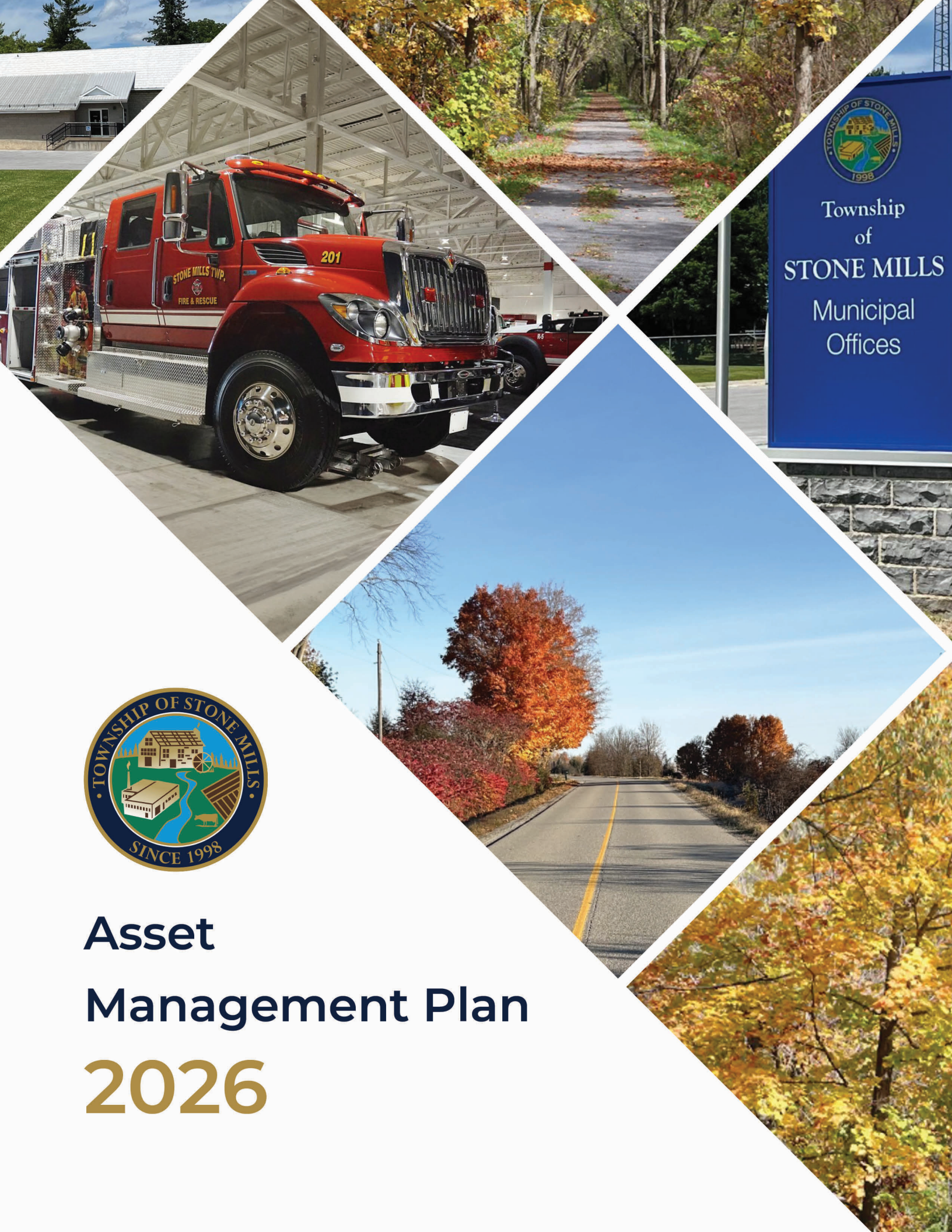




Asset Management Plan 2026

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Appendices

- A** **Current Level of Service (Scope)**
- B** **Figures Asset Costing Data**
- C** **Asset Inventory Listing**



Executive Summary

The Township of Stone Mills has updated its 2022 Asset Management Plan (AMP) in alignment with the Township's Strategic Asset Management Policy (2019) and the new regulation guiding municipalities in the development of asset management plans (O. Reg. 588/17 and as amended by O. Reg. 193/21).

Overview of the AMP

The Introduction (Chapter 1) presents an overview of key concepts of asset management such as the State of Local Infrastructure, Levels of Service, Risk Assessment and Lifecycle Activities, concluding with a section on Growth and a Roadmap with Next Steps.

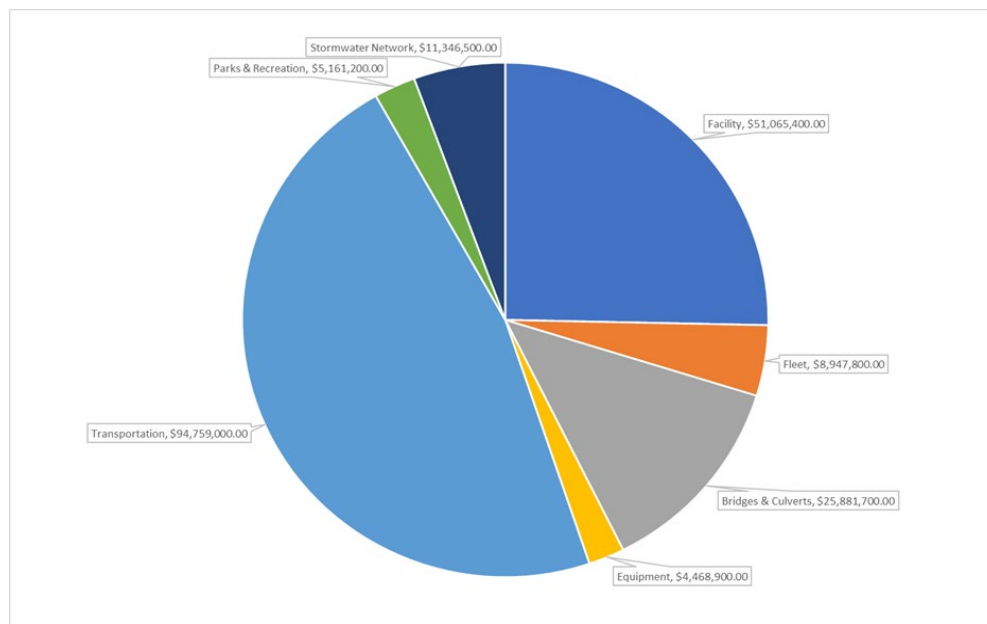
Chapters 2 through 8 each present one of the asset categories as shown in the table below.

Core Assets	Non-Core Assets
- Transportation (Chapter 2) - Bridges and Culverts (Chapter 3) - Stormwater (Chapter 4)	- Buildings and Facilities (Chapter 5) - Parks and Recreation (Chapter 6) - Information and Technology (Chapter 7) - Fleet and Equipment (Chapter 8)

Current Replacement Value

The current replacement cost for Township's infrastructure assets is estimated at \$201.6 million (in 2026 dollars). The distribution of this replacement cost by asset category is shown in **Figure ES-1** below.

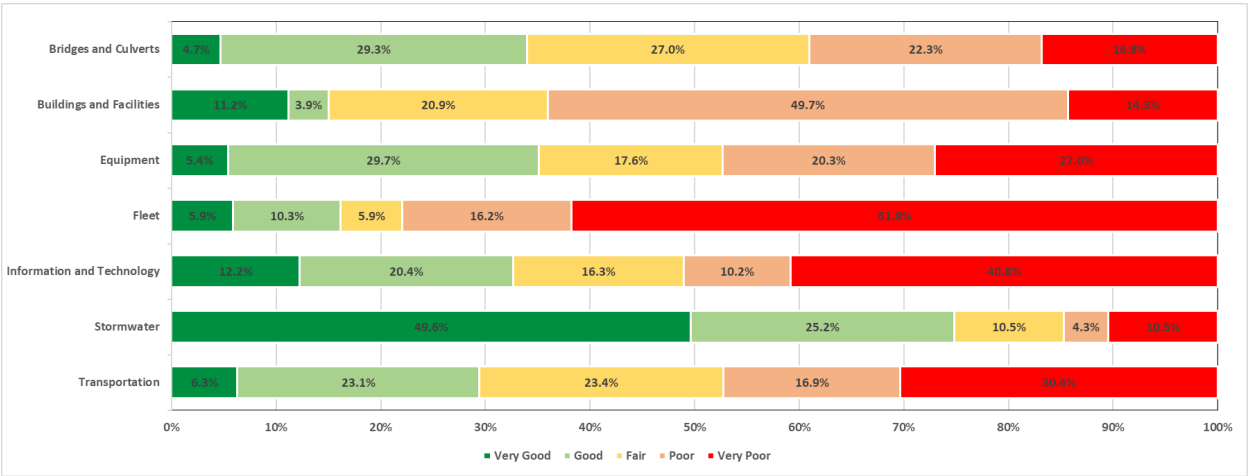
Figure ES-1: Current Replacement Value by Asset Category



Condition Summary of Each Asset Category

The current condition of the Township’s infrastructure assets is fair. A summary of each service area and the associated average condition is shown in Figure ES-2 below. The detailed condition rating and method for calculating each condition rating is available within each corresponding chapter.

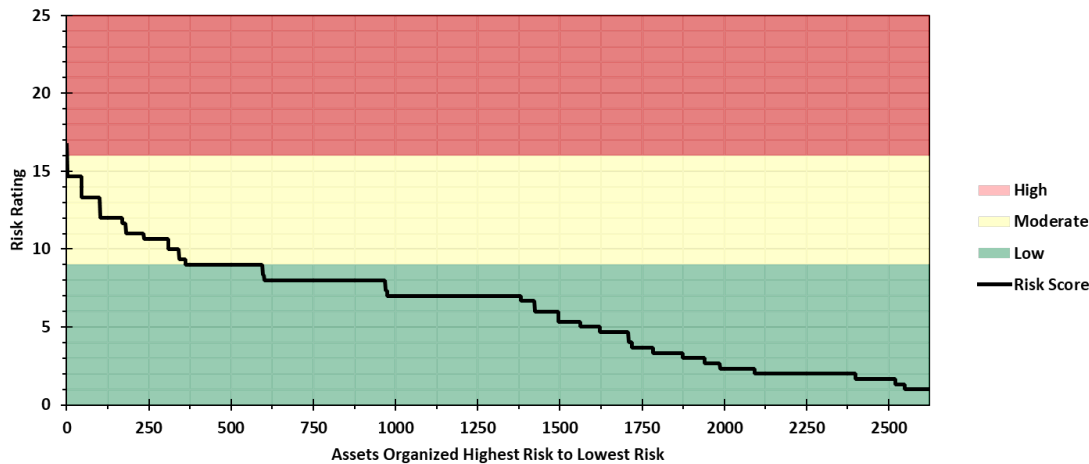
Figure ES-2: Replacement Cost by Asset Category



Asset Risk Profile

Of the 2,623 assets tracked within the Township’s asset management data only one (1) is classified as High risk and 360 as Moderate risk. These assets are considered high and moderate priorities for the implementation of lifecycle activities and possible replacement. The remaining assets are considered Low risk. The distribution of assets risk by is shown in Figure ES-3 below.

Figure ES-3: All Assets Risk Profile



1.0 Introduction

The 2026 Asset Management Plan (AMP) provides an update to the Township of Stone Mills (Township) 2022 AMP (Road Network and Bridges and Culvert Assets), in alignment with the Township's Strategic Asset Management Policy (Effective June 2019) and **Ontario Regulation (O. Reg.) 588/17: Asset Management Planning for Municipal Infrastructure**, and as amended by **O.Reg. 193/21**.

The AMP documents the Township's assets and strategies based on known information at the time of writing the report and presents a snapshot in time. Assets will continue to deteriorate, and investments will be required to improve the condition and extend the useful life of the infrastructure in order to meet the "fit for purpose" measure of the assets in the delivery of services.

1.1 Asset Management Overview

Asset management is an integrated, multidisciplinary approach used by municipalities to make informed decisions throughout the full lifecycle of infrastructure, from procurement and construction to maintenance and disposal. By balancing planning, finance, and engineering, the process aims to maximize asset benefits and ensure sustainable service delivery to residents while minimizing costs and risks. The essential questions for asset management, as described in the *InfraGuide: Managing Infrastructure Assets (October 2005)*, are:

1. What do you have and where is it?
2. What is it worth?
3. What is its condition and expected remaining service life?
4. What is the level of service expectation, and what needs to be done?
5. When do you need to do it?
6. How much will it cost and what is the acceptable level of risk(s)?
7. How do you ensure long-term affordability?

These seven essential questions align to four phases of asset management: asset inventory, condition, levels of service (LOS) and analysis and strategy development. These questions align with **O.Reg. 588/17** and ISO55000.

1.2 Scope of the AMP

The Township owns infrastructure assets that provide services in the following asset categories: Transportation (Roads, Sidewalks, and Streetlighting), Bridges and Culverts, Stormwater, Buildings and Facilities, Parks and Recreation, Fleet and Equipment and Information Technology.



Asset Categories included in this asset management plan:

- Transportation (Chapter 2);
- Bridges and Culverts (Chapter 3);
- Stormwater (Chapter 4).
- Buildings and Facilities (Chapter 5);
- Parks and Recreation (Chapter 6);
- Information Technology (Chapter 7); and
- Fleet and Equipment (Chapter 8).

1.2.1 Strategic Asset Management Policy Alignment

Township's Asset Management Vision:

To proactively manage its assets to best serve the Township's objectives including:

- Prioritizing the needs of existing and future assets to efficiently and effectively deliver services;
- Supporting sustainability and economic development, and;
- Maintaining prudent financial planning and decision making.

The Township's asset management vision centers on proactively managing infrastructure to prioritize the needs of existing and future assets for effective service delivery. This vision is designed to support sustainability and economic development while ensuring that all organizational efforts remain rooted in prudent financial planning and decision-making. To facilitate this, the policy establishes a consistent framework for implementation across the organization and seeks to provide transparency and accountability by demonstrating the legitimacy of decisions that combine strategic plans, budgets, service levels, and risks.

Strategic goals further emphasize stakeholder engagement, with a focus on understanding the needs of current residents and considering the needs of future generations. The Township is also committed to climate change resiliency, aiming to reduce greenhouse gas emissions and manage municipal vulnerabilities through a balance of mitigation and adaptation tactics. Finally, the policy integrates financial planning goals to identify all potential lifecycle costs, including operation, maintenance, and decommissioning, to rigorously evaluate the validity and necessity of significant new capital assets.

The goals include:

- Provide a framework for implementing asset management to enable a consistent and strategic approach at all levels of the organization;
- Provide guidance to staff responsible for asset management, and;
- Provide transparency and demonstrate to stakeholders the legitimacy of decision-making processes which combine strategic plans, budgets, service levels and risk.



1.2.2 Regulatory Alignment

The 2026 AMP is an update to the 2022 AMP which requires alignment with the new regulation, **O. Reg. 588/17**, and as amended by **O. Reg. 193/21**. The regulation requires four phases of compliance as outlined in **Table 1-1**.

Table 1-1: O.Reg. 588/17 Phases

Phase	Timeline	Description	Status
1	By July 2019	Municipalities to have a strategic asset management policy.	Complete
2	By July 2022	All core assets to be covered in the asset management plan with current Level of Service (LOS). Core assets include water, wastewater, stormwater, roads and bridges/culverts.	Complete
3	By July 2024	All assets owned by the municipality to be covered in the AMP. Non-core assets include Buildings, Fleet and Equipment as well as green infrastructure assets.	2026 AMP
4	By July 2025	Municipalities will have approved proposed LOS and the lifecycle management and financial strategy for 10-year period to achieve the proposed LOS.	2026 AMP

This AMP includes both current and proposed LOS for core and non-core assets, as well as lifecycle management and financial strategy for a 10-year period to achieve this proposed LOS, owned by the Township which meets phase 4 compliance of the regulation. Future updates will need to include green infrastructure assets (i.e., natural assets) owned by the Township.

1.3 State of Local Infrastructure

Each section of the State of Local Infrastructure sets out the following information:

- A summary of the asset inventory;
- The replacement cost of the assets;
- The average age of the assets, determined by assessing the average age of the components of the assets;
- The information available on the condition of the assets; and
- A description of the Township's approach to assessing the condition of the assets, based on recognized and generally accepted good engineering practices where appropriate.

1.4 Levels of Service

The current and proposed Levels of Service (LOS) are described in terms of technical metrics and qualitative descriptions for each asset type. These measures are prescribed for core assets within *O. Reg. 588/17*. For non-core assets it is up to the Township to establish LOS parameters and measures.

LOS are presented in **Figure 1-1** and defined as follows:



- **Community LOS:** LOS that the organization provides to the community, intended to be customer-focused, providing a qualitative description of scope and quality; and
- **Technical LOS:** LOS that the asset is capable of providing to the Township which is further measured by the performance of the asset, providing technical metrics that support the delivery of LOS.

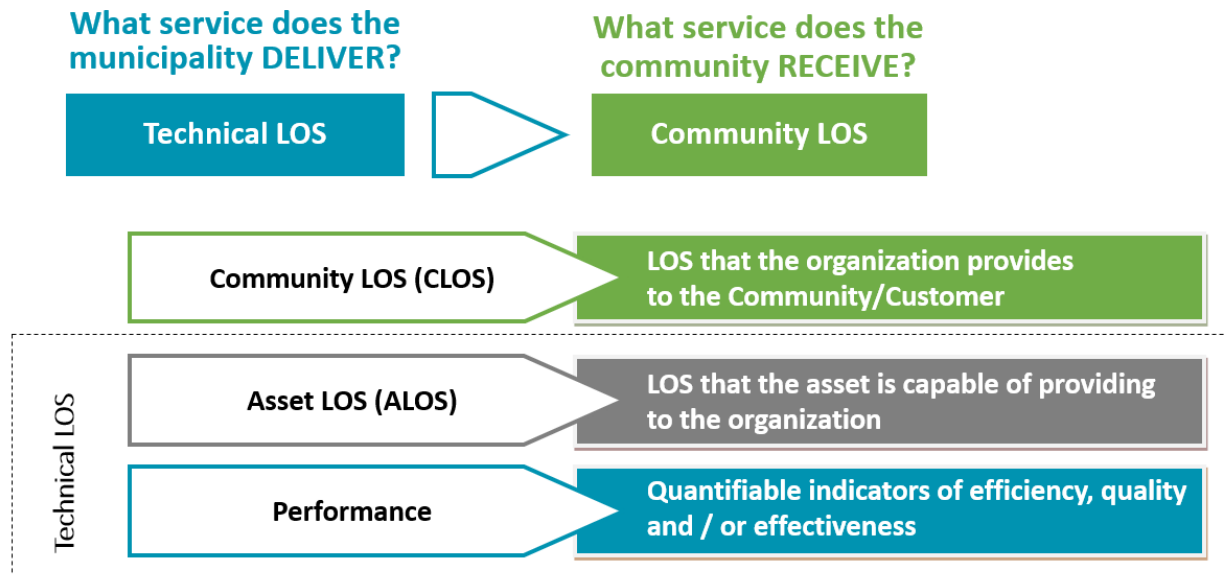


Figure 1-1: Levels of Service (Community LOS, Technical LOS and Performance)

1.4.1 Levels of Service Workshop

A Levels of Service workshop was held with senior staff from the Township on November 27, 2025, at the Township Office.

The intention of the workshop was to engage with staff and gather qualitative information regarding identification of current levels of service and how levels of service could change in the future. The current services provided, usage of services, performance measures and the community's expectation in terms of current level of service were discussed. This are summarized in each chapter of the AMP.

1.5 Risk Assessment

In determining the lifecycle activities for each asset category and identifying the priority activities, the risks associated with the options are to be considered. The risk rating for each asset within the asset category generates a risk profile for the entire asset category.

The assets with the highest risk rating help identify the priorities for the Township. As part of assessing risk, this methodology considers the factors that increase the likelihood of a hazard occurring (or non-

delivery of service) and the consequence. **Figure 1-2** presents a risk “heat map” plotting likelihood and consequence.

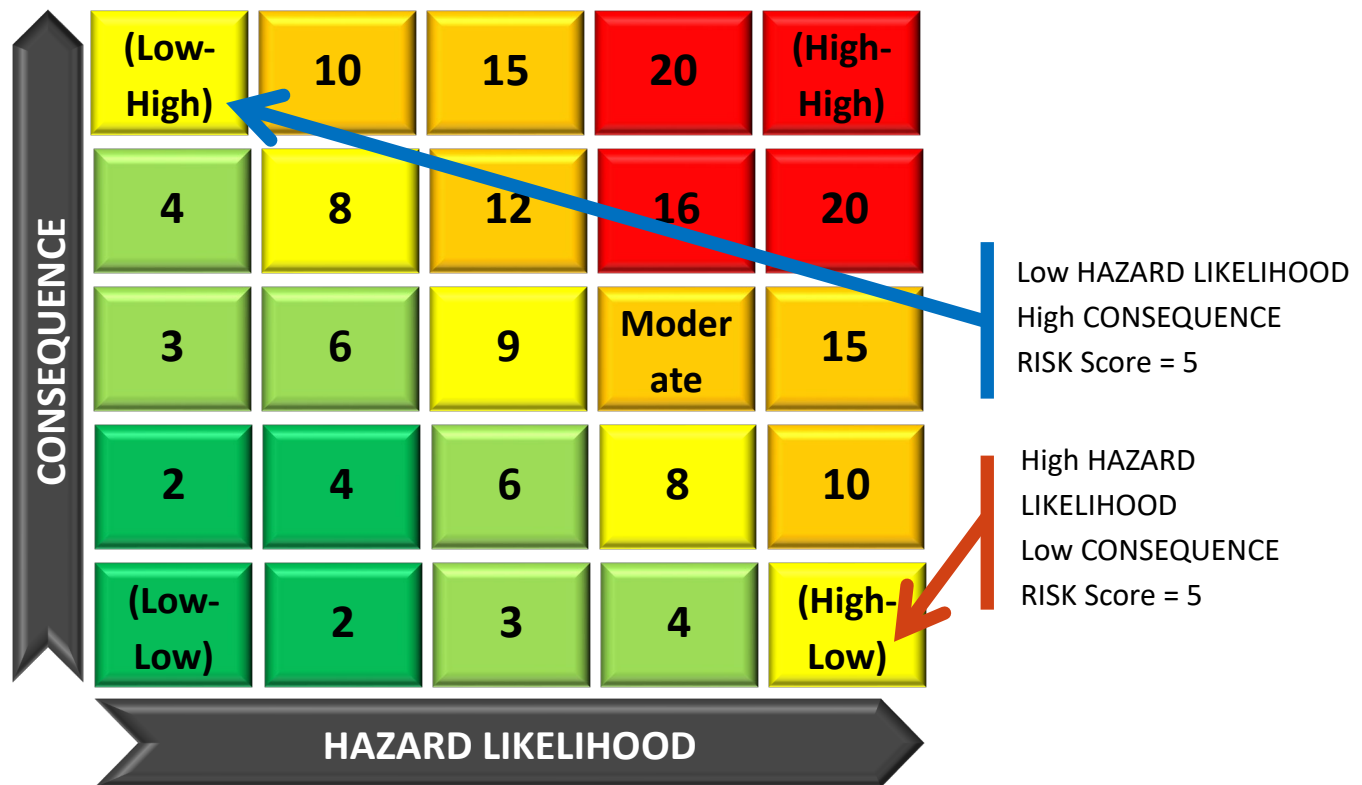


Figure 1-2: Risk Heat Map

A priority rating has been developed based on the calculated risk rating and displayed in **Figure 1-2** in a 5 by 5 matrix. High risks are shown in the red zone (risk rating 17 to 25), Moderate risks are shown in the orange zone (risk ratings of 10 to 16) and Low risks are in the green and yellow zone (risk ratings of 1 to 9).

The approach and methodology to risk assessment is presented in following sections. A risk profile for each asset category is presented in the corresponding asset category chapters.

1.5.1 Risk Methodology Approach

Risk is the likelihood and magnitude of a negative scenario (hazard) occurring that limits the ability of the asset to deliver the service. Risk is the consideration of asset failure and the consequence of the failure.

$$\text{Risk} = \text{Likelihood of Occurrence} \times \text{Consequence}$$

The consequence considers the severity of the impact, vulnerability of the asset, and exposure to the negative scenario. Applying the methodology of a score of 1 to 5 for the likelihood and the consequence, the maximum risk rating is 25 (high).

1.5.2 Calculation of Likelihood of Occurrence

The factors that contribute to the likelihood of failure include:

- A – Condition of the asset;
- B – Performance (reliability); and
- C – Vulnerability to climate change.

Table 1-2 provides a description of these factors.

Table 1-2: Likelihood Factors

Factors	Low (1)	Moderate (3)	High (5)
A – Condition	Very Good (1)	Good (2); Fair (3)	Poor (4); Very Poor (5)
B – Performance	Always Reliable	Usually Reliable	Not Reliable
C – Climate Change	No or limited impact, quick recovery or mitigation in place	Limited impact with slower recovery; mitigation plan not in place	Moderate or high impact; no or limited mitigation plan

By separating condition and performance as two separate factors, there is an opportunity to consider assets in Poor condition that may still be performing well, compared to those that are not performing, as well as Good condition assets that may not be reliable. The climate change factor brings into consideration assets that are vulnerable to climate change scenarios such as intense rainfall, increased temperatures, extreme weather and drought. The climate change rating includes any mitigation activities in the scoring which reduces the risk and lowers the score.

Therefore, the likelihood of failure is $(A + B + C)/3$ (i.e., the average of the factors).

1.5.3 Calculation of Consequence

The question to consider when calculating consequence is: *What increases the impact of non-delivery (or failure of the asset)?*

The factors that contribute to the consequence rating include:

- D – Impact or severity
- E – Importance of the asset in delivering service.



Both impact and importance contribute to the consequence and will be multiplied by the likelihood of occurrence. The two ratings are added together for a maximum consequence score of 5. See **Table 1-3** for the description of consequence factors.

Table 1-3: Consequence Factors

Factors	Low	Moderate	High
D – Impact	Low or no impact (0)	Moderate impact (1)	High impact (2)
E – Importance of the asset in delivering service	Low importance (1)	Moderate importance (2)	High importance (3)

A Risk Workshop was held with senior Township staff on January 15th, 2026. As part of this workshop, impact ratings were established by considering the following possible areas of consequence and determining an overall rating of high, moderate or low by taking an average for the impact:

- Safety/Injury;
- Financial Loss;
- Reputation with Stakeholders;
- Environmental Damage; and
- Loss of Service.

The importance ratings were established in consultation with Township staff. The most important assets for delivering service were identified, as well as moderate and low importance. How the importance rankings were applied in each asset category is presented in their respective sections.

1.5.4 Calculation of Risk

The risk calculation for each of the assets is determined as follows.

Risk= Likelihood of Occurrence X Consequence

Risk = (A + B + C)/3 x (D + E)

Where: A = Condition

B = Performance

C = Climate Change

D = Impact

E = Importance of the asset

1.5.5 Climate Change

Climate change for the Township and surrounding region involves shifting temperature and precipitation patterns over time. Temperatures are rising and extreme hot days (days >30C) are expected to increase



from an average of 10 days per year historically, to 27 days per year by the 2050s, and 52 days per year by the 2080s.

In general, precipitation projections for the Stone Mills region suggest an increase in annual precipitation, with spring and winter being the most impacted seasons. More intense spring and summer rainfall events are expected; and due to warmer winter temperatures, more precipitation will fall as rain or mixed precipitation than snow, as compared to historical baselines. Freezing rain events and the potential for heavy lake effect snowfalls are expected to increase in frequency and/or intensity in the near future but over a shorter winter season.

Overall, the proportion of the total precipitation that falls from extreme events, whether intense rain, snow or freezing rainfall, is likely to increase over all seasons, adding to the risks for assets and costs to maintain service levels.

There are many direct and indirect climate interactions expected under current and future climate conditions. Some of the direct climate-weather interactions are simpler to identify since they describe assets that are typically exposed to the outdoor weather elements e.g. damages from flooding, high winds, snow and ice storms, and lightning and severe thunderstorms or tornadoes. Other impacts, such as the loss of power from winter storms or severe thunderstorms or loss of backup power due to fuel access and delivery issues are more indirect and can be overlooked. This is particularly true for the indirect impacts of accelerated wind on rain weathering, additional maintenance requirements or impacts of rising UV levels on asset materials (i.e. next couple of decades), reinforced concrete carbonation (temperatures, CO₂) from rising GHGs and temperatures or additional burdens for electrical power or water consumption. These ongoing changes in the climate will add to additional demands on operations and maintenance staff and costs of maintaining services.

In the Risk Workshop, municipal staff considered the following climate change scenarios and identified low, moderate or high vulnerability for each asset category:

- Number of Hot Days (>30C);
- Heavy Snow Events;
- Heavy Rain Events;
- Increase in Freeze/Thaw Cycles;
- Extreme Weather Events; and
- Occurrence and Magnitude of Flooding.

1.5.6 Risk Assessment Limitations and Assumptions

Several key limitations and assumptions were made as part of the risk assessment process, which are summarized below:



- Field condition assessment data was used as available to determine state of infrastructure. In the absence of field condition assessment data, asset age and estimated useful life was used to approximate physical condition.
- Performance of individual assets was assumed as “Always Reliable” unless otherwise indicated by Township staff, reviewed reports or provided asset data.

1.6 Lifecycle Activities

The lifecycle activities include activities that can be undertaken over an asset’s useful life. These activities, under *O. Reg. 588/17*, are defined to include constructing, maintaining, renewing, operating and decommissioning of assets and all engineering and design work associated with these activities. Further, *Building Together – Guide for Municipal Asset Management Plans* (Ministry of Infrastructure) categorizes lifecycle activities into the following categories: non-infrastructure solutions, maintenance, renewal/rehabilitation, replacement, disposal, and expansion activities.

The lifecycle activities are typical and include recommendations for timing of implementation and other best practices for implementation. These lifecycle activities are used in the asset management strategy section of this AMP.

The primary indicator used in the development of a lifecycle strategy is the condition of each asset, however the strategy should also consider other factors, such as:

- Importance of the asset;
- Asset risk score;
- Condition of adjacent sections;
- Replacement requirements for adjacent infrastructure (linear);
- Expansion requirements; and
- Maintenance frequency and type.

As development continues to occur at Stone Mills and the assets continue to deteriorate, these factors will continue to change, and each have an impact on the lifecycle of an asset. Consideration of these factors should be given when devising capital project outlooks and budgeting and updating of the asset management plan.

The assets will deteriorate on a non-linear basis, and the various lifecycle activities can be implemented at varying stages within an asset’s deterioration. **Figure 1-3** provides a visualization of the theoretical deterioration curve for an asset, and the opportunity windows to conduct lifecycle activities within the expected useful life of an asset.



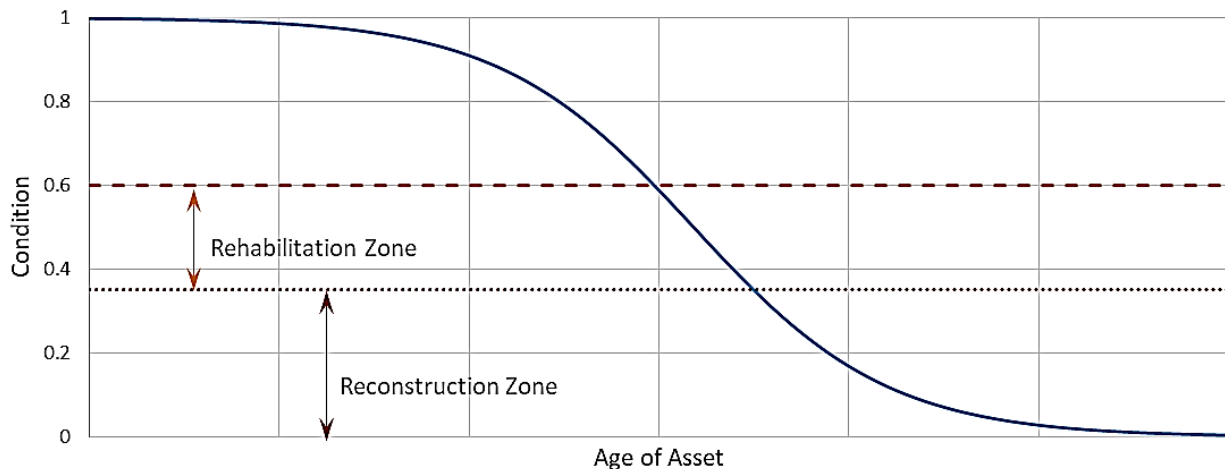


Figure 1-3: Theoretical Deterioration of Assets and Lifecycle Activity Opportunities

Implementation of maintenance activities throughout the lifecycle and rehabilitation works within an appropriate timeframe can assist in optimising the lifespan of an asset.

In reference to the above figure, it is expected that maintenance and operating activities will occur through the full lifecycle of the asset. Renewal works are most appropriately employed within the rehabilitation zone, and reconstruction and decommissioning will most likely occur within the reconstruction zone.

The strategy section for each asset category considers the lifecycle activities and best practices to develop a high-level strategy that can be used as a guide by the Township in asset management planning and decision making. The strategy will use current Stone Mills practices and suggest best practices to try to optimize the lifecycle of each of Stone Mills assets, and therefore asset spending.

Lifecycle activities have been identified for each of the asset categories considered within this AMP.

1.7 Financial Strategy Overview

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for municipal assets:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). This scenario serves as a “best practice” benchmark for sustainable asset management. The reinvestment rate for each service area is calculated as follows:

$$\text{Annual Reinvestment Rate} = \frac{\text{Average Annual Capital Budget}}{\text{Total Asset Replacement Value}} \times 100$$

- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases 0.25% annually for Transportation, Building & Facilities, and Bridges & Culverts above the Township's historical spending levels. For Information Technology, Stormwater, and Fleet & Equipment a 0.10% annual increase was considered.

1.7.1 Explanation of LOS Metrics

To evaluate these scenarios, three primary metrics are used:

- **10-Year State of Good Repair (SOGR) Backlog:** This represents the total value of assets that have reached the end of their expected useful life and are eligible for replacement but remain unfunded. A growing backlog indicates a "hidden debt" of deferred maintenance.
- **Average Annual Asset Reinvestment Rate:** Calculated as the annual capital investment divided by the total Capital Replacement Value (CRV). This measures how much of the asset's "value" is being renewed each year compared to its total worth. It should be noted reinvestment rates summarized in this document are expressed against current (2026) total CRV.
- **Percentage of Assets in Fair or Better Condition (Year 10):** A predictive measure of overall health at the end of the 10-year period. It represents the portion of the inventory (by CRV) that remains in a functional, reliable state. It should be noted that the percentage of assets in fair or better condition summarized in this document is the percent by total CRV not distinct asset count.

1.8 Roadmap with Next Steps

1.8.1 Regulatory Compliance

Annual Report to Council: As required by O. Reg. 588/17, municipalities will report to their Councils at least once per year on the current progress of asset management in the Township and any barriers to aligning operations with the AMP.

Full Update of AMP: A full update of the AMP will be required within 5 years.

Enhancements to the AMP: The inclusion of green infrastructure assets (i.e. green assets) owned by the Township and assessment of vulnerabilities caused by climate change on the performance of infrastructure.



1.8.2 Recommendations

Condition Assessments

- Condition of the road network can be completed on scheduled basis wherein the entirety of the network is reviewed in annual portions over a defined duration (example every five years).
- Establish a program for regular condition inspections (by professional service providers) to identify the required capital investments for Buildings and Facilities, including parks and recreation facilities.

Performance Data

Expand the collection of performance data to be able to track and report how the assets are performing and to assist the Township in establishing targets for proposed LOS.

- Traffic counts over bridges to assess usage.
- The percentage of properties in the Township that are resilient to a 100-year storm currently unknown. It is recommended that further studies be completed in the future in order to report on the LOS metric.
- The percentage of the municipal stormwater management system resilient to a 5-year storm is currently unknown. It is recommended that further studies be completed in the future in order to report the LOS metric.
- Percentage of the community with stormwater quality and quantity control. Recommended that future analysis be completed in order to track this performance measure.
- Fleet performance: maintenance expense per utilization (\$/km or hour). Not currently tracked, but it is recommended that the Township should track this performance measure in the future to compare amongst similar vehicles or established standards and identify vehicles which may be costing considerable operating dollars for low utilization.
- Parks and Recreation: Recommend tracking usage rates of facilities, utility usage and customer feedback.



2.0 Transportation

The following chapter includes assets that provide the Transportation service. These include the Roads, Sidewalks and Streetlights assets.

2.1 Roads

2.1.1 State of Local Infrastructure

The Township owns and maintains a road network with a total roadway length of 373 centreline kilometres (Km) which includes paved and gravel road assets.

The data and analysis within the AMP are a combination of data sources the first being the 2020 The Township of Stone Mills Road Needs Study (2020 Road Needs Study), provided by a third-party consultant and the second being a data sheet provided by the Township containing updated 2025 roads data. The 2020 Road Needs Study evaluated the network based on criteria prescribed in the Ministry of Transportation Inventory Manual for Municipal Roads (1991) and provided Pavement Condition Index data for paved roads and overall general condition for gravel roads.

The road surfaces are classified into the following categories:

- a) **High Class Bituminous (HBC) Paved:** Asphalt paved roads.
- b) **Low Class Bituminous (LCB):** Surface- treated asphalt roads.
- c) **Gravel:** Gravel-topped roads in rural area

Replacement costs, which include full segment reconstruction and granular base work, were determined using recent tender and material data. **Table 2-1** provides a summary of road lengths, replacement costs, and the average age of the network (calculated by classification and weighted by length).

Table 2-1: Summary of Assets – Roads

Road Classification	Total Length (Km)	Expected Useful Life (Years)	Estimated Replacement Cost	Average Age (years)
High Class Bituminous	8.67	25	\$7.80 million	31.0
Low Class Bituminous	134.34	10	\$63.41 million	10.6
Gravel	224.79	5	\$22.49 million	54.6
Total	372.82	N/A	\$93.70 million	N/A

The road network within the Township is considered a Semi-Urban single tier road system, which is defined as a road system in areas where development exceeds 50% of the frontage for a minimum



distance (300m on one side) but lack full urban infrastructure, on roadways that typically have two lanes but can include wider undivided sections.

2.1.2 Condition

The approach to assessing condition of roads is to hire a third-party consulting firm to conduct a road needs study about every five years and for staff to identify changes in observed condition and report these findings to the road's department.

The condition of the roads is organized into five categories from "Very Good" to "Very Poor" using the alignment of PCI scores (0 through 100 rating) to the 5-point condition rating (1 through 5 rating) as shown below in the following **Table 2-2**.

A summary of the paved road condition rating system and total length of road within each condition category is shown in **Table 2-2** and gravel road condition is shown in **Table 2-4**.

Table 2-2: Paved Road Condition Summary (2020 Road Needs Report)

Condition Description	Condition Rating	Condition Score Category	Total Length (Km)	Condition Rating Percentage of Total Network
Very Good	85 to 100	1	0.72	0.2%
Good	70 to 85	2	24.05	6.5%
Fair	55 to 70	3	29.58	7.9%
Poor	40 to 55	4	53.54	14.4%
Very Poor	0 to 40	5	33.19	8.9%
Unknown	Unknown	N/A	1.92	0.5%

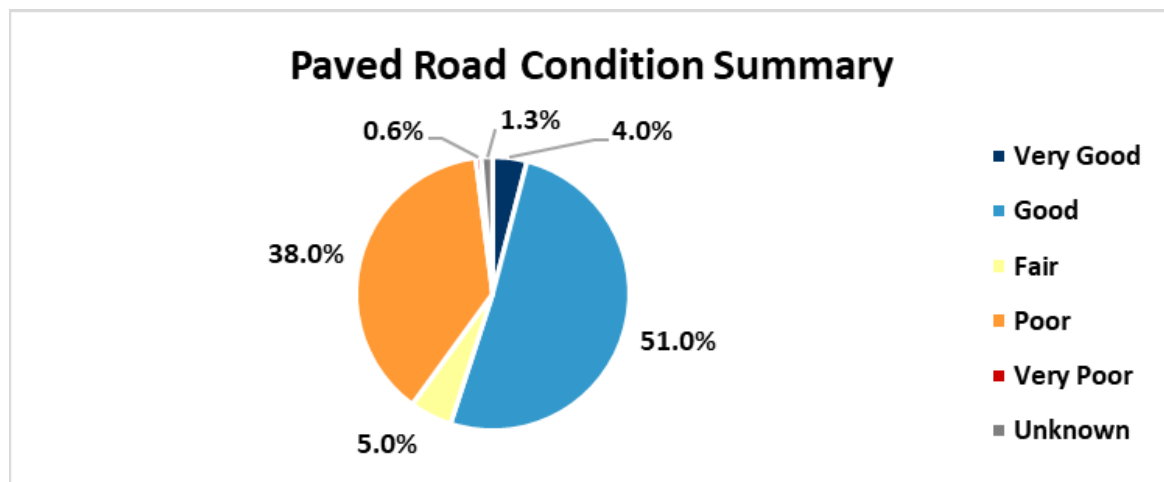


Figure 2-3: Paved Road Condition Summary (2020 Road Needs Report)

The average PCI condition rating for the paved road network is 71 which is Good.

Table 2-4: Gravel Road Condition Summary (2020 Road Needs Report)

Condition Description	Condition Rating	Condition Score Category	Total Length (Km)	Condition Rating Percentage of Total Network
Very Good	85 to 100	1	4.93	1.3%
Good	70 to 85	2	3.78	1.1%
Fair	55 to 70	3	26.46	7.1%
Poor	40 to 55	4	67.39	18.1%
Very Poor	0 to 40	5	156.56	42.0%

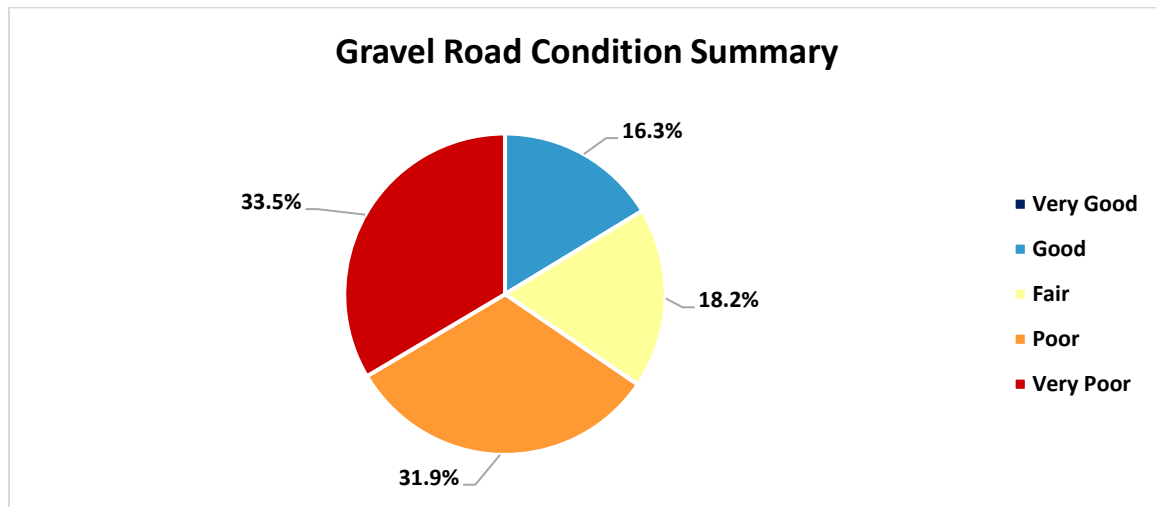


Figure 2-5: Gravel Road Condition Summary (2020 Road Needs Report)

The average condition rating for the gravel roads is 53 which is Poor. The overall condition of the gravel roads can vary over the course of the season as the Township regularly re-grades the roads.

2.1.3 Level of Service

Levels of service minimum reporting requirements for road assets are outlined in Table 4 of O.Reg. 588/17. **Table 2-6** and **Table 2-7** outline the Township's current community and technical LOS for the roads.

Table 2-6: Community Level of Service - Roads

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps, of the road network in the Municipality and its level of connectivity.	The roads in the Township are intended to serve local and through traffic in urban and rural settings, throughout the Township. A map of the road network can be found in Appendix A .
Quality	Description or images that illustrate the different levels of road class pavement condition.	Pavement condition was assessed in 2020. The road segment surfaces were assessed and a PCI score which is between 0 and 100 was given to each segment. PCI of 100 is new condition and as the asset ages and the road condition deteriorates, the PCI score gets lower where PCI of 40 is very poor.

Table 2-7: Technical Level of Service – Roads

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Scope	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the Municipality.	The number of lane-kilometres of roads as a proportion of square kilometres of land area of the Township is in Table 2-8 below.
Quality	For paved roads in the Municipality, the average pavement condition index value.	Based on the road condition assessment completed in 2020, the average Pavement Condition Index (PCI) value for the paved roads is 71 or Good.
	For unpaved roads in the Municipality, the average surface condition (e.g., Excellent, Good, Fair or Poor).	The average surface condition for the unpaved roads is 53 or Poor.

See **Table 2-8** for roadway type length of lane kilometres and proportion per square kilometer of area.

Table 2-8: Proportion of Lane Kilometers

Street Type	Length of Lane-Kilometers	Lane-Kilometers as Proportion of sq. km of Land Area
Collector	127 km	1.5 km per 1 km ²
Local	246 km	1.4 km per 1 km ²



Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for roads assets, and their current values are shown in **Table 2-9**.

Table 2-9: Proportion of Lane Kilometers

Asset Performance Measure	Current Value
Roads with load restrictions	Currently no roads with load restrictions
Percentage of paved roads in Fair or Better condition	38.0%
Percentage of gravel roads in Fair or Better condition	15.7%

2.1.4 Risk Assessment

The importance of road assets was determined in consultation with Township staff. An importance ranking criteria was applied to all road assets as described in **Table 2-10** for establishing the risk ratings. The importance ratings prioritize roads in the Township based on emergency routes or access to schools.

Table 2-10: Importance Ratings – Roads

Importance Rating	Description
High (3)	- Roads that lead to schools (McGill Road, School Road, and East Street). - Emergency Routes (Mill Street, and Factory Road).
Moderate (2)	None
Low (1)	- All other urban roads; and - All gravel roads.



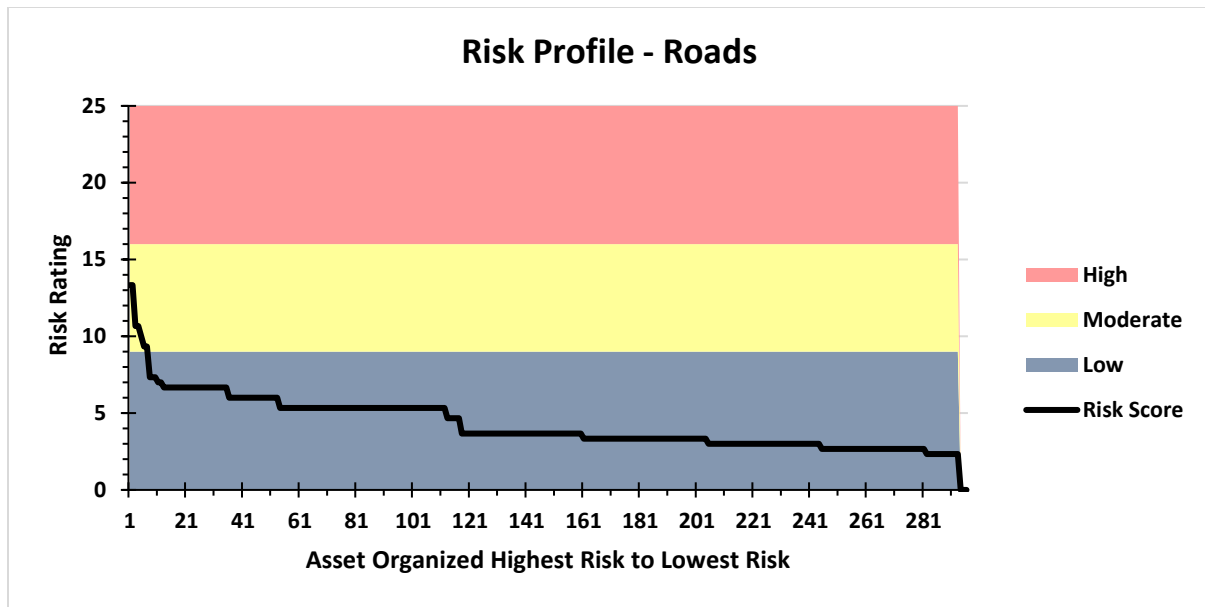


Figure 2-11: Roads Risk Profile

Based on the methodology and importance rating, the assets fall within the following risk zones, 7 assets at a moderate-risk score, and the remaining 286 assets of a low-risk category.

2.1.5 Lifecycle Activities – Roads

The following section describes the lifecycle activities that can be implemented within the asset management strategy for road assets. The primary lifecycle activities after acquisition/construction include maintenance, renewal/rehabilitation, disposal see **Table 2-12**.

Table 2-12: Lifecycle Activities for Roads

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Non-Infrastructure Solutions	Planning and Policy Activities	Planning/Growth policies	As required
Acquisition/Construction	Initial procurement	- Full road construction - Full culvert replacement	50-75 years (end of useful life replacements, road class dependent)
Maintenance	Ongoing Performance Monitoring	- Single Surface Treatment (SST) - Micro Surfacing - Crack Sealing - Culvert cleaning, Beaver dam removal - Patching - Shoulder drop-offs	6-8 years (SST) 8-10 years (Micro) 8-10 years (Crack) - Ongoing, done annually

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Renewal/ Rehabilitation	Significant Repairs to extend the useful life	• Culvert replacement • Granular B (3 inch) added to road base to create drainage • Berm removals	• As needed • Condition based
Disposal	Decommissioning	Closing and decommissioning of road sections no longer required	Health & safety protocols and project-based decisions

2.1.6 Asset Management Strategy – Roads

The asset management strategy for the road assets seeks to use the lifecycle activities in a manner that will achieve cost-effective and sustainable management of the road assets. The road assets will deteriorate on a non-linear basis, and the lifecycle activities can be implemented at varying stages within an asset's deterioration.

Condition Assessments

The road condition and type are the primary drivers for lifecycle planning. In accordance with the Ministry of Transportation Inventory Manual for Municipal Roads (1991), the township has a third party conduct a Road Needs Study every 2-5 years (these inspections fall in line with the County of Lennox and Addington's inspection schedule), as well the Township performs inhouse inspections annually to ensure public safety and structural integrity of their road networks.

- **Ongoing Updates:** Inspections are conducted every two years following the Ontario Structural Inspection Manual (OSIM) standards;
- **Current Report:** The most recent Roads Needs study was completed in 2020; and
- **Forecasting:** Each Road Needs Study report provides a detailed 1-to-10-year outlook, outlining recommended maintenance and capital work based on the observed Pavement Condition Index (PCI) and Gravel road condition.

Lifecycle Strategies for Paved Roads

Effective asset management requires selecting interventions based on the specific type and severity of deterioration.

- **Maintenance:** Focuses on early-stage preservation. Activities like crack sealing are most effective on roads in "Good" condition to prevent water infiltration and extend surface life; and
- **Rehabilitation:** Required once maintenance is no longer sufficient. Selection depends on surface material and the specific stage of the asset's lifecycle.

Lifecycle Strategies for Gravel Roads

It is recommended that the gravel roads be graded regularly. Currently, the Township applies maintenance gravel to gravel roads every 3 to 5 years. Localized repairs and maintenance are also be



completed where required. Reconstruction of these roads may be required if condition is found to have deteriorated, however the expected lifespan is long.

2.2 Sidewalks

2.2.1 State of Local Infrastructure

The Township owns and maintains and a widespread sidewalk infrastructure network, with asset in the hamlets of Tamworth, Camden East, Enterprise, and Yarker. Within the Township this asset is closely associated with the road network. This network consists of 16.7 km of concrete sidewalks. While widths vary across the network, the total estimated surface area is 22,545 m², based on a standard width of 1.35m. Replacement costs include the installation of the concrete surface and the supporting granular base. The summary of the sidewalk assets including length, expected useful life, replacement cost and average age are shown in **Table 2-13**.

Table 2-13: Summary of Assets - Sidewalks

Asset Class	Total Length (Km)	Expected Useful Life (Years)	Estimated Replacement Cost	Average Age (years)
Concrete Sidewalk	16.7	35	\$246,500	36

The condition information for the sidewalk reported in this AMP is based on a recent condition assessment that was undertaken in 2025 by Township staff, which evaluated the overall condition of the concrete sidewalks.

2.2.2 Condition

The approach to assessing condition of sidewalks is to conduct an inhouse sidewalk inspection done annually and for staff to identify changes in observed condition and report these findings to the road's department. While a third-party inspection is done every five years. The results of the assessment on a scale of 0-100, where 100 represented a sidewalk in excellent condition, and 0 was a failed asset. A summary of the sidewalk condition rating system and total length of sidewalk within each condition category is shown in **Table 2-14**.

Table 2-14: Sidewalk Condition Summary (2025 Sidewalk Data)

Condition Description	Condition Score Category	Condition Rating	Total Length (m)	Percentage of Network
Very Good	1	85 to 100	328	2.0%
Good	2	70 to 85	7347	44.0%
Fair	3	55 to 70	9025	54.0%
Poor	4	40 to 55	0	0.0%



Very Poor	5	0 to 40	0	0.0%
Unknown	N/A	Unknown	0	0.0%

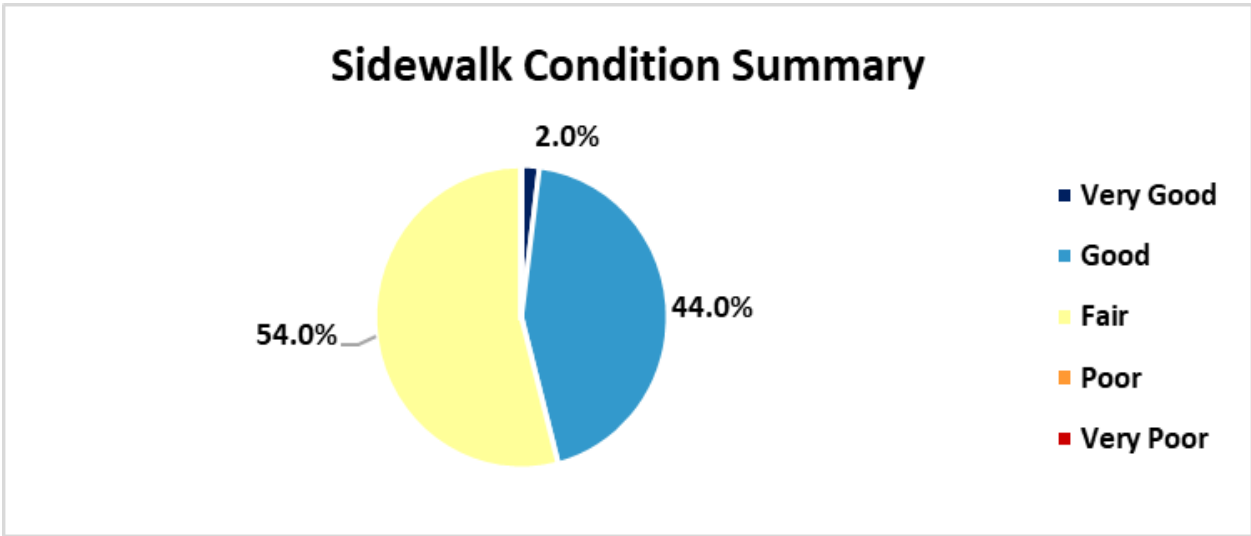


Figure 2-15: Sidewalk Condition Summary (2025 Sidewalk Data)

2.2.3 Level of Service

Table 2-16 and Table 2-17 outline the Township’s current community and technical LOS for sidewalks.

Table 2-16: Community Level of Service – Sidewalks

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps, of the sidewalk network in the Municipality and its level of connectivity.	The sidewalks in the Township are intended to serve local pedestrian traffic in urban and rural settings, throughout the Township. A map of the sidewalk network can be found in Appendix A .

Table 2-17: Technical Level of Service – Sidewalks

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Quality	For sidewalks in the Municipality, the average condition value assigned to the asset.	Based on the sidewalk condition assessment completed in 2025 the average condition value for sidewalks is 3.6 (Fair).



2.3 Streetlights

2.3.1 State of Local Infrastructure

The Township owns and maintains 158 streetlight assets within the hamlets of Enterprise and Camden East. This asset category is closely integrated with the road network. To ensure maximum energy efficiency, the entire system utilizes LED fixtures.

The replacement costs are estimated at \$1,100 per unit, based on a "like-for-like" replacement of the fixture and bulb (this estimate does not include the mounting poles). Following a township-wide upgrade to LED technology in 2016, the average age of these assets is 10 years. A summary of the streetlights is shown in **Table 2-18**.

Table 2-18: Summary of Assets - Streetlights

Asset Class	Quantity	Expected Useful Life (Years)	Estimated Replacement Cost	Average Age (years)
LED Streetlights	158 units	25	\$173,800	10

2.3.2 Condition

The condition information for the streetlights reported in this AMP is based on a replacement exercise conducted by Township staff in 2016, in which all the streetlighting was converted to LED fixtures and bulbs. The overall condition of the streetlighting assets are generally Good, based on an age deterioration curve.

The approach going forward to assessing condition of streetlighting assets is to conduct inhouse inspections about every five years and for staff to identify changes in observed condition and report these findings to the road's supervisor.

2.3.3 Level of Service

Table 2-19 and **Table 2-20** outline the Township's current community and technical LOS for streetlights.

Table 2-19: Community Level of Service – Streetlighting

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps, of the streetlighting network in the Municipality and its level of connectivity.	The streetlighting in the Township is intended to serve local pedestrian traffic in urban and rural settings, throughout the Township. A map of the streetlighting network can be found in Appendix A .



Table 2-20: Technical Level of Service – Streetlighting

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Quality	For streetlights in the Municipality, the average condition value assigned to the asset.	Based on the streetlight condition assessment completed in 2016 the average condition of the streetlights Good.

2.4 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$93.70 million**, the Transportation service area represents the Township’s largest infrastructure liability. The current paved road network is in Good condition (71 PCI), but the gravel road network is rated as Poor (53 CI). Sidewalks and Streetlights are estimated to be in Good condition.

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Transportation assets:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Transportation assets is **2% of Total CRV**. This scenario serves as a “best practice” benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.25% annually** for Transportation.

Table 2-21 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.

Table 2-21: 10-Year LOS Performance Outcomes - Transportation

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$70.7 M	\$66.9 M	\$70.5 M
Annual Reinvestment Rate*	1.88%	2.29%	1.90%
Assets in Fair or Better Condition by CRV	14.7%	17.7%	15.0%

*Note: Reinvestment rates shown in this table are expressed against current total capital replacement values.

The 10-year LOS modeling for Transportation assets highlights a severe structural funding deficit across all evaluated financial scenarios. Representing the Township’s largest infrastructure portfolio at a total



CRV of \$93.70 million, the service area requires sustained capital reinvestment to prevent broad network degradation.

Under Scenario 1 (Historical Budgeting), maintaining an average annual reinvestment rate of 1.88% results in a projected 10-year SOGR backlog of \$70.7 million, leaving only 14.7% of the network by CRV in Fair or Better condition by Year 10. Adopting the industry standard benchmark under Scenario 2 (CIRC Target) increases the annual reinvestment rate to 2.29%, which modestly reduces the 10-year backlog to \$66.9 million and raises Year 10 Fair or Better assets to 17.7%.

Scenario 3 (Targeted Budget Increases), which models an annual capital allocation growth of 0.25% above historical levels, represents the maximum financial capacity identified by the Township. However, this strategy yields an average annual reinvestment rate of 1.90%, reducing the 10-year SOGR backlog by only \$200,000 (to \$70.5 million) and keeping 85.0% of the network by CRV in Poor or Very Poor condition. Because an unfunded backlog of \$70.5 million represents over 75% of the network's total replacement value, Scenario 3 demonstrates that nominal annual budget increases are insufficient to bridge the infrastructure gap. To manage severe risks to public safety, service levels, and operational repair budgets, the Township must pair Scenario 3 with targeted grant procurement, strategic asset prioritization, and regular condition assessments to better understand the transportation network's condition and the impacts of maintenance and rehabilitation works.



3.0 Bridges and Culverts

The Township owns and maintains a total of 27 structures, 22 bridges and 5 structural culverts. The Ontario Structure Inspection Manual (OSIM) 2008 was used to classify bridges and culverts for consideration. Bridges and culverts are defined as structures providing vehicle or pedestrian passage across an obstruction, gap or facility that are greater than or equal to 3m in span.

3.1.1 State of Local Infrastructure

The Township owns 22 bridges and 5 structural culverts for a total of 27 structures. The inventory of the bridge structures is shown in **Table 3-1** and for structural culverts in **Table 3-2**.

Table 3-1: Summary of Assets - Bridges

Structure Name and Location	Structure Type	Year Constructed	Average Age (Years)
9 th Concession Bridge #1	Rigid Frame, Vertical Leg	1937	89
9 th Concession Bridge #2	Solid Slab	1930	96
9 th Concession Bridge #3	Solid Slab	1930	96
Adair Bridge	I-Beam or Girders	2006	20
Bradshaw Bridge	I-Beam or Girders	2006	20
California Road Bridge (4km North of Detlor Road)	Solid Slab	1912	114
California Bridge (500m North of 9 th Concession)	I-Beam or Girders	1912	114
Carman Bridge	Arch Culvert	1987	39
Clareview Bridge	T-Beam	1926	100
Curl Bridge	I-Beam or Girders	1981	45
Donovan Bridge	I-Beam or Girders	1950	76
Dowdle Bridge	Arch Culvert	2021	5
Flynn Bridge	Half-Through Truss	1924	102
Garrison Bridge	T-Beam	1927	99
Jackson Bridge	Arch Culvert	2013	13
Kingston Bridge (Over Clare River)	Solid Slab	1934	92
Kirk's Bridge	T-Beam	1934	92
McQuay Bridge	Round Culvert	2021	5
Miller Road Bridge	Earth Filled Arch	1912	114
Murphy Bridge	Round Culvert	2017	9
Sheffield Bridge	I-Beam or Girders	1931	95
Teskey Bridge	Half-Through Truss	1930	96

The bridge network varies in age distribution from 5 years old (constructed in 2021) to 114 years (constructed in 1912) and has an average age of 70 years old.



Table 3-2: Summary of Assets - Structural Culverts

Structure Name and Location	Structure Type	Year Constructed	Average Age (Years)
Airport Road Bridge	Round Culvert	2021	5
Detlor Road Culvert	Round Culvert	2008	28
Miller Road Culvert	Arch Culvert	1970	56
Mountain Road Culvert	Arch Culvert	1970	56
Rogers Road Culvert	Arch Culvert	1970	56

The structural culvert network varies in age distribution from 5 years old (constructed in 2021) to 56 years (constructed in 1970) and has an average age of 40 years old.

The total replacement value for the bridge and structural culverts is estimated to be \$25.9 million based on historical costs, inflated to 2026 dollars, as summarized in **Table 3-3**.

Table 3-3: Replacement Cost – Bridges and Structural Culverts

Asset Type	Quantity	Total Replacement Cost (2026)
Bridges	22	\$21.9 million
Structural Culverts	5	\$4.0 million
Total	27	\$25.9 million

The average expected useful life of a bridge is 75 years, and of 50 years for structural culverts. With a good maintenance program, i.e. following recommendations from OSIM reports, the useful life of the Townships structures can be extended, by improving the condition of the bridge or structural culvert to meet levels of service and performance.

3.1.2 Condition

The Township has previously undertaken condition assessment for bridge and structural culvert assets, determined through completion of OSIM inspections, the most recently having been completed in 2024 by a third-party consulting firm. An OSIM inspection is scheduled to occur in the near future and will be conducted as part of the upper tier municipality, Lennox and Addington's, OSIM program.

The Bridge Condition Index (BCI) included in the OSIM is used to measure the condition of bridges and structural culverts. The Ontario Ministry of Transportation (MTO) has developed a general categorization for BCI values (ranging from 0-100) which will be used to convert BCI scores to the 1-5 condition rating scale. The Bridge Condition Index (BCI) is grouped into three condition categories of Good, Fair and Poor. **Table 3-4** shows the condition of bridges and structural culverts and how this would affect use of the bridges and the BCI to condition rating grouping. Photos illustrating an example of the condition in each category are presented in **Figure 3-1** to **Figure 3-3**.



Table 3-4: Condition of Bridges and How it Affects the Use

BCI Range	Condition Rating	Affect Usage
70 to 100	Good (1)	Not Applicable
60 to 70	Fair (3)	Not Applicable
Less than 60	Poor (5)	Possible Load Restrictions

**Figure 3-1: Example of Poor Condition Bridge or Culvert – Donovan Bridge**



Figure 3-2: Example of Fair Condition Bridge or Culvert – Kirk's Bridge



Figure 3-3: Example of Good Condition Bridge or Culvert – Adair Bridge

A summary of the bridges and culverts condition is shown in **Table 3-5** and **Table 3-6** below.

Table 3-5: Bridges Condition Summary

Bridge Name	Average Condition Score	Condition Description	BCI Rating
9 TH Concession Bridge #1	3	Poor	36.46
9 th Concession Bridge #2	2.9	Poor	49.4
9 th Concession Bridge #3	3.2	Poor	42.62
Adair Bridge	3.6	Good	92.56
Bradshaw Bridge	3.7	Good	72.44
California Road Bridge (4km North of Detlor Road)	2.8	Poor	44.27
California Bridge (500m North of 9 th Concession)	3	Poor	38.12
Carman Bridge	3.2	Poor	44.91
Clareview Bridge	3	Poor	49.67
Curl Bridge	3.1	Fair	69.68
Donovan Bridge	2.1	Poor	11.58
Dowdle Bridge	3.8	Good	100
Flynn Bridge	2.2	Poor	35.8
Garrison Bridge	2.8	Poor	40.96
Jackson Bridge	3.7	Good	90.63
Kingston Bridge (Over Clare River)	2.8	Poor	53.43
Kirk's Bridge	2.8	Poor	37.2
McQuay Bridge	3.8	Good	97.33
Miller Road Bridge	2	Poor	37.6
Murphy Bridge	3.4	Good	99.63
Sheffield Bridge	2.3	Poor	27.08
Teskey Bridge	2.5	Poor	45.46



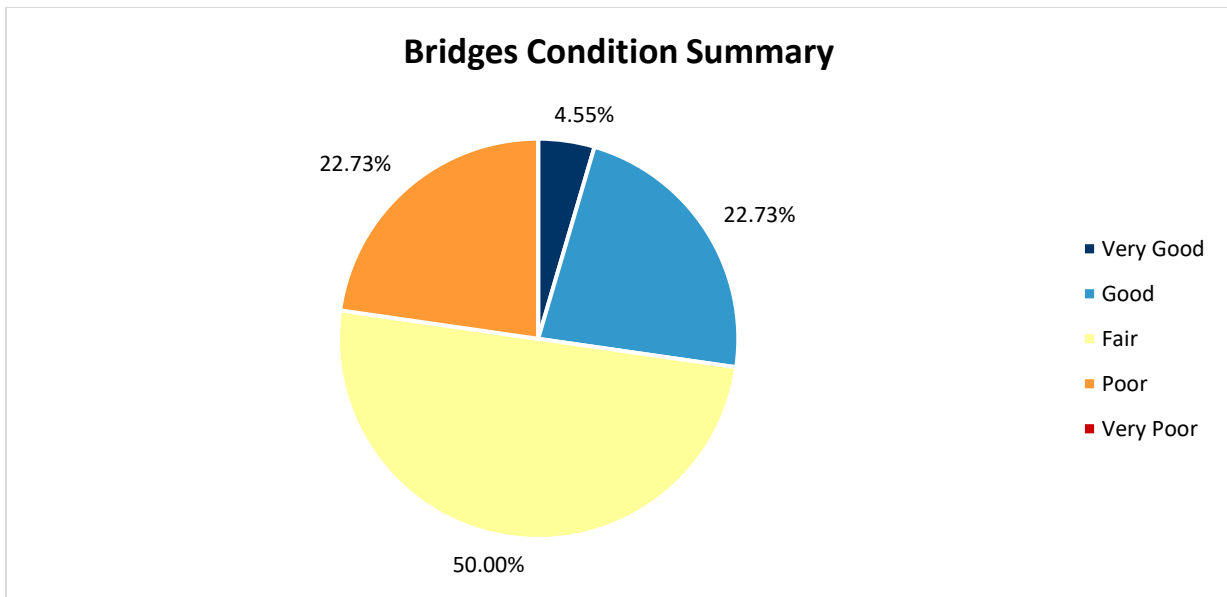


Figure 3-4: Bridge Condition Summary

Table 3-6: Structural Culvert Condition Summary

Structural Culvert Name	Average Condition Score	Condition Description	BCI Rating
Airport Road Bridge	3.8	Good	100
Detlor Road Culvert	3.4	Good	98.05
Miller Road Culvert	3.5	Fair	63.52
Mountain Road Culvert	3	Fair	56.88
Rogers Road Culvert	3	Good	72.42

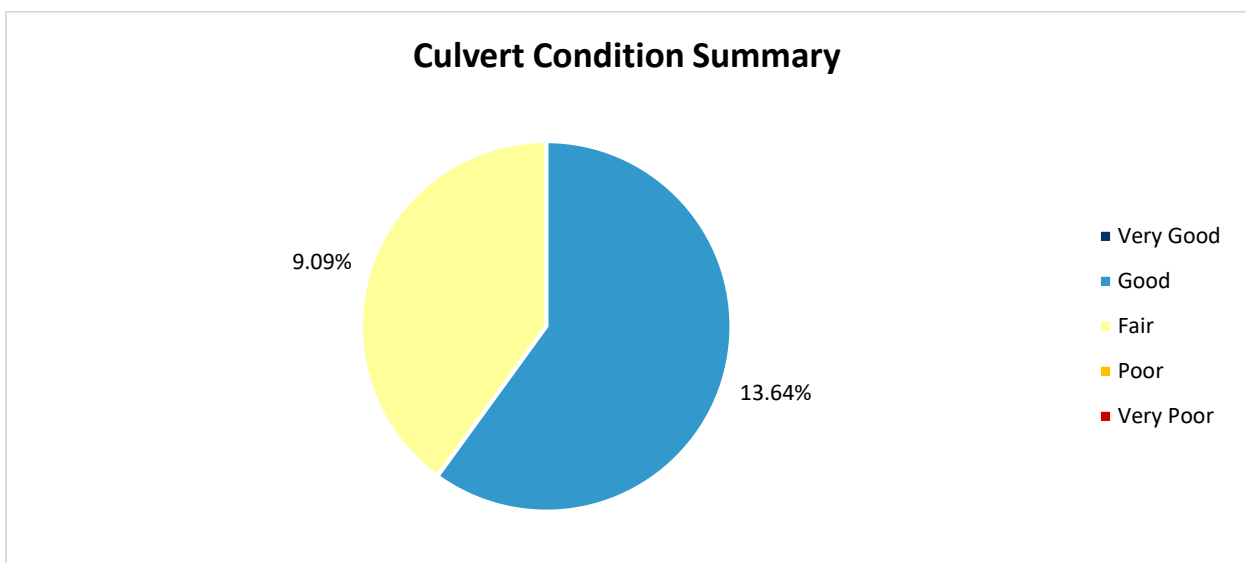


Figure 3-5: Culvert Condition Summary



3.1.3 Level of Service

Levels of service for bridges and culverts are outlined in Table 5 of O.Reg. 588/17. **Table 3-7** and **Table 3-8** outline the Township's current community and technical levels of service for bridges and culverts.

Table 3-7: Community Levels of Service – Bridges and Culverts

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The Township's bridge and structural culvert network is designed to support various vehicle types, including: • Heavy transport vehicles • Motor vehicles • Emergency vehicles • Agricultural vehicles and equipment • Pedestrians • Cyclists
Quality	Description or images of the condition of bridges and how this would affect use of the bridges. Description or images of the condition of culverts and how this would affect use of the culverts.	The condition of bridges and culverts are evaluated routinely (every two years) according to the OSIM requirements. For full descriptions and samples images of bridge and culvert condition classifications refer to the Ministry of Transportation's <i>Ontario Structure Inspection Manual 2008 and Field Inspection Guide</i> (April 2008). Bridges and culverts in Good condition typically operate as designed and would not receive any additional restrictions or limitations beyond those designed. Bridges and culverts in Fair to Poor condition may receive load restrictions or be subject to closure as deterioration affects asset capacity to safely and reliably deliver the designed level of service.

Table 3-8: Technical Levels of Service – Bridges and Culverts

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Scope	Percentage of bridges in the Municipality with loading or dimensional restrictions.	An OSIM bridge inspection report conducted in 2024 by J.D. Jewell engineering identified 6 bridges that are posted with loading restrictions.
Quality	For bridges in the Municipality, the average bridge condition index value.	Average BCI is 55.
Quality	For structural culverts in the Municipality, the average bridge condition index value.	Average BCI is 78.



Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for bridge and culvert assets and their current values are shown in **Table 3-9**.

Table 3-9: Bridge and Culvert Performance Measures

Asset Performance Measures	Current Value
Number of bridge or culvert failures/road closures.	There were no bridge or culvert failures in 2024 and 2025. One bridge has been closed to traffic - Sheffield Bridge
Number of structures with load restrictions.	Bridges with load restrictions: Teskey Bridge, Donovan Bridge, Kirk's Bridge, Garrison Bridge, Flyn Bridge
Percentage of bridges and culverts in Fair or better condition.	32% of bridges in Fair or Better condition 80% of structural culverts in Fair of Better condition

3.1.4 Risk Assessment

The importance of bridge and structural culvert assets was determined in consultation with Township staff. An importance ranking criteria was applied to bridge and culvert assets as described in **Table 3-10**.

Table 3-10: Importance Ratings – Bridges and Culverts

Importance Rating	Description
High (3)	Bridges and culverts on McGill Road, School Road, East Street, Mill Street, and Factory Road
Moderate (2)	None
Low (1)	All other bridges and culverts



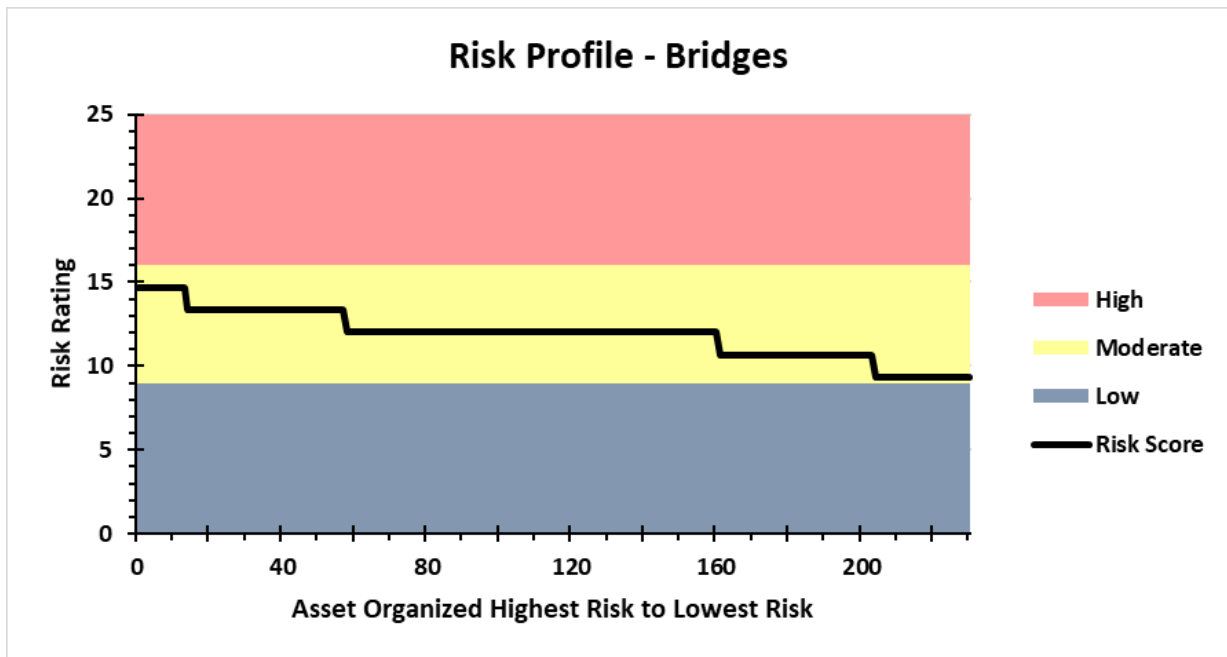


Figure 3-6: Bridge Risk Profile

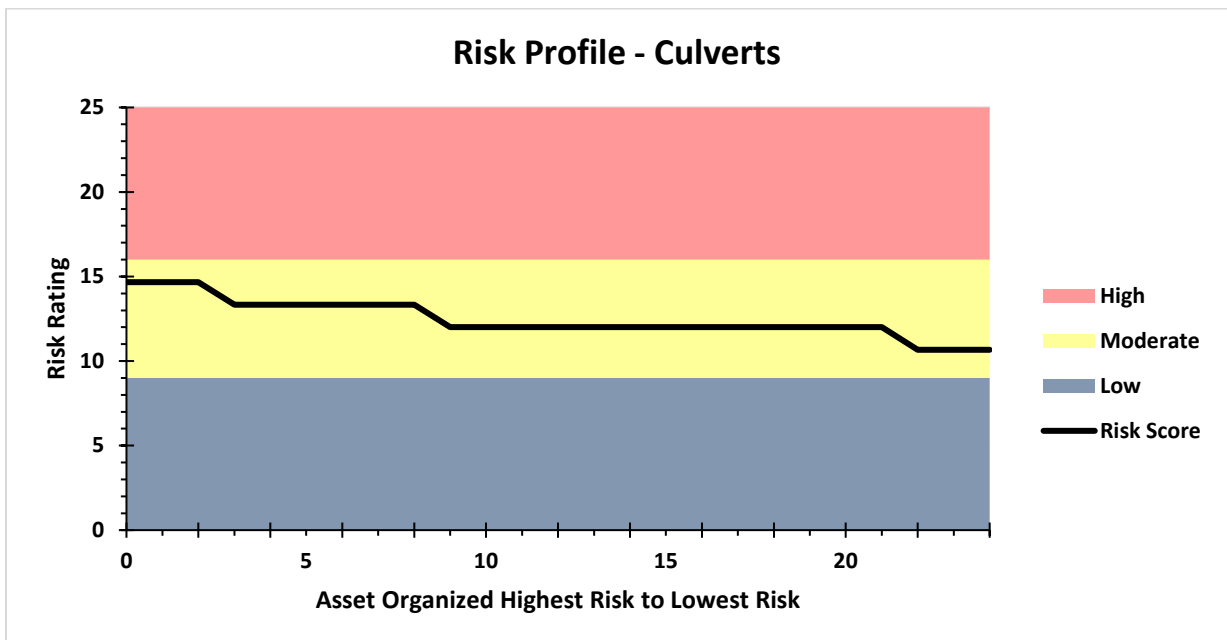


Figure 3-7: Culvert Risk Profile

Based on the methodology and importance rating, the Bridge and Culvert assets all fall within moderate risk zone.



3.1.5 Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for bridge and structural culvert assets. Note that bridge assets refer to the entirety of the asset which is made up of bridge deck surface and bridge structure. The primary lifecycle activities include acquisition/construction, maintenance, renewal/rehabilitation, disposal. **Table 3-11** summarizes the lifecycle activities for bridges and culverts.

Table 3-11: Lifecycle Activities for Bridges and Culverts

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Non-Infrastructure Solutions	Planning and Policy Activities	- Load posting and seasonal weight restrictions (by-laws) - Traffic management for weight restrictions - Preventative maintenance programs	- Ongoing initiatives - As needed/ Condition dependent
Acquisition/ Construction	Initial Procurement	- Full bridge replacement - Full culvert replacement (like for like works)	50-75 years (end of useful like replacements)
Maintenance	Ongoing Performance Monitoring	- Bridge and culvert inspections (OSIMs/municipal inspections) - Debris and sediment removal - Scour Monitoring - Beaver Dam control - Minor concrete and steel repairs	- For Bridges- OSIMs every 2 years as per regulatory requirements - For Culverts - Culverts Annual Inspections - For Debris, Sediment, and Scour - After major storm events - For repairs - as required
Renewal/ Rehabilitation	Significant Repairs to extend the useful life	- Deck resurfacing or overlays - Joint and bearing replacements - Structural repairs - Culvert relining or partial replacement	15-25 years (as required to comply with the regulatory requirements)



Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Disposal	Decommissioning	Removal of decommissioned structure and site restoration	As required, state of degradation, and determination that the asset is no longer required for the service area.

3.1.6 Asset Management Strategy

The asset management strategy for bridges and structural culverts in the Township will employ the lifecycle activities to maximize the useful life of each asset.

3.1.1 Bridge Condition Assessments (OSIM)

In accordance with O. Reg. 160/02: Standards for Bridges, the Township performs mandatory inspections to ensure public safety and structural integrity.

- **Ongoing Updates:** Inspections are conducted every two years following the Ontario Structural Inspection Manual (OSIM) standards;
- **Current Report:** The most recent condition assessment and study was completed in 2026; and
- **Forecasting:** Each OSIM report provides a detailed 1-to-10-year outlook, outlining recommended maintenance and capital work based on the observed Bridge Condition Index (BCI).

3.1.2 Lifecycle Strategies

While the primary driver for lifecycle planning is the physical condition of the asset, the Township adopts a holistic approach by considering several additional variables:

- **Risk & Consequence:** Assessments account for the "consequence of failure" and the overall asset risk score;
- **Network Integration:** The condition of adjacent assets (such as connecting roads) is reviewed to ensure coordinated construction schedules; and
- **Growth & Capacity:** As the Township develops, structures are evaluated for their ability to meet increasing community growth and capacity requirements.

For detailed recommendations of asset management strategies refer to the most current OSIM inspection report.



3.2 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$25.9 million**, the Bridges and Culverts service area is comprised of 27 distinct assets.

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Bridges and Culverts:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Bridge and Culvert assets is **1.5% of Total CRV**. This scenario serves as a “best practice” benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.25% annually** for Bridges and Culverts.

Table 3-12 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.

Table 3-12: 10-Year LOS Performance Outcomes - Bridges and Culverts

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$0 K	\$377 K	\$0 K
Annual Reinvestment Rate*	1.84%	1.69%	1.84%
Assets in Fair or Better Condition by CRV	59.0%	57.6%	59.0%

***Note:** Reinvestment rates shown in this table are expressed against current total capital replacement values.

The 10-year LOS modeling for Bridges and Culverts demonstrates that current municipal funding strategies are well-aligned with long-term infrastructure preservation requirements. With a total CRV of \$25.9 million across 27 structures, historical capital allocations in this service area currently exceed national benchmark recommendations.

Under Scenario 1 (Historical Budgeting), the Township’s historical reinvestment rate of 1.84% outperforms the 1.69% average rate modeled under Scenario 2 (CIRC Target). As a result, Scenario 1 successfully eliminates the 10-year SOGR backlog (\$0) while preserving 59.0% of structural assets in Fair or Better condition. Conversely, lowering capital allocations to match the CIRC benchmark in Scenario 2 generates a \$377,000 10-year backlog and reduces Fair or Better assets to 57.6%.

Scenario 3 (Targeted Budget Increases) incorporates a 0.25% annual budget increase above historical spending. Because historical funding already fully funds lifecycle replacement needs, Scenario 3



maintains the \$0 SOGR backlog, an annual reinvestment rate of 1.84%, and 59.0% of assets in Fair or Better condition. Adopting Scenario 3 as the proposed level of service path provides a stable funding trajectory that preserves structural integrity, supports load compliance under O. Reg. 160/02, and prevents deferred maintenance risks across the Township's bridges and culverts.



4.0 Stormwater

4.1.1 State of Local Infrastructure

The Township owns and operates a large stormwater network. The asset inventory currently includes linear pipe data and Open Ditches. The open ditch asset includes assets that are owned by both the County of Lennox and Addington and the Township (right of way roads) however they are maintained by the Township. A summary of the quantity of assets within the network is provided in **Table 4-1**.

Table 4-1: Summary of Assets - Stormwater Asset

Water Asset	Quantity (m)	Unit of Measure
Storm Pipe	9,242	Length (m)
Open Ditches	269,586	Length (m)

The analysis within this report will be limited to the linear assets. This is predicated on the assumption that appurtenances included in the system are required componentry that will be replaced in conjunction with the linear components and are expected to have similar lifespans and conditions as the linear components.

The material types of the existing stormwater network construction are summarized in **Table 4-2**.

Table 4-2: Material Types of Storm Pipe

Material Type	Diameter Size Range (mm)	Total Length (m)	Percentage of System
CCSP	1600	37	0.4%
CI	600	19	0.2%
CP	1000-2100	61	0.7%
CSP	300-2600	3737	40.4%
HDPE	300-1200	2959	32.0%
PVC	300-600	964	10.4%
RCP	300-1700	49	0.5%
SP	450-1400	41	0.4%
Unknown	300-600	1377	14.9%



Replacement costs for the linear stormwater assets were determined based on recent tender information and available information. The replacement costs include costs necessary for equivalent replacement of the asset. It is assumed that reconstruction works on the assets will be done using PVC material for pipes that are 400 mm in diameter or less, and concrete for sizes larger than 400 mm diameter. The replacement unit costs are shown in **Appendix B**.

The total replacement cost for the linear stormwater network is estimated to be \$7.20 million.

The total replacement cost for the Open Ditch asset is estimated to be 10.68 million.

The average age of the linear stormwater assets was calculated by pipe material and weighted by length of asset. The expected useful life of the linear stormwater assets is used to estimate the replacement schedule. This data was arrived at through consultation with the Township staff and engineering best practices. The average age and the expected useful life are summarized in **Table 4-3**.

Table 4-3: Average Age and Expected Useful Life of Linear Stormwater Assets by Pipe Material

Pipe Material	Expected Useful Life	Average Age (years)	Percentage of Age Data Missing
CCSP	50	16	3%
CI	80	N/A	100%
CP	75	N/A	100%
CSP	30	13.6	7%
HDPE	50	15.2	7%
PVC	50	12	1%
RCP	80	N/A	100%
SP	50	N/A	100%

Note: The total Percentage of missing data makes up only 1.8% of the total stormwater pipe network.

4.1.2 Condition

Condition of the stormwater network was determined through a deterioration model, which estimates an asset condition based on the age and construction material of the segment. A summary of the average condition of linear stormwater assets, weighted by length of pipe, is included in **Table 4-4**. The condition is reported on a scale of 0 to 100, where 100 represents an asset in perfect condition. The average condition of all linear stormwater assets (by length) is Good.



Table 4-4: Average Condition of Stormwater Assets

Pipe Material	Total Length (m)	Average Condition Rating	Condition Description
CCSP	37	2	Good
CI	19	2	Good
CP	61	3.75	Fair
CSP	3737	3.44	Fair
HDPE	2959	2.24	Good
PVC	964	1.97	Very Good
RCP	49	1.25	Very Good
SP	41	3.33	Fair
Unknown	1377	N/A	N/A

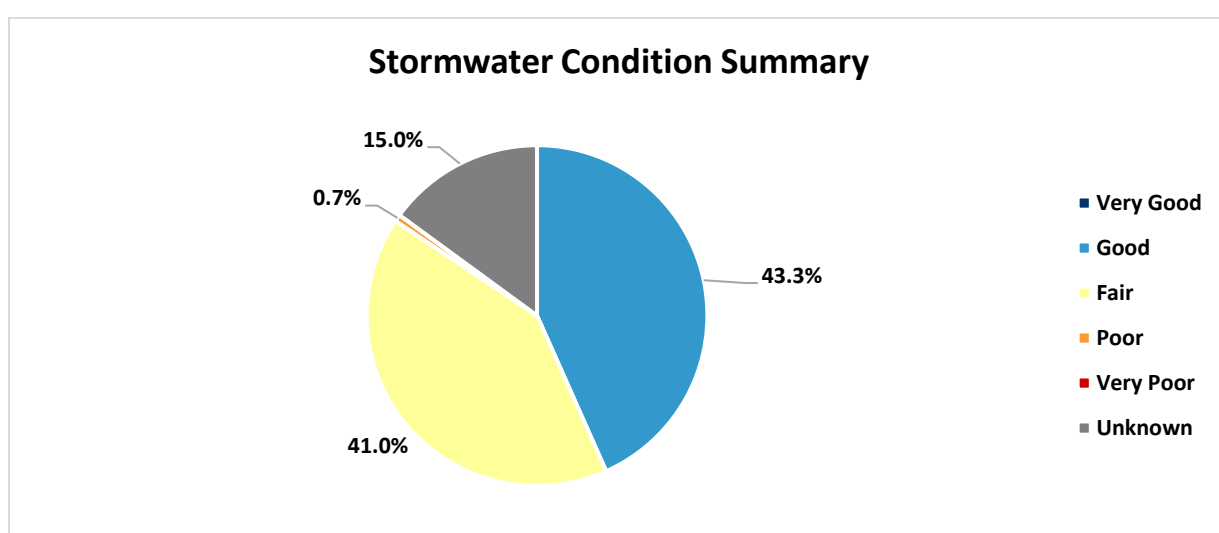


Figure 4-1: Stormwater Condition Summary

4.1.3 Levels of Service

Levels of service for water assets are outlined in Table 1 of the regulation, O.Reg. 588/17. **Table 4-5** and **Table 4-6** outline the Township's current community and technical levels of service for water assets.

Table 4-5: Community Levels of Service – Stormwater

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps, of the user groups or areas of the Municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	The stormwater management system in the Township is devised of a pipe network and stormwater management ditches, which provide conveyance of stormwater to protect properties. The extents of the network are shown in Appendix A .



Table 4-6: Technical Levels of Service – Stormwater

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Scope	Percentage of properties in municipality resilient to a 100-year storm.	The percentage of properties in the Township that are resilient to a 100-year storm currently unknown. It is recommended that further studies be completed in the future in order to assess the LOS metric.
	Percentage of the municipal stormwater management system resilient to a 5-year storm.	The percentage of the municipal stormwater management system resilient to a 5-year storm is currently unknown. It is recommended that further studies be completed in the future in order to assess the LOS metric.

Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for the water network, and their current values are shown in **Table 4-7**.

Table 4-7: Performance Measures – Stormwater

Asset Performance Measure	Current Value
Percentage of the community with stormwater quality and quantity control.	It is recommended that future analysis be completed in order to track this performance measure.
Inspection frequency of stormwater ponds and catch basins.	Not currently available but recommended to be tracked in the future.

4.1.4 Risk Assessment

Importance of stormwater assets was determined in consultation with Township staff. An importance ranking criteria was applied to all watermains as described in **Table 4-8**.

Table 4-8: Importance Ratings – Stormwater

Importance Rating	Description
High (3)	• None
Moderate (2)	• All Local storm sewers
Low (1)	• None



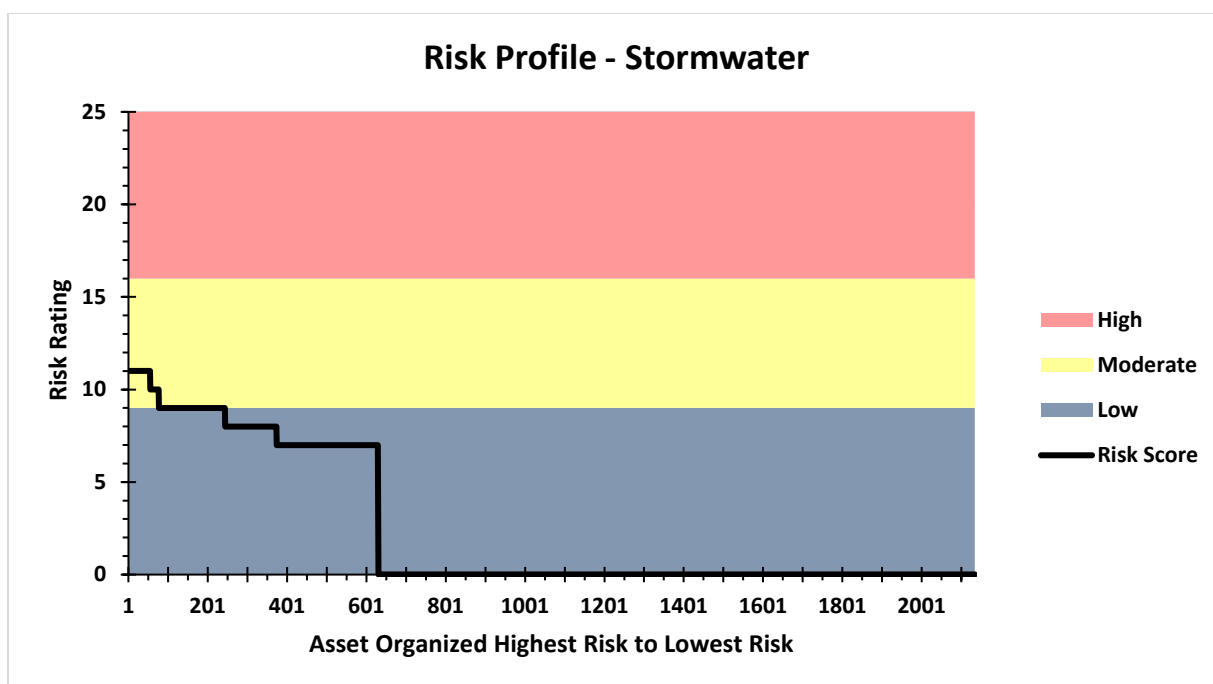


Figure 4-2: Stormwater Risk Summary

Based on the methodology and importance rating, the assets fall within the following risk zones, 9 assets at a moderate risk score, with the remaining 2125 assets of a low-risk category.

4.1.5 Lifecycle Activities

In the lifecycle of a Stormwater management asset, there are multiple activities that can be taken, depending on the asset attributes. The expected lifecycle activities to be used on the Township assets are as follows **Table 4-9**.

Table 4-9: Lifecycle Activities of Stormwater Assets

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Non-Infrastructure Solutions	Planning and Policy Activities	- Inflow and infiltration control of culverts and bridges - Minimum maintenance Standards (MMS) and bylaws - Public education and debris control	Ongoing
Acquisition/Replacement	Initial Procurement	Full catch basin and storm replacement	60-80 years



Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Maintenance	Ongoing Performance Monitoring	- Catch basin cleaning - Storm sewer flushing - Inlet and outlet inspections - Blockage removal	- Annual or semi-annual - After major storm events
Renewal/ Rehabilitation	Significant Repairs to extend the useful life	- Localized pipe repairs - Manhole rehabilitation, reset manhole covers	20–50-year cycle
Disposal	Decommissioning	Abandonment in place or removal of storm sewer or drainage system to provide space for new infrastructure.	Service life exhaustion and as required basis

4.2 Asset Management Strategy

4.2.1 Condition Assessments

Accurate condition data is the primary driver for strategic decision-making. The Township manages the network through:

- **Inspection Methods:** A portion of the network will undergo visual inspections each year by township staff. A consistent assessment program is recommended on a three-to-five-year cycle to track structural integrity; and
- **Coordinated Factors:** Beyond condition, the Township considers asset risk scores, upstream dependencies, expansion requirements, and the replacement needs of adjacent infrastructure (watermains, sanitary sewers, or roadworks).

4.2.2 Lifecycle Strategies

When a Stormwater culvert's condition warrants intervention, the following hierarchy is applied:

- **Maintenance & Rehabilitation:** Localized repairs and structural relining are the first options explored to extend useful life. Relining is preferred for its non-intrusive nature and its ability to address individual pipe segments;
- **Reconstruction:** When rehabilitation is no longer viable, segments are reconstructed following current best practices;
- **Material Standards:** New construction and replacements typically utilize PVC for pipes ≤400 mm and concrete for diameters larger than 400 mm; and
- **End of Life:** Assets reaching the end of their useful life are either removed or safely abandoned in place.



4.3 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$7.20 million**, the Stormwater service area is comprised of culverts and storm mains.

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Stormwater assets:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Stormwater assets is **1.3% of Total CRV**. This scenario serves as a “best practice” benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.1% annually** for Stormwater.

Table 4-10 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.

Table 4-10: 10-Year LOS Performance Outcomes - Stormwater

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$175 K	\$503 K	\$168.5 K
Annual Reinvestment Rate*	2.00%	1.47%	2.01%
Assets in Fair or Better Condition by CRV	75.2%	69.9%	75.3%

***Note:** Reinvestment rates shown in this table are expressed against current total capital replacement values.

The 10-year LOS modeling for linear Stormwater assets confirms that existing spending levels adequately support system sustainability over the planning horizon. For the linear pipe network, which has an estimated replacement value of \$7.20 million, current funding strategies remain ahead of industry standards.

Under Scenario 1 (Historical Budgeting), the Township achieves an average annual reinvestment rate of 2.00%, outperforming the CIRC industry benchmark target of 1.30% (modeled at 1.47% against current total CRV in Scenario 2). Scenario 1 limits the 10-year SOGR backlog to \$175,000 and maintains 75.2% of the linear network in Fair or Better condition. In comparison, reducing investment to match CIRC benchmarks in Scenario 2 increases the 10-year backlog to \$503,000 and drops Fair or Better assets to 69.9%.



Scenario 3 (Targeted Budget Increases) applies a 0.10% annual budget increase, raising the annual reinvestment rate to 2.01%. This proposed level of service path marginally reduces the 10-year backlog to \$168.5K and improves Year 10 condition ratings to 75.3% Fair or Better. While Scenario 3 fully supports linear network requirements, future iterations of the AMP should incorporate non-linear assets and open ditch infrastructure into the financial model to establish comprehensive, full-system levels of service.



5.0 Buildings and Facilities

5.1.1 State of Local Infrastructure

The Township owns and maintains 16 Buildings and Facilities. The Township's Buildings and Facilities fall into the following categories for the purposes of this asset management plan:

- Emergency Services Buildings (including Training facilities, and Fire Stations);
- Public Works and Community Facilities (including the Community Hall and Public Works Garages); and
- Parks and Recreation Facilities (including the Arena).

A summary of the Buildings and Facilities categories, assets and age are included in **Table 5-1** below. The average age of all Buildings and Facilities in the Townships' inventory is 64 years. This average age was calculated using the original foundation installation age for each building.

Table 5-1: Summary of Assets – Buildings and Facilities

Building Group	Building Name	Year of Construction	Age (Years)
Emergency Services Buildings	Doyle House	1895	131
	Enterprise Fire Station	1926, reconstructed in 2003	100, 13
	Newburgh Emergency Services	1976	50
	Tamworth Fire Station	1995, addition in 2005	31, 21
	Yarker Emergency Station	1967, addition in 1982	53, 44
Public Works and Community Facilities	Stone Mills Community Centre	1994	32
	Newburgh Medical Centre*	1880, addition in 1981	146, 45
	Tamworth Community Hall	1965	61
	Tamworth Medical Centre	1985	41
	Stone Mills Public Works Office	1905, addition in 1984	121, 42
	Stone Mills Public Works Garage (Salt Dome)	1983	43
	Stone Mills Public Works Garage (Cold Storage)	1983	43
	Stone Mills Public Works Garage (Salt Garage)	1998	28
	Stone Mills Public Works Garage (Garage)	2010	16
Parks and Recreation Facilities	Tamworth Recreational Park – Ball Diamond	1963, addition in 1995	63, 31

* The Newburgh Medical Centre was acquired by the Township in 2023.



The total replacement cost for all Buildings owned by the Township is \$56.2 million. This cost is based on a Building Condition Assessment Report done in 2022 by McIntosh Perry Consulting Engineers Ltd. (BCA Report) and inflated to 2026 dollars.

Table 5-2: Replacement Value of Buildings and Facilities

Building Group	Replacement Cost
Public Works & Community Facilities	\$39.6 million
Emergency Services	\$11.4 million
Parks & Recreation	\$5.2 million

For the purposes of this asset management plan the expected useful life of the various complex components of the Township's Buildings and Facilities were not considered, as this approach was not preferred by Township staff. A general expected useful life of 75 years was given for all Buildings.

5.1.2 Condition

The detailed condition assessment information for the Township's Building and Facilities reported in this AMP is based on the BCA Report, which used a Facility Condition Index (FCI) as the basis of the condition rating system for this asset category. The FCI is the benchmark used in facility management to determine the condition of a building by comparing the repair needs to the current replacement value.

It is found by summing all deferred repairs/replacement costs and required renewal, upgrade, or replacement/repair projects at a point in time to the current replacement value of the building and site components (excluding land value). It is calculated as follows:

$$\text{FCI} = \frac{\text{Maintenance, Repair, Replacement Deficiencies of Facility}}{\text{Current Replacement value of the Facility}}$$

Where the numerator is based on the estimated costs from the inspection and evaluation summarized in Sections 4 and 5 of their BCA reports. The denominator is calculated using the Gross Floor Area (GFA) and the appropriate building replacement costs for property.

The FCI, shown as a percentage, is a relative indicator of condition, and should be tracked over time to maximize its benefit. It is advantageous to define condition ratings based on ranges of the FCI. Current industry benchmarks use the following subjective ratings:

- Very Good: 0 to 4.9%
- Good: 5.0 to 9.9%



- Fair: 10 to 15%
- Poor: 15 to 30%
- Critical: Over 30%

Table 5-3: Buildings and Facilities Condition by Category

Building Group	Average Condition
Emergency Services	3.54
Public Works and Community	3.49
Parks and Recreation	3.56

Note: One (1) Building condition is missing, The Medical Centre, due to timing of the last Building Condition Assessment reporting.

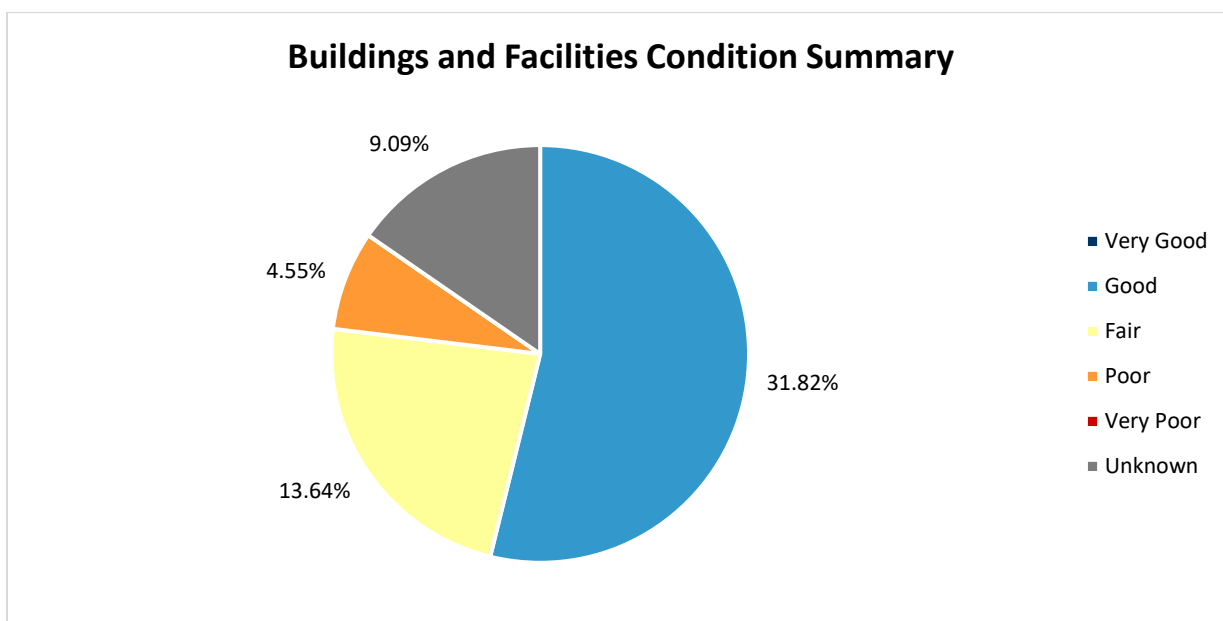


Figure 5-1: Buildings and Facilities Condition Summary

5.1.3 Level of Service

Levels of service for Building and Facility assets are not defined in the regulation, O.Reg. 588/17 as Buildings are not considered core assets. As such, level of services have been devised based on the content of the regulation, in consultation with the Township. **Table 5-3** and **Table 5-4** outline the Township's current community and technical levels of service for Buildings and Facilities.

Table 5-3: Community Levels of Service – Buildings and Facilities

Service Attribute	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps of the asset category.	The locations of Building and Facility assets is shown in Appendix A .
Quality	Description or images that illustrate the different levels or condition (if applicable). Consider hours of operation and/or when the service is available. - Hours of operation - Available services	The quality of the Buildings and accessibility vary, depending on the purpose of the Building as follows: - Emergency Services are available 365 days a year, 24 hours a day, 7 days a week - Administrative offices are available during business hours Monday 8:30 am-6:00 pm, Tuesday-Thursday 8:30 am-4:30 pm, and Friday 8:30 am-12:30 pm - Public Works facilities are accessible by staff only

Table 5-4: Technical Levels of Service – Buildings and Facilities

Service Attribute	Technical Levels of Service (Technical Metrics)	Technical LOS
Scope	Provide breakdown of number of Buildings by type providing service compared to the size of the community (geography or population).	The scope of the Township's Buildings includes their availability to provide service. In Table 5-5 below, the Building type, and number of Buildings per capita per Building type is provided.
Quality	Legal, regulatory and local standards.	The quality of Buildings and Facilities include the following legal, regulatory and local standards for the services provided: - Accessibility (AODA Standards) - Health and safety - Buildings must be in compliance with Ontario Building Code.

The availability of Buildings was generated using the municipality area of 693.71 km² and population of 7,826 which is sourced from 2021 census. The summary is found in **Table 5-5**.

Table 5-5: Technical Levels of Service – Buildings and Facilities

Building Type	Buildings per Capita
Fire Hall (3)	1 per 2,609 pop.
Municipal Office	1 per 7,826 pop.
Community Hall (2)	1 per 3,913 pop.
Medical Centre (2)	1 per 3,913 pop.

Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. Considering each Building as a single asset, the performance measures and corresponding units established for Buildings and Facilities are shown in **Table 5-6**.



Table 5-6: Current Performance Measures for Buildings and Facilities

Asset Performances Measure	Current Value
Water usage (m ³ per year)	The Township's water is currently supplied by wells and the water usage is not a measurable metric.
Energy usage (kWh per year)	The 2024 Energy usage is 673,423.2 kWh The 2025 Energy usage is 939,584.2 kWh The 2024 – 2025 average Energy usage is 806,503.7 kWh
Operation and maintenance cost (\$/population)	The 2024 – 2025 average operation and maintenance costs (\$683,923.90) for Buildings and Facilities assets is approximately \$870 per capita.

5.1.4 Risk Assessment

Importance of municipal Buildings and Facilities was determined in consultation with the Township staff. **Table 5-7** outlines the importance rankings developed with staff and utilized in risk calculations.

Table 5-7: Importance Rating – Buildings and Facilities

Importance Rating	Building and Facility Asset
High (3)	- Enterprise Fire Station; - Tamworth Fire Station; - Newburgh Fire Station; and - Yarker Fire Station
Moderate (2)	Stone Mills Public Works Garage
Low (1)	All other Buildings and Facilities



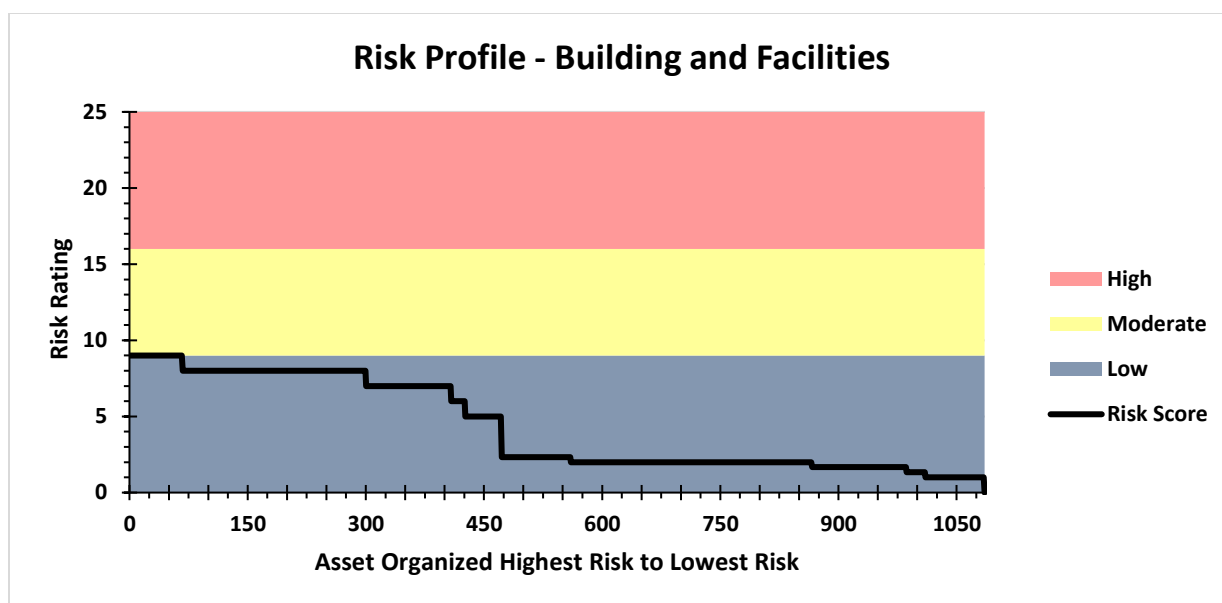


Figure 5-2: Buildings and Facilities Risk Profile

Based on the methodology and importance rating, the assets in the Building and Facilities category all fall within the low-risk category.

5.1.5 Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Building and Facilities assets, see **Table 5-8** below. Note that, as previously discussed, Building assets refers to the entirety of the asset which is made up of varying component systems depending on the use of the Building. The primary lifecycle activities include acquisition/replacement, maintenance, renewal/rehabilitate, and disposal.

Table 5-8: Lifecycle Activities of Building and Facilities Assets

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Acquisition/Replacement	Initial Procurement	Adhering to Ontario Building Code and regional requirements. Design for intended use.	Service requirements, Building codes, and intended usage.
Maintenance	Ongoing Performance Monitoring	Preventative: Building Condition Assessments, HVAC system inspections, and Garage Door inspections Reactive: Inspections done in response to issues or as called upon	Condition assessments, and system failures. General inspections done annually
Renewal/Rehabilitate	Significant Repairs to extend the service life	Adding new components, updating existing systems and renovations to suit change in services.	Annually, and as part of Code compliance, and service delivery changes
Disposal	Decommissioning	Demolition or sale of the asset	As needed and required

5.1.6 Asset Management Strategy

Condition Assessments

Lifecycle activities for Buildings and Facilities assets vary significantly based on their unique components (HVAC, roofing, structural) and the specific services they provide.

- **Detailed Reviews:** The Township uses comprehensive condition assessments to determine required maintenance and the remaining useful life of key components. The last assessment was completed in 2022; it is recommended to update this information every five years; and
- **Risk-Based Approach:** The Township prioritizes Buildings with high-risk scores or those showing poor condition/performance measures.

Lifecycle Strategies for Buildings and Facilities

- **Routine Maintenance:** Existing schedules are assumed to be effective and should continue to ensure day-to-day operational reliability; and
- **Climate Change & Resilience:** Evaluations to understand how a changing climate may impact Building assets. Findings from these assessments inform changes to how lifecycle activities are performed to increase structural and operational resilience.

5.2 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$56.2 million**, the Buildings and Facilities service area represents the Township's second largest infrastructure liability.

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Buildings and Facilities:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township's historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Building and Facility assets is **2% of Total CRV**. This scenario serves as a "best practice" benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.25% annually** for Buildings and Facilities.

Table 5-9 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.



Table 5-9: 10-Year LOS Performance Outcomes – Buildings and Facilities

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$11.9 M	\$5.3 M	\$11.9 M
Annual Reinvestment Rate*	0.82%	2.01%	0.83%
Assets in Fair or Better Condition by CRV	64.8%	76.7%	64.9%

*Note: Reinvestment rates shown in this table are expressed against current total capital replacement values.

The 10-year LOS modeling for Buildings and Facilities reveals a critical infrastructure deficit, as historical reinvestment rates fall substantially below national best practice benchmarks. Totalling \$56.2 million in CRV across 16 municipal properties, the portfolio faces accelerating physical deterioration due to an average asset age of 64 years.

Under Scenario 1 (Historical Budgeting), an average annual reinvestment rate of only 0.82% drives the 10-year SOGR backlog to \$11.9 million, leaving 35.2% of facilities in Poor or Very Poor condition by CRV. Adopting the Scenario 2 (CIRC Target) reinvestment benchmark of 2.01% would significantly reduce this liability, cutting the projected 10-year backlog to \$5.3 million and elevating Year 10 Fair or Better condition ratings to 76.7% by CRV.

Scenario 3 (Targeted Budget Increases), which models a 0.25% annual funding increase above historical spending, yields an average reinvestment rate of 0.83%. This proposed path results in virtually no change to asset performance, maintaining an unfunded SOGR backlog of \$11.9 million (approximately 21% of the portfolio's total CRV) and a Fair or Better condition rating of 64.9%. Operating under Scenario 3 introduces significant operational risks, including sudden facility component failures, high unplanned reactive maintenance costs, and potential service disruptions across emergency and public works facilities. Mitigating these risks requires detailed building condition assessments to prioritize high-risk structural and mechanical renewals.



6.0 Parks and Recreation, Waste Disposal Site and Land

6.1 Parks and Recreation

6.1.1 State of Local Infrastructure

The Township owns and maintains multiple parks and recreation sites. The Township's parks and recreation sites are listed below.

Parks and Recreation Assets:

- Yarker Riverside Park
- Enterprise Ball Park
- Tamworth Skate Park and Soccer Field
- Centennial Park
- Cunningham Memorial Park
- Yarker Ball Diamond
- Neville Point Park
- Enterprise Memorial Park
- Tamworth Recreation Centre

A summary of the Parks and Recreation sites assets, quantity, estimated replacement cost, and expected useful life are included in **Table 6-1**.

Table 6-1: Summary of Assets – Parks and Recreation

Asset Type	Quantity	Estimated Replacement Cost	Expected Useful Life
Fencing *only found in the Lands Section	7	\$105,000	25
Playground Equipment	2	\$50,000	15
Fields (Soccer and Baseball)	2	\$300,000	30
Park Benches/Picnic Tables	3	\$4,500	15
Potable Toilets	2	\$3,000	10
Bleachers	1	\$15,000	15
Outdoor Rink	1	\$50,000	20
Skate Park	1	\$250,000	20
Dock/Boat Launch	2	\$40,000	15
Gazebo	3	\$30,000	15
Total	N/A	\$1,939,500	N/A



The average age of the Township's parks and recreation assets is 23 years. This age was estimated using the available condition ratings with respect to an age-based condition deterioration.

6.1.2 Level of Service

Levels of service for parks and recreation assets are not defined in the regulation, O. Reg. 588/17 as parks and recreation are not considered core assets. As such, level of services have been devised based on the content of the regulation, in consultation with the Township. **Table 6-3** and **Table 6-4** outline the Township's current community and technical levels of service for parks and recreation.

Table 6-2: Community Levels of Service – Parks and Recreation

Service Attribute	Community Level of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps of parks locations.	The locations of parks throughout the Township are shown in Appendix A .
Availability	Description or images that illustrate the hours of operation and/or when the service is available. - Hours of operation - Available services	Arena Site Hours: - Facilities available for rental - Seasonal Hours apply

Table 6-3: Technical Levels of Service – Parks and Recreation

Service Attribute	Technical Level of Service (Technical Metrics)	Technical LOS
Scope	Number of Parks and Recreation Facilities per Population.	There are 9 parks facilities located throughout the Township. Based on a total population of 7,826 people, this equates to one park facility per 870 people.

Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for parks and recreation assets, and their current values are shown in **Table 6-4**.



Table 6-4: Parks and Recreation Performance Measures

Asset Performance Measures	Current Value
Hours of Operation Maintained	Not currently tracked, but it is recommended that that Township track this in the future.
Customer feedback (number of complaints and compliments)	Not currently tracked, but it is recommended that that Township track this in the future.

6.1.3 Risk Assessment

Importance of parks and recreation assets was determined in consultation with the municipal staff. Although Parks and Recreation assets rank lower from a financial risk perspective, they provide significant community well-being benefits. Continued investment is important to maintain public confidence and ensure these services remain safe, accessible, and enjoyable for residents **Table 6-5** outlines the importance rankings developed with staff and utilized in risk calculations.

Table 6-5: Importance Rating – Parks and Recreation

Importance Rating	Parks and Recreation Asset
High (3)	• None
Moderate (2)	• Marine Assets (Boat launches)
Low (1)	• All remaining Parks and Recreation Assets

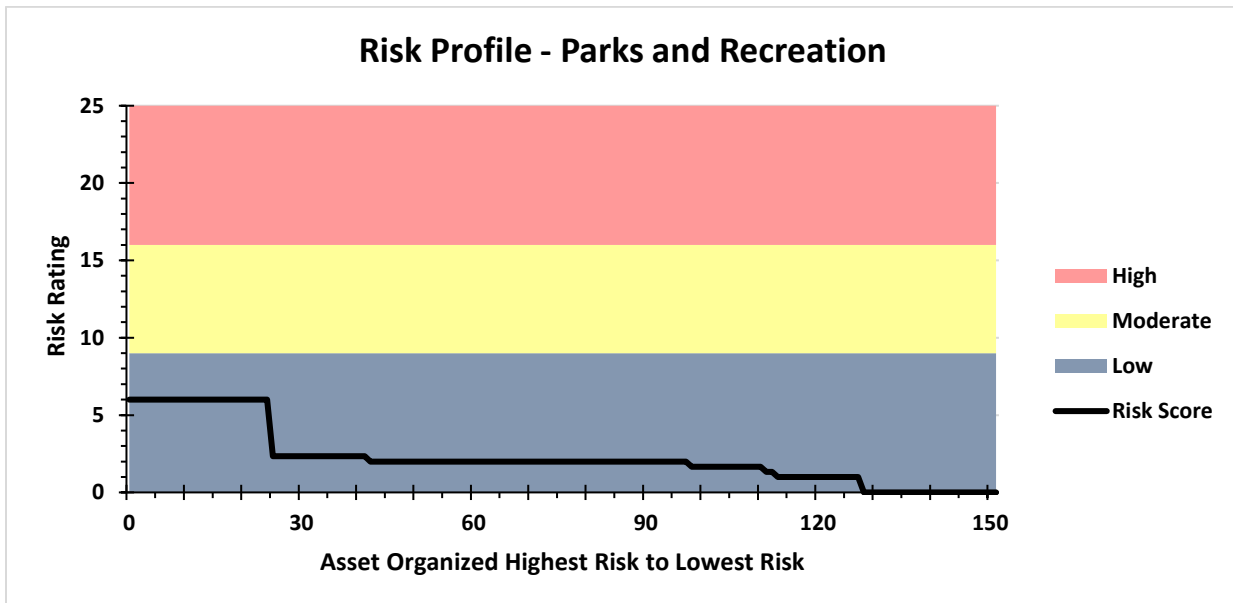


Figure 6-1: Parks and Recreation Risk Profile



Based on the methodology and importance rating, most of the Parks and Recreation assets all fall within the low-risk category, one asset falls into the moderate-risk category.

6.1.4 Lifecycle Activities – Parks and Recreation

In the lifecycle of a Parks and Recreation asset, there are multiple activities that can be undertaken, depending on the asset attributes. The expected lifecycle activities to be used on the Parks and Recreation assets include acquisition/replacement, maintenance, and renewal/rehabilitation, and disposal see **Table 6-6** below for summary.

Table 6-6: Lifecycle Activities for Parks and Recreation

Lifecycle Stage	Scope	Key Activities / Examples	Primary Driver/Frequency
Acquisition/Replacement	Initial Procurement	Playgrounds equipment and structures are replaced or removed	Semi-annually, observed deterioration
Maintenance	Ongoing Performance Monitoring	Playground Inspections	Annually
Renewal/ Rehabilitation	Asset-specific preservation	Playgrounds and Parks are continually being renewed or renovated (ongoing activity at Yarker Riverside Park)	Semi-annually
Disposal	Decommissioning	Removal from service; demotion or sale of asset	Semi-annually

6.1.5 Asset Management Strategy – Parks and Recreation

The asset management strategy for the parks and recreation assets seeks to use the lifecycle activities in a manner that will achieve cost-effective and sustainable management of the assets.

Generally, if acquired new, the assets will begin their expected useful life in Very Good condition and performance. Throughout the lifecycle of the assets, routine maintenance should be conducted. As required, specific maintenance should be conducted. As an asset ages and approaches the end of its useful life, it is expected that the risk and maintenance costs associated with the asset will increase. There will be a point in the lifecycle where the risk and maintenance costs are such that replacement of the asset will be the preferred solution. This point will vary depending on the type of asset and the services delivered by each.



6.2 Waste Disposal Sites

6.2.1 State of Local Infrastructure

The Township operates three waste disposal sites, Moscow, Camden East and Sheffield Waste Disposal Sites. They also currently have one closed waste disposal site. For the purposes of this AMP report the closed waste disposal site will not be included in the overall inventory.

The Moscow Waste Disposal Site is located off of County Road 6, within Lots 42 and 43, Concession 6, of the Township of Camden East and is approximately 3 kilometres northwest of the Village of Moscow. The Camden Waste Disposal Site is located on Lot 26, Concession 2, in the former Township of Stone Mills and is approximately 3 Km north of the Village of Camden East. The Sheffield Waste Disposal Site is located on Lots 16 and 17, Concession 8, and 9 of Stone Mills Township, and is approximately 8 Km north of the Town of Tamworth.

A summary of the waste disposal site assets capacity, remaining lifespan and accepted wastes are included in **Table 6-7** below.

Table 6-7: Summary of Assets - Waste Disposal Sites (2024 Reporting)

Site Name	Total Max. Capacity (m ³)	Capacity Remining (m ³)	Remining Lifespan (Years)	Accepted Wastes
Moscow Waste Disposal Site	129,700	67,252 (As of 2023 reporting)	28	Non-hazardous solid waste (household, commercial and industrial), Plastics, Electronics waste, Cardboard, Newsprint, Glass, Scrap metal, Aluminum cans and Tires
Camden East Waste Disposal Site	125,700	35,516	14	Non-hazardous solid waste (household, commercial and industrial), White Goods (i.e. appliances), Plastics, Electronics waste, Paper, Glass, Scrap metal, Cans, Tires, and Brush
Sheffield Waste Disposal Site	79,000	26,780	19	Non-hazardous solid waste (household, commercial and industrial), Plastics, Electronics waste, Cardboard, Newsprint, Glass, Scrap metal, Aluminum cans and Tires



The average remaining lifespan of all the waste disposal sites in the Townships' inventory is 20 years. This average remaining lifespan was derived from the data contained in the 2023 Landfill Closure and Post-Closure Care Liability Estimates completed by Pinchin in 2024.

Operations and filling at the waste disposal sites have proceeded in accordance with the Certificate of Approval, now referred to as Environmental Compliance Approval, as reported in the 2024 Annual Monitoring Reports done annual for each site by Pinchin. The condition of the waste facility can be assessed as the physical condition of the waste disposal site, or through an environmental lens according to the monitoring that occurs regularly at the site.

6.2.2 Level of Service

Levels of service for Waste Disposal Sites assets are not defined in the regulation, O.Reg. 588/17 as waste disposal site are not considered core assets. As such, level of services have been devised based on the content of the regulation, in consultation with the Township. **Table 6-8** and **Table 6-9** outline the Township's current community and technical levels of service for parks and recreation.

Table 6-8: Community Levels of Service – Waste Disposal Sites

Service Attribute	Community Level of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps of facility locations.	The locations of Waste Disposal Site facilities throughout the Township are shown in Appendix A .
Availability	Description or images that illustrate the hours of operation and/or when the service is available. - Hours of operation - Available services	Waste Disposal Site Hours: Camden East, Sheffield and Moscow: -Wednesday 12:00pm-4:00pm -Saturday 8:00am-4:00pm

Table 6-9: Technical Levels of Service – Waste Disposal Sites

Service Attribute	Technical Level of Service (Technical Metrics)	Technical LOS
Scope	Annual volume of waste through collection services and material drop-off.	3,450 m ³ of materials received by Camden East 737 m ³ of materials received by Moscow 1,706 m ³ of materials received by Sheffield Total of 5,893 m ³ of materials were received by the Waste Disposal Site in 2024-2025.
Quality	Meets CoA operating requirements.	Review if Monitoring requirements have been fulfilled at the time of report submission.



Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for parks and recreation assets, and their current values are shown in **Table 6-10**.

Table 6-10: Waste Disposal Sites Performance Measures

Asset Performance Measures	Current Value
Hours of Operation Maintained	Not currently tracked, but it is recommended that that Township track this in the future.
Waste Fleet maintenance expenses or annual operating cost to provide service (\$/household).	Not currently tracked, but it is recommended that that Township track this in the future.

6.3 Land Assets

6.3.1 State of Local Infrastructure

The Township owns land assets in conjunction with other assets described in the previous chapters. Land assets are typically considered passive assets as under normal circumstances they would not require replacement or renewal. Betterment, maintenance and remedial activities for land assets have historically been identified and managed as part of other asset classes depending on the services delivered by the land asset and the occupying assets.

The Township owns 54 land assets which are used by all departments across the Township. A summary of the asset types, quantity, and service delivered is included in the **Appendix C**.

The lands asset category includes a variety of assets such as vacant lots, building and parking lots (tied to the Township building and yards), quarries and cemeteries. Many of the assets included in this category are tied to site revitalizations of existing lands owned by the Township but that are not currently associated with specific asset categories.

Given the complex nature of land valuation, the replacement cost, the age and condition for the land assets is not included in the AMP.

The expected useful life of the land assets was provided by the Township form their Tangible Capital Asset Policy and is also based on tracking and useful like estimations. The expected useful life was summarized across all asset types and determined to be 1000 years.



6.3.2 Level of Service

Levels of service for land assets are not defined in O.Reg. 588/17. Service delivery is typically provided by the infrastructure occupying the land, while the land itself remains passive. Consequently, level of service metrics are excluded from this AMP, as they are already captured by the supported assets. Generally, the Township aims to maintain land to facilitate intended service delivery and community access. Similarly, performance metrics are defined by the occupying assets and are not required for the land assets themselves.

Similar to levels of service, performance metrics will be defined for the assets that occupy the land and are therefore not required for the land assets.

6.4 Financial Strategy and Level of Service Scenarios

A formal 10-year LOS financial model was not completed for this category due to significant data gaps. Per the recommendations in **Section 1.8.2**, the Township intends to conduct detailed condition assessments to enable full modelling in the next AMP update.



7.0 Information and Technology

7.1.1 State of Local Infrastructure

The Information Technology (IT) services oversee all activities related to technology, including managing network infrastructure, computer systems, and various IT related equipment. The IT services work closely with other departments to understand their technology requirements and create solutions that help the organization achieve its goals effectively and efficiently.

The assets maintained by the IT services enable IT support to various departments at the Township. The asset types, and a count of assets are show in **Table 7-1**. The total replacement value for the IT assets is based on historical costs provided by the Township and inflated to 2026 dollars.

Table 7-1: Summary of Assets – Information Technology

Asset Type	Quantity	Expected Useful Life	Average Age (Years)	Estimated Replacement Cost
Laptop	40	4	3.5	\$103,700
Servers	1	7	6	\$10,500
Switch/Router	4	6	9.8	\$5,600
Workstations	4	5	4	\$5,200
IT/Office Equipment	17	5	3	Unknown
Total	63	N/A	N/A	\$121,100

The current inventory of IT assets has an average age of 4.3 years.

7.1.2 Condition

Condition of the IT assets was established using the age and the remaining useful life of assets based on information tracked by the Township. The age was used to make an estimation of condition based on percentage of useful life elapsed. Condition ratings were determined on a scale of 1 to 5, where 1 describes an asset in Very Good condition and 5 in Very Poor condition. The condition ratings used for IT assets and corresponding useful life remaining ranges are shown in **Table 7-2**.



Table 7-2: IT Assets Condition Assessment Remaining Useful Life Rating System

Condition Rating	Condition Rating Description	Expected Remaining Useful Life (%)
1	Very Good	80 to 100
2	Good	60 to 80
3	Fair	40 to 60
4	Poor	20 to 40
5	Very Poor	0 to 20

Table 7-3: IT Asset Inventory with Average Condition Remaining and Description

Item Name	Average Condition Rating	Condition Rating Description
Laptop	3.15	Fair to Poor
Servers	5	Very Poor
Switch/Router	5	Very Poor
Workstations	5	Very Poor
IT/Office Equipment	4.6	Poor to Very Poor

Note: 14 Conditions Missing

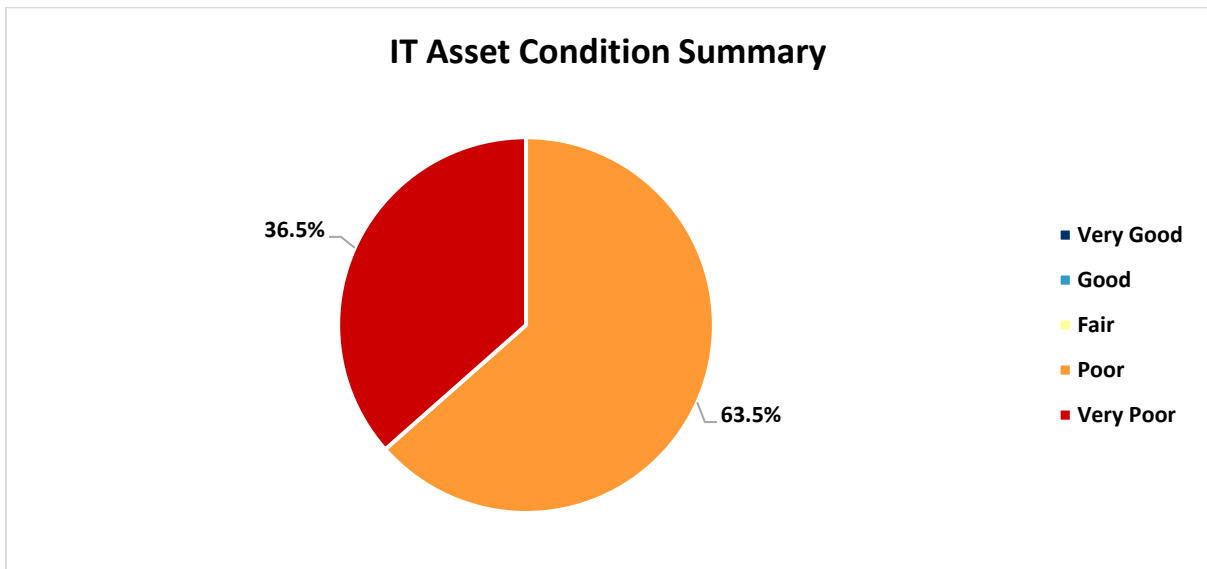


Figure 7-1: Information Technology Condition Summary



IT assets have a shorter expected useful life, as compared to other types of equipment and machinery, the staff using the equipment will have good experience to report on the conditions as conditions are tied closely to performance and reliability.

7.1.3 Levels of Service

Levels of service for IT Infrastructure assets are not defined in the regulation, O. Reg. 588/17 as IT Infrastructure is not considered a core asset. **Tables 7-4 and 7-5** below outline the Township's current community and technical levels of service for IT.

The Townships IT Infrastructure are intended to serve both staff and the public by having a reliable and interconnected network for the public services that the organization provides. IT software and equipment also service the public directly through programs such as the website and the fire communication system in support of the provision of municipal fire services and public safety.

Table 7-4: Community Levels of Service – Information Technology

LOS Parameter	Community Levels of Qualitative Description	Community LOS
Scope	IT assets are diverse and serve the needs of residents and the operations of the Township	8 township facilities (Offices, Arena, Fire Stations and Recreation Hall)

Table 7-5: Technical Levels of Service – Information Technology

LOS Parameter	Technical Levels of Service - Technical Metrics Description	Technical LOS
Quality	There is an annual measure of the amount of low level of downtime and/or system interruptions.	Approximately 4 hours of System Downtime Annually (Highly dependent on the specific IT service or function affected)

Asset performance measures were determined by the Township, which provide relevant metrics against which they can gauge the performance of their assets. The performance for the IT Infrastructure assets is determined by the following performance measures established by the Township. It is based on actual performance in the most recent two years.



Table 7-6: Performance Measures Information Technology

Asset Performance Measure	Current Value
Annual system downtime.	Not currently tracked by Township

7.1.4 Risk Assessment

Importance of Information and Technology assets was determined in consultation with the Township staff. **Table 8-7** outlines the importance rankings developed with staff and utilized in risk calculations.

Table 7-7: Importance Rating – Information and Technology

Importance Rating	Information and Technology Asset
High (3)	Switches/Routers (Fire Related IT Assets)
Moderate (2)	None
Low (1)	- Laptops - Servers - Workstations - Office Equipment

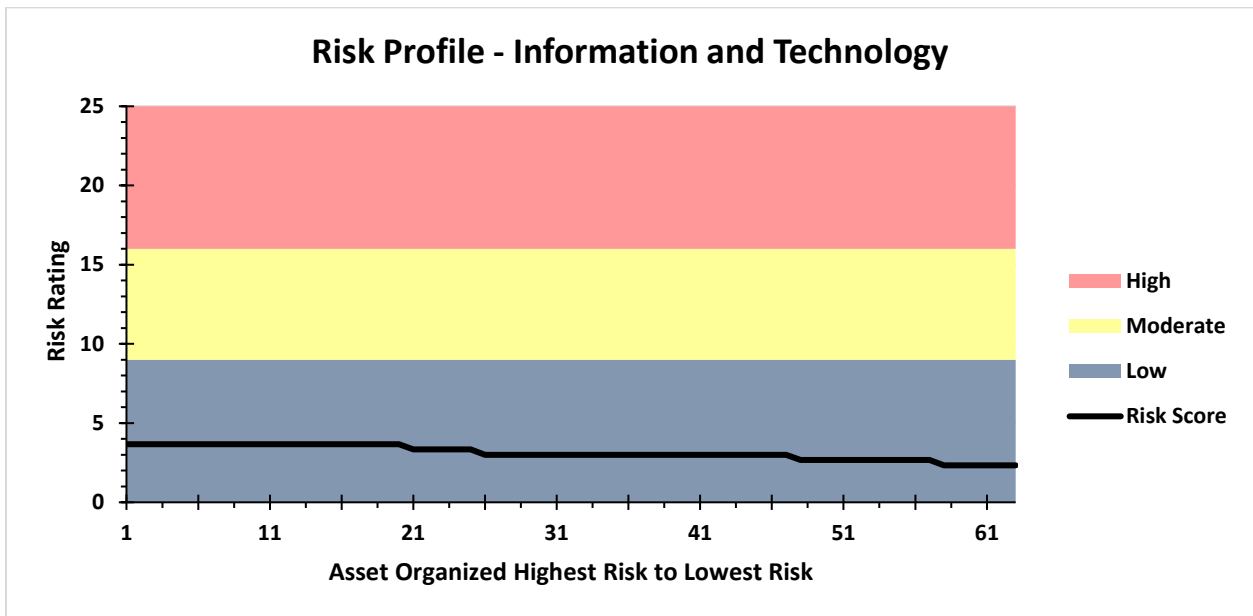


Figure 7-2: Information Technology Risk Profile

Based on the methodology and importance rating, all of the Information and Technology assets fall within low-risk category.



7.1.1 Lifecycle Activities – Information and Technology

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Information and Technology assets. The primary lifecycle activities after acquisition include maintenance, renewal/rehabilitation, and disposal (see **Table 7-8**).

Table 7-8: Lifecycle Activities for Information and Technology

Lifecycle Stage	Scope	Key Activities / Examples	Driver/Frequency
Non-Infrastructure Solutions	Planning and Policy Activities	Review of inventory age for equipment and services to see if asset is still meeting need and service life can be extended	During budget reviews/Annually
Acquisition/ Replacement	Initial Procurement	Addressed via the annual budget planning cycle	Annually
Maintenance	Ongoing Performance Monitoring	Where possible equipment or services will be covered by warranty to service agreement to address this issue and are captured at the time of purchase or with ongoing services agreements	On demand
Renewal/ Rehabilitate	Significant Repairs to extend the useful life	Typically address in the service agreement and warranties purchased with equipment and services.	Annually or as needed based on storage constraints
Disposal	Decommissioning	Typically, and equipment that has any residual value will be sold at auction.	Annually

7.1.2 Asset Management Strategy – Information and Technology

The asset management strategy for the Information and Technology assets seeks to use the lifecycle activities in a manner that will achieve cost-effective and sustainable management of the assets.

Generally, if acquired new, the assets will begin their expected useful life in Very Good condition and performance. Throughout the lifecycle of the assets, routine maintenance should be conducted. As required, specific maintenance should be conducted. As an asset ages and approaches the end of its useful life, it is expected that the risk and maintenance costs associated with the asset will increase. There will be a point in the lifecycle where the risk and maintenance costs are such that replacement of the asset will be the preferred solution. This point will vary depending on the type of asset and the services delivered by each.

7.2 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$121,100**, the Information Technology service area is comprised of assets with a high replacement frequency.



To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Information and Technology assets:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Information Technology assets is **10% of Total CRV**. This scenario serves as a “best practice” benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.1% annually** for Information and Technology assets.

Table 7-9 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.

Table 7-9: 10-Year LOS Performance Outcomes – Information Technology

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$0	\$48 K	\$0
Annual Reinvestment Rate*	20.00%	11.23%	20.00%
Assets in Fair or Better Condition by CRV	67.4%	48.9%	67.4%

*Note: Reinvestment rates shown in this table are expressed against current total capital replacement values.

The 10-year LOS modeling for Information and Technology assets demonstrates that short-lifecycle technology infrastructure requires sustained, proactive capital replacement to ensure service continuity. Valued at \$121,100 in total CRV, the IT inventory depends on routine renewal cycles due to brief useful lifespans.

Under Scenario 1 (Historical Budgeting), historical capital spending maintains a 20.00% annual reinvestment rate, eliminating the 10-year State of Good Repair (SOGR) backlog (\$0) and keeping 67.4% of IT assets in Fair or Better condition. Conversely, Scenario 2 (CIRC Target), which applies an industry benchmark target of 10.00% (modeled at an 11.23% average rate), creates a \$48,000 backlog and drops Fair or Better assets to 48.9% by Year 10.



Scenario 3 (Targeted Budget Increases) models a 0.10% annual budget escalation, resulting in performance identical to Scenario 1 (\$0 backlog, 20.00% annual reinvestment rate, and 67.4% Fair or Better condition). Because key infrastructure components, such as core servers and network switches, are currently in Very Poor condition, adopting Scenario 3 as the proposed path ensures that critical corporate and emergency communications hardware is systematically renewed before hardware failure or cybersecurity vulnerabilities occur.



8.0 Fleet and Equipment

8.1.1 State of Local Infrastructure

The Township owns and maintains 69 Fleet and 173 Equipment assets. The Township's Fleet and Equipment assets fall into the following categories for the purposes of this asset management plan:

- Emergency Services Buildings (including Bunker Gear, Pumps, Pumper and Tanker Trucks);
- Public Works and Community Facilities (including Sidewalk Plow, Tractors, and Generators); and
- Parks and Recreation Facilities (includes Waste Disposal Site Bins, Trailers and Mowers).

The Township's Fleet assets have a total replacement cost of \$8.9 million and an average age of 12.6 years. A summary of the Fleet assets is included in **Table 8-1**.

Table 8-1: Summary of Assets – Fleet by Category

Category	Count	Average Age (Years)	Replacement Cost	Average Condition
Emergency Services	19	15.4	\$4,382,220	3.97
Public Works and Community*	33	10	\$4,512,900	4.45
Parks and Recreation**	2	7	\$52,700	3.50
Total	69	N/A	\$8,947,820	N/A

*For the purposes of this AMP the Public Works and Community grouping includes assets from the Transportation asset category.

**For the purposes of this AMP the Parks and Recreation grouping includes assets from the Environmental Services asset category



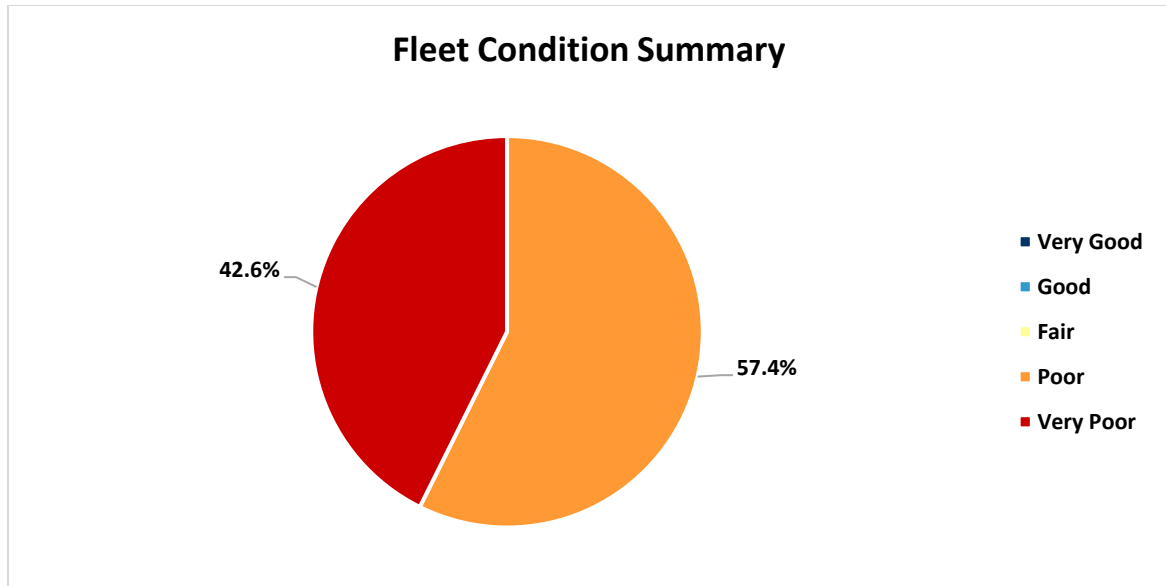


Figure 8-1: Fleet Condition Summary

The Township's Equipment assets have a total replacement cost of \$4.3 million and an average age of 9.6 years. A summary of the Equipment assets is included in **Table 8-2**.

Table 8-2: Summary of Assets - Equipment by Category

Category	Count	Average Age (Years)	Replacement Cost	Average Condition
Emergency Services	79	6.7	\$53,000	2.77
Public Works and Community*	64	13.0	\$4,130,400	3.89
Parks and Recreation**	30	5.8	\$164,400	2.94
Total	173	N/A	\$4,347,800	N/A

*For the purposes of this AMP the Public Works and Community grouping includes assets from the Transportation asset category.

**For the purposes of this AMP the Parks and Recreation grouping includes assets from the Environmental Services asset category.



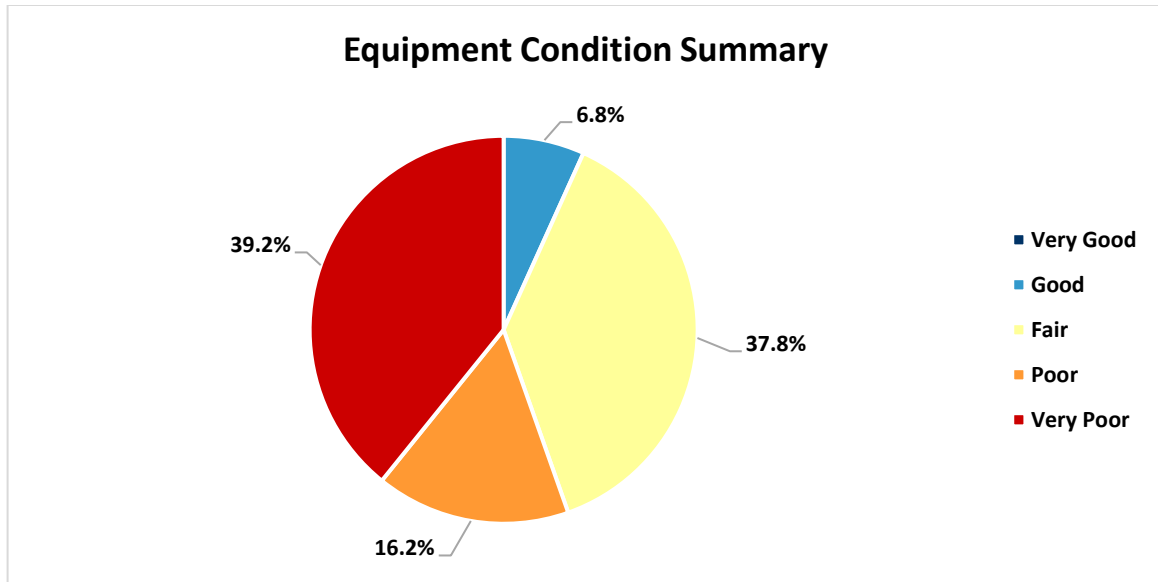


Figure 8-2: Equipment Condition Summary

The expected useful life of the Township's Fleet and Equipment assets is shown broken down in **Table 8-3** below.

Table 8-3: Expected Useful Life – Fleet and Equipment

Asset Category	Item Type	Expected Useful Life
Fleet	Light-Duty Vehicle	6
	Heavy-Duty Vehicle	13
	Fire/Rescue Vehicle	25
Equipment	Light equipment	8
	Heavy equipment	12
	Bins	15
	Trailer	12
	Pump	10
	Generator	12
	Marine/Recreational	20
	Fire Safety/Specialty Gear (SCBA)	15
	Fire Bunker Gear	10

The information reported in this AMP and the subsequent analysis are based on the current Fleet and Equipment inventory information maintained by the Township. The condition of the Township's Fleet and Equipment assets are shown in **Table 8-1** and **8-2** and **Figures 8-1** and **8-2** above.



8.1.2 Level of Service

Levels of service for Fleet and Equipment assets are not defined in the regulation, O. Reg. 588/17 as Fleet and equipment are not considered core assets. As such, level of services have been devised based on the content of the regulation, in consultation with the Township. **Table 8-4** and **Table 8-5** outline the Township's current community and technical levels of service for Fleet and equipment.

Table 8-4: Community Levels of Service – Fleet and Equipment

LOS Parameter	Community Levels of Service (Qualitative Description)	Community LOS
Scope	Description, which may include maps of locations where Fleet and Equipment is stored.	Storage facilities for Fleet and Equipment assets are located across the Township. The storage location is dependent on the type of equipment by all Fleet and Equipment is stored any of the following facilities: Municipal Office, Public Works Building, Enterprise Fire Hall, Newburgh Fire Hall, Tamworth Fire Hall, Yarker Fire Hall
Quality	Description of Fleet condition (i.e., maintained in 'good' or better condition in order to provide reliability.	Based on the Townships condition assessment the average Condition value for Fleet is Fair.

Table 8-5: Technical Levels of Service – Fleet and Equipment

LOS Parameter	Technical Levels of Service (Technical Metrics)	Technical LOS
Scope	Breakdown of the number of Fleet assets by department providing service compared to the size of the community (geography or population).	Public Works: 1 Fleet per 230 people population Fire Departments: 1 Fleet per 230 people per population
Quality	Legal, regulatory, local standards.	The Fleet assets must adhere to applicable legal, regulatory and local standards, including: • Equipment in vehicle must meet Ontario Provincial Equipment Standards • Manufacturer's recommendations or maintenance and life expectancy on equipment • Vehicle/Equipment preventative maintenance program • Vehicle maintenance, safety • Driver training, equipment functioning (negligence, risk management).



With the variety in types of assets categorized as 'Equipment' assets, it is not recommended to develop overarching levels of service for this category as the service being delivered by the assets is also greatly varied and can be accounted for within the service area the Equipment is used for.

Asset performance measures were determined in consultation with the Township, which provide relevant metrics against which the Township can gauge the performance of their assets. The performance measures for Fleet and Equipment assets, and their current values are shown in **Table 8-6**.

Table 8-6: Fleet and Equipment Performance Measures

Asset Performance Measures	Current Value
Fleet and Equipment maintenance expenses or annual operating cost to provide service (\$ per population)	The 2024-2025 average operating and maintenance expenses for Fleet and Equipment (\$1,684,349.56) assets is approximately \$215 per capita.
Maintenance expense per utilization (\$/km or hour).	Not currently tracked, but it is recommended that the Township should track this performance measure in the future to compare amongst similar vehicles or established standards and identify vehicles which may be costing considerable operating \$ for low utilization.

8.1.3 Risk Assessment

Importance of Fleet and Equipment was determined in consultation with the Township staff. **Table 8-7** outlines the importance rankings developed with staff and utilized in risk calculations.

Table 8-7: Importance Rating – Fleet and Equipment

Importance Rating	Fleet and Equipment Asset
High (3)	• Fire vehicles and associated Equipment; and • Road grader.
Moderate (2)	• Generators; • Sidewalk and Snowplows; and • Heavy Equipment (i.e. Backhoe, tractor, etc.).
Low (1)	• Pickup trucks; • Lawn mowers; and • Recycle bins from Waste Disposal Sites.



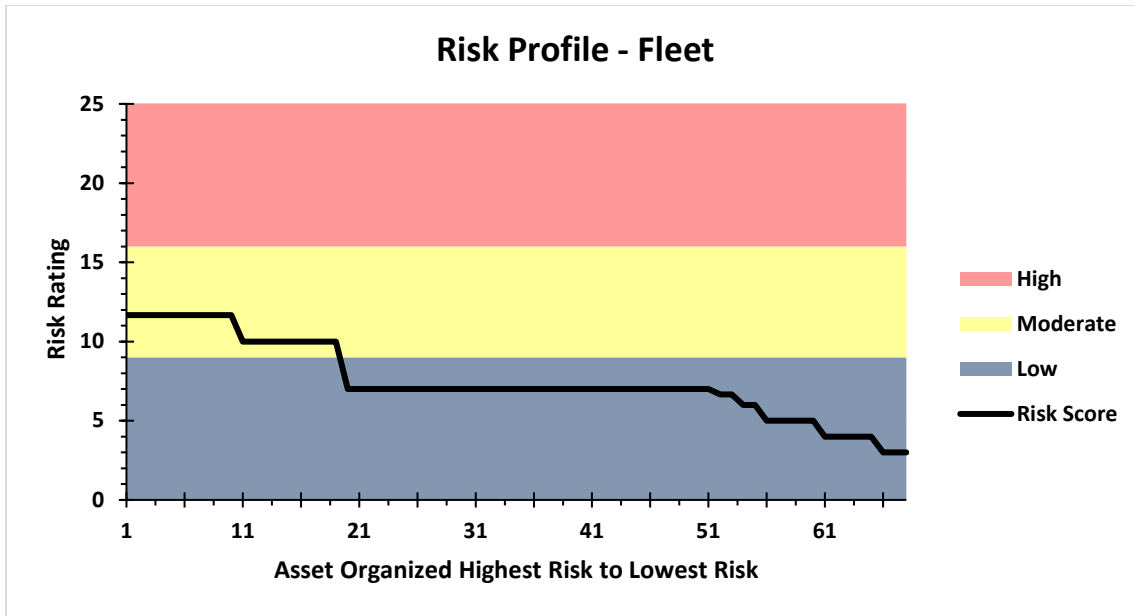


Figure 8-3: Fleet Risk Profile

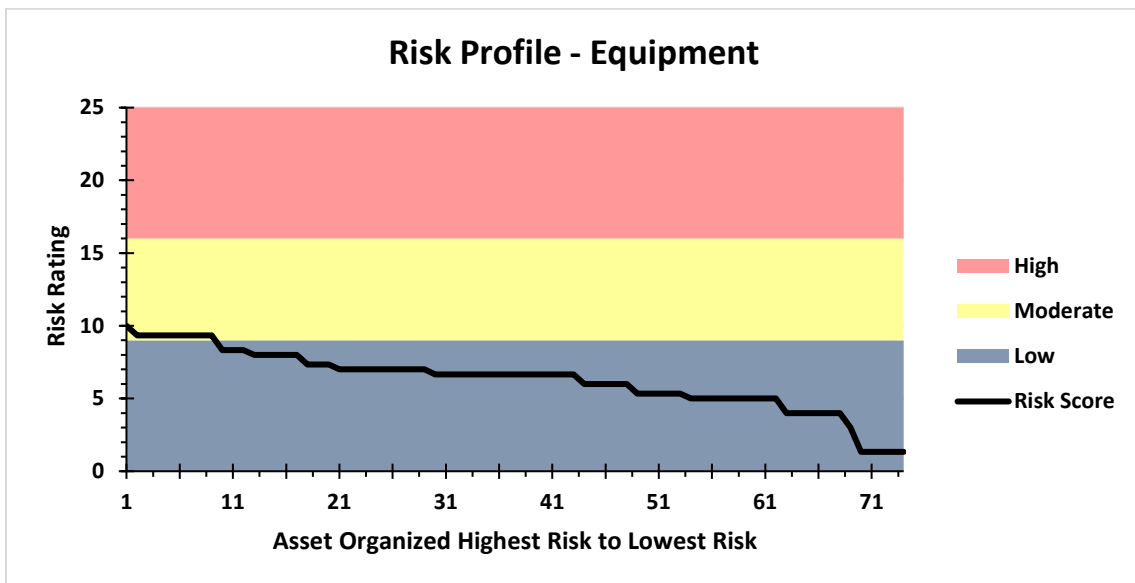


Figure 8-4: Equipment Risk Profile

Based on the methodology and importance rating, the assets in the Fleet category fall within the following risk zones, 19 assets at a moderate risk score, with the remaining 49 assets of a low-risk category. While the Equipment assets fall within the following risk zones, 1 asset with a moderate risk score and the remaining 73 assets in a low-risk zone.



8.1.4 Lifecycle Activities – Fleet and Equipment

In the lifecycle of a Fleet and Equipment asset, there are multiple activities that can be undertaken, depending on the asset attributes. The expected lifecycle activities to be used on the Fleet assets include acquisition, maintenance and operations, renewal and decommissioning/disposal. **Table 8-8** demonstrates the lifecycle stages for Fleet and Equipment.

Table 8-8: Lifecycle Activities for Fleet and Equipment

Lifecycle Stage	Scope	Key Activities / Examples	Driver/Frequency
Non-Infrastructure Solutions	Planning and Policy Activities	- Fleet utilization and right-sizing - Operator training programs - Preventative maintenance scheduling	Ongoing improvement
Acquisition	Initial Procurement	- Purchase of new/used units; direct replacement of assets at end-of-life. - Specifically, replacement of plow trucks, graders, loaders and support equipment.	- End of useful life and municipal procurement procedures. 15-20 years based on asset
Maintenance	Ongoing Performance Monitoring	- Routine servicing (oil changes, lubrication) - Annual Safety inspections - Tire replacement and repairs - Minor mechanical and hydraulic repairs	Manufacturer specifications and observed condition based through regular usage.
Renewal/Rehabilitate	Significant Repairs to extend the useful life	- Engine or transmission overhaul - Hydraulic systems repairs - Body or Frame Repairs - Refurbishment of specialized equipment	Mid-life (condition based)
Disposal	Decommissioning	- Sale of asset through government or municipal auction - Trade-in at time of replacement	Health & safety protocols and as required by department

8.1.5 Asset Management Strategy – Fleet and Equipment

The asset management strategy for the Fleet and Equipment assets seeks to use the lifecycle activities in a manner that will achieve cost-effective and sustainable management of the assets.



Generally, if acquired new, the assets will begin their expected useful life in Very Good condition and performance. Throughout the lifecycle of the assets, routine maintenance should be conducted. As required, specific maintenance should be conducted. As an asset ages and approaches the end of its useful life, it is expected that the risk and maintenance costs associated with the asset will increase. There will be a point in the lifecycle where the risk and maintenance costs are such that replacement of the asset will be the preferred solution. This point will vary depending on the type of asset and the services delivered by each.

The Township should review usage of Fleet and Equipment assets to confirm if services are being provided adequately. The assets should also be routinely assessed and monitored for condition and performance, to inform any maintenance or replacement works required.

8.2 Financial Strategy and Level of Service Scenarios

With a total capital replacement value (CRV) of **\$13.3 million**, the Fleet and Equipment service area is comprised of assets with a moderate-to-high replacement frequency.

To meet the requirements of O. Reg. 588/17 for a 10-year financial strategy, this AMP models three distinct funding paths for Fleet and Equipment assets:

- **Scenario 1 – Historical Budgeting (Status Quo):** Forecasts the 10-year performance of assets if capital funding remains consistent with the Township’s historical spending levels.
- **Scenario 2 – CIRC Benchmark (Industry Standard):** Models the financial requirements and performance outcomes if the Township adopted the reinvestment targets recommended by the Canadian Infrastructure Report Card (CIRC). The reinvestment target for Fleet and Equipment assets is **10% of Total CRV**. This scenario serves as a “best practice” benchmark for sustainable asset management.
- **Scenario 3 – Increased Budget (Realistic & Targeted Budget Increases):** Forecasts the 10-year performance of assets if capital funding increases **0.1% annually** for Fleet and Equipment assets.

Table 8-9 summarizes the results of both scenarios by comparing three LOS metrics introduced in **Section 1.7.1**.

Table 8-9: 10-Year LOS Performance Outcomes – Fleet and Equipment

LOS Metric	Scenario 1: Historical	Scenario 2: CIRC Target	Scenario 3: Increase
10-Year SOGR Backlog	\$2.0 M	\$0	\$2.0 M
Annual Reinvestment Rate*	8.70%	10.25%	8.74%
Assets in Fair or Better Condition by CRV	71.7%	81.4%	71.9%

*Note: Reinvestment rates shown in this table are expressed against current total capital replacement values.



The 10-year LOS modeling for Fleet and Equipment indicates that historical capital funding levels are insufficient to prevent long-term asset accumulation in Poor and Very Poor condition categories. Across emergency services, public works, and recreational support functions, the combined portfolio represents a total CRV of \$13.3 million.

Under Scenario 1 (Historical Budgeting), an annual reinvestment rate of 8.70% leads to a projected 10-year SOGR backlog of \$2.0 million, leaving 71.7% of assets in Fair or Better condition. Achieving the Scenario 2 (CIRC Target) benchmark rate of 10.25% would eliminate the projected backlog entirely (\$0) and raise Year 10 Fair or Better condition ratings to 81.4%.

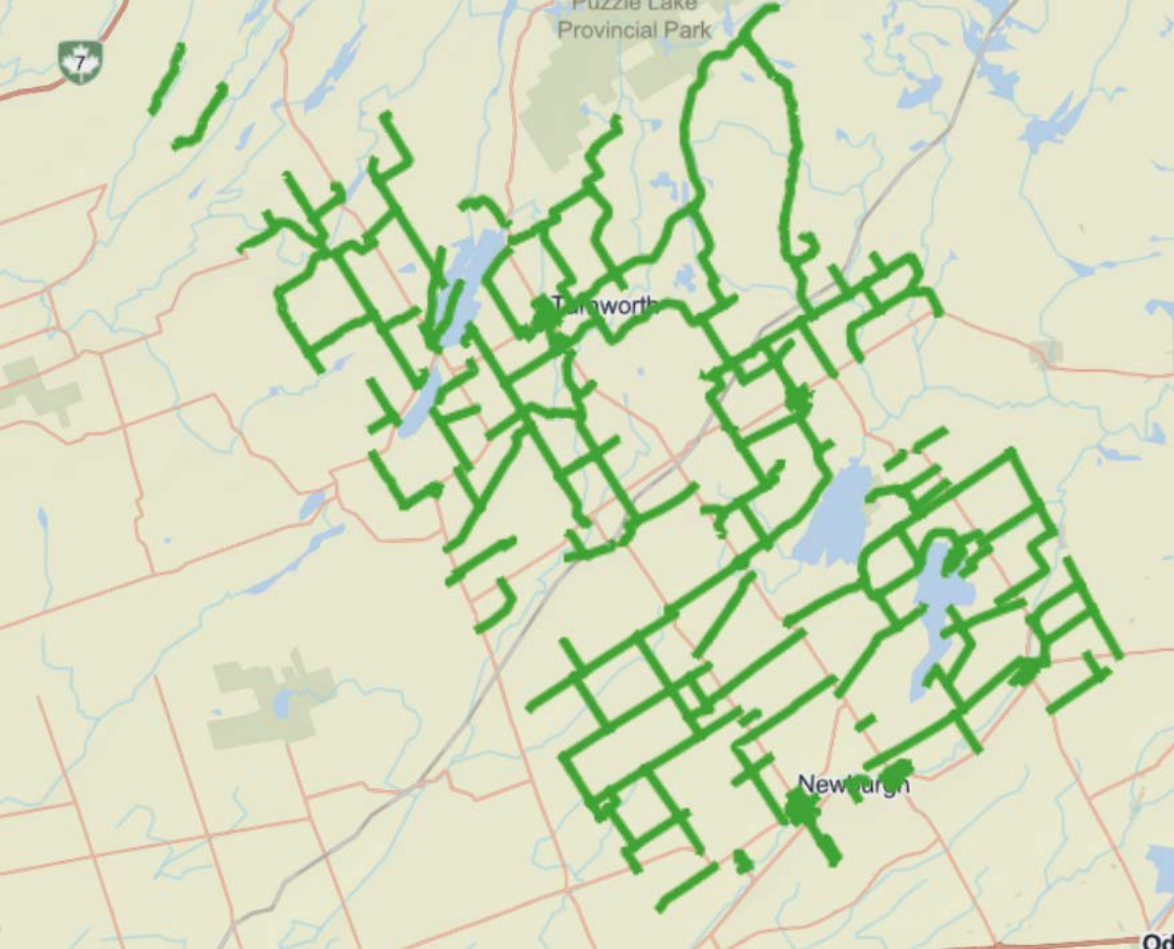
Scenario 3 (Targeted Budget Increases) applies a 0.10% annual increase above historical funding, resulting in an average reinvestment rate of 8.74%. This proposed path yields minimal backlog relief, leaving the 10-year SOGR backlog at \$2.0 million and Fair or Better assets at 71.9%. Because emergency services fleet assets currently average 15.4 years of age, carrying a \$2.0 million backlog under Scenario 3 creates risks of escalating vehicle maintenance expenditures, decreased operational reliability, and potential service delays. To manage these risks, the Township must combine Scenario 3 with fleet right-sizing analysis and preventative maintenance monitoring.



Appendix A

Current Level of Service (Scope) Figures











PEEL STREET NORTH

PEEL STREET

ROSE STREET

RIVER ROAD

MOUNTAIN ROAD

15

4

Tamworth United
Church Cemetery

4W

Tamworth
Hardware

Tamworth

Salmon River

Salmon River



Yarker Sports Field

Yarker River

Cataraqui Trail

Yarker

6

COUNTY ROAD 6

1E

1E

MILL STREET



HERITAGE DRIVE

Cataraqui Trail

St. Lukes Anglican
Cemetery

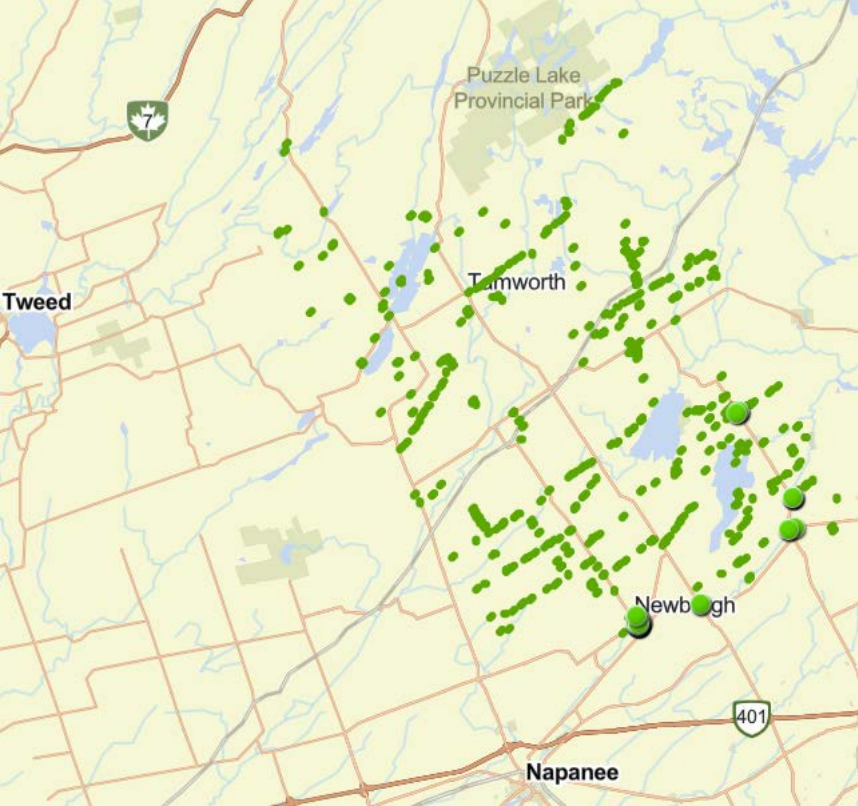
Napanee River

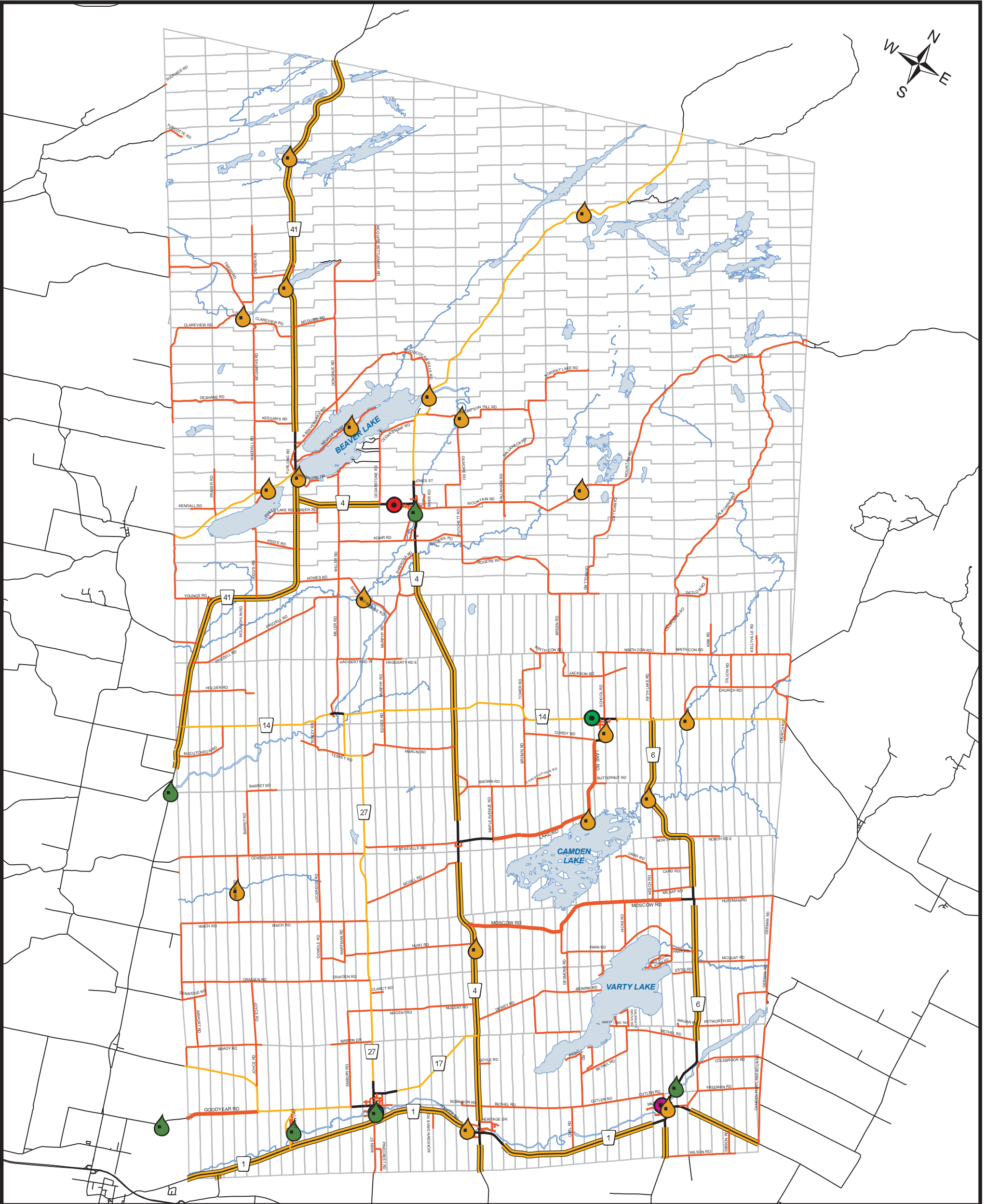
4 1E

Camden East

Camden East
United Cemetery







STONE MILLS FIRE RESCUE
EXISTING AND PROPOSED WATER SOURCES



LEGEND

Station

- Yarker Station
- Enterprise Station
- Newburgh Station
- Tamworth Station

Road Classification

- Rural Arterial
- Rural Collector
- Urban Collector
- Major Township
- Local Township
- Non Stone Mills Roads

Water Sources

- Existing
- Proposed

Appendix B

Asset Costing Data



Asset Costing Data

Asphalt Paved Road Asset Replacement Costs

Road Classification	Replacement Costs (\$/m)
High Class Bituminous	\$900/m
Low Class Bituminous	\$450/m
Gravel	\$100/m

Transportation Asset Replacement Costs

Asset	Replacement Costs (\$/m)
Concrete Sidewalk	\$100/m
Streetlights	\$1100/each

Linear Stormwater Asset Replacement Costs

Material Type	Diameter (mm)	Replacement Costs (\$/m)
CCSP	>=1500	\$2,000/m
CI and SP	450-1500	\$1,000/m
CP and RCP	<450	\$500/m
	450-1499	\$1,000/m
	>=1500	\$2,000/m
CSP	<450	\$550/m
	450-1499	\$1,000/m
	>=1500	\$2,000/m
HDPE and PVC	<450	\$500/m
	450-1499	\$750/m
Unknown	<450	\$500/m
	450-1499	\$1,000/m

Appendix C

Asset Inventory Listing



Asset Inventory Listing

Land Asset Listing

Emergency Services:

- 1124.030.030.10100.0000 205-659 Mill St, Yarker Fire Hall
- 1124.030.030.10200.0000 2824 County Rd 6 Yarker Fire Hall Parking Lot
- 1124.060.010.10900.0000 205-672861 County Rd 14 Enterprise Fire Hall
- 1124.110.050.15450.0000 205-66630 County Rd 4 Sheffield Fire Hall
- 1124.130.010.13000.0000 205-6812 Factory St, Newburgh Fire Hall
- 1124.110.050.15450.000 0 Tamworth Fire Hall Parking Lot

Environment Services:

- 11-24-080-080-76200-0000 Evans land expropriation 700-81

Parks and Recreation:

- 1124.020.020.05400.0000 2832 County Rd 1 E, VL
- 1124.030.030.04400.0000 700-633187 County Rd 6Municipal Park on Napanee River – Yarker Riverside Park
- 1124.050.050.05800.0000 700-62638 Park Rd. Municipal Park Varty Lake
- 1124.050.050.18110.0000 208 Milsap Road Moscow Ballfield
- 1124.060.010.05900.0000 700-312 Prince St. Enterprise Community Hall
- 1124.060.010.12250.0000 700-6668 Cross St. Municipal Park - Enterprise Ballfield
- 1124.080.080.02900.0000 700-7820 Acres on Salmon River, Vested , VL
- 1124.100.030.27300.0000 700-49North Beaver Lake Rd, VLBoat Ramp/ Park
- 1124.110.060.22700.0000 6691 Wheeler St. Cunningham Park
- 1124.110.060.30400.0000 700-65713 Addington St. Tamworth Recreation Centre

Public Works:

- 1124.110.060.21600.0000 700-331 Ottawa St, Tamworth Community Hall
- 1124-090-010-11300 Centreville Quarry Expansion 300-699
- 1124-130-010-12500.0000 5 Earl Street

Transportation:

- 1124.040.040.12200.0000 700-68131 Wagar Rd. Quarry in Petworth
- 1124.080.080.13600.0000 700-69926 Murphy Rd. Quarry
- 1124.080.080.13701.0000 700-67 Quarry between Cty Rd 4 and Murphy Rd
- 1124.090.010.11400.0000 925 Centreville Rd. Centreville Quarry
- 1124.090.010.11500.0000 700 54925 Centreville Rd, VLCentreville Quarry
- 1124.090.030.23700.0000 700-364500 4504 County Rd 4 Centreville Garage (New Barn) /Municipal Office

- 1124.100.030.29500.0000 5781 County Rd 41 Erinsville Train Station and Lakeshore Dr
- 1124.100.040.44300.0000 700 50 County Rd 41, VLAButs Erinsville Garage/Barns
- 1124.110.050.15900.0000 700 326 Ballpark Rd. Tamworth Garage/Barns

Other:

- 1124.030.030.02800.0000 700 3743 Cutler Rd
- 1124.050.050.14805.0000 700 77 McQuay Rd, VLVested
- 1124.060.010.03800.0000 700 481605 Lake Rd, VL
- 1124.060.010.13210.0000 700-55 Prince St, VL
- 1124.080.080.01700.0000 700-39 Con 7 Pt Lot 3, VL
- 1124.090.020.14599.0000 700-38 Dewey Rd, VL
- 1124.090.030.26700.0000 700-79 Maple Avenue Rd, VLVested
- 1124.100.010.03900.0000 4696 County Rd 41 Cemetery
- 1124.100.020.17300.0000 700-41 Tweed Rd, VL
- 1124.100.020.19600.0000 700-58 Keegan Rd, VL
- 1124.100.020.22700.0000 700-53 County Rd 4, VL
- 1124.100.030.31810.0000 700-42 Neville Point Rd, VLNon-buildable land
- 1124.100.030.33310.0000 700-43 Neville Point Rd, VLNon-buildable land
- 1124.100.030.34810.0000 700-44469 Nevelle Point RdVacant
- 1124.100.030.37010.0000 700-45 Neville Point Rd, VLNon-buildable land
- 1124.110.050.14300.0000 1096 Shibagua Rd. Cemetery
- 1124.110.060.21700.0000 Ottawa St. beside Cenotaph
- 1124.110.060.33000.0000 700 56 Addington St, VL Commercial Parking Lot Beside LCBO
- 1124.120.080.17299.0000 700 52 VL near Salmon River - not on water
- 1124.130.010.10800.0000 700 80 Academy St, LV Vested
- 1124.130.010.12300.0000 700 51 County Rd 4, VL
- 1124.130.010.13110.0000 700 46 Factory St, VL
- 1124.130.010.10800.0000 700 80 Academy Street, LV Vested

Fleet Listing

- Freightliner - E-One VM Pumper - Yarker
- International - Pumper - Enterprise
- Freightliner - Pumper - Newburgh
- International - Pumper - Tamworth
- Freightliner - Rescue - Newburgh
- GMC - Tanker - Yarker
- International - Tanker - Enterprise
- International - Tanker - Newburgh
- GMC - Tanker - Tamworth
- Ford - Crew Cab - Yarker
- Chevrolet - Crew Cab - Enterprise
- Ford - Crew Cab - Newburgh
- GMC - Crew Cab - Tamworth
- Styer - Tanker - Enterprise
- Toyota Tundra 4X4
- 2010 Tractor - IH Prostar
- International - Tandem 2024 added rear mount reversible scrapper
- International - Tandem
- International - Tandem
- Ford F550
- Ford F250 2WD
- Western Star - Tandem
- International - Tandem
- Sterling LT9513
- International - Tandem
- International - Tandem
- Ford F250 2WD
- Sterling - Tandem
- International - Tandem
- Sterling - Tandem
- Ford F150 XLT
- Ford F250 4X4
- Toyota - Tundra 4X4
- Sterling - Single Axel
- Ford F150 4WD Lightning XLT
- Ford - Crew Cab - Tamworth
- Super Duty F250 Crew Cab
- KIA - Niro EV
- Ford - Super Duty Crew Cab 4x4
- Ford F150 XLT Crew Cab
- Ford F550 Super Duty XL 4X4
- Subaru Solterra EV AWD Wagon 4 Door
- GMC Sierra 1500
- 2019 Ford Super Duty Crew Cab 4x4

- 2003 Sterling LT9513 Tandem
- 2008 Ford F550 1 1/2 Ton
- 2019 Ford F150 XLT Crew Cab
- 4X4 Pickup Truck 310-08-18
- 2016 International Tandem Plow Truck - Plow Equipment
- Ford F150 4X4 12-01
- 20-01 2020 Toyota Tundra 4x4
- 1990 Ford Pierce Squad Rescue
- T721-15 2015 International 70S Tanker
- UT711-18 2018 Ford F250 4x4 Crew Cab
- T711-01 2001 SeaGraves GMC TopKick Tanker
- 2022 P711-22 Freightliner M2106 Pumper
- P721-15 2015 International 70S Pumper
- WL721-88 1988 Steyr 6X6 Wildland Tandem
- P731-07 2002 Freightliner Thibault Pumper
- R741-89 1989 Ford F700 Rescue
- UT731-19 2019 Ford Super Duty F250 XL Crew Cab
- T731-15 2015 International Model 7400 Tanker
- P741-12 2012 International 70S Pumper
- R731-93 1993 Freightliner FL60 Rescue
- T741-09 2009 GMC Top Kick Tanker
- P711-22 Freightliner Pumper
- R741-24 2024 Ford F550 4WD Super Duty Crew Cab
- 21-60 2021 KIA Niro EV
- 21-61 2021 KIA Niro EV

Equipment Listing

- Trailer for UTV721-18 - Enterprise
- Trailer for boat M741-16
- Honda - Side by Side - Enterprise
- John Deere - Grader
- John Deere - Grader
- Champion - Grader
- Volvo - Loader 2 1/2 c.y.
- Hyundai - Wheel Loader
- Doosan - Loader
- Cat - Track Loader
- Doosan - Rubber Tire Ex
- Ford New Holland - Tractor
- John Deere - Tractor
- Kubota - Tractor
- Kubota - Tractor
- Kubota - Tractor
- Kubota - Tractor
- Bob Cat
- Twin Axle Landscape Trailer
- Elgin Whirlwind - Street Sweeper
- Thompson - Steamer
- Compressor
- Eager Beaver - Chipper
- Dyson Trailer
- Raglan Hopper Belly Dump
- Caterpillar - Compactor
- Single Drum Smooth Roller
- Trail King Float
- Look Vision 7X16 Tandem 3500lbs Trailer
- Cargo Express Steel V-Nose Cargo Trailer
- Home Trailer
- Cameleon Sidewalk Plow
- Dual Axle Trail King Float
- Trudeau Cargo Trailer
- Canoe & Kayak Trailer
- 25.5HP Kawasaki FX w/60" Turbo Force Deck Mower
- Kawasaki FX w/60" 31HP Mower
- Olympia Ice Resurfacing Machine
- Floor Cleaner
- Reversible Vibrating Plate
- Compact Track Loader Skid Steer
- 536-2021 Arena Ice Slab & Refrigeration
- 42' ride on mower
- Canoe Trailer 510-56

- 2020 Olympia Edger Battery
- 5 Canoes and 14 Kayaks
- Compressors
- 2022 Arena Chill Unit
- 2022 Generator - Centreville Hall
- 2022 Generator - Newburgh Hall
- 536-01-2022 Paddle Boards 10
- Olympia - Zamboni 536-01
- 2005 Cat 930 Rubber Tire Loader
- Steamer 310-81-41
- Centreville Garage Trailer Generator 700-90
- Fuses and Rough Box 310-18-07-b
- STA Pumping system, Pre-Wetting System for 05-17 310-05-17-a
- Winco PTO Generator 300-06
- Spreader for #09-22 310-09-22-a
- Broom Caterpillar 310-05-28a
- Snow Blade 99-27 310-99-27-a
- Snow Blower attachment 310-17-29-a
- 1990 Belly Dump Trailer 310-10-06-a
- Hydraulic Drive boom snowblower mast 310-05-33-a
- Sander 310-18-07-a
- Pre wetting system 310-03-09-a
- Thumb 16-31 310-16-31-b
- Pre wetting system 310-04-14-a
- 01-42 2001 Champion 8410 Superpac Roller
- 22-31 2022 Doosan DX190W
- 310 Genie Scissor Lift
- 2019 Traffic Lights SQ2 System 2 Carts
- Centerville Roads Garage Generator-Genset 125KW, 600V 700-84
- Onan Genset Generator 205-78
- Generator 300-01
- 2 Inch Trash Pump 300-02
- Pressure Washer 300-03
- 3 Inch Trash Pump 300-04
- 3 Inch Trash Pump 300-05
- Compressor 300-15
- Fuel System 300-17
- Pressure Washer 300-534
- Bomford Elite offset 225 310-99-32a
- Pavement Edger 300-07
- Crane 300-14
- 402-02-2022 Recycle Bin Accessible
- 402-05-2022 Recycle Bin 40 yds
- 402-04-2022 Recycle Bin Accessible
- 402-03-2022 Recycle Bin 40 yds
- 402-01-2022 Recycle Bin Accessible

- Roll off Bin 40 cu. Yards Sheffield 403-02
- Roll off Bin 40 cu. Yards 404-01
- Roll off Bin 40 cu. Yards Moscow 404-07
- Roll off Bin 40 cu. Yards 403-01
- Roll off Bin 40 cu. Yards Camden East 402-01
- Double Door Roll off Bins with peaked roof 404-06
- Double Door Roll off Bins with peaked roof 403-06
- Caterpillar Compactor 402-84-47
- Recycling bins 404-05
- Hose tester 205-79
- Msa 4500 Comp wrap Bottle - 16 205-07
- Msa Fire Hawk Air Packs - 8 205-02
- 4hp power unit (included three hoses, one for each tool) 205-45
- Msa Fire Hawk Air Packs - 8 205-01
- Msa 4500 Comp wrap Bottle - 16 205-08
- Msa 4500 Comp wrap Bottle - 16 205-06
- 4hp power unit (included three hoses, one for each tool) 205-19
- 5000 watt Honda Generator 205-15
- ram 205-10
- cutter 205-17
- Msa Fire Hawk Air Packs - 8 205-04
- Msa 4500 Comp wrap Bottle - 16 205-05
- Cutters 205-25
- Msa Fire Hawk Air Packs - 8 205-03
- Spreader - regular 205-35
- Jaws of life combo tool 205-23
- EM Generator 3500W Honda 205-24
- Generator HondaEM3500 205-33
- Generator - 4000 W EXL 205-16
- 30" Ram 205-36
- 205-82-2021 Bunker Gear
- 205-01-2022 Ice Water Rescue - Tamworth Fire Station
- 2023 Air Cylinders 6
- Generator Honda1000i
- Auto Extrication Hurst SC357 E2 Combination Tool
- "Generator Briggs & Stratton P2000
- Auto Extrication Genesis 17C-SL3 Combination Tool
- Generator Honda EB5000x
- Generator Honda EB3500X
- Portable Pump CET 18hp T731-2
- Portable Pump CET 18 hp T721
- Portable Pump CET 18hp T731-1
- Portable Pump CET 11hp P741
- Portable Pump CET 11hp Spare
- Portable Pump CET 18hp T711-1
- Portable Pump CET 18hp T711-2

- Portable Pump CET 11hp WL721
- Portable Pump CET 11hp P721
- Auto Extrication Hurst S789 E3 Cutter
- Portable Pump Wajax Mark 3 Kit
- AccuFIT 9000 Respirator Fit Test Machine
- Auto Extrication Hurst SP555 E3 Spreader
- Auto Extrication Hurst R522 E3 Ram
- Breathing Air Compressor Jordair M1-E1
- Portable Pump Wajax Mark 3 Kit
- Portable Pump Wajax Mark 3 Kit
- Portable Pump Wajax Mark 3 Kit
- Portable Pump CET 11hp P721
- Breathing Air Compressor Jordair K14
- Bunker Gear 2019
- Bunker Gear 2020
- Bunker Gear 2022
- Bunker Gear 2021
- Portable Pump CET 18 hp T741
- 2023 E3 Spreader SP555
- 205-2023 Bunker Gear
- 2023 E3 RAM R522
- 2023 E3 Cutter S789
- Generator Honda EM3500MX
- Diesel Generator 5000W 205-34
- Generator HondaES6500 205-31
- spreader 205-09
- 155 mm cutter 205-44
- TR721-18 2018 Trailer for UTV721 SxS
- RT711-23 Rehabilitation Trailer
- 2018 M741-18 Predator 18 Boat and Trailer
- Newburgh Extrication - Cutter, Spreader, Ram
- SCBA 32 Packs, 64 Cylinders
- 2024 Bunker Gear
- 205-02-2022 Jordair Compressor (2003) - Newburgh Fire Station
- 205-03-2022 Generator - Yarker Fire Hall
- Generator 200 AMP - Tamworth Fire Hall
- Brine Pump 536-10