

2025

Asset Management Plan

Township of Springwater



This Asset Management Program was prepared by:



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

Key Statistics

Replacement cost of
asset portfolio

\$910.8 million

Replacement cost of
infrastructure per
household

\$116,102

Percentage of assets in fair
or better condition

87%

Percentage of assets with
assessed condition data

55%

Annual capital
infrastructure deficit

\$17.4 million

Recommended timeframe
for eliminating annual
infrastructure deficit

10 Years

Target reinvestment
rate

2.58%

Actual reinvestment
rate

0.67%

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Executive Summary










Municipal infrastructure provides the foundation for the economic, social, environmental health, and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

Scope

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

This AMP includes the following asset categories:

Asset Category

 Road Network	 Bridges & Culverts
 Storm Network	 Buildings
 Water Network	 Vehicles
 Sanitary Network	 Land Improvements
 Machinery & Equipment	

With the development of this AMP the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2025.

Findings

The overall replacement cost of the asset categories included in this AMP totals \$910.8 million. 87% of all assets analysed in this AMP are in fair or better condition and assessed condition data was available for 55% of assets. For the remaining 45% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities.

Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

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

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent backlogs, and support long-term sustainability, the Township’s average annual capital requirement is \$23.5 million. This figure is based on an assessment of current replacement costs, the implementation of lifecycle strategies, and the estimated useful lifespans of existing assets needed to maintain current levels of service. In practical terms, this equates to approximately \$2,996 per household per year.

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

Annual
Requirements per
Household



Recommendations

To enhance the Township of Springwater's asset management program and ensure sustainable service delivery, the following key actions are recommended:

- **Formal Asset Management Strategy:** Develop a formal asset management strategy to guide program development at the Township of Springwater, including assessment and replacement policies for different asset groups, as well as a fleet and equipment utilization policy.
- **Data Improvement:** Continue to build and maintain a centralized inventory system and enhance data accuracy through regular condition assessments across all asset categories.
- **Lifecycle Management:** Implement proactive maintenance and rehabilitation strategies to extend asset life and reduce long-term costs.
- **Capital and Risk Planning:** Align capital planning with lifecycle needs, prioritize high-risk assets, and incorporate climate resilience into infrastructure management.
- **Proposed Service Level:** Refine and update proposed levels of service over the years while incorporating growth within the Township. This approach balances infrastructure needs with fiscal capacity, enables gradual progress toward full lifecycle alignment, and supports informed capital planning and service delivery improvements.
- **Financial Strategy:** Implement the following average annual investment increases over a 10-year period to eliminate the Township's infrastructure funding deficit:
 - Tax-Funded Assets requires an increase of \$15.7 million annually.
 - The AMP identifies the increase in long-term average annual lifecycle funding requirements of \$690,000 annually for the Water Network and \$1.0 million annually for the Sanitary Network based on the available asset inventory, estimated useful lives, and replacement cost assumptions extending beyond the 10-year planning window. These values reflect a pure lifecycle capital perspective focused primarily on asset renewal timing and replacement needs. By contrast, the Township's 2023 Water and Wastewater Rate Study applies a comprehensive utility financial model over a defined 10-year rate horizon (2024–2033) that incorporates additional cost drivers including operating expenditures, reserve funding requirements, customer growth, consumption projections, financing assumptions, and system-specific capital programs. As a result, Council approved annual rate increases of 4% per year for water and 10% per year for wastewater for the 2024–2028 implementation period. The AMP planning scenario indicates lower average annual funding adjustments of approximately \$2.29 million per year for water ($\approx 1.9\%$) and \$1.4 million per year for wastewater ($\approx 3.4\%$) over a 10-year horizon because it isolates long-term lifecycle capital needs and does not fully model utility financial dynamics. Continued enhancement of condition data, unit costs,

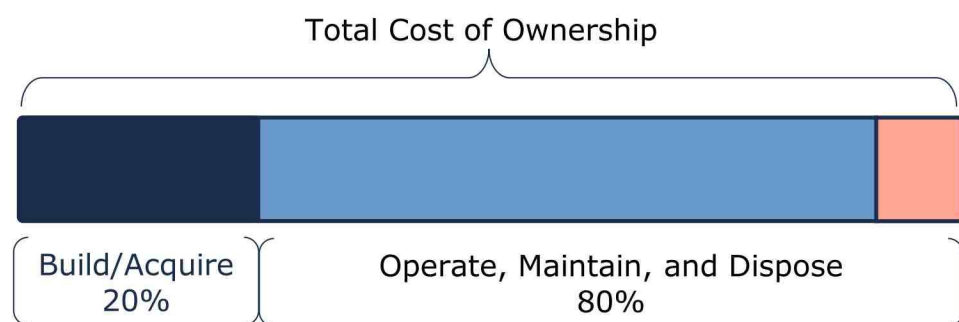
lifecycle strategies, and growth attribution—particularly given the current absence of assessed condition data for water and wastewater assets—will improve confidence in long-term lifecycle forecasts and support closer alignment between future AMP updates and utility rate modelling.

- Staff Training and Stakeholder Engagement: Invest in staff training and strengthen community engagement to support informed decision-making and efficient asset management.
- CMMS Implementation for Resource Planning: Fully implement and utilize the Citywide Maintenance Manager module to operationalize lifecycle strategies. Use CMMS to establish performance-based resource planning by linking scheduled work orders directly to measurable accomplishment units. This integration is essential for tracking labor and costs against maintenance volumes, ensuring efficient resource allocation.

Overview of Asset Management

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

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



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

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

Foundational Documents

In the municipal sector, 'asset management strategy' and 'asset management plan' are often used interchangeably. Other concepts such as 'asset management framework', 'asset management system', and 'strategic asset management plan' further add to the confusion; lack of consistency in the industry on the purpose and definition of these elements offers little clarity. To make a clear distinction between the policy, strategy, and the plan see the following sections for detailed descriptions of the document types.

Strategic Plan

The strategic plan has a direct, and cascading impact on asset management planning and reporting, making it a foundational element. Developing alignment with corporate goals and objectives through service delivery and lifecycle management ensures the Township has line of sight to achieve their strategic objectives.

The Official Plan for the Township of Springwater was adopted on October 6, 1997, and came into effect in 1998 for the first time. It provides a framework for managing physical, social, economic, and environmental change over a 20-year period. Its goals include preserving natural heritage, protecting agricultural areas, fostering economic development, and directing new growth to existing urban settlement areas. The plan also emphasizes maintaining a high quality of life, promoting cost-effective development, and balancing environmental protection with growth. The most updated version of the plan was amended in 2020. This was followed by a comprehensive new Official Plan adopted by Township Council on July 5, 2023, through By-law 2023-075 and is pending final approval from the County of Simcoe.

Asset Management Policy

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

The Township adopted a Strategic Asset Management Policy in 2018 in accordance with Ontario Regulation 588/17. The policy outlines the Township's mission to implement a municipal-wide asset management program with a primary goal to achieve the lowest total cost of ownership while meeting desired levels of service.

Asset Management Strategy

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

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

Asset Management Plan

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

- State of Infrastructure

- Asset Management Strategies
- Levels of Service
- Financial Strategies

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

Key Concepts in Asset Management

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

Lifecycle Management Strategies

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

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

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

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some

point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Township's approach to lifecycle management is described within each asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume local road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused. This AMP includes a high-level evaluation of asset risk and criticality through qualitative and quantitative methodologies.

Qualitative Approach to Risk

The qualitative risk assessment involves the documentation of risks to the delivery of services that the municipality faces given the current state of the infrastructure and asset management strategies. These risks can be understood as corporate level risks.

Quantitative Approach to Risk

Asset risk is defined using the following formula:

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

The probability of failure relates to the likelihood that an asset will fail at a given time. The probability of failure focuses on two highly imperative impacts for risk assessment – structural and functional impacts. Structural impacts are related to the structural aspects of an asset such as load carrying capacity, condition, or breaks; whereas the functional impacts can include parameters, slope, traffic count, and other impacts that can affect the performance of an asset.

The consequence of failure describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to impactful.

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

Levels of Service

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

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Township as worth measuring and evaluating. The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

High-Level Service Indicators

While community and technical levels of service provide a description of the service provided or performance metrics, these do not always provide a clear, succinct illustration of how the service is balanced.

Measuring and evaluating levels of service is a matter of finding a balance between three key indicators: cost, performance, and risk. This balance will inform the high-level decisions of the Township to key decisions, such as whether it is acceptable to take on more costs to achieve better performance.

Ultimately, these key indicators will be supplemented by the community and technical levels of service for further context of service provisions. The criteria for the high-level service indicators are described in the following table.

Indicator	Metric	Measurement
Cost	Annual Average Capital Invested	Annual funding available for each asset category derived from sustainable sources
	Average Annual Capital Required	Annual funding required to sustain and renew the current asset portfolio
Performance	Overall Condition	% of assets in very good, good, fair, poor, and very poor condition
Risk	Overall Risk Distribution	% of assets in very low, low, moderate, high, and very high state of risk

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has

provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Township's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories (Roads, Bridges, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Township will determine technical metrics that measure the current levels of service.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community, as well as proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals, and long-term sustainability. Once proposed levels of service have been established, the Township must identify a lifecycle management and financial strategy which allows these targets to be achieved.

The Township of Springwater Asset Management Plan was developed in accordance with Ontario Regulation 588/17 ("O. Reg 588/17"). It contains a comprehensive analysis of the Township's infrastructure portfolio. This is a living document that will be updated regularly as additional asset and financial data becomes available.

Ontario Regulation 588/17

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

Requirement	2019	2022	2024	2025
Asset Management Policy	●		●	
Asset Management Plans		●	●	●
State of infrastructure for core assets		●		
State of infrastructure for all assets			●	●
Current levels of service for core assets		●		
Current levels of service for all assets			●	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		●	●	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		●	●	●
Financial strategy				●

Scope and Methodology

The scope of this document is to identify the current practices and strategies that are in place to manage public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

Asset Categories

This asset management plan for the Township of Springwater is produced in compliance with Ontario Regulation 588/17. The July 2025 deadline under the regulation- the last of three AMPs- requires municipalities to include proposed levels of service for all municipal asset categories as listed in the table below for over the next 10 years, identify the lifecycle activities necessary to achieve these service levels, and develop a comprehensive financial strategy to fund these activities. This phase builds upon previous requirements and integrates lifecycle management and risk assessments to ensure sustainable infrastructure planning and fiscal responsibility.

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	
Buildings	
Land Improvements	
Vehicles	
Storm Network	
Machinery & Equipment	User Rates
Water Network	
Sanitary Network	

Deriving Replacement Costs

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

- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

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

Estimated Useful Life and Service Life Remaining

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

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

$$\text{Service Life Remaining (SLR)} = \text{In Service Date} + \text{Estimated Useful Life (EUL)} - \text{Current Year}$$

Reinvestment Rate

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

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

$$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$$

$$\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$$

Deriving Asset Condition

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

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

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

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix D includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

Proposed Level of Service

Ontario Regulation 588/17 requires municipalities to establish Proposed Levels of Service (PLOS) for all infrastructure assets by July 1, 2025. These levels must be appropriate and achievable based on an assessment of asset reliability, safety, affordability, and long-term sustainability. In Springwater, PLOS have been developed through rigorous technical analysis, lifecycle costing, and stakeholder engagement to ensure targets are both realistic and responsive to operational realities.

PLOS must evolve as funding, risks, and community priorities change, and Springwater is committed to ongoing review and adaptation of these targets. To make PLOS financially attainable, three long-range funding scenarios were analyzed. Each scenario examines projected outcomes and associated risks over a 10-year period, establishing clear links between service levels, affordability, and risk tolerance.

Scenario 1 – Current Budget

This scenario maintains Springwater’s existing capital investment levels as identified in the financial strategy.

Under Scenario 1:

- Lifecycle activities remain limited due to constrained funding.
- Maintenance and replacements may be deferred, increasing asset risk and reducing long-term reliability.
- Service disruptions may incrementally rise over time.
- Maintaining regulatory compliance may become more challenging as assets continue to age.

Scenario 2 – Recommended Budget

This scenario assumes a moderate, phased increase in capital funding over a 10-year period, consistent with the incremental tax and rate strategies outlined in the financial strategy. Investment grows steadily from current levels toward amounts that approximate annual lifecycle needs by 2035.

Under Scenario 2:

- Funding increases gradually, with some backlog persisting during the transition.
- The Township can prioritize high-risk, critical assets using the risk-based framework in Citywide.
- Enables more proactive lifecycle management, although full absorption of maintenance, rehabilitation, and replacement needs remains limited in the early years.
- Supports a predictable financial build-up, laying the foundation for long-term sustainability.

Scenario 3 – Optimal Budget

This scenario models a fully funded environment where Springwater meets all lifecycle renewal requirements from the outset.

Under Scenario 3:

- Full reinvestment capacity ensures timely, proactive renewal across all asset classes.
- Assets remain in a state of good repair, maximizing performance and service life.
- Deferred maintenance and the risk of service disruption or regulatory non-compliance are minimized.
- Scenario 3 is not currently financially feasible but serves as a strategic benchmark, highlighting the gap between current funding levels and ideal asset management targets.

Linking Stakeholder Input, Technical Data and Financial Strategy

Technical condition, risk modelling, stakeholder input, and financial forecasts were analyzed to determine:

- Current service levels being achieved.
- Performance gaps likely to emerge under each scenario.
- What can be realistically sustained or improved within Springwater's fiscal capacity.

The Township incorporated internal operational knowledge and lifecycle modelling to ensure the proposed levels of service are evidence-based, credible, and compliant with Ontario Regulation 588/17.

Portfolio Overview

Community Profile

The Township of Springwater, incorporated on January 1, 1994, is located in Simcoe County, Central Ontario, bordered by the City of Barrie and situated approximately 1.5 hours north of Toronto. The Township encompasses eight distinctive communities: Elmvale and Midhurst (the two major settlement areas), and six smaller settlements- Anten Mills, Centre Vespra, Hillsdale, Minesing, Phelpston, and Snow Valley. These communities together form a vibrant rural municipality characterized by a blend of natural beauty, strong heritage, and progressive development.



Census Characteristic	Springwater	Ontario
Population 2021	21,701	14,223,942
Population Change 2016-2021	13.9%	5.8%
Total Private Dwellings	7,845	5,929,250
Population Density	40.5/km ²	15.9/km ²
Land Area	535.85 km ²	892,411.76 km ²

Between 2016 and 2021, Springwater experienced rapid population growth of 13.9%. This has bolstered Springwater’s economy, which is anchored by diverse sectors that support sustainable development and employment. Agriculture and agribusiness remain a cornerstone, with over 250 farms producing beef, dairy, fruits, vegetables, and maple syrup, alongside emerging agritourism initiatives. Manufacturing and production, including metal fabrication and automotive parts, contribute significantly to the local economy. Retail trade and services provide vital support to residents and visitors, while tourism- boosted by attractions like Snow Valley Ski Resort and natural recreational assets- fosters hospitality and cultural activities. Finally, professional, scientific, and technical services are growing, reflecting a shift toward knowledge-based industries.

Climate Change

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

During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

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

The Township is expected to experience notable effects of climate change. These effects include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events.

Integration Climate Change and Asset Management

Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve because of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

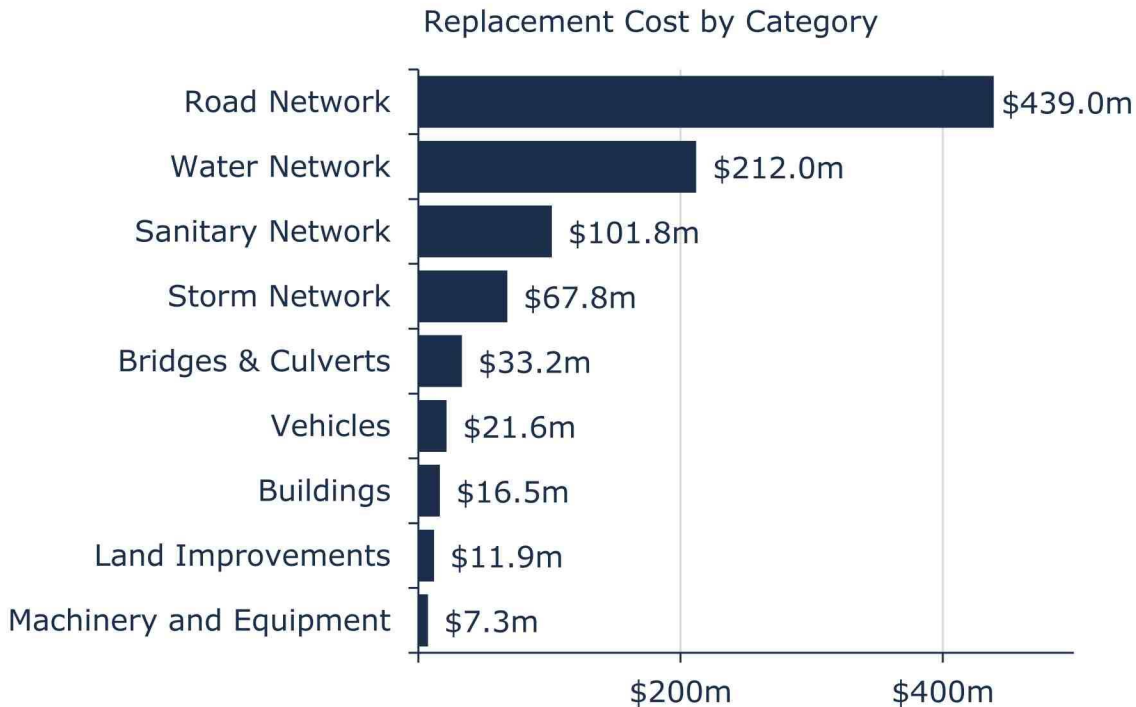
To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

State of the Infrastructure

Asset Category	Replacement Cost	Average Asset Condition	Annual Capital Requirement
Road Network	\$438,969,000	Good (60%)	\$13,572,000
Bridges and Culverts	\$33,213,000	Good (66%)	\$561,000
Storm Network	\$67,772,000	Fair (59%)	\$1,130,000
Buildings	\$16,451,000	Fair (53%)	\$614,000
Land Improvements	\$11,863,000	Poor (32%)	\$799,000
Vehicles	\$21,554,000	Poor (40%)	\$1,784,000
Machinery & Equipment	\$7,260,000	Poor (34%)	\$753,000
Water Network	\$211,972,000	Good (60%)	\$2,900,000
Sanitary Network	\$101,766,000	Fair (50%)	\$1,386,000
Overall (Average)	\$910,820,000	Fair (59%)	\$23,499,000

Total Replacement Cost of Asset Portfolio

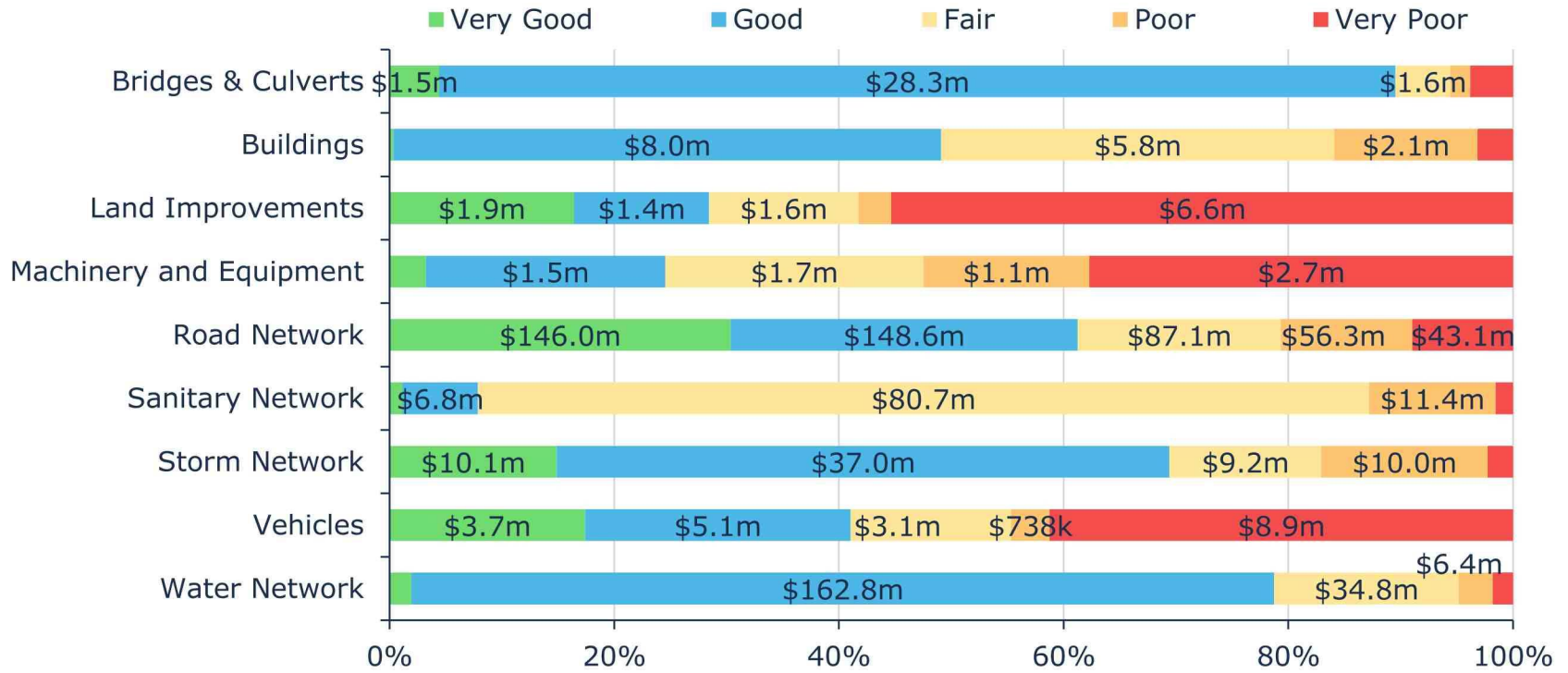
The asset categories analysed in this AMP have a total replacement cost of \$910.8 million based on inventory data from 2024. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 87% of assets in Springwater, based on replacement value, are in fair or better condition. This estimate relies on both age-based and field condition data.

This AMP relies on assessed condition data for 55% of assets; for the remaining portfolio, age is used as an approximation of condition.



Value and Percentage of Asset Segments by Replacement Cost

Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved roads	100%	2023 Road Needs Study
Bridges & Culverts	All	100%	2024 OSIM Report
Buildings	All	100%	2022 Facilities Assessment
Land Improvements	-	0%	N/A
Vehicles	-	0%	N/A
Machinery & Equipment	-	0%	N/A
Water Network	-	0%	N/A
Sanitary Network	-	0%	N/A
Storm Network	Storm Mains	4%	2024 CCTV Assessments and Stormwater Ponds Bathymetric Survey and Condition Assessment ¹

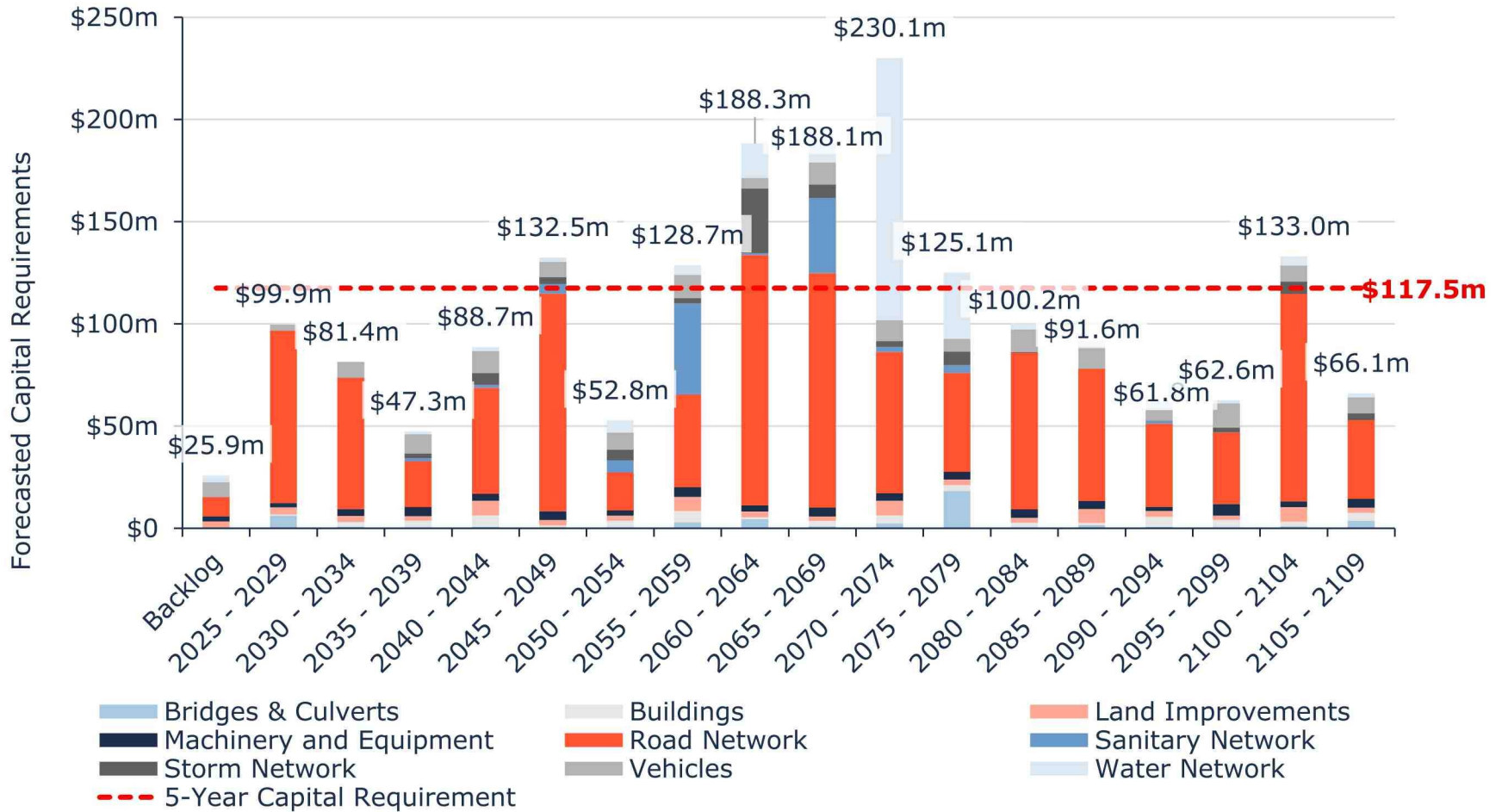
Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 18% of the Township’s assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix A.

¹ Qualitative Assessment.

Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 75 years.



Risk & Criticality

Qualitative Risk

The Township has noted key trends, challenges, and risks to service delivery that they are currently facing:

Lifecycle Management Strategies



The current lifecycle management strategies are considered more reactive than proactive. It is a challenge to find the right balance between maintenance, capital rehabilitation, and reconstruction. Most assets are simply maintained with the goal of full replacement once they reach end-of-life. Staff hope to develop better defined strategies that will extend the lifecycle and lower the total cost. These strategies will require sustainable annual funding to minimize the deferral of capital works.

Asset Data & Information



Staff are in the process of evaluating the resources and activities required to build and/or improve the existing asset inventory. Staff plan to prioritize data refinement efforts to increase confidence in the accuracy and reliability of asset data and information.

Climate Change



The increasing frequency and severity of extreme weather events pose a significant and immediate risk to asset health and financial planning. The March 2025 ice storm serves as a critical example, demonstrating how severe weather can accelerate the deterioration of physical assets and lead to sudden failures. The storm resulted in unforeseen emergency response costs and a faster depletion of asset service life, thereby increasing the Township's short-term operational expenses and long-term financial burden.

Capital Funding Strategies



Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects may be deferred. An annual capital funding strategy could reduce dependency on grant funding and help prevent deferral of capital works.

Quantitative Risk

The overall risk breakdown for the Township of Springwater’s asset inventory is portrayed in Appendix C. Reviewing the list of very high-risk assets to evaluate how best to mitigate the level of risk the Township is experiencing will help advance Springwater’s asset management program. The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 5,214 assets.
- Blue (5-7): 1,603 assets.
- Yellow (8-9): 340 assets.
- Orange (10-14): 184 assets.
- Red (15-25): 80 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

A list of assets within the red Critical Risk category can be found in Appendix E.

<p style="text-align: center;">1 - 4 Very Low \$284,316,263 (31%)</p>	<p style="text-align: center;">5 - 7 Low \$154,427,797 (17%)</p>	<p style="text-align: center;">8 - 9 Moderate \$195,480,272 (21%)</p>	<p style="text-align: center;">10 - 14 High \$150,482,749 (17%)</p>	<p style="text-align: center;">15 - 25 Very High \$126,112,911 (14%)</p>
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This is a high-level model developed for the purposes of this AMP and municipal staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

Analysis of Tax-funded Assets

Tax-funded assets are valued at \$597.1 million with 84% of assets in fair or better condition. The average annual capital requirement to sustain the current level of service for tax-funded assets is approximately \$19.2 million.

Road Network

The Road Network is a critical component of the provision of safe and efficient transportation services and represents the highest value asset category in the Township’s asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks and streetlights.

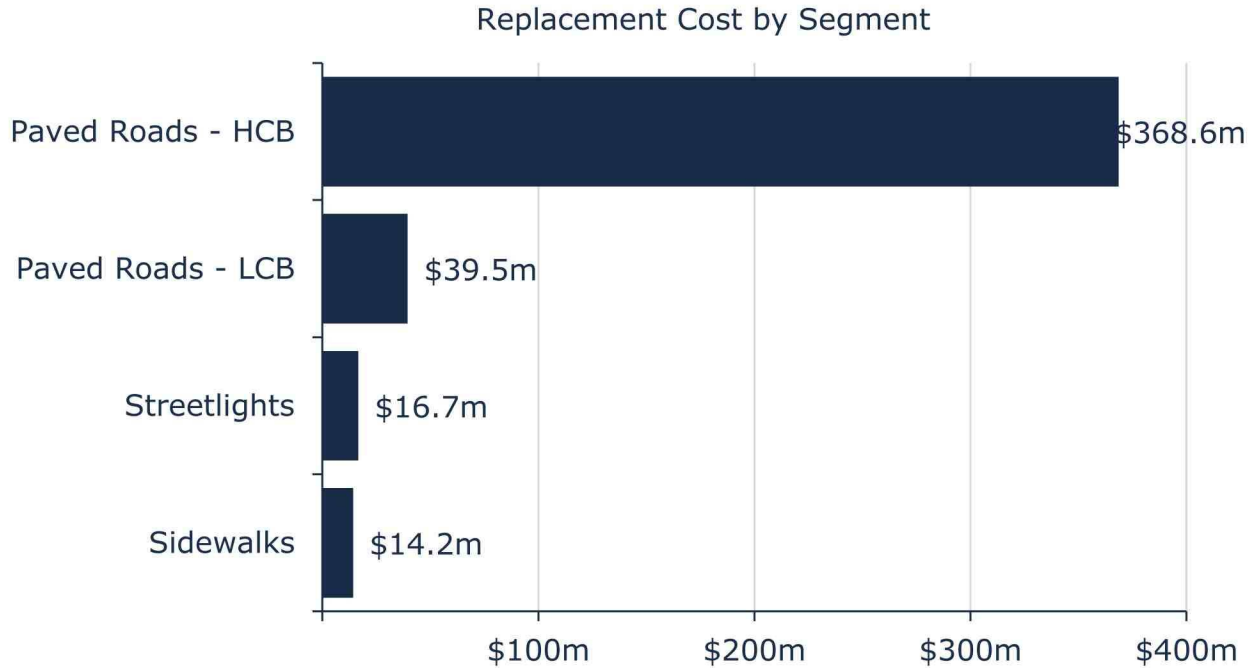
Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Road Network inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Paved Roads - HCB	177,832 m	Inflated 2022 Unit Price	\$368,579,000
Paved Roads - LCB	142,290 m	Inflated 2022 Unit Price	\$39,500,000
Sidewalks	38,307 m	Inflated 2022 Unit Price	\$14,229,000
Streetlights	1,508	Inflated 2022 Unit Price	\$16,661,000
			\$438,969,000²

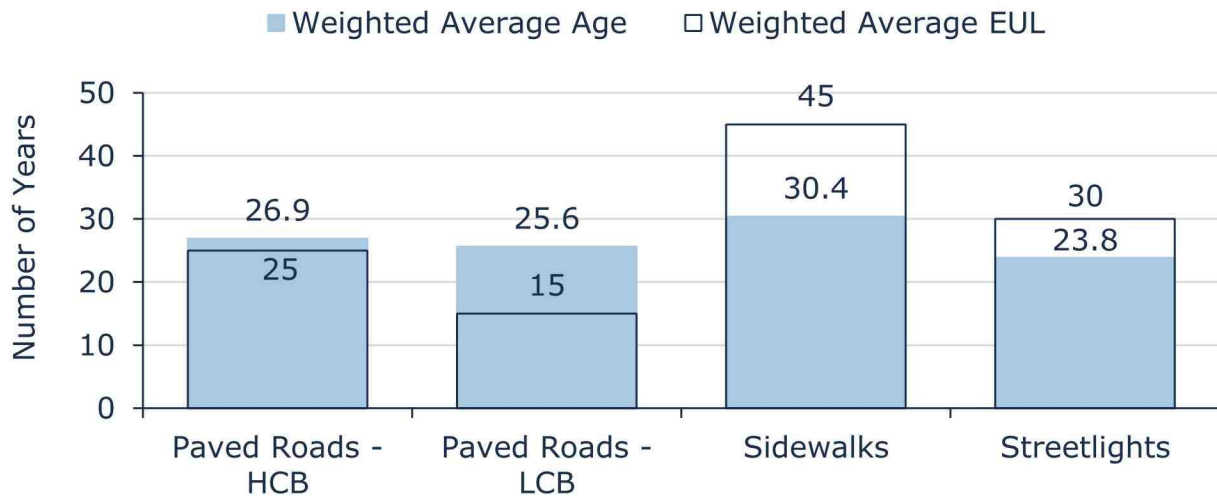
Note that the road quantity above is based on the edge to edge of the road. Edge to edge in a rural setting refers to the full paved surface width of the road, from the outer edge of one paved shoulder to the outer edge of the other. In urban areas this would be from curb to curb. It represents the road that has been constructed and maintained, and does not include sidewalks, ditches, boulevards, or other adjacent assets, as these are accounted for separately.

² Gravel Roads are excluded from analysis since they are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly, they can theoretically have a limitless service life.

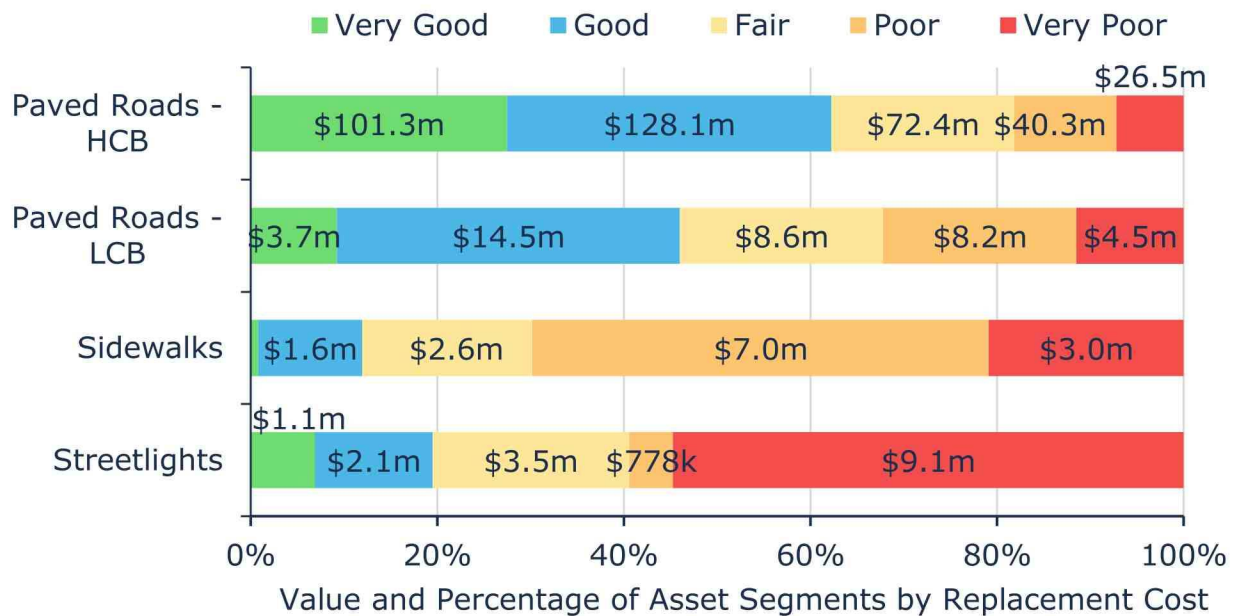


Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. It is weighted by replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale. Based on condition assessments, the majority of the Township’s HCB and LCB roads are in fair or better condition. Based on age data only, the majority of sidewalks and streetlights are in poor or worse condition.



Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- The road network is assessed on a cyclical (every 3 years) basis by engineering firms through Road Needs Studies, identifying defects and updating condition ratings.
- The road network is also continuously monitored by the Township’s patrollers who drive the roads regularly to identify and note any defects or roads needing immediate maintenance.
- The conditions of sidewalks and streetlights are monitored and inspected by the Township’s patrollers as part of their regular duties, which supports compliance with Minimum Maintenance Standards (MMS).
- Sidewalks are also inspected on a yearly basis as part of safety inspections and streetlights are inspected during the winter months in conjunction with winter patrol and work orders are issued when outages are observed.
 - Project prioritization is based on a multitude of factors including assessed condition of roads, and minimum maintenance standards, as well as the age and condition of underground and nearby infrastructure.

Estimated Useful Life & Service Life

The Estimated Useful Life for Road Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating.

Asset Segment	Estimated Useful Life (Years)¹	Weighted Average Age (Years)	Average Service Life Remaining (Years)
Paved Roads - HCB	25.0	26.9	14 ²
Paved Roads - LCB	15.0	25.6	9 ²
Sidewalks	45.0	30.4	14.6
Street Lights	30.0	23.8	6.2

Note 1: This table shows baseline Estimated Useful Life (EUL) only and does not account for rehabilitation or renewal activities that extend asset service life.

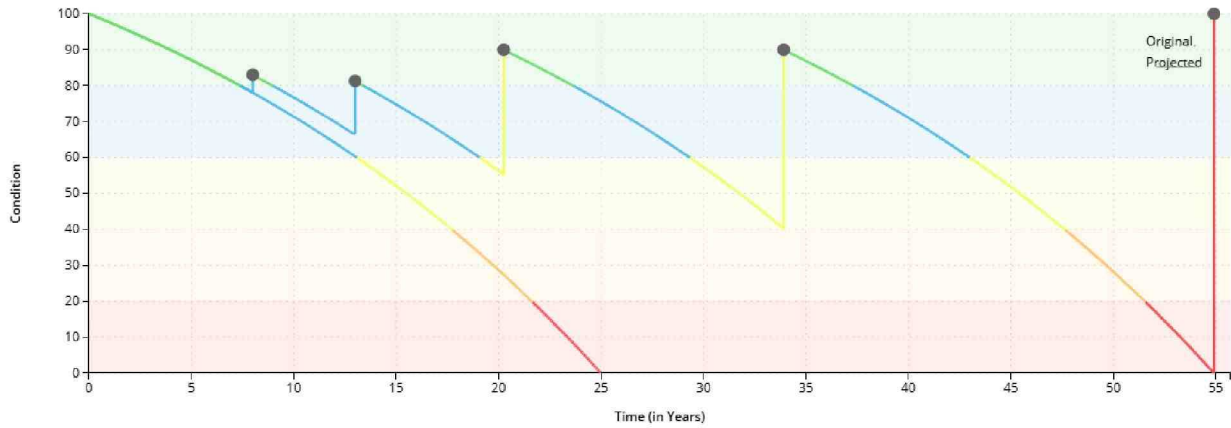
Note 2: Average service life remaining is based on condition assessment scores and planned lifecycle events. The planned lifecycle events result in doubling the estimated useful life of paved roads, with condition scores serving as a trigger point for these events. Better conditions generally lead to an extended lifecycle as seen in the later section.

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

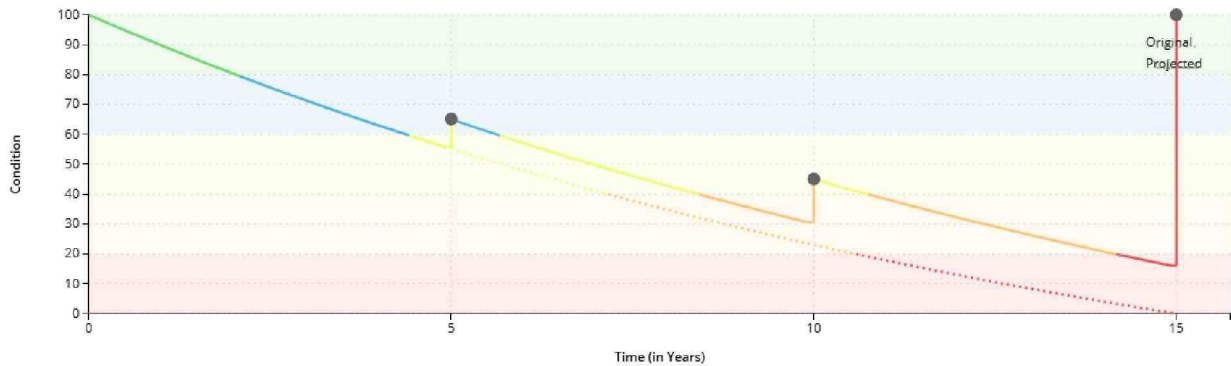
Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history, and environment. The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of paved roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Paved Roads - HCB		
Event Name	Event Class	Event Trigger
Crack Seal	Maintenance	At Year 8
Enhanced Double Thin Surfacing	Maintenance	At Year 13
Mill and One Lift Overlay	Rehabilitation	55% to 69% Condition rating
Full Depth Asphalt Removal and Replacement (Two Lifts)	Rehabilitation	40% to 54% Condition rating
Reconstruction	Replacement	0-39% condition rating (approximately)



Paved Roads - LCB		
Event Name	Event Class	Event Trigger
Single Surface Treatment (Chip Seal)	Maintenance	At Year 5
Enhanced Double Thin Surfacing (Double Microsurfacing)	Maintenance	At Year 10
Reconstruction	Replacement	0-15% condition rating (approximately)



The Township's asset maintenance program also includes pothole patching (completed as needed) and a variety of seasonal maintenance activities such as ditching works, grading, re-graveling, dust control, and line painting. Winter maintenance is a significant annual activity that includes snow plowing and salting.

Furthermore, asset replacement is managed strategically through coordinated works. For example, when replacing a major underground asset like a water main, staff evaluate the condition of the surrounding assets (road surface, sidewalks, etc.) to ensure that necessary upgrades are bundled and executed in conjunction with the primary work. This approach minimizes disruption and achieves greater cost efficiency.

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 955 assets.
- Blue (5-7): 991 assets.
- Yellow (8-9): 107 assets.
- Orange (10-14): 86 assets.
- Red (15-25): 48 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$122,398,195 (28%)</p>	<p>5 - 7 Low \$52,577,140 (12%)</p>	<p>8 - 9 Moderate \$114,391,616 (26%)</p>	<p>10 - 14 High \$82,382,611 (19%)</p>	<p>15 - 25 Very High \$67,219,415 (15%)</p>
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This is a high-level model developed for the purposes of this AMP and municipal staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

Risk Analysis

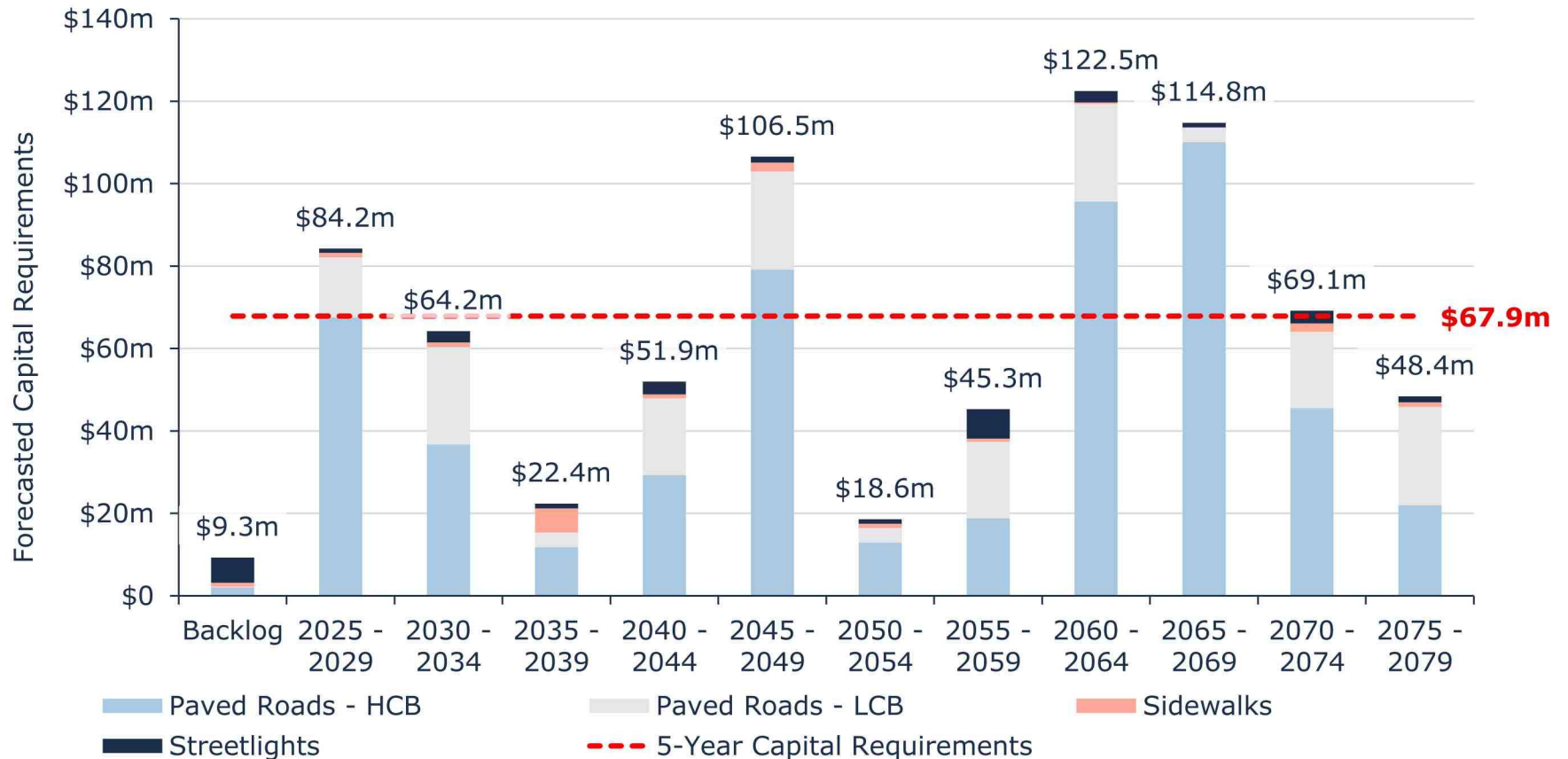
The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:

- The rural spread of the road network results in higher per-unit service costs compared to urban settings.
- Road asset considerations are only tied to bridge projects, with active transportation infrastructure provided only in settlement areas.
- Multiple infrastructure projects are underway, but their progression depends heavily on council approvals and debt financing.

Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for paved roads, and assuming the end-of-life replacement of all other assets in this category, the following graph forecasts capital requirements for the Road Network.

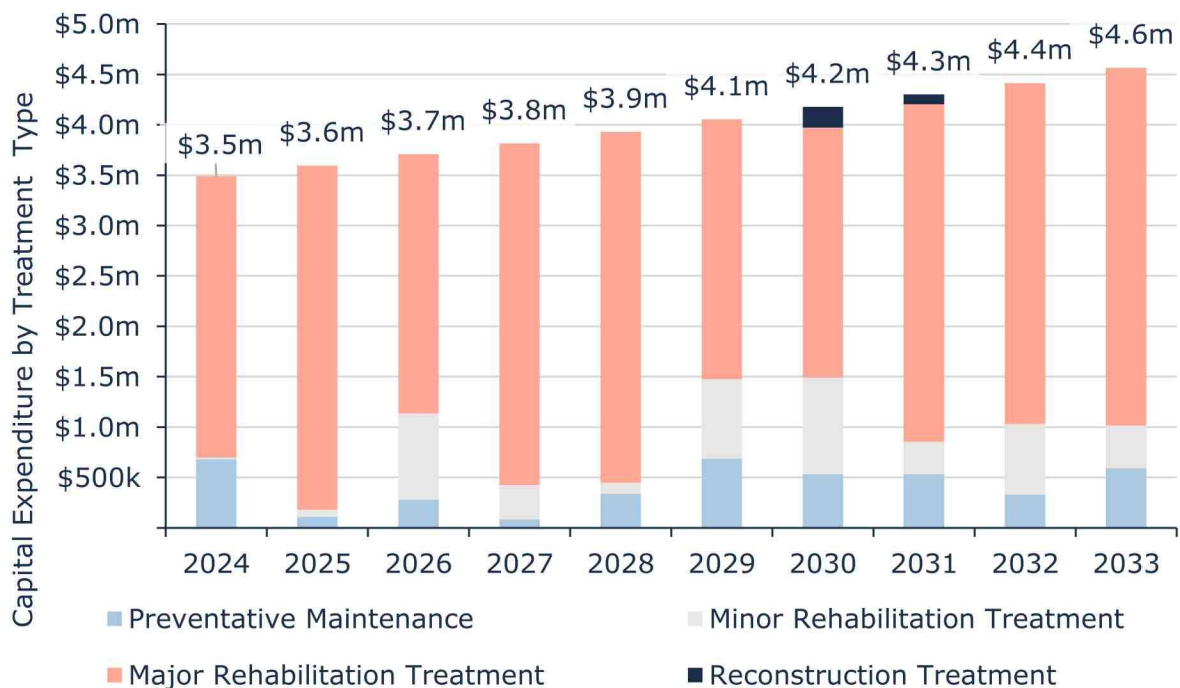
The 5-year capital requirement illustrated by red dotted line, represents the average amount that the Township should allocate every five years towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

The Township’s Roads asset management approach integrates two complementary financial forecasting horizons to provide a comprehensive view of infrastructure investment needs:

- The Roads Needs Study (2023) focuses on a detailed 10-year capital forecast based on current pavement condition assessments, optimized treatment strategies, and near-term funding scenarios. This shorter-term horizon supports practical annual budgeting, proactive lifecycle interventions, and scenario analysis aligned with immediate operational priorities. The RNS projects an annual capital requirement of approximately \$3.5 million with a 3% yearly increase to sustain the road network’s current condition and reduce backlog within this timeframe. Note that this model includes only paved roads assets.

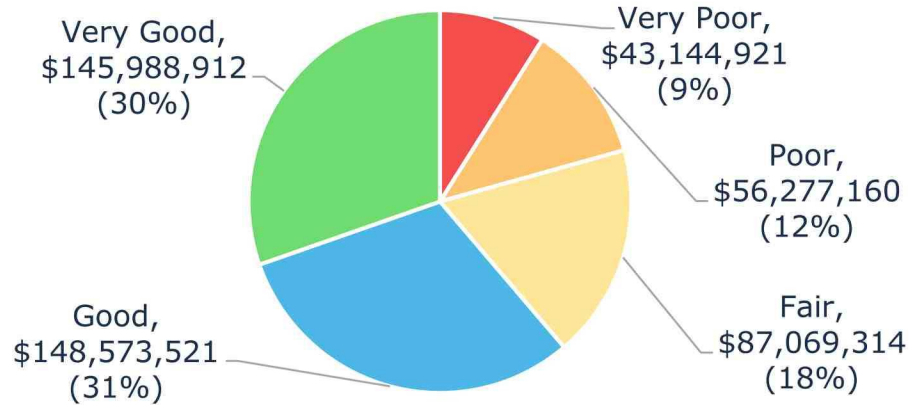


- The Asset Management Plan (AMP) incorporates a longer full lifecycle capital forecast, spanning beyond 10 years. This analysis was run until 2079 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s primary asset management system, and asset register. The Township’s average annual requirements total \$13.6 million per year for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise to achieve full lifecycle sustainability.

These two financial perspectives function together: the RNS 10-year plan informs near and medium-term budgeting decisions with detailed technical and risk analysis, while the AMP full lifecycle forecast establishes a strategic, comprehensive funding target to guide long-term infrastructure stewardship. This layered approach ensures that capital planning balances immediate maintenance needs with sustainable asset replacement and renewal.

Current Levels of Service

The following figure outlines the performance service indicator for Road Network assets.



The following tables identify the Township’s current level of service for the Road Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Road Network.

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the road network in the Township and its level of connectivity	See Appendix B
Quality	Description or images that illustrate the different levels of road class pavement condition	The Township recently conducted a Road Needs Study in 2023 in coordination with Thurber Engineering Ltd. This study assigned each road segment with a surface condition rating between 1 and 100. A surface condition rating between 1 and 50 means that the road surface exhibits moderate to significant deterioration and will likely require renewal or replacement within 1-5 years.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Road Network.

Service Attribute	Technical Metric	Current LOS
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0 km/km ²
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	1.69 km/km ²
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.5 km/km ²
Quality	Average pavement condition index for paved roads in the Township	HCB: Good (62%)
		LCB: Fair (52%)
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Excellent (94%)

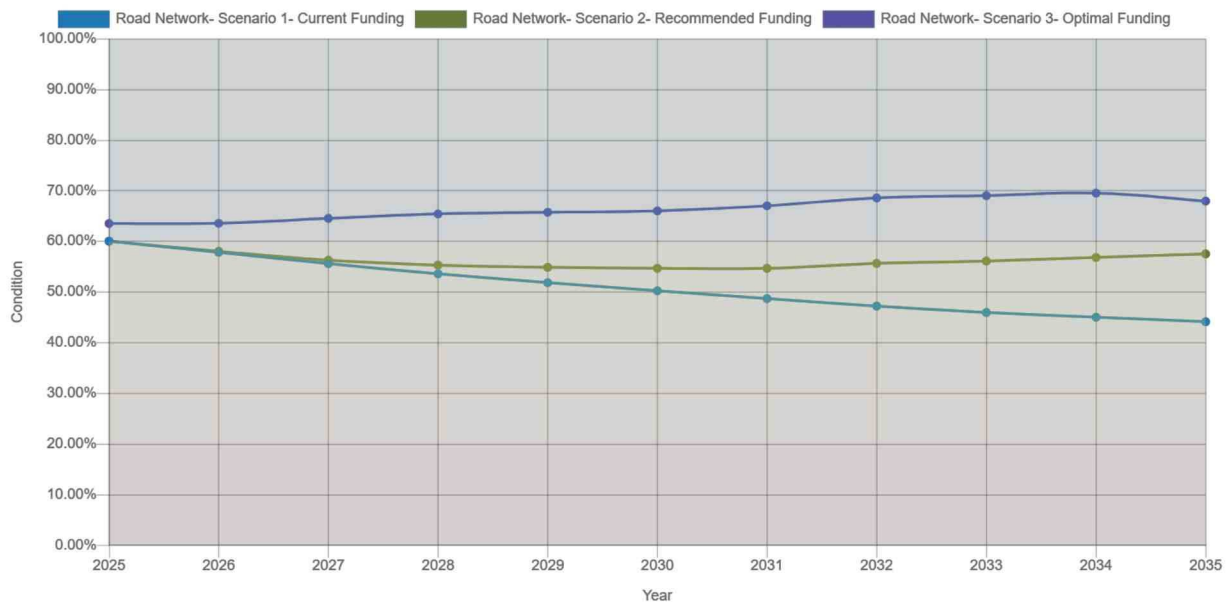
Proposed Levels of Service

The proposed levels of service reflect the Township’s long-term performance goals for its road network, which forms the backbone of municipal mobility and connectivity. These targets balance service reliability, safety, and fiscal capacity while following asset management best practices.

Stakeholders Input

Stakeholder feedback, detailed in Appendix F, shows that roads are a clear investment priority.

- Council rated Roads & Transportation as a top funding priority, emphasizing that the Township’s capital deficit should be addressed by expanding revenues rather than cutting services.
- Staff generally rate road reliability as satisfactory, with minor issues and proper paved-to-unpaved road distribution. However, capital reinvestment is insufficient to improve paved road conditions beyond “fair.” Expanding paved roads will require funding beyond current levels.
- Community members strongly voiced concerns about road safety and winter conditions, and called for more paving, speed control near schools, sidewalks, and better lighting.



The graph above illustrates the projected condition of the Township’s road network from 2025 to 2035 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario represents a different capital reinvestment pathway with implications for pavement performance, lifecycle costs, and long-term service sustainability.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo - the Township’s existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with the \$2.2 million allocated to road network.
- Under this scenario, network condition gradually declines from ~60 % in 2025 to ~44 % by 2035, staying in the “Fair” range but with no opportunity to improve ride quality or reduce long-term renewal risk.
- Lifecycle activities are guided by internal assessments and maintenance practices.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as described in the Township’s funding strategy. Approximately \$11.3 million of this average annual investment would be allocated to the road network, closing the identified annual funding deficit by 2035.
- Condition is projected to gradually decline until 2031 and then shows modest improvement to ~57 % by 2035, stabilizing the network within the upper “Fair” range.

- This funding level protects the existing stability and delivers visible service enhancements, such as smoother driving surfaces, fewer reactive repairs, and improved safety at key locations - aligning with community expectations for quality and reliability.
- The approach also builds long-term resilience, reducing deferred renewal pressure and preventing cost escalation.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Condition would rise steadily to ~68 % by 2035.
- This scenario allows for proactive, timely replacements, avoiding critical deterioration and minimizing downtime.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of underfunding- a potential ~13% lower condition by 2035 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 has been identified as the most practical path forward under the Township's fiscal framework.

- It preserves current stability while gradually improving condition to meet community expectations for better road surfaces and safety.
- This measured, risk-informed funding increase aligns with staff recommendations to reduce deferred renewal risk, avoid future tax spikes, and transition the Township toward more proactive pavement lifecycle management.

For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A.

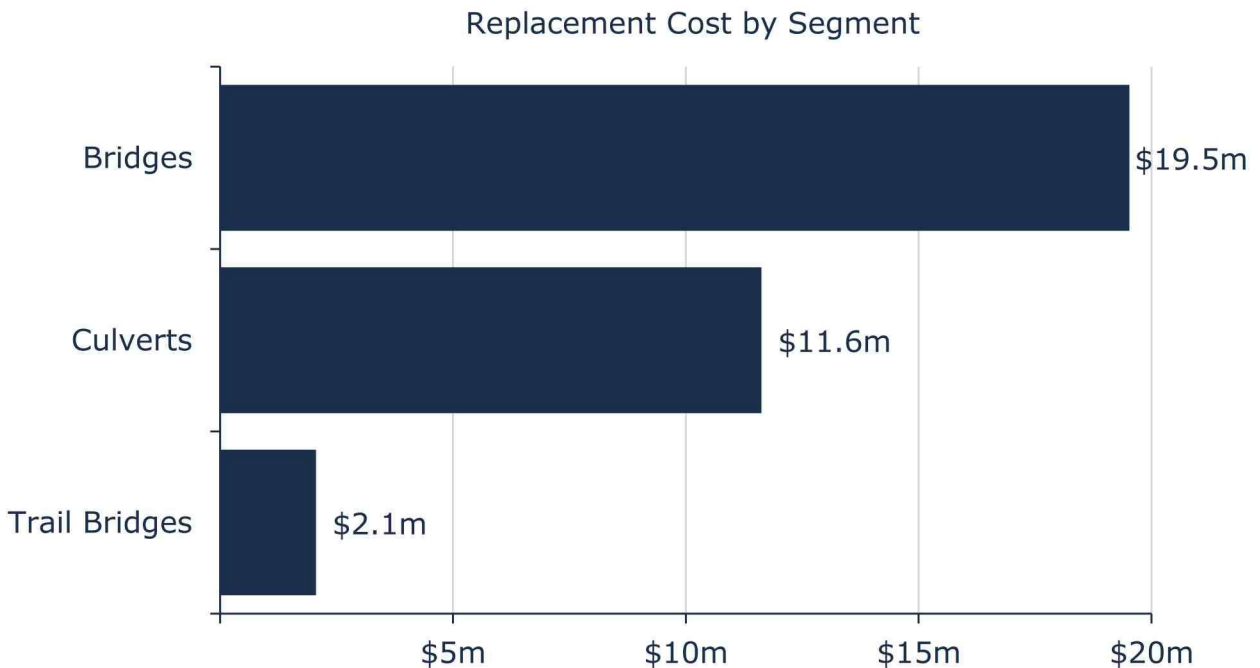
Bridges & Culverts

Bridges & Culverts represent a critical portion of the transportation services provided to the community. The Public Works Department is responsible for the maintenance of all bridges and culverts located across municipal roads and the responsibility for trail bridges falls under the Parks and Recreation Department with the goal of keeping structures in an adequate state of repair and minimizing service disruptions. The last OSIM Report was completed in collaboration with TSI Inc. and was submitted in August 2024.

Asset Inventory & Replacement Cost

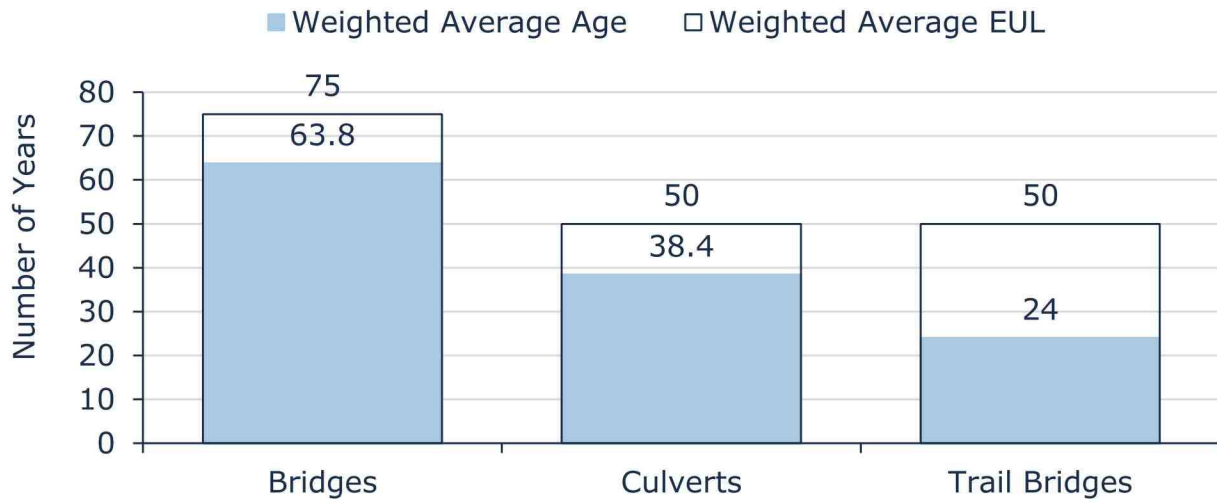
The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Bridges & Culverts inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Bridges	20	2024 OSIM	\$19,525,000
Culverts	9	2024 OSIM	\$11,627,000
Trail Bridges	7	2024 OSIM	\$2,061,000
	36		\$33,213,000

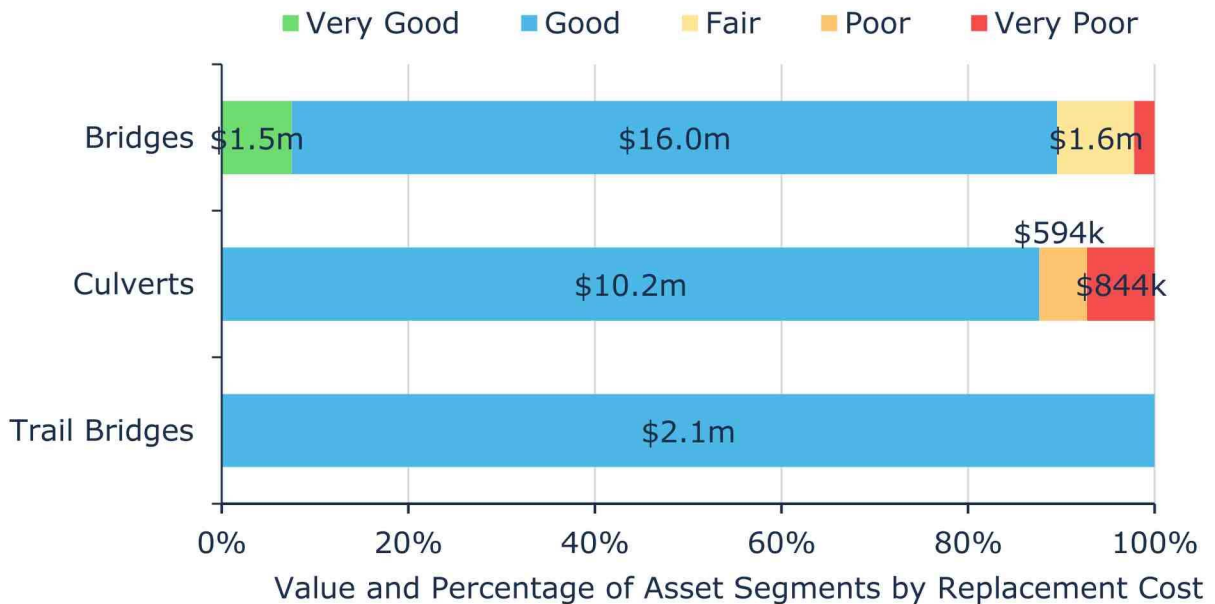


Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. It is weighted by replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM).

Estimated Useful Life & Service Life

The Estimated Useful Life for Bridges & Culverts assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Bridges	75 Years	65	52 ¹
Culverts	50 Years	39	35 ¹
Trail Bridge	50 Years	24	36 ¹

Note 1: Average service life remaining is based on the condition assessment score

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Lifecycle Management Strategy

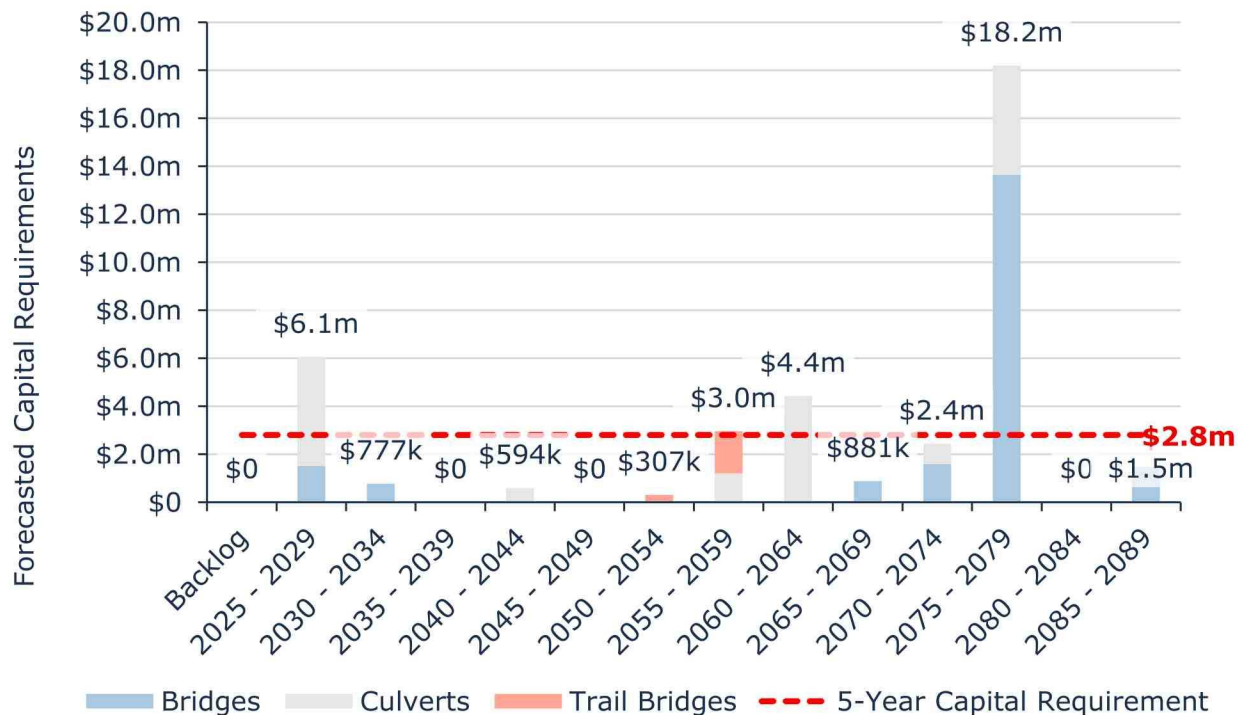
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

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

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)
Inspection	The most recent inspection report was completed in 2024

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement represents the average amount that the Township should allocate every 5 years towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 7 assets.
- Blue (5-7): 1 asset.
- Yellow (8-9): 16 assets.
- Orange (10-14): 11 assets.
- Red (15-25): 1 asset.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$2,152,268 (6%)</p>	<p>5 - 7 Low \$1,464,870 (4%)</p>	<p>8 - 9 Moderate \$12,642,066 (38%)</p>	<p>10 - 14 High \$16,359,065 (49%)</p>	<p>15 - 25 Very High \$594,320 (2%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

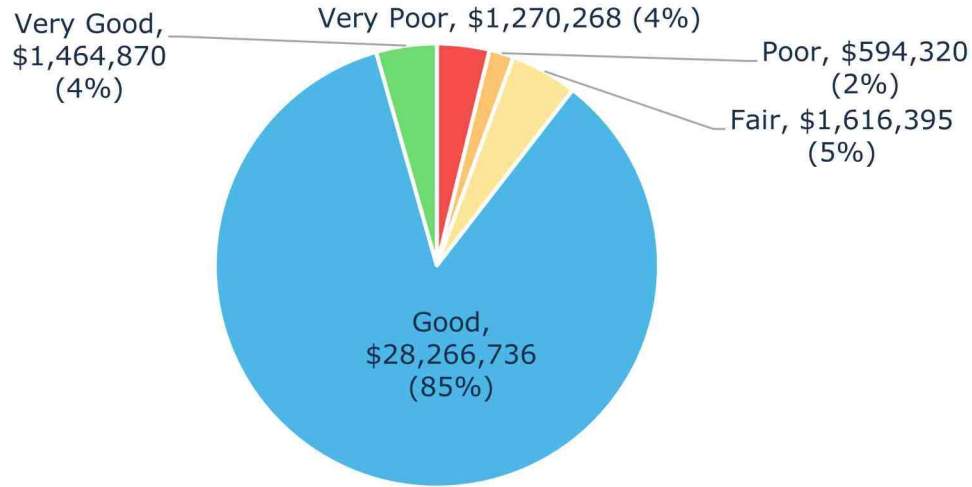
Risk Analysis

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:

- Hydraulic bottleneck assessments are lacking, contributing to occurrences of washouts.
- Engineering drawings often do not reflect real field conditions, and a formal culvert replacement strategy is absent.
- Several bridges have been closed, with interim pedestrian closures implemented where necessary.
- Multiple infrastructure projects are underway, but their progression depends heavily on council approvals and debt financing.

Current Levels of Service

The following table outlines the performance service indicator for Bridges & Culverts assets.



The following tables identify the Township’s current level of service for Bridges & Culverts. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Bridges & Culverts.

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and culverts are critical components of the Township’s transportation network. Two bridge structures within the Township, bridge numbers 4 and 19, have load restrictions of 10 and 18 tonnes respectively.
Quality	Description or images of the condition of Bridges and Culverts and how this would affect use of the Bridges and Culverts	The average condition of Township bridges and culverts is good. This condition is monitored using the Bridge Condition Index (BCI), a five-scale rating system for assessment that ranges as follows: Very Good 80-100, Good 60-79, Fair 40-59, Poor 20-39, and Very Poor 0-19.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by Bridges & Culverts.

Service Attribute	Technical Metric	Current LOS
Scope	% of bridges in the Township with loading or dimensional restrictions	Approximately 7.4 % (or two structures) have loading restrictions.
		Bridge 4 – Load restriction of 10 tonnes Bridge 19 – Load restriction of 18 tonnes
Quality	Average bridge condition index value for bridges in the Township	The average bridge condition value is Good (67%) for bridges and Good (72%) for trail bridges
	Average bridge condition index value for structural culverts in the Township	The average bridge condition value for structural culverts is Good (63%)

Proposed Levels of Service

The proposed levels of service reflect the Township’s long-term performance goals for bridges and culverts. These targets guide lifecycle planning by balancing service continuity, risk, and fiscal capacity. The Township’s approach incorporates community and technical service attributes and is consistent with asset management best practices and provincial regulatory expectations.

Stakeholder input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council flagged aging infrastructure and high replacement costs as a major risk that competes with other funding needs. Bridges and Culverts category has the lowest priority (3 out of 5) among the different asset categories.
- Internal staff generally rated bridges and culverts in good to fair condition, noting few closures but highlighting the need for improved lifecycle planning and increased maintenance resources, especially for pedestrian and trail structures. Staff feedback reinforces the importance of targeted investment to maintain safety and operational reliability.
- Community feedback showed an overall satisfaction towards bridges and stressed that the latter is critical for the Township which shows the importance of targeted investment to maintain reliable access and avoid restrictions.

Modelling Scenarios

The long-term analysis for the Township's bridges and culverts was carried out using three funding scenarios. Although the model's baseline approach shows condition declining over time, this is due to its reliance on replacement-only forecasting. In reality, the Township regularly extends asset life through OSIM inspections, routine maintenance, and timely rehabilitation.

This makes the scenarios most useful not as literal predictions, but as a way to understand the Township's financial capacity under different funding approaches.

Scenario 1: Current Budget

Under the current funding level, there is not enough annual investment available to complete the maintenance, rehabilitation, and replacement activities identified through OSIM inspections. Over time, this would result in continued deterioration, increased risk, and growing pressure on future budgets. This scenario does not provide the Township with the financial capacity needed to sustainably manage its bridges and culverts.

Scenario 2: Recommended Budget

The Recommended Scenario reflects the investment strategy proposed in this plan. Under this scenario:

- The Township has sufficient funding to carry out regular maintenance and rehabilitation.
- Required renewals can be completed before assets reach critical condition.
- Long-term performance stabilizes because lifecycle activities can be completed at the right time rather than being deferred.

In short, the Recommended Scenario gives the Township the necessary financial capacity to maintain and replace its bridges and culverts responsibly and sustainably.

Scenario 3: Optimal Budget

The Optimal Scenario represents a theoretical case where all needs are fully funded with no deferral of any lifecycle activity. While not financially realistic at this time, it shows how a fully supported lifecycle strategy would maintain assets at a consistently high level of service.

Overall Interpretation

- The Current Budget is insufficient to sustain the Township's bridges and culverts.
- The Recommended Scenario is both achievable and effective, providing enough funding to keep the network in a serviceable condition through timely maintenance and future replacements.
- The Optimal Scenario serves as an upper benchmark for best-practice lifecycle management.

Alignment with Funding Strategy

Scenario 2 has been identified as the most feasible path forward for achieving the Township's service goals within existing fiscal constraints. This funding scenario aligns with staff insights emphasizing the need to address current resource limitations and strengthen lifecycle management. It allows for sharper improvement in conditions after 2050 by increasing capital funding over a 10-year period. This approach supports risk-informed reinvestment decisions, helps reduce deferred maintenance pressures, and enables a steady transition to more proactive lifecycle strategies. For detailed funding projections and annual requirements by asset category, see Appendix A.

Buildings

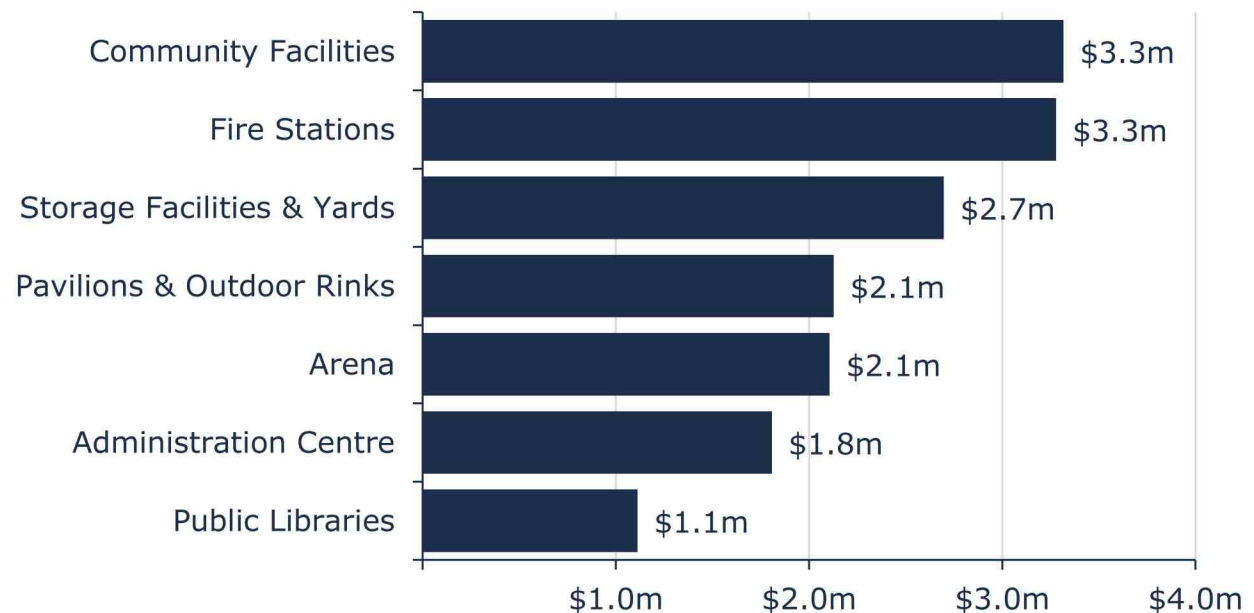
The Township of Springwater owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative centre
- public libraries
- fire stations
- recreation and community facilities

Asset Inventory & Replacement Cost

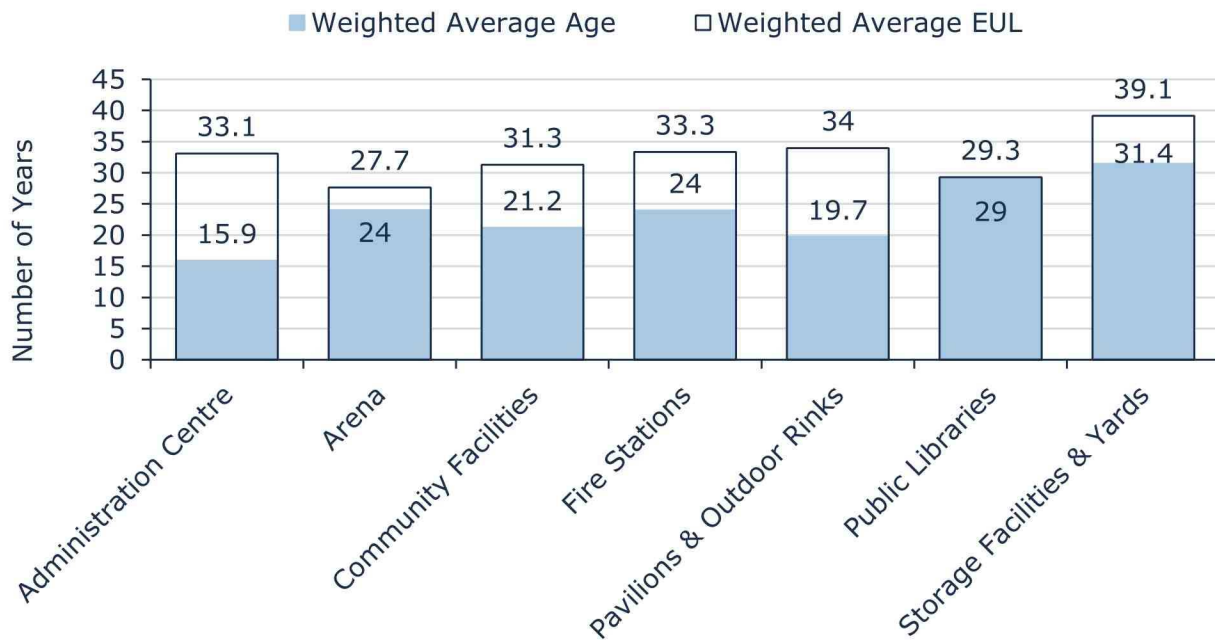
The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s buildings inventory.

Asset Segment	Replacement Cost Method	Total Replacement Cost
Administration Centre	Cost/Unit	\$1,809,000
Arena	Cost/Unit	\$2,107,000
Community Facilities	Cost/Unit	\$3,317,000
Fire Stations	Cost/Unit	\$3,279,000
Pavilions & Outdoor Rinks	Cost/Unit	\$2,128,000
Public Libraries	Cost/Unit	\$1,113,000
Storage Facilities & Yards	Cost/Unit	\$2,698,000
		\$16,451,000

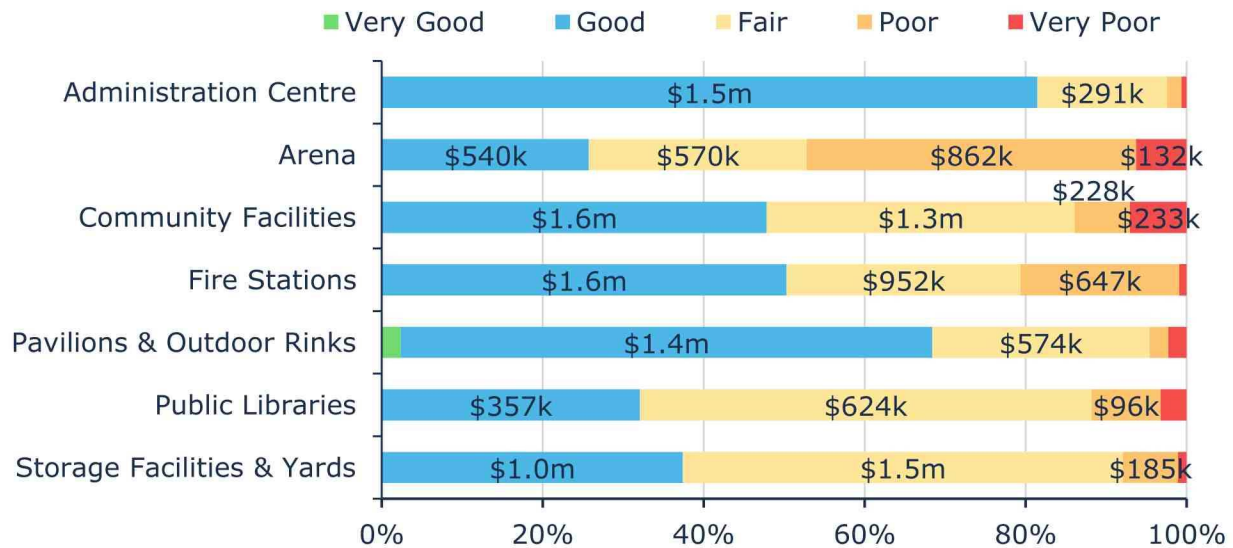


Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s Buildings continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- A comprehensive facility assessment was completed in 2022 for all Township facilities. Facilities are checked monthly by staff for health and safety issues, building systems checks, and overall condition.
- Monthly inspections and checks are performed by internal staff, while the 2022 facility audit was conducted by an external company through a tendered bidding process.
- The facility audit used the Facility Condition Index (FCI). There is currently no current internal policy/strategy for using the FCI rating. Internal staff complete visual health and safety inspections and report major issues/concerns.
- The data collected from the 2022 Facility Audit has been crucial in the Township's new approach to facility management, providing a proactive stance in budgeting and council directives for maintaining facilities.

Estimated Useful Life & Service Life

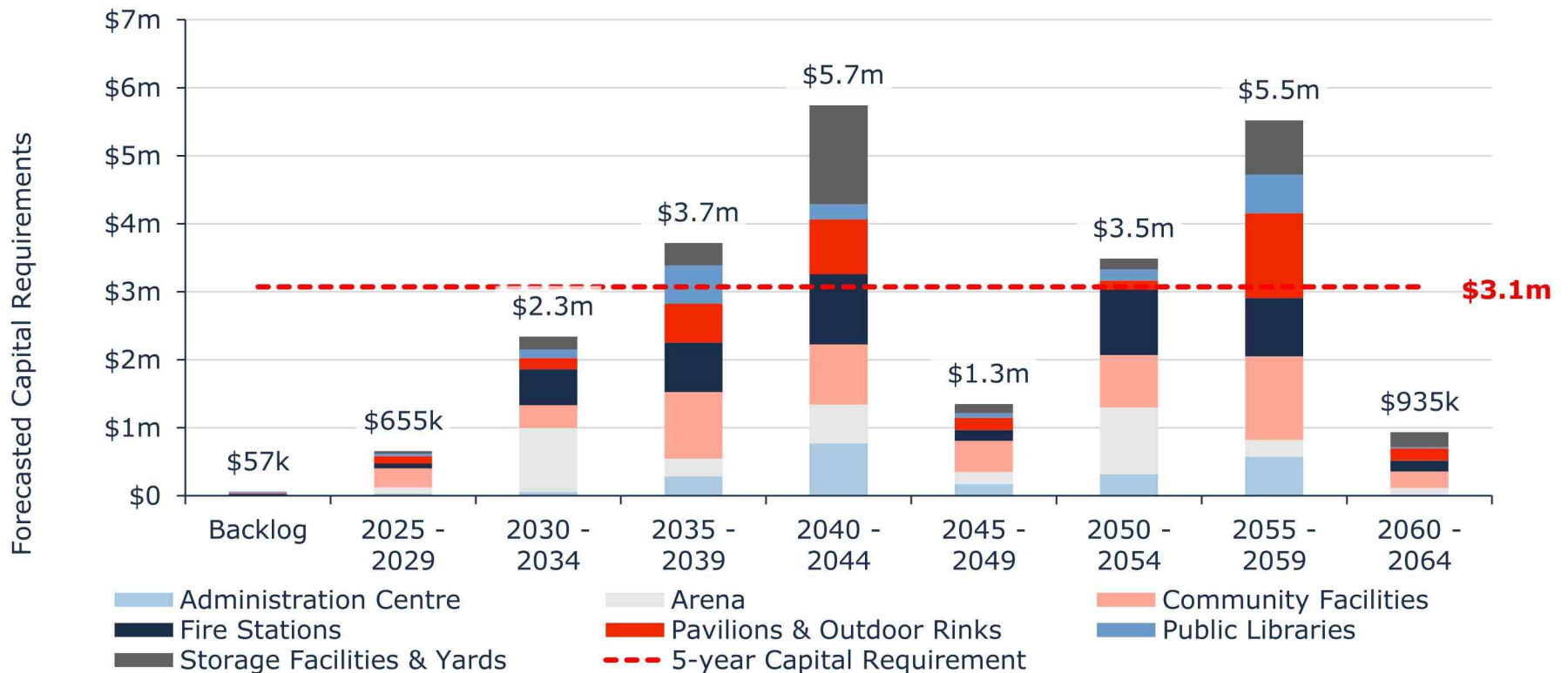
The Estimated Useful Life for Building assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Administration Centre	1-50	16	15
Arena	1-50	24	14
Community Facilities	1-50	21	13
Fire Stations	1-60	24	14
Pavilions & Outdoor Rinks	1-50	20	13
Public Libraries	1-50	29	14
Storage Facilities & Yards	1-65	31	14

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement represents the average amount that the Township should allocate every 5 years towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Lifecycle Management Strategies

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

Activity Type	Description of Current Strategy
Maintenance	<p>Routine maintenance activities include monthly inspections of all building systems (HVAC, electrical, plumbing) by staffed technicians. External contractors handle annual inspections for fire life safety equipment, drain cleanouts, and septic inspections.</p> <p>Maintenance needs are often identified through regular inspections, health and safety walk-throughs, and feedback from rental or user groups.</p>
Rehabilitation	<p>Rehabilitation activities include roof replacements, window replacements, HVAC system replacements, flooring updates, and plumbing fixture updates, often following the recommendations from the facility assessment.</p>
Replacement	<p>Replacement is typically based on manufacturers' lifecycle for equipment, although more frequent replacement may be necessary due to heavy use or damage identified during monthly inspections.</p>

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 885 assets.
- Blue (5-7): 94 assets.
- Yellow (8-9): 6 assets.
- Orange (10-14): 1 asset.

- Red (15-25): 1 asset.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

<p style="text-align: center;">1 - 4 Very Low \$12,104,831 (74%)</p>	<p style="text-align: center;">5 - 7 Low \$2,269,596 (14%)</p>	<p style="text-align: center;">8 - 9 Moderate \$1,261,866 (8%)</p>	<p style="text-align: center;">10 - 14 High \$139,449 (<1%)</p>	<p style="text-align: center;">15 - 25 Very High \$675,750 (4%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

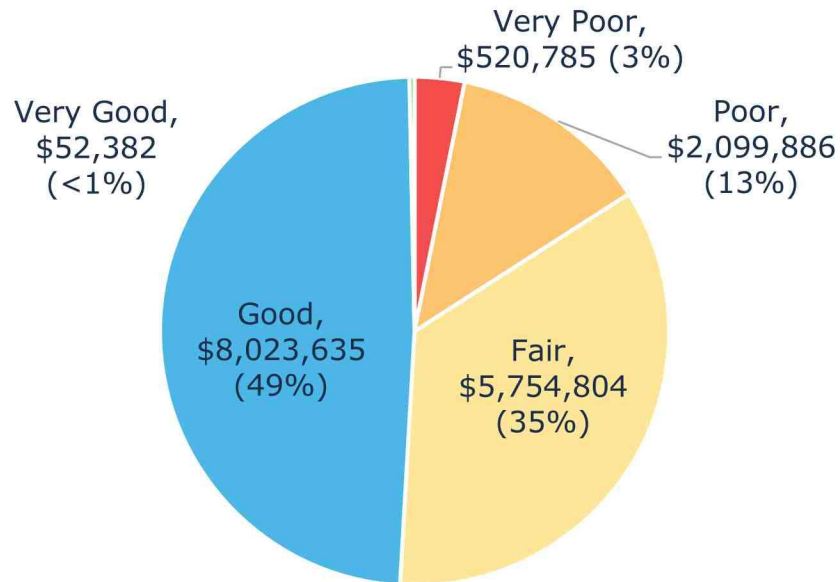
Risk Analysis

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:

- The 2022 Facility Audit significantly improved the Township’s facility management approach by providing a baseline assessment and planning tool; however, data tracking and storage remain concerns. Accessibility compliance (AODA) is currently unassessed.
- Many facilities were transferred from community groups, with asset condition assessments considered superficial.
- Staffing and resourcing are critical challenges, characterized by limited internal staff, heavy reliance on contractors, and often delayed budget approvals. The absence of a community centre, incomplete FTE analysis, and high reliance on overtime indicate capacity gaps.
- Management remains predominantly reactive, focusing on critical failures; current lifecycle management strategies are under review to adopt a more proactive asset management approach.
- Numerous facilities, especially older community halls, are approaching the end of their useful life and require significant renovations or replacement.
- Climate change impacts on facilities are acknowledged, with efforts ongoing to address deferred maintenance that has historically increased costs.
- The Township currently lacks contingency budgets specifically for emergency repairs or replacements; capital and minor capital requests are processed under existing budget frameworks.

Current Levels of Service

The following table outlines the performance service indicators for Building assets:



The following tables identify the Township’s current level of service for buildings. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by buildings.

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the municipal services supported by buildings	The Township owns 40 buildings supporting transportation services, recreation & culture, fire services, library services and administration

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by buildings.

Service Attribute	Technical Metric	Current LOS
Quality	Average condition of assets	Fair (53%)
	% of buildings in poor or worse condition	16%

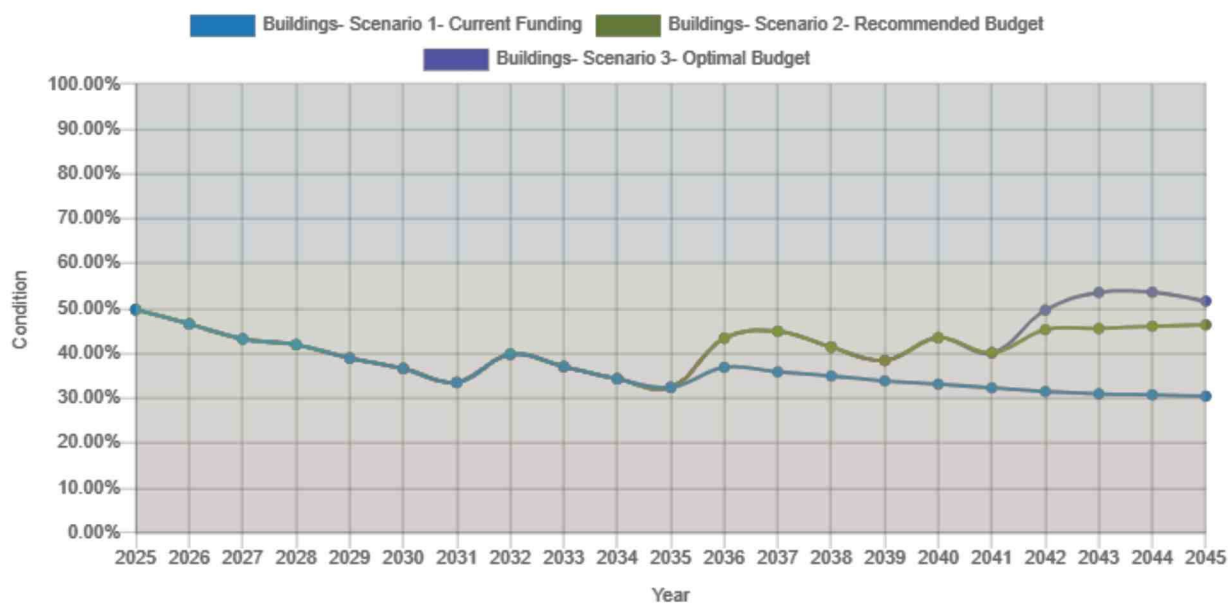
Proposed Levels of Service

The proposed levels of service reflect the Township’s long-term performance goals for municipal buildings and facilities. These targets guide lifecycle planning by balancing service continuity, risk, and fiscal capacity. The Township’s approach integrates community and technical service attributes and follows asset management best practices and provincial regulatory expectations.

Staff Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council sees municipal facilities and public spaces as a high investment priority, recognizing competition for funds but supporting risk-based reinvestment where failure could impact service delivery.
- Staff reported buildings to be in fair to good condition, with some aging and accessibility gaps. Maintenance responsiveness is good, but resource constraints limit capital upgrades and project delivery capacity. A strategic vision and increased investment are needed to align building management with community needs.
- Community members showed an overall satisfaction for buildings’ availability, reliability, condition, and safety.



The graph above illustrates the projected condition of the Township’s buildings from 2025 to 2045 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario reflects a different capital funding strategy with varying implications for facility performance, service continuity, and financial sustainability.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo - the Township's existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with approximately \$384 thousand directed toward buildings.
- Under this scenario, building condition declines steadily from ~49 % in 2025 to ~30 % by 2045, entering the "Poor" range.
- Lifecycle activities are guided by condition assessment results but severely constrained by limited funding.
- Without intervention, this decline could lead to increasing safety concerns, functionality loss in operational buildings, and significantly higher long-term renewal costs due to deferred maintenance and compounding deterioration.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as outlined in the funding strategy. Approximately \$230,000 of this average annual investment would be allocated to buildings, closing the identified annual funding deficit by 2035.
- Condition is projected to stabilize around the mid-30 % range through the 2030s and gradually recover to ~49–50 % by 2045 as reinvestments take effect.
- The temporary decline reflects a period of financial buildup, which ensures that sufficient funding is available for equipment replacement.
- During the buildup, capital interventions are selectively prioritized based on asset condition and service importance, ensuring that limited funds are directed where they are most urgently required.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Building condition would decline slightly in the early 2030s but rebound sharply to ~50 % by 2045, maintaining assets in the "Fair" zone thereafter.
- This allows for full implementation of best-practice lifecycle strategies and timely replacement before assets reach critical deterioration thresholds.

- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of continued underfunding- a potential 16% drop in condition by 2035 if no action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 is identified as the most practical path forward under current fiscal constraints. Recommended funding supports capital improvements critical for enhancing building condition and accessibility, aligned with stakeholders' input. It allows the Township to stabilize and incrementally improve its building portfolio by increasing capital funding over a 10-year period. This approach supports risk-informed reinvestment decisions, reduces deferred maintenance pressure, and moves the Township toward more proactive lifecycle management. For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

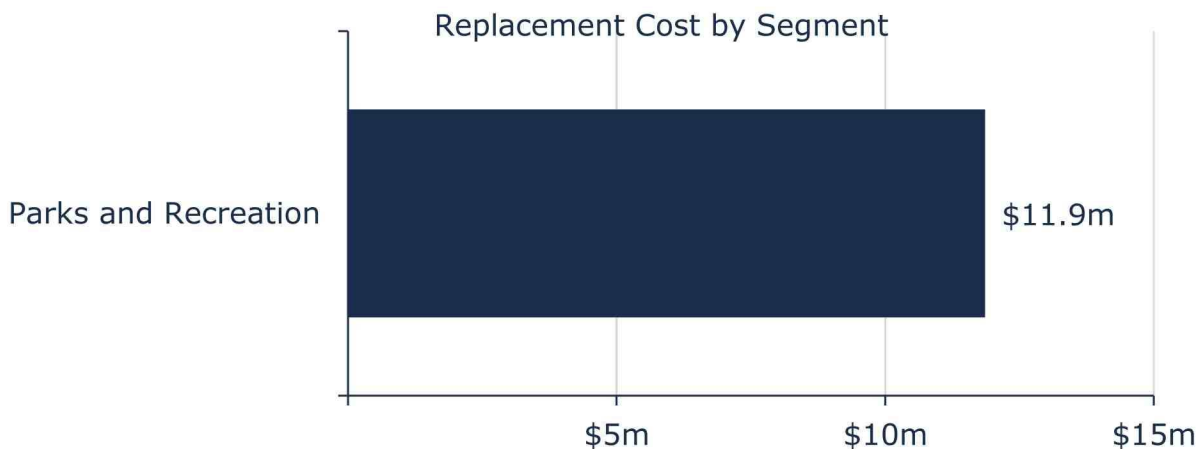
Land Improvements

The Township of Springwater owns a number of assets that are considered Land Improvements. These include the full range of outdoor recreational facilities and site enhancements across the Township, such as parks and green spaces, playgrounds, and amenities (e.g., equipment and splash pads), sports facilities and courts (e.g., baseball diamonds, sports pads, and tennis courts), trail improvements, pavilion, signage, streetlights, and fencing.

Asset Inventory & Replacement Cost

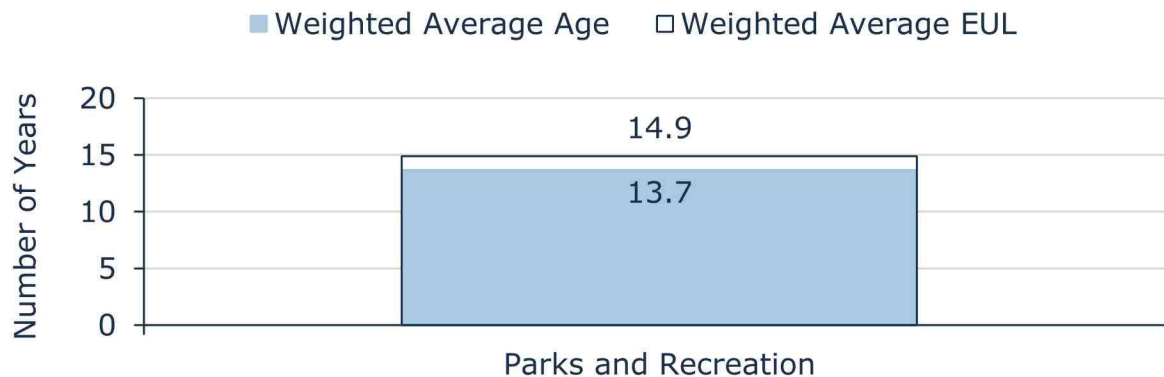
The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Land Improvements inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Parks and Recreation	92	CPI	\$11,863,000

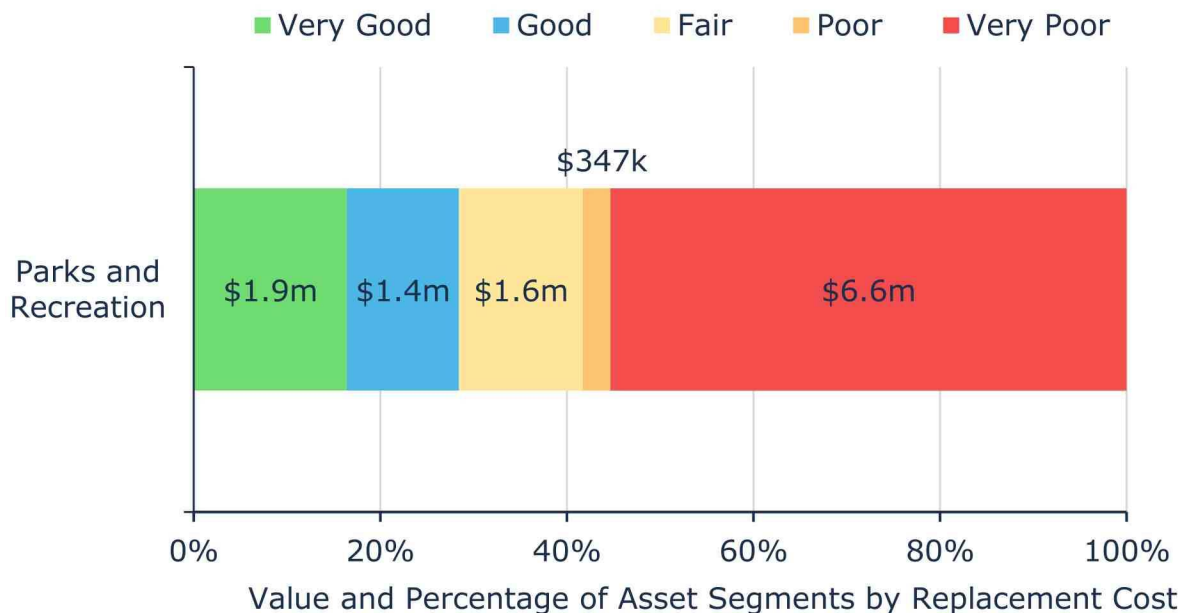


Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s land improvements continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Land Improvements.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- Visual inspections are performed monthly to every other month.
- Assessments are conducted by internal staff, but there is currently no standardized rating system in place.
- There are no plans to expand the scope or frequency of assessments at this time.
- Condition data is used to plan for future projects, including repairs, upgrades, and other needs.

Estimated Useful Life & Service Life

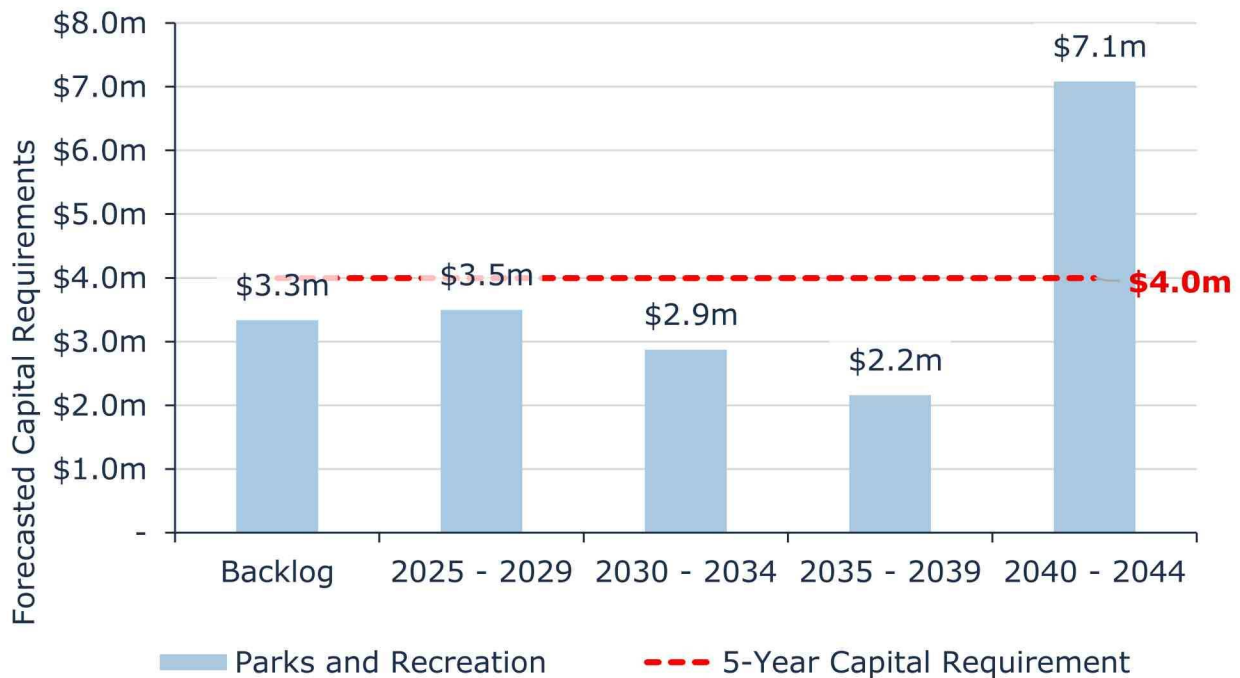
The Estimated Useful Life for Land Improvements assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Parks and Recreation	15	13.7	1.3

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement illustrated by red dotted line, represents the average amount that the Township should allocate every five years towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Lifecycle Management Strategies

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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities, including tree removals, tree trimming, signage maintenance, playground inspections, and routine park mowing to enhance turf and overall appearance, are often triggered by regular inspections or public feedback. When considering all general daily maintenance, inspections, and tree work in parks, open spaces, and sports fields, the total estimated annual cost is projected to range between \$300,000 and \$350,000.
Rehabilitation	Rehabilitation typically involves rebuilding or replacing assets that are beyond repair, although it has historically been ad hoc.
Replacement	Replacement is considered when safety issues arise, assets are beyond repair, or parts are no longer available.

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 33 assets.
- Blue (5-7): 43 assets.
- Yellow (8-9): 1 asset.
- Orange (10-14): 13 assets.
- Red (15-25): 2 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.

- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$1,967,846 (17%)</p>	<p>5 - 7 Low \$3,706,269 (31%)</p>	<p>8 - 9 Moderate \$815,792 (7%)</p>	<p>10 - 14 High \$2,331,903 (20%)</p>	<p>15 - 25 Very High \$3,040,730 (26%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

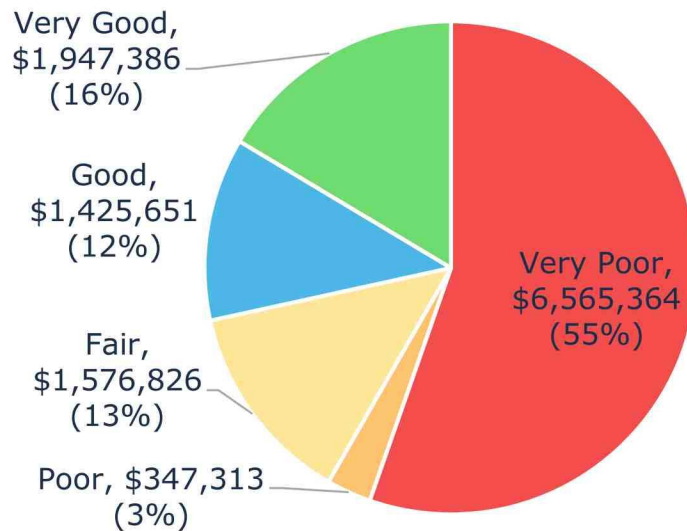
Risk Analysis

This section summarizes the key challenges and risks affecting the management and sustainability of the Township’s land improvement assets.

- Confidence in current asset data is low due to inconsistencies in tracking and record-keeping.
- Lifecycle management strategies are mainly reactive and require review; maintenance data quality is poor, and land improvements are not prioritized in operations.
- Park inspections are irregular, leading to capital requests lacking solid planning foundations.
- Training gaps exist regarding specific Township policies and procedures related to asset management.
- A significant portion of assets, including playground equipment and structures, are nearing the end of their useful life; amenities and accessibility in older parks are inadequate.
- Climate change impacts, such as stronger storms and seasonal shifts, have caused noticeable damage to trails, open spaces, and base materials.
- Not all sites have sufficient capacity to support projected community growth; growth-related park standards are inconsistently applied in new developments.
- A robust annual investment plan is needed to keep up with lifecycle replacements and repairs; major projects often depend on grants.
- The existing 10-year capital plan lacks prioritization.
- Travel distances between parks result in operational inefficiencies.
- The Parks and Recreation Master Plan is outdated; the trail master plan exists only on paper and is not actively implemented.

Current Levels of Service

The following table outlines the age-based performance service indicator for land improvements assets:



The following tables identify the Township’s current level of service for land improvements. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by land improvements.

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the municipal services supported by land improvements	The Township strives to maintain parkland and trails on a schedule. The Township’s goal is to maintain neighbourhood parks once every 7 days, parkettes once every 10 days, sports fields 2 times a week, junior outfields once a week, and diamonds groomed daily when booked.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by land improvements.

Service Attribute	Technical Metric	Current LOS
Quality	Average condition of assets	Poor (32%)
	% of assets in poor or worse condition	58%

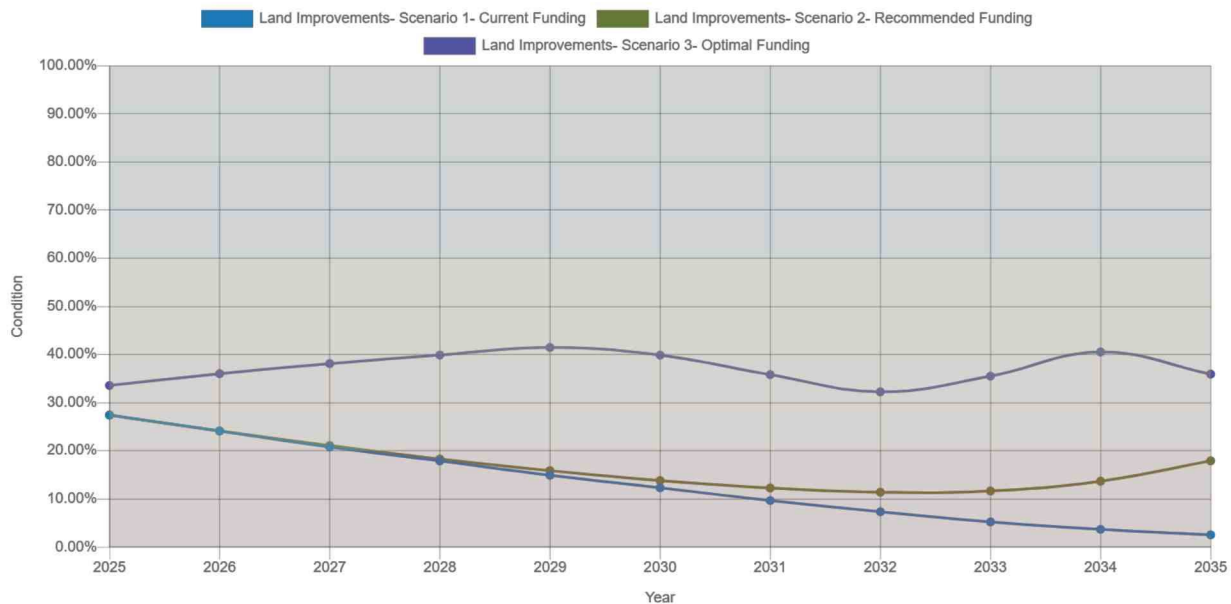
Proposed Levels of Service

The proposed levels of service reflect the Township’s long-term performance goals for land improvements. These targets guide lifecycle planning by balancing service quality, risk, and fiscal capacity. The Township’s approach integrates community and technical service attributes and aligns with asset management best practices and provincial regulatory requirements.

Staff Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council acknowledged that there are limited funds to be used across asset types, and a risk-based approach is to be taken targeting high risk and high impact assets, which affects recreational and park infrastructure which is ranked behind the core infrastructure such as roads and bridges.
- Land improvements were rated as fair by staff, with delays in repairs and inconsistent aging patterns across asset types noted. Staff emphasized insufficient resources and a need for replacement policies for playgrounds, trails, and ballfields to improve conditions and usage.
- Community feedback focused heavily on trails and pedestrian safety - calling for sidewalks in Midhurst, reopening the Hunter Russell Nature Trail, and safer pedestrian routes near schools.



The graph above illustrates the projected condition of the Township’s land improvements from 2025 to 2035 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario represents a different capital reinvestment pathway with distinct implications for service availability, safety, and long-term cost.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo - the Township's existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with \$14 thousand allocation to land improvements.
- Under this scenario, condition is projected to decline from ~27 % in 2025 to ~3 % by 2035, falling deep into the "Very Poor" range.
- Lifecycle activities are limited to reactive maintenance and spot repairs, with few planned upgrades or replacements.
- Without intervention, this trend could result in reduced usability of public spaces, safety hazards, and significantly higher long-term costs due to deferred renewal and compounding deterioration.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as described in the Township's funding strategy. Approximately \$785,000 of this average annual investment would be directed toward land improvements, closing the identified annual funding deficit by 2035.
- Condition decreased from 27% and stabilize around 2032 at 11% through and reach about ~18 % by 2035 as reinvestments gradually take effect.
- The temporary decline reflects a period of financial buildup, after which critical assets can be addressed in a planned manner.
- During this build-up, priorities are set through risk-informed evaluations to focus limited funds on high-use and safety-critical sites.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Condition would hold relatively steady in the mid-30 % range, reaching ~36% by 2035, preventing the severe decline seen in other scenarios.
- This allows for full implementation of best-practice lifecycle strategies and timely replacement before assets reach critical deterioration thresholds.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of underfunding- asset condition could fall by ~15% lower by 2035 if no action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 is identified as the most practical path forward under current fiscal constraints. It provides a measured, risk-based approach to reinvesting in land improvements by gradually increasing capital funding over a 10-year period aligned with stakeholders-identified priorities. This approach helps reduce deferred renewal pressure, maintain safe and functional outdoor spaces, and move toward more proactive lifecycle management without creating unsustainable tax impacts. For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Vehicles

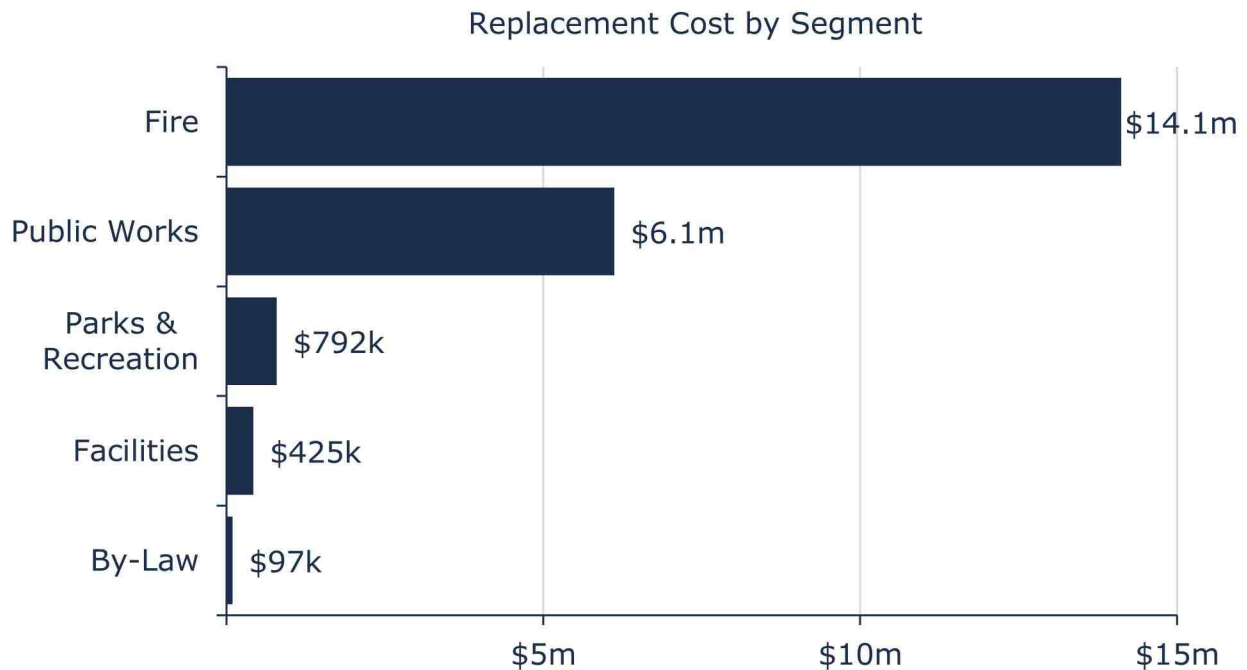
Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- Fire rescue vehicles to provide emergency services.
- Pick-up trucks and machines to support the maintenance of the transportation network and address service requests for public works, facility maintenance and parks and recreation.
- Light duty vehicles to support operations of Building and By-law services.
- Machines and trucks for winter control activities

Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s vehicles.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
By-Law	2	User Defined	\$97,000
Facilities	8	User Defined	\$425,000
Fire	22	User Defined	\$14,121,000
Parks and Recreation	22	User Defined	\$792,000
Public Works	38	CPI	\$6,119,000
			\$21,554,000

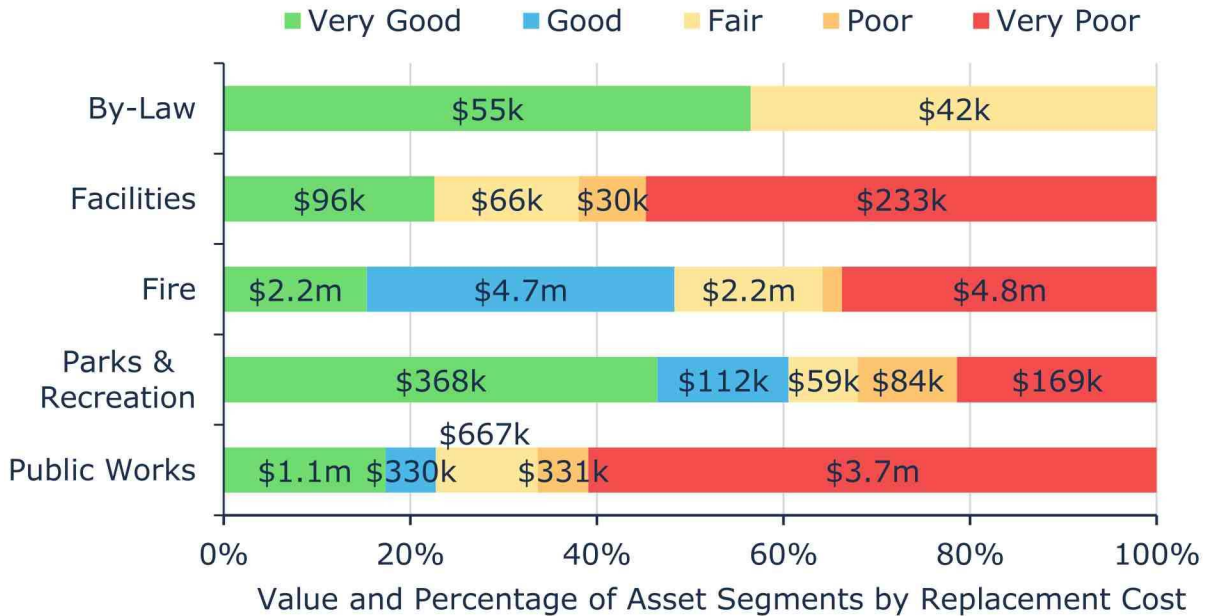


Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s vehicles continue to provide an acceptable level of service, the Township should monitor the average condition of all assets.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- Vehicles are assessed annually. Specific tests for fire pumps and aerial apparatus are conducted annually, with Non-Destructive Testing every five years for specific vehicles.
- Assessments are primarily conducted by internal staff, with some external contractors involved.
- Vehicles are rated using a point scale (Condition I to IV), considering factors like age, kilometers/hours, type of service, reliability, maintenance, and repair costs. A simpler "good, fair, poor" condition scale is also used.
- There are no plans to expand the scope or frequency of these assessments.
- Condition data is crucial for budgeting, particularly for vehicles typically considered for replacement at the 10-year mark.

The Township uses the following condition rating system for Vehicles:

Under 18 Points	Condition I	Excellent
18 to 22 Points	Condition II	Good
23 to 27 Points	Condition III	Qualifies for replacement or reallocation
28 Points and higher	Condition IV	Needs immediate consideration

Estimated Useful Life & Service Life

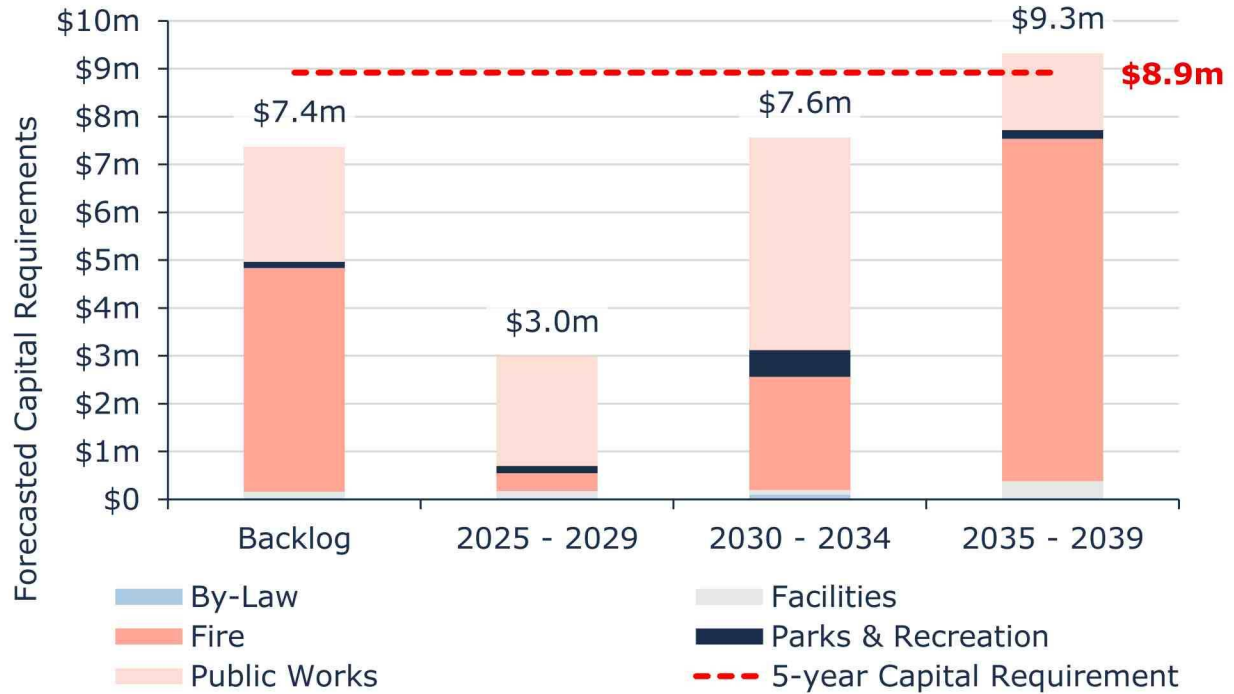
The Estimated Useful Life for Vehicles assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
By-Law	10	3	7
Facilities	10	9	1
Fire	15	10	5
Parks & Recreation	11	6	5
Public Works	9	9	0

Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement illustrated by red dotted line, represents the average amount that the Township should allocate every five years towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Lifecycle Management Strategies

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

Activity Type	Description of Current Strategy
Maintenance	<p>Routine maintenance includes oil changes, tire rotations, minor repairs, and activities specified in service manuals. Light-duty vehicles receive service every 7,500 km, small equipment every 250 hours, large equipment every 500 hours, and snow plows every 12,000 km.</p> <p>Monthly and annual inspections are conducted by firefighters and mechanics.</p> <p>Fire Vehicle maintenance is completed annually as per NFPA Standards. When vehicles do not have a fire pump package, internal and external mechanics are used based on availability. However, any maintenance for the fire package is completed by an external contractor who is Emergency Vehicle Technician certified. These pump checks are mandated once a year.</p>
Rehabilitation	<p>Larger equipment may undergo refurbishments, such as repainting snowplow boxes, but light-duty vehicles do not typically receive rehabilitation.</p>
Replacement	<p>Replacement is considered when repair costs exceed the vehicle's value, after 25 years (20 years frontline, 5 years reserve), or when a low condition rating is received.</p> <p>The capital budget for replacements fluctuates based on annual needs, with the operating budget for maintenance and repairs being consistent year-over-year. There is no contingency budget for unexpected maintenance or replacements.</p>

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 44 assets.
- Blue (5-7): 24 assets.
- Yellow (8-9): 3 assets.
- Orange (10-14): 5 assets.
- Red (15-25): 16 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$2,569,684 (12%)</p>	<p>5 - 7 Low \$3,402,150 (16%)</p>	<p>8 - 9 Moderate \$872,984 (4%)</p>	<p>10 - 14 High \$5,333,486 (25%)</p>	<p>15 - 25 Very High \$9,375,715 (43%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

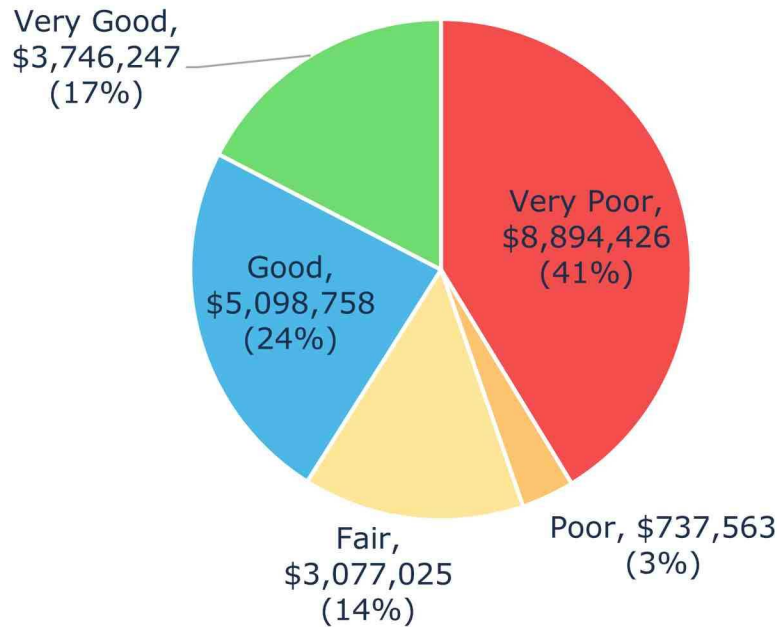
Risk Analysis

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:

- Confidence in the asset data is strong, although there is a need for centralized and standardized data across different groups.
- Current lifecycle management strategies are effective, especially when the 10-year replacement schedule is followed.
- Staff have the necessary knowledge for asset management but may lack the capacity due to current staffing levels and lack of consistency in the Asset Management Coordinator role.
- Previous design and reliability concerns have been addressed, improving future specifications.
- Some vehicles are nearing the end of their useful life, but there are no significant aging concerns.
- Climate change and extreme weather events have a slight impact on vehicles.
- The current fleet lacks sufficient capacity to support projected community growth; further investment analysis is needed to maintain repair standards.
- With heavy equipment being prioritized, light-duty vehicles often deferred and driven to failure. High mileage and aging fleet put strain on resources.
- Fire readiness is strong, but average 24/7 turnout times (~14 minutes) are slipping, indicating staffing needs.
- Incremental debt financing is used to support vehicle replacements.

Current Levels of Service

The following table outlines the performance service indicator for vehicles assets:



The following tables identify the Township’s current level of service for vehicles. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by vehicles.

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the municipal services supported by vehicles and equipment	The Township has vehicles that support community services, administration, fire services, and parks and recreation.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by vehicles.

Service Attribute	Technical Metric	Current LOS
Quality	% of vehicles in poor or worse condition	45%
	Average condition of vehicles	Fair (40%)

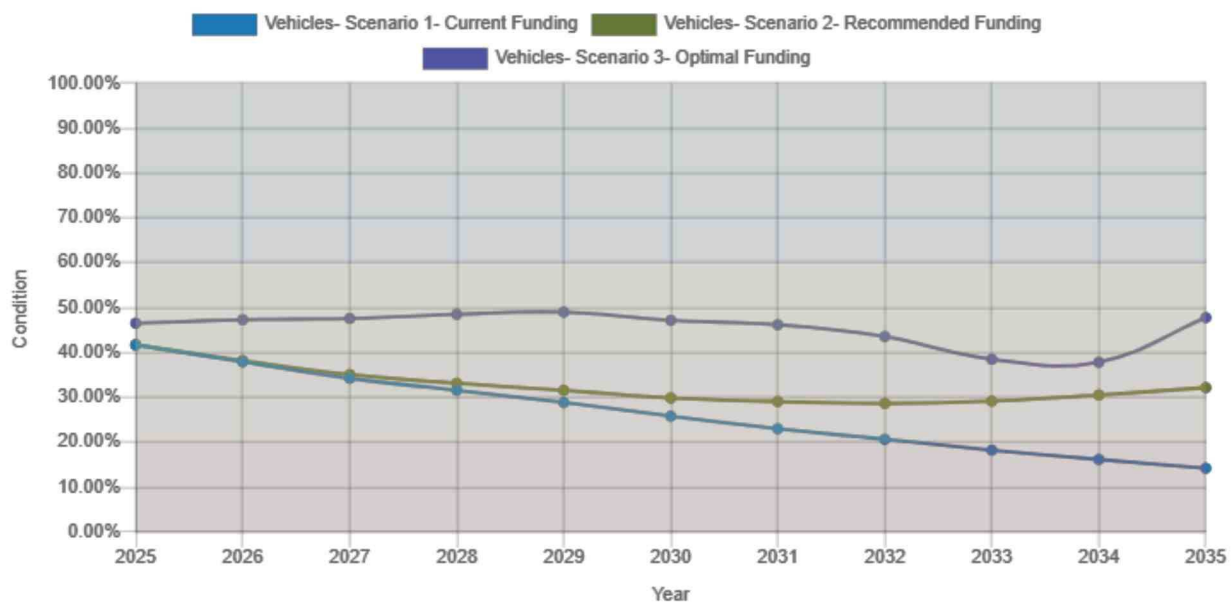
Proposed Levels of Service

The proposed levels of service define the Township’s long-term performance goals for its fleet of vehicles, including snowplows, emergency response units, and other operational vehicles essential to municipal service delivery. These targets balance service reliability, safety, and fiscal capacity, while following asset management best practices and provincial regulatory expectations.

Staff Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council supports risk-based investment in high-impact areas, which can include essential fleet if failure would impact service.
- Fleet reliability and vehicle condition vary, with some wear and inconsistent aging. Staff praised fleet responsiveness but noted growing resource needs to maintain vehicle availability with Township expansion.
- Community feedback showed satisfaction for vehicles in all aspects and conveyed that emergency services are critical to the Township.



The graph above illustrates the projected condition of the Township’s vehicles from 2025 to 2035 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario represents a different capital reinvestment strategy with distinct implications for fleet reliability, lifecycle costs, and service continuity.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo- the Township’s existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with \$656 thousand dedicated allocation to vehicle.

- Under this scenario, fleet condition is projected to decline from ~42 % in 2025 to ~14 % by 2035, entering the “Very Poor” range.
- Lifecycle activities are limited to reactive repairs and ad hoc replacements when vehicles become non-operational.
- Without intervention, this decline could lead to rising maintenance costs, reduced fleet availability, and greater risk of service disruptions, particularly during critical operations such as winter road maintenance and emergency response.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as described in the Township’s funding strategy. Approximately \$1.1 million of this average annual investment would be allocated to vehicle, closing the identified annual funding deficit by 2035.
- Condition is expected to decline moderately through the early 2030s but stabilize around ~32 % by 2035 as reinvestments begin to take effect.
- The early years reflect a financial build-up period, during which only the most critical vehicles are replaced; more significant improvements occur once increased funding is fully phased in.
- Capital priorities are established through risk-informed fleet assessments (usage demands, service criticality, and condition ratings) to ensure limited funds target essential vehicles.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Under this scenario, fleet condition would stabilize and recover to ~50 % by 2035.
- This scenario supports proactive, best-practice fleet renewal, including timely replacements to avoid costly downtime and unexpected failures.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of underfunding—a potential ~18% lower condition by 2035 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.
- The Optimal Scenario provides a performance benchmark, illustrating how proactive fleet renewal improves readiness for essential services and avoids rising reactive maintenance costs.

Alignment with Funding Strategy

Scenario 2 has been identified as the most practical path forward within the Township's current fiscal framework. It provides a gradual, risk-informed approach to stabilizing the vehicle fleet by increasing capital funding over a 10-year period. This approach supports strategic reinvestment decisions, reduces deferred replacement pressure, and transitions the Township toward more proactive fleet lifecycle management which would address staff concerns. It ensures continuity of essential services such as snow clearing, emergency response, and day-to-day operations. For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Machinery & Equipment

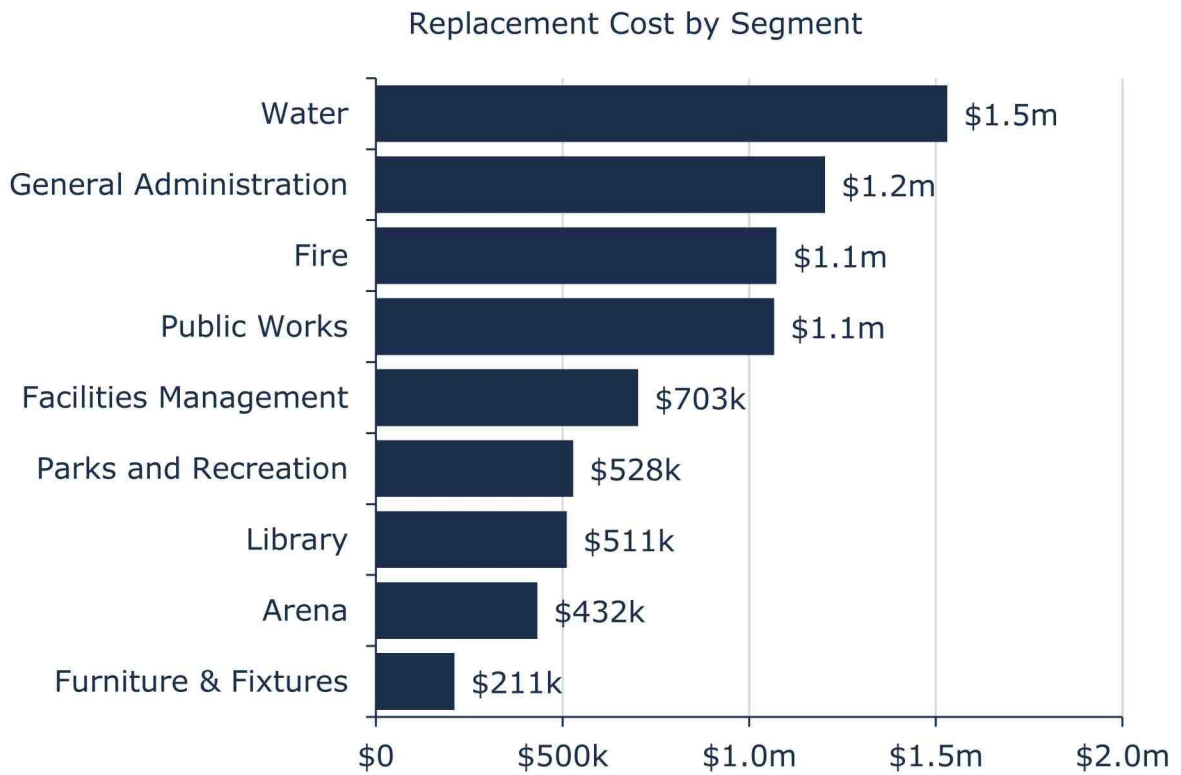
Machinery and equipment allow staff to efficiently deliver municipal services to residents. Municipal machinery and equipment are used to support several service areas.

- Arena’s equipment consists of a compressor, a dehumidifier, an HVAC system, a hot water tank, a scoreboard, a chiller, and a Zamboni.
- Facilities management’s equipment consists of building software, a pickup truck, an electrical panel, and a generator.
- Fire equipment comprises radio repeaters, towers, air quality scrubbers, cameras, air compressor, auto-extrication units, a radio system, SCUBA packs, a pump, a generator, and a tanker.
- Furniture and fixtures include furniture and a photocopier,
- General administration includes a folding machine, multiple software, and the server infrastructure.
- Library’s equipment
- Parks and Recreation’ equipment includes a skyjack, an overseeder, a groomer, mowers, a rake, spreaders, and a trailer.
- Public Works’ equipment is composed of an anti-ice unit, streetlight installations, brine storage tank, software, a reflectometer, a route manager, a tractor, and a mower.
- Water equipment consists of a trailer, and water meters programs.

Asset Inventory & Replacement Cost

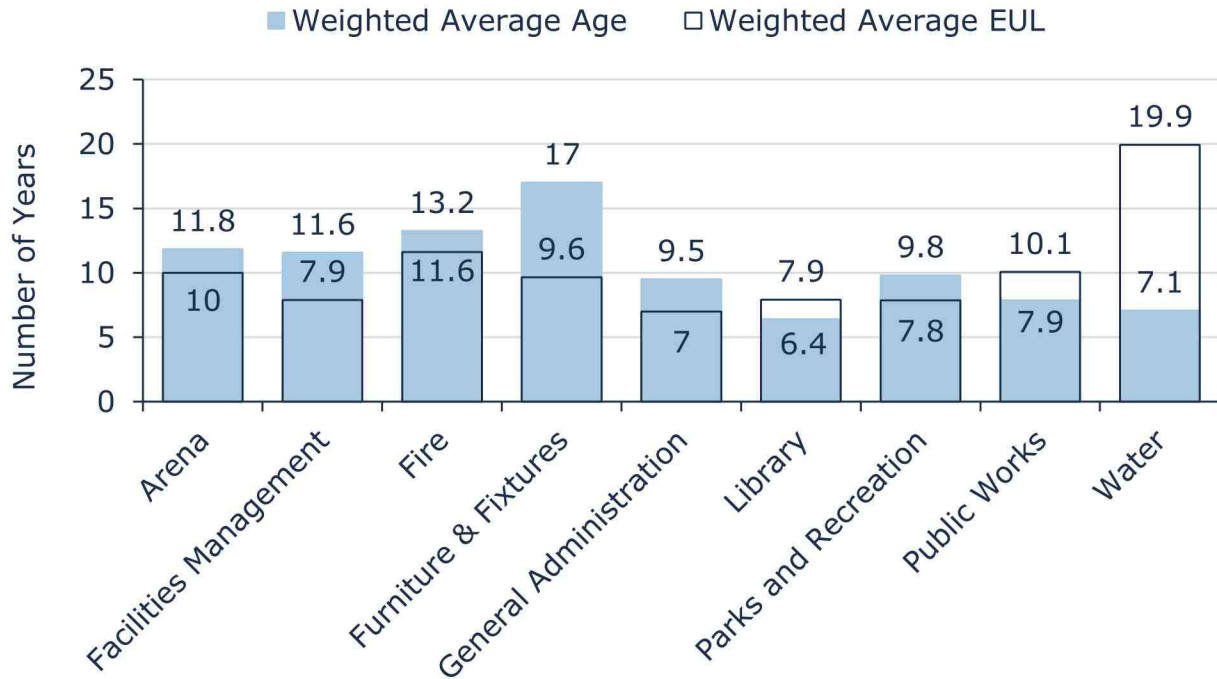
The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s machinery and equipment.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Arena	7	CPI	\$432,000
Facilities Management	7	CPI	\$703,000
Fire	13	CPI	\$1,073,000
Furniture & Fixtures	5	CPI	\$211,000
General Administration	22	CPI	\$1,203,000
Library	9	CPI	\$511,000
Parks and Recreation	20	CPI	\$528,000
Public Works	13	CPI	\$1,067,000
Water	12	CPI	\$1,531,000
			\$7,260,000

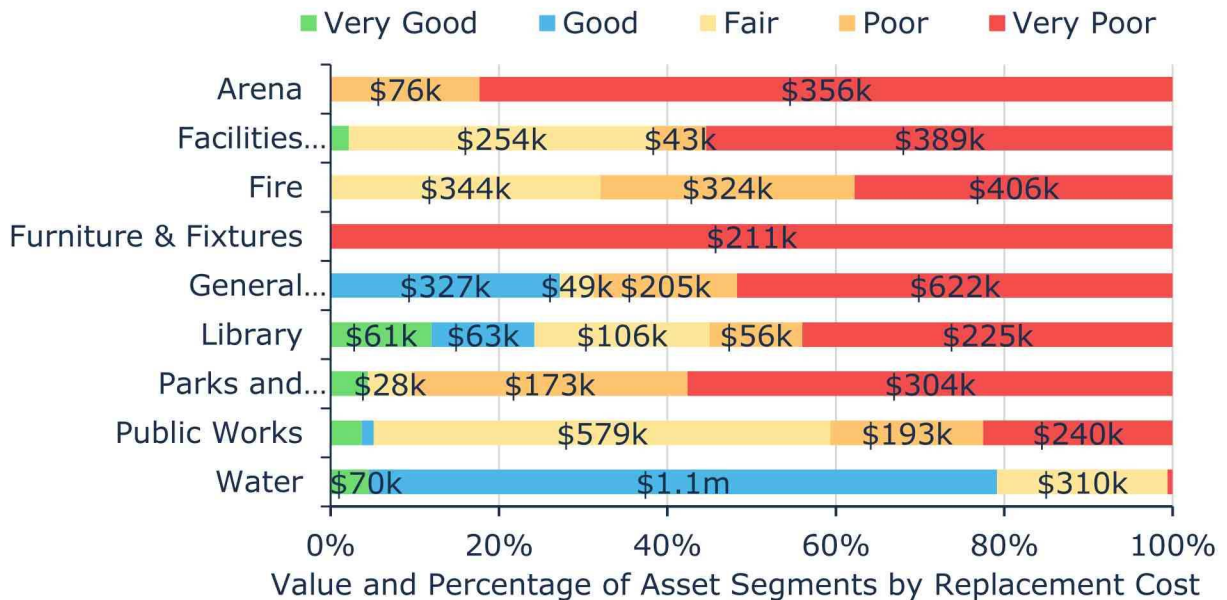


Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. It is weighted by replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s machinery and equipment continue to provide an acceptable level of service, the Township should monitor the average condition of all assets.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- Machinery and equipment are assessed annually, with more thorough evaluations conducted in the off-season.
- Assessments are conducted by internal staff.
- A "good, fair, poor" condition rating scale is used, based on criteria such as hours on equipment, age, and any safety issues.
- There are no plans to expand the scope or frequency of these assessments.
- Condition data is crucial for prioritizing replacements.

Estimated Useful Life & Service Life

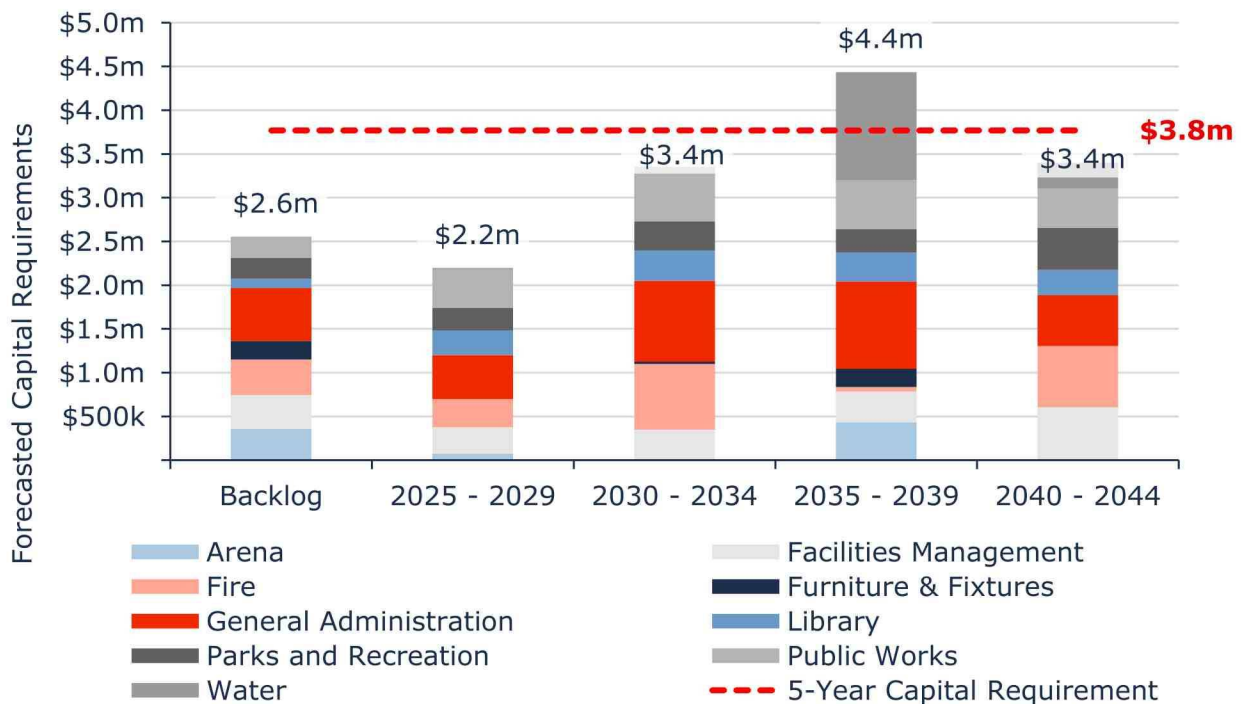
The Estimated Useful Life for Machinery and Equipment assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Arena	10	12	0
Facilities Management	8	12	0
Fire	12	13	0
Furniture & Fixtures	10	17	0
General Administration	7	10	0
Library	8	6	2
Parks and Recreation	8	10	0
Public Works	10	8	2
Water	20	7	13

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement illustrated by red dotted line, represents the average amount that the Township should allocate every five years towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Lifecycle Management Strategies

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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance includes tracking hours, regular visual inspections, routine oil changes, and servicing filters. Maintenance frequency depends on hours of service and usage.
Rehabilitation	Rehabilitation may involve getting quotes for overhauls and determining feasibility, though it is typically not conducted due to the risks associated with equipment failure.
Replacement	Replacement is considered when there are significant downtime, safety concerns, or high upkeep and repair costs. Budget allocation is based on asset condition assessments, with contingency budgets set aside for emergency maintenance or replacements.

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 42 assets.
- Blue (5-7): 57 assets.
- Yellow (8-9): 3 assets.
- Orange (10-14): 4 assets.
- Red (15-25): 2 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.

- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

Assets in the red Critical Risk category can be found in Appendix E.

1 - 4 Very Low \$1,908,523 (26%)	5 - 7 Low \$3,275,755 (45%)	8 - 9 Moderate \$788,583 (11%)	10 - 14 High \$718,008 (10%)	15 - 25 Very High \$568,982 (8%)
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

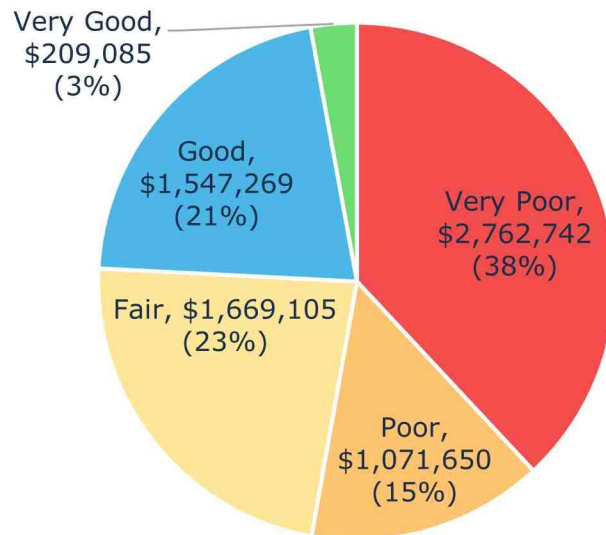
Risk Analysis

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:

- Confidence in asset data is high.
- There is a desire to renegotiate lifecycle management strategies to optimize costs and condition. Generators at fire stations need maintenance attention.
- More education and training for staff are needed.
- Operating equipment tracking is not systematically tracked and there is high reliance on annual inspections.
- Fire safety equipment such as SCBA masks and cylinders require replacement within 1–2 years; no formal replacement schedule is in place.
- A significant portion of machinery and equipment is nearing the end of its useful life.
- Climate change impacts the capacity and flow of equipment, affecting service levels.
- The current machinery and equipment do not support projected community growth.
- Winter operations face downtime affecting service quality and revenue.
- Investment levels may need to be adjusted to handle extra wear and hours of service on equipment.

Current Levels of Service

The following table outlines the performance service indicator for machinery and equipment assets:



The following tables identify the Township’s current level of service for machinery and equipment. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by machinery and equipment.

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the municipal services supported by vehicles and equipment	The Township has machinery and equipment that support community services, administration, fire services, water services, and parks and recreation.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by machinery and equipment.

Service Attribute	Technical Metric	Current LOS
Quality	Average condition of machinery and equipment	Poor (34%)

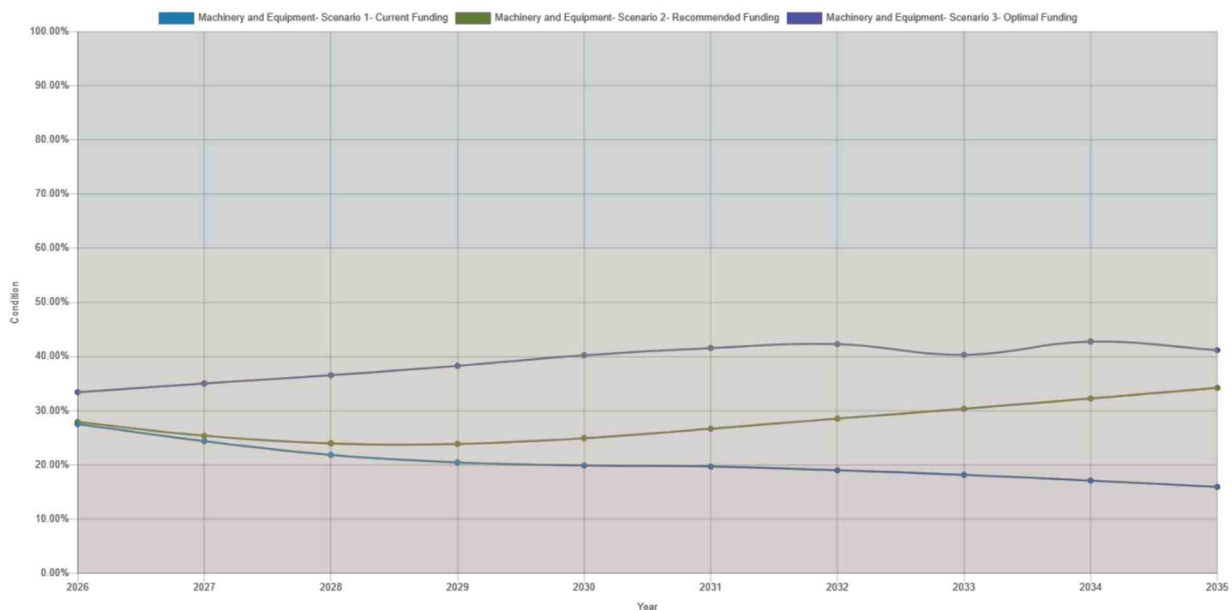
Proposed Levels of Service

The proposed levels of service outline the Township’s long-term goals for machinery and equipment. These targets balance service reliability, safety, and fiscal capacity while following asset management best practices and provincial regulatory expectations.

Stakeholder Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council’s broader message about aging infrastructure and prioritizing high-impact assets supports attention to critical equipment that underpins service delivery.
- Staff reports that equipment availability and reliability are generally satisfactory, but resource shortages and diverse asset maintenance needs require attention. Growing service demand is expected to increase pressures on equipment lifecycle management.
- Community expects reliable service outcomes (e.g., road clearing, facility upkeep) that depend on well-maintained machinery. Overall, the feedback showed great satisfaction across multiple aspects.



The graph above illustrates the projected condition of the Township’s machinery and equipment from 2026 to 2035 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario represents a different capital reinvestment pathway with implications for service performance, operational readiness, and lifecycle costs.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo - the Township’s existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with approximately \$271 thousand directed toward machinery and equipment.

- Under this scenario, condition is projected to decline from ~28 % in 2026 to ~16 % by 2035, entering the “Very Poor” range.
- Lifecycle activities are guided by internal assessments and maintenance practices but remain constrained by limited capital reinvestment.
- Without intervention, this decline could result in higher maintenance costs, reduced equipment availability, increased downtime, and greater risk of service interruptions in critical municipal operations.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as described in the Township’s funding strategy. Approximately \$482,000 of this average annual investment would be allocated to machinery and equipment, closing the identified annual funding deficit by 2035.
- Condition is expected to stabilize in the mid 20 % range through the early 2030s and recover to approximately ~34 % by 2035 as reinvestments take effect.
- The period of financial buildup results in temporary decline, but gradual stabilization occurs as replacements are phased in.
- Capital priorities are established using risk-informed asset evaluations (age, condition, service role) to ensure limited funds target the most essential machinery and equipment first.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met-essentially eliminating the infrastructure deficit from the outset.
- Condition would remain more stable, fluctuating in the high 30 % to low 40 % range throughout the 2025–2035 period, ending around ~41 %.
- This scenario allows for proactive, timely replacements, avoiding critical deterioration and minimizing downtime.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of underfunding- a potential ~18% lower condition by 2035 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.

- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 is identified as the most practical path forward under the Township's current fiscal capacity. It allows gradual stabilization of the machinery and equipment portfolio by increasing capital funding over a 10-year period addressing staff concerns about resource gaps. This approach supports risk-based reinvestment decisions, reduces deferred replacement pressures, and transitions the Township toward more proactive lifecycle management. For detailed annual requirements and cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Storm Network

The Township is responsible for owning and maintaining a storm network consisting of storm water management facilities and storm sewer mains and other supporting infrastructure. Only 4% of the storm assets currently have condition data, and the Township is actively working on gaining additional condition assessment data to improve the confidence and accuracy of its asset management models.

Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Storm Network inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Catch Basins	932	Inflated 2022 Unit Price	\$10,195,000
Storm Ponds ³	30	N/A	N/A
Storm Sewer Mains	32,419 m	Inflated 2022 Unit Price	\$57,577,000
			\$67,772,000

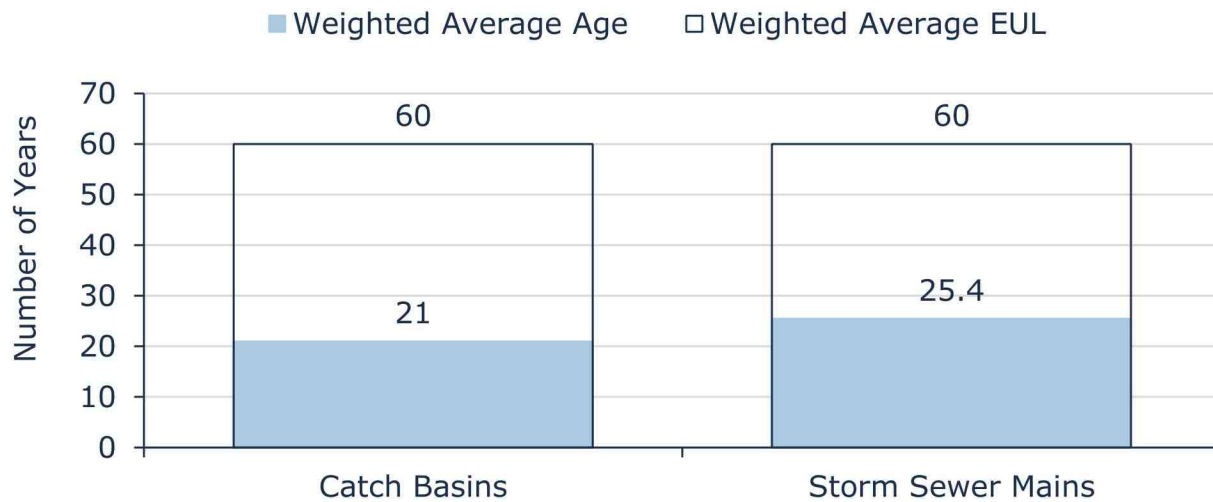
Note: Information for the diameter of the storm sewer main is not available for much of the asset segment. Based on known diameters, an average of 375mm was used to determine cost except for the segments that were inspected in 2024. Information on catch basin types (i.e., single, double) is not available. To determine the cost, single catch basins were assumed for the known inventory based on current replacement costs. Storm Ponds are not planned for replacement. They only receive operational treatments.



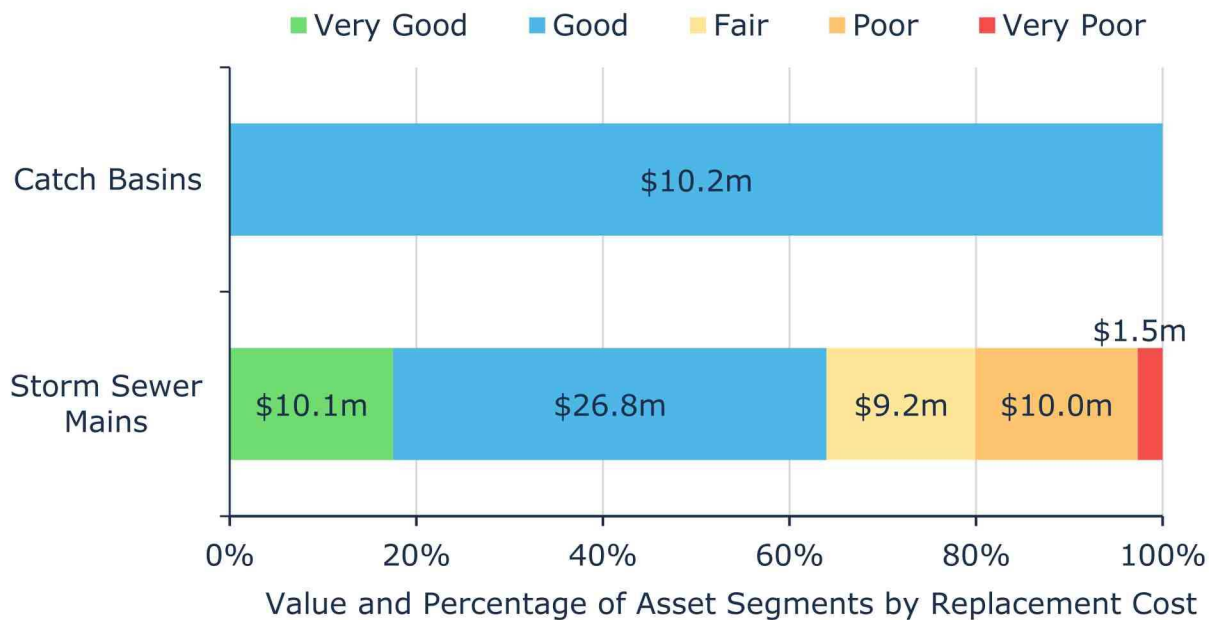
³ Moving forward the rehabilitation of storm wet ponds will be conducted in two phases. Design and approvals year 1 (\$50,000 each) followed by construction in year 2 (\$300,000 to \$400,000 each). These requirements would be considered capital.

Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s Storm Network continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Storm Network.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- The Township of Springwater does not have a formal condition assessment process or program in place for most of the storm network. Stormwater Pond assessments are completed annually, inhouse, and are used to determine maintenance needs. The new Municipal Consolidated Linear Infrastructure Environmental Compliance Approvals requirements include operation/ maintenance manuals and annual audits that would be assigned to consultants.
- The Township has started an inspection program using CCTV technology. 4% of the stormwater mains have been inspected so far.

Estimated Useful Life & Service Life

The Estimated Useful Life for Storm Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Catch Basins	60	21	39
Storm Ponds	100	20	80
Storm Sewer Mains	60	25	35

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

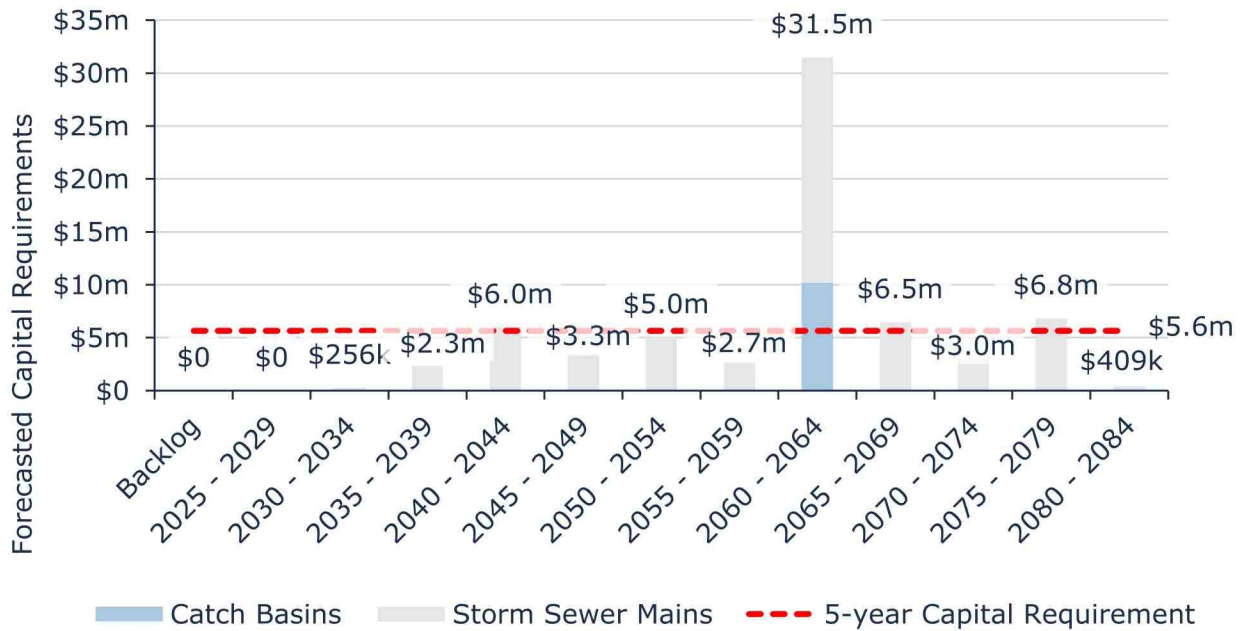
Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance	Currently, there is no formal maintenance strategy for all the assets except the storm ponds.
Rehabilitation	Currently, there is no formal strategy adopted by the Township.
Replacement	Currently, there is no formal strategy adopted by the Township.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The 5-year capital requirement illustrated by red dotted line, represents the average amount that the Township should allocate every five years towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The

assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 1,557 assets.
- Blue (5-7): 46 assets.
- Yellow (8-9): 35 assets.
- Orange (10-14): 10 assets.
- Red (15-25): 3 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

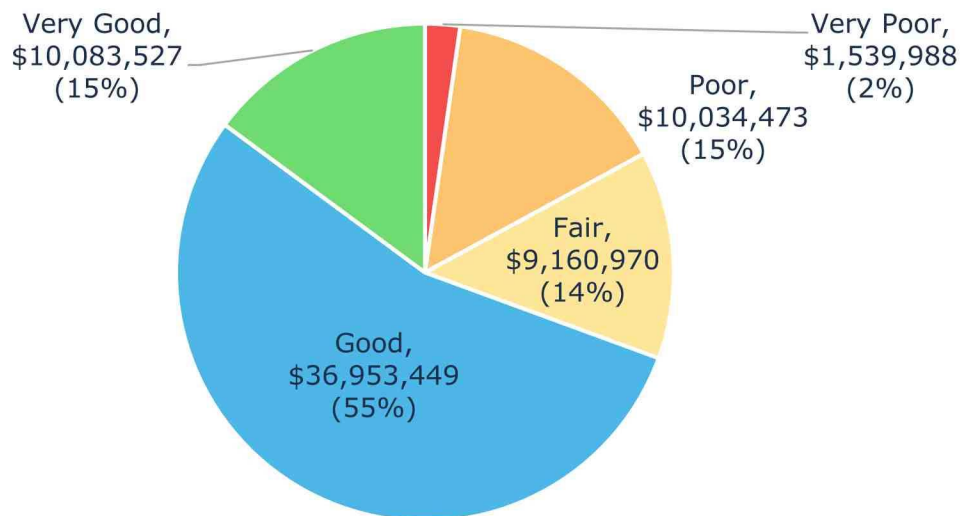
Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$41,045,107 (61%)</p>	<p>5 - 7 Low \$8,440,016 (12%)</p>	<p>8 - 9 Moderate \$10,237,870 (15%)</p>	<p>10 - 14 High \$5,014,168 (7%)</p>	<p>15 - 25 Very High \$3,035,277 (4%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

Current Levels of Service

The following table outlines the performance service indicator for Storm assets:



The following tables identify the Township’s current level of service for the Storm Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Storm Network.

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include map, of the user groups or areas of the Township that are protected from flooding, including the extent of protection provided by the municipal stormwater system	The settlement areas of Elmvale, Hillsdale, Midhurst, Phelpston and Centre Vespra have stormwater systems comprised of catch basins, stormwater mains, and storm ponds. Other areas within the Township are primarily managed by ditches and culverts.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Storm Network.

Service Attribute	Technical Metric	Current LOS
Scope	% of properties in Township resilient to a 100-year storm	TBD
	% of the municipal storm sewer management system resilient to a 5-year storm	TBD
Quality	% of the stormwater Network that is in good or very good condition	69%
	% of the stormwater Network that is in poor or very poor condition	17%

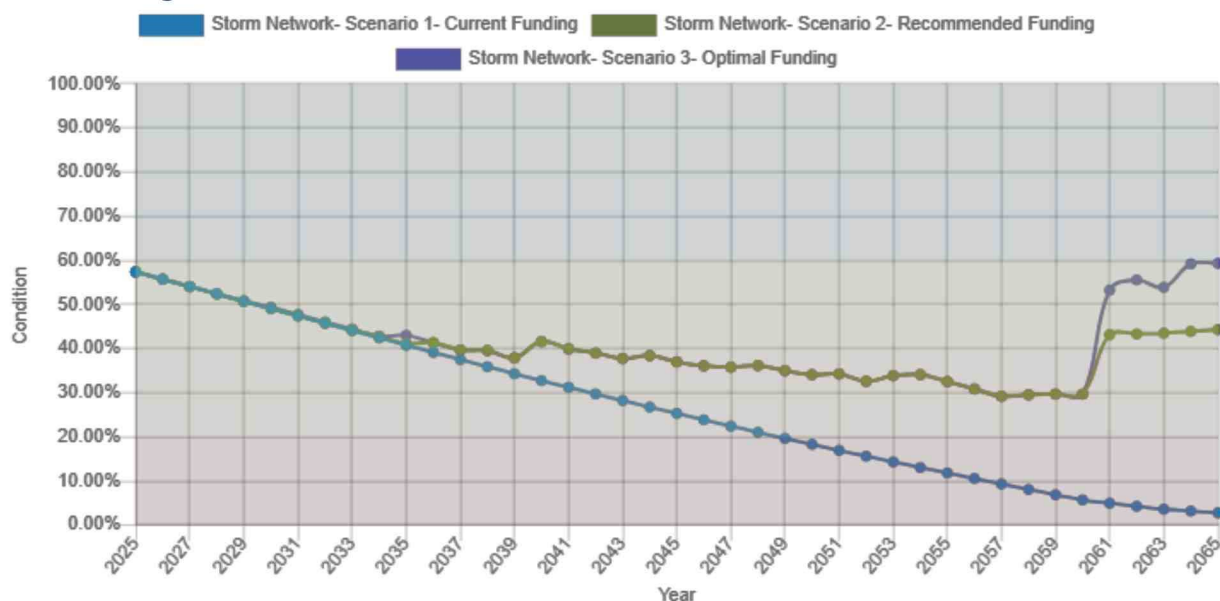
Proposed Levels of Service

The proposed levels of service reflect the Township’s long-term performance goals for its stormwater network, which is critical to protecting public safety, minimizing flooding, and maintaining roadway and property integrity. These targets balance service reliability, environmental protection, and fiscal capacity while aligning with asset management best practices.

Stakeholder Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council expressed high satisfaction with stormwater services but recognizes that aging infrastructure and limited capital could threaten performance if not addressed.
- Staff reported that stormwater infrastructure performs well for typical rainfall but experiences challenges during heavy storms. Staff cited insufficient resources and the need for improved program management to manage drainage and erosion issues.
- While community feedback generally indicated satisfaction with the availability, reliability, and safety of the water system, some respondents expressed lower satisfaction, suggesting there may be localized issues or opportunities for improvement. Moreover, 50% of the respondents were satisfied with maintaining service levels while 20% desired increase in service levels.



The graph above illustrates the projected condition of the Township’s storm network from 2025 to 2060 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget. Each scenario represents a different capital reinvestment strategy with implications for drainage performance, risk exposure, and long-term cost.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo - the Township's existing annual capital funding capacity is estimated at \$3.6 million across all tax-funded assets, with minimal allocation to the storm network.
- Under this scenario, condition is projected to decline sharply from ~57 % in 2025 to ~3 % by 2060, falling deep into the "Very Poor" range.
- Lifecycle activities are limited to reactive maintenance and localized spot repairs, with no planned renewal program.
- Without intervention, this decline increases the risk of service disruptions, localized flooding, infrastructure failure, and significantly higher long-term costs due to deferred renewal and emergency responses.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of an average annual investment increase of \$15.7 million for tax-supported assets over 10 years, as described in the Township's funding strategy. Approximately \$1.1 million of this average annual investment would be allocated to storm network, closing the identified annual funding deficit by 2035.
- Condition is expected to decline gradually until the stabilization around 30% in 2057 and recover toward ~44 % by 2065 as reinvestments begin to take effect.
- The period of financial buildup results in temporary decline, but gradual stabilization occurs as lifecycle events are phased in.
- Capital priorities are set using risk-informed hydraulic assessments and condition data, ensuring limited funds target the most critical drainage segments first.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Condition would remain more stable, fluctuating in the high 30 % to low 40 % range throughout the 2025–2035 period, ending around ~38 %.
- This scenario allows for proactive, timely replacements, avoiding critical deterioration and minimizing downtime.

- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of continued underfunding - a potential ~41-point condition gap by 2060 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable tax impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 has been identified as the most practical path forward within the Township's current fiscal framework. It provides a gradual, risk-based approach to reinvesting in stormwater infrastructure by increasing capital funding over a 10-year period. This approach helps stabilize and incrementally improve stormwater system condition, reduce deferred renewal pressure, and transition toward proactive lifecycle management which aligns with the stakeholders' recommendations. It also improves long-term flood resilience while avoiding disruptive tax impacts. For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Analysis of Rate-funded Assets

Rate-funded assets are valued at \$313.7 million with 93% of assets that are in fair or better condition. The average annual capital requirement to sustain the current level of service for rate-funded assets is approximately \$4.3 million.

Water Network

The water services provided by the Township are overseen by the Public Works Department and the Ontario Clean Water Agency (OCWA). The Township provides water services to Anten Mills, Elmvale, Hillsdale, Minesing, Phelpston, Snow Valley, Vespra Downs, Centre Vespra, Del Trend, and Midhurst. The network consists of just over 122 km of waterlines, storage tanks, pump stations and equipment, water supply wells, valves, and chambers.

Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Water Network inventory.

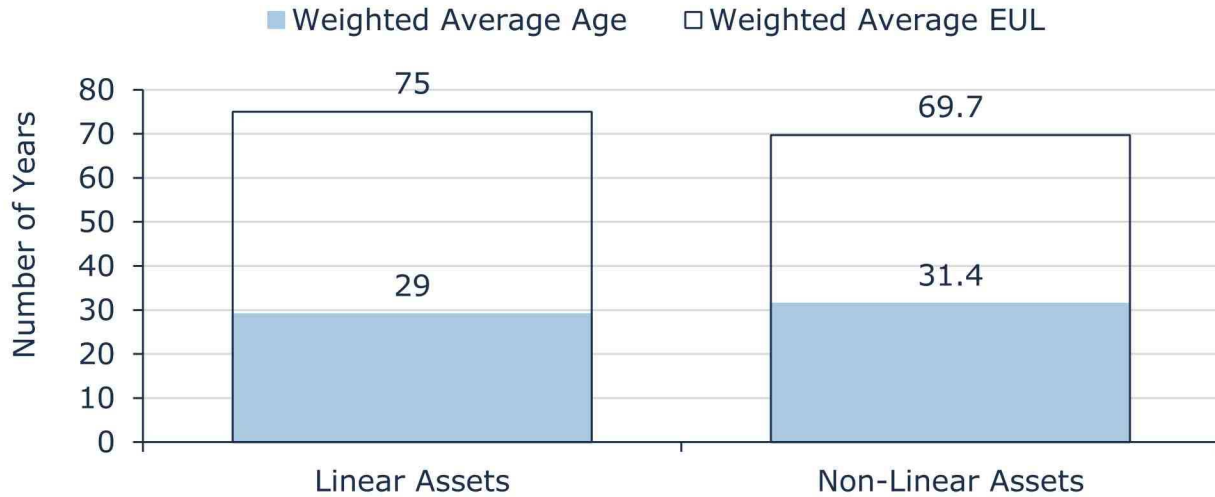
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Linear Assets	122,655 m	CPI	\$171,700,000
Non-Linear Assets	97	CPI	\$40,272,000
			\$211,972,000

Note: A Geographic Information System Spatial Join was utilized to estimate in-service dates for some of the linear assets

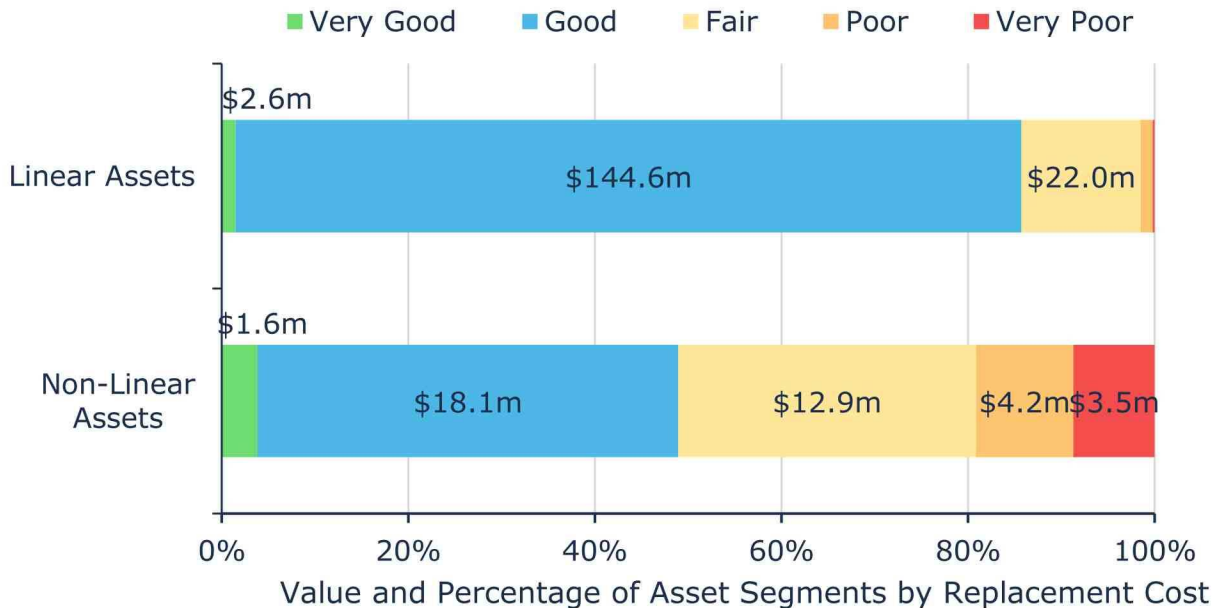


Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s Water Network continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Water Network.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- Aside from the inspections required under O. Reg. 170/3, there are no formal condition assessment programs in place for the water network.

Estimated Useful Life & Service Life

The Estimated Useful Life for Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Linear Assets	75	29	46
Non-Linear Assets	70	31	39

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Lifecycle Management Strategy

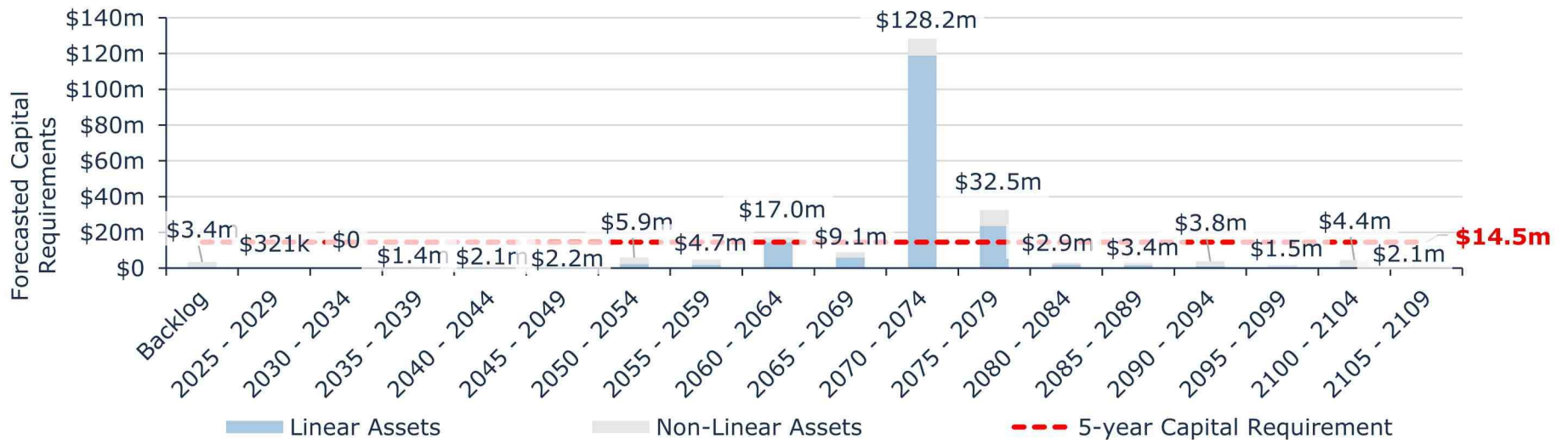
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities include annual maintenance on facility operations equipment (i.e., mechanical, electrical, HVAC, instrumentation), water meter replacements, and watermain and hydrant flushing by staffed technicians. External contractors handle annual inspections for fire life safety equipment, standpipe/reservoirs, highlift and vertical turbine pumps, well pump performance, and stand-by generators. Maintenance needs are often identified through regular inspections and health and safety walk-throughs.
Rehabilitation	OCWA completes annual monitoring of assets and collection of asset data to determine current condition grades. Based on the analysis of inspection data, rehabilitation is conducted to ensure it meets its expected lifespan, complies with regulations, and delivers optimal performance.
Replacement	Replacement is typically based on manufacturers' lifecycle for equipment, although more frequent replacement may be necessary due to heavy use or damage identified during monthly inspections.

Forecasted Capital Requirements

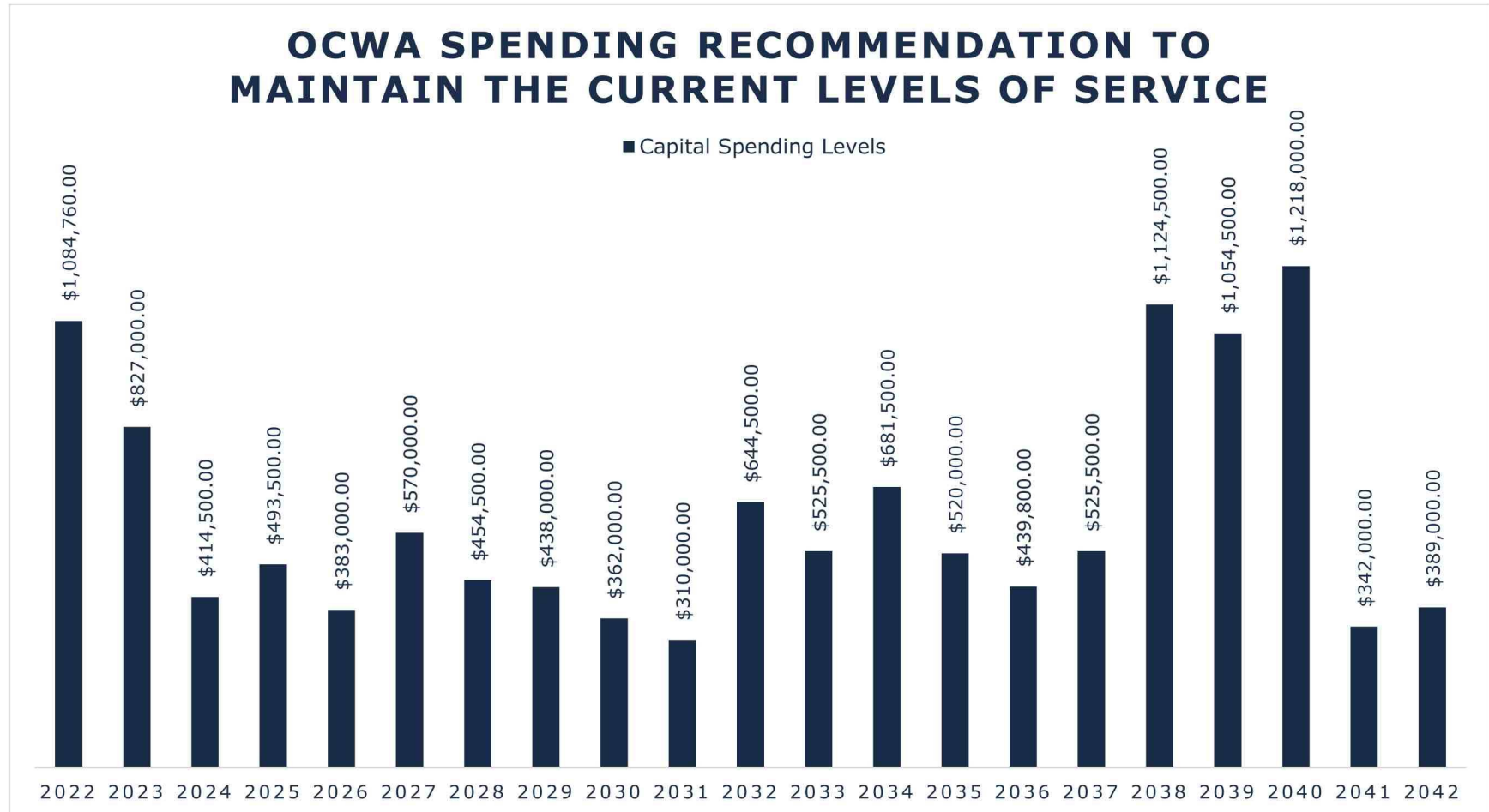
The following graph forecasts long-term capital requirements until 2109 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s asset register. The Township’s 5-year capital requirements (red dotted line) total \$14.5 million every five years for all assets in the water network which includes \$3.1 million for non-linear assets and \$11.4 million for linear assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The graph shows significant jump in capital requirement from \$9.1 million (2065 - 2069) to \$128.2 million (2070 - 2074). This is due to the current asset data suggesting that a large volume of linear assets is scheduled for replacement within the same five-year window. This clustering of replacement suggests the underlying asset data, specifically the asset's in-service dates, may be inaccurate, as the assets were likely installed over a wider period of time and should not all be due simultaneously. The Township will be working on data verification which would smooth the long-term capital requirement forecast.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Furthermore, Ontario Clean Water Agency (OCWA) has produced a Water and Wastewater Capital Plan report for the Township of Springwater that identifies the spending recommendation to maintain the current levels of service for non-linear assets. The Capital plan addresses 14 water and wastewater systems owned by the Township and operated by OCWA. OCWA’s report recommends the following levels of spending on non-linear assets over the next 20 years, with an average annual capital requirement of \$0.6 million.



Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 1,133 assets.
- Blue (5-7): 213 assets.
- Yellow (8-9): 83 assets.
- Orange (10-14): 35 assets.
- Red (15-25): 6 assets.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

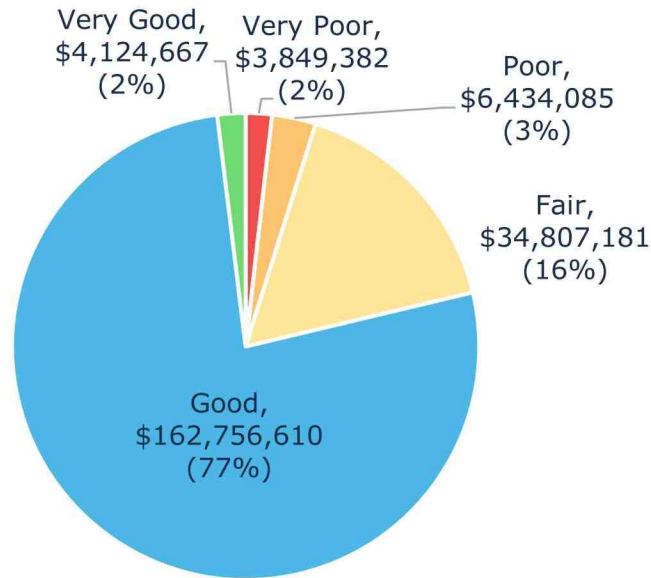
Assets in the red Critical Risk category can be found in Appendix E.

<p style="text-align: center;">1 - 4 Very Low \$78,013,922 (37%)</p>	<p style="text-align: center;">5 - 7 Low \$59,425,579 (28%)</p>	<p style="text-align: center;">8 - 9 Moderate \$37,691,482 (18%)</p>	<p style="text-align: center;">10 - 14 High \$28,604,573 (13%)</p>	<p style="text-align: center;">15 - 25 Very High \$8,236,369 (4%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

Current Levels of Service

The following table outlines the performance service indicator for Water assets:



The following tables identify the Township’s current level of service for the Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Water Network.

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the user groups or areas of the Township that are connected to the municipal water system	Appendix B
	Description, which may include maps, of the user groups or areas of the Township that have fire flow	Hydrants are limited to the areas in the Township that are serviced with water. Where hydrants are not available, private cisterns are available for emergency use for fire.
Reliability	Description of boil water advisories and service interruptions	One boil water advisory for the Phelpsston Water System, reported on July 30, 2020, due to a testing error

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Water Network.

Service Attribute	Technical Metric	Current LOS (2018)
Scope	% of properties connected to the municipal water system	Residential: 41.9% Commercial: 1.8%
	% of properties where fire flow is available	Unknown
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0

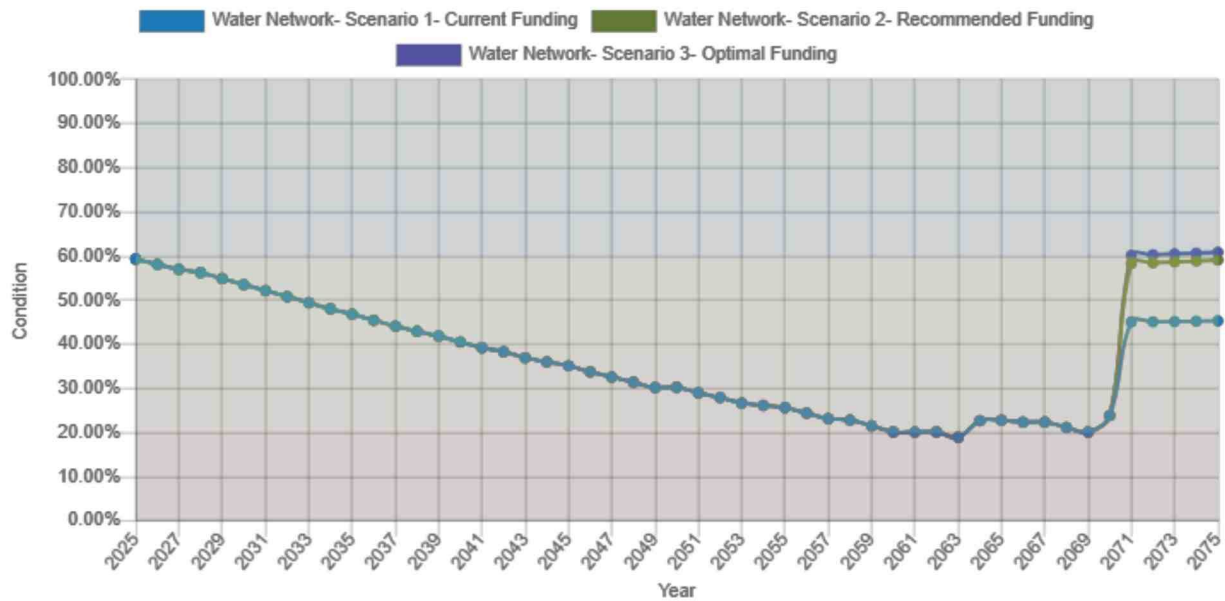
Proposed Levels of Service

The proposed levels of service define the Township’s long-term performance goals for its water network, which is funded through user rates. These targets balance public health protection, reliable water delivery, and fiscal sustainability, while aligning with asset management best practices and provincial regulatory requirements.

Stakeholder Input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council rated the water network as a top investment priority and supports revenue expansion to maintain/enhance levels of service.
- Staff reported that water services are seen as generally dependable with responsive issue management. Staff consider funding adequate for current maintenance but highlight opportunities to expand service levels, such as fire flow access.
- Community feedback includes desire for safe and reliable utilities, and most respondents prefer to maintain the current level of services.



The graph above illustrates the projected condition of the Township’s water network from 2025 to 2075 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget using the current asset register available in Citywide Assets. Each scenario represents a different capital reinvestment strategy with distinct implications for service reliability, lifecycle costs, and long-term water system sustainability.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo- the Township’s existing annual capital funding capacity dedicated towards water network is at \$2.2 million.
- Under this scenario, condition is projected to decline steadily from ~60 % in 2025 to ~16 % by 2060, remaining in the “Poor” to “Very Poor” range for several decades before a recovery to ~45 % by 2075 due to reactive renewal.
- Lifecycle activities are limited to reactive maintenance and localized spot repairs, with no planned renewal program.
- Without intervention, this decline could result in increased service outages, and rising emergency repair costs, while delaying planned replacements drives long-term financial pressure.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of a phased rate increase of \$690,000 over 10 years, as described in the Township’s financial strategy, closing the identified annual funding deficit by approximately 2035.

- Under this scenario, condition is projected to decline steadily from ~60 % in 2025 to ~16 % by 2060, remaining in the "Poor" to "Very Poor" range for several decades before a recovery to ~59 % by 2075 as reinvestments begin to take full effect and backlog renewal is addressed.
- The initial decline reflects a financial build-up period, ensuring sufficient funds are accumulated within the water rates to undertake major renewal programs.
- Capital priorities are set using risk-informed hydraulic assessments and condition data, ensuring limited funds target the most critical drainage segments first.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Under this scenario, condition is projected to decline steadily from ~60 % in 2025 to ~16 % by 2060, remaining in the "Poor" to "Very Poor" range for several decades before a sharper recovery to ~61 % by 2075 as reinvestments begin to take full effect and backlog renewal is addressed.
- This scenario allows proactive, best-practice water system management, including timely main replacement, valve upgrades, and other key system reinforcements.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of continued underfunding -a potential ~14-point condition gap by 2075 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable rate impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 aligns with the Township's water rate strategy by:

- Implementing gradual, predictable rate increases to close the funding gap over approximately 10 years.
- Enabling risk-informed reinvestment that targets the most critical water mains and assets first.
- Reducing the long-term backlog of deferred renewal while protecting affordability for ratepayers.
- Supporting a transition from reactive emergency replacements toward proactive, planned lifecycle management.

For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Sanitary Network

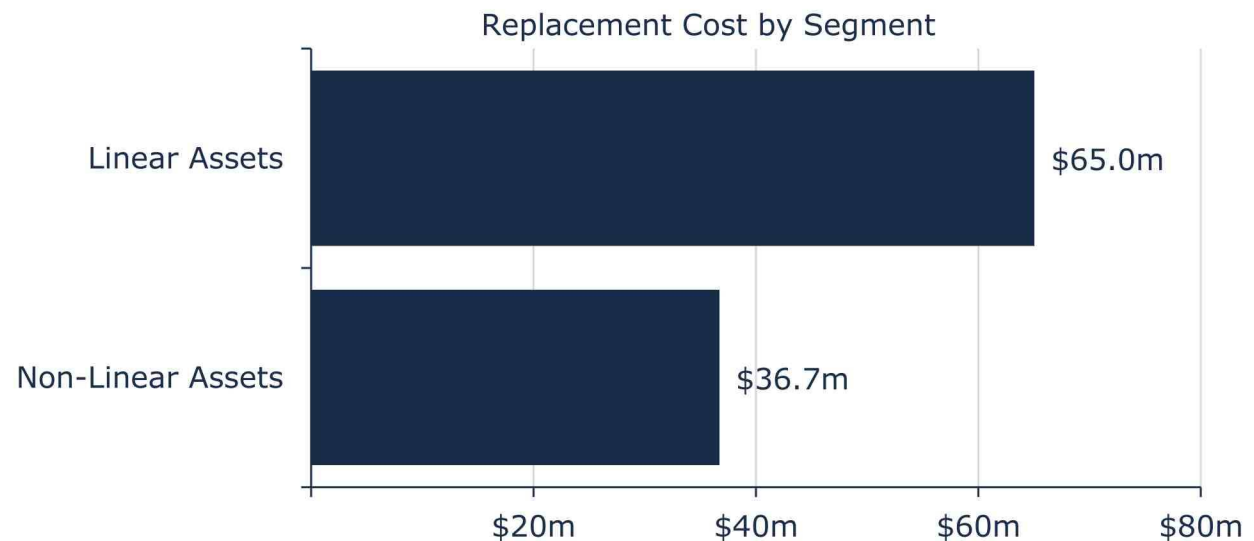
The Sanitary services provided by the Township are overseen by the Public Works Department and Ontario Clean Water Agency (OCWA). The Township provides wastewater services to customers in the areas of Elmvale, Snow Valley, and Centre Vespra.

Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method, and total replacement cost of each asset segment in the Township’s Sanitary Network inventory. The inventory consists of just over 46 km of sanitary mains, a pump station and equipment, a lift station aeration blowers, clarifiers, inflow and infiltration abatement, and a wastewater treatment plant.

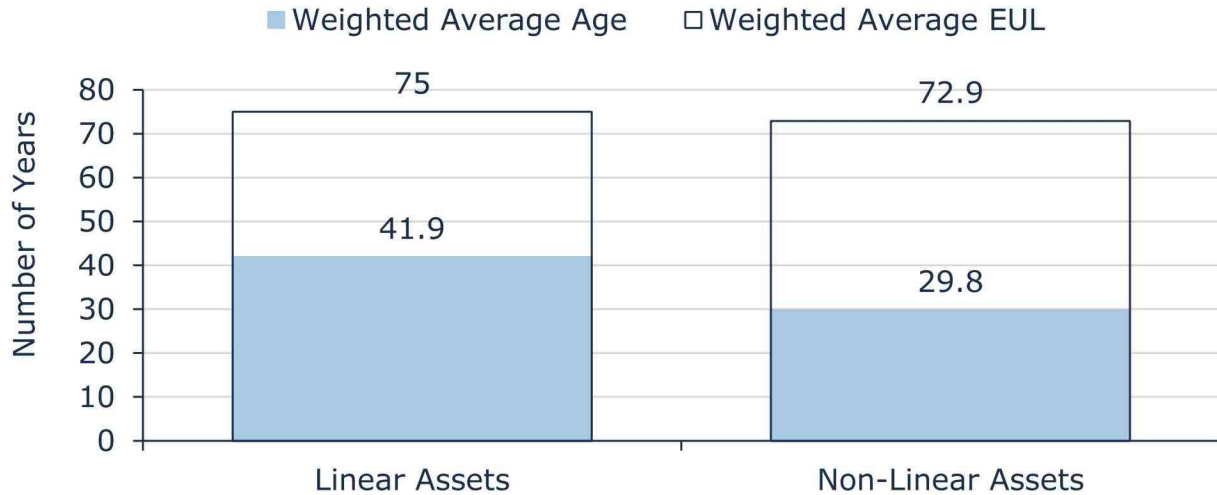
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Linear Assets	46,468 m	User Defined	\$65,049,000
Non-Linear Assets	7	CPI	\$36,717,000
			\$101,766,000

Note that the total replacement cost of \$36 million for non-linear assets appears low considering that the Township’s infrastructure includes 4 wastewater treatment plants and numerous pump stations. This valuation is primarily based on the current inventory which includes assets only from the Elmvale’s sanitary system. The Township intends to expand the asset inventory to incorporate the sanitary system infrastructure from all other areas serviced by the Township which would provide a more representative valuation of the entire sanitary system.

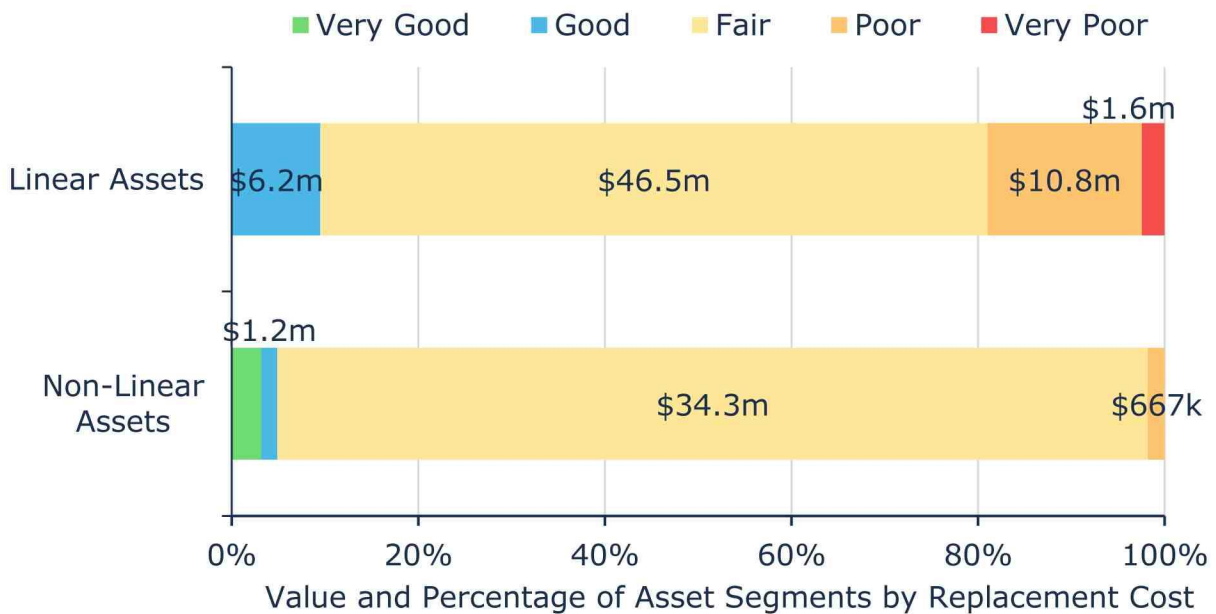


Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Township’s Sanitary Network continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Sanitary Network.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township’s current approach:

- Aside from the inspections required under O. Reg. 129/04, there are no formal condition assessment programs in place for the sanitary network.

Estimated Useful Life & Average Age

The Estimated Useful Life for Sanitary Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Linear Assets	75	42	33
Non-Linear Assets	25-75	30	43

Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

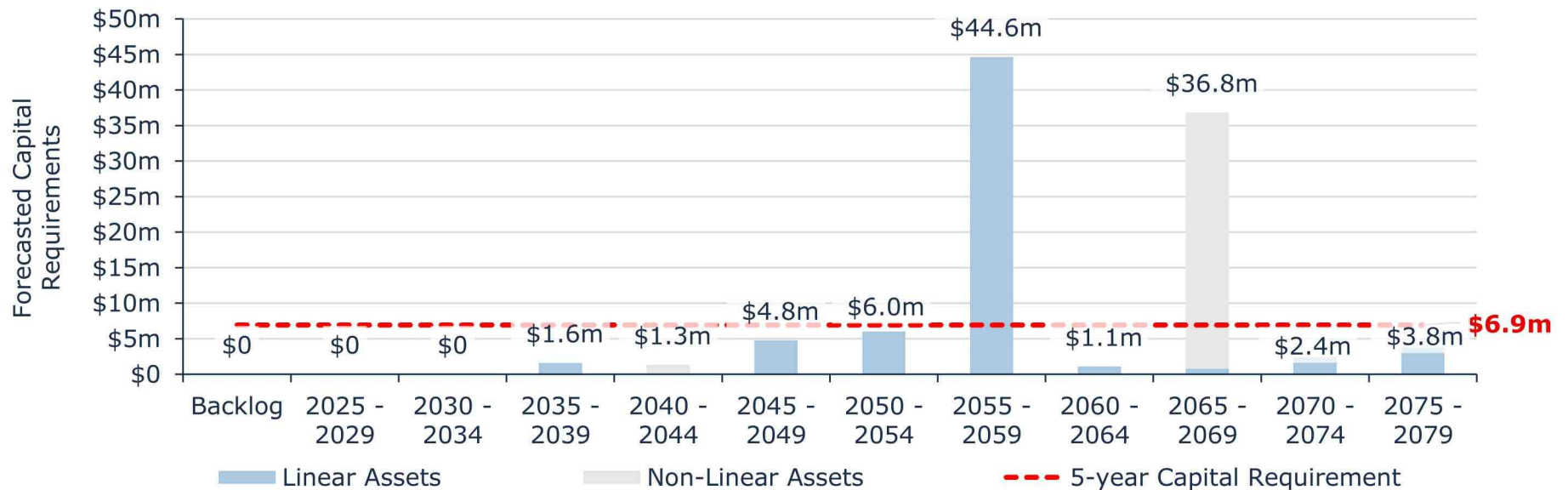
Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history, and environment. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	<p>Routine maintenance activities include annual maintenance on facility operations equipment (i.e., mechanical, electrical, HVAC, instrumentation), by staffed technicians. External contractors handle annual inspections for fire life safety equipment, and stand-by generators.</p> <p>Maintenance needs are often identified through regular inspections and health and safety walk-throughs.</p>
Rehabilitation	<p>OCWA completes annual monitoring of assets and collection of asset data to determine current condition grades. Based on the analysis of inspection data, rehabilitation is conducted to ensure it meets its expected lifespan, complies with regulations, and delivers optimal performance.</p>
Replacement	<p>Replacement is typically based on manufacturers' lifecycle for equipment, although more frequent replacement may be necessary due to heavy use or damage identified during monthly inspections.</p>

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements until 2079 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township’s asset register. The Township’s average 5-year capital requirements (red dotted line) total \$6.9 million for all assets in the sanitary network which includes \$2.6 million for non-linear assets and \$4.3 million for linear assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

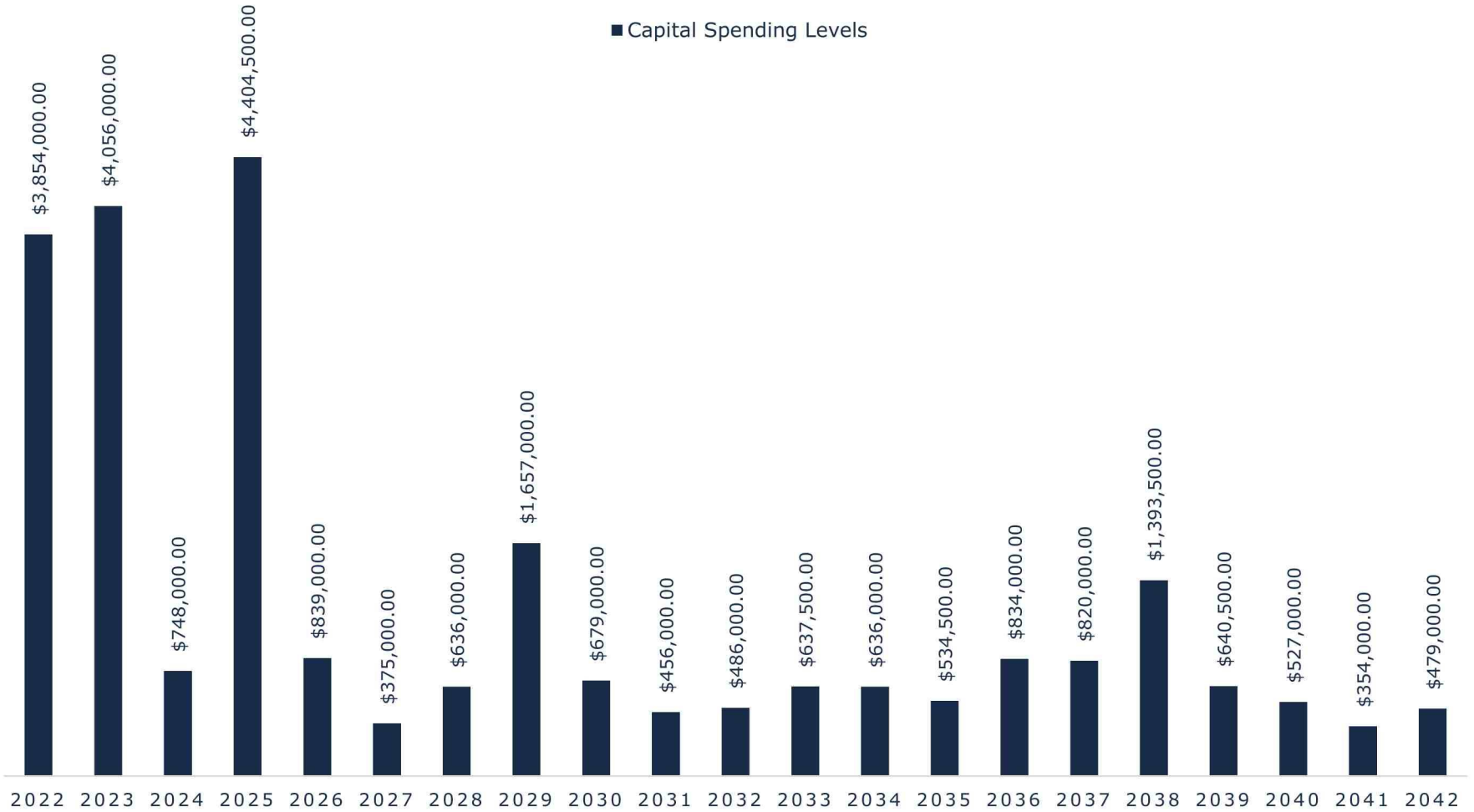


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the proposed level of service can be found in Appendix A.

Furthermore, Ontario Clean Water Agency (OCWA) has produced a Water and Wastewater Capital Plan report for the Township of Springwater that identifies the spending recommendation to maintain the current levels of service for non-linear assets. The Capital plan addresses 14 water and wastewater systems owned by the Township and operated by OCWA. The OCWA report recommends the following levels of spending on non-linear assets over the next 20 years, with an average annual capital requirement of \$1.19 million. It is recommended that the asset registers of OCWA and Citywide Assets be reconciled to improve accuracy and ensure consistency in reported annual capital requirements.

OCWA SPENDING RECOMMENDATION TO MAINTAIN THE CURRENT LEVELS OF SERVICE

■ Capital Spending Levels



Risk & Criticality

The following figure provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

This visual represents a risk matrix for asset management based on the probability of failure (PoF) and consequence of failure (CoF), both scored on a scale of 1-5. The assets are categorized into five color-coded risk groups, each reflecting increasing severity:

- Green (1-4): 557 assets.
- Blue (5-7): 134 assets.
- Yellow (8-9): 86 assets.
- Orange (10-14): 19 assets.
- Red (15-25): 1 asset.

The colors represent escalating risk levels:

- Green: Low risk, minimal urgency.
- Blue: Low to moderate risk, needing attention.
- Yellow: Moderate risk, requiring proactive action.
- Orange: High risk, demanding prompt attention.
- Red: Critical risk, requiring immediate intervention.

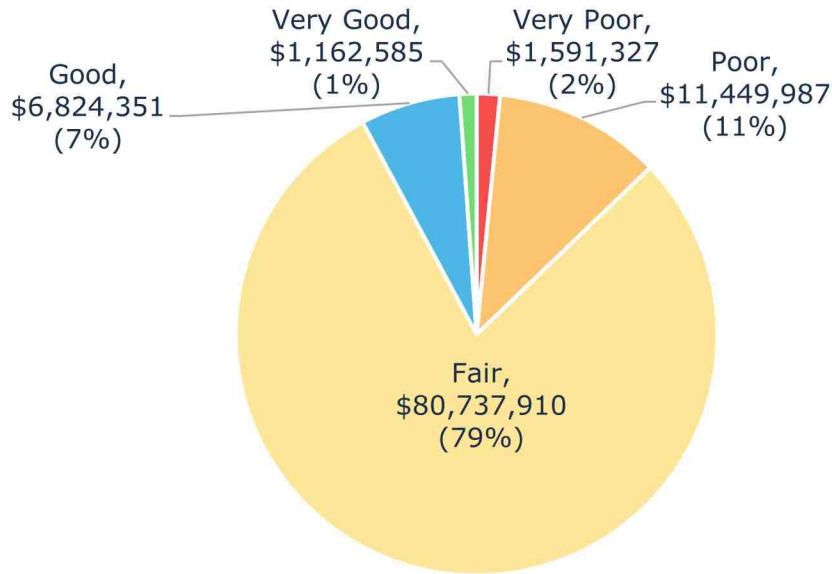
Assets in the red Critical Risk category can be found in Appendix E.

<p>1 - 4 Very Low \$22,131,121 (22%)</p>	<p>5 - 7 Low \$19,866,422 (20%)</p>	<p>8 - 9 Moderate \$16,778,013 (16%)</p>	<p>10 - 14 High \$9,624,251 (9%)</p>	<p>15 - 25 Very High \$33,366,353 (33%)</p>
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This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

Current Levels of Service

The following table outlines the performance service indicator for Sanitary assets:



The following tables identify the Township's current level of service for the Sanitary Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Sanitary Network.

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the user groups or areas of the Township that are connected to the municipal sanitary sewer system	The Township provides wastewater services to customers in the areas of Elmvale, Snow Valley, and Centre Vespra.
	Description of how combined sewers in the municipal sanitary sewer system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The Township does not own any combined sewers
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Township does not own any combined sewers
Reliability	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter the sanitary sewer system from cracks in mains. Indirect connections (i.e., weeping tiles) are not permitted in the Township. In significant rainfall events, sanitary sewers may experience greater volume than the designed capacity. As the Township does not own any combined sewers, it is unlikely that a significant rain event would cause overflow or backup.
	Description of how sanitary sewers in the municipal sanitary sewer system are designed to be resilient to stormwater infiltration	The Township follows engineered design standards that integrate service requirements and land use when constructing or replacing sanitary sewers. The design standards minimize sewage overflows and backups. Newer sanitary mains are PVC piping which reduce potential leaks due to cracking. All sanitary construction and redesign are completed by outsourced engineers specializing in wastewater infrastructure.
	Description of the effluent that is discharged from sewage treatment plants in the municipal sanitary sewer system	Wastewater effluent is discharged from the wastewater treatment plants and may include suspended solids, total phosphorus, and biological oxygen demand. The Environmental Compliance Approval (ECA) outlines the effluent criteria for the Township’s wastewater treatment plants.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Sanitary Network.

Service Attribute	Technical Metric	Current LOS
Scope	% of properties connected to the municipal wastewater system	20.3%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal sanitary sewer system	0
	# of connection-days per year having sanitary sewer backups compared to the total number of properties connected to the municipal sanitary sewer system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal sanitary sewer system	0

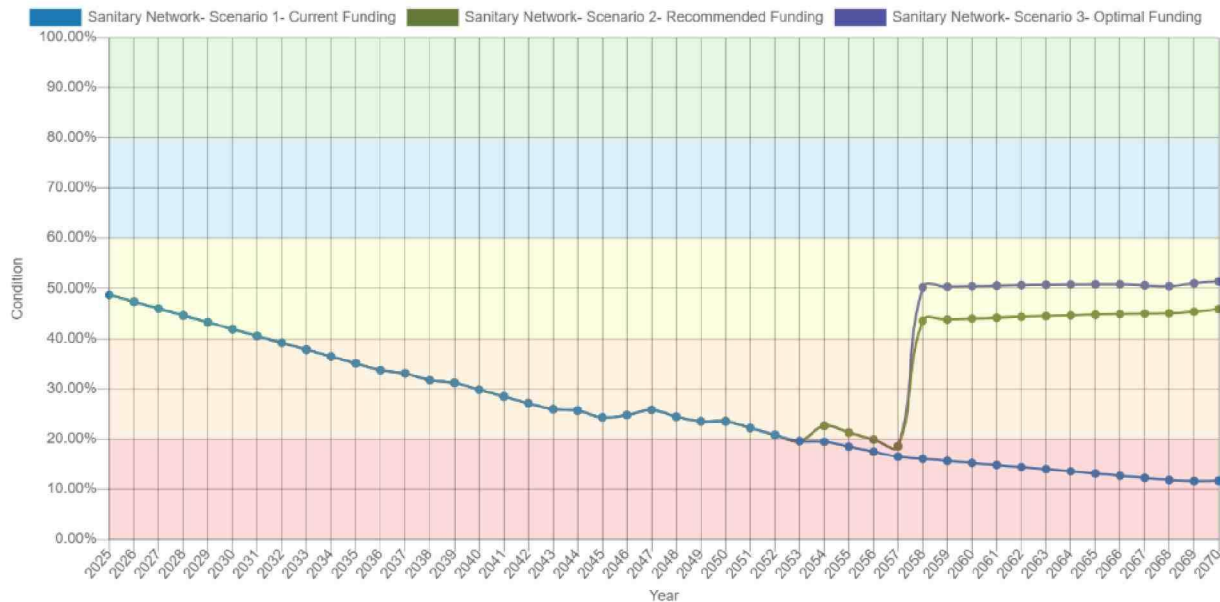
Proposed Levels of Service

The proposed levels of service define the Township’s long-term performance goals for the sanitary sewer network, which is funded through user rates. These targets support reliable wastewater collection, environmental protection, and public health, while aligning with asset management best practices and provincial regulatory requirements.

Stakeholder input

Stakeholder feedback, detailed in Appendix F, shows that:

- Council views the wastewater network as a high funding priority to support sustainable growth and avoid service failures.
- The sanitary system is reliable with effective odor control and few disruptions. Staff noted the current maintenance approach is effective but needs further refinement to optimize service.
- Community feedback expressed an overall satisfaction for wastewater services, and most respondents prefer to maintain the current level of services.



The graph above illustrates the projected condition of the Township’s sanitary network from 2025 to 2070 under three funding scenarios: Current Budget, Recommended Budget, and Optimal Budget using the current asset register available in Citywide Assets. Each scenario represents a different capital reinvestment strategy with distinct implications for service reliability, regulatory compliance, and long-term cost.

Scenario 1: Current Budget (Blue Line)

- Represents the status quo- the Township’s existing annual capital funding capacity dedicated towards sanitary sewer network is at \$347 thousand.
- Under this scenario, condition is projected to decline steadily from ~49 % in 2025 to ~12 % by 2070, falling deep into the “Very Poor” range.
- Lifecycle activities remain reactive, addressing only emergency failures and localized spot repairs.
- Without intervention, this decline could lead to increased challenges and escalating emergency repair costs.

Scenario 2: Recommended Budget (Green Line)

- Reflects the implementation of a phased sanitary rate increase of \$1.0 million over 10 years, as outlined in the Township’s financial strategy, closing the annual funding deficit by approximately 2035.
- Condition is expected to decline into 20 % through the 2040s till 2057, then rebound to ~46 % by 2070 and remain stable as reinvestments take effect.

- The early decline reflects a financial build-up period, allowing sufficient funds to be accumulated for major sewer rehabilitation and replacement projects.
- Capital priorities are guided by risk-based assessment and CCTV inspection data, ensuring limited funds target the highest-risk mains first.

Scenario 3: Optimal Budget (Purple Line)

- Represents a theoretical scenario where the Township has all lifecycle funding needs fully met- essentially eliminating the infrastructure deficit from the outset.
- Under this scenario, condition gradually declines to 19% in 2056 and recovers sharply to 51 % and stabilizes onwards to 2070.
- This scenario supports proactive sewer network management, including timely relining, replacement, and capacity upgrades to reduce infiltration and inflow risk.
- While not financially achievable under current circumstances, this scenario is valuable as a benchmark for long-term service excellence and cost avoidance.

Interpretation and Planning Implications

- The comparison between the Current and Recommended Scenarios highlights the risk of continued underfunding - a potential ~34-point condition gap by 2070 if no corrective action is taken.
- The Recommended Scenario is both financially feasible and operationally realistic, offering a clear path to stabilize asset condition and maintain service continuity with manageable rate impacts.
- The Optimal Scenario sets a theoretical ceiling for asset performance, helping the Township evaluate long-term trade-offs and prioritize investment based on risk and value-for-money.

Alignment with Funding Strategy

Scenario 2 aligns with the Township's wastewater rate strategy by:

- Implementing gradual, predictable rate increases to close the funding gap over approximately 10 years.
- Supporting risk-informed reinvestment that targets the most critical and high-risk sewer mains first.
- Reducing the long-term backlog of deferred renewal while maintaining affordability and regulatory compliance.

- Enabling a shift from reactive emergency repairs toward planned, proactive lifecycle management. Funding reflects staff support for enhancing program refinement for long-term reliability.

For detailed annual requirements and capital cost projections under this scenario, refer to Appendix A – 10-Year Capital Replacement Forecast.

Impacts of Growth

Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service.

Description of Growth Assumptions

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

County of Simcoe Growth Forecasts and Land Needs Assessment (2022)

The County of Simcoe’s 2022 Growth Forecasts and Land Needs Assessment provide a 30-year projection for population, employment, and the land required to accommodate growth across the County and its lower-tier municipalities, including Springwater. This assessment is aligned with the Growth Plan for the Greater Golden Horseshoe (2020) and acts as the authoritative planning foundation through to 2051. The table presents population and employment forecasts for Springwater from 2011 through 2051, showing steady growth with population increasing from 18,700 to 32,490 and employment rising from 6,390 to 9,190 over the period. Annual growth rates decline slightly over time but indicate ongoing demand and development pressure requiring coordinated infrastructure and land use planning.

Year	Total Population	Growth	Annual Rate	Total Employment	Growth	Annual Rate
2011	18,700	-	-			
2016	19,560	860	0.9%	6,390	-	-
2021	22,320	2,760	2.7%	6,700	310	1%
2026	24,940	2,620	2.2%	7,250	550	1.6%
2031	26,600	1,660	1.3%	7,580	330	0.9%
2036	28,280	1,680	1.2%	7,990	410	1.1%
2041	29,470	1,190	0.8%	8,360	370	0.9%
2046	30,990	1,520	1%	8,810	450	1.1%
2051	32,490	1,500	0.9%	9,190	380	0.8%
2021-2051 Growth	-	10,170	1.30%	-	2,490	1.10%

Growth Management Strategy (2018)

The Springwater Growth Management Strategy (GMS) outlines assumptions regarding future changes in population and economic activity and the impact these changes may have on infrastructure.

Assumptions on Future Changes:

Population Growth:

- The GMS projects significant population growth in the Township of Springwater. This growth is driven by the development of residential areas, particularly in the Midhurst Secondary Plan area, which is expected to see substantial population increases due to planned developments.

Impacts on Infrastructure:

1. Servicing Capacity:

- The projected growth necessitates a review and potential upgrade of existing infrastructure, including municipal water supply, wastewater management, and transportation systems. GMS identifies the need to ensure that infrastructure development is aligned with intensification and density targets.
- The infrastructure must support the planned population and employment growth, particularly in areas like Midhurst, which will see significant development.

2. Land Use and Development:

- The GMS outlines the need for sufficient residential and non-residential land to accommodate the projected growth. This includes ensuring that designated green-field areas (areas planned for future development) are developed efficiently to meet the minimum density targets of 32 residents and jobs per hectare.
- There is an emphasis on planning for compact, transit-supportive development to minimize the strain on infrastructure and to ensure sustainable growth.

3. Policy Recommendations:

- The GMS recommends updating policies to better manage growth, including revisiting settlement area boundaries, enhancing land use designations, and ensuring that employment areas are protected and efficiently used.
- It also suggests monitoring growth trends and revising land needs assessments every five years to adapt to changes in population and economic activity.

Overall, the GMS underscores the importance of proactive infrastructure planning and policy adjustments to accommodate the anticipated growth in population and economic activity in Springwater, ensuring that the Township develops as a complete, well-balanced, and sustainable community. Currently, the Township is in the process of engaging a third-party consultant for the development of an updated GMS.

Transportation Master Plan (2025)

The Springwater Transportation Master Plan (TMP) provides a long-term strategy for transportation infrastructure and services through 2041. It addresses the substantial growth expected in the Township, particularly in the Midhurst area, where population and employment density are projected to more than double. This growth will place increased demand on roads, transit, and active transportation networks.

More than 80% of daily resident trips involve travel outside the Township, primarily to Barrie and surrounding centers, highlighting the importance of improving both arterial and local roads to manage congestion and safety risks. Traffic volumes and collision risks are expected to rise on key corridors, necessitating targeted infrastructure upgrades.

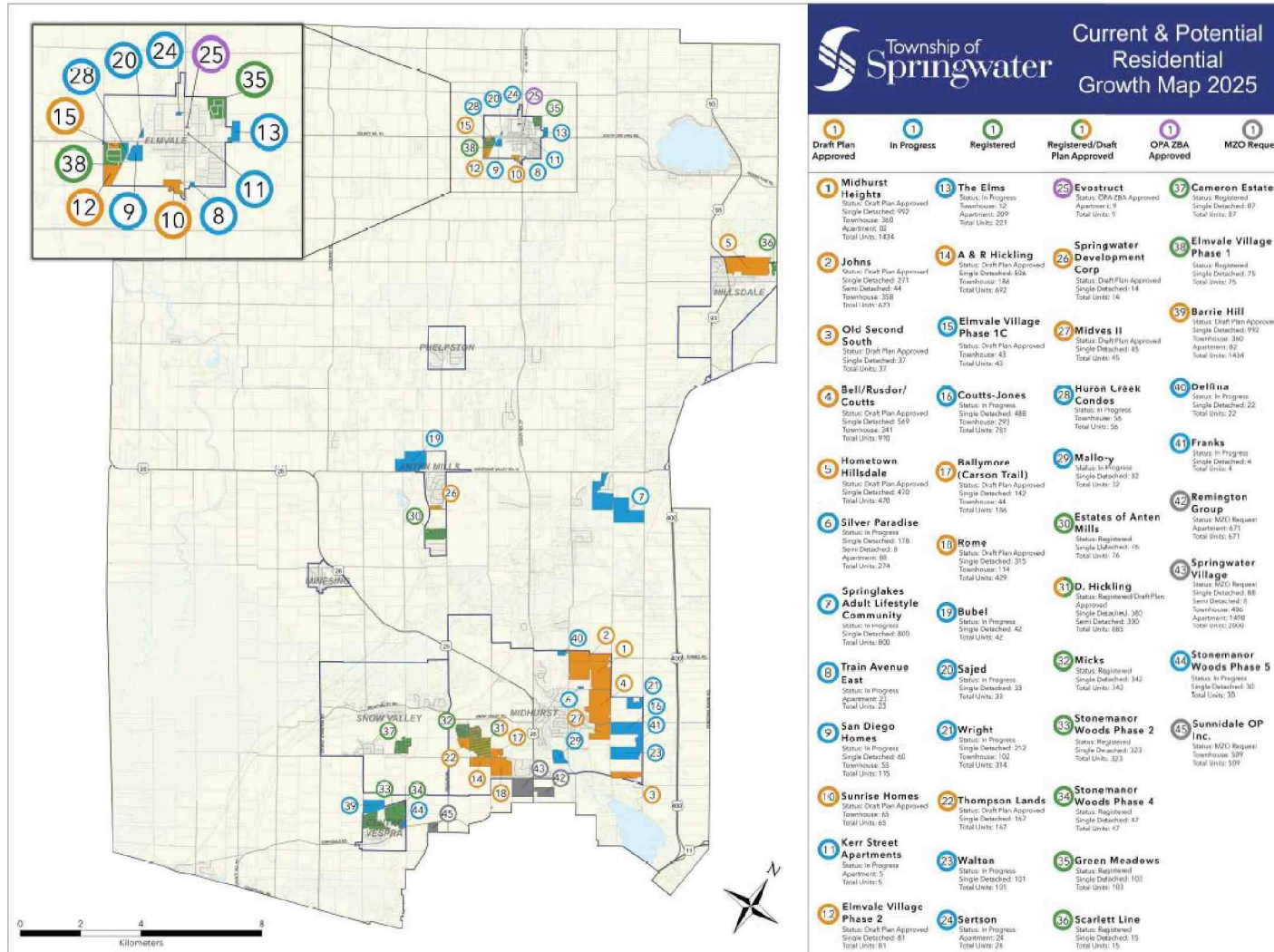
To meet this demand, the TMP adopts a balanced, multimodal strategy, including road expansions, intersection upgrades, new trail and cycling infrastructure, and enhanced transit services. These measures are phased to prioritize high-growth areas and align infrastructure projects with development patterns and community needs. The goal is to ensure a resilient transportation network that supports continued economic development and quality of life.

The following goals from the Master Plan reflect the Township's strategic priorities for developing a safe, sustainable, and efficient transportation network that supports community growth and infrastructure stewardship:

- Provide a safe and efficient transportation system for all users.
- Support the local economy, including the movement of goods and services.
- Plan for growth to accommodate future population and employment projections.
- Promote sustainable transportation by encouraging active transportation and transit.
- Optimize the use of existing infrastructure and plan for cost-effective maintenance and upgrades.
- Incorporate resilience and adaptability to future challenges such as climate change.

Current and Potential Growth Map (2025)

The Township of Springwater maintains an updated map of current and potential residential growth which can be viewed on the Township website:



Impact of Growth on Lifecycle Activities

Springwater's projected growth will significantly influence the Township's infrastructure systems and corresponding lifecycle management responsibilities. From a base population of approximately 22,320 residents in 2021, growth to nearly 32,500 residents by 2051 represents a 46% increase. Employment is forecasted to rise from 6,700 in 2021 to 9,190 in 2051. Much of this growth will occur in the Midhurst Secondary Plan area and other designated greenfield neighbourhoods, resulting in new subdivision activity and pressure on existing assets.

As growth-related assets are constructed or acquired, they should be incorporated into the Township's Asset Management Plan and long-term financial strategies. Managing the full lifecycle costs of these new and expanded assets will be essential to maintaining the Township's current level of service.

Transportation

Population increases concentrated around Midhurst and other urban settlement areas will drive a need for new roadway connections, intersection upgrades, and capacity expansions. The expanding road network will bring intensifying long-term maintenance demands, including resurfacing, winter control, and rehabilitation. The Springwater Transportation Master Plan (TMP) highlights the importance of proactive lifecycle management through preventative maintenance programs and lifecycle cost modeling to extend asset service life and manage capital expenditures prudently.

Additionally, the TMP advocates for a balanced, multimodal approach, promoting investments in active transportation and transit to complement road infrastructure and mitigate growth pressures. Increased traffic volumes and collision risks along key corridors require ongoing monitoring and timely interventions to maintain safety and network reliability.

Water and Wastewater

The Growth Management Strategy identifies servicing capacity as a key constraint. Residential intensification and Midhurst development will require upgrades to water supply, distribution systems, pumping capacity, and wastewater treatment capacity. New capital projects such as reservoir expansions, watermain looping, and sewer extensions will bring additional operation and renewal costs over the lifecycle of the assets. Long-term financial strategies should align with both immediate servicing needs and future reinvestment requirements.

Stormwater

Higher levels of development increase impervious surfaces and runoff volumes, placing stress on the existing stormwater network. The Township will need to invest in new storm sewers, outlet improvements, and stormwater management facilities to ensure capacity aligns with planned growth. Ongoing maintenance, sediment removal, outlet inspections, and periodic rehabilitation will increase operational

expenditures across the system.

Parks and Recreation

Population growth of roughly 10,000 residents by 2051 will necessitate new parks, trails, and community facilities. The Township will face rising costs tied to land acquisition, park development, and ongoing maintenance. Lifecycle planning for parks infrastructure will need to incorporate operational demands, accessibility upgrades, and rehabilitation of assets as the recreation portfolio grows.

Buildings

Population growth of roughly 10,000 residents by 2051 might necessitate the planning, construction, or expansion of municipal facilities to keep up with the desired level of service. The Township will face rising costs tied to land acquisition, new construction, and the substantial increase in ongoing lifecycle management demands. Integrating these new building assets into the Asset Management Plan and securing adequate reserve funding for their long-term renewal will be essential to maintaining service levels. The Township has already implemented Uniformat II coding which is a standardized framework that allows for componentization of its building inventory. This ensures clear, consistent, and comparable data collection for condition assessments and performance evaluation across all facilities. Staff can track costs at a detailed component level which is crucial for accurate risk management and capital budgeting, ensuring the financial strategy accounts for the maintenance, rehabilitation, and replacement of building infrastructure as they age.

Asset Management and Financial Planning

As new assets come into service, Springwater's asset inventory will expand in size and complexity. This growth underscores the need for updated condition data, enhanced risk assessments, and refined lifecycle forecasts to capture the long-term costs of service delivery. The Township's primary asset management register, Citywide, provides the essential framework for calculating the lifecycle cost including maintenance, rehabilitation, and replacement costs for both new and existing infrastructure.

Financial planning tools such as multi-year capital forecasting, reserve funding, and the alignment of development charges with anticipated service demands will be critical. The Township's ongoing update to the Growth Management Strategy provides an opportunity to further integrate capacity planning, funding models, and asset management practices.

Financial Strategy

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

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

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

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

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

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

Annual Requirements & Capital Funding

Annual Requirements

This financial strategy is designed around two key elements: the average annual capital requirement, and the average annual capital funding currently available. The annual requirement is calculated based on the replacement cost and service life of each asset, and where possible, includes lifecycle modeling through proposed levels of service. These values are then aggregated to determine category-level funding needs.

Annual requirements may be calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset. However, for all asset categories, lifecycle management events and strategies have been developed to identify potential capital cost avoidances that are realized through strategic rehabilitation and renewal of the Township’s main assets in these categories to achieve the desired levels of service if implemented.

The following outlines the difference between the two scenarios:

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

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability.

The table below outlines the total average annual capital requirements for existing assets in each category. While total replacement costs across all asset categories is \$910.8 million, the estimated annual capital requirements across all asset categories is approximately \$23.5 million when factoring in the lifecycle strategies within this AMP.

The table also illustrates the system-generated, equivalent target reinvestment rate for the proposed levels of service, calculated by dividing the annual capital

requirements by the total replacement cost of each category. The cumulative target reinvestment for these categories is estimated at 2.6%.

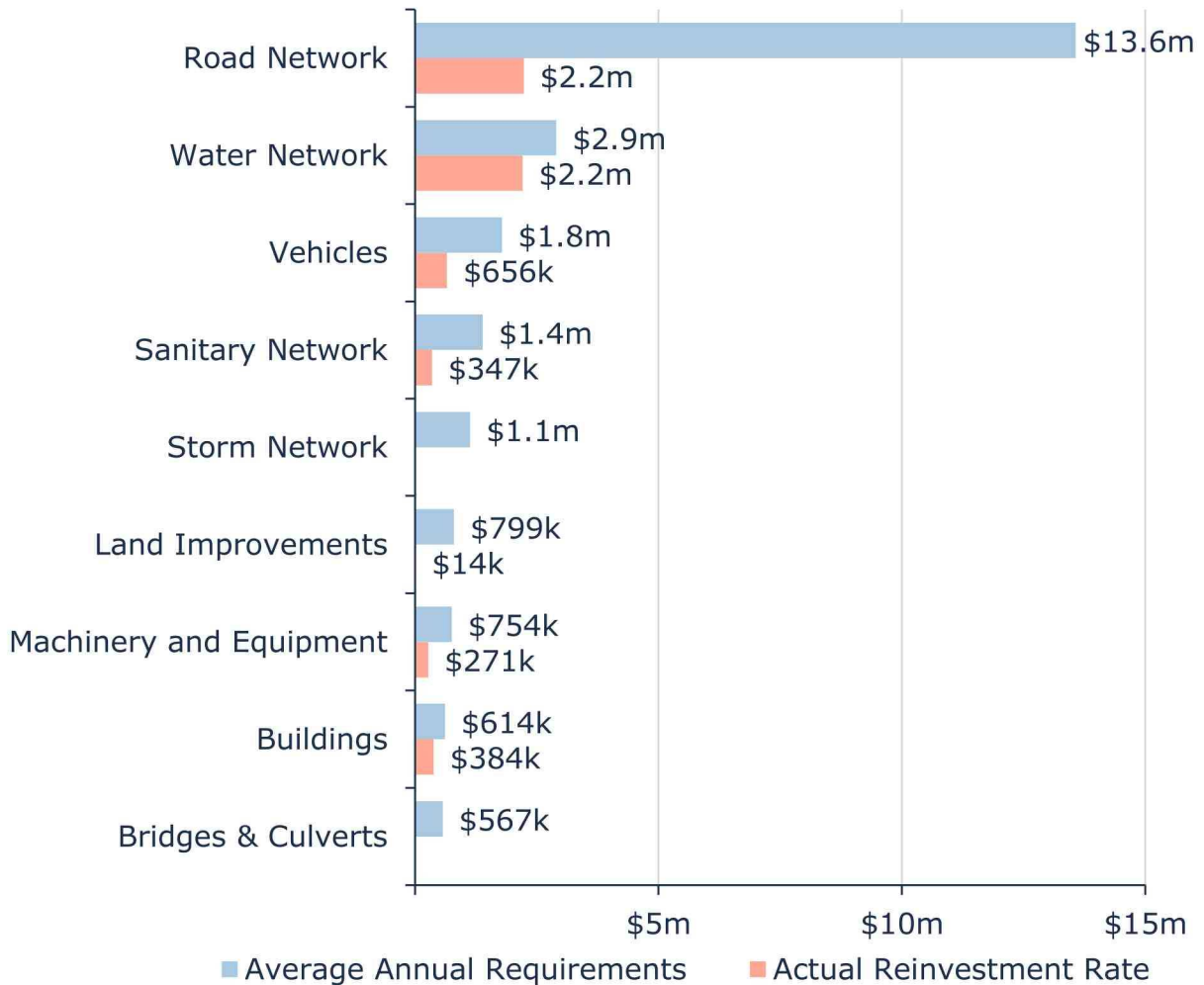
Asset Category	Replacement Cost	Annual Capital Requirements	Target Reinvestment Rate
Bridges & Culverts	\$33,212,589	\$560,885	1.7%
Buildings	\$16,451,492	\$614,233	3.7%
Land Improvements	\$11,862,540	\$799,225	6.7%
Machinery and Equipment	\$7,259,851	\$753,668	10.4%
Road Network	\$438,968,978	\$13,571,788	3.1%
Sanitary Network	\$101,766,160	\$1,385,914	1.4%
Storm Network	\$67,772,438	\$1,129,540	1.7%
Vehicles	\$21,554,019	\$1,783,994	8.3%
Water Network	\$211,971,925	\$2,899,992	1.4%
Total	\$910,819,992	\$23,499,233	2.6%

As the lifecycle strategy scenario would result in significant cost savings for the Township, we have used these annual requirements in the development of the current and proposed levels of service, as well as the financial strategy.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$6.1 million towards capital projects each year. Given the annual capital requirement of \$23.5 million to achieve the proposed levels of service, there is currently a funding gap of \$17.4 million annually.

Average Annual Capital Requirements vs. Actual Capital Reinvestment by Category



Note that Development Charges (DCs) are not accounted for as a source of sustainable capital funding because they are legally restricted to financing growth-related capital costs and cannot be used for the maintenance, rehabilitation, or replacement of existing infrastructure.

Funding Objective

We have developed a scenario that would enable Springwater to achieve full funding within 1-20 years for the following assets:

1. **Tax Funded Assets:** Bridges & Culverts, Buildings, Land Improvements, Machinery & Equipment, Road Network, Stormwater Network, and Vehicles
2. **Rate-Funded Assets:** Water Network and Sanitary Sewer Network

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

Financial Profile: Tax Funded Assets

Current Funding Position

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

Asset Category	Avg. Annual Requirement	Annual Funding Available				Total Available	Annual Deficit
		Capital Allocation from Taxes	CCBF	OCIF	Capital Reserve Allocation from Taxes		
Bridges & Culverts	\$560,885	\$0	\$0	\$0	\$0	\$0	\$560,885
Buildings	\$614,233	\$249,148	\$0	\$0	\$135,111	\$384,259	\$229,974
Land Improvements	\$799,225	\$14,128	\$0	\$0	\$0	\$14,128	\$785,097
Machinery & Equipment	\$753,668	\$177,458	\$0	\$0	\$93,729	\$271,187	\$482,481
Road Network	\$13,571,788	\$128,343	\$710,710	\$1,003,086	\$390,478	\$2,232,617	\$11,339,170
Storm Network	\$1,129,540	\$0	\$0	\$0	\$0	\$0	\$1,129,540
Vehicles	\$1,783,994	\$369,044	\$0	\$0	\$287,082	\$656,126	\$1,127,868
Total	\$19,213,332	\$938,120	\$710,710	\$1,003,086	\$906,400	\$3,558,316	\$15,655,016

The average annual investment requirement for the above categories is \$19.2 million. Annual revenue currently allocated to these assets for capital purposes is \$3.6 million leaving an annual deficit of \$15.7 million. Put differently, these infrastructure categories are currently funded at 18.5% of their long-term requirements.

Full Funding Requirements

In 2025, Springwater has budgeted annual tax revenues of approximately \$20.9 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding of the proposed levels of service would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Bridges & Culverts	2.7%
Buildings	1.1%
Land Improvements	3.7%
Machinery & Equipment	2.3%
Road Network	54.2%
Storm Network	5.4%
Vehicles	5.4%
Total	74.8%

The following changes in debt costs over the next number of years are also being considered in the financial strategy as they are currently funded through property taxes:

- a) Springwater’s debt payments for these asset categories will be decreasing by approximately \$280K within the next 15 years.

Our scenario modeling includes capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below presents several phase-in period lengths for achieving the proposed levels of service:

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$15,655,016	\$15,655,016	\$15,655,016	\$15,655,016
Change in Debt Costs	\$0	\$0	\$(280,122)	\$(280,122)
Resulting Infrastructure Deficit:	\$15,655,016	\$15,655,016	\$15,374,893	\$15,374,893
Tax Increase Required	74.8%	74.8%	73.4%	73.4%
Annually:	11.9%	5.8%	3.8%	2.8%

Financial Strategy Recommendations

Considering all the above information, we recommend the 10-year option. This involves the proposed levels of service for these asset categories being achieved over 10 years by:

- a) increasing tax revenues by 5.8% each year for the next 10 years solely for the purpose achieving the proposed levels of service for the asset categories covered in this section of the AMP.
- b) allocating the current CCBF and OCIF revenue as outlined previously.

- c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable since this funding is a multi-year commitment⁴.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves the funding needed for the proposed levels of service on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

Financial Profile: Rate Funded Assets

Current Funding Position

The following tables show, by asset category, Springwater's average annual asset investment requirements, current funding positions, and funding increases required to achieve the proposed levels of service for assets funded by rates.

⁴ The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

Asset Category	Avg. Annual Requirement	Annual Funding Available			Annual Deficit
		Rates	To Operating	Total Available	
Water Services	\$2,899,992	\$3,340,843	\$(1,130,658)	\$2,210,185	\$689,807
Sanitary Sewer Network	\$1,385,914	\$2,707,456	\$(2,360,200)	\$347,256	\$1,038,658
Total	\$4,285,906	\$6,048,299	\$(3,490,858)	\$2,557,442	\$1,728,464

The average annual investment requirement for the above categories is \$4.3 million to meet the proposed levels of service. Annual revenue currently allocated to these assets for capital purposes is \$2.6 million leaving an annual deficit of \$1.7 million. Put differently, these infrastructure categories are currently funded at 59.7% of their long-term/ideal requirements.

Full Funding Requirements

In 2025, Springwater had budgeted annual water revenues of \$3.3 million and budgeted annual sanitary revenues of \$2.7 million. As illustrated in the table below, without consideration of any other sources of revenue, achieving the funding required for the proposed levels of service would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Water Network	20.6%
Wastewater Network	38.4%

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:

Water Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$689,807	\$689,807	\$689,807	\$689,807
Rate Increase Required	20.6%	20.6%	20.6%	20.6%
Annually:	3.9%	1.9%	1.3%	1.0%

Wastewater Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$1,038,658	\$1,038,658	\$1,038,658	\$1,038,658
Rate Increase Required	38.4%	38.4%	38.4%	38.4%
Annually:	6.8%	3.4%	2.2%	1.7%

Financial Strategy Recommendations

Considering all of the above information, we recommend the 10-year option. This involves the proposed levels of service being achieved over 10 years by:

- a) increasing rate revenues by 1.9% for the Water network and 3.4% for the Wastewater network each year for the next 10 years solely for the purpose of achieving full funding to the asset categories covered in this section. These recommended rates were derived from the available asset inventories and historic capital spending averages. This strategic planning methodology provides essential direction for asset sustainability without prescribing actual customer rates.

By contrast, the 2023 Watson & Associates Rate Study employs a comprehensive utility financial model that incorporates broader operational realities including escalated operating costs (3-5% inflation plus phased-in costs for new Midhurst water treatment plants and distribution infrastructure), lumpy near-term capital projects like the \$12M+ Elmvale wastewater treatment plant and main pumping station expansion, substantial customer growth (334 water/263 wastewater users annually adding both revenues and demands), and debt servicing requirements necessitating higher implemented rates of 4% for water and 10% for wastewater through 2028 to ensure annual cash flow balance and reserve growth. The AMP lifecycle framework differs from the Rate Study in scope and purpose. While the Rate Study evaluates system-wide financial performance within a defined 10-year cash flow model, the AMP evaluates long-term asset renewal sustainability across the full-service life of the infrastructure.

These complementary approaches serve different planning functions but collectively support informed infrastructure decision-making. Continued enhancement of asset inventory completeness, condition data, lifecycle strategy definition, and growth attribution modelling will support more precise long-term capital forecasting and reinforce financial sustainability planning for the Township’s water and wastewater systems. Council has approved annual rate increases of 4% for water and 10% for wastewater for the 2024–2028 implementation period under the 2023 Rate Study.

- b) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

As the above option achieves funding requirements for the proposed levels of service on an annual basis in 10 years and provides improvements to financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

Use of Debt

Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

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

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates.

The following tables outline how Springwater has historically used debt for investing in the asset categories as listed. As of year-end 2024, there is currently \$1.5 million of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$280 thousand.

Asset Category	Current Debt Out-standing Dec. '24	Use of Debt in the Last Five Years				
		2020	2021	2022	2023	2024
Bridges & Culverts						
Buildings	\$1,515,942					
Land Improvements						
Machinery & Equipment						
Road Network						
Storm Network						
Vehicles						
Total Tax funded	\$1,515,942	0	0	0	0	0
Water Network						
Wastewater Network						
Total Rate Funded	0	0	0	0	0	0

Asset Category	Snapshot of Principal & Interest Payments in the Next 20 Years				
	2025	2030	2035	2040	2045
Bridges & Culverts					
Buildings	\$280,122	\$280,122	\$280,122		
Land Improvements					
Machinery & Equipment					
Road Network					
Storm Network					
Storm Network					
Vehicles					
Total Tax Funded	\$280,122	\$280,122	\$280,122	0	0
Water Network					
Wastewater Network					
Total Rate Funded	0	0	0	0	0

The revenue options outlined in this plan allow the Township to achieve the proposed levels of service of infrastructure requirements without further use of debt.

Recommendations

To support the Township of Springwater in achieving sustainable asset management, the following tailored recommendations are proposed for each major asset group:

Road Network

- **Data Refinement:** Ensure the completeness and accuracy of condition data by expanding the assessment program to include sidewalks and streetlights. Prioritize updating the inventory and conducting regular condition assessments, particularly for those segments currently lacking formal evaluation.
- **Lifecycle Strategies:** Implement proactive maintenance strategies for high-condition-rated roads (paved) to extend their service life. Consider incorporating a more granular approach to rehabilitation, including microsurfacing and mill-and-pave techniques, based on the condition thresholds outlined in the AMP.
- **Capital Planning:** Align capital expenditure with the recommended lifecycle interventions, ensuring funds are allocated to maximize road network longevity while addressing critical needs identified in the Road Needs Study.

Bridges & Culverts

- **Condition Assessment:** Continue bi-annual Ontario Structure Inspection Manual (OSIM) assessments and address any identified high-risk structures promptly. Explore additional structural assessments or monitoring for bridges nearing the end of their expected service life.
- **Risk-Based Prioritization:** Prioritize investment in bridges with high consequences of failure, particularly those with loading restrictions. Consider targeted rehabilitation to extend the life of these structures and mitigate risk.
- **Lifecycle Management:** Develop a more detailed lifecycle management plan that includes preventative maintenance schedules and early interventions to avoid costly replacements.

Buildings

- **Ongoing Condition Monitoring:** Build on the 2022 Facility Assessment by implementing a regular condition monitoring schedule, focusing on older community halls and high-use facilities. Ensure that upcoming structural integrity studies are completed on larger buildings.
- **Proactive Rehabilitation:** Prioritize rehabilitation activities such as HVAC system upgrades and roof replacements to prevent deferred maintenance from escalating into more significant issues.

- **Climate Adaptation:** Incorporate climate resilience measures into building maintenance and capital planning, particularly for facilities vulnerable to extreme weather events.

Land Improvements

- **Condition Data Enhancement:** Establish a standardized condition assessment protocol for parks, recreation structures, and public works facilities. Regularize visual inspections and implement a formalized rating system to improve data accuracy.
- **Lifecycle Planning:** Develop a systematic approach to the rehabilitation and replacement of assets, particularly those at the end of their service life. Focus on assets with significant public usage or safety implications, such as playground equipment and sports fields.
- **Growth Readiness:** Plan for the expansion and enhancement of recreational facilities to meet the needs of a growing population, ensuring alignment with projected community growth.

Vehicles

- **Condition Assessment Improvement:** Strengthen the vehicle condition assessment program by incorporating external audits and expanding the scope of assessments, particularly for fire and emergency service vehicles.
- **Lifecycle Strategy:** Revise the 10-year replacement schedule based on condition assessment results, focusing on extending the service life of vehicles through enhanced maintenance and timely refurbishments.
- **Fleet Modernization:** Explore opportunities for fleet modernization to improve fuel efficiency and reduce environmental impact, particularly in the context of climate change adaptation.

Machinery & Equipment

- **Comprehensive Assessments:** Implement more thorough, off-season condition assessments for high-use machinery and equipment. Consider integrating advanced diagnostic tools to better predict failures and schedule preemptive maintenance.
- **Replacement Planning:** Establish a more predictable and proactive replacement schedule based on detailed condition assessments, prioritizing machinery that supports essential services such as public works and emergency response.
- **Training and Capacity Building:** Enhance staff training on equipment maintenance and management to improve operational efficiency and extend asset life.

Storm Network

- **Condition Data Collection:** Expand the CCTV inspection program to cover a larger portion of the storm sewer mains. The whole network should be assessed every 5-10 years. Develop a formal condition assessment protocol for all stormwater assets, including catch basins and storm ponds.
- **Lifecycle Management:** Introduce a formal lifecycle management strategy for stormwater assets, focusing on regular maintenance of storm ponds and timely rehabilitation of sewer mains.
- **Flood Resilience:** Integrate climate change projections into stormwater management, prioritizing upgrades and enhancements that increase the system's resilience to more frequent and severe storm events.

Water Network

- **Formalize Condition Assessments:** Beyond the required inspections under O. Reg. 170/3, establish a more comprehensive condition assessment program for both linear and non-linear assets within the water network.
- **Proactive Maintenance:** Develop and implement a formal maintenance strategy for water assets to prevent failures and extend service life, particularly in areas with aging infrastructure.
- **Long-Term Capital Planning:** Use OCWA's Water and Wastewater Capital Plan as a baseline to develop a long-term financial strategy that addresses both linear and non-linear asset needs, ensuring that funding aligns with lifecycle requirements.
- **Assess Underground Infrastructure:** Assess the underground infrastructure and confirm the accuracy of the database that is currently used.
- **Complete and Reconcile Asset Data:** Reconcile the asset data between the OCWA database and the Township's database to ensure data consistency and accuracy.

Sanitary Network

- **Condition Monitoring:** Enhance the condition monitoring program for sanitary assets, using a combination of CCTV inspections and other diagnostic tools to identify potential issues before they escalate.
- **Lifecycle Planning:** Implement a lifecycle management strategy that balances maintenance, rehabilitation, and replacement activities, focusing on sustaining service levels and reducing long-term costs.
- **Risk Mitigation:** Prioritize investments in areas with the highest risk of failure, particularly where sanitary systems are critical to community health and safety.

- **Asset Inventory:** The current non-linear asset inventory is largely made up of assets originating from Elmvale. As the Township includes four wastewater treatment plants (WWTPs), multiple pump stations, and other associated infrastructure, the total valuation of currently \$36.7 million, is expected to increase substantially once all assets are fully captured.
- **Assess Underground Infrastructure:** Assess the underground infrastructure and confirm the accuracy of the database that is currently used.
- **Complete and Reconcile Asset Data:** Reconcile the asset data between the OCWA database and the Township's database to ensure data consistency and accuracy.

General Data and Service Level Recommendations

- **Centralized Inventory:** Focus on building and maintaining a centralized asset inventory that integrates data across all asset categories. This centralized system should serve as the single source of truth for all asset data, facilitating more accurate and efficient decision-making across the Township's asset management activities.
- **Proposed Levels of Service:** Refine and update proposed levels of service across all asset categories in line with Ontario Regulation 588/17 requirements. This approach balances infrastructure needs with fiscal capacity, enables gradual progress toward full lifecycle alignment, and supports informed capital planning and service delivery improvements.

Appendix A: Proposed LOS 10-year Capital Requirements

The table below outlines projected capital investment needs by asset category over the 10-year period from 2025 to 2034, in alignment with Scenario 2, the Township’s selected funding strategy which is designed to support the gradual achievement of proposed levels of service.

It is important to note that Ontario Regulation 588/17 requires municipalities to project capital needs over a 10-year horizon. As such, the timing of asset interventions is based on condition data and lifecycle schedules, and some funding needs fall just outside this planning window. In cases where a capital requirement is shown as \$0, it does not imply that the asset has no long-term needs, but rather that the next major investment is forecasted for beyond 2034. As demonstrated in the supporting projected condition graphs in the proposed level of service sections for each category, investments made after the 10-year mark shows visible condition improvements.

Asset Categories	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges & Culverts	-	-	-	\$770k	-	-	-	-	-	-
Buildings	-	\$88k	\$63k	\$402k	\$121k	\$236k	\$101k	\$1.7m	\$158k	\$172k
Land Improvements	-	\$32k	\$33k	\$43k	\$76k	\$104k	\$155k	\$241k	\$358k	\$530k
Machinery & Equipment	\$263k	\$294k	\$335k	\$371k	\$409k	\$453k	\$500k	\$550k	\$616k	\$684k
Road Network	\$2.2m	\$2.7m	\$3.2m	\$3.8m	\$4.6m	\$5.5m	\$6.6m	\$7.9m	\$9.5m	\$11.3m
Storm Network	\$431k	\$310k	\$383k	\$552k	\$386k	\$293k	\$602k	\$445k	\$410k	\$537k
Vehicles	\$656k	\$722k	\$797k	\$877k	\$991k	\$1.1m	\$1.2m	\$1.3m	\$1.5m	\$1.6m
Water Network	\$1.5m	\$301k	\$523k	\$1.4m	-	-	-	-	-	-
Sanitary Network	-	-	-	-	-	-	-	-	-	-
Total	\$5.1m	\$4.4m	\$5.3m	\$8.2m	\$6.6m	\$7.7m	\$9.2m	\$12.1m	\$12.5m	\$14.9m

The table below shows that OCWA’s forecasts for water and sanitary assets focus on maintaining the current level of service, while for roads the Roads Needs Study (RNS 2023) applies a medium-term modelling approach to improve the network’s performance over 10 years.

Asset Categories	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Ontario Clean Water Agency (OCWA) -Water and Wastewater Capital Plan’s forecasts										
Water Network	494k	383k	570k	455k	438k	362k	310k	645k	526k	682k
Sanitary Network	\$4.40m	\$839k	\$375k	\$636k	\$1.66m	\$679k	\$456k	\$486k	\$638k	\$636k
Asset Categories	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Roads Needs Study 2023 Capital forecasts										
Road Network	\$3.5m	\$3.6m	\$3.7m	\$3.8m	\$3.9m	\$4.1m	\$4.2m	\$4.3m	\$4.4m	\$4.6m

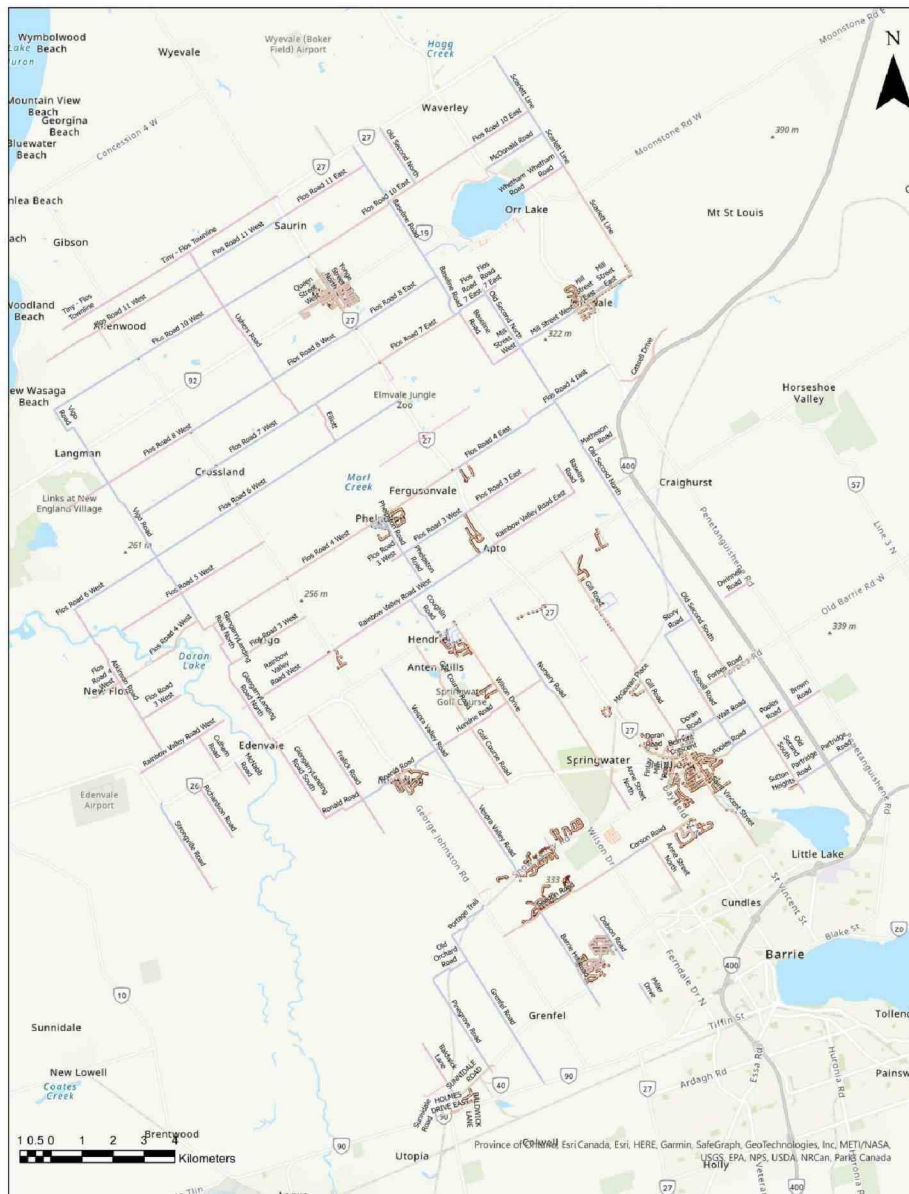
Appendix B: Level of Service Maps

Road Network Map



Township of Springwater
2022 Asset Management Plan
Road Network Asset Map

- Legend**
- Roads
 - Surface
 - HCB
 - Gravel
 - LCB
 - Sidewalk
 - Streetlights



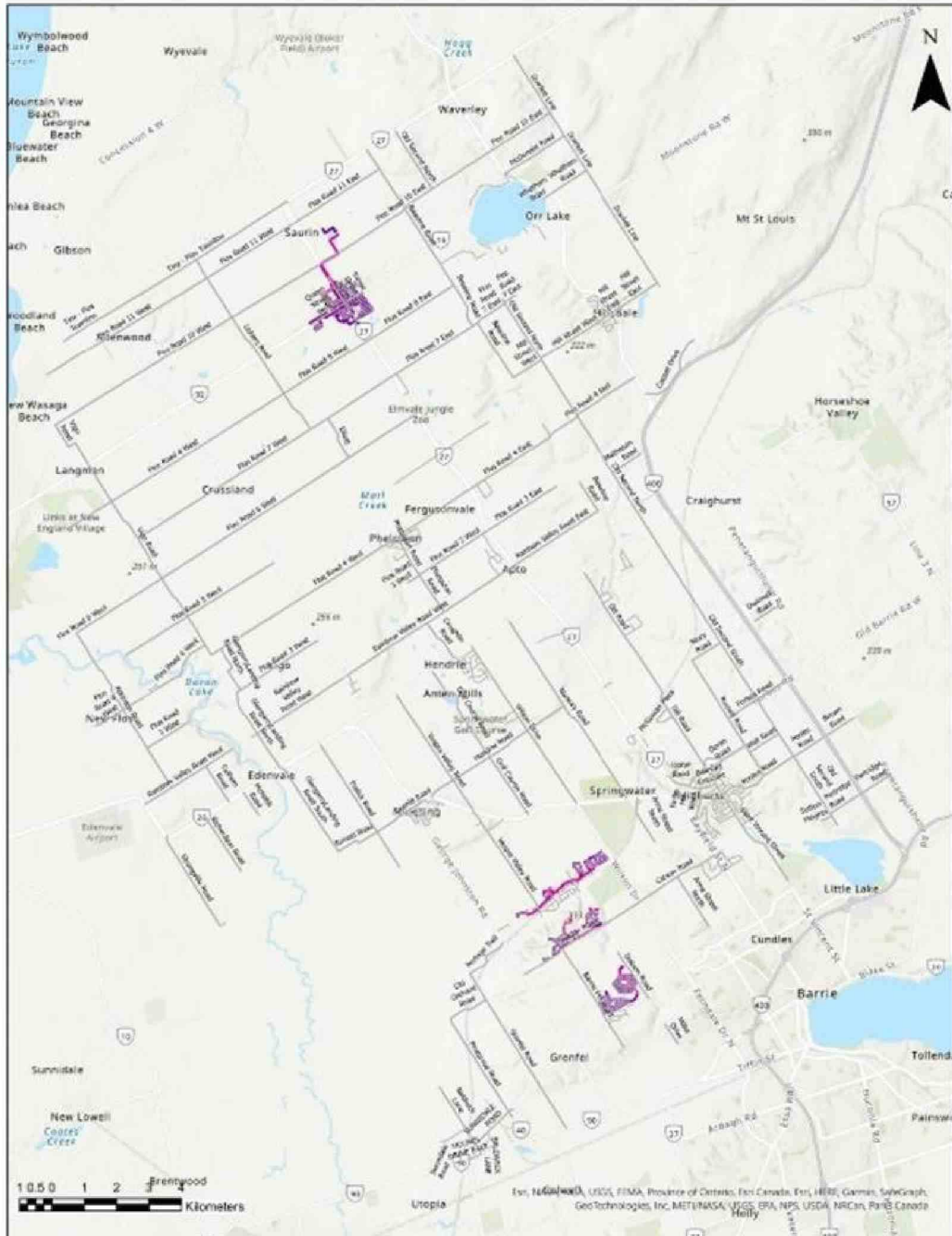
Storm Water Network Map



Township of Springwater 2022 Asset Management Plan Sanitary Network Asset Map

Legend

- Sanitary Sewer - Pressurized Main
- Sanitary Sewer - Gravity Main
- Maintenance hole
- Roads no label no colour



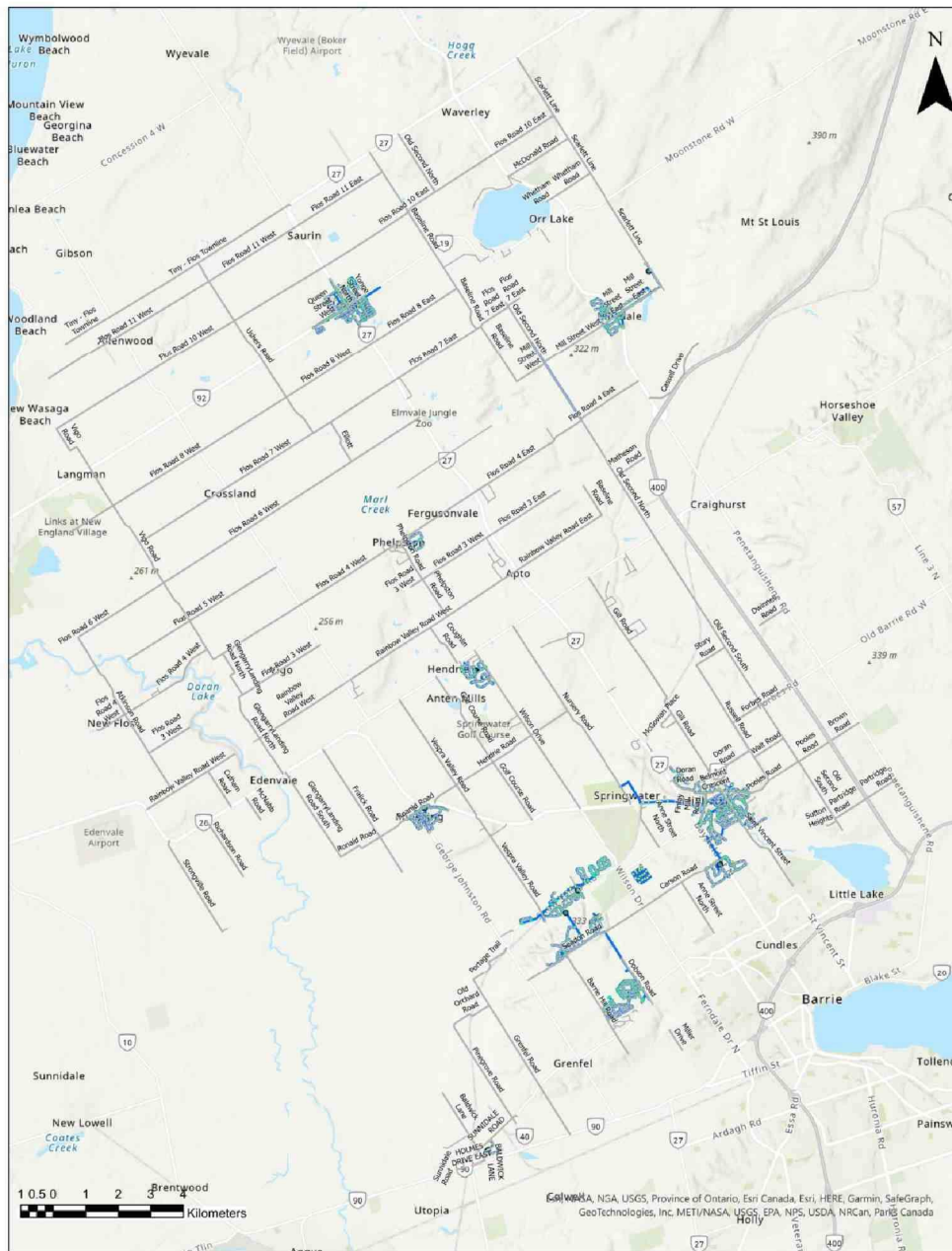
Water Network Map



Township of Springwater 2022 Asset Management Plan Water Network Asset Map

Legend

- Water Valve
- Well
- Hydrant
- Distribution Main
- Roads no label no colour



Appendix C: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
All Assets	Condition	100%	0-19	5
			20-39	4
			40-59	3
			60-79	2
			80-100	1

The condition criteria listed in this table represent the scoring based on the assessed condition (e.g., from physical inspection or CCTV). For this AMP, condition assessment data was available for paved roads, bridges and culverts, buildings and 4% of storm mains. In the absence of physical assessment data, the same scoring structure is applied using age-based condition as a proxy, where the score is determined by the percentage of an asset's estimated useful life (EUL) consumed. Note that age-based condition can misrepresent the true state of assets. This is because age alone does not capture the actual physical condition or deterioration, especially as environment, usage, and maintenance histories vary.

As the Township adds physical condition assessments, the accuracy of the risk model will improve. Moreover, the Township can work on expanding the risk criteria and add more attributes which would refine the model over time for example, pipe material for water, sanitary and storm.

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Paved Roads	Economic (65%)	Replacement Cost (100%)	\$0-100,000	1
			\$100,001-250,000	2
			\$250,001-500,000	3
			\$500,001-1,000,000	4
			\$1,000,001+	5
	Operational (10%)	Road Type (100%)	LCB	3
			HCB	4
	Social (25%)	Average Annual Daily Traffic (100%)	0-100	1
			101-250	2
			251-500	3
501-1000			4	
1000+			5	
All Other Assets	Economic (100%)	Replacement Cost (100%)	\$0-100,000	1
			\$100,001-250,000	2
			\$250,001-500,000	3
			\$500,001-1,000,000	4
			\$1,000,001+	5

Appendix D: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption, and suboptimal investment strategies. To prevent these outcomes, the Township's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected.

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Township's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Township can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Township can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Township should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance:** every data item must have a direct influence on the output that is required
2. **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the asset's life and the service being provided
3. **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability:** the data should be affordable to collect and maintain

Appendix E: Critical Risk Assets Based on Existing Models

Asset ID	AMP Category	AMP Segment	Name
10124	Buildings (BCA)	Elmvale Arena	EPDM Roofing
11602	Land Improvements	Parks and Recreation	Hunter Russell Trail - 3 Bridges
11604			Nursery Park Ball Diamonds
11460	Machinery and Equipment	Facilities Management	Landmanager
11496		General Administration	Diamond Financial Software
2220	Road Network	Paved Roads - HCB	Cassell Drive
2229			Saint Vincent Street
2231			Bertram Drive
2235			Willow Landing Road
2239			Ceder Creek Road
2262			Park Trail
2273			Noraline Avenue
2281			Flos Road 4 West
2285			Archer Crescent
2288			Frid Boulevard
2291			Coles Court
2309			Russell Road
2324			Idlewood Drive
2329			Cassell Drive
2342			Kerr Street
2343			George Street
2362			Doran Road
2366			Finlay Mill Road
2378			Seadon Road
2381			Huron Street
2408			Golf Course Road
2411			Wilson Drive
2412			Wilson Drive
2420			Flos Road 4 West
2423			Flos Road 10 East
2426			Peter Street
2431			Woods Drive
2435			Gill Road
2446			Anne Street North
2449			Paddy Dunn's Circle
2455			Flos Road 4 West
2457			Flos Road 10 East
2458	Flos Road 10 East		

Asset ID	AMP Category	AMP Segment	Name	
2489			Carson Road	
2536			Gill Road	
2561			Flos Road 3 West	
2582			Scarlett Line	
2584			Scarlett Line	
2361			Walt Road	
2445		Sunnidale Road		
2501		Old Second North		
2562		Flos Road 3 West		
2571		Flos Road 10 West		
2585		Scarlett Line		
2587		Scarlett Line		
2598		Partridge Road		
2628		Old Second North		
2653		Rainbow Valley Road West		
4492		Sidewalks	Albert Street East	
2898		Sanitary Network	Non-Linear Assets	Large Plant
6160		Storm Network	Storm Sewer Mains	Marni Lane
6195	Cardinal Crescent			
11758	Maria Street			
11659	Vehicles	Fire	Freightliner	
11661			Freightliner	
11664			International	
11665			Spartan	
11684			Pierce	
11660			Freightliner	
11667		Freightliner		
11670		Freightliner		
11671		Freightliner		
11677		Freightliner		
11683		Freightliner		
11687		Western Star		
11692		Western Star		
11693		Western Star		
11702		Western Star		
11874				
2073		Water Network	Non-Linear Assets	Valves & Chambers
2087				Valves & Chambers
2091	MIDHURST Elevated Storage Tank			
2109	MINESING Elevated Storage Tank			
2112	MIDHURST Elevated Storage Tank			
7725	Linear Assets		148	

Appendix F: Stakeholders Survey Results

The Municipality of Springwater is committed to delivering safe, reliable, and high-quality services to its residents and businesses.

To inform the development of the 2025 Asset Management Plan (AMP), the Township conducted a three-part engagement process consisting of:

- Council Survey – capturing elected officials’ perspectives on investment priorities, funding strategies, and strategic risks.
- Staff Survey – gathering operational insights from key municipal staff on asset condition, maintenance practices, and resource constraints.
- Public Survey – understanding resident and business satisfaction with current service levels and preferences for future investment.

These surveys were designed to:

- Assess the current condition and performance of municipal asset groups.
- Identify priority areas for maintenance, replacement, and future investment.
- Gauge support for service level targets, lifecycle management approaches, and long-term funding strategies.
- Understand perspectives on risk management, maintenance practices, and strategic planning priorities.

All responses were analyzed to identify common themes, emerging concerns, and recommendations regarding the Township’s current and proposed levels of service.

Council Survey

In June 2025, Springwater Township conducted a Council Engagement Survey to inform the preparation of its 2025 Asset Management Plan (AMP).

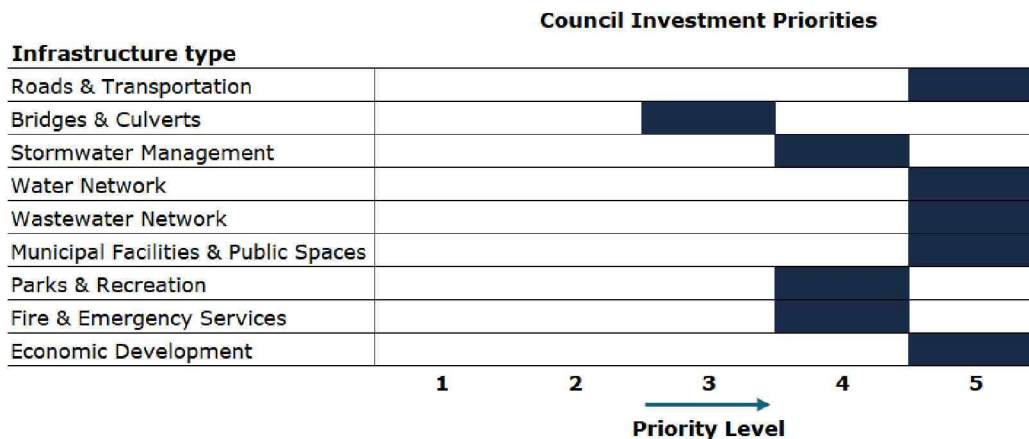
This engagement was designed to:

- Gather Council input on investment priorities in light of the Township’s annual \$2.3 million capital deficit.
- Validate and supplement findings from the 2022 and 2024 AMPs, particularly regarding key risks and lifecycle strategy recommendations.
- Support compliance with Ontario Regulation 588/17, which requires municipalities to define proposed levels of service (PLOS) and sustainable funding strategies by July 1, 2025.

Feedback from Council will guide the Township’s long-term infrastructure planning, service level targets, and financial sustainability strategies.

Strategic Investment Priorities

Council members were asked to rate the importance of future investment across the Township’s major infrastructure categories using a five-point scale (1 = Low Priority; 5 = High Priority).



Funding Preferences

The responding member rated Roads & Transportation, Water Network, Wastewater Network, Municipal Facilities & Public Spaces, and Economic Development as highest priority (5).

Council was also asked how the Township should address its capital funding gap while maintaining or improving service delivery levels.

The response signaled a clear preference for expanding available revenue rather than reducing or reallocating services. Specifically, the response supported:

- Increasing property taxes to maintain and enhance service levels; and

- Pursuing external funding opportunities, including grants, public-private partnerships, and new revenue streams.

Risk and Challenges Identified

Council was asked to identify the most pressing challenges that could impact service delivery and long-term sustainability.

The responding member highlighted:

- Aging infrastructure with high replacement costs; and
- Competing priorities for limited municipal funds, including the need to balance growth with investments in roads, stormwater, and municipal facilities.

Recommended Sustainability Strategies

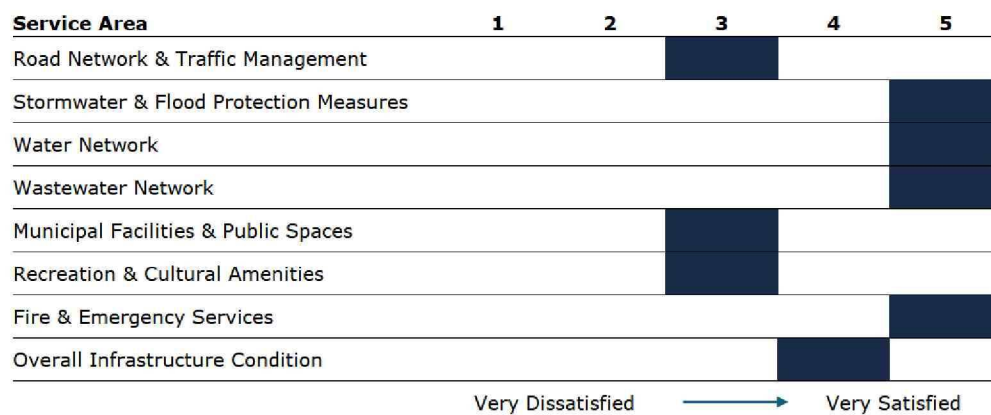
Council was asked to indicate which lifecycle, and financial strategies should be prioritized to extend asset life and reduce long-term costs.

The responding member selected adopting risk-based decision-making, emphasizing the need to prioritize high-impact and high-risk assets for investment.

No other strategies - such as expanding preventive maintenance programs, improving asset data collection, increasing reserves, or exploring new funding models, were selected.

Satisfaction with Current Service Levels

Council also rated satisfaction with the current level of service across major infrastructure areas (1 = Very Dissatisfied; 5 = Very Satisfied).



The responding member expressed high satisfaction (5) with Stormwater & Flood Protection, Water Network, Wastewater Network, and Fire & Emergency Services.

Overall Infrastructure Condition was rated 4 (moderately high). Areas for potential improvement was noted for the Road Network & Traffic Management, Municipal Facilities & Public Spaces, and Recreation & Cultural Amenities.

Staff Survey

The staff survey gathered detailed operational insights across each municipal asset category, providing input on asset condition, maintenance practices, risks, and resource needs to inform category-specific summaries.

Bridges and Culverts

Reliability

The overall condition of bridges and culverts was rated between “Good” (some minor wear but generally in good condition) and “Fair” (visible signs of aging, some maintenance required).

Safety features were noted as “Mostly sufficient”, but with room for improvement; one respondent reported noticeable gaps.

Closures and restrictions were reported as occurring “Rarely” (Once a year or less) to “Occasionally” (A few times in a year).

Repair responsiveness was rated from “Good” (most repairs are timely and effective) to “Fair” (repairs take some time and may not always be effective).

Resourcing

Two respondents reported that resources are insufficient, citing limited maintenance budgets and staff capacity. One noted this especially applies for pedestrian bridges and trail culverts.

One respondent stated that resources are sufficient, but a lifecycle strategy still needs to be developed.

Lifecycle and Maintenance Strategy

All responses indicated that the approach needs improvement, with some suggesting the absence of a strategic lifecycle or maintenance plan, particularly for Recreation and Parks structures.

Level of Service – As per 2024 AMP

1. % of bridges with loading or dimensional restrictions

- Current: 7.4% (2 structures)
- Desired Change: Responses are split between decreasing restrictions and maintaining current levels.
- Rationale: Current restricted bridges are on low-volume roads and one of them will be dealt with, but future restrictions could increase without greater investment
- Data Confidence: Ranges from 100% to insufficient data and strategy
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

2. Average bridge condition index (bridges)

- Current: 67% – Good

- Desired Change: Responses are split between increasing and maintaining conditions.
- Rationale: Focus on strategic repair/replacement is needed to keep assets in Good/Fair standing. Inspections are required every two years to provide the state of structures and for recommendations which would help determine the resources required.
- Data Confidence: 90%
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

3. Average bridge condition index (structural culverts)

- Current: 66% – Good
- Desired Change: Responses are split between increasing and maintaining conditions.
- Rationale: Concerns raised about drainage impacts, and trail system degradation
- Data Confidence: 90% to insufficient historical tracking especially for trails
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

One respondent emphasized that greater maintenance effort and funding is necessary to avoid additional structure restrictions.

Buildings

Reliability

The condition and cleanliness of municipal buildings were rated between “Good” (minor wear but generally in good condition) and “Fair” (some visible aging or maintenance issues).

Availability and reliability were rated between “Satisfied” and “Neutral”. Staff noted that issues frequently arise due to building age and past practices, though they do not always affect use but are consuming financial resources.

Responsiveness to building issues was rated as “Good”, with most issues addressed in a timely manner.

Accessibility

One respondent stated that most buildings are accessible, but some areas could use better access, while another identified noticeable gaps in access.

Ability to Meet Community Needs

Building performance in meeting social, governance, and public work needs was rated between “Good” (meets most needs with some room for improvement) and “Poor” (significant shortcomings in meeting needs).

Resourcing

Staff reported that there are insufficient resources, and maintenance is impacted. One respondent noted the need for significant short and long-term investment, both in capital upgrades and staffing to support project delivery.

Lifecycle and Maintenance Strategy

Staff indicated that the current approach needs improvement. Comments referenced past practices were not aligned with proper lifecycle or preventative maintenance standards. Several buildings were previously community-operated prior to municipal integration in 2018. There is a need for strategic vision with adequate resources to be allocated to managing the municipal buildings.

Level of Service – As per 2024 AMP

1. Average condition of municipal buildings

- Current: 53%
- Desired Change: Should be Increased.
- Rationale: Buildings are critical for both staff and public use. More funding is required to improve average conditions. Respondents expect a higher average condition considering asset management, health and safety, and community satisfaction.
- Data Confidence: Metrics are not yet standardized though some past data is available to help define LOS.
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

2. % of buildings in poor or very poor condition

- Current: 16%
- Desired Change: Less buildings should be in poor condition)
- Rationale: If a building does not meet building code, fire/life safety, or structural standards, it should be addressed
- Data Confidence: Not specified
- Impacts Identified: Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

Track hours of usage and downtime for municipal buildings and consider the possibility of divesting.

Land Improvements

Reliability

Responsiveness to repair issues for land improvement faults was rated as “Fair”, meaning there are some delays or incomplete repairs.

Appropriateness of Age-Based Condition Assessment

Staff stated that age-based conditions are not sufficient for this portfolio. It was noted that environmental and usage elements need to be factored in, with sports fields, equipment, and trail base identified as examples of assets that age inconsistently.

Resourcing

Staff reported that there are insufficient resources, and maintenance is impacted.

The Township spans over 500 kilometers, with staff frequently overlapping duties across parks, facilities, and snow removal. Current staffing and resource levels have not kept pace with industry standards required to meet expectations or provide minimum maintenance to land-based assets. Additionally, the time and effort required to maintain these assets-particularly land assets-are often underestimated.

Lifecycle and Maintenance Strategy

Staff stated that the approach needs improvement. They emphasized the need for a fleet and equipment replacement policy, and a land asset replacement policy for items such as playgrounds, trail surfaces, and ballparks/fields.

Level of Service – As per 2024 AMP

1. Average condition of land improvement assets

- Current: 32%
- Desired Change: Should be Increased.
- Rationale: Current levels are very low, and a strategic approach is required for lifecycle planning, asset management, and long-term investment
- Data Confidence: Insufficient reliable data available – policy and standards are required for consistent tracking and work orders.
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

2. % of land improvements in poor or very poor condition

- Current: 56%
- Desired Change: Should be Increased (i.e. fewer land improvement assets should be in poor condition)
- Rationale: This is a very high and concerning number with significant budget and usage implications
- Data Confidence: Low
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

None

Machinery and Equipment

Reliability

Availability and reliability of municipal machinery and equipment were rated as “Satisfied”, meaning equipment is generally available with minor issues. Staff rated equipment management as “Good”, indicating it is mostly well-managed with occasional disruptions.

Resourcing

Staff reported that resources are insufficient, and maintenance is impacted. One response indicated it depends on the equipment type, with some requiring more attention.

Lifecycle and Maintenance Strategy

One response stated that the current approach needs improvement. Another described it as a mix of “yes and no,” depending on equipment type, while recognizing that improvements are needed.

Level of Service – As per 2024 AMP

1. Average condition of machinery and equipment assets

- Current: 34%
- Desired Change: Should be Increased.
- Rationale: One respondent suggested starting at 50%, another noted that there is an increase in demand as the Township grows and thus, additional resources are required to keep up with demand.
- Data Confidence: Low
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

Track uptime on IT servers/applications.

Other comments

Some staff may find it challenging to respond to the survey questions without at least a basic understanding of asset management principles. As a smaller organization with limited resources, the Township-including departments such as IT-often struggles to formalize processes, which can further hinder the implementation and integration of structured asset management practices.

Road Network

Reliability

Service availability was rated as “Satisfied”, as there are some closures or restrictions, but they are generally manageable. The responses for condition and reliability of road assets varied between “Neutral” and “Satisfied”, that is, the system is generally well-maintained with minor issues.

Resourcing

One staff member reported that there are insufficient resources, and maintenance is impacted. Another response specified that operations are adequately resourced, but capital investment is lacking.

Lifecycle and Maintenance Strategy

One response stated that the approach is effective and well-managed, while the other noted that the approach needs improvement.

Surface Type Distribution

Both respondents confirmed that the current distribution of paved and unpaved roads is correct for the Municipality. Expanding the paved road network will be challenging without an increase in funding, as current resources are already strained to maintain the existing hard surface (paved) roads. Converting gravel roads to a paved surface involves more than simply applying asphalt or surface treatment; such projects should only proceed when a clear cost-benefit threshold is met-specifically, when the ongoing maintenance costs of the gravel surface are high enough to justify the investment required for conversion.

Level of Service – As per 2024 AMP

1. Average pavement condition index for paved roads

- Current: 57% (Fair)
- Desired Change: Should be Increased.
- Rationale: A condition of "Fair" for paved roads is too low and should be higher
Data Confidence: 90%
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

2. Average surface condition of unpaved roads

- Current: 94% (Very Good)
- Desired Change: Current level is satisfactory for the community.
- Rationale: Gravel roads are well maintained
- Data Confidence: 100%
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

None

Sanitary Network

Reliability

Sanitary system performance was rated as follows:

- **Backup or Overflow Events:** Approximately 5 events were experienced in the past year.
- **Odor Control:** Good – There is occasional mild odors but is generally well-controlled.
- **Service Reliability:** Good – There are rare disruptions, and the service is generally reliable.

Appropriateness of Age-Based Condition Assessment

Staff confirmed that age-based conditions are generally sufficient.

Resourcing

Staff indicated that the Municipality has sufficient resources for proper maintenance.

Lifecycle and Maintenance Strategy

Staff agreed with the current approach, stating that it is effective and well-managed, but noted that the program needs to be further refined.

Level of Service – As per 2024 AMP

1. % of properties connected to the municipal wastewater system
 - Current: 20.3%
 - Desired Change: Current Level is Satisfactory for the Community
 - Data Confidence: 70%
 - Impacts Identified: Environmental, Community Satisfaction
2. Average condition of sanitary network assets
 - Current: Fair – 57%
 - Desired Change: Should be Increased.
 - Data Confidence: 70%
 - Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

None

Stormwater Network

Reliability

Stormwater system performance was rated as follows:

- **Average Rainfall (1:5-year storms):** “Good” – The system is generally effective, with minor pooling in some areas.
- **Heavy Rainfall (1:100-year storms):** “Fair” – Several problem areas were noticed during major storms.

- **Standing Water After Storms:** “Occasionally” – Some areas experience drainage issues after storms.
- **Community Preparedness:** “Neutral” – There are some levels of preparation, but improvements are needed.
- **Erosion Protection:** “Good” – There are some minor erosion issues but is generally well-managed.

Appropriateness of Age-Based Condition Assessment

Staff stated that age-based conditions are generally sufficient.

Resourcing

Staff indicated that there are insufficient resources, and maintenance is impacted.

Lifecycle and Maintenance Strategy

Staff commented that the program needs to be further refined for storm mains.

Level of Service – As per 2024 AMP

1. % of properties resilient to a 100-year storm

- Current: Not available
- Perceived Level: There is not enough information to make an informed decision.
- Desired Change: The municipality should be prepared for regional storms.
- Improvements: The Municipality plans to gather more information regarding this aspect as the stormwater program grows and develops.
- Impacts Identified: Environmental, Operational, Health & Safety, Financial, and Community Satisfaction

2. % of municipal storm system resilient to a 5-year storm

- Current: Not available
- Perceived Level: There is not enough information to make an informed decision.
- Data Confidence: Not rated
- Impacts Identified: Environmental, Operational, Financial, and Community Satisfaction

3. % of networks in good or very good condition

- Current: 69%
- Desired Change: Current Level is satisfactory for the community.
- Data Confidence: 40%
- Impacts Identified: Operational, Financial, and Community Satisfaction

4. % of networks in poor or very poor condition

- Current: 17%
- Desired Change: Should be Decreased.

- Data Confidence: 40%
- Impacts Identified: Operational, Financial, and Community Satisfaction

Additional Levels of Service Recommendations

None

Vehicles

Reliability

Staff rated the reliability and availability of fleet vehicles as neutral, that is, there is inconsistency in this aspect.

Condition and Cleanliness

Staff rated the condition and cleanliness of vehicles as “Fair” as some vehicles are showing noticeable wear and cleanliness issues.

Responsiveness to Issues

Fleet responsiveness to reported issues was rated as “Excellent”. Issues are said to be addressed promptly and effectively.

Environmental Friendliness

Staff were asked to evaluate the environmental friendliness of the fleet (e.g., use of electric or hybrid vehicles, fuel efficiency). Staff stated that this aspect is unclear and that no noticeable efforts have been seen.

Ability to Meet Transportation Needs

Staff rated the municipality’s transportation needs, including capacity and timeliness as “Good”. Transportation needs are generally met with minor delays.

Appropriateness of Age-Based Condition Assessment

Staff confirmed that some vehicles do not follow expected aging patterns and thus age-based condition assessment are not sufficient for vehicles.

Resourcing

Staff were asked whether there are adequate staff and funding resources to maintain the fleet. Responses stated that as the fleet grows, additional efforts and resources may be needed for upkeep.

Lifecycle and Maintenance Strategy

Staff agreed with the current lifecycle and maintenance strategy.

Level of Service – As per 2024 AMP

1. Average Condition of Vehicles
 - Current: 37%
 - Desired Change: Should be increased.
 - Data Confidence: 50%

- Impacts Identified: Environmental, Operational, Health & Safety, and Financial
2. % of Fleet in Poor or Very Poor Condition
 - Current: 47%
 - Desired Change: Should be increased (i.e., fewer vehicles in poor condition)
 - Data Confidence: 50%
 - Impacts Identified: Environmental, Operational, Health & Safety, and Financial

Additional Levels of Service Recommendations

None

Water Network

Reliability

On average, the utility team responds to approximately 10 watermain breaks or disruptions per year. The department is viewed as generally responsive and effective, with most issues handled in a timely manner.

Current Lifecycle Activities

Staff agree with the current maintenance practices.

Resourcing

Staff believe that the water network is adequately supported in terms of funding and staff.

Appropriateness of Age-Based Condition Assessment

Age-based assessment is seen as a reasonable starting point.

Level of Service – As per 2024 AMP

1. % of properties connected to the municipal water system
 - Current: 41.9% Residential, 1.8% Commercial
 - Desired Change: Increase LOS
 - Rationale: Employment lands require servicing
 - Data confidence: There is 90% confidence in this data.
 - Impacts: Environmental, Financial and Community satisfaction
2. % of properties with access to fire flow
 - Current: Unknown
 - Estimated Level: A low percentage of properties are likely connected.
 - Desired Change: Increase to 100% in serviced areas.
 - Improvements: The Municipality has plans to gather this LOS through the Water & Wastewater Master Plan.
 - Impacts: Environmental, Health & Safety, Financial, and Community satisfaction

3. Average condition of water assets

- Current: 60% rated as “Good”
- Desired Change: Current level is satisfactory.
- Data confidence: There is 50% confidence in this data.
- Impacts: Environmental, Operational, Health & Safety, Financial, and Community satisfaction

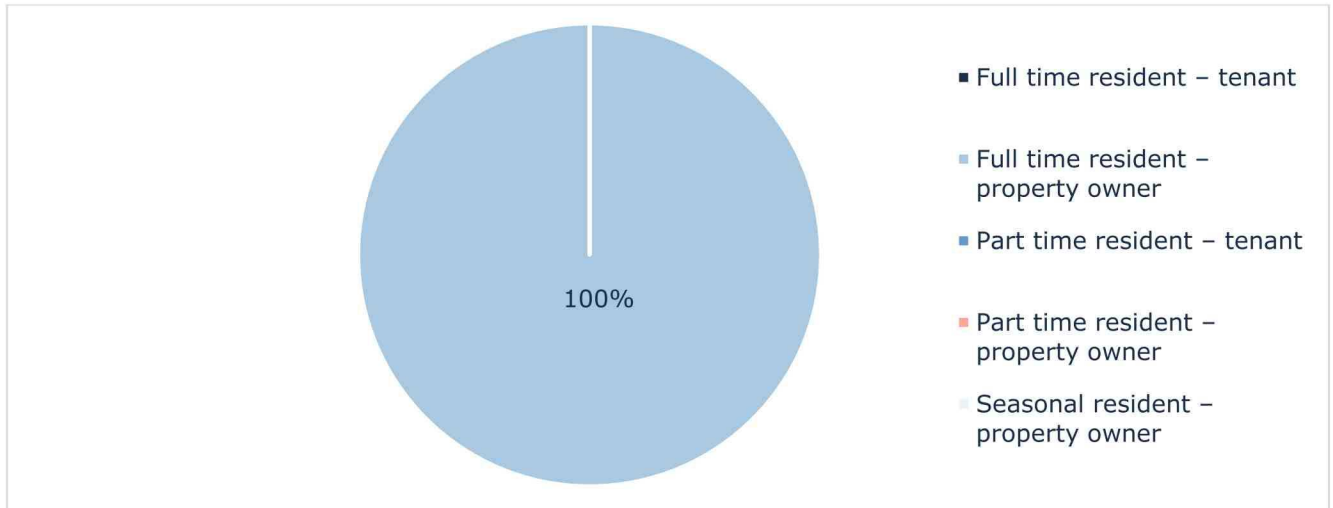
Additional Levels of Service Recommendations

None

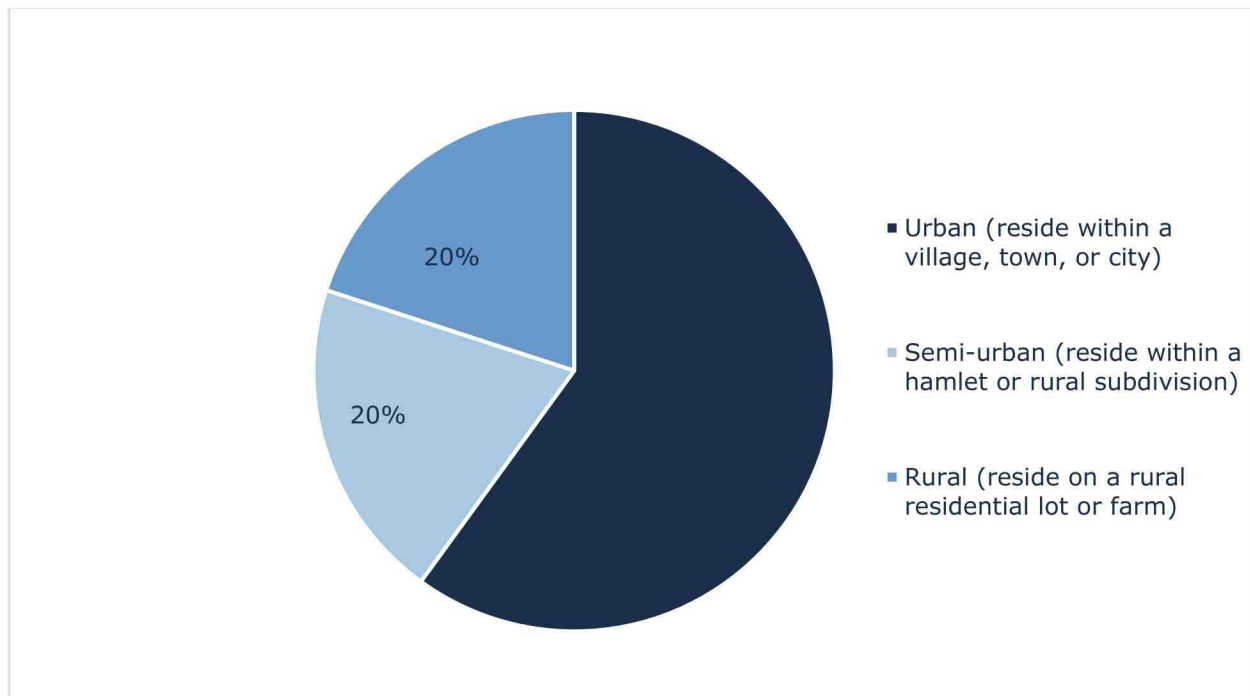
Community Survey

The Township of Springwater conducted a Community Engagement Survey in May 2025 to gather public input on municipal services and infrastructure priorities. The feedback was compiled as follows.

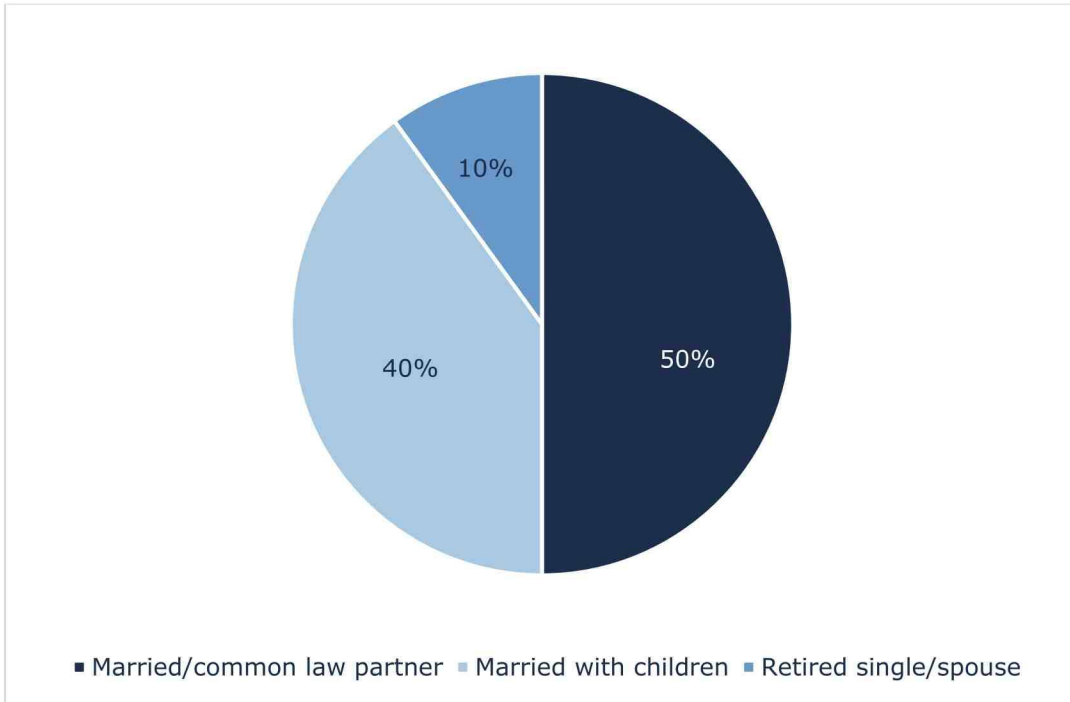
1. What is your current residency status to the Municipality?



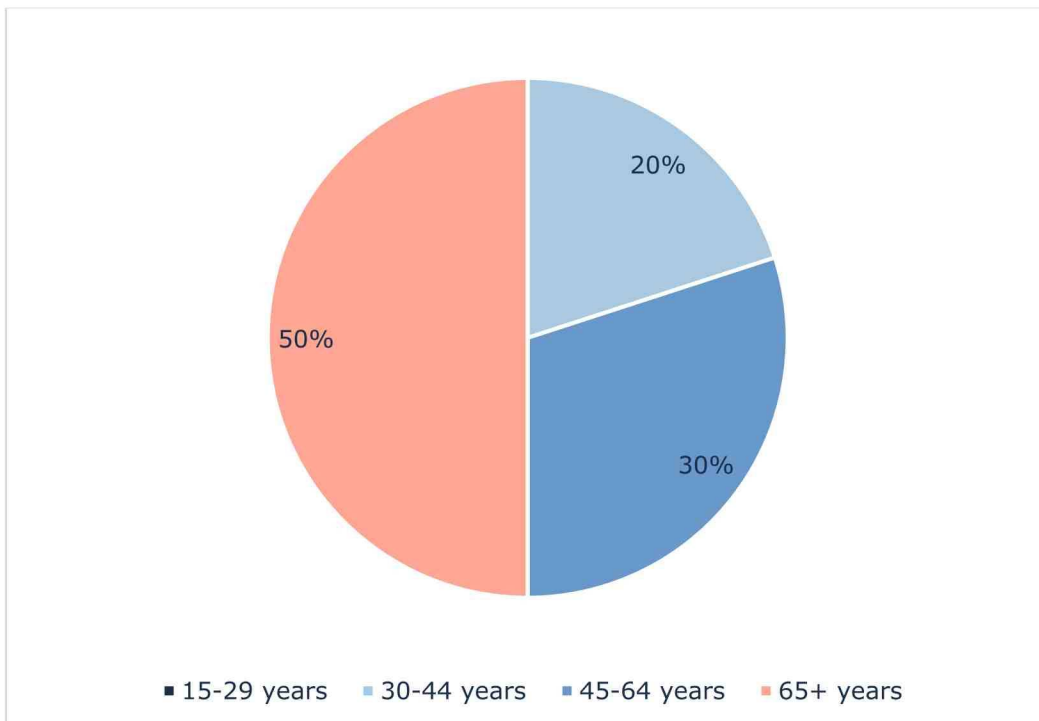
2. Which planning area best describes where you live within Springwater?



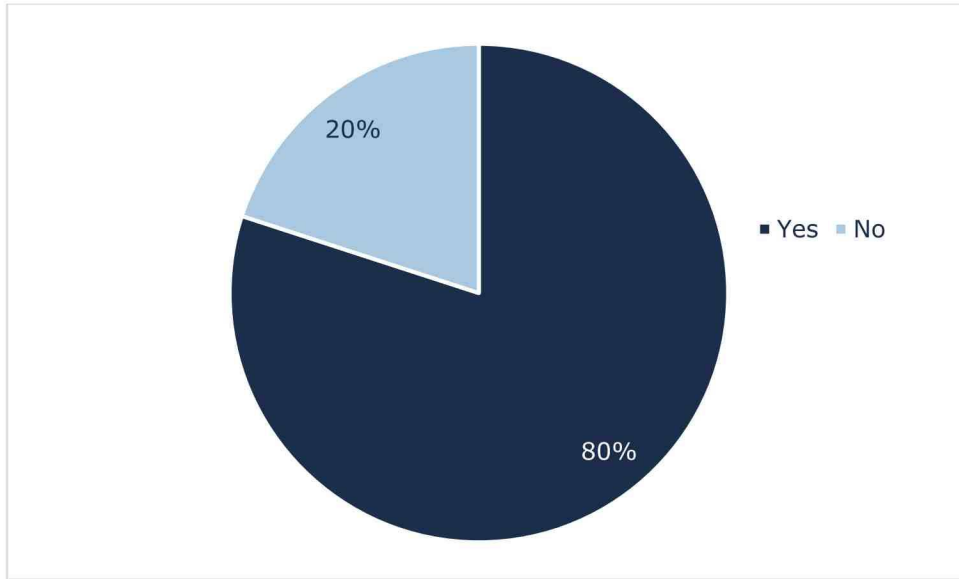
3. What is your family structure?



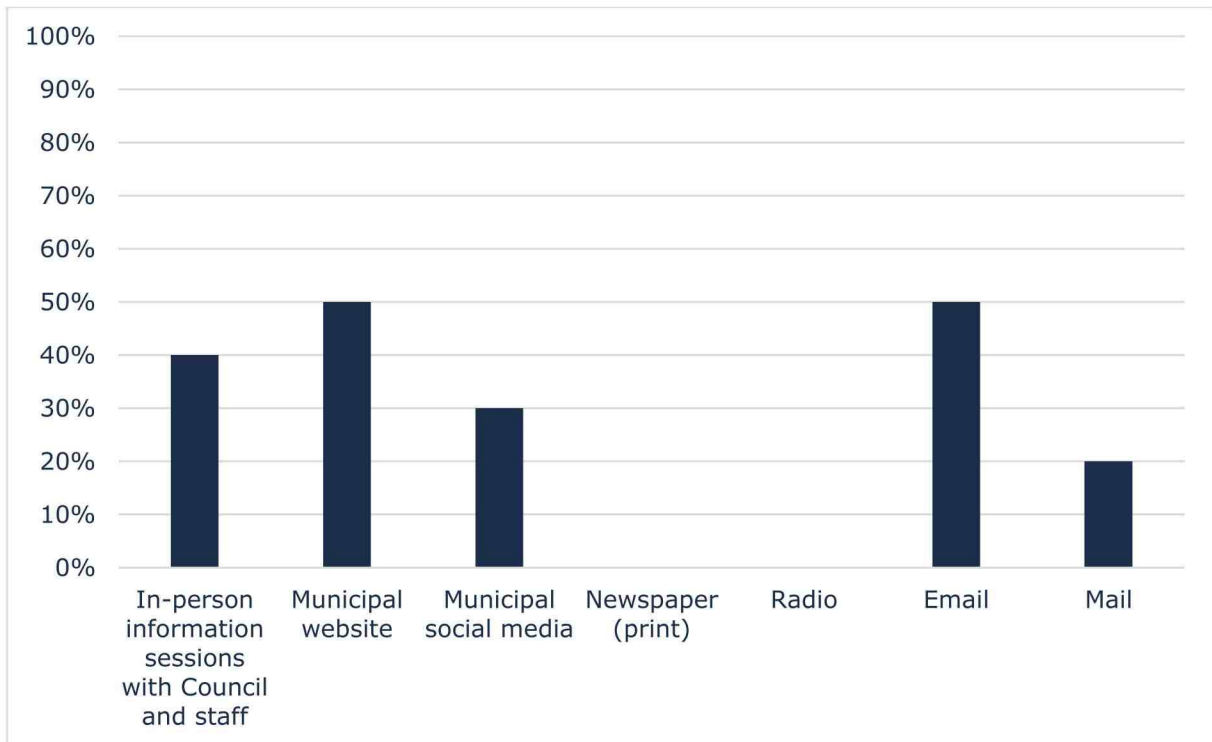
4. Please select your age range:



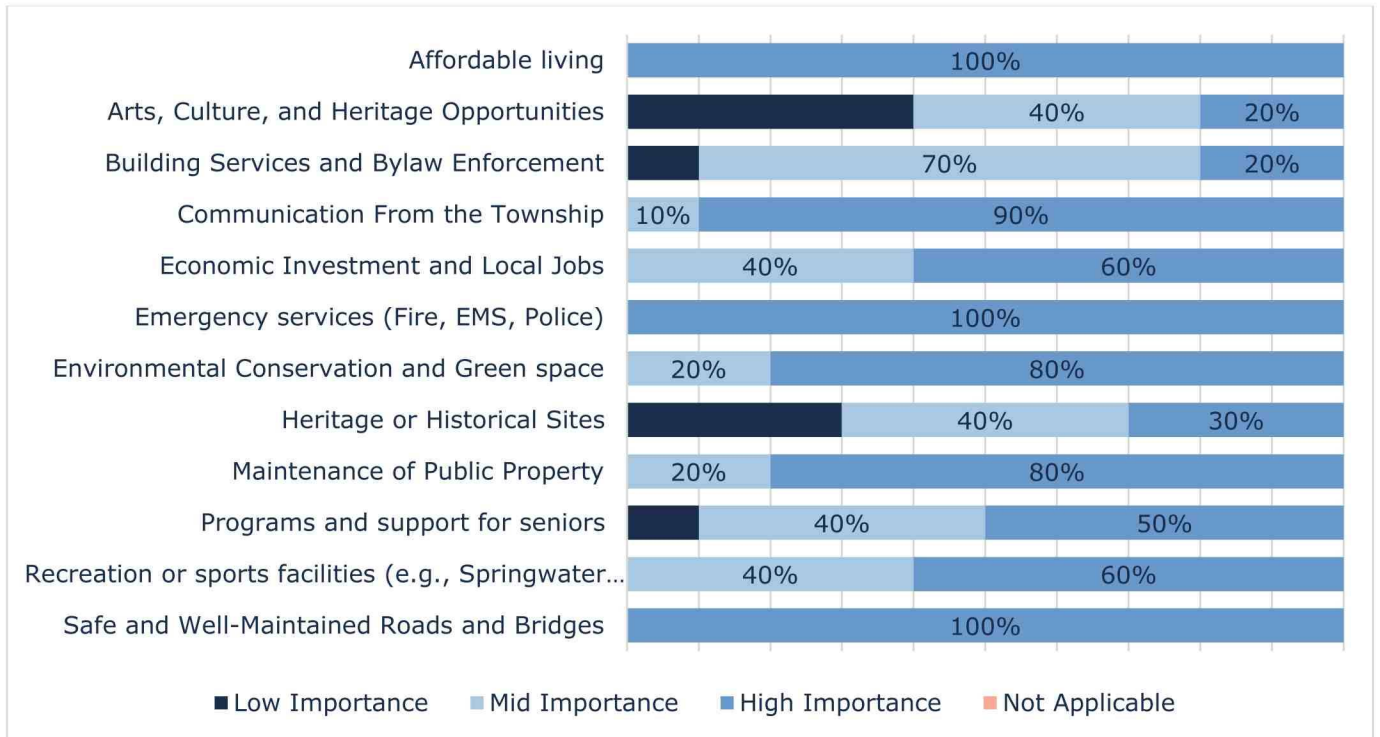
5. Have you read the Municipality's Asset Management Plan?



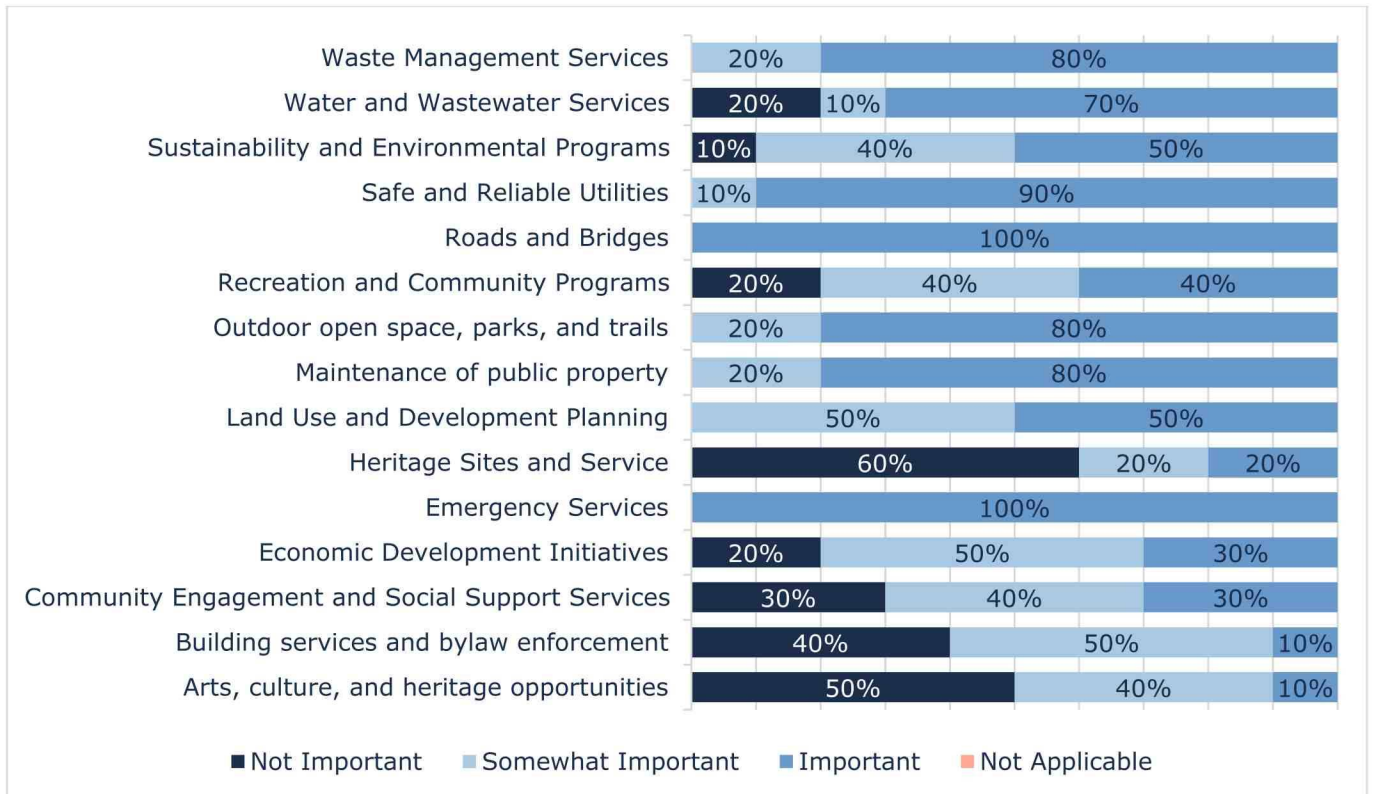
6. Please indicate how you would prefer to learn about Municipal issues/events/initiatives: (Select all that apply)



7. Please indicate how important the following amenities are in making the Township of Springwater a great place to live:

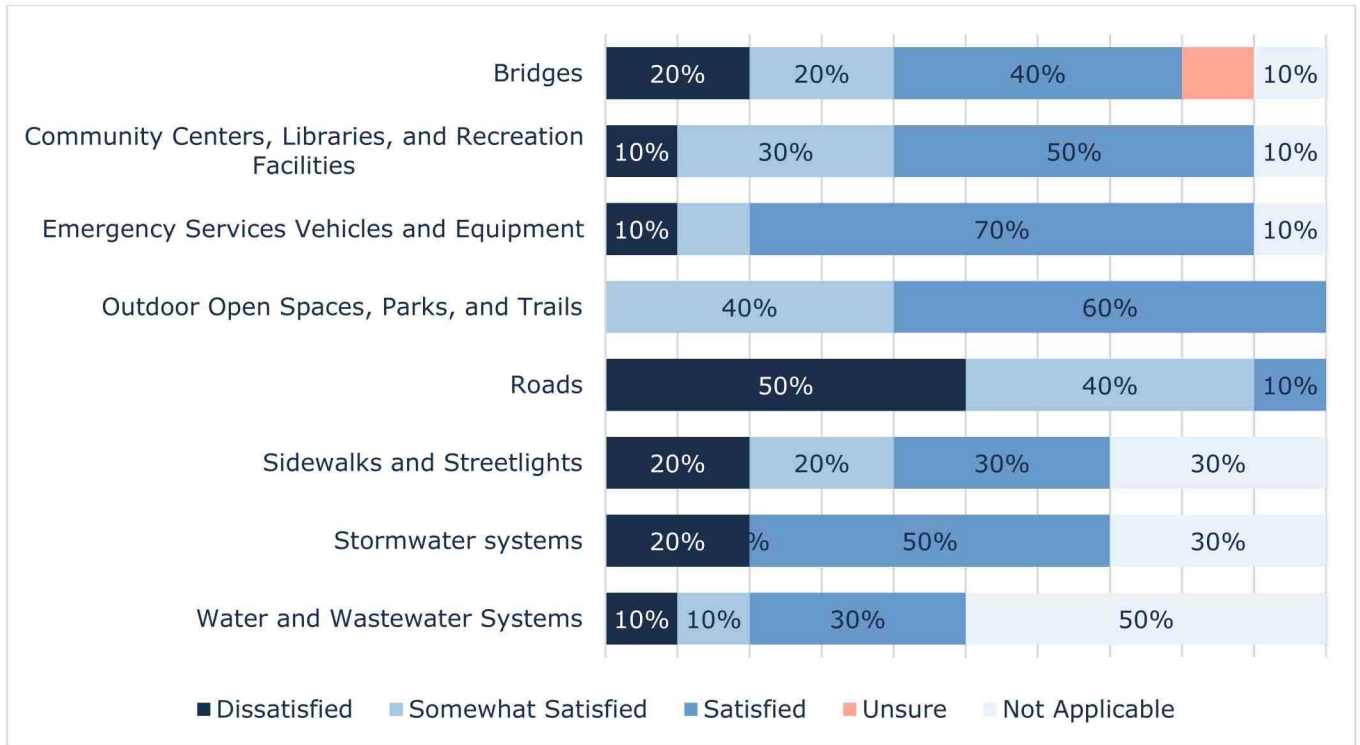


8. How important are the following Municipal services to your household?

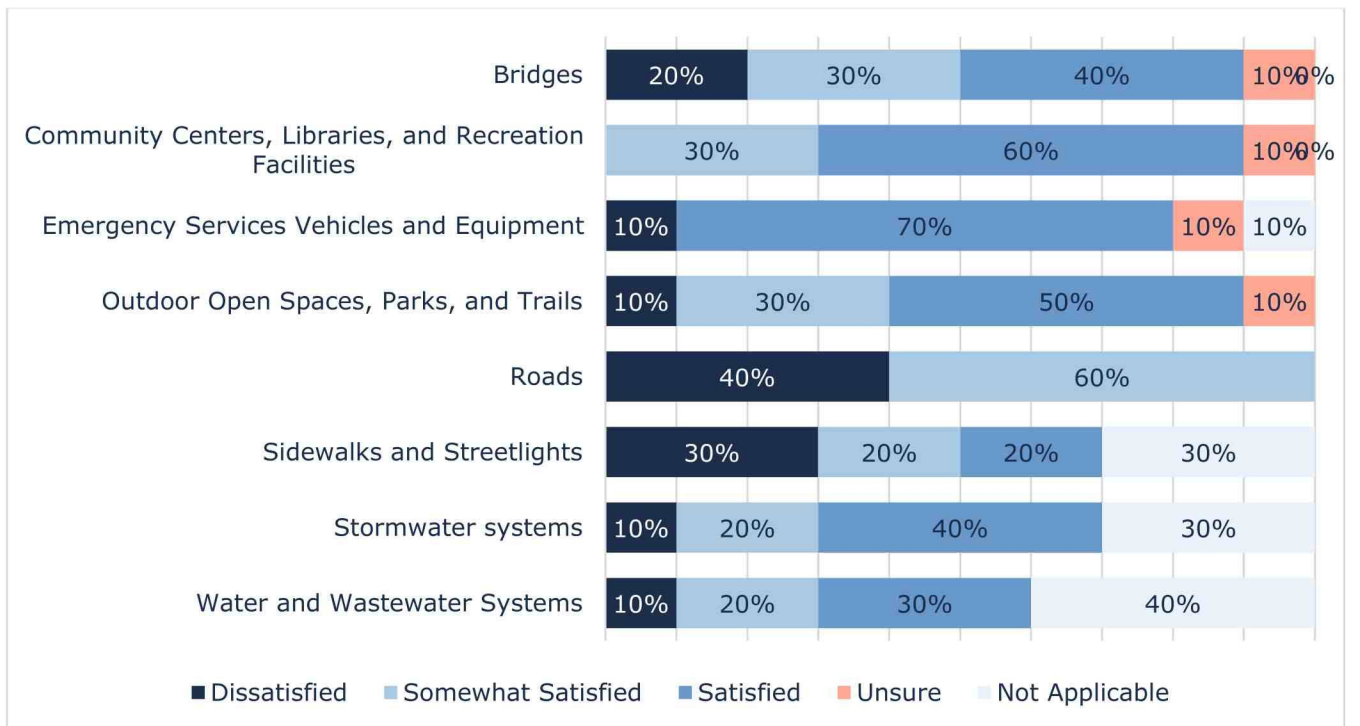


9. How would you rate your satisfaction with the levels of services for the following?

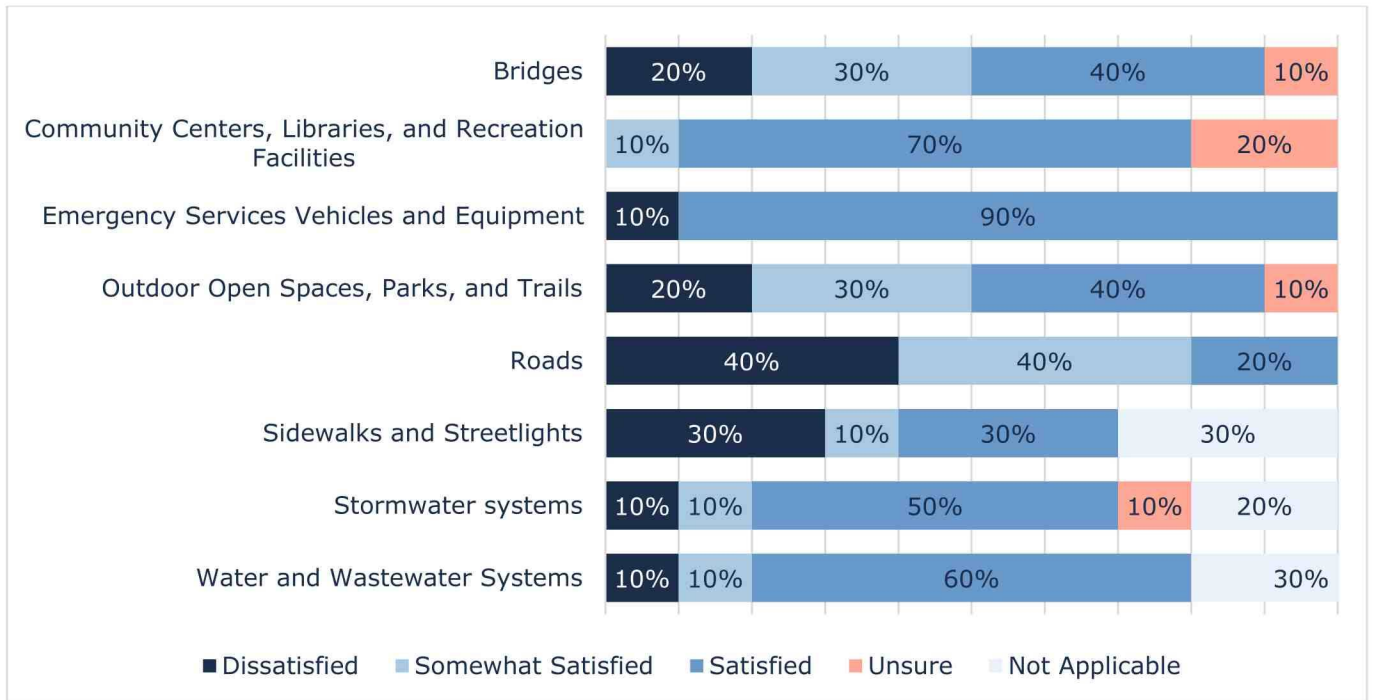
Availability:



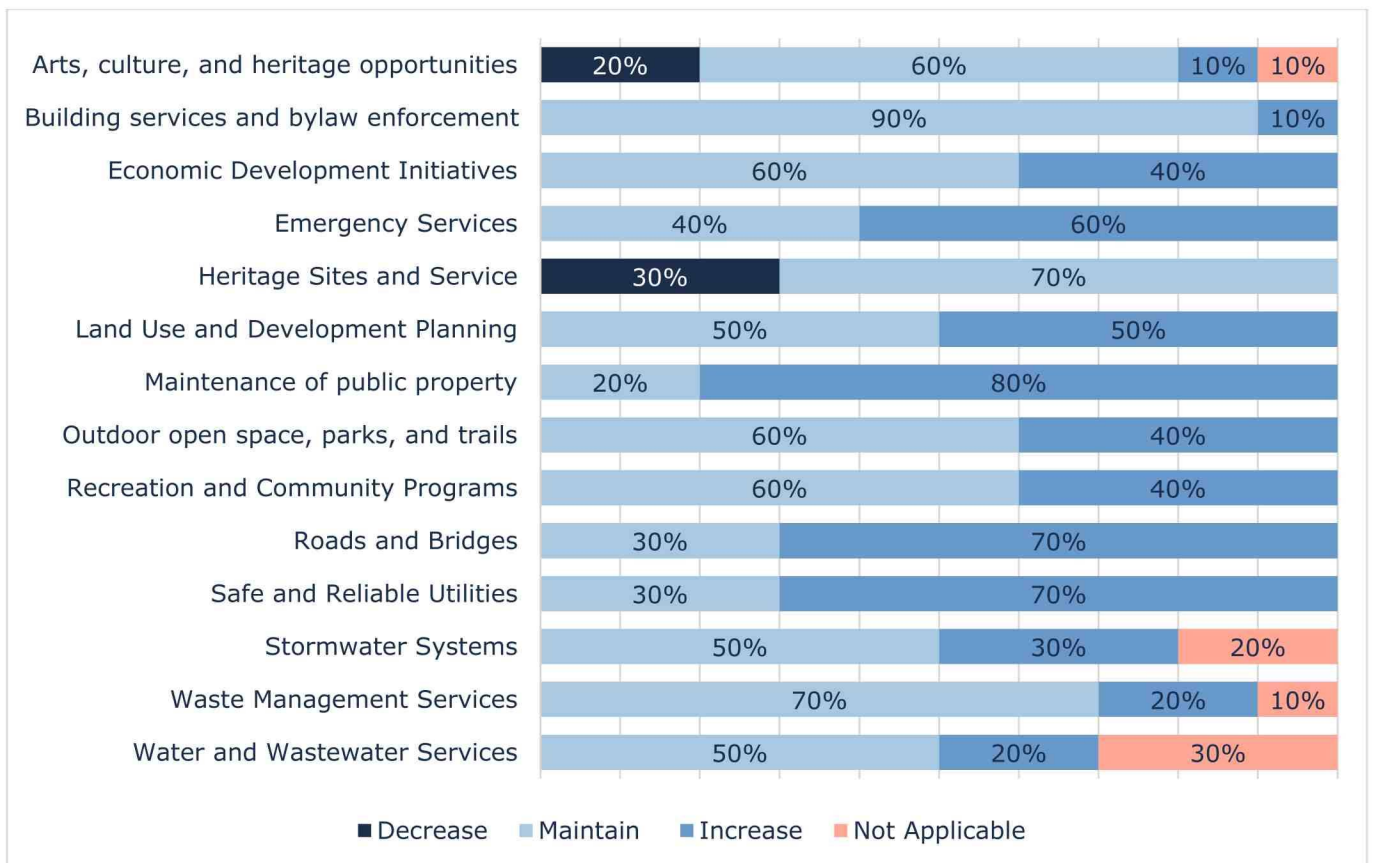
Reliability and Condition:



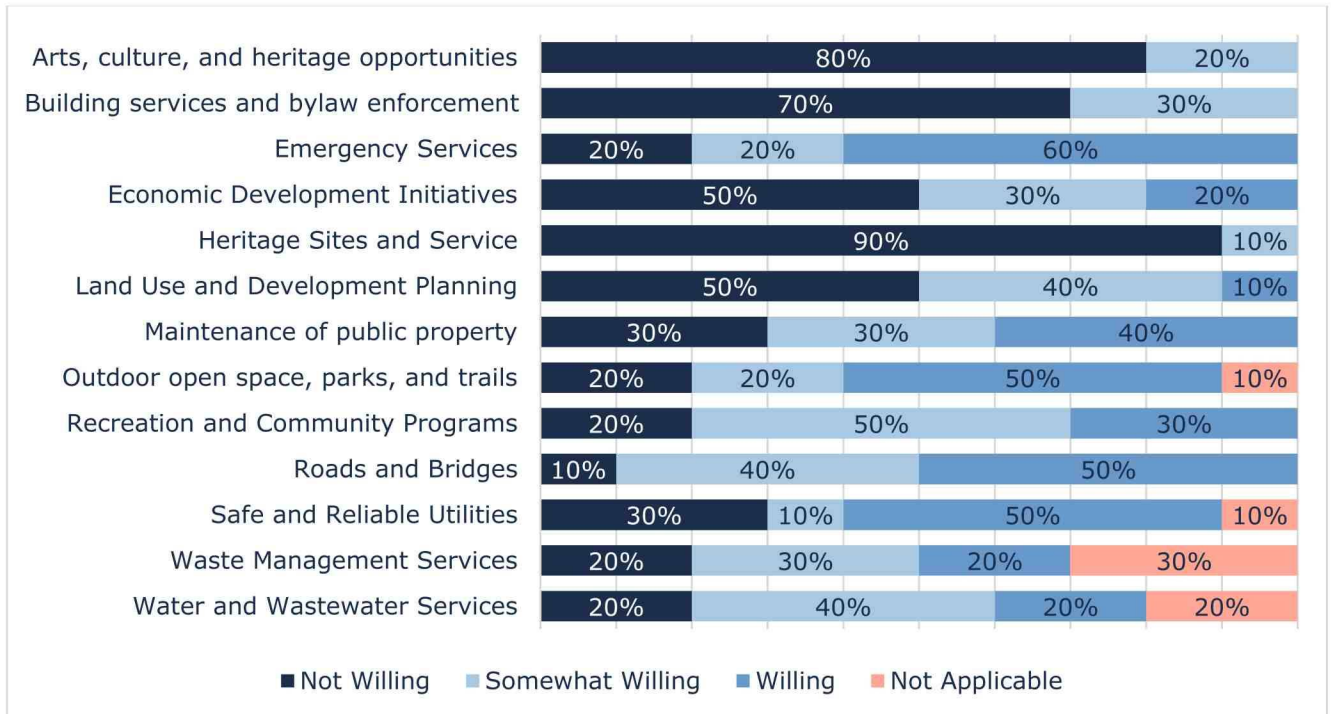
Safety:



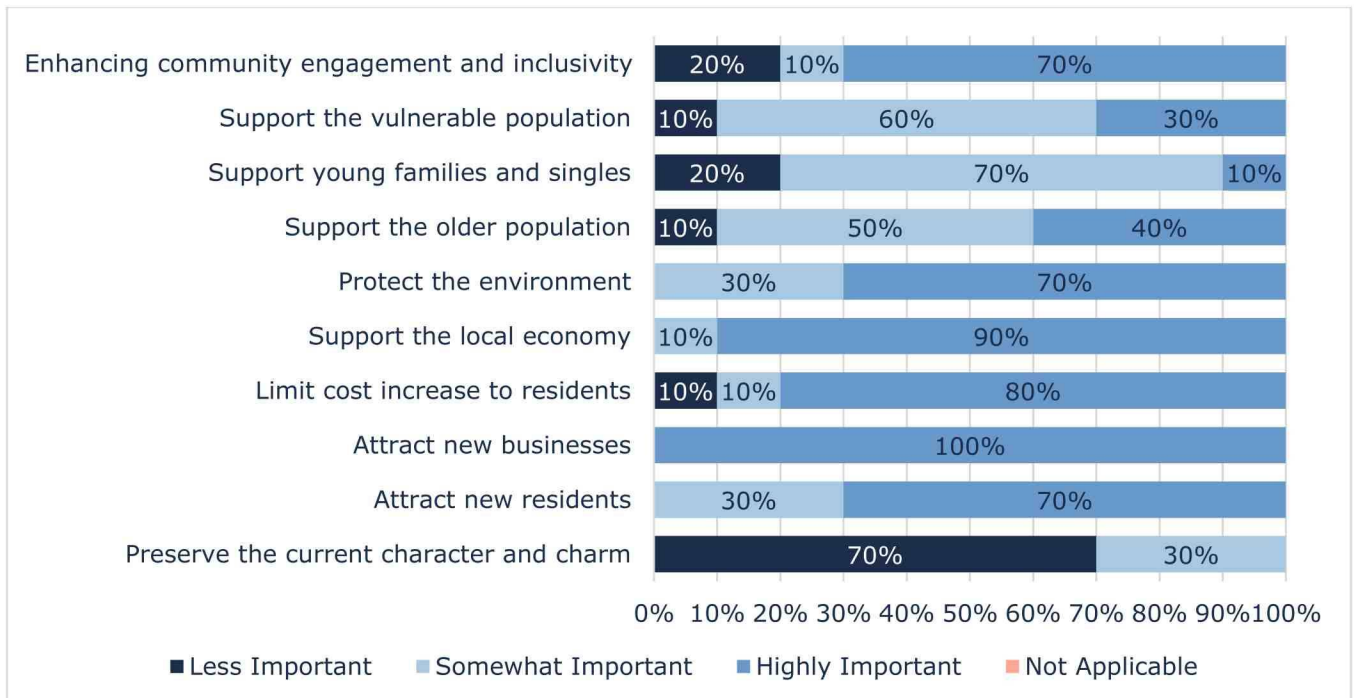
10. In your experience with the Municipal services offered, would you decrease, maintain, or increase service levels for each of the services provided?



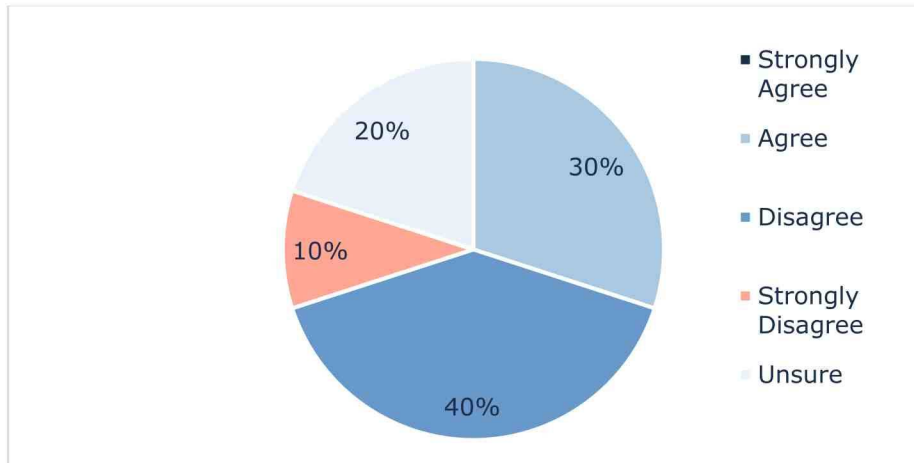
11. For each of the following services, indicate your preference for spending and willingness to pay for improvements:



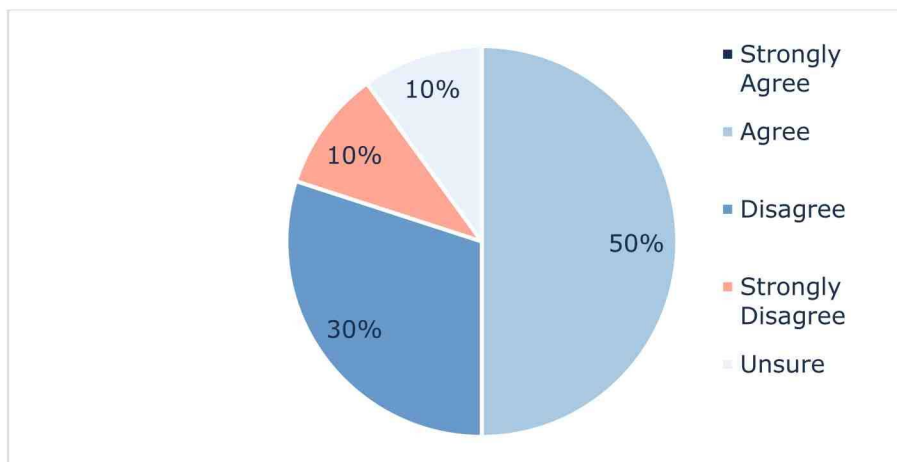
12. The Municipality is growing. This means spending on infrastructure services may need to change over time to meet the evolving needs of the community. How important are the following factors in deciding if the Municipality's spending on infrastructure is best for the community?



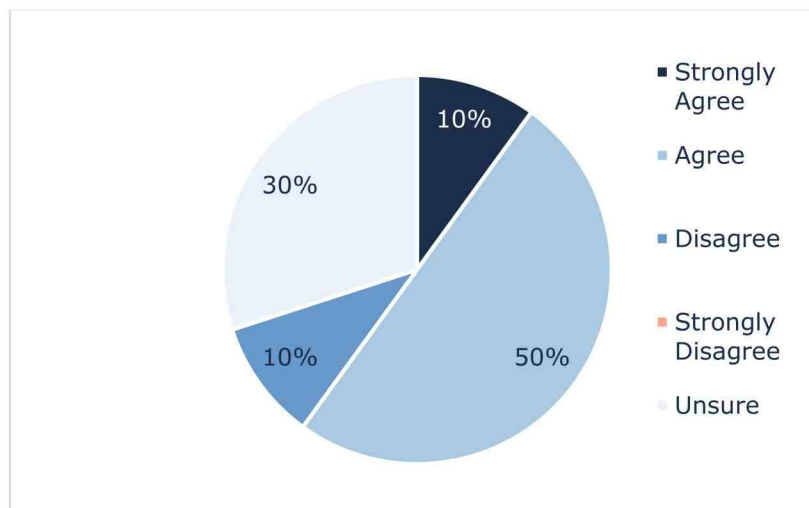
13. In your opinion, the Municipality is making the right investments in infrastructure for its current residents.



14. In your opinion, the Municipality is making the right investments in infrastructure for its future.



15. In your opinion, is the Municipality over spending in any service area?



16. Other comments

- Expresses appreciation for the development of the Asset Management Plan, noting significant progress in asset lifecycle management for the Township.
- Highlights concern Flos Road 10 East, the only gravel road in Springwater that is regularly graded at substantial cost, and recommends prioritizing paving, particularly due to its use as a school bus route and challenges with icy conditions.
- Requests that improvements similar to those completed on neighboring roads be applied to Flos Road 10 East, especially the section towards Hwy 93, which experiences hazardous conditions in winter due to lack of paving.
- Residents at 2477 Flos Rd 10 East note their road is unpaved, surrounded by paved roads, and they consistently face issues with mud, slush, potholes in transitional seasons, and dust and unsafe surfaces in summer and winter; they seek equitable infrastructure investment.
- Reports frequent littering and dumping along Flos Road 10 East, emphasizing need for maintenance, and suggesting paving could help deter such activities; residents question annual denial of this basic request despite long-term residency and tax contributions.
- Calls for additional speed control measures (speed posts) in residential areas, especially near schools, due to increased traffic and speeding associated with new subdivisions.
- Urges the reopening of the Hunter Russell Nature Trail and accelerated action on the Craig Road extension to alleviate traffic congestion within the Township.
- Requests installation of safe sidewalks in Midhurst to ensure pedestrian safety for children and adults, with emphasis on busy streets such as Pooles and St Vincent, and describes local street lighting as inadequate for community safety.
- Expresses dissatisfaction with disruptive earth boring operations in Midhurst, suggesting traditional methods would have been preferable, and registers strong opposition to amalgamation with Barrie, valuing independence, and local identity.
- Observes that Springwater's infrastructure investment lags behind comparable Townships despite significant tax revenues and requests a more transparent and detailed breakdown of municipal fund allocation.