



ASSET MANAGEMENT PLAN 2026

1. INTRODUCTION

This 2026 Asset Management Plan (AMP) has been prepared by the Township of East Garafraxa in accordance with the requirements of Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, under the Infrastructure for Jobs and Prosperity Act, 2015.

The AMP builds upon the Township's previous asset management plans and incorporates the most current information available regarding municipal infrastructure assets. The Plan includes all municipal tangible capital assets, including roads, bridges and culverts, stormwater infrastructure, buildings, vehicles, equipment, information technology assets, land improvements, land holdings, and water infrastructure.

The purpose of this AMP is to support informed decision-making regarding the management of municipal infrastructure over its lifecycle, while balancing service delivery, risk, affordability, and long-term financial sustainability.

In addition to the legislated requirements of Ontario Regulation 588/17, this AMP recognizes the growing importance of climate change adaptation and resiliency in municipal infrastructure planning. Consideration of climate-related risks has therefore been incorporated throughout the Plan.

1.1 Legislative Requirements

Ontario Regulation 588/17 establishes minimum asset management planning requirements for Ontario municipalities. The Regulation requires municipalities to:

- Adopt a Strategic Asset Management Policy;
- Prepare and maintain asset management plans covering all municipal infrastructure assets;
- Establish and report on current levels of service;
- Identify proposed levels of service;
- Consider lifecycle management and risk management strategies;
- Develop financing strategies to support infrastructure needs; and
- Review and update asset management plans at least every five years.

The Township adopted a Strategic Asset Management Policy and has continued to advance its asset management practices in accordance with the Regulation.

As a municipality with a population of approximately 3,000 residents, the Township is subject to the requirements applicable to municipalities with populations under 25,000.

References to specific requirements of Ontario Regulation 588/17 are provided throughout this AMP where applicable.

1.2 Asset Data

This AMP utilizes the best available information regarding the Township's infrastructure assets. Where complete or reliable information is unavailable, data limitations are identified along with recommendations for future data collection and improvement.

The quality and reliability of asset information directly affects the accuracy of asset management analysis, lifecycle forecasting, risk assessment, and financial planning. Accordingly, a data confidence framework has been applied to the information presented within this AMP.

Table 1 – Data Confidence Framework

Grade Level	Description
5 Highly Reliable	Data is based on sound records, procedure, investigation, and analysis. Dataset is complete and estimated to be accurate within 2%
4 Reliable	Data is also based on sound records, etc. but has minor shortcomings, for example some data is old, some documentation is missing and reliance is sometimes placed on unconfirmed reports or an extrapolation. Dataset is complete and estimated to be accurate within 10%
3 Uncertain	Data is based on records that are incomplete or unsupported or is extrapolated from a limited sample. Dataset is incomplete and estimated to be accurate within 25%
2 Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspection and analysis, due to lack of resources devoted to obtaining more accurate data. Dataset is incomplete and estimated to be accurate within 40%
1 Missing or Unknown	Data is unknown, has not been gathered, or very little data is held, so whatever data is available is not used here. Considered as not accurate and therefore not used.

1.3 Asset Management Overview

Effective asset management supports the sustainable delivery of municipal services through the responsible stewardship of infrastructure assets throughout their lifecycle. Asset lifecycle activities include planning, acquisition, operation, maintenance, rehabilitation, replacement, and disposal.

The benefits of asset management include:

- Supporting compliance with legislative requirements;
- Improving infrastructure investment decision-making;
- Enhancing long-term financial planning;
- Supporting sustainable service delivery;
- Improving risk management practices;
- Increasing transparency and accountability; and
- Reducing the likelihood of service disruptions resulting from asset deterioration or failure.

The AMP provides a framework for identifying infrastructure needs, evaluating risks, and establishing funding strategies that support the continued delivery of municipal services to residents and businesses.

1.4 Integration with Municipal Planning

Asset management planning should be integrated with other municipal plans, studies, and financial processes to support coordinated decision-making.

Key documents that inform and support this AMP include:

- Annual operating and capital budgets;
- Long-term financial plans;
- Development Charges Background Studies;
- Tangible Capital Asset records;
- Road Needs Studies;
- Ontario Structure Inspection Manual (OSIM) bridge and culvert inspections;
- Building Condition Assessments; and
- Other infrastructure-specific studies and reports.

Asset management is an ongoing process. As infrastructure conditions, service expectations, regulatory requirements, population growth, and financial circumstances change, the Township will continue to update and refine this AMP. In accordance with Ontario Regulation 588/17, the AMP will be reviewed and updated at least once every five years.

2. LEVELS OF SERVICE

Ontario Regulation 588/17 requires municipalities to document current levels of service and establish proposed levels of service for municipal infrastructure assets.

Levels of service describe the quality, reliability, capacity, and performance of services delivered to residents through municipal infrastructure.

2.1 Current Levels of Service

Current Levels of Service (LOS) represent the level of service presently provided by Township infrastructure assets.

The Regulation distinguishes between:

- Customer Levels of Service; and
- Technical Levels of Service.

Customer Levels of Service describe services from the perspective of residents and users.

Technical Levels of Service provide measurable indicators used by the Township to assess asset performance and service delivery outcomes.

The Township currently tracks certain service level indicators through operational programs, consultant studies, and regulatory reporting requirements. Additional work is required to further develop and enhance service level measurements across all asset categories.

The Township has adopted the minimum service level measures prescribed by Ontario Regulation 588/17.

Table 2 – Current Levels of Service

Customer LOS	Technical LOS and KPI
Roads	
Township road network is safe, convenient and available to the whole community.	Asphalt surfaces measured by PCI Good 69.96% Fair 23.33% Poor 6.71%
Meet Minimum Maintenance Standards MMS per Ont. Regulation 239/02	Daily Record Keeping
Service requests are responded to promptly Example : potholes filled	No specific measures are kept on response time data; generally considered adequate LOS
traffic signs and road markings are well maintained and visible	Staff perform regular road patrols and replace damaged signs. Pavement markings are re-done as needed.
Strom Water Network	
Network is maintained in good condition to provide continuous service delivery	% of properties resilient to a 5-year storm : 100% estimate only. % of properties resilient to a 100-year storm : 75% estimate only
Potable Drinking Water System	
Provide a safe and reliable supply of drinking water to residents connected to a municipal water system	% of properties in Marsville connected to system: 100%. of prop. in Marsville where Fire Flow is available 0%
Service requests are responded to promptly	Number of Boil-Water Advisories issued : 2024 - 0 2025 - 0

Bridges and Culverts > 3m Diameter	
All Bridges and Culverts provide safe vehicular and pedestrian passage	BCI measures obtained from bi-annual OSIM studies: PER 2025 OSIM review: Good = over 70 = 19 Fair = 50 to 70 = 11 Poor = BCI < 50 = 1
All structures are fully compliant with regulatory requirements	Is an OSIM review completed bi-annually as required? YES
Traffic types supported by the Structure Network	Structures with Loading restrictions: Structure 008, Structure 007, Structure 0029

Future asset management efforts will focus on improving service level measurement, data collection, and performance monitoring.

2.2 Proposed Levels of Service

Proposed Levels of Service represent the desired level of service that the Township intends to provide over the planning horizon.

Proposed service levels must consider:

- Community expectations;
- Legislative requirements;
- Infrastructure condition;
- Risk management considerations;
- Financial sustainability; and
- Available municipal resources.

The Township's proposed levels of service are intended to maintain sustainable and affordable service delivery while addressing infrastructure risks and long-term community needs. As proposed these levels of service are consistent with the township's current practice and should not place any extra cost on the township, this makes them achievable and maintains a low risks of failure to provide at the level proposed. The proposed level of service may be increased in future years should there be more funding available, or more accurate means of tracking performance established.

Table 2A – Proposed Levels of Service

Customer LOS	Technical LOS and KPI
Parks	
Weekly Garbage Collection	Record Keeping
Weekly Grass Cutting	Contractual

Monthly Formal Inspections	Record Keeping
Vehicle Fleet	
Oil changes at regular Intervals	Record Keeping
Factory Recommended Maintenance	Contractual/ Warranty
Equipment	
Cleaning after Use	
Factory Recommended Maintenance	Contractual/Warranty
Buildings	
Maintain Heat in Winter	Inspections/Record Keeping
Repair Damage Promptly	Inspections/Documentation

Achievement of proposed service levels will be monitored through annual reviews and future updates to this AMP.

2.3 Risk Management

Ontario Regulation 588/17 requires municipalities to consider the risks associated with municipal infrastructure assets.

Risk is generally evaluated using two factors:

$\text{Risk} = \text{Probability of Failure} \times \text{Consequence of Failure}$

Infrastructure risks may include:

- Asset deterioration;
- Structural failure;
- Service interruptions;
- Public safety impacts;
- Environmental impacts;
- Regulatory non-compliance; and
- Financial consequences.

The Township utilizes a risk-based approach to support infrastructure investment decision-making and lifecycle planning.

Table 3 – Risk Assessment Matrix

5x5 Risk Matrix Template

SEVERITY →

LIKELIHOOD ↓

	1	2	3	4	5
1	LOW 1	LOW 2	LOW 3	MEDIUM 4	MEDIUM 5
2	LOW 2	MEDIUM 4	MEDIUM 6	HIGH 8	HIGH 10
3	LOW 3	MEDIUM 6	HIGH 9	HIGH 12	EXTREME 15
4	MEDIUM 4	HIGH 8	HIGH 12	HIGH 16	EXTREME 20
5	MEDIUM 5	HIGH 10	EXTREME 15	EXTREME 20	EXTREME 25

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Future asset management initiatives will further refine asset-specific risk assessments and integrate risk considerations into capital planning and budget development.

3. State of the Infrastructure

This section of the Asset Management Plan (AMP) provides an overview of the current state of the Township’s infrastructure assets, including asset inventory, replacement cost estimates, and condition information, as required under Ontario Regulation 588/17.

A key component of this analysis is the determination of current replacement cost (CRC). The Township’s financial statements are prepared using historical cost accounting; however, historical cost values do not reflect the current cost of replacing municipal assets and therefore have limited usefulness for long-term asset management planning. As many Township assets were acquired or constructed several decades ago, historical costs can significantly understate the financial resources required for future replacement. Historical cost information is provided for reference purposes only.

The following data sources were used in the preparation of this AMP. Data confidence ratings have been assigned to reflect the reliability, completeness, and accuracy of the available information.

Table 4 – Data Sources and Confidence Ratings

Source of Data	Data Confidence	Author
Township TCA asset accounting records	4 - Reliable	Township
2025 OSIM report on Bridges and large culverts	5 – Highly Reliable	SBA
Discussions with current Township staff (vehicles, equipment)	5 – Highly Reliable	Township
Road Study 2023	5 – Highly Reliable	R.J. Burnside
Building Condition study 2023	5 – Highly Reliable	Keller Engineering
2025 Water System Condition Assessment Study	5 – Highly Reliable	SBA
2026 Stormwater Management System Condition Assessment Report	5 - Highly Reliable	SBA

Updated asset condition assessments and inventory reviews were completed in 2023 for roads, bridges, culverts, and buildings. These studies have improved the quality and accuracy of information available for this AMP compared to previous versions.

Table 5 provides a summary of the Township’s asset categories, including historical cost, estimated current replacement cost, and overall condition assessment. Road base assets are reported separately because they are generally not replaced except in cases of full roadway reconstruction.

Table 5 – Summary of Asset Valuation and Condition

Assets	Replacement Cost 2024 estimated	Replacement Cost 2026 estimated	Condition
Tax-Supported Assets			
Stormwater ponds	\$1,000,000	\$1,003,622	Fair
Stormwater mains and catch-basins	\$236,250	\$255,528	Fair
Asphalt road surfaces + Bases	\$4,966,000	\$9,478,655	Fair to Poor
Gravel road surfaces + Bases	\$2,675,750	\$2,054,354	Fair
Bridges and large culverts (over 3 metres)	\$41,362,000	\$44,189,780	Good to Fair
Smaller culverts, cross-culverts, guiderails, posts	\$600,000	\$648,960	Fair
Public Works vehicle fleet	\$5,160,000	\$6,770,000	Fair
Land improvements including Parks (park. lots, etc.)	\$1,000,000	\$1,000,000	Fair

Land – all township property	\$5,500,000	\$5,500,000	Fair
Stormwater properties	\$1,000,000	\$1,000,000	Fair
Buildings – all Depts.	\$5,700,000	\$6,100,000	See list.
Equipment – all Depts.	\$650,000	\$650,000	Fair
SUBTOTAL	\$69,200,000	\$78,650,899	
User Pay Assets			
Water facility (1972)	\$400,000	\$600,000	Poor
Water mains (1972)	\$330,000	\$837,058	Fair
Wells, Hydrants, Pumps and other equipment	\$528,250	\$629,750	Fair
SUBTOTAL	\$1,258,250	\$2,066,808	
TOTAL	\$70,458,250	\$80,717,707	

The Township’s infrastructure has an estimated total current replacement cost of approximately \$81 million. This value exceeds the asset values reported in the Township’s financial statements due to the use of historical cost accounting for financial reporting purposes.

Replacement cost estimates presented in this AMP are based on a “like-for-like” replacement methodology. Costs represent the estimated expenditure, expressed in 2026 dollars, required to replace existing assets with assets of equivalent function and capacity. These estimates do not include costs associated with service level enhancements, capacity expansion, technological upgrades, or changes to regulatory requirements.

The following sections provide a more detailed review of each core and non-core asset category.

Stormwater Assets

The Township’s stormwater infrastructure consists of approximately 2,399 metres of storm sewer main, including 4-inch, 6-inch, and 12-inch mains, together with 25 catch basins, associated maintenance structures, and nine stormwater management ponds.

These assets are generally newer than assets in other categories and are considered to be in good condition. One stormwater management pond has been identified as not operating as intended, with corrective work currently planned for 2027.

Routine maintenance activities, including inspections, cleaning, and preventative maintenance, are expected to maintain acceptable performance levels and extend asset service life.

A comprehensive review of the Township’s stormwater system was completed in 2026.

Roads

The Township’s transportation network consists of:

- 36.8 km of paved roads;
- 0.9 km of surface-treated roads; and
- 107.0 km of gravel roads.

This represents a total roadway network of 144.7 km, equivalent to approximately 289.4 lane-kilometres.

Road conditions were evaluated using the Pavement Condition Index (PCI) methodology. The assessment determined the following distribution of roadway conditions:

- Good/Satisfactory (PCI greater than 70): 78.45%
- Fair (PCI 50–70): 16.04%
- Poor (PCI less than 50): 5.51%

Road classifications are established in accordance with Ontario Regulation 239/02 under the Municipal Act and are based on posted speed limits and average daily traffic (ADT) volumes.

Table 6 – Road Network Classification by Average Daily Traffic

ADT traffic range	Township Roads in km.	Road Class
Below 200 (gravel)	105.65	6
200 to 499	17.21	6
500 to 999	5.93	5
1,000 to 1,999	7.14	4
2,000 to 2,999	3.07	3
3,000 to 3,999	1.36	3
4,000 + (shared responsibility, Boundary Roads)	4.34	3
	Total Km. 144.7	

The roadway condition assessment identified approximately 5.93 km of roads with ADT volumes between 500 and 999 vehicles per day that may warrant future upgrading to High Class Bituminous (HCB) surface standards. These segments include portions of 18th Line and A-Line.

Given recent increases in construction and paving costs, the Township's current priority is maintaining and rehabilitating existing paved road assets rather than expanding the paved road network.

A detailed listing of asphalt road segments and associated PCI values is provided below.

Table 7 – Asphalt Road Segments Ranked by Pavement Condition Index

Road Segment	Road Name	Length in km.	PCI value	PCI category
LR0040	Hilltop Crescent	0.657	43	Poor
SR0140	EG-Caledon Townline	0.88	49	Poor
SR0130	EG-Caledon Townline	0.496	49	Poor
SR0120	EG-Caledon Townline	0.745	55	Fair
LN1000	10th Line	3.084	63	Fair
LR0131	Grand Crescent - Marsville	0.077	63	Fair
SR0150	EG-Caledon Townline	1.349	64	Fair
LN1850	W. Churchill Blvd.	0.494	65	Fair
LR0035	Old Carriage Road	0.145	69	Fair
LR0140	Victoria Blvd. - Marsville	0.385	70	Satisfactory
	others	15.979	71 to 85	Satisfactory
	others	12.494	85+	Good
		36.785		

All other roads are gravel roads and are maintained through a cyclical gravel resurfacing program and annual dust suppression treatments.

Bridges and Large Culverts

The Township owns 31 bridge and large culvert structures subject to inspection requirements under the Ontario Structure Inspection Manual (OSIM). Inspections are completed at intervals not exceeding two years.

Condition is evaluated using the Bridge Condition Index (BCI), as follows:

- 70–100: Good
- 50–69: Fair
- 20–49: Poor
- Less than 20: Critical

The 2025 inspection results identified:

- 17 structures in Good condition;
- 10 structures in Fair condition;
- 4 structures in Poor condition; and
- No structures in Critical condition.

The average BCI for the bridge and culvert inventory was 62.8 in 2025, compared to 71.6 in 2023. Variations in average condition are expected as assets age and as rehabilitation or replacement projects are completed.

Table 8 – Bridge and Large Culvert Condition Assessment (BCI)

I.D.	Location	Year built	Replacement Cost	BCI	Condition
0001	20th Sideroad	1976	\$712,820	58.7	Fair
0002	10th Line	1950	\$913,760	72.6	Good
0003	10th Line	2015	\$1,117,200	91.3	Good
0004	10th Line	1945	\$849,280	71.7	Good
0005	10th Line	1972	\$1,157,200	47.9	Poor
0006	11th Line	1987	\$5,488,400	74.4	Good
0007	12th Line	2020 rehab	\$5,398,400	75.1	Good
0008	13th Line	2014 rehab	\$4,480,800	47.4	Poor
0009	10th Line	2008	\$6,391,120	91.8	Good
0010	11th Line	2003	\$1,663,560	84.2	Good
0011	20th Line	1969	\$1,047,720	66.5	Fair
0014	10th Sideroad	1930	\$1,410,640	64.7	Fair
0015	13th Line	1979	\$1,028,240	74.4	Good
0016	EG-WG TnLn	1960	\$770,320	56.2	Fair
0017	13th Line	1940	\$855,840	75.0	Good
0019	16th Line	1960	\$789,800	72.8	Good
0021	12th Line	2007	\$596,360	75.0	Good
0022	18th Line	1940	\$601,360	73.7	Good
0023	19th Line	2007	\$770,000	84.3	Good
0024	EG-Caledon	1950	\$879,280	59.4	Fair
0026	EG-Erin TnLn	1940	\$715,320	39.2	Poor
0027	EG-Caledon	1945	\$586,360	26.1	Poor
0029	EG-Erin TnLn	1940	\$730,320	64.4	Fair
0031	EG-WG TnLn	1940	\$745,320	63.4	Fair
0041	10th Sideroad	Unknown	\$491,360	75.0	Good
0042	10th Sideroad	Unknown	\$596,360	67.7	Fair
0043	13th Line	Unknown	\$411,880	80.5	Good
0044	15th Line	Unknown	\$596,360	70.7	Good
0045	EG-Erin TnLn	Unknown	\$725,320	55.6	Fair
0046	EG-Erin TnLn	Unknown	\$789,800	74.9	Good
0047	EG-Caledon TL	Unknown	\$879,280	80.2	Good
Total			\$44,189,780	68.2	

In addition to the Township-owned structures listed above, several bridge and culvert assets located on municipal boundaries are jointly funded with neighbouring municipalities. These assets are reported within the asset inventories of the owning municipalities; however, the Township

contributes to rehabilitation and replacement costs in accordance with applicable cost-sharing agreements. These obligations are reflected within the financing strategy component of this AMP.

The Township also owns several smaller bridges and culverts, including structures identified as Nos. 12, 13, 18, 20, 25, 28, and 30, together with numerous smaller corrugated steel culverts. Detailed condition ratings are not currently available for these assets. For the purposes of this AMP, these assets are assumed to be in good condition and are estimated to have a combined replacement value of approximately \$648,960.

Replacement cost estimates for bridges and culverts include allowances for engineering design, contract administration, contingencies, traffic protection measures, guide rails, end treatments, and related appurtenances.

Consistent with the Township's current asset management maturity level, formal asset-specific risk assessments have not yet been completed. Accordingly, risk ratings have not been assigned within the asset tables. For the purposes of this 2026 AMP, all core assets have been assigned a moderate risk designation.

Non-Core Assets

Vehicle Fleet

Table 9 – Vehicle Fleet Inventory and Condition

I.D.	Description	Replacement Cost	KM	HRS
79	2009 Volvo plow truck	\$440,000	206,219	
78	2005 Int'l. plow truck	\$450,000	304,327	
76	2013 Western Star plow truck	\$450,000		10,521
77	2015 Western Star plow truck	\$450,000	138,971	
73	2012 976 Volvo grader	\$700,000		6,767
74	2001 740 Volvo grader	\$700,000		11,403
75	2016 John Deere grader 772GP	\$700,000		6,044
701	Hitachi 160 Excavator	\$325,000		6,937
72	2008 Volvo Loader	\$400,000		4,375
702	2011 GMC pickup	\$85,000	335,637	
71	2015 GMC Sierra 1500 pickup	\$85,000	302,841	
70	2020 Silverado pickup 3/4 ton	\$90,000	191,025	
707	2024 GMC Sierra 4WD pickup	\$70,000	64,266	
705	2025 Western Star plow truck	\$450,000	4,312	
703	2026 GMC Pickup	\$75,000	1,810	
not yet delivered	2026 Western Star plow truck	\$450,000	0	0

not yet delivered	2026 1 Tonne Pickup truck	\$150,000	0	0
not yet delivered	2026 John Deere 872 P-tier Grader	\$700,000	0	0
Total		\$6,770,000		

Land Improvements

Table 10 – Land Improvements

Item	Replacement Cost estimate	Condition
Works shop/sand dome parking lot	\$130,000	Poor
Gravel pit driveway, boundary fencing	\$35,000	Poor
Rayburn Meadows playground equip. 2023	\$110,000	Good
Orton Park amenities, parking lot	\$50,000	Fair
Tot Haven Park amenities#	\$30,000	Fair
Garafraxa Woods parkette amenities#	\$20,000	Fair
Brookhaven Park Amenities + parking lot	\$125,000	Fair
Marsville Park amenities# + parking lot	\$90,000	Good
Nature's Landing trails	\$70,000	Good
Nature's Landing amenities (playground equip.)	\$280,000	Good
Nature's Landing site work 2022	\$60,000	Good
Total	\$1,000,000	

The Township currently has no planned upgrades or major rehabilitation projects for the land improvement assets identified above. Asset values remain consistent with previous assessments, as no updated appraisals or valuations have been completed.

Leasehold Improvements

The Township leases its administrative office facilities. In 2020, leasehold improvements totaling \$371,922 were completed within the leased premises. These improvements exclude movable assets such as furniture, computer equipment, and appliances, which are reported under the Equipment asset category.

Land

Table 11 – Land Inventory

Prop. Size (acres)	Description	Replacement Cost	Condition
2.93	Orton Park	\$232,000	Fair
1.07	Marsville Park 207 ft. frontage	\$123,000	Fair
1.82	Rayburn Meadows Park 182.3 ft. frontage	\$294,000	Fair
0.89	Nature's Landing Park 423 ft. frontage	\$280,000	Fair
1.06	Northridge & Forest Hill Lane park	\$285,000	Fair
3.89	Old Carriage Rd @ Rd. 23 Gara.Woods park	\$300,000	Fair
4.91	Brookhaven Park	\$303,000	Fair
16.57	SUBTOTAL Parklands	\$1,817,000	
9.07	vacant farmland, 13th Line	\$1,143,000	Fair
47.86	gravel pits / quarry 17th Line	\$700,000	Fair
3	vacant farmland, 15th Line conc. 16	\$400,000	Fair
1.03	vacant farmland, 19th Line @ Rd. 3	\$189,000	Fair
1.72	cemetery land, 12th Line	\$197,000	Fair
0.22	Land under Community Hall	\$83,000	Fair
2	Land under Works garage+sand dome	\$280,000	Fair
0.14	for drainage laneway, Marsville	\$80,000	Fair
0.17	for drainage laneway, Marsville	\$81,000	Fair
0.64	drainage laneway, R.M. & NLW subdiv.	\$270,000	Fair
0.39	drainage laneway, R.M. & NLW subdiv.	\$260,000	Fair
66.24	SUBTOTAL OTHER LANDS	\$3,683,000	
Total		\$5,500,000	

Table 11A – Additional Land Assets

Prop. Size (acres)	Description	Replacement Cost	Condition
0.25	Brookhaven Cres. subdivision	\$200,000	Fair
0.1	end of Maywood Drive	\$180,000	Fair
0.1	end of Maywood Drive	\$180,000	Fair
0.1	on Woodland Drive 134.7 ft frontage	\$180,000	Fair
0.4	on Woodland Drive 134.7 ft frontage	\$200,000	Fair
0.5	on Nature's Landing	\$30,000	Fair
0.81	A-Line at Caledon TnLn 156.5 ft frontage	\$30,000	Fair
Total		\$1,000,000	

Buildings

The Township owns a limited number of municipal buildings. Several municipal services are delivered through agreements with neighbouring municipalities that own and maintain the associated facilities, including arenas, libraries, swimming pools, and fire stations.

A comprehensive Building Condition Assessment was completed in 2023. The assessment evaluated each building and its major components using the Facility Condition Index (FCI) methodology.

FCI ratings are interpreted as follows:

- 0–10%: Excellent
- 11–30%: Good
- 31–60%: Fair
- 61–80%: Poor
- Greater than 80%: Critical

A summary of Township buildings is provided below.

Table 12 – Building Inventory and Facility Condition Index

Building	Replace. Cost	FCI score	Year built
Orton Park Storage shed	\$100,000	8% Excellent	2014
Orton Park Open-air Pavilion	\$650,000	1% Excellent	2016
Marsville Community Centre	\$1,500,000	79% Poor	1951
Public Works Sand Dome	\$700,000	10% Excellent	1988
Public Works shop and fleet garage	\$2,100,000	16% Good	1980
Marsville Water	\$400,000	98% Critical	1972
Marsville Water System pumphouse	\$400,000	98% Critical	1972
Gravel Pit shed 1	\$250,000	48% Fair	1978
Total	\$6,100,000		

Funding has been included in the Township's 2026 budget to address priority building repairs. Replacement cost estimates include allowances for modern building code requirements and reasonable energy-efficiency improvements.

Equipment

The Equipment asset category includes technology systems, machinery, tools, furnishings, and other operational assets. Individual asset values are generally lower than those in other categories; however, the category represents a significant overall investment.

Due to the size of the inventory, equipment assets are grouped by type rather than presented individually.

Table 13 – Equipment Inventory

Item	Replacement Cost	Condition
Admin items furniture etc.	\$75,000	Good
Admin technology items	\$65,000	Good
Community Hall furnishings	\$10,000	Fair
Public Works tools, technology, etc	\$175,000	Fair
Road Signs - pooled	\$325,000	Fair
Total	\$650,000	

Water System (Marsville Subdivision)

The Township owns and operates a water distribution system serving approximately 33 properties within the Marsville subdivision. The system was originally constructed in 1972.

The principal water system assets are summarized below.

Table 14 – Water System Assets

Item	Replacement Cost	Condition
Pumphouse building 1972 [containing pumps, materials, etc.] concrete block structure with masonry, vinyl siding, and sloped shingled roof	\$600,000	Poor
150mm watermain 1972-install Total Length = 640 m.	\$837,058	Fair
Five hydrants (no fire flow)	\$52,000	
Monitoring wells at gravel pit	\$26,750	Fair
Marsville production well + upgrades	\$145,000	Fair
2nd Well, not in service	\$175,000	
Water Tank 2013	\$15,000	Fair
Assorted Smaller items	\$216,000	Fair
Total	\$2,066,808	

4. Asset Management Strategy

This section of the Asset Management Plan (AMP) outlines the lifecycle management strategy for the Township's core infrastructure assets. In accordance with Ontario Regulation 588/17, the strategy identifies the activities required to maintain assets in a state that supports the delivery of current and proposed levels of service in a financially sustainable manner.

Lifecycle management activities generally include:

- Non-infrastructure solutions
- Maintenance activities
- Renewal and rehabilitation
- Replacement and expansion
- Disposal and decommissioning

Asset Lifecycle Management

Asset lifecycle management encompasses all stages of an asset's existence, from acquisition or construction through to retirement and disposal. Effective lifecycle management enables the Township to maximize asset performance, extend useful service life, manage risks, and optimize long-term costs.

Non-Infrastructure Solutions and Maintenance

Non-infrastructure solutions include operational, administrative, or policy-based measures that improve service delivery without requiring significant capital investment. Examples may include operational efficiencies, demand management initiatives, revised maintenance practices, or changes to service delivery methods.

Maintenance activities consist of routine and preventive work undertaken to preserve asset condition and functionality. These activities are intended to slow deterioration, reduce the likelihood of failure, and maintain service levels.

Renewal and Rehabilitation

Renewal and rehabilitation activities involve significant repairs, upgrades, or reconstruction work designed to restore an asset's condition and extend its useful life. These interventions are typically undertaken when routine maintenance is no longer sufficient to sustain required service levels.

Replacement and Expansion

Replacement occurs when an asset has reached the end of its useful life and can no longer be maintained in a cost-effective manner. Expansion involves the construction or acquisition of new assets, or the enlargement of existing assets, to accommodate growth, changing service demands, regulatory requirements, or strategic objectives.

Disposal

Disposal or decommissioning occurs when an asset is no longer required, has become obsolete, or has reached the end of its service life. Disposal activities should consider operational requirements, environmental obligations, and potential future service needs.

Lifecycle Management Activities

The Township's lifecycle management strategy for roads, bridges, and culverts is summarized in the following table.

Table 15 – Typical Lifecycle Management Activities for Roads, Bridges and Culverts

Options	Changes in asset use to lessen stress on the asset : making changes to hours of operation, take break times during asset use, safer storage, regular cleaning
Non-infrastructure solutions	Snow-plowing, sweeping, grading of ruts and pot-holes, shouldering, crack sealing, cold patching, weed + grass cutting, ditching, dust control, re-graveling, deck washing, OSIM inspections, component repairs as indicated by the inspection, line-painting
Maintenance Activities	All part of day-to-day Public Works activities
Renewal	Asphalt removal and resurfacing.
Rehabilitation	Replace joints, concrete abutments, barriers, decks, bearings, wingwalls
Replacement	Remove existing asset and install new asset of approx. the same dimension and materials
Expansion	Install a new, different asset to perform similar function, but with increased size, or more capacity, or more features, or improved technology
Disposal	Remove the replaced asset from its former location, sell or trade-in, landfill, incineration

Capital Planning and Asset Renewal

The Township should maintain a multi-year capital plan that evaluates asset condition, performance, risk, and remaining useful life. The capital plan should establish realistic replacement and rehabilitation timelines based on available condition data and anticipated service requirements.

Projected replacement and rehabilitation costs should be updated regularly to reflect current market conditions, inflationary pressures, and changes in construction costs. These requirements should then be compared against available funding sources to identify potential funding gaps and prioritize investment decisions.

Where financial constraints require deferral of asset renewal or replacement, the Township should assess associated risks and consider increasing operating budgets to support additional maintenance and repair activities required to sustain acceptable service levels.

Asset Information and Record Management

Accurate and up-to-date asset information is essential for effective lifecycle management. The Township should maintain comprehensive asset records, including:

- Asset age and condition
- Maintenance history
- Rehabilitation and replacement activities
- Inspection records
- Performance and service information
- Remaining useful life estimates

Maintaining lifecycle records supports evidence-based decision-making and improves the accuracy of future capital and operating forecasts.

Benefits of Effective Asset Maintenance

Effective maintenance practices provide several benefits, including:

- Extending asset service life and delaying replacement requirements
- Reducing lifecycle costs through proactive interventions
- Maintaining service levels expected by residents and stakeholders
- Reducing risks associated with asset failure
- Supporting employee and public health and safety
- Improving long-term financial sustainability

When evaluating maintenance activities, the Township should consider:

- Cost-effectiveness and expected extension of asset life
- Impacts on service delivery during maintenance activities
- Traffic and operational disruptions
- Coordination requirements with utility providers and other agencies
- Potential impacts on neighbouring municipalities and regional infrastructure systems

Climate Change Considerations

Ontario Regulation 588/17 requires municipalities to consider the impacts of climate change on infrastructure assets. Climate-related risks such as extreme precipitation events, flooding, freeze-thaw cycles, temperature fluctuations, and severe weather may affect asset performance and longevity.

When planning rehabilitation, replacement, or expansion projects, the Township should consider opportunities to improve infrastructure resilience through enhanced design standards, improved drainage capacity, risk mitigation measures, and other climate adaptation strategies where appropriate. When completing building equipment upgrades or structural repairs, the Township will use energy efficient equipment and materials when possible.

Summary

Given current financial constraints, the Township's near-term asset management strategy will focus primarily on maintenance activities, condition monitoring, risk management, and cost-effective lifecycle interventions. As additional funding becomes available, greater emphasis can be placed on renewal and replacement activities to maintain sustainable levels of service and support the long-term management of municipal infrastructure assets.

5. Financial Strategy

The purpose of this Financial Strategy is to demonstrate how the Township plans to fund the lifecycle activities required to deliver the proposed levels of service identified in this Asset Management Plan (AMP), while managing financial risks and working toward long-term asset sustainability.

This Financial Strategy addresses the funding requirements associated with:

- Annual operation and maintenance activities necessary to maintain municipal services;
- Major rehabilitation and renewal activities intended to extend asset service life;
- Replacement of existing assets at the end of their useful lives;
- Expansion of assets where required to support growth and service needs; and
- Long-term capital planning to support the timing and funding of future infrastructure investments.

All lifecycle cost projections and capital forecasts incorporate assumptions regarding inflation and anticipated changes in construction and operating costs.

Infrastructure Funding Gap

The Township, like most municipalities, faces a difference between the funding available for infrastructure and the funding required to achieve an ideal state of repair and renewal. This difference is referred to in this AMP as the **Infrastructure Gap (I-Gap)**.

Given current financial constraints, it is not feasible to eliminate the I-Gap immediately. The Township's objective is to gradually reduce the I-Gap over time through responsible financial planning, sustainable funding practices, and ongoing investment in infrastructure assets. Progress toward asset management sustainability will require continued commitment to lifecycle funding and periodic review of funding strategies.

For the purposes of this AMP, **Capital Costs** include major rehabilitation, renewal, replacement, and expansion projects. While some capital projects may need to be deferred due to funding limitations, the Township recognizes that continued deferrals can increase future costs and infrastructure risks.

The capital funding levels approved through the 2026 Budget represent an improvement over previous years; however, additional investment will be required to achieve long-term sustainability.

Funding Sources

The Township relies on a combination of external and internal funding sources to finance lifecycle activities and capital infrastructure investments.

External Funding Sources

External funding sources currently include:

- Canada Community-Building Fund (CCBF) (formerly Federal Gas Tax Fund);
- Ontario Community Infrastructure Fund (OCIF);
- Federal and Provincial infrastructure grants; and
- Other funding programs that may become available.

These funding sources are outside the Township's direct control and may vary from year to year.

Internal Funding Sources

Internal funding sources under the Township's control include:

- Property taxation;
- Development Charges (subject to legislative restrictions on use);
- Reserve and Reserve Fund balances; and
- Long-term debt financing, where appropriate.

Operating Costs

The annual operating and maintenance costs required to support existing core infrastructure assets are based on 2025 actual expenditures. These expenditures are necessary to maintain current service levels and support the operation of municipal assets.

Operating costs are funded primarily through property taxation. Water system operating costs are funded through user fees collected from water customers.

Employee salaries and benefits have not been allocated directly to asset classes and are therefore excluded from the operating cost summary. However, it is recognized that municipal staff contribute significantly to the operation, maintenance, and management of municipal infrastructure assets.

Table 16 - Annual Operating Costs for Capital Assets

Item	2025 Actual Cost
GRAVEL ROADS	
Gravel loading, hauling and Application	\$74,840
Value of Crushed Gravel taken from Pit	\$85,625
Dust control - calcium chloride	\$135,668
ASPHALT ROADS	
Crack-sealing, Patching	\$44,326
Line markings	\$8,880
Flushing, sweeping, shoulders	\$1,157
Roadside grass mowing, weed spraying	\$8,947
Brushing, Tree trimming, removal	\$31,752
extra tree removals - ice storm	\$8,109
Ditching, catch-basins, litter pickup	\$1,574
Signs & safety devices, guiderails	\$9,289
Winter sand & salt	\$92,228
Townline maint. Agreement - Caledon	\$16,037
Bridges and Large Culverts minor repairs	\$8,952
Municipal Drain maintenance	\$4,831
Small Culverts & drains, minor repairs	\$38,316
Misc. Engineering costs	\$11,353
any other roads exp.	\$1,896
Streetlights - Hydro	\$4,154
Streetlights - Repairs and Maintenance	\$2,592
VEHICLE FLEET	
Fuel - gasoline and diesel	\$103,996
Blades and Tires	\$30,155
Materials, oil/grease/filters/etc.	\$10,508
Licenses - MTO	\$13,757
Repairs and maintenance. - ALL vehicles	\$137,704
Radios and GPS tracking system	\$3,538
OVERHEAD COSTS	
Insurance: CGL, Property	\$82,997
Office supplies, training, advert.	\$6,980
Payroll Processing fees ADP	\$5,022
Communication: cellphone, land line	\$8,133
County H&S Co-ord. - 60% share	\$4,831
Clothing Allowance	\$4,804
Shop Building utilities, repairs, grass, etc.	\$16,035
Shop upgrades (septic, etc.)	\$5,075

Shop Tools and materials	\$11,947
Propane - shop	\$10,166
Yearly Total	\$1,046,174

Operating costs may increase over time due to inflation, fuel price fluctuations, regulatory changes, aging infrastructure, and increased maintenance requirements. Deferred capital rehabilitation or replacement activities may also result in higher operating and repair costs.

The operating costs identified in Table 16 represent a significant portion of the Township's annual tax-supported expenditures and are necessary to maintain the proposed levels of service identified in this AMP.

Capital Needs Assessment

Capital asset forecasts used in this AMP were developed using the best available information, including:

- Roads Needs Study (2023);
- Ontario Structure Inspection Manual (OSIM) bridge and culvert inspections;
- Water System Condition Assessment and associated asset management reports; and
- Other municipal asset condition information available at the time of preparation.

The timing of projects identified in this AMP reflects both asset condition requirements and the Township's financial capacity. In some cases, project deferrals may occur due to funding limitations, competing priorities, or contractor availability. Any decision to defer infrastructure work involves acceptance of increased operational, financial, and service delivery risks.

Capital Financing Strategy

Property taxation remains the Township's primary source of sustainable funding for capital infrastructure. To support long-term asset management objectives, the Township should continue to consider gradual and consistent increases in capital funding through annual budget processes.

The Township's reserve balances are currently insufficient to fully fund anticipated future capital requirements. Accordingly, the financial strategy prioritizes the use of restricted funding sources, including OCIF, CCBF, and Development Charges, within applicable program requirements and timelines.

Long-term debt may also be required to finance major capital projects. Debt financing can be an appropriate tool where the useful life of an asset extends over many years, allowing costs to be shared by current and future users who benefit from the asset.

The Township has historically relied minimally on debt financing; however, recent and anticipated infrastructure requirements indicate that debt may be necessary to address significant replacement and rehabilitation projects that cannot reasonably be funded from current revenues or reserves alone.

Capital Work Plan Forecast

The capital project forecast covers the period from 2026 to 2030 and reflects the Township's current understanding of infrastructure needs, available funding sources, and asset management priorities.

Table 17 – Capital Work Plan Forecast

	2026	2027	2028	2029	2030
Structures					
008 replacement	\$135,000	\$557,470	\$4,275,985		
005 replacement	\$1,218,575				
026 50% with Erin	\$38,000	\$175,000			
027 50% with Erin	\$32,000	\$187,500			
017 rehab		\$78,150	\$395,000		
045 replace 50% Caledon			\$55,809	\$420,468	
045 replace 50% Erin				\$48,575	\$374,547
Subtotals	\$1,423,575	\$998,120	\$4,726,794	\$469,043	\$374,547
Roads					
Aline Traffic Calming	\$100,000				
Hilltop Resurface	\$284,964				
18th line resurface		\$752,511			
10th line resurface	\$25,000	\$416,800			
EG/Caledon town line resurface			\$252,109		
Old Carriage Road resurface				\$35,394	
Winston Churchill resurface					\$96,921
Subtotals	\$409,964	\$1,169,311	\$252,109	\$35,394	\$96,921
Fleet					
Plow Truck replacement	\$440,000				\$450,000
Grader replacement	\$700,000				
Loader replacement			\$500,000		
1/2 Pick up truck replacement	\$75,000			\$75,000	
1 tonne truck NEW	\$150,000				
Subtotals	\$1,365,000	\$0	\$500,000	\$75,000	\$450,000
Buildings					
Public Works	\$25,000	\$24,309			
Sand Dome yard				\$400,000	
Orton Pavilion					\$10,000
Subtotals	\$25,000	\$24,309	\$0	\$400,000	\$10,000
PW equipment					
Computer and Furniture	\$35,000				
NEW wood chipper					\$200,000
Subtotals	\$35,000	\$0	\$0	\$0	\$200,000

Parks & Storm Water					
Tot Haven play structure replace		\$250,000			
Brookhaven Dry Pond #3 upgrade		\$120,000			
Subtotals	\$0	\$370,000	\$0	\$0	\$0
Total	\$3,258,539	\$2,561,740	\$5,478,903	\$979,437	\$1,131,468
Funding Sources					
From Road Reserve	\$410,000	\$0	\$0	\$35,394	\$96,921
From Bridge Reserve	\$205,000	\$0	\$0	\$0	\$0
From Fleet Reserve	\$575,000	\$0	\$240,000	\$75,000	\$240,000
From Infrastructure Reserve	\$0	\$40,000	\$40,000	\$0	\$0
From CCBF Gas Tax	\$300,000	\$90,000	\$90,000	\$90,000	\$90,000
From OCIF	\$168,575	\$125,000	\$125,000	\$125,000	\$125,000
From Develop. Charges	\$50,000	\$0	\$0	\$0	\$0
From Prev. Yr. Surplus	\$0	\$0	\$0	\$0	\$0
IO Financing for Fleet	\$740,000	\$0	\$260,000	\$0	\$200,000
IO Financing for Infrastructure	\$750,000	\$740,000	\$4,000,000	\$500,000	\$0
Tax Levy	\$59,964	\$1,566,740	\$723,903	\$154,043	\$379,547
Total funding	\$3,258,539	\$2,561,740	\$5,478,903	\$979,437	\$1,131,468
Funding shortfall	\$0	\$0	\$0	\$0	\$0

The forecast identifies approximately \$13.4 million in capital investment requirements over the next five years. These investments are necessary to maintain municipal infrastructure, support service delivery, and preserve eligibility for external funding programs.

The financing strategy reflected in Table 17 is intended to:

- Fully fund planned capital projects;
- Maintain positive balances in funding sources and reserves;
- Provide flexibility to address cost escalation and inflation;
- Increase annual tax-supported contributions to capital reserves on a gradual and sustainable basis;
- Utilize available grant funding efficiently;
- Limit the use of debt to significant capital projects where appropriate; and
- Support the proposed levels of service identified in this AMP.

Financial Risks and Future Considerations

As with any long-range forecast, capital plans are subject to uncertainty. Project timing, construction costs, grant availability, economic conditions, inflation, growth patterns, and regulatory requirements may affect future funding needs.

The Township recognizes the need to maintain financial flexibility and adequate reserve balances to respond to unexpected infrastructure failures, emergency repairs, and climate-related impacts.

Climate change is expected to increase infrastructure risks and may accelerate deterioration of certain asset classes, particularly transportation and drainage infrastructure. These risks should continue to be considered in future updates to the AMP and related financial forecasts.

The Township must also ensure compliance with funding program requirements, including expenditure timelines associated with CCBF and OCIF funding.

Infrastructure Gap Assessment

The Township's Infrastructure Gap remains significant. While this AMP identifies known capital requirements for roads, bridges, culverts, fleet, buildings, and water infrastructure, additional asset classes may require further assessment before their full lifecycle costs can be quantified.

Current forecasts indicate that existing reserve balances and available funding sources will be substantially depleted over the planning period. Without additional revenue sources, increases in reserve contributions, grant funding, or debt financing, the Township's ability to address infrastructure needs beyond 2030 will be limited.

Future capital requirements may include, but are not limited to:

- Community and recreation facilities;
- Parkland and recreational amenities;
- Fleet and equipment replacement;
- Municipal buildings and facilities;
- Parking lots and site infrastructure;
- Natural asset initiatives; and
- Water, stormwater, and transportation infrastructure improvements.

These future needs reinforce the importance of ongoing financial planning, reserve development, asset condition monitoring, and periodic updates to the Township's Asset Management Plan.

Based on the information currently available, the Township's proposed lifecycle management activities and capital investment strategy represent a reasonable and achievable approach to maintaining service delivery while working toward reducing the Infrastructure Gap over time.