



Asset Management Plan for Tax-supported Assets

County of Prince Edward

Final Report

November 13, 2025

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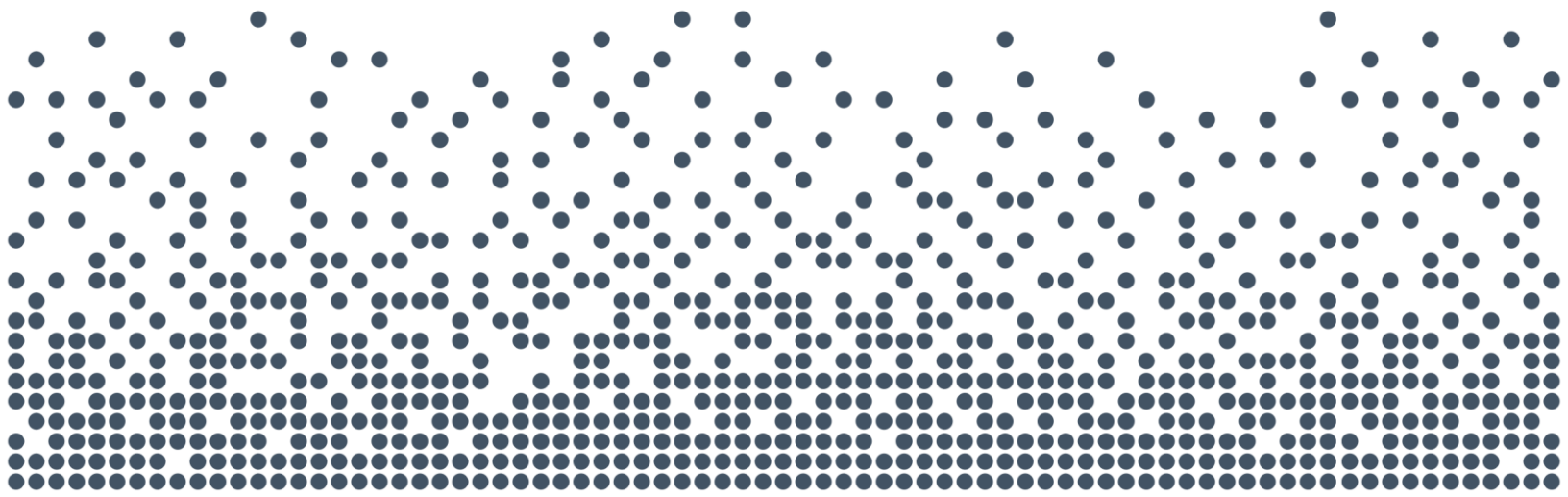


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Report



Chapter 1

Introduction



1. Introduction

1.1 Overview

The main objective of an asset management plan is to use a municipality's best available information to develop a long-term plan for capital assets. In addition, the plan should provide a sufficiently documented framework that will enable continual improvement and updates of the plan, to ensure its relevancy over the long term.

The County of Prince Edward (County) retained Watson & Associates Economists Ltd. (Watson) to develop a comprehensive asset management plan. The project has been completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of *Ontario Regulation 588/17: Asset Management Planning For Municipal Infrastructure* (O. Reg. 588/17) for the County's core^[1] infrastructure assets. This phase culminated in the County's 2022 Asset Management Plan, which was adopted in June 2022. The second phase focused on complying with the July 1, 2024 requirements of O. Reg. 588/17 for the County's non-core^[2] assets. This phase culminated in the County's 2024 Asset Management Plan, which was adopted in July 2024. The third and final phase of the project built upon the work completed through the first two phases, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the third phase and brings the County into full compliance with the July 1, 2025 requirements of O. Reg. 588/17.

It is noted that the asset management plan presented herein covers assets which the County funds through its general tax levy. As such, assets supporting the County's water and wastewater systems, which are funded through annual rate revenues, are excluded from the scope of this plan. The County's water and wastewater system assets are captured in its water and wastewater rate studies, which include forecasts of capital and significant operating expenditures associated with these assets as well as a comprehensive financial strategy. An update of the County's water and wastewater rate study is planned to be completed in 2026.

^[1]Core infrastructure assets are defined by O. Reg. 588/17 as being roads, bridges, culverts, and any asset that is utilized in the provision of water, wastewater, and stormwater services.

^[2]Non-core infrastructure assets are any other assets owned and managed by a municipality that are not included within the definition of core infrastructure assets.



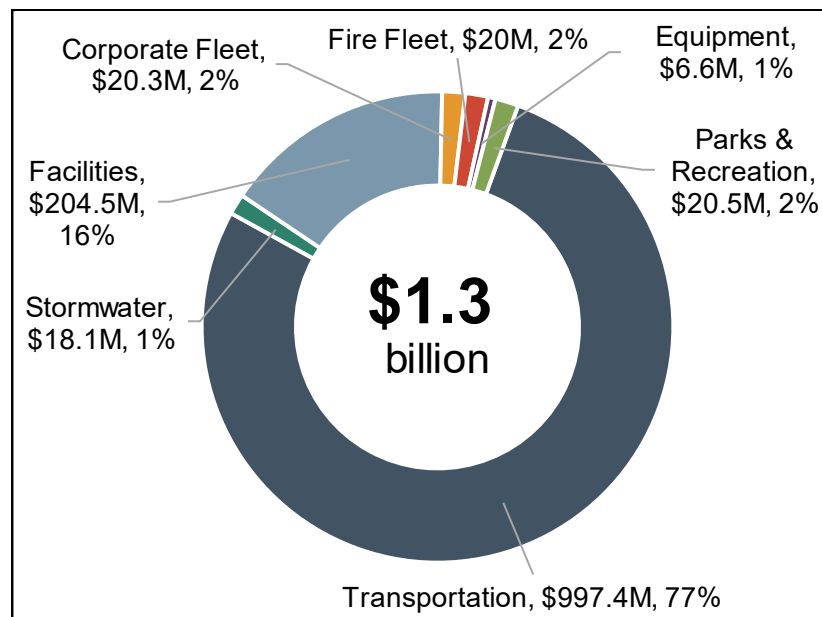
The estimated current replacement cost for the County’s tax-supported infrastructure assets is \$1.3 billion. Transportation assets comprise the largest share of this replacement cost at \$997.4 million (77%), followed by facilities at \$204.5 million (16%). The remainder of the County’s tax-supported infrastructure assets represent \$85.6 million (7%) of total replacement cost.

A breakdown of the total replacement cost by asset category is provided in Table 1-1 and is presented graphically in Figure 1-1.

Table 1-1: Distribution of Replacement Cost by Asset Category

Asset Category	Replacement Cost	Percentage of Total
Transportation	\$997,436,000	77%
Stormwater	\$18,135,000	1%
Facilities	\$204,532,000	16%
Corporate Fleet	\$20,332,000	2%
Fire Fleet	\$20,038,000	2%
Equipment	\$6,593,000	1%
Parks & Recreation	\$20,499,000	2%
Total	\$1,287,565,000	100%

Figure 1-1: Distribution of Replacement Cost by Asset Category





1.2 Legislative Context for the Asset Management Plan

Asset management planning in Ontario has evolved significantly over the past decade.

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did not have comprehensive tracking of their capital assets, especially as it related to any changes that capital assets may have undergone throughout their lifecycles (i.e. betterments, disposals, etc.). Furthermore, this also meant that many municipalities had not yet established inventories of their capital assets, both in their accounting structures and financial statements. As a result of revisions to *Section 3150 – Tangible Capital Assets* of the *Public Sector Accounting Board (PSAB)* handbook, which came into effect for the 2009 fiscal year, municipalities were forced to change this long-standing practice and capitalize their tangible capital assets over the term of the asset's expected useful service life. To comply with this revision, municipalities needed to establish asset inventories, if none previously existed.

In 2012, the Province launched the Municipal Infrastructure Strategy, which required municipalities and local service boards seeking provincial funding to demonstrate how any proposed project fits within a broader asset management plan. In addition, asset management plans encompassing all municipal assets needed to be prepared by the end of 2016 to meet Federal Gas Tax (now the Canada Community-Building Fund) agreement requirements. To help define the components of municipal asset management plans, the Province produced a document entitled *Building Together: Guide for Municipal Asset Management Plans*. This document outlined the information and analyses that were required to be included in municipal asset management plans under this initiative.

The Province's *Infrastructure for Jobs and Prosperity Act, 2015 (IJPA)* was proclaimed on May 1, 2016. This legislation detailed principles for evidence-based and sustainable long-term infrastructure planning. The IJPA also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced O. Reg. 588/17 under the IJPA. The intent of O. Reg. 588/17 is to establish standard content for municipal asset management plans. Specifically, the regulation requires that asset management plans be developed that define levels of service, identify the lifecycle activities that will be undertaken to achieve those levels of



service, and provide a financial strategy to support the levels of service and lifecycle activities.

1.3 Asset Management Plan Development

The development of this asset management plan was guided by asset management strategies identified through discussions with the County's asset managers, information gleaned through reviews of long-term planning documents and studies, service-level objectives and their impacts on the management of assets identified through engagements with staff, and detailed analyses of the County's capital asset and financial data. The key steps in the development process of this asset management plan are summarized below:

1. Update underlying asset data such as quantities, ages, condition ratings, useful service life expectations, replacement cost valuations, lifecycle activity costing, etc.
2. Identify targets for the levels of service the County proposes to provide to the public over the long term through workshops held with staff. As part of these workshops, changes to existing lifecycle management strategies to support each level of service scenario were identified. This step led to the estimation of annual capital funding requirements to support each scenario.
3. Analyze the County's financial data and develop a financial strategy model to identify the funding expected to be available to undertake the capital and significant operating expenditures for each scenario identified in the previous step. The financial strategy model was also utilized to determine the financial impact associated with each scenario (i.e., target level of sustainable capital funding, annual tax levy increases to achieve the target level of sustainable capital funding, etc.).
4. Present the financial impacts associated with achieving and sustaining the proposed level of service targets to Council. The feedback received from Council was critical in formalizing the proposed levels of service targets and further refining the financial strategy model.
5. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to the public.



Chapter 2

State of Local Infrastructure and Levels of Service



2. State of Local Infrastructure and Levels of Service

2.1 Transportation

2.1.1 State of Local Infrastructure

The County owns and manages a number of assets that enable the safe and efficient passage of vehicular and pedestrian traffic and contribute to the overall level of service provided by its transportation network. These assets comprise the County's roads, bridges, structural culverts, and a number of road-related assets such as sidewalks, streetlights, and parking lots. The estimated current replacement cost of the County's transportation assets is \$997.4 million.

The County's road network comprises road segments with four surface types: high-class bituminous (HCB), low-class bituminous (LCB), gravel, and concrete. The estimated current replacement cost of the County's roads is \$903.0 million. HCB roads represent the largest share of replacement cost at \$731.8 million (81%), followed by LCB roads at \$82.8 million (9%), gravel roads at \$49.8 million (6%), and lastly, concrete roads at \$38.6 million (4%). The average age of the County's roads is 33.3 years.

Table 2-1 summarizes the length, average age, and estimated current replacement cost of the County's roadways by surface type and this information is presented graphically in Figure 2-1.

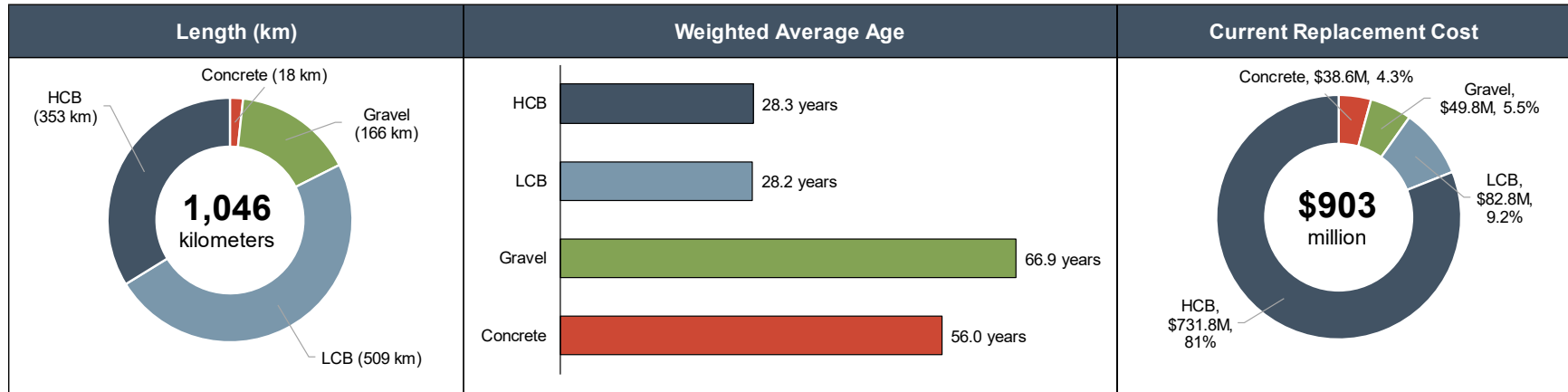
Table 2-1: Roads – Length, Average Age, and Replacement Cost by Surface Type

Surface Type	Length	Average Age ^[1]	Replacement Cost
HCB	353.4 km	28.3 years	\$731,769,000
LCB	508.8 km	28.2 years	\$82,820,000
Gravel	165.7 km	66.9 years	\$49,794,000
Concrete	18.0 km	56.0 years	\$38,621,000
Total	1,045.9 km	33.3 years	\$903,004,000

^[1]Weighted average utilizing the area of individual road segments as weights.



Figure 2-1: Roads – Length, Average Age, and Replacement Cost by Surface Type





The County's transportation network also includes 60 structures, comprising 23 vehicular bridges, 14 park/trail bridges, and 23 structural culverts. The estimated current replacement cost of the County's structures is \$66.3 million. Vehicular bridges represent the largest share of replacement cost at \$37.4 million (56%), followed by structural culverts at \$23.5 million (35%) and park/trail bridges at \$5.4 million (8%). The average age of the County's structures is 41.3 years^[1].

Table 2-2 summarizes the quantity, average age, and estimated current replacement cost of the County's structures and this information is presented graphically in Figure 2-2.

Table 2-2: Structures – Quantity, Average Age, and Replacement Cost by Structure Type

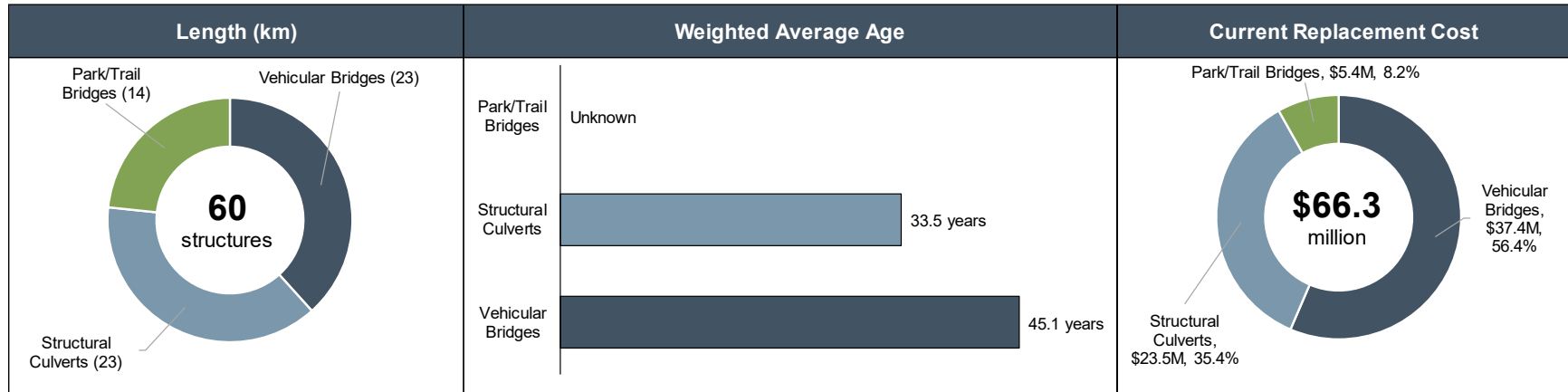
Structure Type	Quantity	Average Age ^[2]	Replacement Cost
Vehicular Bridges	23 bridges	45.1 years	\$37,424,000
Structural Culverts	23 culverts	33.5 years	\$23,467,000
Park/Trail Bridges	14 bridges	Unknown	\$5,405,000
Total	60 structures	41.3 years	\$66,296,000

^[1]The initial year of construction is currently unknown for 7 vehicular bridges, 10 structural culverts, and all (14) park/trail bridges. As such, these assets have been excluded from the calculation of average age presented herein.

^[2]Weighted average utilizing the replacement cost of structures as weights.



Figure 2-2: Structures – Quantity, Average Age, and Replacement Cost by Structure Type





Lastly, the County also owns and manages a number of road-related assets which play a critical role in supporting its broader transportation network. The County's road-related assets comprise 57.0 kilometres of sidewalks, 1,576 streetlights, and 5 municipal parking lots. The estimated current replacement cost of the County's road-related assets is \$28.1 million. Sidewalks represent the largest share of replacement cost at \$16.6 million (59%), followed by streetlights at \$10.2 million (36%) and municipal parking lots at \$1.3 million (5%).

It is noted that the initial year of construction for the County's sidewalks and parking lots is currently unknown. As such, an average age cannot be calculated for these assets. The average age of the County's streetlights is 5.0 years.

Table 2-3 summarizes the quantity, average age, and estimated current replacement cost of the County's road-related assets and this information is presented graphically in Figure 2-3.

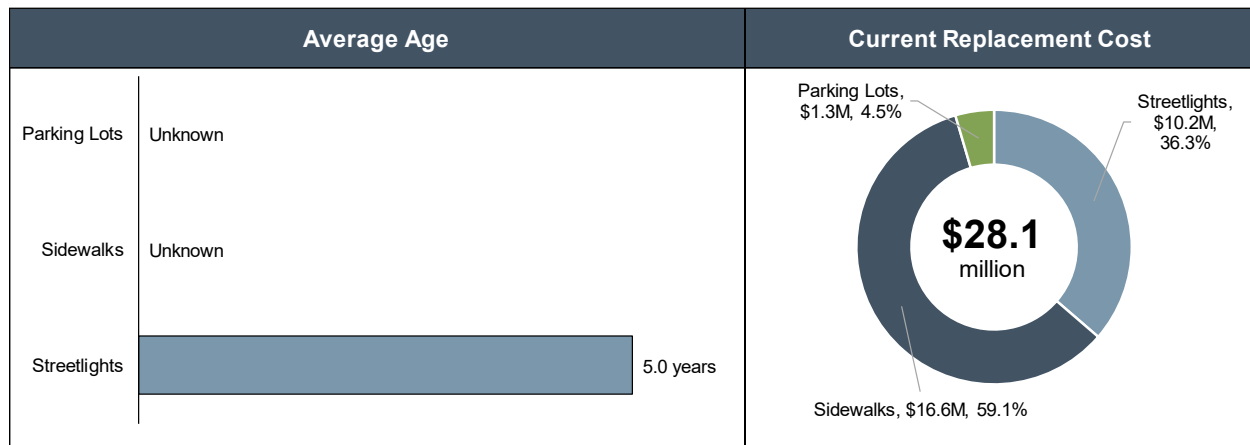
Table 2-3: Road-related Assets – Average Age and Replacement Cost

Asset Type	Quantity	Average Age ^[1]	Replacement Cost
Streetlights	1,576 streetlights	5.0 years	\$10,226,000
Sidewalks	57.0 kilometres	Unknown	\$16,633,000
Parking Lots	5 parking lots	Unknown	\$1,277,000
Total			\$28,136,000

[1] Weighted average utilizing the replacement cost of assets as weights.



Figure 2-3: Road-related Assets – Average Age and Replacement Cost



2.1.2 Condition





The County periodically completes condition assessments on its road network to evaluate the frequency and severity of observed pavement distresses. As part of these assessments, Pavement Condition Index (PCI) ratings are calculated for each assessed road segment by assigning weighted values to observed base-related distresses (e.g., rutting, fatigue cracking, etc.) and surface-related distresses (e.g., raveling, shoving, etc.). Thus, PCI ratings also provide an indication of the structural integrity of the road segment and an objective rationale for forecasting upcoming lifecycle requirements.

To better communicate the condition of the County’s paved roads, PCI ratings have been segmented into qualitative condition states as summarized in Table 2-4. Moreover, pictures of roads in each condition state are provided to better communicate the condition to the reader.

Table 2-4: Roads – Segmentation of PCI Ratings into Qualitative Condition States

PCI Rating Range	Condition State	Example Photo
85 < PCI ≤ 100	Very Good	



PCI Rating Range	Condition State	Example Photo
70 < PCI ≤ 85	Good	
55 < PCI ≤ 70	Fair	
40 < PCI ≤ 55	Poor	
0 < PCI ≤ 40	Very Poor	

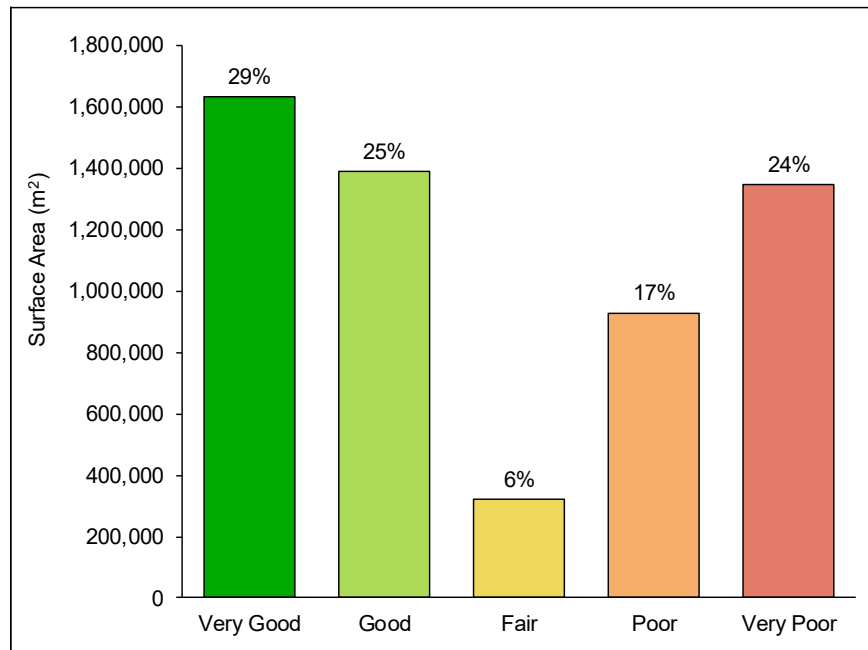
The County formally assessed the PCI ratings of its roads through a field assessment completed in 2021 by StreetScan. For the purposes of this asset management plan, the 2021 PCI ratings have been adjusted to reflect the assumed degradation that road segments would have experienced since the time of the assessment, as well as the



improvement in condition due to rehabilitation work the County has completed between 2021 and 2024. With these adjustments, the County's HCB & LCB roads are estimated to have a current average PCI rating of 65^[1], corresponding to a 'Fair' condition state.

The distribution (area) of the County's HCB & LCB roads by condition state is illustrated in Figure 2-4.

Figure 2-4: HCB & LCB Roads – Distribution (area) of Roads by Condition State



The County's 2021 field assessment also estimated PCI ratings for its gravel and concrete roads based on their observed physical state. The County's gravel roads were assessed to have an average PCI rating of 53, corresponding to a 'Poor' condition state, while the County's concrete roads were assessed to have an average PCI rating of 21.6, corresponding to a 'Very Poor' condition state.

It is noted that the condition of gravel roads can change rapidly and unpredictably due to factors such as weather conditions and recency of maintenance activities (e.g., re-grading, application of dust suppressant, spot applications of granular, etc.). Therefore, the current condition of the County's gravel roads may be significantly different from what was observed during the 2021 field assessment and is presented herein. It is recommended that the County develop and implement a protocol to periodically

^[1]Weighted average utilizing the area of road segments as weights.



reassess the condition of its gravel roads to more accurately represent their condition in future iterations of this asset management plan.

In accordance with *Ontario Regulation 104/97: Standards for Bridges* (O. Reg. 104/97), the County completes biennial inspections of its structures based on the *Ontario Structure Inspection Manual* (OSIM). To provide an overall measure of condition, Bridge Condition Index (BCI) ratings are calculated for each inspected structure. BCI ratings are calculated by assigning weighted values to the condition of various structural elements (e.g., deck, foundation, superstructure, substructure, girders/beams, bearings, etc.) and non-structural elements (e.g., sidewalks, curbs, handrails, barriers, signage, etc.) of the structure being assessed. BCI ratings are typically represented on a scale of 0 to 100, with 100 being a structure in new or as-new condition.

To better communicate the condition of the County's structures, BCI ratings have been segmented into qualitative condition states as summarized in Table 2-5. Example photos of bridges and structural culverts in each condition state are also provided in Table 2-5.



Table 2-5: Bridges and Structural Culverts – Definition of Condition States with Respect to BCI Rating

Condition State	Bridge	Structural Culvert	Description
<p style="text-align: center;">Good 70 < BCI ≤ 100</p>			<p>A bridge with a BCI greater than 70 is generally considered to be in good to excellent condition, and repair or rehabilitation work is not usually required within the next five years. Routine maintenance, such as sweeping cleaning, and washing are still recommended.</p>
<p style="text-align: center;">Fair 60 < BCI ≤ 70</p>			<p>A bridge with a BCI between 50 and 70 is generally considered to be in fair condition. Repair or rehabilitation work recommended is ideally scheduled to be completed within the next five years. From an economic perspective, this is the ideal time to schedule major bridge repairs for larger and/or critical structures. The most effective improvements in a structure's service life can be achieved by completing repairs while in this condition state.</p>
<p style="text-align: center;">Poor 0 < BCI ≤ 60</p>			<p>A bridge with a BCI rating of less than 50 is generally considered to be a poor condition state. The repair or rehabilitation of these structures is ideally scheduled to be completed within approximately one year. However, if it is determined that the replacement of the structure would be a more viable, practical, or economical solution than repairing the structure, the structure can be identified for continued monitoring and scheduled for replacement within a one-to-ten-year range. The lower the BCI the more of a priority within the one-to-ten-year range, the replacement becomes.</p>



Typically, approximately half of the structures are inspected each year. The most recent inspections were completed by Ainley Group in 2023 and 2024. Based on the most recent OSIM inspections, the average BCI rating of all of the County’s structures is 69.9, which corresponds to a ‘Fair’ condition state. Table 2-6 summarizes the average BCI rating and associated condition state of the County’s structures, by structure type.

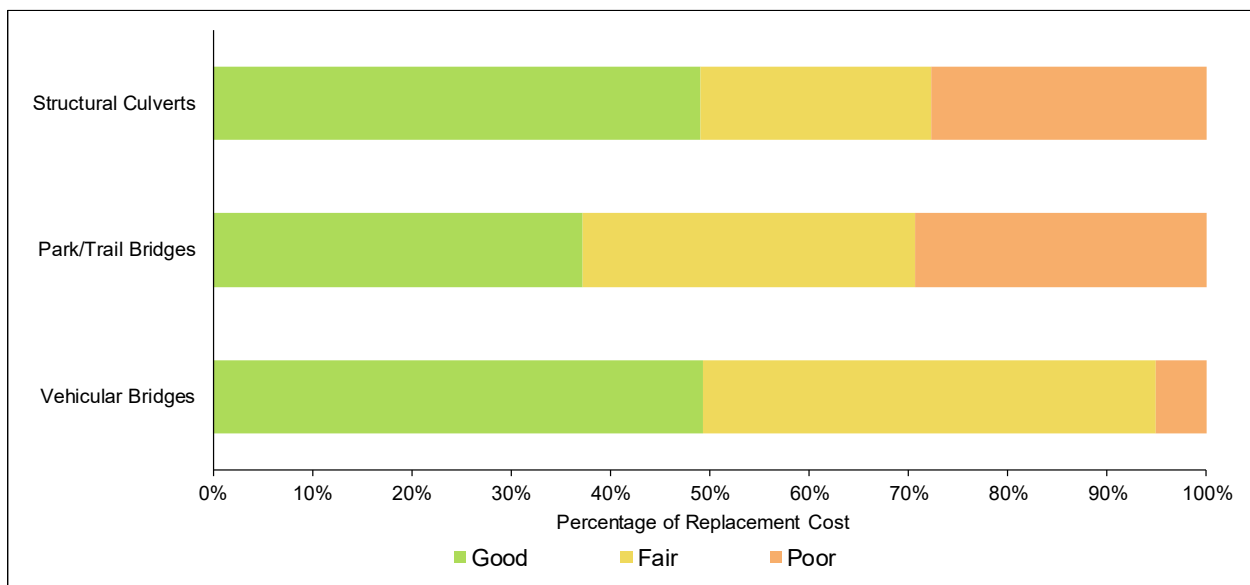
Table 2-6: Structures – BCI Ratings and Condition States by Structure Type

Structure Type	Average BCI Rating ^[1]	Condition State
Vehicular Bridges	74.0	Good
Structural Culverts	64.9	Fair
Park/Trail Bridges	63.5	Fair
Total	69.9	Fair

The distribution of the County’s bridges and structural culverts by condition state and structure type is illustrated in Figure 2-6.

Figure 2-5 and by BCI rating range is illustrated in Figure 2-6.

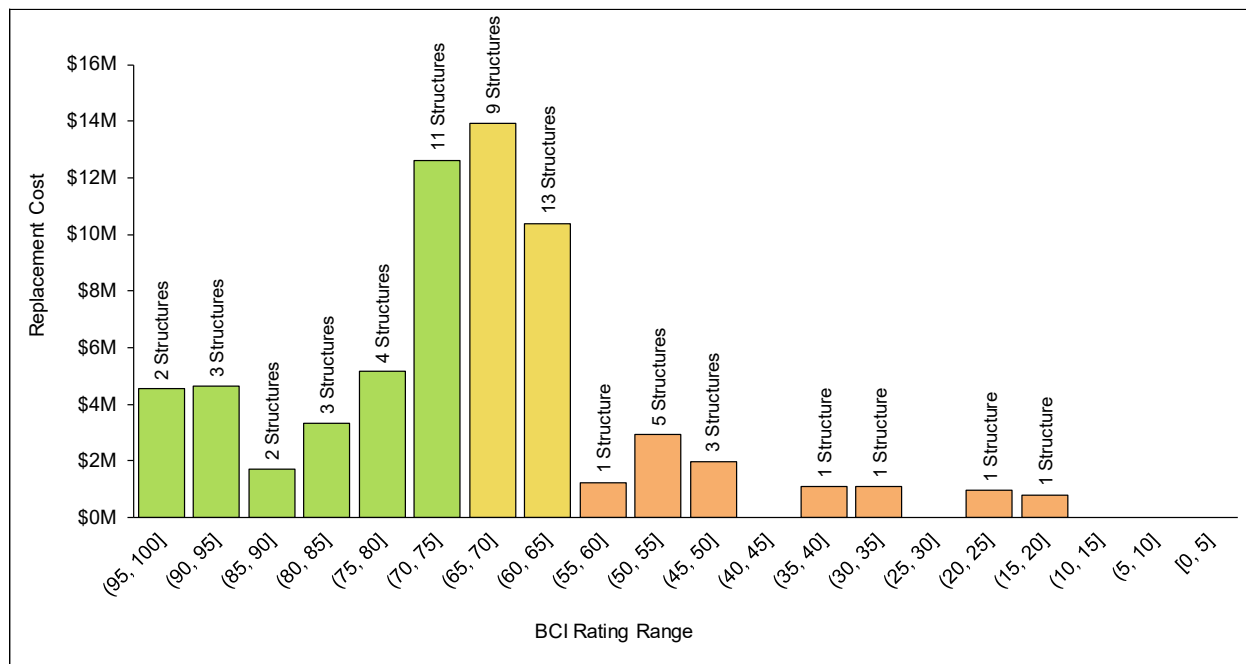
Figure 2-5: Structures – Distribution (replacement cost) of Assets by Condition State and Structure Type



^[1]Weighted average utilizing the replacement cost of structures as weights.



Figure 2-6: Structures – Distribution (replacement cost) of Assets by BCI Rating Range



The condition of the County’s road-related assets has not been directly assessed through physical condition assessments. County staff conduct annual inspections of the sidewalk network to identify trip hazards and other deficiencies, in accordance with provincially mandated Minimum Maintenance Standards. Identified deficiencies are addressed in a timely fashion, typically through grinding of joints and panel replacements. It is noted here that sidewalks and parking lots can be maintained in adequate condition for an extended period of time through the completion of regular maintenance activities (e.g., grinding of trip edges, crack filling, asphalt patching, etc.). Streetlights are also inspected regularly to identify assets that are not working and require replacement or repair. However, these inspections do not produce a condition rating. It is recommended that the County considers establishing a formal condition rating process for its road-related assets to inform asset management planning and capital budgeting.

2.1.3 Levels of Service

The levels of service currently provided by the County’s transportation assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection identifies both the levels of service that assets are currently providing as well as the proposed levels of service (target performance)



that the County is striving towards with respect to each performance measure. The levels of service presented in this asset management plan were developed in consultation with the County’s asset managers and in consideration of available data. The levels of service tables presented below are structured as follows:

- The Service Attribute column in Table 2-7 indicates the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-7 explains the County’s intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-8 describes the performance measure(s) connected to the identified service attribute;
- The Current Performance column in Table 2-8 identifies the current level of service with respect to each performance measure based on the best available data; and
- The Target Performance column in Table 2-8 identifies the proposed level of service with respect to each performance measure.

Table 2-7: Transportation – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The County’s transportation assets enable the movement of people and goods within the County. The assets also support transient traffic passing through the County. In addition to passenger vehicles, the County’s transportation assets also support pedestrian traffic, commercial truck traffic, movement of agricultural goods and animals, and reliable emergency vehicle access to all areas of the County.
Quality	The County strives to maintain its transportation assets in adequate condition to support the comfortable passage of vehicular and pedestrian traffic.
	To aid in interpreting the condition of transportation assets, descriptions of different condition states (with example photos for roads and structures) are summarized in Section 2.1.2.
Safety	The County prioritizes the safety of its road users by regularly inspecting its road-related assets to proactively identify defects, deficiencies, and hazards.



Service Attribute	Community Levels of Service
Accessibility	The County strives to ensure that its sidewalks are designed to meet the accessibility requirements of all users.

Table 2-8: Transportation – Technical Levels of Service

Service Attribute	Performance Measure	2024 Performance	Target Performance
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	0.04 lane-km/km ²	0.04 lane-km/km ²
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the municipality.	0.94 lane-km/km ²	0.94 lane-km/km ²
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the municipality.	1.01 lane-km/km ²	1.01 lane-km/km ²
	Percentage (by quantity) of bridges in the municipality with loading or dimensional restrictions.	0%	0%
Quality	For paved roads in the County, the average ^[1] pavement condition index value.	PCI = 65 ^[2]	PCI ≥ 83
	Percentage (by area) of paved roads in a 'Very Poor' condition state (PCI < 40).	24% ^[2]	0%
	Average pavement condition index value for HCB roads.	PCI = 64	PCI ≥ 83
	Percentage (by area) of HCB roads in a 'Very Poor' condition state (PCI < 40).	26%	0%
	Average pavement condition index value for LCB roads.	PCI = 66	PCI ≥ 83

^[1]Weighted average utilizing the area of road segments as weights.

^[2]Excludes concrete roads.



Service Attribute	Performance Measure	2024 Performance	Target Performance
	Percentage (by area) of LCB roads in a 'Very Poor' condition state (PCI < 40).	22%	0%
	For unpaved roads in the County, the average surface condition.	Poor ^[1]	Good to Fair
	For bridges in the municipality, the average bridge condition index value.	BCI = 74.0 ^[2]	BCI ≥ 70
	Percentage (by replacement cost) of vehicular bridges in a 'Good' condition state (BCI ≥ 70)	62%	100%
	Percentage (by replacement cost) of park/trail bridges in a 'Good' condition state (BCI ≥ 70)	37%	100%
	For structural culverts in the municipality, the average bridge condition index value.	BCI = 64.9	BCI ≥ 70
	Percentage (by replacement cost) of structural culverts in a 'Good' condition state (BCI ≥ 70)	49%	100%
Safety	Percentage (by length) of sidewalks inspected during reporting period.	100%	100%
	Percentage of streetlights (by quantity) inspected during reporting period.	100%	100%
Accessibility	Percentage of sidewalks (by length) with a minimum width of 1.5 metres.	Unknown	Maximize

2.2 Stormwater

2.2.1 State of Local Infrastructure

The County's stormwater infrastructure supports the management of stormwater runoff, provides flood protection to properties and roads, manages the rate of groundwater

^[1]Based on results of 2021 condition assessment.

^[2]Vehicular bridges only. Excludes Park/Trail bridges.



discharge while helping to recharge groundwater reserves, and aids in reducing the amount of contaminants entering the water supply. The system comprises 14.3 km of stormwater mains and nine stormwater ponds.

The estimated current replacement cost of the County's stormwater system assets is \$18.1 million. Stormwater mains represent the largest share of this replacement cost at \$12.4 million (68%), while stormwater ponds represent \$5.7 million (32%).

It is noted that currently, the County has only limited records for the stormwater assets, and asset age data are not available. Further work will be done in the coming years to capture these assets more comprehensively in the County's asset management plan.

Table 2-9 summarizes the quantity and estimated current replacement cost of the County's stormwater assets.

Table 2-9: Stormwater Assets – Quantity and Replacement Cost by Asset Type

Asset Type	Quantity	Replacement Cost
Stormwater Mains	14.3 km	\$12,411,000
Stormwater Ponds	9 stormwater ponds	\$5,724,000
Total		\$18,135,000

2.2.2 Condition

The condition of the County's stormwater system assets has not been directly assessed through physical condition assessments. Moreover, an age-based condition analysis cannot be completed due to incomplete asset age data, as noted above.

However, it is noted that some stormwater infrastructure in parts of the Village of Wellington (along Consecon Road and Main Street) was assessed by R.V. Anderson Associates Limited (RVA) in 2021. That assessment revealed that approximately 22% of the stormwater infrastructure in that location needed urgent rehabilitation or replacement.

It is recommended that the County develop and implement a condition assessment protocol for its stormwater system assets in the near future. This will help the county better understand the condition of these assets and proactively identify upcoming lifecycle replacement and rehabilitation needs.



2.2.3 Levels of Service

This subsection presents the County’s levels of service framework for its stormwater system assets. Table 2-10 presents the County’s Service Attributes and Community Levels of Service for its stormwater system assets while Table 2-11 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-10: Stormwater Assets – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	Stormwater services are provided primarily in the communities of Wellington and Picton.

Table 2-11: Stormwater Assets – Technical Levels of Service

Service Attribute	Performance Measure	2024 Performance	Target Performance
Scope	Percentage of properties in the municipality resilient to a 100-year storm.	76% ^[1]	Maximize
	Percentage of the municipal stormwater management system resilient to a 5-year storm.	100% ^[2]	100%

2.3 Facilities

2.3.1 State of Local Infrastructure

The County owns and manages a variety of facilities that support the provision of municipal services. These facilities have been classified into five broad categories: Administration Buildings, Community Use Facilities, Fire Halls, Long-term Care, and Operations. The facilities range from smaller buildings and structures, such as storage buildings, to larger buildings, such as the Wellington & District Community Centre.

^[1]Based on percentage of properties not within the 100-year floodplain.

^[2]A formal assessment of resiliency to a 5-year storm event has not been completed. However, the majority of stormwater mains are designed to handle a 5-year storm (as defined in year of construction).



The replacement cost of the County's facilities has been estimated at approximately \$204.5 million. Long-term Care facilities represent the largest share of this replacement cost at \$94.7 million (46%), followed by Community Use Facilities at \$71.7 million (35%), Operations facilities at \$14.3 million (7%), Fire Halls at \$14.2 million (7%), and lastly, Administration Buildings at \$9.6 million (5%). The average age of the County's tax-supported facilities is 74.2 years.

Table 2-12 summarizes the quantity, average age, and estimated current replacement cost of the County's facilities and this information is illustrated graphically in Figure 2-7.

Table 2-12: Tax-supported Facilities – Quantity, Average Age, and Replacement Cost by Facility Type

Facility Type	Quantity	Average Age ^[1]	Replacement Cost
Administration Buildings	2 facilities	150.0 years	\$9,565,000
Community Use Facilities	62 facilities	78.0 years	\$71,690,000
Fire Halls	8 facilities	29.0 years	\$14,241,000
Long Term Care	1 facility	N/A ^[2]	\$94,700,000 ^[3]
Operations	21 facilities	49.2 years	\$14,336,000
Total	94 facilities	74.2 years	\$204,532,000

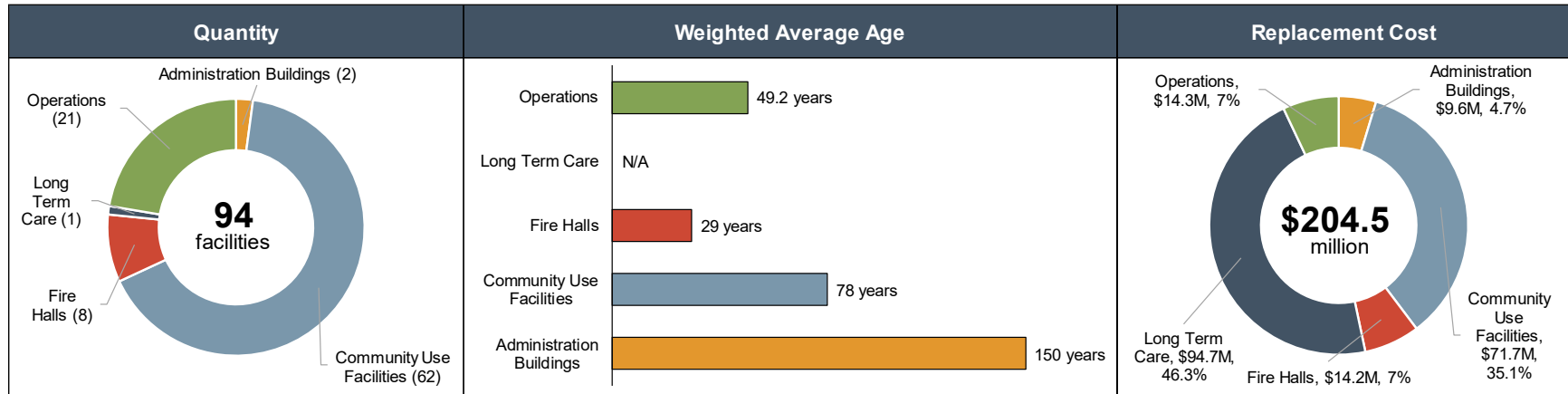
^[1]Weighted average utilizing the replacement cost of facilities as weights.

^[2]The County intends to construct a brand-new long-term care facility in the near future to replace the H.J. McFarland Memorial Home.

^[3]Anticipated construction cost of new long-term care facility.



Figure 2-7: Tax-supported Facilities – Quantity, Average Age, and Replacement Cost





2.3.2 Condition

The County assesses the condition of its facilities by periodically completing Building Condition Assessments (BCAs) through an external service provider. The BCAs identify repair, maintenance, rehabilitation, and replacement requirements for facilities at a component level. As part of the BCAs, individual facility components are inspected, and Facility Condition Index (FCI) ratings are calculated to provide an overall measure of each facility's condition. FCI ratings are calculated by forecasting the repair, maintenance, rehabilitation, and replacement requirements for each building over a 5-year forecast horizon and expressing the sum of these requirements as a percentage of the replacement cost of the facility (referred to as a '5-year FCI rating').

To better communicate the condition of facilities, qualitative condition states are assigned to facilities based on their respective FCI ratings as summarized in Table 2-13. The scale is set to show that if the sum of forecasted expenditures over a 5-year forecast horizon for a given facility is lower than 5.0% of the building's current replacement value, the facility would be deemed to be in a "Good" condition state with limited, if any, deterioration observed on major systems. Conversely, if the sum of forecasted expenditures over a 5-year forecast horizon for a given facility is greater than 60% of the building's current replacement value, the facility would be deemed to be a candidate for divestment due to significant deterioration observed on major systems and/or its support structure. Facilities in this condition state are unlikely to be able to meet their functional requirements.



Table 2-13: Facilities – Definition of Condition States with Respect to FCI Rating

FCI Rating	Condition State	Description ^[1]
$0\% \leq \text{FCI} \leq 5\%$	Good	Functioning as intended; limited (if any) deterioration observed on major systems
$5\% < \text{FCI} \leq 10\%$	Fair	Most infrastructure assets are functioning as intended; normal deterioration observed; no maintenance is anticipated within the next five years
$10\% < \text{FCI} \leq 30\%$	Poor	Functioning as intended; normal deterioration and minor distress observed; maintenance will be required within the next five years to maintain functionality
$30\% < \text{FCI} \leq 60\%$	Critical	Not functioning as intended; significant deterioration and distress observed; maintenance and some repair required within the next year to restore functionality
$60\% < \text{FCI}$	Divest	Not functioning as intended; significant deterioration and major distress observed, possible damage to support structure; may present a risk to people or materials; must be dealt with without delay

Formal condition assessments were completed for 49 of the County’s facilities by an external service provider in 2023. These 49 facilities included 15 water and wastewater facilities which are not included within the scope of this asset management plan (please refer to Section 1.1 for further details). Therefore, a total of 34 of the County’s tax-supported facilities, representing approximately 44% of the replacement cost of tax-supported facilities, were formally assessed in 2023. The 5-year cumulative FCI rating for these facilities, derived by expressing the sum of upcoming lifecycle requirements over the next five years as a percentage of the total replacement cost of assessed facilities, was calculated to be 11.9%. This would indicate that the 34 assessed facilities are in an overall ‘Poor’ condition state with expected deterioration and minor distresses observed on major systems. Although these facilities are functioning as intended, more

^[1]Descriptions of condition states are taken from the County’s 2023 Building Condition Assessments conducted by Roth IAMS Ltd.



significant maintenance and rehabilitation work is expected to be required in the short-term to maintain functionality.

It is noted that the County's existing long-term care facility, the H.J. McFarland Memorial Home, was not formally assessed as part of the BCAs completed in 2023. However, the County is currently constructing a brand-new facility to replace the H.J. McFarland Memorial Home. Once constructed, the new facility is expected to be in 'Very Good' condition with little to no lifecycle expenditures required for the 5 years following its construction.

Table 2-14 summarizes the average FCI rating and associated condition states of the 34 facilities that were assessed in 2023.

Table 2-14: Tax-supported Facilities – Average FCI Ratings and Condition States by Facility Type

Facility Type	FCI Rating ^[1]	Condition State
Administration Buildings	22.5%	Poor
Community Use Facilities	11.0%	Poor
Fire Halls	7.7%	Fair
Operations	13.4%	Poor
Overall	11.9%^[2]	Poor

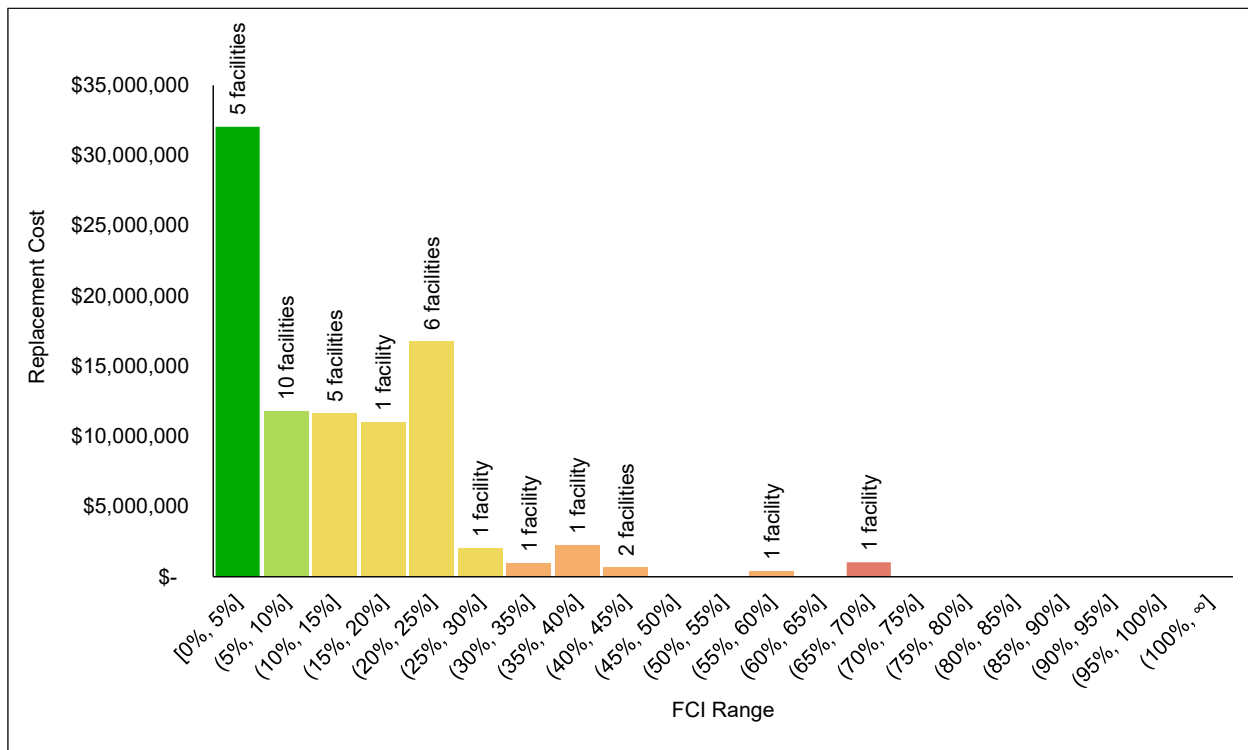
The distribution (replacement cost) of the County's facilities is illustrated by FCI rating range in Figure 2-8.

^[1]Derived by expressing the sum of upcoming lifecycle requirements over the next five years as a percentage of the total replacement cost of assessed facilities by facility type.

^[2]Derived by expressing the sum of upcoming lifecycle requirements over the next five years for all assessed facilities as a percentage of the total replacement cost of all assessed facilities.



Figure 2-8: Tax-supported Facilities – Distribution of Facilities (replacement cost) by FCI Rating Range



2.3.3 Levels of Service

This subsection presents the County’s levels of service framework for its tax-supported facilities. Table 2-15 presents the County’s Service Attributes and Community Levels of Service for its facilities, while Table 2-16 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-15: Tax-supported Facilities – Community Levels of Service

Service Attribute	Community Levels of Service
Capacity	The County strives to align the capacity of its facilities with the service demands of its community.
Quality	The County strives to maintain its facilities in adequate condition to continue meeting the expectations of facility users.



Table 2-16: Tax-supported Facilities – Technical Levels of Service

Service Attribute	Performance Measure	2024 Performance	Target Performance
Capacity	Gross floor area (ft ²) of Community Use Facilities per capita	Not Available ^[1]	Reduction by 25%
Quality	Number (and percentage of replacement cost) of facilities with formal condition assessments completed within the past five years.	34 (44%)	Maximize
	Cumulative 5-year Facility Condition Index rating of assessed facilities.	11.9%	Minimize
	Percentage of assessed facilities (by replacement cost) in a 'Poor' or worse condition state (5-year FCI > 10%)	51.6%	Minimize

2.4 Corporate Fleet

2.4.1 State of Local Infrastructure

The County's inventory of corporate fleet assets comprises vehicles ranging from passenger vehicles and pickup trucks to larger pieces of machinery such as graders, loaders, and tractors. The inventory also includes a number of other miscellaneous assets, such as trackless sidewalk machines and trailers.

The estimated current replacement cost of the County's corporate fleet assets is \$20.3 million. Corporate fleet vehicles represent the largest portion of the total replacement cost at \$15.0 million (74%), followed by machinery at \$4.5 million (22%) and other miscellaneous assets at \$850,000 (4%). The average age of the County's corporate fleet assets is 7.6 years.

Table 2-17 summarizes the quantity, average age, and estimated current replacement cost of the County's corporate fleet assets and this information is further illustrated in Figure 2-9.

^[1]Gross floor area is not readily available for Community Use Facilities that were not assessed as part of the 2023 Building Condition Assessments conducted by Roth IAMS Ltd.



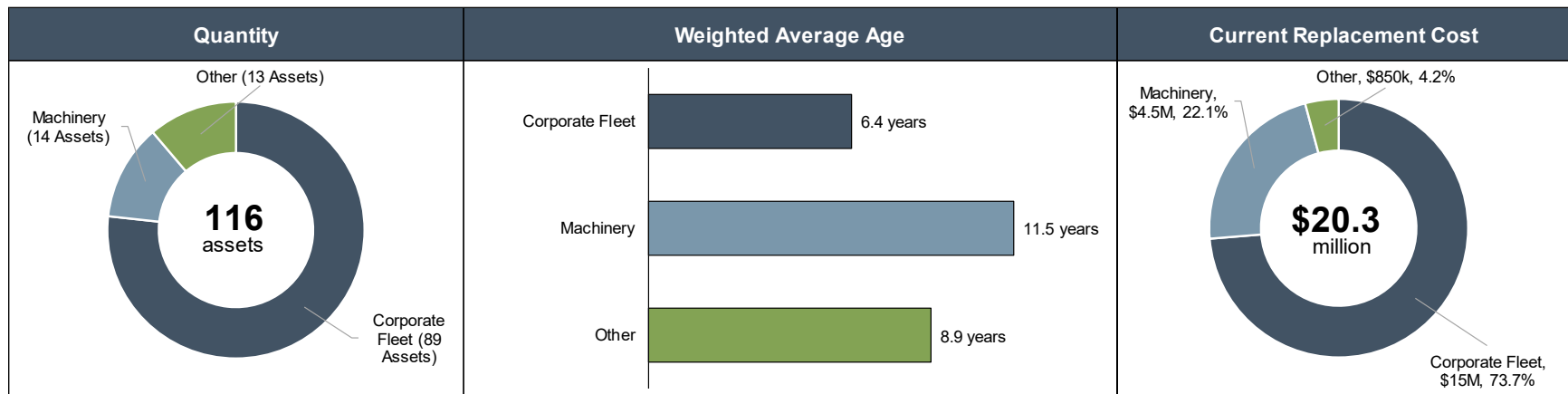
Table 2-17: Corporate Fleet – Quantity, Average Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age ^[1]	Replacement Cost
Corporate Fleet	89 assets	6.4 years	\$14,985,000
Machinery	14 assets	11.5 years	\$4,497,000
Other	13 assets	8.9 years	\$850,000
Total	116 assets	7.6 years	\$20,332,000

^[1] Weighted average utilizing replacement cost of assets as weights.



Figure 2-9: Corporate Fleet – Quantity, Average Age, and Replacement Cost by Asset Type





2.4.2 Condition

The condition of the County's corporate fleet assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age relative to useful service life (i.e., based on the percentage of useful service life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that none of the asset's life expectancy has been utilized. Conversely, an asset that has reached the end of its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if the asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that assets near or beyond their typical useful service life expectancy are likely to require replacement or rehabilitation in the near term, may exhibit reduced reliability, and may have increasing repair and maintenance costs.

To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized in Table 2-18. As indicated by this segmentation, scheduling replacements as assets reach the end of their respective useful service lives expectancies ensures that all in-service assets remain in a "Fair" or better condition state. For assets that remain in-service beyond their respective useful service life expectancies (i.e., ULC% > 100%), the probability of failure is assumed to have increased to a point where condition would be characterized as being "Poor" or "Very Poor".

Table 2-18: Definition of Condition States based on ULC% Ranges

ULC%	Condition State
$0\% \leq \text{ULC}\% \leq 45\%$	Very Good
$45\% < \text{ULC}\% \leq 90\%$	Good
$90\% < \text{ULC}\% \leq 100\%$	Fair
$100\% < \text{ULC}\% \leq 125\%$	Poor
$125\% < \text{ULC}\%$	Very Poor

The average ULC% of the County's corporate fleet assets is 54.7%, indicating that these assets are in a 'Good' condition state on average. Table 2-19 summarizes average ULC% and associated condition states of the County's corporate fleet assets by asset type.

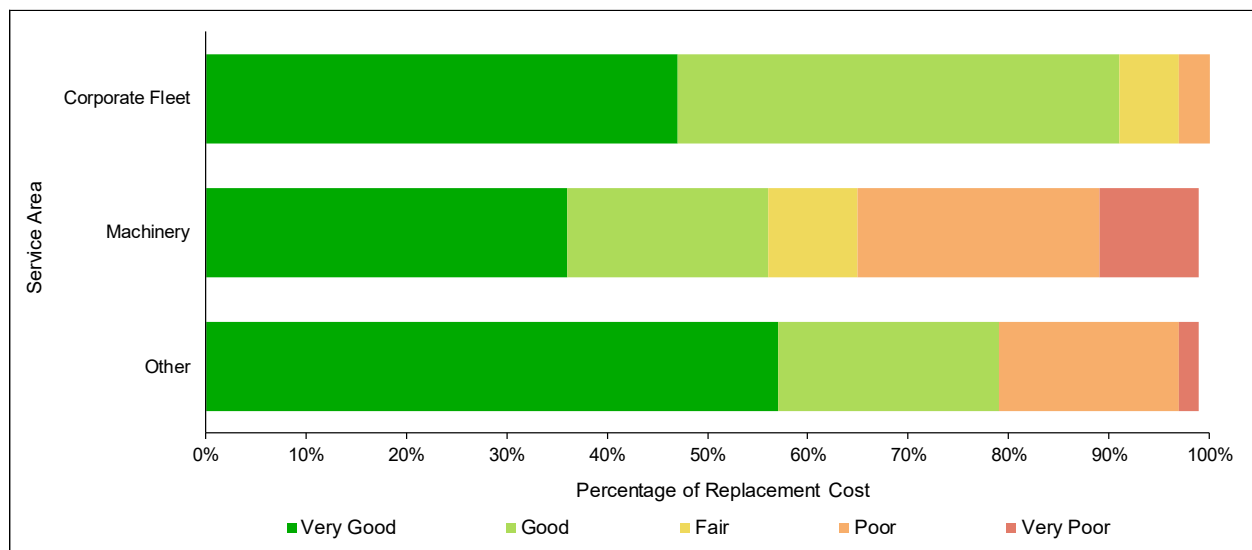


Table 2-19: Corporate Fleet – Average ULC% and Condition States by Asset Type

Asset Type	Average ULC% ^[1]	Condition State
Corporate Fleet	49.2%	Good
Machinery	73.5%	Good
Other	52.8%	Good
Average	54.7%	Good

The distribution of the County’s corporate fleet assets by condition state and asset type is illustrated in Figure 2-10 and by ULC% is illustrated in Figure 2-11.

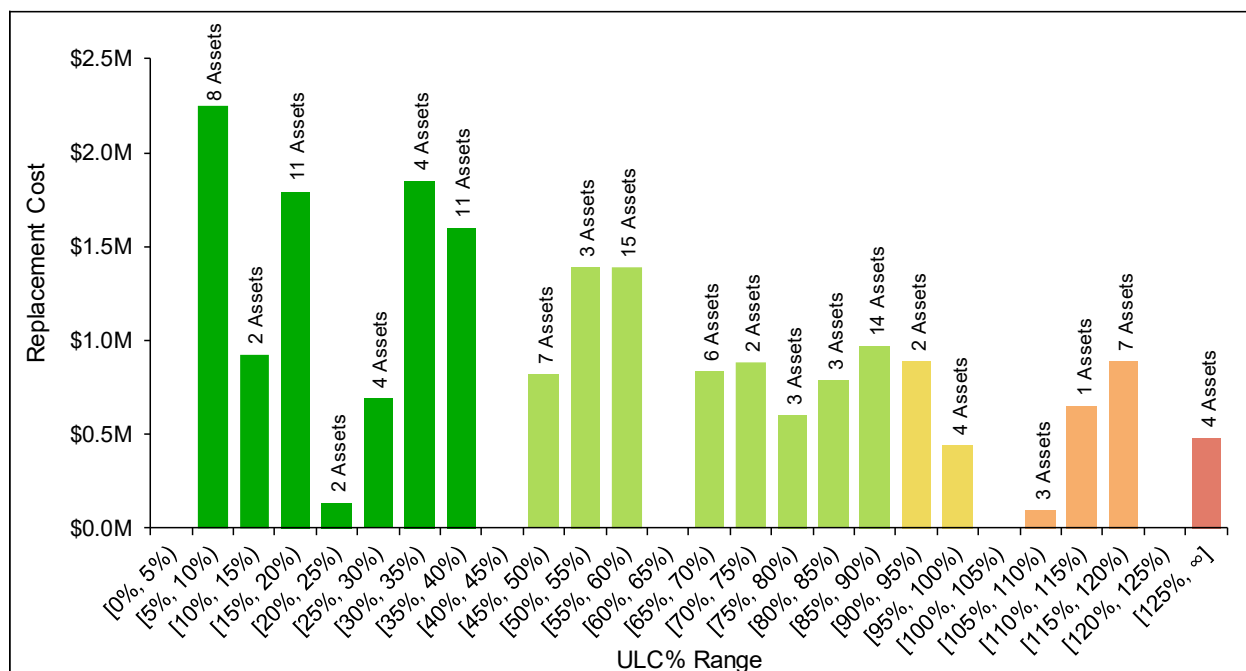
Figure 2-10: Corporate Fleet – Distribution (replacement cost) of Assets by Condition State and Asset Type



^[1]Weighted average utilizing the replacement cost of assets as weights.



Figure 2-11: Corporate Fleet – Distribution (replacement cost) of Assets by ULC% Range



2.4.3 Levels of Service

This subsection presents the County’s levels of service framework for its corporate fleet assets. Table 2-20 presents the County’s Service Attributes and Community Levels of Service for its corporate fleet assets while Table 2-21 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-20: Corporate Fleet – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	In order to minimize service interruptions, the County strives to maintain its corporate fleet assets in adequate condition so that they perform reliably.



Table 2-21: Corporate Fleet – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of corporate fleet assets in a 'Poor' condition state.	2.7%	Minimize
	Percentage (by replacement cost) of corporate fleet assets in a 'Very Poor' condition state	0%	0%
	Percentage (by replacement cost) of machinery in a 'Poor' condition state.	23.8%	Minimize
	Percentage (by replacement cost) of machinery in a 'Very Poor' condition state.	10.2%	0%
	Percentage (by replacement cost) of other corporate fleet assets in a 'Poor' condition state.	18.2%	Minimize
	Percentage (by replacement cost) of other corporate fleet assets in a 'Very Poor' condition state.	2.4%	0%

2.5 Fire Fleet

2.5.1 State of Local Infrastructure

The County's inventory of fire fleet assets comprises pumpers, tankers, rescue vans, emergency response vehicles, and a ladder truck. The inventory also includes a number of other vehicles such as passenger cars and pickup trucks.

The estimated current replacement cost of the County's fire fleet assets is \$20.0 million. Pumpers represent the largest share of total replacement cost at \$7.2 million (36%), followed by tankers at \$5.4 million (27%) and rescue vans at \$4.0 million (20%). The average age of the County's fire fleet assets is 14.2 years.

Table 2-22 summarizes the quantity, average age, and estimated current replacement cost of the County's fire fleet assets and this information is further illustrated in Figure 2-12.



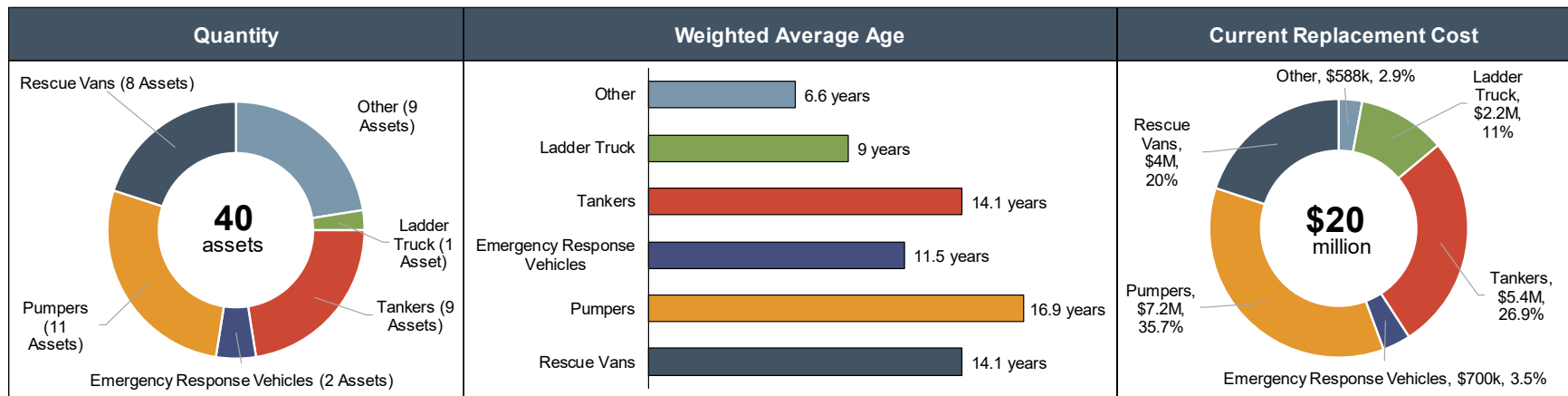
Table 2-22: Fire Fleet – Quantity, Average Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age ^[1]	Replacement Cost
Rescue Vans	8 assets	14.1 years	\$4,000,000
Pumpers	11 assets	16.9 years	\$7,150,000
Emergency Response Vehicles	2 assets	11.5 years	\$700,000
Tankers	9 assets	14.1 years	\$5,400,000
Ladder Truck	1 asset	9.0 years	\$2,200,000
Other	9 assets	6.6 years	\$588,000
Total	40 assets	14.2 years	\$20,038,000

^[1] Weighted average utilizing replacement cost of assets as weights.



Figure 2-12: Fire Fleet – Quantity, Average Age, and Replacement Cost by Asset Type





2.5.2 Condition

The condition of the County's fire fleet assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, useful service life consumed percentages (ULC%) have been calculated for fire fleet assets to provide a high-level indicator of their current condition. It is noted here that ULC% may not always be an accurate indicator for the condition of fire fleet assets as these assets can continue performing adequately beyond their typical useful service life expectancies based on usage. Please refer to section 2.4.2 for further details on the calculation of ULC%.

The average ULC% of the County's fire fleet assets is 73.4%, indicating that, on average, assets are currently within their useful service life expectancies and can be expected to continue functioning as intended. Table 2-23 summarizes average ULC% and associated condition states of the County's fire fleet assets by asset type.

Table 2-23: Fire Fleet – Average ULC% by Asset Type

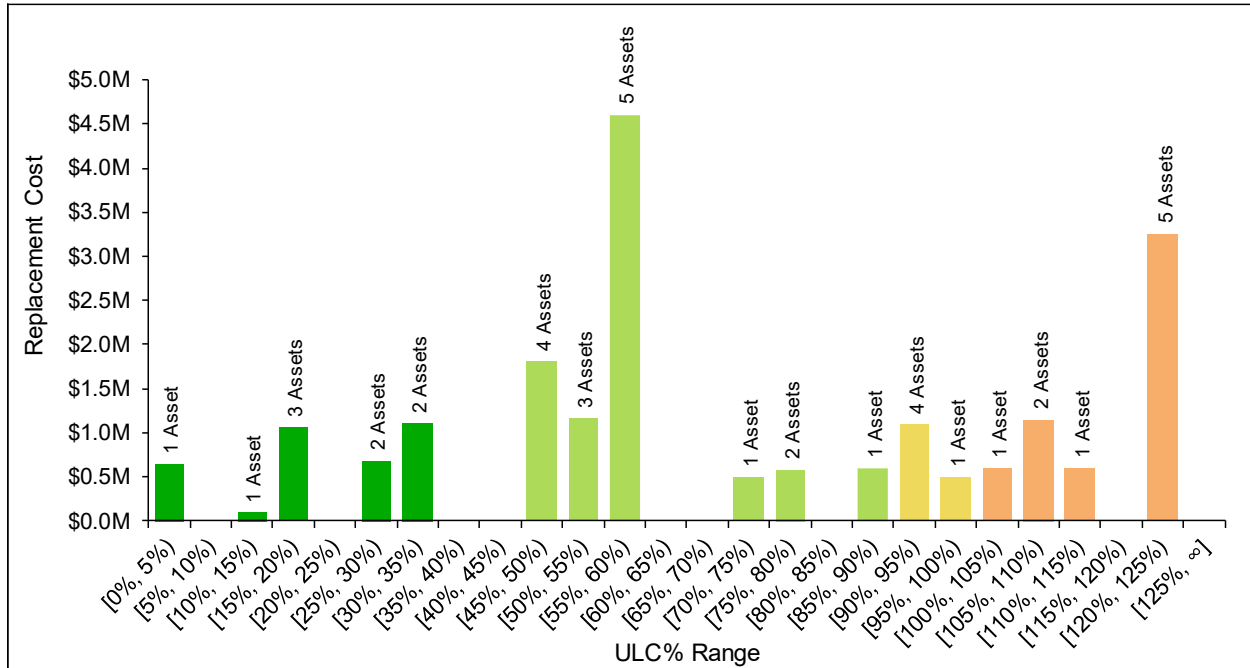
Asset Type	Average ULC% ^[1]
Rescue Vans	70.6%
Pumpers	84.5%
Emergency Response Vehicles	57.5%
Tankers	70.6%
Ladder Truck	60.0%
Other	51.3%
Average	73.4%

The distribution of the County's fire fleet assets by ULC% is illustrated in Figure 2-13.

^[1]Weighted average utilizing the replacement cost of assets as weights.



Figure 2-13: Fire Fleet – Distribution (replacement cost) of Assets by ULC% Range



2.5.3 Levels of Service

This subsection presents the County’s levels of service framework for its fire fleet. Table 2-24 presents the County’s Service Attributes and Community Levels of Service for its fire fleet while Table 2-25 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-24: Fire Fleet – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	In order to minimize service interruptions, the County strives to maintain its fire fleet assets in adequate condition so that they perform reliably.



Table 2-25: Fire Fleet – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of ladder trucks in use beyond recommended useful life (ULC% > 100%).	0%	0%
	Percentage (by replacement cost) of tankers in use beyond recommended useful life (ULC% > 100%).	22.2%	0%
	Percentage (by replacement cost) of emergency response vehicles in use beyond recommended useful life (ULC% > 100%).	0%	0%
	Percentage (by replacement cost) of pumpers in use beyond recommended useful life (ULC% > 100%).	54.5%	0%
	Percentage (by replacement cost) of rescue vans in use beyond recommended useful life (ULC% > 100%).	12.5%	0%
	Percentage (by replacement cost) of other fire fleet assets in use beyond recommended useful life (ULC% > 100%).	0%	0%

2.6 Equipment

2.6.1 State of Local Infrastructure

The County’s inventory of equipment assets comprises firefighting equipment, IT hardware, and equipment utilized for Library operations (including physical collections).

The estimated current replacement cost of the County’s equipment assets is \$6.8 million. Firefighting equipment represents the largest portion of the total replacement cost at \$2.9 million (43%), followed by IT hardware at \$2.1 million (31%) and equipment



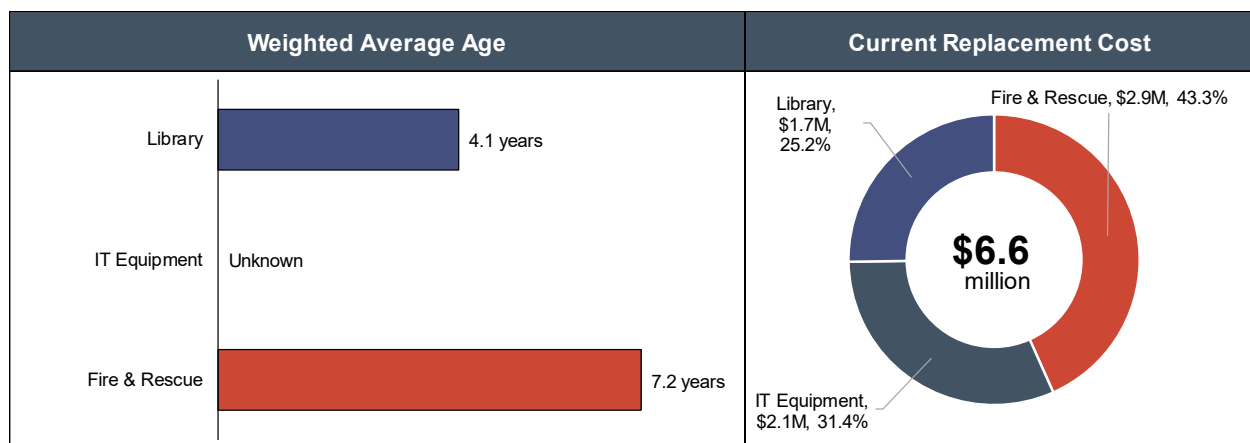
utilized to support Library operations at \$1.7 million (25%). The average age of the County’s equipment assets is 7.1 years.

Table 2-26 summarizes the quantity, average age, and estimated current replacement cost of the County’s equipment assets by service area. This information is further illustrated in Figure 2-14.

Table 2-26: Equipment – Average Age and Replacement Cost by Service Area

Service Area	Average Age ^[1]	Replacement Cost
Fire & Rescue	7.2 years	\$2,857,000
IT Equipment	Unknown ^[2]	\$2,073,000
Library	4.1 years ^[3]	\$1,663,000
Total	7.1 years	\$6,593,000

Figure 2-14: Equipment – Average Age and Replacement Cost by Service Area



2.6.2 Condition

Similar to fleet assets, the condition of the County’s equipment assets has not been directly assessed through physical condition assessments. For the purposes of this asset management plan, condition ratings have been assigned to assets based on age

^[1] Weighted average utilizing replacement cost of assets as weights.

^[2] The initial year of purchase for the County’s IT hardware is currently unknown. As such, an average age cannot be calculated for these assets.

^[3] The ages of the County’s physical collections in its libraries is currently unknown. As such, these assets are excluded from the calculation of average age presented herein.



relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). To better communicate the condition of assets, ULC% ratings have been segmented into qualitative condition states as summarized earlier in Table 2-18. Please refer to section 2.4.2 for further details on this condition assessment methodology.

The average ULC% of the County's equipment assets is 60.0%, indicating that equipment assets are in a 'Good' condition state on average. It is noted that the ages of the County's IT equipment and physical collections in its libraries is currently unknown. As such, these assets are excluded from the calculation of average ULC% presented herein. Furthermore, it is also worth noting that age is typically a poor proxy for the condition of physical collections. As such, it is recommended that the County develop and implement a condition assessment protocol for these assets based on their observed physical condition. This would enable a more accurate representation of the condition of the County's physical collections in future iterations of this asset management plan.

Table 2-27 summarizes the average ULC% and associated condition states of the County's equipment assets by service area.

Table 2-27: Equipment – Average ULC% and Condition States by Service Area

Service Area	Average ULC% ^[1]	Condition State
Fire & Rescue	59.0%	Good
IT Equipment	Unknown ^[2]	Unknown
Library	82.0% ^[3]	Good
Total	60.0%	Good

The distribution of the County's equipment assets by condition state and service area is illustrated in Figure 2-15 and by ULC% is illustrated in Figure 2-16.

^[1]Weighted average utilizing the replacement cost of assets as weights.

^[2]The initial year of purchase is currently unknown for the County's IT hardware. As such, an age-based condition analysis cannot be conducted for these assets.

^[3]Excludes the County's physical collections in its libraries. Age is typically a poor proxy for the condition of these assets.



Figure 2-15: Equipment – Distribution (replacement cost) of Assets by Condition State and Service Area

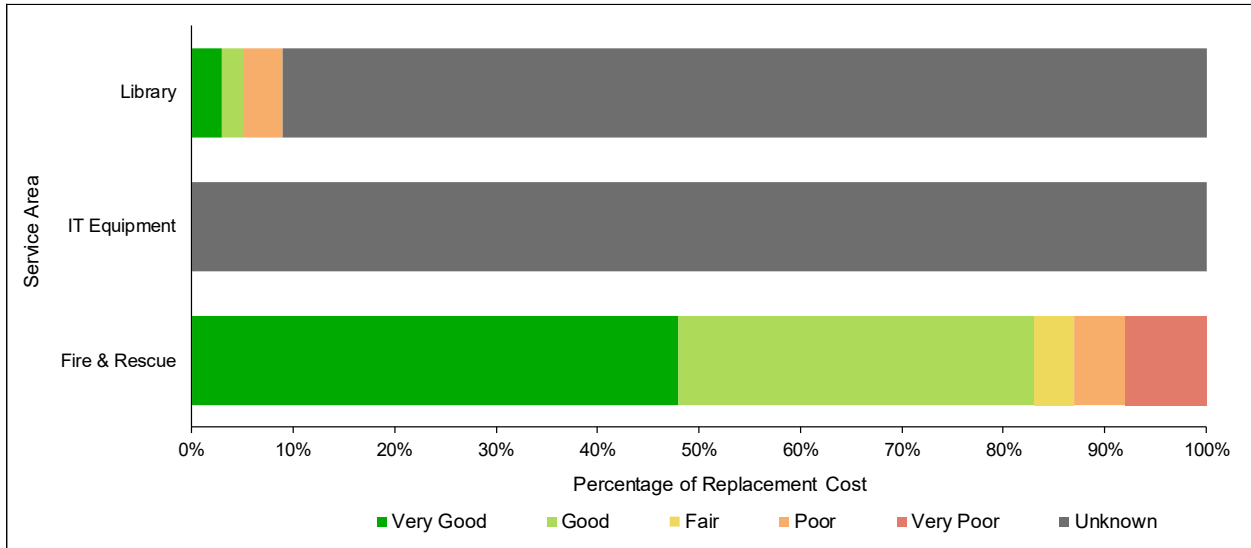
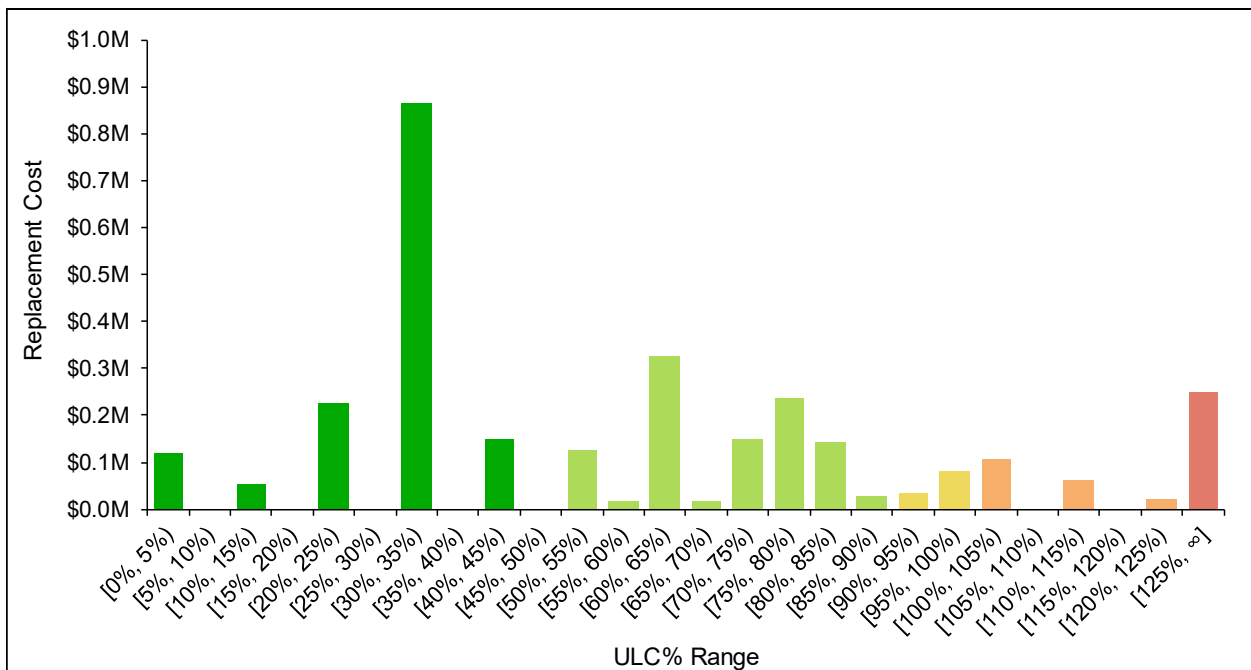


Figure 2-16: Equipment – Distribution (replacement cost) of Assets by ULC% Range



2.6.3 Levels of Service

This subsection presents the County’s levels of service framework for its equipment assets. Table 2-28 presents the County’s Service Attributes and Community Levels of



Service for its equipment assets while Table 2-29 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-28: Equipment – Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	In order to minimize service interruptions, the County strives to maintain its equipment assets in adequate condition so that they perform reliably.

Table 2-29: Equipment – Technical Levels of Service

Service Attribute	Performance Measure	2025 Performance	Target Performance
Reliability	Percentage (by replacement cost) of firefighting equipment in a ‘Poor’ or worse condition state.	10.6%	0%
	Percentage (by replacement cost) of IT equipment in a ‘Poor’ or worse condition state.	N/A ^[1]	0%
	Percentage (by replacement cost) of library equipment in a ‘Poor’ or worse condition state.	N/A ^[2]	0%

^[1]There is currently insufficient data to report the current performance of this measure since the initial year of purchase for the County’s IT hardware is currently unknown. As such, an age-based condition analysis cannot be conducted for these assets.

^[2]There is currently insufficient data to report the current performance of this measure since an age-based condition analysis is typically a poor proxy for the condition of library equipment. This is particularly relevant for the condition of physical collections which, by far, represent the largest share of current replacement cost of library equipment. It is recommended that the County establish a physical condition assessment protocol for its library equipment to enable the reporting of this performance measure in the future.



2.7 Parks and Recreation

2.7.1 *State of Local Infrastructure*

The County owns and manages a number of parks and recreation assets comprising various pieces of playground equipment, recreation amenities, park structures, built infrastructure emplaced at its baseball diamonds and sport courts, and other miscellaneous assets such as bleachers, electrical equipment, and irrigation systems.

The estimated current replacement cost of the County's parks and recreation assets is \$20.5 million. Playground equipment represents the largest share of total replacement cost at \$4.4 million (22%), followed by baseball diamonds at \$3.5 million (17%) and park structures at \$3.5 million (17%).

The County has historically not tracked age of individual parks and recreation assets, except playground equipment. The average^[1] age of playground equipment is approximately 14.2 years.

Table 2-30 summarizes the quantity and estimated current replacement cost of the County's parks and recreation assets by asset type. This information is further illustrated in Figure 2-17.

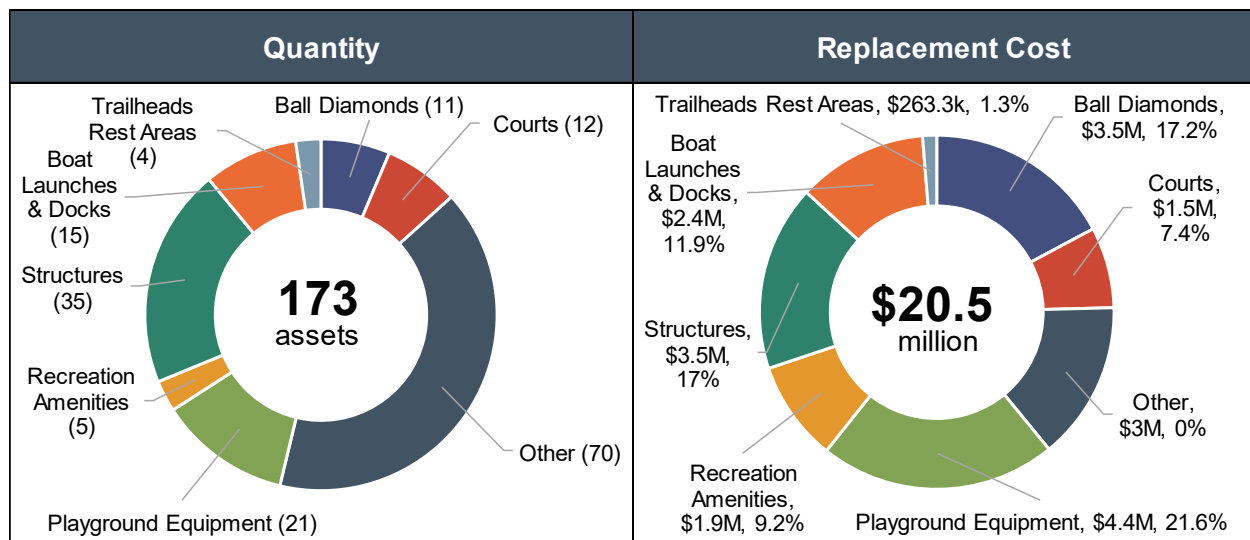
^[1] Weighted average utilizing replacement cost of assets as weights.



Table 2-30: Parks and Recreation – Quantity and Replacement Cost by Asset Type

Asset Type	Quantity	Replacement Cost
Ball Diamonds	11 assets	\$3,525,000
Courts	12 assets	\$1,516,000
Other	70 assets	\$2,970,000
Playground Equipment	21 assets	\$4,430,000
Recreation Amenities	5 assets	\$1,880,000
Structures	35 assets	\$3,483,000
Boat Launches & Docks	15 assets	\$2,432,000
Trailheads Rest Areas	4 assets	\$263,000
Total	173 assets	\$20,499,000

Figure 2-17: Parks and Recreation – Quantity and Replacement Cost by Asset Type



2.7.2 Condition

The condition of the County’s parks and recreation assets is assessed through staff-led inspections of each asset’s observed physical condition. Based on these inspections, staff assign a qualitative condition rating to each asset utilizing a five-point scale ranging from Very Good to Very Poor as summarized in Table 2-31.



Table 2-31: Parks and Recreation – Definition of Qualitative Condition States

Condition State	Description
Very Good	Asset is in a condition that is indistinguishable from new.
Good	Asset not expected to require repair, replacement, or upgrade for at least 10 years.
Fair	Asset expected to require repair, replacement, or upgrade within the next 5 to 10 years.
Poor	Asset expected to require repair, replacement, or upgrade within the next 1 to 5 years.
Very Poor	Asset requires immediate repair, replacement, or upgrade.

On average, the County’s parks and recreation assets are currently in ‘Fair’ condition. Table 2-32 summarizes the average condition of the County’s parks and recreation assets by asset type.

Table 2-32: Parks and Recreation – Average Condition Rating by Asset Type

Asset Type	Average Condition Rating ^[1]
Ball Diamonds	Fair
Courts	Poor
Other	Fair
Playground Equipment	Fair
Recreation Amenities	Good
Structures	Fair
Boat Launches & Docks	Unknown
Trailheads Rest Areas	Unknown
Overall Average	Fair

The distribution of the County’s parks and recreation assets by condition state is illustrated in Figure 2-18, with a further breakdown by asset type shown in Figure 2-19.

^[1] Weighted average utilizing the replacement cost of assets as weights.



Figure 2-18: Parks and Recreation – Distribution (replacement cost) of Assets by Condition State

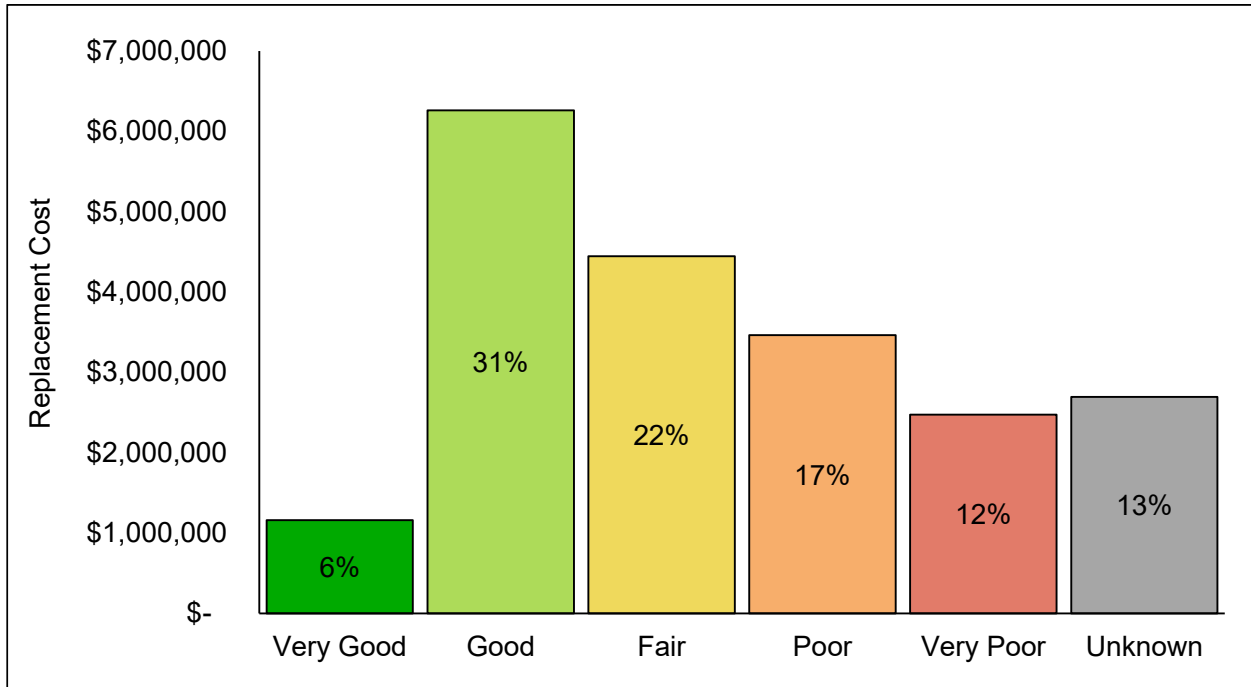
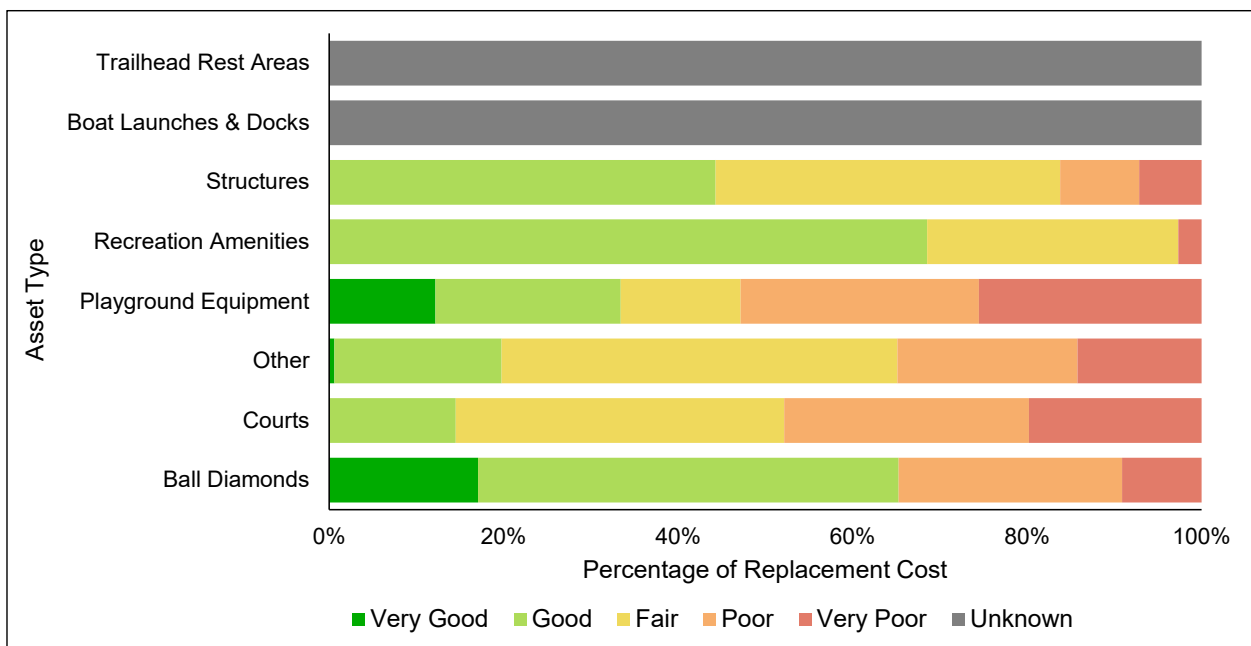


Figure 2-19: Parks and Recreation – Distribution (replacement cost) Assets by Condition State and Asset Type





2.7.3 Levels of Service

This subsection presents the County’s levels of service framework for its parks and recreation assets. Table 2-33 presents the County’s Service Attributes and Community Levels of Service for its parks and recreation assets while Table 2-34 presents the County’s Technical Levels of Service (i.e. performance measures). Please refer to Section 2.1.3 for further details on the County’s levels of service framework.

Table 2-33: Parks and Recreation – Community Levels of Service

Service Attribute	Community Levels of Service
Safety	The County prioritizes the safety of its park users by regularly inspecting its playgrounds.
Quality	The County strives to maintain its parks and recreation assets in adequate condition to continue providing a satisfactory user experience.
Accessibility	The County strives to ensure that its playgrounds are accessible to all users.

Table 2-34: Parks and Recreation – Technical Levels of Service

Service Attribute	Performance Measure	2024 Performance	Target Performance
Safety	Percentage (by quantity) of playgrounds inspected in the preceding 12 months.	100%	100%
Quality	Percentage (by replacement cost) of parks and recreation assets in a ‘Poor’ or worse condition state.	29%	0%
Accessibility	Percentage of playground equipment with one or more accessible features/components.	39%	Maximize

2.8 Population and Employment Growth

Based on its 2023 Development Charges Background Study, the County’s permanent population is expected to increase at a rate of approximately 1.2% annually, totalling approximately 29,600 permanent residents by 2033. Furthermore, the same study also



projects the County's seasonal population to increase at a rate of 1.4% annually, totalling approximately 9,300 by 2033, and projects employment within the County to increase at a rate of approximately 1.9% annually, totalling approximately 8,900 employees by 2033.

This growth in population (permanent and seasonal) and employment is expected to result in incremental service demands that will have material impacts on the levels of service the County proposes to provide to the public. The County assesses these service impacts through master plans and development charge studies. The County collects development charges to fund growth-related infrastructure expansion and upgrades. Utilizing development charges helps to mitigate the financial burden that these growth-related expenditures would otherwise place on existing tax and rate payers.

The County is currently undertaking an update of its 2023 Development Charges Background Study. This update is anticipated to be completed in the near future, and it is expected that the County's current forecast of growth-related capital expenditures will be further refined through the ongoing study process. Further details on the County's estimated capital expenditures to achieve the proposed levels of service (identified earlier in Chapter 2) in light of expected population and employment growth will be provided in its upcoming development charges background study update, and subsequently will be incorporated into the asset management plan.



Chapter 3

Lifecycle Management Strategy



3. Lifecycle Management Strategy

3.1 Introduction

The lifecycle management strategies in this asset management plan identify the lifecycle activities that would need to be undertaken to provide the proposed levels of service presented earlier in Chapter 2. Within the context of this asset management plan, lifecycle activities are the specific actions that need to be performed on an asset in order to ensure it is performing as expected and/or to prolong its remaining service life. These actions can be carried out on a planned schedule in a prescriptive manner or through a dynamic approach where the lifecycle activities are only carried out when specified conditions are met.

In accordance with O. Reg. 588/17, the lifecycle activities and associated costs presented in this chapter consider the full lifecycle of assets. In general terms, an asset's lifecycle starts with its initial planning and acquisition (or construction), includes both the capital and significant operating/maintenance activities the asset is expected to undergo throughout its life, and ends with its eventual disposal. Additionally, O. Reg. 588/17 requires that all potential lifecycle activity options be assessed, with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to provide the proposed levels of service.

The following subsections summarize the forecasts of lifecycle activities and associated costs that would be required for the County to provide the proposed levels of service over the next ten years.

3.2 Transportation

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's transportation assets presented earlier in Section 2.1.3.

The lifecycle expenditure forecast for the County's paved roads was derived based on lifecycle modelling conducted in its asset management decision support software (i.e., Brightly Predictor) and includes lifecycle activities such as micro-surfacing, resurfacing, and reconstruction based on estimates of future road condition. It is noted that the County expects to maintain its gravel roadways through completion of regular



maintenance activities (e.g., dust suppressant applications, periodic regrading, periodic re-application of granular, etc.), which are fully funded through its annual operating budgets. These maintenance activities are expected to maintain the County's gravel roads in adequate condition over the long term, with no capital expenditures expected over the 10-year forecast horizon of this asset management plan. As such, the annual cost of gravel road maintenance is excluded from the capital expenditure forecast presented herein.

The capital expenditure forecast for the County's bridges and structural culverts is based on the recommendations identified in the most recent (2023 & 2024) OSIM inspection reports. The County undertakes the replacement of its road-related assets in conjunction with road reconstruction projects. The capital expenditure forecast presented herein includes an annual allowance to undertake capital lifecycle activities related to sidewalks and parking lots as they are formally identified. Lastly, the capital expenditure forecast for the County's streetlights is based on age relative to useful service life. Based on this analysis, the County's streetlights are forecasted to be replaced in 2035.

The 10-year capital expenditure forecast for the County's transportation network is illustrated in Figure 3-1 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at approximately \$34.9 million. The current backlog for transportation assets comprises paved roads that are candidates for rehabilitation and/or reconstruction based on current condition and the County's lifecycle management strategy. The current backlog has been estimated at \$266.4 million.



Figure 3-1: Transportation – Lifecycle Expenditure Forecast (Uninflated)

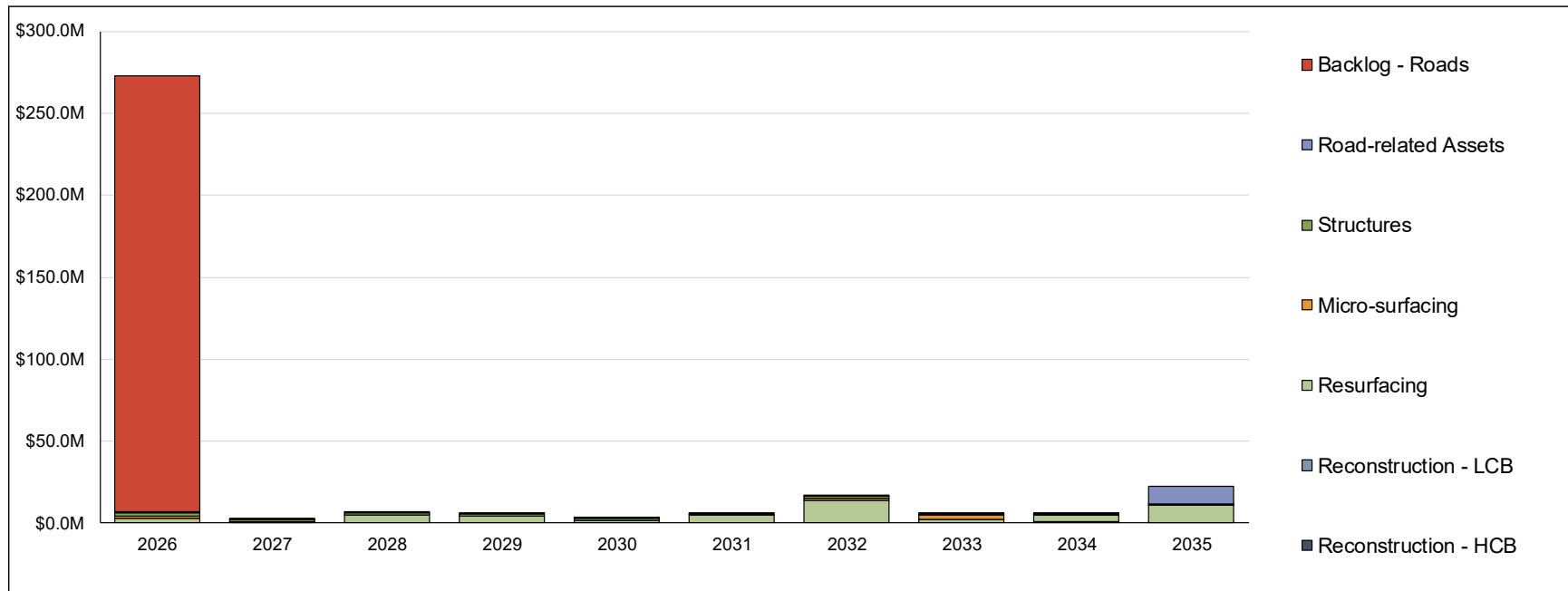


Table 3-1: Transportation – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Micro-surfacing	\$ 1,561,000	\$ 452,000	\$ -	\$ -	\$ 301,000	\$ -	\$ 1,650,000	\$ 2,360,000	\$ 153,000	\$ 93,000
Resurfacing	\$ 2,969,000	\$ 200,000	\$ 4,861,000	\$ 4,383,000	\$ 1,550,000	\$ 4,713,000	\$ 13,498,000	\$ 2,513,000	\$ 4,103,000	\$ 10,777,000
Reconstruction - HCB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reconstruction - LCB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 948,000	\$ 295,000
Structures	\$ 1,638,000	\$ 1,547,000	\$ 1,088,000	\$ 1,465,000	\$ 1,112,000	\$ 817,000	\$ 1,399,000	\$ 684,000	\$ 649,000	\$ 560,000
Road-related Assets	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 448,000	\$ 10,674,000
Backlog - Roads	\$ 266,381,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 272,997,000	\$ 2,647,000	\$ 6,397,000	\$ 6,296,000	\$ 3,411,000	\$ 5,978,000	\$ 16,995,000	\$ 6,005,000	\$ 6,301,000	\$ 22,399,000



3.3 Stormwater

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's stormwater system assets presented earlier in Section 2.2.3.

The proposed levels of service for the County's stormwater system assets involve maintaining assets in adequate condition to reliably provide flood protection to properties and roads, manage the rate of groundwater discharge, and assist in reducing the level of contamination entering the natural environment. The County will accomplish this by ensuring the timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities.

Due to lack of condition and age data, there is currently insufficient information to establish a capital forecast for the County's stormwater system assets. It is recommended that the County formally assess the physical condition of its stormwater system assets in the near future to identify poorly performing infrastructure and proactively plan for upcoming rehabilitation and/or replacement needs.

3.4 Facilities

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's tax-supported facilities presented earlier in section 2.3.3.

The lifecycle expenditure forecast for the 34 facilities that were formally assessed as part of the 2023 Building Condition Assessments (BCAs) was derived based on the results of those assessments and includes the timely replacements of ageing and poorly performing facility components as well as required rehabilitation work. The lifecycle expenditure forecast for the remainder of the County's facilities includes an annual allowance based on each facility's estimated average annual lifecycle cost. Although this approach does not identify the specific facility components that require rehabilitation and/or replacement for unassessed facilities, it ensures that sufficient funds are allocated annually to fund lifecycle expenditure requirements as they are identified and allows for the building up of lifecycle reserves to fund future expenditures. As noted earlier in Section 2.3.2, it is recommended that the County formally assess upcoming lifecycle expenditure requirements for the remainder of its facilities through



BCAs in the near future so that future iterations of this asset management plan can utilize the updated component-level forecasts to refine the lifecycle expenditure forecast presented in this subsection.

The 10-year capital expenditure forecast for the County's facilities is illustrated in Figure 3-2 and provided in tabular form in Table 3-2. Average annual expenditures over the forecast period have been estimated at approximately \$11.1 million, with over half (51.2%) of expenditures relating to the construction of a new long-term care facility to replace the existing H.J. McFarland Memorial Home.



Figure 3-2: Facilities – Lifecycle Expenditure Forecast (Uninflated)

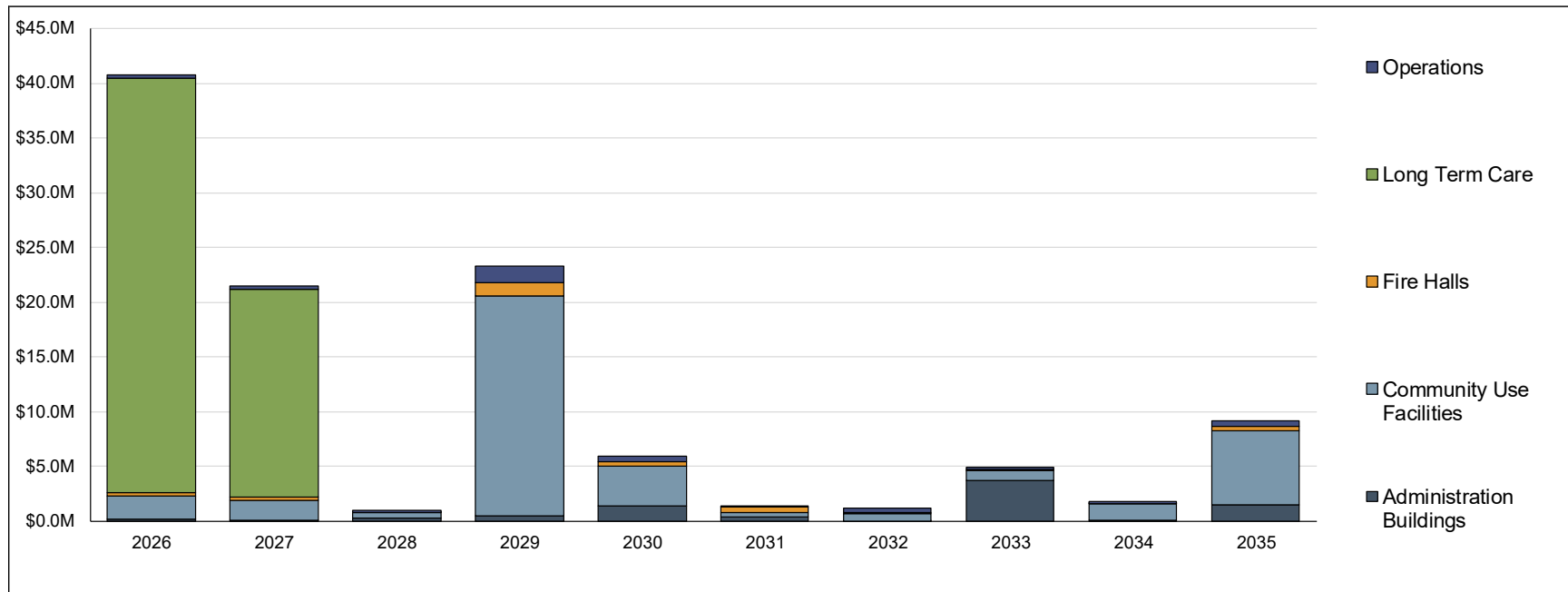


Table 3-2: Facilities – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administration Buildings	\$ 177,000	\$ 87,000	\$ 256,000	\$ 443,000	\$ 1,347,000	\$ 379,000	\$ 1,000	\$ 3,715,000	\$ 17,000	\$ 1,505,000
Community Use Facilities	\$ 2,063,000	\$ 1,762,000	\$ 518,000	\$ 20,095,000	\$ 3,680,000	\$ 426,000	\$ 686,000	\$ 854,000	\$ 1,540,000	\$ 6,729,000
Fire Halls	\$ 348,000	\$ 349,000	\$ 36,000	\$ 1,274,000	\$ 398,000	\$ 436,000	\$ 118,000	\$ 141,000	\$ 58,000	\$ 438,000
Long Term Care	\$ 37,880,000	\$ 18,940,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	\$ 306,000	\$ 315,000	\$ 196,000	\$ 1,457,000	\$ 500,000	\$ 177,000	\$ 371,000	\$ 243,000	\$ 181,000	\$ 472,000
Total Expenditures	\$ 40,774,000	\$ 21,453,000	\$ 1,006,000	\$ 23,269,000	\$ 5,925,000	\$ 1,418,000	\$ 1,176,000	\$ 4,953,000	\$ 1,796,000	\$ 9,144,000



3.5 Corporate Fleet

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's corporate fleet assets presented earlier in Section 2.4.3.

In general terms, the proposed levels of service for the County's corporate fleet assets are to maintain assets in adequate condition to reliably assist in the provision of the various services the County provides to the public. Alongside this objective, the County also strives to minimize the frequency and impact of unplanned repair/maintenance activities performed on assets by ensuring the timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities.

The capital expenditure forecast for the County's corporate fleet assets was derived based on the ages of assets relative to their respective useful service life expectancies. This approach identifies the specific assets that require replacement over the 10-year forecast horizon and aims to ensure that no assets remain in service beyond their useful service life expectancies.

The 10-year capital expenditure forecast for the County's corporate fleet assets is illustrated in Figure 3-3 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately \$1.4 million.



Figure 3-3: Corporate Fleet – Lifecycle Expenditure Forecast (Uninflated)

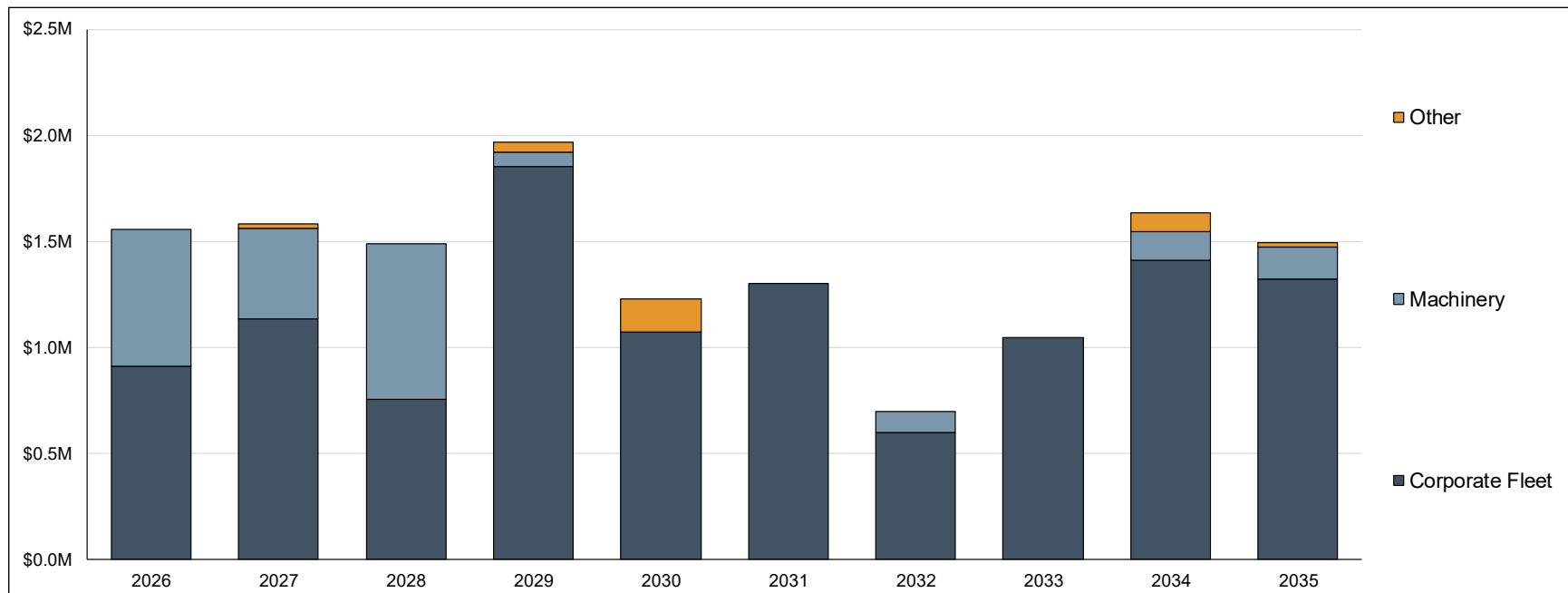


Table 3-3: Corporate Fleet – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Corporate Fleet	\$ 910,000	\$ 1,137,000	\$ 756,000	\$ 1,856,000	\$ 1,074,000	\$ 1,302,000	\$ 597,000	\$ 1,046,000	\$ 1,412,000	\$ 1,324,000
Machinery	\$ 647,000	\$ 425,000	\$ 736,000	\$ 65,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 135,000	\$ 150,000
Other	\$ -	\$ 20,000	\$ -	\$ 50,000	\$ 155,000	\$ -	\$ -	\$ -	\$ 90,000	\$ 20,000
Total Expenditures	\$ 1,557,000	\$ 1,582,000	\$ 1,492,000	\$ 1,971,000	\$ 1,229,000	\$ 1,302,000	\$ 697,000	\$ 1,046,000	\$ 1,637,000	\$ 1,494,000



3.6 Fire Fleet

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's fire fleet assets presented earlier in Section 2.5.3.

Similar to corporate fleet assets, the proposed levels of service for the County's fire fleet assets are to maintain assets in adequate condition to reliably assist in the provision of fire and rescue services. Alongside this objective, the County also strives to minimize the frequency and impact of unplanned repair/maintenance activities performed on assets by ensuring the timely replacement of ageing and poorly performing assets and through the completion of regular maintenance activities.

Similar to corporate fleet assets, the capital expenditure forecast for the County's fire fleet assets was derived based on the ages of assets relative to their respective useful service life expectancies. This approach identifies the specific assets that require replacement over the 10-year forecast horizon and aims to ensure that no assets remain in service beyond their useful service life expectancies. It is noted that useful lives for fire fleet are based on NFPA recommendations.

The 10-year capital expenditure forecast for the County's fire fleet assets is illustrated in Figure 3-3 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately \$1.7 million.



Figure 3-4: Fire Fleet – Lifecycle Expenditure Forecast (Uninflated)

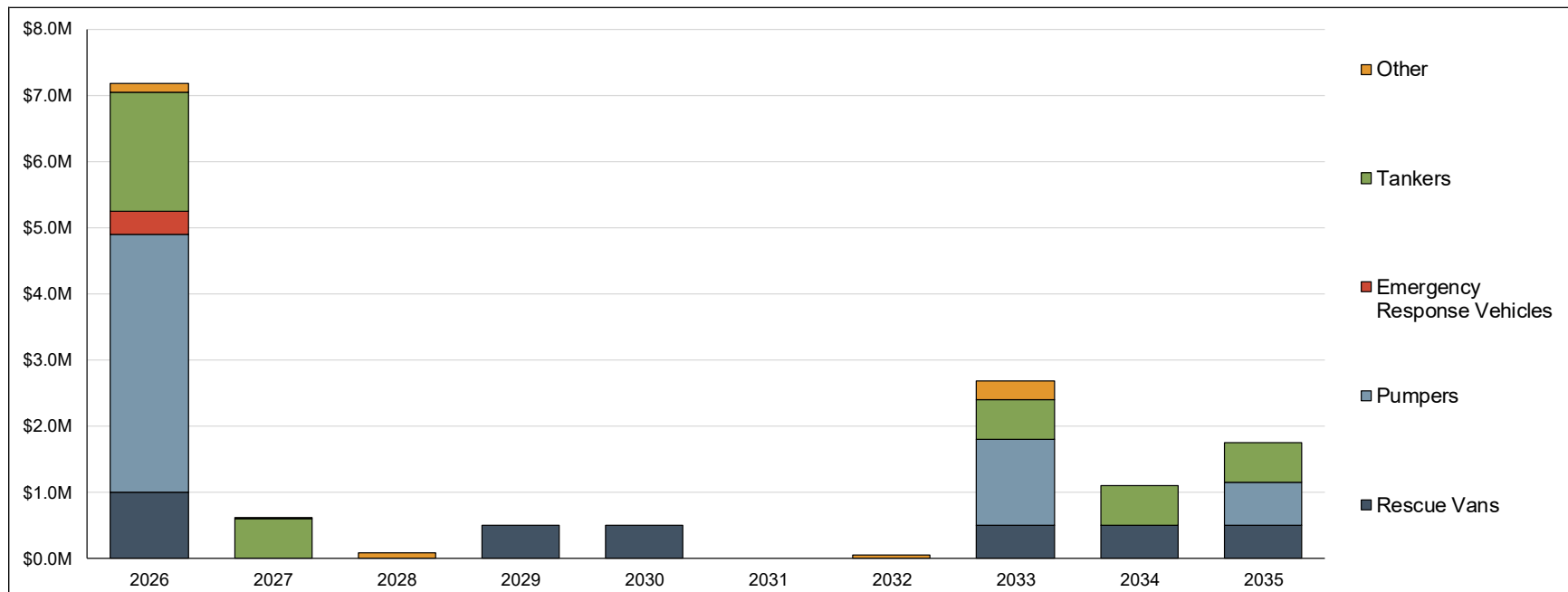


Table 3-4: Fire Fleet – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Rescue Vans	\$ 1,000,000	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
Pumpers	\$ 3,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 650,000
Emergency Response Vehicles	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tankers	\$ 1,800,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 600,000
Ladder Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -
Other	\$ 140,000	\$ 19,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 57,000	\$ 292,000	\$ -	\$ -
Total Expenditures	\$ 7,190,000	\$ 619,000	\$ 80,000	\$ 500,000	\$ 500,000	\$ 2,200,000	\$ 57,000	\$ 2,692,000	\$ 1,100,000	\$ 1,750,000



3.7 Equipment

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's equipment assets presented earlier in Section 2.6.3.

Similar to corporate and fire fleet assets, the proposed levels of service for the County's equipment assets are to maintain assets in adequate condition to reliably assist in the provision of the various services the County provides to the public. Alongside this objective, the County also strives to minimize the frequency and impact of unplanned repair/maintenance activities performed on assets by ensuring the timely replacements of ageing and poor performing assets and through the completion of regular maintenance activities.

The capital expenditure forecast for the County's fire equipment assets was derived based on the ages of assets relative to their respective useful service life expectancies. This approach identifies the specific assets that require replacement over the 10-year forecast horizon and aims to ensure that no assets remain in service beyond their useful service life expectancies. For the County's library and IT equipment assets, the capital forecast includes an annual allowance based on each asset's estimated average annual lifecycle cost. Although this approach does not identify the specific timing of upcoming lifecycle expenditures for these assets, it ensures that sufficient funds are allocated annually to fund lifecycle expenditure requirements as they are formally identified and allows for the building up of lifecycle reserves to fund future expenditures.

The 10-year capital expenditure forecast for the County's equipment assets is illustrated in Figure 3-3 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately \$1.0 million.



Figure 3-5: Equipment – Lifecycle Expenditure Forecast (Uninflated)

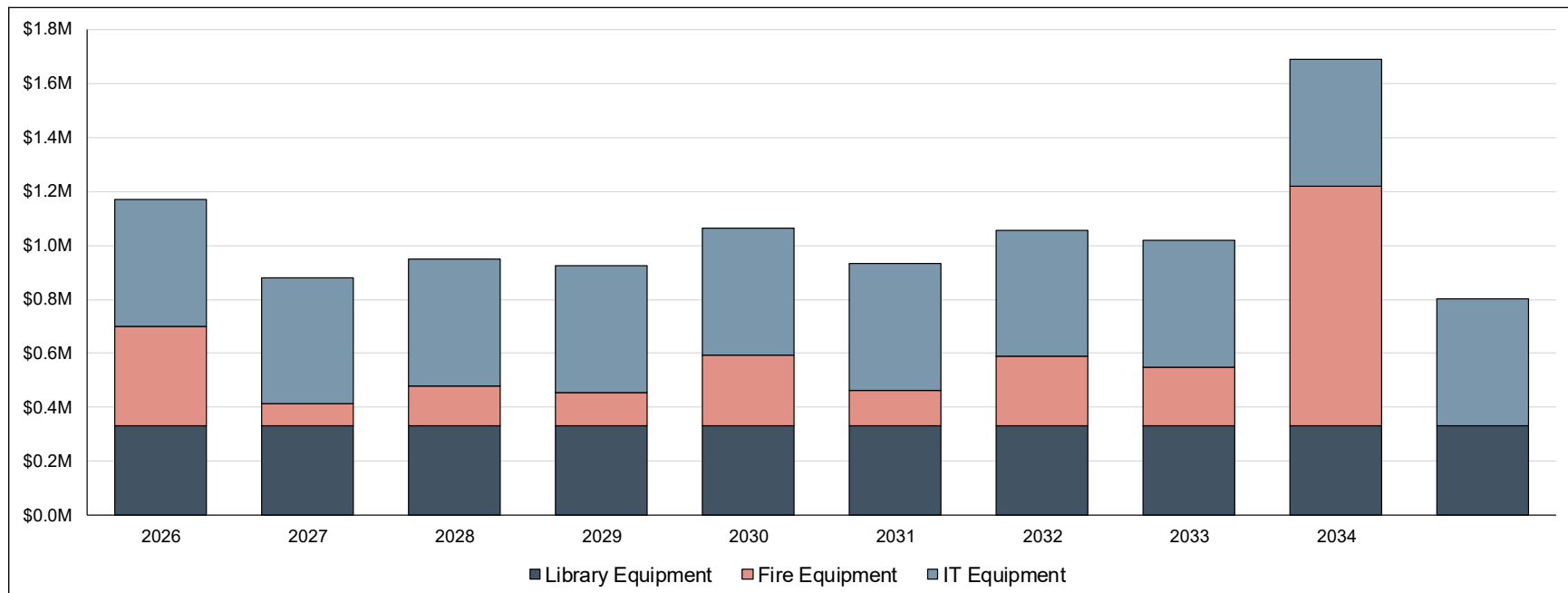


Table 3-5: Equipment – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Fire Equipment	\$ 367,000	\$ 79,000	\$ 146,000	\$ 123,000	\$ 260,000	\$ 130,000	\$ 255,000	\$ 216,000	\$ 886,000	\$ -
Library Equipment	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000
IT Equipment	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000	\$ 469,000
Total Expenditures	\$ 1,169,000	\$ 881,000	\$ 948,000	\$ 925,000	\$ 1,062,000	\$ 932,000	\$ 1,057,000	\$ 1,018,000	\$ 1,688,000	\$ 802,000



3.8 Parks and Recreation

This section presents an estimate of costs associated with achieving the proposed levels of service for the County's parks and recreation assets presented earlier in Section 2.7.3.

Similar to fleet and equipment assets, the proposed levels of service for the County's parks and recreation assets are to maintain assets in adequate condition to reliably assist in the provision of the various recreational services the County provides to the public. The capital expenditure forecast for the majority of parks and recreation assets was derived based on the physical condition assessments recently completed by staff and includes the timely rehabilitation and replacement of poorly performing assets. For the County's boat launches, docks, and trailheads rest areas, the capital forecast includes an annual allowance based on each asset's estimated average annual lifecycle cost. Although this approach does not identify the specific timing of upcoming lifecycle expenditures for these assets, it ensures that sufficient funds are allocated annually to fund lifecycle expenditure requirements as they are formally identified and allows for the building up of lifecycle reserves to fund future expenditures.

The 10-year capital expenditure forecast for the County's parks and recreation assets is illustrated in Figure 3-6 and provided in tabular form in Table 3-6. Average annual expenditures over the forecast period have been estimated at approximately \$1.2 million. The current backlog of parks and recreation assets, comprising assets identified as needing immediate replacement based on the staff-led physical condition assessments, is estimated to be \$2.5 million.



Figure 3-6: Parks and Recreation – Lifecycle Expenditure Forecast (Uninflated)

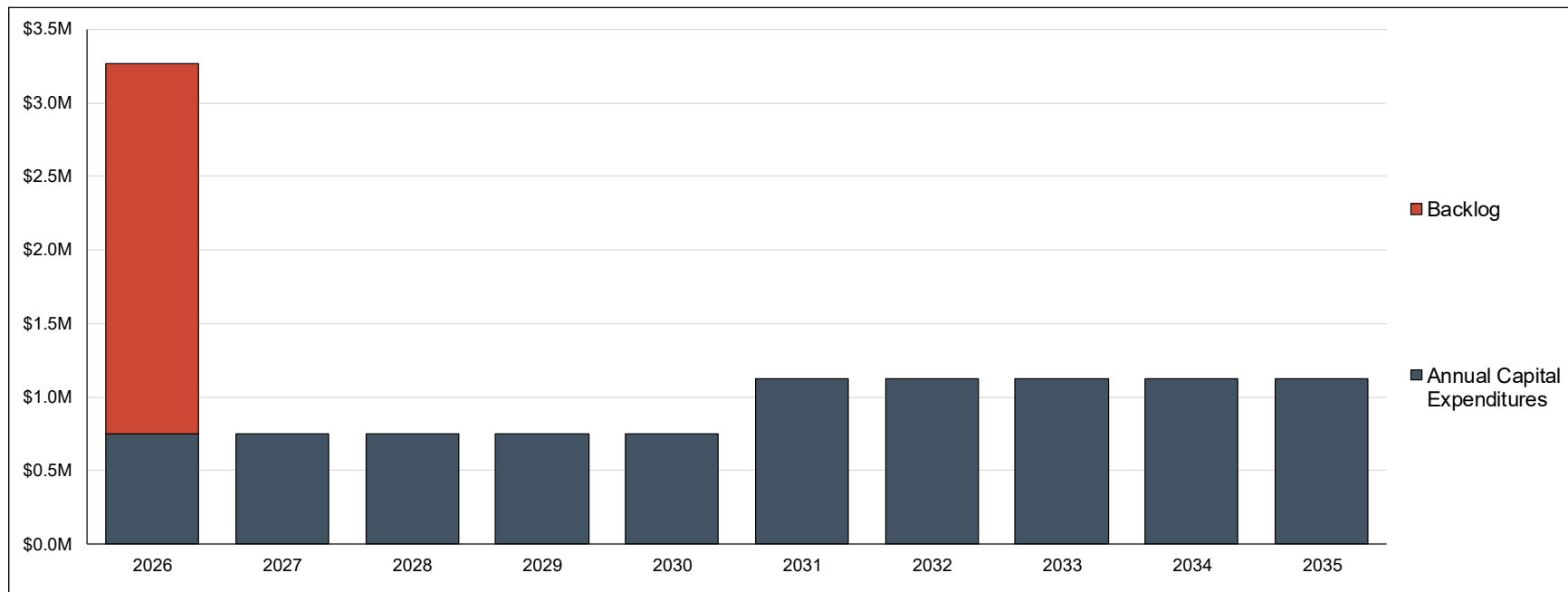


Table 3-6: Parks and Recreation – Lifecycle Expenditure Forecast (Uninflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Capital Expenditures	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000
Backlog	\$ 2,522,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 3,272,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000	\$ 1,126,000



Chapter 4

Financial Strategy



4. Financial Strategy

4.1 Introduction

This chapter summarizes the financial strategy that has been developed to support this asset management plan. The financial strategy is designed to fulfil the following key objectives:

- Identify the level and sources of capital financing available annually to undertake the lifecycle activities presented previously in Chapter 3, which respond to the County's proposed levels of service outlined earlier in Chapter 2;
- Develop a strategy to achieve financial sustainability and intergenerational equity as it relates to the County's infrastructure assets over the long-term.

In support of these objectives, a comprehensive financial strategy model was developed for the County utilizing key financial data which included:

- The County's most recent (2025) Council approved operating budget;
- The County's most recent (2025) Council approved capital budget;
- The County's reserve and reserve fund continuity schedules; and
- The County's debt continuity schedules.

Subsequent sections of this chapter identify how the County will fund the forecasts of lifecycle activities presented in Chapter 3. This chapter also identifies the level of sustainable funding that should be provided to assets on an annual basis to maintain the proposed levels of service over the long-term (i.e., the annual lifecycle funding target). Relative to the funding target, the County's current annual infrastructure funding gap is identified based on the level of sustainable capital funding that was provided to assets in the County's 2025 Council approved budget.

It is noted that the financial strategy presented herein is a suggested approach which should be examined and re-evaluated as part of the annual budgeting process to ensure continual alignment with the County's changing financial position and evolving asset management environment.



4.2 Annual Capital Expenditure Forecast

This section summarizes the expenditures associated with undertaking the lifecycle activities identified earlier in Chapter 3 for the County's infrastructure assets that are funded through the general tax levy.

Lifecycle expenditures over the 10-year forecast horizon are expected to total \$513.4 million, an average of \$51.3 million annually, in current (2025) dollars (i.e., uninflated). Inflation on capital costs has been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index and is estimated to be approximately 4.5% annually. Once inflationary impacts are incorporated, lifecycle expenditures over the next 10 years are expected to total \$587.4 million, an average of \$58.7 million annually.

Figure 4-1 presents the inflated capital expenditure forecast for the County's tax-supported infrastructure assets, and this information is provided in tabular form in Table 4-2.



Figure 4-1: Tax-funded Services – Overall Capital Expenditure Forecast (Inflated)

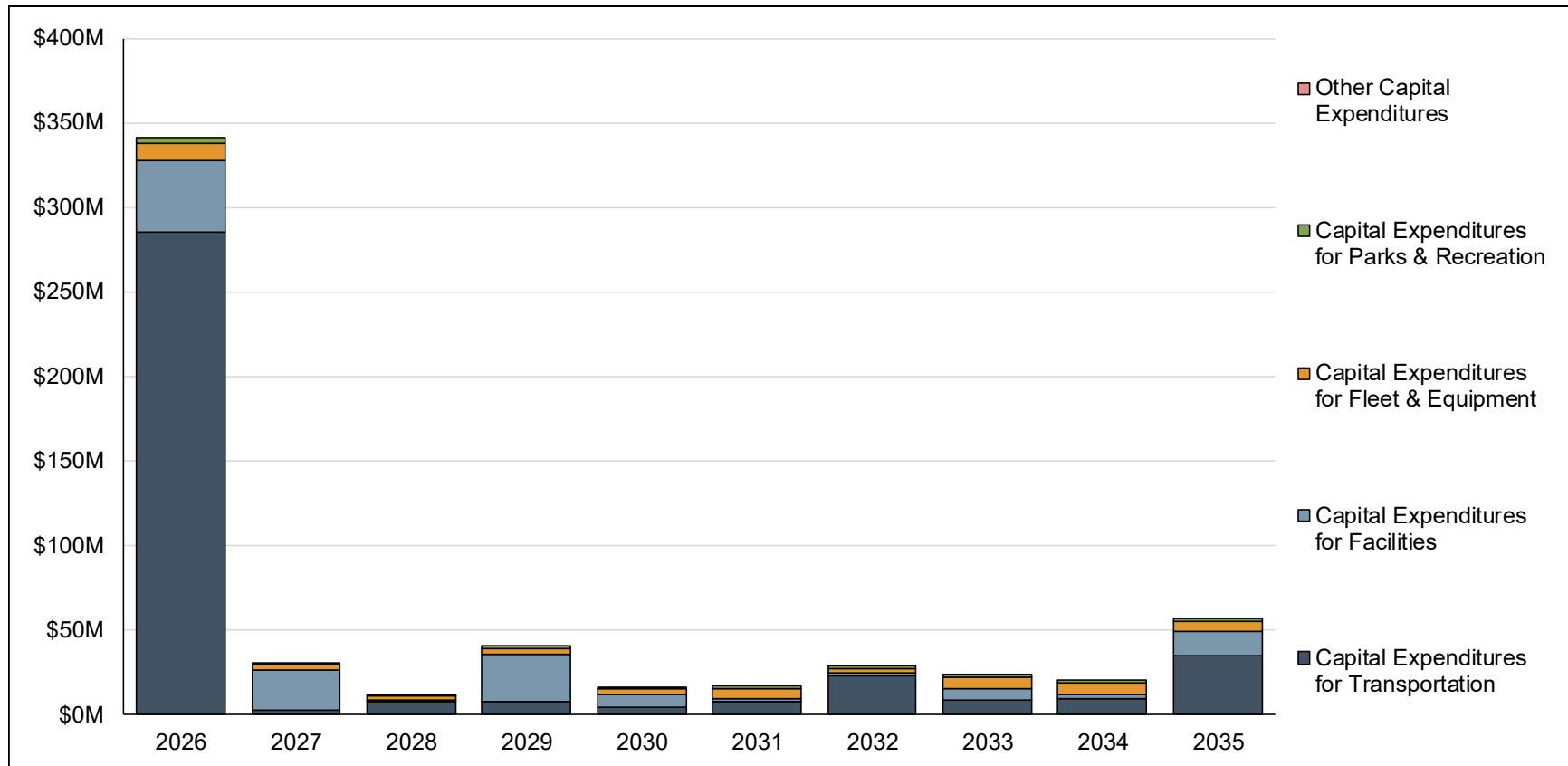




Table 4-1: Tax-funded Services – Overall Capital Expenditure Forecast (Inflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Transportation	\$ 285,282,000	\$ 2,890,000	\$ 7,300,000	\$ 7,508,000	\$ 4,250,000	\$ 7,785,000	\$ 23,128,000	\$ 8,541,000	\$ 9,365,000	\$ 34,784,000
Facilities	\$ 42,609,000	\$ 23,428,000	\$ 1,148,000	\$ 27,749,000	\$ 7,383,000	\$ 1,847,000	\$ 1,599,000	\$ 7,044,000	\$ 2,668,000	\$ 14,201,000
Fleet & Equipment	\$ 10,362,000	\$ 3,366,000	\$ 2,876,000	\$ 4,050,000	\$ 3,478,000	\$ 5,774,000	\$ 2,465,000	\$ 6,764,000	\$ 6,576,000	\$ 6,283,000
Parks & Recreation	\$ 3,419,000	\$ 819,000	\$ 856,000	\$ 894,000	\$ 935,000	\$ 1,466,000	\$ 1,532,000	\$ 1,601,000	\$ 1,673,000	\$ 1,748,000
Total Capital Expenditures	\$ 341,672,000	\$ 30,503,000	\$ 12,180,000	\$ 40,201,000	\$ 16,046,000	\$ 16,872,000	\$ 28,724,000	\$ 23,950,000	\$ 20,282,000	\$ 57,016,000



4.3 Annual Capital Financing Forecast

This section summarizes the preferred strategy to finance the lifecycle expenditures identified earlier in Section 4.2.

Lifecycle expenditures for tax-supported assets are expected to be financed from the following sources:

- Annual Ontario Community Infrastructure Fund (OCIF) formula-based funding (approximately \$1.7 million annually). It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the County's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by County staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated;
- Annual Canada Community-Building Fund (CCBF) funding. CCBF funding is expected to be a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the County's allocations for 2025 and held constant thereafter (approximately \$1.7 million annually);
- Proceeds from external debt financing. The financial strategy for tax-supported infrastructure assets includes additional debt financing to fund the construction of the County's new long-term care facility; and
- Funds expected to be available in the County's tax-funded capital reserves and reserve funds. The capital financing forecast presented herein fully utilizes the balance of funds projected to be available in the County's tax-funded capital reserves and reserve funds over the 10-year forecast period, utilizing a total of approximately \$250.9 million over the forecast period. To manage risks associated with unexpected capital expenditures that may arise, the financial strategy maintains a minimum balance in the County's capital reserve and reserve funds. The minimum balance was set at 10% of average annual capital expenditures over the forecast period, approximately \$5.9 million. Balance of funds held in the County's tax-funded capital reserves and reserve funds are expected remain at the minimum balance threshold through the 10-year forecast period.



The financial strategy has been prepared to illustrate the effects of a ‘pay-as-you-go’ approach – i.e., no external borrowing to fund the capital expenditure forecast, other than borrowing related to the construction of the new long-term care facility. With this approach, the capital expenditures expected over the forecast period, including the existing backlog, exceed the County’s funding capacity. This is despite the fact that the financial strategy proposes to increase the capital portion of the tax levy to a more sustainable level by 2035 (refer to section 4.4 for more details). As a result, the County will need to defer some lifecycle activities beyond 2035, and won’t be able to achieve the level of service targets identified in Chapter 2 within the next ten years. It is noted that the County has established multi-variable prioritization schemes for its two biggest asset categories (i.e., roads and facilities). These schemes will be used through the budget process to identify which lifecycle activities will be prioritized within the available funding. The County may also consider using external borrowing to accelerate the capital program, reducing the existing backlog faster and making quicker progress towards achieving the level of service targets identified in Chapter 2.

Figure 4-2 presents the capital financing forecast for the County’s tax-supported infrastructure assets, and this information is provided in tabular form in Table 4-2.

. Lifecycle expenditures over the next 10 years are expected to total \$587.4 million. Using the ‘pay-as-you-go’ approach described above, the County would be able to fund approximately \$345.8 million of these lifecycle expenditures, corresponding to approximately 59% of the total.



Figure 4-2: Tax-funded Services – Capital Financing Forecast (Inflated)

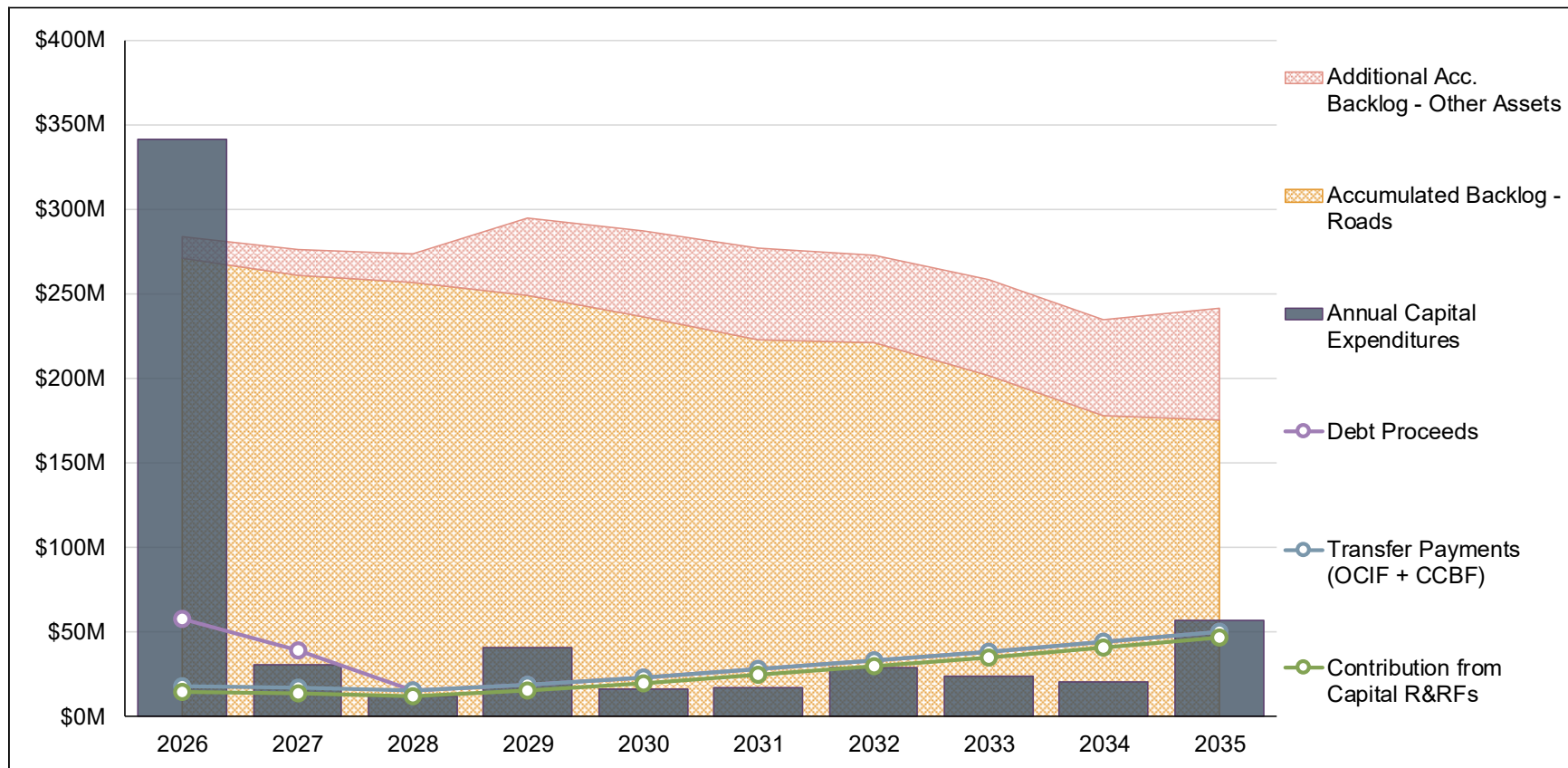




Table 4-2: Tax-funded Services – Capital Financing Forecast (Inflated)

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Transportation	\$ 285,282,000	\$ 2,890,000	\$ 7,300,000	\$ 7,508,000	\$ 4,250,000	\$ 7,785,000	\$ 23,128,000	\$ 8,541,000	\$ 9,365,000	\$ 34,784,000
Facilities	\$ 42,609,000	\$ 23,428,000	\$ 1,148,000	\$ 27,749,000	\$ 7,383,000	\$ 1,847,000	\$ 1,599,000	\$ 7,044,000	\$ 2,668,000	\$ 14,201,000
Fleet & Equipment	\$ 10,362,000	\$ 3,366,000	\$ 2,876,000	\$ 4,050,000	\$ 3,478,000	\$ 5,774,000	\$ 2,465,000	\$ 6,764,000	\$ 6,576,000	\$ 6,283,000
Parks & Recreation	\$ 3,419,000	\$ 819,000	\$ 856,000	\$ 894,000	\$ 935,000	\$ 1,466,000	\$ 1,532,000	\$ 1,601,000	\$ 1,673,000	\$ 1,748,000
Total Capital Expenditures	\$ 341,672,000	\$ 30,503,000	\$ 12,180,000	\$ 40,201,000	\$ 16,046,000	\$ 16,872,000	\$ 28,724,000	\$ 23,950,000	\$ 20,282,000	\$ 57,016,000
Capital Financing										
Contribution from Capital R&RFs	\$ 14,675,000	\$ 13,568,000	\$ 11,627,000	\$ 15,480,000	\$ 19,669,000	\$ 24,304,000	\$ 29,245,000	\$ 34,785,000	\$ 40,596,000	\$ 46,903,000
Transfer Payments (OCIF + CCBF)	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000	\$ 3,371,000
Debt Proceeds	\$ 39,585,000	\$ 21,666,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Financing	\$ 57,631,000	\$ 38,605,000	\$ 14,998,000	\$ 18,851,000	\$ 23,040,000	\$ 27,675,000	\$ 32,616,000	\$ 38,156,000	\$ 43,967,000	\$ 50,274,000
<i>Accumulated Backlog - Roads</i>	<i>\$ 271,270,000</i>	<i>\$ 260,950,000</i>	<i>\$ 256,447,000</i>	<i>\$ 249,358,000</i>	<i>\$ 235,974,000</i>	<i>\$ 222,763,000</i>	<i>\$ 221,313,000</i>	<i>\$ 201,259,000</i>	<i>\$ 177,814,000</i>	<i>\$ 175,216,000</i>
<i>Accumulated Backlog - Other Assets</i>	<i>\$ 12,772,000</i>	<i>\$ 14,989,000</i>	<i>\$ 16,673,000</i>	<i>\$ 45,111,000</i>	<i>\$ 51,501,000</i>	<i>\$ 53,908,000</i>	<i>\$ 51,466,000</i>	<i>\$ 57,313,000</i>	<i>\$ 57,072,000</i>	<i>\$ 66,413,000</i>
Total Accumulated Backlog	\$ 284,042,000	\$ 275,939,000	\$ 273,120,000	\$ 294,469,000	\$ 287,475,000	\$ 276,671,000	\$ 272,779,000	\$ 258,572,000	\$ 234,886,000	\$ 241,629,000



4.4 Current Annual Lifecycle Funding Target & Infrastructure Funding Gap

An annual lifecycle funding target represents the level of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the County would theoretically be able to fully fund capital works as they arise. In practice, however, capital expenditures are characterized by peaks and valleys and often fluctuate year-to-year based on the lifecycle activities being undertaken. By planning to achieve the lifecycle funding target over the long term, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs. This strategy also allows the County to gradually address its accumulated backlog over the latter portion of the forecast period (i.e., 2032-2035).

The annual lifecycle funding target for the County's tax-supported infrastructure assets is \$35.7 million (in 2025 dollars). A breakdown of the lifecycle funding target by asset category is illustrated in Figure 4-3 and provided in tabular form in Table 4-3.

Figure 4-3: Tax-funded Services – Annual Lifecycle Funding Target (2025\$) by Asset Category

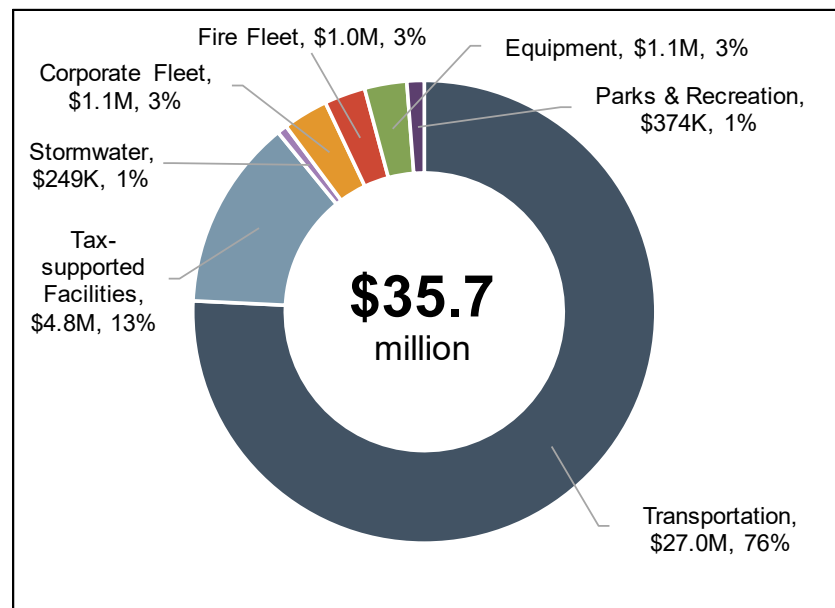




Table 4-3: Tax-funded Services – Annual Lifecycle Funding Target (2025\$) by Asset Category

Asset Category	Annual Lifecycle Funding Target (2025\$)
Transportation	\$27,028,000
Facilities	\$4,767,000
Stormwater	\$249,000
Corporate Fleet	\$1,127,200
Fire Fleet	\$1,023,000
Equipment	\$1,053,000
Parks & Recreation	\$431,000
Total	\$35,678,000

Relative to this annual lifecycle funding target, the County allocated approximately \$11.5 million in its 2025 budget to capital-related needs for assets supporting the provision of tax-funded services. This allocation comprised approximately \$1.1 million in repayments for debt previously incurred to fund tangible capital asset purchases, approximately \$7.1 million in contributions to capital reserves and reserve funds, and approximately \$3.4 million from ongoing transfer payment revenues (i.e., OCIF and CCBF).

A breakdown of the capital funding budgeted in the County's 2025 Council-approved budget for its assets supporting the provision of tax-funded services is illustrated in Figure 4-4 and provided in tabular form in Table 4-4.



Figure 4-4: Tax-funded Services – Capital Funding Allocated in 2025 Council Approved Budget

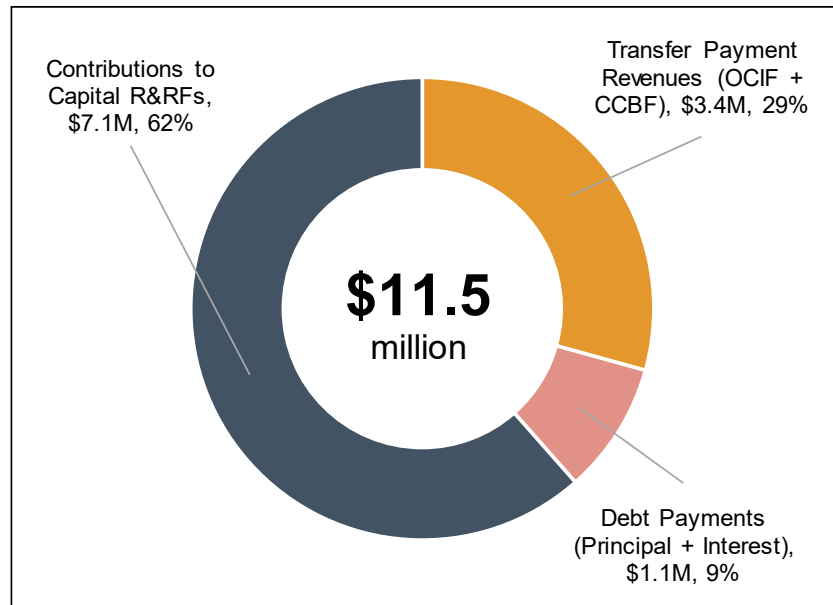


Table 4-4: Tax-funded Services – Capital Funding Allocated in 2025 Council Approved Budget

Capital Funding Source	Capital Funding Budgeted in 2025
Debt Repayments (Principal & Interest)	\$1,059,000
Transfer Payment Revenues (OCIF & CCBF)	\$3,371,000
Contributions to Capital Reserves & Reserve Funds	\$7,078,000
Total	\$11,508,000

The difference between the annual lifecycle funding target and the currently budgeted capital funding represents the County’s annual infrastructure funding gap for its tax-funded assets. Based on this analysis, the County is currently facing a tax-based annual infrastructure funding gap of \$24.2 million. The financial strategy presented herein aims to eliminate this funding gap gradually over a 10-year period (i.e., by 2035).



4.5 Estimated Impact on Tax Levy

This section presents the overall impacts on the County's general tax levy of gradually eliminating the infrastructure funding gap with respect to its tax-funded assets.

As noted in the previous section, the County is currently facing an annual infrastructure gap of approximately \$24.2 million. As also noted in that section, the County allocated approximately \$11.5 million in its 2025 budget to capital-related needs for assets supporting the provision of tax-funded services. Of that portion, approximately \$8.1 million (comprising debt repayments and contributions to capital reserves and reserve funds) was sourced directly from the County's 2025 general tax levy. The remainder was sourced from ongoing transfer payment revenues (i.e., OCIF and CCBF).

Through consultations with staff and Council, it was determined that the County would seek to eliminate its tax-based infrastructure funding gap over the next 10 years (i.e., by 2035). To accomplish this, the County will need to increase its general tax levy at a rate of approximately 7.28% annually^{[1][2]}. The County's general tax levy is expected to rise from approximately \$54.0 million in 2025 to approximately \$109.0 million by 2035.

Over the 10-year forecast horizon, the capital portion of the general tax levy would need to increase from approximately \$8.1 million in 2025 to approximately \$52.0 million by 2035, representing an average annualized increase of approximately 20%.

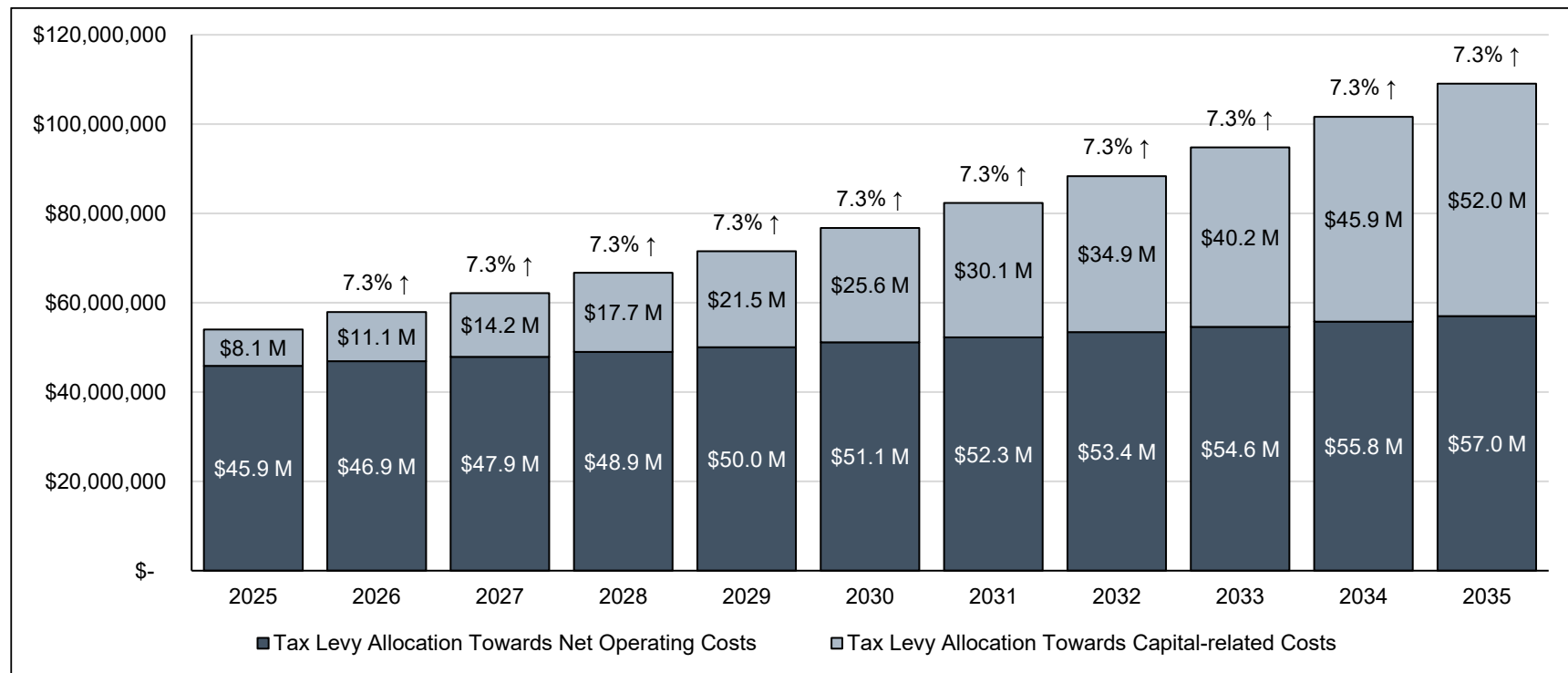
Figure 4-5 illustrates the forecasted increases to the County's general tax levy to eliminate the annual infrastructure funding gap for tax-supported assets by 2035, highlighting the portion of the general tax levy allocated towards capital-related needs as well as the portion utilized to fund net operating costs.

^[1]Calculation assumes future inflation on net operating costs of 2.2% annually over the 10-year forecast period. This assumption been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Consumer Price Index.

^[2]Calculation assumes future inflation on capital costs of 4.5% annually over the 10-year forecast period. This assumption been estimated based on the historical 20-year annual average rate of inflation as witnessed in the Statistics Canada Non-residential Building Construction Price Index.



Figure 4-5: Tax Levy Forecast (Inflated)





4.6 Estimated Impact on Tax Bills (2026-2035)

This section presents the estimated impact resulting from the financial strategy on the annual property tax bill of a typical single-family detached house in the County with a current value assessment of \$323,000^[1].

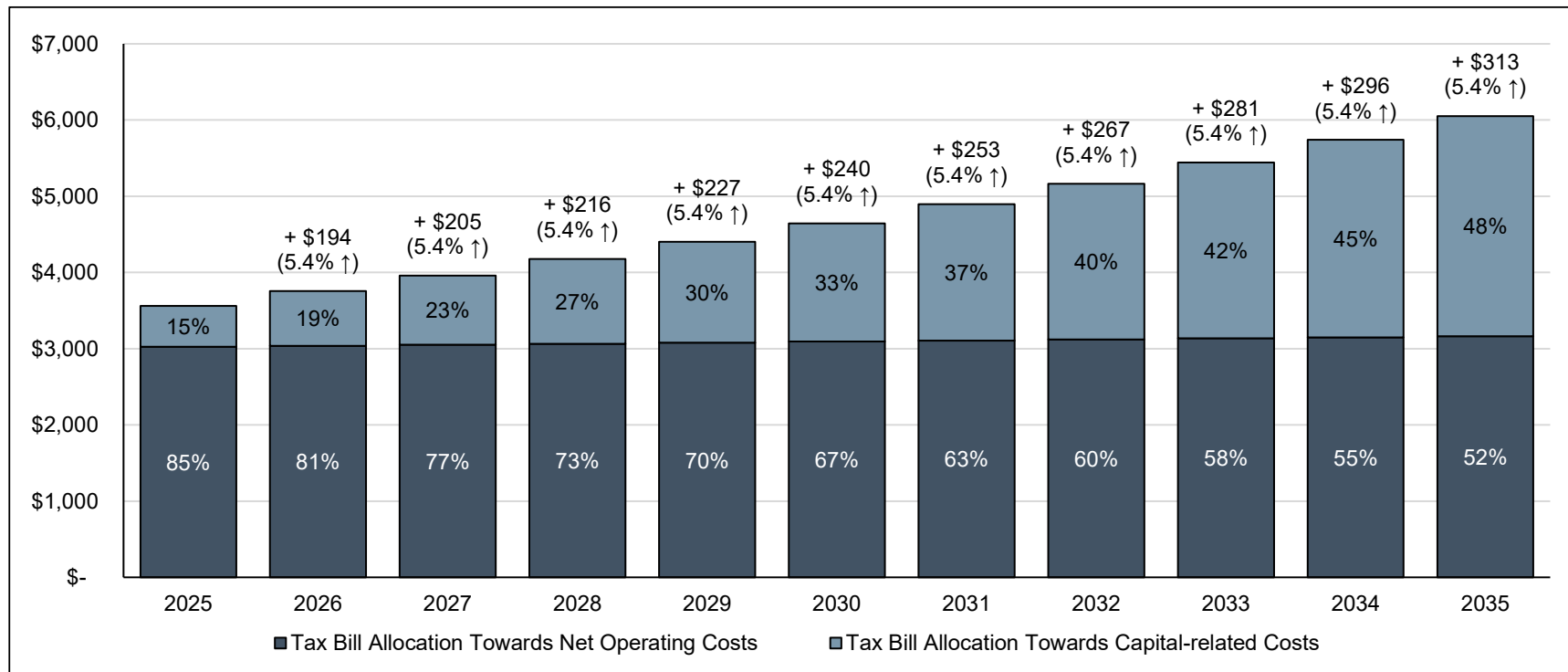
As noted in the previous section, the County would need to increase its tax levy by approximately 7.28% annually to eliminate the current infrastructure funding gap by 2035. Layering on assessment increases resulting from new assessment growth, assumed to be 1.74% annually between the period from 2026 to 2035, the impact on the County portion of individual property tax bills would be increases of approximately 5.45% annually from 2026 to 2035. A typical single-family detached house in the County with a Current Value Assessment of \$323,000 would see the County portion of its property tax bill rise from approximately \$3,561 in 2025 to approximately \$6,052 by 2035.

Figure 4-6 illustrates the estimated impact of eliminating the annual infrastructure funding gap for tax-supported assets by 2035 on the County portion of the tax bill for a typical single-family detached house with a Current Value Assessment of \$323,000.

^[1]Current Value Assessment is determined by MPAC for taxation purposes and is not reflective of average market value.



Figure 4-6: Estimated Impact on the Municipal Portion of the Tax Bill for Typical Single-family Detached House Assessed at \$323,000 (2025-2035)





Chapter 5

Recommendations and Next Steps



5. Recommendations and Next Steps

5.1 Recommendations

The following recommendations are provided for the County's consideration:

- That the Prince Edward County Asset Management Plan for Tax-supported Assets be received and approved by Council; and
- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the asset management plan.

5.2 Next Steps

Following the approval of this asset management plan by Council, the County's asset management journey will transition from developing the plan to its operationalization. The County will need to establish processes and implement systems to keep asset information (e.g., condition, replacement costs, etc.) updated and relevant, so that it can be relied on to identify capital priorities and inform the annual budget process.

To ensure on-going compliance with O. Reg. 588/17, the County will need to start conducting annual reviews of the progress being made towards implementing the asset management plan, with the first review required to be conducted prior to July 1, 2026. The annual reviews must identify any factors preventing progress towards full implementation and outline a strategy to address those impeding factors. Following the completion of this asset management plan, the County should shift its focus to developing the format and content of these annual reviews to enable informed decision-making by Council and staff.

O. Reg. 588/17 requires updates to this asset management plan to be conducted at a minimum every five years. To maximize the reliability of the updated analyses, the County should proactively plan to conduct updates of background studies and underlying asset data in a timely manner prior to undertaking an update of this asset management plan. The County should also plan to proactively update the underlying data utilized to inform the current performance of the included level of service measures on a regular basis. Tracking the current performance of included measures over time relative to their targeted performance provides a key measure of success in fully implementing the asset management plan.