Leeds Grenville

Where Lifestyle Grows Good Business

ASSET MANAGEMENT PLAN

2025

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Executive Summary

The United Counties of Leeds and Grenville (UCLG) is updating its 2022 Asset Management Plan (AMP) in alignment with its Strategic Asset Management Policy (2018) and the regulations guiding municipalities in the development of AMPs including Ontario Regulation (O. Reg.) 588/17: Asset Management Planning for Municipal Infrastructure as amended by O. Reg. 193/21. The regulatory requirement is to update the plan at least every 5 years.

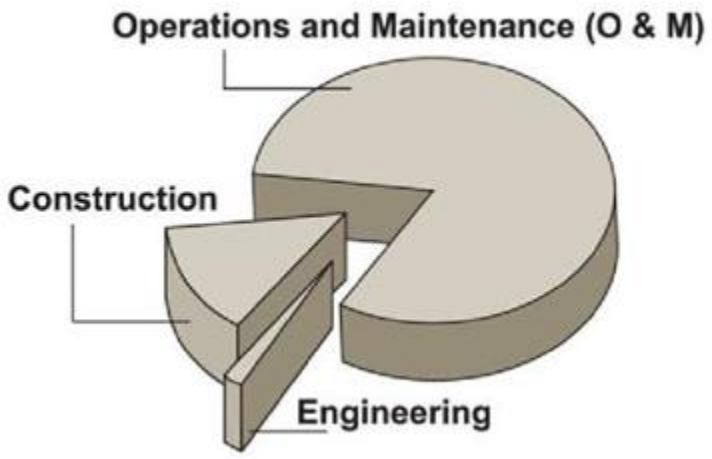
The AMP documents UCLG's assets and strategies based on known information at the time of writing the report. This plan is prepared in 2025 and is a snapshot of a period prior to July 2025. Assets will continue to deteriorate, and investments will be required to improve the condition and extend the useful life of the infrastructure, to meet the "fit for purpose" measure of the assets in delivery of the services and meeting (or moving towards) the proposed service levels established by UCLG.

Asset Management Overview

Asset management is a process of making the best possible decisions regarding the creation, maintenance, renewal, rehabilitation, disposal, expansion and procurement of infrastructure assets. The objective of asset management is to maximize the benefits of the assets, minimize risk and provide satisfactory service levels to the public in a sustainable manner. Risks related to the lifecycle of the assets are considered and a multi-disciplinary team of planning, finance, engineering, technology, maintenance and operations is required.

Asset management considers the full lifecycle of infrastructure, not only initial costs of designing and constructing assets, but also annual operations and maintenance costs. See *Figure ES-1*.

Figure ES-1: Lifecycle Approach



The provision of reliable infrastructure is crucial for ensuring that UCLG can continue to deliver sustainable services to its residents and to accommodate growth in a manner which is environmentally, socially and economically sustainable.

To ensure that the provision of infrastructure meets the needs of current and future residents, UCLG developed and implemented an AMP in 2018, and continues to update and refine this in accordance with the Strategic Asset Management Policy. The intent of the AMP is to identify the technical and financial needs of assets well in advance of a major asset renewal or replacement so that UCLG can plan for these major projects should the timing and the needs coincide.

Overview of the Asset Management Plan

This executive summary includes an overview of key asset management principles: State of Local Infrastructure, Levels of Service (LOS), Risk Assessment and Lifecycle Strategies. There is a separate section on Growth (Section 1).

The assets included in the AMP are presented in *Table ES-1*.

Table ES-1: Core and Non-Core Assets

Core Assets	**Non-Core Assets**
Roads (Section 2) Structures (Section 3) Stormwater (Section 4)	Housing (Section 5) Buildings & Facilities (Section 6) Fleet (Section 7) Equipment (Section 8) Natural Assets (Section 9)

Each asset category presents the following topics:

- State of Local Infrastructure
    - Age
    - Replacement Value
    - Condition
    - Risk Assessment
- Customer Values
- Current and Proposed LOS
- Performance
- Lifecycle Activities
- Asset Management Strategy
    - Projection of Works
    - Lifecycle Costs

The final chapter is the Financial Strategy (Section 10).

Asset Hierarchy

Asset hierarchy defines the levels of asset componentry. Each type of asset, both complex and linear, can have its assets defined and inventoried at a high level, or with increased component detail. Examples of asset componentry are shown in *Table ES-2*. The components of the assets have been defined with their category and assets.

Table ES-2: Asset Hierarchy Examples

Asset Category	Asset	Asset Components
Roads	Road section	• Road base • Road surface
Buildings & Facilities	Building	• Windows • Roof

For this AMP, the analysis will generally focus on the asset level. Asset components contribute to the overall condition of the assets where appropriate.

For linear assets like roads, this is predicated on the assumption that all other elements included in the system are required componentry that will be replaced in conjunction with the linear components and are expected to have similar lifespans and conditions as the linear components.

Buildings are considered complex assets. Complex assets are classified as assets which have various components which will be considered within the AMP. The components that will be included in the AMP are described in the Buildings & Facilities (Section 6).

Policy Alignment

This AMP was developed in alignment with UCLG's Strategic Asset Management Policy. The purpose of the policy is to formalize UCLG's commitment to asset management by aligning asset management principles with its strategic goals and objectives.

Consistent standards and guidelines are employed for management of UCLG's assets, applying sound technical, social and economic principles that consider the present and future needs of users, and the service expected from the assets. This means leveraging the lowest lifecycle cost of ownership regarding the service levels that best meet the needs of the community while being cognizant of the risk of failure that is acceptable.

Within the policy, UCLG states the importance of strategic alignment with other planning documents, namely the Strategic Initiatives, Financial Strategy, Community Plan, Sustainable Development Plan, Climate Change Adaptation Plan, Official Plan, Emergency Plan and Master Plans. These plans were designed to meet legislative requirements and work together to achieve UCLG's mission of providing innovation and excellence in service delivery. These plans will be reviewed regularly by staff and annual spending requirements in support of the plans' objectives will be incorporated into the budgeting process. All UCLG's plans rely to some extent on its physical assets and the commitment of staff to ensure their strategic use. This includes the long-term maintenance, repair, operation and replacement of existing assets along with the acquisition of new assets to meet the evolving needs of UCLG.

Stakeholder Engagement

As established in the policy, UCLG recognizes the importance of stakeholder engagement as an integral component of a comprehensive asset management approach. UCLG commits to providing opportunities for residents and other stakeholders to offer input into asset management planning. This was most recently achieved through a public engagement survey on LOS issued in the spring of 2025.

Regulatory Alignment

The 2025 AMP is an update to the 2022 AMP which was in alignment with the regulation, O. Reg. 588/17. The regulation requires the following four phases of compliance:

1. By July 2019: Municipalities have a strategic asset management policy.
2. By July 2022: All core assets are to be covered in the asset management plan with current LOS. Core assets include water, wastewater, stormwater, roads and bridges/culverts.
3. By July 2024: All assets owned by the municipality are to be covered in the AMP. Non-core assets include buildings, fleet and equipment as well as green infrastructure assets.
4. By July 2025: Municipalities will have approved proposed LOS and the lifecycle management and financial strategy for 10-year period to achieve the proposed LOS.

This edition of the AMP continues to meet all requirements.

Inclusion of all assets owned by UCLG provides an overview of what is needed to continue to deliver the services required by the community. The AMP identifies the required investments to maintain service delivery for the next 10 years. The plan will be updated on an ongoing basis with the availability of new information, and the regulation requires annual reporting to Counties Council on the progress (and barriers) to implementing the AMP.

Roadmap with Next Steps

Future updates of the AMP should include stormwater data verification and further assessment of infrastructure vulnerability to the impacts of climate change related to operations, LOS and lifecycle management.

Additionally, future updates should implement an updated Building Condition Assessment program for the Housing Department building assets. Single-family homes would benefit from this program to ensure entire assets have been captured with respect to a component breakdown of each unit, to assist with the maintenance activities and cost tracking for these components. Given the complicated nature of assessing these dwellings from a component perspective and the time commitment needed in this assessment, it is recommended that UCLG hires a third party to facilitate this work.

State of Local Infrastructure

Each section on the State of Local Infrastructure aims to set out the following for the assets in each category:

- Summary
- Replacement value
- Average age
- Condition profile
- Risk profile

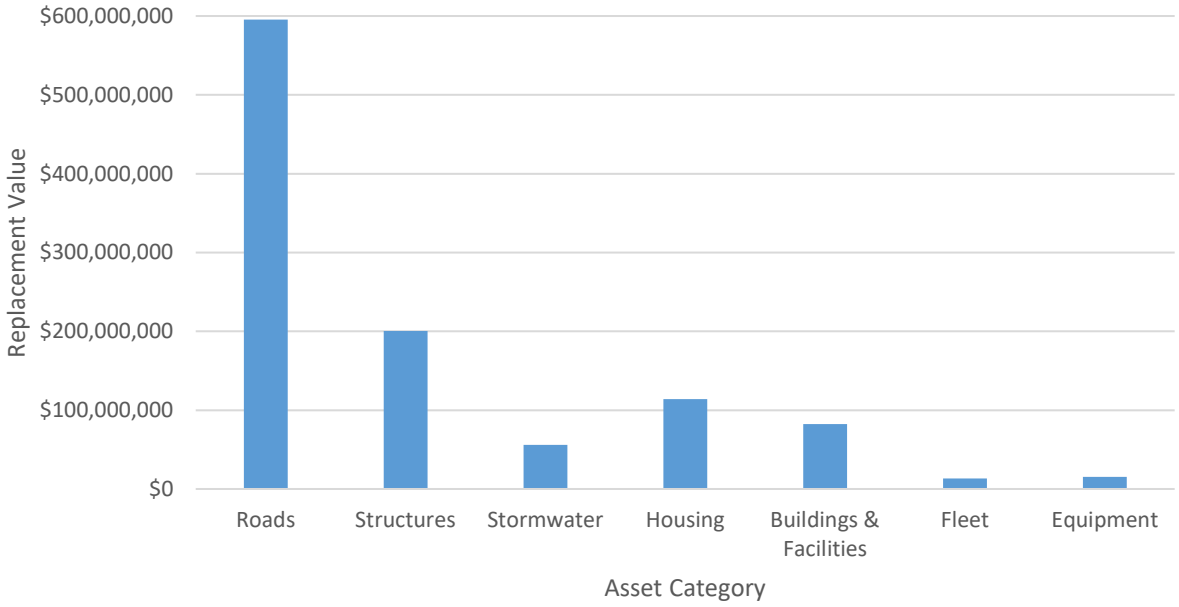
Asset Inventory

UCLG maintains a comprehensive database of assets including detailed attributes. The inventory is maintained in the Public Sector Digest Citywide (PSD) asset management software system. The inventory includes assets that are owned by UCLG that provide services in the following asset categories: Roads, Structures, Stormwater, Housing, Buildings & Facilities, Fleet, Equipment and Natural Assets.

Asset Replacement Value

The total replacement value for UCLG's assets is $1.08 billion (in 2025 dollars). This total includes an estimate for urban stormwater assets whereas rural stormwater asset replacement value is incorporated into road asset replacement cost as a general estimate. Excluded is the replacement value of Natural Assets since the category is challenging to quantify, as most natural assets regenerate naturally. The distribution of this replacement value is shown in *Figure ES-2* with Roads and Structures comprising 74% of the total value.

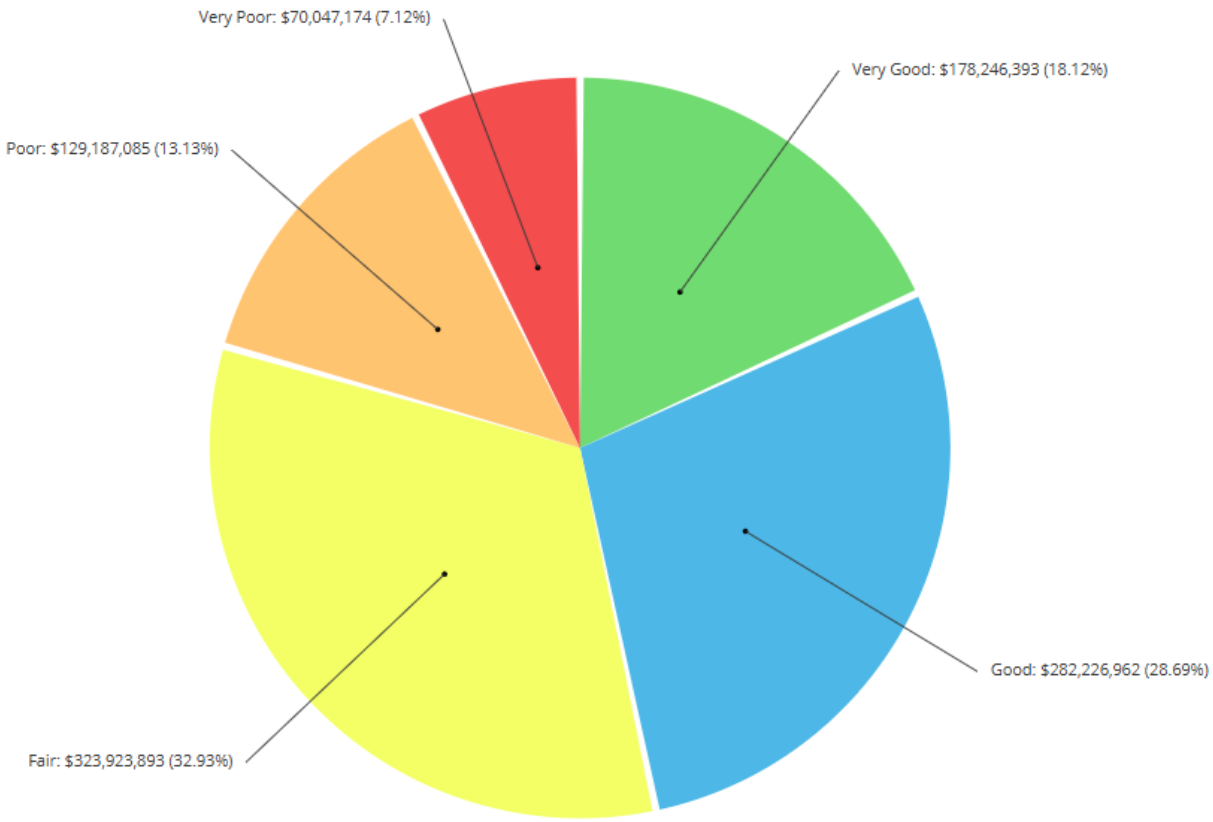
Figure ES-2: Asset Replacement Value – All Assets



Asset Condition Summary

A summary of the condition for each of UCLG's assets is shown in *Figure ES-3*. The conditions are weighted by replacement value and are projected to the end of the reporting year, 2025. This profile is a cumulative representation, combining all the profiles in the following asset category sections except for Stormwater (inventory currently being verified and assessed) and Natural Assets (all in very good condition but challenging to quantify). Each grouping in the profile presents the replacement value of the assets within that grouping and their percentage of total asset replacement value. Overall, approximately 18% of the replacement value of represented assets have a condition rating of very good, 29% have a condition rating of good, 33% have a condition rating of fair, 13% have a condition rating of poor, and 7% have a condition rating of very poor.

Figure ES-3: Condition Profile – All Assets



Asset Risk Summary

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

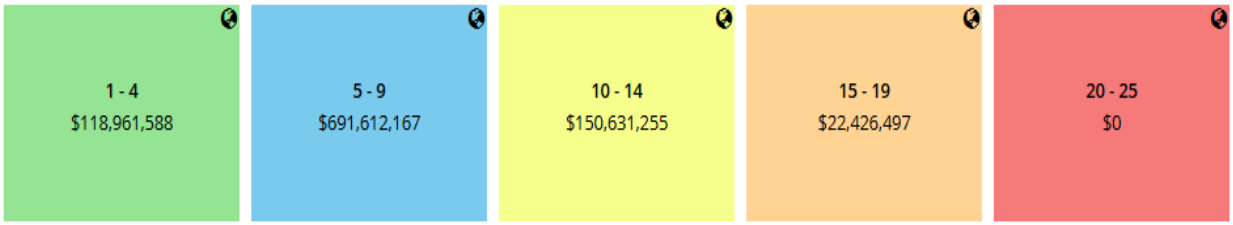
The assets with the highest risk rating identify the priorities for UCLG. Part of assessing risk includes consideration of the factors that increase the likelihood of a hazard or failure occurring (or non-delivery of service) and the consequence of failure.

Table ES-3 identifies the risk categories and their corresponding risk rating ranges and zone colours.

Table ES-3: Risk Categories and Ranges

Category	Rating Range	Zone Colour
Very High	20.0 – 25.0	Red
High	15.0 – 19.9	Orange
Moderate	10.0 – 14.9	Yellow
Low	5.0 – 9.9	Blue
Very Low	1.0 – 4.9	Green

Figure ES-4: Risk Profile - All Assets



A summary of the risk for each of UCLG's assets is shown in *Figure ES-4*. Like condition reporting, risk ratings are grouped by replacement value and projected to the end of the reporting year, 2025. This profile is a cumulative representation, combining all the profiles in the following asset category sections except for Stormwater (inventory currently being verified and assessed but generally rated as high risk) and Natural Assets (challenging to quantify but assumed very low risk). Each grouping in the profile presents the replacement value of the assets within that grouping. Overall, approximately 12% of the replacement value of represented assets have a risk rating of very low, 70% have a risk rating of low, 15% have a risk rating of moderate, 2% have a risk rating of high, and no assets have a risk rating of very high.

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

Risk Methodology and Approach

Risk assessment will be conducted for each of the asset categories within the AMP. The risk ratings for the assets follow the following risk methodology.

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

Risk = Probability of Failure x Consequence of Failure

Probability of failure considers the likelihood of an asset failing whereas consequence of failure considers the severity of the impact of the failure. Applying the methodology of a score of 1 to 5 for both the probability and consequence of failure, the maximum risk rating is 25. See *Appendix A* for further breakdown of the risk calculation.

Limitations and Assumptions – Risk Assessment

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

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

Customer Values

Customer values indicate aspects of provided services that are priorities to customers, which then help define service levels. They also help customers decide whether they see value in what is currently provided and define the likely trend over time based on the current budget provision.

Customer values indicate:

- What aspects of the service is important to the customer.
- Whether customers see value in what is currently provided.
- The likely trend over time based on the current budget provision.

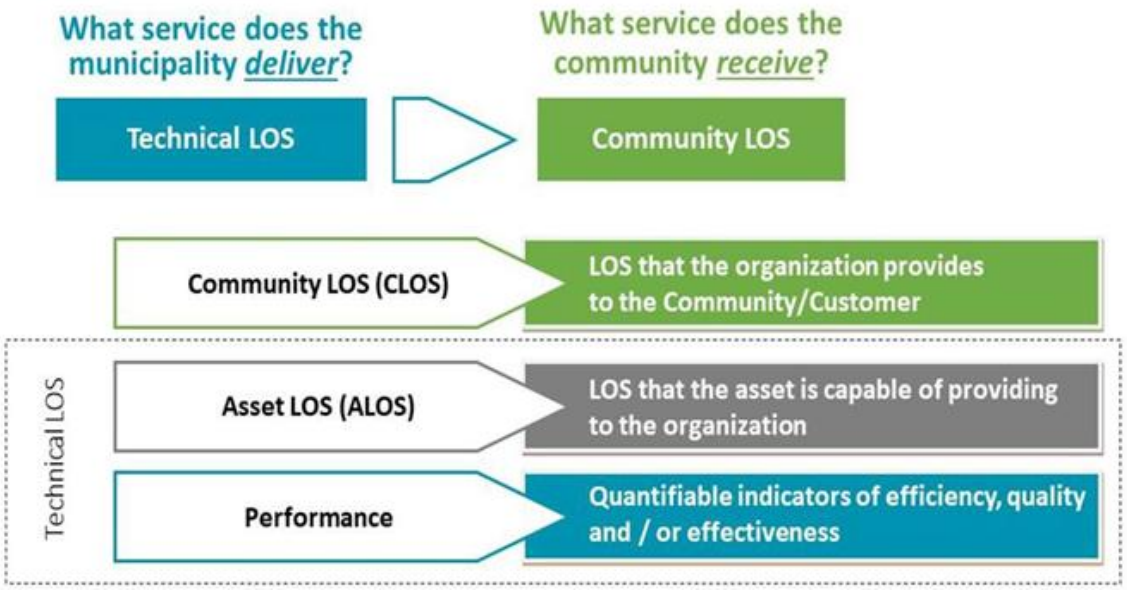
Levels of Service

Service levels are categorized as community, technical and proposed. To determine LOS for each asset category, customer or user values need to be identified through public engagement activities like LOS surveys and service requests.

Current service levels are presented in *Figure ES-5* and defined as follows:

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

Figure ES-5: Current Levels of Service (Community, Technical and Performance)



In addition to current LOS, proposed LOS are defined as follows:

- Proposed LOS: LOS that the municipality proposes to provide for the next 10-year period with respect to the qualitative descriptions of the community LOS and technical metrics set out in the technical LOS.

The current and proposed LOS are described in terms of technical metrics and qualitative descriptions for each asset type. These descriptions are prescribed for core assets (Roads, Structures and Stormwater) within O. Reg. 588/17. Municipalities are required to define their own LOS for non-core assets (Housing, Buildings & Facilities, Fleet, Equipment and Natural Assets).

Through the AMP development, UCLG defined and established current and proposed LOS, in accordance with O. Reg. 588/17 for core and non-core assets.

Levels of Service Community Survey

In the spring of 2025, UCLG undertook and issued a community survey to receive feedback and information regarding LOS in the community.

The purpose of the community survey was to engage with members of the public about LOS related to asset management in UCLG and to service delivery associated with the asset categories included within this plan. The survey solicited feedback on:

- Overall satisfaction with municipal services.
- Suggestions for service improvements.
- Expectations for levels of municipal services.
- Willingness to pay to maintain or increase services.
- Service priorities for funding allocation.

The survey was available for the month of June 2025 on UCLG and lower-tier municipality social media platforms, via scannable QR codes and printed copies at each office, and was available on UCLG's website. The survey was completed by 26 respondents with 96% of them being full-time residents within UCLG.

The following are the overall themes and findings that emerged from the survey results:

- Theme #1: Overall, the community is generally satisfied with the programs and services provided by UCLG.
- Theme #2: The community feels that road condition, stormwater drainage, community housing condition, and access to community housing and long-term care require improvement.
- Theme #3: Overall, the majority of residents are willing to pay an increase in taxes to maintain or enhance the current levels of services.
- Theme #4: The services that should be prioritized are roads, stormwater drainage and paramedic services.
- Theme #5: Regarding the addition of paved shoulders, most respondents indicated that it was not important, with 42% being favorable towards importance.

Through the process, three (3) scenarios were generally considered for proposed LOS, each considering a different level of investment in the infrastructure, and the corresponding impact on the LOS being provided. The scenarios included the following:

- No change in funding – LOS would decrease over time
- Increase in funding – LOS would be maintained over time
- Greater increase in funding – LOS would increase over time (increase would vary depending on funding increase)

To achieve more comprehensive survey results, improved community engagement will be a goal when the next AMP is produced and a new LOS survey is issued.

Direction received by UCLG staff indicated that the current LOS were generally found to be sufficient; however, there are some parameters that will have improved LOS targets. Accordingly, the proposed LOS targets for 2035 have been identified, maintaining the established LOS values from 2025 or slightly improving them. Proposed LOS for each asset category are summarized and described in their corresponding sections.

Asset Management Strategy

The asset management strategy for UCLG assets will employ lifecycle activities to maximize the useful life and economy of each asset. Lifecycle activities are defined in O. Reg. 588/17 as "activities undertaken with respect to a municipal infrastructure asset over its service life" and refers to potential activities that can be implemented during the useful life of an asset. The activities are specific to each category, including acquisition, maintenance, operation, rehabilitation, renewal and disposal.

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

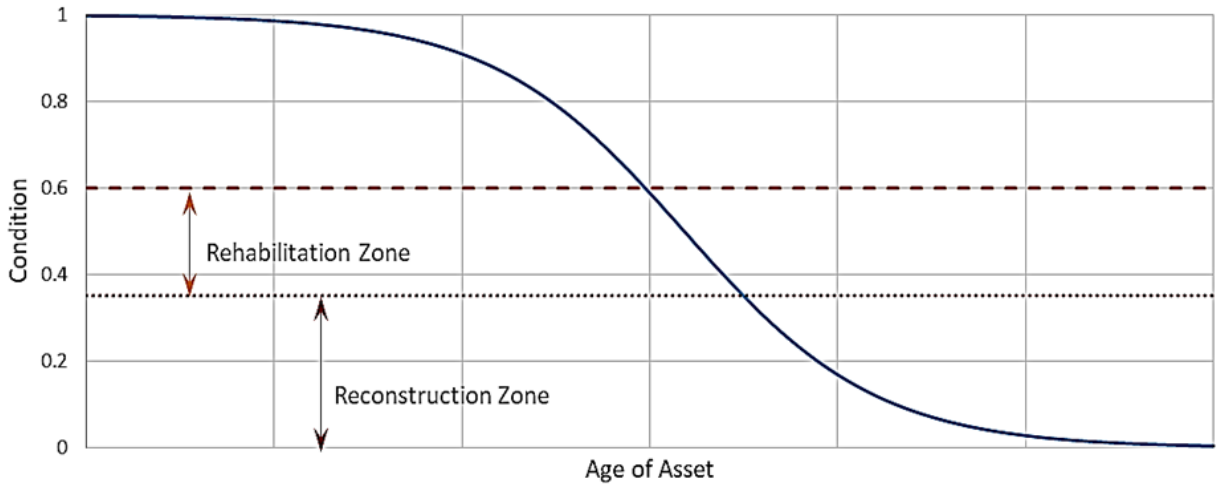
The primary indicator used in the development of a lifecycle strategy is the condition of each asset, however the strategy should also consider other factors, such as:

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

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

Most assets will deteriorate on a non-linear basis, and the various lifecycle activities can be implemented at varying stages within an asset's deterioration. *Figure ES-6* provides a visualization of a theoretical deterioration curve for an asset, and the opportunities to conduct lifecycle activities within the expected useful life of an asset.

Figure ES-6: Theoretical Deterioration of Assets and Lifecycle Activity Opportunities



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

Referring to *Figure ES-6*, it is expected that maintenance, rehabilitation and operation activities will occur through the full lifecycle of the asset. Rehabilitation works are most appropriately employed within the rehabilitation zone, and renewal and disposal will most likely occur within the reconstruction zone.

On an ongoing basis, each of the factors listed above should be reviewed and established to assist in asset management planning and decision making.

Figure ES-7: Projection of Lifecycle Costs – All Assets

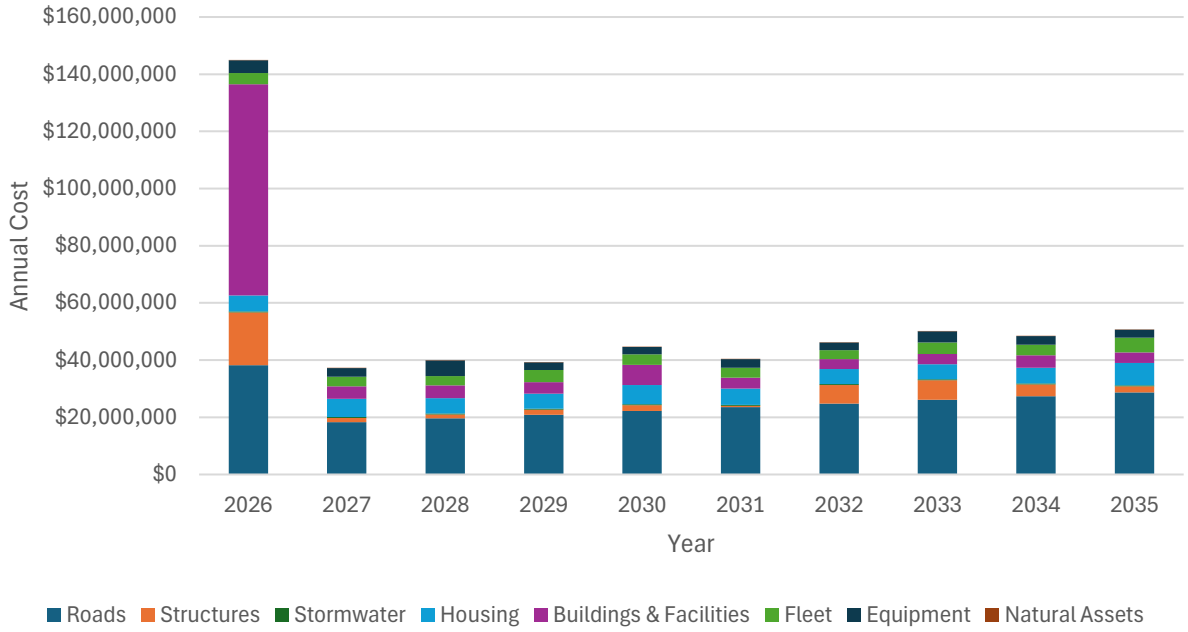


Figure ES-7 above represents the total of all lifecycle costs for each asset category per year. Excluded are the renewal (replacement) projections of urban stormwater assets, since condition assessments are required to estimate remaining useful life of these assets. However, rural stormwater asset renewal projections are included as a general estimate in rural road renewal based on recent tender data. The year 2026 includes service enhancement acquisitions of G. Tackaberry and Family Home and County Road 43 expansion including Kemptville Creek Bridge expansion. Roads account for just over 46% of the total lifecycle costs across the 10-year timeframe.

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

Analysis of the assets and development of projections are included as part of the Financial Strategy (Section 10). Analysis considers current replacement value information, the attributes of the assets, and budgetary information to analyze the strategy and affordability. The methodologies used for linear and vertical asset analyses are described in the following sections.

Asset Management Training

UCLG staff have engaged in several educational courses and workshops since 2022, the year of the last edition of the AMP. These include the following:

- Professional Certificate in Asset Management Planning (National Asset Management Strategy (NAMS) Canada, 2022)
- Levels of Service: Meeting the 2024 Requirements (Municipal Finance Officers' Association (MFOA), 2024)
- Biodiversity and Natural Assets in Focus: Reporting Standards, Strategies and Solutions for Public Sector Leaders (KPMG, 2025)
- Making Progress in Asset Management: Achieving 2025 Regulatory Compliance (Association of Municipalities of Ontario (AMO), 2025)

In the fall of 2025, staff will be enrolled in "Extending Professional Certification in Asset Management Planning for Sustainable Service Delivery." This is a follow-up course to the "Professional Certificate in Asset Management Planning" offered through NAMS Canada.

Acknowledgements

The project team would like to express appreciation to the departmental staff for their cooperation and input regarding this AMP. Their commitment and flexibility to contribute to this project is acknowledged.

About this Report

In 2022, Dillon Consulting Limited was retained by UCLG to conduct an update to the 2018 Asset Management Plan to meet the requirements of O. Reg. 588/17 as amended by O. Reg. 193/21. Using the template provided by Dillon, the reporting features in PSD, and incorporating the necessary updates to the AMP, UCLG staff were able to produce this AMP internally.

1.0 - Growth

Population and household data for the growth projections outlined in this section were obtained from the Official Plan as well as the most recent 2021 Statistics Canada Census data.

The United Counties of Leeds and Grenville (UCLG) comprises 3,383 square kilometers. The population and employment forecasts for the municipality are set out in its Official Plan (as consolidated in September 2022) as follows:

- The population reported in the 2022 consolidation of the Official Plan is 72,670.
- UCLG and local municipalities should plan to accommodate a population of 75,960 people and 16,760 jobs to 2031.

The total population of UCLG that is served through joint services of Leeds Grenville Paramedic Service (LGPS), Provincial Offences, Ontario Works, Child Care, EarlyON and Housing is 104,070, which includes the separated municipalities of the City of Brockville (22,116), Town of Gananoque (5,383) and Town of Prescott (4,078), as reported by Statistics Canada in the 2021 census data.

Key considerations for growth projections for UCLG and its local municipalities include the following, as listed in the Official Plan:

- The distribution of recent growth in permanent population and housing within UCLG has been strongly influenced by proximity to the City of Ottawa, which has contributed to

high levels of growth in the Municipality of North Grenville and Village of Merrickville-Wolford relative to other local municipalities.

- Proximity to natural amenities also has an influence on housing demand in UCLG, with seasonal housing growth as an important planning consideration for many local municipalities, most notably in the Township of Rideau Lakes and the Township of Leeds and the Thousand Islands.
- All local municipalities have been experiencing net out-commuting, largely due to job opportunities in the separated City of Brockville and in the City of Kingston, City of Ottawa and the United Counties of Stormont, Dundas and Glengarry (SD&G). Out-commuting by UCLG residents is anticipated to continue over the plan horizon.
    - The extent of commuter-sheds relative to employment opportunities is an important consideration in the forecasts and represents a key determinant of the distribution of future population and housing growth within UCLG.
- Servicing capacity may place limits on growth for many local municipalities.

Each consideration and its impact on the lifecycle of the assets is presented in *Table 1-1*.

Table 1-1: The Lifecycle of Assets related to Growth Assumptions

Asset Category	Growth Impact Assumptions	Lifecycle Impact
Roads	Increased traffic in connector roads to adjacent communities.	Increase in road maintenance costs, capital expenditures and expansion requirements.
Structures	Increased usage of bridge crossings by vehicles in the area.	Traffic volume delays and mitigation required if needs are not addressed.
Stormwater	Expanding communities will require an increase in stormwater network service levels.	Acquisition, maintenance and operating costs will increase.
Housing	Increased demand with an increase in population growth.	Increase in mandatory service levels from the Province of Ontario; increase in maintenance and operation costs.
Buildings & Facilities	Increased facility usage. Changing service demands from an aging population.	Increased capital costs for facility development, and operation and maintenance costs in response to development.
Fleet	Increased service demands requiring increased capacity at greater distances.	Increased capital, operation and maintenance costs resulting from fleet acquisition.
Equipment	Increased service demands requiring increased capacity.	Increased capital, operation and maintenance costs resulting from equipment acquisition.
Natural Assets	Increased facility usage.	Increased operating and maintenance costs to meet service needs.

The following are areas of growth that impact the services and programs of UCLG:

- Expansion of County Road 43 in the Municipality of North Grenville is due to significant population growth and traffic volume in the area with an estimated gross budget of approximately $51 million. This gross budget estimate includes road works, land procurement, utility relocation, underground systems, design, contingencies, administration and Kemptville Creek Bridge reconstruction; UCLG's share of the $51 million is approximately $40 million (the difference being the Municipality of North Grenville's share). Included in this estimated $40 million share, works specific to road construction and Kemptville Creek Bridge construction is estimated at $21.4 million and $9.2 million respectively, with Investing in Canada Infrastructure Program (ICIP) funding estimated to total approximately $7.3 million.
- Greater demand for long-term care beds is due to an aging population, necessitating the construction of the G. Tackaberry and Family Home. When completed, this will be a 192-bed long-term care facility replacing the 60-bed Maple View Lodge. This project is expected to be completed in 2025 with an overall estimated budget of $87.6 million. The building portion of the overall cost is estimated to be $71.8 million.
- Recent expansion to the LGPS fleet has included two (2) Emergency Response Vehicles and related equipment to service the Township of Front of Yonge and the Village of Merrickville-Wolford. Increasing demand for paramedic services is due to an aging population and conversions from seasonal to permanent residences (Township of Rideau Lakes and Township of Leeds and the Thousand Islands). Future increased service levels will depend on call volume.

2.0 - Roads

Summary

The United Counties of Leeds and Grenville (UCLG) owns 852.45 centreline kilometres of paved highway managed by Public Works (PW). This includes total approximately 627.95 kilometres of roads built over the last one-hundred years and another 224.50 kilometres of former provincial highways transferred to UCLG in the 1990s.

The road network is located within UCLG limits (see *Figure 2-1*) and includes neither township roads nor roads within the separated municipalities of the City of Brockville, Town of Gananoque and Town of Prescott. In some places local municipal infrastructure, i.e. water and/or sanitary sewer, is located within UCLG road rights-of-way, but is not owned by UCLG. As well, some roads and structures are located on boundaries with adjacent counties.

The road network is divided into 404 separate assets or sections of varying lengths. Landmarks like intersections, rail crossings and structures are typically used as section limits. Considering the varying lengths of road assets, weighting by length per asset to report on road network condition and risk provides the most accurate representation of the overall road network.

Road assets typically have two lanes, except for the four-lane section of County Road 2 west of Brockville and the soon to be completed expansion of County Road 43 to a four-lane configuration from Highway 416 to Pinehill roundabout.

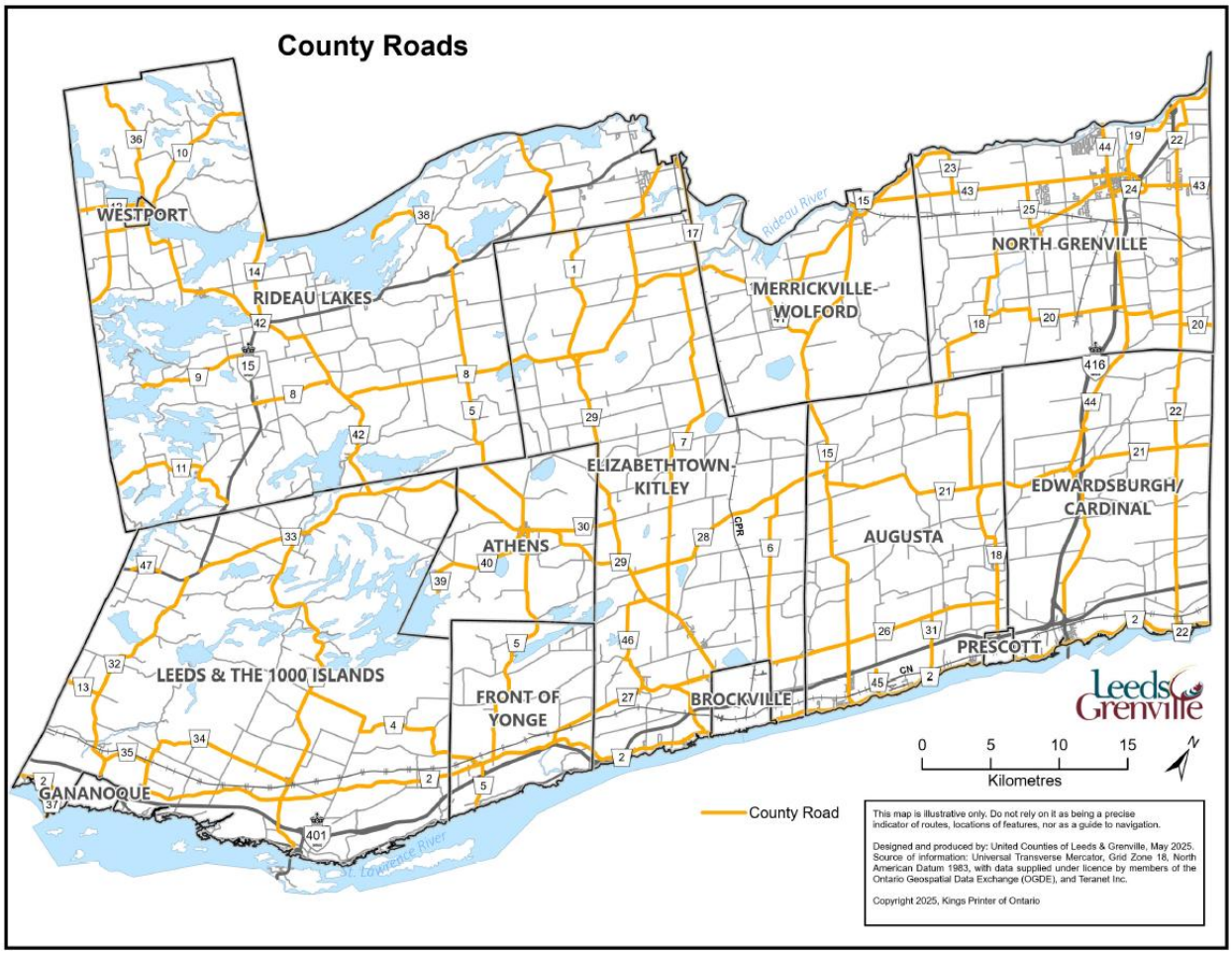
All UCLG roads (County Roads) are paved arterial roads and are divided into two major classifications: Urban and Rural.

Urban roads are characterized by having underground stormwater systems including curbs, catch basins, sewer pipe and maintenance holes. These roads are usually found in areas of higher population density and amount to 5% of the total road network.

Rural roads are characterized by the absence of underground stormwater systems and rely on open ditches and cross culverts for drainage. These roads constitute 95% of the total road network.

Much of the information reported in this Asset Management Plan (AMP) and the subsequent analysis are based on the Pavement Condition Index (PCI) data collection performed in July 2025.

Figure 2-1: Map - Roads

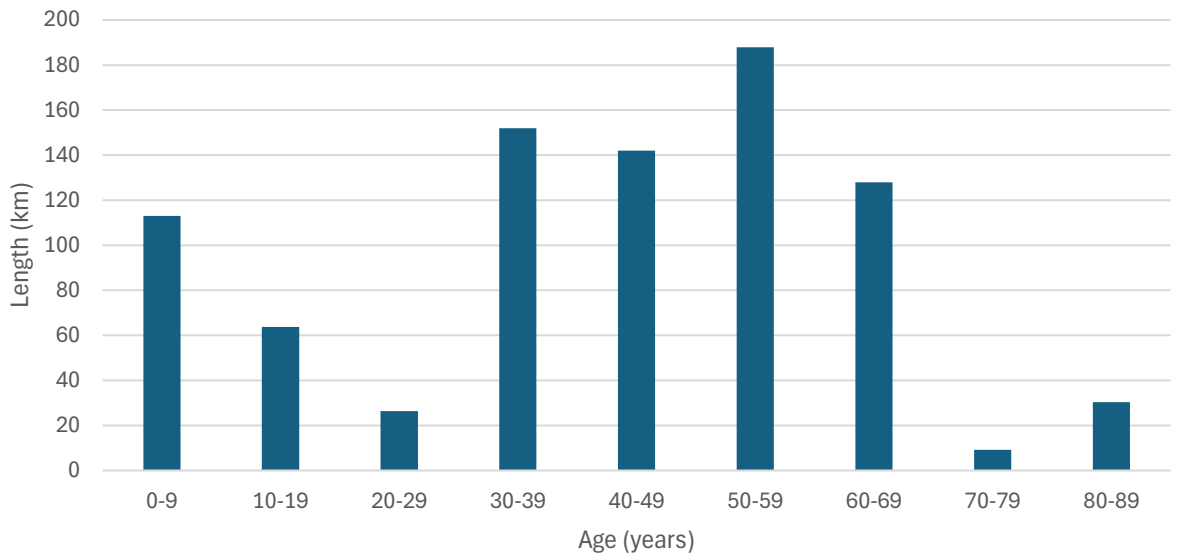


Source: Map created by the GIS Department.

Age

The average age of the road network is 41.2 years. See *Figure 2-2* for the age distribution of the road network.

Figure 2-2: Age Distribution - Roads



Replacement Value

Replacement cost per kilometre for the road assets is based on the most recent tender and material information. The replacement cost includes costs necessary for full road reconstruction of a section. For rural roads, this cost includes a general estimate for rural stormwater asset replacement. The replacement value of urban underground stormwater assets, bridges and structural culverts (span greater than 3 metres) within the roadway have been separated into their respective asset categories. It is assumed that all roads will be reconstructed as asphalt surface type. It is assumed that end-of-life reconstruction will follow the recommendations of paved shoulders on assets as prioritized in the 2022 Active Transportation Plan (ATP); the estimate for paved shoulders has been included in those assets' replacement costs.

The replacement value of the assets in the road category is estimated at $595.5 million.

Condition

The condition information for the road network reported in this AMP is primarily based on 2025 PCI road network data captured in July 2025 through physical assessments by PW managerial staff. These ratings create a road network condition profile that can be easily uploaded into Public Sector Digest Citywide (PSD) asset management software to update condition assessments.

See *Figure 2-3* for images of example road condition categories.

Figure 2-3: Road Condition Examples

Very Good

Good

Fair

Poor

Very Poor

The condition of the road network is organized into five categories from very good to very poor, using the alignment of PCI scores shown in *Table 2-1*.

Table 2-1: Condition Categories and Ranges - Roads

Condition	Pavement Condition Index Range	Condition Category
Very good	90.00 – 100.00	1
Good	75.00 – 89.99	2
Fair	55.00 – 74.99	3
Poor	45.00 – 54.99	4
Very poor	0.00 – 44.99	5

Figure 2-4 summarizes the condition of the road network ranging from very good to very poor. Each grouping in the profile presents the total kilometres of the assets within that grouping and their percentage of the overall road network.

Excluded from condition reporting are the assets with scheduled reconstruction projects for 2025, as well as County Road 43 expansion. This total amounts to 24.61 kilometres out of 852.45 kilometres. For the remaining 827.84 kilometres, most of the road network is in very good to fair condition with 26.83% in poor to very poor condition.

The overall average PCI rating for the road network excluding the 24.61 km mentioned above is 67.99 (fair).

Figure 2-4: Condition Profile - Roads

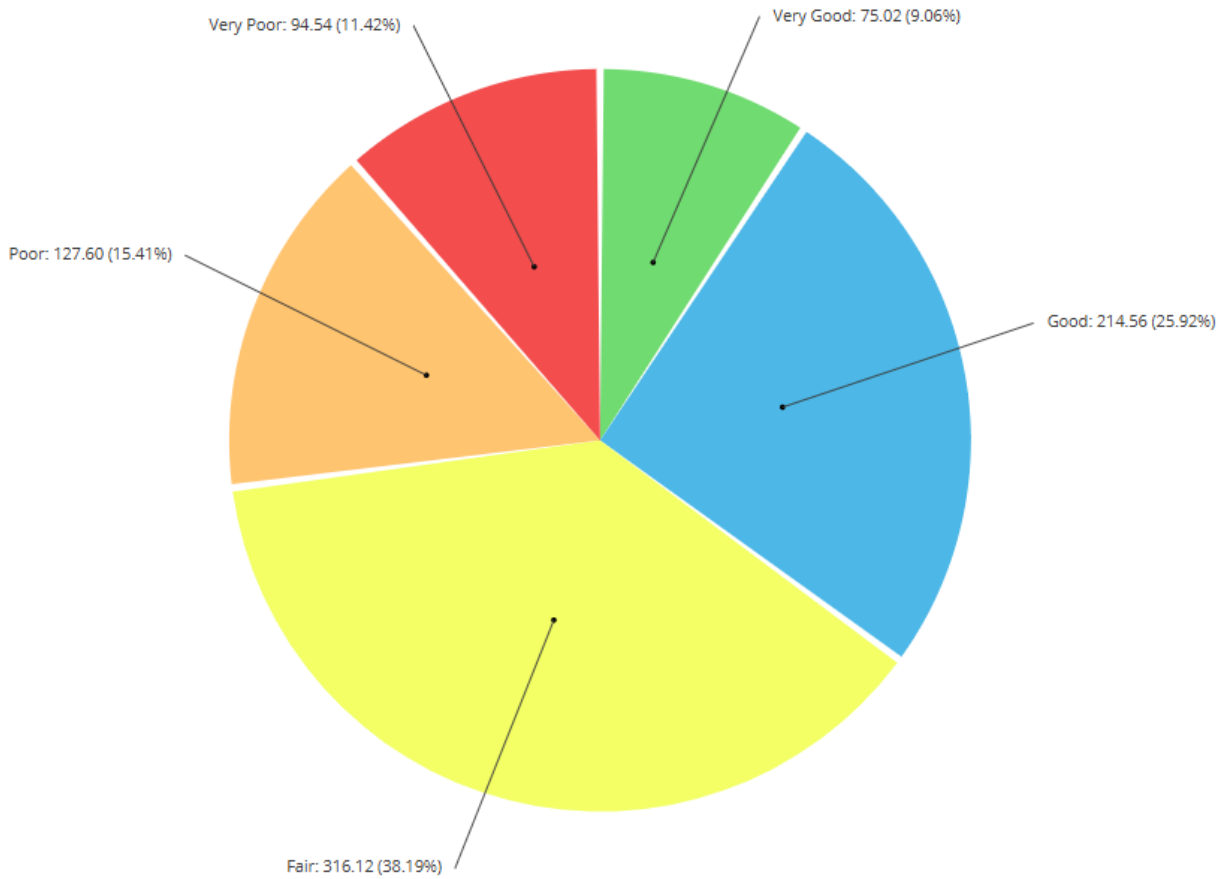
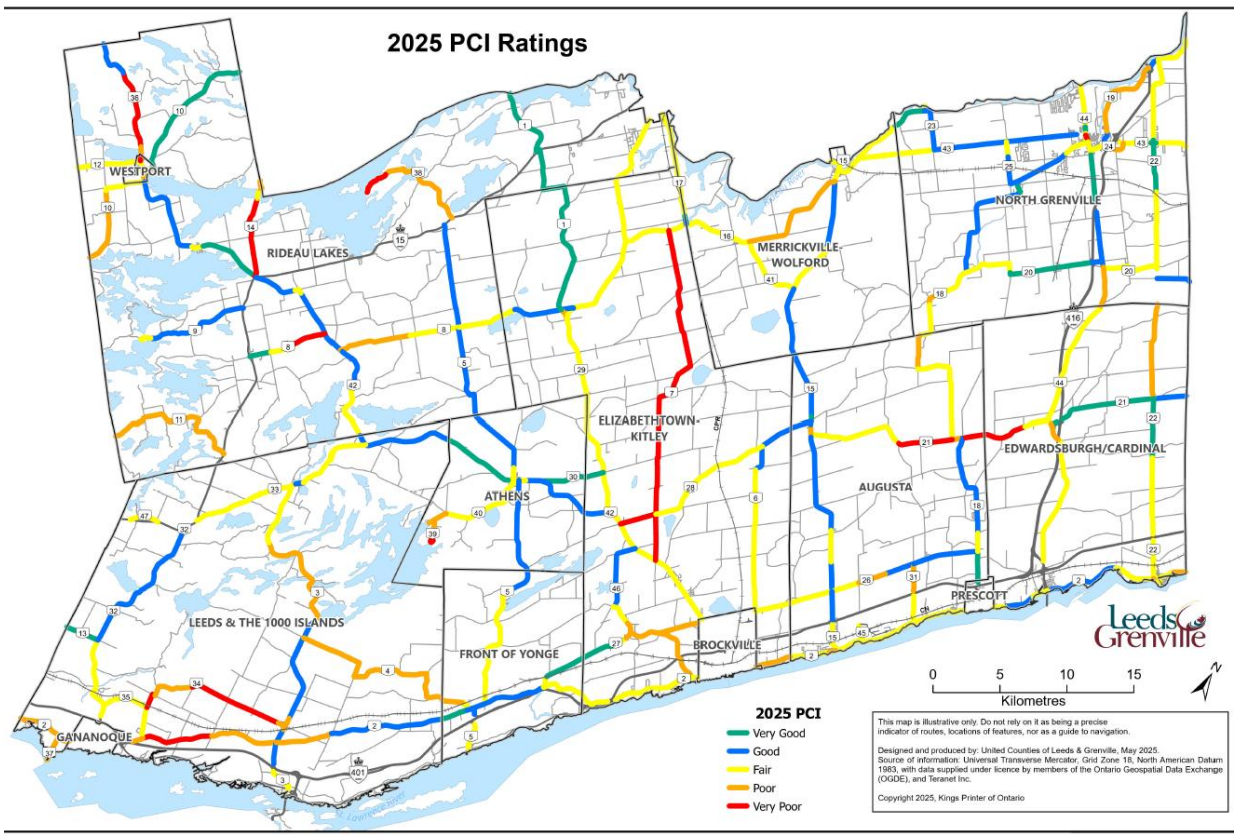


Figure 2-5 presents a map of the road network with an overlay of asset conditions as assessed in June 2025.

Figure 2-5: Condition Map - Roads



Source: Map created by the GIS Department.

Risk

The risk assessment for Roads was conducted using the following assumptions and criteria:

- Condition: Determined based on latest condition assessment (June 2025). *Table 2-1* provides details regarding the condition rating categories used within the risk calculation.
- Performance: Assumed to be always reliable except for those roads that have load restrictions in spring.
- Climate Change: Assumed moderate vulnerability; medium recovery or some mitigation in place.
- Impact: Moderate impact assumed for all assets.
- Importance: Determined based on the type of road, per the following:
    - High importance road assets are emergency detour routes and Maintenance Class 2 road assets, which are mainly characterized by relatively higher traffic

counts. These assets are main thoroughfares connecting communities and major services.
- Moderate importance road assets are Maintenance Class 3 road assets, which are mainly characterized by relatively moderate traffic counts.
- Low importance road assets are Maintenance Classes 4 and 5, which are characterized by relatively low traffic counts and speed limits.

Figure 2-6: Risk Profile - Roads

Like condition reporting, excluded from risk reporting are the scheduled reconstruction projects for 2025, as well as County Road 43 expansion. This total amounts to 24.61 kilometres out of 852.45 kilometres. Otherwise, the overall average risk rating is 7.34 (low) for the remaining 827.84 kilometres of road network. As presented in *Figure 2-6*, approximately 90% of the road network is rated as low to very low risk while approximately 9% and 1% is rated as moderate to high risk, respectively. Each grouping in the profile presents the total kilometres and the replacement value of the assets within that grouping.

It is important to highlight risk identification as it informs the capital plan along with other factors. The risk information for the road network reported in this AMP is based on updated 2025 road network data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Roads are summarized in *Table 2-2*.

Table 2-2: Customer Values – Roads

Service Objective: To provide a safe, reliable and well-maintained road network.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Ride quality	Levels of Service (LOS) survey	84% of survey respondents indicated that County Roads require improvement.	As reconstruction, rehabilitation and maintenance costs increase, and the infrastructure ages, lifecycle activities will require increased funding and prioritization to maintain current conditions.
	Customer service requests	32/500 customer service requests received in 2024 were related to road condition and ride quality.	
Traffic flow efficiency	LOS survey	28% of survey respondents indicated that traffic flow requires improvement.	A gradual increase of congestion and impaired traffic flow over time due to population growth and neighborhood developments.
	Customer service requests	8/500 customer service requests received in 2024 were related to queuing at intersections or traffic flow.	
Safe winter driving conditions	LOS survey	48% of survey respondents indicated that winter control requires improvement.	An increased frequency of severe weather incidents due to climate change will likely result in increased emergency road work and winter control.
	Customer service requests	7/500 customer service requests received in 2024 were related to winter driving conditions.	

Levels of Service

LOS for Roads are outlined in *Table 4* of the regulation, Ontario Regulation (O. Reg.) 588/17 and are defined in *Table 2-3*.

Table 2-3: Levels of Service – Roads

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	County Roads are intended to serve through-traffic and to collect traffic from the local road system. County Roads connect urban centres to each other and the King's Highway System, and provide service to tourism and recreational areas. Refer to *Figure 2-1* for the mapped road network.	Lane-km of roads per land area of UCLG: 1,718.1 km/3,383 km^2 = 0.51 km/km^2	New construction is planned to include paved shoulders according to the ATP. No other increases in LOS are anticipated once County Road 43 expansion from 2 to 4 lanes is complete, resulting in 1,721.28 lane-km.
Quality	Pavement condition was most recently assessed in June 2025. Refer to *Figure 2-3* for condition examples and Figure 2-5 for mapped conditions.	Average PCI: 67.99 (fair) The average condition has declined 2.17 % since 2022 (69.50).	By budgeting an initial $12.3 million in 2026 and adding $1.3 million annually, the average PCI in 2035 is expected to be 68.31.

Performance

The current performance of Roads is determined by the following performance measures based on actual performance in the most recent year:

- Half loads in spring - see *Appendix B* for a list of roads in load restriction, By-Law No. 24-21, Schedule A.
- Traffic counts – most recently acquired in 2023

Traffic counts are typically acquired biennially to update maintenance classifications of road assets and risk ratings. Count locations are strategically distributed throughout the road network. In 2023, there were 263 traffic count locations; non-counted road assets were estimated based on adjacent assets.

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Roads. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

The lifecycle activities presented below are consistent with best practices for road asset management and maintenance. Additional description and details of the lifecycle activities can be found within the report.

Acquisition

Road acquisition activities increase the service levels of existing roads or involve the addition of roads to the portfolio, e.g. new construction, uploaded from a lower-tier municipality or downloaded from the Province of Ontario. Expanding lane quantity/dimension and the addition of paved shoulders are examples of acquisitions that increase the LOS of the road, as in the ongoing expansion of County Road 43.

Maintenance and Rehabilitation

Maintenance and rehabilitation activities are undertaken on the assets throughout their lifecycle to maintain their operating condition and performance. There are a variety of activities available to undertake on road assets, including:

Maintenance:

- Crack seal
- Slurry seal
- Pothole repair
- Shouldering
- Lane marking

Rehabilitation:

- Microsurface
- Single-lift overlay

Maintenance and rehabilitation activities can include the full road surface or can be used to address localized repairs on the road surface.

The selection of the activity is dependent on a variety of factors, including road surface type, urban/rural classification, condition (surface and base), works history, and importance among others.

Operation

Operation activities for the Roads include those activities that do not directly deal with the physical state of the road but work to maintain the asset's useful life and deliver a LOS. Operation activities can include the following:

- Monitoring/inspection
- Traffic counts
- Winter control
- Mowing
- Sweeping
- Tree cutting

Inspection of the road assets is completed by PW patrol staff on a regular, local basis, and on a broader basis by annual road network assessments, defining the needs of the network. Adjustments are made to reflect road improvements and capital construction, and deterioration of pavement or ride conditions.

Traffic counts are scheduled biennially. The most recent road network traffic count data was collected by a third-party consultant in 2023.

Renewal

Reconstruction of road assets is to be undertaken when maintenance works are no longer sufficient to address road surface deficiencies. At the end of the useful life of an asset, it can be

replaced for continuation of service provision. Reconstruction involves replacing the deteriorated road base and establishing new, full-thickness asphalt for the road surface. These works include:

- Cold-in-place recycling
- Pulverize and pave
- Grind and pave

Selection of the above renewal activities for implementation requires consideration of previous surface treatments, since cold-in-place recycling is not a reconstruction type candidate for surface-treated asphalt. Regardless of the method of reconstruction, the road condition is restored to a PCI value of 100 and restarts the road lifecycle.

Road assets should be reconstructed to adhere to applicable requirements, codes and design guidelines, and in line with recommendations as part of growth, master plan, or other strategies. Design should consider the LOS expected to be provided by that road asset, such as the anticipated speed or volume of traffic. Varying factors in construction include road classification, surface type, and location.

Disposal

Disposal activities for Roads include removal of the asset from service. A road may be removed by disposal of the asset components at the end of its useful life prior to reconstruction, or by establishing a barricade to prevent continued usage of the asset. Typically, when a road is reconstructed, the old asphalt is recycled on site thereby minimizing the impacts and cost of disposing material. Disposal activities should be conducted such that health and safety protocols are being followed, and spent materials are disposed of at an appropriate facility.

Asset Management Strategy

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

Maintenance work should be undertaken throughout the lifecycle of an asset. Selection of the appropriate maintenance activity will depend on the type of deterioration experienced on the asset, and its age and condition. Some activities, such as crack sealing, are best utilized on a road segment that is generally in good condition. As the road segment continues to deteriorate, maintenance activities may become less preferred options as they may become insufficient to address deficiencies. Maintenance activities can be undertaken on a road segment multiple times prior to the asset requiring rehabilitation or renewal, depending on the nature and extent of the maintenance works.

Rehabilitation activities, such as microsurface or single-lift overlay, provide a new road surface layer on top of the previous. Typically, after two rehabilitation events, further maintenance and rehabilitation options will be inadequate to address condition issues, and the asset is allowed to deteriorate until renewal, i.e. reconstruction. The proportion of road network that has renewal as its next lifecycle event is 55.4%. Reconstruction works will result in a road segment PCI being reset to 100.

The road base has a much longer expected useful life than the road surface and any deficiencies are dealt with as required during road works.

Reconstruction offers PW an opportunity to integrate other improvements into the road works. This may include active transportation facilities, upgrade of drainage, street lighting, intersection modifications and changes to the road cross-section to accommodate growth demands.

As UCLG reconstructs roads, the cross section will vary depending on the location and classification of the road. Pavement width and type of active transportation will be assessed on

a case-by-case basis as roads are identified for reconstruction works. In general, UCLG intends to implement paved shoulders on roads identified as priorities in the ATP, as they are reconstructed. Budget limitations and in some cases prioritization of fund allocation to renewal over road widening could affect the implementation of paved shoulders as prescribed, at the discretion of Counties Council.

PW has an established program for the lifecycle profile of both rural and urban paved roads, which is used as the underlying guide for decision support through PSD and provides progression through the lifecycle activities. Progression through the program is primarily driven by the asset's condition rating, with age and risk rating also as factors. Each improvement has an intended impact on the road, including maintaining the condition, or improving the condition rating. A summary of the program for rural roads is in *Table 2-4*, and urban roads in *Table 2-5*. Rural and urban roads differ in their lifecycle improvements due to the existence of curbs and stormwater structures.

Table 2-4: Lifecycle Profile Progression - Rural Roads

Year	Pavement Condition Index Trigger	Improvement	Effect on Pavement Condition Index
5	85.00	Crack seal	Hold for 2 years
19	60.00	Slurry seal	Restore to 70
26	55.00	Microsurface	Restore to 70
36	50.00	Double microsurface	Restore to 60
45	45.00	Rural reconstruction	Restore to 100

Table 2-5: Lifecycle Profile Progression - Urban Roads

Year	Pavement Condition Index Trigger	Improvement	Effect on Pavement Condition Index
5	85.00	Crack seal	Hold for 2 years
14	70.00	Crack seal	Hold for 2 years
20	60.00	Single lift overlay	Restore to 80
34	50.00	Single lift overlay	Restore to 65
45	45.00	Urban reconstruction	Restore to 100

The lifecycle profile progressions listed above are required for inputs to PSD modeling but are not prescriptive for asset management, and application of the lifecycle activities will vary according to many factors, including:

- Condition of adjacent road sections and efficiencies in application of lifecycles.
- Efficacy and quality of previous lifecycle activities.
- Coordination of structure replacement.
- Availability of contractors.
- Affordability and LOS.

Projection of Works

PW utilizes decision support modeling in PSD to generate lifecycle activity projections. This program is designed to project the upcoming works on the road network, and uses the following information:

- Lifecycle activities described in *Tables 2-4* and *2-5*
- Costs for lifecycle activities based on recent tender information from UCLG.
- Specific PCI target or a defined budget plan.

PSD employs the assumptions of the lifecycle activity progression for Roads provided by PW to generate best-practice scenarios and consequent work plan guides.

A theoretical scenario was created with no budget limits. This scenario demonstrated that approximately $145 million would be required in the first year (2026) to fund all triggered lifecycle events, with an overall average annual budget of approximately $22 million.

Alternatively, UCLG has developed projections for a 10-year timeframe to reflect a defined budget plan. This scenario uses annual budget designations and prioritizes lifecycle profile

activities to best utilize proposed funding. The scenario primarily considers condition and risk when prioritizing events. The 10-year workplan is presented in *Appendix C*.

The four road assets included in County Road 43 expansion are not included in the 10-year workplan. It is also assumed that the following capital projects and carryovers for 2025 will be completed and are not included in the 10-year workplan; however, the lifecycle profile events post improvements/replacement of these assets are factored into the 10-year workplan.

- County Road 2 – Reconstruction - Frontenac boundary to Gananoque west boundary
- County Road 4 – Reconstruction - County Road 3 to Blue Mountain Road
- County Road 7 – Reconstruction - County Road 16 to Kitley Line 8
- County Road 22 – Reconstruction - Heckston to Latimer Road
- County Road 18 – Double microsurface – Guy Road to Somerville Road
- County Road 32 – Double microsurface - Greens Road to Highway 15
- County Road 5 - Double microsurface – Thousand Islands Parkway to Highway 401
- County Road 26 – Double microsurface – Brockville east boundary to Township boundary
- County Road 17 – Slurry seal – 165 metres south of Townline Road to Smiths Falls boundary

Recognizing that the road infrastructure requires an increase in budget to satisfy customer values, in this scenario the initial budget of $12.3 million in 2026 increases $1.3 million annually to $24.0 million in 2035, with an average annual budget of just over $18 million.

Overall average condition and risk ratings at the beginning of the scenario are 67.99 and 7.34, respectively. Overall average condition and risk ratings at the end of the scenario are 68.31 and 7.26, respectively.

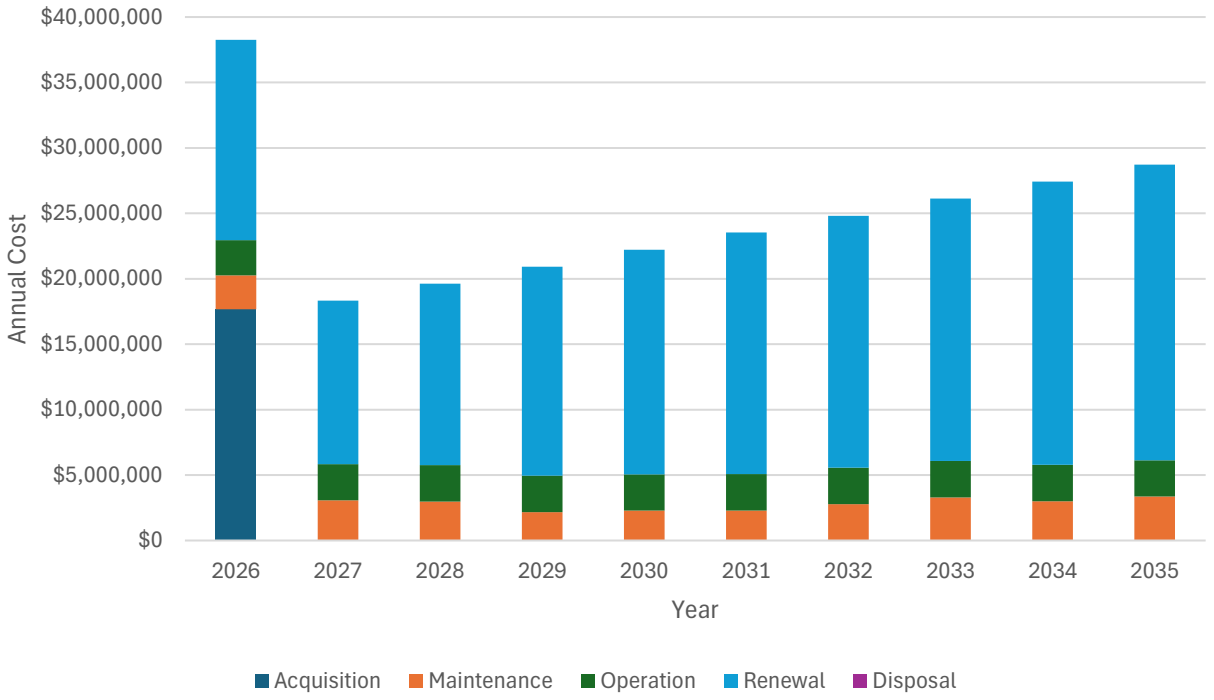
PW uses the scenario output to plan accordingly. Often, the recommendations from modeling require logistical adjustments. With the limitations previously mentioned, not all lifecycle events may occur. Consequently, there may be a slight decrease in the overall LOS and a slight increase in risk. This workplan includes neither costs of asphalt indexing nor contingencies, only acquisition (paved shoulders), maintenance, rehabilitation and reconstruction costs (other maintenance and operation costs are not included). The cost of paved shoulders is included as a general estimate in the replacement cost per asset, on those road sections identified as priorities for paved shoulders in the ATP, subject to Counties Council approval.

It should be noted that some PW projects require more than one year to complete depending on planning, design, logistics and whether projects are completed in phases.

Lifecycle Costs

Figure 2-7 presents a 10-year summary of lifecycle costs, which includes the budget-driven workplan output from PSD in *Appendix C*; however, also included in *Figure 2-7* is acquisition, operation and other maintenance budget projections.

Figure 2-7: Projection of Lifecycle Costs - Roads



Through the 10-year projection, the average annual expenditure is $25.0 million, with the maximum year experienced in 2026 at $38.3 million. The year 2026 includes the specific cost of road construction for the County Road 43 expansion project valued at $21.4 million, which includes $17.7 million as an acquisition and $3.7 million for the existing road replacement.

3.0 - Structures

Summary

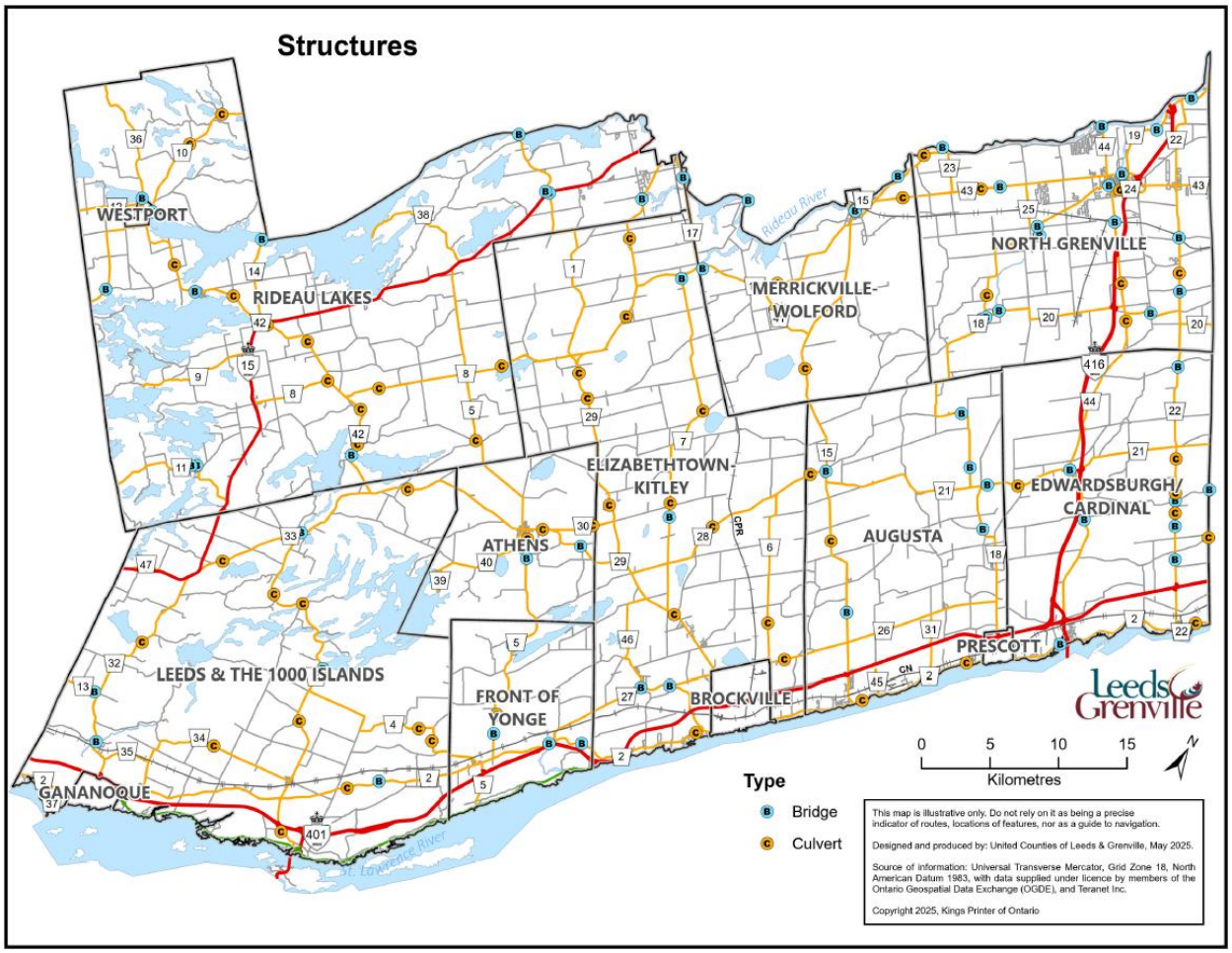
The United Counties of Leeds and Grenville (UCLG) owns 63 bridges and 61 structural culverts (culverts at least 3 metres in span) totaling 124 structures managed by Public Works (PW). It is important to note that six structures in the inventory are owned 50/50 by UCLG and either the County of Lanark, United Counties of Stormont, Dundas and Glengarry (SD&G), or City of Ottawa. See *Table 3-1* which identifies these structures.

Table 3-1: 50/50 Ownership of Structures

Asset ID	Structure Name	Ownership
23069	Burritt's Rapids Bridge	50/50 City of Ottawa
44394	Beckett's Landing Bridge	50/50 City of Ottawa
01215	Rideau Ferry Bridge	50/50 County of Lanark
99001-1	Andrewsville Bridge	50/50 County of Lanark
99005	Kilmarnock Bridge	50/50 County of Lanark
99003	Pittston Bridge	50/50 SD&G

See *Figure 3-1* for the mapped locations of structures owned by UCLG.

Figure 3-1: Map - Structures



Source: Map created by the GIS Department.

Age

The overall average age of Structures is 51.3 years. The average age of bridges is 52.9 years, concrete culverts 54.1 years and steel culverts 33.1 years.

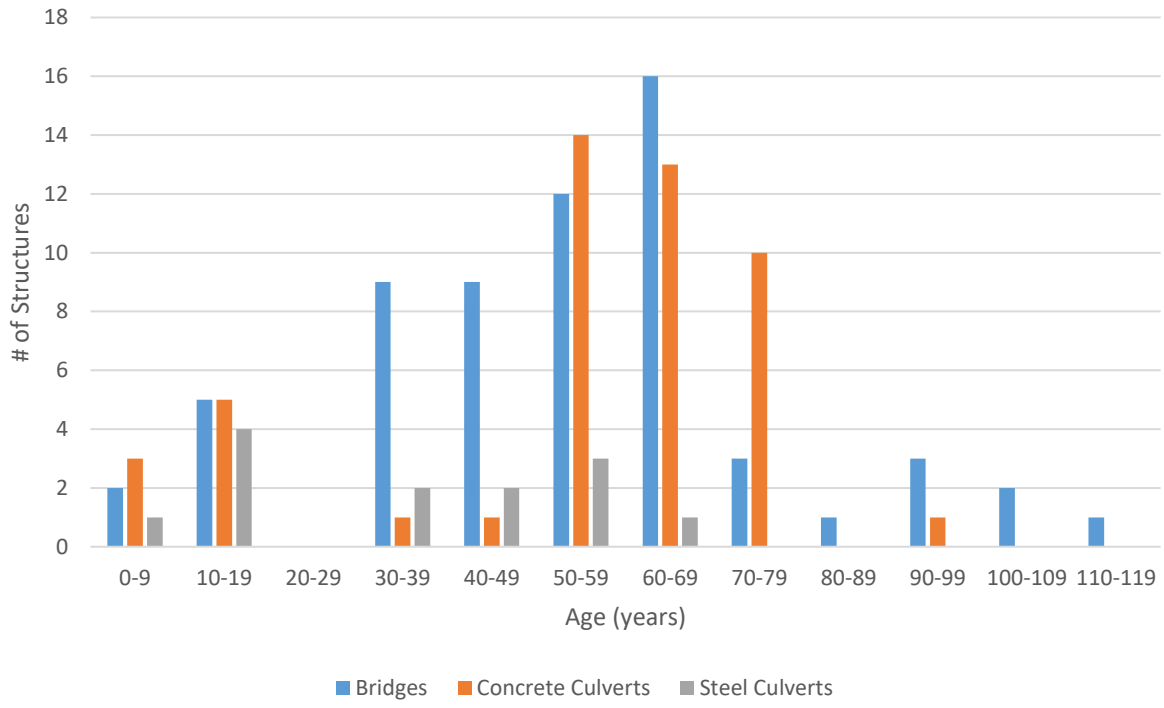
The useful life of a structure varies, depending on type and material. Expected useful lives of Structures is presented in *Table 3-2*.

Table 3-2: Expected Useful Life of Structure Type

Structure Type	Expected Useful Life
Bridge	75 years
Concrete culvert	50 years
Steel culvert	30 years

The age distribution of Structures is shown in *Figure 3-2*. Structure types are separated for comparison relative to their expected useful life.

Figure 3-2: Age Distribution - Structures



Replacement Value

The estimated replacement value of the Structures portfolio is $200.6 million, based on the latest Ontario Structure Inspection Manual (OSIM) Report produced in 2023. This total accounts for 50% of the replacement value of the bridges that have shared ownership as identified in *Table 3-1*.

Condition

The information reported in this Asset Management Plan (AMP) and the subsequent analysis are based on Public Sector Digest Citywide (PSD) asset management software inventory information maintained by UCLG, the most recent OSIM Report (2023) and detailed condition assessments of specific structures.

OSIM Report assessments were most recently conducted for structure assets in 2023 by third-party consulting firm Ambashi Engineering & Management Incorporated. An updated OSIM Report is scheduled to be completed later in 2025, not in time to include in this AMP.

The Bridge Condition Index (BCI) provides an indication of the general overall condition of the structure. It consists of an inspection by a professional engineer pursuant to the OSIM Report requirements of up to 55 structural elements.

Conditions are grouped into five categories from very good to very poor, using the alignment of BCI scores as shown in *Table 3-3*. Photos illustrating examples of each condition category are presented in *Figure 3-3*.

Table 3-3: Condition Categories and Ranges - Structures

Condition	Bridge Condition Index Range	Condition Category
Very good	80.00 – 100.00	1
Good	70.00 – 79.99	2
Fair	60.00 – 69.99	3
Poor	40.00 – 59.99	4
Very poor	0.00 – 39.99	5

Figure 3-3: Structure Condition Examples

Very Good Bridge (Mud Creek)

Very Good Culvert (Butler Creek)

Good Bridge (MacIntosh Mills)

Good Culvert (Van Camp Drain)

Fair Bridge (Prescott Street)

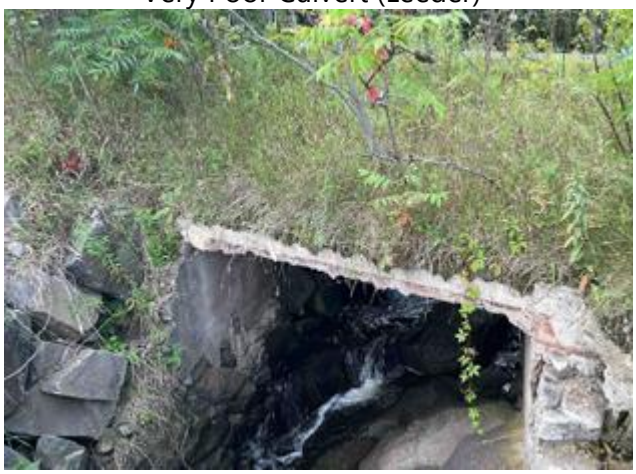
Fair Culvert (Fish Creek)

Poor Bridge (Sparks)

Poor Culvert (East Cardinal Creek)

Very Poor Bridge (Andrewsville)

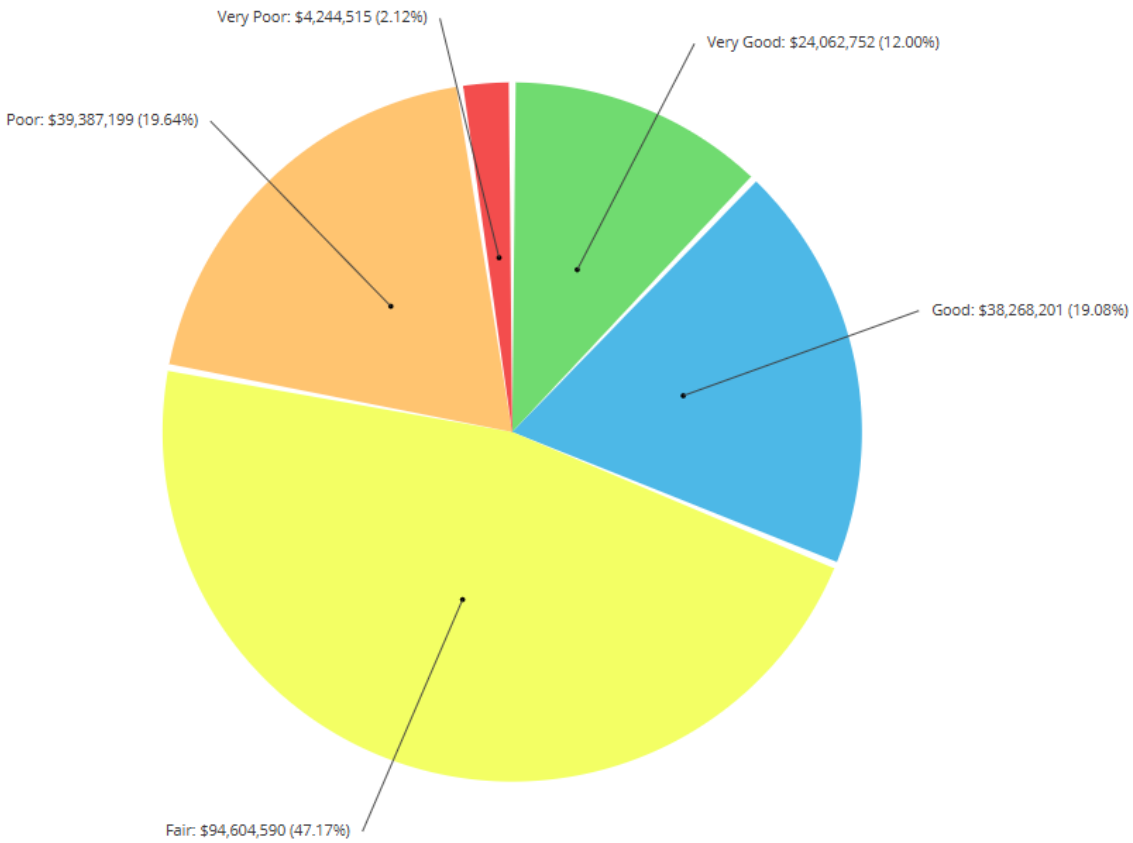
Very Poor Culvert (Leeder)



Of the 124 structures, 13 are very good, 21 are good, 57 are fair, 30 are poor and three are very poor. The three structures in very poor condition include Dulmage Culvert, Leeder Bridge and Andrewsville Bridge.

Typically, the size and type of structure influence replacement value. The overall average BCI for Structures is 67.00 (fair). See *Figure 3-4* for the condition profile of the structure portfolio. Each grouping presents the total replacement value of the assets within that grouping and their percentage of the overall replacement value of the structure portfolio.

Figure 3-4: Condition Profile - Structures



PW updates the OSIM Report biennially. An independent engineering consultant is awarded a contract to undertake the work and update the structure needs report with current BCIs and a priority list of structures for capital upgrades, improvements or replacement.

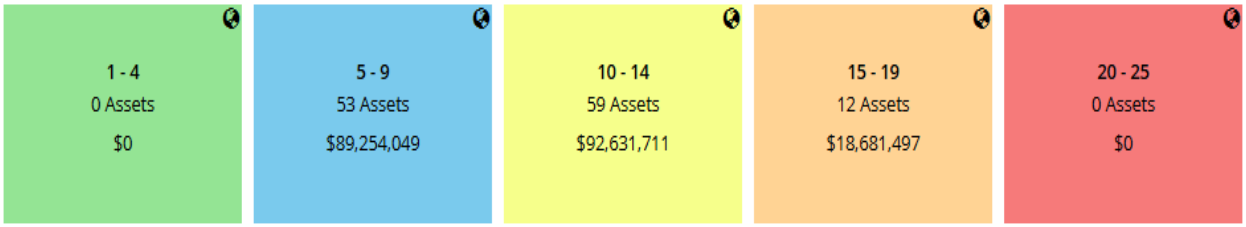
The condition rating and the recommendations in the OSIM Report are considered for planning maintenance, rehabilitation and replacement. For example, if a structure has a BCI of 70 or greater, then minimal maintenance is likely required within the next five years. In comparison, for structures rated 50 or less, significant maintenance or rehabilitation is likely required within one year.

Risk

The risk assessment for structure assets was conducted using the following assumptions and criteria:

- Condition: Determined based on latest BCI ratings (2023). *Table 3-3* provides details regarding the condition ratings and their corresponding ratings used within the risk calculation.
- Performance: Assumed to be always reliable except for those structures that have restrictions and Andrewsville Bridge which is closed.
- Climate Change: Assumed a very high vulnerability with no or limited mitigation plan.
- Impact: Assumed to all be high impact.
- Importance: Importance for Structures are consistent with the importance values attributed to the road segments on which the structures are located.

Figure 3-5: Risk Profile - Structures



The overall average risk rating of the structure portfolio is 10.67 (moderate). As presented in *Figure 3-5*, twelve structures are rated as high risk, 59 structures are rated as moderate risk, and the remaining 53 structures are rated as low risk. Each grouping in the profile presents the number of structures and their total replacement value within that grouping.

It is important to highlight risk identification as it informs the capital plan along with other factors. The risk information for Structures in this AMP is primarily based on 2025 data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Structures are summarized in *Table 3-4*.

Table 3-4: Customer Values - Structures

Service Objective: To provide safe, reliable and well-maintained structures that meet service needs and are efficiently integrated into the road network.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Structures are in good condition	Levels of Service (LOS) survey	33% of survey respondents indicate that overall structure condition requires improvement.	As reconstruction, rehabilitation and maintenance costs increase, and the infrastructure ages, lifecycle activities will require increased funding and prioritization to maintain conditions.
	Customer service requests	3/500 customer service requests received in 2024 were related to structure condition or safety.	
Limited restrictions (load or dimensional)	LOS survey	22% of survey respondents indicate dissatisfaction with restrictions.	If lifecycle events are not prioritized, increased load restrictions are possible due to deterioration.

Levels of Service

LOS for structure assets are outlined in *Table 5* of the regulation, Ontario Regulation (O. Reg.) 588/17 and are defined in *Table 3-5*.

Table 3-5: Levels of Service – Structures

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	Structures carry general motor vehicles, emergency vehicles, heavy transport vehicles (unless otherwise signed), cyclists and pedestrians. Refer to *Figure 3-1* for mapped locations.	Percentage of structures with loading and/or dimensional restrictions: 2.4% - Lyndhurst Bridge, Sluiceway Bridge and Andrewsville Bridge.	Maintain a maximum of 2.4% of structures with loading and/or dimensional restrictions.
Quality	Structures were most recently assessed in 2023 as part of the latest OSIM Report, produced by Ambashi Engineering & Management Inc. Projected condition is provided by asset management software through PSD using age-based deterioration relative to useful life. Refer to *Figure 3-3* for condition category examples.	Average BCI: 67.00 (fair) The average condition has declined 1.2% since 2022 (67.80).	Maintain BCI 67.00 (fair) or better.

Performance

The current performance of structure assets is determined by the following performance measures established by UCLG. It is based on actual performance in the most recent year.

- Structures with load restrictions
- Structures with dimensional restrictions

Currently, only two structures have load restrictions, Sluiceway Bridge (5 tonnes) and Andrewsville Bridge (5 tonnes) and only three structures have dimensional restrictions, Lyndhurst Bridge (one lane), Sluiceway Bridge (one lane) and Andrewsville Bridge (one lane and 2.4 metre vertical).

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for roadway structure assets. Note that as previously mentioned, structure assets refer to the entirety of the asset, which is made up of substructure, superstructure including deck surface. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Structure acquisition activities increase service levels of an existing structure or involve the addition of structures to the portfolio, e.g. new construction, uploaded from a lower-tier municipality or downloaded from the Province of Ontario. Expanding lane quantity or dimensions are examples of acquisitions that increase the LOS of the structure, as in the ongoing expansion of Kemptville Creek Bridge.

Structures should be constructed to adhere with the requirements of O. Reg. 160/02: Standards for Bridges, Canadian Standards Association (CSA) S6 Canadian Highway Bridge Design Code, and all other applicable regional codes and requirements for the structures and their use. Each structure should be designed and constructed to provide the services for which it is intended.

Maintenance and Rehabilitation

Structure assets are long-lived assets with estimated useful lives at 30 years for a steel culvert, 50 years for a concrete culvert and 75 years for a bridge. Throughout the lifecycle of these assets most projected needs require maintenance and rehabilitation work.

Routine maintenance works are typically used to prolong the lifespan of assets and include both preventative and reactive activities designed to maintain the asset condition and function. Preventative activities are implemented to provide a predictive response to deterioration or

possible performance issues by managing the contributing factors prior to an event occurring. Reactive maintenance is conducted in response to a condition or performance issue and designed to correct the issue before it causes asset deterioration and possible deficiencies. The scale of maintenance activities varies widely and is dependent on a variety of factors including age, utilization, environment and design. Maintenance should be completed based on recommendations in biennial OSIM Reports and industry best practices.

A general summary of structure maintenance activities includes, but is not limited to:

- Cleaning, washing or flushing
- Railing system maintenance
- Painting of steel bridge components
- Bearing maintenance
- Pest control
- Deck drainage maintenance
- Erosion control

Rehabilitation works are driven by the identification and treatment of deficiencies to prevent the continued deterioration of the deficiency which may cause a reduction in asset condition, performance and LOS delivered. Timing of repairs varies widely as they may be prescheduled based on estimated deterioration, in response to biennial condition reporting or detailed investigations, or on an emergency basis. Repairs to structures vary widely and can be in relation to structural and deck surface components. Capital projects are issued for all major structure rehabilitations.

Operation

Operation activities include those that do not directly deal with the physical state of the structure but work to maintain the asset's useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Monitoring
- Designs

Under O. Reg. 160/02: Standards for Bridges, UCLG is required to complete one inspection of all structures biennially to identify conditions and produce a report outlining the recommended work for a 10-year period. PW should continue the current biennial OSIM inspections, with the next inspections scheduled for 2025. The inspections should include all bridges and structural culverts with a single or combined span greater than 3 metres.

Renewal

Replacement of a structure is based on age, estimated lifespan, and recommendations from condition assessments. Replacement can be implemented when an asset is nearing or has reached the end of its useful life, repairs are not technically feasible, estimated future repair costs are greater than replacement value, or increases to capacity or LOS are required. Replacement activities are typically large in scale and involve the issuance of a capital project. The timing of replacement activities must consider the impact on adjacent infrastructure, the impact on nearby asset LOS and replacement or maintenance requirements of connected infrastructure.

The new structure should be constructed to adhere with the requirements of the O. Reg. 160/02: Standards for Bridges, CSA S6 Canadian Highway Bridge Design Code, and all other applicable regional codes and requirements for the structure and its use. Each structure should be designed and constructed to provide the services for which it is intended.

Disposal

Disposal activities for Structures can include the removal from service of a structure through:

- Closure to structure access
- Change in LOS of the structure to limit access (e.g. vehicular to pedestrian bridge)
- Deconstruction of the structure

Disposal activities should be implemented when a structure has reached the end of its useful life or has degraded to such a state that it can no longer provide the LOS for which it is intended. Removal of a structure from service without replacement or a decrease in service levels should be undertaken only when it is decided to no longer be required to provide a LOS to residents.

Disposal activities should be conducted such that health and safety protocols are being followed, and spent materials are disposed of at appropriate facility.

Asset Management Strategy

The asset management strategy for Structures is based on maintaining the assets in sufficient condition and at a performance level to allow for continued access to crossings and adequate service delivery. The strategy considers the requirements set out by applicable regulations and builds on those to include the lifecycle activities summarized above.

Under O. Reg. 160/02: Standards for Bridges, UCLG is required to complete one inspection of all structures biennially to identify conditions and produce a report outlining the recommended work for a 10-year period. The most recent condition assessment and study was completed in 2023, with the next scheduled assessment planned for later in 2025.

PW's current strategy for structure maintenance includes procurement of required biennial OSIM Reports, and completion of the maintenance, rehabilitation and reconstruction works according to the recommendations from the OSIM Reports. Since OSIM Report inspections are high-level, more detailed investigations are sometimes required to further assess the needs of specific structures. Consequently, projections are not always congruent with OSIM Report recommendations.

OSIM Reports and other inspections will identify works to be done at each structure – each of the inspection types should recommend maintenance works, rehabilitation works, and reconstruction where necessary, as well as prioritization of the works and an estimation of the overall condition of the structure. It is therefore assumed that by following the results of the OSIM Reports and other inspections, PW will be following a strategy that prioritizes maintenance works as required to maximize the lifecycle of the structure assets.

Projection of Works

The 10-year workplan is presented in *Appendix D* and is generally based on the recommendations from the 2023 OSIM Report, categorized as minor rehabilitation, major rehabilitation or replacement. Projects that were not completed as recommended in the OSIM Report have been included in 2026 as backlogs. It is assumed that the following capital projects

for 2025 and the Kemptville Creek Bridge expansion will be completed and are not included in the 10-year workplan:

- Fish Hatchery Bridge embankment repair
- Lyndhurst Stone Bridge refacing
- Dulmage Culvert replacement
- Added Culvert replacement

Although the OSIM Reports form the basis of the workplan for PW, it is important to note that this is a guide that is used to start the overall upcoming workplan. There may be external factors that could change the order of work to be done, such as priority structure work needing to be moved up due to detailed investigations, the critical nature of repairs, concurrent road projects and the availability of contractors. The priority and annual expenditure will be refined on an ongoing basis according to the results of OSIM Reports and detailed investigations.

Capital structure projects tentatively planned by PW for 2026 to 2027 include the following:

- Wright's Bridge
- Pittston Bridge
- Lyn Creek Bridge
- East Cardinal Creek Culvert
- Otter Creek Bridge
- Leeder Bridge
- Tackaberry Bridge

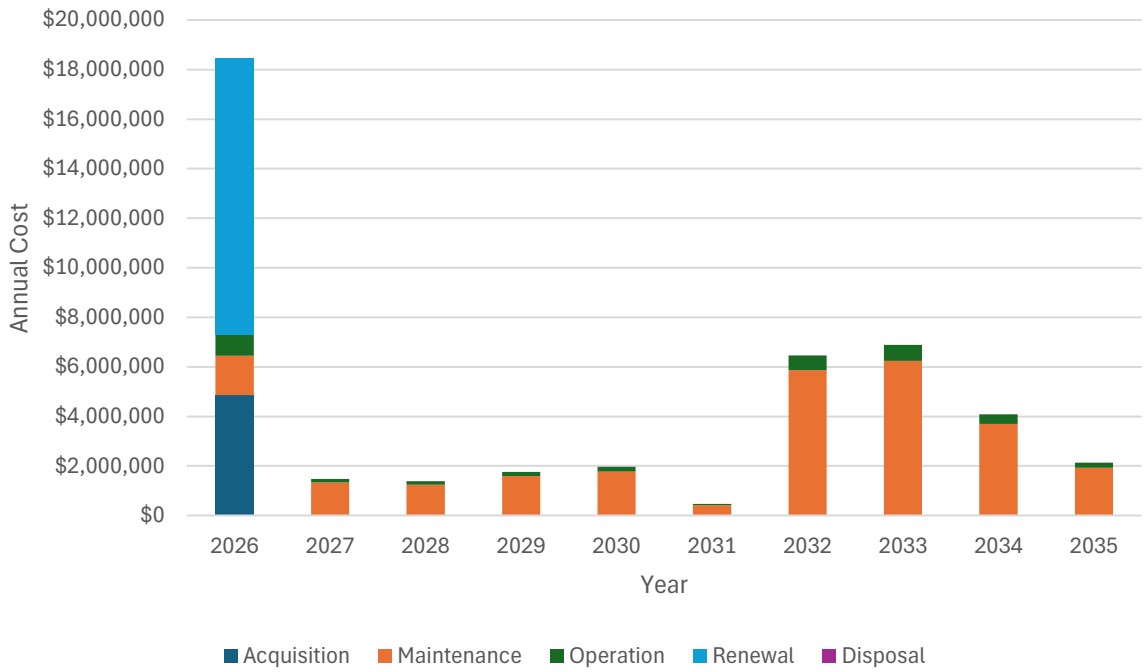
Andrewsville Bridge was identified in the 2019 OSIM Report as requiring replacement. This project has been deferred, and the structure has been closed. The added value of structure replacement at an estimated $4.0 million (50% of which would be UCLG's share) is being considered and replacement is subject to direction from Counties Council. This structure is presented in 2026 as a backlog with the cost of replacing the causeway included.

It should be noted that some PW projects require more than one year to complete depending on planning, design, logistics and whether projects are completed in phases.

Lifecycle Costs

A summary of the 10-year lifecycle costs for Structures is presented in *Figure 3-6*. The 10-year workplan in *Appendix D* includes renewal and rehabilitation but does not include other lifecycle costs like acquisition, operation and other maintenance costs, included in *Figure 3-6*. Rehabilitation works are included in the maintenance category, whereas renewals reflect full structure replacements.

Figure 3-6: Projection of Lifecycle Costs - Structures



Through the 10-year projection, the average annual expenditure is $4.5 million, the maximum year experienced in 2026 at $18.5 million. The year 2026 includes the specific cost of Kemptville Creek Bridge construction for the County Road 43 expansion project valued at $9.2 million, which includes $4.9 million as an acquisition and $4.3 million for the existing structure replacement.

The lifecycle costs in 2026 are particularly high relative to other years in *Figure 3-6*.. PW can consider the distribution of lifecycle events across subsequent years for ease of affordability, if replacement can be delayed and service delivery maintained.

4.0 - Stormwater

Summary

Public Works (PW) manages the stormwater infrastructure owned by the United Counties of Leeds and Grenville (UCLG). These assets can be generally classified as urban and rural systems. Stormwater systems are designed to prevent flooding on roadways and protect property.

Urban systems are comprised of underground stormwater infrastructure found mainly in urban areas, with some exceptions. Rainwater is collected via catch basins, ditch inlets and lawn drains, conveyed through sewer pipe under the roadway, and eventually discharged into a larger capacity ditch or receiving water body. Newly constructed systems typically include an oil-grit separator which is designed to remove specific pollutants before stormwater is discharged from the system, thus protecting water resources. Maintenance holes are strategically built into the system as access points allowing inspection and maintenance.

Rural systems are comprised of a network of open roadside collection ditches connected by culverts, both cross (connecting opposite roadside ditches) and entrance (beneath driveway or field entrances maintaining roadside ditch continuity). Road profiles divert rainwater to roadside ditches where it is conveyed and discharged into a larger capacity ditch or receiving water body.

To adhere to Ontario Regulation (O. Reg.) 588/17, structures that span more than 3 metres are reported separately from the stormwater asset category, although they also serve as stormwater infrastructure.

According to available data, the last comprehensive stormwater asset data entry in the former asset management software system WorkTech was in 2007; generally, this data has not been maintained. Efforts have been made since 2023 to verify and update stormwater assets with limited success. PW has recently designated staff when available to perform inspections and verification of the stormwater inventory. An internal process should be in place for updating stormwater structure replacement. Work order generation through the Public Sector Digest Citywide (PSD) asset management software system will help accomplish this.

The information in this section is mostly based on historical data with a small portion being verified and updated since 2023.

Age

Age of the stormwater infrastructure is largely undetermined. When a road is reconstructed, the existing stormwater assets are inspected and replaced based on condition. Recent urban stormwater asset replacement includes projects on County Road 8 in Elgin (2019), County Road 2 in Cardinal (2023) and County Road 2 west of Johnstown (2023). Recent rural stormwater

asset replacement coincides with recent rural road reconstruction and includes County Roads 13, 30 and 42 east of Newboro (2024).

Replacement Value

Using existing data for urban stormwater infrastructure and *Table 4-1* for costs based on 2024 supply and install contract pricing data, an estimation of replacement value for urban stormwater infrastructure is estimated at $56.0 million.

Table 4-1: Urban Stormwater Infrastructure Replacement Value

Unit	Quantity	Cost/Unit	Subtotal
Catch basin	1001	$6,500	$6,506,500
Maintenance hole	290	$13,000	$3,770,000
Maintenance hole/catch basin	44	$9,500	$418,000
Double catch basin	27	$9,500	$256,500
Ditch inlet	90	$6,000	$540,000
Lawn drain	36	$2,500	$90,000
Sewer pipe*	40,340 metres	$1,100	$44,374,000
Total Value			**$55,955,000**

*Sewer pipe pricing is based on the latest tenders, using an overall average cost per metre.

Until PW verifies and updates rural stormwater infrastructure assets, replacement cost will remain as a general estimate in road renewal costs. This is mainly due to the variance in cost of culverts based on unknown material, length and diameter.

Condition

A comprehensive condition assessment has not been performed on stormwater infrastructure. Assets in poor condition are addressed as needed and eventually have impaired function, leading to poor localized drainage conditions. A resulting work order would then be generated by PW patrols or customer service request.

When any road section that includes an underground storm sewer system is planned for reconstruction, the system condition is assessed via closed circuit imaging.

Risk

Since the inventory and condition of most of the stormwater infrastructure is largely unverified, reliable risk reporting is not possible. Climate change would have a high impact on these assets in the form of more frequent and severe rainfall events. It is assumed that risk is generally high in this asset category due to unknown and unverified data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for stormwater assets are summarized in *Table 4-2*.

Table 4-2: Customer Values - Stormwater

Service Objective: To provide reliable and functional stormwater drainage to prevent flooding and dangerous driving conditions.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Rural culverts and ditches are maintained in good condition to ensure proper drainage.	Levels of Service (LOS) survey	62% of survey respondents indicate that cross culverts and ditches require more maintenance.	With more frequent severe weather events, culvert and ditch maintenance will require prioritization.
	Customer service requests	65/500 customer service requests received in 2024 were related to rural culvert and ditch condition.	
Urban stormwater systems prevent localized flooding.	LOS survey	45% of survey respondents indicate that local urban stormwater systems are insufficient.	With more frequent severe weather events, under-capacity structures may be identified.
	Customer service requests	10/500 customer service requests received in 2024 were related to urban stormwater drainage on County Roads.	

Levels of Service

LOS for stormwater assets are outlined in *Table 3* of the regulation, Ontario Regulation (O. Reg.) 588/17 and are defined in *Table 4-3*.

Table 4-3: Levels of Service – Stormwater

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	Most of the UCLG's landscape is rural countryside and agricultural land where stormwater runoff is collected and conveyed through ditches and culverts. Urban areas are generally serviced by stormwater systems including curbs, catch basins and sewer pipe.	Percentage of UCLG stormwater management system resilient to a 5-year storm: 100% (Professional judgement; no data available). Percentage of properties in UCLG resilient to a 100-year storm: Many municipalities in Ontario differ in their approach to this metric and/or have not been able to accurately assess, since there are many variables contributing to resiliency. A conservative approach used by some is to assume that only properties that are on high ground and have no basements are resilient to a 100-year storm. This data is not presently available for UCLG.	To be determined. Data collection and verification are currently being performed on stormwater assets, allowing PW to better understand their systems and plan accordingly.

Performance

Performance of stormwater assets may be summarized by the number of customer service requests received. In 2024, 75 out of 500 total customer service requests were received related to stormwater drainage on both urban and rural County Roads.

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for stormwater assets. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Stormwater infrastructure acquisition activities increase service levels of an existing asset or involve the addition of assets to the portfolio, e.g. increasing the diameter of an existing pipe or adding an asset to address a localized issue. Expanding dimensions and quantity are examples of acquisitions that increase the LOS of the road. This could be in response to climate change factors including increased severity and frequency of rainstorms.

Assets should be constructed to adhere with the requirements of the Ministry of Transportation (MTO) and Ministry of Environment, Conservation and Parks (MECP) regulations, and all other applicable regional codes and requirements for the assets and their use as presented below. Each asset should be designed and constructed to provide the services for which it is intended.

Provincial policy standards, manuals and guidelines related to the design of stormwater infrastructure:

- MECP Stormwater Management Planning and Design Manual
- MECP Design Guidelines for Sewage Works
- MTO Drainage Management Manual
- MTO Gravity Pipe Design Guidelines
- MTO Highway Drainage Design Standards

Legislation related to stormwater management:

- Fisheries Act
- Ontario Water Resources Act
- Environmental Protection Act
- Drainage Act
- Conservation Authorities Act

Maintenance

Stormwater assets are long-lived assets with estimated useful lives at 30 years for steel components, 50 years for concrete components and 60 years for plastic components. Throughout their lifecycle, these assets will require maintenance work.

Routine maintenance works are typically used to prolong the lifespan of assets and include both preventative and reactive activities designed to maintain the asset condition and function. Preventative activities are implemented to provide a predictive response to deterioration or possible performance issues by managing the contributing factors prior to an event occurring. Reactive maintenance is conducted in response to a condition or performance issue and designed to correct the issue before it causes asset deterioration and possible deficiencies. Maintenance should be completed based on industry best practices.

A summary of stormwater asset maintenance activities includes, but is not limited to:

- Biennial catch basin cleaning
- Culvert flushing
- Ditching

Operation

Operation activities for stormwater infrastructure include those activities that do not directly deal with the physical state of the structure but work to maintain the asset's useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Inventory verification
- Drainage studies
- Designs

PW should continue to verify the stormwater inventory and concurrently evaluate the condition of the assets to mitigate reactive maintenance.

Renewal

Large scale replacement activities occur when a road is reconstructed; the existing stormwater assets are inspected and replaced based on condition. Local replacement activities occur based on poor localized performance of the stormwater assets due to deterioration and/or occlusion.

The replacement asset should be constructed to adhere with the requirements of MTO and MECP, and all other applicable regional codes and requirements for the structure and its use.

Each structure and system should be designed and constructed to provide the services for which it is intended.

Disposal

Disposal activities for assets can include the removal from service of a structure through:

- Road reconstruction
- Poor performance
- Change in LOS of the existing asset

Disposal activities should be implemented when an asset has reached the end of its useful life or has degraded to such a state that it can no longer provide the LOS for which it is intended. Removal of an asset from service without replacement or a decrease in service levels should be undertaken only when it is decided to no longer be required to provide a LOS to residents.

Disposal activities should be conducted such that health and safety protocols are being followed, and spent materials are disposed of appropriately.

Asset Management Strategy

The current strategy for managing stormwater assets is a reactive approach to localized performance and is also driven by the road reconstruction workplan for capital projects. Preventative maintenance is performed by biennial catch basin cleaning.

Stormwater assets need to be prioritized for inventory verification and condition inspection. Until this is accomplished, continued reactive procedures will address performance impairments and large-scale replacements will be driven by road reconstruction.

Projection of Works

The capital road reconstruction plan determines planned stormwater infrastructure renewal; otherwise, replacement is performed as required.

Lifecycle Costs

Specific lifecycle costs cannot be projected for stormwater assets until inventory verification and condition assessments are complete; however, contracted services and materials/supplies for stormwater maintenance budgets are approximately $330,000 per year. The cost of rural stormwater asset renewal is included as a general estimate in the cost of rural road reconstruction, whereas urban systems require condition assessments to determine replacement; the costs are added to the urban road reconstruction cost in the budget process.

5.0 - Housing

Summary

The Community Housing Department (Housing) is the designated Consolidated Municipal Service Manager (CMSM) under the Housing Services Act for the United Counties of Leeds and Grenville (UCLG). One of the forty-seven (47) Service Managers in the Province of Ontario responsible for ensuring the continued viability and compliance with mandates, service level standards and provincial legislation/guidelines for community housing, which includes eight social housing (non-profit/co-op housing) projects, the Housing portfolio and affordable housing.

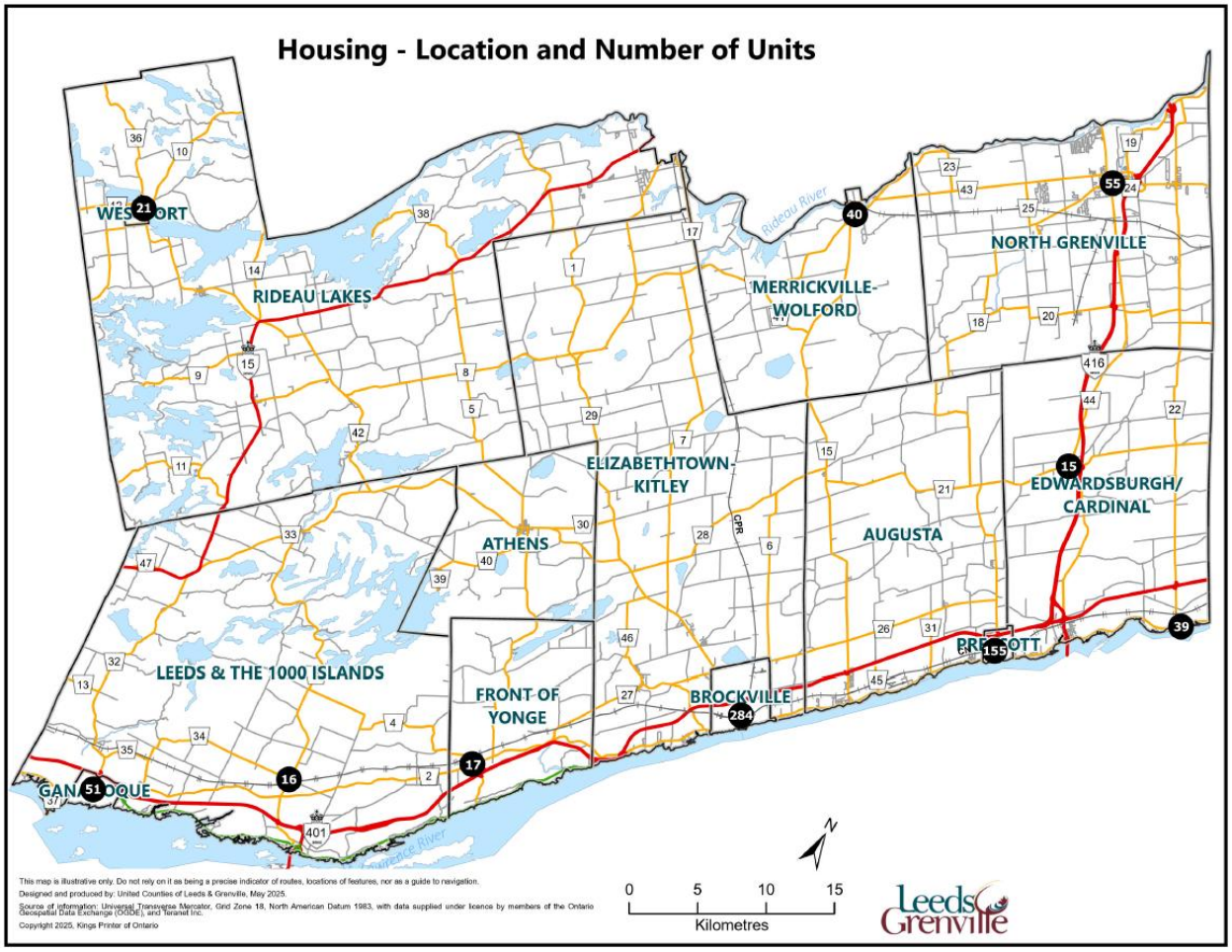
Housing is responsible for the Social Housing Registry which manages applications for Rent-Geared-to-Income (RGI), affordable housing and market rent units; UCLG is provincially mandated to maintain 667 RGI units. RGI is a type of subsidized housing where the rent paid is based on the household's income.

The case management team supports tenants from initial unit offering throughout their tenancy with UCLG and the property management team supports ongoing maintenance and capital projects within the Housing portfolio. The department also oversees agreements with private landlords through the Rent Supplement Program.

UCLG owns and/or maintains 693 housing units located throughout UCLG, including the separated municipalities of Gananoque, Brockville and Prescott. This portfolio is managed by Housing and consists of 22 multi-residential buildings (564 units) and 129 single family units. Twenty-five Housing Cabin Initiative units were added in 2025 to address homeless needs in UCLG. These units are located at 1805 County Road 2, Brockville which is considered one facility with 25 units for the purpose of this Asset Management Plan (AMP).

Figure 5-1 presents the distribution of housing units within UCLG. Excluded from the map are the 25 homeless cabins in Brockville.

Figure 5-1: Map – Housing Units



Source: Map created by the GIS Department.

In this category, assets follow the asset hierarchy, where the asset is the building consisting of building components, e.g. roof, HVAC, windows, etc.

The multi-residential complexes in Spencerville and Mallorytown include water treatment systems as part of their component inventories.

See *Table 5-1* for the current UCLG-owned building inventory. Information about location, year built, and unit type is presented in the table. Unit type describes the user group of each building: single-family (semi-detached homes and townhouses) and multi-residential complexes.

Table 5-1: Current Inventory – Housing

Municipality	Number of Units and Type
Brockville	228-Multi-residential 56-Single-family 25-Cabin
Prescott	82-Multi-residential 73-Single-family
Kemptville	55-Multi-residential
Gananoque	51-Multi-residential
Merrickville	40-Multi-residential
Cardinal	39-Multi-residential
Westport	21-Multi-residential
Mallorytown	17-Multi-residential
Lansdowne	16-Multi-residential
Spencerville	15-Multi-residential

Age

The average age of the building stock is 62.4 years.

Replacement Value

The replacement value of Housing assets is $114.1 million.

It should be noted that the replacement value for Housing assets is based on the latest assessed insurance value of the building inventory at the time this report was written. Until all the buildings are componentized through an updated building condition assessment (BCA) a "sum of the parts" approach cannot be employed.

Condition

The information reported in this AMP and the subsequent analysis are based on the current inventory information maintained by UCLG and the latest BCA reports from 2019 which were produced by a third-party consulting firm for the multi-residential facilities. The assessments in 2019 serve as reference for capital replacement of building componentry but are not reflective of current conditions of components. An updated portfolio BCA would be required to formalize current condition ratings of components.

Overall building condition ratings were updated in May 2025 and all Housing assets are maintained in good to very good condition. The condition information for Housing assets reported in this AMP is primarily based on updated 2025 data.

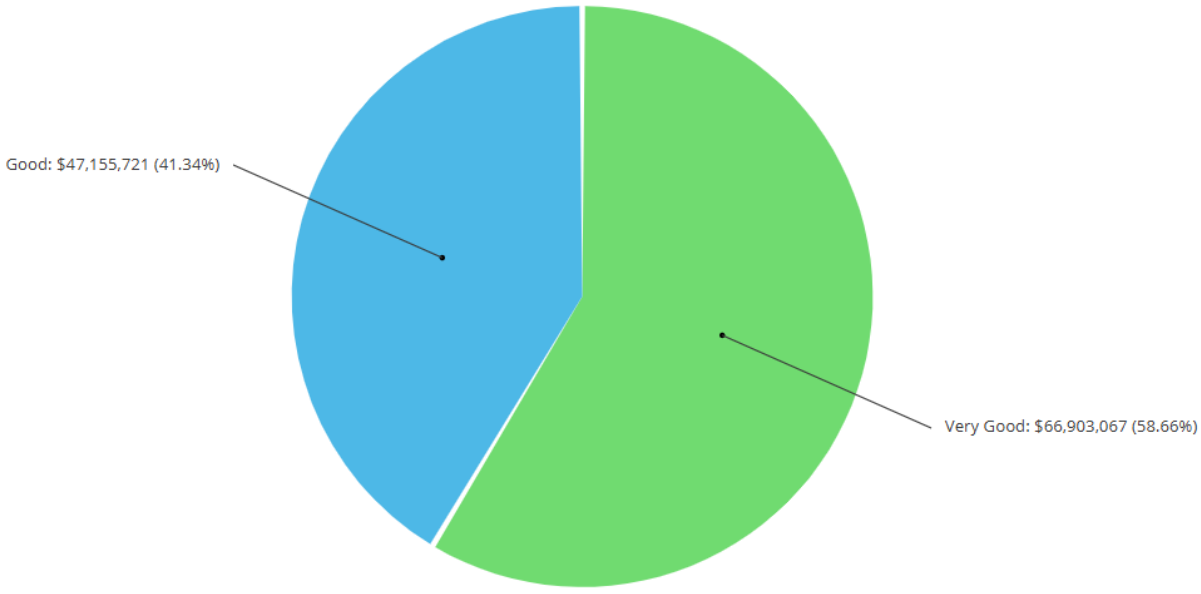
Should a unit be designated as fair or poor, Housing undertakes improvements to make the unit good and therefore inhabitable. Presently, UCLG does not have any fair to very poor assets.

UCLG uses the following condition ratings for its Housing assets:

- Very good (1): New – all components new or good to excellent condition.
- Good (2): Inhabitable – meets or exceeds all property standards.
- Fair (3): Requires minimal improvements to remain inhabitable.
- Poor (4): Uninhabitable – does not meet minimum property standards but is feasible to repair and/or revitalize.
- Very poor (5): Uninhabitable – not feasible to make habitable.

See *Figure 5-2* for the condition profile of Housing assets. Each grouping presents the replacement value of the assets within that grouping and their percentage of the overall replacement value of the Housing portfolio.

Figure 5-2: Condition Profile - Housing



Housing asset condition refers to the overall buildings and does not directly refer to specific building componentry. The overall average condition of Housing assets is 1.41 (very good).

Housing staff assess the condition of all units annually and at the time of transition between tenants. This is a reasonable approach for maintenance and to meet the standards for new

tenants. Furthermore, an independent third-party assessment is periodically performed on the condition of the structure of the building, including foundation and roofing, as well as an evaluation of the heating, air conditioning and ventilation (HVAC) and to review electrical connectivity, to ensure that building code, safety, accessibility and reliability standards for the tenants are being met.

Risk

The risk assessment for Housing assets was conducted using the following assumptions and criteria:

- Condition: Determined based on abovementioned condition ratings provided by Housing, according to:
    - Very good (1)
    - Good (2)
    - Fair (3)
    - Poor (4)
    - Very poor (5)
- Performance: Assumed to be always reliable.
- Climate Change: Assumed to be moderate vulnerability with slower recovery; mitigation plan not in place.
- Impact: Assumed to be moderate impact.
- Importance:
    - High importance for multi-residential complexes.
    - Moderate importance for single-family units.
    - Low importance for cabins

Figure 5-3: Risk Profile - Housing

The overall average risk rating of Housing assets is 6.29 (low). As presented in *Figure 5-3*, one hundred and fifty buildings (662 units) are rated as low risk, and two buildings (56 units) are rated as very low risk. Each grouping in the profile presents the number of assets and their total replacement value within that grouping.

Currently there is consistency in most risk factor assumptions across Housing assets, except for importance. Accordingly, the variation in risk assessment values for the assets is largely driven by importance ratings. The risk information for Housing assets reported in this AMP is primarily based on updated 2025 data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Housing assets are summarized in *Table 5-2*.

Table 5-2: Customer Values – Housing

Service Objective: To provide safe, reliable and affordable subsidized housing to meet the needs of the community.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Building conditions	Levels of Service (LOS) survey	56% of survey respondents indicate dissatisfaction with building conditions.	As buildings and components age, lifecycle activities will require prioritization.
Accessibility	LOS survey	53% of survey respondents indicate dissatisfaction with accessibility.	No changes to accessibility anticipated.
Unit availability	LOS survey	68% of survey respondents indicate dissatisfaction with the length of time required to access subsidized housing.	As housing becomes less affordable, more families are expected to apply for subsidized housing; consequently, time to access would be expected to increase.

Levels of Service

LOS for Housing assets are found in *Table 5-3*.

Table 5-3: Levels of Service – Housing

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	Subsidized housing facilities are strategically located throughout UCLG; refer to *Figure 5-1* for mapped locations.	Serving a population of 104,070 in UCLG plus partner communities (most recent 2021 Census data) One unit per 150 population. 667 RGI units.	Maintain 667 RGI units in accordance with provincial mandate.
Quality	Appropriate actions and interventions are taken to ensure Housing assets comply with legislative requirements.	100% compliance with requirements defined in the Housing Services Act 2011, Ontario Regulation (O. Reg.) 367/11 Schedule 4, Ontario Building Code/Fire Code, Accessibility for Ontarians with Disabilities Act, Residential Tenancy Act and local property standards . The two buildings that have wells and water treatment systems are required to comply with the Safe Drinking Water Act and are inspected annually by the Ministry of the Environment, Conservation and Parks (MECP). Standards Australia International (SAI) Global conducted a successful audit of UCLG on January 15, 2025 regarding the Drinking Water Quality Management Standard. 100% of Housing assets are in good to very good condition.	Maintain 100% compliance with standards. Maintain 100% of Housing assets in good to very good condition.

Performance

The current performance of Housing assets is determined by the following performance measures established by Housing in *Table 5-4*. It is based on actual performance in 2024 and includes several of the technical LOS for Housing assets.

Table 5-4: Current Performance – Housing

Description of Measure	Performance in 2024
Total work orders created	2,372 including 662 annual inspections, 356 transitional maintenance and 55 preventative maintenance.
Vacancy rate	Total vacancies: 75 Rate: 1.1%
Vacant unit turnover	15-30 days: 41 31-60 days: 28 > 60 days: 6
Average time on centralized waitlist	14.48 months
Number of eligible applicants on centralized waitlist	245 as of December 31, 2024

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Housing assets. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Acquisition activities increase service levels delivered by Housing. This may involve adding new components to an existing asset or adding units to the asset portfolio to meet the affordable housing need in the community. Recent additions to the portfolio include the following multi-residential facilities:

- Pixie Place, 100 Perth Street, Brockville (2022) – 8 units
- Court House Apartments, 15 Water Street, Kemptville (2023) – 10 units

Furthermore, 25 cabins were added to the Housing portfolio as part of the Housing Cabin Initiative to address homelessness in 2025. These cabins are located on leased land in Brockville

and are managed by the John Howard Society. Homelessness is 100% provincially funded and LOS is determined by provincial resources.

If a new building is constructed as an acquisition, the asset should be constructed to adhere with the requirements of the Ontario Building Code, accessibility requirements, safety requirements, and all other applicable regional codes and requirements for the building and its use. Construction of a new asset should be done such that the current housing needs of UCLG are being addressed, and that the asset can provide service delivery as intended.

Maintenance

Throughout the full lifecycle of a Housing asset, most of the expected lifecycle activities to be undertaken will be maintenance works. Maintenance activities can be used to improve the LOS of an asset or component, or to maintain it. Activities that fall under the maintenance category can be varied by response type and scale of maintenance requirements. Activities can be required through routine maintenance works, in response to tenant complaints, or on an emergency basis. In general, the expected types of maintenance activities within the lifecycle of a building include preventative and reactive maintenance.

Preventative maintenance is undertaken to prevent failure or poor performance of a building component. Preventative maintenance works can be undertaken based on knowledge of condition or according to a maintenance schedule. Manufacturer directives and condition assessments should assist in determining frequency of preventative maintenance activities.

Reactive maintenance is undertaken in response to an issue or fault in the asset or component systems. The scale of reactive maintenance works will vary depending on the system and type of failure or decrease in LOS.

Operation

Operation activities include those activities that do not directly deal with the physical state of the buildings but work to maintain the asset's useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Utilities
- Property taxes
- Garbage removal
- Building security
- Insurance

Renewal

Renewal works can be used to update a building or unit for modernization, to achieve compliance with updated codes and requirements, to upgrade the condition or performance of the unit or asset, or to replace or update existing components. Renewal schedules for multi-residential facilities refer to building components and are based on the 2019 building condition assessments which have been maintained for capital replacements greater than $10,000.

Updating existing components can prolong the expected lifespan of an asset. This type of renewal activity is undertaken in response to a component which is no longer able to provide adequate LOS. Replacement will be undertaken for one or more components of a Housing asset. Major renewal works can be preventative (in anticipation of end of service life of a component), or in response to a system failure.

Disposal

Disposal activities can include the removal from service of a Housing asset, or a portion of the asset and components. Disposal activities should be conducted such that health and safety, and environmental protocols are being followed, and spent materials are disposed of at an appropriate facility.

Disposal activities can also include removal of the asset from the portfolio through sale of property, if it is no longer required for service delivery.

Asset Management Strategy

The asset management strategy for Housing will maximize the lifecycle of the assets while maintaining a high LOS, in consideration of specific needs of UCLG and its citizens.

In general, Housing assets are maintained in good condition and perform adequately to provide the intended services. Strategies should maintain (or improve where appropriate) the condition and performance adequately to ensure that all assets are inhabitable and meet all building code, accessibility, safety and other requirements. As units become vacant, the strategy is to minimize downtime to ensure the unit can be available as quickly as possible, which involves efficient planning and

implementation of the lifecycle activities to address any concerns with condition or performance prior to new occupancy.

Implementation of the lifecycle activities will vary across the assets, according to the components, condition, and residential density. During the transition time between each tenant, units are assessed for maintenance and renewal needs. Maintenance works can include preventative or reactive maintenance.

When maintenance work is found to be insufficient to address an issue, renewal activities may be required. Further, renewal works can be implemented when performance and condition of the asset or component is still acceptable; however, improved service delivery requires changes to the asset, such as for modernization, to achieve compliance with updated codes and requirements, or to include addition of new components to an existing asset or asset component. Renewal activities are also undertaken when a component has reached the end of its useful life and requires replacement.

Modifications to assets need to be made to support current and future service delivery. This could include changes to accommodate occupancy or growth requirements, changes to square footage, or changes based on accessibility.

Projection of Works

Housing has developed 10-year capital renewal plans for asset components presented in *Appendix E*, primarily according to the 2019 BCAs for multi-residential facilities. The capital renewal projections are predicted according to the expected lifespan of the assets. Where the lifespan of an asset component is less than the projected timeframe (10 years), the asset may be projected for replacement multiple times. It is assumed that the following capital projects and carryovers for 2025 will be completed and are not included in the 10-year capital renewal plan:

- 150 Stone Street South, Gananoque – main door replacement
- 56 Bedford Street, Westport – make-up air unit replacement
- 43 Centre Street, Lansdowne – main door replacement
- 275 Water Street, Prescott – main door replacement
- 33 Bennett Street, Spencerville – main door replacement

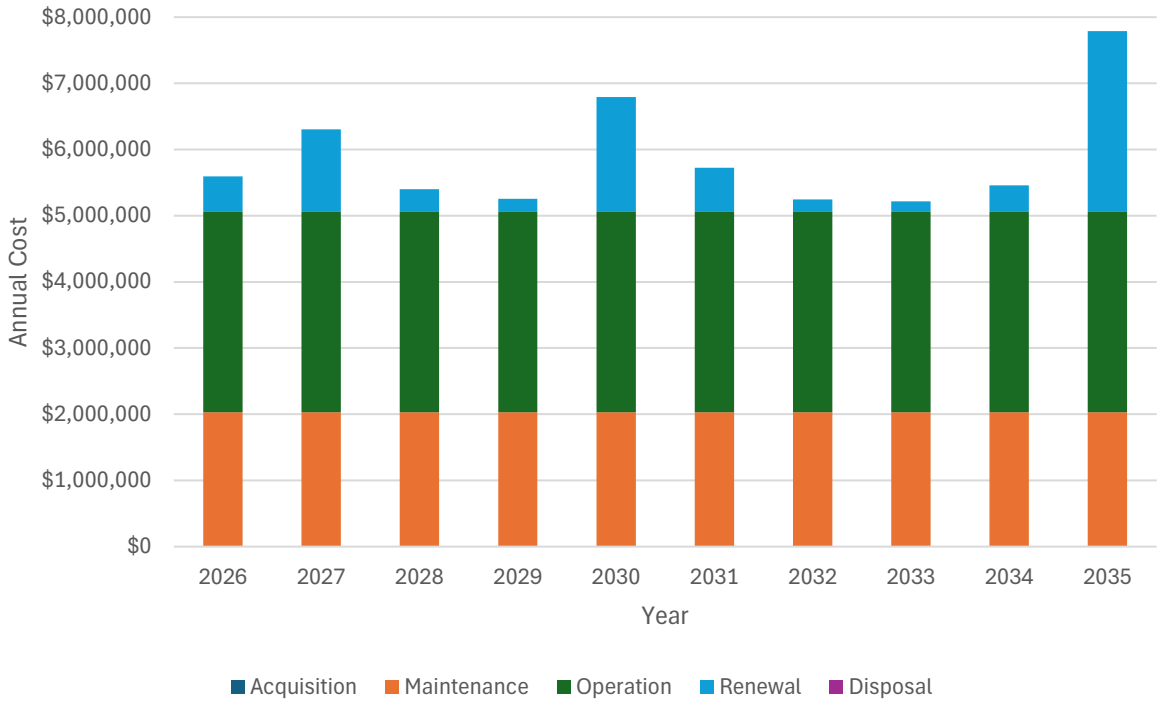
Lifecycle Costs

A summary of the 10-year lifecycle costs for Housing assets is presented in *Figure 5-4*. The 10-year capital renewal plan in *Appendix E* is a guide for capital building component replacement but does not include other lifecycle costs like acquisition, operation and maintenance costs, included in *Figure 5-4*. All the capital expenditures in the renewal lifecycle category represent those for the multi-residential facilities.

Single-family unit improvements are typically covered under the operational budget, including foundation repairs which are generalized at $30,000 per year for financial planning and are included in the maintenance lifecycle category.

The Housing Cabin Initiative has been included into the portfolio and factors into replacement value of Housing assets; however, no annual capital costs are projected with the cabin assets.

Figure 5-4: Projection of Works - Housing



Through the 10-year projection, the average expenditure is just under $6.0 million, with the maximum year experienced in 2035 at $7.8 million.

Years 2030 and 2035 have high quantities of asset component replacement. Housing can consider the distribution of the replacement of these components across subsequent years for ease of affordability, if replacement can be delayed and service delivery maintained.

6.0 - Buildings & Facilities

Summary

The United Counties of Leeds and Grenville (UCLG) owns buildings in the following subcategories:

- Administration
- Long-Term Care (LTC)
- Paramedic Service (PS)
- Public Works (PW)
- Forest Management (FM)

The **Administration** category includes the following buildings and locations:

- Counties Main Office, 25 Central Avenue West, Brockville: The main administration building houses most of the management, administrative and support staff for UCLG, including Counties Council chambers. The building was originally constructed in 1973 and underwent two renovations and additions in 2004 and 2007 increasing usable space from 18,350 to 33,011 square feet.
- Victoria Building, 32 Wall Street, Brockville: This building houses the Provincial Offences offices, Economic Development offices and leased space on the second floor. The building is approximately 130 years old and was completely renovated during the 1990s and was modified again between 2004 and 2008 as tenant requirements changed.
- Community and Social Services, 375 William Street South, Gananoque: This building has offices for Ontario Works staff and rental space with two tenants. The building was acquired by UCLG in 2005 and completely renovated in 2006 to its present condition.
- Community and Social Services, 555 King Street West, Prescott: This building has offices for Ontario Works staff and Housing Administration. The building was acquired by UCLG in 2022 and completely renovated to its present condition.
- Courthouse, 41 Court House Square, Brockville: UCLG owns the Courthouse in Brockville, which is leased to the Province of Ontario on a 30-year lease with two five-year extensions. The main lease ends in May of 2032. UCLG is not responsible for any maintenance or upgrades to the building, which are the responsibilities of the Province of Ontario. The Courthouse is included in neither condition, risk, LOS nor workplan reporting for this reason.

The **LTC** category includes the following building and location:

- Maple View Lodge (MVL), 746 County Road 42 East, Athens: MVL is a 60-bed LTC facility located east of the Village of Athens, with a gross floor area of 62,818 ft^2. The facility consists of an older core section originally constructed in 1895 and subsequently renovated, the latest being 2004, with a gross floor area of 14,361 ft^2. This section houses the offices and support services for the LTC operations. In 2004, two wings were

added to the original building, with a gross floor area of 48,457 ft^2. These wings house the accommodations and common areas for residents at MVL.
- The new LTC facility, The G. Tackaberry and Family Home (GTFH), is in the final stages of construction on site, expected to be completed in 2025 to increase the capacity to accommodate 192 beds (see Growth, Section 1). The original MVL facility will be repurposed according to Counties Council direction.

The **PS** category includes the following owned building and location:
- Leeds Grenville Paramedic Service (LGPS) Station #5, 85 Davis Lock Road, Elgin: This building was originally a patrol garage. In 2009 UCLG acquired the property and completely renovated the building into a paramedic station with three ambulance bays as well as office and living quarters for paramedics.
- UCLG leases another five paramedic stations, for which capital improvements are not the responsibility of UCLG.

The **PW** category includes garages, sand/salt domes and various outbuildings at each compound facility. The compounds were built in the 1960s or 1970s and all have had additions within the last 10 years. The PW category includes the following facilities and locations:
- Greenbush Compound, 6459 County Road 7, Elizabethtown-Kitley: This facility is located north of Brockville and is the main location for PW fleet maintenance and inventory storage.
- The four other patrol facilities are:
    - North Leeds Compound, 331 County Road 29, Frankville
    - South Leeds Compound, 2714 Outlet Road, Lansdowne
    - North Grenville Compound, 720 County Road 44, Kemptville
    - South Grenville Compound, 2320 County Road 21, Spencerville
- UCLG also owns a sand dome at 9863 Perth Road, Westport built in 2016 on a property owned by the Township of Rideau Lakes.

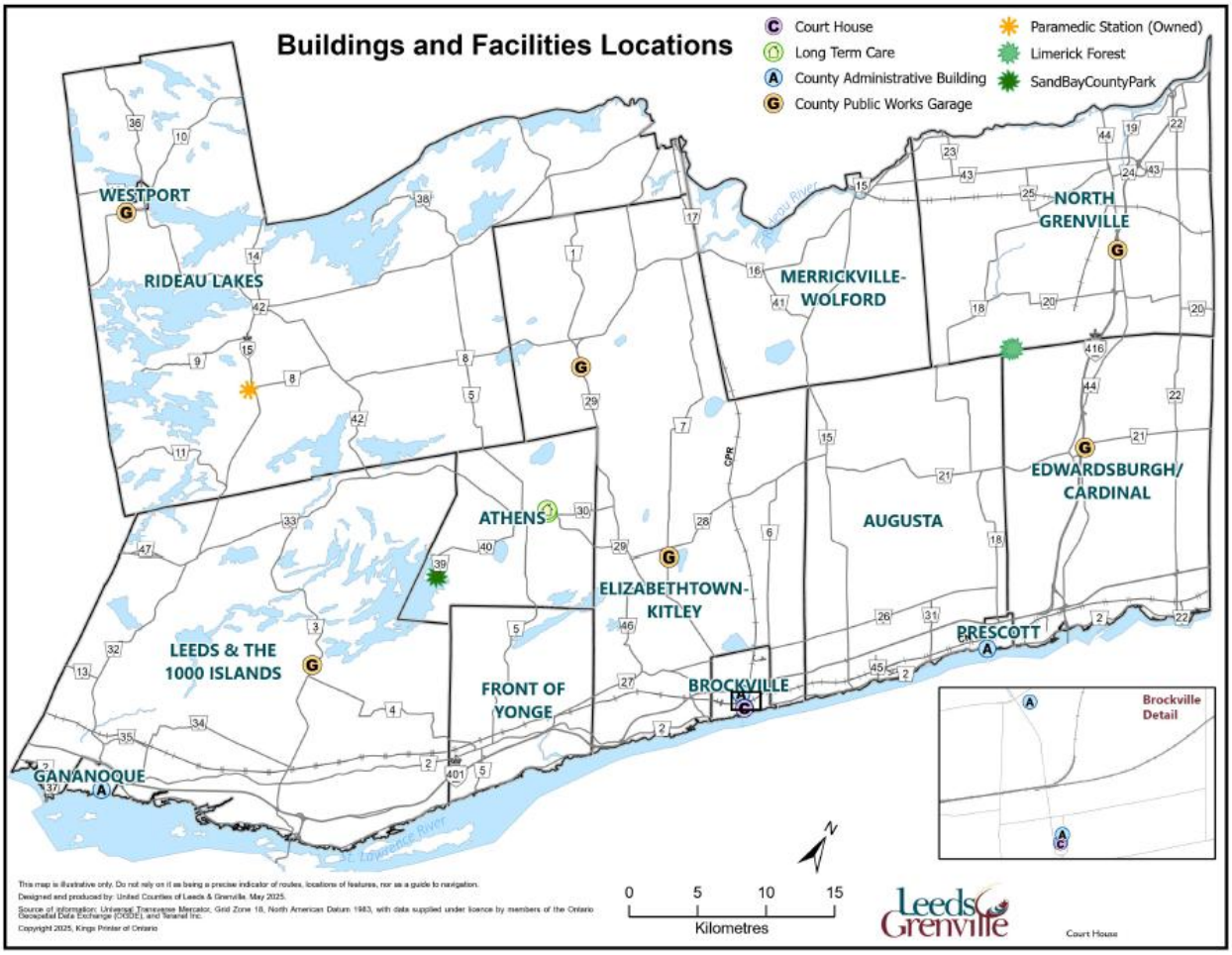
North Leeds Compound land is leased by UCLG from the Ministry of Transportation (MTO) for $1.00 per annum. The lease agreement (authorized by By-Law No. 11-63) is valid from July 1, 2011, to June 30, 2031, and indicates that all maintenance, operations and improvements, i.e. building construction, alterations, structures, fixtures, improvements, facilities or other appurtenances, are the sole responsibility of UCLG. For this Asset Management Plan (AMP), it is assumed that the lease of the land will be extended and UCLG is responsible for the lifecycle activities required of the facility for the next ten years.

The **FM** category includes the following facilities and locations:
- Limerick Forest (LF) Interpretative Centre, 1175 Limerick Road, Oxford Station: This building is a log cabin style building built in 2009 using locally grown logs and replaced an aging building which was at one time a schoolhouse. The centre is used for education, meetings and recreational purposes and is located close to forest trails and paths on Limerick Road which is a border between the Municipality of North Grenville and the Township of Edwardsburgh Cardinal.

- LF Compound, 1215 Limerick Road, Oxford Station: This facility was previously owned by the Ministry of Natural Resources (MNR) includes a workshop/garage, two pole barns used for storage, a separate, inactive building originally used as a lunchroom, and two small storage sheds. This facility is located close to the Interpretive Centre and is where forestry equipment is stored and maintained.
- Sand Bay County Park (SBCP) is located on the northeast corner of Charleston Lake and is owned and operated by UCLG as a day-use park. The park has a picnic pavilion, privies/change rooms, a cement dock for temporary use for boaters and a storage shed.

See *Figure 6-1* for the mapped locations of buildings and facilities owned by UCLG.

Figure 6-1: Map - Buildings & Facilities



Source: Map created by GIS Department.

Age

The overall average age of buildings in all facilities is 41.4 years. The following is a breakdown of average age by subcategory:

- Administration – 102 years - Counties Main Office weighted by gross floor area of original building (1973) and addition (2004/2007)
- LTC – 46 years – MVL weighted by gross floor area of original building (1895) and addition (2004)
- Paramedic Station - 58 years
- PW – 24 years
- FM – 46 years

Replacement Value

The total replacement value for all building assets owned by UCLG is $ 82.5 million. The following is a breakdown of replacement value by subcategory:

- Administration – $42.4 million
- LTC – $18.4 million
- Paramedic Station – $1.7 million
- PW – $18.7 million
- FM - $1.2 million

In 2024, Roth IAMS Limited performed comprehensive BCAs on the following facilities:

- Counties Main Office
- Community and Social Services - Gananoque and Prescott offices
- LGPS Station #5
- Victoria Building
- PW Compounds

The reports provided building componentization and replacement values. The replacement value of buildings that were included in the 2024 BCAs equals the sum of their component replacement values. For the non-componentized buildings that were not included in the 2024 BCAs, their replacement values are based on the latest assessed insurance value of the buildings at the time this report was written or professional judgement.

It should be noted that MVL underwent a BCA in 2022 by Cambium Incorporated that provided a workplan rather than a component breakdown; therefore, MVL's replacement value is also based on its latest assessed insurance value.

FM performed assessments of their facilities that were updated in 2025. These assessments do not account for non-capital items; therefore, the replacement values for these buildings are based on their latest assessed insurance value or professional judgement.

Because of the range of standards of UCLG buildings, a summary of use and replacement value per asset is presented in *Tables 6-1* to *6-5*, per subcategory.

Table 6-1: Administration Summary

Building	Use	Replacement Value
Counties Main Office	Administration offices, program delivery	$10,705,639
Victoria Building	Administration offices, POA courts	$6,184,177
Courthouse	Courthouse, jail, registry, police services	$19,838,490
CSS Gananoque	Administration offices, program delivery	$3,827,948
CSS Prescott	Administration offices, program delivery	$1,805,601

Table 6-2: Long-Term Care Summary

Building	Use	Replacement Value
MVL	LTC	$18,439,458

Table 6-3: Paramedic Service Summary

Building	Use	Replacement Value
LGPS Station #5	Paramedic station	$1,741,122

Table 6-4: Public Works Summary

Building	Use	Replacement Value
Greenbush Garage	Fleet management, inventory storage	$3,803,357
Greenbush Sand/Salt Dome	Sand/salt storage	$1,187,254
North Grenville Patrol Garage	Road patrol services	$1,546,212
North Grenville Storage Building	Miscellaneous storage	$70,000
North Grenville Storage Shed	Garage	$40,000
North Grenville Sand Dome	Sand storage	$557,232
North Grenville Salt Dome	Salt storage	$827,612
North Leeds Patrol Garage	Road patrol services	$2,200,198
North Leeds Sand Dome	Sand storage	$574,334
North Leeds Salt Dome	Salt storage	$827,612
South Grenville Patrol Garage	Road patrol services	$1,507,714
South Grenville Storage Building	Miscellaneous storage	$40,000
South Grenville Sand Dome	Sand storage	$427,572
South Grenville Salt Dome	Salt storage	$752,707
South Leeds Patrol Garage	Road patrol services	$2,368,176
South Leeds Sand Dome	Sand storage	$485,135
South Leeds Salt Dome	Salt storage	$749,675
Westport Sand Dome	Sand storage	$400,000

Table 6-5: Forest Management Summary

Building	Use	Replacement Value
LF Interpretive Centre	Public education, rental space	$469,700
LF Workshop	Garage, workshop	$198,900
LF Pole Barn East	Equipment storage	$142,100
LF Pole Barn North	Equipment storage	$142,100
LF Shed East	Fuel storage	$10,000
LF Shed West	Pesticide storage	$10,000
LF Lunchroom	Restricted and not used due to asbestos	$150,000
SBCP Comfort Station	Washroom facility	$50,000
SBCP Pavillion	Shelter	$27,030
SBCP Shed	Miscellaneous storage	$10,000
SBCP Dock	Temporary docking	$30,000

Condition

The BCAs conducted in 2024 updated those from 2019. The reports provided building componentization with updated conditions.

UCLG uses the following condition ratings for its buildings:

- Very good (1): Well-maintained, meets all applicable building codes, accessible, new or recently renovated and does not require significant improvements.
- Good (2): Well-maintained but requires improvements and/or renovations, often not fully accessible and meets minimum building codes.
- Fair (3): Maintained but requires significant improvements and/or renovations, often not accessible or meeting today's building code levels.
- Poor (4): Requires significant renovations or replacement.
- Very poor (5): Requires replacement.

Due to the nature of the use of UCLG facilities, some buildings must be maintained and kept to a higher standard, such as MVL. This facility must not only meet higher building code laws, but also requirements from the Ministry of Health and Long-Term Care (MOHLTC) as a condition of

its licensing as a LTC facility. Conversely, PW compounds are held to a different standard with respect to conditions relative to services provided.

Building conditions are derived differently depending on the data available. For those buildings assessed in 2024 with component conditions provided, the component conditions are weighted by replacement value to give an overall condition of each building.

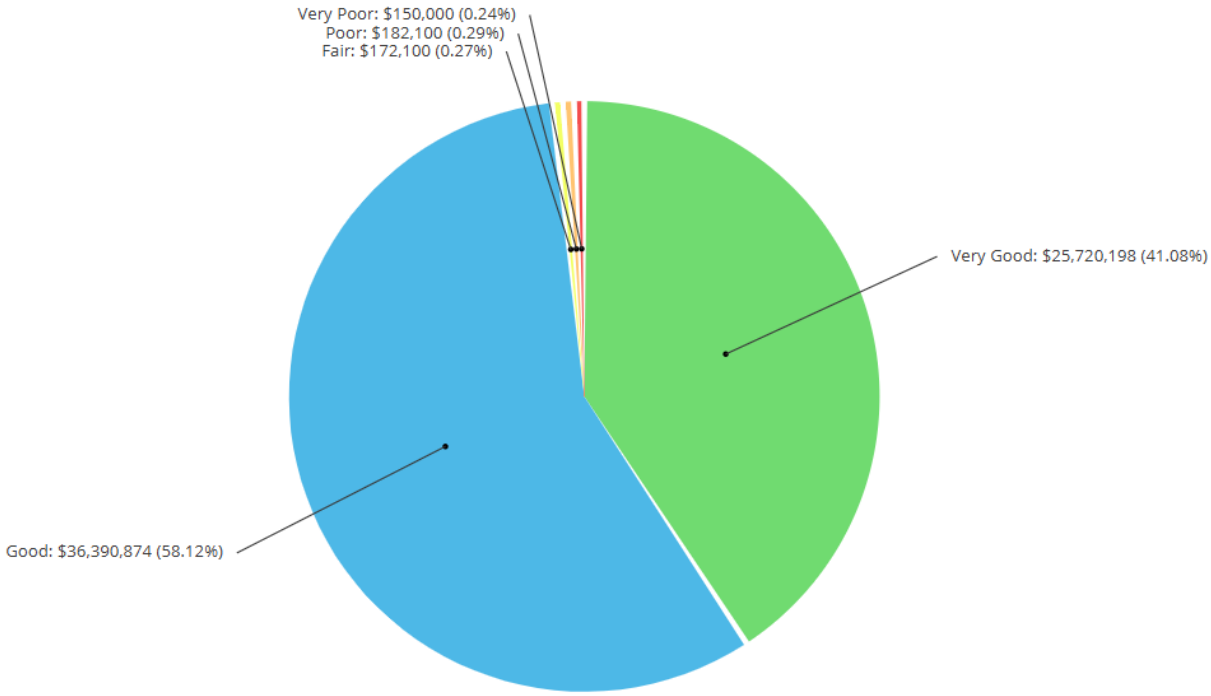
It should be noted that the BCA for MVL in 2022 did not provide condition ratings for each component assessed, rather a component replacement program. Instead, detailed inspections by MVL staff in 2025 were performed separately on the original core section and the 2004 additions and weighted accordingly by gross floor area.

FM buildings are without componentry condition ratings and are generally rated by professional judgement; the Westport sand dome is also rated this way. All FM buildings were assessed in March 2025 to update condition ratings.

See *Figure 6-2* for a summary of building conditions. The condition information for the buildings reported in this AMP is primarily based on 2024 BCAs and updated 2025 data, with ratings projected to the end of the reporting year, 2025. Each grouping presents the total replacement value of the assets within that grouping and their percentage of the overall replacement value of the portfolio.

Less than 1% of the replacement value of the portfolio is less than good condition. The overall average condition of building assets is 1.71 (good).

Figure 6-2: Condition Profile - Buildings & Facilities



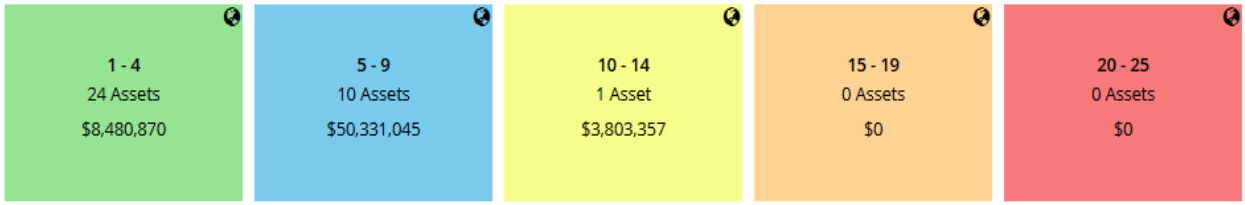
Note: The Courthouse is not included in condition reporting as UCLG is not responsible for maintenance of this facility.

Risk

The risk assessment for building assets was conducted using the following assumptions and criteria:

- Condition: Determined based on abovementioned condition ratings provided by BCAs and departmental guidance:
  - Very good (1)
  - Good (2)
  - Fair (3)
  - Poor (4)
  - Very poor (5)
- Performance: Assumed to be always reliable.
- Climate Change: Assumed to be moderate vulnerability with slower recovery; mitigation plan not in place for all buildings except for FM facilities which are assumed as high vulnerability.
- Impact:
  - High impact for Counties Main Office, MVL and Greenbush Compound.
  - Moderate impact for remaining administration buildings, paramedic station and PW patrol garages.
  - Low impact for domes, sheds and FM facilities.
- Importance:
  - High importance for Counties Main Office, MVL and Greenbush Compound.
  - Moderate importance for remaining administration buildings, paramedic station and PW patrol garages.
  - Low importance for domes, sheds and FM facilities.

Figure 6-3: Risk Profile - Buildings & Facilities



Note: The Courthouse is not included in risk reporting as UCLG is not responsible for maintenance of this facility.

The overall average risk rating for buildings is 6.10 (low). As presented in *Figure 6-3*, twenty-four assets are rated as very low risk, 10 rated as low risk, and one rated as moderate risk (Greenbush Garage). Each grouping in the profile presents the number of assets and their total replacement value within that grouping.

The risk information for building assets reported in this AMP is primarily based on updated 2025 data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Buildings & Facilities are summarized in *Table 6-6*.

Table 6-6: Customer Values – Buildings & Facilities

Service Objective: To provide safe, accessible and well-maintained buildings and facilities to meet their administrative, operational, long-term care, recreational or support objectives.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Building conditions	Levels of Service (LOS) survey	27% of survey respondents indicate dissatisfaction with building conditions.	As buildings and components age, lifecycle activities will require prioritization.
Accessibility	LOS survey	19% of survey respondents indicate dissatisfaction with accessibility.	No changes to accessibility anticipated.
Condition and adequacy of parking lots	LOS survey	5% of survey respondents indicate dissatisfaction with condition and adequacy.	Maintain condition and adequacy of parking lots.
LTC bed availability	LOS survey	63% of survey respondents indicate dissatisfaction with the length of time to access LTC.	Time to access LTC is expected to increase with an aging population based on the current 60-bed home; once the 192-bed GTFH is operational, a significantly shorter waitlist is expected.

Levels of Service

LOS for Buildings & Facilities are found in *Table 6-7*.

Table 6-7: Levels of Service – Buildings & Facilities

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	Facilities include administrative offices, PW compounds, forestry facilities, a LTC facility and a paramedic station. Refer to mapped locations in *Figure 6-1*.	Accessibility varies according to purpose: Administration offices are available to the public during weekday business hours. MVL delivers LTC service 365 days per year, 24 hours/day; daily visitation from 6:00 am - 10:00 pm. LGPS stations deliver paramedic service 365 days per year, 24 hours per day; stations are accessed by staff only. PW facilities deliver road operations 40 hours per week, unless emergency works or winter control operations are required outside of regular hours; accessed by staff only. LF Interpretive Centre is available for leased functions including meetings or recreational/educational events; LF Compound access to staff only; SBCP is available to the public year-round.	LTC to increase capacity to 192 from 60 beds through the acquisition of GTFH; otherwise, no changes are anticipated.
Quality	Appropriate actions are taken to ensure facilities are in good condition according to purpose and meet accessibility standards.	99.2% of the portfolio is in good to very good condition.	Maintain at least 99.2% of the building and facilities portfolio in good to very good condition.

Performance

The current performance of buildings is determined and tracked by the following performance measures established by UCLG:

- Total Greenhouse Gas (GHG) Emissions, Site Energy Use Intensity (EUI) and Source EUI for all buildings (see *Table 6-8*)
- MVL occupancy rate = 100%
- Time to access LTC = 2 years (staff estimate)

Table 6-8: Total Greenhouse Gas Emissions Per Building

Building	Total Greenhouse Gas Emissions ($kgCO_2e/ft^2$)	Site Energy Use Intensity ($kBTU/ft^2$)	Source Energy Use Intensity ($kBTU/ft^2$)
Counties Main Office	2.29	85.5	131.3
Victoria Building	1.13	38.9	58.3
CSS Gananoque	1.61	53.1	78.2
CSS Prescott	3.15	78.1	100.8
MVL	5.87	147.5	191.8
LGPS Station #5	3.81	80.0	100.7
Greenbush Garage	3.76	85.4	119.5
North Grenville Patrol Garage	3.35	72.4	99.4
North Leeds Patrol Garage	4.98	109.7	131.4
South Grenville Patrol Garage	3.83	78.5	97.5
South Leeds Patrol Garage	2.79	50.8	64.0

Table 6-8 definitions:

GHG Emissions – The carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O) gases released into the atmosphere due to energy consumption at the property. GHG emissions are expressed in carbon dioxide equivalent (CO_2e), a universal unit of measure that combines the quantity and global warming potential of each GHG.

Site EUI – The annual amount of all the energy a property consumes on-site, regardless of the source, divided by the property square footage.

Source EUI – The total amount of all the raw fuel required to operate a property divided by the square footage.

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for building assets. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Acquisition activities increase service levels delivered by buildings. Acquisition can include adding new components to an existing asset or construction of a new building. Recent and ongoing examples of building acquisition include the following new construction examples:

- North Grenville Compound storage shed (2024)
- GTFH (2025)

If a new building is constructed as an acquisition, the asset should be constructed to adhere with the requirements of the Ontario Building Code, accessibility requirements, safety requirements, and all other applicable regional codes and requirements for the building and its use. Construction of a new asset should be done such that the current needs of UCLG are being addressed, and that each building should be designed and constructed to provide service delivery as intended.

Maintenance

Throughout the full lifecycle of a building, most of the expected lifecycle activities to be undertaken will be maintenance works. Maintenance activities can be used to improve the LOS of an asset (or component), or to maintain it.

Activities that fall under the maintenance category can be varied by response type and scale of maintenance requirements. Activities can be required through routine maintenance works, response to poor condition or performance, or on an emergency basis. In general, the expected types of maintenance activities within the lifecycle of a building include preventative and reactive maintenance.

Preventative maintenance is undertaken to prevent failure or poor performance of an asset component. Preventative maintenance works can be undertaken on an ad-hoc basis based on knowledge of condition or according to a maintenance schedule. Manufacturer directives and condition assessments should assist in determining frequency of preventative maintenance activities.

Reactive maintenance is undertaken in response to an issue or fault in component systems, on an ad-hoc basis. The scale of reactive maintenance works will be variable depending on the system and type of failure or decrease in LOS.

Operation

Operation activities for buildings include those activities that do not directly deal with their physical state but work to maintain the asset's useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Utilities
- Property taxes
- Garbage removal
- Building security
- Cleaning contracts
- Insurance

Renewal

Renewal works can be used to update a building for modernization, to achieve compliance with updated codes and requirements, to expand an existing building, or to update or replace existing components.

Updating existing components can prolong the expected lifespan of an asset. This type of renewal activity is undertaken in response to a component which is no longer able to provide adequate LOS. Replacement will be undertaken for one or more components of a building. Major renewal works can be preventative (in anticipation of end of service life of a component), or in response to a system failure.

Disposal

Disposal activities can include the removal from service of a building, or a portion of a building and components. Disposal activities should be conducted such that health and safety, and environmental protocols are being followed, and spent materials are disposed of appropriately.

Disposal activities can also include removal of the building from UCLG's portfolio through sale of property, if it is no longer required for service delivery. A recent example of this was the sale of the residence at 1416 Byers Road in the Township of Edwardsburgh Cardinal in 2024.

Asset Management Strategy

The asset management strategy for buildings will maximize the lifecycle of the assets where appropriate, in consideration of specific needs of UCLG and existing infrastructure.

UCLG's asset management strategy for buildings optimally relies on BCAs to establish the current state of the assets (including information such as age, condition and performance), and to establish recommended works and associated timeframes. The most recent BCAs were completed in 2024 for a portion of the UCLG buildings and facilities by a third-party consultant and have consisted of non-intrusive visual inspection of the buildings and componentry. The usage of such assessments for complex buildings and facilities assets can provide reliable and repeatable condition information and projections that can be used for capital planning and asset management. UCLG should continue to procure detailed BCAs at a sufficient frequency to have ongoing understanding of the condition and required works at buildings, suggested to be every five years. These reports can be used to inform a maintenance schedule and capital works schedule, and to understand forecasting of asset improvements. If it is not possible to complete assessment of all buildings on a routine basis, priority buildings for the condition assessment program are suggested to be identified by the presented risk assessment, condition, and performance measures.

Buildings with high risk or poor condition/performance components should be prioritized in the condition assessment program. Where building assessments have not been conducted (on less complex building assets and structures), UCLG could consider adding these to the scope of the BCAs or undertake simplified assessments on a regular basis through visual inspection by staff.

In general, the building assets were found to be in good condition and performing adequately to provide the intended services. The strategy should maintain (or improve where appropriate) the condition and performance adequately to provide the intended services. An industry standard of 2% of the current portfolio replacement value is recommended as a minimum annual investment into capital projects for major maintenance and renewal activities, however specific works recommendations within building condition reports will provide a more tailored understanding of UCLG's recommended annual investment.

Implementation of the lifecycle activities for the buildings will vary across the assets, according to the components, condition, and services provided.

Currently, routine maintenance schedules are assumed to be in place and are recommended to continue, assuming that they are currently providing sufficient level of maintenance. Maintenance works can be considered preventative or reactive.

Projection of Works

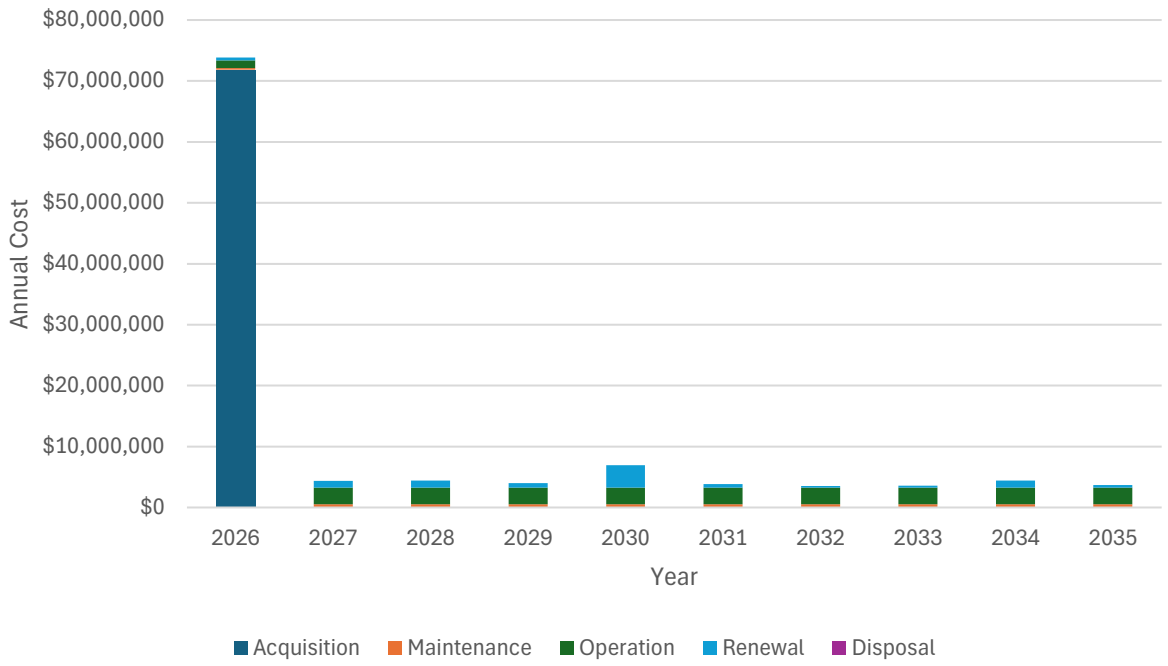
UCLG has developed 10-year capital renewal plans for building asset components presented in *Appendix F*, primarily according to internal and external building assessments. The capital renewal projections for Buildings & Facilities are predicted according to the expected lifespan of the assets. Where the lifespan of an asset component is less than the projected timeframe (10 years), the asset may be projected for replacement multiple times. It is assumed that the following capital projects and carryovers for 2025 will be completed and are not included in the 10-year capital renewal plan:

- MVL foundation repair
- LF pole barn overhead door replacement
- Greenbush Compound parking lot
- CSS Gananoque roof repair
- CSS Prescott masonry repair

Lifecycle Costs

A summary of the 10-year lifecycle costs is presented in *Figure 6-4*. The 10-year capital renewal plan in *Appendix F* is a guide for capital building component replacement but does not include other lifecycle costs like acquisition, operation and maintenance costs.

Figure 6-4: Projection of Lifecycle Costs - Buildings & Facilities



The average annual lifecycle expenditure across the timeline is $11.3 million, which includes the total acquisition value estimate of GTFH for $71.8 million. This total is included in the year of expected completion. Excluding this initial acquisition expense, the average annual lifecycle expenditure across the timeline is about $4.1 million.

Excluding 2026, the maximum expenditure occurs in 2030 where the quantity of asset components being addressed is particularly high. Departments can consider distribution of the expenditure across the subsequent two years for ease of affordability, if replacement can be delayed and service delivery maintained.

7.0 - Fleet

Summary

The United Counties of Leeds and Grenville (UCLG) owns and operates numerous vehicle types used in delivering its services and programs. The largest component of Fleet is Public Works (PW) followed by Leeds Grenville Paramedic Service (LGPS). Other users include Housing, EarlyON, Maple View Lodge (MVL), Corporate Facilities and Forest Management (FM).

Fleet assets deliver the following services in the following subcategories:

- PW: Road patrol, winter control and road repairs
- LGPS: Emergency medical response, patient transport and community paramedicine
- Other: Administration or maintenance services, and program support

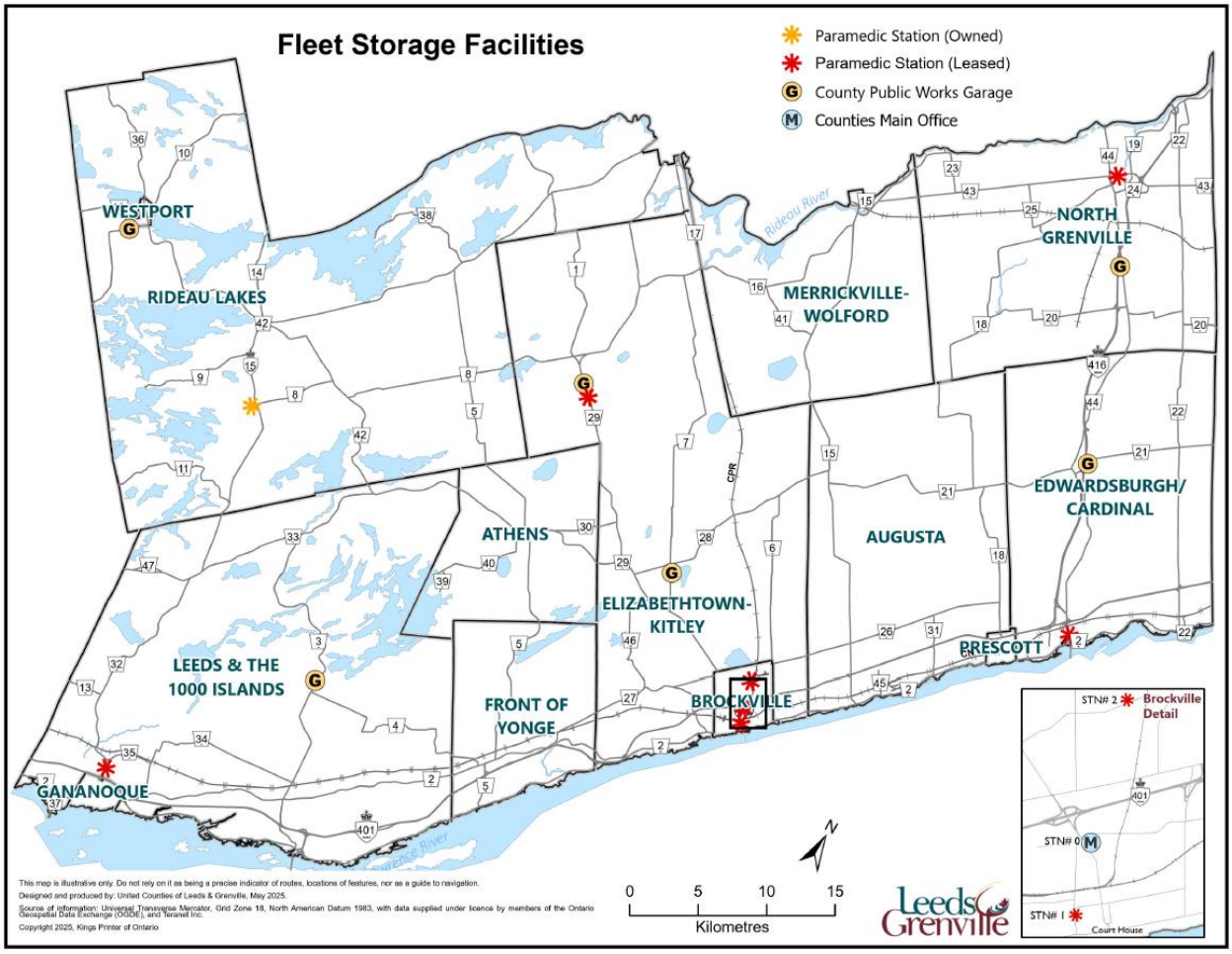
Table 7-1 outlines the fleet assets currently owned and maintained by UCLG.

Table 7-1: Summary of Fleet

Subcategory	Number of Vehicles	Description
PW	63	• Heavy duty sander/plow trucks • Medium and light duty pickup trucks • Mechanical service • Management • FM
LGPS	36	• Frontline ambulances • Emergency response vehicles (ERVs) • Community paramedicine • Management
Other	7	• Housing administration/maintenance • MVL maintenance • Facilities maintenance • Childcare administration

Figure 7-1 presents the distribution of fleet storage facilities within UCLG.

Figure 7-1: Map - Fleet Storage Facilities



Source: Map created by GIS Department.

Age

The overall average age of Fleet is 6.0 years. The average age for each subcategory is as follows:

- PW – 6.6 years
- LGPS - 4.8 years
- Other - 7.3 years

Replacement Value

The replacement value of Fleet is $13.5 million.

The replacement value for each subcategory is as follows:

- PW - $8.3 million
- LGPS - $4.9 million
- Other - $0.3 million

Condition

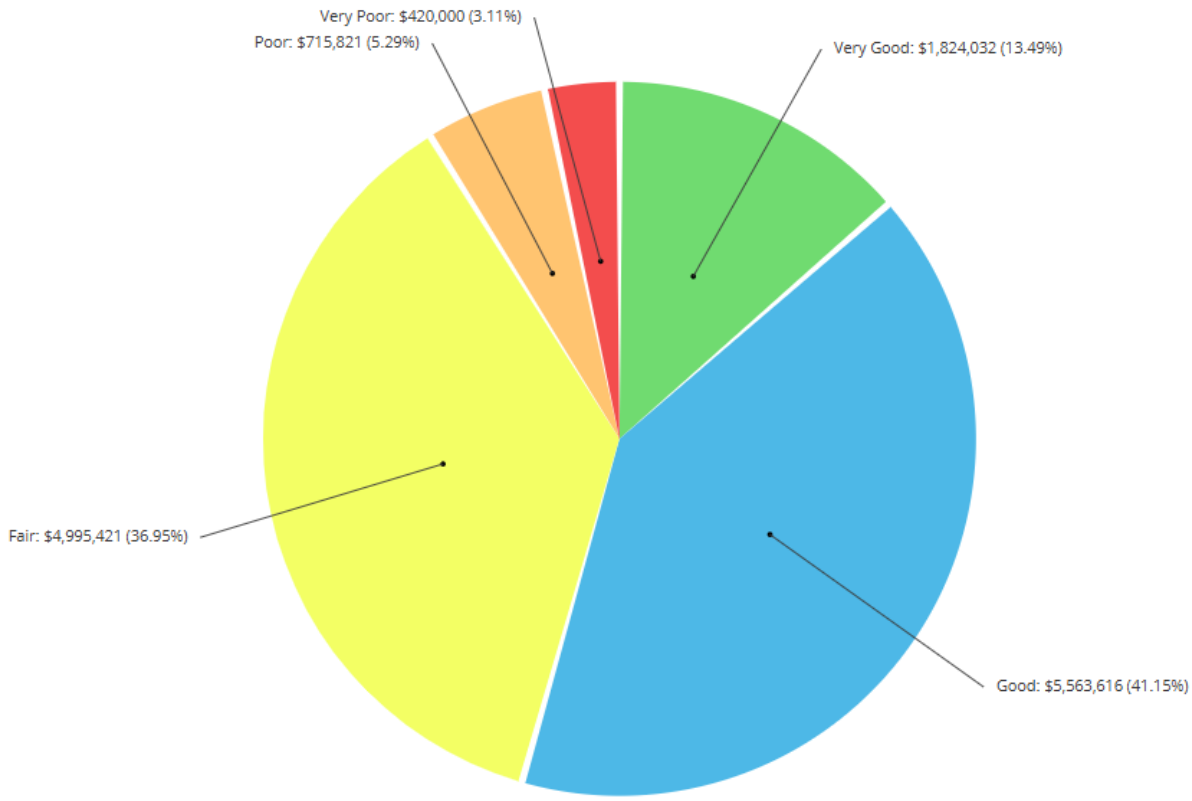
The information reported in this Asset Management Plan (AMP) and the subsequent analysis is based on the current inventory information. PW and LGPS fleet are inspected and maintained by staff at Greenbush Garage; other fleet assets are serviced elsewhere. Condition for Fleet was determined based on professional judgement relating to physical condition, age and odometer readings. The condition information for Fleet reported in this AMP is primarily based on updated 2025 data and does not include second-life assets that have already been replaced from the front-line and are being used as spares or support vehicles.

UCLG uses the following condition ratings for Fleet:

- Very good (1): Minimal wear and tear, no repairs required, excellent exterior and interior condition.
- Good (2): Minor imperfections and no major mechanical issues, requiring only minor reconditioning.
- Fair (3): Normal wear and tear for age and mileage, with some minor issues that may require repairs.
- Poor (4): Excessive wear and tear with noticeable issues but is feasible to repair or revitalize.
- Very poor (5): Significant damage with significant issues and is not feasible to repair or revitalize.

Figure 7-2 presents the condition of Fleet. Over half of the fleet portfolio is in very good or good condition, just over 40% is in fair and poor condition with approximately 3% in very poor condition, represented by the vehicles that are due to be replaced by 2026. The overall average condition of the category is 2.38 (good). Each grouping presents the total replacement value of the assets within that grouping and their percentage of the overall replacement value of the Fleet portfolio.

Figure 7-2: Condition Profile - Fleet



All fleet is maintained to deliver reliable services when required. If not mechanically fit, assets are not available. In most cases, spare vehicles are available for specialized vehicles like sander/plow trucks and ambulances.

Risk

Risk assessment was undertaken for the fleet assets by service delivery as the criteria or assumptions vary. Fleet was evaluated for risk by the following criteria:

- Condition: Determined based on abovementioned condition ratings provided by departmental guidance:
  - Very good (1)
  - Good (2)
  - Fair (3)
  - Poor (4)
  - Very poor (5)
- Performance: Assumed to be always reliable
- Climate Change: Assumed to be moderate - limited impact with slower recovery; mitigation plan not in place
- Impact and Importance are presented in *Table 7-2*

Table 7-2: Fleet Type Impact and Importance

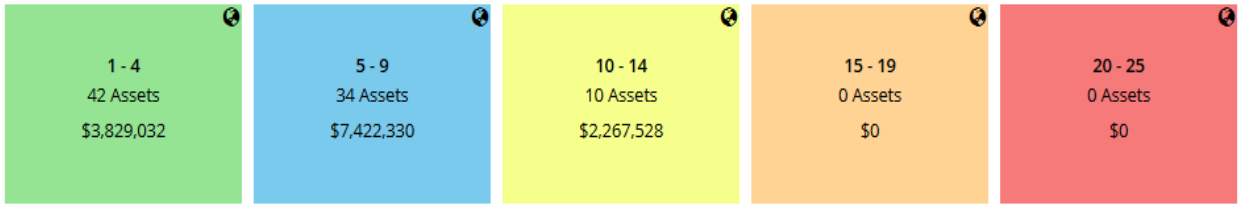
Fleet Type	Impact	Importance
Sander/plow trucks	Moderate	Moderate
Frontline LGPS fleet (ambulances, ERVs and supervisors)	Moderate	High
LGPS Community Paramedicine and Administration	Low	Moderate
All other fleet	Low	Low

Importance ranking was assigned as follows:

- High importance was assigned to LGPS fleet, since a failed vehicle involves spare vehicle mobilization and crew transfer. The nature of the services provided by these vehicles, i.e.

emergency medical response and emergency coverage, assigns a high importance rating.
- Moderate importance was assigned to public works vehicles which include snow removal equipment, as a failed vehicle could be replaced, or another service provider could provide the service until the asset is fixed.
- Low importance vehicles are all the other vehicles such as for program delivery and inspections. These are the easiest vehicles to replace quickly since they are non-specialized.

Figure 7-3: Risk Profile - Fleet



The overall average risk rating of Fleet is 6.74 (low). As presented in *Figure 7-3*, ten assets are rated as moderate risk with the remaining rated as low to very low risk. Each grouping in the profile presents the number of assets and their total replacement value within that grouping.

The risk information for Fleet reported in this AMP is primarily based on updated 2025 data and does not include second-life assets that have already been replaced from the front-line and are being used as spares or support vehicles.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Fleet are summarized in *Table 7-3*.

Table 7-3: Customer Values – Fleet

Service Objective: To maintain safe and reliable fleet for their intended purposes.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Reliability	Continuous service	When a breakdown is identified, the asset is taken out of service and optimally replaced by a spare until the issue is resolved.	No changes anticipated.
Availability of paramedic resources	Levels of Service (LOS) survey	24% of survey respondents indicate dissatisfaction with the availability of paramedic resources.	As the population in UCLG increases and ages, more ambulances and emergency response vehicles will likely be required.

Levels of Service

LOS for Fleet are found in *Table 7-4*.

Table 7-4: Levels of Service – Fleet

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	**PW**: Road operations are organized at local patrol compounds. FM fleet is located at the Counties Main Office. **LGPS**: Response fleet is strategically located throughout UCLG based on call distribution. **Other**: Administration and support fleet are typically located at the Counties Main Office. Fleet effectiveness is related to distribution. See *Figure 8-1* for a map of Fleet facilities.	See *Table 7-5*.	No changes anticipated.
Quality	Fleet is generally maintained in good condition to deliver reliable services when required. If an asset is not mechanically fit, it is removed from active fleet until repaired or replaced. Departments target asset replacement based on useful life of the asset.	Fleet assets adhere to preventative maintenance programs, safety requirements and manufacturer recommendations. Additionally, LGPS vehicles must meet Ontario Provincial Land Ambulance and Emergency Vehicle standards. 54.64% of the Fleet portfolio is in good to very good condition.	Maintain at least 54.64% of the Fleet portfolio in good to very good condition.

Performance

The current performance of Fleet is determined and tracked by the following performance measures found in *Table 7-5*. Performance metrics are also used as technical LOS.

Table 7-5: Current Performance – Fleet

Description of Measure	Department	Performance in 2024
Fleet maintenance expense	PW	$256,465
Fuel consumption expense	PW	$429,534
Fleet maintenance expense	LGPS	$127,436
Distance travelled	LGPS	1,576,986 km
Fuel consumption	LGPS	434,097 L
Number of calls	LGPS	33,313

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Fleet. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Acquisition activities increase service levels delivered by Fleet and includes the addition of a new asset to the inventory, i.e. expansion, not replacement. Acquisition of a fleet asset should consider its intended usage. Acquisition should be undertaken based on an understanding of the requirements of the asset for providing service delivery and should follow corporate procurement procedures. Acquisition of an asset could be as a new or used purchase. Acquisition of a new asset can provide UCLG with an asset in very good condition, however the condition of a used asset could vary.

Maintenance

Maintenance activities will vary across Fleet due to the variability in type and usage of assets. The maintenance activities should be undertaken according to manufacturer specifications and as required to address condition and performance issues that arise through regular usage. Maintenance activities should be taken in response to regular inspections of vehicle for condition. Maintenance activities are performed on PW and LGPS fleet by staff at Greenbush Garage, and other fleet assets are maintained elsewhere.

Operation

Operation activities for Fleet include those activities that do not directly deal with the physical state of the vehicles but work to maintain the useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Fuel
- Insurance
- License fees

Renewal

Renewal activities include direct replacement of existing fleet assets. When an asset reaches the end of its useful life and is found to be inadequate for providing the service delivery required, the asset is replaced. This activity follows the same expectations as acquisition - renewal activities should review utilization of the asset and consider current and future use. Often the replaced frontline asset has a second life as a spare, which is used when a vehicle breaks down or upstaffing is required.

Disposal

Disposal activities can include the removal from service through disposal, sale of asset or transfer of an asset to a different department. Disposal activities should be conducted such that health and safety protocols are being followed, and out-of-service assets are disposed of appropriately as per UCLG Policy on Disposal of Assets, often being sold on GovDeals or to a lower-tier municipality.

Asset Management Strategy

The asset management strategy for Fleet seeks to maximize the useful lifespan of the assets, such that they can continue to be used in service delivery across UCLG. Within UCLG's fleet assets, there are a variety of vehicle types, which are involved in multiple aspects of service delivery, such as: paramedic services, road operation and maintenance, community housing, LTC, facility maintenance and childcare.

UCLG's current strategy for Fleet is driven by age and performance. Assets are typically purchased new and replaced following the expected useful life, or when they no longer perform satisfactorily. At the end of the useful life of an asset, usage is evaluated and the asset is replaced with a new version, if required. The old vehicle is then disposed of appropriately as per UCLG Policy on Disposal of Assets.

Generally, if acquired new, assets will begin their expected useful life in very good condition and performance. Throughout the lifecycle of the assets, routine maintenance should be conducted. As required, specific maintenance should be conducted. As an asset ages and approaches the end of its useful life, it is expected that the risk and maintenance costs associated with the asset will increase. There will be a point in the lifecycle where the risk and maintenance costs are such that replacement of the asset will be the preferred solution. This point will vary depending on the type of asset and can be impacted by factors such as build quality and utilization. At the end of the lifecycle, departments should review the requirement for service delivery of the asset to determine if it requires replacement. It is assumed that the assets will be replaced like for like.

Fleet includes some assets associated with critical service delivery such as emergency services, and therefore have higher risk associated with asset failure. Accordingly, there is less acceptance of decreased condition of these assets, and the lifecycle is shortened.

Fleet usage should be reviewed periodically to confirm if services are being provided adequately. Assets should also be routinely assessed and monitored for condition and performance, to inform any maintenance or replacement works required. The needs and monitoring of asset condition will fall within multiple departments of UCLG, due to the varied range of services the assets provide.

Examples of useful life replacement strategy are presented in *Table 7-6*.

Table 7-6: Useful Life per Vehicle Type

Vehicle Type	Useful Life
Sander/plow trucks	10 years
Ambulances	5 years
ERVs	5 years

Actual replacement is determined at the end of the expected useful life. Sometimes the useful life is extended based on condition or budget limitations which increases the risk rating of the asset.

Projection of Works

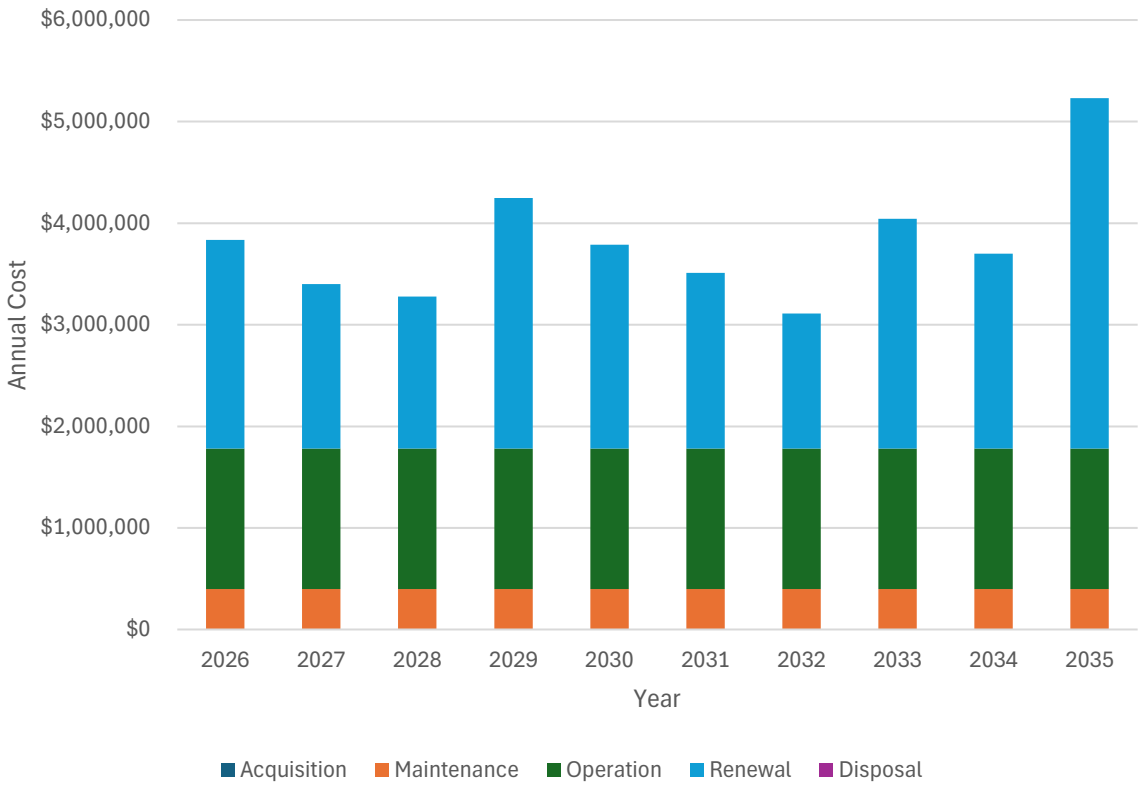
UCLG has developed a 10-year capital renewal plan for Fleet presented in *Appendix G*, according to condition and maintenance information. It is assumed that the capital renewals and acquisitions for 2025 will be completed and are not included in the 10-year capital plan.

The capital renewal projections for Fleet are extrapolated according to the expected lifespan of the assets. Where the lifespan of an asset is less than the projected timeframe of 10 years, the asset may be projected for replacement multiple times. The capital works include replacement of existing assets and planned acquisitions.

Lifecycle Costs

A summary of the 10-year lifecycle costs for Fleet is presented in *Figure 7-4*. The 10-year capital renewal plan in *Appendix G* is a guide for capital replacements but does not include other lifecycle costs like operation and maintenance costs which are included in *Figure 7-4*.

Figure 7-4: Projection of Lifecycle Costs - Fleet



The average annual expenditure across the 10-year timeframe is just above $3.7 million. Three years exceed $4.0 million including 2035, which is just over $5.0 million.

Departments can consider distribution of the expenditure for these three years for ease of affordability, if replacement can be delayed and service delivery maintained.

8.0 - Equipment

Summary

The United Counties of Leeds and Grenville (UCLG) owns and maintains numerous types of equipment used in delivering its services and programs. Since assets in the Equipment category are so varied in their function and the services they provide, the subcategories in *Table 8-1* have been used in this section with descriptions of the major assets within the subcategory.

Table 8-1: Summary of Equipment

Subcategory	Major Assets
Public Works (PW)	Graders, loaders and tractors.
Information Technology (IT)	Network hardware, communication towers, fire dispatch system.
Leeds Grenville Paramedic Service (LGPS)	Defibrillators and power load stretcher systems.
Other	Miscellaneous equipment from remaining departments.

PW equipment ranges from heavy-weight like graders and tractors, to medium/light-weight like sweepers and hot box asphalt transporters, to miscellaneous like vehicle hoists at Greenbush Garage and survey equipment. PW equipment serves both the public and staff through roadside operations and operations at PW facilities, respectively.

UCLG's IT infrastructure is intended to serve both the public and the staff by having a reliable and interconnected network for the public services that the organization provides. IT software and hardware also serve the public directly through programs such as the website and the fire communications system in support of the provision of municipal fire services and public safety. The IT network equipment generally resides in the data centre located at the Counties Main Office, with a back-up site in a separate location. The communication towers and shelters support the fire communications system. Towers are also leased to and maintained by service providers under contract.

LGPS provides services that are available to the public on a full time, 24 hours/7 days a week basis and as such need to be maintained in good condition and always reliable for the paramedics to use. Furthermore, all equipment must meet Ontario Provincial Equipment Standards. LGPS equipment mostly encompasses defibrillators, power stretchers and systems which are mounted in ambulances. This equipment is typically housed in the vehicles and at the

various LGPS stations within UCLG. The equipment is inspected daily by paramedic staff and maintained by mechanical staff at Greenbush Garage.

Other equipment combines the remaining departments' equipment assets that are generally maintained by in-house staff. These assets range in overall use from general patient equipment at Maple View Lodge (MVL) such as shower chairs, tubs and medical equipment to equipment used by the staff to ensure customers and staff are comfortable such as generators and appliances. Auxiliary equipment such as the parking lot gate at the Victoria Building are generally included in this subcategory.

Age

The overall average age of Equipment is 7.8 years. The average age for each subcategory is as follows:

- PW – 5.7 years
- IT - 10.0 years
- LGPS - 7.6 years
- Other - 14.9 years

Replacement Value

The total replacement value for Equipment is $15.3 million.

The replacement value for each subcategory is as follows:

- PW - $7.4 million
- IT - $5.0 million
- LGPS - $2.7 million
- Other - $0.2 million

Condition

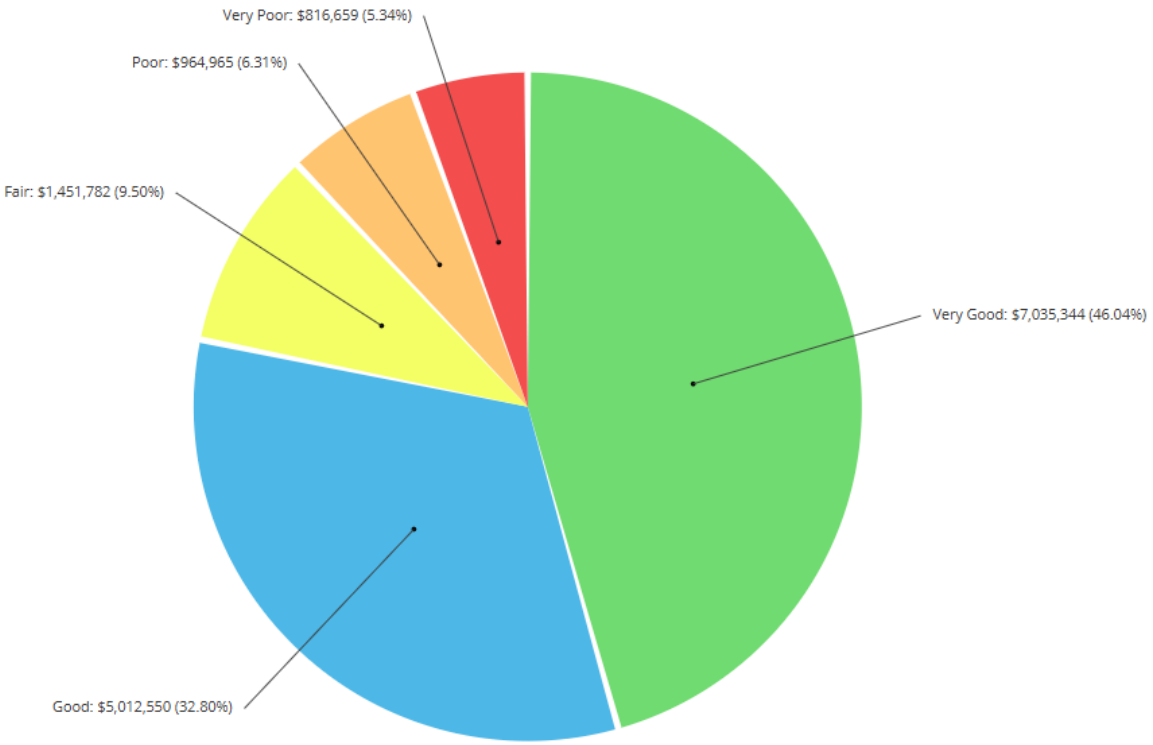
The information reported in this Asset Management Plan (AMP) and the subsequent analysis is based on the current maintained inventory information. Equipment assets are typically inspected and maintained by UCLG staff. Condition for equipment assets was determined based on professional judgement relating to physical condition and age, and is directly related to performance and reliability. The condition information for the equipment assets reported in this AMP is primarily based on updated 2025 data.

UCLG uses the following condition ratings for Equipment:

- Very good (1): Minimal wear and tear, no repairs required, excellent exterior and interior condition.
- Good (2): Minor imperfections and no major mechanical issues, requiring only minor reconditioning.
- Fair (3): Normal wear and tear for age and usage, with some minor issues that may require repairs.
- Poor (4): Excessive wear and tear with noticeable issues but is feasible to repair or revitalize.
- Very poor (5): Significant damage with significant issues and is not feasible to repair or revitalize.

Figure 8-1 presents the condition of Equipment. Over three-quarters of the Equipment portfolio is in good to very good condition, less than 10% is in fair condition with just over 11% in poor to very poor condition, represented mostly by those assets that are due to be replaced by 2026. The overall average condition of the category is 2.09 (good). Each grouping presents the total replacement value of the assets within that grouping and their percentage of the overall replacement value of the Equipment portfolio.

Figure 8-1: Condition Profile - Equipment



All equipment is maintained to deliver reliable services when required. If not mechanically fit, assets are not available until repaired or replaced. In some cases, spare equipment is available to temporarily replace frontline equipment assets like graders, loaders, defibrillators and power stretchers/systems.

Some assets in the IT subcategory, e.g. towers and hardware, deteriorate physically which leads to lower condition ratings. Other assets, e.g. software, do not necessarily deteriorate physically; instead, software may become obsolete as new technologies with enhanced capabilities become available or old technologies are no longer supported.

Risk

The risk assessment for Equipment was conducted using the following assumptions and criteria:

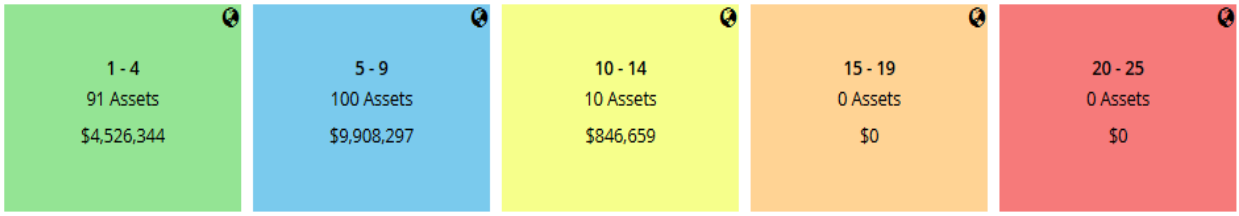
- Condition: Determined based on abovementioned condition ratings provided by departmental guidance:
    - Very good (1)
    - Good (2)
    - Fair (3)
    - Poor (4)
    - Very poor (5)
- Performance: Assumed to be always reliable.
- Climate Change, Impact and Importance are presented in *Table 8-2*:

Table 8-2: Equipment Type Climate Change, Impact and Importance

Equipment Type	Climate Change	Impact	Importance
PW heavy equipment (graders, loaders, tractors, mowers, sander/plow units)	Moderate	Moderate	Moderate
Communication towers and equipment	High	Moderate	Moderate
Network and security	Low	High	High
LGPS equipment	Low	Moderate	High
Other equipment	Low	Moderate	Moderate

Communication towers and equipment were assigned a high climate change risk factor since this equipment is exposed to severe weather and is susceptible to damage from these events.

Figure 8-2: Risk Profile - Equipment



The overall average risk rating of Equipment is 5.99 (low). As presented in *Figure 8-2*, ninety-one equipment assets are rated as very low risk, 100 are rated as low risk, and the remaining 10 are rated as moderate risk. Each grouping in the profile presents the number of assets and their total replacement value within that grouping.

The risk information for Equipment reported in this AMP is primarily based on updated 2025 data.

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Equipment are summarized in *Table 8-3*.

Table 8-3: Customer Values – Equipment

Service Objective: To maintain safe and reliable equipment for their intended purposes.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Reliability	Continuous service	When a breakdown is identified, the asset is taken out of service and optimally replaced by a spare until the issue is resolved.	No changes anticipated.
Availability of IT network	Network availability	Network availability at 99.77% in 2024.	As potential security breaches become more complex, an increase in the level of security is anticipated.

Levels of Service

Levels of Service (LOS) for Equipment are found in *Table 8-4*.

Table 8-4: Levels of Service – Equipment

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	**PW**: Road maintenance, traffic control, winter control and forest management. **IT**: Communications, network, hardware and software. **LGPS**: Diagnostic and conveyance equipment. **MVL**: Auxiliary equipment to support operations in long-term care (LTC).	See *Table 8-5*.	No changes anticipated.
Quality	Equipment is maintained in good condition to deliver reliable services when required. If an asset is not mechanically fit, it is removed from active service until repaired or replaced. Departments target asset replacement based on useful life of the asset.	Equipment assets adhere to preventative maintenance programs, safety requirements and manufacturer recommendations. Additionally, LGPS equipment must meet Ontario Provincial Equipment standards. 78.84% of Equipment is in good to very good condition.	Maintain at least 78.84% of Equipment in good to very good condition.

Performance

Tracked performance metrics are presented in *Table 8-5*. Performance metrics are also used as technical LOS.

Table 8-5: Current Performance - Equipment

Description of Measure	Department	Performance in 2024
Maintenance expense	PW	$256,311
Fuel expense	PW	$95,539
Network system availability	IT	99.77%

For IT equipment, focus is on the core components of the system/network which are the Storage Area Network (SAN) and the firewall, both located at the Counties Main Office. If the SAN was to malfunction, the entire system/network would not be available, so it is the primary core component, followed by the firewall.

LGPS and MVL equipment are assumed to have high performance ratings due to the standard to which assets are maintained. These assets are assumed very reliable.

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Equipment. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Acquisition activities increase service levels delivered by Equipment and includes the addition of a new asset to the inventory, i.e. expansion, not replacement. Acquisition of an equipment asset should consider its intended usage. Acquisition should be undertaken based on an understanding of the requirements of the asset for providing service delivery and should follow corporate procurement procedures. Acquisition of an asset could be as a new or used purchase. Acquisition of a new asset can provide UCLG with an asset in very good condition, however the condition of a used asset could vary.

Maintenance

Maintenance activities will vary across the Equipment due to the variability in type and usage of assets. The maintenance activities should be undertaken according to manufacturer specifications and as required to address condition and performance issues that arise through

regular usage. Maintenance activities should be taken in response to regular inspections of assets for condition. Maintenance activities are performed on PW equipment and LGPS stretcher systems by staff at Greenbush Garage. Defibrillators undergo preventative and reactive maintenance under contract through the supplier. IT equipment assets are typically maintained under contracts and maintenance agreements, as are defibrillators for LGPS.

Operation

Operation activities for Equipment include those activities that do not directly deal with the physical state of the asset but work to maintain the useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Fuel
- Insurance
- License fees

Renewal

Renewal activities include direct replacement of existing equipment assets. When an asset reaches the end of its useful life and is found to be inadequate for providing the service delivery required, the asset is replaced. This activity follows the same expectations as acquisition - renewal activities should review utilization of the asset and consider current and future use.

Disposal

Disposal activities can include the removal from service through disposal, sale of asset or transfer of an asset to a different department. Disposal activities should be conducted such that health and safety protocols are being followed, and out of service assets are disposed of appropriately as per UCLG Policy on Disposal of Assets, with PW heavy equipment often being sold on GovDeals or to a lower-tier municipality.

Asset Management Strategy

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

UCLG's current strategy for Equipment is driven by the age and performance of the assets. Equipment assets are typically purchased new and replaced following the expected useful life, or when they no longer perform satisfactorily. At the end of the useful life of an asset, usage is

evaluated and the asset is replaced with a new version, if required. The old equipment is then disposed of appropriately as per UCLG Policy on Disposal of Assets.

Generally, if acquired new, assets will begin their expected useful life in very good condition. Throughout the lifecycle of the assets, routine preventative maintenance should be conducted. As required, reactive maintenance should be conducted. As an asset ages and approaches the end of its useful life, it is expected that the risk and maintenance costs associated with the asset will increase. There will be a point in the lifecycle where the risk and maintenance costs are such that replacement of the asset will be the preferred solution. This point will vary depending on the type of asset and the services delivered by each. At the end of the lifecycle, departments should review the requirement for service delivery of the asset to determine if it requires replacement. It is assumed that the assets will be replaced like for like.

Equipment includes some assets associated with critical service delivery such as emergency services, and therefore have higher risk associated with asset failure. Accordingly, there is less acceptance of decreased condition of these assets, and the lifecycle is shortened.

Departments should review usage of equipment assets to confirm if services are being provided adequately. The assets should also be routinely assessed and monitored for condition and performance, to inform any maintenance or replacement works required. The needs and monitoring of asset condition will fall within multiple departments at UCLG, due to the varied range of service the assets provide.

Examples of useful life influencing replacement strategy are presented in *Table 8-6*:

Table 8-6: Useful Life per Equipment Type

Equipment Type	Useful Life
Tractor	14 years
Fire communication system	20 years
Power stretcher	8 years
N95 fit tester	7 years

Actual replacement is determined at the end of the expected useful life. Sometimes the useful life is extended based on condition or budget limitations which increases the risk rating of the asset.

Projection of Works

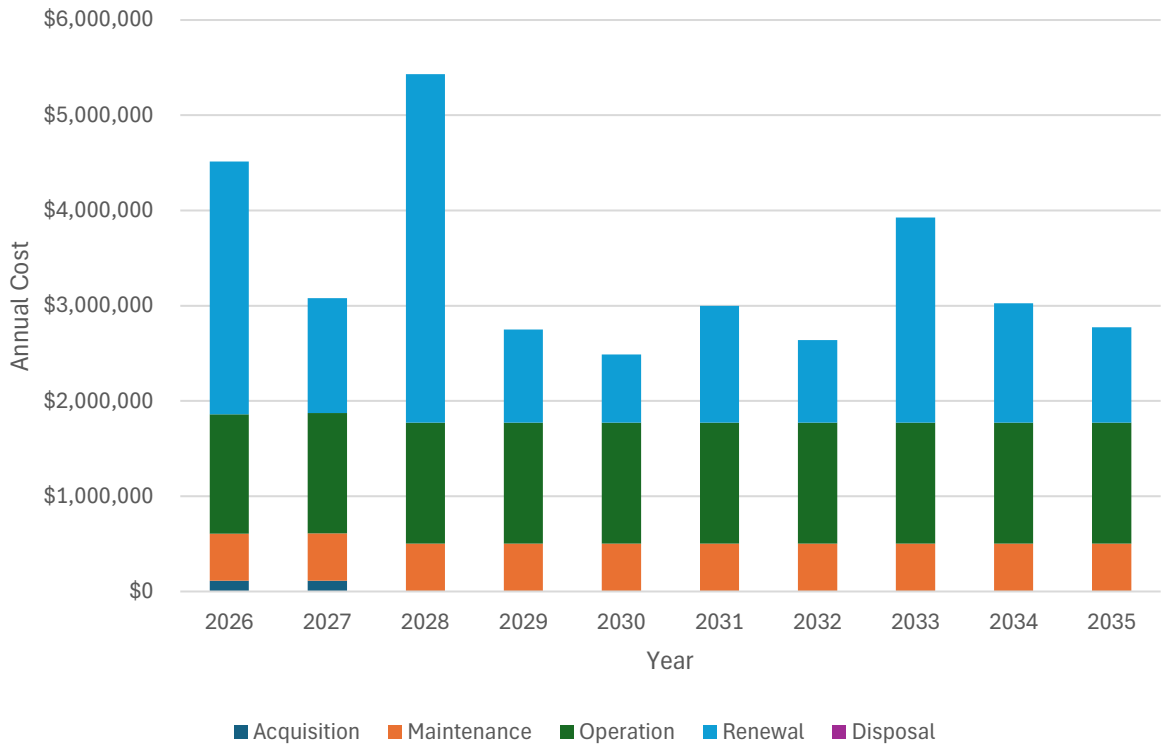
UCLG has developed a 10-year capital renewal plan for Equipment presented in *Appendix H,* according to condition and maintenance information. It is assumed that the capital renewals and acquisitions for 2025 will be completed and are not included in the 10-year capital plan.

The capital renewal projections for Equipment are extrapolated according to the expected lifespan of the assets. Where the lifespan of an asset is less than the projected timeframe of 10 years, the asset may be projected for replacement multiple times. The capital renewal plan includes replacement of existing equipment assets and planned acquisitions.

Lifecycle Costs

A summary of the 10-year lifecycle costs is presented in *Figure 8-3*. The 10-year capital renewal plan in *Appendix H* is a guide for capital replacements but does not include other lifecycle costs like operation and maintenance costs, which are included in *Figure 8-3*.

Figure 8-3: Projection of Lifecycle Costs - Equipment



The average annual expenditure over the 10-year timeframe is just under $3.4 million, with the highest projection in 2028 at just over $5.4 million.

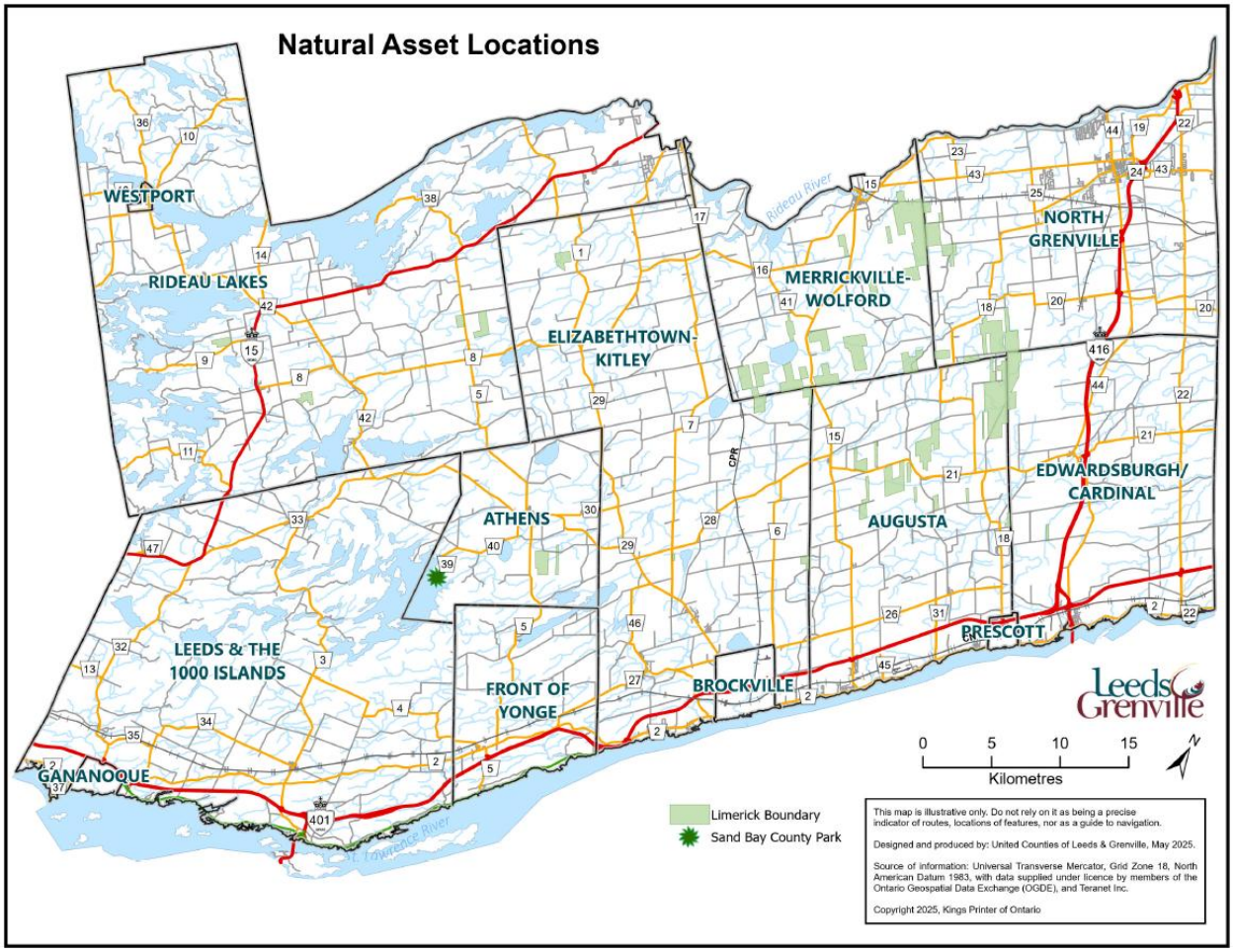
Departments can consider distribution of higher cost years for ease of affordability, if replacement can be delayed and service delivery maintained.

9.0 - Natural Assets

Summary

In 2024, Forest Management (FM) and Asset Management began collaborating to include Natural Assets in the Asset Management Plan (AMP). Most of the natural assets that the United Counties of Leeds and Grenville (UCLG) owns are tracts of land that regenerate naturally. These assets include all land in Limerick Forest (LF) tracts (6,092 ha) and Sand Bay County Park (SBCP) at Charleston Lake (21 ha). See *Figure 9-1* for mapped locations of LF tracts and SBCP. The annual lifecycle costs of Natural Assets are mainly operations and maintenance.

Figure 9-1: Map - Natural Assets



Source: Map created by GIS Department.

Age

The age of Natural Assets is not applicable in the context of this report. The buildings at LF and SBCP are captured in Buildings & Facilities (Section 6).

Replacement Value

Since natural assets regenerate naturally, replacement value is challenging to quantify for municipalities. One method is by valuating the services natural assets render and the costs to engineer facilities to provide those same services. *Table 9-1* presents some examples of engineered equivalents to natural asset features that provide services.

Table 9-1: Engineered Equivalents to Natural Asset Features

Natural Asset Feature	Service Function	Engineered Equivalent
Aquifer	Water filtration	Water treatment facility
Wetland	Flood control	Stormwater system
Forest growth	Climate regulation via carbon sequestration	Carbon Capture and Storage (CCS) facility

These engineered equivalents are more relevant to urban centers where it might be feasible to engineer these types of facilities based on higher population density; however, considering the remote settings of its natural assets, UCLG does not evaluate replacement value using this method.

Instead, the approach of assigning a value per hectare to artificial regeneration of tree plantations within Limerick Forest and applying this cost to those areas that require artificial regeneration is employed.

Four hundred hectares of the 700-hectare red and white pine plantation require replanting to regenerate appropriately. With the adoption of a Forest Regeneration Reserve Fund involving the breakdown of expenses for plantation replacement, FM has been able to quantify a replacement value of artificial regeneration at $6,200 per hectare (see *Table 9-4*). Consequently, it will cost a total of $2,480,000 to prepare and replace the 400 hectares of plantation.

Condition

The trails and associated structures including boardwalks and viewing platforms are in very good condition, as well as the beach and grounds at SBCP.

Risk

The risk assessment for Natural Assets was conducted using the following assumptions and criteria:

- Condition: Determined based on abovementioned condition ratings provided by departmental guidance and assumed very good
- Performance: Assumed to be always reliable
- Climate Change: Assumed to be high impact of climate change to natural assets
- Impact: Assumed to be moderate
- Importance: Assumed to be moderate

Using the above assumptions, the overall risk rating of both LF and SBCP is 4.00 (very low).

Customer Values

Customer values indicate aspects of service that are important to customers, which then help define service levels.

Customer values for Natural Assets are summarized in *Table 9-2*.

Table 9-2: Customer Values – Natural Assets

Service Objective: To provide safe, accessible well-maintained and ecological natural assets related to forest/park facilities.			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend**
Well maintained trails	Levels of Service (LOS) survey	22% of survey respondents indicate dissatisfaction with trail conditions.	No changes anticipated.
Well maintained beach/dock	LOS survey	25% of survey respondents indicate dissatisfaction with beach/dock conditions.	No changes anticipated.
Accessibility	LOS survey	40% of survey respondents indicate dissatisfaction with accessibility.	No changes anticipated.

Levels of Service

Levels of Service (LOS) for Natural Assets are found in *Table 9-3*.

Table 9-3: Levels of Service – Natural Assets

Service Attribute	Community Levels of Service	Technical Levels of Service	Proposed Levels of Service
Scope	Trail networks are provided for residents and tourists throughout LF tracts and SBCP on Charleston Lake. See *Figures 9-2, 9-3* and *9-4* for trail maps.	100 km of maintained trails in LF; 1.5 km of maintained trails in SBCP. 30 km of groomed snowmobile trails.	Maintain current trail network.
Quality	Appropriate actions and interventions are taken to ensure the regular, safe use of natural assets by the public.	Semi-annual trail inspections by Johnstown ATV Club and Bytown Motorcycle Association. Semi-annual 911 access inspection by Forestry staff. Cross-country ski trails inspected 3-4 times per season following the grooming schedule.	Maintain inspection frequency and type.

Figure 9-2: Limerick Forest Trail Maps Part 1

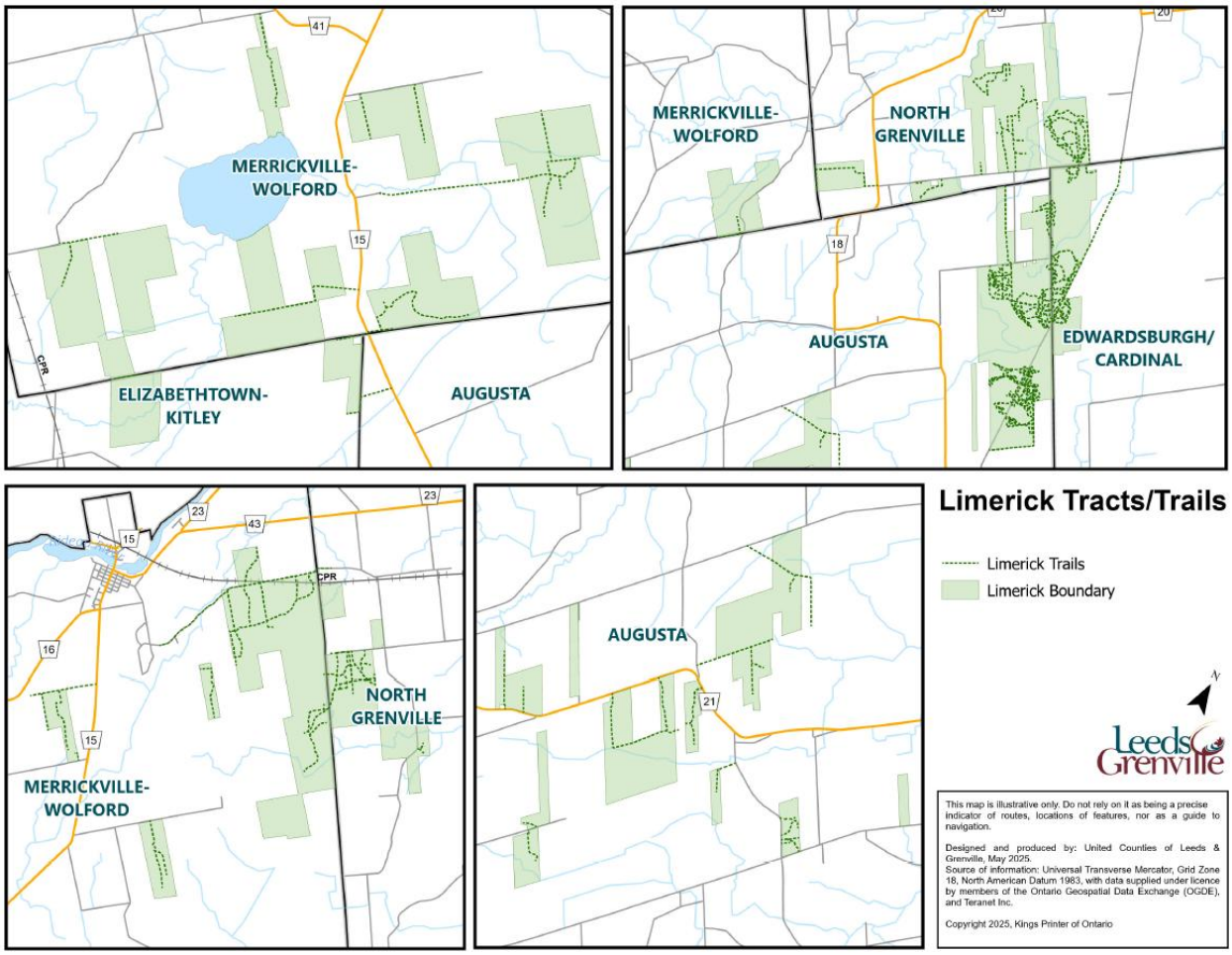


Figure 9-3: Limerick Forest Trail Maps Part 2

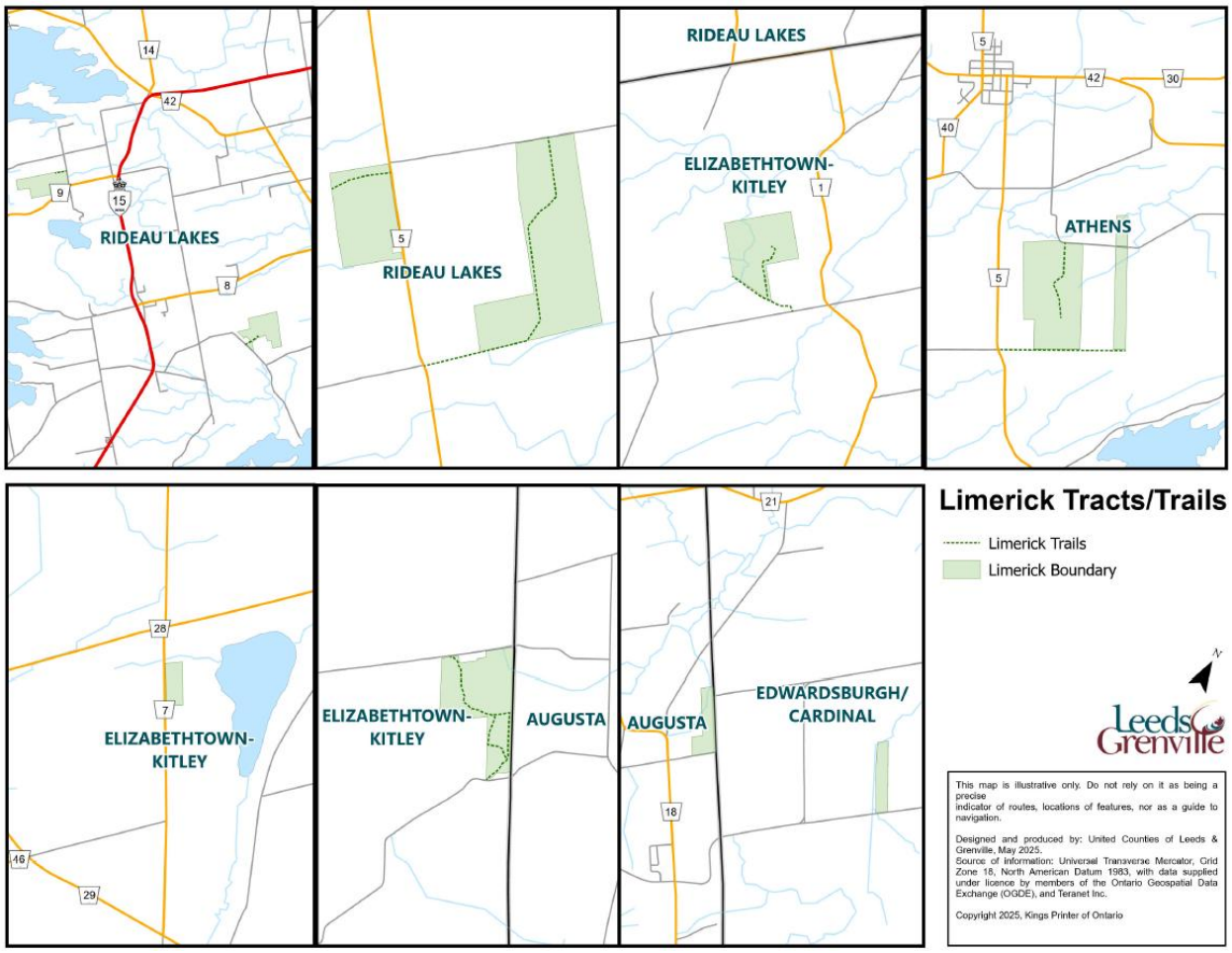
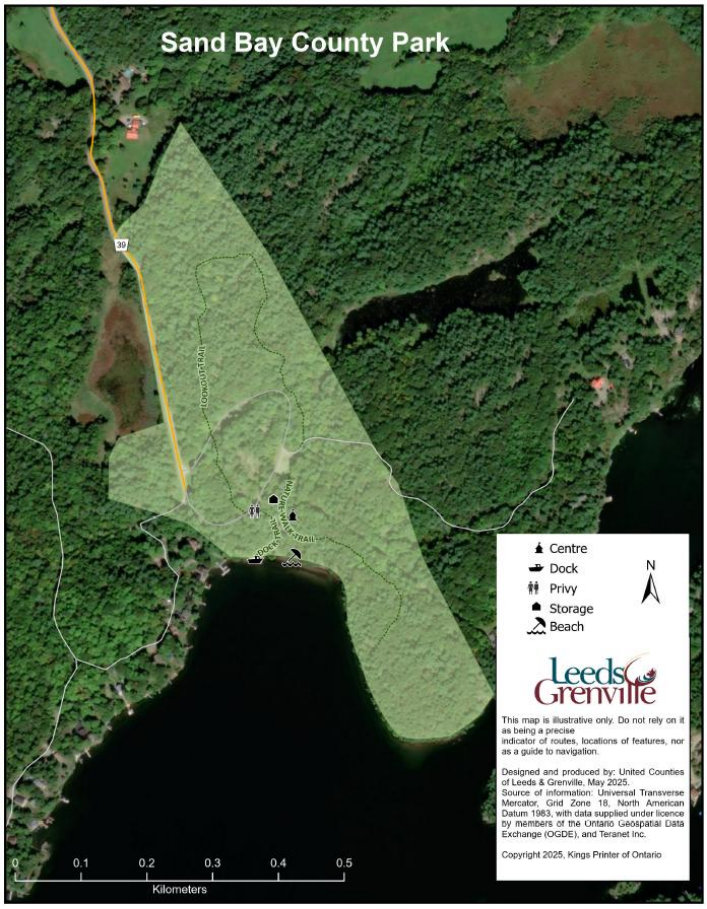


Figure 9-4: Sand Bay County Park Trail Map



Performance

Performance can be measured by the number of visitors each year. In 2024, 16,733 visitors used the Chalet Loop trail at LF, based on the parking lot counter. This trail is the most popular and the parking lot is located at the Interpretive Center. It is assumed that the other trails are used proportionately.

Lifecycle Activities

The following section describes the lifecycle activities that can be implemented within the asset management strategy for Natural Assets. The primary lifecycle activities include acquisition, operation, maintenance, renewal and disposal.

Acquisition

Acquisition activities increase service levels delivered by Natural Assets. Acquisition includes examples like expanding the beach at SBCP or adding new trails to the trail network.

Maintenance

Maintenance activities can be used to improve the LOS of an asset or component, or to maintain it. Activities that fall under the maintenance category can be varied by response type and scale of maintenance requirements. Activities can be required through routine maintenance works, in response to user service requests, or on an emergency basis. In general, the expected types of maintenance activities within the lifecycle of a natural asset include preventative and reactive maintenance.

Preventative maintenance is undertaken to prevent failure or poor performance. Preventative maintenance works can be undertaken based on knowledge of condition or be undertaken according to a maintenance schedule. Examples of preventative maintenance include the clearing of standing dead trees, herbicide use for invasive species or trail grooming. In 2024, seventy-one hazard trees were removed.

Reactive maintenance is undertaken in response to an issue. The scale of reactive maintenance works will vary depending on the type of failure or decrease in LOS. Examples of reactive maintenance include clearing trails of fallen trees and managing flooding caused by beaver activity.

Operation

Operation activities for Natural Assets include those activities that do not directly deal with the physical state of the assets but work to extend the useful life and deliver a LOS. Operation activities can include the following:

- Inspections
- Forest Stewardship Council (FSC) certification
- Data collection

Renewal

Renewal mostly occurs naturally as forest elements die, nutrients are recycled, and new growth occurs. However, as mentioned above, renewal can take place as artificial regeneration of tree plantations. *Table 9-4* outlines the procedures and costs of artificial regeneration per hectare.

Table 9-4: Artificial Regeneration Estimates per Hectare

Year	Operation	Details	Price/hectare
1	Order planting stock	Approx. 1500/ha	$750
2	Site Preparation – Year 1	Mechanical / Herbicide	$200/500
3	Site Preparation – Year 2	Mechanical / Herbicide – as required	$500
4	Tree Planting	Planting Contract ($0.50/seedling x 1500/ha)	$750
5	Tending Year 1	Mechanical and/or Herbicide	$1,000
6	Tending Year 2	Mechanical and/or Herbicide	$1,000
7	Tending Year 3	Mechanical	$500
8	Tending Year 4	Mechanical	$500
9	Tending Year 5	Mechanical	$500
Total	"Free to grow"		**$6,200**

Renewal works can also be used to replace existing components in LF and SBCP, when nearing the end of their useful life or are damaged and require replacement. Examples of components include boardwalks and viewing platforms.

Disposal

Disposal of natural assets is challenging to identify. Optimally, nutrients are recycled within the ecosystem, so traditional disposal activities typically do not apply. When plantation stands are strategically harvested according to their lifecycles, the resulting timber may be sold for revenue as a disposal activity.

Asset Management Strategy

The asset management strategy for Natural Assets will maximize the lifecycle of the assets where appropriate, in consideration of specific needs of UCLG.

UCLG's asset management strategy for Natural Assets optimally relies on FM to establish the current state of the assets and to establish recommended works and associated timeframes. The usage of information from semi-annual 911 access and trail inspections can provide reliable and repeatable condition information and projections that can be used for planning and asset management.

In general, LF and SBCP were found to be in very good condition and performing adequately to provide the intended services. The strategy should maintain (or improve where appropriate) the condition and performance adequately to provide the intended services.

Implementation of the lifecycle activities for the assets will vary across the assets, according to the condition and services provided.

Currently, routine maintenance schedules are in place and are recommended to continue, assuming that they are currently providing sufficient levels of maintenance. Maintenance works can include preventative maintenance, reactive maintenance if there is an issue, or renewal which can include the replacement of a component.

Projection of Works

LF and SBCP are expected to continue existing maintenance and operations to maintain current service levels. The current Limerick Forest Twenty-Year Management Plan is due for renewal in 2027; it is estimated that $30,000 will be required in 2026 to complete the updated plan. Much of the work will be performed internally; however, some outsourcing is anticipated.

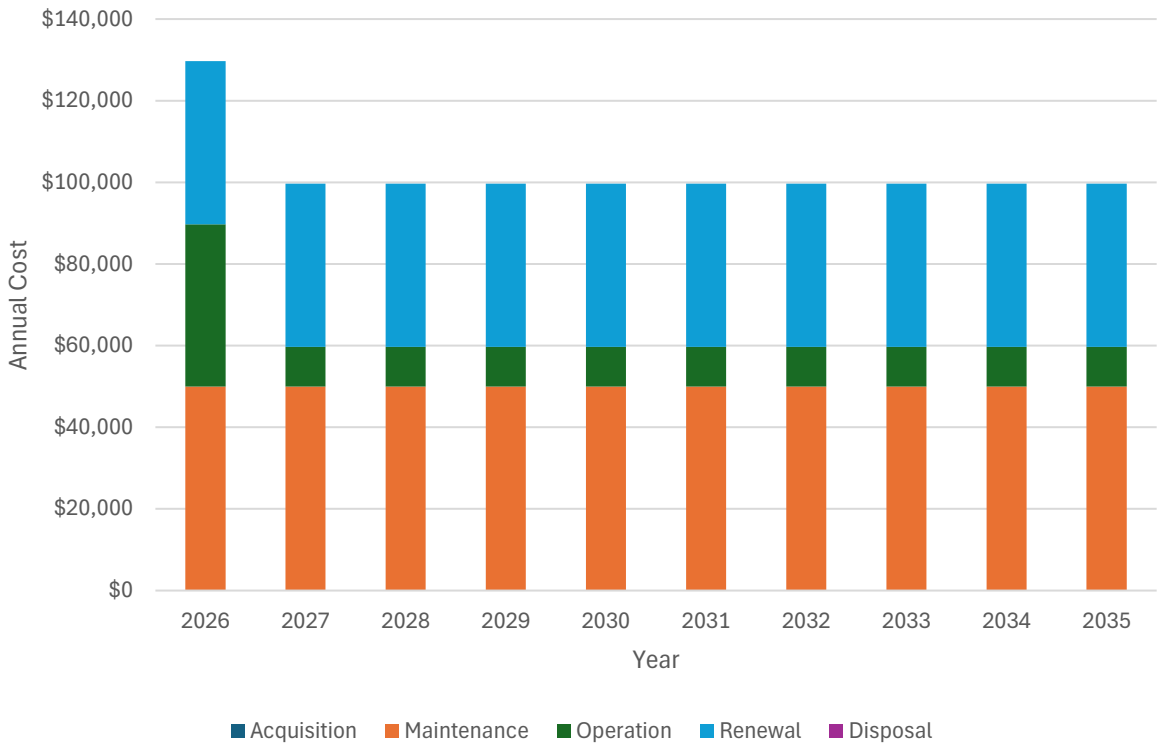
Adoption of the Forest Regeneration Reserve Fund will result in contributions to the fund in the amount of $40,000 per year from 2024 to 2070 with replanting operations beginning in 2044 and ending in 2091. Once the reserve funds are depleted, funding will be accomplished through annual budget requests required to complete the program.

Lifecycle Costs

A summary of the 10-year lifecycle costs is presented in *Figure 9-5*. The Forest Regeneration Reserve Fund contributions represent the renewal costs. Contracted services and materials/supplies for forestry maintenance budgets represent maintenance costs, whereas

operation costs are represented by budget estimates for certain contracted services like licensing and data collection.

Figure 9-5: Projection of Lifecycle Costs - Natural Assets



The average annual expenditure over the 10-year timeframe is estimated at just above $100,000. These costs are directly related to Natural Assets; FM building costs are covered in Buildings & Facilities (Section 6). The higher operation expense in 2026 reflects an increase in funds required to produce a new LF management plan, as the current document expires in 2027. This expense can be distributed between 2026 and 2027 for ease of affordability as service levels would not be affected.

10.0 - Financial Strategy

Scope and Process

This financial strategy outlines the suggested approach to sustainably fund the proposed service levels and lifecycle management strategies outlined in the preceding sections of this Asset Management Plan (AMP). If the financial plan component results in a funding gap or shortfall, Ontario Regulation (O. Reg.) 588/17 does not require that the infrastructure gap be closed within a certain period. Municipalities have the flexibility to determine their own timeline based on financial feasibility. This section of the AMP includes:

- Annual expenditure forecasts by asset class
- A breakdown of annual funding/revenue by source
- Identification of any funding shortfalls
- Recommendations on how to address the infrastructure gap

Various financing options, including reserve and reserve funds, debt, and grants can be used for both initial asset acquisitions as well as renewals/replacements and were considered during the process. One-time grants have not been included in the financial strategy but will be actively pursued when they become available.

For an AMP to be meaningful and effective, it must be integrated with long-term budgeting. The recommended asset management strategy includes a detailed 10-year plan which identifies specific renewal, rehabilitation and expansion activities required for the forecast period as described in the preceding sections of this plan.

Assumptions

In developing the financial strategy, the following assumptions were made:

- Ontario Community Infrastructure Fund (OCIF) formula-based funding is identified for years in which the funding amount is known (2025). The financial strategy assumes that the funding level will remain at the 2025 amount for the ten years.
- Canada Community-Building Fund (CCBF) funding has been shown as a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the recent agreement signed which is effective through 2028. For years 2029 to 2035, the funding amount will be based on the United Counties of Leeds and Grenville's (UCLG) 2028 allocation.
- The Dedicated Infrastructure Levy Fund will continue to be levied at 4.5% of the previous year's levy and will be applied to the committed debt charges for the County Road 43 project; the balance will be utilized for capital road and/or structure works.

- Debt financing may be utilized when required as per the Debt Management Policy with a maximum limit of 70% of UCLG's Annual Repayment Limit. Caution must be exercised with the amount of debt issued to ensure debt is available for emergencies.
- The new long-term care home debenture will be based on a 25-year repayment to match the CFS provided by the Province of Ontario. The debenture term for County Road 43 is estimated to be issued for a 30-year term based on the constructed assets and their useful lives.
- UCLG will depend upon maintaining healthy capital reserve funds to provide the remainder of the required funding over the forecast period. This will require UCLG to either proactively increase amounts being transferred to these capital reserves during the annual budget process or ensure that if year-end operating surpluses are realized that some of the monies be transferred to capital reserves.

Annual Capital Requirements

Table A-1 in *Appendix I* shows the capital expenditure forecast for each asset class over the 2026-2035 forecast period. This forecast is based on the lifecycle activities identified in the preceding sections of this plan. The expenditure forecast includes a capital inflation factor of 2.5% annually.

As presented in *Table 10-1*, based on the current replacement value of $1.077 billion for existing assets the annual capital requirements total more than $30.9 million per annum. The available funding totals $18.2 million, creating a funding gap of $12.7 million per annum. This indicates that existing funding levels are insufficient to cover projected costs over the 10-year period between the years 2026 to 2035.

Table 10-1: Capital Infrastructure Funding Availability

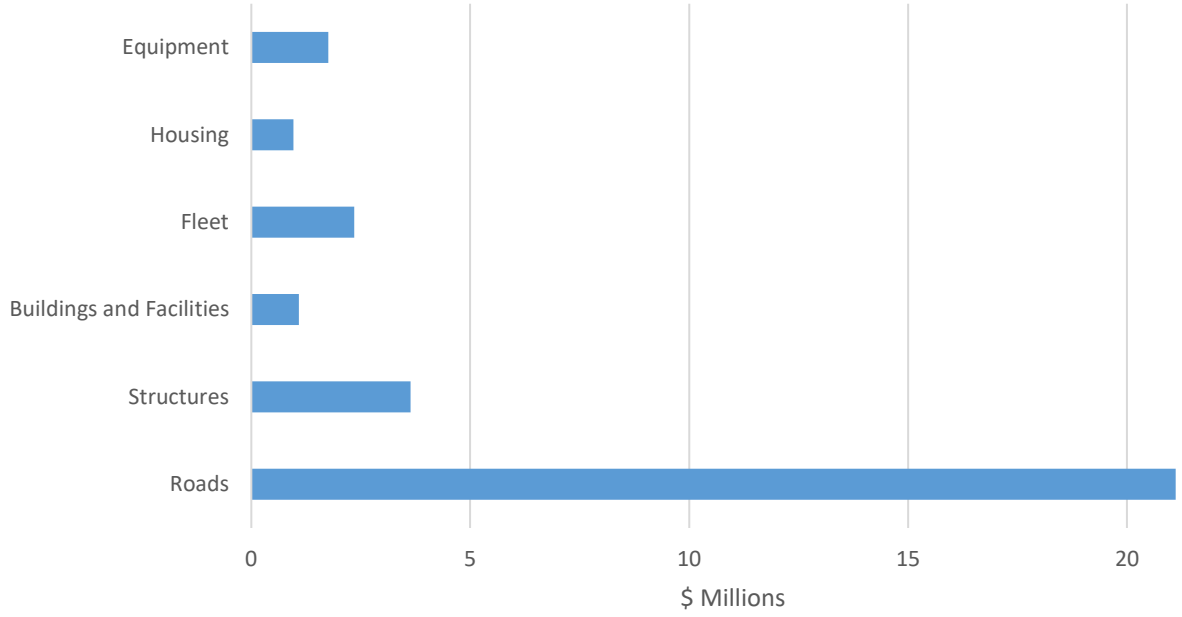
	Annual Capital Requirements	**Available Annual Funding**	**Annual Infrastructure Deficit**	**Funding Level**
Tax Rate Supported	$28,285,349	$16,091,433	$12,193,916	57%
Joint Service Supported	$2,618,385	$2,110,557	$507,828	80%
Total	$30,903,734	$18,201,990	$12,701,744	

Figure 10-1 presents the capital expenditure forecast for each asset category over the forecast period from 2026 to 2035, excluding urban stormwater assets. This expenditure forecast is based on the lifecycle activities identified in preceding sections of this plan.

For all assets excluding Roads, the annual requirement has been calculated on a "replacement only" scenario which occurs at the construction and/or replacement of each asset. The road

network has been developed using a "lifecycle" approach which incorporates certain maintenance and rehabilitation costs.

Figure 10-1: Capital Expenditure Forecast per Asset Category



Tax Supported Services

The capital forecast estimates that an average of approximately $21.10 million should be spent annually on renewal and rehabilitation of road assets over the next 10 years. Structures will require an average annual spend of $3.64 million over this same period. Additionally, average annual capital expenditures are projected to be $219,954 for Public Works (PW) facilities, $1.09 million for PW fleet and equipment, $666,641 for Corporate properties and $617,947 for Corporate equipment over the forecast period.

Paramedic Services

From 2026 to 2035, the average annual expenditures related to the replacement of the paramedic fleet are projected to be $1.17 million, while replacements of paramedic equipment are projected to average $399,086 annually. Finally, rehabilitation and renewal activities planned for the paramedic building category is projected to average $55,776 annually.

Housing

The rehabilitation and renewal activities planned for Housing buildings are projected to cost on average $959,139 per year over the forecast period. Replacement of Housing fleet is projected to cost on average $25,742 annually.

Children's Services

From 2026 to 2035, the average annual expenditures associated with the replacement of vehicles supporting children's services are projected to be $3,960.

Maple View Lodge

The annual costs associated with the existing Maple View Lodge (MVL) long-term care facility average $143,246 over the forecast period. Additionally, the average annual costs of lifecycle activities related to supporting fleet and equipment are $13,493 and $11,241 respectively.

Growth Capital

In addition to lifecycle activities to maintain service levels of existing assets, this financing strategy incorporates the financial impacts that arise from the construction or acquisition of new capital assets.

Transportation

The expansion of County Road 43 from two to four lanes has been included in the capital expenditure forecast, with a gross cost estimate totaling $40 million. The expansion of County Road 43 includes provincial/federal grant funding and contributions from the Municipality of North Grenville as formal agreements are in place. Some of UCLG's share of the project cost is being debt financed. The annual debt servicing costs will be offset by a transfer from the Dedicated Infrastructure Reserve Fund having no impact on the tax rate.

Facilities – George Tackaberry and Family Home (GTFH)

The construction of a new 192-bed long-term care facility has been included in the forecast, with construction expenditures totaling $87.6 million. It has been assumed that this project will be completed in 2025, with construction financing utilized during the construction phase, and debentures issued upon completion. A Construction Funding Subsidy (CFS) and has been confirmed in the amount of $41.53/bed/day based on the 132 new beds which will be utilized to offset some of the annual debt servicing costs. Beginning in 2023, UCLG implemented a 2.5%

levy, which increased by 2.5% in 2024 and 2025 to cap it at 7.5%, which will be applied to the remaining annual debt costs to reduce or eliminate the impact on the tax rate.

Closing the Infrastructure Gap

Eliminating the annual infrastructure deficit or funding shortfall is a long-term endeavor for many municipalities. In UCLG the shortfall is created mainly by the funding requirements for tax rate supported assets, specifically both Roads and Structures. Without consideration of any other source of revenue, cost reduction or containment strategies, full funding of this shortfall would require an annual tax rate increase of 23.7%.

This scenario of funding 100% of the annual capital requirements assumes that all capital work will be completed as required with no deferrals and that UCLG staffing levels can manage the required volumes of capital work. This scenario would deliver the highest asset performance and customer service levels but would place a large burden on rate payers.

A balance must be achieved between tax rate increases and the ability to pay and phase-ins are a way to achieve that balance, as presented in *Table 10-2*. Any increases below the annual requirement of 23.7% will not fully fund the infrastructure gap. Shorter phase-in periods may still place too high of a burden on taxpayers, whereas a longer phase-in period of 20 years may result in further deterioration of infrastructure, creating larger backlogs, and reducing levels of service (LOS).

Table 10-2: Phasing in Annual Tax Increases

Total % Increase Needed in Annual Tax Revenue	5 Year Phase-in Period	10 Year Phase-In Period	15 Year Phase-in Period	20 Year Phase-in Period
23.7%	4.74%	2.47%	1.65%	1.24%

Alternatively, a second phase-in approach can be considered which will help address the shortfall in the road network while maintaining the desired PCI service levels of 68. This approach is more direct in its commitment to investing in the road network, which is UCLG's largest category of assets. *Table 10-3* presents three different funding scenarios that were considered and their impact on the LOS (PCI) over the 10-year forecast.

Table 10-3: Funding Scenarios for Roads

Scenario	10 Year Average Annual Investment	10-Year LOS Impact (PCI)	2026 Budget Impact
Maintain Funding Levels	$11,000,000	61.93	$0
Maintain PCI	$17,976,020	68.16	$9.7 million
Add 2 km's of Capital Roads per Year	$18,145,660	68.31	$1.3 million

This approach will increase the funding towards the tax rate supported assets by an average of $5,615,055 per year over the 10-year period reducing the funding shortfall to $6,597,248 per year and closing the gap. There is risk associated with not eliminating the funding gap in the 10-year period; however, continual updating of the asset register and condition evaluations can help manage that risk. In 2029, the Strategic Asset Management Policy requires a full update at which time this funding strategy can be re-evaluated and modified if necessary.

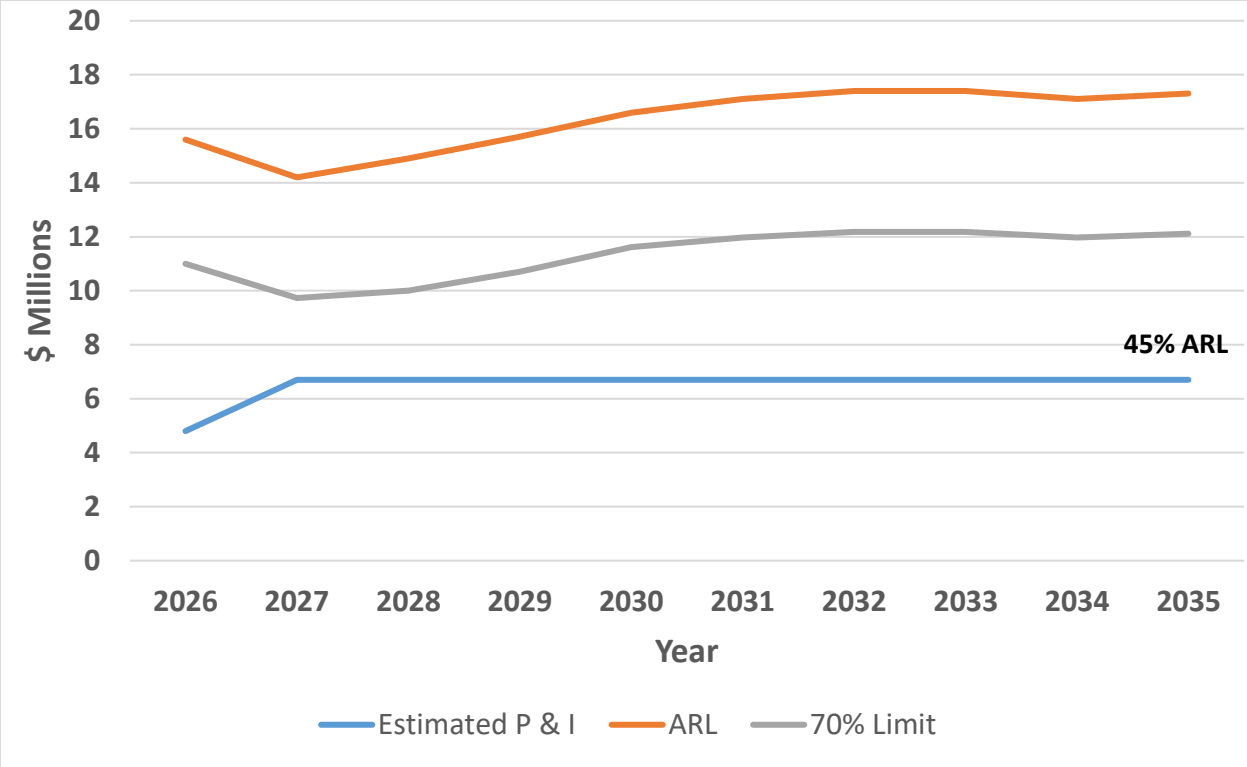
Debt

UCLG adopted a Debt Management Policy (By-Law 19-29) which sets a self-imposed debt limit of 70% of the Annual Repayment Limit (ARL), leaving UCLG with flexibility to borrow, if required, to respond to emergencies and/or to meet senior government level funding opportunities. Debt can be strategically utilized as a funding source providing an equitable distribution of both the costs and the benefits of infrastructure over its useful life while providing some stability to tax rates. Borrowing entails interest costs and repayment obligations and the current rate environment has been less favorable in recent years and increasing debt reduces financial flexibility in future years.

The proposed financial strategy considered that debt could be issued to address the funding shortfall; however, it is not recommending the utilization of debt to fund tax rate supported capital requirements at this time.

The construction loans currently in place for both the GTFH and the County Road 43 project will be converted to debentures in 2026 and 2027. These two debenture issues are estimated to utilize 45% of UCLG's Annual Repayment Limit (ARL), as presented in *Figure 10-2*. If UCLG were to issue tax rate supported debt in the amount of $65,972,483 to fund the infrastructure gap over the 10-year period the total debt outstanding by 2035 would be estimated to be $172.13 million, with annual principal and interest payments of 11.88 million, and would potentially utilize 73.63% of the ARL.

Figure 10-2: Estimated Annual Repayment Limit with GTFH & County Road 43



Funding Shortfall Recommendation

The financial strategy being recommended is that an additional $1.3 million dollars per year be invested in Roads to address the shortfall. The recommendation is to phase-in the required increase over 3 years (2026 - $325,000; 2027 - $650,000; 2028 - $975,000) with the balance being transferred from the Dedicated Infrastructure Reserve Fund. In 2029, the annual amount will be the full $1.3 million-dollar requirement.

An additional annual investment is also being recommended in Paramedic Service to fund the fleet and equipment requirements identified in the plan. The 10-year funding shortfall in Paramedic Service is $5,078,286. The recommendation is to increase the transfer to reserves by $200,000 in 2026 and increase by an additional $100,000 per annum until the annual contribution reaches $800,000 per year in 2032, thus eliminating the funding gap.

The funding shortfall recommendations will reduce the 10-year funding gap from $12.19 million to $6.59 million. It is important to note that there is an element of uncertainty when predicting future events, meaning that if identified grants are not received at expected amounts then shortfalls may present themselves. In such events, differences could be made up through increases to the tax levy over-and-above those presented hereafter, or through potential alternate funding sources (expanded upon below).

Other Potential Funding Sources

While grants and the tax levy have been considered to fully fund the lifecycle management strategy, other sources of funding could be utilized to lessen the tax levy burden, specifically:

- Development Charges – Costs imposed on new developments to help pay for the municipal services these new developments provide a municipality. While UCLG does not currently impose development charges, these charges could be introduced to help pay for future growth-related capital needs.
- Joint-Service Recoveries – UCLG owns assets that are used to deliver services on behalf of partner municipalities. Where capital costs have been identified for assets that are owned for these purposes, additional funding from these external parties should be captured to help mitigate pressure on the tax levy. Based upon the 2025 cost sharing allocations, UCLG's share of theses costs would be 74.73%.
- Debt Financing – Can provide a secure source of funding and flexibility in cash flow management however its use should be evaluated in the context of the Debt Management Policy, the risk of interest rate fluctuations and the impact on UCLG's ARL.

Tax Levy Impact

While the annual funding requirement may fluctuate, it is important for UCLG to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds can accrue in capital reserve funds and lessen the need for debentures.

To fund the recommended capital requirements over the forecast period using UCLG's own available funding sources (i.e. using taxation, CCBF funding, OCIF funding, reserves and reserve funds), an increase in tax levy would be required and is estimated as presented in *Table 10-4*.

Table 10-4: Impacts of Financial Strategy Recommendation

Recommendation	2026 Impact	2027 Impact	2028 Impact	2029-2032 Impact	2033 Impact and Beyond
Increase Roads	$325,000	$650,000	$975,000	$1,300,000	$1,300,000
Increase PS	$149,460	$74,730	$74,730	$74,730	
Levy Impact	$474,460	$724,730	$1,049,730	$1,374,730	$1,300,000
Tax Rate Impact	0.92%	1.41%	2.04%	2.67%	2.52%
Impact to Median Residential Property	$10	$15	$21	$28	$26

It is important to note that the recommended increase above relates only to the capital requirements and does not include the operational and maintenance costs. Those lifecycle costs are a necessary part of asset management planning and should be estimated to be approximately 3% per year on average.

Further details on the Financing Strategy are presented in *Appendix I*.

11.0 - References

Executive Summary

By-Law to Adopt a Strategic Asset Management Policy
By-Law 18-63, Passed October 25, 2018

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure
Amended by Ontario Regulation 193/21, March 2021

By-Law to Adopt an Official Plan for the United Counties of Leeds and Grenville
By-Law 15-47, Passed July 23, 2015, Office Consolidation September 1, 2022

Asset Management Levels of Service Survey Summary
Prepared by the United Counties of Leeds and Grenville, July 2025

Growth

2021 Census of Population
Prepared by Statistics Canada, Released November 15, 2023

Roads

Active Transportation Plan
Prepared by WSP Global Incorporated, March 2022

Pavement Condition Index Summary
Prepared by the United Counties of Leeds and Grenville, Public Works Division, July 2025

By-Law to Repeal By-Law 21-25 and to Designate a Reduced Load Period
By-Law 24-21, Passed March 21, 2024

Traffic Count Summary
Prepared by the United Counties of Leeds and Grenville, Public Works Division, September 2023

Structures

Ontario Structure Inspection Report
Prepared by Ambashi Engineering & Management Incorporated, January 2024

Housing

Joint Services Committee Report, Cabin Initiative
JSC-041-2024, August 12, 2024

Building Condition Assessments (Multiple Facilities)
Prepared by WalterFedy Incorporated, April 2020

Joint Services Committee Report, Annual Drinking Water Systems Update
JSC-009-2025, March 4, 2025

Buildings & Facilities

By-Law to Authorize the Execution of a Lease Agreement Between the United Counties of Leeds and Grenville and Her Majesty the Queen in Right of Ontario as Represented by the Ministry of Transportation (North Leeds Compound)
By-Law 11-63 , Passed September 22, 2011

Building Condition Assessments (Multiple Facilities)
Prepared by Roth IAMS Limited, October 2024

Statement of Energy Performance (Multiple Facilities)
Prepared by Energy Star, December 31, 2024

Natural Assets

Committee of the Whole Report, Forest Regeneration Reserve Fund
CW-011-2024, January 25, 2024

Limerick Forest Twenty-Year Forest Management Plan
Prepared by Arbex Forest Resource Consultants Limited, July 2007

Financial Strategy

By-Law to Adopt a Debt Management Policy
By-Law 19-29, Passed May 23, 2019

Appendix A: Risk Methodology

Calculation of Probability of Failure

The factors that contribute to the probability of failure include:

- A – Condition
- B – Performance (reliability)
- C – Vulnerability to climate change

See *Table ES-4* for a description of these factors.

Table ES-3: Probability of Failure Factors

	Risk Ratings (1-5)				
Factors	**Very Low (1)**	**Low (2)**	**Moderate (3)**	**High (4)**	**Very High (5)**
A-Condition	Very good	Good	Fair	Poor	Very poor
B-Performance	Always reliable	Almost always reliable	Usually reliable	Seldom reliable	Not reliable
C-Climate Change	No or limited impact; quick recovery or mitigation plan.	Limited impact with slower recovery; mitigation plan.	Moderate impact with slower recovery; mitigation plan.	High impact; limited mitigation plan.	Very high impact; no mitigation plan.

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

Assuming condition is the most important factor in the probability of failure, Condition (A) has been weighted at 50%, and Performance (B) and Climate Change (C) have both been weighted at 25%. Therefore, the probability of failure is [A*0.5 + B*0.25 + C*0.25) on a scale of 1 to 5.

The following climate change scenarios were considered, and low, moderate or high vulnerability was subsequently identified for assets in each asset category:

- Mean annual temperature
- Number of hot days (> 25 °C)
- Heavy snow events
- Heavy rain events
- Extreme weather events
- Occurrence and magnitude of flooding

This information was used to inform the assignment of climate change factor (C) in the risk rating calculation for each asset component.

Calculation of Consequence of Failure

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

There are two factors that contribute to the consequence of failure:

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

Both impact and importance will be multiplied by the probability of failure. Impact (D) has been weighted at 60% and Importance has been weighted at 40%. Therefore, the consequence of failure is (D*0.6 + E*0.4). See *Table ES-5* for description of consequence of failure factors.

Table ES-4: Consequence of Failure Factors

	Risk Ratings (1-5)		
Factors	**Low (1)**	**Moderate (3)**	**High (5)**
D-Impact	No or low impact	Moderate impact	High impact
E-Importance	Low importance	Moderate importance	High importance

The impact ratings were established by considering these five possible areas of consequence and determining an overall rating of high, moderate or low by taking an average for the impact of:

- Safety/injury
- Financial loss
- Reputation with stakeholders
- Environmental damage
- Loss of service

Importance ratings for assets are established in consultation with departmental staff. The ratings established include assumptions and specific values for assets.

Calculation of Risk

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

Risk = Probability of Failure x Consequence of Failure = (A*0.5 + B*0.25 + C*0.25) x (D*0.6 + E*0.4)

- A = Condition
- B = Performance
- C = Climate change
- D = Impact
- E = Importance

Appendix B: Load Restrictions By-Law 24-21

BY – LAW No. 24-21

The Corporation of the United Counties of Leeds and Grenville

A BY-LAW TO REPEAL BY-LAW 21-25 AND TO DESIGNATE A REDUCED LOAD PERIOD

WHEREAS Section 122 of the Highway Traffic Act, R.S.O 1990, provides that a municipal corporation having jurisdiction over a highway may by by-law designate the date on which a reduced load period shall start and end and the highway or portions thereof to which the designation applies; and

WHEREAS the Corporation of the United Counties of Leeds and Grenville deems it desirable to repeal the previous Reduced Load Period By-law 21-25; and

WHEREAS it is deemed desirable that the County Roads listed in Schedule "A" to this By-law be subject to a load restriction of five tonnes per axle between February 15 and May 15 of each year when posted in accordance with the Highway Traffic Act and Regulations.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE UNITED COUNTIES OF LEEDS AND GRENVILLE HEREBY ENACT AS FOLLOWS:

1. **THAT** By-law 21-25, Being a By-law to Designate a Reduced Load Period, be repealed.

2. **THAT** the County Roads listed in Schedule "A" to this By-law be subject to a load restriction of five tonnes per axle between February 15 and May 15 of each year when posted in accordance with the Highway Traffic Act and Regulations

3. **THAT** any by-laws or parts of by-laws contrary to or inconsistent with this by-law are hereby repealed.

4. **THAT** this by-law shall come into force and take effect on the date of its

passing.

By-law read a first, second and third time and finally passed this 21st day of March, 2024.

Nancy Peckford, Warden

Geoff Clarke, County Clerk

Schedule "A"

County Road Number	From	To
2	Highway 401 at Int. 648 (Gananoque)	650 metres west of Miller Drive
2	County Road 5	Highway 401 at Int. 687 (Long Beach)
3	Thousand Island Parkway	Highway 401 at Int. 659 (Lansdowne)
3	Fairfax Road	County Road 33
4	County Road 3	County Road 2
5	Thousand Island Parkway	Highway 401 at Int. 675 (Mallorytown)
5	County Road 2	County Road 42 in Athens
5	Townline Road between the Townships of Athens and Rideau Lakes	County Road 8
6	Northern Limit, City of Brockville	County Road 15
7	County Road 29	County Road 16
8	Summers Road	County Road 29 at Toledo
9	Highway 15	Westerly Terminus
11	Highway 15	Frontenac County Boundary
12	100m west of Bedford Rd.	Frontenac County Boundary
13	County Road 32	City of Kingston Boundary
14	County Road 42	Lanark County Boundary
15	County Road 26	Northern Limit, Village of Merrickville
16	County Road 29	County Road 15

County Road Number	From	To
17	County Road 16	Kitley South Elmsley Townline Road
18	Northern Limit, Town of Prescott	County Road 44 in Kemptville
19	County Road 43	City of Ottawa Boundary
20	County Road 18	Railroad crossing in Oxford Station
20	Highway 416	Stormont, Dundas and Glengarry United Counties Boundary
21	County Road 15 at North Augusta	Hunters Quarry, 4028 Cty. Rd. 21
21	Hwy 416, on/off ramps	Stormont, Dundas and Glengarry United Counties Boundary
22	Highway 401 at Int. 730 (Cardinal)	Bennett Road
22	County Road 43	County Road 19
23	County Road 43	City of Ottawa Boundary
24	Kingdom Road	County Road 43
25	County Road 18	County Road 43
26	Eastern Limit, City of Brockville	County Road 18
27	County Road 2	County Road 46 in Lyn
28	County Road 29	County Road 6
30	County Road 42	County Road 29
31	County Road 2	County Road 26
32	Highway 401at Int. 645 (Gananoque)	Taylor Road

County Road Number	From	To
33	Highway 15	County Road 42
34	CNR Crossing	County Road 3
35	County Road 32	County Road 34
36	County Road 12	Lanark County Boundary
37	County Road 2	Southerly Terminus
38	Highway 15	Westerly Terminus
39	County Road 40	Southerly Terminus
40	County Road 42 in Athens	Southerly Terminus
41	County Road 16	County Road 15
44	Highway 416 near Highway 401	Highway 416 South of Spencerville
44	Highway 416 North of Spencerville	County Road 20
46	County Road 2	County Road 29

Appendix C: Projection of Works – Roads

(dollars in thousands)

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
3	NORTH END OF LANSDOWNE-to-DULCEMAIN RD	Crack Seal	$24.7									
3	DULCEMAIN RD-to-S END OUTLET	Crack Seal	$16.3									
5	N END MCINTOSH MILLS-to-FRONT YONGE/REAR Y E TWP LINE	Crack Seal	$12.6									
6	ELIZABETHTOWN/AUGUSTA TWP LINE-to-W LIMIT N AUGUSTA	Crack Seal	$7.0									
6	W LIMIT N AUGUSTA-to-CO RD 15	Crack Seal	$0.9									
7	S LIMIT ROCKSPRINGS-to-N LIMIT ROCKSPRINGS	End of life replacement	$162.0									
8	40M E OF CHARLAND RD-to-S CROSBY/BASTARD TWP LINE	End of life replacement	$1,974.0									
8	W LIMIT TOLEDO-to-E LIMIT TOLEDO	Crack Seal	$5.2									
8	E LIMIT TOLEDO-to-CO RD 29	Crack Seal	$2.3									
9	E LIMIT CHAFFEY'S LOCKS-to-END CO RD @ SWING BRIDGE	Microsurface	$50.4									
12	CO RD 36-to-BEDFORD ST	End of life replacement	$105.0									

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
14	S END CAUSEWAY ACROSS RIDEAU LAKE-to-N END CAUSEWAY ACROSS RIDEAU LAKE	Slurry Seal	$16.0									
15	CNR RR-XING-to-HWY 401 I/C 705 S END	Slurry Seal	$54.0									
15	CO RD 26-to-SMILEYS BR OVER PETITE NATION R	Crack Seal	$10.9									
15	CO RD 16 S LIMIT MERRICKVILLE-to-CO RD 43 MAIN ST	Crack Seal	$4.8									
15	CO RD 43 MAIN ST-to-E LIMIT MERRICKVILLE	Microsurface	$34.2									
18	N LIMIT IN OXFORD MILLS-to-CO RD 25	Crack Seal	$1.0									
18	TWP/TOWN BDRY AT PINEHILL RD-to-END RD 18 AT N.RIDEAU ST	Crack Seal	$2.9									
19	CO RD 22-to-710M N OF CO RD 22	Microsurface	$42.6									
21	AUGUSTA/EDWARDSBURGH TWP LINE-to-RR XING @ SPENCERVILLE STA	End of life replacement	$2,310.0									
23	1.70KM E OF CO RD 43-to-WOLFORD/OXFORD TWP LINE	Microsurface	$121.2									
26	2.1 KM E OF ROCKY RD-to-CO RD 31	Crack Seal	$11.1									
26	CO RD 31-to-MAYNARD W LIMIT	Crack Seal	$4.3									

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
26	200M E OF MERWIN LANE-to-800M E OF MERWIN LANE	Crack Seal	$3.1									
34	LEEDS/LANSDOWNE TWP LINE-to-KYES RD	End of life replacement	$2,191.0									
34	KYES RD-to-W LIMIT LANSDOWNE	End of life replacement	$2,968.0									
36	CO RD 12 IN WESTPORT-to-BEDFORD RD	End of life replacement	$112.0									
38	7.5KM NW OF HWY 15-to-END CO RD @ R.O.W. TO GOV'T DOCK	End of life replacement	$1,449.0									
42	CO RD 29 @ FORTHTON-to-ELIZABETHTOWN/YONGE TOWN LINE	Crack Seal	$9.7									
42	START OF CURB AND GUTTER-to-END OF CURB AND GUTTER	Slurry Seal	$48.4									
42	W. LIMIT DELTA-to-S. LIMIT PHILLIPSVILLE	Crack Seal	$17.5									
42	S. LIMIT PHILLIPSVILLE-to-N. LIMIT PHILLIPSVILLE	Crack Seal	$5.3									
42	N. LIMIT PHILLIPSVILLE-to-S. LIMIT FORFAR	Crack Seal	$21.7									
43	RR UNDERPASS-to-CO RD 23 W.	Microsurface	$55.8									
44	S LIMIT SPENCERVILLE-to-N LIMIT SPENCERVILLE	Single lift overlay	$117.6									

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
44	SANDERS ST - CLOTHIER ST-to-N RIDEAU ST	End of life replacement	$324.0									
47	START CURB & GUTTER-to-END CURB & GUTTER	Crack Seal	$2.9									
2	CO RD 34-to-KYES RD.	End of life replacement		$3,745.0								
3	HWY 401 I/C 659 N END-to-CO RD 2	Crack Seal		$7.9								
6	100M S OF 8TH CON. RD.-to-100M N OF GOSFORD RD.	Crack Seal		$2.9								
6	100M N OF GOSFORD RD-to-ELIZABETHTOWN/AUGUSTA TWP LINE	Crack Seal		$19.8								
7	N LIMIT GREENBUSH-to-S LIMIT ROCKSPRINGS	End of life replacement		$3,180.0								
7	ELIZABETHTOWN/KITLEY TWP LINE-to-ATKINS LAKE RD	End of life replacement		$774.0								
14	N END CAUSEWAY ACROSS RIDEAU LAKE-to-LANARK CO BDRY	Double Microsurface		$122.4								
15	SMILEYS BR OVER PETITE NATION R-to-S LIMIT ALGONQUIN	Slurry Seal		$62.4								
15	S LIMIT ALGONQUIN-to-N LIMIT ALGONQUIN	Single lift overlay		$94.8								
15	200M S OF CO RD 21-to-START URBAN N AUGUSTA	Double Microsurface		$31.2								

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
17	CO RD 16 IN JASPER-to-END SIDEWALK LT	Crack Seal		$0.9								
18	HWY 401 I/C 716 N-to-S LIMIT SPARKLE CITY	Crack Seal		$5.1								
18	N LIMIT SPARKLE CITY-to-CO RD 26	Crack Seal		$2.2								
18	BARTON RD-to-S LIMIT DOMVILLE	Crack Seal		$3.4								
18	W LIMIT OXFORD MILLS-to-BEACH RD IN OXFORD MILLS	Crack Seal		$2.0								
19	CO RD 24-to-CO RD 43	Crack Seal		$5.7								
19	710M N OF CO RD 22-to-OTTAWA-CARLETON BDRY.	Microsurface		$129.0								
20	170M W OF CO RD 22-to-CO RD 22 IN HECKSTON	End of life replacement		$119.0								
22	FORBES SUB DIVISION-to-CO RD 43 ROUNDABOUT	Crack Seal		$4.0								
26	800M E. OF MERWIN LANE-to-CO RD 18	Crack Seal		$5.6								
36	BEDFORD RD-to-END BUILT-UP AREA	End of life replacement		$224.0								
36	N LIMIT WESTPORT-to-6KM NORTH OF WESTPORT	End of life replacement		$4,151.0								
39	SOUTH ENTRANCE OF PARK-to-NORTH ENTRANCE OF PARK	End of life replacement		$306.0								
40	LOWER OAK LEAF RD-to-S LIMIT ATHENS	Slurry Seal		$230.8								

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
42	BDRY OF REAR OF YONGE/REAR L&L-to-C0 RD 33	Crack Seal		$32.9								
43	CO RD 15 (ST LAWRENCE ST.)-to-RR UNDERPASS	Crack Seal		$5.5								
43	HWY 416 I/C 34 E.-to-CO RD 22 ROUNDABOUT	Slurry Seal		$94.0								
44	EDWARDSBURGH/OXFORD TWP LINE-to-CO RD 20	Double Microsurface		$236.0								
44	CO RD 43-to-VETERANS WAY	Crack Seal		$2.4								
1	CO RD 29-to-CO RD 8	End of life replacement			$474.0							
1	HWY 15 AT LOMBARDY-to-N LIMIT LOMBARDY	Crack Seal			$2.7							
1	N LIMIT LOMBARDY @ SPEED ZONE-to-S LIMIT RIDEAU FERRY	Crack Seal			$21.9							
1	S LIMIT RIDEAU FERRY-to-CO BDRY AT CENTRE BRIDGE	Crack Seal			$1.8							
5	S LIMIT MALLORYTOWN-to-CO RD 2 IN MALLORYTOWN	Crack Seal			$1.5							
7	CO RD 29-to-1.5 KM N. OF CO RD 29	End of life replacement			$924.0							
7	1.5 KM N. OF CO RD 29-to-CO RD 28	End of life replacement			$1,134.0							
7	CO RD 28-to-S LIMIT GREENBUSH	End of life replacement			$2,334.0							

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
7	S LIMIT GREENBUSH-to-N LIMIT GREENBUSH	End of life replacement			$276.0							
7	N LIMIT ROCKSPRINGS-to-ELIZABETHTOWN/KITLEY TWP LINE	End of life replacement			$684.0							
8	HW 15 @ ELGIN-to-OLD HWY 15 IN ELGIN	Crack Seal			$1.0							
8	OLD HWY 15 IN ELGIN-to-E LIMIT URBAN AREA	Crack Seal			$3.2							
8	E LIMIT URBAN AREA-to-40M E OF CHARLAND RD	Crack Seal			$3.9							
10	80M N OF BEDFORD ST-to-S END CURVE BOTTOM OF HILL	Crack Seal			$1.0							
10	S END CURVE BOTTOM OF HILL-to-N END CURVE BOTTOM OF HILL	Crack Seal			$0.7							
10	N END CURVE BOTTOM OF HILL-to-GRADY RD	Crack Seal			$2.7							
14	CO RD 42-to-S CROSBY/N CROSBY TWP LINE	End of life replacement			$2,100.0							
14	S CROSBY/N CROSBY TWP LINE-to-S END CAUSEWAY ACROSS RIDEAU LAKE	End of life replacement			$2,128.0							
15	MAIN STREET-to-CO RD 6	Crack Seal			$1.0							
15	CO RD 6-to-N LIMIT N AUGUSTA	Crack Seal			$1.9							

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
15	CO RD 41-to-NORTH OF CARLEY'S CORNERS ROAD	Slurry Seal			$158.4							
17	END SIDEWALK LT-to-N LIMIT JASPER	Crack Seal			$2.3							
18	S LIMIT SPARKLE CITY-to-N LIMIT SPARKLE CITY	Crack Seal			$4.2							
18	CO RD 21 W OF ROEBUCK-to-COOPER ROAD	Slurry Seal			$211.6							
18	BEACH RD IN OXFORD MILLS-to-N LIMIT IN OXFORD MILLS	Crack Seal			$3.2							
20	S LIMIT EAST OXFORD-to-1.4KM EAST OF LIMERICK RD	Crack Seal			$7.5							
20	1.4KM EAST OF LIMERICK RD-to-W LIMIT OXFORD STA	Crack Seal			$8.4							
20	W LIMIT OXFORD STATION HAMLET-to-E LIMIT OXFORD STATION HAMLET	Crack Seal			$4.9							
21	CHARLESVILLE RD-to-CO RD 18	End of life replacement			$2,835.0							
21	E LIMIT ROEBUCK-to-AUGUSTA/EDWARDSBURGH TWP LINE	End of life replacement			$987.0							
21	CO RD 44 S OF SPENCERVILLE-to-HWY 416 I/C 12 SW RAMPS	Crack Seal			$2.3							

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
21	100M W OF ADAMS RD-to-W LIMIT SHANLY	Crack Seal			$13.8							
21	W LIMIT SHANLY-to-CO RD 22	Crack Seal			$4.1							
22	S LIMIT PITTSTON-to-N LIMIT PITTSTON	Crack Seal			$2.6							
22	BENNETT ROAD-to-FORBES SUBDIVISION	Crack Seal			$13.6							
41	CO RD 16-to-CO RD 15	Double Microsurface			$420.0							
42	END OF CURB AND GUTTER-to-W. LIMIT ATHENS	Crack Seal			$0.6							
44	S LIMIT KEMPTVILLE-to-CO RD 24 VAN BUREN ST	Slurry Seal			$13.6							
44	CLOTHIER ST-to-SANDERS ST	Single lift overlay			$67.2							
47	END CURB & GUTTER-to-HWY.#15 NORTH END SEELEY'S BAY	Slurry Seal			$40.8							
2	MTO/L&G-to-COUNTY ROAD 34	End of life replacement				$546.0						
3	S END OUTLET-to-N END OUTLET	End of life replacement				$637.0						
4	LANSDOWNE/ESCOTT TWP LINE N-to-LANSDOWNE/ESCOTT TWP LINE S	End of life replacement				$777.0						

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
10	CO RD 42 IN WESTPORT-to-80M NORTH OF BEDFORD ST AT SOUTH END OF BRIDGE	End of life replacement				$504.0						
10	GRADY ROAD-to-LITTLE CROSBY LAKE ROAD	Crack Seal				$26.0						
10	LITTLE CROSBY LAKE ROAD-to-LANARK CO BDRY	Crack Seal				$23.0						
11	400M WEST OF SMITHS BAY BRIDGE-to-FRONTENAC CO BDRY - SIMPSON ROAD	End of life replacement				$3,941.0						
18	MILL ST IN BISHOPS MILLS-to-N LIMIT BISHOPS MILLS	End of life replacement				$175.0						
20	E LIMIT OXFORD STA-to-CENTRE OF MEDIAN HWY 416 I/C 24	Crack Seal				$11.0						
21	HWY 416 I/C 12NE RAMPS-to-100M WEST OF ADAMS RD	Crack Seal				$18.0						
22	N LIMIT PITTSTON-to-CO RD 21 @ SHANLY	Crack Seal				$19.2						
23	WOLFORD/OXFORD TWP LINE-to-INTERSE'N S END BURRITTS RAPIDS	Crack Seal				$13.3						
24	CENTRE OF MEDIAN OF HWY 416-to-OXFORD/S GOWER TWP LINE	End of life replacement				$371.0						

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
24	OXFORD/S GOWER TWP LINE-to-CO RD 43	End of life replacement				$630.0						
27	YONGE/ELIZABETHTOWN TWP LINE-to-HOWE RD	Crack Seal				$5.1						
27	HOWE RD-to-W LIMIT LYN	Crack Seal				$8.7						
28	CO RD 29-to-CO RD 7	End of life replacement				$1,904.0						
34	CO RD 35-to-HAIG RD	End of life replacement				$882.0						
34	HAIG RD-to-LEEDS/LANSDOWNE TWP LINE	End of life replacement				$2,317.0						
34	W LIMIT LANSDOWNE-to-CO RD 3 PRINCE ST	End of life replacement				$392.0						
36	END BUILT-UP AREA-to-N LIMIT WESTPORT	End of life replacement				$525.0						
38	OLD KINGSTON RD-to-7.5KM NW OF HWY 15	End of life replacement				$2,380.0						
42	WEST LIMIT ATHENS-to-YONGE/LANSDOWNE TOWN LINE	Crack Seal				$26.4						
42	S. LIMIT FORFAR-to-W. LIMIT FORFAR	Slurry Seal				$24.0						
44	HWY 416 I/C 28 S RAMPS-to-S LIMIT KEMPTVILLE @ CONCESSION ST	Crack Seal				$16.9						
44	CLOTHIER ST - N RIDEAU ST-to-SANDERS ST	Single lift overlay				$27.6						

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	CO RD 8-to-220M N. OF CO.RD.#8	Crack Seal					$1.3					
1	220M N. OF CO.RD.#8-to-30M S KITLEY LINE 3	Crack Seal					$26.4					
1	30M S KITLEY LINE 3-to-170 M N OF KITLEY LINE 3	Crack Seal					$1.1					
1	170 M N OF KITLEY LINE 3-to-KITLEY-S ELMSLEY TWP LINE E	Crack Seal					$21.3					
1	KITLEY-S ELMSLEY TWP LINE E-to-KITLEY-S ELMSLEY TWP LINE W	Crack Seal					$8.1					
1	KITLEY-S ELMSLEY TWP LINE W-to-400M S OF HWY 15	Crack Seal					$13.1					
1	400M S OF HWY 15-to-HWY 15	Crack Seal					$2.2					
2	KYES RD.-to-CO RD 3	End of life replacement					$3,535.0					
2	W. LIMIT CARDINAL-to-E. LIMIT CARDINAL	Slurry Seal					$90.4					
3	N END OUTLET-to-150M N OF GRIPPEN CREEK BRIDGE	End of life replacement					$5,740.0					
4	LANSDOWNE/ESCOTT TWP LINE S-to-3.33KM E. OF BLUE MOUNTAIN RD	End of life replacement					$2,247.0					
8	CO RD 42-to-E LIMIT PHILLIPSVILLE	End of life replacement					$217.0					
10	FRONTENAC CO BDRY-to-S END CURVE LOT 9/10 CON 8/9	End of life replacement					$3,955.0					

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
18	S LIMIT BISHOPS MILLS-to-MILL ST IN BISHOPS MILLS	End of life replacement					$301.0					
21	CO RD 18-to-W LIMIT ROEBUCK	End of life replacement					$399.0					
22	N LIMIT BROUSEVILLE-to-S LIMIT PITTSTON	Slurry Seal					$123.6					
27	CNR RR-XING-to-YONGE/ELIZABETHTOWN TWP LINE	Crack Seal					$15.3					
27	CO RD 46 N.-to-E LIMIT LYN	End of life replacement					$385.0					
27	E LIMIT LYN-to-END URBAN SECTION	End of life replacement					$392.0					
30	CO RD 42-to-YONGE/ELIZABETHTOWN TWP LINE	Crack Seal					$16.3					
30	W LIMIT OF ADDISON-to-CO RD 29	Crack Seal					$1.0					
42	E. LIMIT NEWBORO-to-START OF CURB & GUTTER	Crack Seal					$1.9					
43	CO RD 22 ROUNDABOUT	Crack Seal					$4.3					
2	CO RD 3-to-BLUE MOUNTAIN RD NORTH	End of life replacement						$2,968.0				
2	START C&G MAITLAND-to-END C&G EAST LIMIT MAITLAND	End of life replacement						$322.0				

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
3	CNR RR WAY IN LANSDOWNE-to-N END LANSDOWNE	End of life replacement						$651.0				
4	3.33KM EAST OF BLUE MOUNTAIN ROAD-to-200M S OF JUNETOWN RD	End of life replacement						$1,918.0				
4	200M S OF JUNETOWN RD-to-ESCOTT/YONGE TWP LINE	End of life replacement						$1,953.0				
5	210M N OF CAINTOWN RD-to-250M N 0F BALLYCANOE RD	Slurry Seal						$83.2				
11	HWY 15-to-JONES FALLS HAMLET RD	End of life replacement						$2,247.0				
13	FRONTENAC CO BDRY-to-CO RD 32	Crack Seal						$12.6				
15	CO RD 2-to-CNR RR-XING	Slurry Seal						$28.0				
22	HWY 401 I/C 730 N-to-S LIMIT BROUSEVILLE	Slurry Seal						$83.2				
27	END URBAN SECTION-to-250M E OF CO RD 46 S.	End of life replacement						$1,071.0				
27	250M E OF CO RD 46-to-PARSLOW RD	End of life replacement						$658.0				
27	PARSLOW RD-to-1.3 KM W OF CITY OF BROCKVILLE	End of life replacement						$462.0				
27	1.3 KM W OF CITY OF BROCKVILLE-to-W LIMIT CITY OF BROCKVILLE	End of life replacement						$861.0				

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
30	YONGE/ELIZABETHTOWN TWP LINE-to-W LIMIT OF ADDISON	Crack Seal						$6.0				
33	S. SIDE LYNDHURST STONE BRIDGE - COOK ST.-to-N. LIMIT LYNDHURST	Crack Seal						$2.9				
37	START BUILT-UP AREA #333-to-LOADING RAMP HOWE ISLAND FERRY	End of life replacement						$231.0				
39	CO RD 40-to-SOUTH ENTRANCE OF PARK	End of life replacement						$996.0				
40	START CO RD @ DOCK-to-CO RD 39	End of life replacement						$287.0				
42	E. LIMIT ATHENS-to-START OF CURB & GUTTER	Slurry Seal						$4.0				
42	HWY.#15-to-E. LIMIT NEWBORO	Crack Seal						$22.6				
43	CO RD 22 ROUNDABOUT-to-CTY BDRY U.C. of L.& G.	Slurry Seal						$95.2				
46	CO RD 2-to-CO RD 27	End of life replacement						$3,241.0				
46	CO RD 27-to-N LIMITS OF LYN	End of life replacement						$595.0				
2	E. LIMIT BROCKVILLE-to-ELIZABETHTOWN/AUGUSTA TOWN LINE	End of life replacement							$1,841.0			

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2	E. LIMIT CARDINAL-to-L&G COUNTY BNDRY WITH SDG BNDRY	End of life replacement							$644.0			
5	JUNETOWN RD-to-210M N OF CAINTOWN RD	Slurry Seal							$43.6			
5	250M N 0F BALLYCANOE RD-to-S END MCINTOSH MILLS - HOUSE#309	Slurry Seal							$63.6			
11	JONES FALLS HAMLET RD-to-400M WEST OF SMITHS BAY BRIDGE	End of life replacement							$1,512.0			
15	START URBAN N AUGUSTA-to-MAIN STREET	End of life replacement							$385.0			
15	CO RD 16 S LIMIT MERRICKVILLE-to-CO RD 43 MAIN ST	Single lift overlay							$114.0			
16	CO RD 41-to-CO RD 15	End of life replacement							$6,027.0			
17	N LIMIT JASPER-to-KITLEY/S ELMSLEY TWP LINE	Slurry Seal							$149.6			
18	BRANCH RD-to-AUGUSTA/OXFORD TWP LINE HARVEY ROAD	End of life replacement							$1,764.0			
18	TWP/TOWN BDRY AT PINEHILL RD-to-END RD 18 AT N.RIDEAU ST	Single lift overlay							$68.4			
19	CO RD 43-to-OXFORD/S.GOWER TWP LINE	End of life replacement							$1,960.0			

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
19	OXFORD/S.GOWER TWP LINE-to-CENTRE OF MEDIAN OF HWY 416 I/C 40	End of life replacement							$2,681.0			
21	W LIMIT ROEBUCK-to-E LIMIT ROEBUCK	End of life replacement							$315.0			
22	DUNDAS ST - BRIDGE ST-to-CO RD 2	End of life replacement							$322.0			
26	ROCKY RD-to-2.1 KM E OF ROCKY RD	End of life replacement							$1,477.0			
27	CHURCH ST-to-CO RD 46 N.	End of life replacement							$322.0			
33	100M N SWEETS CORS. RD.-to-CO RD 3	Slurry Seal							$130.0			
33	N. LIMIT LYNDHURST-to-WEBSTER RD	Slurry Seal							$18.0			
33	WEBSTER RD-to-1.9KM SW OF CO RD 42	Slurry Seal							$137.6			
33	1.9KM SW OF CO RD 42-to-CO RD 42	Slurry Seal							$79.6			
47	HWY.#15 WEST END SEELEY'S BAY-to-START CURB & GUTTER	Slurry Seal							$25.2			
4	ESCOTT/YOUNGE TOWNSHIP LINE-to-WEST LIMIT OF MALLORYTOWN	End of life replacement								$1,092.0		
5	HWY 401 I/C 675 N END-to-S LIMIT MALLORYTOWN	Slurry Seal								$6.4		

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
5	S END MCINTOSH MILLS-to-N END MCINTOSH MILLS - HOUSE #323	Slurry Seal								$15.6		
8	E LIMIT PHILLIPSVILLE-to-W LIMIT CHANTRY	End of life replacement								$3,549.0		
14	S END CAUSEWAY ACROSS RIDEAU LAKE-to-N END CAUSEWAY ACROSS RIDEAU LAKE	Microsurface								$24.0		
15	CNR RR-XING-to-HWY 401 I/C 705 S END	Microsurface								$81.0		
15	60M S OF CULV ON PETITE NATION R-to-200M S OF CO RD 21	Slurry Seal								$166.8		
16	W LIMIT JASPER-to-CO RD 17	End of life replacement								$364.0		
22	CO RD 21 @ SHANLY-to-EDWARDSBURGH/S GOWER TWP LINE	End of life replacement								$5,005.0		
22	N LIMIT OF HECKSTON-to-BENNETT ROAD	Slurry Seal								$206.4		
23	INTERSE'N S END BURRITTS RAPIDS-to-200M W OF RIVER RD	Slurry Seal								$10.4		
23	200M W OF RIVER RD-to-CO RD 43	Slurry Seal								$119.2		
24	CO RD 44 Prescott St to RR Crossing-to-RR Crossing	End of life replacement								$350.0		

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
26	ROBERT RD-to-200M E. OF MERWIN LANE	Slurry Seal								$74.8		
29	CO RD 42-to-S. LIMITS OF ADDISON	End of life replacement								$1,659.0		
31	HWY 401 OVERPASS N LIMIT-to-CO RD 26	End of life replacement								$1,407.0		
37	CO RD 2-to-START BUILT-UP AREA	End of life replacement								$1,148.0		
38	HWY 15-to-OLD KINGSTON RD	End of life replacement								$2,898.0		
40	CO RD 39-to-LOWER OAK LEAF RD	End of life replacement								$756.0		
42	START OF CURB AND GUTTER-to-END OF CURB AND GUTTER	Microsurface								$72.6		
42	START OF CURB AND GUTTER-to-W. SIDE OF BRIDGE	End of life replacement								$623.0		
42	CO RD 10 S (BEDFORD MILLS RD.)-to-CO RD 10 N.(RIDEAU ST)	End of life replacement								$434.0		
43	CO RD 23 E.-to-CO RD 25	Slurry Seal								$216.4		
44	HWY 416 S OF SPENCERVILLE-to-S LIMIT SPENCERVILLE	End of life replacement								$774.0		
44	HWY 416 N OF SPENCERVILLE-to-EDWARDSBURGH/OXFORD TWP LINE	Slurry Seal								$277.2		

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
47	START CURB & GUTTER-to-END CURB & GUTTER	Single lift overlay								$68.4		
2	START OF CURB & GUTTER EAST OF NEW WEXFORD-to-E.LIMIT OF #2822 WELDING SHOP	Slurry Seal									$94.0	
2	500 M W. BLAIR RD-to-W. LIMIT CARDINAL	End of life replacement									$1,708.0	
3	150M N OF GRIPPEN CREEK BRIDGE-to-CO RD 33	End of life replacement									$3,283.0	
5	PLUM HOLLOW RD-to-100M N OF DAYTOWN RD	Slurry Seal									$36.8	
8	W LIMIT CHANTRY-to-E LIMIT CHANTRY	End of life replacement									$420.0	
8	E LIMIT CHANTRY-to-CO RD 5	End of life replacement									$2,149.0	
15	HWY 401 I/C 705 N END-to-CO RD 26	Slurry Seal									$84.8	
15	SMILEYS BR OVER PETITE NATION R-to-S LIMIT ALGONQUIN	Microsurface									$93.6	
16	CO RD 29-to-380M E OF CO RD 7	End of life replacement									$2,765.0	
16	380M E OF CO RD 7-to-W LIMIT JASPER	End of life replacement									$252.0	
16	CO RD 17-to-E LIMIT JASPER	End of life replacement									$525.0	

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
18	AUGUSTA/OXFORD TWP LINE W HARVEY ROAD-to-AUGUSTA/OXFORD TWP LINE E BOOMENHOWER RD	End of life replacement									$518.0	
18	CO RD 20-to-1.13 KM N OF MCFARLANE RD	Slurry Seal									$162.0	
20	CO RD 22 S OF HECKSTON-to-DUNDAS CO BDRY	Slurry Seal									$99.6	
23	CO RD 43-to-650M E OF CO RD 43	End of life replacement									$490.0	
23	650M E OF CO RD 43-to-1.70KM E OF CO RD 43	End of life replacement									$714.0	
29	NORTH LIMITS OF BROCKVILLE-to-WOODS RD.	End of life replacement									$3,143.0	
29	S. LIMITS OF ADDISON-to-N. LIMITS OF ADDISON	End of life replacement									$686.0	
35	2.05KM E. CO. RD 32-to-CO RD 34	End of life replacement									$912.0	
40	LOWER OAK LEAF RD-to-S LIMIT ATHENS	Microsurface									$346.2	
43	CTY BDRY LANARK/U.C. of L & G-to-CO RD 15 (ST.LAWRENCE ST)	End of life replacement									$696.0	
43	CO RD 15 (ST LAWRENCE ST.)-to-RR UNDERPASS	Single lift overlay									$132.0	

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
43	CO RD 23 W.-to-TWP BDRY WOLFORD/OXFORD ON RIDEAU	End of life replacement									$1,614.0	
43	TWP BDRY WOLFORD/OXFORD ON RIDEAU-to-CO RD 23 E.	End of life replacement									$1,764.0	
5	S LIMIT MALLORYTOWN-to-CO RD 2 IN MALLORYTOWN	Single lift overlay										$36.0
8	50M E. OF LAKE ELOIDA RD-to-730 METRES W. OF CO RD 1	Slurry Seal										$58.4
8	730M W OF CO RD 1-to-W LIMIT TOLEDO	Slurry Seal										$18.8
12	BEDFORD ST-to-CO RD 10 & CO RD 42	End of life replacement										$497.0
15	N LIMIT ALGONQUIN-to-60M S OF CULV ON PETITE NATION R	Slurry Seal										$138.0
15	MAIN STREET-to-CO RD 6	Single lift overlay										$24.0
15	CO RD 41-to-NORTH OF CARLEY'S CORNERS ROAD	Microsurface										$237.6
18	CO RD 21 W OF ROEBUCK-to-COOPER ROAD	Microsurface										$317.4
18	N LIMIT BISHOPS MILLS-to-560M S OF CO RD 20	End of life replacement										$1,946.0

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
18	560M S OF CO RD 20-to-CO RD 20	End of life replacement										$392.0
18	40M W OF GUY RD-to-W LIMIT OXFORD MILLS	Slurry Seal										$21.2
18	W LIMIT OXFORD MILLS-to-BEACH RD IN OXFORD MILLS	Crack Seal										$2.0
20	RENDERS ROAD-to-N LIMIT EAST OXFORD	End of life replacement										$1,638.0
20	N LIMIT EAST OXFORD-to-S LIMIT EAST OXFORD	End of life replacement										$413.0
20	OXFORD/S GOWER TWP LINE S-to-170M W OF CO RD 22	End of life replacement										$1,379.0
21	RR XING @ SPENCERVILLE STA-to-W LIMIT SPENCERVILLE	End of life replacement										$749.0
21	W LIMIT SPENCERVILLE-to-CO RD 44 SPENCER ST	End of life replacement										$525.0
22	JOHN/LEWIS ST - NEW ST-to-DUNDAS ST	End of life replacement										$133.0
22	CO RD 2-to-N LIMIT CARDINAL	End of life replacement										$462.0
26	CO RD 15-to-860M E OF CO RD 15	End of life replacement										$609.0
26	860M E OF CO RD 15-to-ROCKY RD	End of life replacement										$868.0

County Rd	Description	Event	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
26	MAYNARD W LIMIT-to-CAMPBELL RD	Slurry Seal										$12.0
28	CPR X-ING @ BELLAMY STA-to-CO RD 6	End of life replacement										$2,569.0
29	WOODS RD.-to-CO RD 42	End of life replacement										$4,389.0
29	CO RD 8-to-CO RD 16	End of life replacement										$4,809.0
38	OLD KINGSTON RD-to-7.5KM NW OF HWY 15	Crack Seal										$17.0
42	W. LIMIT NEWBORO-to-GOLF COURSE RD	Slurry Seal										$117.6
43	CO RD 25-to-SOMERVILLE RD.	Slurry Seal										$194.0
43	HWY 416 I/C 34 E.-to-CO RD 22 ROUNDABOUT	Microsurface										$141.0
46	N LIMITS OF LYN-to-HOWE RD.	End of life replacement										$1,225.0
47	END CURB & GUTTER-to-HWY.#15 NORTH END SEELEY'S BAY	Microsurface										$61.2
			$12,298.7	$13,599.7	$14,897.9	$16,199.9	$17,497.0	$18,798.6	$20,079.6	$21,398.2	$22,688.0	$23,999.2

Appendix D: Projection of Works – Structures

(dollars in thousands)

Asset ID	Name	OSIM Event	OSIM Year	OSIM Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
99001-1	Andrewsville Bridge*	Replace	2022	$732.0	$2,000.0									
05066	Leeder Bridge*	Replace	2024	$1,462.5	$384.5									
05306	Tackaberry Bridge	Major Rehab	2025	$832.1	$832.1									
02903	East Cardinal Creek Culvert	Major Rehab	2026	$944.7	$944.7									
17068	Otter Creek Bridge*	Major Rehab	2029	$1,337.3	$1,777.3									
07268	Wright's Bridge*	Major Rehab	2034	$826.3	$514.7									
27079	Lyn Creek Bridge*	Minor Rehab	2034	$9.0	$1,253.1									
99003	Pittston Bridge*	Minor Rehab	2039	$334.1	$700.0									
04124	Jones Creek Culvert	Minor Rehab	2027	$9.0		$9.0								
19048	Sparks Bridge	Major Rehab	2027	$853.8		$853.8								
43009	Spillway Bridge	Minor Rehab	2027	$408.5		$408.5								

Asset ID	Name	OSIM Event	OSIM Year	OSIM Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
02719	Bradley's Creek Culvert	Major Rehab	2028	$390.7			$390.7							
29313	Kinch Creek Culvert	Major Rehab	2028	$792.5			$792.5							
18131	McConnel Bridge	Major Rehab	2029	$600.3				$600.3						
29253	Irish Creek Culvert	Major Rehab	2029	$923.3				$923.3						
18294	Sherrard Bridge	Major Rehab	2030	$889.5					$889.5					
42342	Patterson Culvert	Major Rehab	2030	$820.4					$820.4					
41019	Barbers Creek Bridge	Major Rehab	2031	$351.0						$351.0				
02186	Waterton Bridge	Minor Rehab	2032	$289.9							$289.9			
10015	Dead Creek Bridge	Major Rehab	2032	$271.0							$271.0			
11048	Smiths Bay Bridge	Major Rehab	2032	$2,139.9							$2,139.9			
16112	Empey Culvert	Minor Rehab	2032	$770.3							$770.3			
20012	Render Bridge	Major Rehab	2032	$726.5							$726.5			
21150	Weir Road Culvert	Minor Rehab	2032	$594.0							$594.0			

Asset ID	Name	OSIM Event	OSIM Year	OSIM Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
22134	Dobbie Bridge	Minor Rehab	2032	$405.3							$405.3			
29233	Frankville Creek Culvert	Minor Rehab	2032	$45.0							$45.0			
29407	Otter Creek Bridge	Minor Rehab	2032	$561.2							$561.2			
03016	Ivy Lea Culvert	Minor Rehab	2033	$466.1								$466.1		
06026	Greer Bridge	Minor Rehab	2033	$630.1								$630.1		
07085	Greenbush Culvert	Minor Rehab	2033	$9.0								$9.0		
15068	Smileys Bridge	Minor Rehab	2033	$480.6								$480.6		
21130	Kingston Bridge	Major Rehab	2033	$366.6								$366.6		
22095	Sloan Bridge	Minor Rehab	2033	$304.1								$304.1		
22109	Burchill Road	Major Rehab	2033	$560.9								$560.9		
27104	Lyn Falls Creek Bridge	Major Rehab	2033	$1,228.0								$1,228.0		
28073	Mud Creek Culvert	Major Rehab	2033	$411.5								$411.5		
29150	Wiltse Creek Culvert	Minor Rehab	2033	$9.0								$9.0		

Asset ID	Name	OSIM Event	OSIM Year	OSIM Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
33018	Grippen Creek Culvert	Minor Rehab	2033	$464.2								$464.2		
33080	Lyndhurst Stone Bridge	Minor Rehab	2033	$1,244.4								$1,244.4		
42377	Crosby Creek Culvert	Minor Rehab	2033	$9.0								$9.0		
02512	Grant Creek Culvert	Minor Rehab	2034	$438.9									$438.9	
02637	Maitland Culvert	Minor Rehab	2034	$9.0									$9.0	
02794	Johnstown Bridge	Minor Rehab	2034	$346.1									$346.1	
03105	Seabrooke Bridge	Minor Rehab	2034	$9.0									$9.0	
03186	Black Rapids Bridge	Minor Rehab	2034	$880.3									$880.3	
05216	Dancy Bridge	Minor Rehab	2034	$9.0									$9.0	
08057	Gunnewick Culvert	Minor Rehab	2034	$429.7									$429.7	
24006	Van Buren Street Culvert	Minor Rehab	2034	$9.0									$9.0	
29051	Lyn Creek (Clows Market) Culvert	Minor Rehab	2034	$9.0									$9.0	

Asset ID	Name	OSIM Event	OSIM Year	OSIM Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
29373	Hutton Creek Bridge	Minor Rehab	2034	$661.0									$661.0	
32118	South Lake Creek Culvert	Minor Rehab	2034	$9.0									$9.0	
43052	Dales Creek Culvert	Minor Rehab	2034	$9.0									$9.0	
44342	Prescott Street Bridge	Major Rehab	2034	$818.8									$818.8	
22106	Robin Bridge	Minor rehab	2035	$447.3										$447.3
23069	Burritts Rapid Bridge	Minor Rehab	2035	$837.9										$837.9
22301	Christie-Price Bridge	Minor Rehab	2035	$9.0										$9.0
42469	Adrains Creek Culvert	Minor Rehab	2035	$9.0										$9.0
15126	Dixon Bridge	Minor Rehab	2035	$552.4										$552.4
42069	North Wiltse Creek	Minor Rehab	2035	$9.0										$9.0
					$8,406.3	$1,271.3	$1,183.2	$1,523.6	$1,710.0	$351.0	$5,803.1	$6,183.3	$3,637.9	$1,864.6

*OSIM event, year and cost adjusted based on detailed investigation

Appendix E: Projection of Works – Housing

(dollars in thousands)

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
150 Stone Street South, Gananoque	Hollow metal doors - interior building/common areas	$17.5									
150 Stone Street South, Gananoque	Metal glazed exterior door with sidelight	$10.0									
150 Stone Street South, Gananoque	Built-up roof system	$290.0									
150 Stone Street South, Gananoque	Make-up air system	$90.0									
105 Lewis Street East, Merrickville	Exterior hollow metal doors	$30.0									
240 Helen Street, Cardinal	Exterior Door - main entry	$20.0									
201/203 Prescott Street, Kemptville	Metal roofing system	$80.0									
5 Glengarry Road, Brockville	Metal roofing system		$185.0								
150 Stone Street South, Gananoque	Ceiling mounted fluorescent fixtures - common area		$10.0								
56 Bedford Street, Westport	Ceiling mounted fluorescent fixtures - common area		$12.0								
3 Miller Drive, Mallorytown	Carpet in corridors and common room		$14.2								
3 Miller Drive, Mallorytown	Well and pump - 47 m		$10.0								
105 Lewis Street East, Merrickville	Make-up air system		$150.0								
275 Water Street West, Prescott	Metal clad doors leading to balcony/patio		$76.5								
275 Water Street West, Prescott	Vinyl sheet flooring - common areas		$10.4								
275 Water Street West, Prescott	Fire alarm system panel		$12.5								

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
200 Bridge Street North, Kemptville	Windows - vinyl framed double glazed		$170.0								
200 Bridge Street North, Kemptville	Make-up air system		$180.0								
240 Helen Street, Cardinal	Unit windows - vinyl framed double glazed		$160.0								
240 Helen Street, Cardinal	Metal clad doors leading to balcony/patio		$58.5								
240 Helen Street, Cardinal	Make-up air system		$100.0								
318 Brock Street West, Merrickville	Make-up air system		$100.0								
56 Bedford Street, Westport	Enterphone system			$10.0							
11 Hastings Drive, Brockville	Vinyl sheet flooring - stairwell landings			$55.0							
11 Hastings Drive, Brockville	Make-up air system			$150.0							
43 Centre Street, Lansdowne	Enterphone system			$10.0							
105 Lewis Street East, Merrickville	Carpet in corridors and common room			$11.5							
275 Water Street West, Prescott	Garbage compactor			$15.0							
33 Bennett Street, Spencerville	Windows - aluminum framed double glazed			$68.0							
33 Bennett Street, Spencerville	Carpet in corridors and common room			$10.0							
33 Bennett Street, Spencerville	Make-up air system			$15.0							
80 Water Street West, Brockville	Water storage tanks				$21.0						
55 Reynolds Drive, Brockville	Vinyl sheet flooring - stairwell landings				$32.0						
3 Miller Drive, Mallorytown	Handicap lift				$40.0						

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
105 Lewis Street East, Merrickville	Windows - vinyl framed double glazed				$90.0						
33 Bennett Street, Spencerville	Metal doors with insert glazing - building/common area				$17.5						
150 Stone Street South, Gananoque	Solid wood doors - balcony/patio					$76.5					
150 Stone Street South, Gananoque	Vinyl sheet flooring - lobby					$33.0					
150 Stone Street South, Gananoque	Fire sprinkler system					$3.0					
150 Stone Street South, Gananoque	Standpipes					$7.5					
150 Stone Street South, Gananoque	Fire hoses					$15.0					
150 Stone Street South, Gananoque	Main electrical distribution system					$50.0					
150 Stone Street South, Gananoque	Intermediate electrical distribution system					$56.0					
150 Stone Street South, Gananoque	Garbage compactor					$15.0					
150 Stone Street South, Gananoque	Concrete walkways					$37.7					
56 Bedford Street, Westport	Fire alarm system panel					$10.0					
56 Bedford Street, Westport	Asphalt walkways					$14.0					
11 Hastings Drive, Brockville	Ceramic tile flooring - outside south garbage room					$12.5					
11 Hastings Drive, Brockville	Ceiling mounted fluorescent fixtures - common area					$15.0					
11 Hastings Drive, Brockville	Enterphone system					$10.0					
80 Water Street West, Brockville	Carpet flooring - common area					$60.0					
80 Water Street West, Brockville	Quarry tile by the elevators					$17.5					
80 Water Street West, Brockville	Ceiling mounted fluorescent fixtures - common area					$24.0					
80 Water Street West, Brockville	Enterphone system					$10.0					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
80 Water Street West, Brockville	Diesel powered emergency generator					$50.0					
80 Water Street West, Brockville	Asphalt parking lots					$48.5					
80 Water Street West, Brockville	Concrete stairs and ramp					$12.0					
80 Water Street West, Brockville	Concrete walkways					$15.0					
55 Reynolds Drive, Brockville	Wood construction - balcony decks					$12.5					
55 Reynolds Drive, Brockville	Main electrical distribution system					$35.0					
55 Reynolds Drive, Brockville	Intermediate electrical distribution system					$10.0					
55 Reynolds Drive, Brockville	Ceiling mounted fluorescent fixtures - common area					$16.0					
43 Centre Street, Lansdowne	Windows - vinyl framed double glazed					$82.0					
43 Centre Street, Lansdowne	Quarry tile - main entrance, lobby and common area					$17.0					
43 Centre Street, Lansdowne	Passenger elevator					$40.0					
3 Miller Drive, Mallorytown	Exterior door - main entry					$20.0					
3 Miller Drive, Mallorytown	Quarry tile flooring in the laundry room and main lobby					$11.6					
3 Miller Drive, Mallorytown	Ceiling mounted fluorescent fixtures - common area					$12.0					
3 Miller Drive, Mallorytown	Asphalt parking lots					$46.0					
3 Miller Drive, Mallorytown	Concrete walkways					$14.0					
105 Lewis Street East, Merrickville	Prefinished exterior siding					$12.0					
105 Lewis Street East, Merrickville	Exterior door - main entry					$20.0					
105 Lewis Street East, Merrickville	Ceiling mounted fluorescent fixtures - common area					$12.0					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
275 Water Street West, Prescott	Windows - vinyl framed double glazed					$234.0					
275 Water Street West, Prescott	Hollow metal doors - common area					$12.5					
275 Water Street West, Prescott	Carpet in corridors and common room					$38.0					
275 Water Street West, Prescott	Sanitary waste system					$38.4					
275 Water Street West, Prescott	Fire sprinkler system					$4.0					
275 Water Street West, Prescott	Fire hoses					$20.0					
275 Water Street West, Prescott	Siamese connection standpipes					$25.0					
275 Water Street West, Prescott	Ceiling mounted fluorescent fixtures - common area					$10.0					
275 Water Street West, Prescott	Security surveillance					$10.0					
275 Water Street West, Prescott	Asphalt parking lots					$31.5					
275 Water Street West, Prescott	Sidewalks/walkways					$15.0					
275 Water Street West, Prescott	Sidewalks/walkways					$11.3					
200 Bridge Street North, Kemptville	Carpet in corridors and common room					$30.0					
200 Bridge Street North, Kemptville	Sanitary waste system					$33.6					
240 Helen Street, Cardinal	Hollow metal doors - common area					$22.5					
240 Helen Street, Cardinal	Elevator					$40.0					
240 Helen Street, Cardinal	Sidewalks/walkways					$19.0					
503 Fort Town Drive, Prescott	Sidewalks/walkways - front/side entrances					$15.0					
523 Hyde Street, Prescott	Exterior door - main entry					$10.0					
523 Hyde Street, Prescott	Carpet in corridors and common room					$10.0					
523 Hyde Street, Prescott	Enterphone system					$10.0					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
33 Bennett Street, Spencerville	Quarry tile flooring in main lobby and first floor laundry room					$11.0					
33 Bennett Street, Spencerville	Well and pump - 42 m					$10.0					
33 Bennett Street, Spencerville	Fire alarm system panel					$10.0					
33 Bennett Street, Spencerville	Asphalt parking lots					$48.5					
318 Brock Street West, Merrickville	Exterior metal doors					$31.5					
318 Brock Street West, Merrickville	Carpet in corridors and common room					$16.0					
318 Brock Street West, Merrickville	Sidewalks/walkways					$16.0					
5 Glengarry Road, Brockville	Asphalt parking lots						$95.0				
150 Stone Street South, Gananoque	Windows - vinyl framed double glazed & aluminum framed single glazed						$228.0				
150 Stone Street South, Gananoque	Windows - vinyl framed double glazed & aluminum framed single glazed						$21.6				
56 Bedford Street, Westport	Windows - vinyl framed double glazed						$100.0				
56 Bedford Street, Westport	Exterior door - main entry						$20.0				
56 Bedford Street, Westport	Hollow metal doors in metal frames - building/common areas						$10.0				
56 Bedford Street, Westport	Metal doors with insert glazing - building/common area						$25.2				
80 Water Street West, Brockville	Fire alarm system						$12.5				
55 Reynolds Drive, Brockville	Carpet in corridors and common room						$18.0				

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
43 Centre Street, Lansdowne	Exterior metal clad doors - balcony/patio						$24.0				
3 Miller Drive, Mallorytown	Windows - vinyl framed double glazed						$76.0				
3 Miller Drive, Mallorytown	Exterior metal clad doors - balcony/patio						$25.5				
275 Water Street West, Prescott	Aluminum soffits and fascia						$12.0				
150 Stone Street South, Gananoque	Enterphone system							$10.0			
55 Reynolds Drive, Brockville	Enterphone system							$10.0			
3 Miller Drive, Mallorytown	Enterphone system							$10.0			
3 Miller Drive, Mallorytown	Fire alarm system panel							$10.0			
105 Lewis Street East, Merrickville	Enterphone system							$10.0			
200 Bridge Street North, Kemptville	Enterphone system							$10.0			
240 Helen Street, Cardinal	Sanitary waste system							$35.2			
240 Helen Street, Cardinal	Enterphone system							$10.0			
503 Fort Town Drive, Prescott	Enterphone system							$10.0			
523 Hyde Street, Prescott	Asphalt roofing system							$25.0			
33 Bennett Street, Spencerville	Enterphone system							$10.0			
100 Perth Street, Brockville	Concrete sidewalks/walkways/steps							$36.0			
55 Reynolds Drive, Brockville	Aluminum soffits								$15.0		
55 Reynolds Drive, Brockville	Aluminum downspouts and eavestroughs								$27.5		
3 Miller Drive, Mallorytown	Vinyl sheet flooring - stairwell landings								$16.0		
503 Fort Town Drive, Prescott	Fire alarm system panel								$10.0		
33 Bennett Street, Spencerville	Aluminum siding								$40.2		
318 Brock Street West, Merrickville	Exterior Door - main entry								$15.0		

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
318 Brock Street West, Merrickville	Asphalt parking lots								$36.0		
11 Hastings Drive, Brockville	Metal doors with sidelight - common area									$10.0	
11 Hastings Drive, Brockville	Metal doors with insert glazing - common area									$12.5	
80 Water Street West, Brockville	Hollow metal doors - common area									$25.0	
80 Water Street West, Brockville	Metal clad doors - balcony/patio									$123.0	
43 Centre Street, Lansdowne	Fire alarm system panel									$10.0	
105 Lewis Street East, Merrickville	Fire alarm system panel									$10.0	
275 Water Street West, Prescott	Elevator									$100.0	
275 Water Street West, Prescott	Domestic water heater									$10.0	
200 Bridge Street North, Kemptville	Fire alarm system panel									$10.0	
240 Helen Street, Cardinal	Tankless hot water system									$45.0	
503 Fort Town Drive, Prescott	Water risers									$15.0	
56 Bedford Street, Westport	Carpet in corridors and common room									$18.0	
43 Centre Street, Lansdowne	Carpet in corridors and common room									$11.0	
150 Stone Street South, Gananoque	Painted wooden privacy panels										$24.0
150 Stone Street South, Gananoque	Passenger elevator										$130.0
150 Stone Street South, Gananoque	Water risers										$39.3
150 Stone Street South, Gananoque	Sanitary waste piping										$45.6
56 Bedford Street, Westport	Water risers										$12.5
56 Bedford Street, Westport	Sanitary waste system										$14.4
56 Bedford Street, Westport	asphalt parking lots										$55.0
56 Bedford Street, Westport	Concrete walkways										$13.0
11 Hastings Drive, Brockville	Sanitary waste system										$28.8

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
11 Hastings Drive, Brockville	Main electrical distribution system										$35.0
11 Hastings Drive, Brockville	Intermediate electrical distribution system										$35.0
11 Hastings Drive, Brockville	Fire alarm system panel										$13.0
11 Hastings Drive, Brockville	asphalt parking lots										$75.0
11 Hastings Drive, Brockville	Concrete walkways										$21.0
80 Water Street West, Brockville	Corrugated steel										$41.0
80 Water Street West, Brockville	Passenger elevator										$20.0
80 Water Street West, Brockville	Passenger elevator										$300.0
80 Water Street West, Brockville	Sanitary waste piping										$51.2
80 Water Street West, Brockville	Wet sprinkler system										$5.0
80 Water Street West, Brockville	Sprinkler pump										$6.0
80 Water Street West, Brockville	Standpipe - Siamese										$25.0
80 Water Street West, Brockville	Fire hoses										$20.0
80 Water Street West, Brockville	Main electrical distribution system										$60.0
80 Water Street West, Brockville	Intermediate electrical distribution system										$70.0
80 Water Street West, Brockville	400 L above-ground Diesel tank										$10.0
55 Reynolds Drive, Brockville	Sanitary waste system										$28.8
55 Reynolds Drive, Brockville	Domestic HWST										$15.0
55 Reynolds Drive, Brockville	Naiven boilers										$30.0
43 Centre Street, Lansdowne	Vinyl siding										$10.0
43 Centre Street, Lansdowne	Handicap lift										$40.0
43 Centre Street, Lansdowne	Sanitary waste piping										$14.4
43 Centre Street, Lansdowne	Main electrical distribution system										$20.0
43 Centre Street, Lansdowne	Intermediate electrical distribution system										$20.0

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
43 Centre Street, Lansdowne	Ceiling mounted fluorescent fixtures										$10.0
43 Centre Street, Lansdowne	Asphalt parking lots										$32.0
3 Miller Drive, Mallorytown	Aluminum siding										$13.2
3 Miller Drive, Mallorytown	Aluminum soffits and fascia										$18.9
3 Miller Drive, Mallorytown	Roofing system consisting of asphalt shingles										$39.0
3 Miller Drive, Mallorytown	Aluminum downspouts										$10.0
3 Miller Drive, Mallorytown	Hoisting equipment										$40.0
3 Miller Drive, Mallorytown	Sanitary waste piping										$12.0
3 Miller Drive, Mallorytown	UV treatment system										$17.5
3 Miller Drive, Mallorytown	Intermediate electrical distribution system										$30.0
105 Lewis Street East, Merrickville	Water risers										$12.5
105 Lewis Street East, Merrickville	Sanitary waste system										$14.4
105 Lewis Street East, Merrickville	Main electrical distribution system										$20.0
105 Lewis Street East, Merrickville	Intermediate electrical distribution system										$30.0
275 Water Street West, Prescott	Roofing system										$10.0
275 Water Street West, Prescott	Quarry tile in main lobby and laundry room										$12.0
275 Water Street West, Prescott	Domestic WH										$15.0
275 Water Street West, Prescott	Main electrical distribution system										$60.0
275 Water Street West, Prescott	Intermediate electrical distribution system										$35.0
200 Bridge Street North, Kemptville	Replace metal-clad wood door										$51.0
200 Bridge Street North, Kemptville	Aluminum soffits										$35.0

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
200 Bridge Street North, Kemptville	Quarry tile flooring in main lobby and laundry room										$26.0
200 Bridge Street North, Kemptville	Handicap lift										$40.0
200 Bridge Street North, Kemptville	Main electrical distribution system										$20.0
200 Bridge Street North, Kemptville	Intermediate electrical distribution system										$37.5
200 Bridge Street North, Kemptville	Ceiling mounted fluorescent fixtures										$16.0
200 Bridge Street North, Kemptville	Security surveillance										$10.0
200 Bridge Street North, Kemptville	Asphalt parking lots										$37.5
200 Bridge Street North, Kemptville	Concrete walkways										$32.0
240 Helen Street, Cardinal	Vinyl siding										$30.0
240 Helen Street, Cardinal	Aluminum soffits and fascia										$22.0
240 Helen Street, Cardinal	Aluminum downspouts and eavestroughs										$17.8
240 Helen Street, Cardinal	Quarry tile flooring in main lobby and first floor laundry room										$15.0
240 Helen Street, Cardinal	Intermediate electrical distribution system										$10.0
240 Helen Street, Cardinal	Ceiling mounted fluorescent fixtures										$17.0
240 Helen Street, Cardinal	Fire alarm system panel										$10.0
240 Helen Street, Cardinal	Security surveillance										$10.0
240 Helen Street, Cardinal	Asphalt parking lots										$57.5
240 Helen Street, Cardinal	Sidewalks/walkways										$11.9
503 Fort Town Drive, Prescott	Vinyl siding										$55.0
503 Fort Town Drive, Prescott	Sanitary waste system										$17.3
503 Fort Town Drive, Prescott	Ceiling mounted fluorescent fixtures										$12.0
503 Fort Town Drive, Prescott	Sidewalks/walkways										$12.0

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
523 Hyde Street, Prescott	Vinyl framed double glazed										$30.0
523 Hyde Street, Prescott	Main electrical distribution system										$20.0
523 Hyde Street, Prescott	Ceiling mounted fluorescent fixtures										$10.0
523 Hyde Street, Prescott	Sidewalks/walkways										$10.5
523 Hyde Street, Prescott	Sidewalks/walkways										$13.8
33 Bennett Street, Spencerville	Metal clad doors leading to balcony/patio										$22.5
33 Bennett Street, Spencerville	Aluminum soffits and fascia										$13.5
33 Bennett Street, Spencerville	Aluminum downspouts and eavestroughs										$10.0
33 Bennett Street, Spencerville	Sanitary waste system										$11.2
33 Bennett Street, Spencerville	UV treatment system										$17.5
33 Bennett Street, Spencerville	Main electrical distribution system										$20.0
33 Bennett Street, Spencerville	Intermediate electrical distribution system										$30.0
33 Bennett Street, Spencerville	Ceiling mounted fluorescent fixtures										$10.0
318 Brock Street West, Merrickville	Aluminum siding										$16.5
318 Brock Street West, Merrickville	Aluminum soffits and fascia										$20.0
318 Brock Street West, Merrickville	Aluminum downspouts and eavestroughs										$10.5
318 Brock Street West, Merrickville	Quarry tile flooring in main lobby and laundry room										$13.0
318 Brock Street West, Merrickville	Sanitary waste system										$16.0
318 Brock Street West, Merrickville	Main electrical distribution system										$20.0
318 Brock Street West, Merrickville	Intermediate electrical distribution system										$15.0
318 Brock Street West, Merrickville	Ceiling mounted fluorescent fixtures										$30.0
318 Brock Street West, Merrickville	Fire alarm system panel										$10.0
		$537.5	$1,249.1	$344.5	$200.5	$1,735.0	$667.8	$186.2	$159.7	$399.5	$2,731.9

Appendix F: Projection of Works – Buildings & Facilities

(dollars in thousands)

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Counties Main Office	Conventional - Modified Bitumen Roof - Localized repair	$80.0									
Counties Main Office	Heating Water Distribution Systems - Localized repair	$70.0									
Counties Main Office	Branch Wiring and Devices - Localized repair	$44.8									
LGPS Station 5	Air Distribution Systems - Localized repair	$20.0									
Maple View Lodge	Windowpane Replacement x 100	$58.0									
Maple View Lodge	Replace Fire Alarm Panel	$36.0									
Maple View Lodge	Replace Original Rooftop Unit - A/H #7	$16.0									
LF Interpretive Centre	Septic tank - 5400 L concrete	$10.0									
LF Interpretive Centre	Septic bed - 97.5 m2	$40.0									
CSS Gananoque	Packaged Rooftop Units - 5 to 10 Tons	$61.0									
CSS Prescott	Packaged Rooftop Units - 5 to 10 Tons	$15.2									
NL Patrol Garage	Exterior - Overhead Doors - Standard	$50.0									

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Maple View Lodge	Replace Original Make-up Air Unit - A/H #1		$140.0								
Maple View Lodge	Replace Original Make-up Air Unit - A/H #2		$140.0								
Maple View Lodge	Replace Original Make-up Air Unit - A/H #3		$140.0								
Maple View Lodge	Replace Original Make-up Air Unit - A/H #9 (Kitchen)		$140.0								
Maple View Lodge	Replace Wood Fencing Around Outdoor Patios		$14.0								
LF Pole Barn East	Replace sliding wooden doors x 4		$40.0								
County Park	Storage Shed		$10.0								
Counties Main Office	Domestic Water Piping and Fittings		$69.4								
Counties Main Office	Heat Pumps		$132.7								
Counties Main Office	Electrical Distribution		$104.7								
NG Patrol Garage	Branch Wiring and Devices		$19.8								
Victoria Building	Carpet Floor		$85.8								
Victoria Building	Vinyl Sheet Floor		$28.7								
Maple View Lodge	Domestic Hot Water Heater #1			$14.0							
Maple View Lodge	Domestic Hot Water Heater #2			$14.0							
Counties Main Office	Windows			$73.5							
Counties Main Office	Sanitary Waste and Vent Piping and Fittings			$78.9							

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Counties Main Office	Cooling Towers			$136.2							
Counties Main Office	Packaged Rooftop Units - Up to 5 Tons			$66.7							
Counties Main Office	Make Up Air Units - Over 500 MBH			$76.2							
Counties Main Office	Storm Sewer Service - Medium - 150MM			$35.3							
Counties Main Office	Electrical Service - Medium - 800A			$81.2							
Counties Main Office	Site Branch Wiring and Devices			$28.5							
CSS Gananoque	Fire Alarm Systems			$58.9							
CSS Prescott	Windows			$58.8							
LGPS Station 5	Public Address Systems			$10.5							
NG Patrol Garage	Air Distribution Systems			$50.3							
NG Patrol Garage	Force Flow Units (Electric)			$12.6							
NG Patrol Garage	Well Systems			$109.4							
NG Patrol Garage	Gas Storage Tanks (Natural or Propane)			$12.2							
SG Patrol Garage	Air Distribution Systems			$51.7							
SG Patrol Garage	Well Systems			$109.4							
SG Patrol Garage	Septic Tank - Residential			$25.8							
Victoria Building	Electric Furnaces			$15.2							
Victoria Building	Public Address and Music Systems			$39.3							

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Maple View Lodge	Replace Domestic Hot Water Re-circulation Piping				$283.0						
Maple View Lodge	Replace Heating Boilers				$102.0						
Counties Main Office	Public Address Systems				$79.8						
Counties Main Office	Access Control Systems				$58.3						
Victoria Building	Hot Water Boilers - Up to 1000 MBH				$58.0						
Victoria Building	Fire Alarm Systems				$96.6						
Victoria Building	Intrusion Alarm Systems				$19.6						
Maple View Lodge	Replace Hydraulic Elevator Cylinder					$85.0					
Maple View Lodge	Replace Domestic Hot Water Tank Heaters - Electric					$14.0					
LF Interpretive Centre	Propane furnace					$15.0					
LF Interpretive Centre	Well - 10.67 m					$50.0					
LF Workshop	Roof Construction					$40.0					
LF Workshop	Steel siding					$30.0					
LF Workshop	North overhead door					$10.0					
LF Workshop	Steel roof					$25.0					
LF Workshop	Soffit and fascia					$15.0					
LF Workshop	Domestic Water Distribution					$15.0					
LF Workshop	Well - 10.67 m					$50.0					
LF Workshop	Septic tank - 5400 L concrete					$10.0					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
LF Workshop	Septic bed - 97.5 m2					$40.0					
LF Pole Barn East	Aluminum siding					$33.0					
LF Pole Barn East	Steel roof					$25.0					
LF Pole Barn North	Aluminum siding					$40.5					
LF Pole Barn North	Steel roof					$30.0					
Counties Main Office	Exterior - Automatic Door Openers					$15.3					
Counties Main Office	Exterior - Double Door - Aluminum and Glass					$15.0					
Counties Main Office	Automatic Door Openers					$46.0					
Counties Main Office	Standard Fittings and Equipment					$27.6					
Counties Main Office	Carpet Floor					$264.8					
Counties Main Office	Vinyl Tile / Plank Floor					$66.0					
Counties Main Office	Air Distribution Systems					$182.5					
Counties Main Office	Fire Alarm Systems					$196.5					
Counties Main Office	Video Surveillance Systems					$28.5					
Counties Main Office	Emergency Lighting Systems					$21.5					
CSS Gananoque	Metal Cladding					$54.0					
CSS Gananoque	Exterior - Single Door - Hollow Metal					$12.6					
CSS Gananoque	Exterior - Double Door - Hollow Metal					$24.6					
CSS Gananoque	Exterior - Double Door - Aluminum and Glass					$15.0					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CSS Gananoque	Conventional - Modified Bitumen Roof					$267.4					
CSS Gananoque	Automatic Door Openers					$15.3					
CSS Gananoque	Vinyl Tile / Plank Floor					$65.4					
CSS Gananoque	Intrusion Alarm Systems					$12.0					
CSS Gananoque	Access Control Systems					$17.5					
CSS Gananoque	Asphalt Paved Surfaces - Parking Area					$28.5					
CSS Prescott	Metal Cladding					$30.6					
CSS Prescott	Exterior - Single Door - Aluminum and Glass					$31.3					
CSS Prescott	Skylights					$10.6					
CSS Prescott	Automatic Door Openers					$23.0					
CSS Prescott	Domestic Water Piping and Fittings					$19.0					
CSS Prescott	Electrical Distribution					$28.6					
LGPS Station 5	Asphalt Shingle Roof					$18.4					
LGPS Station 5	Vinyl Tile / Plank Floor					$19.8					
LGPS Station 5	Fuel-Fired Unit Heaters					$11.4					
LGPS Station 5	Force Flow Units (Electric)					$15.8					
LGPS Station 5	Data Systems					$19.7					
LGPS Station 5	Well Systems					$109.4					
GB Patrol Garage	Domestic Water Piping and Fittings					$36.7					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GB Patrol Garage	Oil and Sediment Interceptor Systems					$10.0					
GB Patrol Garage	Public Address Systems					$18.7					
GB Patrol Garage	Access Control Systems					$13.3					
GB Patrol Garage	Well Systems					$109.4					
NG Patrol Garage	Exterior - Single Door - Hollow Metal					$12.6					
NL Patrol Garage	Metal Cladding					$70.2					
NL Patrol Garage	Metal Roofing					$125.4					
NL Patrol Garage	Public Address Systems					$17.7					
NL Patrol Garage	Asphalt Paved Surfaces - Parking Area					$332.5					
SG Patrol Garage	Electrical Distribution					$26.0					
SL Patrol Garage	Exterior - Single Door - Hollow Metal					$12.6					
Victoria Building	Gutters and Downspouts					$11.6					
Victoria Building	Automatic Door Openers					$23.0					
Victoria Building	Millwork General					$36.5					
Victoria Building	Standard Fittings and Equipment					$13.6					
Victoria Building	Ceramic Stair Finish					$22.0					
Victoria Building	Passenger Elevators - Over 3 Floors (Hydraulic)					$294.8					
Victoria Building	Unit Heaters (Hydronic)					$11.4					

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Victoria Building	Finned Tube Radiation Units					$170.5					
Victoria Building	Electronic / Electric Control Systems					$30.2					
Victoria Building	Access Control Systems					$28.7					
Victoria Building	Parking Automatic Ticket Dispensing Stations					$20.2					
Maple View Lodge	Replace Main Entrance Doors						$15.0				
LF Compound	Lunch Room						$150.0				
LF Compound	Shed East						$10.0				
LF Compound	Shed West						$10.0				
CSS Prescott	Sanitary Waste and Vent Piping and Fittings						$21.6				
CSS Prescott	Rain Water Drainage Piping and Fittings						$13.8				
CSS Prescott	Air Distribution Systems						$56.9				
CSS Prescott	Branch Wiring and Devices						$45.0				
CSS Prescott	Sanitary Sewer Service - Large - 200MM						$14.4				
CSS Prescott	Storm Sewer Service - Large - 250MM						$10.9				
NL Patrol Garage	Force Flow Units (Electric)						$15.8				
SL Patrol Garage	Fuel-Fired Forced Air Furnaces						$153.6				

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Victoria Building	Exterior - Single Door - Aluminum and Glass						$23.5				
CSS Prescott	Conventional - Built-Up Roof							$96.7			
CSS Prescott	Carpet Floor							$34.3			
LGPS Station 5	Air Distribution Systems							$61.5			
LGPS Station 5	Main Service Disconnects							$12.2			
LGPS Station 5	Branch Wiring and Devices							$48.6			
LF Workshop	Propane furnace								$15.0		
NL Patrol Garage	Video Surveillance Systems								$11.5		
SG Patrol Garage	Exterior - Overhead Doors - Standard								$10.0		
SG Patrol Garage	Other Sanitary Waste Systems								$10.0		
SG Patrol Garage	Asphalt Paved Surfaces - Parking Area								$237.5		
SL Patrol Garage	Video Surveillance Systems								$11.2		
Maple View Lodge	Domestic Hot Water Heater #3									$14.0	
Maple View Lodge	Replace Elevator Door Operators ($94,000)									$94.0	
Counties Main Office	Exterior Insulation and Finish System									$314.6	
Counties Main Office	Exterior - Single Door - Hollow Metal									$31.4	

Building	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Counties Main Office	Automatic Door Openers									$30.6	
Counties Main Office	Heating Water Distribution Systems									$230.0	
Counties Main Office	Branch Wiring and Devices									$164.6	
Counties Main Office	Emergency Power Generator Systems - Up to 300kVA									$82.1	
CSS Gananoque	Electrical Service - 400A									$21.7	
LGPS Station 5	Exterior - Overhead Doors - Standard									$27.6	
LGPS Station 5	Oil and Sediment Interceptor Systems									$25.4	
LGPS Station 5	Asphalt Paved Surfaces - Parking Area									$76.0	
Victoria Building	Video Surveillance Systems									$28.7	
LF Workshop	Uninsulated galvanized duct work										$24.0
GB Patrol Garage	Metal Cladding										$104.4
GB Patrol Garage	Windows										$14.7
GB Patrol Garage	Exterior - Overhead Doors - Standard										$64.4
NG Patrol Garage	Metal Cladding										$111.6
SL Patrol Garage	Metal Cladding										$90.0
		$501.0	$1,065.1	$1,158.5	$697.4	$3,688.6	$540.4	$253.3	$295.3	$1,140.7	$409.1

Appendix G: Projection of Works – Fleet

(dollars in thousands)

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Truck 61	Public Works	$85.0					$85.0				
Truck 70 - Mechanic	Public Works	$60.0								$60.0	
Truck 76	Public Works	$201.8									
Truck 82	Public Works	$201.8									
Truck 87 - Supervisor	Public Works	$60.0					$60.0				
Truck 88 - Director	Public Works	$60.0								$60.0	
Truck 93	Public Works	$70.0					$70.0				
Truck 94	Public Works	$70.0					$70.0				
Truck 97	Public Works	$70.0					$70.0				
Truck 5547	Public Works	$60.0								$60.0	
Truck 5548	Public Works	$70.0								$70.0	
Truck 5550	Long-Term Care	$60.0								$60.0	
ERV-Command 4341-15	Paramedic Service	$126.3									
Ambulance 4590-22	Paramedic Service	$237.9					$237.9				
Ambulance 4517-22	Paramedic Service	$237.9					$237.9				
Sander/Plow Unit - Truck 76	Public Works	$191.7									
Sander/Plow Unit - Truck 82	Public Works	$191.7									
Truck 05	Public Works		$70.0					$70.0			
Truck 06 - Supervisor	Public Works		$60.0					$60.0			
Truck 83	Public Works		$201.8								
Truck 86	Public Works		$201.8								
Truck 5551	Community and Social Services		$55.0								$55.0

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cargo Van	Corporate Service		$45.0								$45.0
ERV-CP - 4415-22 (MOHLTC funded)	Paramedic Service		$0.0					$0.0			
ERV-CP - 4416-22 (MOHLTC funded)	Paramedic Service		$0.0					$0.0			
Ambulance 4547-23	Paramedic Service		$237.9					$237.9			
Ambulance 4557-23	Paramedic Service		$237.9					$237.9			
ERV-SUP - 4413-22	Paramedic Service		$126.3					$126.3			
Sander/Plow Unit - Truck 83	Public Works		$191.7								
Sander/Plow Unit - Truck 86	Public Works		$191.7								
Truck 07	Public Works			$70.0					$70.0		
Truck 08 - Supervisor	Public Works			$70.0					$70.0		
Truck 11 - Manager	Public Works			$60.0					$60.0		
Truck 12 - Supervisor	Public Works			$60.0					$60.0		
Truck 95	Public Works			$80.0							
Truck 96	Public Works			$80.0							
ERV-SUP - 4302-23	Paramedic Service			$126.3					$126.3		
Ambulance 4536-24	Paramedic Service			$237.9					$237.9		
Ambulance 4945-24	Paramedic Service			$237.9					$237.9		
Ambulance 4589-24	Paramedic Service			$237.9					$237.9		
Ambulance 4556-24	Paramedic Service			$237.9					$237.9		
Truck 13	Public Works				$70.0					$70.0	
Truck 14	Public Works				$70.0					$70.0	
Truck 91	Public Works				$201.8						
Truck 92	Public Works				$201.8						
SUV Childcare	Community and Social Services				$35.0						
SUV Manager	Public Works				$35.0						
Sander/Plow Unit - Truck 91	Public Works				$191.7						

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Sander/Plow Unit - Truck 92	Public Works				$191.7						
ERV-SUP - 4414-24	Paramedic Service				$126.3					$126.3	
ERV-FR - 4342-24	Paramedic Service				$126.3					$126.3	
ERV-FR - 4412-24	Paramedic Service				$126.3					$126.3	
Truck 15	Public Works				$70.0					$70.0	
Truck 16	Public Works				$70.0					$70.0	
Ambulance 4535-25	Paramedic Service				$237.9					$237.9	
Ambulance 4704-25	Paramedic Service				$237.9					$237.9	
Ambulance 4952-25	Paramedic Service				$237.9					$237.9	
Ambulance 4558-25	Paramedic Service				$237.9					$237.9	
Truck 98	Public Works					$300.0					
Truck 5555	Community and Social Services					$55.0					
ERV-FR (2025 acquisition)	Paramedic Service					$126.3					$126.3
ERV-FR (2025 acquisition)	Paramedic Service					$126.3					$126.3
Truck 85	Public Works					$70.0					$70.0
Truck 89	Public Works					$70.0					$70.0
Truck 90	Public Works					$70.0					$70.0
Ambulance 4518-19	Paramedic Service					$237.9					$237.9
Ambulance 4956-19	Paramedic Service					$237.9					$237.9
Ambulance 4548-20	Paramedic Service					$237.9					$237.9
Ambulance 4549-20	Paramedic Service					$237.9					$237.9
Ambulance 4911-20	Paramedic Service					$237.9					$237.9
Truck 01	Public Works						$300.0				
Truck 02	Public Works						$300.0				
Truck 99	Public Works						$300.0				
Truck 03	Public Works							$300.0			

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Truck 04	Public Works							$300.0			
Truck 09	Public Works								$300.0		
Truck 10	Public Works								$300.0		
Truck 21	Public Works								$80.0		
Truck 22	Public Works								$80.0		
Truck 80 - Mechanic	Public Works								$110.0		
Truck 5546	Community and Social Services								$55.0		
Truck 19	Public Works										$201.8
Truck 20	Public Works										$201.8
Sander/Plow Unit - Truck 19	Public Works										$191.7
Sander/Plow Unit - Truck 20	Public Works										$191.7
Truck 17	Public Works										$201.8
Truck 18	Public Works										$201.8
Sander/Plow Unit - Truck 17	Public Works										$191.7
Sander/Plow Unit - Truck 18	Public Works										$191.7
ERV-Command 4306-15 (2025 budget)	Paramedic Service										$126.3
		$2054.2	$1,619.2	$1,498.0	$2,467.7	$2,007.2	$1,730.8	$1,332.2	$2,263.0	$1,920.6	$3,452.6

Appendix H: Projection of Works – Equipment

(dollars in thousands)

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Loader 09	Public Works	$250.0									
Western Plow	Public Works	$10.0								$10.0	
Hot Box Transporter 01	Public Works	$50.0								$50.0	
Defibrillator - LGPS02	Paramedic Service	$39.3									
Defibrillator - LGPS03	Paramedic Service	$39.3									
Defibrillator - LGPS04	Paramedic Service	$39.3									
Defibrillator - LGPS05	Paramedic Service	$39.3									
Defibrillator - LGPS01	Paramedic Service	$39.3									
Defibrillator - LGPS06	Paramedic Service	$39.3									
Defibrillator - LGPS07	Paramedic Service	$39.3									
Defibrillator - LGPS08	Paramedic Service	$39.3									
Defibrillator - LGPS10	Paramedic Service	$39.3									
Defibrillator - LGPS09	Paramedic Service	$39.3									

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Defibrillator - LGPS11	Paramedic Service	$39.3									
Defibrillator - LGPS12	Paramedic Service	$39.3									
Defibrillator - LGPS13	Paramedic Service	$39.3									
Defibrillator - LGPS14	Paramedic Service	$39.3									
Defibrillator - LGPS15	Paramedic Service	$39.3									
N95 Fit Tester	Paramedic Service	$15.0							$15.0		
Power Stretcher 05	Paramedic Service	$31.6								$31.6	
Power Stretcher 06	Paramedic Service	$31.6								$31.6	
Power Stretcher 07	Paramedic Service	$31.6								$31.6	
Power Stretcher 08	Paramedic Service	$31.6								$31.6	
Power Stretcher 09	Paramedic Service	$31.6								$31.6	
Power Stretcher 10	Paramedic Service	$31.6								$31.6	
Power Stretcher 11	Paramedic Service	$31.6								$31.6	
Bladder Scanner	Long-Term Care	$15.0							$15.0		

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Mower - SL Rental Tractor - Rear Flail Chopper	Public Works	$19.6				$19.6				$19.6	
Mower - Tractor 14 - Rear Flail Mower	Public Works	$19.6				$19.6				$19.6	
Sweeper 02 - SHL7 Broom/Western Mount/40HP Engine	Public Works	$40.0									
Telephone System - 32 Wall	Corporate Service	$10.0									
Telephone System - 25 Central	Corporate Service	$60.0									
Telephone System - Gananoque	Corporate Service	$10.0									
Telephone System - MVL	Corporate Service	$10.0									
Telephone System - Greenbush	Corporate Service	$10.0									
Telephone System - Prescott	Corporate Service	$10.0									
Routing Switch - Core Switch	Corporate Service	$50.0							$50.0		
Routing Switch - MVL	Corporate Service	$50.0							$50.0		
Video Streaming Council Chambers	Corporate Service	$25.0							$25.0		

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SAN Storage System	Corporate Service	$80.0							$80.0		
iSCSI Switch	Corporate Service	$80.0							$80.0		
Server - FX2	Corporate Service	$70.0					$70.0				
VDI - servers/10 GB switches	Corporate Service	$400.0					$400.0				
FMW Budget Software	Corporate Service	$60.6									
Plotter/Printer HP Design	Corporate Service	$15.0							$15.0		
Disk Backup System	Corporate Service	$50.0					$50.0				
Wireless Bridge to MVL	Corporate Service	$40.0							$40.0		
Power Loading System 4558-23 - RF 2022	Paramedic Service	$40.4								$40.4	
Power Loading System 4557-23 - RF 2022	Paramedic Service	$40.4								$40.4	
Power Loading System 4956-23 - RF 2022	Paramedic Service	$40.4								$40.4	
Power Loading System 4704-18	Paramedic Service	$40.4								$40.4	
Power Loading System 4945-18	Paramedic Service	$40.4								$40.4	

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Power Loading System 4547-23	Paramedic Service	$40.4								$40.4	
Power Loading System 4535-18	Paramedic Service	$40.4								$40.4	
Tractor - SL	Public Works	$111.8									
Grader 04	Public Works		$270.0								
Loader 10	Public Works		$250.0								
Steamer 01	Public Works		$20.0								
Hot Box Transporter 02	Public Works		$50.0								$50.0
Power Loading System - Spare	Paramedic Service		$40.4								$40.4
Power Loading System 4952-19	Paramedic Service		$40.4								$40.4
Power Loading System 4536-24 - RF 2023	Paramedic Service		$40.4								$40.4
Power Stretcher 12	Paramedic Service		$31.6								$31.6
Power Stretcher 13	Paramedic Service		$31.6								$31.6
Power Stretcher 14	Paramedic Service		$31.6								$31.6
Power Stretcher 15 - Spare	Paramedic Service		$31.6								$31.6

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Power Stretcher 16	Paramedic Service		$31.6								$31.6
Mower - Tractor 10 - Boom Forestry Head	Public Works		$30.0								
Mower - Tractor 10 - Boom Brush Flail Head	Public Works		$30.0				$30.0				$30.0
Website	Corporate Service		$107.2								
Firewall - 25 Central	Corporate Service		$20.0						$20.0		
Power Loading System 4589-24 - RF 2023	Paramedic Service		$40.4								$40.4
Tractor - SG	Public Works		$111.8								
Tractor 13	Public Works			$111.8							
Brush Chipper 01	Public Works			$70.0							
Hot Box Transporter 03	Public Works			$50.0							
Sander/Plow Unit - Truck 95	Public Works			$30.0							
Sander/Plow Unit - Truck 96	Public Works			$30.0							
Tower Shelter - Toledo - FD	Corporate Service			$30.0							

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Power Loading System 4549-20	Paramedic Service			$40.4							
Power Loading System 4548-20	Paramedic Service			$40.4							
Power Loading System 4911-20	Paramedic Service			$40.4							
Power Stretcher 17	Paramedic Service			$31.6							
Power Stretcher 18	Paramedic Service			$31.6							
Power Stretcher 19	Paramedic Service			$31.6							
Portable Blood Analyzer	Paramedic Service			$11.0							$11.0
Portable Blood Analyzer	Paramedic Service			$11.0							$11.0
Mower - Tractor 13 - 90" Rear Flail	Public Works			$19.6				$19.6			
Mower - Tractor 13 - 75" Side Flail	Public Works			$26.4				$26.4			
FD Digital Simulcast Voice/ Paging System	Corporate Service			$2,750.0							
Great Plains/Diamond Municipal	Corporate Service			$252.9							
Data Centre Cooling System	Corporate Service			$50.0							

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tractor 14	Public Works				$111.8						
Loader 11	Public Works				$250.0						
Forklift 01	Public Works				$45.0						
EMS Support Trailer	Paramedic Service				$45.0						
Power Loading System 4517-22	Paramedic Service				$40.4						
Power Loading System 4945-24 - RF 2023	Paramedic Service				$40.4						
Power Loading System 4590-22	Paramedic Service				$40.4						
Power Stretcher 20	Paramedic Service				$31.6						
Power Stretcher 21	Paramedic Service				$31.6						
Power Stretcher 22	Paramedic Service				$31.6						
Mower - Tractor 16 - 75" Side Flail	Public Works				$26.4				$26.4		
Mower - Tractor 16 - 90" Rear Offset Flail	Public Works				$19.6				$19.6		
Mower - SG Rental Tractor - Rear Swing Flail	Public Works				$18.9				$18.9		

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Mower - Tractor 18 - 75" Side Flail	Public Works				$26.4				$26.4		
Mower - Tractor 18 - 90" Rear Offset Flail	Public Works				$19.6				$19.6		
Mower - Tractor 19 - Rear Flail Mower	Public Works				$18.9				$18.9		
Camera Culvert Inspections	Public Works				$30.0						
GPS Unit	Public Works				$15.0						
Nurse Call System - MVL	Corporate Service				$120.0						
Snowmobile	Public Works				$10.0						
Tractor 10	Public Works					$111.8					
Tractor 15	Public Works					$111.8					
Steamer 02	Public Works					$20.0					
Sweeper 01	Public Works					$20.0					
Sander/Plow Unit - Truck 98	Public Works					$170.0					
CPR Device	Paramedic Service					$26.5					
CPR Device	Paramedic Service					$26.5					

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Mower - Tractor 15 - Rear Offset Flail	Public Works					$19.6				$19.6	
Mower - Tractor 15 - Side Flail	Public Works					$26.4				$26.4	
Truck Diagnostic Scanner	Public Works					$16.0					
Hoist - 12000 lb 2-post	Public Works					$40.0					
Routing Switch (Access Switches) - 25 Central	Corporate Service					$33.0					
Routing Switch - Prescott Gan Wall	Corporate Service					$55.0					
Sander/Plow Unit - Truck 01	Public Works						$170.0				
Sander/Plow Unit - Truck 02	Public Works						$170.0				
Sander/Plow Unit - Truck 99	Public Works						$170.0				
Defibrillator - LGPS16	Paramedic Service						$39.3				
Defibrillator - LGPS17	Paramedic Service						$39.3				
Power Loading System 4556-24 (Ins. claim)	Paramedic Service						$40.4				
Power Stretcher 23	Paramedic Service						$31.6				

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
N95 Fit Tester	Long-term Care						$15.0				
Loader-Backhoe 12	Public Works							$250.0			
Sander/Plow Unit - Truck 03	Public Works							$170.0			
Sander/Plow Unit - Truck 04	Public Works							$170.0			
UPS - 25 Central	Corporate Service							$65.0			
LIDAR	Corporate Service							$62.0			
Hot Box Transporter 04	Public Works							$50.0			
CPR Device (2025 acquisition)	Paramedic Service							$26.5			
CPR Device (2025 acquisition)	Paramedic Service							$26.5			
Grader 05	Public Works								$270.0		
Loader-Backhoe 13	Public Works								$250.0		
ATV	Public Works								$20.0		
Brush Chipper 02	Public Works								$70.0		
Boom Mower - Loader Attachment	Public Works								$150.0		

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Sander/Plow Unit - Truck 09	Public Works								$170.0		
Sander/Plow Unit - Truck 10	Public Works								$170.0		
Tower Shelter - Westport - FD	Corporate Service								$30.0		
Defibrillator - LGPS18	Paramedic Service								$39.3		
UTV	Long-Term Care								$20.0		
GPS Survey	Public Works								$17.0		
Parking lot gate	Corporate Service								$30.0		
Sander/Plow Unit - Truck 21	Public Works								$60.0		
Sander/Plow Unit - Truck 22	Public Works								$45.0		
Power Stretcher 01	Paramedic Service								$31.6		
Power Stretcher 02	Paramedic Service								$31.6		
Power Stretcher 03	Paramedic Service								$31.6		
Power Stretcher 04	Paramedic Service								$31.6		
Power Loading System 4518-19	Paramedic Service								$40.4		

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Power Loading System 4536-17	Paramedic Service								$40.4		
Power Loading System 4556-17	Paramedic Service								$40.4		
Power Loading System 4589-17	Paramedic Service								$40.4		
Tractor 16	Public Works									$111.8	
Tractor 17	Public Works									$111.8	
Loader 14	Public Works									$250.0	
Trailer	Public Works									$35.0	
Defibrillator - LGPS19	Paramedic Service									$39.3	
Defibrillator - LGPS20	Paramedic Service									$39.3	
Generator	Paramedic Service									$18.0	
Forklift 02	Public Works										$45.0
Tanker/Flusher Unit - Truck 98	Public Works										$102.0
Steamer 03	Public Works										$20.0
Defibrillator - LGPS21	Paramedic Service										$39.3

Name	Division	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Defibrillator - LGPS22	Paramedic Service										$39.3
Hoist - 14000 lb 4-post	Public Works										$50.0
Freezer/Refrigerator	Long-Term Care										$34.0
Boom Arm - Tractor 10 (2025 replacement)	Public Works										$100.0
Spare ELP Plow (2025 acquisition)	Public Works										$25.0
Guiderail Mower Head - Tractor 10 (2025 acquisition)	Public Works										$62.8
		$2,654.8	$1,208.6	$3,658.7	$972.6	$715.8	$1,225.6	$866.0	$2,149.1	$1,254.4	$938.9

Appendix I: Financial Continuity Schedules

Table A-1: AMP based on additional 2 km per year

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures										
Tax Supported Services										
Corporate Facilities	321,000	495,154	806,193	344,809	2,953,005	412,936	155,765	18,276	1,128,548	30,722
Corporate Fleet	130,000	47,278	-	-	-	-	-	-	136,581	57,604
Public Works - Roads (Lifecycle)	12,298,650	14,288,132	16,043,355	17,881,658	19,796,193	21,800,613	23,868,334	26,071,629	28,334,203	30,721,005
Public Works - County Road 43 (Expansion)	11,335,513									
Public Works - Bridges & Culverts	8,406,328	1,335,698	1,274,206	1,681,783	1,934,655	407,105	6,898,115	7,533,745	4,543,236	2,386,820
Public Works - Facilities	50,000	20,849	399,932	-	845,456	196,394	-	301,812	-	385,100
Public Works - Fleet	1,262,016	963,440	452,294	1,216,419	577,018	1,455,415	867,741	1,376,795	499,545	2,283,712
Public Works - Equipment	491,020	800,347	363,776	642,002	650,358	626,234	815,462	1,622,718	664,445	620,571
Other Equipment	1,040,625	133,654	3,319,945	143,496	99,564	603,041	150,963	536,097	152,089	-
Total Tax Supported Services	**35,335,152**	**18,084,553**	**22,659,701**	**21,910,167**	**26,856,249**	**25,501,737**	**32,756,380**	**37,461,071**	**35,458,647**	**36,485,534**
Paramedic										
Paramedic Services - Fleet	602,154	632,638	1,160,861	1,468,779	1,631,738	551,806	715,772	1,313,408	1,661,788	2,007,878
Paramedic Services - Equipment	1,108,203	335,778	256,295	288,090	59,991	174,603	63,029	417,028	750,005	537,840
Paramedic Services - Buildings	20,000	-	11,256	-	220,018	-	145,379	-	161,103	-
Total Paramedic	**1,730,357**	**968,416**	**1,428,411**	**1,756,868**	**1,911,747**	**726,410**	**924,179**	**1,730,435**	**2,572,896**	**2,545,718**
Community Housing										
Social Housing - Betterments	537,500	1,312,336	370,989	221,314	1,962,993	774,443	221,333	194,518	498,908	3,497,053
Social Housing - Fleet	-	57,784	-	-	62,227	-	-	67,012	-	70,405
Total Community Housing	**537,500**	**1,370,120**	**370,989**	**221,314**	**2,025,221**	**774,443**	**221,333**	**261,530**	**498,908**	**3,567,457**
Children's Services										
Child Care - Fleet	-	-	-	39,599	-	-	-	-	-	-
Total Children's Services	**-**	**-**	**-**	**39,599**	**-**	**-**	**-**	**-**	**-**	**-**
Maple View Lodge										
New Capital - GTFH	69,001,270									
Maple View Lodge - Betterments Existing	110,000	603,059	30,153	424,968	112,009	17,395	-	-	134,877	-
Maple View Lodge - Fleet	60,000	-	-	-	-	-	-	-	74,932	-
Maple View Lodge - Equipment	15,000	-	-	-	-	17,395	-	40,589	-	39,430
Total Maple View Lodge	**69,186,270**	**603,059**	**30,153**	**424,968**	**112,009**	**34,791**	**-**	**40,589**	**209,809**	**39,430**
Total Expenditures	**106,789,279**	**21,026,148**	**24,489,254**	**24,352,917**	**30,905,227**	**27,037,381**	**33,901,893**	**39,493,626**	**38,740,261**	**42,638,139**

Table A-1 (continued from previous page): AMP based on additional 2 km per year

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Financing										
Tax Supported Services										
Debenture Requirements - Tax Supported Services	-	-	-							
Construction Financing - Tax Supported Services	11,335,513				-	-	-	-	-	-
Ontario Community Infrastructure Fund	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992	2,925,992
Canada Community-Building Fund	2,374,155	2,469,121	2,469,121	2,469,121	2,469,121	2,469,121	2,469,121	2,469,121	2,469,121	2,469,121
Other Provincial/Federal Grants - CR 43 ICIP	4,940,839	-	-	-	-	-	-	-	-	-
Transfer from Operating		-	-	-		-	-	-	-	-
Transfer from Dedicated Infrastructure Levy	975,000	650,000	2,241,465	5,000,000	2,000,000	500,000	1,000,000	1,000,000	1,500,000	1,500,000
Transfer from Amortization Reserves - Tax Supported Services	12,783,653	12,039,440	15,023,123	9,679,897	11,173,494	12,696,964	14,250,903	15,835,921	17,452,640	19,101,693
Total Tax Supported Services	**35,335,152**	**18,084,553**	**22,659,701**	**20,075,010**	**18,568,607**	**18,592,077**	**20,646,016**	**22,231,034**	**24,347,753**	**25,996,806**
Paramedic										
Debenture Requirements - Paramedic										
Transfer from Carry-forward Reserve										
Additional Ley Required to fund AMP										
Transfer from Amortization Reserves - Paramedic	1,730,357	968,416	1,428,411	1,756,868	1,911,747	726,410	924,179	1,730,435	2,572,896	2,545,718
Total Paramedic	**1,730,357**	**968,416**	**1,428,411**	**1,756,868**	**1,911,747**	**726,410**	**924,179**	**1,730,435**	**2,572,896**	**2,545,718**
Community Housing										
Debenture Requirements - Community Housing	-	-	-	-	-	-	-	-	-	-
Provincial/Federal Grants		-	-	-	-	-	-	-	-	-
Transfer from Carry-forward Reserve		-	-	-	-	-	-	-	-	-
Transfer from Amortization Reserves - Community Housing	537,500	1,370,120	370,989	221,314	2,025,221	774,443	221,333	261,530	498,908	3,567,457
Total Community Housing	**537,500**	**1,370,120**	**370,989**	**221,314**	**2,025,221**	**774,443**	**221,333**	**261,530**	**498,908**	**3,567,457**
Children's Services										
Debenture Requirements - Children's Services	-	-	-	-	-	-	-	-	-	-
Transfer from Amortization Reserves - Children's Services	-	-	-	39,599	-	-	-	-	-	-
Total Children's Services	**-**	**-**	**-**	**39,599**	**-**	**-**	**-**	**-**	**-**	**-**
Maple View Landings										
Debenture Requirements GTFH	69,001,270									
Construction Financing - Maple View Lodge										
Transfer from Carry-forward Reserve										
Transfer from Amortization Reserves - Maple View Landings	185,000	603,059	30,153	424,968	112,009	34,791	-	40,589	209,809	39,430
Total Maple View Landings	**69,186,270**	**603,059**	**30,153**	**424,968**	**112,009**	**34,791**	**-**	**40,589**	**209,809**	**39,430**
Total Capital Financing	**106,789,279**	**21,026,148**	**24,489,254**	**22,517,760**	**22,617,584**	**20,127,721**	**21,791,529**	**24,263,589**	**27,629,366**	**32,149,411**
Total Capital Expenses less Financing	**-**	**-**	**-**	**1,835,158**	**8,287,642**	**6,909,660**	**12,110,364**	**15,230,037**	**11,110,894**	**10,488,728**

Debt

Table A-2: Construction Financing – County Road 43 Expansion

Year	Principal	2025	2026	2027	2028	2029	2030	2031	2032	2033
2021	1,200,000	38,040	38,040	-	-	-	-	-	-	-
2022	1,286,000	40,766	40,766	-	-	-	-	-	-	-
2023	5,510,000	174,667	174,667	-	-	-	-	-	-	-
2024	11,335,513	359,336	359,336	-	-	-	-	-	-	-
2025	11,335,513	-	359,336	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-
Total Annual Payment	**30,667,026**	**612,809**	**972,145**	-	-	-	-	-	-	-

Table A-3: Debt Requirements - Debentures – Tax Supported Services

Year	Principal[1]	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	30,667,026	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836
2027	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-
2029			-	-	-	-	-	-	-	-
2030	-					-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
2036	6,495,818	-	-	-	-	-	-	-	-	-
Total Annual Payment	**37,162,844**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**	**1,952,836**

Table A-4: Construction Financing – Maple View Lodge

Year	Principal	2025	2026	2027	2028	2029	2030	2031	2032	2033
2021	1,000,000	31,700			-	-	-	-	-	-
2022	2,755,000	87,334			-	-	-	-	-	-
2023	25,100,000	795,670			-	-	-	-	-	-
2024	21,200,000	672,040			-	-	-	-	-	-
2025	18,946,270	300,298			-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-
Total Annual Payment	**69,001,270**	**1,887,042**	-	-	-	-	-	-	-	-

Table A-5: Debt Requirements – Maple View Lodge

Year	Principal[2]	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	-	-	-	-	-	-	-	-	-	-
2026	69,001,270	4,764,130	4,764,130	4,764,130	4,764,130	4,764,130	4,764,130	4,764,130	4,764,130	4,764,130
2027	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
Total Annual Payment	**69,001,270**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**	**4,764,130**

Reserves

Table A-6: Tax Supported Services Reserve

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	17,743,995	11,575,856	6,807,539	0	-	-	-	-	-	-
Transfer from Operating	6,322,169	7,098,612	8,215,585	9,679,896	11,173,494	12,696,964	14,250,903	15,835,921	17,452,640	19,101,693
Transfer to Capital	12,783,653	12,039,440	15,023,123	9,679,897	11,173,494	12,696,964	14,250,903	15,835,921	17,452,640	19,101,693
Interest	293,345	172,511	0	-	-	-	-	-	-	-
Closing Balance	11,575,856	6,807,539	0	-	-	-	-	-	-	-

Table A-7: Dedicated Infrastructure Levy Reserve Fund

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	7,841,762	8,194,006	6,808,492	5,360,108	1,219,674	46,915	439,024	447,249	559,018	277,723
Transfer from Operating	2,315,167	2,415,167	2,515,167	2,615,167	2,715,167	2,815,167	2,915,167	3,015,167	3,115,167	3,215,167
Transfer to Operating Construction Loan (CR 43 Expansion)	1,247,767	1,413,752	-							
Transfer to Capital to increase to $1.3M additional km/year	975,000	650,000	325,000							
Transfer to Operating (Debt Servicing) - CR 43		1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836	1,952,836
Transfer to Capital to recued debt requirements			1,916,465	5,000,000	2,000,000	500,000	1,000,000	1,000,000	1,500,000	1,500,000
Interest	259,844	215,907	230,751	197,235	64,911	29,778	45,894	49,439	56,374	50,437
Closing Balance	8,194,006	6,808,492	5,360,108	1,219,674	46,915	439,024	447,249	559,018	277,723	90,491

Table A-8: Paramedic Service Reserve

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,434,519	794,772	1,061,683	984,818	690,572	351,764	1,342,685	2,279,235	2,433,498	1,748,400
Additional Transfer from Operating to Fund AMP	200,000	300,000	400,000	500,000	600,000	700,000	800,000	800,000	800,000	800,000
Transfer from Operating	890,610	908,422	926,591	945,122	964,025	983,305	1,002,972	1,023,031	1,043,492	1,064,361
Transfer to Capital	1,730,357	968,416	1,428,411	1,756,868	1,911,747	726,410	924,179	1,730,435	2,572,896	2,545,718
Interest	20,664	26,904	24,956	17,500	8,914	34,025	57,758	61,668	44,306	27,743
Closing Balance	794,772	1,061,683	984,818	690,572	351,764	1,342,685	2,279,235	2,433,498	1,748,400	1,094,786

Table A-9: Community Housing Reserve

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	4,186,815	4,664,414	4,300,161	4,951,547	5,773,435	4,765,884	5,015,435	5,838,965	6,642,664	7,223,710
Transfer from Operating	896,897	896,897	896,897	896,897	896,897	896,897	896,897	896,897	896,897	896,897
Transfer to Capital	537,500	1,370,120	370,989	221,314	2,025,221	774,443	221,333	261,530	498,908	3,567,457
Interest	118,202	108,971	125,478	146,305	120,773	127,097	147,966	168,333	183,057	118,382
Closing Balance	4,664,414	4,300,161	4,951,547	5,773,435	4,765,884	5,015,435	5,838,965	6,642,664	7,223,710	4,671,531

Table A-10: Children's Services Reserve

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	26,584	30,438	34,393	38,450	1,984	5,199	8,497	11,881	15,354	18,916
Transfer from Operating	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083
Transfer to Capital	-	-	-	39,599	-	-	-	-	-	-
Interest	771	872	974	50	132	215	301	389	479	572
Closing Balance	30,438	34,393	38,450	1,984	5,199	8,497	11,881	15,354	18,916	22,571

Table A-11: Maple View Lodge Reserve

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	3,344,210	2,169,691	1,780,495	2,162,299	2,155,675	2,476,833	2,892,565	3,361,936	3,809,146	4,101,788
Transfer from Operating - Amortization MVL	314,988	321,288	327,713	334,268	340,953	347,772	354,727	361,822	369,058	376,440
Transfer from Operating - Amortization GTFH		1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101
Transfer to Operating (Debt Servicing)										
Transfer to Operating (Redevelopment)	1,283,658									
Transfer to Operating Original MVL Building	75,831	181,994								
Transfer to Capital - MVL	185,000	603,059	30,153	424,968	112,009	34,791	-	40,589	209,809	39,430
Transfer to Capital -GTFH		1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101	1,162,101
Interest	54,982	74,569	84,244	84,076	92,215	102,750	114,644	125,977	133,393	145,623
Closing Balance	2,169,691	1,780,495	2,162,299	2,155,675	2,476,833	2,892,565	3,361,936	3,809,146	4,101,788	4,584,422

Total Capital Reserve Balance	**27,429,177**	**20,792,762**	**13,497,224**	**9,841,341**	**7,646,596**	**9,698,205**	**11,939,266**	**13,459,680**	**13,370,537**	**10,463,801**