



**BURNSIDE**

## **2025 Asset Management Plan Town of Grand Valley**



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**March 2026  
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### Record of Revisions

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1	March 4, 2026	Draft Final Report
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### R.J. Burnside & Associates Limited

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## Executive Summary

This report contains the Asset Management Plan for the Town of Grand Valley (Town) for all capital assets (core and non-core). The report has been organized as follows:

- Section 1: Introduction.
- Section 2: State of Local Infrastructure.
- Section 3: Expected Levels of Service.
- Section 4: Asset Management Strategy.
- Section 5: Financial Strategy.
- Section 6: Recommendations.

The “State of Local Infrastructure” section provides an overview of the capital assets owned by the Town. This includes detailed information on asset inventory, including asset attributes, accounting valuations, replacement costs, useful life, age, and asset conditions. This information provides the foundation for other sections of the asset management plan.

Based on data provided by the Town and discussions with Town Staff, it is believed that the Town’s capital assets based on weighted average condition (with the weighting based on asset replacement cost) are as follows:

### ***Tax Based Assets***

- Road and Roadside assets – Good condition.
- Bridge and Culvert assets – Good condition.
- Storm Water assets – Good condition.
- Facility assets – Good condition.
- Land Improvement assets – Good condition.
- Vehicle assets – Good condition.
- Equipment assets – Good condition.
- Information Technology assets – Good condition.

### ***Municipal Board Assets***

- Fire Board assets – Average condition.
- Community Centre assets – Good condition.
- Library assets – Good condition.

### ***Ratepayer Based Assets***

- Water assets – Good condition.
- Wastewater Assets – Good condition.

As outlined in the following summary assets tables. Please note that weighted average conditions do not fully reflect the many assets that need to have capital improvement investments but provide an overall high-level perspective of all the assets found in that asset grouping / network.

Please note that the Municipal Board assets have been included in the tax supported totals of the various asset classes, however separated out for Financial Strategy. A 60% value of Board assets has been used towards the Town's costs.

Please note that Water and Wastewater assets which are funded by system rate payers have been separated from the other tax-based capital assets. Each asset class has been subset for better understanding of the capital asset classes.

Looking at the weighted average of remaining life as a percentage of useful life can provide a quick estimate of how quickly the Town may be looking to invest in either capital improvements or asset replacement. It is important to view the Remaining Service Life percentages not as absolute but as triggers to seek more information about an asset type. For example, Bridges and Crossroad Culverts show approximately 41% and 48% of their service life remains or these assets are into their last 1/2 of their lifecycle. So weighted averages are good high-level values however it is recommended that reviewing additional detailed information will provide more clarity.

**Tax Supported**

Asset Type	Condition (weighted average)	Risk (weighted average)	Useful Life (UL) - Weighted Average	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL
Road Base	N/A	Low	60	N/A	N/A
Road Surface Asphalt	Good	Low	25	11	44%
Road Surface Gravel	N/A	Low	5	N/A	N/A
Bridges & Culverts	Good	Moderate	72	30	41%
Roadway Assets	Good	Low	48	29	60%
Storm Mains	Good	Low	99	77	78%
Catch Basins	N/A	Moderate	100	69	69%
Storm Manholes	Good	Low	100	81	81%
Cross Road Culverts	Average	Moderate	50	24	48%
Discharge Point	Good	Low	85	63	74%
Underground Enclosures	Poor	Moderate	100	44	44%
Storm Ponds	Good	Low	100	84	84%
Facilities & Components	Good	Moderate	71	39	55%
Land Improvements	Good	Low	41	29	71%
Vehicles	Good	Moderate	17	9	53%
Equipment	Good	Moderate	14	8	57%
Software & Hardware	Good	Moderate	14	9	64%

**Water Rate Payer Supported**

Asset Type	Condition (weighted average)	Risk (weighted average)	Useful Life (UL) - Weighted Average	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL
Water Tower	Very Good	Moderate	79	47	59%
Pumping Station - Cooper Street	Average	Moderate	46	26	57%
Pumping Station - Melody Lane	Average	Moderate	53	25	47%
Pumping Station - Well #5	Very Good	Low	61	59	97%
Equipment	Very Good	Moderate	16	6	38%
Water Wells	Very Good	Moderate	26	6	23%
Water Hydrant	Average	Moderate	50	27	54%
Water Mains	Good	Moderate	100	74	74%
Water System Valve	Good	Moderate	65	40	62%

**Wastewater Rate Payer Supported**

Asset Type	Condition (weighted average)	Risk (weighted average)	Useful Life (UL) - Weighted Average	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL
WWTP Site Works & Other Assets	Good	Low	8	1	13%
Admin-Maintenance-UV	Good	Moderate	54	40	74%
Blower-Sludge Pumping	Good	Moderate	58	44	76%
Headworks	Good	Moderate	53	39	74%
Bio Solids Tank	Good	Moderate	50	36	72%
Surge Tank	Very Good	Low	48	43	90%
WWTP on site Pumping Station	Good	Moderate	48	34	71%
Emma Street Pumping Station	Good	Moderate	78	64	82%
Air Release Chamber	Very Good	Moderate	99	85	86%
Amaranth Street Pumping Station	Very Good	Moderate	91	42	46%
WW Gravity Main	Good	Moderate	100	61	61%
WW Pressure Main	Very Good	Moderate	100	86	86%
WW Manhole	Good	Moderate	100	65	65%

The Roadway assets (Barriers, Street Lights, Sidewalks and Signs) are reviewed regularly by staff who provide maintenance and capital improvement recommendations for the most appropriate levels of service to the public. The street signs are replaced as required and maintain Provincial Maintenance Standards (Ontario Regulation 239/02) with the Town staff annually. It is expected that the identified Useful Life of the street signs will be set too low and generally will exceed the noted lifecycle. Also, streetlights have been converted to LED lights and are expected to have a longer lifecycle than in the past.

Please note that the Water Wells 23% Remaining Service Life will be addressed when Well 3 improvements are completed.

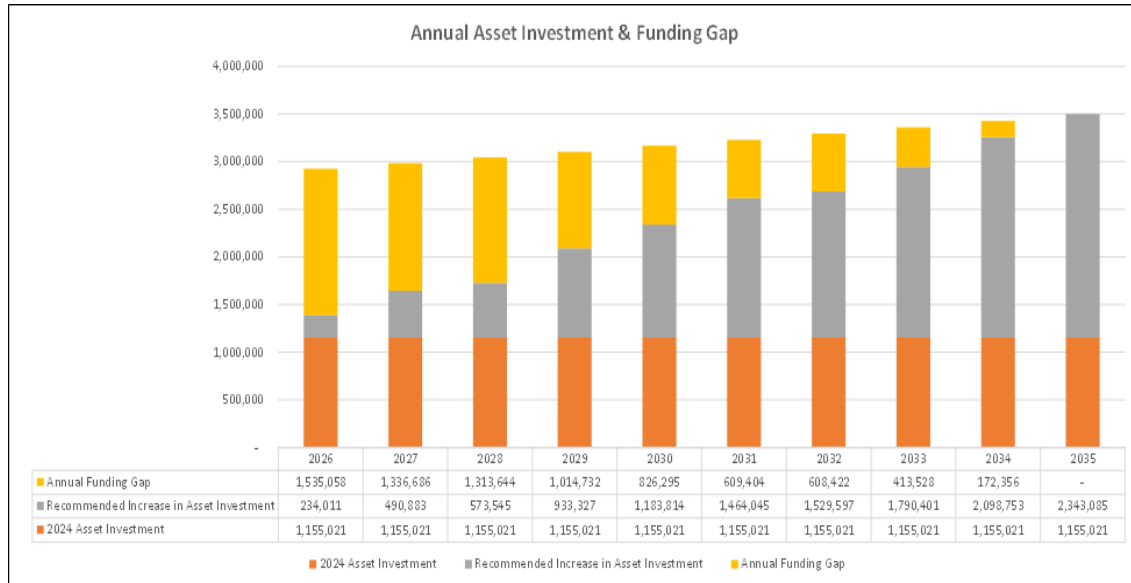
"Expected Levels of Service" compares the current level of service provided by the Town, and the recommended levels of service that will help extend the life of the above-mentioned asset types. The Town takes great care in the service levels they offer their constituents and to the public. This report has made a few additional Levels of Service (LOS) recommendations that can potentially extend the life of the Town's capital assets and therefore reduce the total lifecycle costs of these assets.

The "Asset Management Strategy" provides a long-term operating and capital forecast for asset-related capital costs, indicating the requirements for maintaining, rehabilitating, replacing / disposing, and expanding the Town's assets, while moving towards the specified expected levels of service identified above. The goal of the asset management strategy is to have the Town moving towards a sustainable asset management position over the 10-year forecast period. We have also taken into consideration the potential risk of each asset by identifying the asset consequences of failure and probability of failure. Asset risk was assessed based on the asset's age, condition, consequence of failure, and probability of failure.

Town staff and R.J. Burnside & Associates Limited (Burnside) worked to create a complete asset dataset. Gaps in this data have been found, and estimates were made where possible. It is recommended that Town staff review the working data spreadsheets provided and update information as it becomes available. As assets are reviewed, the asset inventory can be updated, creating an improved dataset annually.

The Asset Management Financing Strategy described in Section 5.0 of this report identifies a funding plan for the recommended asset management strategy, including a review of historical results and recommendations with respect to the required amounts and types of funding (revenue) annually over the forecast period. Also, any infrastructure funding gaps are identified, and recommendations are made regarding potential approaches to reduce and mitigate these gaps over the 10-year forecast period.

Great effort was placed in this study to incorporate the potential Town growth in both housing and commercial/industrial development. The known developments have been taken into account and are documented. The Town Development Charges Report was used to identify the shared costs the Town and Developers will incur. These costs were incorporated into both the Asset Strategy and Financial Strategy.



Overall, this asset management plan is a tool to be used by the Town for capital and financial decision making. It can be tied to various existing reports (such as budget, official plan, and strategic planning reports) to ensure the asset management plan can be updated to reflect any changes in the Town’s priorities.

Please note that this study incorporated all of the Town’s tangible capital assets including Fire Board, Library Board, and Community Centre Board assets.

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**Appendices**

Appendix A Asset Management Plan Financing Strategy

## **Disclaimer**

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## 1.0 Introduction

### 1.1 Overview

R.J. Burnside & Associates Limited (Burnside) was retained by the Town of Grand Valley (Town) to prepare an asset management plan for all Town tangible capital assets. The asset management plan is intended to be a tool for the Town to use during various decision-making processes, including the annual budget process and Provincial / Federal capital grant application processes. This plan will serve as a road map for sustainable infrastructure planning going forward.

Assets included in this asset management plan are the following:

#### ***Tax Supported***

- Roads (Asphalt and Gravel).
- Bridges/Culverts (greater than 3 m diameter).
- Roadway Assets (Barriers, Sidewalks, Signs and Street Lights).
- Storm Water (Mains, Catch Basins, Manholes, Crossroad Culverts, Discharge Points, Underground Enclosures, and Storm Ponds).
- Facilities and Components.
- Land Improvements (Parks, Ball Fields, and Pavilions).
- Vehicles.
- Equipment.
- Software & Hardware.

#### ***Municipal Board Assets***

- Fire Board assets – (Facilities, Vehicles, Equipment, and Software & Hardware).
- Community Centre assets – (Facilities, Equipment, and Software & Hardware).
- Library assets – (Equipment, and Software & Hardware).

#### ***Ratepayer Based Assets***

- Water assets – (Facilities, Equipment, Wells, Hydrants, Mains, and System Valves).
- Wastewater Assets – (Facilities, Gravity Mains, Pressure Mains, and Manholes).

It is recommended that this plan be updated on an annual basis to ensure that it is kept up to date. All assets listed above, other than ratepayer water assets, are tax supported and are discussed more thoroughly in this report.

## 1.2 Plan Objectives

The Town's goals and objectives, with respect to their capital assets, relate to the level of service being provided to the Town's residents and visitors. Services are provided at current levels of service. This asset management plan provides a few recommended service additions that will improve the asset lifecycles for these Town assets. In addition, much effort was invested in identifying assets and potential additional services that relate to growth of future housing and commercial/industrial developments. The Town's infrastructure and other capital assets are expected to be maintained at condition levels that provide for a safe and functional environment for its residents and visitors. Therefore, the asset management plan and its implementation will be evaluated based on the Town's ability to meet these goals and objectives.

## 1.3 Plan Development

The development of the Town's asset management plan was based on the steps summarized below:

- Develop a complete listing of all Town capital assets, to be included in the plan, including attributes such as useful life, age, accounting valuation, and current replacement valuation. Update the replacement cost of assets to 2025 dollars, and where required, use applicable inflationary indices.
- Assess current condition of the assets, based on a combination of the following:
  - Existing reports;
  - Road Needs Study;
  - Bridge and Culvert Inspection reports;
  - Facility Condition Assessment Report;
  - Burnside desktop assessments based on reports;
  - Staff assessments; and
  - Asset age analysis.
- Assess the risk of asset failure for each asset, based on determining the probability of each asset failing, as well as the consequence of the asset failing. This risk analysis is one of the components used to identify priority projects for inclusion in the asset management plan, as well as asset risk levels that require mitigation.
- Determine expected levels of service, based on standard practices and discussions with Town staff. Further analysis of the maintenance practices that can be applied to the assets to extend their lifecycle and potentially provide a lower asset total lifecycle cost.
- Prepare an asset management strategy (i.e., operating, and capital forecast) based on the asset inventory, identified priorities, and level of service analysis discussed above. This includes potential growth-related assets over the 10-year study period.

- Prepare a financing strategy to support the asset management strategy including growth related projects and assets, thus determining how the operating and capital-related expenditure forecast will be funded over the plan period.
- Prepare a final report, summarizing the process, strategy, and results of the asset management plan.

#### **1.4 Maintaining the Asset Management Plan**

The asset management plan should be updated as the capital needs and priorities of the Town changes. This can be accomplished in conjunction with the Town's budget process. With the delivery of this project's working spreadsheet file, the Town will have the tools available to perform updates to the plan when needed.

When updating the asset management plan, note that the state of local infrastructure, expected levels of service, and asset management strategy are integrated and impact each other. The asset management strategy illustrates the costs required to maintain expected levels of service at a sustainable level. The expected levels of service component summarize and link each service area to specific assets contained in the State of Local Infrastructure Section and thus determines how these assets will be used to provide expected service levels.

This report covers a forecast period of 10 years; however, it is suggested that more focus and attention be put in the first five years of the asset management plan, to ensure accurate capital planning in the short term. It is also recommended that the Town start moving towards 50-year forecasts. This longer-term vision will ensure that future infrastructure investments are not lost in the shorter 10-year forecast window.

#### **1.5 Plan Integration**

The municipal environment is continually changing and demanding when it comes to legislation and other responsibilities. Integrating the asset management plan with the Town's budget process, as well as Public Standards Accounting Board Handbook Section 3150 (tangible capital asset) requirements can make updates in all three areas more efficient.

With respect to integrating the Town's budget process with asset management planning, the Town requires a projection of capital and operating costs over a future period. The budget outlines total operating and capital requirements for the Town, while the asset management plan focuses in on specific asset-related requirements. With this link to the annual budget, the budget update process can also become an asset management plan update process.

Both asset management and PSAB 3150 require a complete and accurate asset inventory. The significant difference between the two lies in valuation approaches (PSAB 3150 requires historical cost valuation, while asset management requires future replacement cost valuation). Using a single asset inventory, as developed in the asset management spreadsheets for the Town assets (delivered to the Town as working documents for Town staff), containing both historic and current replacement valuation methods is an effective approach to maintaining the Town's asset data.

Please note that the Town is undertaking upgrades to the rate payer Water and Wastewater Facilities asset data. This project has incorporated some of these assets that are not yet part of the Town's tangible capital asset inventory. The additional and new assets will need to be incorporated into the Town tangible capital asset inventory for the Town 2026 financial statements.

## 2.0 State of Local Infrastructure

### 2.1 Scope and Process

This section of the plan provides an opportunity to develop a greater understanding of the capital assets owned by the Town. The state of local infrastructure analysis includes:

- An asset inventory documenting asset types, subtypes including quantities, materials, and other similar asset attributes (where available).
- Financial accounting valuation (where available).
- Replacement cost valuation.
- Asset age distribution analysis and asset age as a proportion of expected useful life.
- Asset condition information (mostly based on report and / or staff assessment as well as the age of the asset).
- Documentation of assumptions made in creating the asset inventory.

Burnside developed a detailed asset inventory listing for the Town which was used as a starting point in fulfilling the requirements for this report. This inventory provides current financial accounting valuations (i.e., historical cost, accumulated amortization, and net book value) as well as attributes such as replacement cost, useful life, and age. With respect to replacement cost, the Town provided various recent valuations, which were inflated in order to estimate 2025 replacement costs. Other valuations of a potential Historic Cost were made using current 2025 replacement cost and deflating the value to the year or estimated year that the asset was constructed and / or acquired.

The following data and reports were used extensively to develop the Town's asset inventory during this project:

- Town PSAB 3150 asset inventory.
- Town reports (such as spreadsheets, documents, and notes and discussions with staff).
- Town 2022 Road Needs Study.
- Town 2023 and 2025 Bridge Inspection Report.
- Town Facility spreadsheets.
- Town Water Rate study and Water Financial Report.
- Town Water system expansion assets, from Town Engineer.
- Recent purchase information from the Town.
- Town 2024 Development Charges Report for Growth assets and shared cost between Town and Developers.
- Many discussions with Town staff.

Some adjustments to asset useful lives have been made but further analysis may reveal that the Town will want to update some useful life values in their tangible capital asset financial reporting so that they better reflect the lifecycle and remaining life of the Town's assets. Burnside engineers have reviewed the useful lives of the Town assets identified in this project and believe they now better reflect the conditions, maintenance practices, and management of the Town's assets.

## 2.2 Asset Condition

Each asset was tracked based on estimated total useful life and remaining service life. Using this data, along with staff information, and age analysis of the Town's assets, we assisted in identifying potential areas of focus where inspected asset conditions were not available. We want to state that asset conditions are always best defined via engineering best practices. Engineering based condition assessments can provide more realistic estimates of an asset's remaining service life, which can then be used to establish asset rehabilitation and/or replacement schedules. Age related condition values can be problematic if the asset's useful life is not appropriately defined for the environment and use of the asset. For example, if a useful life of an asset is defined as shorter than the assets' true performance, this will result in a lower/poor age assessed condition rating. This method of condition approximation was only used when inspected conditions were not available.

A rating out of ten was established for all assets and was based on a combination of past reported physical inspections, current inspections, staff assessment, and asset age analysis. This rating was then converted to a condition description of "Very Good" to "Very Poor" as shown in Table 2.1.

The condition of the assets is an important element of any lifecycle assessment process. This process also identifies maintenance and operating practices that can be applied to ensure appropriate service levels, as well as extending the life of the asset to its maximum service life.

**Table 2.1: Asset Condition Format for all Assets**

Condition (value 1-10)	Condition
9 - 10	Very Good
7 - 8	Good
5 - 6	Average
3 - 4	Poor
1 - 2	Very Poor

A high-level summary of the average conditions for the Town’s assets is shown in Table 2.2. The conditions listed in Table 2.2 were calculated using weighted average conditions. The weighting factor used was the asset replacement costs so that the greater the cost the greater the weighting of that asset’s condition was used to determine the average. Using this method provides more emphasis on the more expensive to replace assets. However, please note that averages are a composition of many assets in a group. Averages can be misleading with respect to immediate needs as new assets offset the old assets requiring urgent replacement.

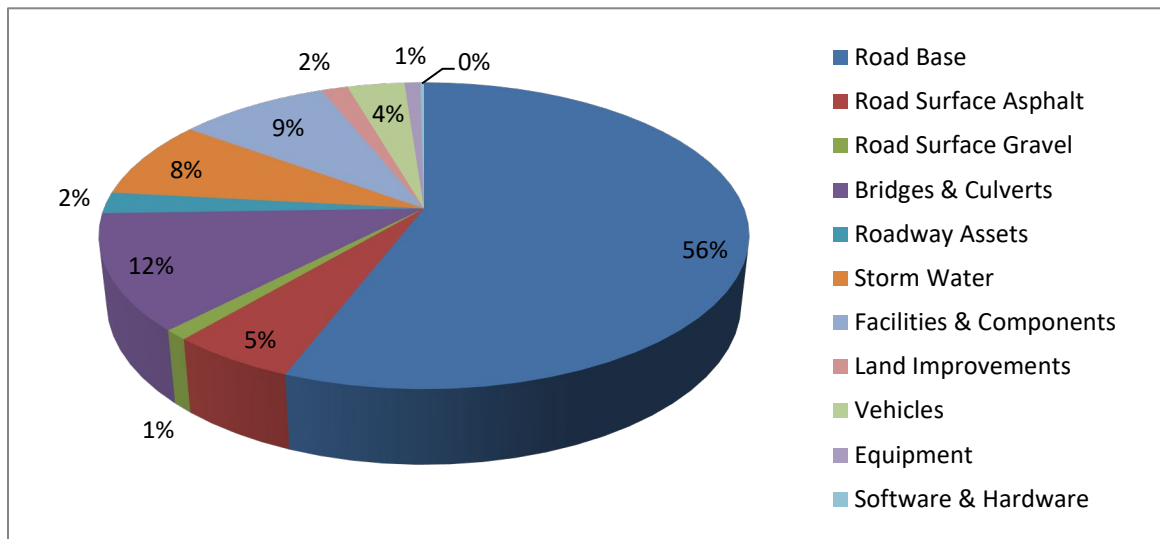
### 2.3 Capital Asset Overview

The Town presently owns capital assets with a 2025 replacement value of approximately \$226.3 million, broken out in Table 2.2 and summarized as follows:

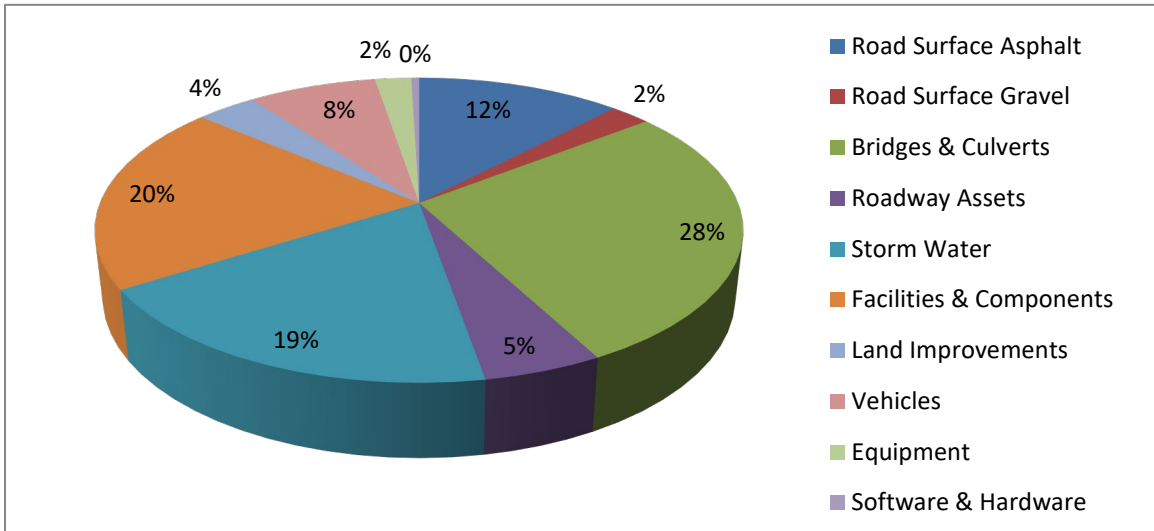
- \$192.4 million Core tax supported assets (Roads, Roadway Assets, Bridges, Storm Water).
- \$33.9 million Non-core tax supported assets (Facilities, Land Improvements, Vehicles, Equipment, Software & Hardware).
- \$13.5 million Water ratepayers supported assets.
- \$28.8 million Wastewater ratepayers supported assets.

Figure 2.1, Figure 2.2, Figure 2.3, and Figure 2.4 outline the breakdown of these totals into the Town’s asset categories.

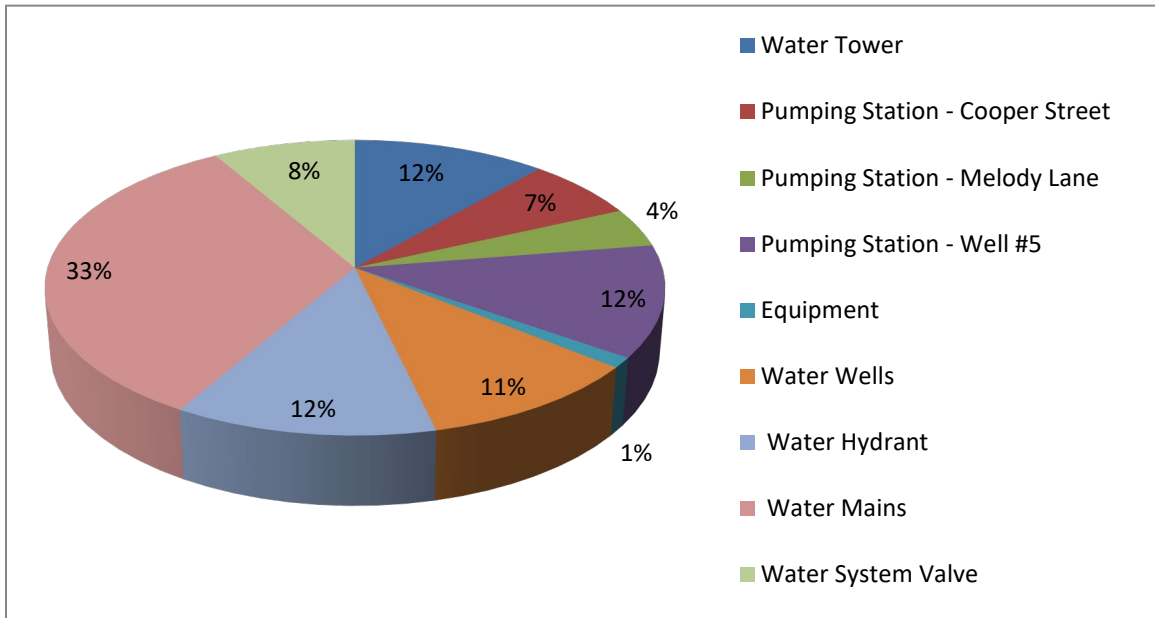
**Figure 2.1: Town Tax Supported Assets Replacement Costs (2025) Including Road Bases**



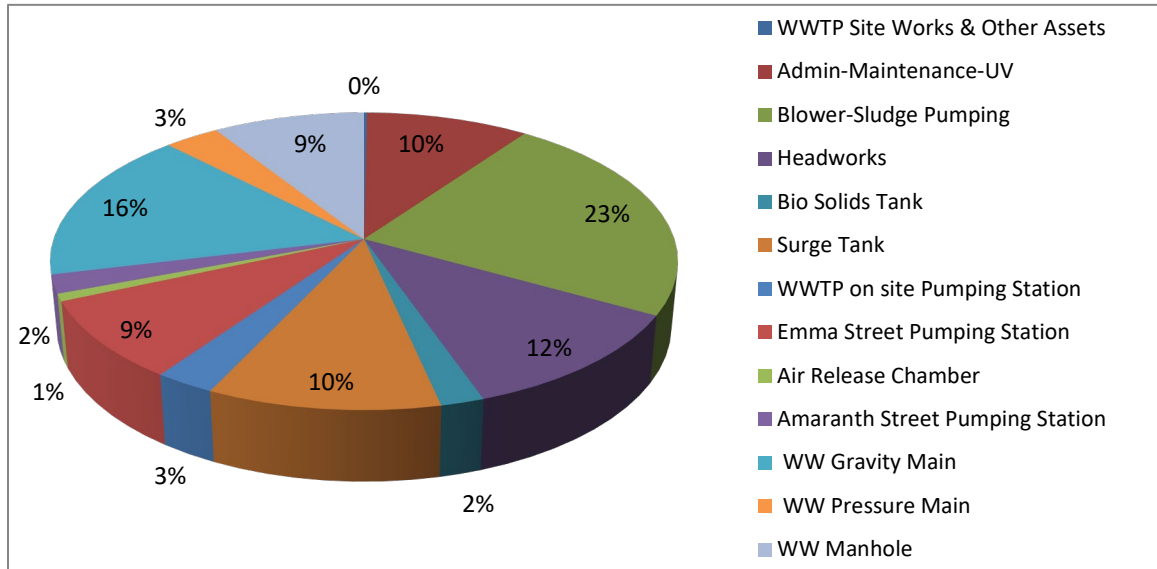
**Figure 2.2: Town Tax Supported Assets Replacement Costs (2025) Excluding Road Bases**



**Figure 2.3: Town Ratepayers Supported Water Assets Replacement Costs (2025)**



**Figure 2.4: Town Ratepayers Supported Wastewater Assets Replacement Costs (2025)**



**Table 2.2: Asset Assessment Summary**

Asset Type	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) – Weighted Average	Age (weighted average)	Remaining Life (weighted average)	Risk (weighted average)	
					Value	Text				Value	Text
Road Base	\$4,834,332	\$2,101,353	\$2,732,979	\$126,469,020	N/A	N/A	60	N/A	N/A	N/A	Low
Road Surface Asphalt	\$6,798,607	\$2,556,430	\$4,242,177	\$12,110,081	8.4	Good	25	17	11	1.4	Low
Road Surface Gravel	\$1,485,013	\$534,904	\$950,109	\$2,361,819	N/A	N/A	5	N/A	N/A	1.0	Low
Bridges & Culverts	\$5,683,317	\$1,846,314	\$3,837,002	\$27,652,000	7.7	Good	72	49	30	1.9	Moderate
Roadway Assets	\$1,819,084	\$624,837	\$1,194,246	\$5,060,727	7.0	Good	48	19	29	1.3	Low
Storm Water	\$8,411,086	\$1,186,643	\$7,224,443	\$18,754,133	7.6	Good	92	31	69	1.4	Low
Facilities & Components	\$7,164,967	\$1,807,131	\$5,357,836	\$20,134,500	7.2	Good	71	33	39	2.0	Moderate
Land Improvements	\$2,532,150	\$255,856	\$2,276,294	\$3,534,596	8.2	Good	39	12	27	1.3	Low
Vehicles	\$5,113,810	\$1,734,188	\$3,379,622	\$7,624,500	6.6	Good	17	8	9	2.4	Moderate
Equipment	\$1,870,836	\$663,950	\$1,206,887	\$2,139,106	7.0	Good	14	8	8	1.7	Moderate
Software & Hardware	\$416,384	\$101,287	\$315,096	\$467,940	7.3	Good	14	5	9	1.9	Moderate
<b>Total</b>	<b>\$46,129,585</b>	<b>\$13,412,893</b>	<b>\$32,716,692</b>	<b>\$226,308,422</b>							
<b>Total without Road Base</b>				<b>\$99,839,402</b>							

Water Asset Type	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (weighted average)	Age (weighted average)	Remaining Life (weighted average)	Risk (weighted average)	
					Value	Text				Value	Text
Water Tower	\$2,042,844	\$805,353	\$1,237,491	\$1,550,500	8.9	Very Good	79	32	47	2.0	Moderate
Pumping Station - Cooper Street	\$377,930	\$289,665	\$88,265	\$907,000	6.3	Average	46	26	26	2.0	Moderate
Pumping Station - Melody Lane	\$355,057	\$276,051	\$79,006	\$578,567	6.4	Average	53	33	25	2.0	Moderate
Pumping Station - Well #5	\$1,590,000	\$47,600	\$1,542,400	\$1,653,600	9.5	Very Good	61	2	59	1.2	Low
Equipment	\$113,954	\$73,818	\$40,136	\$151,000	9.0	Very Good	16	14	6	2.0	Moderate
Water Wells	\$616,778	\$287,714	\$329,064	\$1,413,425	8.9	Very Good	26	27	6	2.0	Moderate
Water Hydrant	\$576,961	\$223,670	\$353,291	\$1,630,000	6.0	Average	50	23	27	2.0	Moderate
Water Mains	\$2,347,937	\$522,335	\$1,825,602	\$4,481,411	8.0	Good	100	26	74	2.0	Moderate
Water System Valve	\$281,911	\$74,923	\$206,988	\$1,140,000	7.0	Good	65	25	40	2.0	Moderate
<b>Total</b>	<b>\$8,303,372</b>	<b>\$2,601,130</b>	<b>\$5,702,242</b>	<b>\$13,505,503</b>	<b>8.0</b>	<b>Good</b>	<b>70</b>	<b>24</b>	<b>47</b>	<b>1.9</b>	<b>Moderate</b>

Wastewater Asset Type	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (weighted average)	Age (weighted average)	Remaining Life (weighted average)	Risk (weighted average)	
					Value	Text				Value	Text
<b>WWTP Site Works &amp; Other Assets</b>	\$40,424	\$33,471	\$6,953	\$51,400	7.0	Good	8	9	1	1.0	Low
<b>Admin-Maintenance-UV</b>	\$2,388,088	\$879,440	\$1,508,649	\$2,789,500	6.9	Good	54	14	40	2.2	Moderate
<b>Blower-Sludge Pumping</b>	\$5,098,948	\$1,601,534	\$3,497,414	\$6,684,000	6.8	Good	58	14	44	2.1	Moderate
<b>Headworks</b>	\$2,562,873	\$1,008,560	\$1,554,312	\$3,316,550	6.6	Good	53	14	39	2.4	Moderate
<b>Bio Solids Tank</b>	\$550,000	\$143,000	\$407,000	\$560,000	7.0	Good	50	14	36	2.0	Moderate
<b>Surge Tank</b>	\$2,952,757	\$328,714	\$2,624,044	\$3,005,000	9.0	Very Good	48	5	43	1.3	Low
<b>WWTP on site Pumping Station</b>	\$545,000	\$153,400	\$391,600	\$780,500	6.9	Good	48	14	34	2.1	Moderate
<b>Emma Street Pumping Station</b>	\$1,652,889	\$455,220	\$1,197,668	\$2,490,500	7.9	Good	78	14	64	2.1	Moderate
<b>Air Release Chamber</b>	\$203,000	\$29,000	\$174,000	\$228,500	8.9	Very Good	99	14	85	2.0	Moderate
<b>Amaranth Street Pumping Station</b>	\$92,576	\$33,067	\$59,508	\$580,000	8.8	Very Good	91	48	42	2.0	Moderate
<b>WW Gravity Main</b>	\$1,314,143	\$214,157	\$1,099,986	\$4,735,902	6.5	Good	100	39	61	1.6	Moderate
<b>WW Pressure Main</b>	\$547,025	\$72,311	\$474,714	\$941,500	8.8	Very Good	100	14	86	2.0	Moderate
<b>WW Manhole</b>	\$639,124	\$124,391	\$519,143	\$2,600,000	6.9	Good	100	35	65	1.5	Moderate
<b>Total</b>	<b>\$18,586,847</b>	<b>\$5,076,266</b>	<b>\$13,514,991</b>	<b>\$28,763,352</b>	<b>7.0</b>	<b>Good</b>	<b>70</b>	<b>20</b>	<b>51</b>	<b>1.9</b>	<b>Moderate</b>

The capital asset inventory was organized in a Microsoft Excel spreadsheet and delivered to the Town in digital form as working documents for Town staff to continue to use and update as required. Each of the asset types were assessed for their age, condition (where available) and for data accuracy and completeness.

Table 2.2 shows the Town's financial accounting valuation summary by asset type for all Town assets. Since 2009, municipalities across Canada have been required under the Public Sector Accounting Board Handbook Section 3150 (PSAB 3150) to maintain asset listings complete with historical cost (i.e., the original cost to purchase or construct an asset), accumulated amortization and net book value. These values were to be reported on the Town's audited financial statements each year. Burnside has done the additional work of developing the 2025 cost for assets that were not part of the Town's Financial asset inventory and added them to the spreadsheets provided. Also, the Town's Board Assets were included in these totals. If the Town chooses to use the asset inventory developed in this project to report the PSAB 3150 values, the data / information is found in the delivered spreadsheets to Town Staff.

Including all the Town's capital assets studied in this project, the total tangible capital asset historical cost is approximately \$46.1 million or approximately 20.4% of the total replacement cost. It is expected that historical cost totals are less than replacement cost totals, given inflationary adjustments that would occur between the original asset purchase / construction date and 2025. Total accumulated amortization for the Town's assets is approximately \$13.4 million or 29.1% of the total asset historical cost. This represents the proportion of tangible capital assets that have been amortized (i.e., used up) to date from a financial valuation perspective. This also leads one to assume that the Town's assets are approaching 1/3 of their lifecycle.

Clearly the Town's owned road assets have the greatest percentage tax supported replacement cost if the road base values were included in the calculation (see Table 2.2). Road bases are considered assets that will never be totally replaced but will from time to time be improved and in spot locations on an as needed basis. Therefore, by excluding road base asset values (see Table 2.2), the Town's bridge percentage replacement costs provide 27.7% of the tax supported assets. More in depth discussion of the asset types follows below.

The Town's tax supported assets within the road allowance make up a key service that reflects the economic and social development of the community. The road environment or assets found within the road right-of-way make up 76.7% in replacement costs including road bases and 47.3% when road bases are excluded for tax supported assets studied in this project.

The following tax supported asset types are the assets studied in this project:

- Roads – 14.5% of the total Town’s asset replacement costs (excluding road bases).
- Bridges and Culverts – 27.7% of the total Town’s asset replacement costs (excluding road bases).
- Other Roadway Assets – 5.1% of the total Town’s asset replacement costs (excluding road bases).
- Storm Water – 18.8% of the total Town’s asset replacement costs (excluding road bases).
- Facilities – 20.2% of the total Town’s asset replacement costs (excluding road bases).
- Land Improvements – 3.5% of the total Town’s asset replacement costs (excluding road bases).
- Vehicles – 7.6% of the total Town’s asset replacement costs (excluding road bases).
- Equipment – 2.1% of the total Town’s asset replacement costs (excluding road bases).
- Software and Hardware – 0.5% of the total Town’s asset replacement costs (excluding road bases).

More detailed discussion of these tax supported asset types is provided below.

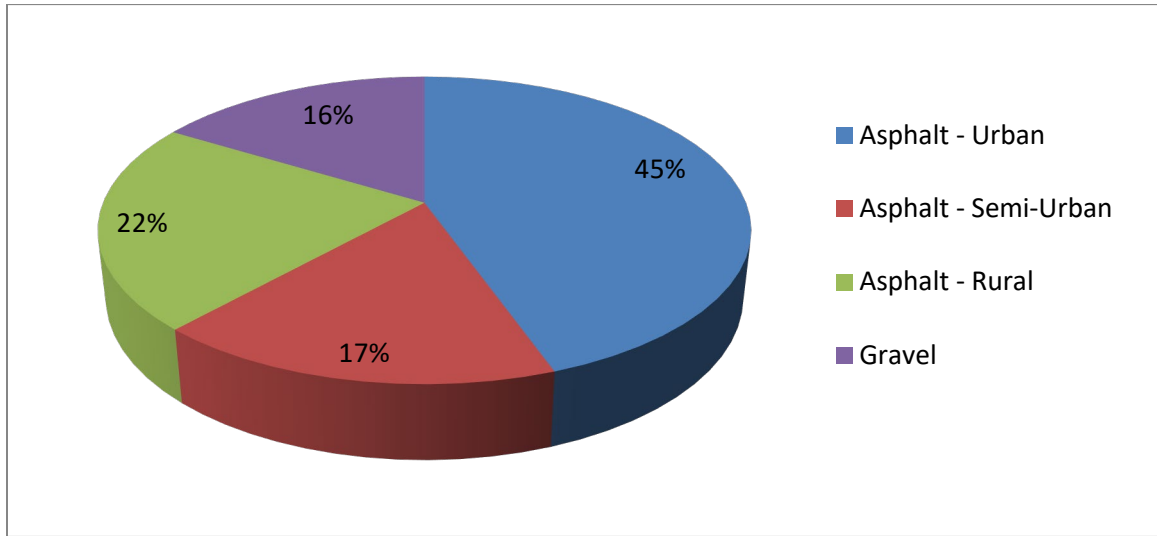
### **2.3.1 Roads**

Figure 2.5 outlines the replacement cost distribution of the Town road environment assets excluding road bases and crossroad culverts as they are part of the Storm Water assets grouping.

At the current replacement cost the road assets account for approximately \$14.5 million dollars excluding road bases or approximately 14.5% of the tax supported assets studied in this project. The composition of the road surfaces is outlined in Table 2.3.

The Town completed a Road Needs Study three years ago which assists the Town in prioritizing both capital and operational maintenance programs. It is recommended that this type of road study be completed every five to ten years to provide engineering type inspections of the Town roads. The Road Study information was incorporated in this project.

**Figure 2.5: Town Tax Supported Road Assets Replacement Costs (2025)**



**Table 2.3: Road Surface Asset Summary**

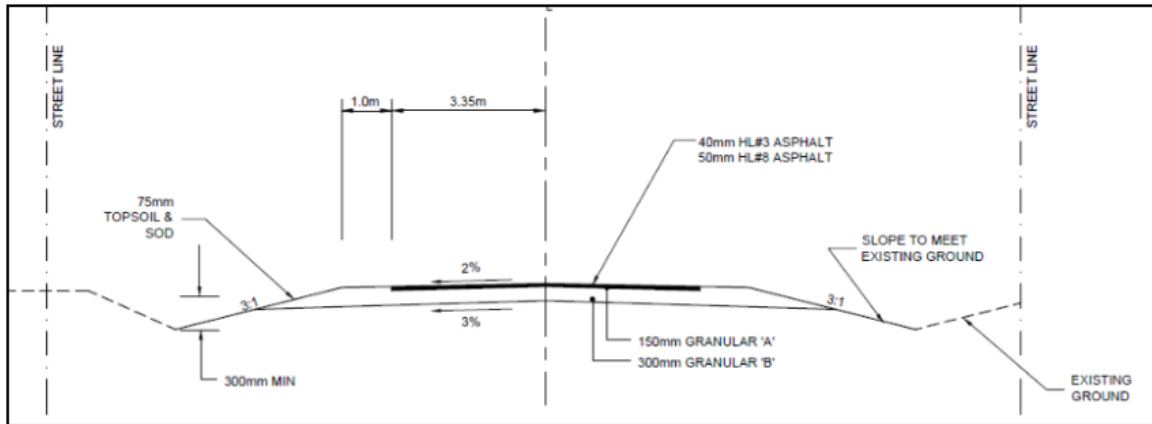
Road Surface	Length (m)	Replacement Cost	Useful Life (UL) - Weighted Average	Remaining Service Life (RSL) - Weighted Average	Condition (weighted average)	RSL as a % of UL	Risk (weighted average)	
							Value	Text
Asphalt - Urban	19,835	\$6,446,440	25	12	8.5	48%	1.1	Low
Asphalt - Semi-Urban	6,693	\$2,489,513	25	7	7.8	28%	1.5	Moderate
Asphalt - Rural	7,945	\$3,174,128	25	12	8.5	46%	1.3	Low
Gravel	92,259	\$2,361,819	5	N/A	N/A		N/A	N/A
<b>Total</b>	<b>126,732</b>	<b>\$14,471,900</b>			<b>8.4</b>			

**Table 2.4: Other Roadway Assets Summary**

Roadway Assets	Number / Length	Replacement Cost	Useful Life (UL) - Weighted Average	Remaining Service Life (RSL) - Weighted Average	Condition (weighted average)	RSL as a % of UL	Risk (weighted average)	
							Value	Text
Barriers	55	\$192,414	\$75	\$8	5.0	11%	2.0	Moderate
Sidewalks	19.8	\$3,953,818	\$50	\$31	6.9	62%	1.4	Low
Signs	532	\$228,025	\$30	\$13	6.2	43%	1.0	Low
Streetlights	315	\$686,470	\$40	\$31	8.1	77%	1.0	Low
<b>Total</b>		<b>\$5,060,727</b>	<b>\$49</b>	<b>\$29</b>	<b>7.0</b>	<b>59%</b>	<b>1.4</b>	<b>Low</b>

Key to all roads is the road base on which they are built. These road bases in most cases were established many years ago. Hard top (asphalt) road surface roads provide the longest life cycle with the best level of service when constructed on excellent road bases. Once the road base becomes soft, it cannot economically support a hardtop road surface, and it is best to convert it to a gravel road until funding is made available and the base has been reinforced. Figure 2.6 provides a typical road cross-section diagram. This can be applied for all surface types such as asphalt (shown in Figure 2.6), and without asphalt for gravel road surfaces.

**Figure 2.6: Typical Asphalt Road Surface Cross Section**



The Town's gravel surface roads are upgraded approximately every five years or as required with surface gravel replacement / top-up. In some locations additional gravel is at times required to help reinforce the gravel road base.

The Town Road Needs Study report provides updates and explanations of the Town's Road conditions and related deficiencies that impact longevity or operations of the roads, including road widths, drainage, surface type, alignment, and brushing maintenance where required. The road conditions from the road study were incorporated into this asset management plan. It is important to note that only current assumed roads were studied and listed in the asset inventory.

Table 2.4 provides the breakdown of other roadway assets which total \$5.1 million in replacement cost. These include:

- Barriers (guardrails).
- Streetlights.
- Sidewalks.
- Signs.

Sidewalks, guardrails, signs and streetlights are inspected regularly as part of the standard Town road patrol process.

These roadway assets continue to grow in number and replacement costs as the Town continues to assume new developments.

### 2.3.2 Bridges and Culverts

The Town is responsible for 17 bridges and culverts structures over the span of 3.0 m. There is ongoing discussion with the County with respect to the potential of downloading some bridge structures to the Town in the future. The 2025 structure inspection reports were reviewed, and information used in this asset management analysis. Discussion with the structure inspectors enabled a higher level of confidence with the data used in the analysis.

Visual inspections are required to be carried out every two years in accordance with the Ministry of Transportation – Ontario Structure Inspection Manual (OSIM). The inspections are to be completed under the direction of a professional engineer to assess their condition and identify any material defects, performance deficiencies, maintenance needs, additional studies and / or repairs / rehabilitation work required on a structure-by-structure basis.

The Town has a total of \$27.7 million in replacement cost of bridge and culvert assets. Table 2.5 provides the distribution of the types of bridges that the Township owns.

**Table 2.5: Bridge and Culvert Structure Types**

Bridge Type	Number	Replacement Cost
Modular Steel	1	\$2,033,000
Brick Arch Culvert	1	\$933,000
Precast Box Culvert	1	\$1,466,000
Open Bottom Culvert	1	\$1,998,000
Box Beams of Girders	2	\$5,282,000
Rigid Frame, Vertical Legs	6	\$9,015,000
Precast Ridge Frame, Vertical Legs	1	\$2,221,000
T-Beam	4	\$4,704,000
<b>Total</b>	<b>17</b>	<b>\$27,652,000</b>

Load postings may be recommended for structures based on age, condition, noted performance deficiencies, or based on the findings of a structural evaluation. There are currently no structures in the Town's inventory that have load postings. Monitoring of structure elements or distresses can also be recommended. See Table 2.6 for structure monitoring and further inspection details.

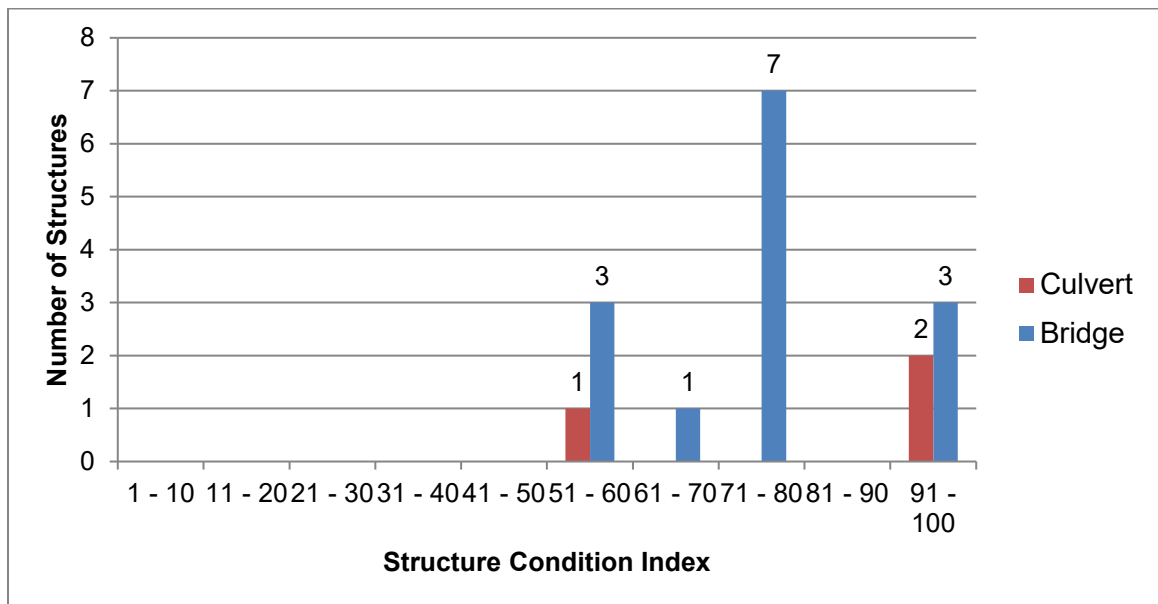
**Table 2.6: Structure Monitoring and Inspection Needs**

Bridge Number	Description	Cost
Bridge 14 – Sideroad 21-22	Monitoring Crack Widths	
Bridge 15 – Main Street	Detailed Deck Condition Survey	\$35,000

The Capital Works need include any repair, rehabilitation, or replacement work which would typically be completed by the Town’s hired contractor, to assist in extending the service life of a structure and increasing the Bridge Condition Index (BCI). In accordance with the OSIM reports, the capital and maintenance works required are based on a priority of six-to-ten years, one-to-five years, and urgent now needs have been estimated and incorporated into the asset management strategy.

Based on the OSIM inspection of each structure, the estimated Structure Condition Index Distribution graph, shown in Figure 2.7, provides a summary of the current state of the Town’s structures.

**Figure 2.7: Structure Condition Distribution**



Currently, the Town’s structures weighted average based on replacement cost and calculated Bridge Condition Index is Good (7.7) as illustrated in Figure 2.7. Of interest, the Ministry of Transportation Ontario (MTO) has established a goal to have 85% of their structures in “Good” condition by the year 2021, and to maintain that condition moving forward by addressing rehabilitations and replacements as necessary. Burnside recognizes that the above goal was not established by the Town. It should be noted that

based on the current state of the inspected structures the Town is at 76% of the Town structures in “Good” condition.

Continued maintenance and completion of rehabilitative or replacement works as recommended in the 2025 OSIM Bridge Inspection Report along with the identified future projects will help to move the structure BCI conditions in an upward direction.

Table 2.7 shows the Capital investment recommendations grouped by Now Needs, 1-5 Years and 6-10 Years.

**Table 2.7: Bridge and Culvert Capital Needs**

Year	Capital Costs
Now	\$470,000
1-5 years	\$3,582,500
6-10 years	\$483,000
<b>Total</b>	<b>\$4,535,500</b>

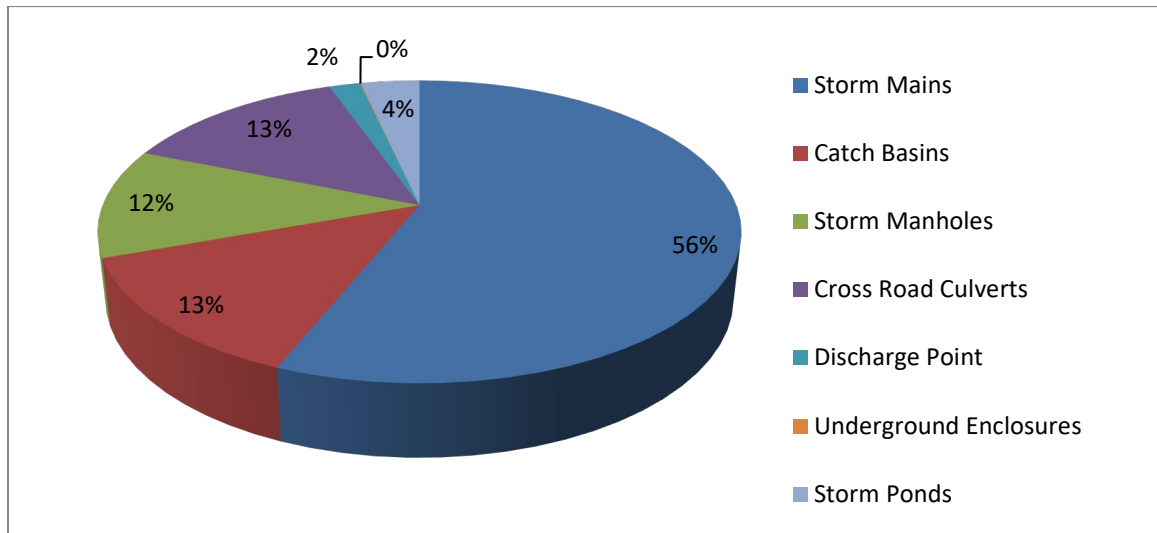
### 2.3.3 Storm Water Assets

The Town has \$18.8 million of storm water assets replacement cost. The majority of the storm water asset value is made up of storm water mains total replacement cost approximately \$10.5 million or 56.1% of the Town’s tax supported storm water assets. Table 2.8 shows a summary of the Town’s storm water assets. Figure 2.8 shows the distribution of replacement cost of storm water assets. More detailed listing of the storm water assets was provided to Town staff with the working spreadsheet of asset inventory. In general, the storm water assets are in good condition and have a weighted average of Low risk of failure.

**Table 2.8: Storm Water Assets**

Storm Water Assets	Length (m) / Number	Replacement Cost	Useful Life (weighted average)	Remaining Life (weighted average)	Condition (weighted average)	Condition (Text)	Risk
Storm Mains	13,945.7	\$10,526,578	99	77	8.0	Good	Low
Catch Basins	426	\$2,504,500	100	69	7.2	Good	Moderate
Storm Manholes	119	\$2,192,000	100	81	8.3	Good	Low
Cross Road Culverts	770	\$2,519,055	50	24	5.8	Good	Moderate
Discharge Point	13	\$347,000	85	63	8.0	Good	Low
Underground Enclosures	1	\$10,000	100	44	4.0	Poor	Moderate
Storm Ponds	5	\$655,000	100	84	8.0	Good	Low
<b>Total</b>		<b>\$18,754,133</b>	<b>92</b>	<b>69</b>	<b>7.6</b>	<b>Good</b>	<b>Low</b>

**Figure 2.8: Town Tax Supported Storm Water Assets Replacement Costs (2025)**



Over the last ten years the Town has assumed approximately \$6.6 million worth of storm water assets. This is an increase of over 35% of storm water assets, which can show an overall weighted average condition improvement. However, there is an older part of the Town which is coming to its projected half-life. These older assets are recommended to have Closed Circuit Television (CCTV) inspections to ensure that there are no obstructions.

The Town has completed three very large infiltration adjustment projects in the northeast portion of the urban area better known as Riverhill. These projects were focused on diverting storm water from the wastewater network. There is one identified project along Fife Street that remains to be completed sometime in the future when funding becomes available.

***Township Municipal Drains***

A Municipal Drain is a system to move water. It is created pursuant to a by-law passed by the local municipality. The municipality is responsible for the construction of the drainage system and for its future maintenance and repair. Costs are recovered from the lands and roads in the watershed of the drain. What makes Municipal Drains different from other forms of drainage systems is that they are municipal infrastructure and the municipality is responsible for their management.

Municipal Drains are identified by a municipal by-law that adopts an Engineer's Report. These reports contain plans, profiles and specifications defining the location, size and depth of the drain, and how costs are shared among property owners within the watershed area. Most Municipal Drains are either open drains or closed drains with pipes or tiles buried in the ground. Municipal Drains are generally located in rural

agricultural areas. There are numerous Municipal Drains constructed under the Drainage Act located within the Town.

Council considers two factors when determining if Municipal Drain maintenance and repair work is required:

1. Results of inspections by the Drainage Superintendent; and
2. Complaints and concerns of property owners.

The costs for maintenance and repair work are distributed over the affected watershed area in accordance with the assessment schedule provided in the governing by-law. The costs are pro-rated, meaning they are assessed in the same proportions as detailed in the report. The Town is responsible for paying the pro-rated share assessed to municipal roads. Typically, this would be in the 5-10 % range of the total expenditure.

There are no Engineer's Reports currently being prepared under Section 4 and Section 78 of the Drainage Act.

There was one Municipal Drain constructed in the Town in 2025. Construction of the Lameront/Sahm Drainage Works was completed on September 22, 2025. The Levying by-law was passed by Council on December 9, 2025, and the associated grant application subsequently submitted. The costs attributable to the Town of Grand Valley were \$5,081.58. The grant amount expected to be received with respect to this work from the Ontario Ministry of Agriculture, Food, and Agribusiness is \$60,063.54.

No municipal drain maintenance or repair work was completed in the Town during 2025.

Municipal Drain maintenance and repair investigations to be completed in 2026:

- Gajtani Drainage Works ~ To Be Determined.
- No. 8 Drainage Works ~ To Be Determined.
- Reilly Drainage Works ~ To Be Determined.

### **2.3.4 Facilities and Components**

Town Facilities, account for \$20.1 million or 20.2% of the Town's asset replacement costs not including road bases. The Town continues to plan with Council on the strategic needs for lands and facilities to support ongoing municipal services, and plan for increased levels of services as the Town has growth plans which will increase the population to over 16,000 by 2051, a quadrupling of the current population of nearly 4,000. Senior staff from all Departments are working together on providing reports on future facility needs for discussion with Council. Capacity for increased or new services is limited as each facility owned by the Town is currently over-utilized. Figure 2.9 shows the distribution of the costs across the facility assets owned by the Town.

**Figure 2.9: Town Tax Supported Facility Assets Replacement Costs (2025)**

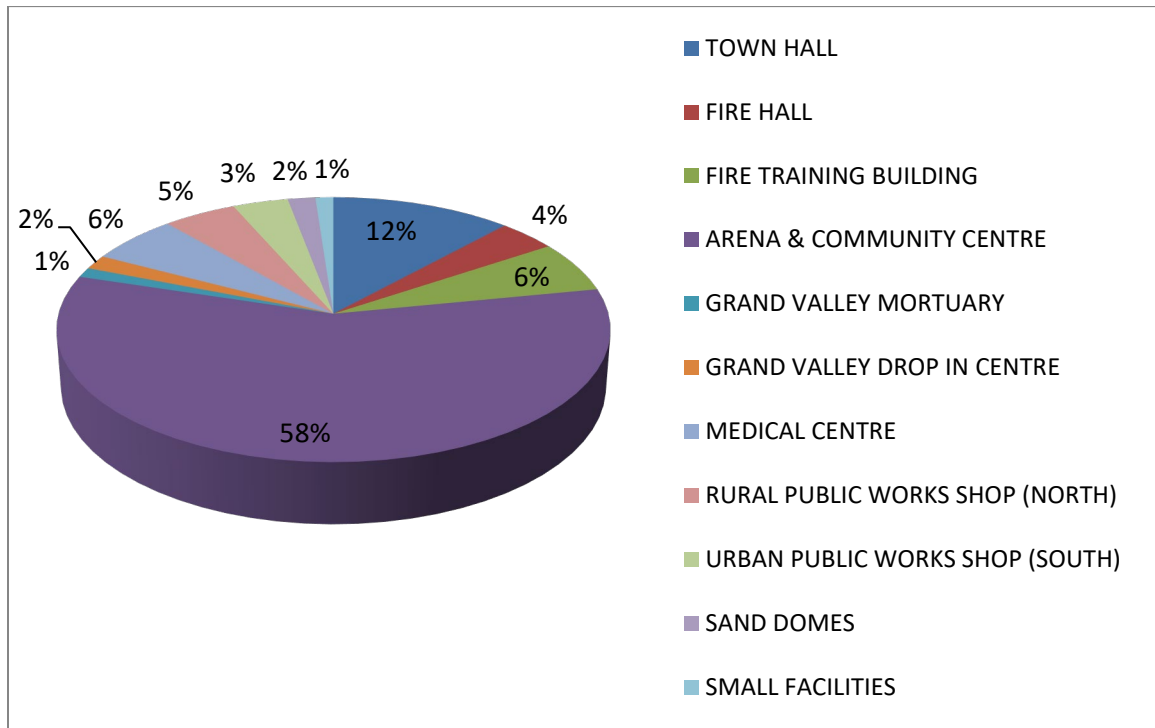


Table 2.9 provides a summary of the Town’s facilities showing a weighted average of overall facility condition. Condition ratings for individual components or groups of components within a facility were provided by the 2023 Building Condition Assessment, Town staff, or assumed based on age and average life expectancy where no rating was provided.

The largest facility, the Community Centre and Arena, has a weighted average condition of 7.6, or Good. The current investments in the Community Centre are moving the weighted conditions into a better position. More work is being completed with the facility expansion work which is expected to be completed in 2026.

The Town has been successful in obtaining Investing in Canada Infrastructure Program (ICIP) funding - Community, Culture and Recreation program (CCR) funding which is being used for improvements to the community centre. Completed infrastructure works include a new ice rink surface, boards and glass. Planned works include replacements of sloped roofs over the arena and service areas as well as flat roofs in the Community Centre and entrance canopy. These infrastructure assets are critical to the services offered at the Community Centre and Arena and will allow the facilities to operate safely for many years. The Community Centre has also been designated as an emergency shelter, and partial funding was provided by the County of Dufferin for the purchase and installation of a new generator for the facility.

There are three Facilities that have a weighted average condition of Average:

- Town Hall.
- Grand Valley Mortuary.
- Small Facilities (Washroom/Booth/Shelter; Community Centre Storage; Storage Shed).

All the other Facilities record a weighted average Good Condition.

It is recommended that a Recreation Master Plan be undertaken to better define the remaining life and lifecycle costs of current assets as well as defining what additional Facility assets the Town may need in the future.

**Table 2.9: Facility Assets**

Facilities (Tax Based)	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)	
					Value	Text					Value	Text
Town Hall	\$742,060	\$354,036	\$388,023	\$2,384,000	5.8	Average	79	35	45	56%	2.4	Moderate
Fire Hall	\$540,211	\$183,383	\$356,828	\$776,200	7.0	Good	91	27	65	71%	2.0	Moderate
Fire Training Building	\$50,000	\$7,050	\$42,950	\$1,250,000	8.2	Good	56	9	47	84%	1.8	Moderate
Arena & Community Centre	\$4,562,941	\$833,673	\$3,729,268	\$11,630,600	7.6	Good	67	34	33	49%	1.9	Moderate
Grand Valley Mortuary	\$3,468	\$2,971	\$498	\$240,000	6.3	Average	81	77	14	18%	1.7	Moderate
Grand Valley Drop-In Centre	\$113,344	\$37,187	\$76,157	\$346,800	7.3	Good	83	24	59	71%	1.7	Moderate
Medical Centre	\$669,521	\$186,614	\$482,907	\$1,186,000	6.7	Good	67	17	50	75%	1.8	Moderate
Rural Public Works Shop (North)	\$108,627	\$56,204	\$52,424	\$971,200	7.0	Good	99	57	42	42%	2.0	Moderate
Urban Public Works Shop (South)	\$138,137	\$62,387	\$75,750	\$731,800	6.8	Good	93	41	52	57%	2.0	Moderate
Sand Domes	\$171,336	\$35,128	\$136,209	\$365,000	7.6	Good	74	17	57	77%	1.9	Moderate
Small Facilities	\$76,321	\$48,498	\$27,823	\$234,900	5.1	Average	50	34	16	31%	2.0	Moderate
<b>Total</b>	<b>\$7,175,967</b>	<b>\$1,807,131</b>	<b>\$5,368,836</b>	<b>\$20,116,500</b>	<b>7.2</b>	<b>Good</b>	<b>71</b>	<b>33</b>	<b>39</b>	<b>55%</b>	<b>2.0</b>	<b>Moderate</b>

### 2.3.5 Land Improvements

The Town Land Improvements, which are mostly parks and playgrounds, and parking lots amount to approximately \$3.5 million or 1.6% of the total replacement cost of tax supported Town assets, not including road bases or land costs. The weighted average condition of all the Land Improvements identified assets is Good. These assets based on the data appear to be between 1/3 and 1/2 of their lifecycle. It is very important to continue with inspections and schedule potential future improvements.

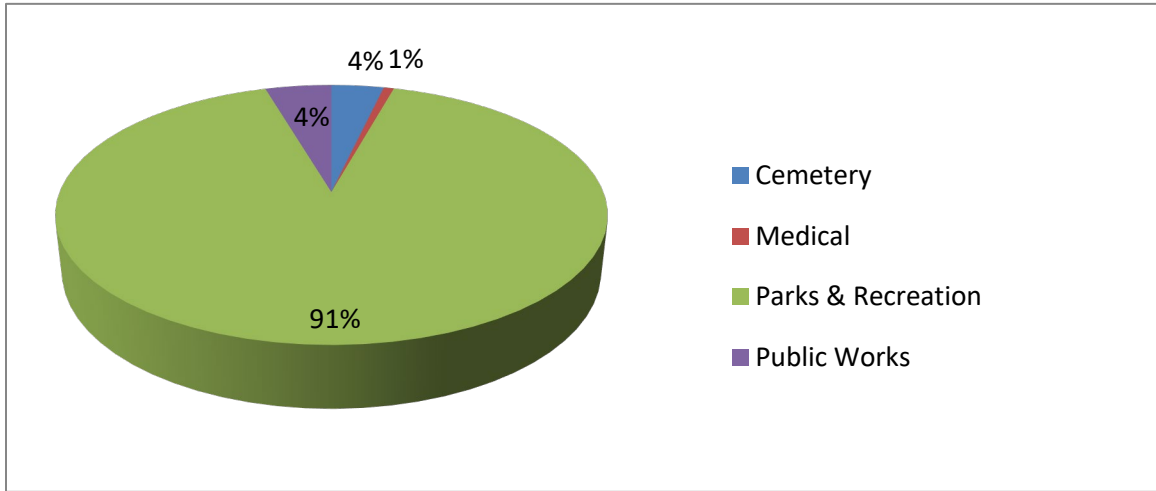
New assets, including the Community Park and ball fields at Concession 2-3, and related infrastructure have been added and primarily funded by Development Charges and Cash in Lieu of Parkland. These assets comprise the largest investment yet in land improvements for the Town and will offer a new level of service for our community. Additionally, assets, including a new basketball court at the Community Centre and Arena, offer additional recreational facilities for the public. These assets provide new levels of service; however, they increase the need for operational support in the interim and will require capital rehabilitation funding to be set aside for the future where they will need to be funded from alternate sources.

Table 2.10 provides a summary of the data collected for Land Improvements. Figure 2.10 provides the distribution of replacement cost across the Land Improvement assets.

**Table 2.10: Land Improvement Assets**

Land Improvements	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Cemetery	\$76,657	\$39,703	\$36,954	\$128,500	6.4	Average	100	57	43	43%	Low
Medical	\$8,792	\$2,813	\$5,979	\$25,000	6.0	Average	25	9	16	64%	Moderate
Parks & Recreation	\$2,358,317	\$188,566	\$2,169,751	\$3,218,996	8.4	Good	39	11	28	72%	Low
Public Works	\$88,384	\$24,774	\$63,610	\$162,100	7.4	Good	38	15	24	63%	Moderate
<b>Total</b>	<b>\$2,532,150</b>	<b>\$255,856</b>	<b>\$2,276,294</b>	<b>\$3,534,596</b>	<b>8.3</b>	<b>Good</b>	<b>41</b>	<b>13</b>	<b>28</b>	<b>68%</b>	<b>Low</b>

**Figure 2.10: Town Tax Supported Land Improvement Assets Replacement Costs (2025)**



**2.3.6 Vehicles**

The total replacement cost of vehicles is \$7.6 million or 7.6% of the total tax-based Town assets replacements costs excluding road bases. Town vehicles have a weighted average of Good condition.

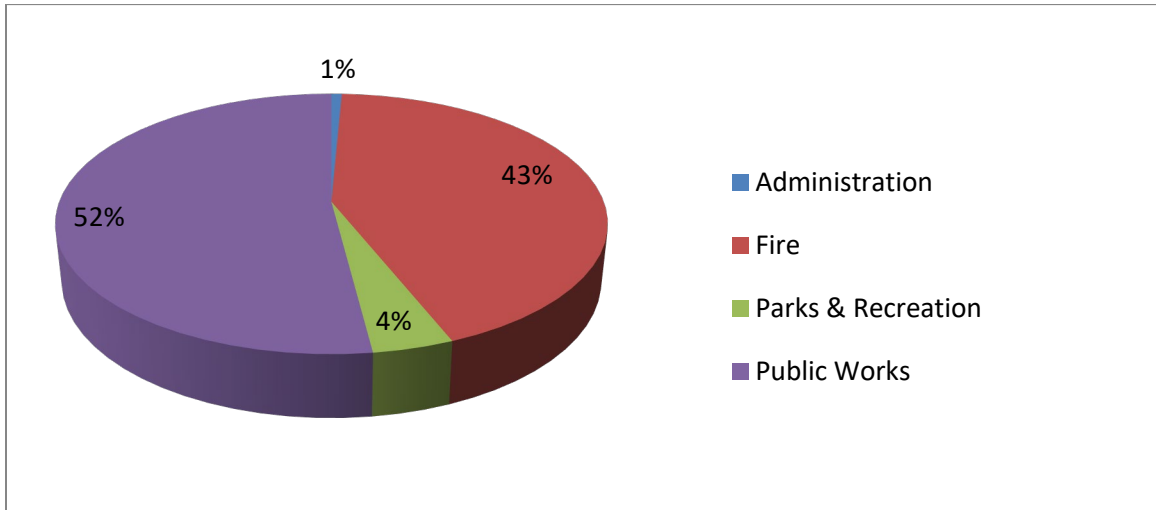
The Fire Department fleet of vehicles has been identified with a weighted average remaining life of seven years which means over half of the vehicle lifecycle is used up. It is recommended that the Town and Fire Department review their fleet vehicles and develop a 10-year replacement plan to ensure that the levels of service are maintained.

Table 2.11 provides a summary of the Town’s vehicles. Figure 2.11 provides the distribution of replacement costs across all the Town’s vehicle assets.

**Table 2.11: Vehicle Assets**

Vehicles	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Administration	\$52,690	\$10,538	\$42,152	\$54,819	8.0	Good	10	2	8	80%	Moderate
Fire	\$1,636,162	\$954,866	\$681,297	\$3,292,681	5.3	Average	19	13	7	37%	High
Parks & Recreation	\$153,133	\$60,390	\$92,742	\$310,000	7.6	Good	14	4	10	71%	Moderate
Public Works	\$3,271,824	\$708,393	\$2,563,431	\$3,967,000	7.6	Good	15	4	12	80%	Moderate
<b>Total</b>	<b>\$5,113,810</b>	<b>\$1,734,188</b>	<b>\$3,379,622</b>	<b>\$7,624,500</b>	<b>6.6</b>	<b>Good</b>	<b>17</b>	<b>8</b>	<b>10</b>	<b>59%</b>	<b>High</b>

**Figure 2.11: Town Tax Supported Vehicle Assets Replacement Costs (2025)**



### 2.3.7 Equipment

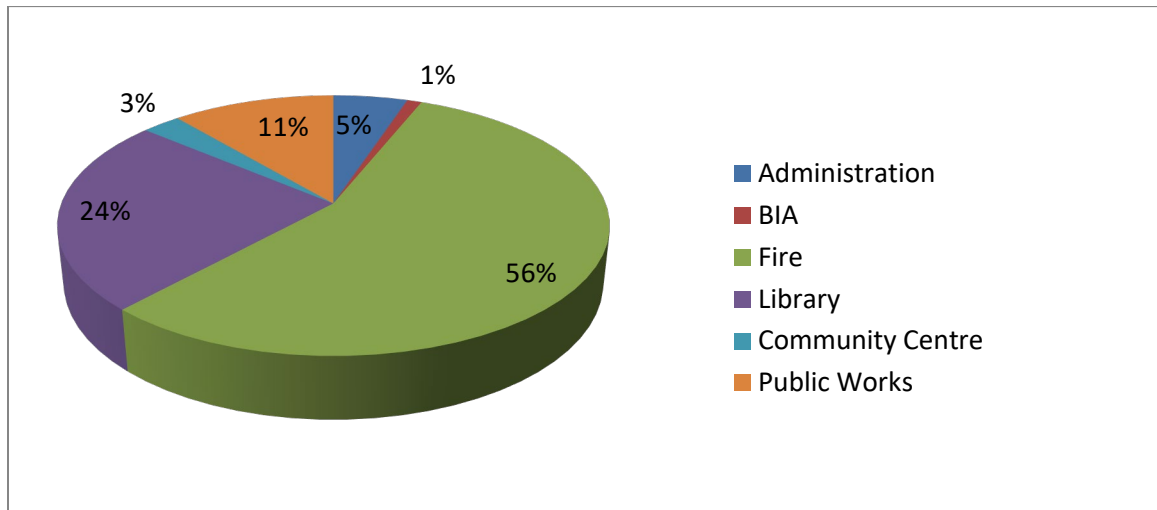
The Equipment assets are made up of both Public Works machinery, general Administration, Fire, Library, and Community Centre equipment. The total replacement cost for this asset grouping is \$2.1 million or 2.1% with respect to the total of tax-based Town assets excluding road bases. The weighted average condition of this asset grouping is Good and remaining life expectancy of approximately eight years. As Figure 2.12 shows the Fire Board equipment is over 55% of this asset category. This is not surprising as the Fire Department assets are replaced regularly to ensure the safety of the Fire Fighters.

Table 2.12 provides a summary of the Town's Equipment assets.

**Table 2.12: Equipment Assets**

Equipment	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Administration	\$103,414	\$18,104	\$85,310	\$109,568	7.7	Good	14	4	10	71%	Low
BIA	\$18,293	\$12,805	\$5,488	\$21,433	5.0	Average	10	8	2	20%	Low
Fire	\$1,111,014	\$355,376	\$755,638	\$1,192,380	6.9	Good	11	5	7	64%	Moderate
Library	\$439,886	\$127,201	\$312,685	\$518,335	7.0	Good	20	9	13	65%	Low
Community Centre	\$44,604	\$16,549	\$28,055	\$57,090	6.3	Average	19	10	10	53%	Low
Public Works	\$153,627	\$133,915	\$19,712	\$240,300	5.1	Average	11	24	1	9%	Moderate
<b>Total</b>	<b>\$1,870,836</b>	<b>\$663,950</b>	<b>\$1,206,887</b>	<b>\$2,139,106</b>	<b>6.7</b>	<b>Good</b>	<b>14</b>	<b>8</b>	<b>8</b>	<b>57%</b>	<b>Moderate</b>

**Figure 2.12: Town Tax Supported Equipment Assets Replacement Costs (2025)**



**2.3.8 Software and Hardware**

The Town’s information technology assets may only have \$0.5 million as replacement cost and 0.5% with respect to the total of tax-based Town assets excluding road bases in Good condition. However, this asset category is one of the more critical for the Town to function and operate effectively. Information technology has become a major requirement for municipal operations. This equipment is a requirement for Town staff to do their job to serve the public most efficiently. Proper maintenance of these assets is becoming more and more expensive.

Many hardware assets have a short lifecycle three to five years, the “Good” condition assessment may be due to this equipment being recently updated. It is recommended that this asset data be regularly updated and ensure any unused/disposed old equipment is removed from the asset inventory.

Table 2.13 provides a summary of the Town’s Software and Hardware assets.

**Table 2.13: Software and Hardware Assets**

Information Technology	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Administration	\$140,764	\$42,831	\$97,933	\$155,755	6.8	Good	13	5	9	69%	Moderate
Fire	\$157,818	\$16,848	\$140,970	\$175,800	8.2	Good	14	4	11	79%	Moderate
Library	\$50,859	\$20,932	\$29,927	\$57,690	6.3	Average	13	6	7	54%	Moderate
Arena	\$59,527	\$18,163	\$41,364	\$70,295	7.3	Good	17	9	8	47%	Low
Public Works	\$7,415	\$2,512	\$4,903	\$8,400	6.7	Good	13	4	8	62%	Moderate
<b>Total</b>	<b>\$416,384</b>	<b>\$101,287</b>	<b>\$315,096</b>	<b>\$467,940</b>	<b>7.3</b>	<b>Good</b>	<b>14</b>	<b>5</b>	<b>9</b>	<b>64%</b>	<b>Moderate</b>

## 2.4 Town Board Assets

The Town has three Boards that neighbouring municipalities contribute to and make use of their services. These Boards are:

- Fire Board.
- Library Board.
- Community Centre Board.

This asset management plan has included the assets from all three Boards. Table 2.14, Table 2.15, and Table 2.16 provide a summary of all the Board assets. It is important to note that currently the Town contributes approximately 60% to the costs of both operating, maintaining and replacing Board assets. The Financial Strategy Section takes this 40% reduction for Town costs into account.

**Table 2.14: Fire Board Assets**

Fire Board Assets	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Fire Hall	\$540,211	\$183,383	\$356,828	\$776,200	7.0	Good	91.3	26.5	64.8	71%	Moderate
Fire Training Building	\$50,000	\$7,050	\$42,950	\$1,250,000	8.2	Good	56.0	9.0	47.0	84%	Moderate
Vehicles	\$1,636,162	\$954,866	\$681,297	\$3,292,681	5.3	Average	19	13	7	37%	High
Equipment	\$1,111,014	\$355,376	\$755,638	\$1,192,380	6.9	Good	11	5	7	64%	Moderate
Information Technology	\$157,818	\$16,848	\$140,970	\$175,800	8.2	Good	14	4	11	79%	Moderate
<b>Total</b>	<b>\$3,495,206</b>	<b>\$1,517,523</b>	<b>\$1,977,683</b>	<b>\$6,687,061</b>	<b>6.4</b>	<b>Average</b>	<b>33</b>	<b>12</b>	<b>21</b>	<b>65%</b>	<b>Moderate</b>

**Table 2.15: Library Board Assets**

Library Board Assets	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Equipment	\$439,886	\$127,201	\$312,685	\$518,335	7.0	Good	20	9	13	65%	Low
Information Technology	\$50,859	\$20,932	\$29,927	\$57,690	6.3	Average	13	6	7	54%	Moderate
<b>Total</b>	<b>\$490,744</b>	<b>\$148,133</b>	<b>\$342,611</b>	<b>\$576,025</b>	<b>6.9</b>	<b>Good</b>	<b>19</b>	<b>9</b>	<b>12</b>	<b>64%</b>	<b>Low</b>

**Table 2.16: Community Centre Board Assets**

Community Centre Board Assets	Historic Cost	2025 Accumulated Amortization	2025 Net Book Value	2025 Replacement Cost	Condition (weighted average)		Useful Life (UL) - Weighted Average	Age (weighted average)	Remaining Service Life (RSL) - Weighted Average	RSL as a % of UL	Risk (weighted average)
					Value	Text					Text
Facilities	\$4,562,941	\$833,673	\$3,729,268	\$11,630,600	7.6	Good	67	34	33	49%	Moderate
Equipment	\$44,604	\$16,549	\$28,055	\$57,090	6.3	Average	19	10	10	53%	Low
Information Technology	\$59,527	\$18,163	\$41,364	\$70,295	7.3	Good	17	9	8	47%	Low
<b>Total</b>	<b>\$4,667,072</b>	<b>\$868,385</b>	<b>\$3,798,687</b>	<b>\$11,757,984</b>	<b>7.6</b>	<b>Good</b>	<b>66</b>	<b>34</b>	<b>33</b>	<b>50%</b>	<b>Moderate</b>

## 2.5 Water Ratepayers Supported Assets

The Town water ratepayer supported assets provide potable water to the urban community. These assets total \$13.5 million in 2025 replacement cost value. Table 2.2 provides a summary of all the water ratepayers supported assets. A more detailed review of these assets was delivered to Town staff in the asset inventory spreadsheets.

Each Water ratepayers supported asset component identified in Table 2.2 is critical to the acquiring, treatment, and distribution of potable water to the Town's urban community with sufficient quantity and pressure. As this is a Water ratepayers supported asset grouping, we shall only comment on the condition of the system based on the documented age of these assets.

In general, the condition of the water assets are Good with Moderate risk of failure. The Town is maintaining the appropriate water distribution levels of service. The water quality and pressure are at acceptable levels for the current number of homes being serviced. With a new water Pumphouse – Well #5 there is an abundant supply of water to the urban part of the Town. However, the Town's water service contractor indicated that additional water storage by way of a second water tower will provide additional buffer from potential risk of water distribution shortages in the future. There was a water leak in 2022 that caused the current system to reach low water storage reserves for a short period of time.

## 2.6 Wastewater Rate Payer Supported Assets

The Town wastewater supported assets provide an environmentally acceptable safe process of returning to nature used water supplies. The wastewater system provides services for the Grand Valley urban community. These assets total \$28.7 million in 2025 replacement cost. Table 2.2 provides a summary of all of the wastewater rate payer supported assets. A more detailed listing of these assets was provided to Town staff.

Each wastewater rate payer supported asset component identified in Table 2.2 is critical to the acquiring, treatment and returning of wastewater back to the environment. As this is a wastewater rate payer supported asset grouping, we shall only comment on the condition and capacity of the system.

In general, the wastewater system is relatively new and therefore identifies as in good condition. The Town's wastewater system contractor completes 1/5 of the urban area CCTV scans to ensure obstructions or issues can be resolved.

The addition of the additional Surge Tank to the wastewater treatment plant has provided more capacity during peak flows. The Town has reported that the wastewater treatment plant did not have any bypass events in the last year.

The Town is working on constructing a new wastewater pumping station at the south end of the urban area. This will provide for more development capacity to the south of the current urban area.

## **2.7 Future Developments**

One of the key elements of this asset management plan is the addition of looking forward to future growth in the Town. Burnside had many discussions with staff and our engineering staff that are assisting the Town with new development plans and infrastructure. Growth provides many new Town assets from roads and roadside assets to storm water, water distribution, wastewater collection and new parks.

With future developments there can also be some potential development charges applied to ease the burden on the Town. Table 2.17 has a current list of assets identified from the Development Charges Report.

**Table 2.17: Development Charges Reported Assets**

DC Project Number	Asset ID	Roads DC Study Projects	Year	Replacement Cost (2024 \$)
1	New	Northwest - Upgrade to Collector	2060	\$1,843,800
2	New	Southwest - Oversizing to Collector	2040	\$1,356,200
3	New	Oversizing to Collector - Mayberry 3	2026	\$135,000
4	New	Collector (80 m) from Greenfield	2030	\$457,700
5	New	Oversized Collector - Corseed	2030	\$609,800
6	New	Northeast - Upgrade Collector	2040	\$1,233,900
7	New	Southeast - Box Culvert (Boyne Creek)	2028	\$1,054,800
8	New	Southeast of Town - Collector	2028	\$2,290,100
9	4062	Upgrade to Collector - Watson Rd. Surface	2028	\$120,000
9	4063	Upgrade to Collector - Watson Rd. Base	2028	\$482,210
10	New	Greenfield through buffer for WWTP	2028	\$744,900
11	New	Oversizing through Moco (400 m)	2027	\$543,000
12	New	Oversizing through Employment Lands	2029	\$1,016,400
13	New	Signals across Water St / Highway 25	2040	\$1,130,100
14	New	Left Turn Lane (South Bound)	2040	\$2,260,300
15	9516	Amaranth - East Luther Townline fr:109 to 2/3 (upgrade to Asphalt to E/W Collector) Surface	2031	\$284,880
15	3446	Amaranth - East Luther Townline fr:109 to 2/3 (upgrade to Asphalt to E/W Collector) Base	2031	\$664,720
16	New	East / West Collector to Amaranth	2031	\$3,194,200
17	4323	Amaranth to Concession 5	2031	\$4,294,500
18	New	Box Culvert	2031	\$1,054,800
19	New	County Rd 109 / Amaranth East Luther TL Implement Signal	2031	\$1,130,100

DC Project Number	Asset ID	Roads DC Study Projects	Year	Replacement Cost (2024 \$)
20	24	Amarnath St - Bielby to Bridge	2031	\$540,000
21	4441	Amaranth St - Main St to Emma	2031	\$143,572
21	55	Amaranth St - Emma to Leeson	2031	\$123,062
21	45	Concession 2/3 - Leeson to Sideroad 28/29	2031	\$512,757
21	7	Concession 2/3 - Sideroad 28/29 to Sideroad 27/28	2031	\$615,309

DC Project Number	Asset ID	Vehicles DC Study Projects	Year	Replacement Cost (2025 \$)
22	New	Single Axle Snow plow (2)	2030	\$739,200
23	New	One Ton truck	2028	\$140,000
24	New	Sidewalk Maintenance Vehicle	2028	\$226,600
5	New	Pickup Trucks (2) Parks & Rec	2028	\$114,000

DC Project Number	Asset ID	Facilities DC Study Projects	Year	Replacement Cost (2025 \$)
25	New	Public Works 4 Bay Facility	2031	\$113,600
26	New	Additional Salt Storage	2031	\$142,000
27	New	Snow Storage Facility	2035	\$3,602,000

DC Project Number	Asset ID	Land Improvements DC Study Projects	Year	Replacement Cost (2025 \$)
2	New	Park Southeast (Moco)	2031	\$200,000
3	New	Park Southwest (Upper Grand Trailway)	2031	\$200,000
4	New	Park Northwest (Rivers Edge)	2036	\$485,000
7	New	Trails Network	2031	\$17,600

DC Project Number	Asset ID	Fire Board DC Study Projects	Year	Replacement Cost (2025 \$)
1	New	Facility Space	2031	\$1,887,188
2	New	Vehicles	2027	\$1,604,657
3	New	Firefighters and Equipment	2031	\$186,824

DC Project Number	Asset ID	Library Board DC Study Projects	Year	Replacement Cost (2025 \$)
1	New	Additional Space	2036	\$18,152,800
2	New	New Collection Materials	2036	\$764,940

Table 2.18 to Table 2.22 provide the current known detail that is understood for growth in the Town over and beyond the 10-year project analysis period.

As shown in Table 2.18 and Table 2.19 it is expected that over 6.7 km of new asphalt surface roads will be constructed with a replacement cost of \$2.8 million. This is approximately 19% more asphalt roads that need to be maintained. There will also be 8.6 km of sidewalk or pathway constructed which is 43% more sidewalk to maintain. These assets will require additional Public Works vehicles as well as staff to assist in maintaining the new assets pertaining to growth.

Table 2.20 provides the known information related to new storm water assets that are to be assumed by the Town. For example, 7.64 km of new storm water main will be required, which is 55% more of this asset type for the Town. The storm water catch basins increase is 48% and manholes increase is 100% the number of these assets that will require cleanout and maintenance on a regular basis.

Table 2.21 lists the future new water related assets. There will be an increase of approximately 7.1 km of water main pipes or \$2.3 million in replacement costs. This is an increase of 48% more water main for the Town. As these assets are maintained by the water rate payers it will be important to ensure that new water rate studies incorporate these additional assets and the cost to maintain them.

Table 2.22 lists the future new wastewater related assets. There will be an increase of approximately 6.4 km of wastewater main pipes or \$2.3 million in replacement costs. There will also be 103 new sanitary manholes. This is an increase of 48% and 49% increase in these wastewater assets for the Town. As noted above a new sanitary pumping station is also being added to the Town's wastewater collection system.

As these assets are maintained by the wastewater rate payers it will be important to ensure that new wastewater rate studies incorporate these additional assets and the costs to maintain them.

Full, detailed individual assets are listed in spreadsheets delivered to Town staff.

**Table 2.18: Roads Future Projected Assets**

Name of Development	Assumption Year Estimates	Length of Road (m) - Local	Replacement Cost	Length of Road (m) - Collector	Replacement Cost
Mayberry Phase 3A, Stage 1 (Tindall Cres - 42 lots and Mill)	2025	445	\$178,000		
Mayberry Phase 3A (watermain within Hamilton Lane) - 17 lots	2026				
Mayberry Phase 3A, Stage 2 (56 lots)	2026	663.11	\$265,244		
Mayberry Phase 3B, Stage 1 (70 lots)	2030	697.05	\$278,820	299.65	\$149,825
Mayberry Phase 3B, Stage 2 (49 lots on Lougheed Drive and Grundy Crescent)	2035	405.11	\$162,044		
Mayberry Phase 3B, Stage 2 (57 townhouse block - watermain only) and Amaranth Street (conversion of Amaranth St. to urban - road length same as existing except upgraded) - includes some estimates as townhouse site plan not completed	2040				
Mayberry Phase 3B, Stage 3 (40 lots) Grundy Crescent, Logheed Drive	2036	482.92	\$193,168		
Moco (96 single detached, 97 townhouses, and mixed land use)	2035	1573.42	\$629,368	209.26	\$104,630
Corseed (73 single, 25 townhouses) plus a mixed use and commercial block	2035	678.28	\$271,312	476.52	\$238,260
Monitcello Subdivision (Rural Estate Subdivision)	2026	492	\$196,800		
Moco - Urbanization of Existing Watson Road (formally called Industrial Drive)	2035	259.33	\$103,732		
<b>Total</b>		<b>5,696.22</b>	<b>\$2,278,488</b>	<b>985.43</b>	<b>\$492,715</b>

**Table 2.19: Roadway Future Projected Assets**

Name of Development	Assumption Year Estimates	Number of Street Lights	Number of Street Lights (on hydro-poles)	Replacement Cost	Concrete Sidewalk (m)	Asphalt Pathway (2m wide) (Length - m)	Replacement Cost
Mayberry Phase 3A, Stage 1 (Tindall Cres - 42 lots and Mill)	2025	11		\$49,500	533.06		\$106,612
Mayberry Phase 3A (watermain within Hamilton Lane) - 17 lots	2026						
Mayberry Phase 3A, Stage 2 (56 lots)	2026	18		\$81,000	676.54	328.4	\$176,358
Mayberry Phase 3B, Stage 1 (70 lots)	2030	25		\$112,500	1047.71		\$209,542
Mayberry Phase 3B, Stage 2 (49 lots on Loughheed Drive and Grundy Crescent)	2035	9		\$40,500	406.01		\$81,202
Mayberry Phase 3B, Stage 2 (57 townhouse block - watermain only) and Amaranth Street (conversion of Amaranth St. to urban - road length same as existing except upgraded) - includes some estimates as townhouse site plan not completed	2040		5	\$4,000	322.23		\$64,446
Mayberry Phase 3B, Stage 3 (40 lots) Grundy Crescent, Logheed Drive	2036	10		\$45,000	512.85		\$102,570
Moco (96 single detached, 97 townhouses, and mixed land use)	2035	44	10	\$206,000	2724.58		\$544,916
Corseed (73 single, 25 townhouses) plus a mixed use and commercial block	2035	31		\$139,500	1810.17		\$362,034
Monitcello Subdivision (Rural Estate Subdivision)	2026	9		\$40,500			
Moco - Urbanization of Existing Watson Road (formally called Industrial Drive)	2035	6		\$27,000	248.76		\$49,752
<b>Total</b>				<b>\$745,500</b>	8,281.91	328.40	<b>\$1,697,432</b>

**Table 2.20: Storm Water Future Projected Assets**

Name of Development	Assumption Year Estimates	Storm Main (m)	Catch Basins	Number of Stm MHs	Road Crossing Culverts	Storm Ponds	OGS (Stormceptor)	Headwalls
		Replacement Cost	Replacement Cost	Replacement Cost	Replacement Cost	Replacement Cost	Replacement Cost	Replacement Cost
Mayberry Phase 3A, Stage 1 (Tindall Cres - 42 lots and Mill)	2025	\$158,100	\$80,000	\$164,000				
Mayberry Phase 3A (watermain within Hamilton Lane) - 17 lots	2026							
Mayberry Phase 3A, Stage 2 (56 lots)	2026	\$707,174	\$142,500	\$283,000				
Mayberry Phase 3B, Stage 1 (70 lots)	2030	\$437,151	\$215,000	\$327,000		\$200,000	\$55,000	\$182,500
Mayberry Phase 3B, Stage 2 (49 lots on Lougheed Drive and Grundy Crescent)	2035	\$151,835	\$60,000	\$140,000				
Mayberry Phase 3B, Stage 2 (57 townhouse block - watermain only) and Amaranth Street (conversion of Amaranth St. to urban - road length same as existing except upgraded) - includes some estimates as townhouse site plan not completed	2040	\$117,599	\$85,000	\$177,000				
Mayberry Phase 3B, Stage 3 (40 lots) Grundy Crescent, Logheed Drive	2036	\$157,180	\$80,000	\$106,000				
Moco (96 single detached, 97 townhouses, and mixed land use)	2035	\$1,040,780	\$325,000	\$671,000	\$25,000	\$100,000	\$10,000	\$110,000
Corseed (73 single, 25 townhouses) plus a mixed use and commercial block	2035	\$698,015	\$207,500	\$467,000		\$100,000	\$10,000	\$65,000
Monitcello Subdivision (Rural Estate Subdivision)	2026				\$82,200			
Moco - Urbanization of Existing Watson Road (formally called Industrial Drive)	2035	\$151,370	\$52,500	\$152,000	\$23,520			\$50,000
<b>Total</b>		<b>\$3,619,203</b>	<b>\$1,247,500</b>	<b>\$2,487,000</b>	<b>\$130,720</b>	<b>\$400,000</b>	<b>\$75,000</b>	<b>\$407,500</b>

**Table 2.21: Water Future Projected Assets**

Name of Development	Assumption Year Estimates	Length of Water Main (m)	Number of Water System Valves	Replacement Cost	Number of Hydrants	Replacement Cost
		Total Replacement Cost				
Mayberry Phase 3A, Stage 1 (Tindall Cres - 42 lots and Mill)	2025	\$142,290	3	\$21,000	5	\$50,000
Mayberry Phase 3A (watermain within Hamilton Lane) - 17 lots	2026	\$47,813	2	\$13,000	2	\$20,000
Mayberry Phase 3A, Stage 2 (56 lots)	2026	\$219,241	8	\$56,000	9	\$90,000
Mayberry Phase 3B, Stage 1 (70 lots)	2030	\$317,748	11	\$80,000	10	\$100,000
Mayberry Phase 3B, Stage 2 (49 lots on Loughheed Drive and Grundy Crescent)	2035	\$129,220	3	\$22,000	4	\$40,000
Mayberry Phase 3B, Stage 2 (57 townhouse block - watermain only) and Amaranth Street (conversion of Amaranth St. to urban - road length same as existing except upgraded) - includes some estimates as townhouse site plan not completed	2040	\$99,289	4	\$29,000	4	\$40,000
Mayberry Phase 3B, Stage 3 (40 lots) Grundy Crescent, Logheed Drive	2036	\$158,809	3	\$29,000	5	\$50,000
Moco (96 single detached, 97 townhouses, and mixed land use)	2035	\$765,374	19	\$145,000	21	\$210,000
Corseed (73 single, 25 townhouses) plus a mixed use and commercial block	2035	\$390,586	12	\$92,000	14	\$140,000
Monitcello Subdivision (Rural Estate Subdivision)	2026	\$0				
Moco - Urbanization of Existing Watson Road (formally called Industrial Drive)	2035	\$0				
<b>Total</b>		<b>\$2,270,370</b>	<b>65</b>	<b>\$487,000</b>	<b>74</b>	<b>\$740,000</b>

**Table 2.22: Sanitary Future Projected Assets**

Name of Development	Assumption Year Estimates	Length of Sanitary Main				Number of Sanitary MHs		
		300mm dia.	250mm dia.	200 mm dia.	Replacement Cost	1500 mm dia.	1200 mm dia.	Replacement Cost
Mayberry Phase 3A, Stage 1 (Tindall Cres - 42 lots and Mill)	2025			462	\$161,700	3	7	<b>\$144,000</b>
Mayberry Phase 3A (watermain within Hamilton Lane) - 17 lots	2026							
Mayberry Phase 3A, Stage 2 (56 lots)	2026			862.58	\$301,903	6	4	<b>\$168,000</b>
Mayberry Phase 3B, Stage 1 (70 lots)	2030			690.6	\$241,710		13	\$156,000
Mayberry Phase 3B, Stage 2 (49 lots on Loughheed Drive and Grundy Crescent)	2035			359.53	\$125,836		5	\$60,000
Mayberry Phase 3B, Stage 2 (57 townhouse block - watermain only) and Amaranth Street (conversion of Amaranth St. to urban - road length same as existing except upgraded) - includes some estimates as townhouse site plan not completed	2040			355.67	\$124,485	3	1	<b>\$72,000</b>
Mayberry Phase 3B, Stage 3 (40 lots) Grundy Crescent, Logheed Drive	2036			476.35	\$166,723		7	\$84,000
Moco (96 single detached, 97 townhouses, and mixed land use)	2035	158.1	33.8	1733.1	\$682,500	13	15	<b>\$440,000</b>
Corseed (73 single, 25 townhouses) plus a mixed use and commercial block	2035			1021.4	\$357,490	9	11	<b>\$312,000</b>
Monitcello Subdivision (Rural Estate Subdivision)	2026							
Moco - Urbanization of Existing Watson Road (formally called Industrial Drive)	2035			294.8	\$103,180	6		\$120,000
<b>Total</b>					<b>\$2,265,526</b>			<b>\$1,556,000</b>

## 2.8 Data Accuracy and Completeness

An important element of this asset management plan is ensuring that tools and procedures are in place to maintain accuracy and completeness of the asset data and calculations moving forward. As time passes, assets are used, maintained, improved, disposed of, and replaced.

All of these lifecycle events can trigger changes to the asset database used within the asset management plan. Therefore, tools and procedures are essential to ensure the asset data remains accurate and complete. This includes the timing of condition assessments for each asset type and what should be included within the condition assessment procedures.

It is important to note that where gaps were found in the Town's asset inventory approximations were made to be able to complete this project. It is recommended that the Town use the asset inventory spreadsheets provided to staff as a starting point and that the highlighted cells be verified and corrected where required.

### **3.0 Expected Levels of Service**

The Town has been offering and maintaining its residents and visitors good service levels, during challenging economic times. The Province has demanded via Ontario Regulation 588/17 that municipalities complete asset management plans on a regular basis to ensure that appropriate investments are being made in municipal infrastructure. Reviewing past records has shown that some investments were being made into maintaining and replacing the Town's assets. It is important to note that the long-term objective of the Town needs to be asset sustainability. The challenging issue the Town has had to face is the slowdown in the housing market, while at the same time investing in ensuring appropriate infrastructure is in place for growth. In general, the Town is performing maintenance activities when required.

#### **3.1 Scope and Process**

A Level of Service (LOS) analysis gives the Town an opportunity to document the levels of service that are currently being provided and compare it to the levels of service that will ensure the assets achieve their full lifecycle potential. This can be done through a review of current practices and procedures, an examination of trends or issues facing the Town and / or through an analysis of performance measures and targets that staff can use to measure performance.

Expected LOS can be impacted by a number of factors, including:

- Legislative requirements (e.g., minimum maintenance standards for roads, etc.).
- Strategic planning goals and objectives.
- Resident expectations.
- Visitor expectations.
- Council expectations.
- Financial or resource constraints.

The previous section task of determining the state of the Town's local infrastructure establishes the asset inventory and condition, as well as asset management policies and principles to guide the refinement and upkeep of asset infrastructure. The LOS analysis utilizes this information and factors in the impact of asset service level targets. It is important to document an expected LOS that is realistic to the community. It is common to strive for the highest LOS; however, these service levels usually come at a cost. It is also helpful to consider the risk associated with a certain LOS. Therefore, expected LOS should be determined in a way that balances both level of investment and associated risk to the Town.

Burnside received both verbal and documented confirmation of maintenance practices that the Town staff undertake. We recommend that the Town continue to make use of their Road Needs Study and the biannual bridge inspections and analysis utilizing the most up to date MTO bridge / culvert degradation models. These engineering-based inspection practices provide historic condition information as well as information related to any changes to asset maintenance. This will also help better determine the remaining life of the municipality's assets.

This information will help not only identify the current Town needs but also future requirements due to Levels of Service changes. Ensuring that appropriate levels of service are determined and recorded helps during the Town's future growth planning.

The strategy of investing more often in smaller amounts, which provides higher levels of service and better asset conditions with an overall lower total cost over the lifecycle of the asset is recommended.

### **3.2 Current Levels of Service versus Expected Levels of Service**

The Town's current LOS has resulted in the current state of infrastructure as discussed in the previous section of the report. The current LOS also relates to the risk assessment discussed in later report sections. Regarding the cost of this LOS, the Town has established an operating and capital budget for the current year that includes the cost of providing this LOS. After many discussions with Town staff, it was determined that over all of the Town's assets will require approximately \$104,300 annual increase in LOS funding for tax-based assets. The greatest contribution to this increase comes from road assets.

Table 3.1 to Table 3.8 outline broad LOS descriptions with identified additional costs to achieve enhanced expected LOS. This analysis was noted through discussions with the Town's staff and engineering best practices. Based on the information provided, the Town is both budgeting and mostly completing appropriate levels of service. The Levels of Service cost impact analysis was factored into the asset management strategy discussed in Section 4.0 of this report.

As noted in Section 2 Town Growth will have an impact on LOS. The potential for increased staffing to ensure appropriate maintenance of these new assets (see Table 2.18 to Table 2.22). These additional assets and LOS have been incorporated into this asset management plan.

**Table 3.1: Road Expected Levels of Service**

Roads Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Cost of Expected LOS	Cost Description
<b>Safe Roads</b>	Meet "Minimum Maintenance Standards" as defined by Ontario Regulation 239/02 and Amendments.	Meet "Minimum Maintenance Standards" as defined by Ontario Regulation 239/02 and Amendments.	Regulation Standard	\$41,000	\$55,000	Municipality has a Road Patrol System and an AVL system in all vehicles.
<b>Fix Public Identified Issues Quickly</b>	Track complaints on asphalt roads and resolve them as quickly as possible.	Track complaints by road segment so that history can be recorded.	Respond to Public Inquiry within 7 days	\$28,000	\$28,000	Municipality delivers this Level of Service well. Cost is for Pothole patching.
<b>Climate Change or Extreme Weather Events</b>	Track complaints on rural roads and resolve them as quickly as possible.	Track complaints by road segment so that history can be recorded.	Regulation Standard	\$8,000	\$15,000	Cost is for road wash outs.
<b>Maintain Road System Network Condition for safe use</b>	Road Maintenance is completed regularly and when required.	Maintain adequate road network condition index to ensure safe roads.	Regulation Standard	\$45,000	\$45,000	Cost is for Debris and Litter cleanup.
<b>Asphalt Roads are Clean and Clear</b>	Street sweeping and crack sealing is completed annually.	Roads are swept and flushed to ensure they are clear and safe.		\$35,000	\$35,000	Municipality has minimal Asphalt roads. Debris is collected as per Minimum Maintenance Standards.
<b>Gravel Roads are well maintained and Dust Inhibited</b>	Gravel roads are smoothed when required, and Calcium Chloride applied to control dust.	Gravel roads are smoothed when required, and Calcium Chloride applied to control dust.		\$115,000	\$115,000	Municipality delivers this Level of Service well.
<b>Safe and well-maintained Roadsides</b>	Town provides brushing, ditching, grass mowing, and shoulder maintenance to ensure roadsides are safe and well maintained.	Roadsides are clear of obstructions and well maintained for safe road travel.		\$95,000	\$95,000	Municipality delivers this Level of Service well.
<b>Roadside Barriers are well Maintained</b>	Town inspects roadside barriers annually and issues corrected when possible.	All safety devices as guiderails and barriers require inspection and repair as per Ontario Regulation 239/02 and Amendments.	Regulation Standard	Staff	\$5,000	Municipality ois working towards this Level of Service.
<b>Winter Road Maintenance</b>	Winter roads are cleared and safe.	Roads are maintained and meet "Minimum Maintenance Standards" as defined by Ontario Regulation 239/02 and Amendments.		\$325,000	\$325,000	Municipality uses sand to deliver this Level of Service.
<b>Weather forecast information</b>	Municipal staff check weather forecasts minimum 3 times per day in the Winter months (October 1 – April 30).	Weather forecasts are reviewed three times per day during the Winter Maintenance months.		Staff	Staff	Municipality delivers this Level of Service well via County Agreement.

Roads Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Cost of Expected LOS	Cost Description
Road Signs can be seen clearly	Sign reflectivity completed using the OGRA method on Stop and Stop Ahead signs.	Signs: Visual inspections. Replace when needed.	Reflectivity Standard	\$5,000	\$5,000	Municipality is developing a process to complete this level of service.
Understanding of Road Traffic	Updated traffic counts are recorded using purchased traffic counter.	Clear understanding of traffic counts are updated.		Staff	Staff	Staff move traffic counter to different roads every two weeks, which provides over 20 road segment traffic counts per year.
Road Line Painting	Paved Roads have clearly marked/lined lanes and cross walks.	Proper road lane paint distinction.		\$55,000	\$55,000	Annual budget for line painting.
Street Crossing is Safe	Town uses Crossing Guards to assist in keeping people safe crossing the road.	Meet all safety standards.		\$25,500	\$27,500	Municipality delivers this Level of Service well.
Sidewalks are well Maintained	Sidewalks are inspected annually and issues corrected.	Meet Minimum Maintenance Standards as defined in Ontario Regulation 239/02 and Amendments.	Regulation Standard	\$5,000	\$5,000	Municipality delivers this Level of Service well.
Safe Well lit Urban/Semi-Urban Street areas	Maintenance activated by Public Notice for Street Lights.	Meet Minimum Maintenance Standards as defined in Ontario Regulation 239/02 and Amendments.	Correction of Issues within MMS	\$1,500	\$2,500	Municipality delivers this Level of Service.

Table 3.2: Bridge Expected Levels of Service

Bridge Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Cost of Expected LOS	Cost Description
Safe Bridges	Maintain good bridge condition and no bridges with load limits.	Maintain good condition and no-load limits.	MTO bridge guides	\$35,000	\$35,000	Municipality is working towards completing this LOS with a detailed deck condition inspection survey on Bridge 15.
Bridges Maintained	Follow Bridge Inspection Report recommendations for Bridge and Culvert maintenance.	Proactive Bridge and Culvert maintenance (based on bridge inspection report).		\$26,500	\$26,500	Municipality is working towards completing this LOS.
Proper Bridge Spring Maintenance	Bridge washing is completed in Spring.	Blowing out Expansion Joints & Washing of Bridges in Spring.		\$15,000	\$18,000	Municipality delivers this Level of Service well.
Bridge Inspections	Bridge inspections (i.e., using OSIM forms) required every 2 years.	Bridge inspections (i.e., using current OSIM forms) required every 2 years.	Completed every 2 years	\$8,000	\$15,000	Municipality delivers this Level of Service well.

**Table 3.3: Storm Water Expected Levels of Service**

Storm Water Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Cost to Move to Expected LOS	Cost Description
<b>Effective Storm Water Management</b>	No Storm water back-up incidents reported.	Proper flows and clear system with little to no inhibitors.	No storm water back-up incidents	Staff	Staff	Municipality delivers this Level of Service.
<b>Compliant with Regulation</b>	Municipality has consultant inspect and produce a Storm Water Report annually.	Compliant with Ontario Regulation 137/25.	O. Reg. 137/25	\$55,000	\$55,000	Municipality delivers this Level of Service.
<b>Cross Road Culverts are Appropriately Sized and Maintained</b>	Cross Road Culverts are replaced when required. Assessment of appropriate size is completed before replacement using HDPE material for longer lifecycle potential.	Climate Change and/or Extreme Weather events do not cause adverse issues with the Municipal road network.		\$12,000	\$15,000	Municipality delivers this Level of Service.
<b>Catch Basins are clear and well Maintained</b>	Catch Basin cleaning annually.	Annual Catch Basin cleaning.		\$8,000	\$8,000	Cost is broken down into annual value.
<b>Storm Water Mains are clear and well Maintained</b>	Municipality continues to construct Foundation Drains to ensure collection of storm water.	Regular inspection for condition and no physical obstructions.		Consultant	Consultant	Municipality is work towards completing this LOS.
<b>Discharge Points are clear and well Maintained</b>	No identified issues. Consultants inspect annually.	Regular inspection for condition and no physical obstructions.		\$1,500	\$1,500	Municipality delivers this Level of Service.
<b>Municipal Drains are well Managed and Maintained</b>	Drainage Superintendent responds to Landowner concerns and follows Ontario Drainage Act.	Drainage Superintendent responds to Landowner concerns and follows Ontario Drainage Act.	Follow Ontario Drainage Act	\$12,720	\$13,000	Municipality delivers this Level of Service. Cost shows the cost for Township Drainage Superintendent minus the Township Superintendent Services Grant (approximately 50%) which is reflected in total.

**Table 3.4: Facilities Expected Levels of Service**

Facilities Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Increase in Cost from Current to Expected LOS	Cost Description
<b>Facilities are well maintained and safe for Public Use</b>	Condition assessments performed when needed.	Facility Condition Assessments showing remaining life of major asset components and required improvements completed.	Provincial Guidelines	\$40,500	\$40,500	Municipality provides this level of service.
<b>Facilities are clean safe for Public Use</b>	Municipality has regular cleaning of facilities.	Safe for Public use.		\$10,000	\$10,000	Municipality provides this level of service.
<b>Wells are well Maintained</b>	Appropriate maintenance for Administration Building and Public Works Yard Wells is undertaken when required.	Appropriate maintenance is undertaken when required.		Contractor	Contractor	Municipality provides this level of service.
<b>Water Treatment Processes Meet Legislative Requirements</b>	Water sampling and testing is completed for the North Public Works Yard.	Meet all Provincial legislative requirements.	Provincial Guidelines	Staff	Staff	Municipality provides this level of service.
<b>Well Maintained Generators where applicable</b>	Tested and well maintained.	Tested and well-maintained generators.		\$500	\$500	Municipality provides this level of service.
<b>Safe Wastewater Treatment Structures (Tanks and Septic Beds)</b>	Regular Septic maintenance and Oil Separators are completed every 3 years or as required.	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.)	Provincial Guidelines	\$850	\$850	Municipality provides this level of service. Cost is subset annual value.
<b>Facilities meet all Fire Code Requirements</b>	Meet all Fire Code requirements based on year of construction.	Meet all Provincial legislative requirements.	Provincial Guidelines	Fire Dept	Fire Dept	Municipality provides this level of service.
<b>Well Maintained Emergency Services Equipment</b>	Municipality completes annual fire safety equipment inspections.	Meet all manufacturers maintenance schedules.		\$500	\$500	Municipality provides this level of service.
<b>Heating Systems are inspected and maintained</b>	Meet all manufacturers maintenance schedules.	Meet all manufacturers maintenance schedules.	Manufacturers Maintenance Schedule	\$1,500	\$1,500	Regular maintenance and inspections done annually.
<b>Well Maintained on-site properties</b>	Staff complete Township property site outdoor maintenance.	Safe on-site properties.		Staff	Staff	Municipality provides this level of service.
<b>Fix Public Identified Issues Quickly</b>	Complaints are tracked on spreadsheet and replied within 24 hours.	Track complaints by facility/property so that history can be recorded.	Respond to Public Inquiry within days	Staff	Staff	Municipality provides this level of service.
<b>Facilities have Handicap Accessibility</b>	All facilities meeting current accessibility standards. Reviewed by staff annually.	Meet all Provincial legislative requirements.		Staff	Staff	Municipality will provide this level of service once Grant money is received.

**Table 3.5: Land Improvements Expected Levels of Service**

Land Improvements Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Increase in Cost from Current to Expected LOS	Cost Description
<b>Parks are Safe and well maintained</b>	Regular maintenance and standard levels of service are established. Visual inspections documented for parks, playgrounds.	Meet all Provincial legislative requirements.	Provincial Guidelines	\$57,000	\$60,000	Municipality provides this level of service. Cost is for all grass cutting.
<b>Trails are safe well maintained</b>	Visual inspections.	Safe and well-maintained trails.		\$2,000	\$6,500	Municipality provides this level of service.
<b>Playground Structures are Safe</b>	Visual inspections, and improvements are completed.	Meet all Provincial legislative requirements.	Provincial Guidelines	\$15,000	\$15,000	Municipality provides this level of service.
<b>Parks have Handicap Accessibility</b>	Municipality is working towards this Level of Service.	Meet all Provincial legislative requirements.	Provincial Guidelines			Municipality is working towards this Level of Service.
<b>Groundskeeping on Town Properties are maintained well</b>	Town tries to keep up with all grass mowing and groundskeeping.	Safe and well-maintained parks and facility sites.		\$37,000	\$57,000	Municipality is working towards this Level of Service.
<b>Splash Pad is safe and well maintained</b>	Visual inspections, and improvements are completed.	Meet all Provincial legislative requirements.		\$13,000	\$13,000	Municipality provides this level of service.
<b>Closed Solid Waste Site is Monitored</b>	Contracted monitoring program.	Meet all Provincial legislative requirements.	Provincial Guidelines	\$23,000	\$23,500	Municipality provides this level of service.
<b>Fix Public Identified Issues Quickly</b>	Complaints are tracked on spreadsheet and replied within 24 hours.	Track complaints by park/asset so that history can be recorded.		Staff	Staff	Municipality provides this level of service.

**Table 3.6: Vehicles and Equipment Expected Levels of Service**

Vehicles & Equipment Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Current Cost of LOS	Estimated Increase in Cost from Current to Expected LOS	Cost Description
<b>Vehicles are Safe and well maintained</b>	Meet all manufacturers maintenance schedules.	Meet all manufacturers maintenance schedules.	Manufacturers Maintenance Schedule	\$120,000	\$128,500	Vehicle maintenance/repair costs, oil and fuel.
<b>Vehicles Lifecycle is maximized</b>	Meet all manufacturing maintenance schedules.	Extending the lifecycle of assets for most cost-effective net cost.		Staff	Staff	Municipality doing their best to extend the life of their vehicles.
<b>Winter Road Equipment is well maintained</b>	Grader and Ice blades are replaced annually and as required.	Equipment is well maintained and provides good service.		\$180,000	\$200,000	Municipality uses sand to deliver Level of Service.
<b>GPS Tracking Systems and Radios and Cell phones are working well</b>	GPS vehicle tracking systems and Radios and Cell phones are well maintained.	Equipment is well maintained and provides good service.		\$7,500	\$7,500	Municipality provides this level of service. Cost is for GPS maintenance.
<b>Tools and Equipment are well maintained</b>	Tools are replaced when necessary.	Safe and well functioning tools are used and/or replaced as required.		\$7,000	\$7,000	Municipality provides this level of service.
<b>Other Equipment is well maintained</b>	Municipality repairs what they can and replaces when necessary.	Equipment is well maintained and provides good service.		\$25,000	\$25,000	Municipality provides this level of service.
<b>IT Data is Secure</b>	Meet all current IT Safety Protocols, with Backup and Redundancy Processes are implemented.	Meet all current IT Safety Protocols, with Backup and Redundancy Processes are implemented	IT Standards	IT Consultant	IT Consultant	Municipality provides this level of service.
<b>IT Hardware and Software are well Maintained</b>	Meet all manufacturers maintenance schedules.	Meet all manufacturers maintenance schedules.	Manufacturers Maintenance Schedule	\$150,000	\$150,000	Dufferin County IT Support Consultant cost.

**Table 3.7: Water Expected Levels of Service**

Water Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Source Water is well Protected</b>	Maintaining appropriate Zoning and Planning to ensure Source Water Protection.	Maintaining appropriate Zoning and Planning to ensure Source Water Protection.		\$15,000	\$15,000	Municipality is completing this LOS.
<b>Production Wells are well Maintained</b>	Appropriate maintenance is undertaken when required.	Appropriate maintenance is undertaken when required.		\$19,000	\$19,000	Municipality is completing this LOS. Annual Monitoring Program ensures compliance with Water Permits. Also repairs and service to wells.
<b>Treatment Processes Meet Legislative Requirements</b>	Meet all Provincial legislative requirements using Contractor.	Meet all Provincial legislative requirements.	Provincial Guidelines	\$80,000	\$80,000	Municipality is completing this LOS, via Contractor. Cost identified for Contractor Services.
<b>Well Maintained Generator</b>	Inspection completed every other year, tested monthly.	Tested and well-maintained generator.		\$900	\$900	Municipality is completing this LOS on the Generator that is in service.
<b>Appropriate Water Storage for Distribution Network</b>	Water Storage is sufficient for currently approved developments. Variable Drives installed in 2017 has provided for more stability in water supply.	Water Storage meets the needs of the Water Distribution Network.		\$6,000	\$6,000	Municipality is completing this LOS, via Contractor. Cost is annual over 10-year period.
<b>Pumps are well maintained</b>	Pumps are inspected and have redundancy	Appropriately maintained systems with risk redundancy.		\$4,000	\$4,000	Municipality is completing this LOS, via Contractor.
<b>Efficient Water Distribution System</b>	Water main leak repairs are completed as identified using Contractor	Water Losses are tracked and minimized.		\$5,000	\$5,000	Municipality is completing this LOS. Costs are broken down for annual value.
<b>System Valves are exercised and well maintained</b>	System valves are exercised on a three-year rotation. Replaced when required.	System valves are exercised and well maintained.		\$1,500	\$1,500	Town is completing this LOS.
<b>Scada System Software Adjustments</b>	New Computer system updated in 2025.	Scada System is reviewed and well maintained to ensure appropriate water quality and quantity distribution.		\$1,950	\$1,950	Town has system adjustments made as required to fulfill appropriate LOS.

Water Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Sufficient Water pressure and supply for Fire Protection</b>	Water pressure meets and exceeds Fire Protection Standards. Current pressure varies from 55 psi to 100 psi.	Water Pressure meets Fire Protection Standards of 50 psi, and water supply is readily available.		Contractor	Contractor	Town is completing this LOS, via Contractor.
<b>Safe Pumphouse Buildings</b>	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.)	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.).	Provincial Guidelines	staff / Contractor	staff / Contractor	Town is completing this LOS.
<b>Facilities including Heating Systems are inspected and maintained</b>	Facilities including Heating Systems are well maintained to ensure proper operations.	Facilities including Heating Systems are well maintained to ensure proper operations.		\$4,550	\$4,550	Town is completing this LOS. Costs are broken down for annual value.
<b>Hydrants are Inspected and valves turned</b>	All are inspected and valves turned in the Spring. Select Hydrants are inspected and valves turned in the late Fall.	Hydrants are inspected and valves exercised completing any required maintenance.		\$6,000	\$6,000	Town is completing this LOS. Costs are broken down for annual value.
<b>Hydrants are Flushed</b>	Flushing Program is completed annually and meets Guideline Standards.	Flushing Program meets Guideline Standards.		Contractor	Contractor	Town is completing this LOS.

**Table 3.8: Wastewater Expected Levels of Service**

Wastewater Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Treatment Processes Meet Legislative Requirements</b>	Meet all legislative requirements.	Meet all Provincial legislative requirements.	Provincial Guidelines	Contractor	\$175,000	Town is completing this LOS. Cost is for Environmental Assessment and Engineering.
<b>Safe Treatment Buildings</b>	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.)	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.)	Provincial Guidelines	Contractor	part of OCWA contract	Town is completing this LOS.
<b>Well Maintained Generator</b>	Tested monthly.	Tested and well-maintained generator.		\$2,000	\$2,000	Town is completing this LOS on the Treatment Plant Generator.

Wastewater Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Clean and well-Maintained Treatment Facilities</b>	Town has well maintained facilities.	Proactive facility maintenance.		\$445,500	\$445,500	Town is completing this LOS, via OCWA Operating Contract (\$355,500 operating/maintenance and \$90,000 repairs and maintenance).
<b>Efficient Collection System</b>	Town continues to try and locate and correct storm water infiltration.	Wastewater mains are clear of obstructions, infiltration and leaking.		Contractor	Contractor	Town is undertaking a separation of some storm water connections to wastewater mains.
<b>Wastewater Mains are clear and well Maintained</b>	Flushing and CCTV scanning of 1/5 of the Town system is completed annually.	CCTV review and assessment completed every 5 yrs. Implement plan for repairs & maintenance that result in system efficiencies.		\$17,500	\$17,500	CCTV program to review Town system every 5 years is undertaken by contractor.
<b>Manholes well maintained</b>	Cleaning Flushing when required and replacing brick risers and other maintenance.	Inspection and Appropriate Maintenance of Manholes.		\$25,000	\$25,000	Town is completing this LOS.
<b>Minimize Incidents of bypass</b>	Town Operators ensuring that the treatment system is working efficiently minimizing treatment bypasses.	Wastewater treatment facility is operating effectively and efficiently minimizing potential treatment bypass.		Contractor	Contractor	Town uses OCWA as their Wastewater Treatment operator. General annual budget for this LOS.
<b>Scada System Software Adjustments</b>	Scada system is modified to ensure appropriate treatment and water quality before release into the environment.	Scada system is modified to ensure appropriate treatment and water quality before release into the environment.		\$10,000	\$10,000	Town has system adjustments annually made as required to fulfill appropriate LOS.
<b>Track Complaints</b>	No sewer backups reported.	Document and track all complaints by system segment to ensure a well-maintained system.		part of OCWA contract	part of OCWA contract	Town is completing this LOS.

**Table 3.9: Community Centre Expected Levels of Service**

Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Safe Building</b>	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.)	Meet legislative requirement (Building Code, Fire Code, Health & Safety, etc.).	Provincial Guidelines	staff	staff	Town is completing this LOS. Cost is for Environmental Assessment and Engineering.
<b>Arena Compressor Room Maintenance</b>	Compressor Room maintenance is completed twice a year to ensure good working order.	Compressor and other Arena surface equipment is well maintained.		\$2,000	\$2,500	Town is completing this LOS.
<b>Elevator System is Well Maintained</b>	Annual Maintenance contract with elevator specialized contractor.	Elevator is well maintained and inspected quarterly.	Provincial Guidelines	\$1,500	\$2,500	Town is completing this LOS on the Treatment Plant Generator.
<b>Facility is Well Maintained</b>	Condition assessments performed when needed.	Facility Condition Assessments showing remaining life of major asset components and required improvements completed.		staff	staff	On-Site inspections completed when required.
<b>Health &amp; Safety Equipment is in good working order</b>	Health & Safety component assessments to ensure emergency alarms, lighting, generators, etc. are functioning to specifications.	Health & Safety component assessments to ensure emergency alarms, lighting, generators, etc. are functioning to specifications.	Provincial Guidelines	staff	staff	Town is completing this LOS.
<b>Facility meets Accessibility Standards</b>	Facility meets current accessibility standards. Reviewed by staff annually. Snow Plowing is completed by Contractor Agreement.	All Facilities meet accessibility standards.	Provincial Guidelines	\$14,000	\$15,000	Town is completing this LOS.
<b>Maximizing Energy Savings</b>	Lighting has been changed to LED.	Resource Efficiency: Energy Audit - for all facilities.	Provincial Guidelines	staff	staff	Town is looking into more energy saving systems.
<b>Mechanical Systems are Inspected and Maintained</b>	HVAC systems are inspected and maintained twice a year. Electrical Doors are inspected and maintained annually.	Assess efficiencies in Maintenance contracts (i.e., generators, HVAC, etc.).		\$1,000	\$1,500	Town is completing this LOS.
<b>Clean and well-Maintained Facility</b>	Well used Arena & Community Centre, is clean and well maintained by staff.	Proactive facility maintenance.		\$3,500	\$4,000	Town is completing this LOS, with an annual materials cost identified.

**Table 3.10: Fire Expected Levels of Service**

Expected Strategic LOS	Current LOS	Expected LOS	Benchmark (if Applicable)	Estimated Cost of Current LOS	Estimated Cost of Expected LOS	Cost Description
<b>Fire Equipment is well maintained</b>	Equipment is replaced as required.	Equipment is replaced as required.	Provincial Guidelines	\$344,000	\$344,000	Fire Board is completing this LOS.

## 4.0 Asset Management Strategy

### 4.1 Scope and Process

The asset management strategy provides the recommended course of actions required to maintain (or move towards) a sustainable asset position while delivering the levels of service discussed in the previous section. The course of action, when combined, forms a long-term operating and capital forecast that includes:

- **Non-infrastructure solutions:** Reduce costs and / or extend expected useful life estimates.
- **Maintenance activities:** Regularly scheduled activities to maintain existing levels of service, or repairs needed due to unplanned events.
- **Renewal / Rehabilitation:** Significant repairs or maintenance planned to maintain the levels of service and increase the remaining life of assets.
- **Replacement / Disposal:** Complete disposal and replacement of assets when renewal or rehabilitation is no longer an option.

Priority identification becomes a critical process during the development of an asset management strategy. Priorities have been determined based on assessment of the overall risk of asset failure, which is determined by looking at both the probability of an asset failing, as well as the consequences of asset failure. The consequences of the municipality not meeting desired levels of service must also be considered in determining risk. As discussed in Section 3.0, adding enhanced levels of service results in both operating and capital budget impacts over the 10-year forecast period. This must be taken into consideration, with the overall objective of reaching sustainable levels while mitigating risk.

### 4.2 Risk Assessment

The risk of an asset failing is defined by the following calculation:

***Risk of Asset Failure = Probability of Failure X Consequence of Failure***

Probability of failure has been linked to the condition assessment for each asset, assuming that an asset in “very good” condition has a “rare” probability of failure. The following Table 4.1 outlines the probability factor tied to each condition rating.

**Table 4.1: Probability of Failure Matrix**

<i>Condition (value 1-10)</i>	<i>Condition</i>	<i>Probability of Failure</i>
9 - 10	Very Good	Rare
7 - 8	Good	Unlikely
5 - 6	Average	Possible
3 - 4	Poor	Likely
1 - 2	Very Poor	Almost Certain

Consequence of failure have been determined by examining each asset type separately. Consequence refers to the impact on the municipality if a particular asset were to fail.

Types of impact include the following:

- Cost Impacts: The cost of failure to the Town (i.e., capital replacement, rehabilitation, fines and penalties, damages, etc.).
- Social impacts: Potential injury or death to residents / public.
- Environmental impacts: The impact of asset failure on the environment.
- Service delivery impacts: The impact of asset failure on the Town's ability to provide services at desired levels.

Each type of impact was reviewed and consequence of failure for each asset type was determined by using the information contained in Table 4.2 as a guide to assess the level of impact. Levels of impact were documented as ranging from "significant" to "insignificant".

**Table 4.2: Consequence of Failure Matrix**

	<b>Cost</b>	<b>Social</b>	<b>Environmental</b>	<b>Service Delivery</b>
<b>Significant</b>	Significant Cost – Difficult to Recover	Death, Serious Injury	Long-term Impact – Permanent	Major Interruptions
<b>Major</b>	Substantial Cost – Multi-year Budget Impacts	Major Injury	Long-term Impact – Fixable	Significant Interruptions
<b>Moderate</b>	Considerable Cost – Requires Revisions to Budget	Moderate Injury	Medium-term Impact – Fixable	Moderate Interruptions
<b>Minor</b>	Small / Minor Cost – within Budget Allocations	Minor Injury	Short-term / Minor Impact – Fixable	Minor Interruptions
<b>Insignificant</b>	Negligible or Insignificant Cost	No Injury	No Impact	No Interruptions

With both probability of failure and consequence of failure documented, total risk of asset failure was determined using the matrix contained in Table 4.3.

Total risk has been classified under the following categories:

- Extreme Risk (E): Risk beyond acceptable levels.
- High Risk (H): Risk slightly beyond acceptable levels.
- Medium/Moderate Risk (M): Risk at acceptable levels, monitoring required to ensure risk does not become high.
- Low Risk (L): Very little risk.

**Table 4.3: Total Risk of Asset Failure Matrix**

Probability of Failure	Consequence of Failure				
	Significant	Major	Moderate	Minor	Insignificant
Almost Certain	E	E	H	H	M
Likely	E	H	H	M	M
Possible	H	H	M	M	L
Unlikely	H	M	M	L	L
Rare	M	M	L	L	L

Risk levels can be reduced or mitigated through planned maintenance, rehabilitation and / or replacement of an asset. An objective of this asset management plan is to identify ways to reduce risk levels where they are deemed to be too high, as well as ensure assets are maintained in a way that keeps risk at acceptable levels.

### 4.3 Climate Change

Over the past decade there has been increased numbers of extreme weather events which are putting greater stress on municipal infrastructure, and pressure to ensure levels of service are maintained. Climate change poses a real risk management question which needs to be addressed within the context of municipal decision making.

Some climate change projections (Federation of Canadian Municipalities):

- Warmer summer temperatures.
- Warmer winter temperatures.
- More intense storms.
- Longer droughts.
- Increased frequency and amount of ice.
- Summers stretching longer.
- Sea level rising.

The Town has witnessed some of these climate change projections already causing potential challenges with road washouts from extreme weather events, or quick winter thaw runoff. Many roads as well as crossroad culverts have not been designed/constructed for such intense high-volume rainstorms.

Identifying areas of concern will help the Town to have roads and storm water assets designed to improve resiliency to extreme weather events. This type of investment will reduce risk of failure of infrastructure and ensure appropriate levels of service are maintained for the public.

Another factor regarding climate change issues is the materials used in asset construction. The focus is to reduce the total carbon footprint on the construction of infrastructure assets. Investing in infrastructure with a long-term view provides both better levels of service as well as reducing the total carbon footprint.

The Town is slowly replacing old crossroad culverts as roads are being renewed with new more durable materials. The Town is also working diligently with respect to the maintenance of the municipal drains across the Town. This will also help the Town make good progress to becoming a more climate change resilient municipality.

#### **4.4 Long-term Forecast**

For many years, lifecycle costing has been used in the field of engineering to evaluate the advantages of using alternative materials in construction or production design. The method has gained wider acceptance and use recently in the management of capital assets. By definition, lifecycle costs are all the costs which are incurred during the lifecycle of a capital asset, from the time it is purchased or constructed, to the time it is taken out of service for disposal/replacement.

In defining the long-term forecast for the Town's asset management strategy, costs incurred through an asset's lifecycle, the asset's condition, expected LOS, and risk were considered and documented. The additional or increased cost for the expected LOS is included in the total costs presented.

Asset replacement analysis in forecasting the Town's asset replacement needs which are summarized in Figure 4.1 (inflated), which we call Asset Strategy based on expected levels of service for tax supported assets. The inflation factor being used is 2%.

The asset strategy incorporated all the information discussed above in this report and based on the information provided by the Town, past reports, staff input, and understanding of the asset's reaction in their current environment as well as the expected asset maintenance levels, and the current asset condition, which is expected to produce a reduced asset potential risk of failure. The outcome of this approach was to provide appropriate asset service levels, as well the assets were expected to meet or

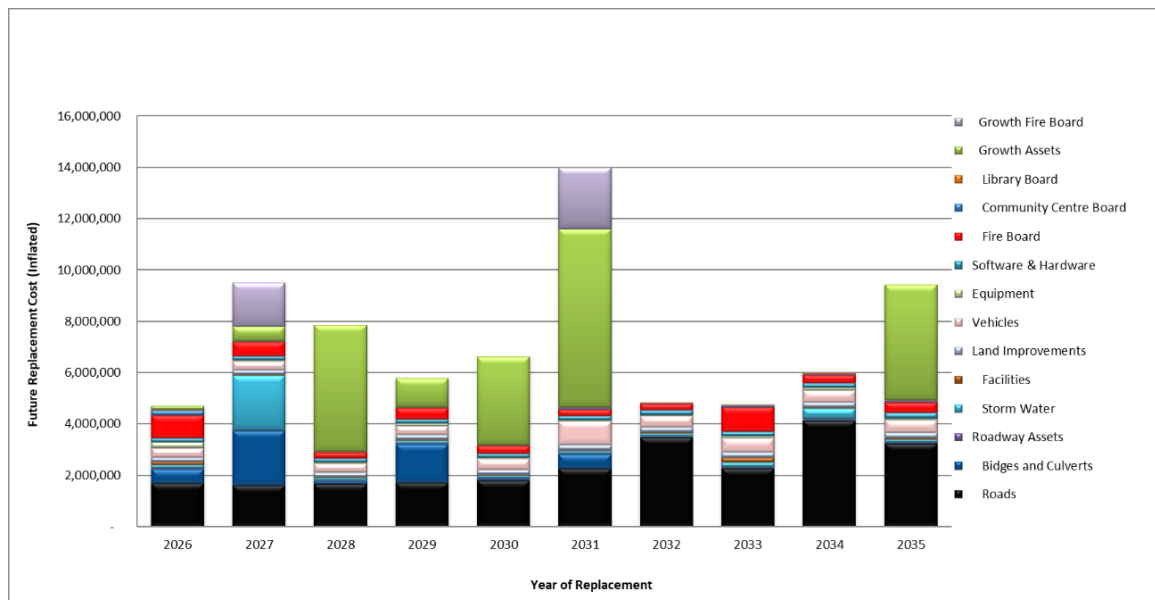
exceed their useful life which reduces expected infrastructure deficits. In total, \$73.3 million (inflated) is shown as tax-based asset maintenance, improvement, rehabilitation and replacement needs over the 10-year forecast. This is the recommended asset strategy for the Town.

As noted above the Town Board asset costs were also included in developing the final Asset Management Strategy. Full costs are used until the Financial Strategy where the Board asset costs are reduced to 60%. Please note that full Development Growth projects costs were used and developer contributions were removed in the Financial Strategy section.

Assets like Bridges, major culverts, Facilities are not expected to be replaced for usually 50 to 80 years or more. It needs to be stated; these assets need to have reserve funding for their rehabilitation / replacement schedule in the future. The Financial Strategy provides the Town with an investment plan into their reserve accounts.

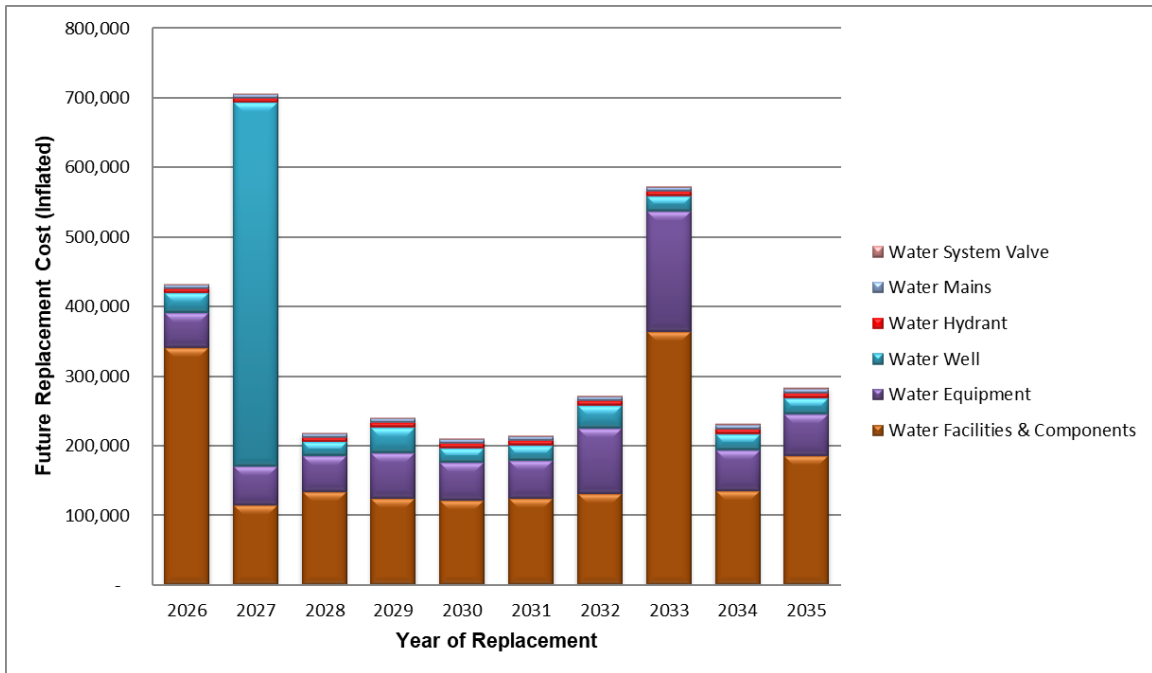
For the recommended asset strategy to be feasible, the expected level of service adjustments discussed in Section 3.0 are needed in conjunction with the current level of service amounts to effectively maintain and rehabilitate the assets as required.

**Figure 4.1: Proposed Asset Strategy Based on Expected Levels of Service for Tax Supported Assets (inflated)**

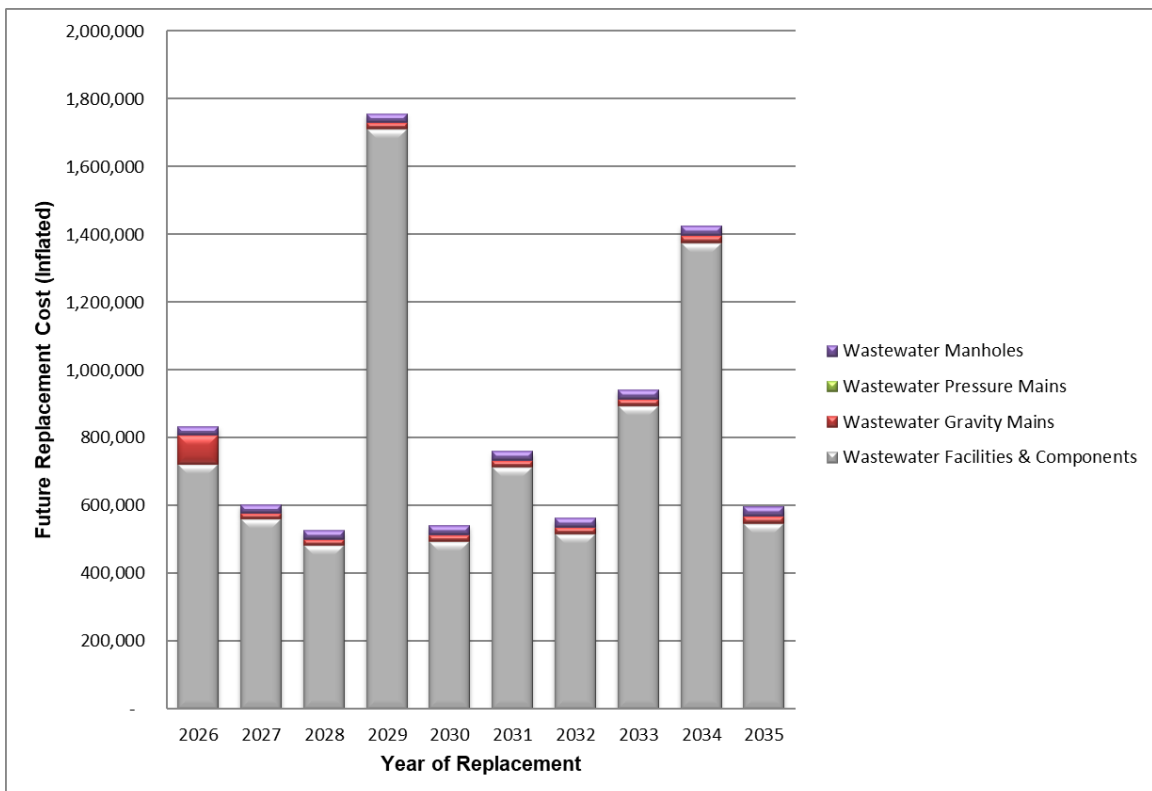


**Figure 4.2 and Figure 4.3 are rate supported by replacement forecasts of Water assets and Wastewater assets respectively (inflated).**

**Figure 4.2: Proposed Asset Strategy Based on Expected Levels of Service for Water Ratepayers Supported Assets (inflated)**



**Figure 4.3: Proposed Asset Strategy Based on Expected Levels of Service for Wastewater Ratepayers Supported Assets (inflated)**



## **5.0 Financing Strategy**

### **5.1 Scope and Process**

The financing strategy provides the recommended use of various funding sources to finance the asset management strategy and levels of service recommendations discussed in Chapters 3 and 4. The financing strategy also provides recommendations to increase annual investments in assets that will be used beyond this report's 10-year forecast period.

### **5.2 Funding Sources**

The following funding sources have been used within the financing strategy:

#### ***Grant Funding***

It has been assumed that the Canada Community Building Fund (formerly Federal Gas Tax) will continue throughout the forecast period. The Town's allocation is expected to be \$126,121 in 2026 and \$131,166 in 2027. It has been assumed that funding will remain constant at this amount moving forward beyond 2027.

It has also been assumed that Ontario Community Infrastructure Fund (OCIF) annual amounts will remain constant at 2025 levels, \$296,678 per year, over the forecast period. The province has implemented a formula for future OCIF funding, based on each municipality's asset replacement values.

#### ***Operating Budget***

It has been assumed that \$680,000 in funding is currently available from the operating budget to fund capital, that will continue going forward. This is made up of the hydro dividend (\$25,000), a capital levy (\$75,000), and other operating budget funding used for capital (\$580,000). Also, it has been assumed that the funding currently in the 2025 Budget for gravel resurfacing will continue throughout the capital forecast.

Proposed funding increases for levels of service have been included in the financing strategy. Given that there are levels of service recommendations that are operating in nature, it has been assumed that these costs will be funded from the annual operating budget. This could be through existing funding or proposed increases each year.

#### ***Reserves***

The Town's existing capital reserves have been utilized as a funding source for asset management needs over the forecast period. These reserves have become a primary source of capital funding over the forecast period. It is recommended that increases in annual asset investment be allocated to reserves for capital use each year.

**Development**

The Town has a Development Charges (DC) Background Study and Bylaw that establishes growth-related capital costs that are funded from development charges over the forecast period.

**Water & Wastewater**

The Town has a Water and Wastewater Rate Study that sets current and future water and wastewater rates to support ongoing operating costs and capital needs. Rates are established in a manner that allows for transfers from the water and wastewater operating budgets to fund asset investments.

**Debt**

If all other funding sources fall short in funding recommended lifecycle needs each year, debt financing is recommended. Debt financing is anticipated within the forecast period. The impact of additional principal and interest payments on the annual budget has been included in this financing strategy.

**5.3 Tax Supported Historic Asset Investment**

Table 5.1 outlines a comparison of the Town's capital asset investment in 2022 when the prior asset management plan was created, in comparison to 2025. As shown, the annual investment has increased.

**Table 5.1: Historic Asset Investment - Capital**

Funding Type - Tax Supported Assets	2022	2025
Canada Community Building Fund (Federal Gas Tax)	93,750	126,121
OCIF Funding	239,926	348,900
Hydro Dividend	-	25,000
Capital Levy	-	75,000
Transfer from Operations	400,000	580,000
<b>Total Asset Investment - Capital (Sustainable)</b>	<b>733,676</b>	<b>1,155,021</b>

\* Excludes the OMPF grant as it is operating in nature.

\*\* Excludes the use of debt and existing reserve balances.

Therefore, a capital asset investment in 2025 of \$1,155,021 becomes the starting point for recommending increases in annual asset investments over the forecast period.

**5.4 Tax Supported Optimal Asset Investment**

Based on an analysis of the Town's capital assets in terms of replacement cost and useful life, Table 5.2 summarizes of optimal annual asset investment have been created for tax supported assets (water and wastewater related assets will be discussed later in this chapter).

**Table 5.2: Optimal Asset Investment Summary (Tax Supported)**

Tax Supported Assets	Replacement Cost	Weighted Average Useful Life	Annual Replacement Investment (2025)
Road Base**	126,469,020	60	95,000
Road Surface Asphalt	12,110,081	25	484,400
Road Surface Gravel	2,361,819	5	472,400
Bridges & Culverts	27,652,000	72	384,100
Roadway Assets	5,060,727	48	105,400
Storm Mains	10,526,578	99	106,300
Catch Basins	2,504,500	100	25,000
Storm Manholes	2,192,000	100	21,900
Cross Road Culverts	2,519,055	50	50,400
Discharge Point	347,000	86	4,000
Underground Enclosures	10,000	100	100
Storm Ponds	655,000	100	6,600
Municipal Drains			n/a
Facilities & Components	20,134,500	71	283,600
Land Improvements	3,534,596	39	90,600
Vehicles	7,624,500	17	448,500
Equipment	2,139,106	14	152,800
Software & Hardware	467,940	14	33,400
<b>Total</b>	<b>226,308,422</b>		<b>2,764,500</b>

\*\* Road Base annual investment for maintenance only.

In summary, an annual asset investment of \$2,764,500 is needed to fund long-term asset management planning needs. Annual asset investments for road base assets are based on level of service costs identified in this asset management plan and not full replacement.

This \$2,764,500 annual asset investment becomes the funding target over the forecast period. However, this target changes over time as inflation increases this amount annually. Assuming 2% annual inflation, the target annual capital asset investment amount becomes \$3,369,910 by the year 2035.

## 5.5 Tax Supported Financing Strategy

The detailed 10-year financing strategy is provided in Appendix A to this report.

As the 2025 Budget has already been developed and passed by the Town, all recommendations provided are shown to begin in 2026. Also, like chapter 4, a 2% inflation factor has been applied annually to all costs.

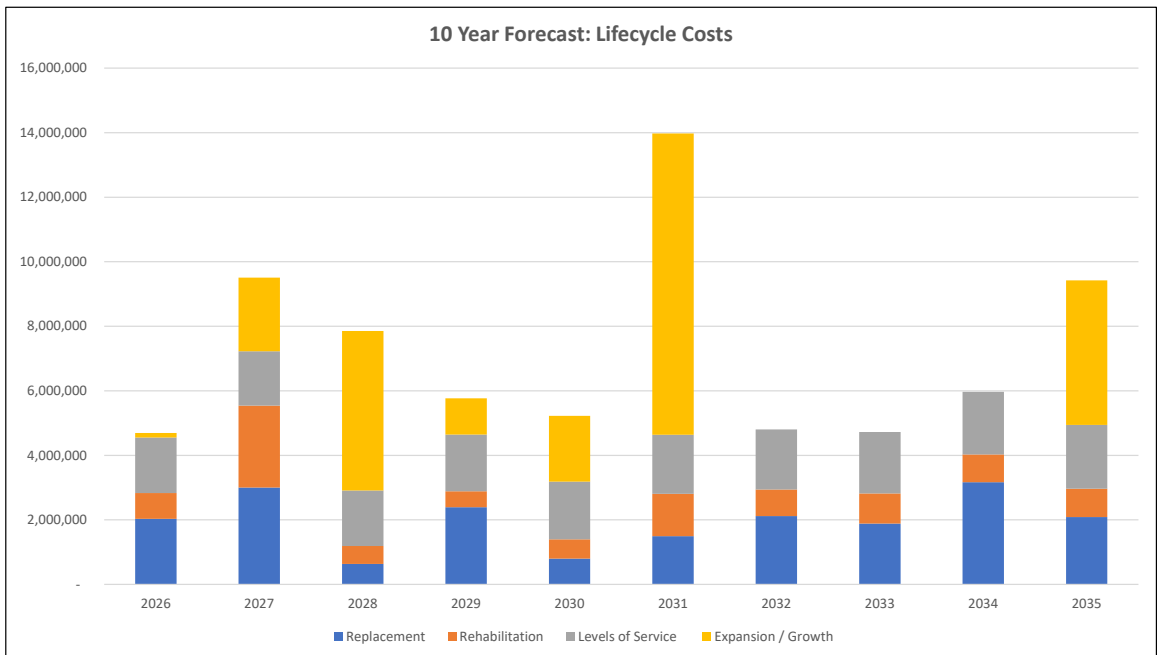
Table 5.3 provides a high-level summary of the 10-year forecast by cost type for tax supported assets (i.e., asset replacement needs, asset rehabilitation needs, levels of service recommendations, and asset expansions due to growth).

**Table 5.3: Forecast Summary (Tax Supported)**

Forecast	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Replacement	2,035,947	3,002,279	634,908	2,394,345	798,074	1,497,003	2,120,493	1,886,096	3,170,978	2,090,728
Rehabilitation	798,828	2,537,416	553,371	493,553	598,478	1,313,244	820,911	934,531	859,488	876,678
Levels of Service	1,716,350	1,687,947	1,721,705	1,756,140	1,791,263	1,827,087	1,863,627	1,900,901	1,938,922	1,977,699
Expansion / Growth	140,454	2,279,111	4,947,148	1,122,188	2,034,638	9,334,578	-	-	-	4,478,634
<b>Total</b>	<b>4,691,579</b>	<b>9,506,753</b>	<b>7,857,132</b>	<b>5,766,226</b>	<b>5,222,453</b>	<b>13,971,912</b>	<b>4,805,031</b>	<b>4,721,528</b>	<b>5,969,388</b>	<b>9,423,739</b>

Figure 5.1 shows the same forecast in graph form. As illustrated, there are fluctuations in annual lifecycle needs throughout the forecast.

**Figure 5.1: Forecast Summary (Tax Supported)**



As shown in Table 5.4 and Appendix A, the 10-year forecast has a recommended funding plan.

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**Table 5.4: Capital Forecast with Funding Sources (Tax Supported)**

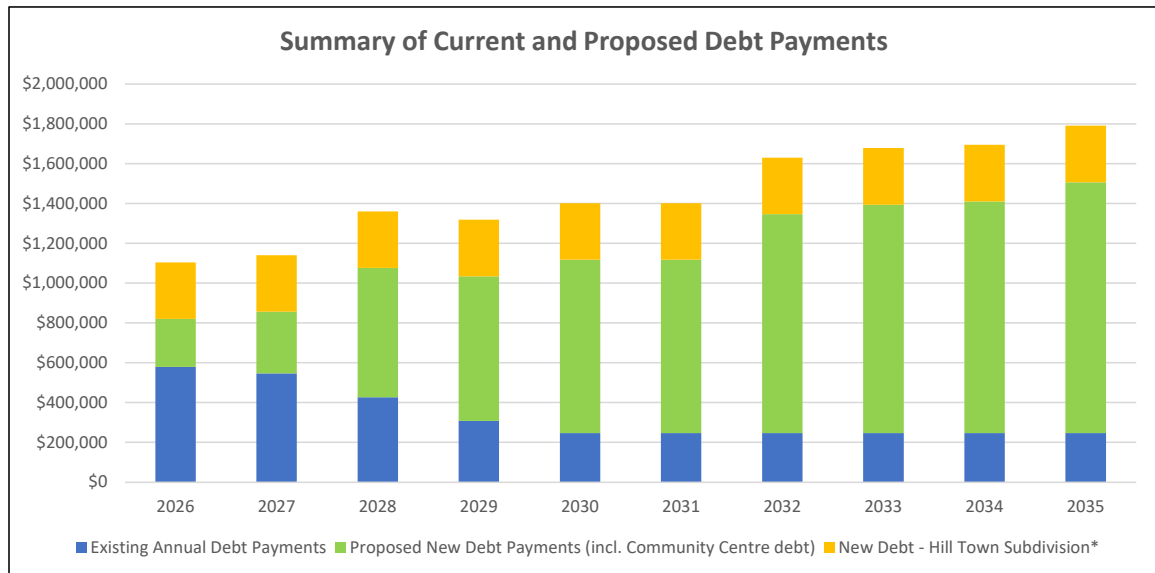
Asset Class	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Totals by Asset Class (Replacement, Rehabilitation and Levels of Service)</b>											
Road Base	120,000	122,400	124,848	127,345	129,892	132,490	135,139	137,842	140,599	143,411	1,313,966
Road Surface Asphalt	1,099,901	992,626	1,030,394	1,072,442	1,147,271	1,593,960	2,794,925	1,587,560	3,432,879	2,519,034	17,270,992
Road Surface Gravel	480,000	489,600	499,392	509,380	519,567	529,959	540,558	551,369	562,397	573,644	5,255,866
Bridges & Culverts	549,500	2,117,520	109,242	1,503,732	61,158	553,144	20,271	20,676	21,090	21,512	4,977,845
Roadway Assets	35,213	28,050	28,611	29,183	29,767	30,362	30,970	31,589	35,532	32,865	312,142
Storm Mains	41,500	2,067,030	27,571	28,122	28,684	29,258	29,843	30,440	254,900	31,670	2,569,018
Catch Basins	8,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561	87,597
Storm Manholes	-	-	-	-	-	-	-	-	-	-	-
Cross Road Culverts	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	74,559	17,926	221,228
Discharge Point	15,000	-	-	-	-	-	-	57,434	11,717	-	84,151
Underground Enclosures	-	-	-	-	-	-	-	-	-	-	-
Storm Ponds	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853	328,492
Municipal Drains	13,000	13,260	13,525	13,796	14,072	14,353	14,640	14,933	15,232	15,536	142,347
Facilities & Components	115,350	39,117	39,899	42,819	41,511	42,341	43,188	197,976	44,933	45,832	652,966
Land Improvements	175,000	178,500	182,070	185,711	189,426	193,214	197,078	201,020	205,040	209,141	1,916,200
Vehicles	358,500	335,070	341,771	348,607	420,525	914,731	437,514	543,695	466,906	490,586	4,657,905
Equipment	227,500	40,290	41,096	95,169	42,756	47,254	45,159	92,330	97,898	54,960	784,412
Software & Hardware	165,500	155,040	169,724	159,181	165,937	182,725	184,801	172,303	179,281	235,267	1,769,759
Other - Fire Board (60%)	878,241	566,743	221,356	445,930	299,563	247,921	252,137	939,671	313,958	408,399	4,573,919
Other - Community Centre Board (60%)	192,720	28,336	16,854	23,750	39,292	65,384	17,906	77,054	62,285	58,010	581,591
Other - Library Board (60%)	31,200	-	8,490	2,627	1,026	1,722	1,216	4,756	5,659	41,898	98,594
Other - New Assets (Expansion)	140,454	2,279,111	4,947,148	1,122,188	2,034,638	9,334,578	-	-	-	4,478,634	24,336,751
<b>Total</b>	<b>4,691,579</b>	<b>9,506,753</b>	<b>7,857,132</b>	<b>5,766,226</b>	<b>5,222,453</b>	<b>13,971,912</b>	<b>4,805,031</b>	<b>4,721,528</b>	<b>5,969,388</b>	<b>9,423,739</b>	<b>71,935,741</b>
<b>Funding Analysis</b>											
Canada Community Building Fund (Gas Tax)	126,121	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	1,306,615
OCIF Funding	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	2,966,780
Hydro Dividend	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
Development Charges	89,266	2,069,204	3,604,270	314,221	1,293,510	7,019,919	-	-	-	1,825,149	16,215,539
Capital Levy	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
Transfer from Operations	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	5,800,000
Transfer from/(to) Capital Reserves - New	979,444	409,635	524,948	874,091	1,151,029	1,324,079	1,427,117	1,743,614	1,991,474	2,220,676	12,646,107
Operating Funding (LOS Impacts already in prior budgets)	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	16,700,700
Debt Funding (see section 2)	850,000	4,250,000	950,000	1,800,000	-	2,850,000	600,000	200,000	1,200,000	2,600,000	15,300,000
<b>Total</b>	<b>4,691,579</b>	<b>9,506,753</b>	<b>7,857,132</b>	<b>5,766,226</b>	<b>5,222,453</b>	<b>13,971,912</b>	<b>4,805,031</b>	<b>4,721,528</b>	<b>5,969,388</b>	<b>9,423,739</b>	<b>71,935,741</b>

This forecast includes Board asset (fire, community centre, and library) needs at 60% value. As noted in section 5.2 above, Canada Community Building Fund and OCIF funding is shown as funding sources in each year of the forecast period, reserves are used as the primary funding source, operating budget funding is used for ongoing capital investments as well as for funding levels of service recommendations that are considered operating in nature. Debt funding is used to finance the remaining funding needs each year.

**Debt Funding (Tax Supported)**

Debt funding is anticipated within the forecast period. As shown in Table 5.4, debt principal amounts of \$15.3 million is required to fund recommended asset lifecycle needs. This is above and beyond recently proposed debt for Bridge 10, the Hill Town Subdivision, and Community Centre planned debt. Given that the Town’s ability to use debt funding is restricted based on the province’s debt capacity (annual repayment limit) calculations, an analysis of all current and proposed debt was completed (see Figure 5.2 and Figure 5.3).

**Figure 5.2: Summary of Current and Proposed Debt Payments (Tax Supported)**



**Figure 5.3: Percent of Annual Repayment Limit Used (Tax Supported)**

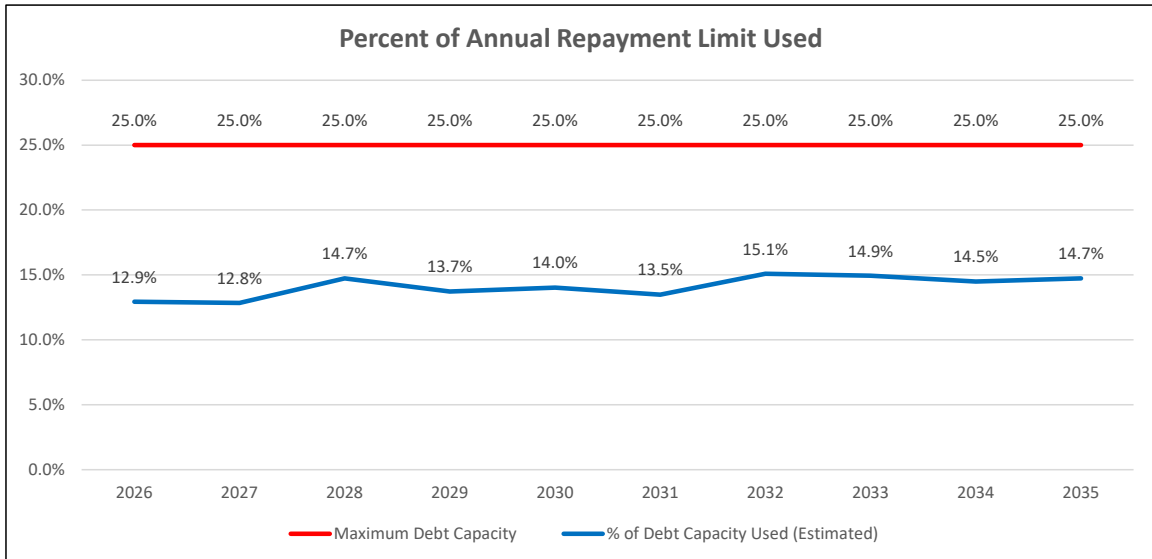


Figure 5.2 and Figure 5.3 above show that current and projected debt requirements are within the annual debt capacity limit of 25% of Town revenues, reaching a maximum level of 15.1% of revenues in 2032. Future debt payments have been estimated, assuming an interest rate of 5.0% over a 20-year term (Hill Town Subdivision debt is over a 10-year term).

***Levels of Service Implementation***

This asset management plan recommends various changes to levels of service to move from current levels to expected levels throughout the forecast period. The financial impact of moving from current to expected levels for all assets totals \$102,280 (refer to Table 5.5 below). As illustrated, this increase has been recommended in 2026 resulting in achieving expected levels of service in 1 year. More information on level of service recommendations can be found in Chapter 3 of this report.

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**Table 5.5: Levels of Service Analysis and Phase-In**

Asset Area - Tax Supported	Existing LOS	Expected LOS	Increase in LOS
Roads	784,000	813,000	29,000
Bridges	84,500	94,500	10,000
Storm Water	89,220	92,500	3,280
Facilities	53,850	53,850	-
Vehicles & Equipment	489,500	518,000	28,500
Land Improvements	147,000	175,000	28,000
Community Centre	22,000	25,500	3,500
Fire	-	-	-
<b>Total (2025 \$)</b>	<b>1,670,070</b>	<b>1,772,350</b>	<b>102,280</b>

LOS Increase Phase-In	2026
Roads	29,000
Bridges	10,000
Storm Water	3,280
Facilities	-
Vehicles & Equipment	28,500
Land Improvements	28,000
Community Centre	3,500
Fire	-
<b>Total (2025 \$)</b>	<b>102,280</b>
<b>% Phase-In</b>	<b>100%</b>

### Reserve Funding

With reserve funding becoming a primary source of funding within this financing strategy, a recommended phased-in approach to increasing contributions to reserves is provided. Table 5.6 outlines the calculated transfer amounts for the forecast period, with a recommended plan to increase transfers to reach \$2,265,562 by 2035. This combined with anticipated grant funding and operating funding for capital allows the Town to reach an annual asset capital investment amount of \$3,373,406 by 2035. This represents 100% of the optimal annual capital asset investment amount in 2035.

**Table 5.6: Contributions to Reserves (Tax Supported)**

Funding Type - Tax Supported Assets	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Transfer to Reserves for Asset Management	181,933	431,660	512,222	869,804	1,118,091	1,396,022	1,459,274	1,717,678	2,023,630	2,265,562
<b>Total</b>	<b>181,933</b>	<b>431,660</b>	<b>512,222</b>	<b>869,804</b>	<b>1,118,091</b>	<b>1,396,022</b>	<b>1,459,274</b>	<b>1,717,678</b>	<b>2,023,630</b>	<b>2,265,562</b>
Canada Community Building Fund (Gas Tax)	126,121	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166
OCIF Funding	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678
Hydro Dividend	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Capital Levy	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Transfer from Operations	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000
<b>Total Asset Investment</b>	<b>1,284,732</b>	<b>1,539,504</b>	<b>1,620,066</b>	<b>1,977,648</b>	<b>2,225,935</b>	<b>2,503,866</b>	<b>2,567,118</b>	<b>2,825,522</b>	<b>3,131,474</b>	<b>3,373,406</b>

It is recommended that existing capital reserves be used to fund asset management capital needs. Regarding new transfers to reserves recommended in Table 5.6, this can be accomplished with one consolidated asset management capital reserve, or by using multiple reserves by department (i.e., Roads) or function (i.e., vehicles).

### ***Development Charges***

The Town's Development Charges Background Study provides for specific capital projects that can be fully or partially funded from Development Charges (DCs). Table 5.7 outlines the projects that include DC funding within the forecast period, as well as the portion of the project that is considered growth related. To the extent that these projects are not exclusively funded by DCs, alternate funding is required. Please note that the amounts shown are in 2024 dollars and are inflated within the forecast schedules.

**Table 5.7: Use of Development Charges**

DC Study Projects	DC Project Number	Asset ID	Year	Replacement Cost (2024 \$)	Growth Percentage	Growth Cost - DC Funding (2024 \$)
<b>Roads</b>						
Northwest - Upgrade to Collector	1	New	2060	1,843,800	0%	0
Southwest - Oversizing to Collector	2	New	2040	1,356,200	0%	0
Oversizing to Collector - Mayberry 3	3	New	2026	135,000	64%	85,800
Collector (80m) from Greenfield	4	New	2030	457,700	64%	291,000
Oversized Collector - Corseed	5	New	2030	609,800	64%	387,600
Northeast - Upgrade Collector	6	New	2040	1,233,900	64%	784,400
Southeast - Box Culvert (Boyne Creek)	7	New	2028	1,054,800	64%	670,500
Southeast of Town - Collector	8	New	2028	2,290,100	64%	1,455,900
Upgrade to Collector - Watson Rd. Surface	9	4062	2028	120,000	64%	76,297
Upgrade to Collector - Watson Rd. Base	9	4063	2028	482,210	64%	306,592
Greenfield through buffer for WWTP	10	New	2028	744,900	64%	473,500
Oversizing through Moco (400m)	11	New	2027	543,000	64%	345,200
Oversizing through Employment Lands	12	New	2029	1,016,400	28%	284,600
Signals across Water St / Highway 25	13	New	2040	1,130,100	64%	718,500
Left Turn Lane (South Bound)	14	New	2040	2,260,300	64%	1,436,900
Amaranth - East Luther Townline fr:109 to:2/3 Surface	15	9516	2031	284,880	64%	181,110
Amaranth - East Luther Townline fr:109 to:2/3 Base	15	3446	2031	664,720	64%	422,590
East / West Collector to Amaranth	16	New	2031	3,194,200	25%	798,550
Amaranth to Concession 5	17	4323	2031	4,294,500	0%	0
Box Culvert	18	New	2031	1,054,800	25%	263,700
County Rd 109 / Amaranth East Luther TL Implement Signal	19	New	2031	1,130,100	64%	718,500
Amarnaht St - Bielby to Bridge	20	24	2031	540,000	41%	220,100
Amaranth St - Main St to Emma	21	4441	2031	143,572	61%	87,768
Amaranth St - Emma to Leeson	21	55	2031	123,062	61%	75,230
Concession 2/3 - Leeson to Sideroad 28/29	21	45	2031	512,757	61%	313,456
Concession 2/3 - Sideroad 28/29 to Sideroad 27/28	21	7	2031	615,309	61%	376,147
<b>Vehicles</b>						
Single Axle Snow Plow (2)	22	New	2030	739,200	64%	470,000
One Ton truck	23	New	2028	140,000	64%	89,000
Sidewalk Maintenance Vehicle	24	New	2028	226,600	64%	144,000
Pickup Trucks (2) Parks & Rec	5	New	2028	114,000	100%	114,000
<b>Facilities</b>						
Public Works 4 Bay Facility	25	New	2031	113,600	64%	72,200
Additional Salt Storage	26	New	2031	142,000	64%	90,300
Snow Storage Facility	27	New	2035	3,602,000	41%	1,467,900
<b>Land Improvements</b>						
Park Southeast (Moco)	2	New	2031	200,000	100%	200,000
Park Southwest (Upper Grand Trailway)	3	New	2031	200,000	100%	200,000
Park Northwest (Rivers Edge)	4	New	2036	485,000	100%	485,000
Trails Network	7	New	2031	17,600	100%	17,600
<b>Fire</b>						
Facility Space	1	New	2031	1,887,188	100%	1,887,188
Vehicles	2	New	2027	1,604,657	100%	1,604,657
Firefighters and Equipment	3	New	2031	186,824	100%	186,824
<b>Library</b>						
Additional Space	1	New	2036	18,152,800	11%	1,972,451
New Collection Materials	2	New	2036	764,940	100%	764,940
						0
<b>Total</b>				<b>56,412,519</b>		<b>20,539,998</b>
<b>Total (2026 to 2035)</b>				<b>29,185,479</b>		<b>14,377,807</b>

Note: Highlighted projects to occur in the 10-year Forecast.

***Operating Budget Funding***

As discussed earlier in this chapter, the recommended financing strategy assumes that operating-related levels of service increases will be funded from the operating budget.

Many levels of service recommendations outlined in Chapter 3 have already been implemented by the Town. Section 4 of Appendix A to this report outlines that adjustments are needed to the Town's operating budget to account for any further levels of service impact that are not currently funded. Please refer to the Levels of Service Implementation discussion above.

If debt financing is needed to fund the recommended financing strategy, this has an impact on the Town's operating budget going forward. It has also been assumed that when existing debt payments are complete, the budget space created will be used to either fund new debt or to increase transfers to reserves for asset management purposes. This is outlined in Appendix A and summarized in Table 5.8.

**Table 5.8: Increase in Funding Summary (Tax Supported)**

Increase in Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Increase (Decrease) in Transfers to Reserves	181,933	249,726	80,562	357,582	248,287	277,931	63,252	258,404	305,952	241,932
Increase (Decrease) in Operating - LOS	104,300	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,400	2,400
Increase (Decrease) in Operating - Debt	240,730	36,357	219,930	(42,060)	83,121	-	228,690	48,150	16,050	96,290
<b>Total Impact on Annual Tax Supported Budget</b>	<b>526,963</b>	<b>288,183</b>	<b>302,592</b>	<b>317,722</b>	<b>333,608</b>	<b>280,231</b>	<b>294,242</b>	<b>308,954</b>	<b>324,402</b>	<b>340,622</b>
Estimated Taxation Impact: 1% in 2025 = \$52,278	9.60%	5.00%	5.00%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Table 5.8 outlines the total annual increase in funding recommended from 2026 to 2035. These increases can be incorporated through:

- a) Finding efficiencies in the annual budget.
- b) Increase in external funding (i.e., grants or third-party contributions).
- c) Allocations of annual Town surpluses to capital reserves (if available).
- d) Recommending budget (taxation) increases.

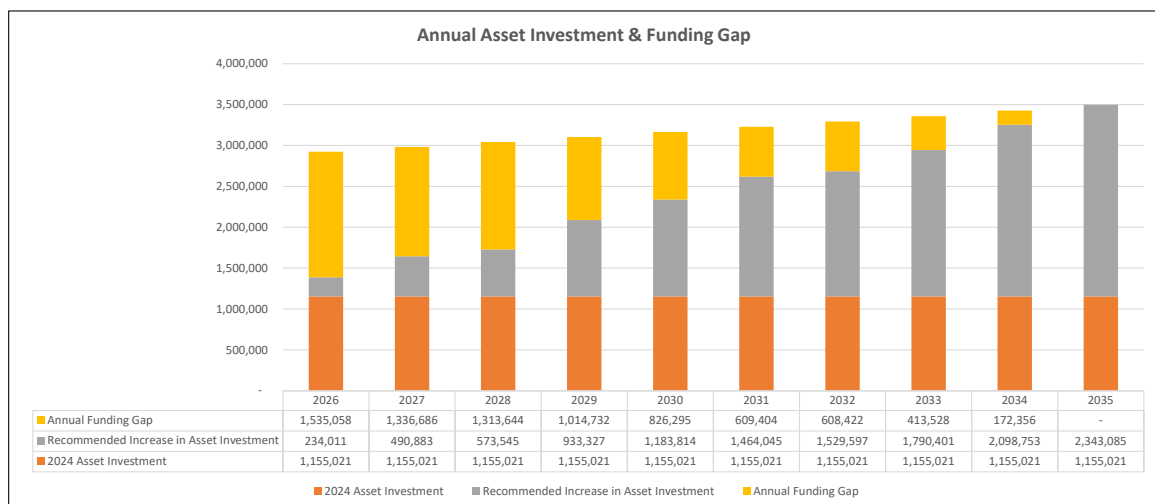
For 2026, a 9.6% increase is shown. This more significant increase is due to the new Community Centre debt the Town has established, resulting in new annual debt payments of approximately \$240,000 to be funded from property taxation. Currently, it is assumed that the Town would fund 100% of this debt payment. If alternate funding is presented from other municipalities, this 2026 impact would be reduced.

As shown in Table 5.8, if taxation increases are required each year to allow for the total recommended increases in funding (i.e., items a, b, and c above are not available), an increase in taxation would be required annually. While a 9.6% increase is needed in 2026, the increase stabilizes at 5.0% for 2027 to 2030 and 4.0% annually thereafter for the remainder of the forecast period.

**Funding Gap**

Figure 5.4 provides an overall summary of the recommended annual investment levels (shown in orange and gray) as well as the funding gap (shown in yellow). The funding recommendations outlined in this chapter ensure the funding gap is eliminated by 2035, where 100% of the optimal annual asset investment (operating levels of service and capital) is achieved. Figure 5.4 is also provided in Appendix A to this report, along with detailed figures to support the calculations.

**Figure 5.4: Annual Asset Investment & Funding Gap**



## 5.6 Water Related Assets

### *Optimal Investment in Water Assets*

Based on an analysis of the Town's capital assets in terms of replacement cost and useful life, Table 5.9 shows a summary of optimal annual asset investments.

**Table 5.9: Optimal Asset Investment Summary (Water Supported Assets)**

Water Supported Assets	Replacement Cost	Weighted Average Useful Life	Annual Replacement Investment (2025)
Water Facilities & Components	4,689,667	63	74,400
Water Equipment	151,000	16	9,400
Water Well	1,413,425	26	54,400
Water Hydrant	1,630,000	50	32,600
Water Mains	4,481,411	100	44,800
Water System Valve	1,140,000	65	17,500
<b>Total</b>	<b>13,505,503</b>		<b>233,100</b>

In summary, an annual asset investment of \$233,100 is needed to fund long-term asset management planning needs for water assets. This annual investment amount grows with inflation.

These optimal investment amounts become the funding target over the forecast period. However, this target increases over time as inflation increases this amount annually. Assuming 2% annual inflation, the target annual capital asset investment amount becomes approximately \$284,200 by the year 2035.

### **2020 Water and Wastewater Rate Study**

The Town's 2020 Water and Wastewater Rate Study provide for increasing contributions to water capital reserves:

- Water: A contribution of \$346,002 by 2030.

The recommended contributions are higher in the rate study, presumably to account for:

- Other non-infrastructure related capital costs (not included in this plan).
- Historic under investment in these assets (based on remaining asset life rather than asset useful life).

It is recommended that the Town follow the recommendations outlined in the 2020 Water and Wastewater Rate Study to ensure the annual requirements for optimal investment in

2025 Asset Management Plan  
March 2026

water assets can be met. Also, it is recommended that an update to the 2020 Water and Wastewater Rate Study be completed.

### ***Water Debt***

The 2020 Water and Wastewater Rate Study recommend incurring \$6 million in water related debt from 2021 to 2030, to be funded from DCs. To the extent that this occurs, it would impact the debt capacity calculations included earlier in this chapter.

### ***Water Levels of Service***

This asset management plan recommends various levels of service with respect to water assets. Please refer to chapter 4 to this plan.

- Current Levels of Service for Water: \$143,900.
- Expected Levels of Service for Water: \$143,900.

There is no financial impact of moving from current to expected levels for all water assets.

## **5.7 Wastewater Related Assets**

### ***Optimal Investment in Wastewater Assets***

Based on an analysis of the Town's capital assets in terms of replacement cost and useful life, Table 5.10 provides a summary of optimal annual asset investments.

**Table 5.10: Optimal Asset Investment Summary (Wastewater Supported Assets)**

<b>Wastewater Supported Assets</b>	<b>Replacement Cost</b>	<b>Weighted Average Useful Life</b>	<b>Annual Replacement Investment (2025)</b>
Wastewater Facilities & Components	20,485,950	58	353,200
Wastewater Gravity Mains	4,735,902	100	47,400
Wastewater Pressure Mains	941,500	100	9,400
Wastewater Manholes	2,600,000	100	26,000
<b>Total</b>	<b>28,763,352</b>		<b>436,000</b>

In summary, an annual asset investment of \$436,000 is needed to fund long-term asset management planning needs for wastewater assets. This annual investment amount grows with inflation.

These optimal investment amounts become the funding target over the forecast period. However, this target increases over time as inflation increases this amount annually. Assuming 2% annual inflation, the target annual capital asset investment amount becomes approximately \$531,500 by the year 2035.

**2020 Water and Wastewater Rate Study**

The Town's 2020 Water and Wastewater Rate Study provides for increasing contributions to wastewater capital reserves:

- Wastewater: A contribution of \$917,854 by 2030

The recommended contributions are higher in the rate study, presumably to account for:

- Other non-infrastructure related capital costs (not included in this plan).
- Historic under investment in these assets (based on remaining asset life rather than asset useful life).

It is recommended that the Town follow the recommendations outlined in the 2020 Water and Wastewater Rate Study to ensure the annual requirements for optimal investment in wastewater assets can be met. Also, it is recommended that an update to the 2020 Water and Wastewater Rate Study be completed.

**Wastewater Debt**

The 2020 Water and Wastewater Rate Study recommend incurring \$13 million in wastewater related debt from 2021 to 2030, to be funded from DCs. To the extent that this occurs, it would impact the debt capacity calculations included earlier in this chapter.

**Wastewater Levels of Service**

This asset management plan recommends various changes to levels of service to move from current levels to expected levels throughout the forecast period for wastewater assets (see chapter 4).

- Current Levels of Service for Water: \$500,000.
- Expected Levels of Service for Water: \$675,000.

The financial impact of moving from current to expected levels for all water assets totals \$175,000. This increase has been recommended in 2026 resulting in achieving expected levels of service in 1 year (i.e., 2026).

## 6.0 Recommendations

The following recommendations are provided for the Town of Grand Valley consideration:

- That this Asset Management Plan for all Town tangible capital assets be received and approved by Town Council; and
- That consideration of this Asset Management Plan be given as part of the annual budgeting process of the Town and their respective Boards to ensure sufficient capital funds are available to fund capital requirements over the long-term.

The current level of funding for asset replacement and renewal at the Town will not sufficiently fund required capital needs or close the infrastructure funding gap. As such, it is recommended that the following be considered:

- That Council approve the financing strategy, and for Town staff to implement moving forward.
- Town Staff separate annual budget into operating and capital budgets, allowing clear review of asset investment annually.
- That the Town use “reserve funds” for asset management planning purposes.
- That this Asset Management Plan be updated and improved as needed over time to reflect the current priorities of the Town; and
- Increase asset management funding annually as outlined in Table 5.6.
- Continue to invest the annual hydro dividend (\$25,000), the capital levy (\$75,000), and other operating investments in capital (\$580,000) into asset management planning funding each year.
- Transfer any annual Town surpluses to capital reserves annually to assist with asset management investment needs.
- Dedicate any budget savings from the elimination of debt payments to funding asset management needs (i.e., either new debt or additional transfers to reserves).
- That the Town consider the capital priorities identified within this report when applying for future grants or deciding on how to utilize OCIF funding and/or other funding that becomes available.
- The Town reviews the Asset Management Strategy Policy; and
- The Town updates this Asset Management Plan within 5 years.

Substantial investment in asset capital needs will be required over the 10-year forecast period and beyond. Through the recommendations provided above, proactive steps will be made to increase capital investment, as well as reduce the annual infrastructure funding gap for the Town’s tax supported assets. Enhanced maintenance plans will assist in maintaining adequate asset conditions, mitigate asset risk as well as potentially

defer capital needs within the forecast period. In addition, the Town of Grand Valley is recommended to pursue all available capital grants wherever possible to further reduce the infrastructure funding gap.

Through the creation of this plan, the Town has been provided with Excel spreadsheets in which amendments and revisions can be made as needed by Town staff. It is anticipated that this plan adopted by the Town Council will be monitored and updated frequently as part of the budget process, with refinements and specific recommendations being provided with respect to the priority of each individual project.



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## Appendix A

### Asset Management Plan Financing Strategy

Town of Grand Valley  
 2026 Asset Management Plan  
 Financing Strategy (Tax Supported)

Table of Contents:

- Section 1: Capital Forecast and Funding Analysis
- Section 2: Future Debt
- Section 3: Reserve Schedules
- Section 4: Budget Impacts & Funding Gap

**Section 1: Capital Forecast and Funding Analysis**

Asset Class	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Capital Replacement</b>											
Road Base	-	-	-	-	-	-	-	-	-	-	-
Road Surface Asphalt	260,573	-	-	-	-	211,711	1,359,692	118,316	1,934,250	990,433	4,874,975
Road Surface Gravel	350,000	357,000	364,140	371,423	378,851	386,428	394,157	402,040	410,081	418,282	3,832,402
Bridges & Culverts	-	2,037,960	-	1,484,630	-	-	-	-	-	-	3,522,590
Roadway Assets	17,713	10,200	10,404	10,612	10,824	11,041	11,262	11,487	15,028	11,951	120,522
Storm Mains	-	-	-	-	-	-	-	-	223,851	-	223,851
Catch Basins	-	-	-	-	-	-	-	-	-	-	-
Storm Manholes	-	-	-	-	-	-	-	-	-	-	-
Cross Road Culverts	-	-	-	-	-	-	-	-	56,984	-	56,984
Discharge Point	15,000	-	-	-	-	-	-	57,434	11,717	-	84,151
Underground Enclosures	-	-	-	-	-	-	-	-	-	-	-
Storm Ponds	-	-	-	-	-	-	-	-	-	-	-
Municipal Drains	-	-	-	-	-	-	-	-	-	-	-
Facilities & Components	57,000	-	-	2,122	-	-	-	62,029	-	-	121,151
Land Improvements	-	-	-	-	-	-	-	-	-	-	-
Vehicles	30,000	-	-	-	64,946	552,040	67,570	166,352	82,016	97,998	1,060,922
Equipment	188,000	-	-	53,251	-	3,643	676	46,957	51,617	7,754	351,898
Software & Hardware	15,500	2,040	13,664	-	3,572	17,113	15,877	-	3,532	56,003	127,301
<b>Subtotal - Capital Replacement</b>	<b>933,786</b>	<b>2,407,200</b>	<b>388,208</b>	<b>1,922,038</b>	<b>458,193</b>	<b>1,181,976</b>	<b>1,849,234</b>	<b>864,615</b>	<b>2,789,076</b>	<b>1,582,421</b>	<b>14,376,747</b>
<b>Capital Rehabilitation</b>											
Road Base	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	273,742
Road Surface Asphalt	268,828	410,716	436,846	467,023	529,743	752,371	792,757	813,919	830,197	846,801	6,149,201
Road Surface Gravel	-	-	-	-	-	-	-	-	-	-	-
Bridges & Culverts	470,000	61,200	90,515	-	41,674	533,271	-	-	-	-	1,196,660
Roadway Assets	-	-	-	-	-	-	-	-	-	-	-
Storm Mains	15,000	2,040,000	-	-	-	-	-	-	-	-	2,055,000
Catch Basins	-	-	-	-	-	-	-	-	-	-	-
Storm Manholes	-	-	-	-	-	-	-	-	-	-	-
Cross Road Culverts	-	-	-	-	-	-	-	-	-	-	-
Discharge Point	-	-	-	-	-	-	-	-	-	-	-
Underground Enclosures	-	-	-	-	-	-	-	-	-	-	-
Storm Ponds	-	-	-	-	-	-	-	-	-	-	-
Municipal Drains	-	-	-	-	-	-	-	-	-	-	-
Facilities & Components	20,000	-	-	-	-	-	-	91,895	-	-	111,895
Land Improvements	-	-	-	-	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-	-	-	-
Software & Hardware	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal - Capital Rehabilitation</b>	<b>798,828</b>	<b>2,537,416</b>	<b>553,371</b>	<b>493,553</b>	<b>598,478</b>	<b>1,313,244</b>	<b>820,911</b>	<b>934,531</b>	<b>859,488</b>	<b>876,678</b>	<b>9,786,498</b>

Asset Class	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Levels of Service Costs</b>											
Road Base	95,000	96,900	98,838	100,815	102,831	104,888	106,985	109,125	111,308	113,534	1,040,224
Road Surface Asphalt	570,500	581,910	593,548	605,419	617,528	629,878	642,476	655,325	668,432	681,800	6,246,816
Road Surface Gravel	130,000	132,600	135,252	137,957	140,716	143,531	146,401	149,329	152,316	155,362	1,423,464
Bridges & Culverts	79,500	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512	258,595
Roadway Assets	17,500	17,850	18,207	18,571	18,943	19,321	19,708	20,102	20,504	20,914	191,620
Storm Mains	26,500	27,030	27,571	28,122	28,684	29,258	29,843	30,440	31,049	31,670	290,167
Catch Basins	8,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561	87,597
Storm Manholes	-	-	-	-	-	-	-	-	-	-	-
Cross Road Culverts	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926	164,244
Discharge Point	-	-	-	-	-	-	-	-	-	-	-
Underground Enclosures	-	-	-	-	-	-	-	-	-	-	-
Storm Ponds	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853	328,492
Municipal Drains	13,000	13,260	13,525	13,796	14,072	14,353	14,640	14,933	15,232	15,536	142,347
Facilities & Components	38,350	39,117	39,899	40,697	41,511	42,341	43,188	44,052	44,933	45,832	419,920
Land Improvements	175,000	178,500	182,070	185,711	189,426	193,214	197,078	201,020	205,040	209,141	1,916,200
Vehicles	328,500	335,070	341,771	348,607	355,579	362,691	369,944	377,343	384,890	392,588	3,596,983
Equipment	39,500	40,290	41,096	41,918	42,756	43,611	44,483	45,373	46,281	47,206	432,514
Software & Hardware	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264	1,642,458
<b>Subtotal - Levels of Service</b>	<b>1,716,350</b>	<b>1,687,947</b>	<b>1,721,705</b>	<b>1,756,140</b>	<b>1,791,263</b>	<b>1,827,087</b>	<b>1,863,627</b>	<b>1,900,901</b>	<b>1,938,922</b>	<b>1,977,699</b>	<b>18,181,641</b>

Asset Class	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Totals by Asset Class (Replacement, Rehabilitation and Levels of Service)</b>											
Road Base	120,000	122,400	124,848	127,345	129,892	132,490	135,139	137,842	140,599	143,411	1,313,966
Road Surface Asphalt	1,099,901	992,626	1,030,394	1,072,442	1,147,271	1,593,960	2,794,925	1,587,560	3,432,879	2,519,034	17,270,992
Road Surface Gravel	480,000	489,600	499,392	509,380	519,567	529,959	540,558	551,369	562,397	573,644	5,255,866
Bridges & Culverts	549,500	2,117,520	109,242	1,503,732	61,158	553,144	20,271	20,676	21,090	21,512	4,977,845
Roadway Assets	35,213	28,050	28,611	29,183	29,767	30,362	30,970	31,589	35,532	32,865	312,142
Storm Mains	41,500	2,067,030	27,571	28,122	28,684	29,258	29,843	30,440	254,900	31,670	2,569,018
Catch Basins	8,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561	87,597
Storm Manholes	-	-	-	-	-	-	-	-	-	-	-
Cross Road Culverts	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	74,559	17,926	221,228
Discharge Point	15,000	-	-	-	-	-	-	57,434	11,717	-	84,151
Underground Enclosures	-	-	-	-	-	-	-	-	-	-	-
Storm Ponds	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853	328,492
Municipal Drains	13,000	13,260	13,525	13,796	14,072	14,353	14,640	14,933	15,232	15,536	142,347
Facilities & Components	115,350	39,117	39,899	42,819	41,511	42,341	43,188	197,976	44,933	45,832	652,966
Land Improvements	175,000	178,500	182,070	185,711	189,426	193,214	197,078	201,020	205,040	209,141	1,916,200
Vehicles	358,500	335,070	341,771	348,607	420,525	914,731	437,514	543,695	466,906	490,586	4,657,905
Equipment	227,500	40,290	41,096	95,169	42,756	47,254	45,159	92,330	97,898	54,960	784,412
Software & Hardware	165,500	155,040	169,724	159,181	165,937	182,725	184,801	172,303	179,281	235,267	1,769,759
Other - Fire Board (60%)	878,241	566,743	221,356	445,930	299,563	247,921	252,137	939,671	313,958	408,399	4,573,919
Other - Community Centre Board (60%)	192,720	28,336	16,854	23,750	39,292	65,384	17,906	77,054	62,285	58,010	581,591
Other - Library Board (60%)	31,200	-	8,490	2,627	1,026	1,722	1,216	4,756	5,659	41,898	98,594
Other - New Assets (Expansion)	140,454	2,279,111	4,947,148	1,122,188	2,034,638	9,334,578	-	-	-	4,478,634	24,336,751
<b>Total</b>	<b>4,691,579</b>	<b>9,506,753</b>	<b>7,857,132</b>	<b>5,766,226</b>	<b>5,222,453</b>	<b>13,971,912</b>	<b>4,805,031</b>	<b>4,721,528</b>	<b>5,969,388</b>	<b>9,423,739</b>	<b>71,935,741</b>

Funding Analysis	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Total Funding by Source</b>											
Canada Community Building Fund (Gas Tax)	126,121	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	1,306,615
OCIF Funding	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	2,966,780
Hydro Dividend	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
Development Charges	89,266	2,069,204	3,604,270	314,221	1,293,510	7,019,919	-	-	-	1,825,149	16,215,539
Capital Levy	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
Transfer from Operations	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	5,800,000
Transfer from/(to) Capital Reserves - New	979,444	409,635	524,948	874,091	1,151,029	1,324,079	1,427,117	1,743,614	1,991,474	2,220,676	12,646,107
Operating Funding (LOS Impacts already in prior budgets)	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	1,670,070	16,700,700
Debt Funding (see section 2)	850,000	4,250,000	950,000	1,800,000	-	2,850,000	600,000	200,000	1,200,000	2,600,000	15,300,000
<b>Total</b>	<b>4,691,579</b>	<b>9,506,753</b>	<b>7,857,132</b>	<b>5,766,226</b>	<b>5,222,453</b>	<b>13,971,912</b>	<b>4,805,031</b>	<b>4,721,528</b>	<b>5,969,388</b>	<b>9,423,739</b>	<b>71,935,741</b>
<b>Total Cost less Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Section 2: Future Debt**

Year	Principal Amount	New Annual Payments									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2025	3,000,000	240,730	240,730	240,730	240,730	240,730	240,730	240,730	240,730	240,730	240,730
2026	850,000		68,210	68,210	68,210	68,210	68,210	68,210	68,210	68,210	68,210
2027	4,250,000			341,030	341,030	341,030	341,030	341,030	341,030	341,030	341,030
2028	950,000				76,230	76,230	76,230	76,230	76,230	76,230	76,230
2029	1,800,000					144,440	144,440	144,440	144,440	144,440	144,440
2030	-						-	-	-	-	-
2031	2,850,000							228,690	228,690	228,690	228,690
2032	600,000								48,150	48,150	48,150
2033	200,000									16,050	16,050
2034	1,200,000										96,290
2035	2,600,000										
<b>Total</b>	<b>18,300,000</b>	<b>240,730</b>	<b>308,940</b>	<b>649,970</b>	<b>726,200</b>	<b>870,640</b>	<b>870,640</b>	<b>1,099,330</b>	<b>1,147,480</b>	<b>1,163,530</b>	<b>1,259,820</b>

Assumptions:

Term: 20 years  
 Rate: 5% per year  
 Timing: Debt is incurred at the end of the given year, with principal & interest payments starting in the following year.

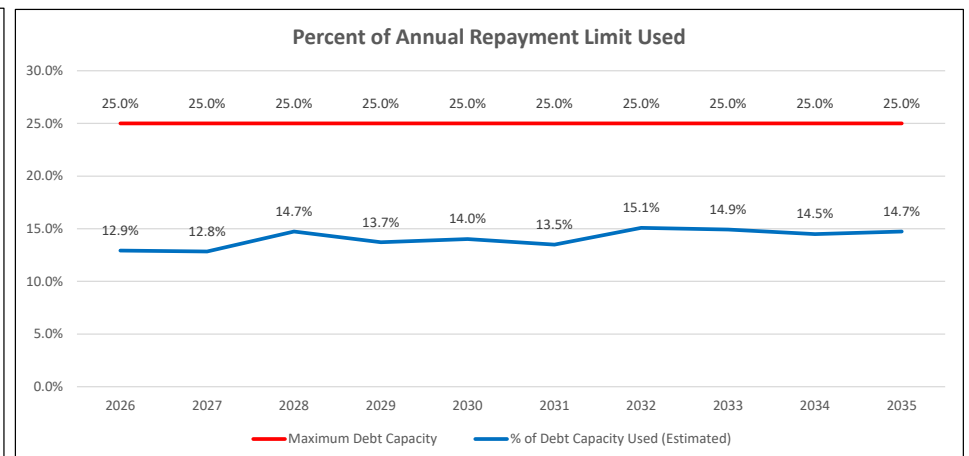
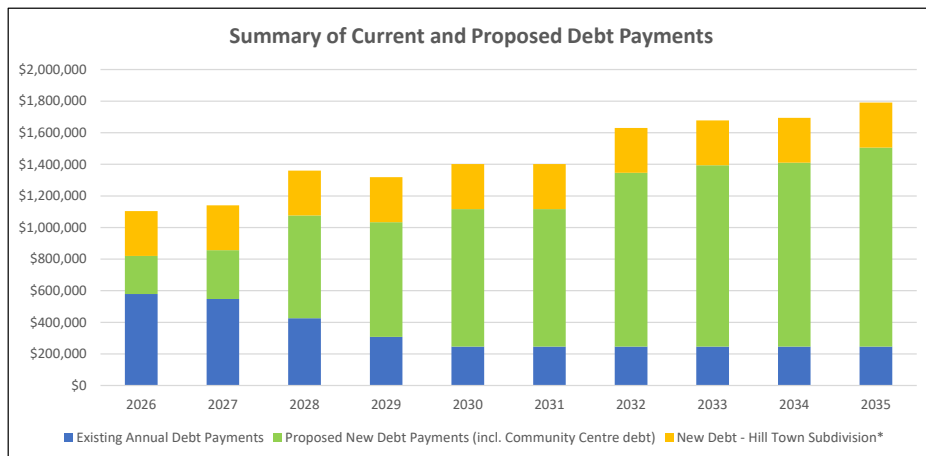
**Debt Capacity Analysis**

\* Ontario municipalities must maintain annual debt principal and interest payments below the equivalent of 25% of revenues.

Debt Analysis	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Existing Annual Debt Payments	579,006	547,153	426,053	307,763	246,444	246,444	246,444	246,444	246,444	246,444
New Debt - Hill Town Subdivision*	284,352	284,352	284,352	284,352	284,352	284,352	284,352	284,352	284,352	284,352
Proposed New Debt Payments (incl. Community Centre debt)	240,730	308,940	649,970	726,200	870,640	870,640	1,099,330	1,147,480	1,163,530	1,259,820
<b>Total Anticipated Debt Payments</b>	<b>1,104,088</b>	<b>1,140,445</b>	<b>1,360,375</b>	<b>1,318,315</b>	<b>1,401,436</b>	<b>1,401,436</b>	<b>1,630,126</b>	<b>1,678,276</b>	<b>1,694,326</b>	<b>1,790,616</b>
Estimated Revenues**	8,541,125	8,882,770	9,238,081	9,607,604	9,991,908	10,391,584	10,807,247	11,239,537	11,689,118	12,156,683
Maximum Debt Capacity	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
<b>% of Debt Capacity Used (Estimated)</b>	<b>12.9%</b>	<b>12.8%</b>	<b>14.7%</b>	<b>13.7%</b>	<b>14.0%</b>	<b>13.5%</b>	<b>15.1%</b>	<b>14.9%</b>	<b>14.5%</b>	<b>14.7%</b>

\* Hill Town debt will impact debt capacity, however is proposed to be funded from local improvement charges (not shown in this analysis as there is no impact on general property taxation rates).

\*\* Annual revenue estimate assumes inflation annually.



### Section 3: Reserve Schedules

Asset Management: Consolidated Reserves	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,504,788	707,277	729,302	716,576	712,289	679,350	751,293	783,450	757,514	789,670
Add: Contributions from Operating	181,933	431,660	512,222	869,804	1,118,091	1,396,022	1,459,274	1,717,678	2,023,630	2,265,562
Less: Contributions (to)/from Capital	(979,444)	(409,635)	(524,948)	(874,091)	(1,151,029)	(1,324,079)	(1,427,117)	(1,743,614)	(1,991,474)	(2,220,676)
Interest Earned (if applicable)	-	-	-	-	-	-	-	-	-	-
<b>Ending Balance</b>	<b>707,277</b>	<b>729,302</b>	<b>716,576</b>	<b>712,289</b>	<b>679,350</b>	<b>751,293</b>	<b>783,450</b>	<b>757,514</b>	<b>789,670</b>	<b>834,557</b>

Development Charges Reserve Funds (Tax Supported)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	5,121,016	6,446,818	5,734,502	3,504,130	4,614,951	4,789,582	(774,591)	739,987	2,315,342	3,953,508
Add: Contributions	1,351,238	1,300,110	1,339,203	1,379,350	1,420,719	1,463,415	1,507,251	1,552,431	1,599,023	1,647,045
Less: Contributions (to)/from Capital	(89,266)	(2,069,204)	(3,604,270)	(314,221)	(1,293,510)	(7,019,919)	-	-	-	(1,825,149)
Interest Earned	63,830	56,777	34,694	45,693	47,422	(7,669)	7,327	22,924	39,144	37,754
<b>Ending Balance</b>	<b>6,446,818</b>	<b>5,734,502</b>	<b>3,504,130</b>	<b>4,614,951</b>	<b>4,789,582</b>	<b>(774,591)</b>	<b>739,987</b>	<b>2,315,342</b>	<b>3,953,508</b>	<b>3,813,158</b>

### Section 4: Budget Impacts & Funding Gap

Optimal Annual Funding Analysis	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Optimal Investment - Capital	2,819,790	2,876,190	2,933,710	2,992,380	3,052,230	3,113,270	3,175,540	3,239,050	3,303,830	3,369,910
Optimal Investment - Operating LOS (increase from existing)	104,300	106,400	108,500	110,700	112,900	115,200	117,500	119,900	122,300	124,700
<b>Total Annual Optimal Investment in Assets</b>	<b>2,924,090</b>	<b>2,982,590</b>	<b>3,042,210</b>	<b>3,103,080</b>	<b>3,165,130</b>	<b>3,228,470</b>	<b>3,293,040</b>	<b>3,358,950</b>	<b>3,426,130</b>	<b>3,494,610</b>

#### Recommended Investment - Capital

Canada Community Building Fund (Gas Tax)	126,121	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166	131,166
OCIF Funding	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678	296,678
Hydro Dividend	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Capital Levy	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Transfer from Operations	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000
Transfer from/(to) Capital Reserves - New	181,933	431,660	512,222	869,804	1,118,091	1,396,022	1,459,274	1,717,678	2,023,630	2,265,562
<b>Total Recommended Investment - Capital</b>	<b>1,284,732</b>	<b>1,539,504</b>	<b>1,620,066</b>	<b>1,977,648</b>	<b>2,225,935</b>	<b>2,503,866</b>	<b>2,567,118</b>	<b>2,825,522</b>	<b>3,131,474</b>	<b>3,373,406</b>
<i>% of Optimal Investment (Capital) Reached</i>	<i>46%</i>	<i>54%</i>	<i>55%</i>	<i>66%</i>	<i>73%</i>	<i>80%</i>	<i>81%</i>	<i>87%</i>	<i>95%</i>	<i>100%</i>

#### LOS Impacts - Operating

Recommended Investment	104,300	106,400	108,500	110,700	112,900	115,200	117,500	119,900	122,300	124,700
<b>Total Recommended Investment - LOS Operating</b>	<b>104,300</b>	<b>106,400</b>	<b>108,500</b>	<b>110,700</b>	<b>112,900</b>	<b>115,200</b>	<b>117,500</b>	<b>119,900</b>	<b>122,300</b>	<b>124,700</b>
<i>% of Optimal Investment (Capital) Reached</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>

<b>Total Recommended Investment - Capital &amp; Operating</b>	<b>1,389,032</b>	<b>1,645,904</b>	<b>1,728,566</b>	<b>2,088,348</b>	<b>2,338,835</b>	<b>2,619,066</b>	<b>2,684,618</b>	<b>2,945,422</b>	<b>3,253,774</b>	<b>3,498,106</b>
<i>% of Optimal Investment (Operating &amp; Capital) Reached</i>	<i>48%</i>	<i>55%</i>	<i>57%</i>	<i>67%</i>	<i>74%</i>	<i>81%</i>	<i>82%</i>	<i>88%</i>	<i>95%</i>	<i>100%</i>

<b>Funding (Gap) / Surplus</b>	<b>(1,535,058)</b>	<b>(1,336,686)</b>	<b>(1,313,644)</b>	<b>(1,014,732)</b>	<b>(826,295)</b>	<b>(609,404)</b>	<b>(608,422)</b>	<b>(413,528)</b>	<b>(172,356)</b>	<b>3,496</b>
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#### Investment in Capital

	2025
Canada Community Building Fund (Gas Tax)	126,121
OCIF Funding	348,900
Hydro Dividend	25,000
Capital Levy	75,000
Transfer to Reserves (for capital)	580,000
<b>Total Investment</b>	<b>1,155,021</b>

*Investment in capital "starting point" for the capital forecast.*

Impact on Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Total Recommended Investment - Capital</b>	<b>1,284,732</b>	<b>1,539,504</b>	<b>1,620,066</b>	<b>1,977,648</b>	<b>2,225,935</b>	<b>2,503,866</b>	<b>2,567,118</b>	<b>2,825,522</b>	<b>3,131,474</b>	<b>3,373,406</b>
<b>Previous Year's Investment</b>	<b>1,155,021</b>	<b>1,284,732</b>	<b>1,539,504</b>	<b>1,620,066</b>	<b>1,977,648</b>	<b>2,225,935</b>	<b>2,503,866</b>	<b>2,567,118</b>	<b>2,825,522</b>	<b>3,131,474</b>
<b>Annual Increase in Capital Investment</b>										
Grants	(52,222)	5,045	-	-	-	-	-	-	-	-
Tax Supported	181,933	249,726	80,562	357,582	248,287	277,931	63,252	258,404	305,952	241,932
<b>Total Change</b>	<b>129,711</b>	<b>254,771</b>	<b>80,562</b>	<b>357,582</b>	<b>248,287</b>	<b>277,931</b>	<b>63,252</b>	<b>258,404</b>	<b>305,952</b>	<b>241,932</b>
<b>Total Recommended Investment - Operating LOS (Increase Only)</b>	<b>104,300</b>	<b>106,400</b>	<b>108,500</b>	<b>110,700</b>	<b>112,900</b>	<b>115,200</b>	<b>117,500</b>	<b>119,900</b>	<b>122,300</b>	<b>124,700</b>
<b>Previous Year's Investment Increase</b>	<b>-</b>	<b>104,300</b>	<b>106,400</b>	<b>108,500</b>	<b>110,700</b>	<b>112,900</b>	<b>115,200</b>	<b>117,500</b>	<b>119,900</b>	<b>122,300</b>
<b>Annual Increase / (Decrease) in Operating LOS Investment</b>										
Tax Supported	104,300	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,400	2,400
<b>Total Change</b>	<b>104,300</b>	<b>2,100</b>	<b>2,100</b>	<b>2,200</b>	<b>2,200</b>	<b>2,300</b>	<b>2,300</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
<b>A Total Change - Capital &amp; LOS (excluding Grant Increase)</b>	<b>286,233</b>	<b>251,826</b>	<b>82,662</b>	<b>359,782</b>	<b>250,487</b>	<b>280,231</b>	<b>65,552</b>	<b>260,804</b>	<b>308,352</b>	<b>244,332</b>
<b>B Net Increase / (Decrease) in Debt Payments</b>	<b>240,730</b>	<b>36,357</b>	<b>219,930</b>	<b>(42,060)</b>	<b>83,121</b>	<b>-</b>	<b>228,690</b>	<b>48,150</b>	<b>16,050</b>	<b>96,290</b>
<b>A + B Total Impact on Annual Tax Supported Budget</b>	<b>526,963</b>	<b>288,183</b>	<b>302,592</b>	<b>317,722</b>	<b>333,608</b>	<b>280,231</b>	<b>294,242</b>	<b>308,954</b>	<b>324,402</b>	<b>340,622</b>
<i>Estimated Taxation Impact: 1% in 2025 = \$52,278</i>	<b>9.60%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>

