

Asset Management Plan 2025

Township of Ewanturel

December 2025



This Asset Management Plan was prepared by:



Empowering your organization through advanced asset management, budgeting & GIS solutions

Key Statistics

\$20.0m 2024 Replacement Cost of Asset Portfolio

\$98.5k Replacement Cost of Infrastructure Per Household

72% Percentage of Assets in Fair or Better Condition

90% Percentage of Assets with Assessed Condition Data

\$488k Annual Capital Infrastructure Deficit

20 Years Recommended Timeframe for Eliminating Annual Infrastructure Deficit

3.1% Target Investment Rate

0.66% Actual Investment Rate

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1. Executive Summary

Municipal infrastructure delivers critical services that are foundational to the economic, social, and environmental health and growth of a community. The goal of asset management is to enable infrastructure to deliver an adequate level of service in the most cost-effective manner. This involves the ongoing review and update of infrastructure information and data alongside the development and implementation of asset management strategies and long-term financial planning.

1.1 Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township of Evanturel can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:

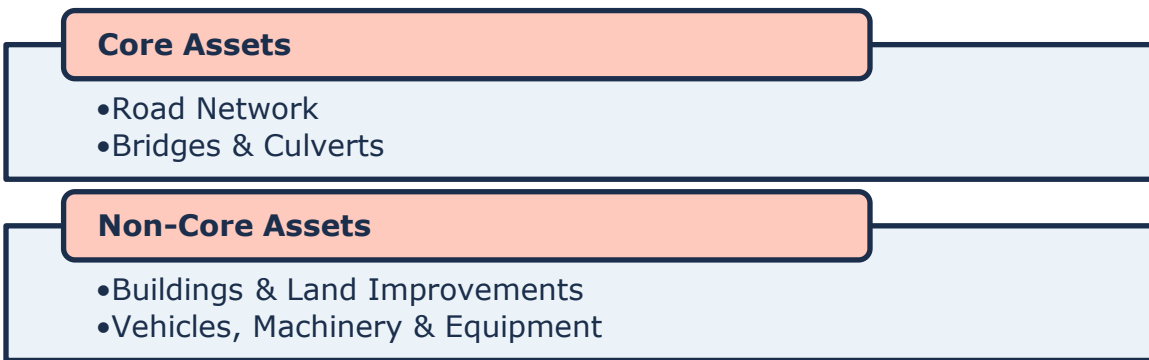


Figure 1 Core and Non-Core Asset Categories

1.2 O. Reg. 588/17 Compliance

With the development of this AMP the Township has achieved compliance with July 2025, requirements under O. Reg. 588/17. This includes requirements for proposed levels of service and inventory reporting for all asset categories. More details on compliance can be found in section 2.5.1 *O. Reg. 588/17 Compliance Review*.

1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals \$20 million. 72% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 90% of assets. For the remaining 10% of assets, assessed condition data was unavailable, and asset age was used to approximate condition, a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$620 thousand. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$132 thousand towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$488 thousand.

It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphic shows an annual tax rate change required to eliminate the Township's infrastructure deficit and achieve the proposed level of service based on a 20-year plan:

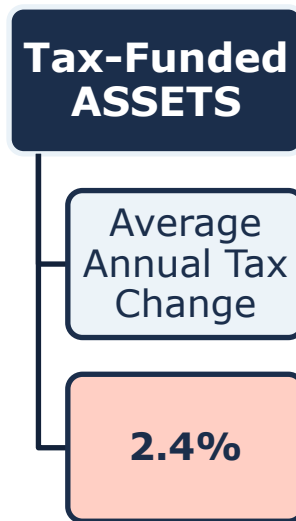


Figure 2 Proposed Tax/Rate Changes

2. Introduction & Context

2.1 Community Profile

Census Characteristic	Township of Evanturel	Ontario
Population 2021	502	14,223,942
Population Change 2016-2021	11.8%	5.8%
Total Private Dwellings	203	5,929,250
Population Density	5.6/km ²	15.9/km ²
Land Area	89.21 km ²	892,411.76 km ²

Table 1 Township of Evanturel Community Profile

The Township of Evanturel is a single-tier municipality located in the Timiskaming District of Northeastern Ontario. The Township surrounds the Town of Englehart and contains one main settlement, the community of Heaslip. Evanturel is situated along Highway 11, providing strong transportation connections to nearby municipalities and the broader Northeastern Ontario region, including Kirkland Lake, Temiskaming Shores, and North Bay.

The Township is named after François-Évanturel, a 19th-century Ontario politician and journalist. Its history is closely tied to the settlement and agricultural development of Northern Ontario, as well as the expansion of the railway system in the late 19th and early 20th centuries. Today, Evanturel maintains its strong rural identity, valuing traditional community ties while adapting to gradual growth and change.

Evanturel is characterized by its agricultural base, scenic natural surroundings, and quiet rural lifestyle. The community is surrounded by farmland, forests, and open landscapes, making it attractive for outdoor recreation such as fishing, hunting, hiking, snowmobiling, and cross-country skiing. Kap-Kig-Iwan Provincial Park, located partly within the Township, enhances the community's recreational opportunities and natural appeal.

According to the 2021 Census, Evanturel's population was 502, representing an 11.8% increase from 2016 (449 residents). This growth reflects the addition of approximately 53 new residents over the five-year period. While the Township's overall population distribution is relatively balanced, 21% of residents are aged 65 or older, which is 1.2% higher than the provincial average. The median age of 46 is also higher than Ontario's median of 41, reflecting an older demographic profile. Evanturel contains 203 private dwellings, with the majority occupied by permanent residents.

The local economy is primarily supported by farming and agricultural services, with dairy, livestock, and crop production forming the community's economic backbone. Forestry also contributes modestly to the local economy, while some residents commute to neighbouring towns such as Englehart and Temiskaming Shores for employment in retail, healthcare, education, and mining-related industries.

2.2 Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this time period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012. By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. The impacts on infrastructure are often a result of climate-related extremes such as droughts, floods, higher frequency of freeze-thaw cycles, extended periods of high temperatures, high winds, and wildfires. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian Municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

2.2.1 Evanturel Climate Profile

Evanturel is located in Northeastern Ontario at the crossroads of Highways 11, 624 and 569. The Township of Evanturel is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Township of Evanturel may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1971 and 2000 the annual average temperature was 2.5 °C
- Under a high emissions scenario, the annual average temperatures are projected to increase to 5.4 °C by the year 2050 and over 9.6 °C by the end of the century.

Increase in Total Annual Precipitation:

- Under a high emissions scenario, Evanturel is projected to experience a 14% increase in precipitation by the year 2050 and a 19% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

- It is expected that the frequency and severity of extreme weather events will change. Ontario's agricultural sector faces significant challenges from climate change, including extreme heat days causing crop and livestock stress, increased droughts, floods, wildfires, and infestations from new pests and diseases. These factors reduce productivity, threaten crop yields, and increase financial uncertainty for farmers.

2.2.2 Integration of Climate change and Asset Management

Asset management practices aim to deliver sustainable service delivery—providing quality services to residents today without compromising the services and well-being of future generations. Climate change poses a significant threat to sustainable service delivery by reducing the useful life of infrastructure assets and increasing the risk of asset failure. Impacts such as increased flooding, extended periods of high heat, drought, and more frequent and intense storms can impair infrastructure performance, making it more challenging to achieve desired service levels.

To address these challenges, it is essential to integrate climate change considerations into asset management practices. This process includes assessing both physical risks—such as freeze-thaw cycles

that accelerate road deterioration and financial risks to long-term service delivery. For municipalities like Evanturel, climate variability amplifies vulnerabilities in assets like rural roads, and bridges, while also stressing energy and water supply infrastructure.

Adaptation strategies must be embedded into lifecycle management and capital planning frameworks. These strategies include incorporating climate projections into asset valuation and maintenance scheduling, designing new infrastructure with enhanced resilience (e.g., upsized culverts, heat-resistant materials and leveraging natural infrastructure such as wetlands and riparian zones to mitigate risks. Risk-based prioritization should be applied to guide investments toward the most vulnerable and critical assets.

Furthermore, integrating climate change adaptation into asset management aligns with provincial regulatory requirements and can unlock access to federal and provincial funding programs incentivizing climate-resilient infrastructure. Beyond risk mitigation, this integration offers co-benefits including long-term cost avoidance, improved community safety and enhanced service reliability.

2.3 Asset Management Overview

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% comes from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.

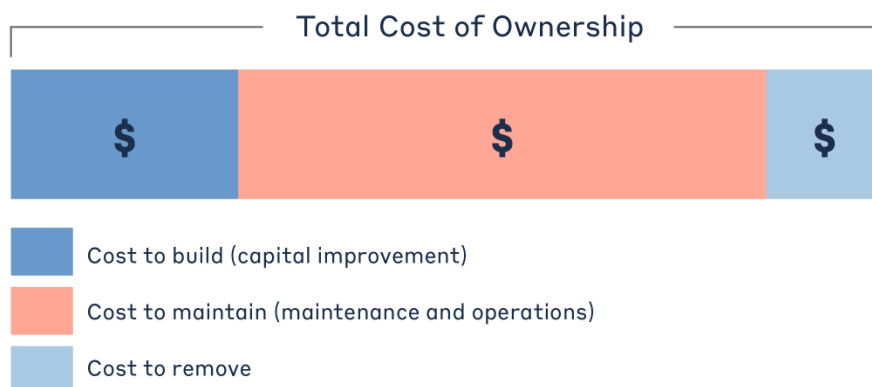


Figure 3 Total Cost of Asset Ownership

These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

2.3.1 Foundational Asset Management Documentation

The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

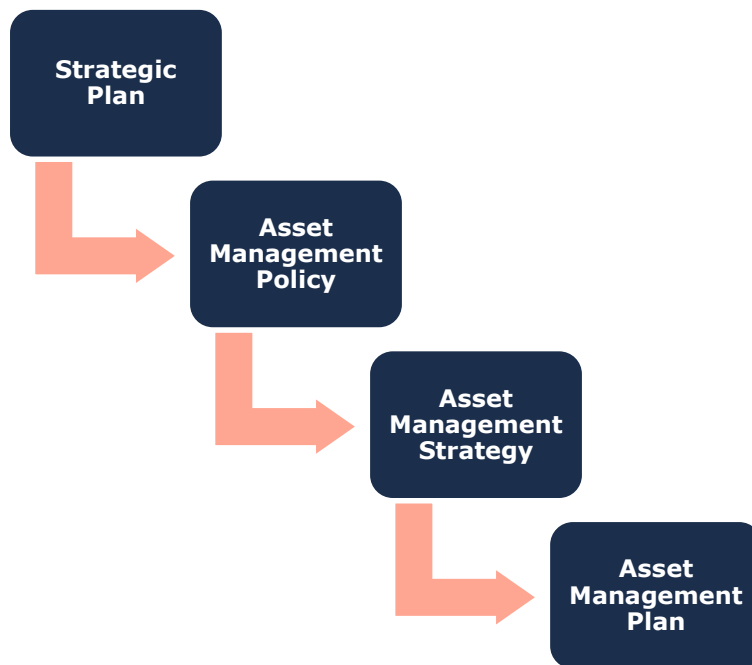


Figure 4 Foundational Asset Management Documents

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

Asset Management Policy

An asset management policy represents a statement of the principles guiding the Township's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Township adopted their Strategic Asset Management Policy on June 16, 2019 (bylaw #2019-21), in accordance with Ontario Regulation 588/17. The policy provides a foundation for the development of an asset management program within the Township. It covers key components that define a comprehensive asset management policy:

- The policy's purpose dictates the use of asset management practices to ensure all assets meet the agreed levels of service in the most efficient and effective manner;
- the policy commits to, where appropriate, incorporating asset management in the Township's other plans;
- there are formally defined roles and responsibilities of internal staff and stakeholders;
- the guiding principles include the use of a cost/benefit analysis in the management of risk; and
- the policy statements are well defined.

Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the Township plans to achieve asset management objectives through planned activities and decision-making criteria.

The Township's Asset Management Policy contains many of the key components of an asset management strategy and may be expanded on in future revisions or as part of a separate strategic document.

Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Township's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the Township to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

The Township's last iteration of the AMP was completed in 2021. Since then, the asset inventory has undergone revisions and updates. This document is an AMP that uses the updated asset inventory and has been prepared in accordance with O. Reg. 588/17.

2.3.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk & criticality, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The following table provides a description of each type of activity and the general difference in cost.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

Lifecycle Activity	Cost	Typical Associated Risks
<p><i>Maintenance</i></p> <p>Activities that prevent defects or deteriorations from occurring</p>	\$	<ul style="list-style-type: none"> • Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions; • Diminishing returns associated with excessive maintenance activities, despite added costs; • Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;
<p><i>Rehabilitation/ Renewal</i></p> <p>Activities that rectify defects or deficiencies that are already present and may be affecting asset performance</p>	\$\$\$\$	<ul style="list-style-type: none"> • Useful life may not be extended as expected; • May be costlier in the long run when assessed against full reconstruction or replacement; • Loss or disruption of service, particularly for underground assets;
<p><i>Replacement/ Reconstruction</i></p> <p>Asset end-of-life activities that often involve the complete replacement of assets</p>	\$\$\$\$\$	<ul style="list-style-type: none"> • Incorrect or unsafe disposal of existing asset; • Costs associated with asset retirement obligations; • Substantial exposure to high inflation and cost overruns; • Replacements may not meet capacity needs for a larger population; • Loss or disruption of service, particularly for underground assets;

Table 2 Lifecycle Management: Typical Lifecycle Interventions

The Township’s approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

Risk & Criticality

Asset risk and criticality are essential building blocks of asset management, integral in prioritizing projects and distributing funds where they are needed most based on a variety of factors. Assets in disrepair may fail to perform their intended function, pose substantial risk to the community, lead to unplanned expenditures, and create liability for the municipality. In addition, some assets are simply more important to the community than others, based on their financial significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects, identify appropriate lifecycle

strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

Formula to Assess Risk of Assets

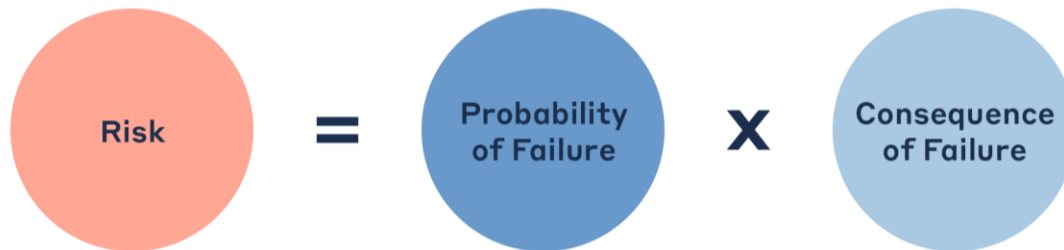


Figure 5 Risk Equations

The approach used in this AMP relies on a quantitative measurement of risk associated with each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk index of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization and community may face from an asset's failure, and the magnitude of those consequences. Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents.

Table 3 illustrates the various types of consequences that can be integrated in developing risk and criticality models for each asset category and segments within. We note that these consequences are common, but not exhaustive.

Type of Consequence	Description
Direct Financial	Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.
Economic	Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer.

Socio-political	Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Municipality.
Environmental	Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.
Public Health and Safety	Adverse health and safety impacts may include injury or death, or impeded access to critical services.
Strategic	These include the effects of an asset's failure on the community's long-term strategic objectives, including economic development, business attraction, etc.

Table 3 Risk Analysis: Types of Consequences of Failure

This AMP includes a preliminary evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

These models have been built in Citywide Assets for continued review, updates, and refinements.

Levels of Service

A level of service (LOS) is a measure of the services that the Township is providing to the community and the nature and quality of those services. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories as applicable (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Township's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide. For core asset categories as applicable, the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP.

Current and Proposed Levels of Service

Current LOS are the past performance metrics of an asset category up until present day. In contrast, Proposed LOS looks toward the municipality's goal for asset performance by a defined future date.

It is important to note that O. Reg 588/17 does not dictate which proposed LOS metrics municipality's need to strive for. A proposed LOS will be very specific to each community's resident desires, political goals, and financial capacity. This can range from increasing service levels and costs, to maintaining or even reducing current performance in order to mitigate future cost increases. Regardless of the proposed LOS chosen, O. Reg 588/17 requires municipalities to demonstrate the achievability of their selected metrics.

2.4 Scope & Methodology

2.4.1 Asset Categories for this AMP

This asset management plan for the Township is produced in compliance with O. Reg. 588/17. The July 2025 deadline under the regulation, the third of three AMPs, requires analysis of core and non-core asset categories, as well as proposed service levels and how to fund them.

The AMP summarizes the state of the infrastructure for the Township's asset portfolio, establishes current levels of service and the associated technical and customer oriented key metrics, outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.



Figure 6 Tax Funded Asset Categories

2.4.2 Data Effective Date

It is important to note that this plan is based on data as of year **December 2024**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Township. Strategic

asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

2.4.3 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

User-Defined Cost and Cost Per Unit

Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

Cost Inflation / CPI Tables

Historical costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

2.4.4 Estimated Service Life & Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:



Figure 7 Service Life Remaining Calculation

2.4.5 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

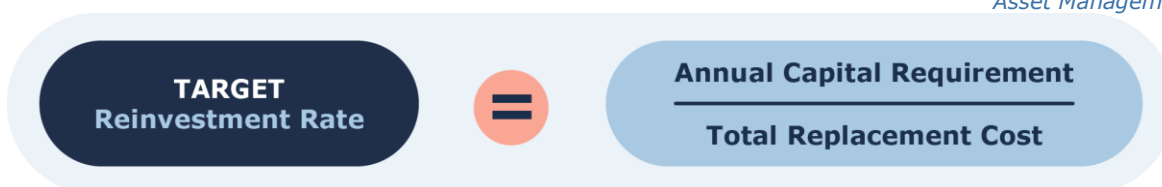


Figure 8 Target Reinvestment Rate Calculation

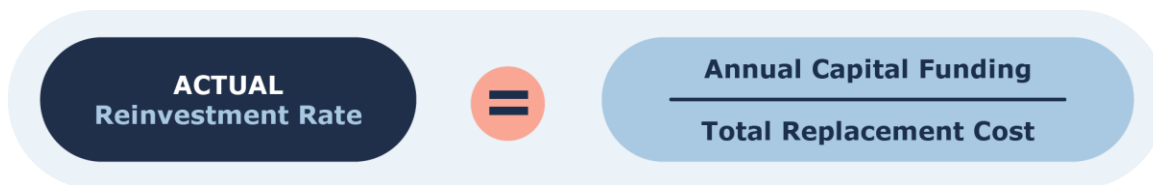


Figure 9 Actual Reinvestment Rate Calculation

2.4.6 Deriving Asset Condition

An incomplete or limited understanding of asset conditions can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township’s asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-79
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-59
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-39
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-19

Table 4 Standard Condition Rating Scale

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

2.5 Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg 588/17)¹. Along with creating better performing organizations, more liveable and sustainable communities, regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

Figure 10 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

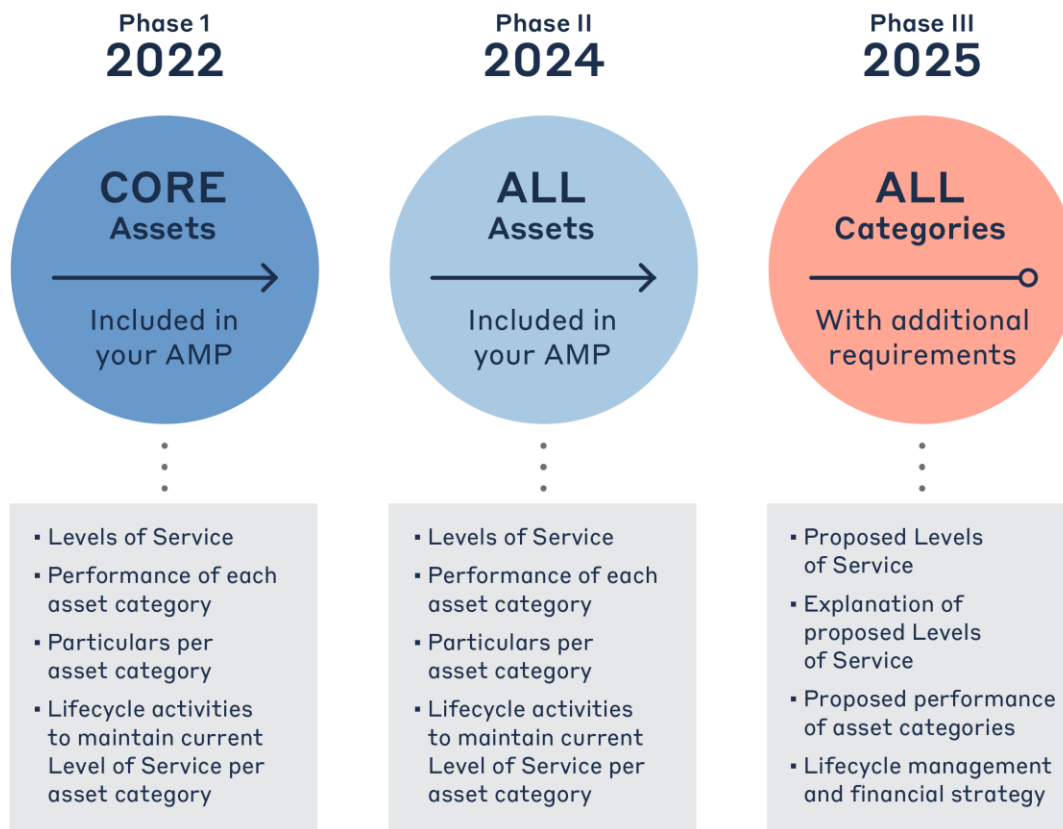


Figure 10 O. Reg. 588/17 Requirements and Reporting Deadlines

¹ O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure <https://www.ontario.ca/laws/regulation/170588>

2.5.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	5.1 – 8.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	5.1 – 8.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	5.3 – 8.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	5.2 – 8.2	Complete
Description of municipality’s approach to assessing the condition of assets in each category	S.5(2), 3(v)	5.4 – 8.4	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	5.7 – 8.7	Complete
Current performance measures in each category	S.5(2), 2	5.7 – 8.7	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	5.4 – 8.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth considerations	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	9.1	Complete
Proposed levels of service for each category for next 10 years	S.6(1), 1(i-ii)	5.8 – 8.8	Complete
Explanation of appropriateness of proposed levels of service	S.6(1), 2(i-iv)	4.2	Complete
Lifecycle management activities for proposed levels of service	S.6(1), 4(i)	4.2	Complete
10-year capital costs for proposed levels of service	S.6(1), 4(ii)	Appendix B	Complete
Annual funding availability projections	S.6(1), 4(iii)	4.2	Complete

Table 5 O. Reg. 588/17 Compliance Review

3. Portfolio Overview – State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Township’s infrastructure portfolio. These details are presented for all core and non-core asset categories. Minor revisions were made for the 2025 AMP to reflect the increase replacement costs applied to the Bridges & Culvert asset portfolio.

3.1 Asset Hierarchy & Data Classification

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at asset segment level.

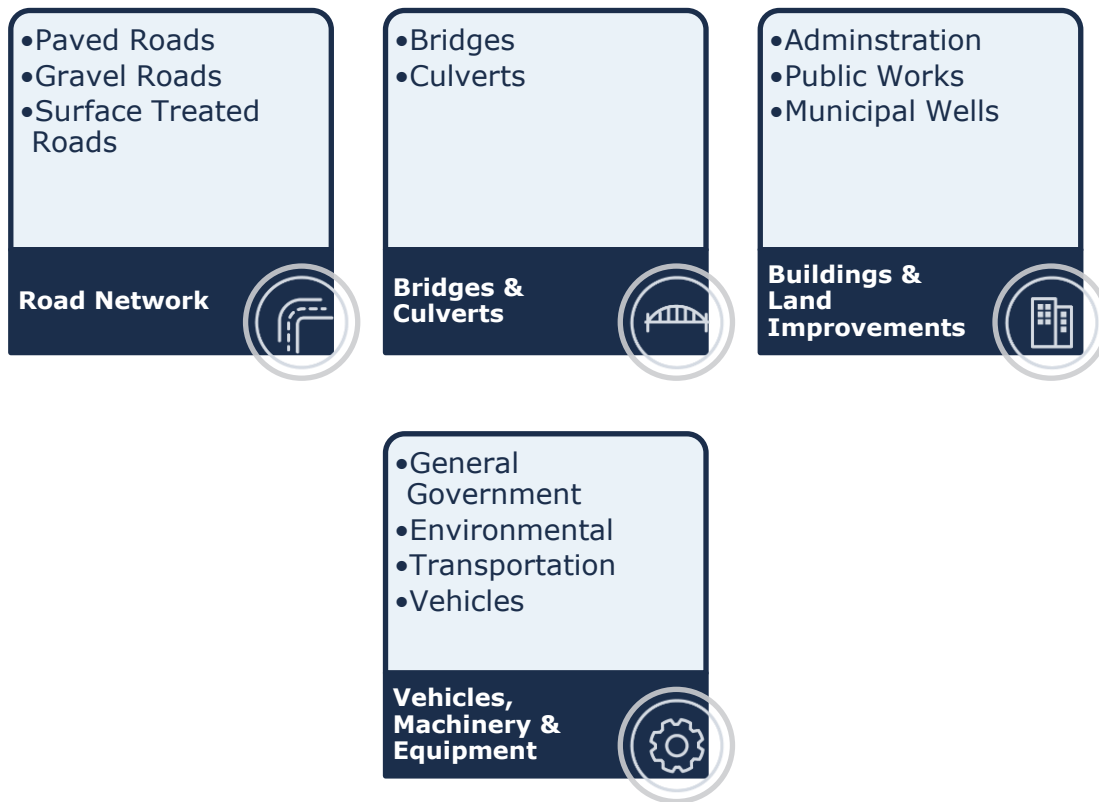


Figure 11 Asset Hierarchy and Data Classification

3.2 Portfolio Overview

3.2.1 Total Replacement Cost of Asset Portfolio

The four asset categories analyzed in this Asset Management Plan have a total current replacement cost of \$20.0 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 12 illustrates the replacement cost of each asset category; at 53% of the total portfolio, bridges and culverts comprise the largest share of the Township’s asset portfolio, followed by the buildings and land improvements at 21%.

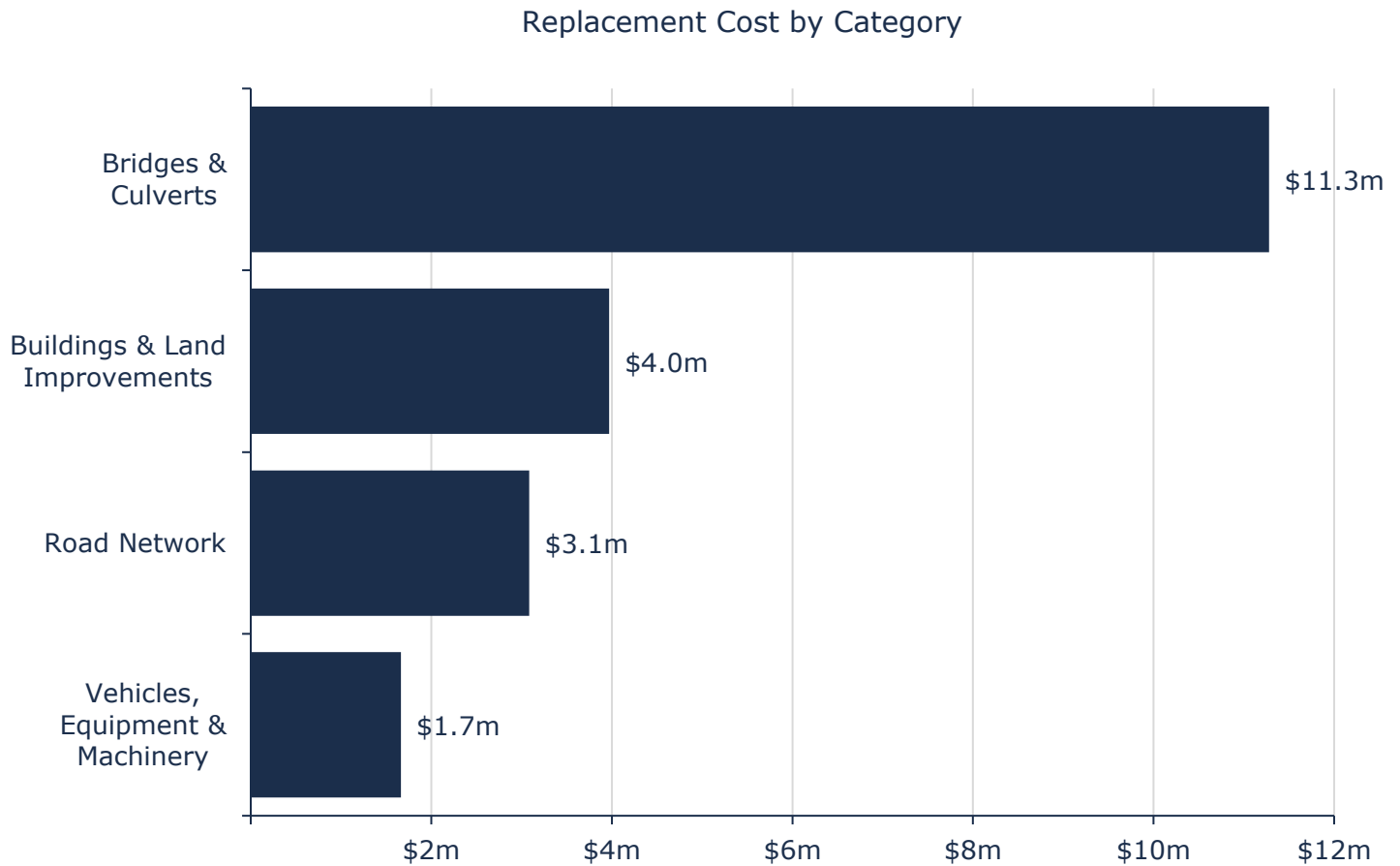


Figure 12 Current Replacement Cost by Asset Category

3.2.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Township requires an annual capital investment of \$620 thousand, for a target portfolio reinvestment rate of 3.1%. Currently, annual investment from sustainable revenue sources is \$132 thousand, for a current portfolio reinvestment rate of 0.66%. Target and current re-investment rates by asset category are detailed below.

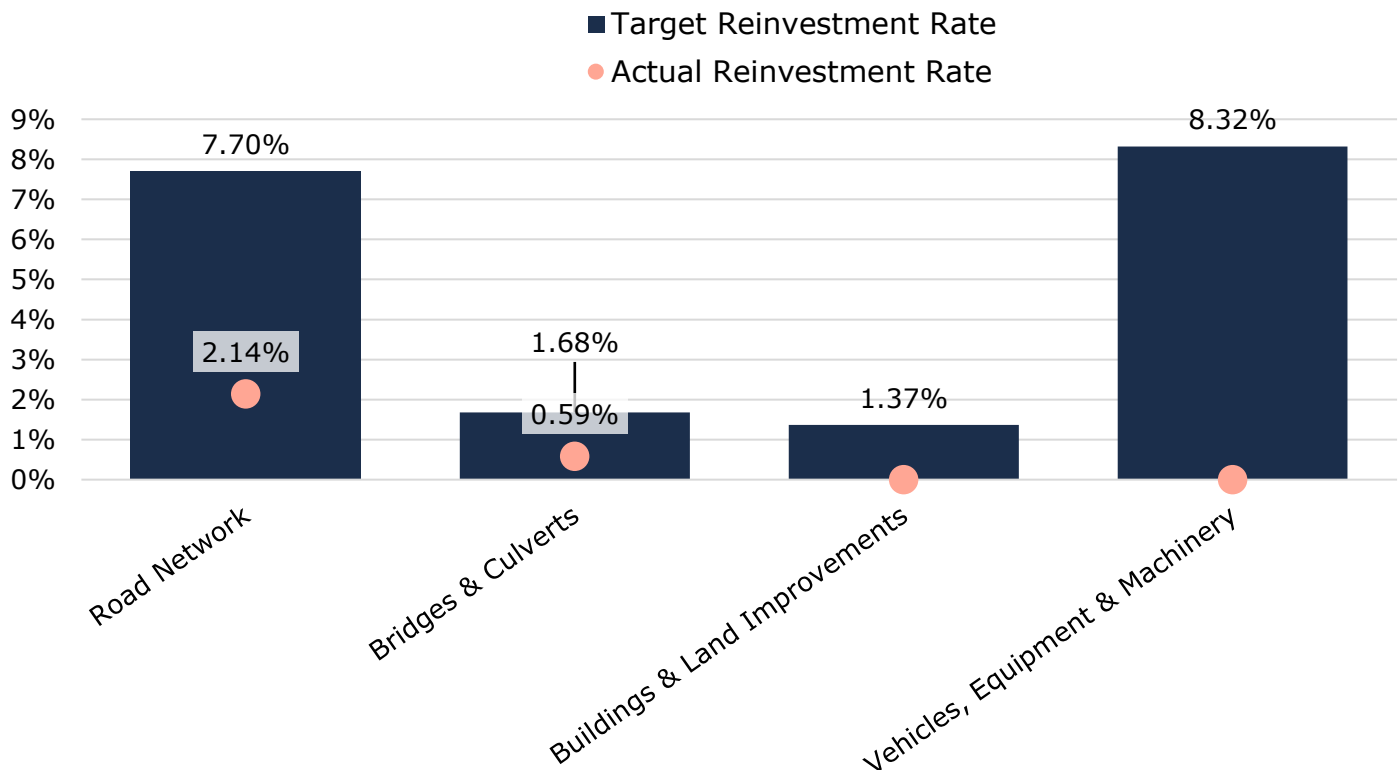


Figure 13 Current vs. Target Reinvestment Rate

3.2.3 Condition of Asset Portfolio

Figure 14 and Figure 15 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 72% of the Township's infrastructure portfolio is in fair or better condition, with the remaining 28% in poor or worse condition. Typically, assets in poor or worse conditions may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

Similarly, assets in fair condition should be monitored for disrepair over the medium term. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or decline to a lower condition rating, e.g., poor or worse.

Condition data was available for 90% of the assets. For all remaining assets, age was used as an approximation of condition for these assets. Age-based condition estimations can skew data and lead to potential under- or overstatement of asset needs.

Further, when assessed condition data was available, it was projected to current year (2024). This 'projected condition' can generate lower condition ratings than those established at the time of the condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project conditions over time.

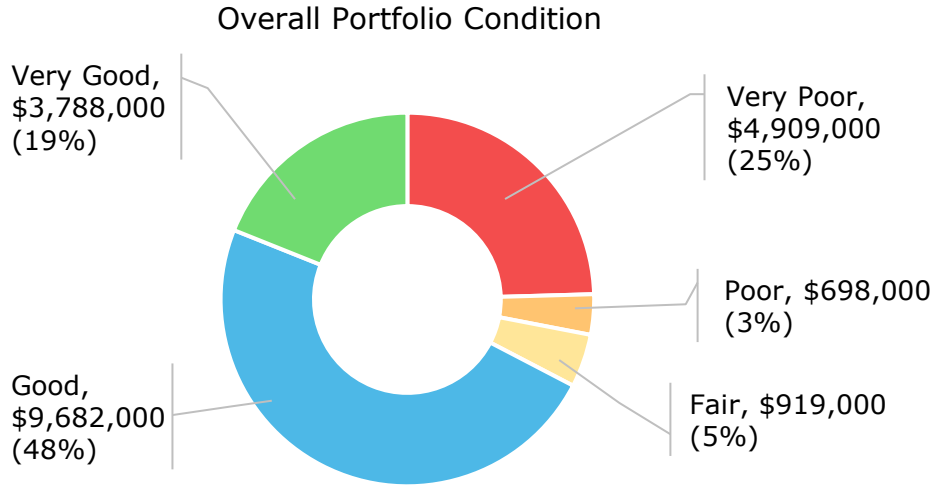


Figure 14 Asset Condition: Portfolio Overview

As further illustrated in Figure 15 at the category level, most building and land improvements and road network assets are in fair or better condition, based primarily on in-field condition assessment data.

See Table 6 for details on how condition data was derived for each asset segment.

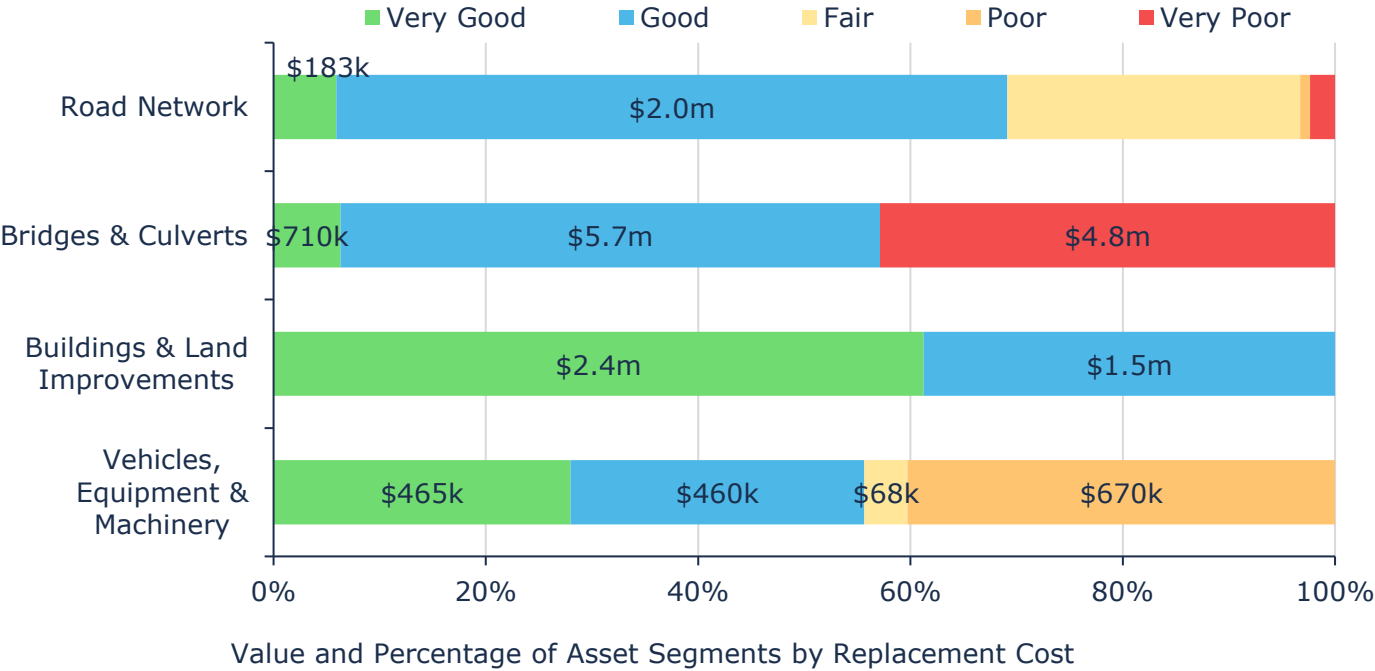


Figure 15 Asset Condition by Asset Category

Source of Condition Data

This AMP relies on assessed condition for 90% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	All	96%	Staff Assessments
Bridges & Culverts	All	100%	2025 OSIM - K. Smart Associates Ltd
Buildings & Land Improvements	Administration Arena Public Works	100%	CBO
	Environmental	100%	
Vehicles, Machinery & Equipment	General Government		Staff Assessments
	Transportation	55%	
	Vehicles		

Table 6 Source of Condition Data

3.2.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 43% of the Township’s assets will require replacement within the next 10 years. More information can be found in Appendix B – 10-Year Capital Requirements.

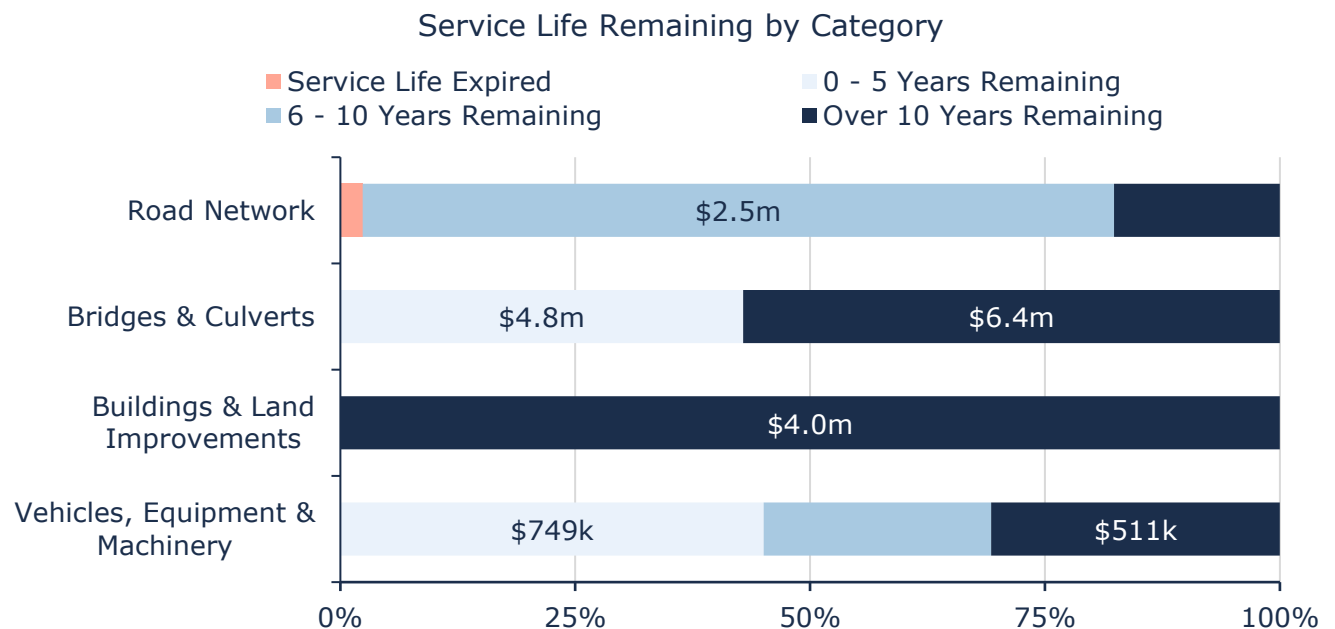







Figure 16 Service Life Remaining at Category level

3.2.5 Risk Analysis

Qualitative Risk

The qualitative risk assessment involves the documentation of risks to the delivery of services that the municipality faces given the current state of the infrastructure and asset management strategies. These risks can be understood as corporate level risks. Township staff provided information related to the following potential risks:

Risk Type	Description
 <p>Asset Data Confidence</p>	<p>As the Township’s asset management program matures, the Township is gaining more confidence in their asset data. A lack of confidence in asset data can result in uncertainty in the results of the asset management plan and subsequently result in uncertainty in funding requirements for the future.</p>
 <p>Lifecycle Management Strategies</p>	<p>The Township faces challenges with funding and staffing capacity for timely lifecycle management. Risks include:</p> <ul style="list-style-type: none"> - Missed opportunities for minimizing lifecycle costs due to deferred maintenance. - Limited resources mean some road segments and culverts are managed reactively rather than proactively. - Premature failure of core assets such as rural roads, gravel surfaces, and bridges may lead to safety hazards and disruption of critical rural transportation routes for residents, farm operations, and school buses. - Service level complaints from residents, especially regarding road conditions and drainage, leading to reputational impact.
 <p>Organizational Cognizance/Capacity</p>	<p>With a small staff complement, the Township faces capacity risks in terms of asset management planning, reporting, and implementation. This includes:</p> <ul style="list-style-type: none"> - Reliance on consultants or County/Provincial support. - Risk of knowledge loss with staff turnover in a small team environment, reinforcing the need for documentation and cross-training.
 <p>Aging Infrastructure</p>	<p>The Township’s current state of infrastructure shows the majority of infrastructure in moderate stages of their estimated useful lives. Ongoing infrastructure replacement should aim to maintain these moderate levels and avoid significant portions of the infrastructure reaching the end of their useful lives at the same time.</p>
 <p>Climate Change & Extreme Weather Events</p>	<p>Climate and extreme weather events have an impact on infrastructure service life as well as functionality. Examples of these impacts include accelerated degradation of road surfaces due to increase freeze/thaw cycles, minimized capacity in storm systems due to increased intensity in rainfall events, and increased use of salt to combat winter storms resulting in degradation of vehicles and equipment.</p>

Risk Matrix

Using the risk equation and preliminary risk models, Figure 17 shows how assets across the different asset categories are stratified within a risk matrix.

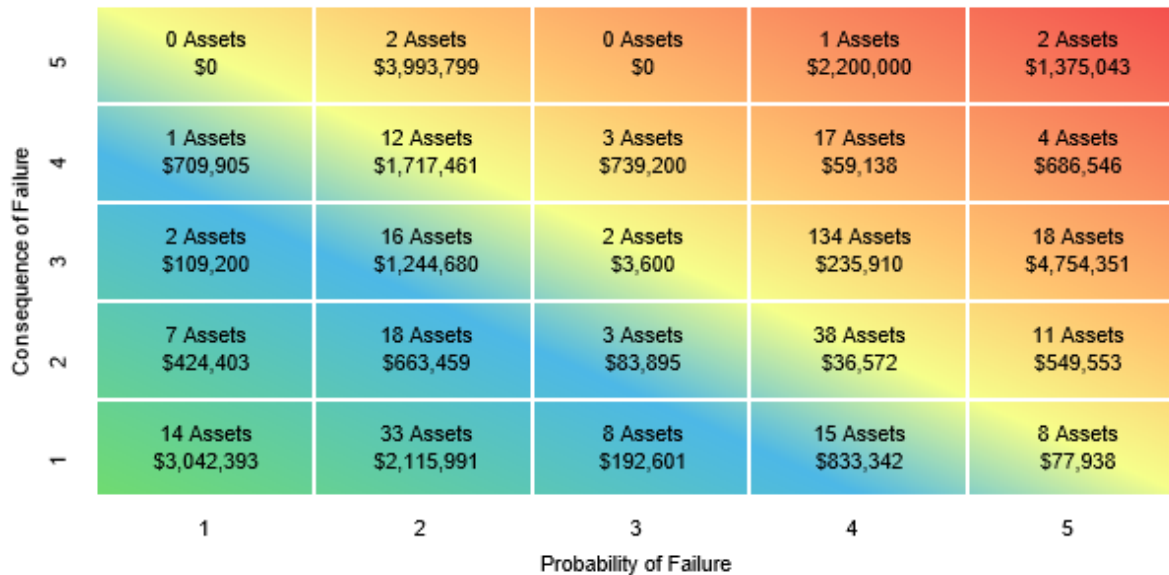


Figure 17 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 25% of the Township’s assets, with a current replacement cost of approximately \$4.9 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Township.

As new asset attribute information and condition assessment data are integrated with the asset register, asset risk ratings will evolve, resulting in a redistribution of assets within the risk matrix. Staff should also continue to calibrate risk models.

We caution that since risk ratings rely on many factors beyond an asset’s physical condition or age, assets in a state of disrepair can sometimes be classified as low-risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequences of failure ratings were determined to be low based on the attributes used and the data available.

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Township based on their costs, economic importance, social significance, and other factors. Continued calibration of an asset’s criticality and regular data updates are needed to ensure these models more accurately reflect an asset’s actual risk profile.

3.2.6 Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 18 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over a 70-year time horizon. On average, \$620 thousand is required each year to remain current with capital replacement needs for the Township’s asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of \$749 thousand, comprising assets that remain in service beyond their estimated useful life. The bulk of this value is due to the Evanturel -Armstrong Boundary Road culvert that is currently closed and requiring replacement. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral.

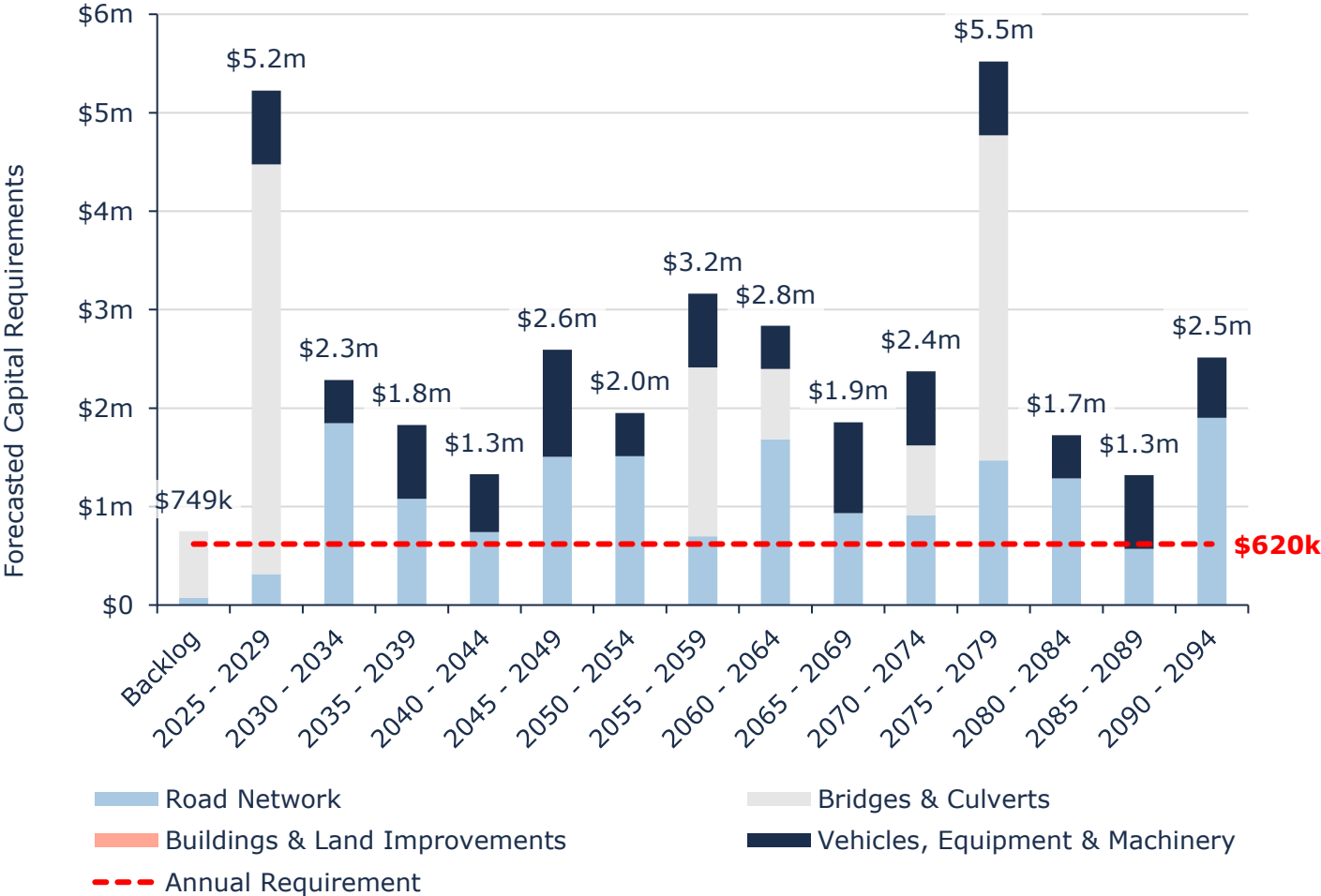


Figure 18 Capital Replacement Needs: Portfolio Overview 2025-2094

Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset.

4. Proposed Levels of Service Analysis

4.1 Overview

4.1.1 O.Reg 588/17 Proposed Levels of Service Requirements

The third iteration of municipal Asset Management Plans required under O. Reg. 588/17 requires the evaluation of levels of service (LOS) that includes:

- ◆ Proposed LOS options (i.e. increase, decrease, or maintain current LOS) and the risks associated with these options.
- ◆ How the proposed LOS may differ from current LOS.
- ◆ Whether the proposed LOS are achievable; and
- ◆ The municipality's ability to afford proposed LOS.

Additionally, a lifecycle management and financial strategy to support the proposed LOS must be identified for a period of 10 years with specific reporting on:

- ◆ Identification of lifecycle activities needed to provide the proposed LOS.
- ◆ Annual costs over the next 10 years to achieve the proposed LOS; and
- ◆ Identification of proposed funding projected to be available.

4.1.2 Considerations

Proposed LOS for the Township have been developed through comprehensive engagement with Township staff. In order to achieve any target LOS goal, careful consideration of the following should be given to the following:

Financial Impact Assessments

- ◆ Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increased service levels
- ◆ Consider implications of LOS adjustments on other services and other infrastructure programs (i.e. trade-offs)

Infrastructure Condition Assessments

- ◆ Regularly assess the condition of critical infrastructure components
- ◆ Use standardized condition assessment protocols (where possible) to quantify the state of the infrastructure
- ◆ Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- ◆ Use current condition metrics as benchmarks to gauge feasibility of large adjustments to LOS

Service Metrics

- ◆ Measure user satisfaction, response times, and other relevant indicators for specific services

Service Impact Assessments

- ◆ Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

Key Lifecycle Activities

- ◆ Implement routine maintenance and inspections to ensure infrastructure reaches its optimal useful life
- ◆ Monitor and optimize operational processes for efficiency
- ◆ Regularly review and update preventive maintenance schedules
- ◆ Prioritize critical infrastructure components for maintenance
- ◆ Implement cost-saving measures without compromising safety or compliance
- ◆ Develop strategies for managing and communicating service impacts to stakeholders
- ◆ Invest in technology and process improvements to enhance maintenance efficiency
- ◆ Upgrade critical infrastructure components to improve overall reliability
- ◆ Explore opportunities for innovation and efficiency gains

Risk Management

- ◆ Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- ◆ Develop contingency plans to address unforeseen challenges without compromising service quality
- ◆ Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition
- ◆ Infrastructure Condition Enhancements
- ◆ Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

Timelines

- ◆ Although O. Reg. 588/17 requires evaluation of expenditures for a 10-year period in pursuit of proposed LOS, it does not require municipalities to achieve the LOS within this 10-year timeframe (ex. a municipality may have a goal to reach X% condition by 2050, the AMP is required to review the first 10 years of the strategy to reach this goal)
- ◆ Careful consideration should be given to setting realistic targets for when proposed service levels can be achieved.

Stakeholder Engagement

- ◆ It is recommended to ensure adjustments to LOS are not made in isolation and without consultation of various stakeholders. This could include, but is not limited to:
- ◆ Department Heads/Infrastructure Managers
- ◆ Residents
- ◆ Service Users
- ◆ Council
- ◆ Efforts should be made to communicate changes to LOS transparently to all affected stakeholders
- ◆ A community survey was conducted during the development of this asset management plan to incorporate consideration of resident views on the current level of service that the Township is providing. An overview and summary of this report is provided in Appendix D.

Flexibility

- ◆ Priorities may change over time due to a variety of factors, such as:
 - ◆ Financial state of the municipality
 - ◆ Availability of grants
 - ◆ Significant increases or decreases in population
 - ◆ Changes in political priorities
 - ◆ Changes in resident priorities
 - ◆ New technologies
 - ◆ Changes in legislation

- ◆ Any proposed changes to LOS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

4.2 Proposed Levels of Service Scenarios

The three scenarios outlined in the following section were analyzed as options for proposed service levels for all categories included in this Asset Management Plan.

4.2.1 Scenario 1: Target 100% Funding Level (Preferred Scenario)

This scenario assumes gradual tax increases of 2.4% annually, stabilizing at 100% of recommended funding in 20 years for tax funded assets

Lifecycle Changes Required for Scenario 1

For all asset categories, no changes to lifecycle strategies are required in order to achieve Scenario 1. For the Township's current approach to lifecycle management of each category, refer to the relevant sections within the asset management plan. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

Affordability/Achievability of Scenario 1

Of the three scenarios analyzed, Scenario 1 is the most expensive option. Achieving full funding immediately would require a 59.9% increase in tax revenue, which is neither reasonable nor realistic in the short term. With the recommended 20-year implementation timeframe, tax revenue would increase gradually from \$815,000 to \$1.3 million. Based on this phased approach and assuming existing sustainable grant funding is maintained, the table below outlines the projected available capital funding over the next 10 years for Scenario 1:

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$152k	\$172k	\$192k	\$213k	\$244k	\$266k	\$289k	\$312k	\$336k	\$360k

Table 7 Proposed Levels of Service Scenario 1: 10 Year Available Capital Funding

The above table accounts for both current and future expenditures in order to achieve and maintain the proposed levels of service. This requires a combination of capital spending and saving (i.e. reserves) to ensure future large expenditures can be financed. It is likely that there will be years with no major capital expenditures, however, this does not mean that the Township should ignore the funding requirements in these years. Instead, annual funding should be set aside in the form of reserves to ensure funding for upcoming lifecycle events is available when required.

As the Township of Ewanturel selected Scenario 1 as their preferred proposed level of service, a further breakdown of projected capital expenditures by asset category can be found in Appendix B – 10-Year Capital Requirements.

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

Changes to Community and Technical Levels of Service for Scenario 1

The Township of Ewanturel does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 1

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 1, the following risks have been identified:

- ◆ Increased infrastructure backlog
 - ◆ While mitigating the impact of financial increases on residents and businesses, taking 20 years to reach the targeted funding levels means years of sub-optimal lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
- ◆ Missed opportunities for efficiencies
 - ◆ While analyzing Scenario 1, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.

Appropriateness of Scenario 1 to Meet the Township’s Needs

Township staff carefully evaluated the need to balance affordability for residents with the unavoidable realities of an aging infrastructure portfolio and limited revenue flexibility. After reviewing all three funding scenarios, Scenario 1 was identified as the most responsible and sustainable option. While an average annual tax increase of 2.4% can be viewed as a significant increase it is recognized that this level of investment reflects the true cost of maintaining existing assets and services. Continued underfunding would further widen the infrastructure funding gap, accelerate asset deterioration, and result in higher long-term costs, service disruptions, and increased risk exposure. Targeting full investment, even

gradually, is critical to arresting the growth of infrastructure deficits, stabilizing asset conditions over time, and strengthening the Township’s long-term financial capacity while reducing reliance on debt, grants, and reactive funding decisions.

4.2.2 Scenario 2: Target 75% Funding Level

This scenario assumes gradual tax increases of 1.7% annually, stabilizing at 75% of recommended funding levels in 20 years for tax funded assets

Lifecycle Changes Required for Scenario 2

For all asset categories, no changes to lifecycle strategies are required in order to achieve Scenario 2. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

Affordability/Achievability of Scenario 2

Of the three scenarios analyzed, Scenario 2 represents a middle ground between the minimal investment of a 50% funding level and the full funding target. Achieving 75% of full funding would require a 40.8% increase in tax revenue if implemented immediately. However, under the recommended 20-year phased approach, tax revenue would gradually increase from \$815 thousand to \$1.1 million. This scenario provides a practical path forward, improving funding levels significantly without the greater financial impact of full funding. With these gradual increases and continued reliance on sustainable grant funding, the total projected capital funding available over the next 10 years for Scenario 2 is summarized in the table below:

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$146k	\$160k	\$174k	\$189k	\$213k	\$228k	\$244k	\$259k	\$275k	\$291k

Table 8 Proposed Levels of Service Scenario 2: 10 Year Available Capital Funding

Changes to Community and Technical Levels of Service for Scenario 2

The Township of Eanturel does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 2

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 2, the following risks have been identified:

- ◆ Increased infrastructure backlog
 - ◆ Although the gradual 20-year approach helps ease the financial burden on residents and businesses, it also extends the period of sub-optimal lifecycle management. Delays in strategic interventions and asset replacements may lead to increased asset failures, reduced reliability, and costly unplanned repairs.
In addition to the risks of reaching the desired funding levels gradually, Scenario 2 only targets 75% funding. By intentionally underfunding the Township’s asset portfolio, there is an increased risk of services being impacted by deteriorating asset conditions.
- ◆ Impact of Intentional Underfunding

- ◆ By targeting only 75% of the recommended funding levels, Scenario 2 inherently accepts some level of underfunding. This increases the risk that deteriorating asset conditions will negatively affect service delivery over time. In some cases where assets have been receiving sufficient funding, they may be unintentionally underfunded, which will potentially defer lifecycle events, and a backlog may develop.
- ◆ Reliance on Conditional Grants
 - ◆ With partial funding, the Township becomes more dependent on conditional grants to bridge the gap. While grants help alleviate tax and rate pressures, they are inherently unpredictable and considered an unsustainable revenue source. This reliance exposes the Township to vulnerabilities stemming from changes in provincial and federal policies or funding programs.
- ◆ Missed Opportunities for Cost Efficiencies
 - ◆ In Scenario 2, all asset categories rely solely on existing strategies. Mid-lifecycle interventions such as asphalt overlays significantly extend asset lifespans and lower long term costs. Continuing to rely solely on current strategies may result in higher expenditures over the life of the assets and a less efficient use of available funds.

4.2.3 Scenario 3: Target 50% Funding Level

This scenario assumes gradual tax increases of 1.0% annually, stabilizing at 50% of recommended funding in 20 years for tax funded assets

While this scenario was modelled for consideration, the Township did not elect to move forward with this scenario.

Lifecycle Changes Required for Scenario 3

For all asset categories, no changes to lifecycle strategies are required to achieve Scenario 3, only increases to annual funding. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

Affordability/Achievability of Scenario 3

Among the three scenarios analyzed, Scenario 3 represents the least costly option. The Township is currently funding 21% of the annual tax-supported asset requirements. Achieving 50% funding would require a 22% increase in tax. Under the recommended 20-year implementation period, tax revenue would gradually increase from \$815 thousand to \$994 thousand. Based on these gradual increases and the assumption of continued sustainable grant funding, the projected capital funding available over the next 10 years for Scenario 3 is summarized in the table below.

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$140k	\$148k	\$157k	\$165k	\$183k	\$192k	\$200k	\$209k	\$218k	\$227k

Table 9 Proposed Levels of Service Scenario 3: 10 Year Available Capital Funding

Changes to Community and Technical Levels of Service for Scenario 3

The Township of Ewanturel does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 3

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 3, the following risks have been identified:

- ◆ Increased infrastructure backlog
 - ◆ While mitigating the impact of financial increases on residents and businesses, taking 20 years to reach the targeted funding levels means 20 years of sub-optimal lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
 - ◆ In addition to the risks of reaching the desired funding levels gradually, Scenario 3 only targets 50% funding. By intentionally underfunding the Townships asset portfolio, there is increased risk of services being impacted by deteriorating asset conditions.
- ◆ Reliance on Grants
 - ◆ As Scenario 3 targets 50% of recommended funding levels, the Township will be more reliant on conditional grants, as they become available. While these are beneficial to all municipalities to secure to reduce their tax/rate burden on residents, they are considered an unsustainable revenue source. The Township will be more vulnerable to changes in provincial and federal policy and funding programs.
- ◆ Missed opportunities for efficiencies
 - ◆ While analyzing Scenario 3, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.

5. Road Network

The Township of Evanturel’s road network is a critical component of the provision of safe and efficient transportation with an estimated replacement cost of \$3.1 million.

5.1 Inventory & Valuation

Table 10 summarizes the quantity and current replacement cost of the Township’s various road network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Gravel Roads	64	Kilometers	\$563,000	Cost per Unit
Paved Roads	2	Kilometers	\$1,122,000	Cost per Unit
Surface Treated Roads	6	Kilometers	\$1,401,000	Cost per Unit
TOTAL			\$3,086,000	

Table 10 Detailed Asset Inventory: Road Network

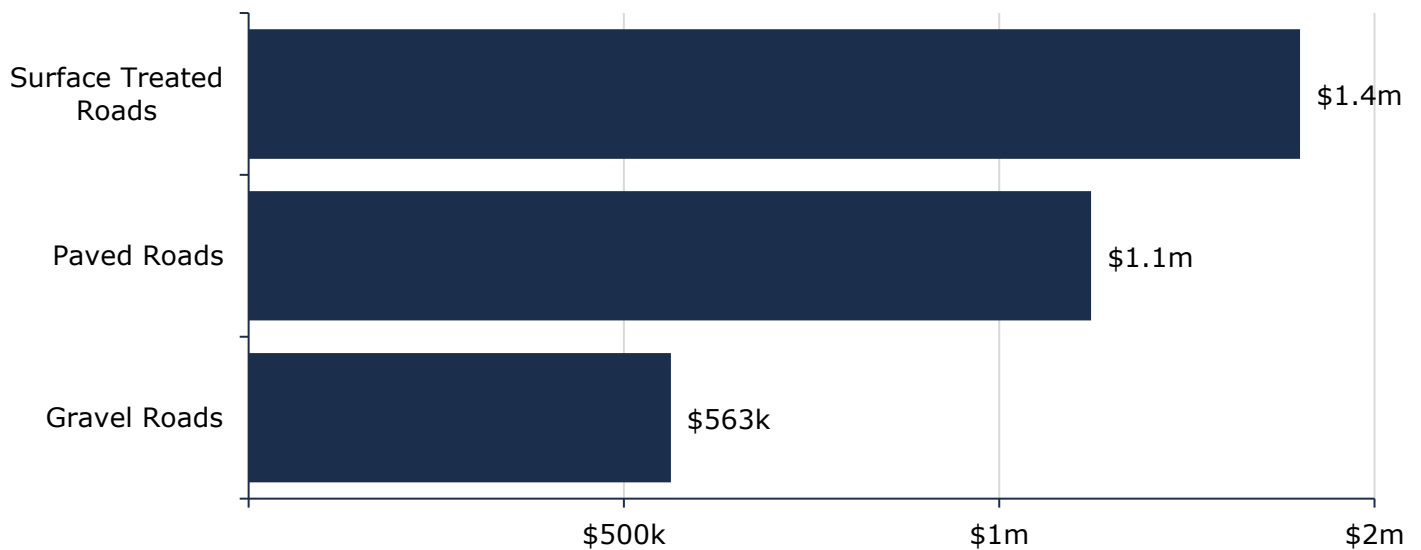


Figure 19 Portfolio Valuation: Road Network

5.2 Asset Condition

Figure 20 summarizes the replacement cost-weighted condition of the Township’s road network. Based on a combination of primarily field inspection data and some age based data, 97% of assets are in fair or better condition; the remaining 3% of assets are in poor to very poor condition. Condition assessments were available for 96% of roads based on replacement cost. This condition data was projected from inspection date to current year to estimate their condition today.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 20, the majority of the Township’s road network assets are in fair or better condition.

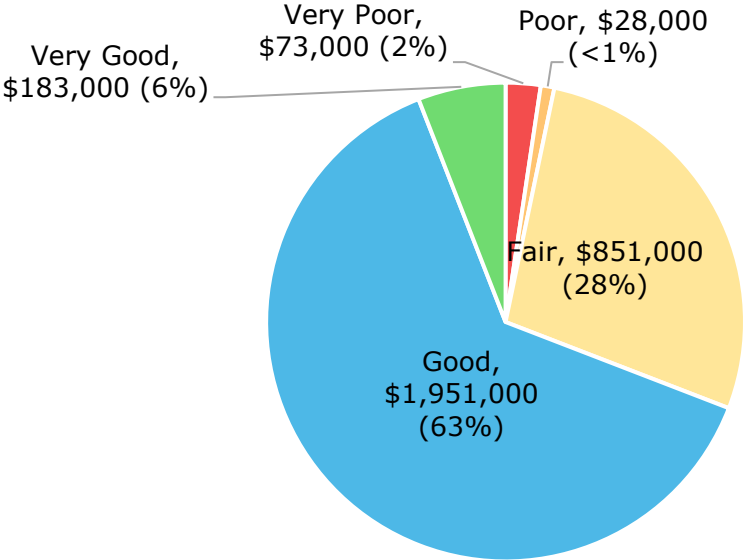


Figure 20 Asset Condition: Road Network Overall

As illustrated in Figure 21, based on primarily condition assessments, the majority of the Township’s roads are in good or better condition.

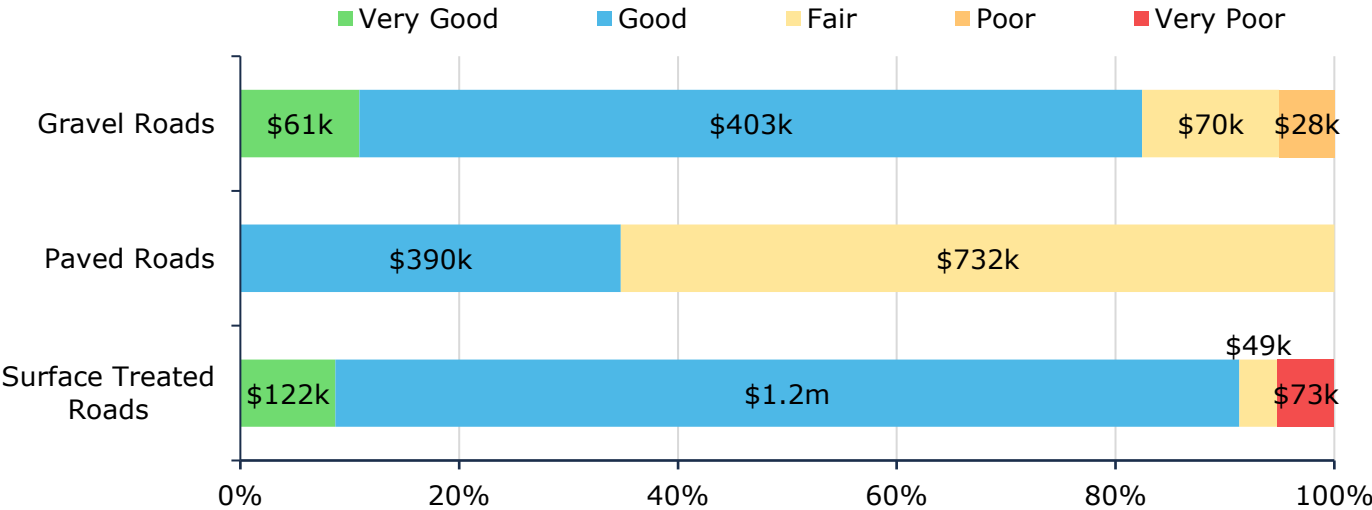


Figure 21 Asset Condition: Road Network by Segment

5.3 Age Profile

An asset’s age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset’s age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 22 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

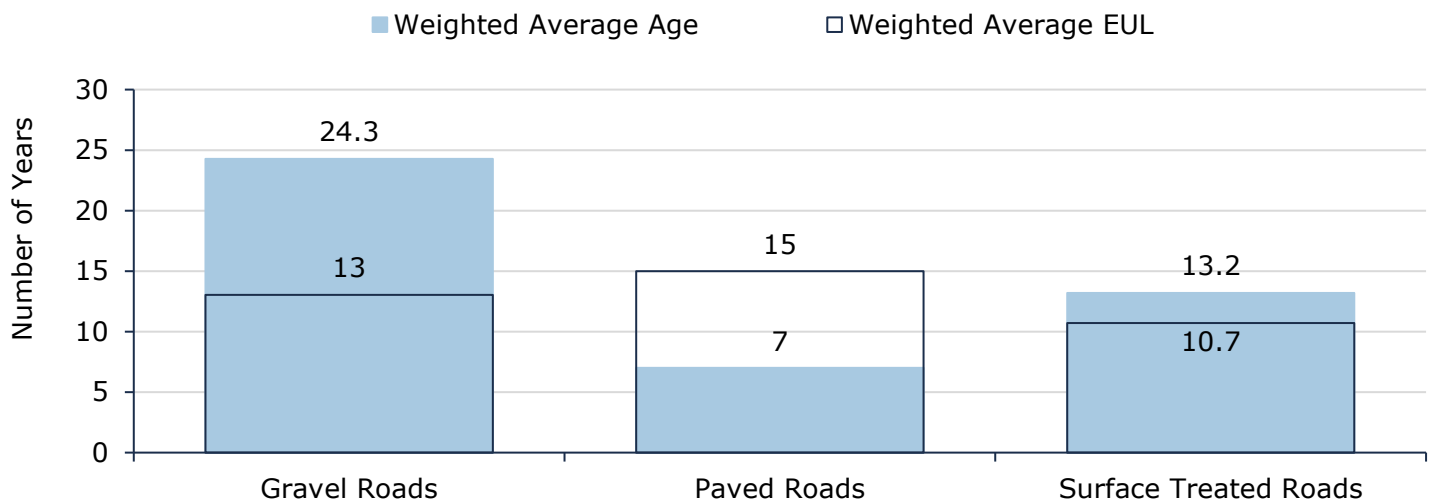


Figure 22 Estimated Useful Life vs. Asset Age: Road Network

Age analysis shows that paved roads are in moderate stages of their expected useful life, with an average age of 7 years against a design life of 15 years. Gravel roads and surface treated roads continue to remain in service well beyond their expected useful life, however, gravel roads can be maintained on a perpetual cycle through the operational maintenance budget with a regular roadway granular replacement program.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

5.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies have been developed to formalize the current approach to manage the lifecycle of road network assets. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Paved Roads (HCB)		
Event Name	Event Class	Event Trigger
Crack Sealing	Preventative Maintenance	5 Years
Pothole Patching	Maintenance	Condition: 30% – 70%
Full Reconstruction	Replacement	Condition: 0%

Table 11 Lifecycle Strategy: Paved Roads (HCB)

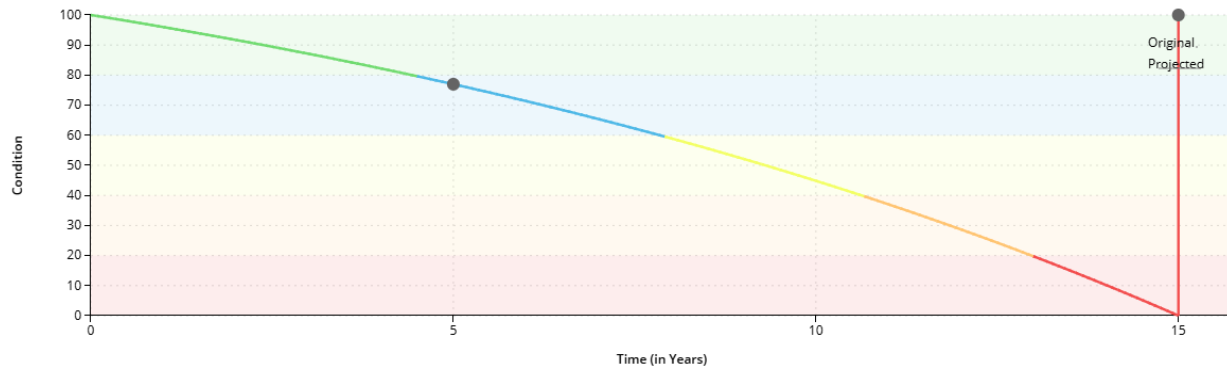


Figure 23 Lifecycle Strategy: Paved Roads (HCB)

Surface Treated Roads		
Event Name	Event Class	Event Trigger
Cold Mix Patching	Maintenance	Condition: 30%-70%
Single Surface Treatment	Rehabilitation	Every 10 years (Repeated 3 time)
Full Reconstruction	Replacement	Condition:0%

Table 12 Lifecycle Strategy: Surface Treated Roads

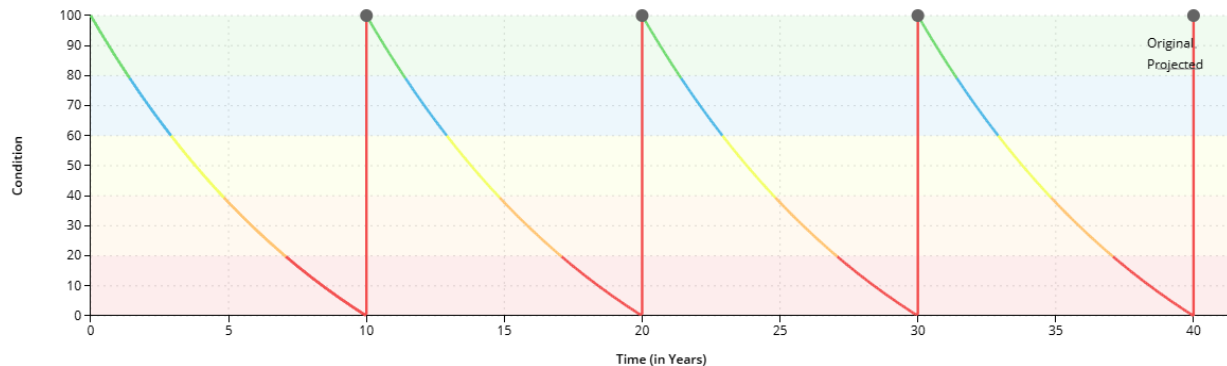


Figure 24 Lifecycle Strategy: Surface Treated Roads

5.5 Forecasted Long-Term Replacement Needs

Figure 25 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township’s road network. This analysis was run until 2059 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s primary asset management system and asset register. Evanturel’s average annual requirements (red dotted line) total \$238 thousand for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs through the forecast period. It also shows a backlog \$73 thousand, contributed by surface treated roads. These projections are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only). They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

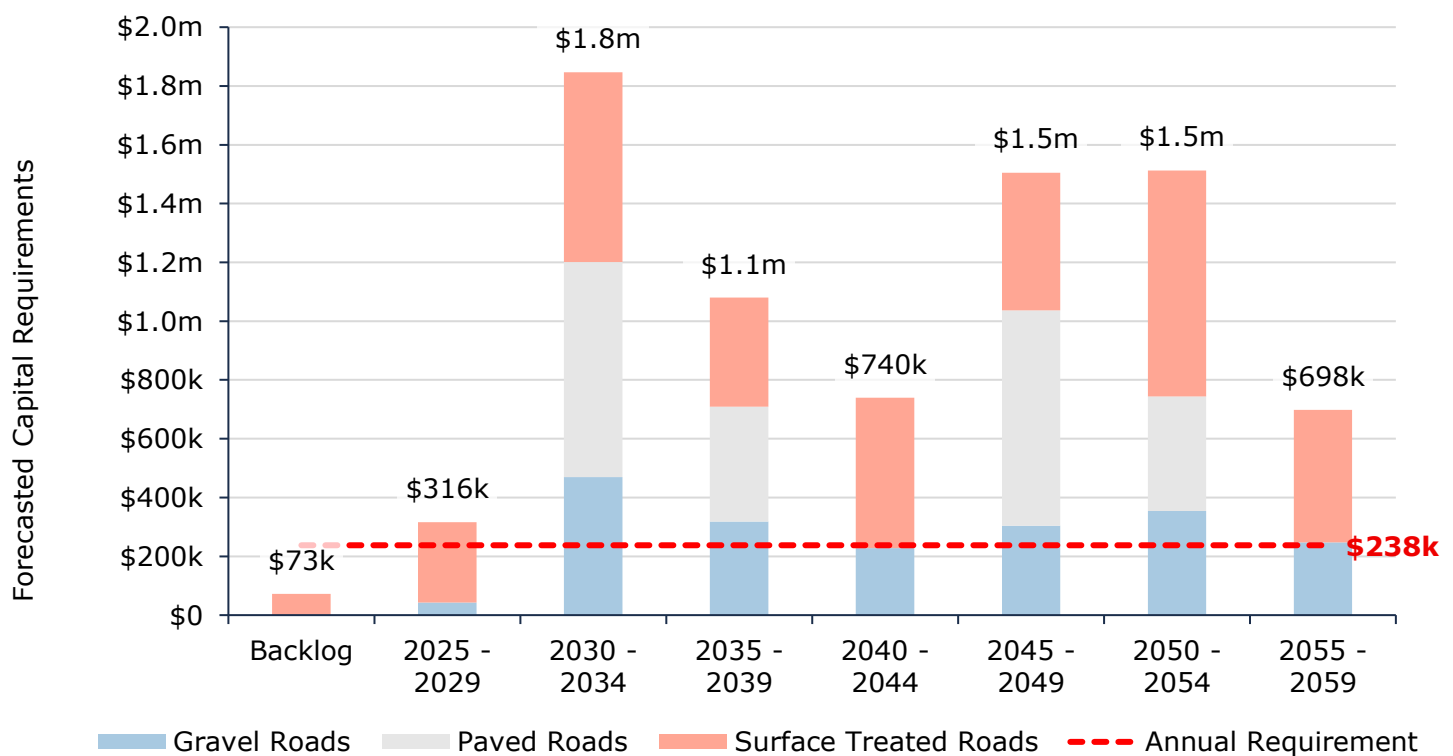


Figure 25 Forecasted Capital Replacement Needs: Road Network 2025-2059

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular pavement condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

5.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs. The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

1 - 4 Very Low \$1,024,393 (33%)	5 - 7 Low \$310,273 (10%)	8 - 9 Moderate \$254,800 (8%)	10 - 14 High \$1,423,600 (46%)	15 - 25 Very High \$72,800 (2%)
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Figure 26 Risk Matrix: Road Network

5.7 Levels of Service

The tables that follow summarize the Township’s current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17, as well as any additional performance measures that the Township selected for this AMP.

5.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	Appendix C – Level of Service Images
Quality	Description or images that illustrate the different levels of road class pavement condition	The pavement condition index ranges as follows: Very Poor: Widespread signs of deterioration. Requires remedial work to bring road up to standard. Service is affected. Poor: Large portions of road exhibiting deterioration with rutting, potholes, distortions, longitude and lateral cracking. Road is mostly below standard. Fair: Some sections of road starting to deteriorate. Requires some remedial work and surface upgrade in near future. Good: Road is in overall good condition. Few sections are starting to show signs of minimal deterioration. Very Good: Road is well maintained and in excellent condition. Surface was newly or recently upgraded. No signs of deterioration or remedial work required.

Table 13 O. Reg. 588/17 Community Levels of Service: Road Network

5.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0 km/km ²
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²) ²	0.0 km/km ²
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²) ²	0.33 km/km ²
Quality	Average pavement condition index for paved roads in the Township	Paved Road: 58% Surface Treated Road: 70%
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Good
Performance	Capital reinvestment rate	2.14%

Table 14 O. Reg. 588/17 Technical Levels of Service: Road Network

² All roads are assumed to have 2 lanes.

5.8 Proposed Levels of Service

As per O. Reg. 588/17 municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township’s ability to afford the PLOS.

The tables and graphs below explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

5.8.1 PLOS Scenarios Analyzed

Scenario	Replacement Cost	Starting Condition	Projected Average Condition	Starting Risk	Projected Average Risk	Average Annual Req.	Capital Reinvestment Rate
Scenario 1 (100% Funding)			41%		12	\$238,000	7.7%
Scenario 2 (75% Funding)	\$3,086,000	66%	28%	8.5	14.2	\$179,000	5.8%
Scenario 3 (50% Funding)			19%		15.6	\$119,000	3.9%

Table 15 Proposed Levels of Service Analysis: Road Network

5.8.2 Projected Condition Comparison

The graph below compares the projected condition outcomes for each scenario:

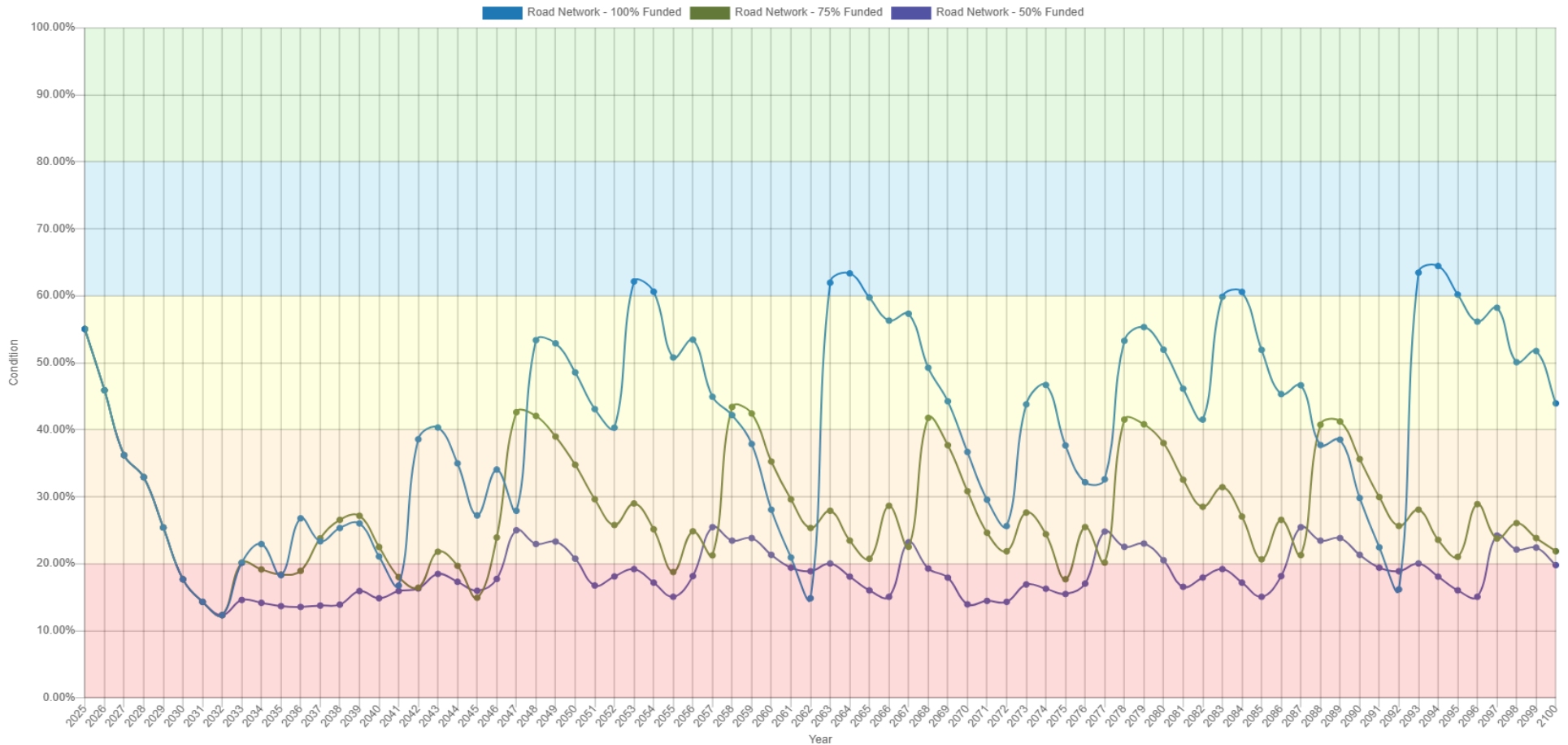


Figure 27 Road Network: PLOS Projected Condition Results

The graph above compares the projected condition comparison for each scenario and illustrates how overall road condition declines under each funding scenario. Under 100% and 75% funding scenarios, conditions fluctuate but maintain a higher average, while 50% funding projects a significantly lower average condition to be maintained over time.

5.8.3 Projected Risk Comparison

The graph below compares the projected risk impacts for each scenario:

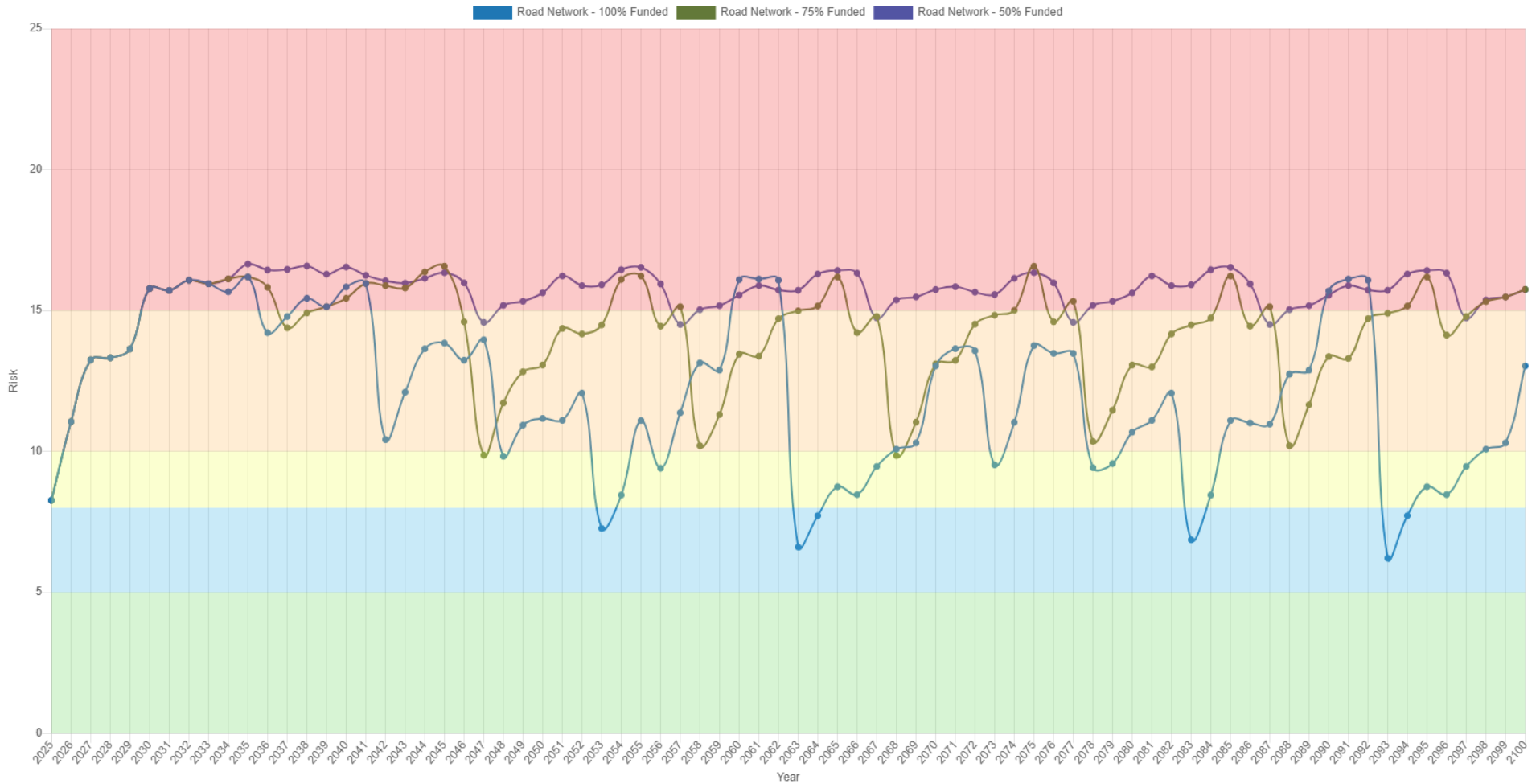


Figure 28 Road Network: PLOS Projected Risk Results

The graph below compares the projected risk outcomes for each scenario and demonstrates how infrastructure risk increases under reduced funding scenarios. The 100% and 75% funding scenarios show moderate risk growth, while the 50% scenario show substantially higher long-term average risk level due to deferred interventions and projected worsening road conditions.

5.8.4 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Ewanturel selected Scenario 1 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township’s current inventory of assets. The following table outlines the funding trajectory over the next 10 years for the road network assets if the financial strategy for Scenario 1 is implemented.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Targeted Capital Spending	\$238k	\$238k	\$238k	\$238k	\$238k	\$238k	\$238k	\$238k	\$238k	\$238k
Projected Capital Spending	\$73k	\$80k	\$87k	\$95k	\$106k	\$113k	\$121k	\$129k	\$138k	\$146k
Funding Deficit	\$165k	\$158k	\$150k	\$143k	\$132k	\$124k	\$116k	\$108k	\$100k	\$91k
Target Reinvestment Rate	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%	7.7%
Projected Reinvestment Rate	2.4%	2.6%	2.8%	3.1%	3.4%	3.7%	3.9%	4.2%	4.5%	4.7%

Table 16 Road Network: 10 Year PLOS Financial Projections

6. Bridges & Culverts

Bridges & Culverts represent a critical portion of the transportation services provided to the community. The Township is responsible for the maintenance of all bridges and culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

6.1 Inventory & Valuation

Table 17 summarizes the quantity and current replacement cost of bridges and culverts. The Township owns and manages two bridges (one of which is currently closed) and 6 culverts.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Bridges	2	Assets	\$7,462,000	User-Defined
Culverts	6	Assets	\$3,440,000	User-Defined
TOTAL	8		\$11,278,000	

Table 17 Detailed Asset Inventory: Bridges & Culverts

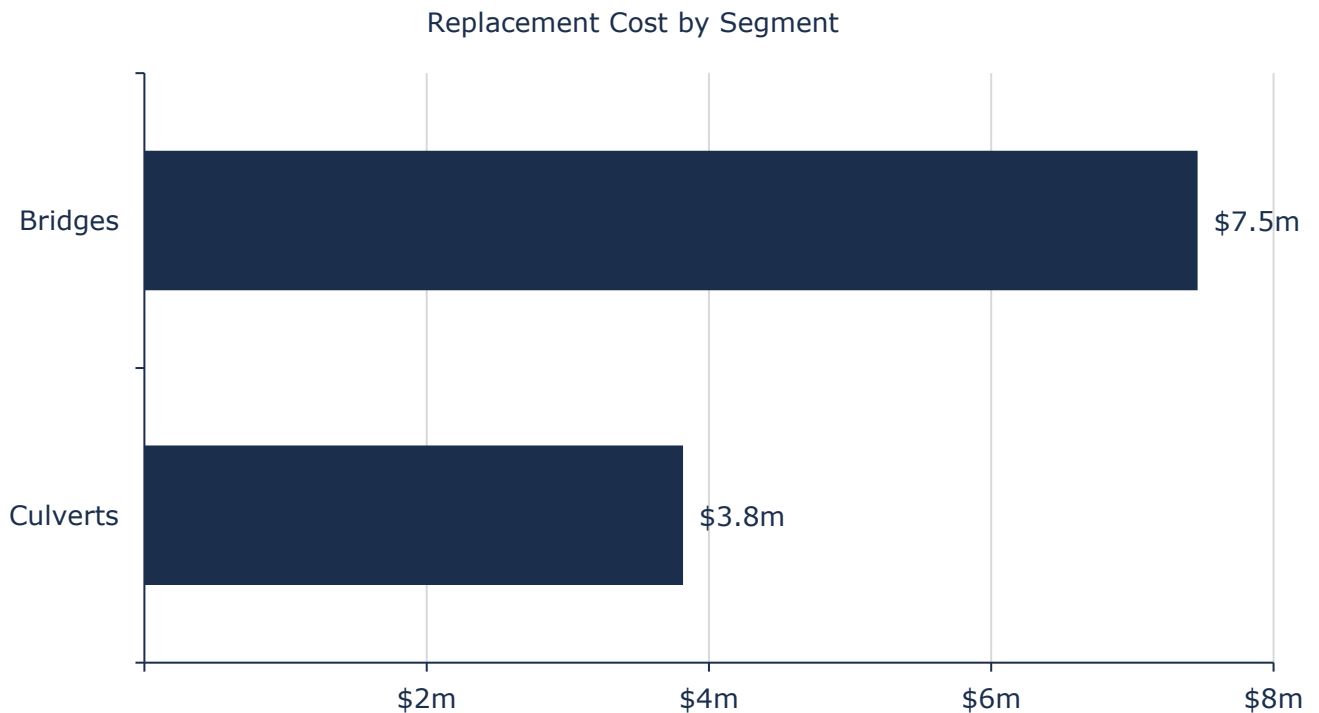


Figure 29 Portfolio Valuation: Bridges & Culverts

6.2 Asset Condition

Figure 30 summarizes the replacement cost-weighted condition of the Township’s bridges and culverts. Based on the Township’s recent Ontario Structures Inspection Manual (OSIM) assessments, 57% of bridges and culverts are in fair or better condition. Some elements or components of these structures may be candidates for replacement or rehabilitation in the medium term and should be monitored for further degradation in condition. At 43% of the total bridges and culverts portfolio, assets in poor or worse condition may require replacement in the immediate or short term.

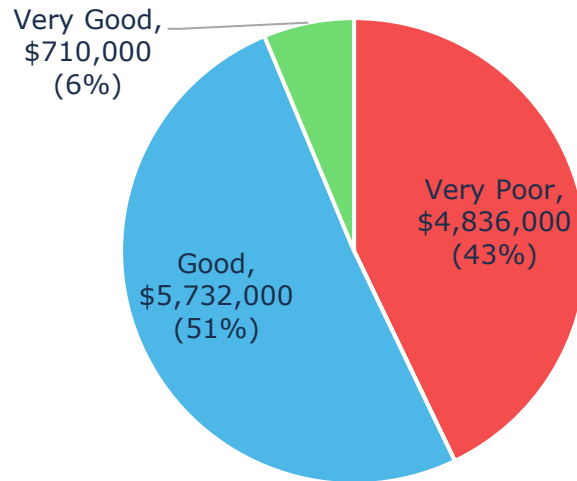


Figure 30 Asset Condition: Bridges & Culverts Overall

As further detailed in Figure 31, based on primarily in-field condition assessments, \$4.8 million of the bridge assets were assessed as being in very poor condition. This accounts for 43% of the bridges & culverts portfolio. This reflects the value of both the Harman Bridge and Eanturel-Armstrong Boundary culvert, both of which are closed and require full replacement.

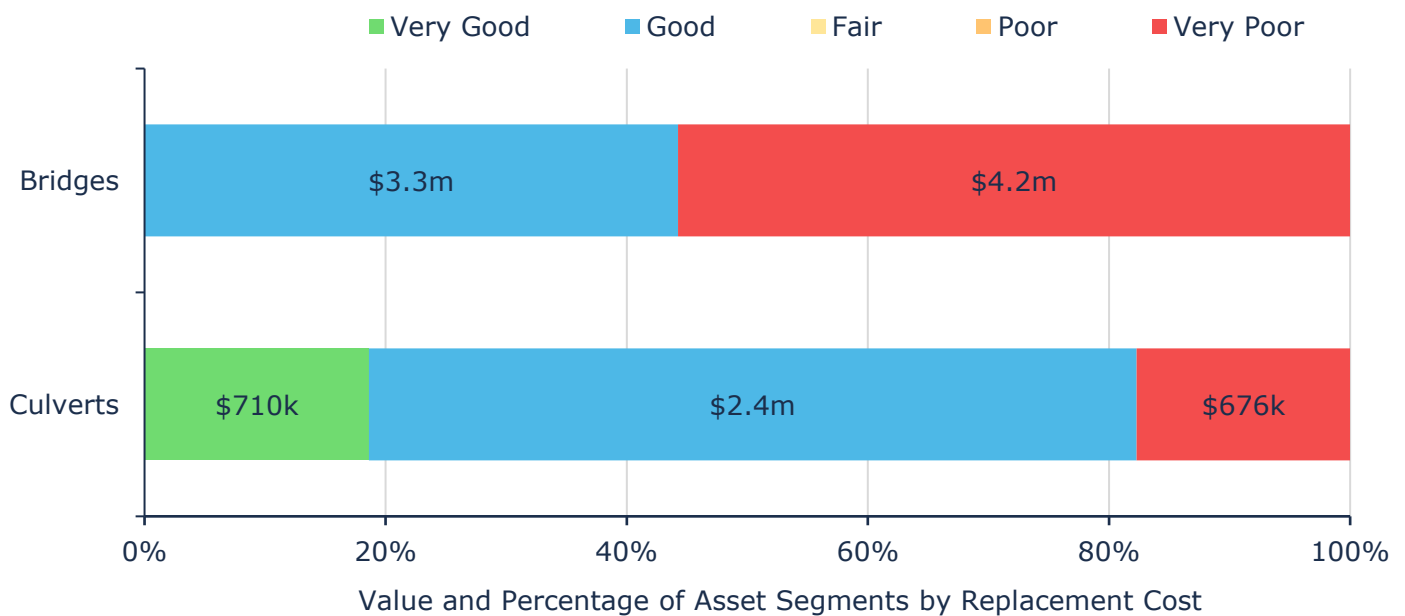


Figure 31 Asset Condition: Bridges & Culverts by Segment

6.3 Age Profile

An asset’s age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset’s age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 32 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

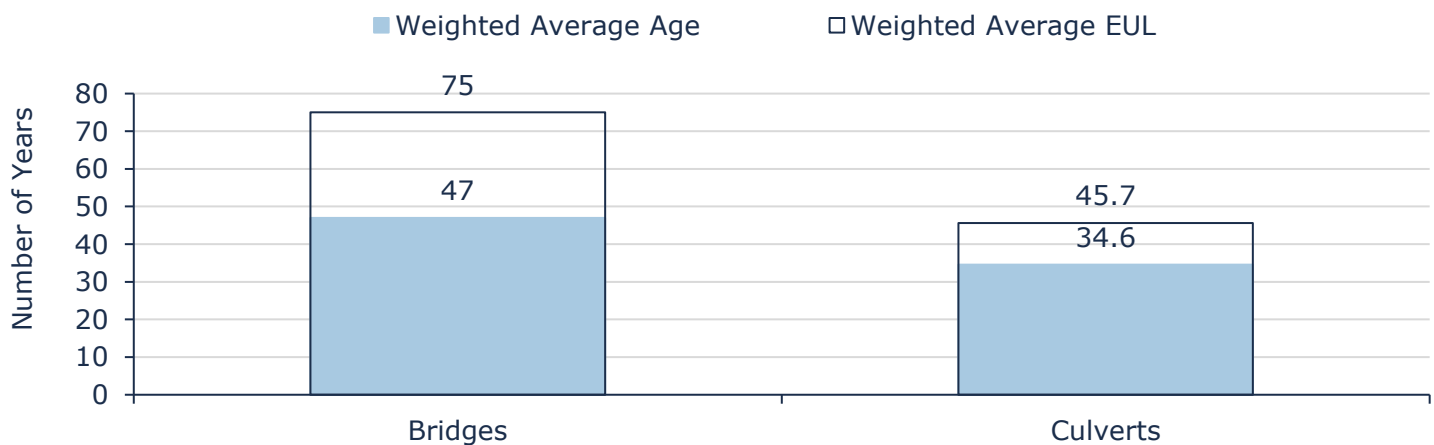


Figure 32 Estimated Useful Life vs. Asset Age: Bridges & Culverts

Age analysis reveals that on average, Wendigo Road bridge is in its early to moderate stages of their estimated useful life, while Harman’s bridge is currently closed due to safety reasons. On average, culverts are also in moderate stages of their lifecycle, with an average age of 34.6 years, against an average EUL of 45.7 years. OSIM assessments should continue to be used in conjunction with age and asset criticality to prioritize capital and maintenance expenditures.

6.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Bridge cleaning is performed seasonally.
	Maintenance during freeze/thaw cycles are completed every spring as needed

Activity Type	Description of Current Strategy
Rehabilitation / Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)
Inspection	<p>Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM). The most recent inspection report was completed in 2023 by K. Smart Associates Limited</p> <p>Road patrols are completed twice per month by staff, which includes the inspection of the bridge deck surface and drainage.</p>

Table 18 Lifecycle Management Strategy: Bridges & Culverts

6.5 Forecasted Long-Term Replacement Needs

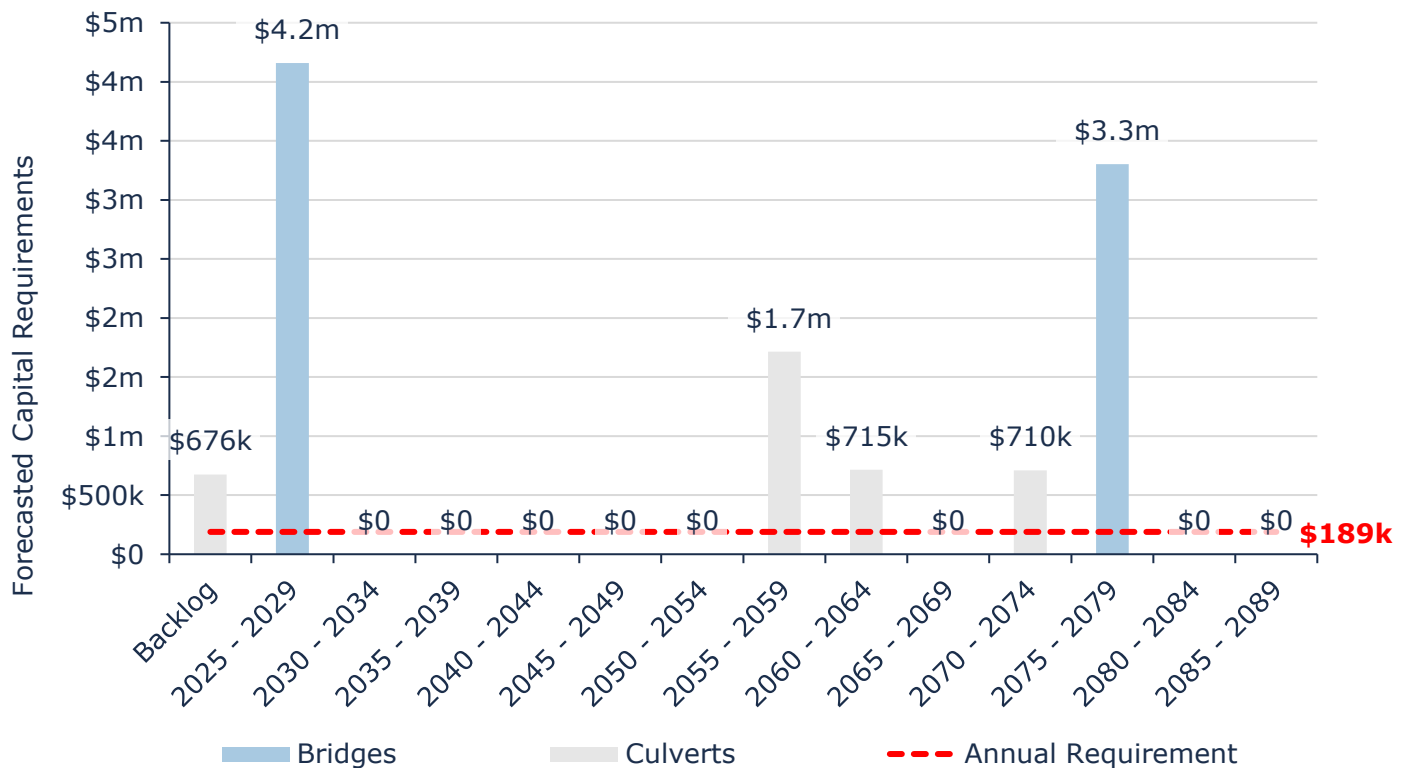


Figure 33 Forecasted Capital Replacement Needs: Bridges & Culverts 2025-2089

Figure 33 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township’s bridges and culverts. This analysis was run until 2089 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s primary asset management system and asset register. The Township’s average annual requirements (red dotted line) for bridges and culverts total \$189 thousand. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Bridge assets will require significant capital needs in this decade with a peak of \$4.2 million. These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

6.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

<p>1 - 4 Very Low \$710,000 (6%)</p>	<p>5 - 7 Low \$1,000,000 (9%)</p>	<p>8 - 9 Moderate \$1,430,000 (13%)</p>	<p>10 - 14 High \$3,302,000 (19%)</p>	<p>15 - 25 Very High \$4,836,000 (43%)</p>
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Figure 34 Risk Matrix: Bridges & Culverts

6.7 Levels of Service

The tables that follow summarize the Township’s current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

6.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and structural culverts are a key component of the municipal transportation network. All functional municipality's structures do not have loading or dimensional restrictions meaning that most types of vehicles, including heavy agriculture vehicles, buses, motor vehicles, emergency vehicles and cyclists can cross them without restriction. Harman’s bridge is currently closed for safety reasons.

Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	See Appendix C – Level of Service Images
	Description or images of the condition of bridges & culverts and how this would affect use of the culverts	See Appendix C – Level of Service Images

Table 19 O. Reg. 588/17 Community Levels of Service: Bridges & Culverts

6.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of bridges in the Township with loading or dimensional restrictions	13%
Quality	Average bridge condition index value for bridges in the Township	29%
	Average bridge condition index value for structural culverts in the Township	58%
Performance	Capital reinvestment rate	0.59%

Table 20 O. Reg. 588/17 Technical Levels of Service: Bridges & Culverts

6.8 Proposed Levels of Service

As per O. Reg. 588/17 municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township’s ability to afford the PLOS. The tables and graphs below explain the proposed levels of service scenarios that were analyzed for the bridge & culverts. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis.*

6.8.1 PLOS Scenarios Analyzed

Scenario	Replacement Cost	Starting Condition	Projected Average Condition	Starting Risk	Projected Average Risk	Average Annual Req.	Capital Reinvestment Rate
Scenario 1 (100% Funding)			40%		12	\$189,000	1.7%
Scenario 2 (75% Funding)	\$11,287,000	51%	29%	89	14.2	\$142,000	1.3%
Scenario 3 (50% Funding)			24%		15.6	\$95,000	0.8%

Table 21 Proposed Levels of Service Analysis: Bridge & Culverts

6.8.2 Projected Condition Comparison

The graph below compares the projected condition outcomes for each scenario:

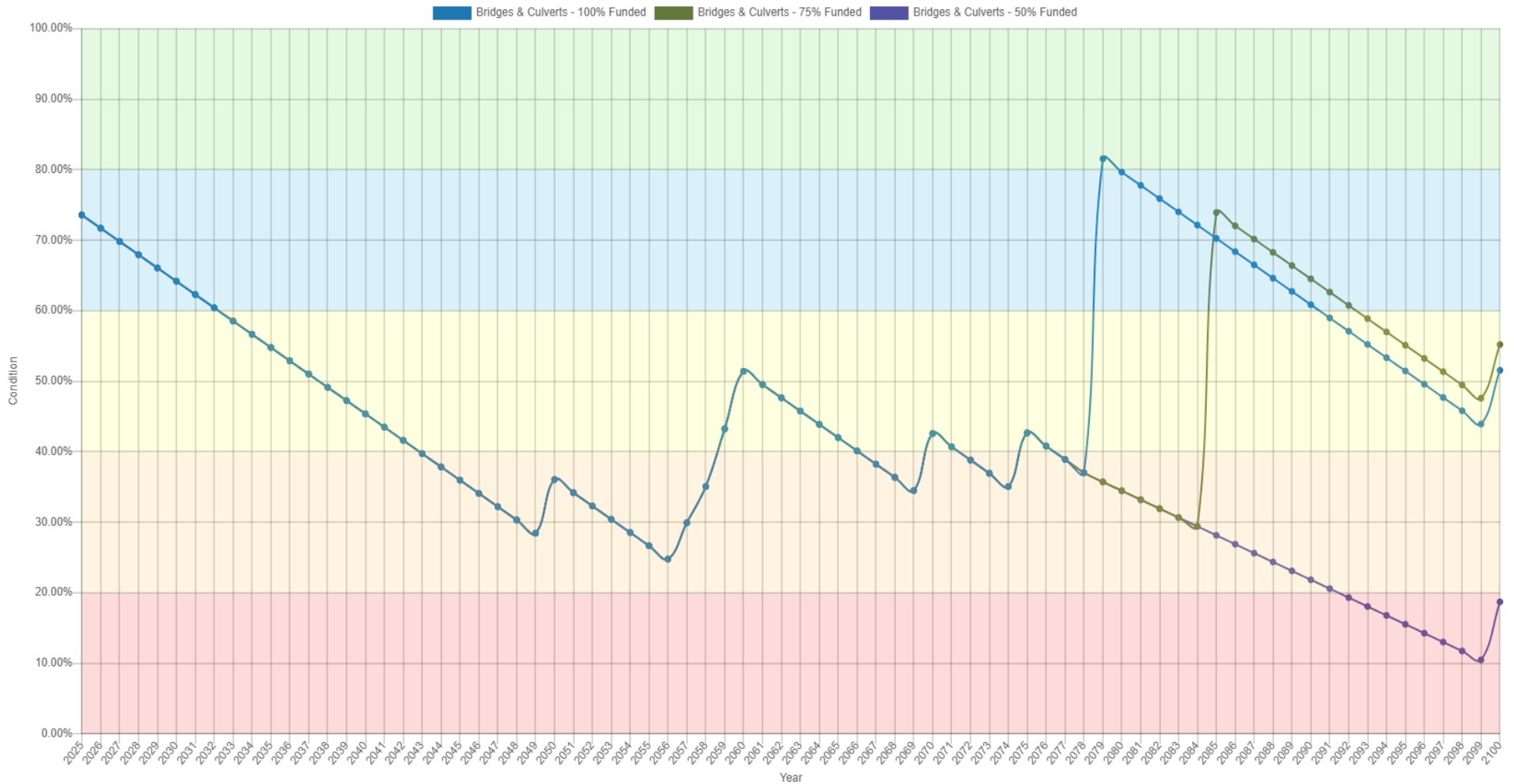


Figure 35 Bridges & Culverts: PLOS Projected Condition Results

The graph above compares the projected condition comparison for each scenario and shows how average condition changes over time for each scenario. Higher funding reduces the rate of decline once adequate funding levels have been achieved, while lower funding scenarios lead to a steeper level of deterioration especially due to the high-cost of bridge replacements.

6.8.3 Projected Risk Comparison

The graph below compares the projected risk impacts for each scenario:

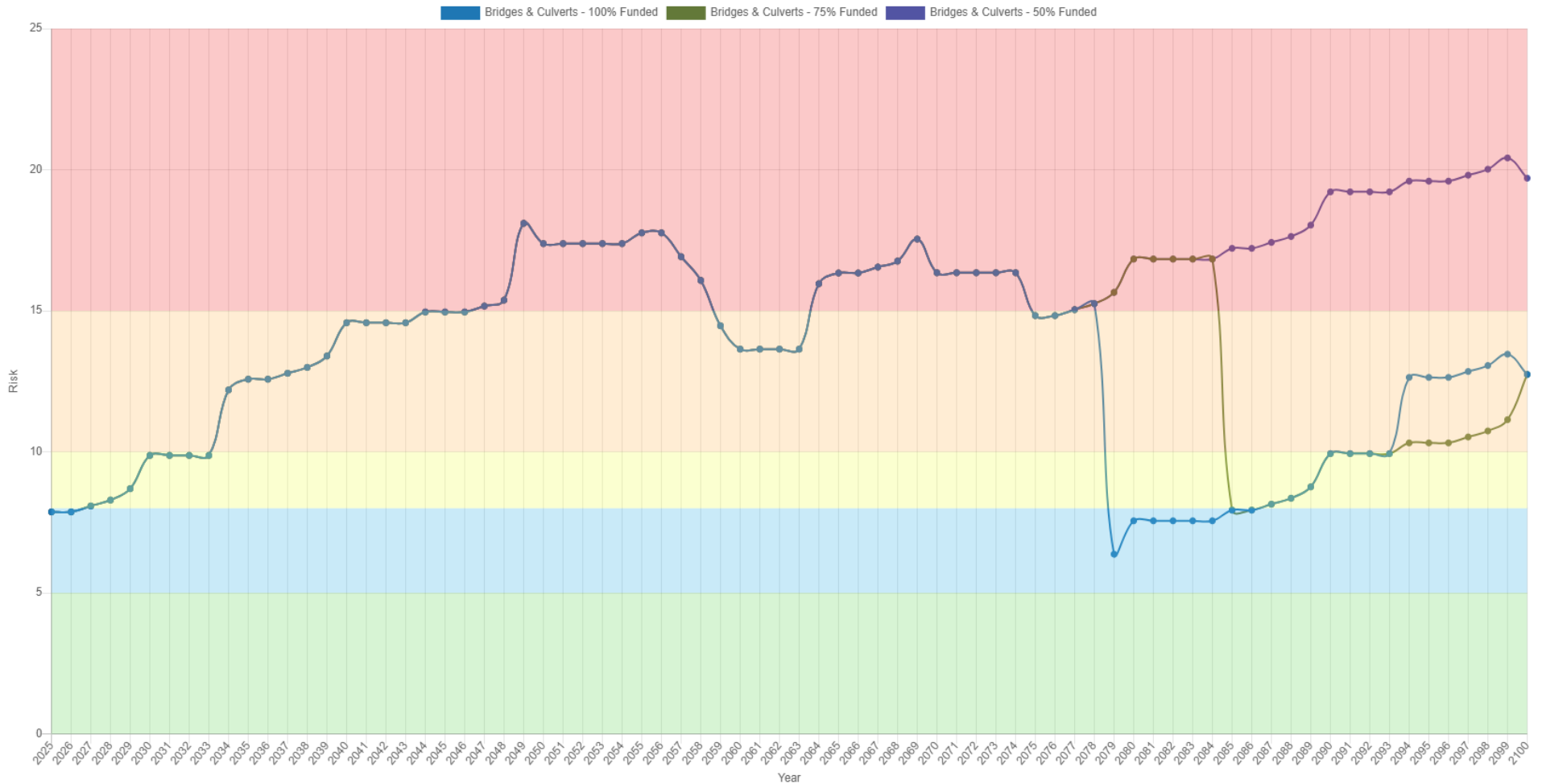


Figure 36 Bridges & Culverts: PLOS Projected Risk Results

The graph above compares the projected risk outcomes for each scenario and displays how risk increases under different financial investment levels. The 50% scenario leads to the highest long-term risk, while the 100% scenario moderates risk growth but still shows increases due to aging structures

6.8.4 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Ewanturel selected Scenario 1 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township’s current inventory of assets. The following table outlines the funding trajectory over the next 10 years for bridges & culverts if the financial strategy for Scenario 1 is implemented.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Targeted Capital Spending	\$189k	\$189k	\$189k	\$189k	\$189k	\$189k	\$189k	\$189k	\$189k	\$189k
Projected Capital Spending	\$71k	\$76k	\$81k	\$87k	\$94k	\$100k	\$106k	\$111k	\$117k	\$124k
Funding Deficit	\$118k	\$113k	\$108k	\$103k	\$95k	\$89k	\$84k	\$78k	\$72k	\$66k
Target Reinvestment Rate	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
Projected Reinvestment Rate	0.6%	0.7%	0.7%	0.8%	0.8%	0.9%	0.9%	1.0%	1.0%	1.1%

Table 22 Bridges & Culverts: 10 Year PLOS Financial Projections

7. Buildings & Land Improvements

The Township’s buildings and land improvement asset portfolio primarily consists of buildings that support public works and administration. Additionally, the Township owns a few buildings which are utilized as rental properties, such as the “arena” and a rental house.

7.1 Inventory & Valuation

Table 23 summarizes the quantity and current replacement cost of the Township’s various building and land improvement assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Administration	8	Assets	\$2,783,000	User-Defined
Municipal Wells	2	Assets	\$79,000	User-Defined
Public Works	6	Assets	\$1,108,000	User-Defined
TOTAL			\$3,970,000	

Table 23 Detailed Asset Inventory: Buildings & Land Improvements

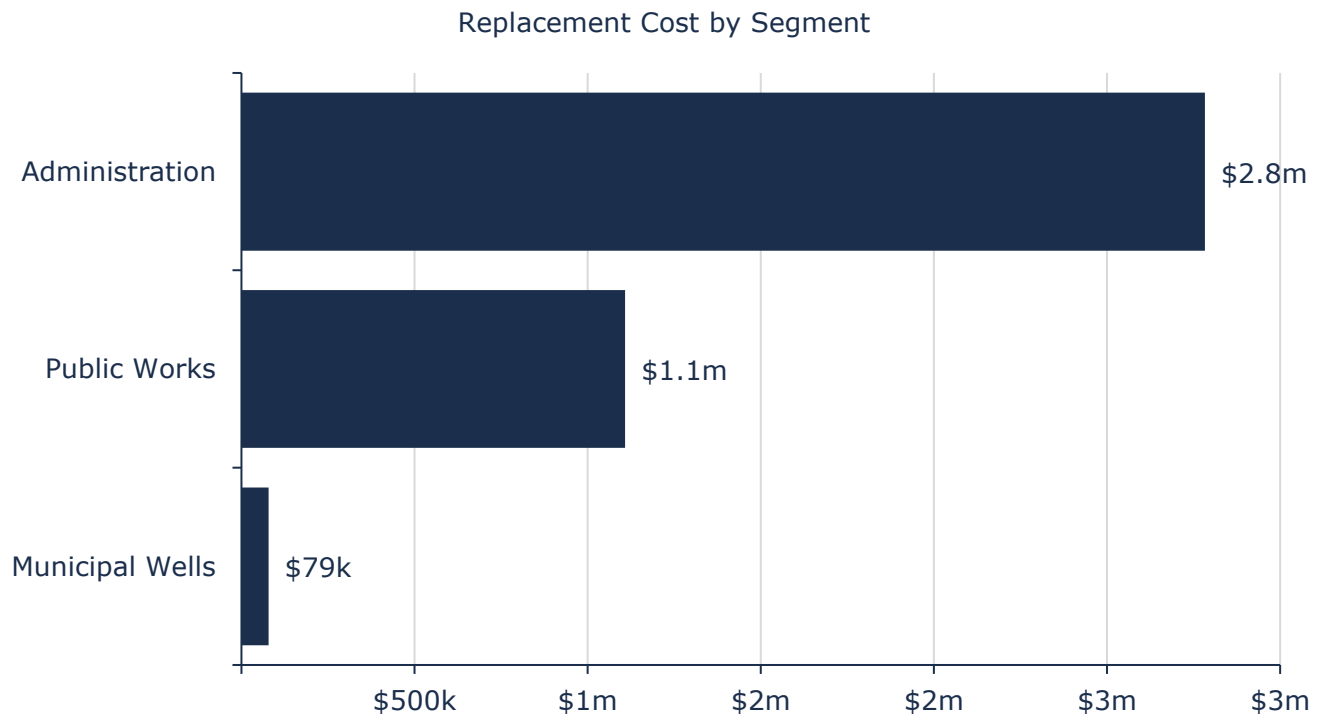


Figure 37 Portfolio Valuation: Buildings & Land Improvements

7.2 Asset Condition

Figure 38 summarizes the replacement cost-weighted condition of the Township’s buildings portfolio. Based on primarily staff assessments, 100% of building and land improvement assets are in fair or better condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

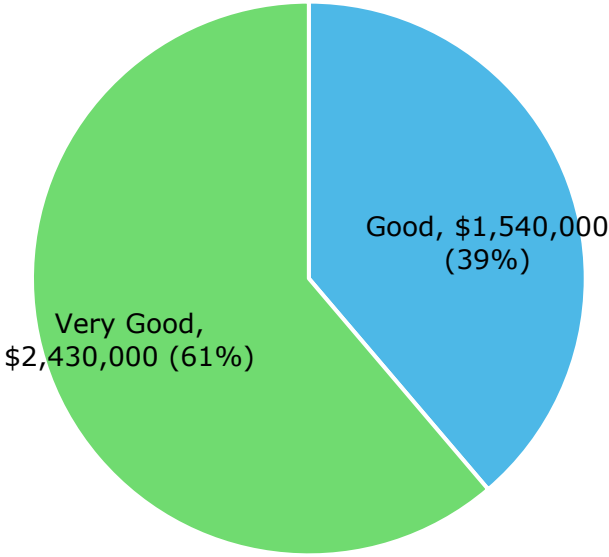


Figure 38 Asset Condition: Buildings & Land Improvements Overall

Figure 39 summarizes the assessed condition of buildings by each department and it shows that all assets are currently in good or very good condition.

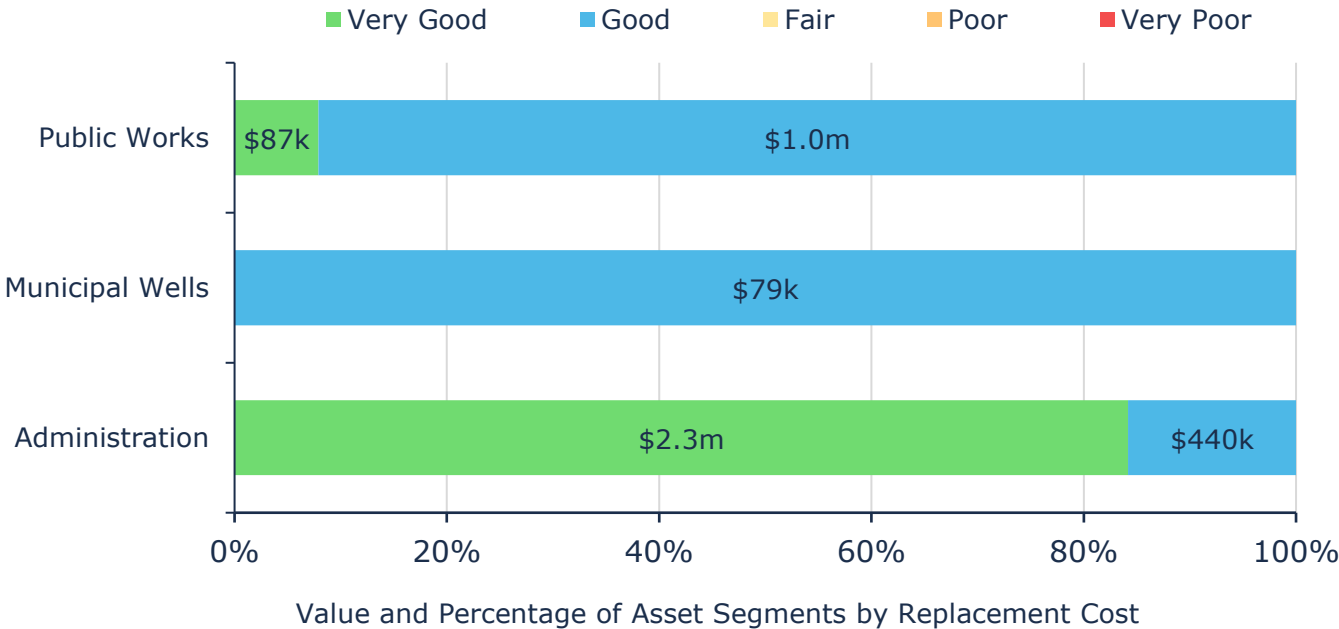


Figure 39 Asset Condition: Buildings & Land Improvements by Segment

7.3 Age Profile

An asset’s age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset’s age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 40 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

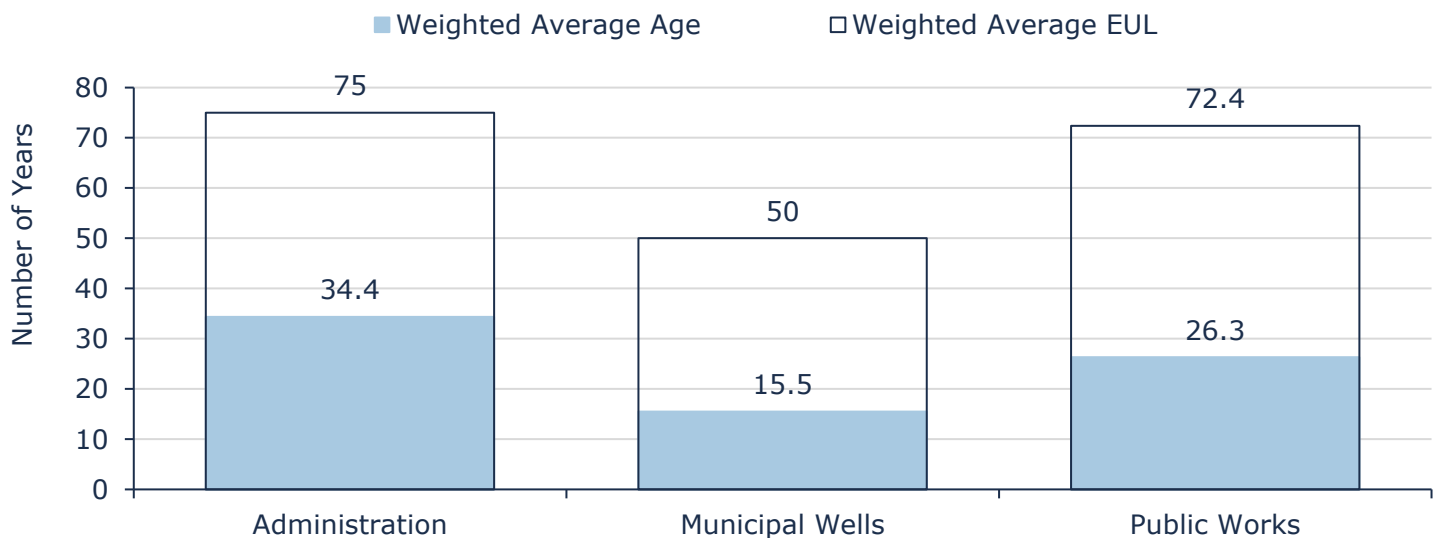


Figure 40 Estimated Useful Life vs. Asset Age: Buildings & Land Improvements

Age analysis reveals that, on average, building and land improvement assets are in the early to mid-stages of their serviceable life.

7.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 24 outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Building maintenance in Evanturel Township is primarily reactive due to limited staff and resources. Most repairs are conducted in response to issues identified by staff during their routine use of buildings, or from complaints and service requests submitted by building users. Some basic routine maintenance is performed by municipal staff or contractors on vital systems, such as furnace and HVAC checks ahead of winter.
Rehabilitation/ Replacement	Rehabilitations (such as roof repair or HVAC replacement) are considered only as funding allows or when there is an urgent need—such as asset failure, a significant safety issue, or access to outside grant funding. Asset replacements are typically driven by failure, safety concerns, or requirements for continued use, rather than scheduled intervals.
Inspections	All municipal buildings, including the municipal office and any storage/garage structures, receive annual walk-through inspections focused on health, safety, and basic structural integrity. These inspections are informal and typically performed by municipal staff, with any identified issues reported to administration for follow-up or repairs. More formal technical inspections or condition assessments are pursued only as required by regulation, insurance, or funding agreements.

Table 24 Lifecycle Management Strategy: Buildings & Land Improvements

7.5 Forecasted Long-Term Replacement Needs

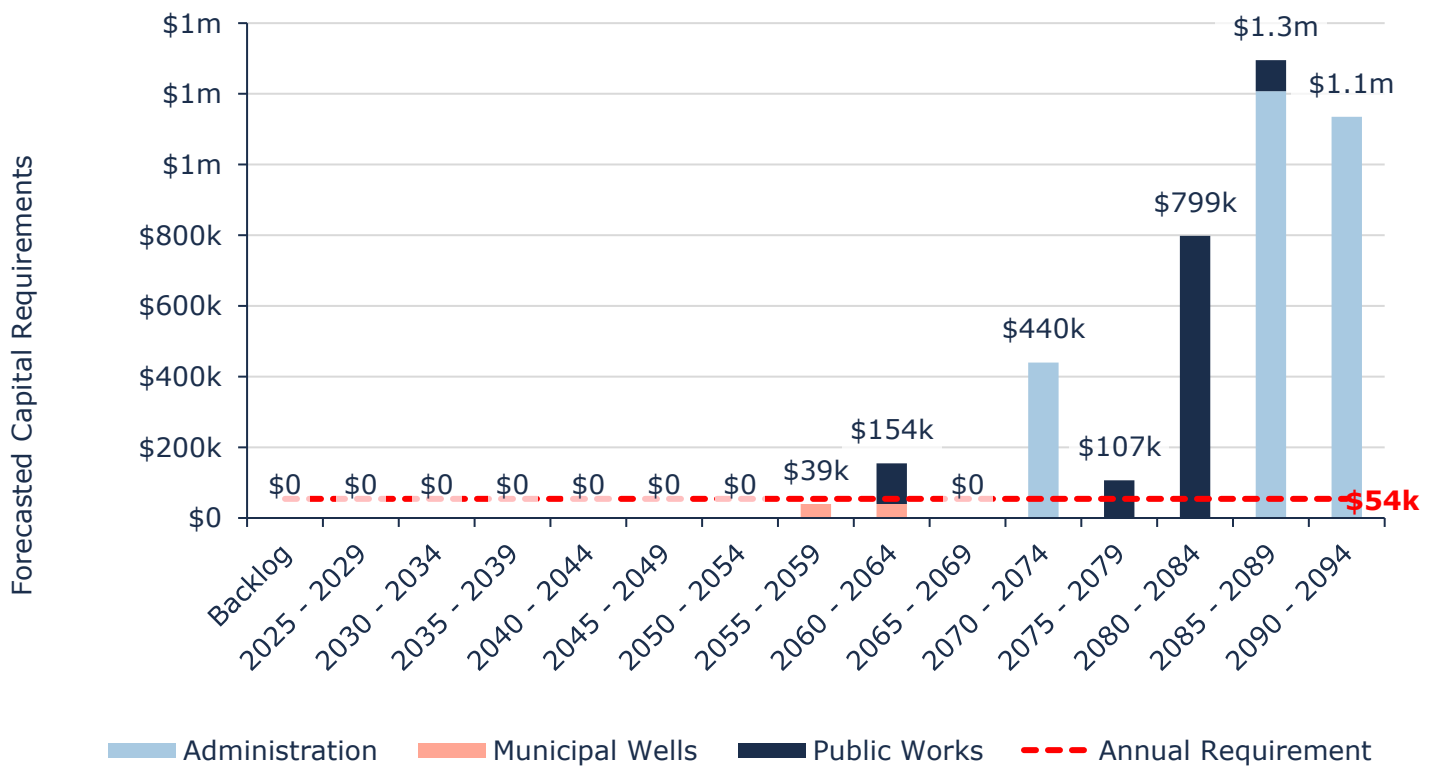


Figure 41 Forecasted Capital Replacement Needs Buildings & Land Improvements 2025-2094

Figure 41 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township’s buildings and land improvement portfolio. This analysis was run until 2094 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s primary asset management system and asset register. The Township’s average annual requirements (red dotted line) total \$54 thousand for all buildings and land improvement assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to gradually increase after 2054 with peak spikes of \$1.3 million between 2085 and 2089. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. In the case of buildings and facilities, detailed componentization is necessary to develop more reliable lifecycle forecasts that reflect the needs of individual elements and components.

Tables summarizing the projected lifecycle activity costs (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

7.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, replacement costs, and department.

The matrix classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township’s Asset Management Database (Citywide Assets).

1 - 4 Very Low \$3,969,723 (100%)	5 - 7 Low - (0%)	8 - 9 Moderate - (0%)	10 - 14 High - (0%)	15 - 25 Very High - (0%)
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Figure 42 Risk Matrix: Buildings & Land Improvements

7.7 Levels of Service

The tables that follow summarize the Township’s current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

7.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps of the types of facilities that the municipality operates and maintains	The Township owns and operates buildings that support public works and maintenance operations. Such as the garage, shop and sand shed.

Table 25 Community Levels of Service: Buildings & Land Improvements

7.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition value for buildings and land improvement assets in the Township	Very Good (81%)
Performance	Capital reinvestment rate	0.0%

Table 26 Technical Levels of Service: Buildings & Land Improvements

7.8 Proposed Levels of Service

As per O. Reg. 588/17 municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township’s ability to afford the PLOS. The tables and graphs below explain the proposed levels of service scenarios that were analyzed for the buildings and land improvement assets. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

7.8.1 PLOS Scenarios Analyzed

Scenario	Replacement Cost	Starting Condition	Projected Average Condition	Starting Risk	Projected Average Risk	Average Annual Req.	Capital Reinvestment Rate
Scenario 1 (100% Funding)			48%		3	\$54,000	1.4%
Scenario 2 (75% Funding)	\$3,970,000	81%	44%	1.4	3.2	\$40,500	1.0%
Scenario 3 (50% Funding)			41%		3.4	\$27,000	0.7%

Table 27 Proposed Levels of Service Analysis: Buildings & Land Improvements

7.8.2 Projected Condition Comparison

The graph below compares the projected condition outcomes for each scenario:

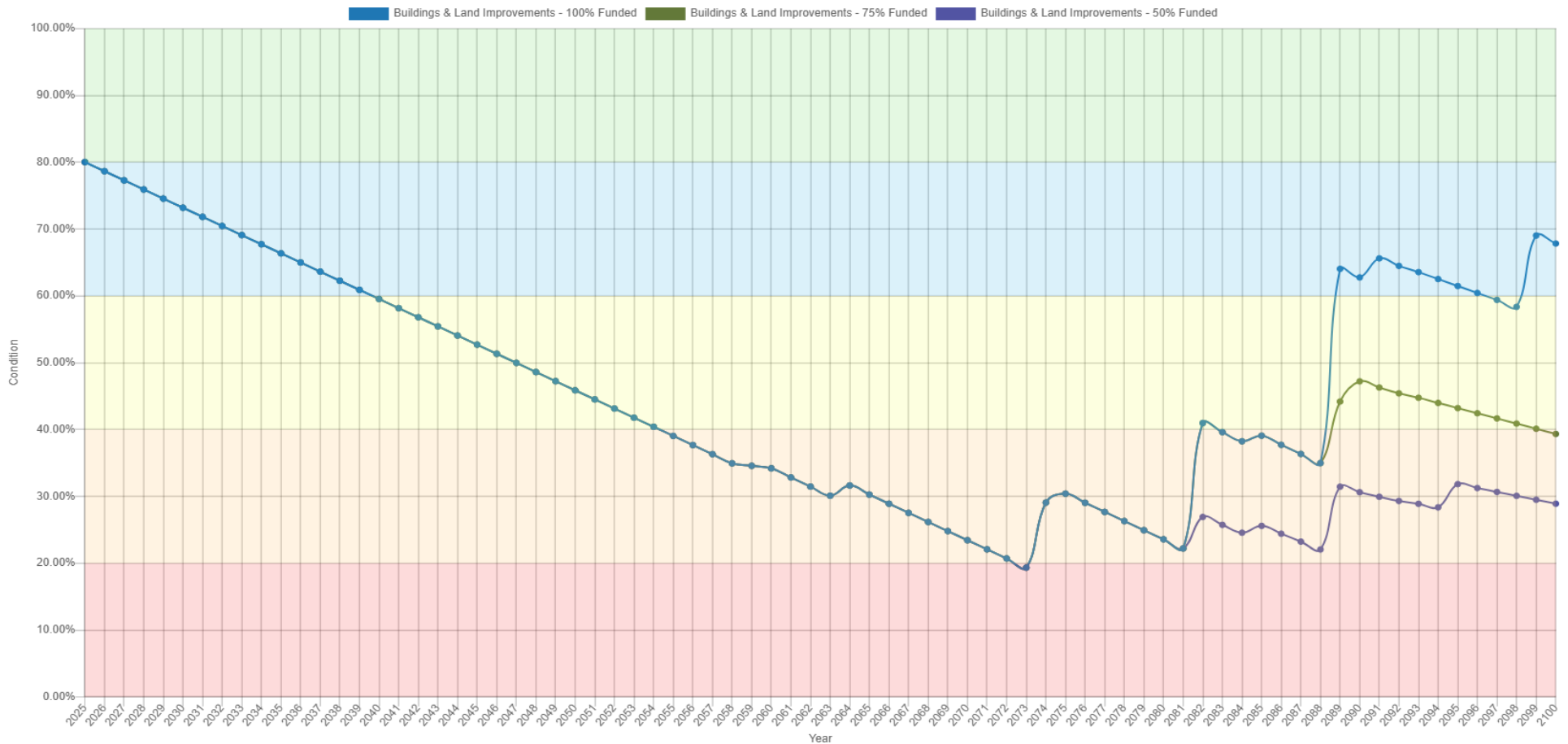


Figure 43 Buildings & Land Improvements: PLOS Projected Condition Results

The graph above compares the projected condition outcomes for each scenario and demonstrates that building condition declines gradually over a 50-year period in all scenarios until reinvestment is made at end of life. With the 100% funding scenario maintaining the highest long-term condition level and slower deterioration. This is due to the lack of identified lifecycle events that would likely take place and allow the assets to hit a 20% condition before replacement or rehabilitation. Developing a componentized inventory, and associated lifecycle needs for building assets greatly improves the understanding of current condition and provides more confidence in forecasting capital needs.

7.8.3 Projected Risk Comparison

The graph below compares the projected risk impacts for each scenario:

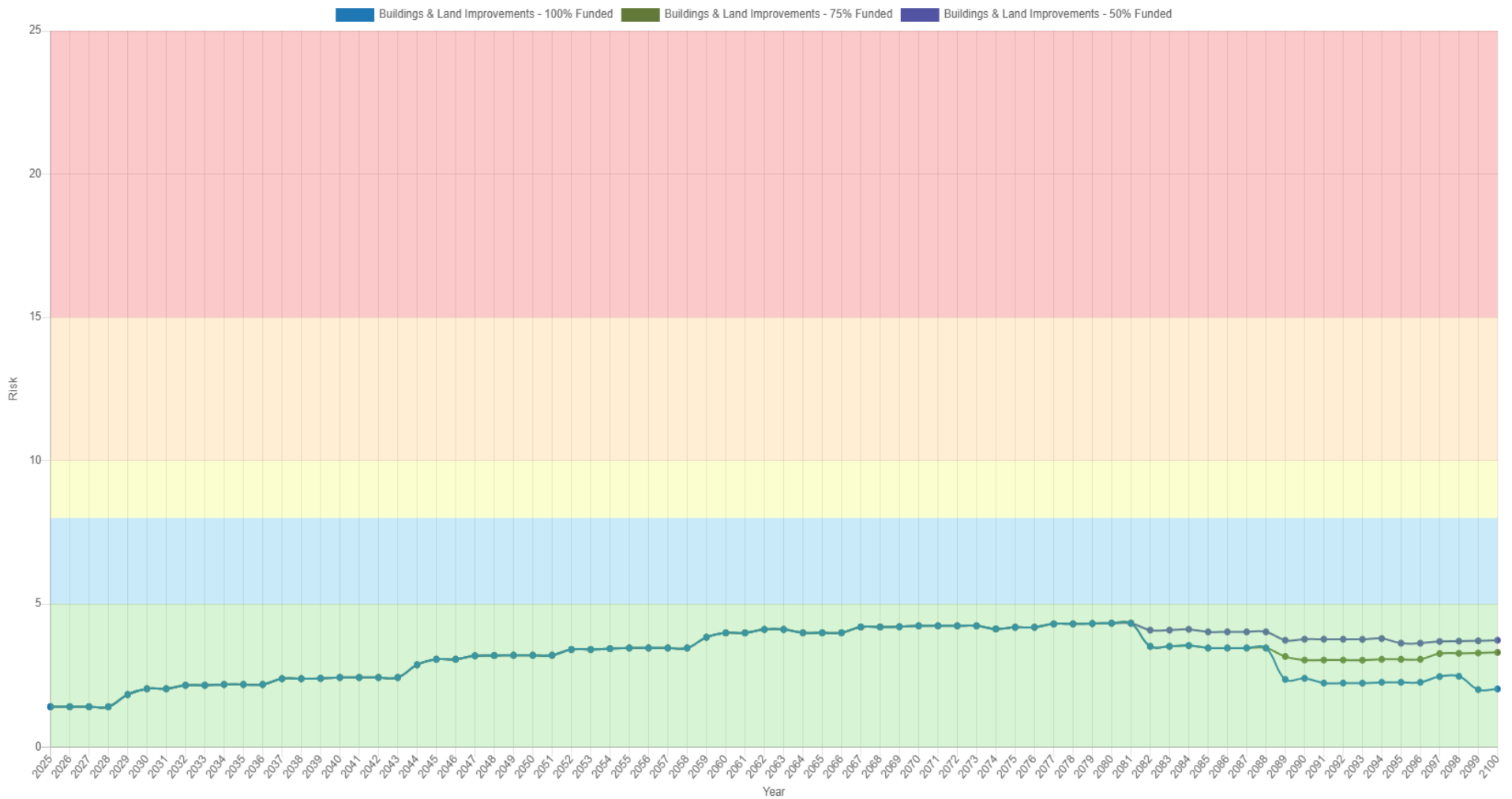


Figure 44 Buildings & Land Improvements: PLOS Projected Risk Results

This graph shows minimal increases in risk across all scenarios, with the lowest risk observed in the 100% funding scenario. Even at lower funding levels, risk remains comparatively manageable due to the good starting condition of these assets

7.8.4 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Ewanturel selected Scenario 1 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township’s current inventory of assets. The following table outlines the funding trajectory over the next 10 years for buildings and land improvements if the financial strategy for Scenario 1 is implemented.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Targeted Capital Spending	\$54k	\$54k	\$54k	\$54k	\$54k	\$54k	\$54k	\$54k	\$54k	\$54k
Projected Capital Spending	\$2k	\$4k	\$7k	\$9k	\$12k	\$15k	\$17k	\$20k	\$23k	\$25k
Funding Deficit	\$52k	\$50k	\$48k	\$45k	\$42k	\$39k	\$37k	\$34k	\$32k	\$29k
Target Reinvestment Rate	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Projected Reinvestment Rate	0.1%	0.1%	0.2%	0.2%	0.3%	0.4%	0.4%	0.5%	0.6%	0.6%

Table 28 Buildings & Culverts: 10- Year PLOS Financial Projections

8. Vehicles, Machinery & Equipment

The Township’s vehicles, machinery and equipment portfolio consists of a trailer, sander/plow truck, grader, steamer, loaders, tractor, sweeper, mower and a light duty vehicle that support a variety of general and essential services, including public works and administration.

8.1 Inventory & Valuation

Table 29 summarizes the quantity and current replacement cost of the Township’s various vehicle, machinery and equipment assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Environmental	1	Assets	\$14,000	User-Defined
General Government	2	Assets	\$125,000	User-Defined
Transportation	8	Assets	\$1,481,000	User-Defined
Vehicles	1	Assets	\$44,000	CPI
TOTAL			\$1,663,000	

Table 29 Detailed Asset Inventory: Vehicles, Machinery & Equipment

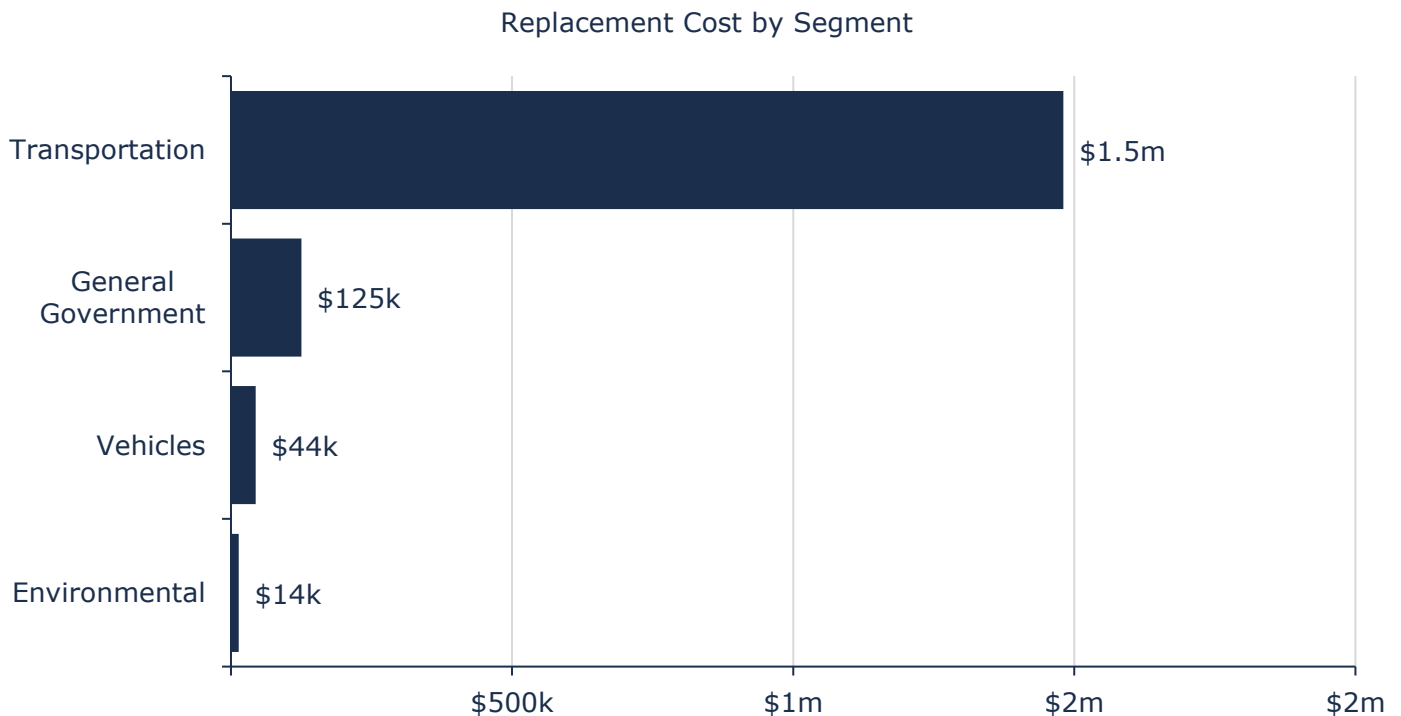


Figure 45 Portfolio Valuation: Vehicles, Machinery & Equipment

8.2 Asset Condition

Figure 46 summarizes the replacement cost-weighted condition of the Township’s vehicles, machinery and equipment portfolio. Based on a combination of aged-based and staff estimated assessed condition data, 60% of vehicles are in fair or better condition, with the remaining 40% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. Condition data was available for 60% of vehicles, machinery and equipment age was used to estimate conditions for the remaining 40% of assets.

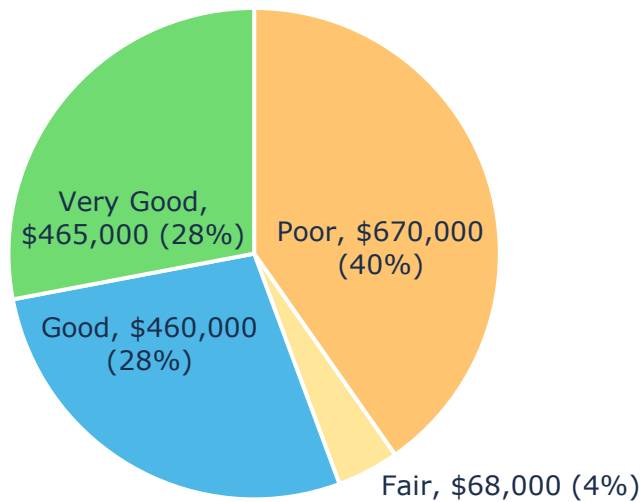


Figure 46 Asset Condition: Vehicles Overall

Figure 47 summarizes the condition of vehicles by each department.

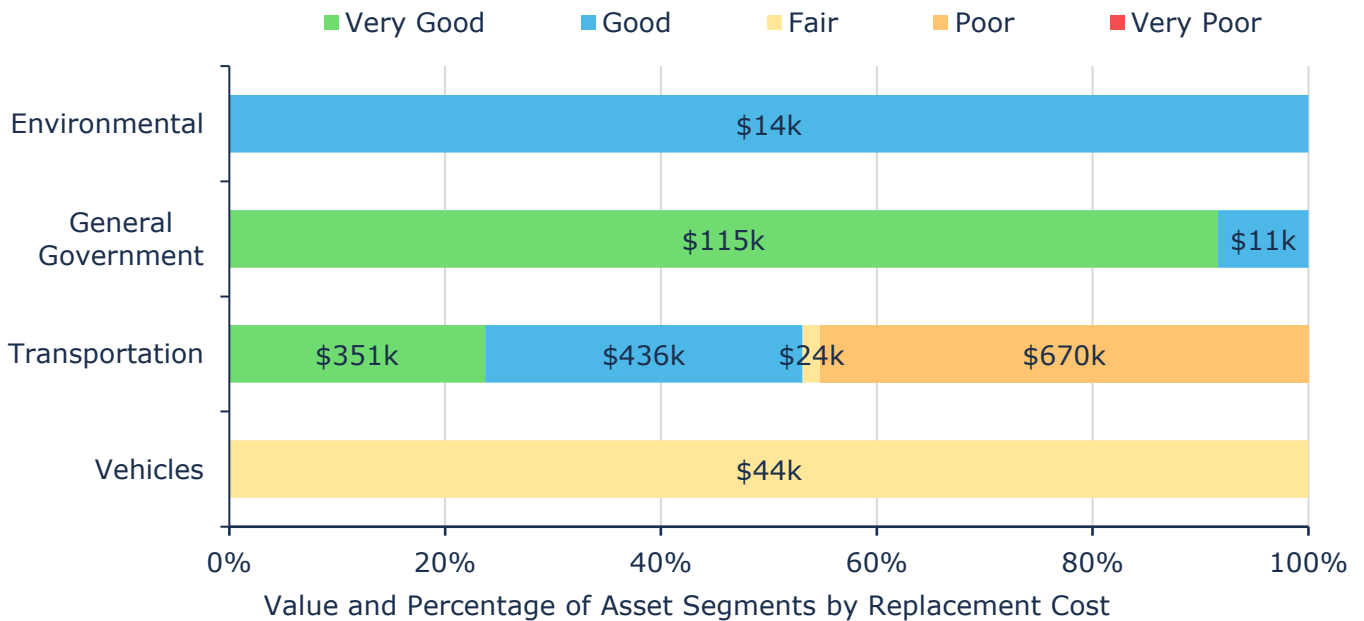


Figure 47 Asset Condition: Vehicles, Machinery & Equipment by Segment

8.3 Age Profile

An asset’s age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset’s age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 48 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

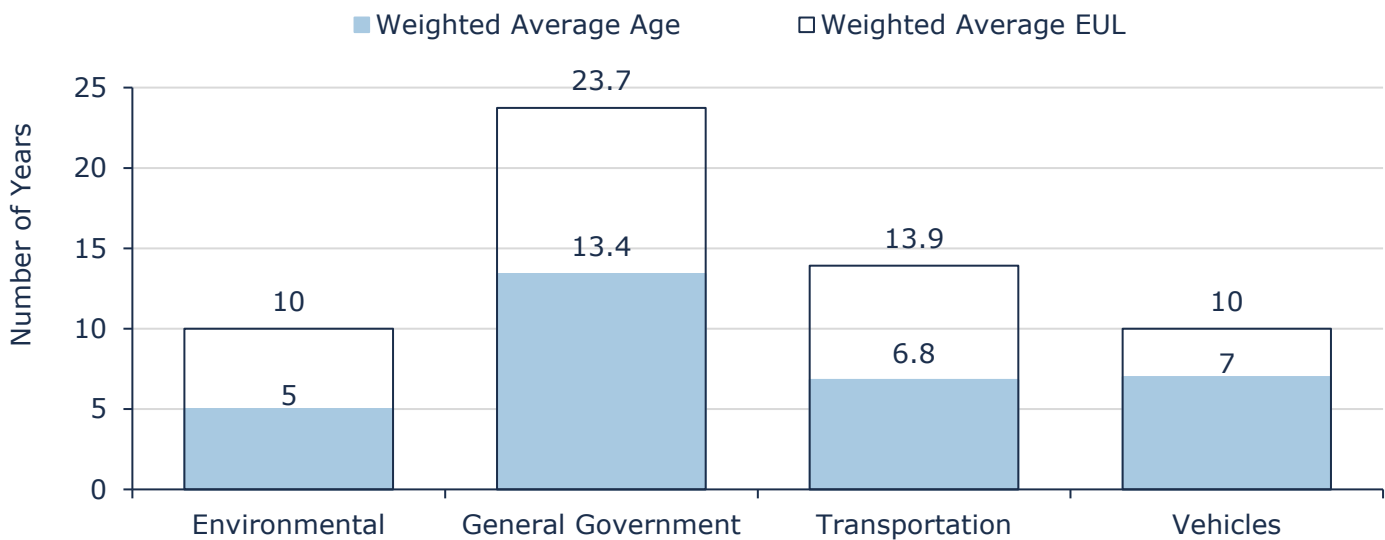


Figure 48 Estimated Useful Life vs. Asset Age: Vehicles, Machinery & Equipment

Age analysis reveals that, on average, most vehicles, machinery and equipment are in moderate stages of their expected life.

8.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities such as oil changes, filter replacements, and fluid checks are performed following manufacturer recommendations where possible.

Activity Type	Description of Current Strategy
Replacement	Replacement of vehicles and equipment is generally reactive, occurring mainly when assets fail or become unreliable, or when funding becomes available through grants or municipal budgeting. A formal, up-to-date condition assessment program for fleet assets is not currently in place, making replacements driven primarily by immediate operational needs rather than planned lifecycle management.
Inspections	Vehicles are inspected by the operator daily before use; however, these inspections identify deficiencies but do not provide overall condition ratings

Table 30 Lifecycle Management Strategy: Vehicles, Machinery & Equipment

8.5 Forecasted Long-Term Replacement Needs

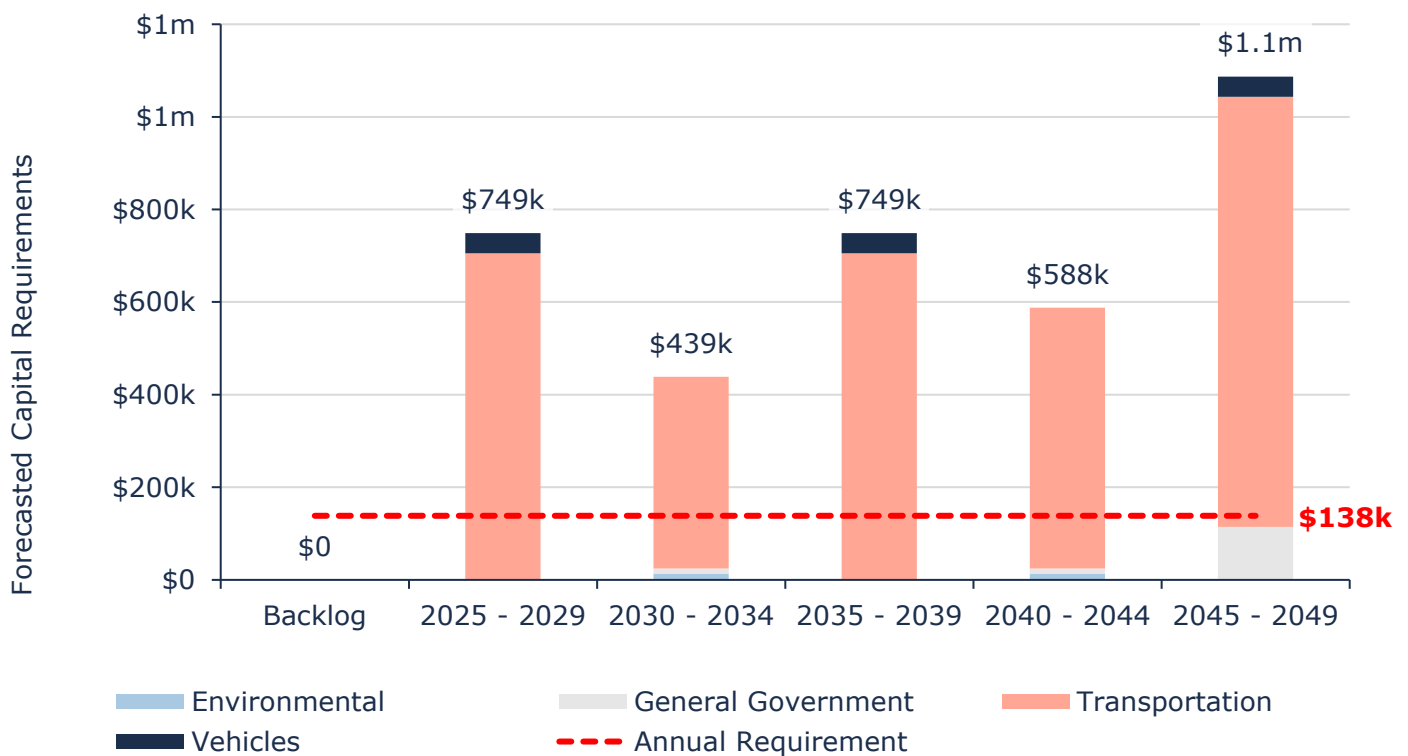


Figure 49 Forecasted Capital Replacement Needs: Vehicles, Machinery & Equipment 2025-2049

Figure 49 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township’s vehicles, machinery and equipment portfolio. This analysis was run until 2049 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s primary asset management system and asset register. The Township’s average annual requirements (red dotted line) total \$138 thousand for all vehicles, machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to be significant over the next three decades, peaking at \$1.1 million between 2045 and 2049 as vehicles, machinery and equipment reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to

provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

8.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township’s Asset Management Database (Citywide Assets).

1 - 4 Very Low \$1,663,186 (100%)	5 - 7 Low - (0%)	8 - 9 Moderate - (0%)	10 - 14 High - (0%)	15 - 25 Very High - (0%)
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Figure 50 Risk Matrix: Vehicles, Machinery & Equipment

8.7 Levels of Service

The tables that follow summarize the Township’s current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

8.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include images, of the types of Vehicles, Machinery & Equipment (i.e. light, medium, and heavy duty) that the municipality operates and the services that they help to provide to the community	The Townships Vehicles, Machinery & Equipment portfolio consists of a single light truck and few pieces of heavy equipment that service administration and public works.

Table 31 Community Levels of Service: Vehicles, Machinery & Equipment

8.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition of vehicles, machinery and equipment	Good (63%)
Performance	Capital reinvestment rate	0%

Table 32 Technical Levels of Service: Vehicles, Machinery & Equipment

8.8 Proposed Levels of Service

As per O. Reg. 588/17 municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township’s ability to afford the PLOS.

The tables and graphs below explain the proposed levels of service scenarios that were analyzed for vehicles, machinery and equipment. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

8.8.1 PLOS Scenarios Analyzed

Scenario	Replacement Cost	Starting Condition	Projected Average Condition	Starting Risk	Projected Average Risk	Average Annual Req.	Capital Reinvestment Rate
Scenario 1 (100% Funding)			28%		4.2	\$138,000	8.3%
Scenario 2 (75% Funding)	\$1,663,000	63%	27%	3.3	3.8	\$60,000	3.6%
Scenario 3 (50% Funding)			23%		5.6	\$43,000	2.6%

Table 33 Proposed Levels of Service Analysis: Vehicles, Machinery & Equipment

8.8.2 Projected Condition Comparison

The graph below compares the projected condition outcomes for each scenario:

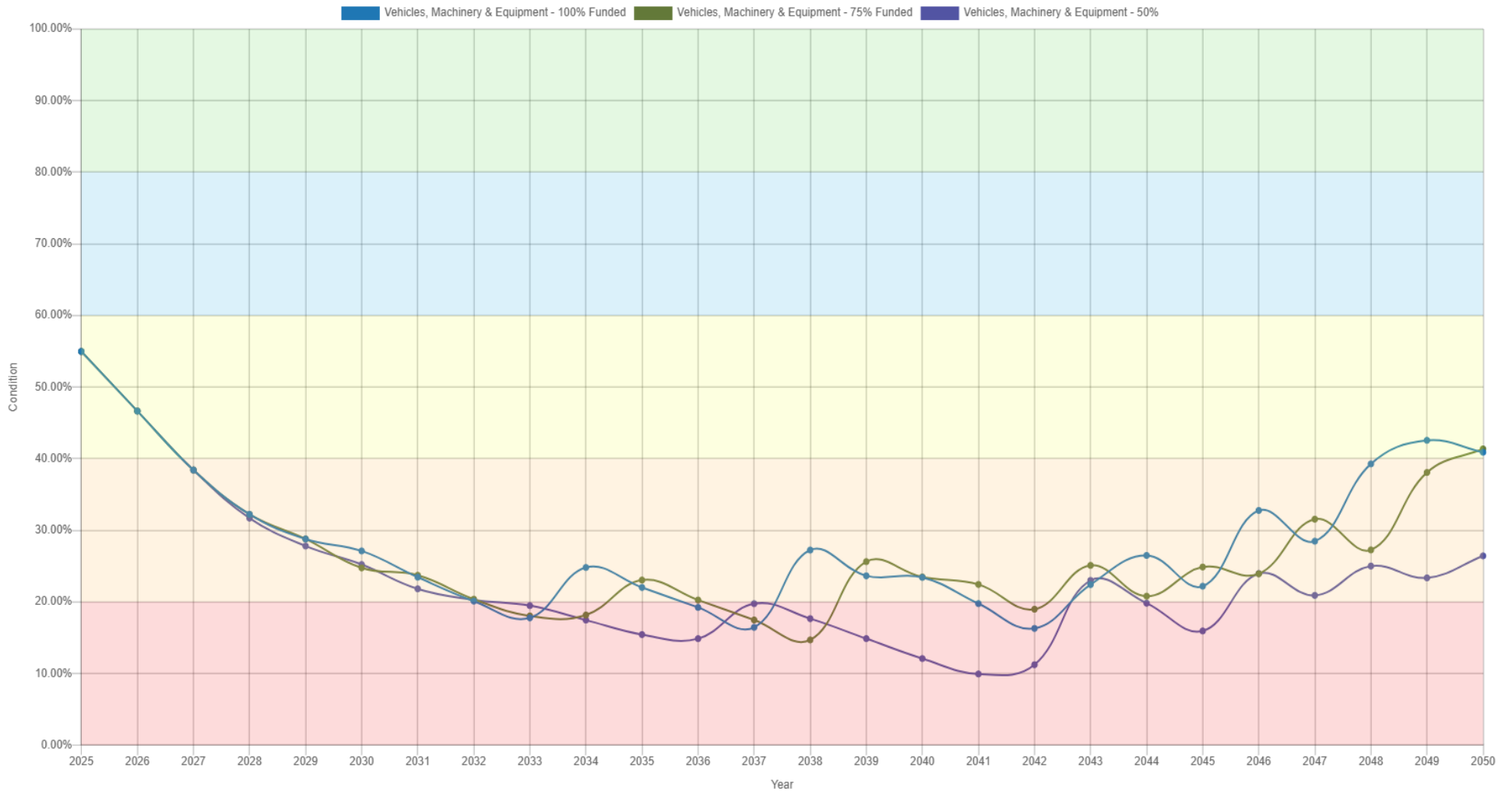


Figure 51 PLOS Projected Condition Results: Vehicles, Machinery & Equipment

The condition graph shows moderately steep declines in asset conditions when funding falls below the required lifecycle needs. Assets in this category may experience deterioration much faster than other categories due to shorter useful lives and intensive operational use.

8.8.3 Projected Risk Comparison

The graph below compares the projected risk impacts for each scenario:

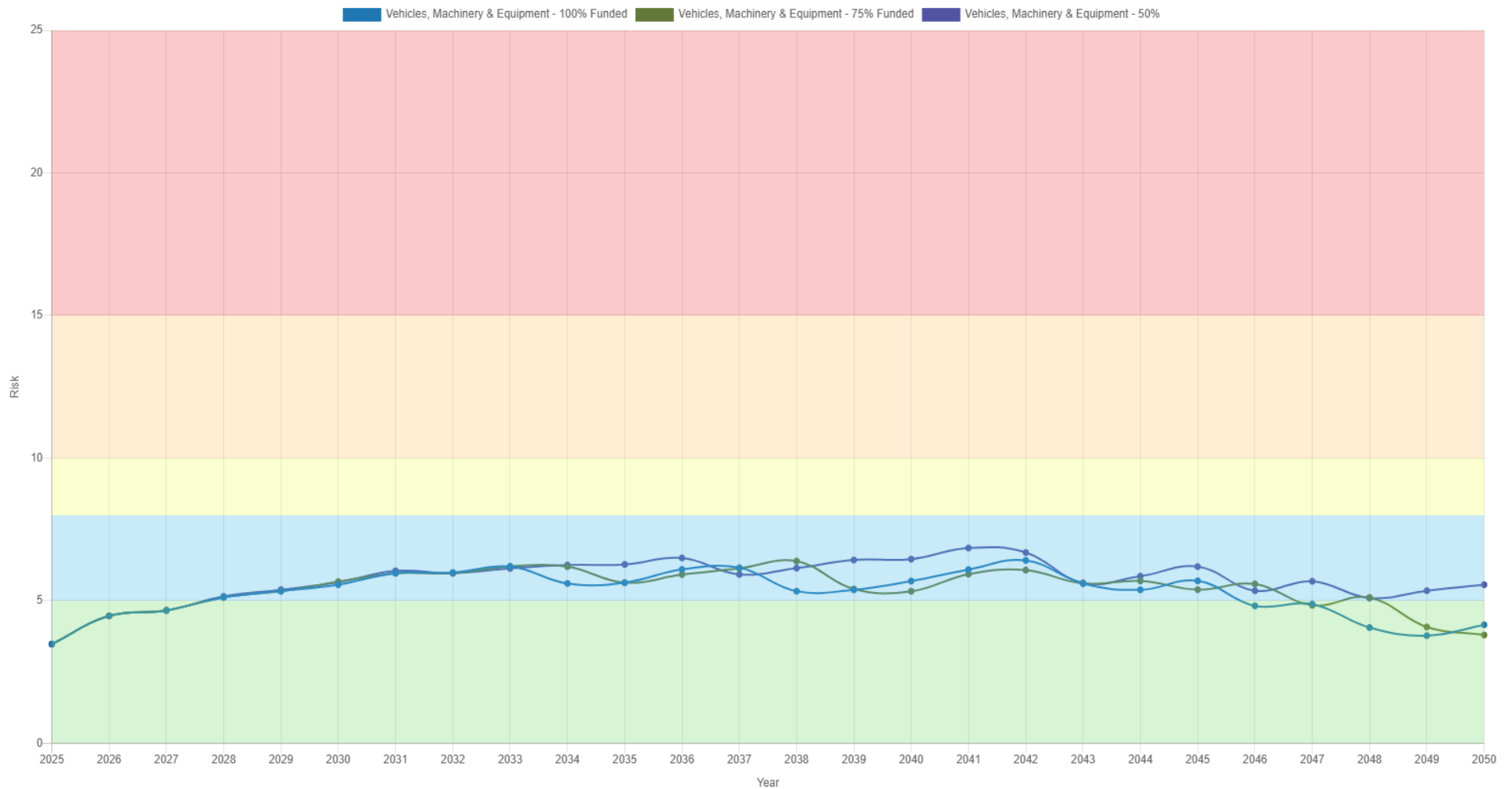


Figure 52 PLOS Projected Risk Result: Vehicles, Machinery & Equipment

This graph demonstrates moderate to insignificant increases and decreases in risk under the three funding scenarios. The 100% scenario controls risk most effectively, while 50% funding results in slightly higher long-term risk due to deferred replacements.

8.8.4 10-Year PLOS Financial Projections

As outlined in Section 4. *Proposed Levels of Service Analysis*, the Township of Ewanturel selected Scenario 1 as their preferred proposed levels of service. The main objective is to increase spending gradually to reach a more sustainable funding level to manage the Township’s current inventory of assets. The following table outlines the funding trajectory over the next 10 years for vehicles, machinery and equipment if the financial strategy for Scenario 1 is implemented.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Targeted Capital Spending	\$138k	\$138k	\$138k	\$138k	\$138k	\$138k	\$138k	\$138k	\$138k	\$138k
Projected Capital Spending	\$6k	\$11k	\$17k	\$23k	\$32k	\$38k	\$45k	\$51k	\$58k	\$65k
Funding Deficit	\$133k	\$127k	\$121k	\$115k	\$107k	\$100k	\$94k	\$87k	\$81k	\$74k
Target Reinvestment Rate	8.3%	8.3%	8.3%	8.3%	8.3%	8.3%	8.3%	8.3%	8.3%	8.3%
Projected Reinvestment Rate	0.3%	0.7%	1.0%	1.4%	1.9%	2.3%	2.7%	3.1%	3.5%	3.9%

Table 34 Vehicles, Machinery & Equipment: 10-Year PLOS Financial Projections

9. Growth

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

9.1.1 Official Plan for the Central Timiskaming Planning Area (2012)

The Township of Evanturel's official plan outlines its commitment to fostering sustainable growth while maintaining its rural character. Located along Highway 11 and adjacent to the Town of Englehart, Evanturel is primarily an agricultural township, with growing commercial activity and residential development centered around the highway corridor. Despite its rural nature, the township seeks to balance development with the preservation of its natural and cultural heritage, ensuring that its residents continue to enjoy a quiet, scenic lifestyle.

Key objectives of Evanturel's development strategy include enhancing recreational spaces, with particular emphasis on expanding parkland and trail systems for its residents. The township boasts a walking trail along the Englehart River and aims to develop additional neighborhood parks in areas like Brown's Road, Linton Street, and Bryan's Road to meet the needs of its growing population. These green spaces are seen as vital to promoting community well-being and encouraging outdoor activity while preserving the township's natural beauty.

Evanturel's infrastructure development is primarily supported through its proximity to Englehart. While the township does not provide its own public piped water and sewage services, private agreements allow portions of Evanturel, such as Highway 11's commercial zone and Tenth Avenue's residential area, to be serviced by Englehart's utilities. The township also manages its own waste disposal site and is focused on maintaining effective waste management systems. Growth in Evanturel is carefully managed, with a focus on infill development within serviced areas and an annual cap on new residential lots outside these regions to maintain the balance between growth and sustainability.

9.1.2 The Growth Plan for Northern Ontario (2011)

The Growth Plan for Northern Ontario is a 25-year strategy designed to guide economic and population growth in the region. Released in 2011, the plan seeks to diversify the traditionally resource-based economy by promoting the development of sectors such as advanced manufacturing, health sciences, renewable energy, tourism, and the digital economy. One of its core objectives is to strengthen Northern Ontario's competitive advantages in a global economy by leveraging local resources, encouraging innovation, and attracting investment. The plan also places a strong focus on supporting traditional industries like forestry and mining through innovation and sustainable practices while expanding into emerging sectors to create new economic opportunities for residents across the North.

A central theme of the plan is the development of a highly skilled and educated workforce that can adapt to a rapidly changing economy. The plan aims to improve access to education, training, and healthcare services, ensuring that Northerners, including Indigenous peoples, Francophones, and other underrepresented groups, have the skills and support necessary to contribute to the region's economic future. It promotes partnerships between educational institutions, businesses, and communities to align training programs with the needs of priority economic sectors, preparing workers for new and evolving job markets. Health services are also a key focus, with the goal of increasing the number of healthcare professionals practicing in the North and improving access to health infrastructure, particularly in remote and rural communities.

The plan emphasizes the importance of regional economic hubs, such as Greater Sudbury, Thunder Bay, North Bay, and Timmins, which are identified as critical for future growth. These hubs are intended to act as economic and service centers for surrounding communities, connecting the region through infrastructure investments in transportation, communications, and energy systems. Strategic investments in these areas aim to support higher-density development, improve public services, and enhance the quality of life for residents. The plan encourages collaborative economic development across municipal boundaries, fostering regional approaches that recognize the unique needs and opportunities of both urban centers and rural or remote areas.

Sustainability and environmental stewardship are also key pillars of the Growth Plan. It promotes the sustainable use of Northern Ontario's vast natural resources, including forestry, minerals, and freshwater systems, while also focusing on opportunities in the green economy, such as renewable energy and eco-tourism. The plan highlights the growing impact of climate change on the region and calls for measures to adapt to environmental changes, particularly in remote and northern communities. By integrating environmental considerations into economic planning, the goal is to balance economic growth with the protection and preservation of Northern Ontario's natural heritage.

The Growth Plan for Northern Ontario also outlines the critical role of Indigenous communities in the region's economic development. It emphasizes the need for stronger partnerships with Indigenous peoples to ensure they have access to education, employment, and economic opportunities. The plan seeks to close the socio-economic gaps between Indigenous and non-Indigenous populations by increasing Indigenous participation in regional planning and decision-making processes, particularly in sectors like natural resource management and infrastructure development. By working closely with Indigenous communities, the plan aims to create a more inclusive and prosperous future for all residents of Northern Ontario.

9.1.3 Impact of Growth on Lifecycle Activities

The growth of the Township of Ewanturel will present challenges to its service delivery and service delivery assets. The township recognizes these challenges and has developed strategies to mitigate the impact on services while ensuring long-term viability for its residents. This includes a commitment to growing existing population centers, which allows the township to leverage current infrastructure, staff, and processes, reducing the cost of increasing capacity. Additionally, there will be long-term funding obligations to ensure that lifecycle activities can be maintained and enhanced as the population grows.

10. Financial Strategy

10.1 Financial Strategy Overview

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Township of Ewanturel to identify the financial resources required for sustainable asset management based on existing asset inventories, proposed levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements of contemplated changes for proposed levels of service targeting 100% funding levels
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Debt
 - d. Development charges
3. Use of non-traditional sources of municipal funds:
 - a. Reallocated budgets
 - b. Partnerships
 - c. Procurement methods
4. Use of Senior Government Funds:
 - a. CCBF
 - b. OCIF
 - c. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a Township's approach to the following:

1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
 - a. If a zero-debt policy is in place, is it warranted? If not the use of debt should be considered.
 - b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

10.1.1 Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$598 thousand annually to address capital requirements and meet the target proposed level of service for the assets included in this AMP.

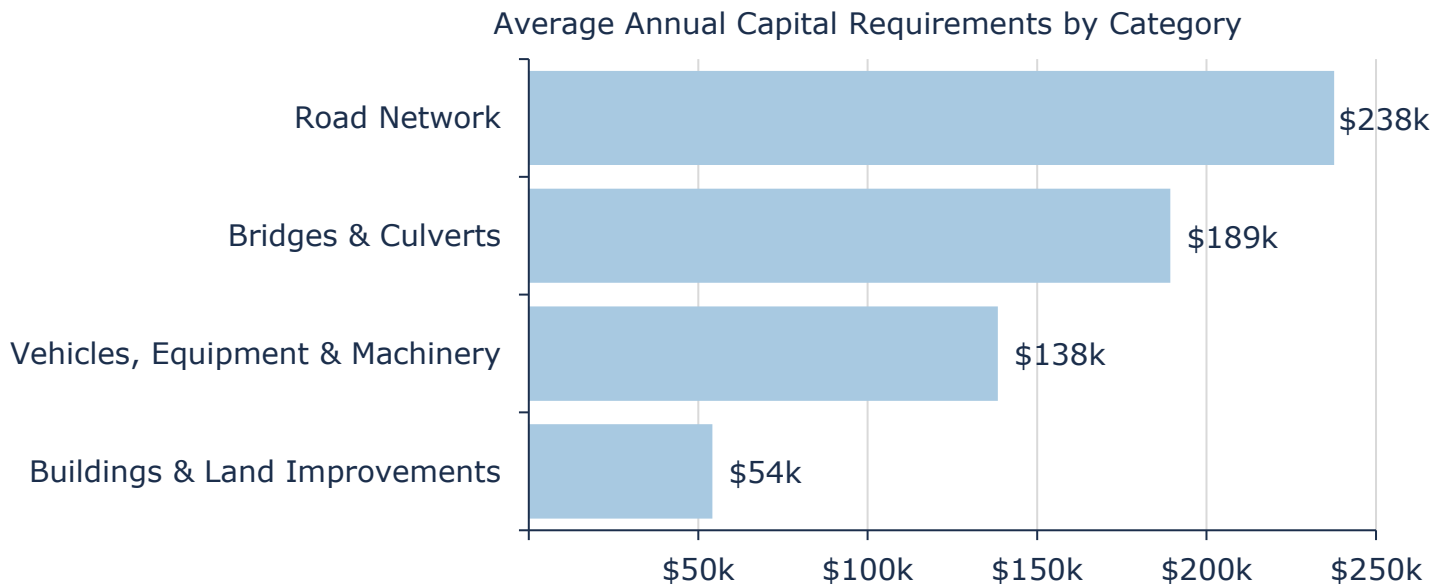


Figure 53 Average Annual Capital Requirements by Asset Category

For most asset categories the annual requirement has been calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

1. **Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$259,000	\$238,000	\$22,000

Table 35 Replacement Only vs. Lifecycle Strategies Cost Savings

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$22 thousand for the Road Network. This represents an overall reduction of the annual requirements of 8%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used these annual requirements in the development of the financial strategy.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$132 thousand towards capital projects per year. Given the annual capital requirement of \$620 thousand, there is currently a funding gap of \$488 thousand annually.

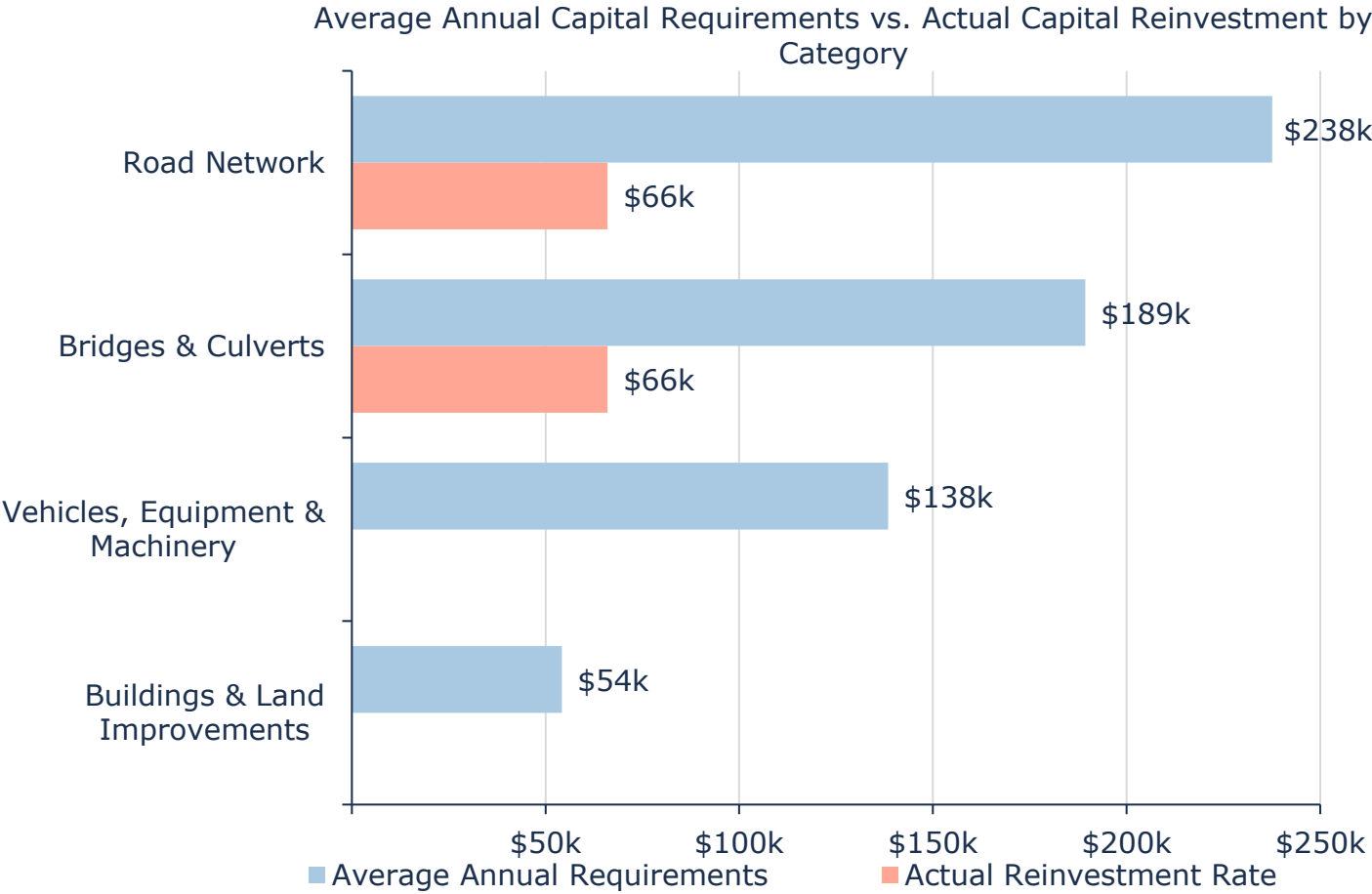


Figure 54 Annual Capital Requirements vs. Available Funding

10.2 Funding Objective

We have developed a scenario that would enable Evanturel to achieve full funding and the proposed level of service within 1 to 20 years for the following assets:

1. **Tax Funded Assets:** Road Network, Bridges & Culverts, Buildings & Land Improvements, Vehicles, Machinery & Equipment.

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

10.3 Financial Profile: Tax Funded Assets

10.3.1 Current Funding Position

The following tables show, by asset category, the average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Taxes	CCBF	OCIF	Total Available	
Road Network	238,000	-	16,005	50,000	66,005	172,000
Bridges & Culverts	189,000	-	16,005	50,000	66,005	123,000
Buildings & Land Improvements	54,000	-	-	-	-	54,000
Vehicles, Machinery & Equipment	138,000	-	-	-	-	138,000
Total	620,000	-	32,010	100,000	132,010	488,000

Table 36 Annual Funding Available for Tax Funded Assets

The average annual investment requirement for the above categories is \$620 thousand. Annual revenue currently allocated to these assets for capital purposes is \$132 thousand leaving an annual deficit of \$488 thousand. Put differently, these infrastructure categories are currently funded at 21% of their long-term requirements.

10.3.2 Full Funding Requirements

In 2024, the Township of Ewanturel budgeted annual tax revenues of \$815 thousand. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	21.1%
Bridges & Culverts	15.1%
Buildings & Land Improvements	6.7%
Vehicles, Machinery & Equipment	17.0%
Total	59.9%

Table 37 Full Funding Tax Increases for Tax Funded Categories

The following changes in costs and/or revenues over the next number of years should also be considered in the financial strategy:

- a) debt payments for these asset categories will be decreasing by \$9,700 over the next 5 years.

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below outlines this concept and presents several options:

Tax Increases Without Capturing Changes				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	488,000	488,000	488,000	488,000
Tax Increase Required	59.9%	59.9%	59.9%	59.9%
Annually:	9.9%	4.9%	3.2%	2.4%

Table 38 Annual Tax Increase Requirements without Debt Reallocation

Tax Increases With Capturing Changes				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	488,000	488,000	488,000	488,000
Change in Debt Costs	-9,700	-9,700	-9,700	-9,700
Resulting Infrastructure Deficit:	478,000	478,000	478,000	478,000
Tax Increase Required	58.7%	58.7%	58.7%	58.7%
Annually:	9.7%	4.8%	3.2%	2.4%

Table 39 Annual Tax Increase Requirements with Debt Reallocation

10.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 20-year option. This involves full funding and the proposed level of service being achieved over 20 years by:

- a) when realized, reallocating the debt cost reductions of \$9,700 to the infrastructure deficit as outlined above.
- b) increasing tax revenues by 2.4% each year for the next 20 years solely for the purpose of phasing in full funding and targeting the proposed level of service for the asset categories covered in this section of the AMP.
- c) allocating the current CCBF and OCIF revenue as outlined previously.
- d) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment³.

³ The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding and targets the proposed level of service on an annual basis in 20 years and provides further financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows an immediate investment demand of \$4.2 million for the Harman bridge replacement. Prioritizing future projects will require the current data to be replaced by condition-based data.

10.4 Use of Debt

Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise. Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life
- c) a secure source of funding
- d) flexibility in cash flow management

The following tables outline how the Township of Ewanturel has historically used debt for investing in the asset categories as listed. There is currently \$27 thousand debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$9,700 well within its provincially prescribed maximum of \$182 thousand.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2020	2021	2022	2023	2024
Road Network	27,000	-	-	-	-	-
Bridges & Culverts	-	-	-	-	-	-
Buildings & Land Improvements	-	-	-	-	-	-
Vehicles, Machinery & Equipment	-	-	-	-	-	-
Total Tax Funded:	27,000	-	-	-	-	-

Table 40 Use of Debt 2020-2024

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2025	2026	2027	2028	2029	2030	2035
Road Network	9,700	9,400	9,200	-	-	-	-
Bridges & Culverts	-	-	-	-	-	-	-
Buildings & Land Improvements	-	-	-	-	-	-	-
Vehicles, Machinery & Equipment	-	-	-	-	-	-	-
Total Tax Funded:	9,700	9,400	9,200	-	-	-	-

Table 41 Summary of Principal and Interest Payments

The revenue options outlined in this plan allow the Township to fully fund its long-term infrastructure requirements without further use of debt.

10.5 Use of Reserves

10.5.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Evanturel.

Reserve Name	Balance at December 31, 2024
Fire Department	31,411
Parkland Reserve	13,643
Road	56,640
Working Capital	85,775
Total Tax Funded:	185,469

Table 42 Current Reserves Balances

There is considerable debate in the municipal sector as to the appropriate level of reserves that a municipality should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should consider when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with the Township's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

11. Recommendations & Key Considerations

11.1 Financial Strategies

1. Review the feasibility of adopting a full-funding scenario to achieve 100% of average annual funding requirement and the proposed level of service for the asset categories analyzed. This includes:
 - a. Increasing taxes by 2.4% per year over a period of 20 years;
2. Continued allocation of OCIF and CCBF funding as previously outlined.
3. Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
4. Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
5. Continue to apply for project specific grant funding to supplement sustainable funding sources.

11.2 Asset Data

1. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
 - a. the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
 - b. the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
 - c. for those asset categories without a lifecycle strategy, review the feasibility of developing these to improve the financial forecasts.
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labour costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
3. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.
4. Consider the adoption of a formal condition assessment program and criteria. Further, a data management strategy will ensure data is updated on a regular basis and reported based on actual performance (condition).
5. Consider what resources are required to collect and review the data, funding, staffing capacity or contracted third party.

11.3 Risk & Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.

2. Available data on current performance should be centralized and tracked to support any calibration of service levels in the future.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth or a decline in population; climate change and extreme weather events; and economic conditions and the local tax base. This data can also be used to review service level targets.

Appendix A – Infrastructure Report Card

The table below provides an overview and summary of the current valuations, condition and financial requirements for each asset category review in this AMP.

Asset Category	Replacement Cost	Asset Condition	Financial Capacity	
Road Network	\$3,086,000	Good (66%)	Annual Requirement:	\$238,000
			Funding Available:	\$66,000
			Annual Deficit:	\$172,000
Bridges & Culverts	\$11,278,000	Fair (57%)	Annual Requirement:	\$189,000
			Funding Available:	\$66,000
			Annual Deficit:	\$123,000
Buildings & Land Improvements	\$3,970,000	Very Good (81%)	Annual Requirement:	\$54,000
			Funding Available:	-
			Annual Deficit:	\$54,000
Vehicles, Machinery & Equipment	\$1,663,000	Good (63%)	Annual Requirement:	\$138,000
			Funding Available:	-
			Annual Deficit:	\$138,000
Overall	\$19,997,000	Fair (72%)	Annual Requirement:	\$620,000
			Funding Available:	\$132,000
			Annual Deficit:	\$488,000

Table 43 Infrastructure Report Card: All Asset Categories

Appendix B – 10-Year Capital Requirements

Capital Requirements for Current Levels of Service

The tables below summarize the projected cost of lifecycle activities (rehabilitation and replacements) that may be undertaken over the next 10 years to support **current** levels of service.

These projections are generated in Citywide and rely on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for roads. For all remaining assets, only age was used to determine forthcoming replacement needs. The projections can be different from actual capital forecasts. Consistent data updates, particularly condition, replacement costs, and regular upkeep of lifecycle models, will improve the alignment between the system generated expenditure requirements, and the Township’s capital expenditure forecasts.

Road Network

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Gravel Roads	\$0	\$0	\$0	\$0	\$35k	\$8k	\$28k	\$0	\$56k	\$331k	\$54k
Paved Roads	\$0	\$0	\$0	\$0	\$0	\$0	\$732k	\$0	\$0	\$0	\$0
Surface Treated Roads	\$73k	\$0	\$223k	\$0	\$0	\$50k	\$471k	\$49k	\$28k	\$0	\$98k
Total	\$73k	-	\$223k	-	\$35k	\$57k	\$1.2m	\$49k	\$84k	\$331k	\$152k

Table 44 System Generated 10-Year Capital Replacement Forecast: Road Network

Bridges & Culverts

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	\$0	\$0	\$0	\$0	\$0	\$4.2	\$0	\$0	\$0	\$0	\$0
Culverts	\$676k	\$0	\$0	\$0	\$0	\$0	\$0	\$0k	\$0	\$0	\$0
Total	\$676k	\$0	\$0	\$0	\$0	\$4.2	\$0	\$0k	\$0	\$0	\$0

Table 45 System Generated 10-Year Capital Replacement Forecast: Bridges & Culverts

Buildings & Land Improvements

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Arena	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Municipal Wells	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table 46 System Generated 10-Year Capital Replacement Forecast: Buildings and Land Improvements

Vehicles, Machinery & Equipment

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Environmental	\$0	\$0	\$0	\$0	\$670k	\$0	\$0	\$0	\$14k	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11k	\$0	\$0	\$0
Transportation	\$0	\$0	\$0	\$24k	\$12k	\$0	\$0	\$0	\$251k	\$163k	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$44k	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$24k	\$681k	\$44k	\$0	\$11k	\$265k	\$163k	\$0

Table 47 System Generated 10-Year Capital Replacement Forecast: Vehicles, Machinery & Equipment

Proposed Levels of Service – 10 Year Capital Plan

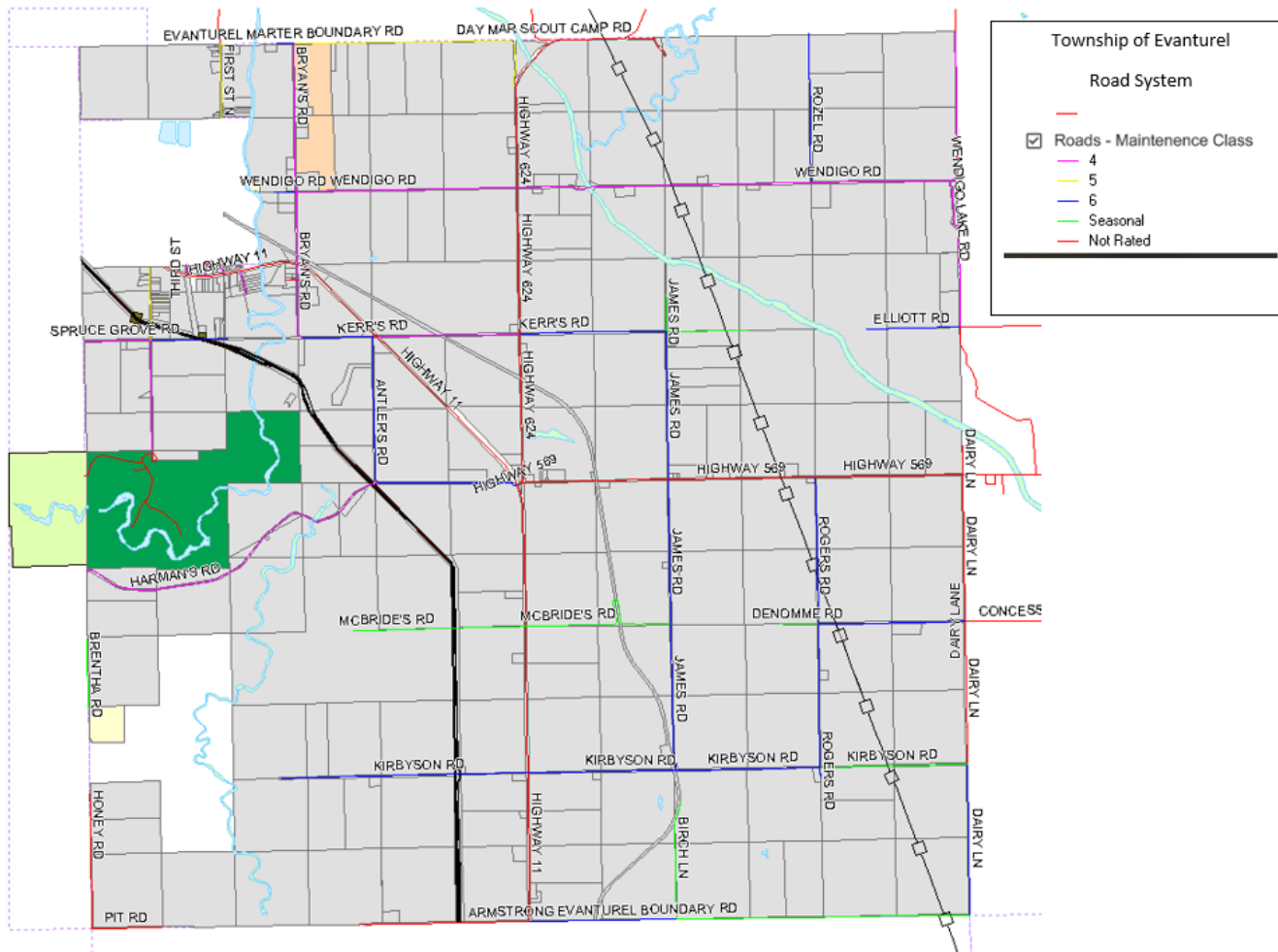
The following table summarizes the costs of recommended lifecycle interventions generated by the Township’s asset management software, Citywide. The projections assume annual capital budgets begin at current funding levels and increase gradually over a 20-year period. The table presents the first 10 years of projected investment and reflects a targeted progression toward full (100%) funding, taking into account the availability of funding as incremental increases are implemented.

Segment	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Road Network	\$50k	-	\$209k	\$57k	-	\$49k	\$70k	\$334k	\$207k	-
Bridges & Culverts	-	-	-	-	-	-	-	-	-	-
Buildings & Land Improvements	-	-	-	-	-	-	-	-	-	-
Vehicles, Machinery & Equipment	-	-	\$24k	\$12k	\$44k	\$11k	\$14k	-	\$163k	-
Total	\$50k	-	\$233k	\$69k	\$44k	\$59k	\$84k	\$334k	\$370k	-

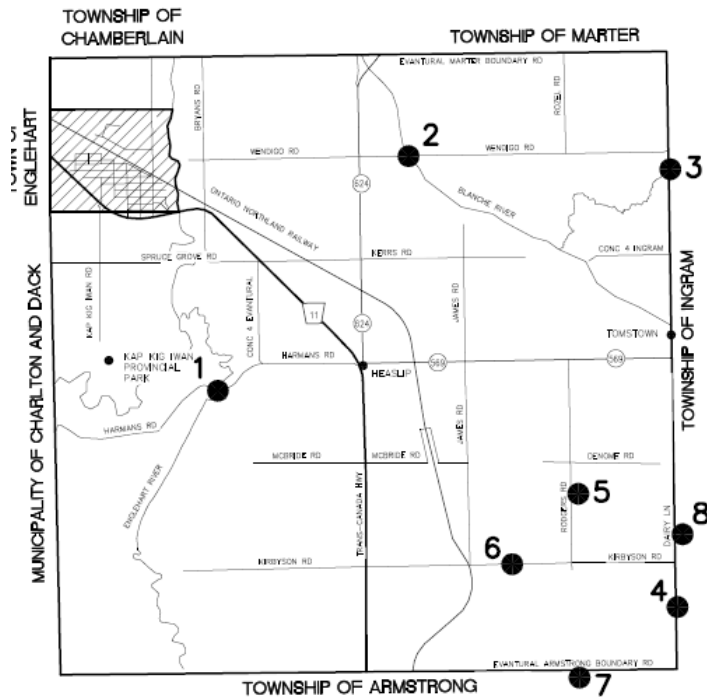
Table 48 Proposed Level of Service: 10 Year Capital Requirements

Appendix C – Level of Service Images

Road Network Map with Maintenance Class



Bridges & Culverts



KEY PLAN
N.T.S.

STRUCTURE LOCATIONS



LIST OF STRUCTURES

1. HARMAN'S BRIDGE No. 47-134
2. WENDIGO ROAD BRIDGE No. 47-136
3. WENDIGO LAKE ROAD CULVERT No. 118-3
4. DAIRY LANE CULVERT No. 114-2
5. RODGER'S ROAD CULVERT No. 111-3
6. KIRBYSON ROAD CULVERT No. 206-1
7. EVANTUREL-ARMSTRONG BOUNDARY ROAD No. 203-4
8. DAIRY LANE CULVERT No. 115-1

Images of Bridge in Good Condition

Structure 2- Wendigo's Bridge

Inspected: September 2023



Images of Bridge in Very Poor Condition

Structure 1- Harman's Bridge

Inspected: September 2023



Images of Culvert in Very Good Condition

Structure 6- Kirbyson Road Culvert

Inspected: September 2023



Appendix D - Resident Survey Summary

Public Engagement Survey

To support the Township of Eanturel in meeting its 2025 compliance requirements under Ontario Regulation 588/17 (Asset Management Planning for Municipal Infrastructure), a public engagement survey was developed and administered in collaboration with PSD Citywide.

The objective of the survey was to capture resident perspectives on municipal service levels, infrastructure priorities, and overall satisfaction with the availability and condition of local assets. The survey was conducted between October 14 and October 27, 2025, and distributed through multiple platforms to ensure broad community participation. Residents were encouraged to complete the survey online through a link posted on the Township's official website and social media pages, or by filling out hard-copy forms available at the municipal office.

Participants were informed that their feedback would directly contribute to the Township's 2025 Asset Management Plan, specifically to the development of Proposed Levels of Service (PLOS) and the prioritization of capital investments.

Demographics

- As illustrated below, the age profile of survey respondents is weighted toward older adults. Forty percent (40%) of participants were aged 65 and older and thirty-three percent (33%) were aged 45–64. No respondents were under 30 years old.
- Most respondents (93%) are full-time resident property owners, with a small proportion (7%) identifying as full-time renters. No responses were received from part-time, seasonal, or non-resident property owners.
- All respondents (100%) reside in rural areas, with no participants from urban or semi-urban settings.
- A majority of respondents (60%) reported being married with children, 27% identified as married or living common-law without children, and 13% indicated being retired households.

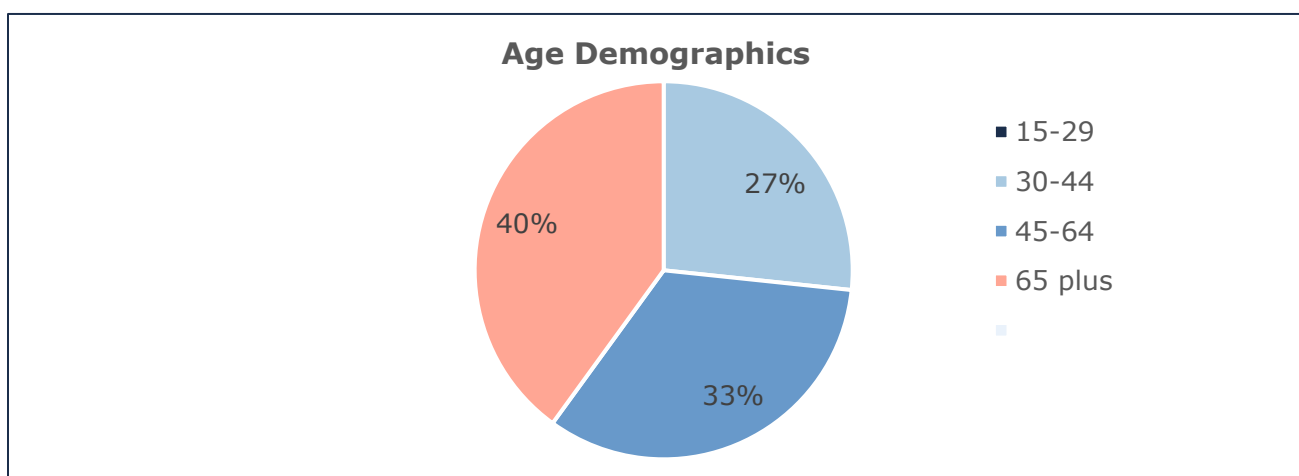


Figure 55 Age Demographics

Awareness and Communication

Community awareness of the Township’s Asset Management Plan (AMP) remains limited among survey participants. 73% of respondents reported that they had not read or were unaware of the AMP and its role in guiding long-term infrastructure planning. This demonstrates a clear opportunity for improved communication and public education on how asset management supports sustainable service delivery and investment decisions.

When asked about their preferred methods of receiving municipal information, respondents showed a strong preference for digital channels. As illustrated below, municipal website (11 responses) was the most preferred communication method, followed by the municipal social media (10 responses). These results suggest that digital engagement platforms are the most effective tools for reaching residents regarding municipal projects, documents, and future AMP updates.

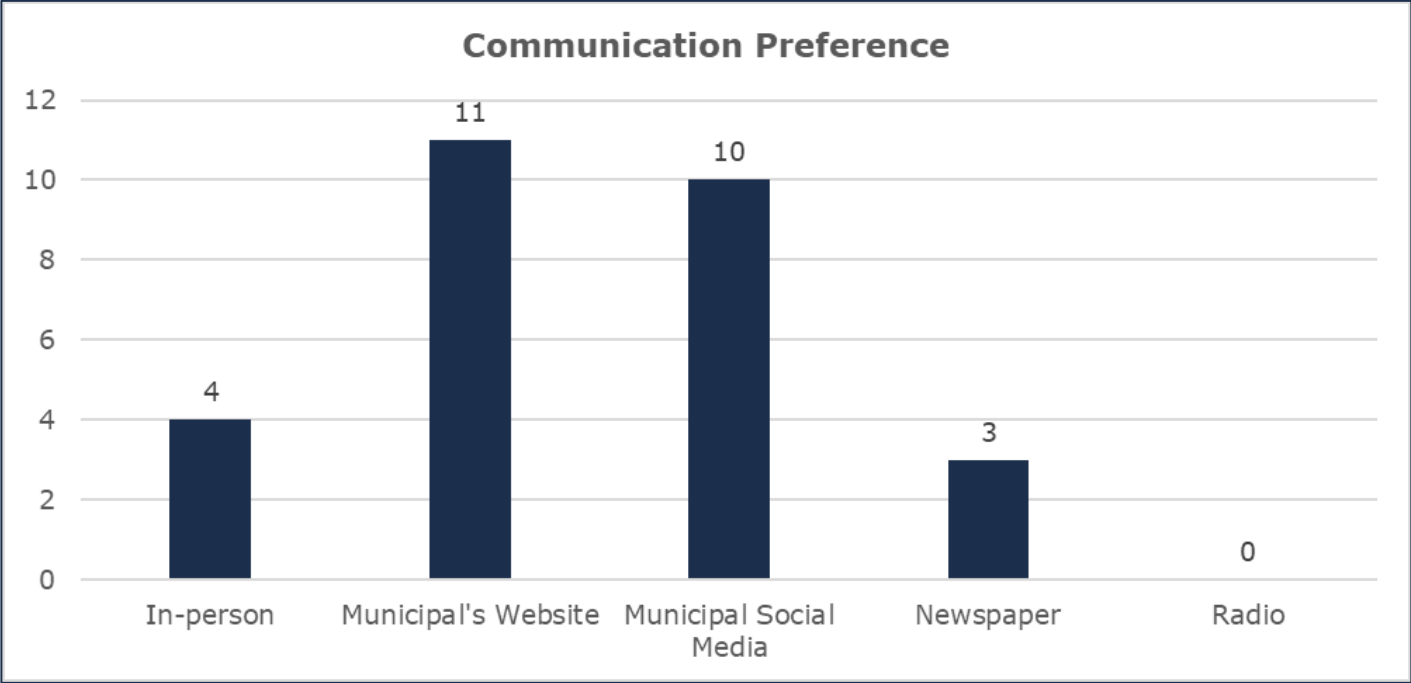


Figure 56 Communication Preference

Community Priorities

Residents were asked to identify the features that make Ewanturel a great place to live and to rate their importance. As shown below, respondents placed the highest importance on affordable living (86%), safe and well-maintained roads (86%), and moderate tax rates (79%). These factors reflect the community’s emphasis on affordability, accessibility, and the reliable upkeep of essential infrastructure.

Other highly rated features included nice residential and rural neighborhoods (71%) and community safety (62%), demonstrating that residents value the Township’s rural character and the quality of its living environment. In contrast, availability of employment (29%- Not important) and heritage or historical sites (31%- Not important) received lower importance ratings, suggesting that heritage considerations are secondary to affordability and infrastructure maintenance for most respondents.

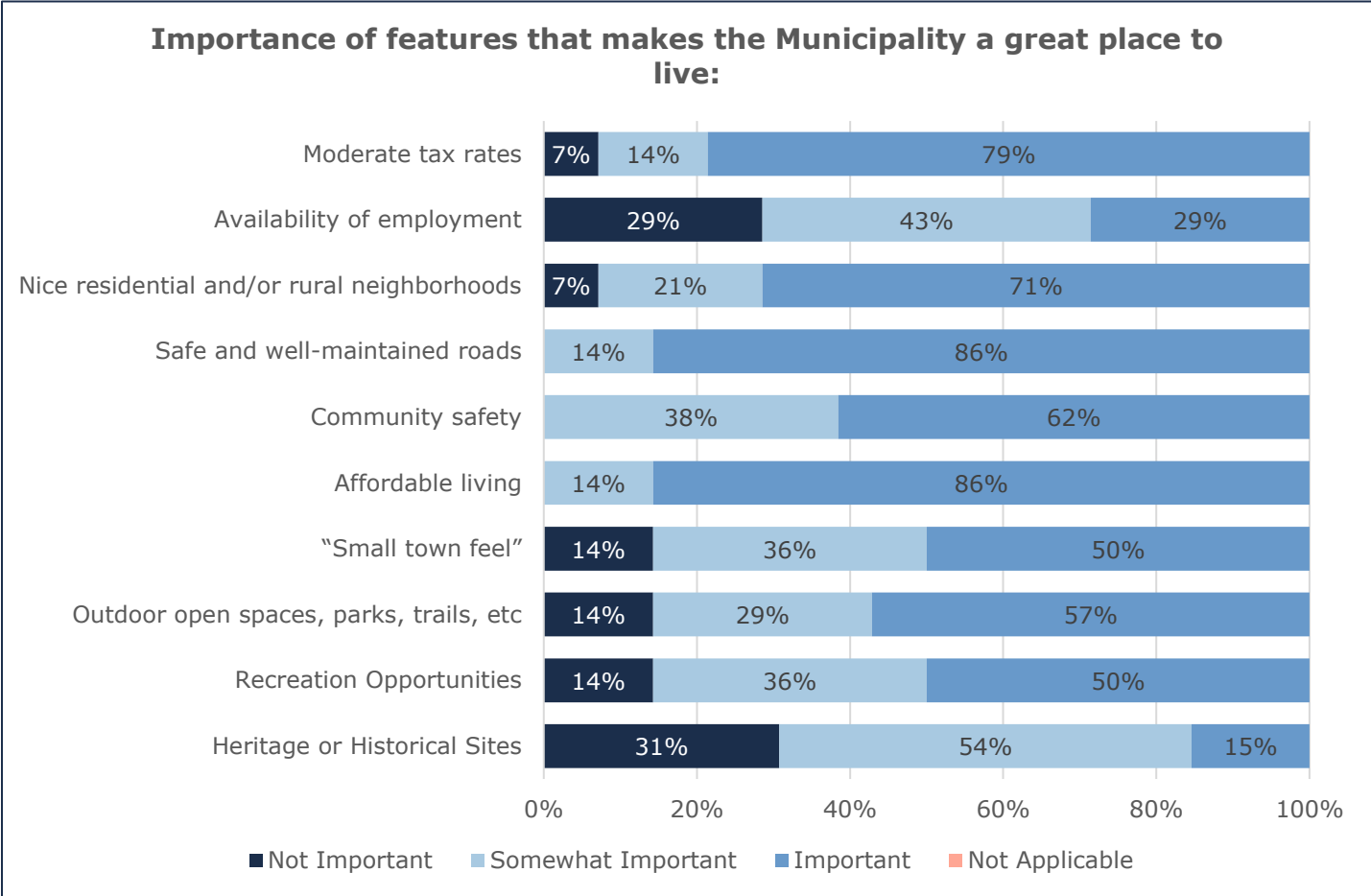


Figure 57 Community Priorities

Importance of Municipal Services

Respondents were asked to rate the importance of various municipal services to their household. As shown below, the results highlight a strong community emphasis on core public services and infrastructure reliability.

The highest importance ratings were assigned to police, fire, and emergency services (93%), safe and well-maintained roads and bridges (86%), maintenance of public property (86%), and communication from the municipality (86%). These results reflect residents' priorities toward safety, accessibility, and transparent municipal operations. In addition, reliable and safe utilities (79%) were also recognized as important contributor to overall community well-being. Meanwhile, arts, culture, and heritage opportunities (57%- Not important) received lower importance ratings, suggesting that residents place greater value on essential infrastructure and municipal service reliability over other programs.

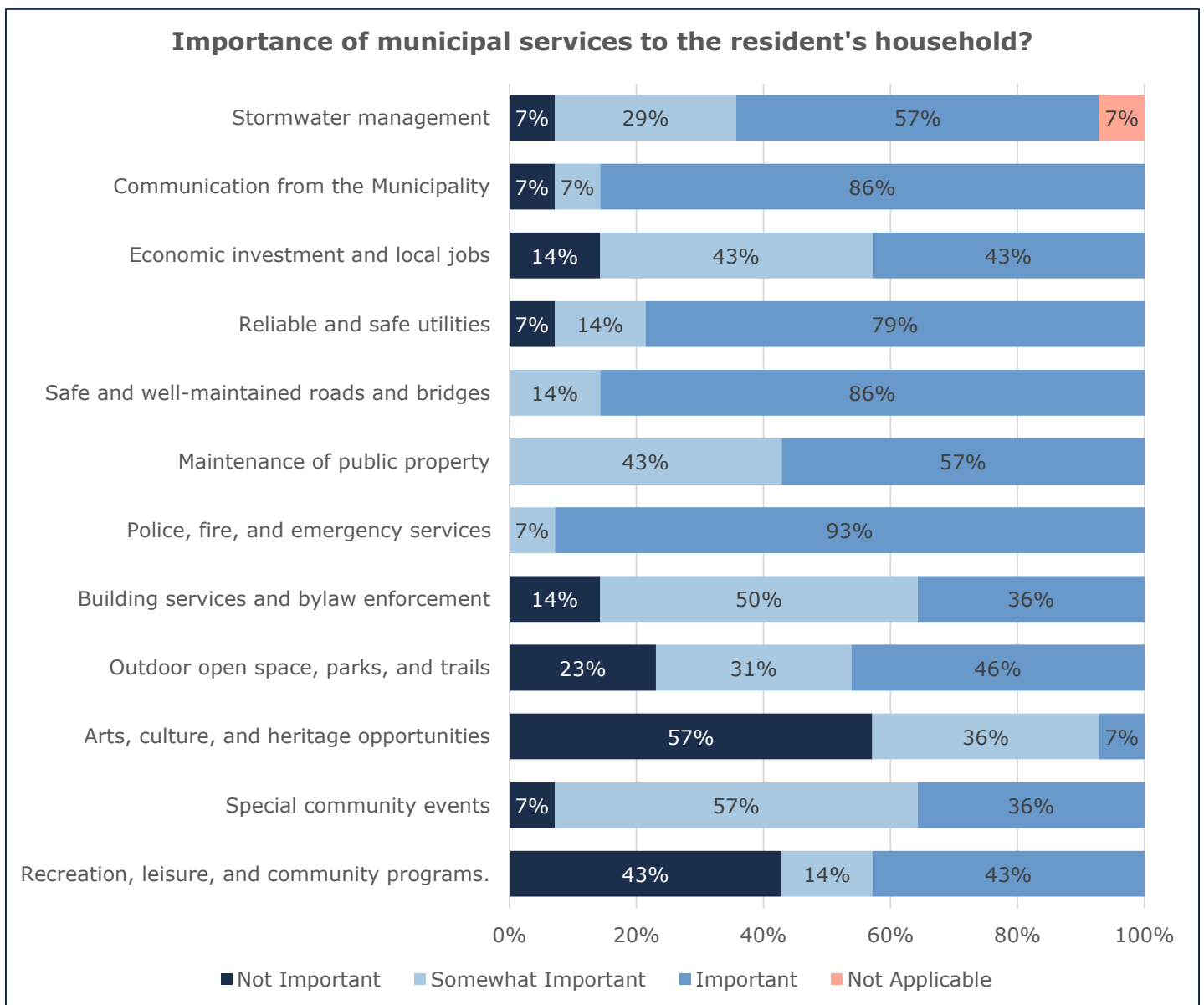


Figure 58 Importance of Municipal Services

Availability of Infrastructure Services

Survey respondents were asked to describe their level of satisfaction with the availability of key municipal infrastructure assets, including roads, bridges, maintenance equipment, and stormwater management systems. As illustrated below, overall satisfaction levels were high, with the majority of residents indicating positive experiences with most infrastructure types. Roads received a satisfaction rating of 64% of respondents satisfied and an additional 29% somewhat satisfied. Maintenance machinery and equipment also scored well, with 79% satisfied and only 14% dissatisfied, suggesting that residents perceive municipal maintenance operations as generally effective. For bridges, satisfaction was more moderate - 36% satisfied and 50% somewhat satisfied, indicating that residents see room for continued upkeep and investment.

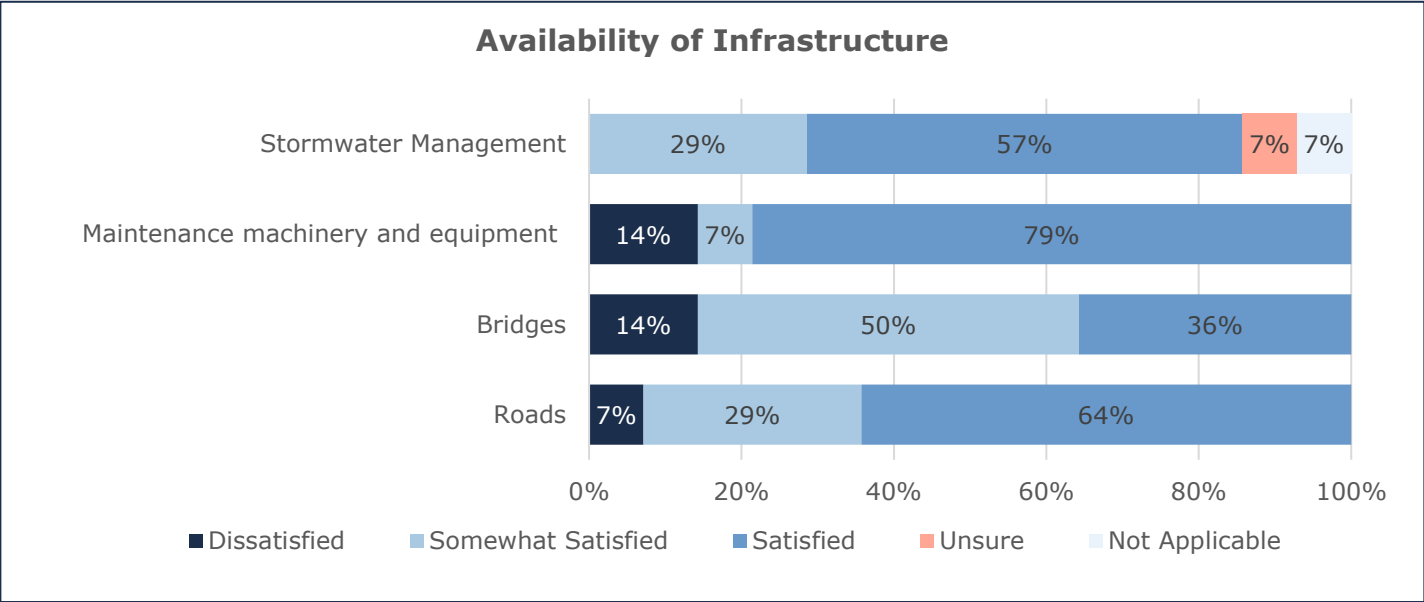


Figure 59 Availability of Infrastructure

Reliability and Condition of Infrastructure Services

Respondents were also asked to evaluate the reliability and condition of key municipal infrastructure assets. As shown below, the majority of respondents expressed satisfaction across all categories, with slightly lower ratings compared to availability, indicating some awareness of maintenance and aging conditions in specific areas. Roads received generally positive feedback, with 57% satisfied and 36% somewhat satisfied, while only 7% reported dissatisfaction. For bridges, responses were mixed with 29% satisfied and 57% somewhat satisfied. Maintenance machinery and equipment achieved high reliability ratings, with 64% satisfied and 29% somewhat satisfied, reflecting confidence in municipal maintenance operations. Meanwhile, stormwater management received 50% satisfied and 43% somewhat satisfied, with 7% indicating the system was not applicable to their property.

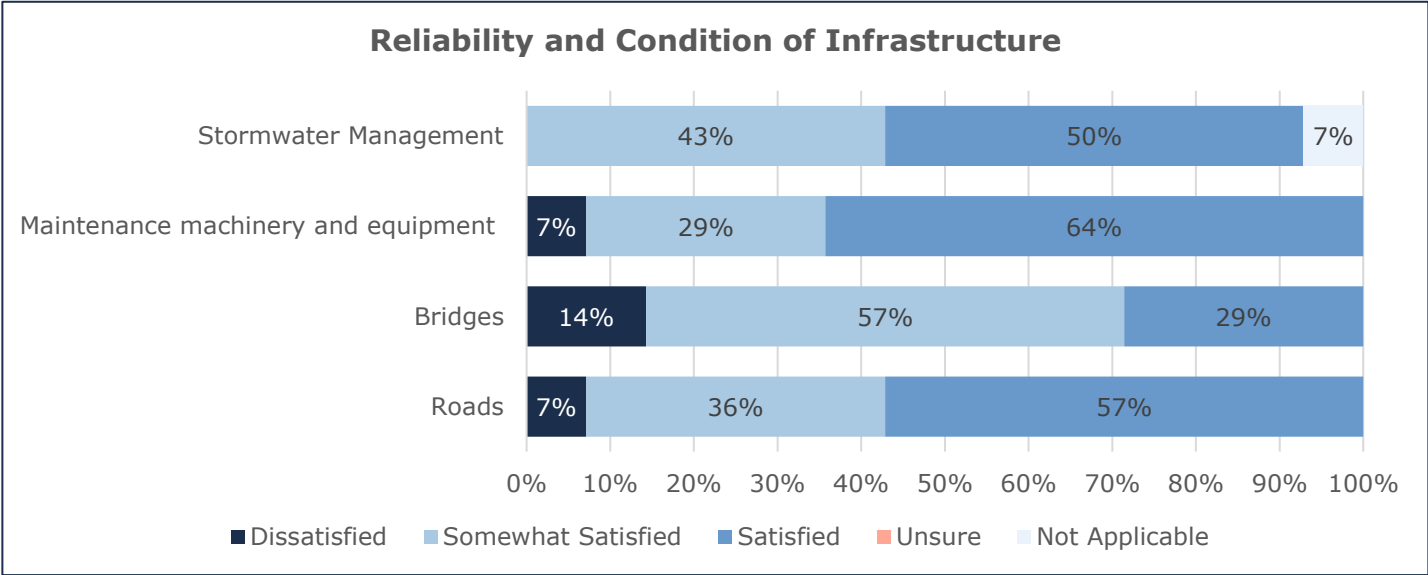


Figure 60 Reliability and Availability of Infrastructure

Safety of Infrastructure Services

Respondents were asked to rate their level of satisfaction with the safety of municipal infrastructure, focusing on transportation, maintenance operations, and stormwater systems. As illustrated below, roads were viewed positively, with 50% of respondents satisfied and 43% somewhat satisfied, while only 7% expressed dissatisfaction. Bridges received mixed results, with 21% satisfied, 64% somewhat satisfied, and 14% dissatisfied. Maintenance machinery and equipment achieved 64% satisfaction and stormwater management, 43% were satisfied.

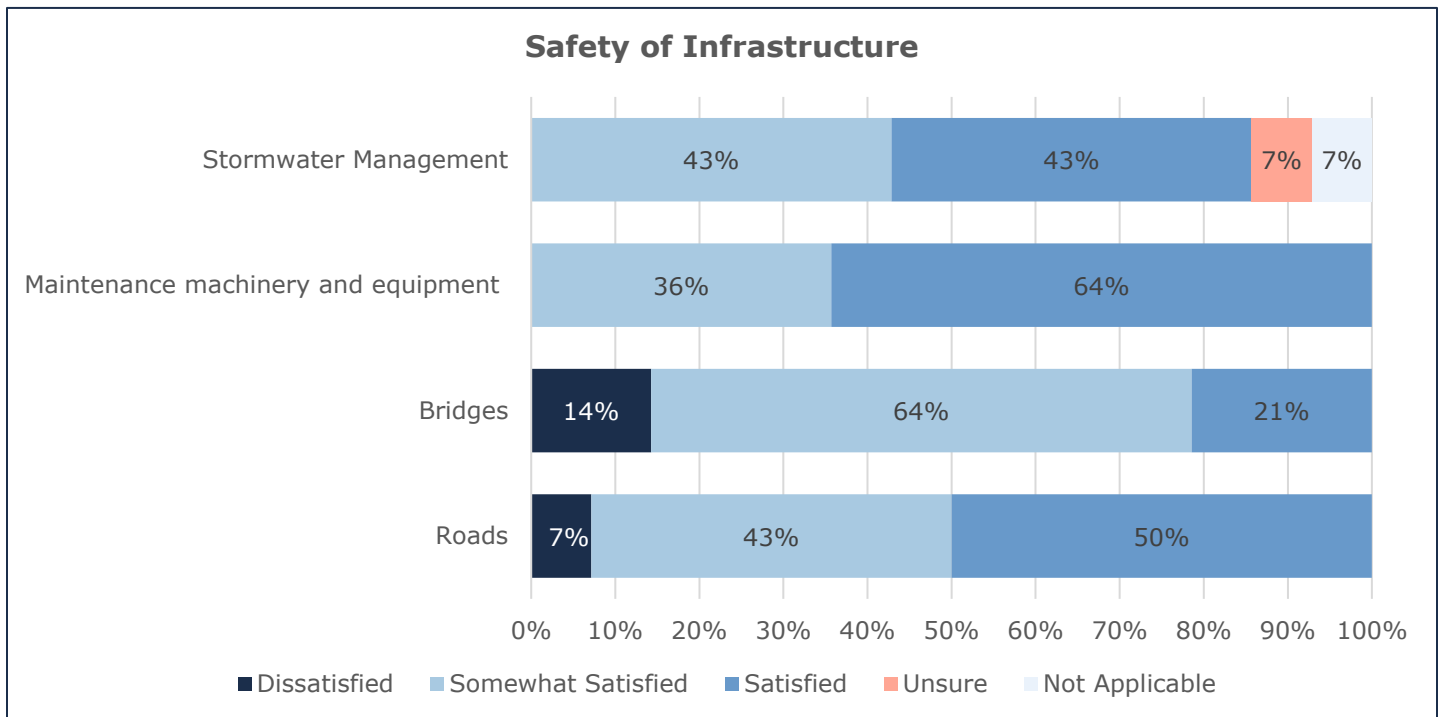


Figure 61 Safety of Infrastructure

Public Opinion on Service Levels

Survey respondents were asked whether municipal service levels should be decreased, maintained, or increased for each service category. As illustrated below, the majority of participants expressed a strong preference for maintaining current service levels across all infrastructure and community service areas.

The highest support for maintaining current levels was observed for stormwater management (86%), communication from the municipality (86%), reliable and safe utilities (86%), and building services and bylaw enforcement (79%). These results suggest that residents are largely satisfied with how these essential municipal services are currently delivered.

Several services, however, drew moderate interest in service level increases, particularly police, fire, and emergency services (38%), safe and well-maintained roads and bridges (36%), outdoor open spaces, parks, and trails (36%), and recreation, leisure, and community programs (36%). These findings indicate that while satisfaction is generally high, there remains a desire among some residents for continued reinvestment in visible and community-oriented services.

Conversely, select non-core service areas such as arts, culture, and heritage opportunities (36% decrease) showed lower perceived priority among respondents, with several residents indicating that these services could remain at their current level or be reduced slightly.

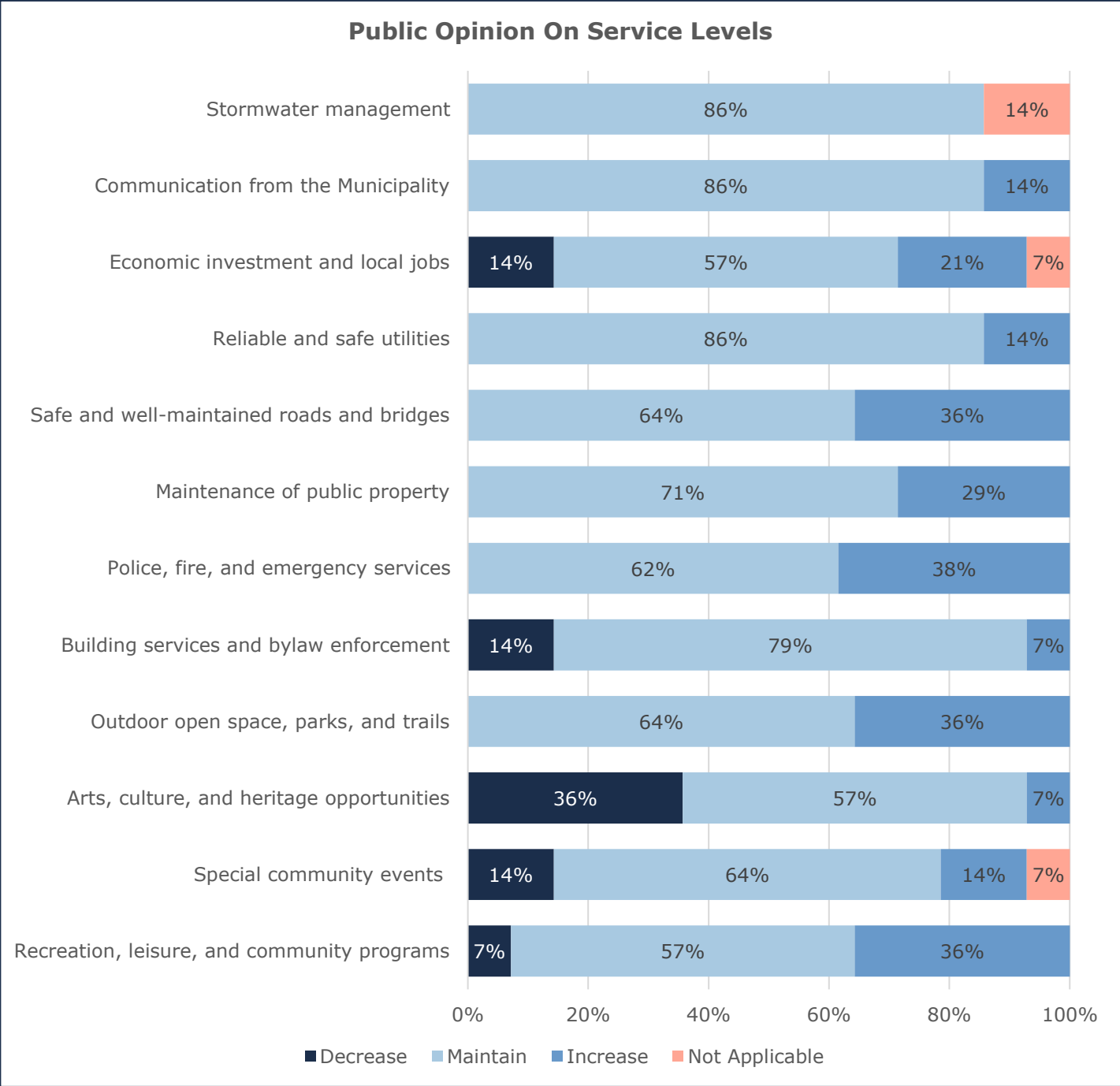


Figure 62 Opinion on Service Levels

Willingness to pay for improvements

Residents were asked to indicate their willingness to pay for improvements across various municipal services. The results show that while most respondents are somewhat open to modest investments in service enhancement.

Across all service categories, the majority of respondents indicated they were “somewhat willing” to support improvements for reliable and safe utilities (64%), recreation, leisure, and community programs (64%), and safe and well-maintained roads and bridges (57%).

A smaller proportion of respondents were “very willing” to pay for improvements, particularly for safe and well-maintained roads and bridges (36%), police, fire, and emergency services (29%), and outdoor open spaces, parks, and trails (21%).

Conversely, areas such as arts, culture, and heritage opportunities (50% not willing) and economic investment and local jobs (43% not willing) received lower financial support priorities.

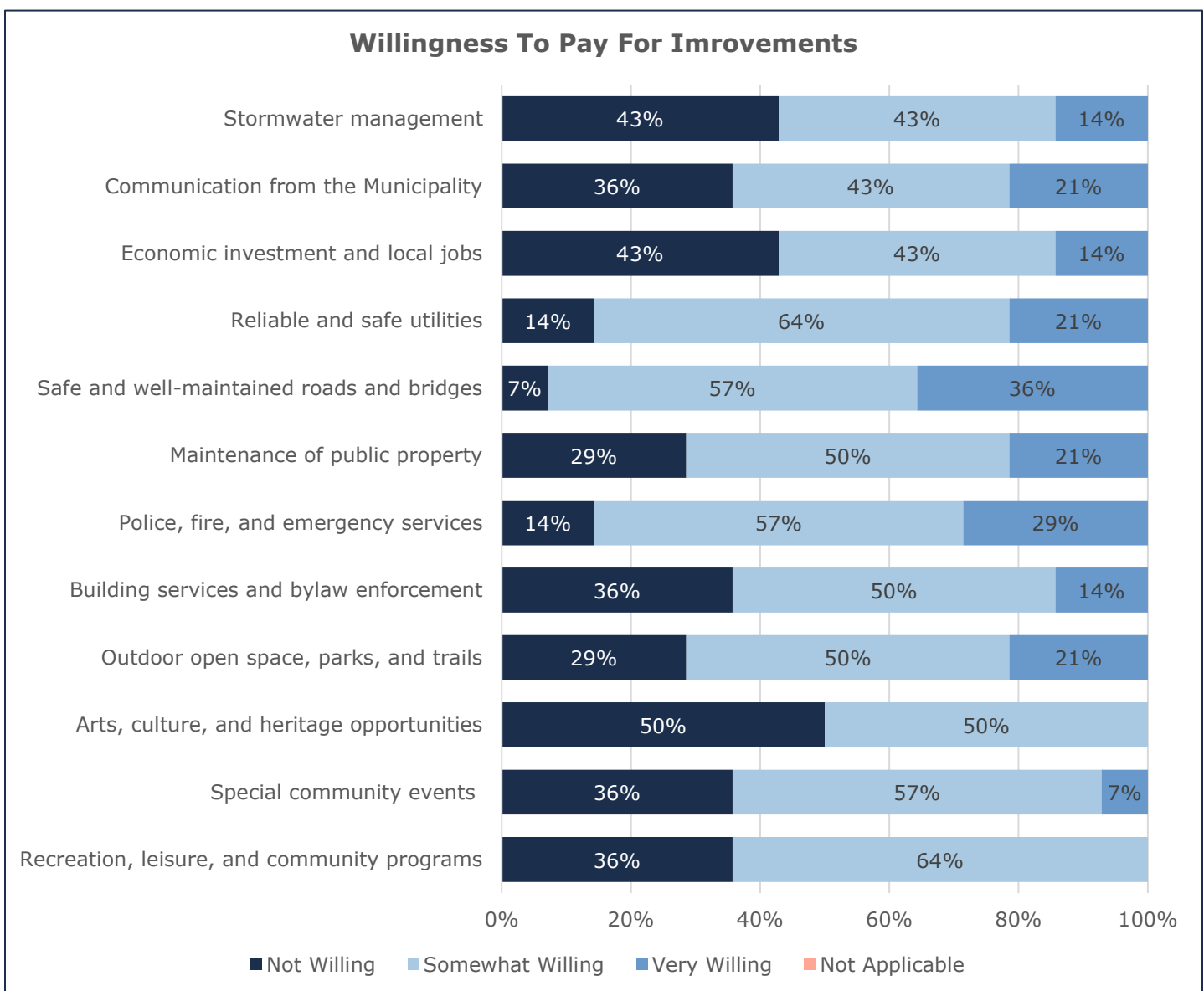


Figure 63 Willingness to Pay for Improvements

Factors Influencing Municipal Spending

Respondents were asked to rate the importance of various factors influencing municipal infrastructure spending decisions. The highest-rated factors were limiting cost increases to residents (57% important) and supporting the local economy (57% important), demonstrating a strong desire for fiscal prudence paired with local economic growth. Similarly, support for older populations (50% important) and protection of the environment (36% important, 50% somewhat important) ranked highly, reflecting residents’ interest in maintaining social equity and sustainability.

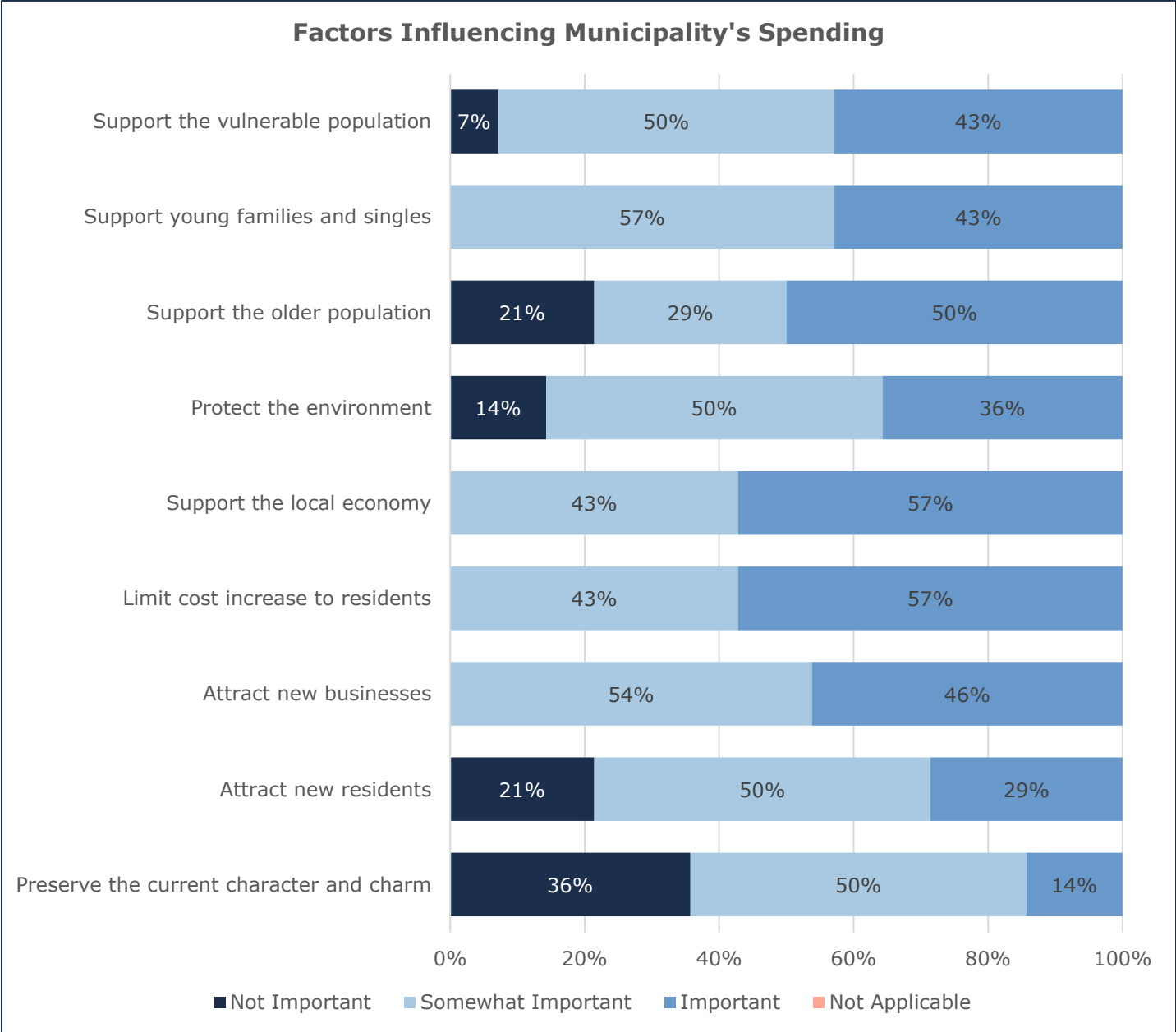


Figure 64 Factors Influencing Municipal Spending

Public Perception of Municipal Spending

Residents were asked to share their opinions on how effectively the Township is managing its infrastructure spending both for current and future needs, and whether any areas may be experiencing overspending.

Current Infrastructure Investments:

A majority of respondents (57%) agreed or strongly agreed that the Township is making the right investments in infrastructure for current residents. Only 7% disagreed, while 36% were unsure, suggesting satisfaction with ongoing spending but limited awareness of investment specifics.

Future Infrastructure Investments:

Half of respondents (50%) agreed or strongly agreed that the Township is investing appropriately for the future, while 7% disagreed and 43% were unsure. This indicates cautious optimism toward long-term capital planning, with an opportunity to improve public understanding of the Township's asset management strategy and future growth planning.

Overspending Concerns:

Perceptions of overspending were mixed with 21% agreed that overspending occurs in some areas, 36% disagreed or strongly disagreed, and 43% were unsure. This reflects an overall balance in opinion but highlights the need for greater transparency in municipal budgeting and service cost reporting.

Overall Summary

Overall, the survey results reflect a generally positive sentiment among residents toward municipal services and infrastructure in the Township. Most respondents expressed satisfaction with the availability, reliability, and safety of core assets such as roads, maintenance equipment, and stormwater systems. There is a sense of strong community confidence in how essential services are delivered, with a clear preference for maintaining current levels of service across most categories. Roads, emergency services, and municipal communication were consistently rated as important, and residents view affordability, safety, and well-maintained infrastructure as the top factors contributing to quality of life.

While satisfaction is high overall, some respondents indicated interest in modest enhancements to visible, community oriented services such as roads, recreation programs, and public safety. However, willingness to pay for such improvements remains moderate, most are only "somewhat willing" to support additional spending. Fiscal restraint and affordability continue to be important considerations, with many residents emphasizing the need to limit tax increases while maintaining infrastructure quality.