walls are a major portion of the tax supported funding gap. These should be inspected to confirm the work to be done to improve the condition and reduce the risks.
- Prioritize replacing the high risk water meters through the Municipality's annual meter replacement program
- Update the risk assessment and priority assets annually based on latest available information from field inspections, operational knowledge and annual maintenance records.

18.2 Condition Assessment

- Continue to perform the following condition assessments:
  - ✓ Biennial bridge and culvert OSIM inspections (regulated)

- ✓ Roads needs inspections (every 5 years)
- ✓ Facility condition assessments (every 5 years)

- Undertake CCTV sewer and access chamber inspections to assess condition and ability to convey sewage. Consideration should be given to identifying the sections most susceptible to surcharge and establishing an annual program to cover those sections over a 5-year cycle or other reasonable period.
- Undertake sanitary and storm sewer and facility inspections in accordance with Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) requirements.
- Develop an inspection program for the Land Improvement asset class to acquire field-based condition data to replace the current aged-based condition analysis.
- Ensure that inspection results and condition ratings from the field inspection reports are incorporated into the Municipality's asset registry and reflected in the risk analyses on an annual basis.
- Align the road inspection results that are presented by Section ID to the Road Asset ID in the asset registry. Currently the condition information from the road inspections is presented by Section ID and does not align with the Road Asset ID in the asset registry.
- Collect and analyze the following data to assess asset performance, condition and risks and make informed decisions on need for rehabilitation or replacement:
  - ✓ annual monitoring of asset performance against service level targets;
  - ✓ customer complaints to identify any impacts on service level
  - ✓ data from maintenance records and operations staff

18.3 Maintenance

- Establish an appropriate preventative maintenance program by asset class and type. This should reflect the priority of the asset, its importance in service delivery and its condition. All equipment should be maintained according to manufacturer's requirements
- Continue to perform preventative maintenance based on asset condition to minimize downtime and service interruptions. Examples include:
  - ✓ annual HVAC inspections and servicing
  - ✓ vehicle and equipment inspections and servicing
  - ✓ hydrant maintenance
  - ✓ water system valve exercising
  - ✓ watermain leak detection
  - ✓ sanitary sewer flushing
  - ✓ storm sewer and catch basin cleaning

Note: Maintaining clear sanitary and storm sewers places them in an optimal state of readiness to receive and transmit flows from weather events particularly those due to climate change.

- Integrate maintenance recommendations from the respective inspection reports (for roads and related assets, bridges and culverts and facilities) into the annual operations and maintenance activities.
- Continue to perform road and related assets maintenance activities in accordance with O.Reg. 239/02 standards. These activities include but are not limited to:
  - ✓ road patrols
  - ✓ winter maintenance
  - ✓ surface repairs (e.g. pothole repairs, patching)
  - ✓ sign maintenance
  - ✓ brush removal
  - ✓ bridge deck washing and maintenance
  - ✓ inlet and outlet clearing
  - ✓ traffic signal maintenance
  - ✓ street light maintenance
- Continue timely major maintenance interventions to extend asset service life. Examples include:
  - ✓ crack sealing of paved surfaces early in the pavement life
  - ✓ gravel road grading and topping

18.4 Asset Rehabilitation / Replacement

- Ensure that all rehabilitation and replacement recommendations from the respective field inspections are considered in developing the capital budget forecast. Implementing a mix of rehabilitation and replacement of assets to obtain best value should be considered. Rehabilitation should be considered for assets where the risk to the operation and/ or service is acceptable and more economical compared to replacement;
- Addressing the assets that are deemed to be in fair or poor condition as soon as possible. These would include works identified in the respective inspection reports and the high risk assets noted in this report;
- Allocating the required funds in a timely fashion
- Ensure replacement of certain assets that have a set expiry are completed on time. (e.g. fire fighting gear)

18.5 Accountablity and Reporting

- Take steps to strengthen asset management accountability and cross-functional coordination.
- Prepare concise annual status/ progress reports on the asset management to keep senior management and Council apprised of latest asset performance.
- Undertake asset management plan updates every five (5) years as required under O.Reg. 588/17.

18.6 Continuous Improvement

- Establish predictive maintenance programs e.g. undertaking pump maintenance based on vibration data collected;

- Increase the use of technologies available to improve efficiency and acquire select data for decision-making
- Measure energy consumption at facilities and establish reduction targets to reduce costs and carbon emissions
- Integrate emergency preparedness into the asset management activities
- Invest in staff training related to asset management
- Investigate and apply industry best practices and innovation as they evolve

19 Financial Strategy

The purpose of the financial strategy is to establish a 10-year plan to close the respective funding gaps identified earlier in this report for the rate supported assets (i.e. water and wastewater assets) and the tax supported assets (i.e. all other assets). This includes increasing the annual funding to the levels required for asset renewal or replacement.

The main objectives include:

- providing sufficient funding to achieve the proposed service level targets
- providing sufficient funding to reduce the risks of asset failure or decline in performance and resulting impacts
- considering affordability based on the potential impacts to the user rates and tax levy of raising the additional revenues required to close the respective funding gaps.

19.1 Sources of Funding and Financing

Based on the 10-year capital budgets the main sources of funding over the next 10 years include the following:

- ✓ water and wastewater rates
- ✓ water and wastewater reserve funds
- ✓ tax levy
- ✓ development charges
- ✓ Connecting Links funding
- ✓ gas tax reserve fund
- ✓ rolling stock reserve fund
- ✓ equipment reserve fund
- ✓ land improvement reserve fund
- ✓ building and facilities reserve fund
- ✓ transportation infrastructure reserve fund

Debt financing is not included in the Municipality's 10-year forecast. However there is existing debt related to the tax supported assets. Some of the outstanding debt is scheduled to be fully repaid between 2025 and 2034.

Analysis of the planned 10-year capital program indicates that all of the tax funded reserves are projected fall into net deficit positions during the next 10 years (some for extended periods) after withdrawals are made to fund the planned capital projects.

The water reserve fund is projected to be in net positive position throughout the period. However the wastewater reserve fund is projected to be a deficit position between 2028 and 2030.

19.2 The Annual Funding Gap

Table 19-1 shows the average annual asset needs for the next 10 years, the average annual available funding and the funding gaps by asset class.

Table 19-1: Average Annual Funding Gap by Asset Class

Asset Class	10-Year Average Annual Needs	Available Average Annual Funding	Funding Gap	
Rate Funded Assets				
Water	$1,331,364	$5,061,600	$3,730,236	Wastewater Funding Gap
Wastewater	$1,430,656	$1,096,326	($334,330)	
Total	$2,762,020	$6,157,926		
Tax Funded Assets				
Stormwater	$342,043	$504,443	$162,400	
Roads	$6,054,140	$7,706,788	$1,652,648	
Bridges & Culverts	$918,888	$896,081	($22,807)	Tax Supported Funding Gap
Facilities	$1,653,708	$1,074,798	($578,910)	
Land Improvements	$1,963,930	$375,304	($1,588,626)	
Vehicles	$2,104,075	$1,594,633	($509,441)	($2,822,868)
Equipment	$615,511	$492,427	($123,084)	
Total	$13,652,294	$12,644,474		

Annual Needs

The annual needs is the amount the municipality should allocate annually to each asset class to meet the life cycle needs as they arise, minimize infrastructure backlogs and achieve long-term financial sustainability. Approximately $2.8 million is required for the rate supported assets and $13.6 million for the tax supported assets for a total of $16.4 million annually.

Available Annual Funding

Based on a review of sustainable funding sources noted in Section 19.1, the Municipality is committing an average of approximately $18.8 million in funding from the various sources towards capital projects each year. Approximately $6.2 million in annual funding is available to the rate supported assets which exceeds the funding needs. Approximately $12.6 million is available to the tax supported assets which is below the annual funding requirement.

The Funding Gap - Rate Supported Assets

Wastewater assets have an annual funding need of approximately $1.4 million but available funding of approximately $1.1 million resulting in a funding shortfall (gap) of approximately $0.33 million. The available funding for water exceeds the annual need resulting in a surplus of approximately $3.7 million.

The Funding Gap - Tax Supported Assets

The available annual funding for stormwater and roads exceed the annual need by approximately $0.16 million and $1.65 million respectively i.e. an annual surplus for both asset classes. However, there are funding gaps for all the other tax supported assets totalling approximately $2.8 million. The funding gap for each of these asset classes is shown in Table 19-1.

Because funding gaps are identified for both the rate supported and tax supported assets two (2) separate financial strategies are required under O.Reg. 588/17 to indicate how these funding shortfalls might be addressed. Approaches may include:

- increases to the user rates and the tax levy; and/or
- reductions to service levels

The two (2) strategies presented below to address their respective funding needs.

19.3 Financial Strategy No.1 - Rate Funded Assets

This financial strategy ***addresses the funding gap for the wastewater assets***. There is a significant surplus for the water assets as noted in Table 19-1 therefore no requirement to increase funding.

Table 19-2 shows the potential impact on the annual wastewater revenue required from the rates if the funding shortfall were to be recovered by increasing the wastewater rates. The 2025 revenue requirement from the wastewater rates is approximately $2.58 million. Adding the funding shortfall to the annual revenue requirement would mean a 12.3% increase to the wastewater rate. This would be more than twice the historical rates increases of approximately 6% in recent years.

Table 19-2: Funding Gap Impact on Wastewater Rate

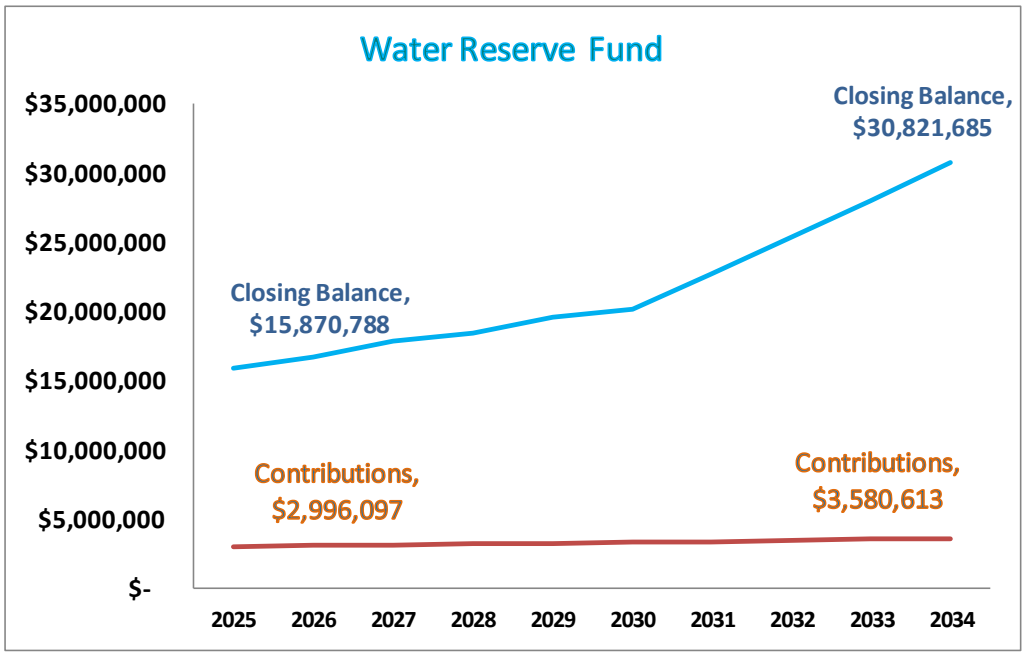
Asset Class	2025 Revenue from Rates	Funding Gap	Wastewater Rate Increase (%)
Wastewater	$2,710,149	($334,330)	12.3%

The respective water and wastewater reserve funds activity between 2025 and 2034 is summarized in Table 19-3. This shows an increase in the water reserve fund balance from approximately $14.3 million in 2025 to $31.2 million by 2034. The average annual reserve contributions are approximately $3.3 million and withdrawals $1.6 million. No deficits are anticipated during the 10-year period as shown in Figure 19-1.

Table 19-3: Summary of Water and Wastewater Reserve Funds Activity

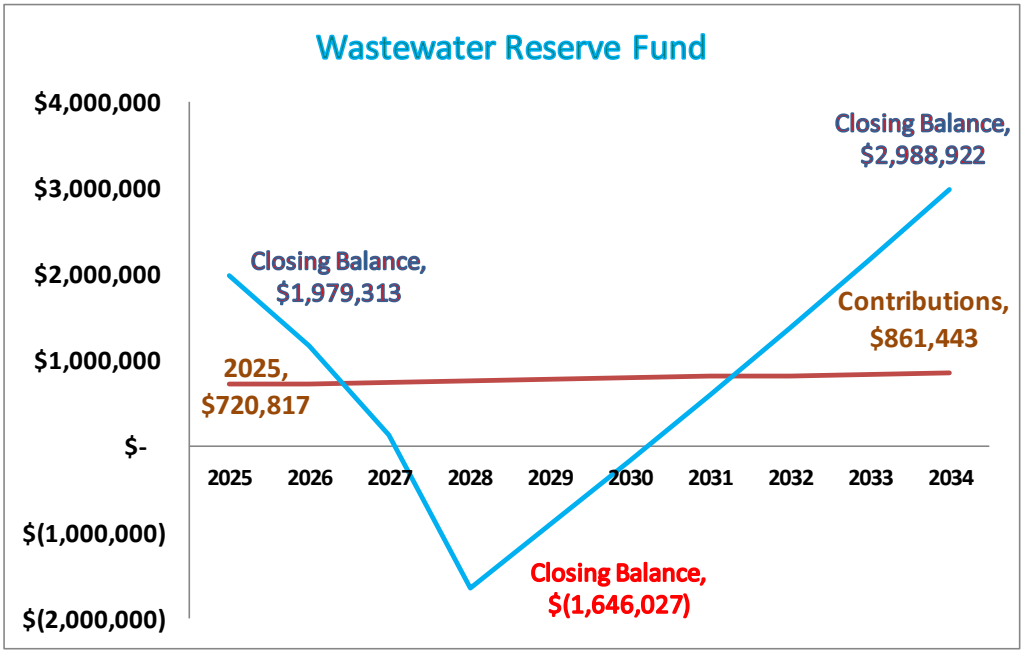
Reserve Fund Activity	Water Reserve Fund	Wastewater Reserve Fund
2025 Opening Balance	$14,336,478	$1,597,900
10-Year Contributions	$32,806,426	$7,892,745
10-Year Withdrawals	$15,896,220	$6,501,723
2034 Balance	$31,246,685	$2,988,922

Figure 19-1: Water Reserve Fund Projections



Analysis of the wastewater reserve fund indicates that the balance would increase from approximately $1.6 million in 2025 to $3 million by 2034. However, deficits of approximately $1.6 million reducing to $0.16 million are anticipated between 2028 and 2030 inclusive as shown in Figure 19-2. These projected deficits are due to fully funding the River Road Sanitary Sewer Upgrades and the Arkona STP Rehabilitation from the wastewater reserve fund.

Figure 19-2: Wastewater Reserve Fund Projections



Because of the healthy water reserve fund contributions and balances over the 10-year period consideration should be given to reducing the water reserve fund contributions by the amount of the wastewater funding gap. This would mitigate the cost impact to customers of increasing the wastewater rate to close the funding gap. Because all wastewater customers are also water customers there would be no net impact on these customers' water/wastewater bills. In essence, there would just be a shift in billed amount from water to wastewater.

A $0.3 million shift of funding from the water reserve fund contributions to the wastewater reserve fund contributions would represent a reduction of water rates by 5.8%, which would offset the 12.3% wastewater rate increase to eliminate the funding gap as shown in Table19-4. There is an existing water debt with an outstanding balance of $118,000 which would be fully repaid by October 2027. The current annual payment of approximately $50,000 would be available to add to the water reserve fund.

There is currently no wastewater debt so debt financing may also be considered for the River Road sewer Upgrades and the Arkona STP Rehabilitation projects. This would avoid the potential reserve deficits and allow reallocation of the reserve funds to other wastewater asset management needs.

Table 19-4: Percentage Change in Rate Revenues

Asset Class	2025 Revenue from Rates	Impact of a 1% Change in Rate Revenues	Change in Rate Revenues to Close Gap	% Change
Water	$5,718,975	$57,190	($334,330)	-5.8%
Wastewater	$2,710,149	$27,101	$334,330	12.3%

Financing Strategy No. 1 Summary - Wastewater Assets

- Increase the wastewater rates by approximately 12.3 % in 2026 to generate the revenue required to close the $0.33 million funding gap
- Reduce the water reserve fund contributions by $0.33 million annually, beginning in 2026, to reduce the water rate by approximately 5.8 % and mitigate the overall impact of the wastewater rate increase . This addresses affordability
- Consider debt financing, depending on available debt capacity, for at least one of the projects noted above and re-allocate the reserve funds to other asset needs

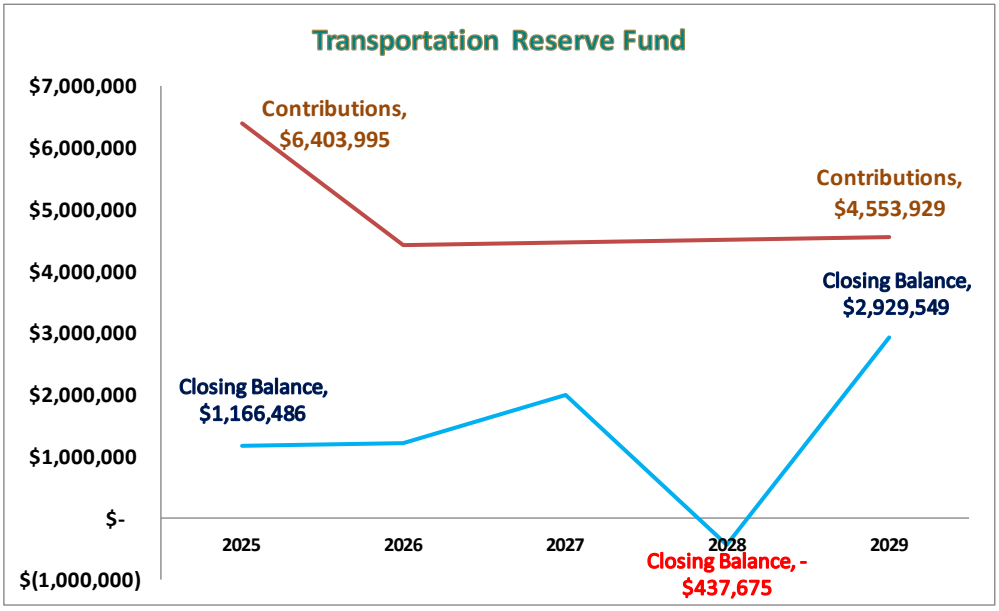
19.4 Financial Strategy No.2 - Tax Funded Assets

This financial strategy ***addresses the funding gap for the following tax supported asset classes:***

- ✓ Bridges and Culverts
- ✓ Land Improvements
- ✓ Equipment
- ✓ Facilities
- ✓ Vehicles

The Transportation Reserve Fund provides funding for bridges and culverts, stormwater and road asset classes. Unlike the rate supported assets there is no opportunity to adjust the reserve contributions to offset the funding gap in the other tax funded asset classes. This is because the Transportation Reserve Fund is projected to be in a deficit position of approximately $0.44 million in 2028 as shown in Figure 19-3. Therefore the financial strategy is intended to address the full funding gap of approximately $2.8 million as noted in Table 19-1 by increasing the funding level.

Figure 19-3: Transportation Reserve Fund Projections



The following reserve funds are projected to be in deficit positions throughout the 10-year period:

- Facilities Reserve Fund (Figure 19-4)
- Vehicles Reserve Fund (Figure 19-5)
- Equipment Reserve Fund (Figure 19-6)
- Land Improvements Reserve Fund (Figure 19-7)

Figure 19-4: Facilities Reserve Fund Projections

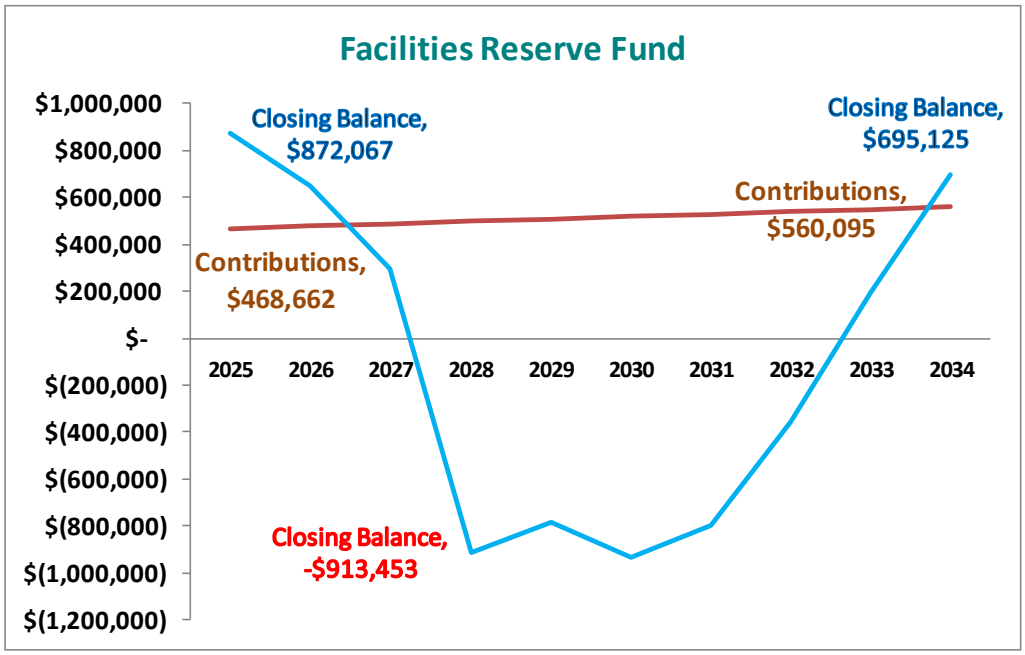


Figure 19-5: Vehicles Reserve Fund Projections

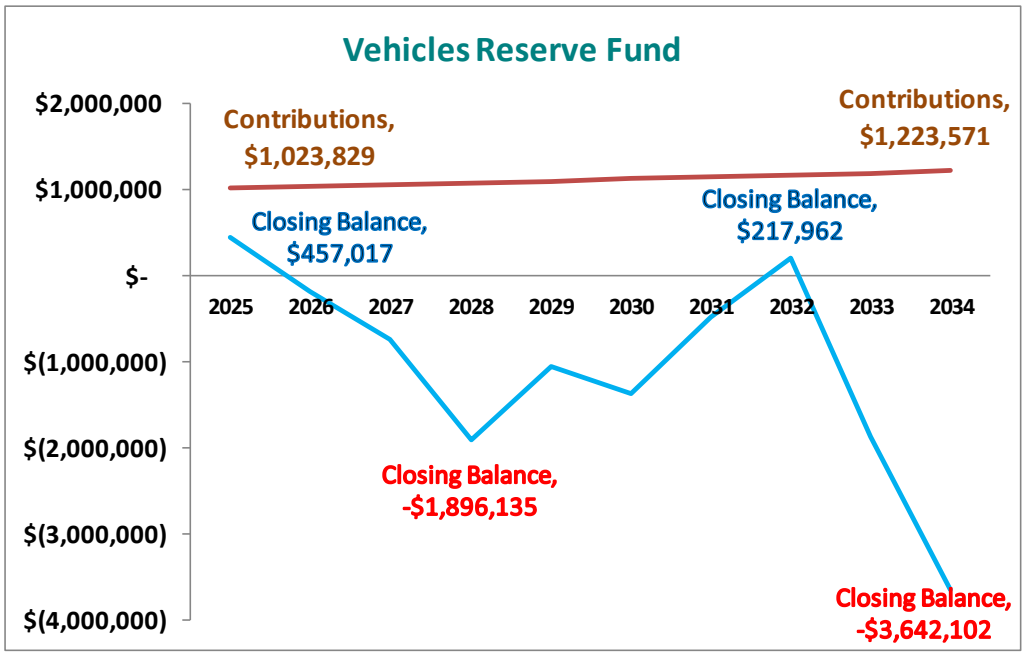


Figure 19-6: Equipment Reserve Fund Projections

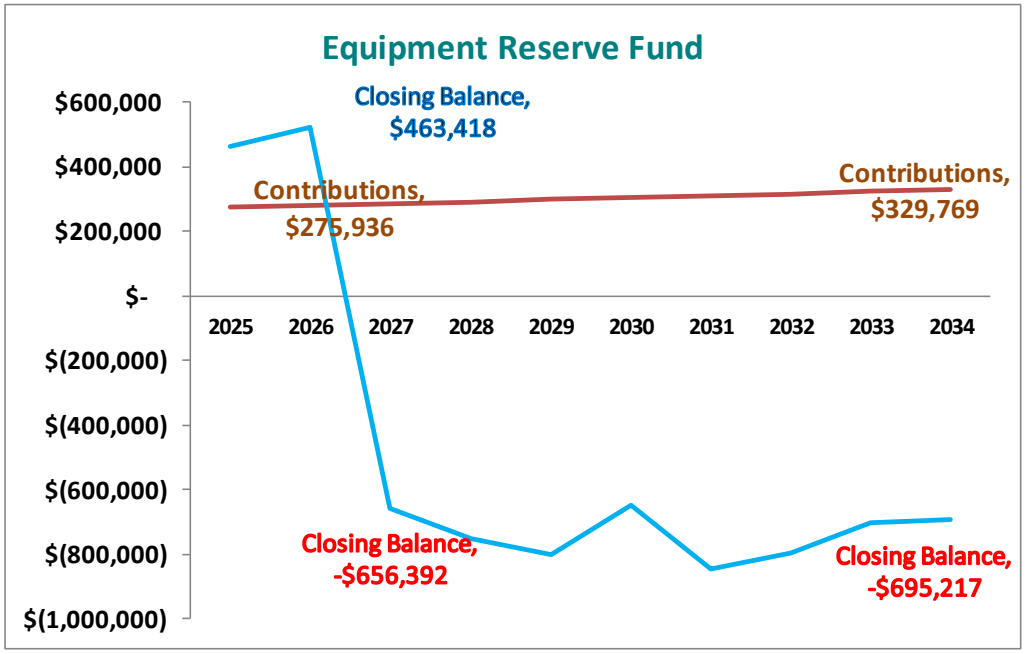
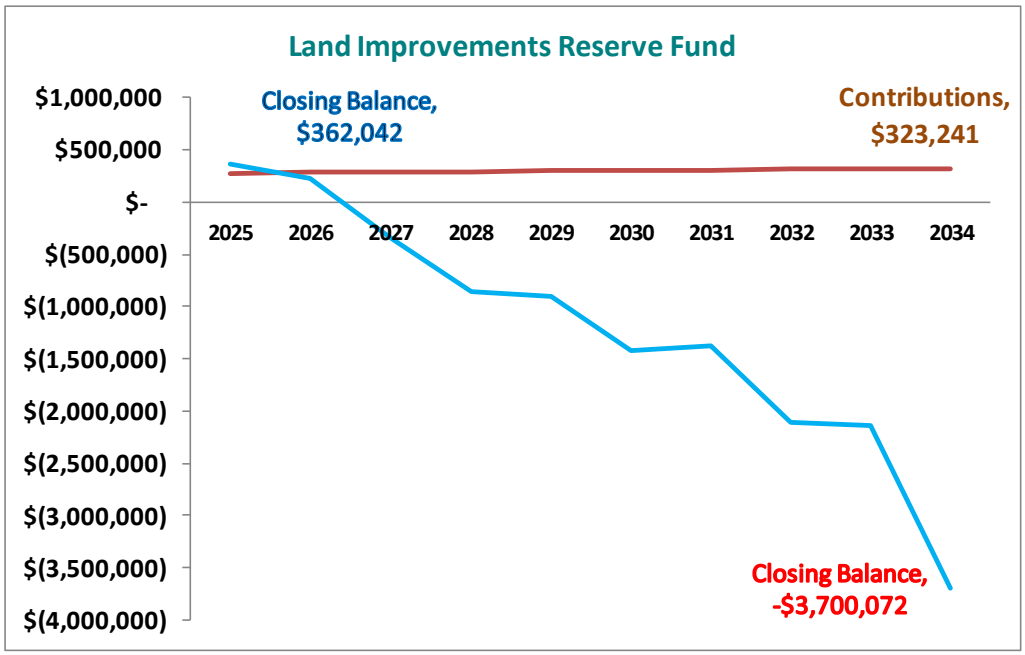


Figure 19-7: Land Improvement Reserve Fund Projections



The Financial Strategy (Tax Supported Assets)

The strategy consists of three (3) main actions:

- Action1: Reallocating future debt servicing room
- Action 2: Implementing a dedicated annual Capital Asset Replacement Tax Levy
- Action 3: Confirming asset condition and adjusting asset priorities and capital program forecast

Action 1: Reallocating of Debt Servicing Room

The current (2025) annual debt servicing related to tax supported assets is approximately $0.93 million. As debt matures over the 10-year period the annual debt servicing amount will reduce and estimated to be $0.54 million by 2034. This is a reduction of approximately $0.39 million. It is proposed that the debt servicing room created through maturing debt be used to reduce the tax supported funding gap. Based on analysis of the capital budget forecast no new long-term debt has been budgeted for the funding of other tax supported capital works.

Action 2: Dedicated Annual Asset Replacement Tax Levy

The net 2025 tax levy is approximately $15.7 million dollars. Adding the $2.8 million annual funding gap would require an increase of approximately 18% to the tax levy which is not feasible. Therefore a more realistic and ***affordable option would be to consider implementing a dedicated asset replacement tax levy of 1% annually beginning in 2026***. This would be in addition to the regular tax increases due to other budgetary pressures. Based on increases in recent years the other budgetary pressures would increase the tax levy by 4% annually, resulting in a total increase of 5% in the annual tax levy each year over the next 10 years.

Implementing the 1% capital replacement tax levy in 2026 would increase the funding for tax supported services by approximately $0.16 million. Because the 1% asset replacement tax levy would be in effect each year over the 10-year period the annual asset replacement tax levy would increase to $1.9 million by 2034 as shown in Table 19-5. When combined with the $0.39 million debt servicing room the current tax supported funding gap of $2.8 million is projected to be reduced to $0.46 million by 2034.

Table 19-5: Reduced Tax Supported Assets Funding Gap

Description	Amount
Tax Supported Assets Funding Gap	($2,822,868)
New 1% Capital Levy Funding	$1,971,849
Reallocating Debt Servicing Room	$392,969
Reduced Funding Gap (in 2034)	($458,050)

This strategy relies on phasing in the funding to close the gap as debt matures and the amount generated by the 1% asset replacement levy increases over time. However the funding would still be short by 2034 as noted in Table 19-5.

Alternatively, the Municipality may also decide to implement a higher than 1% Capital Replacement Levy to fully eliminate the funding shortfall by 2034. This would require the Annual Asset Replacement Tax Levy to be approximately 1.22%.

Confirm Asset Condition and Adjust Asset Priorities and Capital Program

Because the additional funding will be phased in the funding shortfall, albeit declining, would continue throughout the period i.e. an accumulated "funding backlog" until the gap is fully closed. To address this, a shift in asset priorities and adjustments to the capital program will be required. This component while not purely financial is intended to re-prioritize the assets based on field condition assessments to ascertain need, determine the most economical level of expenditures required (i.e. rehabilitation versus replacement) and adjust the capital program to suit. This may also result in a lower 10-year funding gap than estimated in this report. A main target would be the land improvement asset class (and specifically the retaining walls) which represents a major portion of the overall tax supported asset funding gap (approximately $1.6 million). The inspections would allow for this figure to be refined based on specific field information as opposed to the age-based determination of asset condition and reduce the overall funding gap.

Financing Strategy No. 2 Summary - Tax Supported Assets

- Reallocate the funds from debt servicing to asset funding needs as debt matures over the 10-year period, estimated to be $0.39 annually by 2034
- Implement a 1% capital Replacement Levy to generate approximately $1.97 million annually by 2034 reducing the funding gap to approximately $0.46 million. Consider implementing a higher levy of 1.22 % to fully close the funding gap by 2034
- Undertake field inspections of the land improvement assets especially the retaining walls to confirm need and costs and adjust asset priorities and funding gap

20 Recommendations

Based on a review of the asset management policy, the levels of service and analysis of the assets to determine funding requirements and appropriate financial strategies, the following are the main recommendations regarding asset management for consideration by the Municipality.

1 Maintain the current Asset Management Policy already established by the Municipality:

2 Adopt the proposed service levels as follows:

- maintain the current Community Levels of Service as presented in Section 7 of this report
- adopt the Technical Service Levels and targets presented in Section 7 of this report
- adopt the Financial Performance Service Levels and targets presented in Section 7 of this report

3 Adopt the Asset Management Strategy presented in Section 18 of this report.

4 Adopt the Financial Strategy No.1 for Wastewater Assets presented in Section 19.3 of this report with the following key features:

- Increase the wastewater rates by approximately 12.3% in 2026 to generate the revenue required to close the $0.33 million funding gap
- Reduce the water reserve fund contributions by $0.33 million annually, beginning in 2026, to reduce the water rate by approximately 5.8% and mitigate the overall impact of the wastewater rate increase . This addresses affordability
- Consider debt financing, depending on available debt capacity, for at least one of the projects noted above and re-allocate the reserve funds to other asset needs

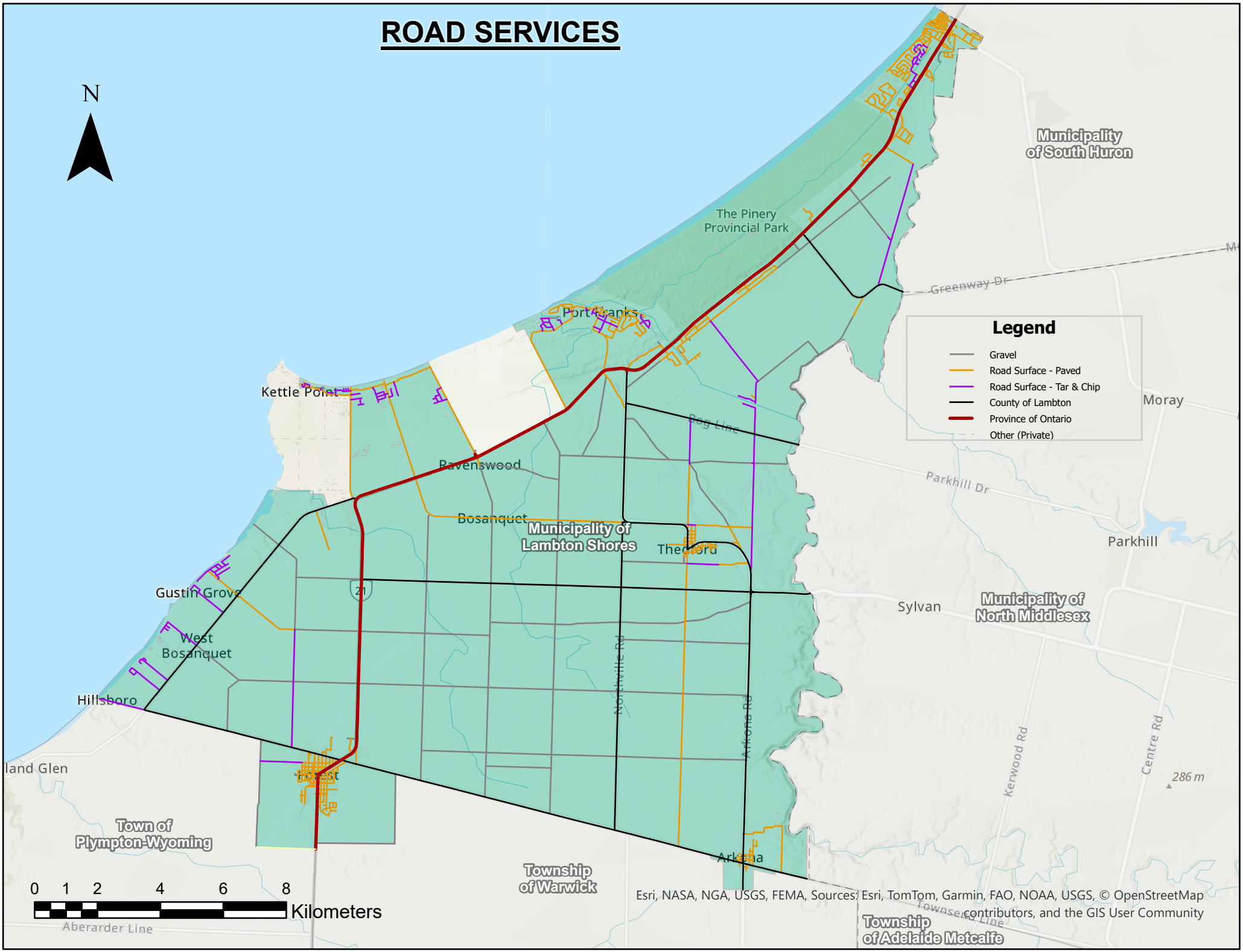
5 Adopt the Financial Strategy No.2 for the Tax Funded Assets presented in Section 19.4 of this report with the following key features:

- Reallocate the funds from debt servicing to asset funding needs as debt matures over the 10-year period, estimated to be $0.39 annually by 2034
- Implement a 1% capital Replacement Levy to generate approximately $1.97 million annually by 2034 reducing the funding gap to approximately $0.46 million. Consider implementing a higher levy of 1.22 % to fully close the funding gap by 2034
- Undertake field inspections of the land improvement assets especially the retaining walls to confirm need and costs and adjust asset priorities and funding gap

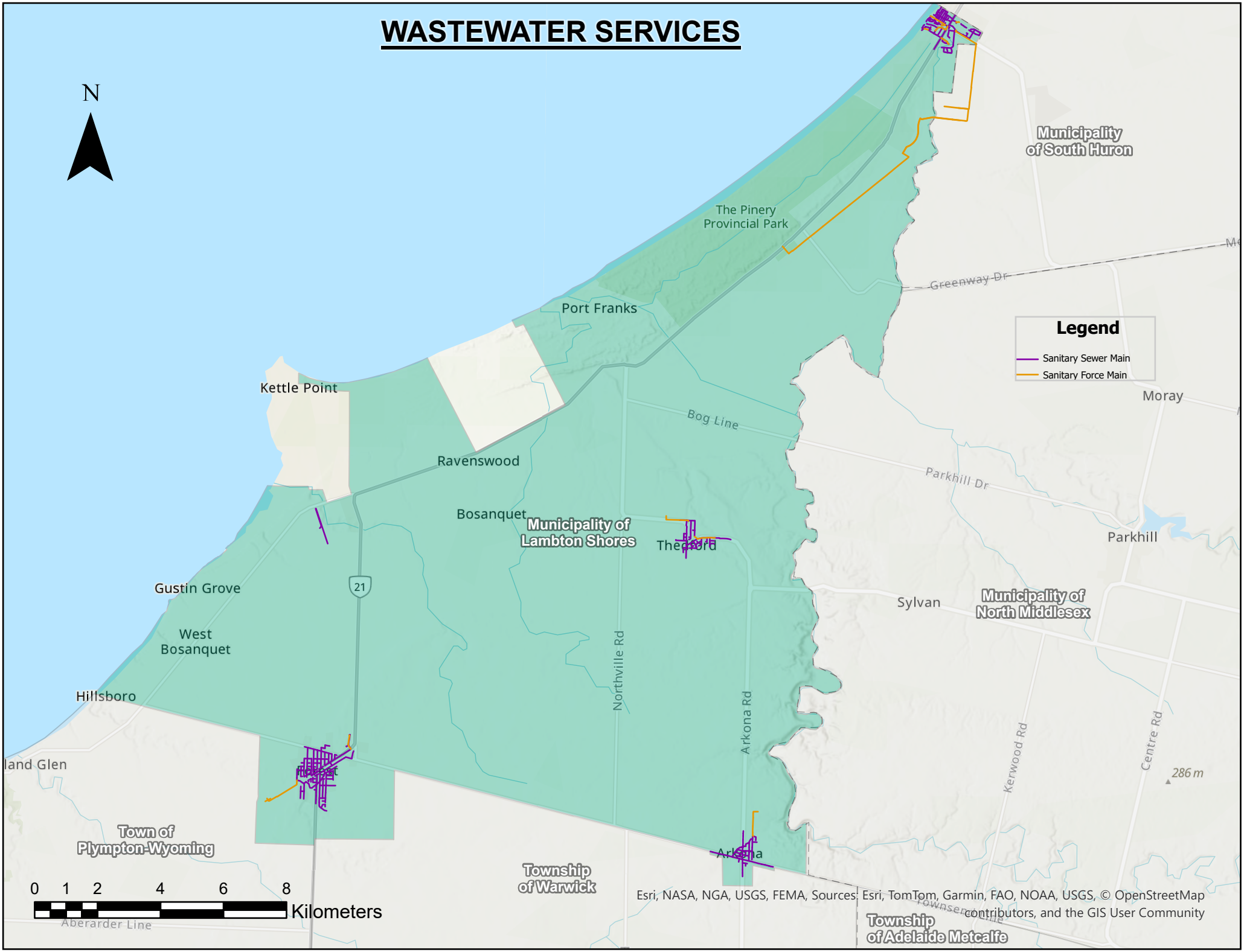
6 Update this Asset Management Plan in five (5) years in accordance with O.Reg. 588/17 requirements:

Appendix A

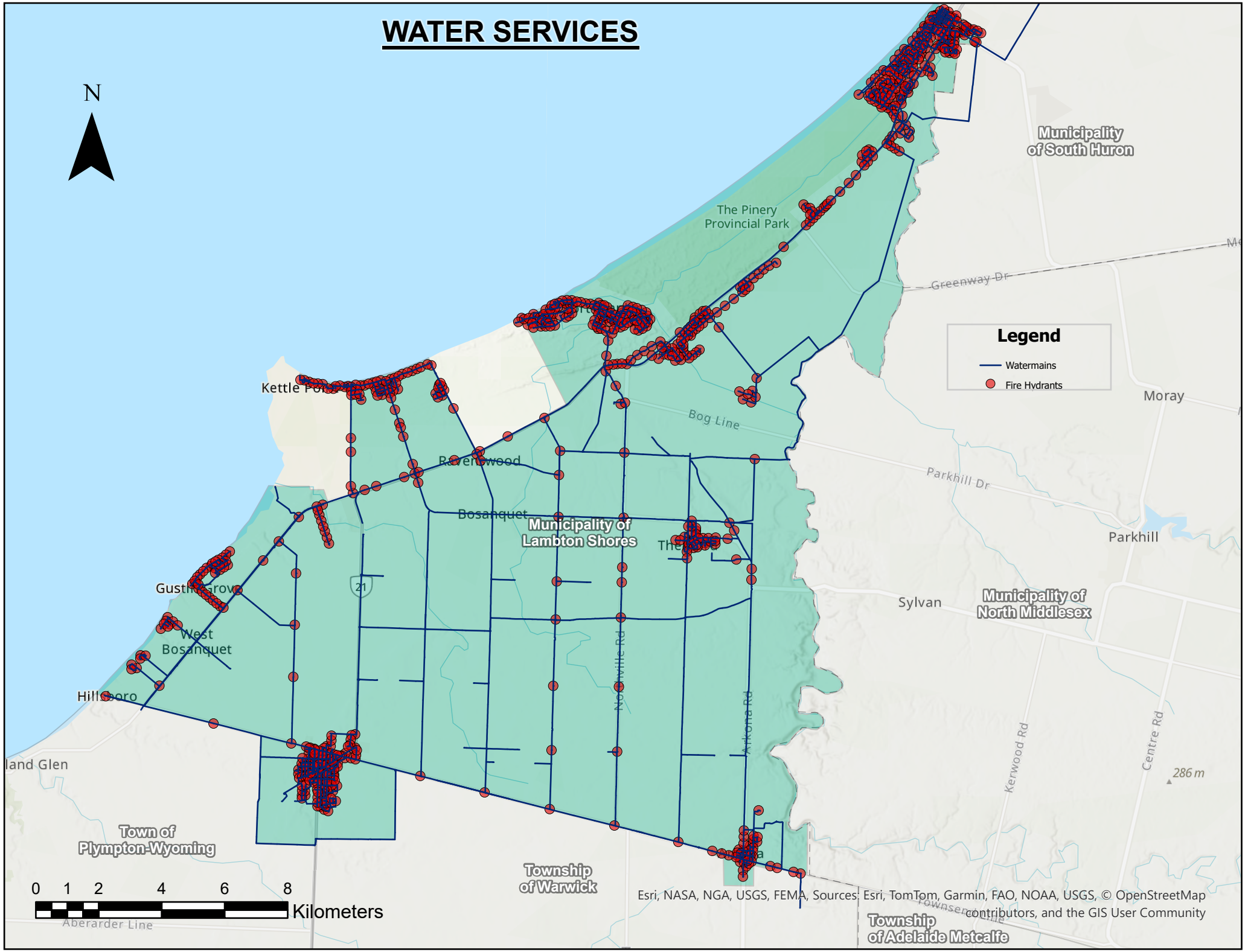
COMMUNITY SERVICE LEVEL MAPS


ROAD SERVICES
N
Legend
Gravel
Road Surface - Paved
Road Surface - Tar & Chip
County of Lambton
Province of Ontario
Other (Private)
Municipality of South Huron
The Pinery Provincial Park
Greenway Dr
Port Franks
Kettle Point
Bog Line
Ravenswood
Bosanquet
Municipality of Lambton Shores
Thedford
Parkhill Dr
Parkhill
Moray
Gustin Grove
21
West Bosanquet
Hillsboro
Sylvan
Municipality of North Middlesex
Northville Rd
Arkona Rd
Kerwood Rd
Centre Rd
286 m
land Glen
Forest
Town of Plympton-Wyoming
Arkona
Township of Warwick
Township of Adelaide Metcalfe
Townsend Line
Aberarder Line
0 1 2 4 6 8
Kilometers
Esri, NASA, NGA, USGS, FEMA, Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

WASTEWATER SERVICES



WATER SERVICES



Appendix B

PROPOSED SERVICE LEVELS

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Water System			
% of properties connected to the municipal water system	79%	80%	80%
% of properties where fire flow is available	86%	88%	88%
# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0	0 connection days/year/connection	0 connection days/year/connection
# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0.00436 connection days/year/connection	0.00181 connection days/year/connection	0.00181 connection days/year/connection
Average condition of watermain (e.g. very good, good, fair, poor,very poor)	New	Good	Good
Average condition of hydrants (e.g. very good, good, fair, poor,very poor)	New	Good	Poor
Average condition of water meters (e.g. very good, good, fair, poor,very poor)	New	Good	Poor
Average condition of water building and components (e.g. very good, good, fair, poor,very poor)	New	Good	Poor
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	100.0%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Wastewater System			
% of properties connected to the municipal wastewater system	33%	34%	34%
# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	0	0 events/year/connection	0 events/year/connection
# of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system	0.0007	0.015 connection days/year/connection	0.019 connection days/year/connection
# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0.00244	0 violations/year/connection	0.0013 violations/year/connection
Average condition of wastewater mains (e.g. very good, good, fair, poor,very poor)	New	Good	Fair
Average condition of forcemains (e.g. very good, good, fair, poor,very poor)	New	Good	Good
Average condition of treatment lagoons (e.g. very good, good, fair, poor,very poor)	New	Good	Very Poor
Average condition of wastewater buildings and components (e.g. very good, good, fair, poor,very poor)	New	Good	Fair
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	75.0%	76.6%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Stormwater System			
% of properties in municipality resilient to a 100-year storm	Reliable data not available	Reliable data not available	Reliable data not available
% of the municipal stormwater management system resilient to a 5-year storm	100%	17.94%	17.94%
Average condition of stormwater mains (e.g. very good, good, fair, poor,very poor)	New	Good	Fair
Average condition of catch basins (e.g. very good, good, fair, poor,very poor)	New	Good	Good
Average condition of stormwater ponds (e.g. very good, good, fair, poor,very poor)	New	Good	Very Good
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	62.5%	100.0%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Roads			
Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km2)	0 Lane-km/km2	0 Lane-km/km2	0 Lane-km/km2
Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km2)	0.16 Lane-km/km2	0.31 Lane-km/km2	0.31 Lane-km/km2
Lane-km of local roads (MMS classes 5 and 6) per land area (km/km2)	0.43 Lane-km/km2	0.73 Lane-km/km2	0.73 Lane-km/km2
Average pavement condition index for paved roads	74.2%	75%	80%
Average surface condition for gravel roads (e.g. excellent, good, fair, poor)	Good	Good	Good
Average surface condition for tar and chip roads (e.g. excellent, good, fair, poor)	Good	Fair	Poor
Meet the Minimum Maintenance Standards (MMS) for the various roads classes as outlined in Ontario Regulation 239/02	New	Meet all stipulated timelines	Yes
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	100.0%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Bridges and Culverts			
% of bridges in the municipality with loading or dimensional restrictions	0%	0%	0%
Average bridge condition index value for bridges in the municipality	78%	70%	79%
Average bridge condition index value for structural culverts in the municipality	68%	65%	47%
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	97.5%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Facilities			
Square metres of indoor recreation facilities per 1,000 people	2327	1250	1296 m2/1000 persons
# of facilities per 1,000 households	5.08	6.00	6.10 per 1000 hhld
Average facility condition index value for all facilities	Good	Discontinue & replace with those below	NA
Average facility condition index value for protection facilities	New	Good	Poor
Average facility condition index value for general government facilities	New	Good	Good
Average facility condition index value for recreation facilities	New	Good	Poor
Average facility condition index value for transportation facilities	New	Good	Poor
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	65.0%

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Land Improvements			
Square metres of outdoor recreation facility space per 1,000 households	52336 m2/1000 hhld	12000 m2/1000 hhld	12253 m2/1000 hhld
Average condition of outdoor rec facilities (e.g. very good, good, fair, poor, very poor)	Good	Discontinue & replace with those below	NA
Average condition of beach and harbour facilities (e.g. very good, good, fair, poor, very poor)	New	Good	Very Poor
Average condition of fencing (e.g. very good, good, fair, poor, very poor)	New	Good	Very Poor
Average condition of parking lots (e.g. very good, good, fair, poor, very poor)	New	Good	Poor
Average condition of retaining walls and other components (e.g. very good, good, fair, poor, very poor)	New	Good	Very Poor
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	62.5%	19.1%

APPENDIX B
PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Vehicles			
# of light duty vehicles per 1,000 households	3.50 vehicles/1000 hhlds	$ 3.88 vehicles/1000 hhlds	3.88 vehicles/1000 hhlds
# of heavy duty vehicles per 1,000 households	4.40 vehicles/1000 hhlds	$ 4.85 vehicles/1000 hhlds	4.85 vehicles/1000 hhlds
Average condition of vehicles (e.g. very good, good, fair, poor,very poor)	Good	Discontinue & replace with those below	NA
Average condition of parks and rec vehicles (e.g. very good, good, fair, poor,very poor)	New	Good	Fair
Average condition of transportation vehicles (e.g. very good, good, fair, poor,very poor)	New	Good	Poor
Average condition of protection vehicles (e.g. very good, good, fair, poor,very poor)	New	Good	Poor
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	75.8%

APPENDIX B

PROPOSED LEVELS OF SERVICE
TECHNICAL AND FINANCIAL

Service Level Description	2018 Performance	Proposed Target	2024 Performance
Equipment			
Average condition of equipment (e.g. very good, good, fair, poor, very poor)	Fair	Discontinue & replace with those below	NA
Average condition of corporate services equipment (e.g. very good, good, fair, poor, very poor)	New	Good	Poor
Average condition of protection services equipment (e.g. very good, good, fair, poor, very poor)	New	Good	Poor
Average condition of recreation services equipment (e.g. very good, good, fair, poor, very poor)	New	Good	Fair
Average condition of transportation services equipment (e.g. very good, good, fair, poor, very poor)	New	Good	Fair
Financial Service Level			
Performance- Capital reinvestment rate	0.37%	Discontinue & replace with new below	NA
Average Annual Funding over next 10 years as a % of Average Annual Life Cycle Need over next 10 years	New	87.5%	80.0%

APPENDIX B
PROPOSED LEVELS OF SERVICE
COMMUNITY SERVICE LEVELS

Service Level Description	2019 Service Levels	2025 Proposed Service Levels
Water System		
Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix D (2019 AMP) for map	See Appendix A for map
Description, which may include maps, of the user groups or areas of the municipality that have fire flow	See Appendix D (2019 AMP) for map	See Appendix A for map
Description of boil water advisories and service interruptions	There were no boil water advisories issued in 2018. There were 16 water main breaks that impacted a total of 30 customers in 2018. All water main breaks were repaired within the same day that they occurred and extended service disruptions were avoided.	There were no boil water advisories issued in 2024. There were 8 water main breaks that impacted a total of 23 homes in 2024. All water main breaks were repaired within 8 to 24 hours and extended service disruptions were avoided.
Wastewater System		
Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix D (2019 AMP) for map	See Appendix A for map
Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The municipality does not own any combined sewers	No Change
Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The municipality does not own any combined sewers	No Change
Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter into sanitary sewers due to cracks in sanitary mains or through indirect connections (e.g. weeping tiles). In the case of heavy rainfall events, sanitary sewers may experience a volume of water and sewage that exceeds its designed capacity. In some cases, this can cause water and/or sewage to overflow into streets or backup into homes. The disconnection of weeping tiles from sanitary mains and the use of sump pumps and pits as an alternative can help to reduce the chance of this occurring.	No Change
Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The municipality follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers. These standards have been determined with consideration of the minimization of sewage overflows and backups. Newer sanitary mains are made of gasketed PVC piping to reduce potential leaks occurring between fitted	No Change
Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent refers to water pollution that is discharged from a wastewater treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants	No Change

APPENDIX B
PROPOSED LEVELS OF SERVICE
COMMUNITY SERVICE LEVELS

Service Level Description	2019 Service Levels	2025 Proposed Service Levels
Stormwater System		
Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	The Community Services Department oversees the maintenance of the urban storm water collection systems in Arkona, Forest, Grand Bend, and Thedford. Most storm water systems are only designed to handle 1 to 5 year storm events. In other words, they are not designed to handle more extreme and unpredictable events and minor road flooding could occur in higher frequency events. New developments also often include storm water management ponds often referred to as "SWM Ponds" (pronounced Swim). These ponds are meant to improve the quality of the storm discharge and regulate the rate it discharges to reduce the potential downstream impacts. These ponds, while not requiring much in the way of maintenance when they are initially built do require maintenance as they start to fill with sediment. The municipality has an annual maintenance program to inspect all the storm water management ponds that the municipality owns.	No Change
Roads		
Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix D (2019 AMP) for map	See Appendix A for map
Description or images that illustrate the different levels of road class pavement condition	See Appendix D (2019 AMP) for map	See Appendix A for map
Bridges and Culverts		
Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and structural culverts are a key component of the municipal transportation network. None of the municipality's structures have loading or dimensional restrictions meaning that most types of vehicles, including heavy transport, motor vehicles, emergency vehicles and cyclists can cross them without restriction. Many structures also support pedestrian traffic.	No Change
Description or images of the condition of bridges & culverts and how this	The municipality is required to complete biennial inspections of all bridges and structural culverts greater than or equal to 3 metres in span according to the Ontario Structure Inspection Manual. Each structure is inspected by a licensed engineer and any maintenance, rehabilitation or replacement requirements are provided to the municipality. The most recent OSIM inspection report completed identified six replacement and rehabilitation events within the next 1-5 years. When bridges or structural culverts need to be closed or replaced it can have a significant impact on the efficiency of the transportation network and detours may be required. The OSIM inspection program helps the municipality to implement lifecycle strategies that minimize the impacts of these potential service disruptions.	The municipality is required to complete biennial inspections of all bridges and structural culverts greater than or equal to 3 metres in span according to the Ontario Structure Inspection Manual. Each structure is inspected by a licensed engineer and any maintenance, rehabilitation or replacement requirements are provided to the municipality. The most recent OSIM inspection report completed in 2023 identifies the requirements within the next 1-5 years. The OSIM inspection program identifies lifecycle strategies that minimize the impacts of potential service disruptions to traffic due to closures

APPENDIX B
PROPOSED LEVELS OF SERVICE
COMMUNITY SERVICE LEVELS

Service Level Description	2019 Service Levels	2025 Proposed Service Levels
Facilities		
Description, which may include maps, of the types of facilities that the Municipality operates and maintains	The municipality operates and maintains several types of facilities that provide both administrative and recreational services to the community. These include arenas, gymnasiums, community centres, libraries, recreation centres, fitness centres, meeting rooms and more. A full listing and interactive map of all municipal facilities can be found at: https://facilities.lambtonshores.ca/. This webpage identifies facility hours, location and descriptions and allows citizens to rent available facilities for special events, business meetings, workshops or conferences	No Change
Land Improvements		
Description, which may include maps, of the outdoor recreational facilities that the municipality operates and maintains	The municipality operates and maintains several outdoor recreational facilities, including: parks, playgrounds, trails, sports fields, picnic areas, splash pads and more. A full listing and interactive map of all outdoor recreational facilities can be found at: https://facilities.lambtonshores.ca/.	No Change
Vehicles		
Description or images of the types of vehicles (e.g. light, medium and heavy duty) that the municipality operates and the services that they help to provide to the community	To assist with the delivery of services the municipality owns, operates and maintains a diverse stock of both light and heavy-duty vehicles. This include fire rescue vehicles to respond to emergencies, tractors and mowers to complete general maintenance activities, and a fleet of trucks that municipal staff use to address service needs in the community. To reduce costs, the municipality endeavours to procure vehicles that can be used for multiple purposes. For example, graders are used for grading gravel roads in the summer and plowing snow in the winter.	No Change
Equipment		
Description or images of the types of equipment that the municipality operates and the services that they help to provide to the community	The provision of services to the community requires the municipality to own a diverse inventory of machinery & equipment. This asset management plan identifies 1,263 individual pieces of machinery & equipment that provide corporate, protection, recreational and transportation services to the community.	No Change

Appendix C

ASSET NEEDS AND FUNDING LEVELS

Rate Supported Assets (Age Based Needs Assessment)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water										
Water Mains	$ -	$ 4,817,359	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Hydrants	$ -	$ 330,316	$ 42,621	$ 543,423	$ 213,107	$ 42,621	$ -	$ -	$ -	$ 31,966
Water Meters	$ -	$ 2,840	$ -	$ -	$ -	$ 1,908,057	$ -	$ -	$ -	$ -
Water Buildings	$ -	$ 930,415	$ 977,818	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Asset Needs (Capital)	$ -	$ 6,080,930	$ 1,020,439	$ 543,423	$ 213,107	$ 1,950,679	$ -	$ -	$ -	$ 31,966
Asset Needs (Maintenance)	$ 315,846	$ 321,496	$ 354,469	$ 354,469	$ 354,469	$ 354,469	$ 354,469	$ 354,469	$ 354,469	$ 354,469
Total Asset Needs (Capital & Maintenance)	$ 315,846	$ 6,402,426	$ 1,374,908	$ 897,892	$ 567,576	$ 2,305,148	$ 354,469	$ 354,469	$ 354,469	$ 386,435
10-Year Average Annual Need	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364	$ 1,331,364
Current Annual Funding										
Capital Funding	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290	$ 4,714,290
Maintenance Funding	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309	$ 347,309
10-Year Average Annual Funding	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600	$ 5,061,600
Annual Funding Gap - 10-Year	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236	$3,730,236

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Wastewater										
Wastewater Mains	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Force Mains	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Lagoons	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Buildings	$ -	$ 8,809,050	$ 2,846,360	$ 180,856	$ 50,641	$ 741,572	$ 205,466	$ -	$ -	$ -
Total Asset Needs (Capital)	$ -	$ 8,809,050	$ 2,846,360	$ 180,856	$ 50,641	$ 741,572	$ 205,466	$ -	$ -	$ -
Asset Needs (Maintenance)	$ 185,307	$ 142,878	$ 143,054	$ 143,054	$ 143,054	$ 143,054	$ 143,054	$ 143,054	$ 143,054	$ 143,054
Total Asset Needs (Capital & Maintenance)	$ 185,307	$ 8,951,928	$ 2,989,414	$ 323,910	$ 193,695	$ 884,626	$ 348,520	$ 143,054	$ 143,054	$ 143,054
10-Year Average Annual Need	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656	$ 1,430,656
Current Annual Funding										
Capital Funding	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065	$ 949,065
Maintenance Funding	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262	$ 147,262
10-Year Average Annual Funding	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326	$ 1,096,326
Annual Funding Gap - 10-Year	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)	($334,330)

Tax Supported Assets (Age Based Needs Assessment)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Stormwater										
Stormwater Mains	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater Catch Basins	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater Ponds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Asset Needs (Capital)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Asset Needs (Maintenance)	$ 332,308	$ 341,541	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322
Total Asset Needs (Capital & Maintenance)	$ 332,308	$ 341,541	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322	$ 343,322
10-Year Average Annual Need	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043
Current Annual Funding										
Capital Funding	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400	$ 162,400
Maintenance Funding	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043	$ 342,043
10-Year Average Annual Funding	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443	$ 504,443
Annual Funding Gap - 10-Year	$162,400	$162,400	$162,400	$162,400	$162,400	$162,400	$162,400	$162,400	$162,400	$162,400

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Improvements										
Land Imp- Beach & Harbour	$ -	$ 385,101	$ 74,567	$ 329,035	$ 3,707,693	$ 122,597	$ 251,992	$ 3,671	$ 111,613	$ 726,412
Land Imp - Fencing	$ -	$ 6,503	$ 47,433	$ 7,248	$ -	$ 11,078	$ 2,909	$ -	$ -	$ -
Land Imp - Parking Lots	$ -	$ 107,499	$ 455,469	$ 911,407	$ 292,941	$ 368,251	$ 93,418	$ 1,690,111	$ -	$ 7,111
Land Imp - Retaining Walls & Other	$ -	$ 4,365,540	$ -	$ 2,958,080	$ 126,949	$ 225,838	$ 74,129	$ 22,134	$ 876,099	$ -
Land Imp - Sports Fields & Play Structures	$ -	$ -	$ 10,121	$ 296,949	$ 446,936	$ 42,090	$ 176,532	$ 148,058	$ 64,830	$ 90,958
Total Asset Needs (Capital)	$ -	$ 4,864,643	$ 587,589	$ 4,502,718	$ 4,574,518	$ 769,853	$ 598,979	$ 1,863,974	$ 1,052,543	$ 824,481
Asset Needs (Maintenance)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Asset Needs (Capital & Maintenance)	$ -	$ 4,864,643	$ 587,589	$ 4,502,718	$ 4,574,518	$ 769,853	$ 598,979	$ 1,863,974	$ 1,052,543	$ 824,481
10-Year Average Annual Need	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930	$ 1,963,930
Current Annual Funding										
Capital Funding	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304
Maintenance Funding		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-Year Average Annual Funding	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304	$ 375,304
Annual Funding Gap - 10-Year	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)	($1,588,626)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Vehicles										
Vehicles - Parks & Rec	$ -	$ 271,767	$ 13,260	$ 25,500	$ 103,819	$ 102,000	$ 273,448	$ -	$ 6,120	$ 249,692
Vehicles - Transportation	$ -	$ 3,587,958	$ 887,400	$ 945,222	$ 132,600	$ 1,012,239	$ -	$ 204,000	$ 1,592,567	$ 268,350
Vehicles - Protection	$ -	$ 3,412,041	$ -	$ 1,053,764	$ -	$ 1,020,000	$ -	$ 91,800	$ 1,111,800	$ 1,499,400
Total Asset Needs (Capital)	$ -	$ 7,271,766	$ 900,660	$ 2,024,486	$ 236,419	$ 2,134,239	$ 273,448	$ 295,800	$ 2,710,487	$ 2,017,442
Asset Needs (Maintenance)	$ 316,900	$ 323,900	$ 316,900	$ 316,900	$ 316,900	$ 316,900	$ 316,900	$ 316,900	$ 316,900	$ 316,900
Total Asset Needs (Capital & Maintenance)	$ 316,900	$ 7,595,666	$ 1,217,560	$ 2,341,386	$ 553,319	$ 2,451,139	$ 590,348	$ 612,700	$ 3,027,387	$ 2,334,342
10-Year Average Annual Need	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075	$ 2,104,075
Current Annual Funding										
Capital Funding	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033	$ 1,277,033
Maintenance Funding	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600	$ 317,600
10-Year Average Annual Funding	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633	$ 1,594,633
Annual Funding Gap - 10-Year	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)	($509,441)

APPENDIX C

ASSET NEEDS AND FUNDING LEVELS

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Equipment										
Equipment - Corporate Services	$ -	$ 405,449	$ 114,078	$ 82,691	$ 184,735	$ 35,670	$ 47,054	$ -	$ 18,623	$ -
Equipment - Protection	$ -	$ 651,694	$ 206,095	$ 413,190	$ 78,747	$ 50,595	$ 121,088	$ 462,271	$ 530,852	$ 11,456
Equipment - Recreation	$ -	$ 210,342	$ 91,472	$ 51,137	$ 134,225	$ 430,725	$ 40,785	$ 72,403	$ 66,858	$ 105,916
Equipment - Transportation	$ -	$ 170,158	$ 12,633	$ 35,864	$ 21,345	$ 16,138	$ 94,925	$ 47,361	$ 64,845	$ 55,332
Total Asset Needs (Capital)	$ -	$ 1,437,643	$ 424,278	$ 582,882	$ 419,052	$ 533,128	$ 303,852	$ 582,035	$ 681,178	$ 172,704
Asset Needs (Maintenance)	$ 100,846	$ 101,946	$ 101,946	$ 101,946	$ 101,946	$ 101,946	$ 101,946	$ 101,946	$ 101,946	$ 101,946
Total Asset Needs (Capital & Maintenance)	$ 100,846	$ 1,539,589	$ 526,224	$ 684,828	$ 520,998	$ 635,074	$ 405,798	$ 683,981	$ 783,124	$ 274,650
10-Year Average Annual Need	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511	$ 615,511
Current Annual Funding										
Capital Funding	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591	$ 390,591
Maintenance Funding	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836	$ 101,836
10-Year Average Annual Funding	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427	$ 492,427
Annual Funding Gap - 10-Year	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)	($123,084)

Tax Supported Assets - Roads Needs from Inspection Report (2022)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Roads										
Urban Full Construction Base Course Asphalt	$ 132,000									
Semi Urban Hot Mix Resurfacing					$ 17,300					
Semi Urban Full Depth Pulverize & Pave					$ 23,400					
Semi Urban Full Depth Pulverize & Pave	$ 32,700									
Semi Urban Hot Mix Resurfacing	$ 25,400									
Semi Urban Hot Mix Resurfacing	$ 72,700									
Semi Urban Hot Mix Resurfacing	$ 114,400									
Urban Partial Depth Cold Planing & Resurfacing				$ 84,400						
Semi Urban Full Depth Pulverize & Pave	$ 21,700									
Urban Partial Depth Cold Planing & Resurfacing				$ 42,600						
Urban Partial Depth Cold Planing & Resurfacing					$ 32,100					
Urban Partial Depth Cold Planing & Resurfacing				$ 61,200						
Semi Urban Hot Mix Resurfacing				$ 102,100						
Rural Pulverize & 2 Lifts Surface Treatment	$ 6,700									
Rural Pulverize & 2 Lifts Surface Treatment	$ 26,200									
Surface Treatment - Single surface							$ 5,300			
Surface Treatment - Single surface							$ 6,600			
Surface Treatment - Single surface							$ 64,400			
Surface Treatment - Single surface							$ 10,400			
Surface Treatment - Single surface							$ 8,500			
Surface Treatment - Single surface							$ 8,400			
Semi Urban Hot Mix Resurfacing						$ 26,700				
Semi Urban Hot Mix Resurfacing							$ 10,400			
Semi Urban Hot Mix Resurfacing							$ 51,300			
Semi Urban Hot Mix Resurfacing							$ 25,800			
Semi Urban Hot Mix Resurfacing							$ 16,900			
Semi Urban Hot Mix Resurfacing							$ 21,300			
Surface Treatment - Single surface	$ 37,400									
Rural Pulverize & 2 Lifts Surface Treatment	$ 6,300									
Surface Treatment - Single surface	$ 31,700									
Urban Full Depth Pulverize & Pave	$ 42,600									
Semi Urban Hot Mix Resurfacing	$ 9,800									
Urban Full Depth Pulverize & Pave	$ 38,200									
Rural Pulverize & 2 Lifts Surface Treatment		$ 79,500								
Urban Partial Depth Cold Planing & Resurfacing	$ 35,000									
Urban Partial Depth Cold Planing & Resurfacing	$ 51,700									
Urban Partial Depth Cold Planing & Resurfacing	$ 14,800									
Urban Partial Depth Cold Planing & Resurfacing								$ 73,000		
Urban Full Construction Base Course Asphalt			$ 536,100							
Urban Partial Depth Cold Planing & Resurfacing				$ 40,400						
Urban Full Construction Base Course Asphalt				$ 146,400						
Semi Urban Hot Mix Resurfacing				$ 226,000						
Semi Urban Hot Mix Resurfacing				$ 33,800						
Urban Full Construction Base Course Asphalt	$ 394,900									
Semi Urban Hot Mix Resurfacing				$ 70,000						
Urban Full Depth Pulverize & Pave				$ 89,400						
Urban Partial Depth Cold Planing & Resurfacing						$ 47,100				
Rural Partial Depth Cold in place and pave							$ 83,200			
Rural Partial Depth Cold in place and pave							$ 171,500			
Semi Urban Hot Mix Resurfacing								$ 19,300		

Semi Urban Hot Mix Resurfacing								$ 15,200		
Urban Partial Depth Cold Planing & Resurfacing								$ 41,200		
Urban Partial Depth Cold Planing & Resurfacing								$ 92,200		
Surface Treatment - Single surface						$ 51,300				
Surface Treatment - Single surface							$ 8,300			
Surface Treatment - Single surface							$ 8,300			
Surface Treatment - Single surface							$ 8,300			
Semi Urban Full Depth Pulverize & Pave	$ 22,100									
Semi Urban Full Depth Pulverize & Pave	$ 13,800									
Semi Urban Full Depth Pulverize & Pave	$ 56,800									
Urban Full Construction Base Course Asphalt	$ 265,400									
Semi Urban Full Depth Pulverize & Pave	$ 6,600									
Semi Urban Full Depth Pulverize & Pave	$ 12,000									
Urban Full Construction Base Course Asphalt	$ 197,200									
Semi Urban Full Depth Pulverize & Pave	$ 110,100									
Semi Urban Full Depth Pulverize & Pave		$ 33,400								
Semi Urban Full Depth Pulverize & Pave	$ 10,600									
Semi Urban Full Depth Pulverize & Pave		$ 33,000								
Semi Urban Full Depth Pulverize & Pave		$ 68,600								
Semi Urban Hot Mix Resurfacing		$ 22,800								
Semi Urban Hot Mix Resurfacing		$ 53,800								
Semi Urban Full Depth Pulverize & Pave			$ 52,900							
Semi Urban Full Depth Pulverize & Pave			$ 19,100							
Semi Urban Full Depth Pulverize & Pave				$ 15,200						
Urban Full Construction Base Course Asphalt			$ 130,500							
Semi Urban Hot Mix Resurfacing	$ 10,400									
Semi Urban Full Depth Pulverize & Pave				$ 54,900						
Semi Urban Hot Mix Resurfacing				$ 34,700						
Semi Urban Hot Mix Resurfacing				$ 14,700						
Semi Urban Full Depth Pulverize & Pave					$ 36,400					
Urban Partial Depth Cold Planing & Resurfacing					$ 65,100					
Rural Partial Depth Cold in place and pave					$ 256,900					
Urban Partial Depth Cold Planing & Resurfacing					$ 17,000					
Semi Urban Full Depth Pulverize & Pave						$ 14,700				
Rural Full Depth Pulverize & Pave						$ 6,600				
Semi Urban Full Depth Pulverize & Pave						$ 15,300				
Rural Full Depth Pulverize & Pave						$ 10,100				
Semi Urban Full Depth Pulverize & Pave						$ 35,000				
Semi Urban Full Depth Pulverize & Pave			$ 13,600							
Semi Urban Full Depth Pulverize & Pave			$ 8,900							
Semi Urban Full Depth Pulverize & Pave						$ 13,300				
Semi Urban Full Depth Pulverize & Pave					$ 14,500					
Urban Full Construction Base Course Asphalt							$ 199,100			
Urban Partial Depth Cold Planing & Resurfacing							$ 98,700			
Urban Full Depth removal & Pave							$ 495,000			
Semi Urban Full Depth Pulverize & Pave							$ 19,900			
Semi Urban Full Depth Pulverize & Pave			$ 89,700							
Semi Urban Full Depth Pulverize & Pave				$ 75,200						
Rural Full Depth Pulverize & Pave				$ 129,600						
Semi Urban Hot Mix Resurfacing							$ 17,600			
Semi Urban Hot Mix Resurfacing							$ 15,600			
Surface Treatment - Single surface		$ 10,400								
Surface Treatment - Single surface	$ 7,500									
Surface Treatment - Single surface		$ 3,000								
Surface Treatment - Single surface		$ 1,300								
Surface Treatment - Single surface		$ 26,700								
Surface Treatment - Single surface		$ 9,100								
Surface Treatment - Single surface	$ 11,300									

Surface Treatment - Single surface		$ 19,600								
Surface Treatment - Single surface		$ 5,200								
Surface Treatment - Single surface		$ 13,300								
Surface Treatment - Single surface		$ 16,300								
Surface Treatment - Single surface		$ 16,300								
Surface Treatment - Single surface		$ 7,800								
Surface Treatment - Single surface		$ 5,600								
Surface Treatment - Single surface		$ 12,100								
Surface Treatment - Single surface		$ 14,700								
Surface Treatment - Single surface		$ 10,900								
Surface Treatment - Single surface		$ 5,400								
Surface Treatment - Single surface		$ 10,400								
Surface Treatment - Single surface		$ 8,000								
Surface Treatment - Single surface		$ 4,600								
Surface Treatment - Single surface		$ 8,300								
Surface Treatment - Single surface		$ 8,600								
Surface Treatment - Single surface		$ 4,000								
Surface Treatment - Single surface		$ 3,400								
Surface Treatment - Single surface		$ 4,400								
Surface Treatment - Single surface		$ 5,200								
Surface Treatment - Single surface		$ 24,900								
Surface Treatment - Single surface		$ 19,900								
Surface Treatment - Single surface		$ 19,600								
Surface Treatment - Single surface		$ 7,000								
Surface Treatment - Single surface		$ 7,800								
Surface Treatment - Single surface		$ 5,100								
Surface Treatment - Single surface		$ 4,800								
Surface Treatment - Single surface		$ 4,400								
Rural Partial Depth Cold in place and pave				$ 486,200						
Surface Treatment - Single surface		$ 4,400								
Rural Partial Depth Cold in place and pave				$ 486,200						
Rural Partial Depth Cold in place and pave				$ 368,200						
Rural Partial Depth Cold in place and pave							$ 81,900			
Rural Partial Depth Cold in place and pave								$ 364,400		
Rural Partial Depth Cold in place and pave								$ 8,100		
Rural Partial Depth Cold in place and pave								$ 508,700		
Urban Partial Depth Cold Planing & Resurfacing								$ 18,700		
Urban Partial Depth Cold Planing & Resurfacing								$ 24,500		
Urban Partial Depth Cold Planing & Resurfacing								$ 30,000		
Urban Partial Depth Cold Planing & Resurfacing								$ 52,500		
Surface Treatment - Single surface	$ 11,700									
Surface Treatment - Single surface	$ 8,100									
Surface Treatment - Single surface	$ 6,100									
Surface Treatment - Single surface	$ 17,200									
Surface Treatment - Single surface		$ 8,100								
Surface Treatment - Single surface		$ 7,500								
Surface Treatment - Single surface	$ 8,700									
Surface Treatment - Single surface	$ 26,400									
Surface Treatment - Single surface	$ 9,500									
Surface Treatment - Single surface	$ 9,600									
Surface Treatment - Single surface	$ 7,200									
Surface Treatment - Single surface	$ 26,700									
Surface Treatment - Single surface	$ 4,900									
Surface Treatment - Single surface	$ 10,900									
Surface Treatment - Single surface	$ 4,400									
Surface Treatment - Single surface	$ 5,000									
Surface Treatment - Single surface							$ 24,600			
Surface Treatment - Single surface							$ 51,400			
Surface Treatment - Single surface							$ 10,600			
Surface Treatment - Single surface	$ 45,700									

Surface Treatment - Single surface	$ 23,100									
Surface Treatment - Double surface		$ 42,500								
Surface Treatment - Double surface		$ 39,700								
Surface Treatment - Double surface		$ 22,200								
Surface Treatment - Single surface		$ 7,400								
Surface Treatment - Double surface		$ 20,500								
Surface Treatment - Single surface		$ 1,300								
Surface Treatment - Double surface		$ 12,500								
Semi Urban Full Depth Pulverize & Pave	$ 49,700									
Semi Urban Full Depth Pulverize & Pave	$ 67,200									
Semi Urban Full Depth Pulverize & Pave	$ 31,000									
Semi Urban Full Depth Pulverize & Pave	$ 27,200									
Semi Urban Full Depth Pulverize & Pave	$ 102,000									
Semi Urban Full Depth Pulverize & Pave	$ 73,100									
Semi Urban Full Depth Pulverize & Pave	$ 32,900									
Rural Full Depth Pulverize & Pave	$ 57,400									
Surface Treatment - Single surface	$ 12,200									
Surface Treatment - Single surface	$ 16,600									
Surface Treatment - Single surface	$ 5,400									
Surface Treatment - Single surface	$ 11,300									
Rural Pulverize & 2 Lifts Surface Treatment	$ 21,900									
Surface Treatment - Single surface	$ 5,800									
Surface Treatment - Single surface	$ 12,400									
Surface Treatment - Single surface	$ 12,900									
Surface Treatment - Single surface	$ 6,000									
Surface Treatment - Single surface	$ 13,000									
Surface Treatment - Single surface	$ 3,400									
Surface Treatment - Single surface	$ 22,000									
Surface Treatment - Single surface	$ 6,700									
Surface Treatment - Single surface	$ 22,000									
Surface Treatment - Single surface	$ 6,700									
Surface Treatment - Single surface	$ 26,000									
Rural Partial Depth Cold in place and pave			$ 26,000							
Rural Partial Depth Cold in place and pave			$ 118,800							
Rural Partial Depth Cold in place and pave			$ 226,500							
Rural Partial Depth Cold in place and pave					$ 754,500					
Urban Partial Depth Cold Planing & Resurfacing				$ 133,500						
Surface Treatment - Single surface				$ 19,100						
Surface Treatment - Single surface				$ 8,200						
Surface Treatment - Single surface				$ 8,700						
Surface Treatment - Single surface					$ 12,700					
Surface Treatment - Single surface					$ 7,600					
Surface Treatment - Single surface					$ 8,300					
Surface Treatment - Single surface					$ 15,500					
Surface Treatment - Single surface					$ 7,400					
Surface Treatment - Double surface					$ 4,600					
Surface Treatment - Single surface					$ 14,000					
Semi Urban Full Depth Pulverize & Pave						$ 59,000				
Semi Urban Full Depth Pulverize & Pave						$ 91,000				
Semi Urban Full Depth Pulverize & Pave						$ 40,200				
Surface Treatment - Single surface						$ 2,000				
Surface Treatment - Single surface						$ 6,500				
Surface Treatment - Single surface							$ 10,100			
Surface Treatment - Single surface							$ 2,500			
Rural Partial Depth Cold in place and pave								$ 70,300		
Semi Urban Hot Mix Resurfacing								$ 97,800		
Rural Partial Depth Cold in place and pave								$ 352,200		
Rural Partial Depth Cold in place and pave								$ 95,300		
Surface Treatment - Single surface	$ 115,100									
Rural Full Depth Pulverize & Pave	$ 291,000									

Rural Full Depth Pulverize & Pave	$ 259,000									
Surface Treatment - Single surface	$ 91,300									
Rural Full Depth Pulverize & Pave	$ 170,900									
Rural Full Depth Pulverize & Pave	$ 872,700									
Rural Pulverize & 2 lifts surface treatment	$ 87,400									
Surface Treatment - Double surface	$ 252,800									
Surface Treatment - Single surface	$ 8,200									
Rural Full Depth Pulverize & Pave	$ 351,300									
Surface Treatment - Double surface	$ 146,900									
Rural Full Depth Pulverize & Pave	$ 313,800									
Surface Treatment - Single surface	$ 42,500									
Rural Pulverize & 2 lifts surface treatment	$ 188,700									
Rural Full Depth Pulverize & Pave	$ 502,200									
Rural Hot Mix Resurfacing	$ 375,900									
Rural Full Depth Pulverize & Pave		$ 686,700								
Surface Treatment - Single surface		$ 43,000								
Rural Hot Mix Resurfacing		$ 114,300								
Semi Urban Hot Mix Resurfacing		$ 37,400								
Surface Treatment - Single surface		$ 58,200								
Rural Hot Mix Resurfacing			$ 344,400							
Rural Partial Depth Cold in place and pave			$ 77,300							
Rural Hot Mix Resurfacing			$ 343,700							
Rural Hot Mix Resurfacing			$ 98,700							
Surface Treatment - Single surface			$ 112,600							
Rural Partial Depth Cold in place and pave			$ 453,800							
Surface Treatment - Single surface			$ 74,500							
Surface Treatment - Single surface			$ 50,700							
Rural Partial Depth Cold in place and pave				$ 300,200						
Semi Urban Hot Mix Resurfacing				$ 288,100						
Semi Urban Hot Mix Resurfacing				$ 187,200						
Rural Partial Depth Cold in place and pave					$ 226,500					
Surface Treatment - Single surface					$ 3,200					
Surface Treatment - Single surface						$ 56,900				
Surface Treatment - Single surface							$ 12,800			
Surface Treatment - Single surface							$ 4,100			
Surface Treatment - Single surface							$ 10,800			
Surface Treatment - Single surface							$ 4,200			
Semi Urban Full Depth Pulverize & Pave	$ 75,000									
Semi Urban Full Depth Pulverize & Pave	$ 77,100									
Urban Partial Depth Cold Planing & Resurfacing	$ 30,500									
Urban Partial Depth Cold Planing & Resurfacing	$ 43,300									
Urban Partial Depth Cold Planing & Resurfacing	$ 54,000									
Urban Partial Depth Cold Planing & Resurfacing	$ 41,100									
Urban Partial Depth Cold Planing & Resurfacing	$ 29,300									
Surface Treatment - Single surface	$ 6,200									
Urban Partial Depth Cold Planing & Resurfacing	$ 44,800									
Urban Partial Depth Cold Planing & Resurfacing	$ 38,200									
Surface Treatment - Single surface	$ 5,000									
Surface Treatment - Single surface	$ 6,000									
Surface Treatment - Single surface	$ 6,700									
Rural Full Depth Pulverize & Pave	$ 55,600									
Rural Pulverize & 2 lifts surface treatment	$ 31,900									
Urban Partial Depth Cold Planing & Resurfacing		$ 75,700								
Urban Partial Depth Cold Planing & Resurfacing		$ 101,800								
Urban Partial Depth Cold Planing & Resurfacing		$ 8,500								
Surface Treatment - Single surface				$ 9,700						
Rural Partial Depth Cold in place and pave				$ 319,400						
Surface Treatment - Single surface				$ 15,800						

Urban Partial Depth Cold Planing & Resurfacing				$ 25,900						
Surface Treatment - Single surface				$ 5,000						
Surface Treatment - Single surface				$ 3,800						
Surface Treatment - Single surface				$ 9,500						
Surface Treatment - Single surface				$ 11,100						
Fibre Mat Surface treatment				$ 7,300						
Semi Urban Full Depth Pulverize & Pave					$ 28,600					
Surface Treatment - Single surface						$ 17,800				
Urban Partial Depth Cold Planing & Resurfacing						$ 51,700				
Surface Treatment - Single surface						$ 30,500				
Surface Treatment - Single surface						$ 8,700				
Urban Partial Depth Cold Planing & Resurfacing								$ 92,800		
Urban Partial Depth Cold Planing & Resurfacing								$ 12,600		
Semi Urban Full Depth Pulverize & Pave	$ 44,300									
Semi Urban Full Depth Pulverize & Pave	$ 43,100									
Urban Full Construction Base Course Asphalt	$ 179,000									
Urban Full Construction Base Course Asphalt	$ 178,500									
Semi Urban Hot Mix Resurfacing		$ 16,900								
Semi Urban Full Depth Pulverize & Pave			$ 40,100							
Rural Partial Depth Cold in place and pave			$ 37,200							
Rural Partial Depth Cold in place and pave			$ 73,600							
Rural Full Depth Pulverize & Pave			$ 26,400							
Semi Urban Hot Mix Resurfacing			$ 18,800							
Rural Full Depth Pulverize & Pave				$ 33,000						
Semi Urban Hot Mix Resurfacing				$ 18,000						
Semi Urban Full Depth Pulverize & Pave				$ 29,200						
Semi Urban Full Depth Pulverize & Pave				$ 29,900						
Semi Urban Full Depth Pulverize & Pave				$ 38,000						
Semi Urban Full Depth Pulverize & Pave					$ 42,000					
Semi Urban Full Depth Pulverize & Pave				$ 38,000						
Semi Urban Full Depth Pulverize & Pave					$ 42,000					
Semi Urban Hot Mix Resurfacing				$ 24,100						
ADD RELATED ASSETS FROM AMP ANALYSIS										
Roads - Sidewalks	$ -	$ 1,109,189	$ -	$ 20,961	$ -	$ -	$ -	$ -	$ 128,709	$ -
Roads - Signs (Pooled)	$ -	$ 557,496	$ 122,086	$ 133,962	$ 104,747	$ 120,718	$ 122,717	$ 120,534	$ 126,571	$ -
Roads - Street Lights	$ -	$ 84,950	$ 16,353	$ 16,365	$ 16,318	$ 15,923	$ 16,486	$ 16,281	$ 16,294	$ 16,017
Roads - Traffic Lights	$ -	$ -	$ -	$ -	$ -	$ 68,083	$ -	$ -	$ -	$ -
Total Asset Needs Capital (2022$$)	$ 7,718,600	$ 3,675,035	$ 3,112,339	$ 3,770,987	$ 1,708,665	$ 789,124	$ 1,707,003	$ 2,105,615	$ 271,573	$ 16,017
Total Asset Needs Capital (2025$$)	$ 8,434,323	$ 4,015,810	$ 3,400,937	$ 4,120,659	$ 1,867,105	$ 862,297	$ 1,865,289	$ 2,300,862	$ 296,755	$ 17,502
Annual Maintenance Needs (2022$$)	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900	$ 3,052,900
Annual Maintenance Needs (2025$$)	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986	$ 3,335,986
Total Asset Needs (Inflated to 2025)	$ 11,770,309	$ 7,351,797	$ 6,736,923	$ 7,456,646	$ 5,203,091	$ 4,198,283	$ 5,201,275	$ 5,636,849	$ 3,632,741	$ 3,353,488
10-Year Average Annual Need	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140	$ 6,054,140
Current Annual Funding										
Capital Funding	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415	$ 4,813,415
Maintenance Funding	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374	$ 2,893,374
10-Year Average Annual Funding	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788	$ 7,706,788
Annual Funding Gap - 10-Year	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648	$1,652,648

Tax Supported Assets - Bridges & Culverts Needs from OSIM Inspection Report (2023)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges & Culverts										
Main Street										
Park Lane										
Brush Road		$ 1,000								
Cedar Point Line										
Cedar Point Line	$ 295,301									
Cedar Point Line		$ 5,000								
Fuller Road										
Cedar Point Line		$ 5,000								
Proof Line										
Fuller Road										
Proof Line		$ 5,000								
Cedar Point Line										
Jura Line										
Army Camp Road		$ 5,000								
Jericho Road										
Ridge Road		$ 2,000								
Jericho Road		$ 5,000								
Cedar Point Line					$ 330,000					
Rock Glen Road										
Farmers Line										
Gordon Road		$ 5,000								
Decker Road		$ 466,767								
Ravenswood Line		$ 10,000								
Gordon Road		$ 7,500								
Kennedy Line		$ -								
Kennedy Line		$ -								
Kennedy Line		$ 2,000								
Ravenswood Line		$ 5,000								
Kinnaird Road		$ -								
Army Camp Road		$ 2,000								
Bruce Scott Road		$ -								
Bruce Scott Road		$ 2,000								
Army Camp Road		$ -								
Outer Drive		$ 1,000								
Outer Drive		$ 5,500								
Outer Drive		$ 2,000								
Riverside Drive		$ 1,000								
Walker Road		$ 5,000								
Pinetree Drive		$ -								
Beach O'Pines Road		$ -								
Lakeview Ave.		$ 2,000								
Gill Road - Desjardine Drain		$ -								
Main Street		$ -								
Sauble Road		$ -								
Ontario Street		$ 6,200,000								
Thompson Line		$ -								
Sewage Treatment Plant Road		$ 150,000								
Railway Line - Walking Trail		$ -								
Kinnaird Road		$ 300,000								
Village Gate		$ -			$ 33,000					
Main St. East		$ 5,000								
Ann St.		$ -								

Total Asset Needs (Capital)	$ 295,301	$ 7,199,767	$ -	$ -	$ 363,000	$ -	$ -	$ -	$ -	$ -
Asset Needs (Maintenance)	$ 148,478	$ 129,989	$ 131,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543
Total Asset Needs (Capital & Maintenance)	$ 443,779	$ 7,329,756	$ 131,543	$ 131,543	$ 494,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543	$ 131,543
10-Year Average Annual Need	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888	$ 918,888
Current Annual Funding										
Capital Funding	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000	$ 763,000
Maintenance Funding	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081	$ 133,081
10-Year Average Annual Funding	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081	$ 896,081
Annual Funding Gap - 10-Year	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)	($22,807)

Tax Supported Assets - Facilities Needs from Building Inspection Reports (2024)

Asset Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Facilities										
Facilities - Protection	$ 2,700	$ 102,400	$ 86,600	$ 92,300	$ 92,800	$ 61,800	$ 110,200	$ 11,400	$ 154,900	$ 9,800
Facilities - General Government	$ -	$ 124,300	$ 267,900	$ 124,600	$ 18,200	$ 46,800	$ 13,700	$ 56,400	$ 14,200	$ 29,200
Facilities - Recreation	$ 307,000	$ 834,500	$ 796,500	$ 1,036,200	$ 428,300	$ 3,338,000	$ 229,200	$ 2,381,100	$ 476,600	$ 80,200
Facilities - Transportation	$ 111,000	$ 426,700	$ 95,900	$ 30,100	$ 13,700	$ 115,700	$ 37,600	$ 21,200	$ 5,400	$ 81,000
Total Asset Needs (Capital)	$ 420,700	$ 1,487,900	$ 1,246,900	$ 1,283,200	$ 553,000	$ 3,562,300	$ 390,700	$ 2,470,100	$ 651,100	$ 200,200
Asset Needs (Maintenance)	$ 431,128	$ 431,628	$ 426,028	$ 426,028	$ 426,028	$ 426,028	$ 426,028	$ 426,028	$ 426,028	$ 426,028
Total Asset Needs (Capital & Maintenance)	$ 851,828	$ 1,919,528	$ 1,672,928	$ 1,709,228	$ 979,028	$ 3,988,328	$ 816,728	$ 2,896,128	$ 1,077,128	$ 626,228
10-Year Average Annual Need	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708	$ 1,653,708
Current Annual Funding										
Capital Funding	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700	$ 647,700
Maintenance Funding	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098	$ 427,098
10-Year Average Annual Funding	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798	$ 1,074,798
Annual Funding Gap - 10-Year	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)	($578,910)

Appendix D

RISK ASSESSMENT BY
ASSET CLASS COMPONENT

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

LEGEND

Consequence Rating	RISK LEVEL				
Severe	5	10	15	20	25
Major	4	8	12	16	20
Moderate	3	6	9	12	15
Minor	2	4	6	8	10
Insignificant	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almont Certain

Condition Rating

Watermains

Consequence Rating	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	16,321 m 4% $ 56,080,262	- - $ -	- - $ -	- - $ -
4 Major	160 m 0.04% $ 307,187	37,022 m 10% $ 76,535,759	5,529 m 1% $ 10,615,238	1,186 m 0.3% $ 2,555,545	- - $ -
3 Moderate	159,298 m 41% $ 209,551,191	112,460 m 29% $ 166,908,997	45,055 m 12% $ 67,000,725	8,531 m 2% $ 12,599,453	1,589 m 0.4% 2,343,711
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

Hydrants

Consequence Rating	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	289 45% $ 3,079,396	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	49 8% $ 522,112	58 9% $ 618,010	139 22% $ 1,481,094	110 17% $ 1,172,089

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Meters

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	-	-	-	-	-
	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -
4 Major	-	-	-	-	2,824
	-	-	-	-	37%
	$ -	$ -	$ -	$ -	$ 1,908,057
3 Moderate	-	-	1,583	-	-
	-	-	21%	-	-
	$ -	$ -	$ 1,585,377	$ -	$ -
2 Minor	32	499	448	-	-
	0.4%	6%	6%	-	-
	$ 156,555	$ 921,311	$ 297,522	$ -	$ -
1 Insignificant	1,025	396	723	180	1
	13%	5%	9%	2%	0.01%
	$ 595,475	$ 229,594	$ 496,771	$ 122,700	$ 2,840

Buildings

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	-	-	1	-	-
	-	-	2%	-	-
	$ -	$ -	$ 4,249,901	$ -	$ -
4 Major	-	-	-	1	-
	-	-	-	2%	-
	$ -	$ -	$ -	$ 2,311,769	$ -
3 Moderate	-	-	-	-	-
	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -
2 Minor	-	1	2	-	2
	-	2%	0.04	-	0
	$ -	$ 349,521	$ 553,409	$ -	$ 755,662
1 Insignificant	2	3	2	8	23
	4%	7%	0	18%	51%
	$ 19,467	$ 727,833	$ 341,493	$ 761,784	$ 1,152,572

Wastewater Mains

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	-	-	-	-	-
	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -
4 Major	-	-	-	-	-
	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -
3 Moderate	-	2,328 m	-	-	-
	-	4%	-	-	-
	$ -	$ 3,900,833	$ -	$ -	$ -
2 Minor	803 m	3,555 m	1,241 m	-	-
	1.4%	6.2%	2.2%	-	-
	$ 1,344,838	$ 5,957,672	$ 2,223,269	$ -	$ -
1 Insignificant	9,643 m	5,429 m	26,549 m	7,879 m	-
	16.8%	9.5%	46.2%	13.7%	-
	$ 16,777,476	$ 9,116,709	$ 45,584,281	$ 13,711,556	$ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Forcemains

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	9,138 m 50.0% $ 9,650,799	- - $ -	2,377 m 13.0% $ 2,624,699	- - $ -	- - $ -
3 Moderate	2,818 m 15.4% $ 2,594,718	2,152 m 11.8% $ 1,720,418	1,486 m 8.1% $ 1,376,457	318 m 1.7% $ 303,862	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

Lagoons

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	1 25% $ 995,834	2 50% $ 1,691,494
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	1 25% $ 492,187

Buildings

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	4 3% $ 9,964,211	- - $ -	1 1% $ 4,088,532	- - $ -	- - $ -
4 Major	2 1% $ 1,743,737	- - $ -	- - $ -	- - $ -	1 1% $ 2,846,360
3 Moderate	2 1% $ 747,316	1 1% $ 419,169	2 1% $ 3,013,089	- - $ -	3 2% 3,389,498
2 Minor	2 1% $ 328,427	1 1% $ 239,525	2 1% $ 1,400,299	1 1% $ 645,558	3 2% $ 1,423,793
1 Insignificant	20 13% $ 1,827,884	13 8% $ 1,290,514	18 11% $ 1,761,763	17 11% $ 1,936,575	65 41% $ 5,052,605

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Stormwater Mains

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	20 m 0.04% $ 54,940	155 m 0.3% $ 401,679	737 0 $ 2,007,827	275 m 1% $ 712,657	- m 0% $ -
4 Major	1,718 m 3.8% $ 3,719,302	776 m 2% $ 1,593,906	838 m 1.9% $ 1,663,239	279 m 0.6% $ 605,724	- m 0% $ -
3 Moderate	2,777 m 6.1% $ 3,540,874	563 m 1% $ 745,108	1,139 m 2.5% $ 1,508,487	659 m 1.5% $ 876,406	- m 0% -
2 Minor	4,810 m 10.6% $ 5,460,540	2,702 m 6.0% $ 3,150,436	7,149 m 15.8% $ 8,044,174	4,018 9% $ 4,419,880	- m 0.0% $ -
1 Insignificant	970 m 2.1% $ 1,074,930	1,375 m 3.0% $ 1,474,295	7,794 m 17.2% $ 8,356,575	6,492 m 14.3% $ 6,961,089	- m 0.0% $ -

Catch Basins

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	6 3.1% $ 215,884	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	15 7.7% $ 422,194	82 41.8% $ 279,140	60 30.6% $ 204,249	33 16.8% $ 112,337	- 0% $ -

Stormwater Ponds

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	1 25% $ 866,009	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	1 25% $ 362,760	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	2 50% $ 564,633	- - $ -	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Roads - Gravel

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	4,850 m 3.6% $ 3,518,683	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	6,940 m 5.1% $ 7,569,552	116,110 m 86.1% $ 118,029,636	4,790 m 3.6% $ 4,835,623	2,200 m 1.6% $ 2,685,004	- - $ -

Roads - Paved Surface

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	2,577 m 1.6% $ 4,913,128	420 m 0.3% $ 800,743	- - $ -	- - $ -
4 Major	3,627 m 2.3% $ 6,914,984	662 m 0.4% $ 1,262,885	218 m 0.1% $ 415,624	- - $ -	- - $ -
3 Moderate	19,942 m 12.7% $ 28,888,041	4,311 m 3% $ 6,200,441	250 m 0.2% $ 476,633	- - $ -	- - $ -
2 Minor	30,942 m 19.8% $ 53,616,657	51,524 m 32.9% $ 88,915,959	7,310 m 4.7% $ 12,390,189	- - $ -	- - $ -
1 Insignificant	13,091 m 8.4% $ 24,797,838	16,597 m 10.6% $ 30,611,648	5,050 m 3.2% $ 9,460,860	- - $ -	- - $ -

Roads - Tar & Chip

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	2,400 m 4.3% $ 3,883,512	3,550 m 6% $ 4,280,011	- - $ -
2 Minor	308 m 0.5% $ 498,384	400 m 0.7% $ 647,252	2,750 m 4.9% $ 4,170,934	17,690 m 32% $ 17,119,105	- - $ -
1 Insignificant	70 m 0.1% $ 113,269	2,200 m 3.9% $ 3,559,886	14,950 m 26.6% $ 22,740,639	10,647 m 19% $ 17,228,230	1,150 m 2% $ 1,163,540

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Roads - Sidewalks

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	1,264 m 3% $ 286,422	- - $ -
1 Insignificant	8,982 m 22.1% $ 2,035,321	4,285 m 10.5% $ 970,981	11,177 m 27.4% $ 2,532,708	1,053 m 2.6% $ 238,497	13,958 m 34% $ 3,121,397

Roads - Signs

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	2 15% $ 247,104	1 8% $ 122,717	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	1 8% $ 120,718	2 15% $ 238,709	2 15% $ 222,726	5 38% $ 456,855

Roads - Street Lights

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	1 0.1% $ 836,466	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	274 0.20 $ 590,458	1,044 77% $ 951,550	23 2% $ 269,446	6 0.4% $ 97,130	14 1% $ 133,987

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Roads - Traffic Lights

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	1 4% $ 35,469	6 24% $ 339,323	13 52% $ 168,334	5 20% $ 68,083	- - $ -

Bridges

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	1 9% $ 7,943,502	- - $ -	- - $ -
4 Major	1 9% $ 2,704,813	1 9% $ 1,206,608	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	2 18% $ 1,468,838	4 36% $ 3,639,934	- - $ -	- - $ -	- - $ -
1 Insignificant	1 9% $ 75,156	1 9% $ 51,337	- - $ -	- - $ -	- - $ -

Culverts

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	1 1% $ 2,067,427	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	2 3% $ 2,504,664	- - $ -	- - $ -	- - $ -
3 Moderate	4 5% $ 427,798	5 7% $ 1,824,088	2 3% $ 1,314,568	1 1% $ 51,651	5 7% 190,931
2 Minor	3 4% $ 1,623,523	20 27% $ 8,895,500	13 17% $ 3,662,517	3 4% $ 165,180	16 21% $ 787,610
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Guard Rails

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	5 83% $ 253,280	- - $ -	- - $ -	1 17% $ 110,361

Facilities - Protection

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	3 8% $ 1,027,043	5 13% $ 1,689,352	- - $ -
3 Moderate	- - $ -	- - $ -	10 26% $ 1,060,238	8 21% $ 1,081,852	- - -
2 Minor	5 13% $ 65,200	- - $ -	4 10% $ 132,594	4 10% $ 114,582	- - $ -
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

Facilities - General Government

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	2 8% $ 4,429,545	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	3 12% $ 2,954,912	- - $ -	- - $ -	2 8% $ 1,877,101	- - $ -
3 Moderate	- - $ -	- - $ -	1 4% $ 104,411	7 27% $ 1,444,705	- - -
2 Minor	1 4% $ 27,967	1 4% $ 13,581	4 15% $ 152,063	4 15% $ 115,232	1 4% $ 3,367
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Facilities - Recreation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	1 1% $ 637,155	1 1% $ 1,503,756	7 0.05 $ 11,254,720	16 11% $ 23,214,925	- - $ -
3 Moderate	- - $ -	- - $ -	10 7% $ 3,563,529	9 6% $ 3,308,520	- - $ -
2 Minor	10 7% $ 890,539	16 11% $ 657,837	37 25% $ 2,281,572	35 23% $ 2,891,770	6 4% $ 189,254
1 Insignificant	- - $ -	- - $ -	1 1% $ 64,400	- - $ -	1 1% $ 26,492

Facilities - Transportation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- 0% $ -	- - $ -	- - $ -	5 23% $ 4,039,656	- - $ -
3 Moderate	2 0.09 $ 400,257	1 0 $ 335,381	4 18% $ 1,270,942	6 27% $ 819,196	1 0.05 72,413
2 Minor	- 0% $ -	- 0% $ -	1 5% $ 20,593	2 9% $ 60,922	- 0% $ -
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

Vehicles - Parks & Recreation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	1 3% $ 131,631	- - $ -	- - $ -	- - $ -
3 Moderate	2 7% $ 253,536	- - $ -	- - $ -	- - $ -	1 3% 153,138
2 Minor	1 3% $ 6,529	9 30% $ 283,783	4 13% $ 155,481	3 10% $ 102,000	7 23% $ 118,629
1 Insignificant	2 7% $ 14,144	- - $ -	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Vehicles - Transportation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	1 2% $ 682,080	- - $ -	1 2% $ 816,000	- - $ -	- - $ -
4 Major	2 5% $ 688,500	- - $ -	1 2% $ 484,500	3 7% $ 1,275,000	6 14% $ 2,318,954
3 Moderate	7 16% $ 958,112	3 7% $ 267,639	3 7% $ 459,000	2 5% $ 204,000	6 14% 608,808
2 Minor	2 5% $ 207,690	- - $ -	- - $ -	2 5% $ 22,122	2 5% $ 48,196
1 Insignificant	2 5% $ 55,903	- - $ -	1 2% $ 132,600	- - $ -	- - $ -

Vehicles - Protection

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	1 4% $ 1,224,000	2 0.07 $ 1,958,400	3 11% $ 3,182,400	2 0 $ 2,040,000	4 0 $ 4,284,000
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	9 33% $ 607,830	2 7% $ 1,291,800	1 4% $ 33,764	- - $ -	3 11% 148,041
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

Equipment - Corporate

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	1 0.3% $ 138,275	- - $ -	- - $ -
3 Moderate	1 0.3% $ 61,458	- - $ -	1 0.3% $ 83,560	- - $ -	1 0.3% 50,939
2 Minor	12 3% $ 97,168	20 6% $ 131,320	168 48% $ 188,989	20 6% $ 61,221	129 37% $ 377,108
1 Insignificant	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Equipment - Protection

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	1 0.4% $ 447,542	37 15.9% $ 392,211	- - $ -	- - $ -
4 Major	2 1% $ 189,091	- - $ -	1 0.4% $ 124,088	4 1.7% $ 318,043	2 0.9% $ 205,684
3 Moderate	1 0.4% $ 45,413	2 1% $ 85,509	- - $ -	1 0.4% $ 34,510	4 1.7% 159,928
2 Minor	20 9% $ 136,309	12 5% $ 21,398	37 16% $ 136,266	35 15% $ 165,964	62 27% $ 235,949
1 Insignificant	2 1% $ 3,780	6 3% $ 31,593	1 0.4% $ 12,192	- - $ -	2 1% $ 63,171

Equipment - Recreation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	1 0.1% $ 369,222	1 0.1% $ 57,028	1 0.1% $ 79,712	- - -
2 Minor	- - $ -	8 1% $ 78,825	19 2% $ 36,665	- - $ -	- - $ -
1 Insignificant	220 25% $ 116,794	14 2% $ 115,322	95 10.6% $ 168,028	62 7% $ 204,053	474 53% $ 189,554

Equipment - Transportation

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	10 14% $ 79,132	- - $ -	- - $ -	1 1% 56,356
2 Minor	18 25% $ 176,718	4 6% $ 90,370	4 6% $ 35,487	3 4% $ 44,469	30 42% $ 113,802
1 Insignificant	- - $ -	1 1% $ 15,793	- - $ -	- - $ -	- - $ -

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Land Improvements - Beach & Harbour

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	1 0.1% $ 3,691,488	- - $ -
4 Major	- - $ -	- - $ -	1 0.1% $ 1,508,230	51 4% $ 694,717	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	1 0.1% $ 176,719	1 0.1% $ 163,801	2 0.1% $ 398,785	- - $ -	245 18% $ 206,533
1 Insignificant	12 1% $ 137,720	1 0.1% $ 97,626	330 24% $ 245,022	221 16% $ 124,780	517 37% $ 536,008

Land Improvements - Fencing

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
2 Minor	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
1 Insignificant	1 9% $ 2,281	- - $ -	2 18% $ 7,987	4 36% $ 18,326	4 36% $ 53,936

Land Improvements - Parking Lots

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	1 2% $ 852,267	1 2% $ 836,678	- - $ -
3 Moderate	- - $ -	- - $ -	- - $ -	2 4% $ 753,961	1 2% 373,315
2 Minor	- - $ -	- - $ -	1 2% $ 188,927	4 9% $ 717,274	1 2% $ 131,263
1 Insignificant	2 4% $ 48,499	3 7% $ 37,663	11 24% $ 440,538	7 15% $ 318,972	12 26% $ 667,802

APPENDIX D

RISK ASSESSMENT BY ASSET CLASS COMPONENT

Land Improvements - Retaining Walls

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	1 3% $ 2,567,896	1 3% $ 3,982,542
4 Major	- - $ -	- - $ -	- - $ -	1 3% $ 660,932	3 9% $ 2,958,080
3 Moderate	- - $ -	1 3% $ 394,954	- - $ -	1 3% $ 354,179	- - -
2 Minor	1 3% $ 140,399	1 3% $ 147,654	1 3% $ 135,561	3 9% $ 654,812	1 3% $ 137,787
1 Insignificant	4 11% $ 274,583	- - $ -	6 17% $ 306,599	3 9% $ 230,928	7 20% $ 353,658

Land Improvements - Sports and Playgrounds

	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
4 Major	- - $ -	- - $ -	- - $ -	- - $ -	- - $ -
3 Moderate	- - $ -	1 2% $ 325,601	3 5% $ 901,386	- - $ -	- - -
2 Minor	- - $ -	4 6% $ 779,025	4 6% $ 570,025	1 2% $ 238,037	- - $ -
1 Insignificant	6 10% $ 406,961	7 11% $ 283,158	12 19% $ 239,633	23 37% $ 696,482	1 2% $ 5,555