



MUNICIPALITY OF CENTRAL ELGIN

ASSET MANAGEMENT PLAN

November 2025

Prepared by Municipal VU Consulting Inc.

Oakville, ON



This Asset Management Plan was prepared for the Municipality of Central Elgin to support municipal planning and decision-making. It relies on data and information provided by the Municipality and available at the time of preparation. The Plan is for the Municipality's exclusive use. No warranty is made regarding the completeness or future accuracy of the information, and the Plan should be updated as conditions and priorities change.

EXECUTIVE SUMMARY

The Municipality of Central Elgin's Asset Management Plan describes the current framework for managing municipal assets to deliver sustainable, affordable, and reliable services. This Plan aligns with provincial requirements under O. Reg. 588/17 and Council's Strategic Plan priorities of dependable core services, managed growth, environmental sustainability, and fiscal accountability.

Proposed Levels of Service – The Community Commitment

Central Elgin's proposed levels of service define the outcomes the public can expect via the infrastructure. They strive to balance community expectations, legislative obligations, and fiscal capacity. The framework applies consistently across all asset classes:

- **State of Good Repair:** Maintain the current proportion of assets in fair or better condition through proactive maintenance, rehabilitation, and renewal to manage risk and sustain reliability.
- **Growth Accommodation:** Provide sufficient capacity to support approved and anticipated development in line with the Municipality's land use and servicing plans.
- **Service Improvement:** Enhance the quality, efficiency, or accessibility of municipal services where improvements are identified through Council-approved strategies, master plans, or public engagement.
- **Planning and Preparedness:** Maintain data, condition assessments, and studies to inform evidence-based decisions and support continuous improvement.

This approach is considered achievable within Central Elgin's fiscal framework and consistent with its risk tolerance and operational capacity.

Current State of Assets

To deliver these services, Central Elgin owns a diverse portfolio of assets across a range of service areas, with a combined replacement value of **\$753 million**. Most assets are in fair to good condition, supporting continued service delivery, though several asset classes are approaching the end of their service lives. The financial scale of a portfolio of this size is significant. At \$753 million, even small annual reinvestment rate changes have large budget implications.

Lifecycle Activities and Risk

Central Elgin manages its assets through a lifecycle approach that strives to balance maintenance, rehabilitation, and renewal to sustain the proposed levels of service at the lowest long-term cost. Routine maintenance and preventive programs extend the life of assets, while rehabilitation and capital renewal address condition or performance decline before it compromises service delivery.

- For transportation, this includes surface maintenance, overlays, and periodic reconstruction.
- For water and wastewater, scheduled main replacements and targeted rehabilitation
- For facilities, parks, fleet, and IT, structured renewal programs maintain functionality, safety, and reliability.

If full lifecycle funding is not available, Central Elgin applies a risk-based prioritization strategy.

Resources are directed first to critical, high-risk assets essential for public safety, regulatory compliance, and service continuity, and coordinated work. Lower-risk assets may see deferred renewal or reduced service frequency, managed through intensified maintenance and closer condition monitoring. These adjustments preserve safety and essential services while deferring less critical work until capacity or funding improves. This disciplined approach allows Central Elgin to maintain core service reliability and manage risk transparently, even under constrained budgets.

Investment Needs and Financial Outlook

To provide the proposed levels of service, the AMP identifies an average annual capital investment requirement of approximately **\$16.8 million**, dispersed to investments in state of good repair, service improvements, studies, and growth. Central Elgin is roughly investing about **\$9.7 million** per year, creating an annual shortfall of approximately \$7.1 million. Without action, deferred reinvestment could grow to an estimated **\$70.8 million deficit** over the next decade.

Several strategic options are presented and discussed, that Council can draw upon to close the funding gap:

- Increase incremental revenues
- Optimize use of external funding
- Prioritize based on risk
- Improve data and forecasting
- Integrate financial and service planning
- Continue innovating alternatives

These options can be pursued individually or as a phased strategy to maintain service reliability while gradually aligning funding with long-term infrastructure needs.

Continual Improvement

Central Elgin's asset management maturity is assessed as "Aware" to "Basic" across most areas, demonstrating established policies, data systems, and planning practices, with ongoing work to improve lifecycle costing, risk integration, and performance tracking. Recommended next steps are included.

TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1.	Purpose	1
1.2.	Scope	2
2.	AMP STRUCTURE AND METHODOLOGY	3
2.1.	Asset Inventory and Data Management	3
2.2.	Condition Assessment Methodology	3
2.3.	Levels of Service Methodology	4
2.4.	Lifecycle Management Strategies	6
2.5.	Public Engagement.....	6
2.6.	AMP Review and Publication.....	8
3.	DRIVERS	9
3.1.	Key Drivers	9
3.2.	Growth	12
3.3.	Stakeholder Engagement	14
4.	CURRENT STATE OF ASSETS	15
4.1.	Condition	16
5.	FINANCIAL OUTLOOK	19
5.1.	Capital Funding Needs	19
5.2.	Capital Funding Projected to be Available	21
5.3.	Annual Capital Shortfall.....	22
5.4.	Operating Needs	22
5.5.	Strategy to Address the Gap.....	22
6.	CONTINUAL IMPROVEMENT	25
6.1.	Recommendations.....	25
7.	FACILITIES PLAN	30
7.1.	Levels of Service	31
7.2.	Current State.....	32
7.3.	Lifecycle Activities	34
7.4.	Forecasted Needs.....	37
8.	FLEET AND EQUIPMENT PLAN	38
8.1.	Levels of Service	39
8.2.	Current State.....	40
8.3.	Lifecycle Activities	42
8.4.	Forecasted Needs.....	45
9.	HARBOUR PLAN	46
9.1.	Levels of Service	47
9.2.	Current State.....	48
9.3.	Lifecycle Activities	49
9.4.	Forecasted Needs	51
10.	INFORMATION TECHNOLOGY PLAN	52
10.1.	Levels of Service	53
10.2.	Current State	53
10.3.	Lifecycle Activities	55
10.4.	Forecasted Needs	57
11.	PARKS PLAN	59

11.1. Levels of Service 60

11.2. Current State 61

11.3. Lifecycle Activities 63

11.4. Forecasted Needs 66

12. STORMWATER PLAN 68

12.1. Levels of Service 69

12.2. Current State 70

12.3. Lifecycle Activities 73

12.4. Forecasted Needs 76

13. TRANSPORTATION PLAN 77

13.1. Levels of Service 78

13.2. Current State 80

13.3. Lifecycle Activities 83

13.4. Forecasted Needs 86

14. WASTE MANAGEMENT PLAN 88

14.1. Levels of Service 89

14.2. Current State 89

14.3. Lifecycle Activities 90

14.4. Forecasted Needs 90

15. WASTEWATER PLAN 92

15.1. Levels of Service 93

15.2. Current State 94

15.3. Lifecycle Activities 96

15.4. Forecasted Needs 100

16. WATER PLAN 101

16.1. Levels of Service 102

16.2. Current State 104

16.3. Lifecycle Activities 106

16.4. Forecasted Needs 109

APPENDIX A: ACRONYMS 111

APPENDIX B: LIFECYCLE ACTIVITY OPTIONS, RISKS, AND LOWEST-COST APPROACH 112

APPENDIX C: RECONCILIATION TO LEGISLATION 114

APPENDIX D: ASSUMPTIONS AND LIMITATIONS 117

APPENDIX E: PUBLIC INPUT SUMMARY 118

APPENDIX F: MATURITY ASSESSMENT 121

1. INTRODUCTION

The Municipality of Central Elgin’s Asset Management Plan (AMP) outlines a comprehensive approach for planning, prioritizing, and managing investments across the municipality’s diverse asset portfolio. Its purpose is to define how assets are maintained, renewed, and expanded in a manner that supports Central Elgin’s strategic objectives, that meets legislative requirements, and that sustains quality services for the community, both now and in the future.

This AMP updates and replaces all previous plans, reflects updated data and practices, and incorporates a forward-looking strategy to address changing needs, emerging risks, and growth pressures. The plan integrates financial planning, risk management, and levels of service considerations, to assist in decision-making that is evidence-based and aligned with Council’s vision for a resilient, efficient, and sustainable Central Elgin.

There is a direct relationship between the Municipality’s strategic objectives, the levels of service required to achieve those objectives, the work necessary on the assets to maintain those service levels, and the costs of performing that work. This connection forms the basis of this AMP, and these elements are defined and connected through this plan.

1.1. Purpose

This AMP has been prepared in full compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. It is a comprehensive, strategic framework that sets out how the Municipality of Central Elgin will manage its assets over a minimum 10-year planning horizon, and beyond, to achieve its service delivery objectives. The development of this AMP promotes a long-term perspective that supports the sustainability and efficiency of both capital and operating programs. It aligns asset investment decisions with Council’s vision, community needs, and available resources, ensuring that infrastructure continues to deliver value for residents, businesses, and visitors well into the future.

- Establishes Central Elgin’s commitment to implementing asset management methods that align with strategic goals and objectives, ensuring consistency across all asset management practices.
- Provides stakeholders with clear insight into how Council and staff make asset-related decisions, integrating strategic plans, budgets, levels of service, and risk considerations.
- Outlines and shares the asset management principles and approach, ensuring residents, Council, and staff have a shared understanding of the direction and priorities.
- Embeds asset management principles to ensure service delivery approaches remain financially sustainable, delivering optimal value for stakeholders while maintaining affordability.

1.2. Scope

The classes of assets included in the scope of this Asset Management Plan are:

- Facilities
- Fleet & Equipment
- Harbour
- Information Technology (IT)
- Parks
- Stormwater
- Waste Management
- Transportation
- Wastewater
- Water

In the context of Ontario Regulation 588/17, core assets are defined as roadways, bridges, culverts, water, wastewater, and stormwater assets. Non-core assets include all other municipal assets that support service delivery, such as facilities, fleet, IT systems, and parks infrastructure, although it should be noted that non-core assets are also required for essential services.

2. AMP STRUCTURE AND METHODOLOGY

This section outlines the approach used to develop this asset management plan. The methodologies applied ensure that the Plan is consistent, transparent, and aligned with provincial requirements and best practices in municipal asset management.

The methodologies presented in this section provide the foundation for the analysis, financial planning, and service area reporting contained in the remainder of the Plan.

2.1. Asset Inventory and Data Management

The asset inventory was developed using multiple data sources to compile the information required for effective asset management planning. Key data elements collected for each asset include:

- Installation or acquisition date
- Condition
- Estimated service life
- Current replacement value
- Asset-specific attributes

This consolidated asset register forms the foundation of the Asset Management Plan. It supports the analysis completed throughout the document, including the Current State of Assets and Financial Outlook.

2.2. Condition Assessment Methodology

Asset condition was assessed using a standardized five-tier rating system: Very Good, Good, Fair, Poor, and Very Poor. These categories are applied consistently across all asset classes to support comparative analysis and informed decision-making.

Condition data was compiled using a combination of available information sources, which may include visual inspections, age-based estimates, and performance indicators. Where direct condition data was not available, asset age and estimated service life were used as proxies to assign a condition rating.

The criteria for each condition category are provided in Table 2-1. The resulting condition ratings inform lifecycle strategies, prioritization of investment needs, and financial planning.

TABLE 2-1 CONDITION CATEGORIES

Condition Category		Description
State of Good Repair	Very Good	Well-maintained, great condition, new or recently rehabilitated.
	Good	Acceptable, generally approaching mid-stage of expected service life.
	Fair	Approaching end of service life, signs of deterioration, some elements exhibit significant deficiencies.
	Poor	Past expected service life. Requires significant replacement or rehabilitation. Asset may still provide service but with increased risk to service disruptions or increased cost of renewal.
	Very Poor	Well beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable.

Assets in very good to fair condition are considered in state of good repair.

2.3. Levels of Service Methodology

Central Elgin aims to provide reliable, safe, and cost-effective services to residents while striving to consider long-term sustainability. Levels of Service (LOS) are measures for what the municipality provides to its customers, residents, and visitors. They support the strategic goals and are derived from customer needs and expectations, Council objectives, policies, legislative and regulatory requirements, and standards, along with the financial capacity of the municipality to deliver those LOS.

The proposed levels of service reported in the AMP were derived through consultation with staff and Council, review of approved Central Elgin initiatives, and consideration of LOS metrics prescribed in O.Reg.588/17. Levels of service provide the platform for all lifecycle decision-making. Defining levels of service establishes the baseline for rationalizing the infrastructure, the lifecycle activities required to sustain that infrastructure, and the costs of those activities, while managing risk.

Discussions in the AMP are based on delivering on the commitments made to providing proposed levels of service. The time horizon for these forecasts is the next 10 years, as required by legislation. Costs and lifecycle strategies to maintain current levels of service are also included, as required by legislation.

The LOS section for each Asset Class provides metrics that support the provision of the respective service for each of the asset groups. O.Reg.588/17 has prescribed LOS metrics to be considered for core assets and does not prescribe metrics to be considered for non-core assets. As described in the asset

management plans for each asset class, proposed levels of service do not differ from current, Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth.

The proposed levels of service represent Central Elgin striving to work towards a balance between what is achievable, affordable, and aligned with Council's strategic priorities. The proposed levels of service are appropriate because they:

- **Reflect realistic conditions:** The proposal to maintain current levels of state of good repair may be achievable with a proposed funding program and with current operational capacity, and an alternate lifecycle approach is identified if funding is not achieved.
- **Strive to align with potential financial capacity:** Lifecycle cost projections assume steady reinvestment at sustainable levels (annualized totals), rather than large one-time expenditures, supporting affordability for taxpayers and ratepayers.
- **Address community expectations:** Growth, service improvement, and planning outcomes are drawn from approved Council documents and public engagement feedback, so that service levels reflect community direction.
- **Support risk management:** Maintaining existing service reliability through regular renewal reduces the probability of costly service failures and unplanned disruptions. Risk details are also defined in this AMP.
- **Enable continual improvement:** The inclusion of planning and preparedness as a service outcome supports incremental enhancements in data, process, and decision-making quality over time.

The assessment of the proposed levels of service was carried out through Council and staff workshops, internal review of existing service standards, and examination of lifecycle cost projections presented in this AMP. The process considered the implications of maintaining, enhancing, or reducing service levels and confirmed that the proposed approach, maintaining the current proportion of assets in fair or better condition while supporting planned growth, approved improvements, and ongoing planning, represents a likely achievable and affordable balance. Financial Outlook in Section 5, along with the staff report accompanying this AMP, explore the steady-state service level that can be sustained within Central Elgin's fiscal capacity.

2.4. Lifecycle Management Strategies

Lifecycle management strategies outline how assets are planned, operated, maintained, rehabilitated, and replaced to achieve desired performance at the lowest long-term cost. These strategies are informed by the asset inventory, condition ratings, levels of service, and financial considerations.

For this Asset Management Plan, lifecycle activities were identified based on asset type, expected service life, condition, and risk. Typical interventions may include:

- Routine maintenance to preserve asset functionality and extend service life
- Rehabilitation or renewal to restore performance and defer full replacement
- Replacement at the end of service life or where condition or risk warrants action
- Disposal or decommissioning where assets are no longer required or cost-effective

The lifecycle approach supports proactive decision-making and helps optimize expenditures over the long term. These strategies inform the financial forecasts presented later in the Plan and guide future capital planning and budgeting.

2.5. Public Engagement

Legislation requires that Central Elgin's policy commit to enabling public feedback, and, in accordance with the resulting *Central Elgin Strategic Asset Management Policy*, public input is regularly considered in infrastructure decisions.

Public engagement, informing and consulting the public and other interested parties, is a key component of planning processes and supports Central Elgin in developing plans and strategies that meet the needs of the community and stakeholders. Engagement with stakeholders directly informs organizational goals and creates the basis of effective strategy development.

Stakeholder engagement that is occurring for initiatives often contains input that is valuable in long-term asset investment planning. Relevant input is communicated to and considered by asset managers. As the asset management practices continue to develop, more intentional and public input may be sought out. These engagement activities are delivered through a broad range of options including the Let's Talk public engagement platform.

Based on a review of recent public engagement exercises related to master plans and other initiatives, here are some key input items derived:

Roads, Parking, and Transportation Assets

- Strong priority: roads, parking, and active-transportation corridors are residents' top capital concern.
- Themes: pavement condition, seasonal maintenance (especially snow), pedestrian safety, and clear way-finding signage.
- Parking: demand management, better signage, and pricing fairness are recurring issues—particularly in Port Stanley.
- Asset implication: need for reinvestment in road condition, capacity, and accessibility infrastructure; improved data on utilization and turnover.

Parks, Recreation, and Waterfront Assets

- Desired direction: maintain naturalized areas while adding family-oriented and youth amenities—playgrounds, splashpads, public washrooms, amphitheatres, and multi-sport courts.
- Asset Themes: retain open public shoreline, walkable promenades, shade, native plantings, and scenic lookouts.
- Asset implication: invest in parks and waterfront assets that balance recreation with environmental protection; ensure designs support long-term maintenance and lifecycle affordability.

Accessibility and Inclusivity

- Consistent theme: accessibility in parks, waterfronts, and pathways for seniors, families, and mobility-impaired users.
- Asset implication: incorporate universal design standards, accessible surfacing, and inclusive amenities into asset renewal and new-build criteria.

Water, Wastewater, and Environmental Infrastructure

- According to the 2023 Budget Survey the water network was in the top 3 assets that are most important to residents.
- Residents value water quality and reliability but want transparent communication on cost and capital planning.
- Asset implication: continue to invest in core linear infrastructure renewal and integrate environmental stewardship (naturalization, stormwater quality).

Public Safety and Access Infrastructure

- Edward Street Staircase: community views it as a vital public-access asset—safety, cost, and funding transparency matter most.
- Asset implication: safety, accessibility, and lifecycle cost assessments should be explicit in AMP project prioritization frameworks.

Naturalization and Environmental Assets

- Strong preference: more trees, shade, and native vegetation across parks and waterfronts.
- Asset implication: integrate tree canopy and naturalized zones into the asset inventory and long-term maintenance funding model.

Fiscal and Service-Level Expectations

- Tax sentiment: residents largely favour service stability over major expansion—about half prefer holding taxes steady with efficiency gains.
- Asset implication: AMP should emphasize optimization and risk-based prioritization rather than broad service growth.

Communication and Transparency

- Engagement feedback: residents seek clarity on project costs, funding sources, and timing.
- Asset implication: embed communication metrics (public information, engagement reporting) into the AMP implementation plan.

2.6. AMP Review and Publication

This AMP will be reviewed and updated at least every five years from the date of Council approval, or sooner if significant changes to infrastructure, service expectations, or financial context occur. The next formal review is therefore anticipated no later than December 2030.

The AMP is endorsed by the Municipality’s Executive Lead responsible for asset management (the CAO) and formally approved by Council resolution to confirm that it reflects corporate priorities and available resources.

Each year, before July 1, Council will receive a formal Asset Management Progress Report. This report will:

- Summarize progress toward implementing the AMP and maintaining proposed levels of service.
- Identify any factors impeding implementation or achievement of proposed service levels.
- Outline strategies or adjustments to address those factors in the upcoming period.

In accordance with the regulation, the Asset Management Policy and this AMP will be made publicly available on the Municipality’s website, and a copy will be provided upon request to any member of the public.

Together, these actions demonstrate Central Elgin’s commitment to transparency, accountability, and continual improvement in asset management governance.

3. DRIVERS

Like many municipalities in Ontario, the Municipality of Central Elgin is experiencing growth and adapting to changing circumstances while navigating social, economic, and environmental challenges. Asset needs, and fulfilment of needs, now and into the future are driven by several key factors, including Council's Strategic Plan, legislation, and the directions set out in various master plans and visioning studies. Asset needs and fulfilment also evolve with service level expectations, the pressures of inflation, the impacts of a changing climate, and the need to plan for future growth. These drivers create both opportunities and responsibilities, requiring Central Elgin to carefully balance costs, levels of service, and risk while ensuring infrastructure and services remain sustainable, reliable, and resilient for the community.

3.1. Key Drivers

This section describes the key elements driving overall asset needs in Central Elgin.

3.1.1. Council Approved Initiatives

Some key recent Master Plans and other Council-approved initiatives that influence asset planning and prioritization include:

- Water & Wastewater Financial Plans¹
- Road Needs Study²
- Ontario Structure Inspection Manual Reports³
- Waterfront Master Plan⁴
- Stormwater Master Plan⁵
- Union SS Environmental Assessment⁶
- Trails Master Plan⁷
- Accessibility Plan⁸
- Energy Conservation & Demand Management Plan⁹
- Recreation Master Plan¹⁰

¹ Water & Wastewater Ontario Regulation 453/07 Financial Plan, February 15, 2024

² Road Needs Study, 2022

³ Ontario Structure Inspection Manual (OSIM) Inspection Form, Bridges and Culverts, 2024

⁴ Port Stanley Waterfront Master Plan, June 2022

⁵ Stormwater Management Master Plan West Port Stanley, April 2025

⁶ Union Sanitary Servicing Municipal Class Environmental Assessment, January 2025

⁷ Municipality of Central Elgin 10 Year Trails Master Plan & Implementation Strategy, April 2017

⁸ Municipality of Central Elgin Multi-Year Accessibility Plan, 2016-2021

⁹ Energy Conservation Demand Management Plan, 2021-2025

¹⁰ Municipality of Central Elgin 2014 Recreation Master Plan Update, August 2014

3.1.2. Council Strategic Plan

The Council Strategic Plan 2024-2027 also drives asset planning and prioritization. Relevant priorities and asset-related goals and objectives include:

Affordability

Striving to maintain reasonable costs of living, housing, and essential services to ensure accessibility for all. Includes:

- Enhance reserves for water and wastewater projects
- Explore alternative revenue

Livability

Ensuring a high quality of life through accessible amenities, services, and a safe and inclusive environment for residents within the municipality. Includes:

- Traffic management
- Support the Recreation and Trails Master Plan.
- Implement the Roads AMP

Sustainability

Promoting environmental conservation to meet the needs of current and future generations. Includes:

- Exploring sustainability initiatives
- Implement stormwater and climate change initiatives

Investability

Cultivating an environment conducive to economic growth and development, attracting investments and fostering innovation to enhance the prosperity of the local economy.

- Focus on industrial and commercial growth

Good Governance

Effectively serving and representing the interests of the community, through the transparent, accountable, and participatory management of public affairs and resources. Includes:

- Improve risk management plans

3.1.3. Change Level of Service Expectations

Achieving the new service levels that are desired or committed to often requires targeted asset investments, either to acquire new assets or to modify and upgrade existing ones. As future master

planning and visioning exercises are completed, it is important to identify any changes in service levels, clearly define the associated financial impacts, and integrate these adjustments into the AMP as proposed service levels.

The cumulative costs of implementing recommendations should be considered within the municipal budgeting process, with each plan providing clear guidance on the sequence and priority of implementation. Infrastructure decisions made through master plans should be informed by a full understanding of the Municipality's financial capacity and a lifecycle-based approach to asset stewardship.

3.1.4. Inflation and Financial Resources

The rising cost of goods and services is a significant driver influencing infrastructure planning and delivery. Post-pandemic inflation has intensified these pressures, increasing the cost of materials, contracted services, labour, and construction. As a result, routine maintenance, asset renewals, and upgrades have become more financially challenging.

Like many municipalities, Central Elgin faces budget constraints and limited funding for infrastructure projects. These economic realities necessitate difficult prioritization decisions to ensure that available funds are directed toward the most critical needs. Asset management provides the framework to optimize the allocation of limited resources by identifying high-priority assets and investments based on their condition, performance, service criticality, and expected lifecycle costs. This approach helps Central Elgin maintain service levels and manage risks while operating within fiscal capacity.

3.1.5. Changing Climate

The municipal infrastructure is vulnerable to various risks, including natural disasters and climate change impacts. Asset management assists in identifying and mitigating these risks by recognizing asset vulnerabilities, implementing resilience measures, and developing contingency plans to ensure continuity of services during emergencies. Asset management plays an important role in helping effectively manage infrastructure assets, prioritize investments, comply with legislation, and deliver high-quality services to residents and businesses. As part of this, Central Elgin maintains an Energy Conservation Demand Management Plan.

3.2. Growth

Demands on services and assets change as growth occurs. Central Elgin’s future infrastructure needs are based on projected population growth, economic activity, and development trends. Key assumptions include:

- **Population Growth:** Based on the most recent Statistics Canada census and regional forecasts, moderate population increases are expected over the next 10 years. Growth is driven by residential development and migration patterns.
- **Economic Activity:** Local economic trends suggest steady employment levels, with growth in small business, tourism, and light industry. No significant economic shifts are anticipated that would drastically alter infrastructure demand.

Proactively monitoring growth drivers helps Central Elgin plan for new infrastructure, upgrades, and decommissioning of assets. Growth impacts the assets that are required, and can also affect the level of service expectations, so growth monitoring is guided by population and employment forecasts.

Development Charges (DCs) fund infrastructure triggered by growth, as detailed in the most recent DC Background Study, which informs this Asset Management Plan.

3.2.1. Population and Employment Forecast

Growth in Central Elgin is expected to continue and will impact the services provided as well as the assets required to deliver these services. Growth estimates are based on the most current Official Plan, but do not reflect more recent updates being developed through new or neighbouring growth studies.

Moderate growth is expected, and employment growth is anticipated to remain steady, adding roughly 1,350 jobs across the service, institutional, industrial, and primary sectors. This growth pattern reflects continued residential development and incremental expansion of local commercial and light-industrial areas, rather than major shifts in the economic base. As required in O.Reg.588/17, forecasted population and employment forecast from Central Elgin’s Official Plan is shown below.

TABLE 3-1 POPULATION FORECAST, OFFICIAL PLAN

FORECAST	2021	2046
Population	14,000	18,200

- It is projected that Central Elgin will require 2,225 housing units over the 25-year period from 2021-2046 to address the needs of the projected population growth. It is anticipated that the distribution in dwelling unit type will shift to 73% low density, 9% medium density, and 18% high

density from 2021 to 2031. A further shift away from low density housing towards medium- and high-density is anticipated from 2031 and 2046.

- Central Elgin has established a residential intensification target of 10%, to be directed towards the built-up portions of the Urban Settlement Areas where full municipal sewer and piped water facilities are available.
- Central Elgin has established an affordable housing target of 20%, which represents 445 units of the projected 2,225 housing units required over the 25-year period from 2021-2046.
- It is projected that employment in Central Elgin will generate an additional 1,356 jobs over the 20-year period from 2006-2026. It is projected that job creation will occur in the following sectors:
 - Service Sector - 570 jobs
 - Institutional Sector - 350 new jobs
 - Industrial Sector - 250 jobs
 - Primary Sector - 190 jobs

3.2.2. Assessing Growth Related Asset Needs

Growth in Central Elgin brings both opportunities and responsibilities, requiring new infrastructure and the ongoing maintenance of existing assets to sustain or enhance service levels.

The growth-related capital needs and associated operational impacts are identified through the Development Charges (DC) Background Study, a comprehensive legislated process that quantifies the specific assets required and the timing of those investments across all asset categories (note that some asset category terminology differs under the Development Charges Act).

The projects and asset needs identified in the DC Background Study are incorporated into this AMP, along with their associated funding strategies. This includes adoption of allocated growth-related costs funded purely through Development Charges, and benefit-to-existing infrastructure costs, funded by existing tax/rate payers. This integration ensures that growth planning, funding, and asset lifecycle considerations are fully aligned.

As growth patterns evolve, the AMP will be updated to reflect changes in population trends, economic conditions, and infrastructure funding requirements.

As published in the *Development Charge Background Study*¹¹, incremental operating costs related to growth assets is **\$2.241 million**.

¹¹ <https://www.centralelgin.org/en/building-and-development/Development-Charges/Development-Charges-Background-Study-July-2022.pdf>

3.2.3. Linking to Lifecycle Asset Needs

Central Elgin's lifecycle cost projections for maintaining current levels of service are informed by the projections above. These projections guide asset investment planning by indicating where renewal, capacity, and service pressures are most likely to occur. The forecasts support the assumption that Central Elgin will experience gradual increases in service demand, requiring ongoing reinvestment to sustain current service levels rather than large step-changes in infrastructure. Lifecycle cost projections therefore emphasize steady renewal to maintain the existing percentage of assets in a state of good repair, approximately 72 percent, while planning incremental investment for growth areas and intensification sites identified in the Official Plan. This linkage between demographic and economic outlook and asset management forecasts sets up Central Elgin so that future funding needs may remain proportionate to anticipated service demand, aligning lifecycle strategies with Council's commitment to affordability, livability, sustainability, investability, and good governance.

3.3. Stakeholder Engagement

Stakeholder engagement, informing and consulting the public and other interested parties, is a key component of our planning processes and supports Central Elgin in developing plans and strategies that meet the needs of the community and stakeholders.

The Strategic Asset Management Policy (2021) states:

- Roles and Responsibilities of the public include providing feedback related to levels of service, understanding the relationship between levels of service and cost, and engaging in decisions about strategic priorities and the ten-year capital project plan.
- Infrastructure planning and investment should be evidence based and transparent, and use or disclose information.
- Investment decisions respecting infrastructure should be made on the basis of information that is made available to the public.

Engagement with stakeholders directly informs organizational goals and creates the basis of effective strategy development. These engagement activities will be delivered through a broad range of vehicles including the Let's Talk Central Elgin public engagement platform. Stakeholder engagement that is occurring often contains input that is valuable in long-term asset investment planning. Relevant input is communicated to and considered by asset managers and senior leadership. As the asset management practices continue to develop, more intentional and public input may be sought out.

The AMP is publicly available on the website. Background and supporting information are also available upon request through the Freedom of Information Requests process.

4. CURRENT STATE OF ASSETS

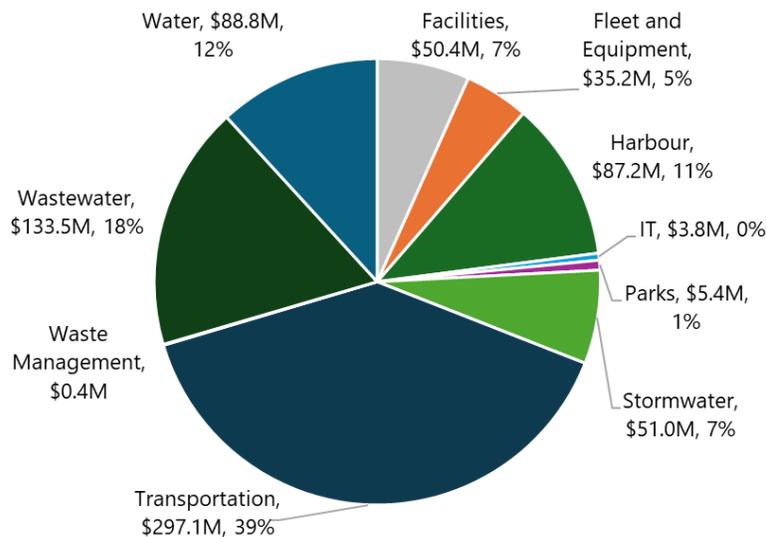
Understanding the current state of the Municipality’s assets is essential to effective long-term planning and service delivery. This section provides an overview of the asset portfolio including the condition and replacement value of assets across all asset classes. The analysis draws on the asset inventory and condition assessment methodologies outlined in Section 2.

The information presented highlights the overall health of the asset base, identifies reinvestment needs, and establishes a baseline for lifecycle planning and financial forecasting. This snapshot of the Municipality’s infrastructure supports evidence-based decision-making and helps ensure assets continue to deliver services in a sustainable and cost-effective manner.

More detailed information for each asset class is available in the Asset Management Plans for each asset class included in this report. Asset information was compiled from asset registers, GIS databases, and departmental inventories as of 2024.

Figure shows the current replacement value of the asset portfolio, which totals approximately \$753 million.

FIGURE 4-1 VALUATION OF ASSETS BY CATEGORY



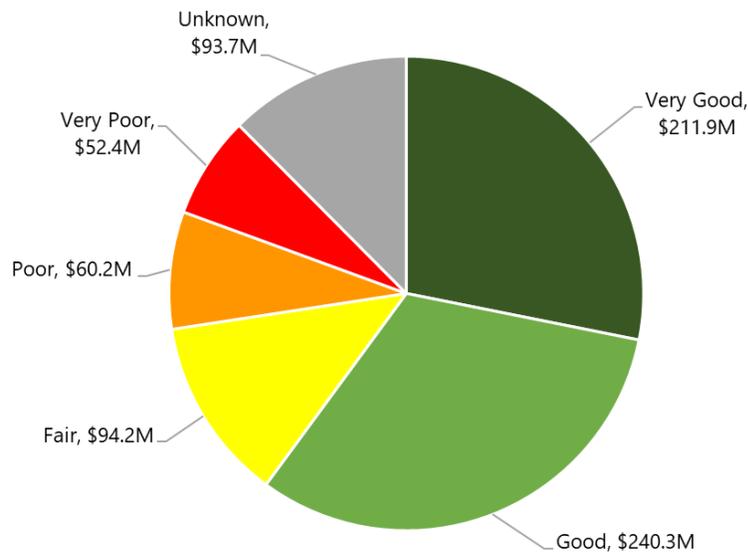
The Transportation, Water, and Wastewater networks represent the largest components of the portfolio by replacement value, fundamental to maintaining health, safety, and mobility. Together, these three categories account for roughly 70% of the Municipality’s total infrastructure value.

- The majority of the portfolio’s value is concentrated in roads and linear underground assets, which have long lifecycles but high renewal costs.
- Above-ground assets (harbour, facilities, fleet, parks, and IT) represent a smaller proportion of value but are also tied to essential services, and drive operating costs and service visibility.
- The relative scale of water and wastewater systems indicates the importance of asset management coordination with financial planning and rate setting.

4.1. Condition

The condition of the overall asset portfolio ranges from very good to very poor. Figure 4-2 shows the value assets within each condition category.

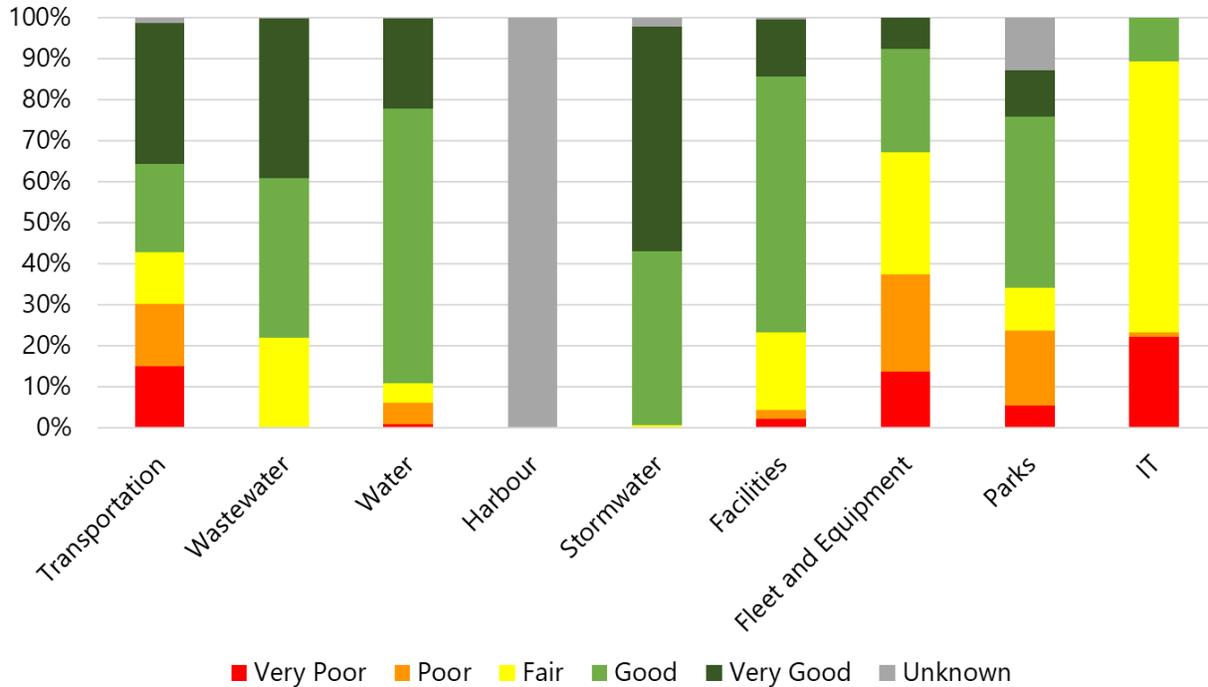
FIGURE 4-2 OVERALL ASSET CONDITION



Assets in very good to fair condition are considered in state of good repair, therefore approximately \$546.4 million, or 73% of the portfolio is currently in a state of good repair. About 12% of the total portfolio does not have sufficient condition or age information available, shown as ‘Unknown’ in the above figure.

The following figure presents the condition information for each asset class, ordered by total portfolio value.

FIGURE 4-3 CURRENT CONDITION PROFILE OF ASSETS, BY ASSET CLASS



- Water, wastewater, stormwater, and facilities are largely in good and very good condition, with some localized deterioration in older water mains.
- Transportation, fleet and equipment, and parks assets are mixed; with several greater than 20% in each asset class past their service lives and indicating a need for major renewal.

Overall, the AMP shows that Central Elgin’s asset base is generally mid-life on average, and some portfolios may be entering a significant renewal wave typical of assets that were built or expanded since the 1950s. For example:

- Transportation assets (~\$297 million) are mostly in fair to good condition, with roads averaging 18 years of age against a 60-year service life, implying they are about one-third through their life cycle. Renewal pressure will be growing for some roads and streetlight systems.
- Facilities (~\$50 million) are largely in fair to good condition with average ages between 12 and 31 years and typical lifespans near 50 years, suggesting that a wave of lifecycle replacements is approaching in the longer term, particularly for arenas and older community facilities.
- Water assets (~\$89 million) show mixed age profiles: mains and towers are around 25 years old with long lives (~75–95 years), while appurtenances such as meters and pressure-reducing valves are shorter-lived and already in the latter half of their life cycle.

- Although smaller in portfolio overall value (~\$4 million), IT assets are the relatively most aged, averaging 13 to 17 years against 5 to 18 year expected lives.

It should be noted that where detailed inspection data was unavailable, condition estimates were inferred from asset age. Refer to Section 2.2 and the asset class plans for descriptions of information available on the condition of the assets in each category, and a description of the approach to assessing condition.

5. FINANCIAL OUTLOOK

This section presents an analysis of the funding required to maintain, rehabilitate, and replace assets over time, and compares these needs to the revenues and financial resources currently projected to be available.

The analysis identifies the existing and future funding gap, including both capital and operating requirements, and outlines strategies the Municipality may consider to address the shortfall. The financial outlook supports evidence-based decision-making and informs future budgeting, rate-setting, and long-term financial planning.

For financial considerations, it is helpful to consider assets related to their main funding source:

- Rate-supported assets include water and wastewater infrastructure,
- Tax-supported assets include all other municipal assets.

5.1. Capital Funding Needs

Proposed levels of service define lifecycle management strategies, which in turn dictate the needed asset investments over the 10-year planning horizon, which are required for a legislatively compliant AMP.

5.1.1. Background

Service Improvement Needs

Service improvements are planned activities to improve levels of service, such as investments in assets to change capacity, quality, or system reliability. This might include net new assets or expansions of existing assets. Service improvements needs were defined through a review of approved and current commitments, including studies, master plans, and grant applications. For example, building new trails constitutes a service improvement because these amenities did not exist before. The summary of service improvement needs included in the proposed levels of service are provided in Table 5-1.

TABLE 5-1 SUMMARY OF SERVICE IMPROVEMENT NEEDS

SERVICE IMPROVEMENT	ASSET CLASS	10-YEAR INVESTMENT NEED
Disaster Mitigation and Adaptation Fund	Stormwater	\$17,000,000*
Arena Improvements	Facilities	\$3,464,000
Port Stanley Waterfront	Harbour	\$18,365,000
Trail Master Plan	Parks	\$2,580,000
Total		\$41,409,000

*This includes the Federal government contribution of \$6 million in grant funding.

Studies and Planning Needs

Investment needs for studies and planning are indirect assets costs that benefit the delivery of the service as a whole, but don't directly improve the condition or performance of the assets. These investment needs were derived from a review of historical budgets.

Growth Needs

Growth needs are investments required to extend services to previously unserved areas or expand services to meet growth demands. Growth needs were calculated by identifying current capital budget projects fully or partially funded by development charges, and isolating the development charge portion. Any benefit to existing investments from those projects are captured in the appropriate other investment types.

SOGR Investment Needs

SOGR investment needs were calculated based on a sequence of best available information:

- The most reliable sources are from independent reviews (by staff or external party) that is specific to an asset class. This may rely on industry standards if available, for example, a roads assessment study using Pavement Condition Index or Inventory Manual.
- An age-based approach is used in lieu of assessment data. This is determined by the age relative to the estimated service life, to quantify when that asset is due for renewal and requiring investment.
- Where limited data was available, reinvestment rates were used to determine investment need. This was calculated using replacement value divided by estimated service life, to derive an annual contribution necessary for renewal.

5.1.2. Results

The average annual capital reinvestment need across all asset classes is estimated at **\$16.8 million** per year, to provide the proposed levels of service in the next ten years. This need includes investments for tax-supported assets and rate-supported assets, to:

- Fully implement service improvement plans,
- Continue with studies and planning projects,
- Invest in growth as required, and
- Renew and maintain assets in a state of good repair.

Details for each asset class is provided within the specific plans in this AMP.

The following table depicts those annual average needs by investment type, for both tax-supported assets and rate-supported assets.

TABLE 5-2 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	ANNUAL INVESTMENT NEED FOR PROPOSED LOS:	
	TAX ASSETS	RATE ASSETS
Service Improvements	\$4,141,000	\$0
Studies and Planning	\$190,000	\$29,000
Growth	\$1,099,000	\$815,000
SOGR	\$9,045,000	\$1,441,000
Total	\$14,475,000	\$2,285,000
Grand Total	\$16,760,000	

As described in the asset management plans for each asset class, proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.

5.2. Capital Funding Projected to be Available

The regulation requires the funding projected to be available in the next ten years be identified, so that this may be compared to the needs identified above. Central Elgin does not currently maintain a long-range financial forecast, so for the purpose of this plan, projected available funding has been approximated using:

- The average of the past five years of capital spending across all departments;
- Typical levels of external funding received through programs such as the Ontario Community Infrastructure Fund (OCIF) and Federal Gas Tax; and
- Current reserve and rate-supported capital allocations.

Based on these averages, Central Elgin is estimated to invest approximately **\$9.7 million** per year for all capital investments types.

Approximately 55% of the wastewater budget is currently allocated to debt-related costs, reflecting past capital investments that are still being financed (this percentage is decreasing as the debt is annually decreasing). While this level of debt service limits flexibility for undertaking new renewal projects in the short term, the proportion of the budget dedicated to debt is declining each year as existing obligations are paid down. This trend reinforces the importance of gradually shifting toward more sustainable, pay-as-you-go funding mechanisms over time.

5.3. Annual Capital Shortfall

The difference between capital needs and available funding is defined as the annual infrastructure funding shortfall to provide proposed levels of service in the next ten years. This is calculated to be approximately **\$7.1 million** per year, or roughly 40% of the total annual needs.

This shortfall reflects the underinvestment needed to reach proposed levels of service and avoid condition decline. Without intervention, the infrastructure deficit, the value of deferred renewal or infrastructure investment, will continue to grow by approximately **\$70.8 million** by the end of the 10-year period.

This growing deficit is predicted to result in the percentage of assets in a state of good repair to decline to 73%. This has the impact of increasing lifecycle costs and risk of service disruption over time which reinforces the need for a planned and gradual increase in sustainable funding.

5.4. Operating Needs

There were no indications that the current operating budget is insufficient to provide the proposed levels of service. It should be noted that consistent carryover of capital funds can suggest potential capacity constraints within operations that may warrant additional staffing or resources.

As published in the *Development Charge Background Study*¹², incremental operating costs related to growth assets is **\$2.2 million**.

5.5. Strategy to Address the Gap

Recognizing current fiscal constraints, the following options outline a practical approach that Central Elgin will strive to employ for improving long-term financial sustainability:

Establish and Maintain Asset Reserves

Central Elgin should consider establishing and implementing a reserve fund policy that guides annual, inflation-indexed contributions to asset-specific reserves. A consistent reserve strategy will strengthen the municipality's capacity to fund future renewal and replacement needs, reduce financial uncertainty, and support the long-term sustainability of its infrastructure and services.

¹² <https://www.centralelgin.org/en/building-and-development/Development-Charges/Development-Charges-Background-Study-July-2022.pdf>

Increase Incremental Revenues

Central Elgin may consider implementing modest annual capital levy or rate increases (e.g., 1–2% above inflation) targeted toward SOGR and renewal. The additional percentage above inflation could be directed specifically toward State of Good Repair (SOGR) needs, ensuring that renewal funding grows over time. For example, if inflation is 3%, a total increase of 4–5% would include a 1–2% allocation for renewal. This approach builds sustainable funding capacity, reduces future budget shocks, and supports long-term infrastructure reliability.

As Central Elgin explores strategies to close the funding gap, attention should be given to the rate structure and affordability of services. Adjustments to water and wastewater rates or tax levies should be designed to balance infrastructure needs with the community’s ability to pay. Considerations may include phasing in increases gradually, conducting affordability analyses, and exploring tiered or differentiated rate structures to maintain fairness and transparency for both taxpayers and ratepayers.

Introduce a Dedicated Infrastructure Levy/Surcharge

Some Ontario municipalities have introduced dedicated infrastructure levies/surcharges to accelerate progress on renewal needs. Central Elgin may consider implementing a dedicated levy/surcharge, (separate from the tax base or utility rates) to provide a stable funding stream specifically for capital renewal. This approach improves predictability, enhances transparency for residents, and helps reduce infrastructure deficits.

Explore a Stormwater Charge

A stormwater charge is another tool used by municipalities to more equitably fund stormwater infrastructure. Unlike general taxation, a stormwater charge can be structured to reflect each property’s contribution to runoff (impervious area), improving fairness and strengthening the link between service demand and funding. Implementing a stormwater charge would provide a dedicated, sustainable source of revenue for stormwater renewal, maintenance, and compliance requirements, reducing pressure on the tax base.

COMMUNITY INSIGHT

In recent public engagement exercises for other initiatives, residents demonstrated cautious support for maintaining or modestly enhancing service levels within existing tax constraints.

In budget feedback, most survey participants preferred holding taxes stable or allowing only small increases, highlighting the importance of optimizing asset management practices and prioritizing essential service.

Optimize Use of External Funding

Central Elgin will continue to pursue federal and provincial programs focused on climate resilience, asset renewal, energy efficiency, accessibility, active transportation, rural infrastructure, and digital modernization. Maintaining shovel-ready projects and aligning priorities with senior government policy directions increases competitiveness for funding.

Prioritize Based on Risk

Central Elgin will strive to direct limited capital funding toward high-risk, service-critical assets first.

Improve Data and Forecasting

Central Elgin will strive to continue investing in condition assessment programs and lifecycle modeling to refine long-term forecasts and optimize decision-making.

Integrate Financial and Service Planning

Central Elgin may consider aligning future budgets and rate studies with desired levels of service and risk tolerance.

Continue Innovating Alternatives

Central Elgin may continue exploring innovative and non-traditional funding strategies to supplement existing revenue sources and help close the long-term infrastructure funding gap. These alternatives can provide targeted, flexible funding for renewal needs while minimizing pressure on general taxation and rate-supported budgets. Potential approaches include:

- **Cost-Sharing Arrangements:** Collaborate with neighbouring municipalities, conservation authorities, or the County for joint projects, shared facilities, boundary road works, or shared equipment. These arrangements can reduce redundancy and lower capital and operating costs.
- **Special Area Rates / Local Improvements:** For assets that primarily benefit a specific neighbourhood or service area, targeted levies can ensure funding is aligned with beneficiaries, reducing cross-subsidization and supporting fairness.
- **Partnerships with Community or Institutional Stakeholders:** Explore collaborations with community groups, service clubs, or educational institutions for facility upgrades, shared-use equipment, or co-funded capital enhancements.
- **Public-Private Partnerships (P3s):** Explore opportunities where private-sector financing, expertise, or risk-sharing may support the delivery of select capital projects. Particularly those with revenue-generating potential, specialized operational requirements, or lifecycle-based performance expectations.

6. CONTINUAL IMPROVEMENT

This section describes the series of recommendations to provide focus areas for next steps in asset management based on an asset management maturity assessment. The assessment was conducted on Central Elgin’s overall AM practices based on valuable staff input and current state observations, across a range of key asset management review elements. The assessment approximates where Central Elgin stands today, what might be the reasonable and achievable future state in the shorter term, and what steps might be required to get there.

Rather than focusing only on gaps, strengths are also highlighted, allowing Central Elgin to build on what is working and set priorities for advancing the asset management approach. This assessment also enables comparison with industry benchmarks and the identification of practices that set a higher standard for efficiency and effectiveness.

Details of the assessment approach and framework are provided in Appendix F.

6.1. Recommendations

In alignment with the commitments in the AM Policy, the general objective for Central Elgin in this context is to practice consistent, documented asset management. Recommendations are crafted based on improving areas to bring practices consistently into the ‘Core’ maturity level (see Appendix F).

To guide Central Elgin’s next steps in advancing asset management, this section identifies six key focus areas derived from the asset management maturity assessment. The assessment, based on staff input and review of current practices, highlights both strengths and areas for improvement across the municipality’s asset management framework.

The recommendations focus on achieving consistent, documented, and coordinated asset management practices that align with the municipality’s Asset Management Policy and reach the “Core” maturity level (see Appendix F). The intent is not only to close gaps but to build on existing strengths, providing a structured path toward integration, accountability, and continual improvement.

Recommendation 1. Strategic Direction & Integration

Central Elgin should continue to strengthen the connection between corporate strategy, asset management objectives, and external influences on service delivery.

- Regularly assess and document external trends (growth, regulation, climate, demographics) and internal drivers that affect services and assets.

- Ensure a clear “line of sight” from corporate strategic objectives to AM objectives and Council reporting. This is delineated through the AMP, but should also be carried through in Council report formats, regular Council updates, Master Plan reporting formats, and even capital budget sheet formats.
- Use the AMP as the primary framework for aligning master plans, budgets, and departmental strategies.
- Integrate AM with financial planning, climate action, and emergency preparedness frameworks.
- Develop and test infrastructure demand scenarios (low, medium, high growth) and link them to long-term financial and capital plans.
- Review strategic direction on a structured cycle (every 3–5 years) to maintain relevance.
- Formally define and resource an AM Program structure, including governance, processes, and annual work plans.

Recommendation 2. Levels of Service (LOS) & Risk-Informed Decision-Making

Service levels and risk should jointly drive how resources are allocated and how trade-offs are communicated to Council and the community.

- Define clear, measurable levels of service that reflect customer, regulatory, and technical perspectives.
- Link service levels directly to capital and operational planning and report them through performance dashboards or summaries.
- Present LOS to Council and the public in clear, plain language to support transparency and accountability.
- Develop an asset risk register beginning with critical assets and services, using simple likelihood and consequence criteria. It should be based on realistic and valuable (informative) risk information (not too theoretical or quantitative to start!).
- Integrate risk and service information into prioritization frameworks for capital and maintenance programs.
- Communicate service risks and trade-offs clearly to Council to support risk-informed decision-making.

Recommendation 3. Financial and Lifecycle Planning

Financial planning should be grounded in lifecycle analysis, realistic forecasting, and transparent communication of funding needs.

- Integrate lifecycle costing across major asset classes (roads, bridges, stormwater, facilities).
- Reconcile long-term financial forecasts with condition and performance data to ensure alignment.
- Present funding needs and gaps using clear, scenario-based narratives to inform Council’s budget discussions.

- Establish and maintain a rolling 5–10 year capital forecast linked to levels of service, risk, and demand forecasts.
- Document a capital project register and update it annually to track progress and changing priorities.
- Align financial planning with the broader AM Program, ensuring resources (including staff time and technology) support lifecycle management.

Recommendation 4. Asset Data and Information Systems

Reliable, integrated data systems support evidence-based planning and reporting.

- Consolidate inventory, condition, and valuation data into a single authoritative system or database, or clearly map how relevant data from multiple systems integrates and maps.
- Establish consistent data collection, verification, and update procedures across departments.
- Develop a phased roadmap for system improvements, starting with standardized reporting and advancing to lifecycle modelling.
- Explore and invest in modern AM software and technologies to enable workflow management.
- Configure systems to support service level tracking, risk assessment, and financial forecasting.
- Plan for long-term technology renewal and support, including staff training and system administration.
- Develop and implement a structured suite of asset management performance indicators, supported by dashboarding tools that provide clear, timely visibility into organizational progress. Indicators should measure both asset performance (system condition and functional performance) and asset management performance (completion of AM processes and adherence to AM practices). Dashboards should present trends, risks, and gaps in a way that supports informed decision-making by staff, management, and Council.
 - Asset Performance Indicator Examples: Percentage of assets with current and reliable condition assessments, Percentage of assets meeting or exceeding minimum condition thresholds by class, Number of unplanned failures per asset class per year
 - Asset Management Performance Indicator Examples: Percentage of asset classes with up-to-date lifecycle strategies and risk evaluations, Completeness, accuracy, and timeliness of asset data within the AM system, Percentage of high-risk assets with funded mitigation actions in the capital plan.

Recommendation 5. Operations, Maintenance, and Process Management

Operational practices form the foundation of service delivery and asset reliability. Documenting and optimizing these processes improve consistency and efficiency.

- Formalize procedures for inspections, preventive maintenance, reactive response, and emergency management.
- Introduce standard templates for work planning, scheduling, and reporting.
- Track reactive versus planned maintenance ratios to identify cost and reliability improvements.

- Establish clear protocols for critical asset response, service level monitoring, and capital project intake and prioritization.
- Ensure operational data and insights feed back into AM planning and reporting cycles.
- Develop municipality-wide AM processes so all departments follow consistent, standardized approaches to data, planning, and decision-making as part of the formal AM Program.

Recommendation 6. People, Leadership, and Continuous Improvement

Asset management success depends on leadership commitment, organizational culture, and capacity at all levels.

- Reinforce AM roles and responsibilities for Council, senior leadership, and staff as outlined in the AM Policy.
- Establish a cross-departmental AM committee or working group to coordinate implementation and monitor progress.
- Provide targeted AM training to build consistent understanding and technical capability.
- Identify and secure the resources required to deliver a more formalized AM Program, including dedicated staff time and role definition (e.g. AM coordinator/Analyst).
- Develop a formal AM improvement plan with defined actions, timelines, and accountabilities, using the maturity assessment as a baseline.
- Report annually to Council and staff on AM progress and planned next steps to demonstrate accountability and transparency.
- Foster a collaborative culture where AM is recognized as a shared organizational responsibility, supported by leadership and clear communication, and regularly referred to in infrastructure planning discussions.

ASSET-SPECIFIC ASSET MANAGEMENT PLANS



7

FACILITIES ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s facilities, including administrative offices, operations centres, fire stations, and community buildings that support municipal service delivery. These facilities enable the delivery of municipal services, providing safe, functional, and welcoming spaces for staff and the community.

Central Elgin Facility assets include such buildings as arenas and community centres.

It should be noted that Central Elgin currently leases its Public Works Yard and Administration Building. While these leased properties are not owned municipal assets and therefore are not included in the tangible capital asset inventory, they play a central role in service delivery. Leasing has been an intentional asset management approach, enabling access to functional space without incurring the significant upfront or ongoing costs of ownership, maintenance, and renewal.

Over time, this approach may evolve. Should Central Elgin determine that owning these facilities would provide greater long-term value, stability, or control, future asset management planning will need to account for the capital investment required to acquire or construct replacement facilities. This would represent a strategic shift in the facility portfolio and would require integration into long-term financial planning and lifecycle management frameworks.

7.1. Levels of Service

Facilities assets provide the spaces needed to deliver and support municipal and community services. Central Elgin’s Facilities levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 95% of Facilities assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

7.2. Current State

This section outlines the current state of the Facilities portfolio, summarizing the assets that enable Central Elgin to deliver services for Facilities at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

7.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$50.4 million**. As shown below, the facilities asset classes range in performance from fair to good, average age is between 12 and 28 years, and estimated service life is around 50 years. The largest asset sub-class, by replacement value, is arenas.

TABLE 7-1 INVENTORY SUMMARY FOR FACILITIES ASSETS

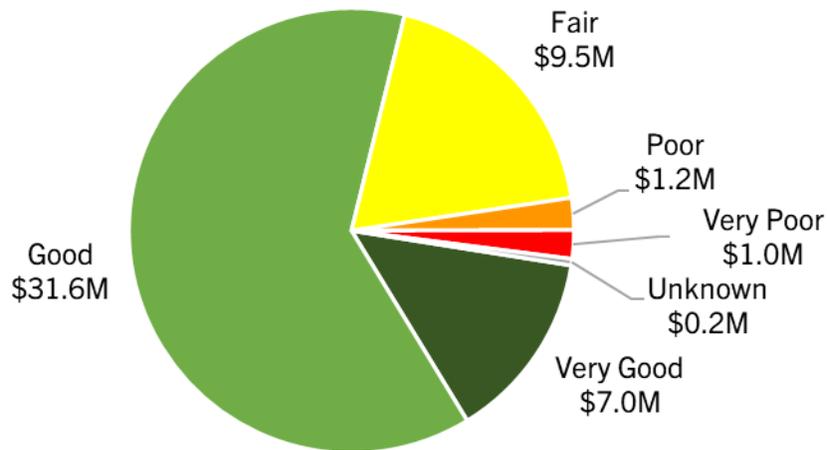
ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE*	AVERAGE ESL*
General Buildings	4	\$6.0M	Good	22	48
Arenas	2	\$26.5M	Fair	31	46
Baseball Diamonds	3	\$0.3M	Fair	27	52
Fire Halls	6	\$13.9M	Good	12	49
Libraries	1	\$1.4M	Good	28	52
Recreation Facilities	4	\$1.4M	Good	18	51
Washrooms	1	\$0.9M	Good	21	54

*Values are presented as average age and ESL of the components in the facilities.

7.2.2. Asset Condition

The figure below presents the current condition of Facilities assets, showing the proportion of total replacement value represented in each condition category.

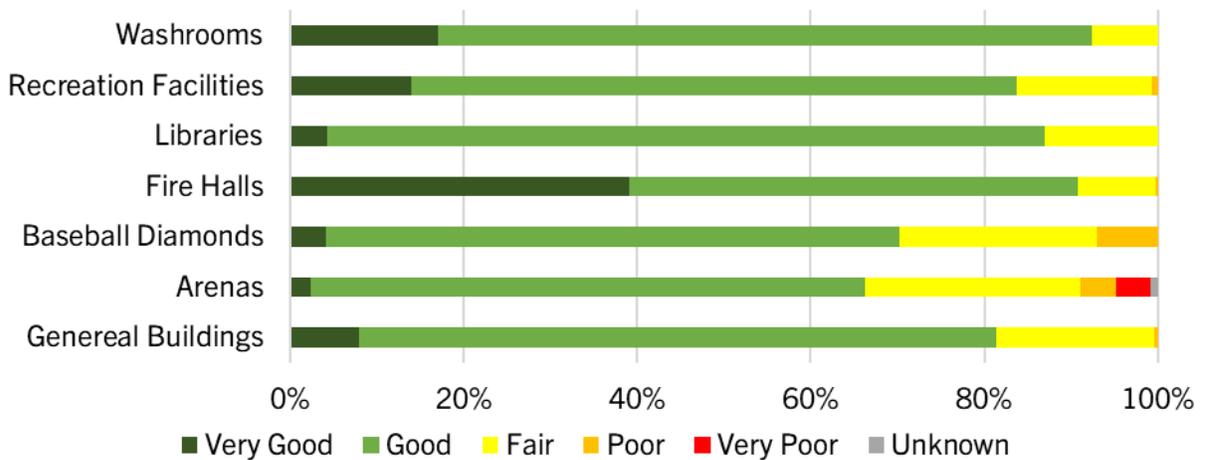
FIGURE 7-1 CURRENT CONDITION OF FACILITIES ASSETS



This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions approaching or past the end of service life. As shown, the majority of facility assets are in good or fair condition.

The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 7-2 CURRENT CONDITION PROFILE FOR FACILITIES, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on various indicators:

- Building condition assessments (BCAs) were completed in 2025 and provided the condition and investment needs required at each facility. The remaining life of each facility component was provided and used to determine the condition category.
- Age was used as a proxy to indicate condition for the refrigeration assets at the arenas.
- Reinvestment rates were used to determine investment need for refrigeration assets without age information.

The summary of the condition categorization is provided in Table 7-2.

TABLE 7-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0% to -39%
Very Poor	-40% and beyond

7.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

7.3.1. Non-Infrastructure Activities

- Some facilities are shared/leased, rather than owned, for efficiencies. The municipality does not currently study facility usage, spatial efficiency, and planning needs.
- Building condition assessments are used to inform future capital planning and identify state-of-good-repair investment needs.
- Development Standards include provisions that require energy performance to be evaluated during the design of new facilities or major renovations.
- Planning for new builds or large-scale renovations includes consultation with staff, including operations personnel, to ensure functional and maintainable outcomes.
- Insurance coverage is in place for facilities and related assets to manage associated risks.

7.3.2. Operating and Minor Maintenance Activities

- Planned preventive maintenance programs for building components, such as HVAC maintenance, are in place. Reactive maintenance programs for building components as required.
- Building condition audits identify deficiencies. Regularly scheduled inspections and comprehensive building condition assessments. In accordance with manufacturer manuals where it can be afforded.
- Regular health and safety inspections may trigger repairs and maintenance.

7.3.3. Renewal Activities

- Capital projects from condition assessments may involve rehabilitation or replacement of various components or subcomponents of buildings, that may be based on input from service contractors, staff, and technology.
- Before defaulting to like-for-like replacement of a building component, Central Elgin has a process to check the feasibility to replace with alternate or improved infrastructure that may also address climate change or accessibility goals, for example.

7.3.4. Decommissioning Activities

For assets to be decommissioned, Central Elgin has an internal informal process to check the feasibility to decommission vs. or repurpose based on cost-effectiveness, based on value to council/community, heritage, or other criteria.

7.3.5. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, lifecycle strategies would change where investment in SOGR/renewal would be decreased.

7.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Safety Risk - Addresses potential hazards to public and staff safety arising from inadequately maintained facilities.
- Environmental Risk - Potential environmental impacts related to poorly maintained facilities, such as spills, energy consumption, and emissions.
- Operational Risk - Addresses inefficiencies resulting from facility component breakdowns (e.g. air conditioning failure) or unavailability for access or use.
- Reputational Risk - Works to mitigate negative perceptions stemming from dormant, neglected, redundant, overcrowded, or underutilized facilities.

- Financial Risk - Addresses potential losses due to underutilization, unplanned failures, inefficient use of funds, or major breakdowns.
- Corporate Risk & Liability - Focuses on reducing the risk of unplanned facility closures or breakdowns causing disruptions in public services or facility operation.
- Quality Risk - Aims to mitigate the risk of not having facilities tailored to needs, ensuring availability and sustainability for future operations.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

7.4. Forecasted Needs

As noted earlier, Facilities (~\$50 million) are largely in fair to good condition with average ages between 12 and 31 years and typical lifespans near 50 years, suggesting that a wave of lifecycle replacements is approaching, particularly for arenas and older community facilities.

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$1.1 million** over the next 10 years. This includes renewal investments to maintain 95% of assets in a state of good repair, fully implement service improvement plans, growth and the benefit to existing levy portion, and studies and planning projects. The summary of these investment needs are provided in Table 7-3.

TABLE 7-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$346,000
Studies and Planning	\$8,000
Growth	\$60,000
SOGR	\$696,000
Total	\$1,110,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



8

FLEET AND EQUIPMENT ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s fleet and equipment, including vehicles, heavy machinery, and specialized tools used to maintain infrastructure and deliver municipal services. These assets enable efficient operations, emergency response, and public works activities across the municipality. Central Elgin maintains a diverse portfolio of fleet and equipment assets to provide services to the residents with efficiency and reliability. Sound management of the fleet and equipment helps realize the vision of an efficient and safe municipality.

Central Elgin Fleet & Equipment assets include:

- Fire Fleet (such as rescue units and pumpers),
- Fire Equipment (such as extricators and lifts),
- General Fleet (such as graders and trucks), and
- General Equipment (such as trailers).

At the time of preparing this Asset Management Plan, the Central Elgin was undertaking a comprehensive Fleet Review to evaluate current fleet composition, utilization, replacement practices, and overall effectiveness. The findings of this review will provide important insights that strengthen the accuracy, confidence, and maturity of future fleet asset management practices. As the recommendations from the Fleet Review are implemented, Central Elgin will be better positioned to refine lifecycle strategies, optimize replacement timing, improve cost forecasting, and ensure the fleet continues to support reliable service delivery in a sustainable and efficient manner.

8.1. Levels of Service

Fleet and equipment enable municipal staff to maintain infrastructure, deliver services, and respond to emergencies efficiently. Central Elgin’s Fleet and Equipment levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 63% of Fleet and Equipment assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

8.2. Current State

This section outlines the current state of the Fleet portfolio, summarizing the assets that enable Central Elgin to deliver fleet-related services at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

8.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$35.2 million**. As shown below, the fleet and equipment asset classes range in performance from poor to fair, average age is between 9 and 19 years, and estimated service life ranges on average from 15-20 years. The largest asset sub-class, by replacement value, is general fleet, followed by Fire fleet.

TABLE 8-1 INVENTORY SUMMARY FOR FLEET & EQUIPMENT ASSETS

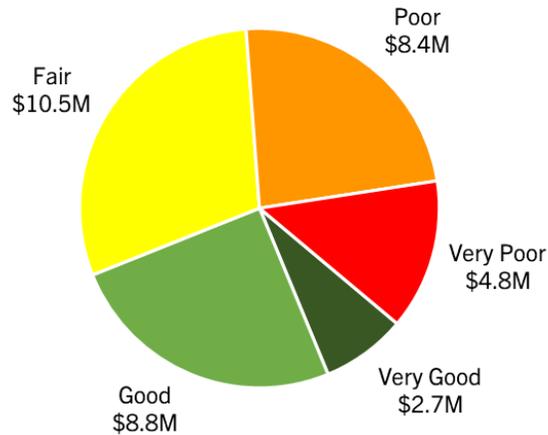
ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Fire Equipment	437	\$5.7M	Poor	19	15
Fire Fleet	19	\$11.9M	Fair	15	20
General Equipment	121	\$2.6M	Poor	16	16
General Fleet	81	\$14.9M	Fair	9	12

8.2.2. Asset Condition

The following figure presents the current condition of Fleet and Equipment assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of

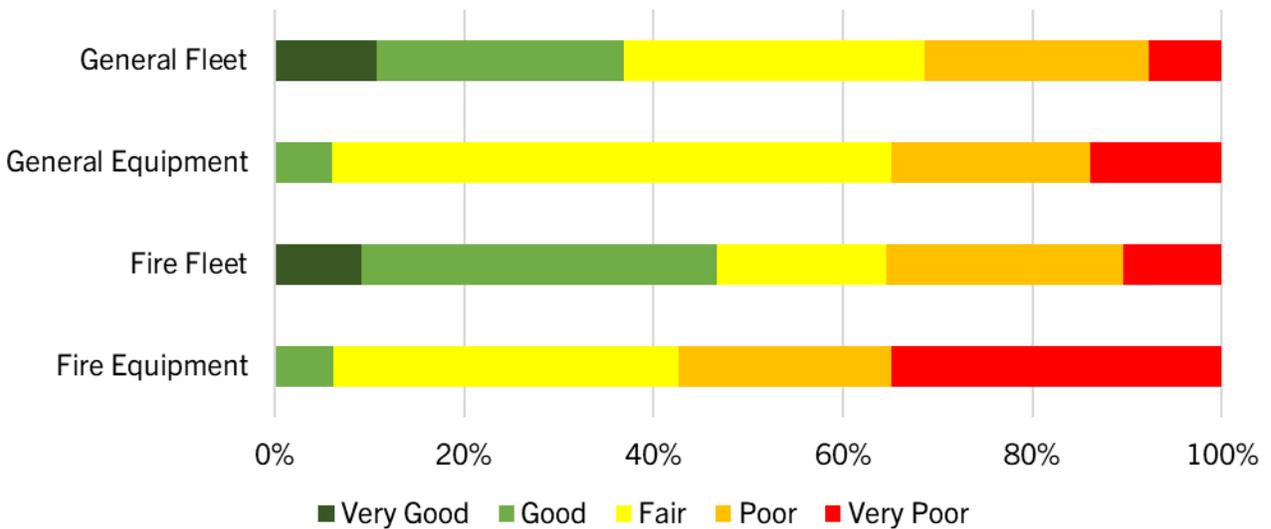
the asset base remains in a state of good repair (fair to very good), versus portions nearing the end of service life. As shown, most fleet and equipment assets are between good to poor condition.

FIGURE 8-1 CURRENT CONDITION OF FLEET AND EQUIPMENT ASSETS



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 8-2 CURRENT CONDITION OF FLEET AND EQUIPMENT, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on age to indicate condition. The summary of the condition categorization is provided in Table 8-2.

TABLE 8-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0 to -39%
Very Poor	-40% and beyond

8.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

8.3.1. Non-Infrastructure Activities

- Emergency services in Central Elgin share some fleet assets with neighbouring municipalities, helping to create efficiencies in lifecycle planning, procurement, maintenance, parts inventory, staffing, and facility use.
- Some fire service vehicles are shared across municipal boundaries for emergency response purposes.
- Stakeholders are consulted during the fleet procurement process to ensure selected vehicles are well-suited for their intended purpose and use.
- Warranty and service agreement tracking processes are in place to manage ongoing support from suppliers.
- Extended warranty options are reviewed as part of procurement or lifecycle planning when appropriate.
- The municipality carries insurance coverage for all fleet and equipment assets to manage risk and liability.

8.3.2. Operating and Minor Maintenance Activities

- Operational planning considers how fleet and equipment can be used efficiently across all seasons. Strategies include minimizing idle vehicles by coordinating shared use of administrative units.
- Where feasible, work activities are scheduled to support vehicle sharing between crews, and to help reduce unnecessary idling.

- Preventive maintenance is routinely performed based on manufacturer guidelines, including tasks like oil changes and tire rotations. A reactive maintenance approach is also in place to address unexpected issues as they arise.
- Efforts are underway to systematically record and monitor failures as reportable incidents to support ongoing service improvements.
- Fleet and equipment parts are managed through established inventory control processes to ensure availability and reduce downtime.
- Operations and maintenance staff are consulted on elective repair decisions to help maintain service reliability and reduce the likelihood of in-service failures.

Proactively increasing maintenance and rehabilitation work could help avoid unexpected failures and extend asset life. However, this would require higher investment levels.

8.3.3. Renewal Activities

- Full asset replacement is often preferred over major overhauls or reconditioning, as these extensive repairs rarely offer good return on investment or significantly extend asset life.
- Preventive maintenance routines play an important role in identifying when rehabilitation or replacement is needed.
- Replacement decisions are typically informed by asset age, along with internal assessments that consider performance history, maintenance costs, usage hours, condition of comparable equipment, and overall capital planning strategies, including the potential to defer.
- Standards for fire fleet and equipment replacement align with guidelines set by the National Fire Protection Association (NFPA).

8.3.4. Decommissioning Activities

- Obsolete fleet and equipment that is no longer of service may be identified through master planning activities and studies. Obsolete fleet that is not replaced is salvaged, sold, or auctioned, to avoid consuming valuable yard space for storage.

8.3.5. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, lifecycle strategies would change where investment in SOGR/renewal would be decreased.

8.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Safety Risk - Mitigates risks to public and staff safety arising from poorly maintained fleet.

- Environmental Risk - Addresses risks associated with poorly maintained fleet, including spills, excessive emissions, fuel consumption, and prolonged storage of dormant vehicles.
- Operational Risk - Lessens inefficiencies resulting from breakdowns or unavailability of fleet for necessary tasks.
- Reputational Risk - Reduces negative perceptions due to dormant, redundant, or unused fleet, poorly maintained vehicles, breakdowns, or overcrowded storage yards.
- Financial Risk - Mitigates losses stemming from excessive or inappropriate fleet purchases, underutilized or dormant vehicles, inefficient use of funds, major breakdowns, excess parts inventory, and missed salvage/auction opportunities.
- Corporate Risk & Liabilities: Minimizes legal liability associated with unplanned fleet or equipment breakdowns that can disrupt winter road maintenance or emergency response. Keeping fleet assets and equipment current can also help reduce collisions and third-party liability.
- Quality Risk - Mitigates the risk of not having an adequately tailored fleet to meet needs, ensuring availability when required and sustainability into the future.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

8.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$1.6 million** over the next 10 years. This includes renewal investments to maintain 63% of assets in a state of good repair, fully implement service improvement plans, and studies and planning projects. The summary of these investment needs are provided in Table 8-3.

TABLE 8-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$8,000
Growth	\$0
SOGR	\$1,616,000
Total	\$1,624,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



9

HARBOUR ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s harbour assets, including docks, piers, retaining walls, and associated facilities that support marine, recreational, and commercial activity. These assets contribute to community vitality and economic development while maintaining safe and accessible waterfront spaces.

Central Elgin Harbour assets include:

- Breakwalls and Shoreline Protection (such as concrete wall and rock),
- Buildings and Structures (such as lighthouse concrete base),
- Docks and Piers (such as concrete walk),
- Harbour Basin and Dredging Areas (such as dredging), and
- Utilities and Services (such as mechanical and electrical).

Central Elgin has recently invested in a full, comprehensive review of the Harbour assets. Since the review is ongoing, the results are not yet available for the preparation of this AMP. Therefore, information presented in this section is limited, but the results will be included in the next update of this AMP.

9.1. Levels of Service

Harbour assets support marine transportation, local economic activity, and recreational access to waterfronts. Central Elgin’s Harbour levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services	Implementation of Council-approved service upgrades or enhancements

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
	where improvement needs have been defined through approved plans or strategies.	identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

9.2. Current State

This section outlines the current state of the Harbour portfolio, summarizing the assets that enable Central Elgin to deliver services at the levels described above.

9.2.1. Inventory

The table below outlines the currently available Harbour data. The assets in this asset class have a total replacement value of **\$87.2 million**. The largest asset sub-class, by replacement value, is breakwalls and shoreline protection assets.

TABLE 9-1 INVENTORY SUMMARY FOR HARBOUR ASSETS

ASSET SUB-CLASS	REPLACEMENT VALUE (\$M)	AVERAGE ESL
Breakwalls and Shoreline Protection	\$62.2M	75
Buildings and Structures	\$18.4M	50
Docks and Piers	\$1.9M	75
Harbour Basin and Dredging Areas	\$4.1M	8
Utilities and Services	\$0.5M	50

9.2.2. Asset Condition

Asset condition data is not available at this time, but as noted, results will be included in the next update of this AMP.

9.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

9.3.1. Non-Infrastructure, Maintenance, Replacement and Decommissioning Activities

- Central Elgin uses master planning to identify the infrastructure and service requirements needed to support current and future growth.
- Insurance policies in place.
- Maintenance is undertaken based on available resources. Public access and by-law enforcement ensure assets are utilized as planned and that it is sustainable and safe.
- Preventive and reactive maintenance is in place, initiated through service requests or staff observation.
- Decisions to repair or replace assets are guided by multiple factors, including inspection findings, risk levels, available budget, lifecycle stage, obsolescence, public input, available options, and opportunities to improve efficiency or adapt to climate impacts.
- Decommissioning/disposal is not a common activity for these assets.

9.3.2. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, investment in SOGR/renewal would be decreased.

9.3.3. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Health and Safety Risk - Reduces the risk of safety or health-related deficiencies.
- Reputational Risk - Averts negative perceptions arising from inadequate planning of harbour projects.
- Financial Risk - Reduces losses associated with excessive planning or management of harbour assets, inefficient allocation of funds, unforeseen maintenance needs, undetected damage, and exposure to natural hazards. Reduces losses from unplanned maintenance, undetected damage, natural hazards.
- Corporate Risk & Liability - Mitigates liabilities stemming from property damage or injury to third parties, including issues related to siteworks or parking lots within municipally-owned properties.

- Quality Risk - Enables Central Elgin to provide suitable assets to fulfill community needs, promoting sustainability and maintaining them in a state of good repair. Keeps areas beautiful for the community's enjoyment and use.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

9.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service are estimated coarsely based on limited data. Estimates will be refined in the next update of this AMP.

As such, the average annual capital investment needed is estimated to be **\$3.6 million** over the next 10 years. This includes renewal investments to maintain assets in a state of good repair, fully implement service improvement plans, and studies and planning projects. The summary of these investment needs are provided in Table 9-2.

COMMUNITY INSIGHT

For consideration, recent public engagement exercises have indicated that residents value maintaining public access, walkability, and green space along the waterfront. Feedback from the Port Stanley Waterfront Master Plan shows preference for promenades, gathering areas, and naturalized landscapes over intensive development.

Public feedback also supports safe and accessible beach access infrastructure. Responses to the Edward Street Staircase consultation show broad support for reconstruction to ensure public safety and accessibility, balanced with cost-effectiveness considerations. Future waterfront capital planning should reflect these preferences in balancing access, amenity, and environmental protection.

TABLE 9-2 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$1,837,000
Studies and Planning	\$92,000
Growth	\$0
SOGR	\$1,576,000
Total	\$3,505,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



10

INFORMATION TECHNOLOGY ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s information technology assets, including hardware, software, and digital systems that support communication, operations, and data management.

Central Elgin Information Technology assets include corporate IT assets (such as copiers and voting equipment), and employee assets (such as laptops and tablets).

10.1. Levels of Service

IT systems support the secure, reliable, and efficient flow of information that powers municipal operations and services. Central Elgin’s IT levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 77% of Information Technology assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

10.2. Current State

This section outlines the current state of the IT portfolio, summarizing the assets that enable Central Elgin to deliver services for IT at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

10.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$3.8 million**. As shown below, the information technology asset classes range in performance from very poor to poor, average age is between 13 and 17 years, and estimated service life is around 12 years.

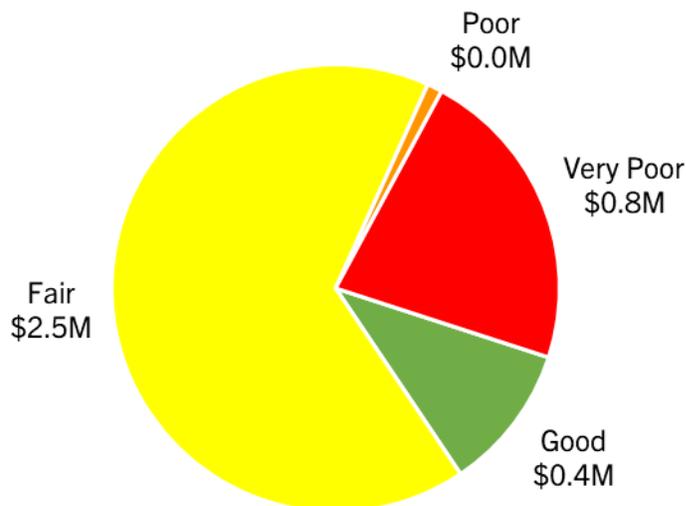
TABLE 10-1 INVENTORY SUMMARY FOR IT ASSETS

ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Corporate Assets	44	\$3.4M	Poor	17	18
Employee Assets	145	\$0.4M	Very Poor	13	5

10.2.2. Asset Condition

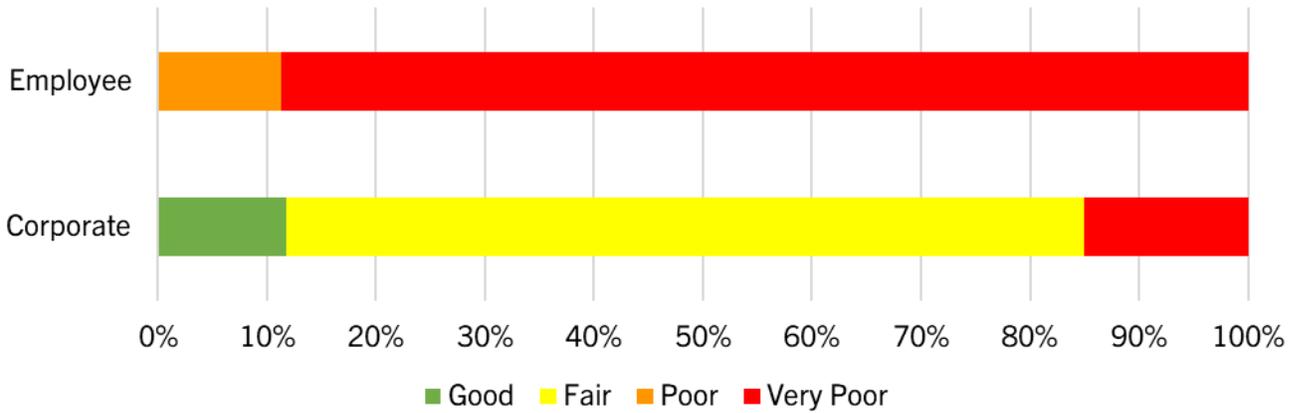
The figure below presents the current condition of Information Technology assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions past the end of service life. As shown, the majority of assets are in fair condition and no IT assets are currently in very good condition.

FIGURE 10-1 CURRENT CONDITION OF INFORMATION TECHNOLOGY ASSETS



The following figure shows the condition distribution for the employee and corporate assets separately.

FIGURE 10-2 CURRENT CONDITION OF INFORMATION TECHNOLOGY, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on age to indicate condition. The summary of the condition categorization is provided in Table 10-2.

TABLE 10-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0 to -39%
Very Poor	-40% and beyond

10.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

10.3.1. Non-Infrastructure, Maintenance, Replacement and Decommissioning Activities

- Monitor and track age and usage.

- Focus is to ensure that IT assets serve user, mitigate potential malware/cyber-attacks, ensure effective operation for users.
- Users of Central Elgin hardware and software assets provide asset concerns through alerting applications and preventive maintenance. Concerns are also addressed through routine maintenance programs reported by the user to the IT group.
- End user devices are generally not rehabilitated.
- Replacement of IT assets as per licensing or obsolescence requirements. Scheduled replacement programs in place. Replacements are always upgraded and like for like is not typically used.
- Laptops hard drives are wiped of data using appropriate procedures and are typically suitably disposed.
- Warranty practices are used to enable maintenance to maximize the technology lifespan.

10.3.2. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, investment in SOGR/renewal would be decreased.

10.3.3. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Levels of Service Risk - Reduces risk of not having IT assets available or effective to perform technical functions, unavailable networks.
- Corporate Risk & Liability – Reduces risk of data loss, errors, privacy breach, inability to process work.
- Financial Risk – Reduces losses from data loss, errors, privacy breach financial transaction errors. Reduced unplanned failures would result in unnecessary excessive costs.
- Reputational Risk – Reduces negative optics related to data loss, errors, customer interface, privacy breach, unavailable public network.
- Operational Risk – Reduces inefficiencies and losses from IT deficiencies, unavailable network.
- Safety Risk – Reduces safety risks related to IT deficiencies relating to security.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and

- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs, where feasible. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

10.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$0.3 million** over the next 10 years. This includes renewal investments to maintain 77% of assets in a state of good repair.

The summary of these investment needs are provided in Table 10-3.

TABLE 10-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$0
Growth	\$0
SOGR	\$257,000
Total	\$257,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



11

PARKS

ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s parks and open space assets, including playgrounds, trails, sports fields, and green spaces. These assets provide recreation, health, and environmental benefits, enhancing quality of life and community well-being.

Central Elgin Parks assets include:

- Furniture and Fixtures (such as lighting and benches),
- Park Buildings and Structures (such as gazebos and pavilions),
- Playgrounds and Play Structures (such as playgrounds and swings),
- Skate Parks, Splash Pads, and Sports Fields and Courts, and

Trees.

11.1. Levels of Service

Parks offer accessible, safe, and inviting spaces for recreation, community gatherings, and environmental benefit. Central Elgin’s Parks levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 63% of Parks assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

11.2. Current State

This section outlines the current state of the Parks portfolio, summarizing the assets that enable Central Elgin to deliver services for Parks at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

11.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$5.4 million**. As shown below, the parks asset classes range in performance from poor to good, average age is between 3 and 26 years, and estimated service life is around 27 years. The largest asset sub-class, by replacement value, is playgrounds and structures.

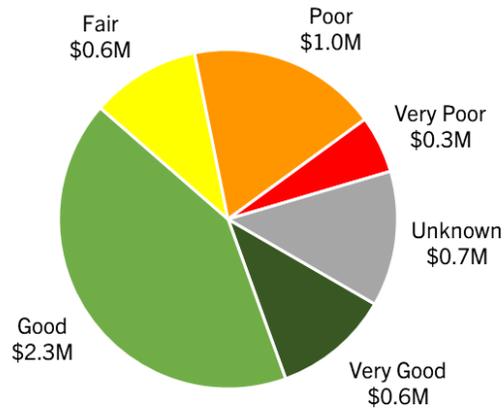
TABLE 11-1 INVENTORY SUMMARY FOR PARKS ASSETS

ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Furniture and Fixtures	157	\$0.6M	Poor	26	23
Miscellaneous	18	\$0.4M	Good	3	13
Park Buildings and Structures	5	\$0.3M	Good	13	33
Playgrounds and Play Structures	36	\$1.9M	Fair	15	20
Skate Parks	3	\$0.4M	Good	14	25
Splash Pads	1	\$0.4M	Good	9	20
Sports Fields and Courts	15	\$0.5M	Fair	15	21
Trees	829	\$0.8M	Good	-	60

11.2.2. Asset Condition

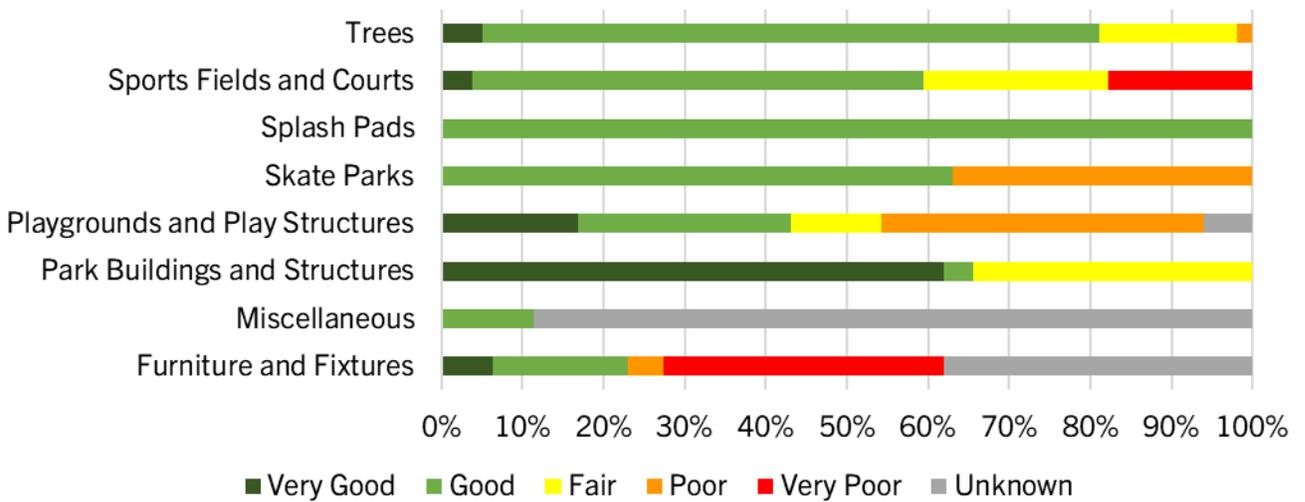
The following figure presents the current condition of Parks assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions nearing or past the end of service life. As shown, the majority of park assets are in fair to very good condition, supporting continued public access and recreation value.

FIGURE 11-1 CURRENT CONDITION OF PARKS ASSETS



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 11-2 CURRENT CONDITION OF PARKS, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on various indicators:

- Visual assessments were used to assess the condition of trees.
- Age was used as a proxy to indicate condition for all other park assets.
- Reinvestment rates were used to determine investment need for assets without age information.

The summary of the condition categorization is provided in Table 11-2.

TABLE 11-2 CONDITION CATEGORIZATION

Condition Category	Trees Visual Inspection	% Remaining of Estimated Service Life
Very Good	Excellent	81% to 100% (new)
Good	Good	41% to 80%
Fair	Fair	1% to 40%
Poor	Poor	0 to -39%
Very Poor	-	-40% and beyond

11.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

11.3.1. Non-Infrastructure Activities

- Central Elgin uses master planning to identify the infrastructure and service requirements needed to support current and future growth.
- Assets are also acquired through development – where subdivisions are constructed by the Developer, then parkland or parks assets are assumed by Central Elgin. Playgrounds are usually constructed by the municipality.
- Conservation education programs/outreach in place.
- Insurance policies in place.
- Central Elgin’s Development Standards define expectations for parks infrastructure.

11.3.2. Operating and Minor Maintenance Activities

- Maintenance is undertaken based on available resources, routine schedules like grass cutting, and field observations, and ecological monitoring, such as invasive species management.
- Public access and by-law enforcement ensure park infrastructure is being utilized as planned and that it is sustainable with respect to surrounding natural heritage systems.
- Reactive maintenance for trees is in place, initiated through service requests.
- Preventive maintenance in place, such as gravel top-up and grading on parking lots and winter maintenance, and grass cutting at sports fields, passive parks, cemeteries, and open green spaces.
- Trails have reactive maintenance in place, and trails associated with essential services also have winter maintenance.

- Inspection and maintenance is triggered by staff observation, inspection, or public input.

11.3.3. Renewal Activities

- Decisions to repair or replace assets are guided by multiple factors, including inspection findings, risk levels, available budget, lifecycle stage, obsolescence, public input, available options, and opportunities to improve efficiency or adapt to climate impacts.
- Projects and capital work are often bundled together where possible to reduce costs and improve coordination.
- Maintenance actions may involve topping up mulch, completing significant repairs, or fully replacing and modernizing assets as needed.
- Land itself is generally not replaced, although some site-related components may be renewed when appropriate.

11.3.4. Decommissioning Activities

Given the growth of the population and the steadily increasing movement of people and goods, disposal is not a common activity for these assets.

11.3.5. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, investment in SOGR/renewal would be decreased.

11.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Health and Safety Risk - Reduces the risk of safety or health-related deficiencies, such as trip hazards, injury, or pests, within Central Elgin parks and recreational areas.
- Environmental Risk - Addresses risks related to biodiversity loss, urban sprawl, invasive species, and the impacts of climate change such as flooding on Central Elgin parks and land.
- Reputational Risk - Averts negative perceptions arising from inadequate planning of parks and land projects, as well as from insufficient provision of natural or recreational areas to the community and poorly maintained parks and lands.
- Financial Risk - Reduces losses associated with excessive planning or management of parks or land, inefficient allocation of funds, unforeseen maintenance needs, undetected damage, and exposure to natural hazards. Reduces losses from unplanned maintenance, undetected damage, natural hazards.

- Corporate Risk & Liability - Mitigates liabilities stemming from property damage or injury to third parties, including issues related to siteworks or parking lots within municipally-owned properties. Reduces liabilities from safety deficiencies related to street trees.
- Quality Risk - Enables Central Elgin to provide suitable parks and land to fulfill community needs, promoting sustainability and maintaining them in a state of good repair for recreation, health, and wellness purposes. Keeps areas beautiful for the community's enjoyment, health & wellness, with sustainable natural assets and canopy suited to desired healthy lifestyle.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

11.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$0.8 million** over the next 10 years. This includes renewal investments to maintain 63% of assets in a state of good repair, fully implement service improvement plans, growth and the benefit to existing levy portion, and studies and planning projects.

COMMUNITY INSIGHT

For consideration, community feedback from recent public engagement exercises for other initiatives highlights a demand for multi-use, family-oriented recreation spaces with natural features. Across multiple consultations (Port Stanley Waterfront and Greg Tarry Park), residents prioritized playgrounds, splash pads, shade, trees, trails, and accessible amenities. Maintaining and expanding these facilities supports the proposed levels of service for recreation and park assets.

Feedback also emphasizes the importance of accessible and inclusive park infrastructure. Residents requested barrier-free equipment, surfaces, and seating at Greg Tarry Park and other new facilities, suggesting accessibility should be a core design and service consideration for park renewal projects.

The summary of these investment needs are provided below.

TABLE 11-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$258,000
Studies and Planning	\$15,000
Growth	\$433,000
SOGR	\$109,000
Total	\$815,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



12

STORMWATER ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s stormwater infrastructure, including pipes, culverts, ditches, and stormwater management facilities. These assets protect public and private property by managing runoff, reducing flooding risk, and supporting environmental health.

Central Elgin stormwater assets include infiltration galleries, storm mains (such as pipe, open channel, and subdrains), and stormwater management ponds.

12.1. Levels of Service

Stormwater assets provide safe collection, conveyance, retention, and some treatment of stormwater.

Stormwater assets consist of linear assets, and treatment and control assets.

- The Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECA) set out environmental plans, practices, and procedures related to storm infrastructure, which establish a level of service standard. Central Elgin provides stormwater services through assets that are reliable and maintained in a state of good repair.
- The municipal stormwater system provides stormwater collection and conveyance throughout the urban areas of Central Elgin. Specifically, rights-of-way are designed to manage stormwater, and residences and businesses located near or on defined flood plains benefit from having an effective stormwater management system.
- Newer subdivisions may have stormwater management facilities, such as ponds, to control quantity and quality of stormwater flows. In rural areas, roadside ditches are installed and maintained where feasible, to drain the road and its road base, and to manage flooding within the right-of-way.

Central Elgin’s Stormwater levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources.

The following table summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 98% of Stormwater assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

Other asset-related metrics that are monitored include:

MEASURE	CURRENT
Percentage of properties resilient to flooding from a 100-year storm	Under development*
Percentage of stormwater management system resilient to a 5-year storm	Under development*
Percentage of storm assets inspected before assumption	90%

*Reliable, accurate data to support the calculation of this metric is under development, and this metric will be reported in future versions.

12.2. Current State

This section outlines the current state of the Stormwater portfolio, summarizing the assets that enable Central Elgin to deliver services for Stormwater at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

12.2.1. Inventory

The following table outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$51.0 million**. As shown in the table, the stormwater asset classes range in performance from good to very good, average age is between 5 and 20 years, and estimated service life ranges from 25 to 100 years. The largest asset sub-class, by replacement value, is storm mains.

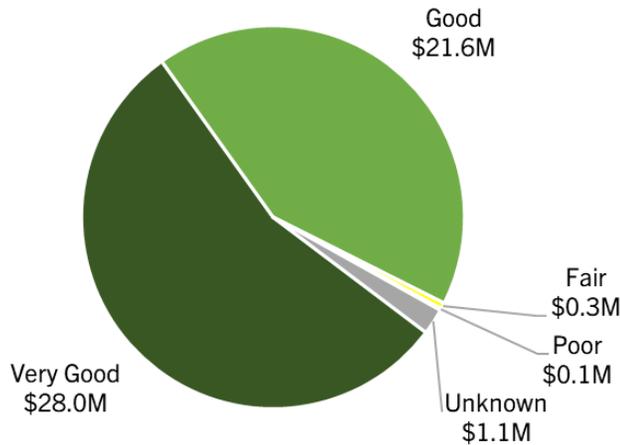
TABLE 12-1 INVENTORY SUMMARY FOR STORMWATER ASSETS

ASSET CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Infiltration Gallery	3	\$0.3M	Very Good	5	25
Storm Mains	45.2 km	\$45.1M	Good	20	100
Stormwater Management Pond	12	\$5.6M	Good	17	75

12.2.2. Asset Condition

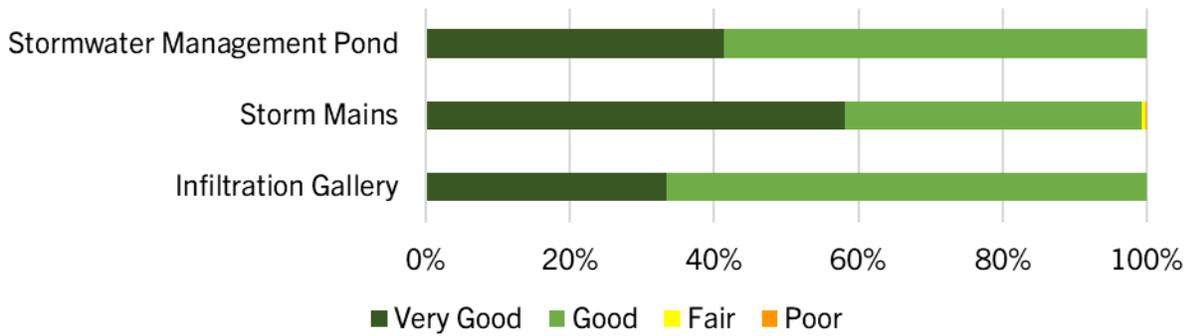
The figure below presents the current condition of Stormwater assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions nearing the end of service life. As shown, most stormwater infrastructure is in good condition, reflecting steady investment in renewal and regulatory compliance. It should be noted that capacity is another metric being monitored, that can trigger replacement even of good condition asset. Capacity is more directly focused on in growth planning considerations through master planning.

FIGURE 12-1 CURRENT CONDITION OF STORMWATER ASSETS



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 12-2 CURRENT CONDITION OF STORMWATER, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on age to indicate condition. Reinvestment rates were used to determine investment need for assets without age information. The summary of the condition categorization is provided in Table 12-2.

TABLE 12-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0 to -39%
Very Poor	-40% and beyond

12.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

12.3.1. Non-Infrastructure Activities

- Central Elgin uses master planning to identify the infrastructure and service requirements needed to support current and future growth.
- New storm infrastructure is typically added through development. When developers build subdivisions, the stormwater assets within municipal rights-of-way are eventually assumed by the municipality. To ensure these assets are properly built and will perform as expected, Central Elgin enforces strict design requirements and conducts detailed inspections before acceptance. Any deficiencies must be addressed by the developer prior to the municipality taking ownership.
- Insurance policies are maintained to cover risks associated with stormwater assets.
- Central Elgin's Development Standards define expectations for new storm infrastructure, including material specifications, sustainability criteria, construction methods, and long-term performance objectives.

12.3.2. Operating and Minor Maintenance Activities

- Central Elgin complies with the system specific Environmental Compliance Approvals along with the most current applicable provincial and federal regulations.
- Planned maintenance includes minor repairs, vegetation replanting and management, and oil/grit separator cleanouts.
- Unplanned maintenance is also carried out as required.

12.3.3. Renewal Activities

The renewal of stormwater collection infrastructure is closely coordinated with the reconstruction of other underground assets, including water and wastewater systems, as well as the associated road work. This integrated approach allows Central Elgin to align investment priorities and minimize service disruptions during capital projects.

Key priorities for stormwater renewal projects include:

- Upgrading pipes where additional capacity is needed.
- Improving urban drainage systems in areas prone to localized and recurring flooding.
- Rehabilitating stormwater management facilities by removing accumulated sediment and restoring design function

Renewal needs are assessed based on the risk profile of the stormwater mains and related infrastructure. Depending on the severity and extent of the issue, projects may involve targeted repairs or full road reconstruction.

12.3.4. Decommissioning Activities

Given the growth of the population and the steadily increasing movement of people and goods, disposal is not a common activity for stormwater assets.

12.3.5. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, investment in SOGR/renewal would be decreased.

12.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Quality Risk – Mitigates the risk of inadequate storm assets available to provide sufficient collection and conveyance services, ensuring sustainability into the future.
- Corporate Risk & Liability - Reduces liabilities stemming from insufficient capacity and availability of storm services as Central Elgin grows, addressing issues like flooding to third- party property, sinkholes, and poorly maintained storm assets.
- Financial Risk – Reduces losses resulting from inadequate planning or construction of storm assets, whether in excess or insufficient capacity, and aims to optimize the use of funds while also mitigating the need for unplanned repairs.
- Operational Risk – Reduces inefficiencies stemming from unnecessary flooding responses. Such as, staff time to respond to flooding events, and conduct repairs.
- Reputational Risk – Mitigates negative perceptions arising from poor planning of storm- related initiatives funded by Central Elgin, as well as from flooding events, poorly maintained ponds, and sinkholes.
- Environmental Risk – Reduces environmental risks associated with flooding due to poor capacity planning, blockages, failures, and erosion.
- Health and Safety Risk – Reduces risks to safety and health posed by flooding or stagnant storage resulting from poor capacity planning.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and

- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

12.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$1.7 million** over the next 10 years. This includes renewal investments to maintain 98% of assets in a state of good repair and fully implement service improvement plans. The summary of these investment needs are provided in Table 12-3.

TABLE 12-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$1,700,000
Studies and Planning	\$28,000
Growth	\$0
SOG	\$36,000
Total	\$1,764,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



13

TRANSPORTATION ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s transportation network, including roads, bridges, sidewalks, and related structures. These assets enable the safe and efficient movement of people and goods throughout the municipality.

Central Elgin Transportation assets include:

- Roads.
- Bridges & Culverts.
- Parking Lots.
- Sidewalks and Walkways,
- Streetlights, and
- Guard rails.

13.1. Levels of Service

Central Elgin’s transportation system is designed to ensure that people and goods can move safely and efficiently throughout the municipality. The road network plays a critical role in maintaining mobility and access across urban and rural areas.

Roads are classified into four functional types based on their scale, usage, and capacity:

- Major Arterials – serve the broader area and accommodate higher traffic volumes.
- Minor Arterials – cover smaller geographic zones while still supporting through traffic.
- Collector Roads – link local streets to arterials, forming a mid-level road network with moderate traffic flow, often arranged in smaller grids.
- Local Roads – provide direct access to homes, businesses, and institutions, and typically have lower traffic volumes.

The municipality’s road infrastructure also includes a range of structures such as bridges and large culverts (spanning or exceeding 3 meters), which accommodate all types of users: trucks, passenger vehicles, emergency services, cyclists, and pedestrians. These structures are designed based on what they cross, whether it's a waterway, another road, or a trail, and vary in size and construction.

Central Elgin maintains about 2.5 lane-kilometers of roadway per square kilometer of land area. This includes:

- 0.5 lane-km of arterial roads used for long-distance and high-capacity travel,
- 1.7 lane-km of collector roads serving as the transition between local and arterial roads, and
- 0.3 lane-km of local roads providing neighborhood-level access.

In rural areas, the road network extends through farmland, open spaces, and natural landscapes, accommodating lower-density traffic. Urban zones include residential, industrial, and commercial areas,

and are developed with curb-and-gutter cross sections to support higher-density development and stormwater management.

The hierarchy of roads in Central Elgin is intentionally structured to support smooth movement across the municipality—whether for short neighborhood trips or for travel across broader regions. Our roads cover x hectares and help to move people and goods across our municipality.

13.1.1.1. Roads and Right of Ways

Roads are maintained to support safe and efficient travel. Measures to demonstrate these levels of service are shown in the table to the right, including the proposed levels in the next ten years.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 65% Roads and Right of Way assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

Other asset-related metrics that are monitored include:

MEASURE	CURRENT
Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.	20km of Class 3
	213km of Class 4
	83km of Class 5
	131km of Class 3
The average pavement condition index for paved roads.	71
The average surface condition for unpaved roads.	65
Percentage of events where municipal staff were onsite to inspect and developers provided all detailed quality assurance testing as required	100%
Percentage of grading and dust control program completed annually as scheduled	100%

13.1.2. Bridges

Bridges and culverts are maintained to support safe and efficient travel. Measures to demonstrate these levels of service are shown in the table to the right, including the proposed levels in the next ten years.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 90% bridges, culvert and retaining wall assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

Other asset-related metrics that are monitored include:

MEASURE	CURRENT
Percentage of bridges that have loading or dimensional restrictions	25%
Average BCI for bridges.	74
Average BCI for culverts.	70

13.2. Current State

This section outlines the current state of the Transportation portfolio, summarizing the assets that enable Central Elgin to deliver services for Transportation at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

13.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for Transportation assets, with a total replacement value of **\$297.1 million**. As shown below, the transportation asset sub-classes range in performance from poor to good, average age is between 20 and 45 years, and estimated service life ranges from 18 (roads average) to 74 (bridge average) years.

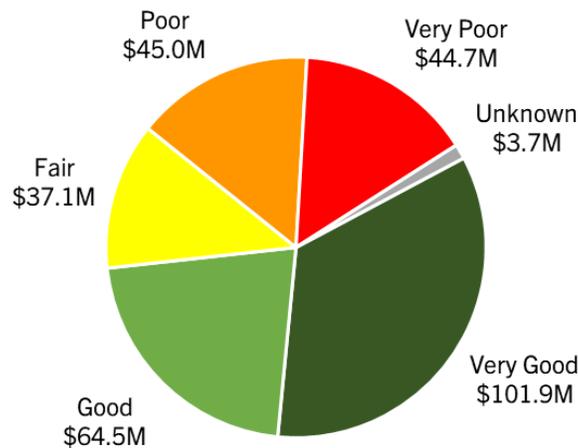
TABLE 13-1 INVENTORY SUMMARY FOR TRANSPORTATION ASSETS

ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Guard Rails	10.4 km	\$3.6M	Poor	-	30
Parking Lots	48,672 m2	\$5.4M	Good	-	20
Roads	222.8 km	\$221.4M	Fair	-	18
Sidewalks and Walkways	49.5 km	\$6.2M	Good	20	60
Streetlights	1,116	\$7.3M	Poor	34	25
Structures	66	\$53.3M	Good	45	74

13.2.2. Asset Condition

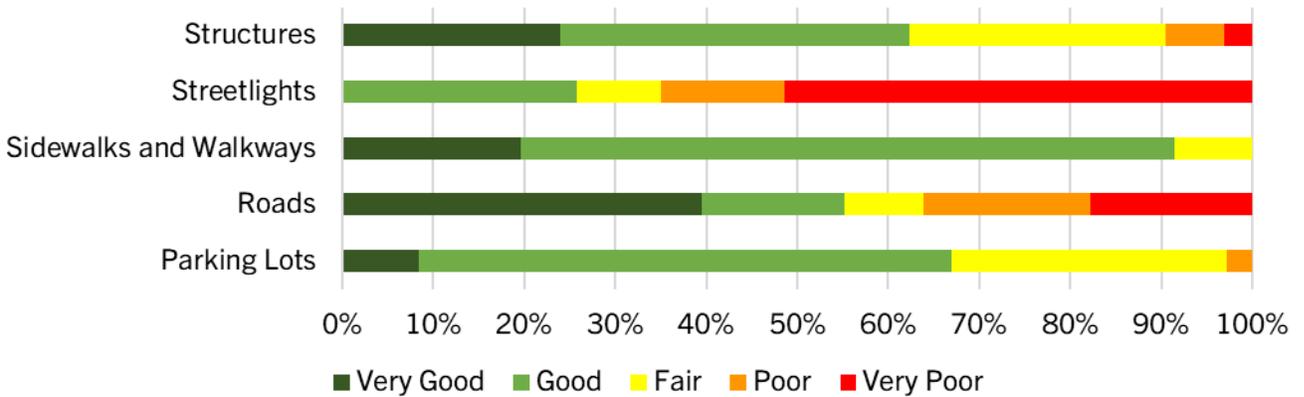
The figure below presents the current condition of Transportation assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions nearing or past the end of service life. As shown, most assets are in fair or good condition, aligning with the municipality’s steady-state approach to maintaining network performance.

FIGURE 13-1 CURRENT CONDITION OF TRANSPORTATION ASSETS OVERALL



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 13-2 CURRENT CONDITION OF TRANSPORTATION, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on various indicators:

- Condition of roads was assessed in 2022. The condition and investment needs were provided for each road. This included mid-life treatments in addition to full reconstruction of roads.
- Bridge, culverts and retaining walls were assessed in 2024. The condition and investment needs were provided for each asset.
- Parking lots were visually assessed for condition by staff in 2025.
- Age was used as a proxy to indicate condition for the remaining assets.
- Reinvestment rates were used to determine investment need for assets without condition or age information.

The summary of the condition categorization is provided in Table 13-3.

TABLE 13-2 CONDITION CATEGORIZATION

Condition Category	Roads	Bridges	Other Transportation Assets
	Inventory Manual Score	Bridge Condition Index	% Remaining of Estimated Service Life
Very Good	86 to 100	81 to 100	81% to 100% (new)
Good	71 to 85	71 to 80	41% to 80%
Fair	56 to 70	61 to 70	1% to 40%
Poor	36 to 55	51 to 60	0 to -39%
Very Poor	0 to 35	0 to 50	-40% and beyond

13.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

13.3.1. Non-Infrastructure Activities

- Master planning efforts support the municipality in defining the services needed to accommodate current and future growth.
- New assets are commonly added through development. As developers construct subdivisions, infrastructure within the public right-of-way is eventually assumed by the municipality.
- Staff perform regular program inspections and an annual safety inspection.
- MMS sets minimums for maintaining road assets, including rigorous condition monitoring of many right-of-way assets.
- Insurance policies are in place.
- The road network undergoes a detailed condition assessment regularly, which includes the calculation of a road score. Routine road patrols are also performed on an ongoing basis. An annual safety inspection program is performed on the sidewalks and walkways between May and September. Inspection of bike lanes are performed as part of the road inspection program.

13.3.2. Operating and Minor Maintenance Activities

Central Elgin follows the requirements outlined in the Ontario Structure Inspection Manual (OSIM) when performing condition assessments and inspections for bridges, large culverts and pedestrian structures, as well as the Ontario Minimum Maintenance Standards for Highways (O.Reg. 239/02) for the road assets.

Examples of planned operation and maintenance activities include:

- Grading of gravel and earth road surfaces
- Tree trimming/brush control
- Shouldering, ditch maintenance
- Catch basin cleaning
- Pothole maintenance
- Sign maintenance & replacement
- Grass cutting
- Street sweeping
- Winter maintenance
- Refreshed pavement markings
- Crack sealing

Unplanned repairs and maintenance also are carried out as required.

Proactively increasing maintenance and rehabilitation work could help avoid unexpected failures and extend asset life. However, this would require higher investment levels.

13.3.3. Renewal Activities

The reconstruction process for roads is fully integrated with the renewal needs of all underground infrastructure such as drinking water, wastewater and stormwater. This integrated approach ensures our renewal projects for these service areas are delivered with optimal timing to increase value and minimize disruption to the community. As a result of this, urban road reconstructions are primarily driven by the needs of the underground infrastructure, and/or the road condition.

Central Elgin applies urban and rural road resurfacing programs. The urban program is for those roads that only need surface condition improvements and do not require renewal of underground infrastructure within the life of the treatment.

Surface treated roads are managed proactively and are subject to regular re-surfacing activities (single and double lift) to maintain a suitable driving surface. Selection of the optimal road treatment is based on current condition, rehab options, projected deterioration, roadside safety issues, and budget.

Structure lifecycle management is driven through the recommendations of OSIM inspections that occur every two years. Rehabilitation may include refurbishing major components, such as structural reinforcement or deck replacement.

13.3.4. Decommissioning Activities

In some cases, Central Elgin may close the transportation assets for use, by limiting the maintenance performed or restricting access using barriers.

Decommissioning obsolete road assets is carried out as needed while striving to reduce costs through resale where possible, this may include unopened road allowances. Roadway disposals are infrequent and generally related to rerouting. Should a section of a road be permanently closed, the section may be deconstructed, and the land sold or repurposed.

Bridges and culverts are rarely decommissioned / not replaced. There are a few exceptions including under-utilized pedestrian bridges and culverts in an unopened road allowance may be decommissioned, and would be disposed of accordingly, and no salvage value is assumed. Bridges and culverts are decommissioned on a case-by-case basis, based on a variety of factors.

13.3.5. Lifecycle Activities to Maintain Current LOS

This section provides details on the combination of lifecycle activities applied to provide the proposed Levels of Service, while striving to optimize costs based on defined risk. For reference, if Central Elgin opted only to maintain current performance, rather than strive for the proposed levels of service defined in this AMP, lifecycle strategies would not be significantly different. Instead, the investment in the proposed levels of service would not occur.

13.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Safety Risk - Reduces risks associated with asset deficiencies or poorly maintained components, as well as the risk of flooding due to inadequate design, or insufficient consideration of climate change factors like asphalt heat sinks and congestion.
- Environmental Risk - Reduces the risk of flooding due to poor design or inadequate consideration of climate change factors such as higher water levels and overland flows.
- Reputational Risk - Mitigates negative perceptions stemming from poorly maintained, poor condition, or unavailable transportation assets, as well as from inadequate planning with Central Elgin funds.
- Operational Risk - Reduces the risk of operational impacts from potholes, erosion, or closures, streamlining rerouting processes during closures, and mitigating operational losses or inefficiencies resulting from challenging designs, such as cul-de-sacs.
- Financial Risk - Mitigates losses incurred by overplanning or overbuilding assets in terms of width or design, addressing insufficient capacity issues, inefficient use of funds, unplanned major repairs or replacements, and excessive energy consumption by streetlights.
- Corporate Risk & Liability - Reduces the risk stemming from deficiencies contributing to safety hazards, damages, or collisions, thereby averting potential lawsuits arising from insufficient capacity or connectivity as the municipality grows.
- Compliance Risk - Reduces the risk of non-compliance to legislation, falling short of minimum maintenance standards set by the Province. Reduces risks of road asset insufficiency as the municipality expands, ensuring sustainability into the future, minimizing road closures, congestion, poor illumination, failed structures, and drainage issues, while also lowering the likelihood of deficiencies on bridge or culvert decks affecting structural performance.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,

- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate routes or service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

13.4. Forecasted Needs

As noted earlier, Transportation assets (~\$297 million) are mostly in fair to good condition, with roads averaging 18 years of age against a 60-year service life, implying they are about one-third through their life cycle. Renewal pressure will be growing for some roads and streetlight systems.

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$4.8 million** over the next 10 years. This includes renewal investments to maintain 69% of assets in a state of good repair. The summary of these investment needs are provided in Table 13-3.

TABLE 13-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$0
Growth	\$0
SOGR	\$4,767,000
Total	\$4,767,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.

COMMUNITY INSIGHT

For reference, recent public input gathered through other initiatives indicates a strong demand for continued investment in road maintenance and transportation infrastructure. Roads and snow clearing were the most frequently identified areas for improvement in the 2023 budget consultation.

14. WASTE MANAGEMENT PLAN



14

WASTE MANAGEMENT ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s waste management assets. These assets support reliable and safe waste collection and disposal services that protect public health and the environment.

Central Elgin waste management assets primarily include bins.

14.1. Levels of Service

Waste management assets support the collection, processing, and disposal of solid waste to maintain public health and environmental standards. Central Elgin’s Waste Management levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 0% of Waste Management assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

14.2. Current State

This section outlines the current state of the Waste Management portfolio, summarizing the assets that enable Central Elgin to deliver services at the levels described above.

14.2.1. Inventory

The table below outlines available information about Waste Management assets, which have a total replacement value of **\$0.4 million**.

TABLE 14-1 INVENTORY SUMMARY FOR TRANSPORTATION ASSETS

ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Bins	6,115	\$0.4M	-	-	10

14.2.2. Asset Condition

The condition data for waste management assets is not tracked at this time, as bins are replaced as needed in accordance with available budget.

14.3. Lifecycle Activities

Assets are fully replaced as needed. This activity is applied to maintain current LOS and provide proposed LOS. An inventory of spares may be available as needed, and supply chain availability is monitored.

14.3.1. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Safety Risk - Mitigates risks to public and staff safety arising from poorly maintained bins.
- Environmental Risk - Addresses risks associated with poorly maintained bins including spills.
- Reputational Risk - Reduces negative perceptions due to bins in a poor state of repair.

14.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$39,000** over the next 10 years. This includes renewal investments to maintain assets in a state of good repair. The summary of these investment needs are provided in Table 14-2.

TABLE 14-2 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$0
Growth	\$0
SOGR	\$39,000
Total	\$39,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



15

WASTEWATER ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin’s wastewater infrastructure, including sanitary sewers, pumping stations, and treatment facilities. These assets protect public health and the environment by collecting and treating wastewater safely and reliably.

Central Elgin Wastewater assets include:

- Treatment Plants,
- Pumping Stations, and
- Sewers (such as forcemain and collectors, including appurtenances.)

15.1. Levels of Service

Sewers in the municipal wastewater system are resilient to major weather events, and Central Elgin strives to maintain assets in a state of good repair. Over time, aging infrastructure can allow groundwater and stormwater to enter the system through defects or improper connections. Central Elgin is addressing this through both maintenance programs and new construction standards.

- Central Elgin does not operate any combined sewers, which means there are no overflow events linked to combined sewer systems, and no situations where combined sewer flow exceeds the system’s capacity.
- Wastewater system backups or overflows related to the lack of overflow structures are infrequent.
- Central Elgin is actively reducing stormwater infiltration into sanitary sewers through targeted rehabilitation work and by enforcing strong design standards for new infrastructure. Inspections during construction are conducted thoroughly to catch and prevent cross-connections that could allow stormwater to enter the sanitary system. Limiting system overloading helps prevent issues like basement flooding.
- Treated wastewater, referred to as final effluent, is discharged at approved locations in accordance with environmental compliance approvals. These discharges, including permitted bypasses, are monitored for flow and water quality indicators such as total suspended solids, BOD, phosphorus, ammonia, and E. coli. Central Elgin publishes annual reports on the operation of each wastewater treatment plant and the quality of its effluent, which are available online.

Central Elgin’s Wastewater levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 99% of Wastewater assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

Other asset-related metrics that are monitored include:

MEASURE	CURRENT
Number of events per year where combined flow exceeds capacity compared to the total number of properties connected to the municipal wastewater system.	0
The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.*	Under development
Number of effluent violations per year due to wastewater discharge, compared to the total number of properties connected to the municipal wastewater system.	0
Percentage of manholes inspected annually	50%
Percentage of events where municipal staff were onsite to inspect and developers provided all detailed quality assurance testing as required	100%
Percentage of network inspected through CCTV annually	20%

* Reliable, accurate data to support the calculation of this metric is under development, and this metric will be reported in future versions.

15.2. Current State

This section outlines the current state of the Wastewater portfolio, summarizing the assets that enable Central Elgin to deliver wastewater services at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

15.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets in this asset class have a total replacement value of **\$133.5 million**. As

shown below, the wastewater asset sub-classes range in performance from good to very good, with average age of sub-classes between 10 and 34 years, and estimated service life is around 80 years.

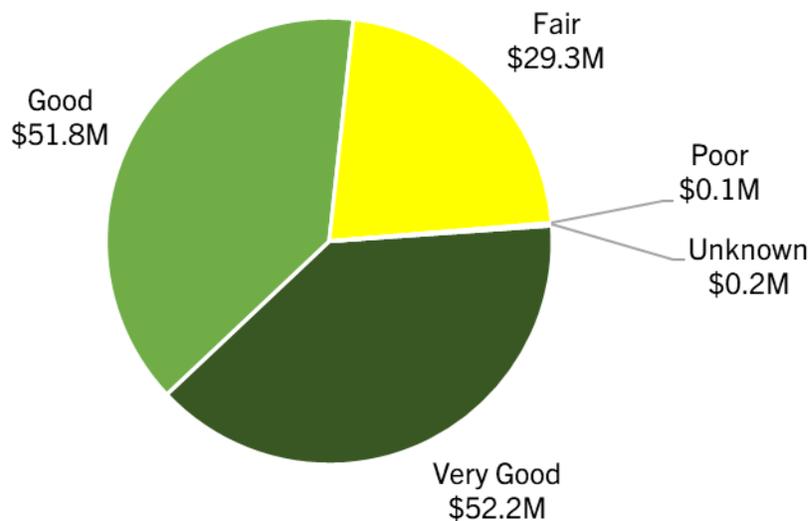
TABLE 15-1 INVENTORY SUMMARY FOR WASTEWATER ASSETS

ASSET SUB-CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Pumping Stations	14	\$27.7M	Good	30	71
Sanitary Sewer	67.8 km	\$66.1M	Good	34	92
Wastewater Treatment Plants	2	\$39.7M	Very Good	10	71

15.2.2. Asset Condition

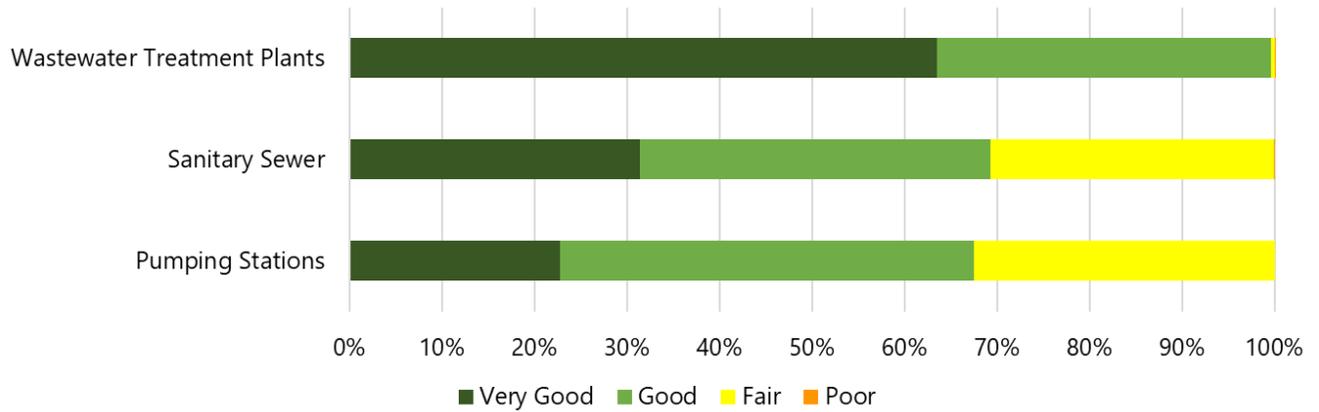
The figure below presents the current condition of Wastewater assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions nearing or past the end of service life. As shown, most wastewater assets are in good condition, with continued reinvestment required to sustain system performance and reduce inflow and infiltration. It should be noted that capacity is another metric being monitored, that can trigger replacement even of good condition asset. Capacity is more directly focused on in growth planning considerations through master planning.

FIGURE 15-1 CURRENT CONDITION OF WASTEWATER ASSETS



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 15-2 CURRENT CONDITION OF WASTEWATER, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on age to indicate condition. Reinvestment rates were used to determine investment need for assets without condition or age information. The summary of the condition categorization is provided in Table 15-2.

TABLE 15-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0 to -39%
Very Poor	-40% and beyond

15.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

15.3.1. Non-Infrastructure Activities

- Master planning efforts support the municipality in defining the services needed to accommodate current and future growth.

- New assets are commonly added through development. As developers construct subdivisions, infrastructure within the public right-of-way is eventually assumed by the municipality. Sometimes, capacity constraints due to increased demand from growth may trigger replacement of assets.
- Staff perform regular program inspections and an annual safety inspection.
- Sewer By-law is in place to regulate the use of sanitary sewers.
- Insurance policies are in place.
- Central Elgin complies with the system specific Environmental Compliance Approvals along with the most current applicable provincial and federal regulations. The condition of the portions of the wastewater collection network is assessed based on Closed Circuit Television (CCTV) inspections, material, and age. Deterioration is based on observed failure rates, industry lifecycle probabilities and Pipeline Assessment and Certification Program (PACP) sewer ratings.

15.3.2. Operating and Minor Maintenance Activities

Examples of planned operation and maintenance activities include:

- Siphon inspection
- Siphon valve turning, flushing
- Maintenance hole investigations
- Infiltration & inflow repairs
- Flow monitoring
- Cleaning and swabbing of mains
- Pump repairs
- Wet well cleaning

Unplanned repairs and maintenance also are carried out as required.

Proactively increasing maintenance and rehabilitation work could help avoid unexpected failures and extend asset life. However, this would require higher investment levels.

15.3.3. Renewal Activities

Staff regularly apply spot repairs and relining to assets are suitable rehabilitation candidates, to extend life while managing risk.

The reconstruction of wastewater collection assets is fully integrated with the renewal needs of the roads and other underground infrastructure such as drinking water and stormwater. Priorities include:

- Replacement of old clay pipes
- Replacement of pipes which need increased capacity as identified in the ISMP
- Replacement of pipes which have high levels of infiltration and inflow

Renewal activities are determined based on the risk level of the sanitary mains and accompanying infrastructure which determines whether the need is isolated or requires a complete reconstruction of the roadway. Treatment asset renewals and rehabilitations are planned based on estimated service life and condition.

Sometimes, capacity constraints due to increased demand from growth may trigger replacement of assets.

15.3.4. Decommissioning Activities

While not common, Central Elgin occasionally decommissions assets. An example would be the planned retirement of treatment facilities that are no longer required or efficient.

15.3.5. Lifecycle Activities to Maintain Current LOS

The lifecycle strategies outlined above support both the proposed and current service levels. If Central Elgin were to maintain only current performance without striving for proposed improvements, the same lifecycle approach would apply, minus any investments geared toward achieving enhanced service targets.

15.3.6. Risk Management

Applying these lifecycle activities, the risks being managed are:

- Quality Risk - Mitigates the risk of unavailable / blocked collection, services, or from collecting, storing, or treating wastewater at insufficient capacity.
- Corporate Risk & Liability - Reduces legal liability stemming from insufficient capacity to treat wastewater, bypass events, blockages, back-ups, basement flooding, environmental contamination, or other failures, or from compliance issues related to the system approvals and permits.
- Financial Risk - Reduces losses resulting from treating excess wastewater, or from unnecessary repairs and renewals.
- Operational Risk - Reduces inefficiencies stemming from unnecessary failures, complaints, leaks or other responses.
- Reputational Risk - Mitigates negative perceptions arising from poor planning of wastewater-related initiatives funded by the municipality, as well as from poorly maintained assets, main breaks, blockages, surcharges, and other failures.
- Environmental Risk - Reduces environmental risks associated with infrastructure failure, surcharges and bypasses.
- Health and Safety Risk - Reduces risks to safety and health posed by surcharges, flooded basements, backed up sewers, bypasses, or other events.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement planned policy and planning activities,
- Carry out the most essential SOGR operation and maintenance activities to ensure asset functionality, determined on an ongoing basis by staff,
- Conduct the most critical SOGR rehabilitation and replacement work, prioritizing assets based on failures and criticality as identified by staff, and
- Dispose of assets when necessary to maximize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

15.4. Forecasted Needs

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$1.2 million** over the next 10 years. This includes renewal investments to maintain 100% of assets in a state of good repair, fully implement growth and the benefit to existing levy portion, and studies and planning projects. The summary of these investment needs are provided in Table 15-3.

TABLE 15-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$29,000
Growth	\$694,000
SOGR	\$428,000
Total	\$1,151,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.



16

WATER ASSET MANAGEMENT PLAN

This section is the asset management plan specific to Central Elgin's water infrastructure, including watermains, hydrants, storage facilities, and treatment systems. These assets ensure the safe, reliable delivery of clean drinking water and adequate fire protection across the municipality.

The majority of the water network infrastructure is located within the urban areas of Central Elgin which includes Belmont, Eastwood subdivisions, Lynhurst, Port Stanley, Sparta and Union. As a result of the Elgin Area Water Supply System being located within the Municipality of Central Elgin there are significant amounts of rural water mains located throughout the Municipality that provide water service to rural customers. These areas contain conveyance piping, valves, sample stations, facilities, water towers and fire hydrants.

Central Elgin Water assets include booster stations, water mains & appurtenances, water meters, and sample stations.

16.1. Levels of Service

Water systems deliver safe, reliable drinking water for consumers, and fire protection. Central Elgin provides water services to customers located in Port Stanley, Belmont, Lynhurst, Oakview, Eagle Ridge, Dexter Line, as well as other urban serviced areas. Of these areas, there are some customers that receive servicing from external sources such as the St. Thomas Secondary Water Supply System, Port Burwell Area Secondary Water Supply System, Aylmer Area Secondary Water Supply System, and the Elgin Area Primary Water Supply System. Currently, there are 4,563 water customers and 3,875 wastewater customers within the Municipality.

Central Elgin's drinking water systems consist of multiple independent systems that are maintained in good condition to ensure reliable delivery and meet regulatory requirements. Central Elgin owns the water systems within Central Elgin. Central Elgin operates the water systems in Belmont, Lynhurst, Port Stanley and Union to ensure the safe and efficient maintenance our water systems. Areas connected directly to the City of St Thomas distribution system (Old Lynhurst and Elm, Centennial Area) are operated by the City of St Thomas on behalf of Central Elgin.

Approximately 49.2% of all properties in Central Elgin are connected to the municipal water system. Within urban areas, about 98% of properties have a municipal water connection. The water system reaches most residential, commercial, and industrial properties in urban areas, delivering both potable water and fire flow capacity.

Fire protection is available throughout the municipality. In urban areas, it's provided through the hydrant network; in rural areas without hydrants, water is supplied for firefighting using alternative approaches

such as tanker trucks. Fire Services also operate specialized fleet to extend fire flow coverage to rural areas. Service disruptions, such as those caused by watermain breaks or unexpected incidents, are relatively uncommon and are tracked as part of performance monitoring for the system.

Central Elgin’s Water levels of service express the outcomes to be achieved through asset management: reliability, safety, and value for the community. They define the quality and reliability of services residents can expect, aligning with Council’s Strategic Plan priorities of dependable core services, managed growth, continual improvement, and responsible long-term planning, and guiding how assets are maintained, renewed, and improved within available resources. The table below summarizes these outcomes, the corresponding current and proposed levels of service, and the primary areas of investment focus.

SERVICE OUTCOME	CURRENT & PROPOSED LEVEL OF SERVICE	ASSOCIATED INVESTMENT FOCUS
State of Good Repair	Currently about 94% of Water assets are generally in fair or better condition. It is proposed to maintain this level over the planning horizon through steady reinvestment.	Renewal and rehabilitation of existing infrastructure based on condition and lifecycle needs, to sustain reliability of service.
Growth Accommodation	Central Elgin is committed to supporting community and economic growth consistent with its land use and servicing plans. It is proposed to provide sufficient capacity for approved and anticipated development.	Infrastructure expansions and upgrades required to serve approved or anticipated growth.
Service Improvement	Central Elgin will continue to enhance the quality, efficiency, or accessibility of municipal services where improvement needs have been defined through approved plans or strategies.	Implementation of Council-approved service upgrades or enhancements identified in the Strategic plan, master plans, policies, and service strategies.
Planning and Preparedness	Central Elgin will maintain the data, plans, and planning tools needed to make sound asset management and investment decisions.	Regular updates to condition assessments, master plans, and studies to inform future investments.

Other asset-related service metrics that are monitored include:

MEASURE	CURRENT
Number of connection days per year where a boil water advisory notice was in place, compared to the total number of properties connected to the municipal water system.*	60 connection days compared to 4,563 properties
The number of connection days per year due to water main breaks, compared to the total number of properties connected to the municipal water system. **	Under development
Percentage of daily inspections of water towers completed	100%
Percentage of scheduled inspections of Belmont pumphouse completed	100%
Percentage of network valves exercised annually	50%
Percentage of fire hydrants inspected annually	75%

* Roughly based on the 2-day boil water advisory in May 2024 that affected 30 properties.

** Reliable, accurate data to support the calculation of this metric is under development, and this metric will be reported in full in future versions.

16.2. Current State

This section outlines the current state of the Drinking Water portfolio, summarizing the assets that enable Central Elgin to deliver drinking water services at the levels described above. The current condition of the assets is also provided, based on the best available information, and how condition is derived.

16.2.1. Inventory

The table below outlines quantity, replacement value, average condition, age, and estimated service life for the various assets. The assets have a total replacement value of **\$88.8 million**. As shown below, the water asset sub-classes range in performance from poor to good, in average age between 19 and 26 years, and in estimated service life from 18 (sample station average) to 96 (water mains average) years. Average condition ranges from poor to good.

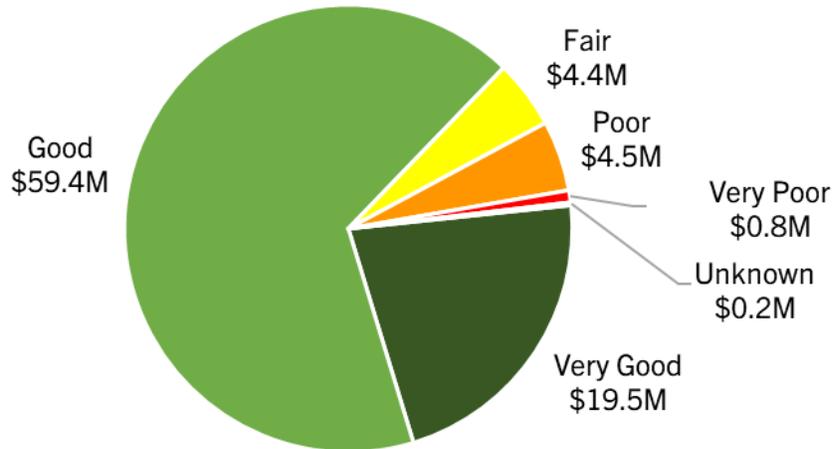
TABLE 16-1 INVENTORY SUMMARY FOR WATER ASSETS

ASSET CLASS	QUANTITY	REPLACEMENT VALUE (\$M)	AVERAGE PERFORMANCE	AVERAGE AGE	AVERAGE ESL
Booster Stations	2	\$2.6M	Good	21	49
Meters	4,685	\$3.3M	Fair	23	25
PRVs	13	\$3.2M	Fair	26	40
Sample Station	46	\$0.4M	Poor	19	18
Water Mains	81.8 km	\$59.3M	Good	25	96
Water Towers	2	\$20.0M	Good	25	75

16.2.2. Asset Condition

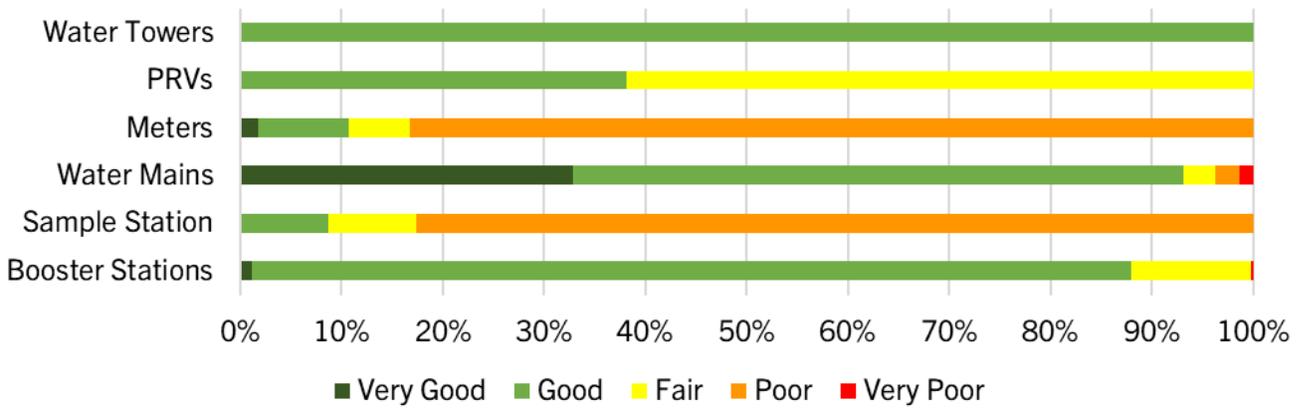
The following figure presents the current condition of Water assets, showing the proportion of total replacement value represented in each condition category. This illustrates how much of the asset base remains in a state of good repair (fair to very good), versus portions nearing or past the end of service life. As shown, most water system assets are in good condition, reflecting proactive maintenance and prevention through coordination with road reconstruction projects.

FIGURE 16-1 CURRENT CONDITION OF WATER ASSETS



The following figure shows the condition distribution for the asset sub-classes separately.

FIGURE 16-2 CURRENT CONDITION OF WATER, BY SUB-CLASS



Condition Methodology

The condition of the assets in this service area is reported based on age to indicate condition. Reinvestment rates were used to determine investment need for assets without condition or age information.

The summary of the condition categorization is provided in Table 16-2.

TABLE 16-2 CONDITION CATEGORIZATION

Condition Category	% Remaining of Estimated Service Life
Very Good	81% to 100% (new)
Good	41% to 80%
Fair	1% to 40%
Poor	0 to -39%
Very Poor	-40% and beyond

16.3. Lifecycle Activities

The strategy of key lifecycle activities that Central Elgin applies to provide proposed levels of service these assets is described below.

16.3.1. Non-Infrastructure Activities

- Master planning efforts support the municipality in defining the services needed to accommodate current and future growth.
- New assets are commonly added through development. As developers construct subdivisions, infrastructure within the public right-of-way is eventually assumed by the municipality.
- Central Elgin maintains a provincially-mandated Drinking Water Quality Management System (DWQMS).
- The municipality promotes water and energy conservation through established policies, procedures, and public awareness campaigns.
- Measures are in place to control water chemistry and reduce pipe corrosion within the system.
- A Water Restriction By-law is active, occasionally requiring residents to limit their water usage.
- Insurance coverage is maintained to protect drinking water infrastructure and related risks.
- Development Standards outline detailed expectations for newly constructed water infrastructure, including materials, installation methods, sustainability considerations, and long-term maintenance requirements.

16.3.2. Operating and Minor Maintenance Activities

Central Elgin complies with the requirements of DWQMS, the Drinking Water Works Permit (DWWP), and the Municipal Drinking Water Licence (MDWL), all of which guide inspection, testing, monitoring, and maintenance activities. Examples of planned operational activities include:

- Hydrant flushing and inspections,
- Locating and assessing curb stops,
- Water meter chamber inspections,
- Proactive replacement of water meters,
- Leak detection on watermains,
- Valve turning,
- Flushing of dead-end watermains, and
- Swabbing and cleaning mains as a preventive measure.

Unplanned repairs and maintenance also are carried out as required.

Proactively increasing maintenance and rehabilitation work could help avoid unexpected failures and extend asset life. However, this would require higher investment levels.

16.3.3. Renewal Activities

Drinking water pipe renewal projects are coordinated with road and underground infrastructure replacements (e.g., storm and sanitary sewers) to maximize efficiency. Priority is given to:

- Pipes identified in the ISMP as needing capacity upgrades
- Thin-wall cast iron mains with a history of multiple breaks
- Looping dead-end watermains to reduce the need for frequent flushing
- The level and type of renewal depend on risk assessments, ranging from isolated watermain replacements to full road reconstruction if needed.

Facilities such as wells, booster pumping stations, and water towers are regularly inspected to determine when rehabilitations are necessary.

Proactively increasing maintenance and rehabilitation work could help avoid unexpected failures and extend asset life. However, this would require higher investment levels.

16.3.4. Decommissioning Activities

While not common, the municipality occasionally decommissions drinking water assets. An example would be the planned retirement of surface water treatment facilities that are no longer required or efficient.

16.3.5. Lifecycle Activities to Maintain Current LOS

The lifecycle strategies outlined above support both the proposed and current service levels. If Central Elgin were to maintain only current performance without striving for proposed improvements, the same lifecycle approach would apply, minus any investments geared toward achieving enhanced service targets.

16.3.6. Risk Management

Applying these lifecycle activities, Central Elgin actively manages several categories of risk associated with its drinking water system:

- **Quality Risk:** Ensures drinking water is safe, visually and aesthetically acceptable, adequately pressurized, and able to meet fire flow requirements now and into the future.
- **Corporate Risk & Liability:** Reduces the risk of legal or regulatory issues tied to inadequate capacity, poor quality, or non-compliance with licensing and operational policies.
- **Financial Risk:** Aims to limit financial losses from non-revenue water, under- or over-investment in infrastructure, and unplanned repairs. This includes optimizing capital and operating budgets.
- **Operational Risk:** Addresses potential inefficiencies resulting from avoidable failures, customer complaints, or infrastructure damage.
- **Reputational Risk:** Protects the municipality's public image, especially in cases involving boil water advisories, poorly maintained infrastructure, or major service disruptions.
- **Environmental Risk:** Reduces the environmental impact of leaks, water loss, unplanned flushing, or insufficient fire flow capacity.
- **Health and Safety Risk:** Protects both public and worker safety from risks associated with poor water quality or failure to deliver adequate fire flow.

If projected funding is insufficient to provide proposed Levels of Service, Central Elgin will focus on the following actions:

- Implement policy and planning activities already in progress,
- Carry out the most critical maintenance to keep assets operational,
- Prioritize rehabilitation and replacement of essential infrastructure based on risk and failure history,
- Dispose of assets strategically to optimize value.

Risk-Based Prioritization

The municipality will improve or formalize its framework for investment decisions, using asset criticality and service risk as key criteria. A structured risk matrix or scoring tool may be developed to ensure consistent and transparent decision-making.

Contingency Planning

Central Elgin will evaluate and plan for various funding and infrastructure scenarios. For example, comparing the impact of delaying a full replacement versus performing temporary repairs. Contingency plans will be put in place for high-risk assets to ensure continuity of service.

Adaptive Strategies

Lifecycle strategies may be adjusted to stretch asset life, such as by increasing inspections, implementing temporary fixes, or enhancing preventive maintenance. Priorities may also be updated dynamically using real-time system data and field information.

Interim Service Adjustments

When needed, the municipality may implement temporary service level changes, such as alternate service options, to maintain core service delivery. Expectations may be recalibrated to match available funding while minimizing user impact.

Asset Rationalization

Central Elgin will evaluate underused or redundant assets for possible decommissioning. Options such as shared service models with nearby municipalities may also be explored to reduce long-term costs.

Leveraging External Support

Efforts will continue to identify and pursue external funding opportunities, such as grants, partnerships, and provincial/federal programs, to help reduce the burden on local funding sources.

16.4. Forecasted Needs

As noted earlier, Water assets (~\$89 million) show mixed age profiles: mains and towers are around 25 years old with long lives (~75–95 years), while appurtenances such as meters and pressure-reducing valves are shorter-lived and already in the latter half of their life cycle.

The average annual capital investment needed to provide proposed levels of service is estimated to be **\$1.1 million** over the next 10 years. This includes renewal investments to maintain 94% of assets in a state of good repair. The summary of these investment needs are provided in Table 16-3.

TABLE 16-3 ANNUAL CAPITAL INVESTMENTS NEEDED TO PROVIDE PROPOSED LOS

ASSET INVESTMENT TYPE	INVESTMENT NEED TO PROVIDE PROPOSED LOS
Service Improvements	\$0
Studies and Planning	\$0
Growth	\$121,000
SOGR	\$1,013,000
Total	\$1,134,000

The proposed levels of service do not differ from current levels: Central Elgin is striving to maintain SOGR while investing in service improvements, studies, and growth. As such, the annual capital investment required to maintain current levels of service is not different than that required to provide proposed levels of service.

APPENDIX A: ACRONYMS

ACRONYM	NAME
AM	Asset Management
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
BCI	Bridge Condition Index
CCTV	Closed Circuit Television
CLI ECA	Consolidated Linear Infrastructure Environmental Compliance Approval
DC	Development Charge
ESL	Estimated Service Life
FCI	Facility Condition Index
GHG	Greenhouse Gas
HVAC	Heating Ventilation Air Conditioning
IIMM	International Infrastructure Management Manual
IT	Information Technology
LID	Low Impact Developments
LOS	Levels of Service
MMS	Minimum Maintenance Standards for Municipal Highways (O. Reg. 239)
MTO	Ministry of Transportation Ontario
MTD	Manufactured Treatment Device
NFPA	National Fire Protection Association
NRBCPI	Non-Residential Building Construction Price Index
OCIF	Ontario Community Infrastructure Fund
O. Reg. 588/17	Ontario Regulation 588/17, under the Infrastructure for Jobs and Prosperity Act (2015)
OSIM	Ontario Structure Inspection Manual
PACP	Pipeline Assessment Certification Program
PM	Preventive Maintenance
SOGR	State of Good Repair
TCA	Tangible Capital Asset

APPENDIX B: LIFECYCLE ACTIVITY OPTIONS, RISKS, AND LOWEST-COST APPROACH

1. Acquisition

Acquisition options include building new assets to meet growth needs, replacing failing assets, or building new assets to improve level of service when approved by Council. Assets can also be acquired through development agreements or partnerships. Risks related to acquisition include overbuilding, which can strain financial resources, underinvestment, which can lead to service gaps, and lack of planning which can result in assets that are costly to maintain. The lowest-cost approach for acquisition is to prioritize acquisitions based on service needs and long-term financial capacity, and to explore shared service models and phased implementation to reduce costs.

2. Renewal

ASSET CATEGORY	LIFECYCLE ACTIVITY	RISKS	LOWEST-COST APPROACH
Roads	Routine maintenance (pothole repairs, resurfacing), major rehabilitation (pavement overlays), and full replacement of aging roads.	Delayed routine maintenance or resurfacing increases long-term costs and leads to faster road deterioration.	Prioritize resurfacing on high-use roads to extend life and reduce full replacement frequency.
Bridges & Culverts	Routine maintenance (pothole repairs, resurfacing), major rehabilitation (pavement overlays), and full replacement of aging bridges.	Delayed routine maintenance or resurfacing increases long-term costs and leads to faster road deterioration.	Prioritize resurfacing on high-use roads to extend life and reduce full replacement frequency.
Water	Regular pipe flushing, valve replacements, leak detection, and watermain replacements in areas with frequent breaks.	Ignoring minor leaks could lead to water loss, road damage, and emergency repairs.	Preventive maintenance and phased watermain replacement, especially in high-risk areas. Prioritize very poor condition and alignment with roads projects.
Wastewater	Sewer cleaning, pipe inspections, inflow and infiltration reduction, replacement of aging sewer mains.	Aging pipes increase risks of backups and environmental spills.	Invest in regular inspections and targeted pipe lining to avoid costly emergency replacements, plus phased replacement. Prioritize very poor condition and alignment with roads projects.
Storm	Sewer cleaning, pipe inspections, inflow and infiltration reduction, replacement of aging sewer mains.	Aging pipes increase risks of backups and environmental spills.	Invest in regular inspections to avoid costly emergency replacements, plus phased replacement. Prioritize very poor condition and alignment with roads projects.

ASSET CATEGORY	LIFECYCLE ACTIVITY	RISKS	LOWEST-COST APPROACH
Facilities	Routine maintenance (HVAC servicing, roofing repairs), accessibility upgrades, and major renovations.	Postponing maintenance could lead to safety hazards and higher replacement costs.	Scheduled maintenance to prevent major system failures, plus phased replacement.
Fleet	Scheduled maintenance to prevent major system failures	Delayed replacements could lead to safety concerns and facility closures.	Regular maintenance and phased equipment replacement.
Parks & Natural Assets	Scheduled maintenance to prevent major playground or park asset failures, regular grooming of grass areas, and preventive tree and woodlot maintenance.	Delayed maintenance or replacements could lead to safety concerns and facility closures.	Regular maintenance and phased equipment replacement.

3. Decommissioning

Options include decommissioning and removal of assets that are no longer needed, and repurposing or selling assets when feasible. Related risks include delaying disposal can increase maintenance costs, premature disposal may result in lost value, and environmental and regulatory risks if not properly decommissioned. Lowest-cost approach is to decommission assets when maintenance costs exceed benefits, and to strive to explore resale, repurposing, or partnerships to minimize financial loss.

APPENDIX C: RECONCILIATION TO LEGISLATION

The following table reconciles the paraphrased requirements from the Ontario Regulation 588/17 to this AMP, to demonstrate compliance and help the user understand where in the AMP key requirements can be found.

REG. SECTION	REQUIREMENT	AMP REFERENCE
5.(2) 3.	Summary of assets in each category	Section 4 - Current State and also within each Asset Class Plan Subsection .2
5.(2) 3.	Replacement cost of assets in each category	Section 4 - Current State and also within each Asset Class Plan Subsection .2
5.(2) 3.	Average age of assets in each category	Within each Asset Class Plan Subsection .2
5.(2) 3.	Condition of assets in each category	Section 4 - Current State and also within each Asset Class Plan Subsection .2
5.(2) 3.	Description of municipality's approach to assessing condition of assets in each category	Section 2 – AMP Methodology, and also within each Asset Class Plan Subsection .2
5.(2) 1.	Current Levels of Service, with core asset LOS determined in accordance with tables	Within each Asset Class Plan Subsection .1
5.(2) 2.	Current performance measures of assets in each category	Within each Asset Class Plan Subsection .1
5.(2) 4.	Lifecycle activities needed to maintain current Levels of Service for 10 years	Within each Asset Class Plan Subsection .3.5
5.(2) 4.	Costs of providing lifecycle activities needed to maintain current LOS, based on assessment of lifecycle, options, risks, lower cost	Within each Asset Class Plan Subsection .4, and also in Section 5 – Financial Outlook
5.(2) 4.	Link or description of assessment of current LOS lifecycle, options, risks, lower cost	Appendix B, and also within each Asset Class Plan Subsection .3
5.(2) 5.	For population <25K, description of population or economic forecast assumptions, and how these connect to lifecycle cost projections for current LOS	Section 3.2, including Section 3.2.3
5.(2) 6.i.	For population 25K or more, population & employment forecasts	Not applicable
5.(2) 6.ii.	For population 25K or more, lower tier in GGH, Sched 7 or portion of upper tier growth plan forecast, or assumptions	Not applicable
5.(2) 6.iii.	For population 25K or more, upper/single tier outside GGH, population & employment forecasts in OP, or assumptions	Not applicable

REG. SECTION	REQUIREMENT	AMP REFERENCE
5.(2) 6.iv.	For population 25K or more, lower tier outside GGH, portion of upper tier growth plan forecast	Not applicable
5.(2) 6.vi.	For population 25K or more, capital & significant operating costs for each of 10 years, to maintain LOS to accommodate increase in demand cause by growth	Not applicable
5.(3).	Description of how all background information and reports will be made available to the public (reports and info from which AMP content is developed)	Section 2.4
6.(1) 1.	Proposed Levels of Service, with core asset LOS determined in accordance with tables, for each of 10 years	Within each Asset Class Plan Subsection .1
6.(1) 2.	Explanation of why proposed LOS are appropriate, based on options, delta, achievability, affordability	Section 2.3
6.(1) 2.	Link or description of assessment of proposed LOS options, delta, achievability, affordability	Section 2.3
6.(1) 3.	Proposed performance measures of assets based on metrics established by the municipality (e.g. measures for energy usage, operating efficiency, etc.)	Within each Asset Class Plan Subsection .1
6.(1) 4.	Lifecycle management strategy: Identification of lifecycle activities needed to provide proposed Levels of Service for a 10-year period, based on assessment of full lifecycle, options, risks, lowest cost	Within each Asset Class Plan Subsection .3, supported by information in Appendix B
6.(1) 4. i.	Link or description of assessment of proposed LOS lifecycle, options, risks, lower cost	Within each Asset Class Plan Subsection .3, supported by information in Appendix B
6.(1) 4. ii.	An estimate of annual costs for undertaking identified lifecycle activities over a 10-year period.	Within each Asset Class Plan Subsection .4, and also in Section 5 – Financial Outlook
6.(1) 4. iii.	Projections for annual funding to be available to undertake identified lifecycle activities over a 10-year period	Section 5
6.(1) 4. iii.	Explanation of the options examined to maximize the funding projected to be available	Section 5
6.(1) 4. iv.	Identification of funding shortfalls for lifecycle activities over a 10-year period	Section 5
6.(1) 4. iv.	Identification of lifecycle activities that will be undertaken if there is a proposed LOS shortfall	Within each Asset Class Plan Subsection .3.6
6.(1) 4. iv.	Explanation of how risks associated with not undertaking any of the lifecycle activities will be managed.	Within each Asset Class Plan Subsection .3.6
6.(1) 5.	For population <25K, description of population or economic forecast assumptions, and how these connect to lifecycle cost projections for proposed LOS	Section 3.2, including Section 3.2.3
6.(1) 6.	For population 25K or more, capital & significant operating costs for each of 10 years, to achieve proposed LOS to accommodate increase in demand caused by growth	Not applicable

REG. SECTION	REQUIREMENT	AMP REFERENCE
6.(1) 6. ii.	For population 25K or more, funding projected to be available, by source, due to growth	Not applicable
6.(1) 6. iii.	For population 25K or more, overview of the risks associated with implementation of the AMP	Not applicable
6.(1) 7.	Explanation of other key assumptions	Section 2, and Appendix D
7.(1)	Date of review and update of AMP - within 5 years	Section 2
8.	Endorsement of AMP by executive lead	Section 2, and corresponding staff report in Council agenda
8.	Approval of AMP by Council resolution	Section 2, and corresponding staff report in Council agenda
9.(1)	Date of Council review of AM progress - before July 1 every year	Section 2
9.(2)	Annual Council review includes progress, factors impeding implementation, strategy to address factors	Section 2
10	Website availability of policy and AMP, copy provided if requested	Section 2

APPENDIX D: ASSUMPTIONS AND LIMITATIONS

Data and Inventory Assumptions

- The asset inventory is based on the best available data at the time of analysis.
- Where data gaps existed, reasonable assumptions were made regarding installation dates, replacement costs, and estimated service lives.
- Linear infrastructure lengths and facility asset counts were verified to the extent possible but may require refinement as data improves.

Condition and Remaining Life Assumptions

- For assets without recent inspection data, condition ratings were estimated based on age and expected service life.
- Condition categories (Very Good to Very Poor) represent general performance ranges and may not reflect localized or component-specific issues.
- Deterioration models assume consistent degradation over time unless otherwise specified.

Financial and Costing Assumptions

- Replacement costs are presented in 2025 dollars.
- Inflation was not included in the analysis and should be applied when tax and rate financial plans are prepared.
- Operating costs reflect current budget trends and may not include future program or regulatory changes.

Lifecycle and Risk Assumptions

- Lifecycle strategies assume proactive maintenance and timely rehabilitation to extend service life.
- Assets are assumed to perform as expected for their remaining life if maintained in line with current practices.

Limitations

- The AMP is a living document and reflects conditions, costs, and assumptions as of the date of publication.
- The results are intended for strategic planning and may not reflect the detailed cost or timing of specific capital projects.
- Data quality varies among asset classes; confidence levels will improve as information systems and asset data are enhanced through the Municipality's continuous improvement program.

Future Improvements

- As improved asset data, inspection results, and financial information become available, these assumptions will be refined.
- Regular updates to the AMP will enhance accuracy and strengthen the link between asset performance, service levels, and financial planning.

APPENDIX E: PUBLIC INPUT SUMMARY

Key asset-related input derived from various recent public engagement exercises is summarized below.

The Port Stanley Waterfront Master Plan

The Municipality sought out input from citizens about The Port Stanley Waterfront Master Plan.

Summary interpretation of related community input:

1. Conceptual Design Survey (Phase 2) March 10, 2022 – May 8, 2022 – 66 respondent's total
 - Residents lean towards designs that retain natural areas while adding family-oriented amenities (playgrounds, splashpads, amphitheatres etc.)
 - Concern about over development and valued green, naturalized spaces
 - Requests for more trees, shade, and native planting
 - Priority for providing activities for families and youth (playgrounds, splash pads, ice rinks, multi-sport courts, pickleball/tennis courts)
 - Preference for wide waterfront promenade, residents emphasized the importance of walking access, views, and public shoreline space rather than privatized development
 - Parking and accessibility is a repeated concern, needs to be expanded and improved
 - Residents liked the idea of attracting visitors and promoting tourism
2. Port Stanley Parking Survey – May 12, 2022 – May 30, 2022 - 514 respondent's total
 - 71% of respondents found parking to be a challenge, specifically in the summer in terms of insufficient supply, poor signage, confusing rules, or inefficient turnover
 - Half of the respondents felt parking fees are too high or not justified by service levels
3. Let's Talk Central Elgin - Port Stanley Waterfront Master Plan (phases 1-3) – January 20, 2022 – March 28, 2022
 - Phase 1 – 110 responses
 - 70% of respondents said they wanted more amenities, some challenges included: lack of washrooms, parking shortages, accessibility challenges, and the need for more vibrancy and programming
 - Top 6 desired features: trails, nature access, shops/markets, gathering spaces, boating access, and places to relax
 - Phase 2 – 66 responses
 - Most valued features
 - wide waterfront promenade
 - multi-sport courts, ice rink, playgrounds, amphitheatre and gazebo spaces
 - waterfront plaza lookouts for views and public access
 - Phase 3 – 8 responses
 - Top improvements:

- Walkway enhancements
- New event space
- Pedestrian safety and crosswalks near the boat launch
- Upgrade existing parking
- Lower priority:
 - Future development or housing

2023 Budget Consultation – July 31, 2022

The Municipality sought out input from citizens about the 2023 Capital Budget. Summary interpretation of related community input:

- Top investment priorities:
 - 1. Roads and transportation infrastructure
 - 2. Parks, recreation, and community facilities
 - 3. Water and wastewater infrastructure
 - 4. Emergency services
 - 5. Environmental initiatives
- Service satisfaction
 - Road maintenance and snow clearing drew the most negative feedback (“needs improvement”).
 - Parks and recreation facilities received mostly positive responses.
 - Waste collection and water services were rated “satisfactory” or better by most respondents.
- Taxation preferences
 - About 50% supported keeping taxes the same with reduced services.
 - Roughly 35% supported a small tax increase to maintain or slightly improve services.
 - Only 15% supported a significant tax increase to fund major improvements.
- Common theme around maintaining roads

Edward Street Staircase – July 31, 2023 - August 31, 2023

The Municipality sought public input on whether to rebuild or replace the Edward Street staircase to restore beach access for residents. Summary interpretation of related community input:

- General sentiment
 - Mixed but leaning supportive of reconstruction, with about half of respondents in favour.
 - Many supported rebuilding for safe access but expressed concerns about cost.
- Key themes
 - Accessibility and safety
 - Most comments emphasized the importance of safe, convenient access to the beach for residents, families, and seniors.
 - Cost and funding

- Many respondents questioned whether the project's cost was justified or requested clarity on how it would be funded (e.g., grants vs. taxes).
- Supportive views
 - Supporters described the staircase as a long-standing community amenity and essential for maintaining public access.
- Opposition or caution
 - Some felt the staircase served too few users or that other priorities should take precedence.

Greg Tarry Park Feedback – May 8, 2025 – June 1, 2025

The Municipality sought community feedback on the proposed park concepts for the new Eagle Ridge Greg Tarry Park. Summary interpretation of related community input:

- Features residents appreciated most:
 - The multi-sport court, shade structure, and gazebo
 - Play structures
- Improvement suggestions:
 - Accessibility
 - Several respondents emphasized the need for inclusive, wheelchair-accessible equipment and surfaces
 - Sports court design
 - Many requested pickleball lines/nets, a full basketball court, or fencing to improve functionality and safety
 - Naturalization and trees
 - Respondents wanted more trees, trails, and naturalized vegetation to enhance shade, character, and wildlife appeal
 - Expanded amenities
 - Suggestions included adding splash pads, outdoor fitness stations, or dog amenities

APPENDIX F: MATURITY ASSESSMENT

An asset management maturity assessment was conducted on Central Elgin’s overall AM practices. The maturity assessment applied in Central Elgin follows the International Infrastructure Management Manual (IIMM) Maturity Assessment Framework. It organizes asset management practices into three general areas, with specific elements under each.

UNDERSTANDING AM REQUIREMENTS	DEVELOPING LIFECYCLE STRATEGIES	ENABLING AM
<p>Focuses on how clearly Central Elgin defines what assets it owns, the services provided, the levels at which those services are delivered, and what will be required in the future.</p> <ul style="list-style-type: none"> - Analysing the Strategic Direction - Levels of Service Framework - Demand Forecasting & Management - Strategic AM Plan 	<p>Examines the extent of intentional processes to plan for the entire life of assets.</p> <ul style="list-style-type: none"> - Managing Risk & Resilience - Operational Planning - Capital Works Planning - Asset Financial Planning & Management - AM Plans 	<p>Assesses the organizational supports that allow asset management to function effectively.</p> <ul style="list-style-type: none"> - AM People & Leaders - Asset Knowledge & Information - AM Information Systems - AM Process Management - Continual Improvement

Based on MVU observations, data and firsthand account, the elements within each category were assigned maturity levels on a scale from ‘aware’ through to ‘advanced’, as demonstrated below. To craft recommendations, it was assumed that Central Elgin would likely aim to practice asset management at ‘Core’ level in the near future.

TABLE 16-4 MATURITY SCALE DESCRIPTIONS

AWARE	BASIC	CORE	INTERMEDIATE	ADVANCED
Limited awareness, typical in a municipality that is new to planning or documenting its asset management.	Aware but not formal, common in many Ontario municipalities.	Aware and formalized but not optimized, common in many Ontario municipalities.	Fully implemented but not fully mature, optimized, or integrated into Central Elgin. Common in larger municipalities or those with longstanding AM.	Fully implemented, mature, and effective, leading in the industry. Advanced AM can be rare in Ontario municipalities.

Assessment Results

Central Elgin is just beginning to enhance its asset management practices. It is not the goal to be advanced across every element. Management of some assets has been advancing in maturity for some time (e.g. roads), other assets are newer and are lifecycle needs still being defined (stormwater ponds), and some areas of asset management practices are newer to the municipality as a whole.

The summary chart of the assessment results is provided below to illustrate Central Elgin’s current position on the maturity scale.

TABLE 16-5 ASSET MANAGEMENT MATURITY RESULTS

UNDERSTANDING AM REQUIREMENTS	
1. Analysing the Strategic Direction	Aware
2. Levels of Service Framework	Basic
3. Demand Forecasting & Management	Basic
4. Strategic AM Plan	Aware
DEVELOPING LIFECYCLE STRATEGIES	
5. Managing Risk & Resilience	Basic
6. Operational Planning	Basic
7. Capital Works Planning	Aware
8. Asset Financial Planning & Management	Aware
9. AM Plans	Core
ENABLING AM	
10. AM People & Leaders	Aware
11. Asset Knowledge & Information	Core (some gaps)
12. AM Information Systems	Aware
13. AM Process Management	Aware
14. Continual Improvement	Basic

Central Elgin’s asset management maturity aligns with the profile of many comparable municipalities in Ontario, particularly smaller rural, developing communities. In these settings, the emphasis has largely been on meeting legislative requirements, while the more formal aspects of asset management programs are still being developed. Central Elgin demonstrates strong foundational capacity in asset management.

- The municipality benefits from technically capable, engaged staff who care deeply about their services and assets.
- Staff demonstrate solid operational understanding and are actively participating in data collection, maintenance tracking, and reporting improvements.
- Asset data quality and systems are maturing, with most core information now documented and usable for planning.

However, the organization’s practices remain primarily functionally strong but strategically fragmented, where excellent work is being done within departments, but there is limited vertical integration linking

that work to long-term strategic direction, risk frameworks, and financial sustainability models. The next stage of maturity will come from “connecting the dots” and looking more into the long term: aligning planning, risk, finance, and service-level reporting within a single, consistent framework that reflects corporate objectives and informs Council decisions into a longer-term future.

Guidance Matrix

	AWARE	BASIC	CORE	INTERMEDIATE	ADVANCED
CATEGORY 1 - UNDERSTANDING REQUIREMENTS					
1. Analysing the Strategic Direction	Central Elgin demonstrates an awareness of its external and internal strategic environment.	A high-level, informal strategic analysis has been carried out to determine major trends (strategic issues) influencing the delivery of AM, and the results documented. Strategic organisational planning may be in place but not integrated with asset management.	Governance and leadership expectations of the AM System are expressed through an approved and AM Policy and AM Objectives. The AM policy and objectives cover all aspects of the asset lifecycle. The AM policy and objectives are being actively applied. The AM Objectives are aligned to organisational objectives.	Same as Core, plus: The AM Policy and Objectives have been developed with demonstrable consideration of the implications of: <ul style="list-style-type: none"> • Analysis of the strategic context (internal, external, customer environment) analysed. • Analysis of the asset portfolio to determine fitness-for-purpose (current and future). 	Same as Intermediate, plus: Achievements against AM Objectives and delivery of the AM Policy are regularly monitored and reported. Regular environmental scans are in place to identify strategic changes implicating the AM System and required changes are managed through SAMP and AMP review processes.
2. Levels of Service Framework	Central Elgin recognises the benefits of defining levels of service, but they are not yet documented or quantified.	Customer Groups defined and requirements informally understood. Some key performance measures have been defined for the activity.	Level of service statements cover a range of service attributes are: <ul style="list-style-type: none"> • Aligned with service planning and performance management processes. • Periodically measured and reviewed. • Aligned and integrated with performance measures. Level of service and cost relationship understood and described in the AMP.	Same as core, plus: Customer groups needs or expectations are analysed and documented. Service level options (with associated risks and costs) have been presented to executive and governance teams to support level of service decisions. Levels of service are integral to decision making and business planning, with evidence that AM strategies and decision frameworks are aligned to the levels of service framework. Asset (technical) performance measures are aligned to service (customer) performance measures.	Same as intermediate, plus: A customer and stakeholder communications plan is in place outlining processes for engaging with customers and stakeholders, with evidence the plan is implemented. Key customers and stakeholders are presented with, and consulted on, significant service levels and options, with key outcomes documented in the AMP.
3. Demand Forecasting and Management	Future demand requirements generally understood but are not well documented.	Demand forecast trends based on knowledgeable staff. Demand drivers are understood and described. Demand management strategies are being developed. Some basic demand information is being collected and monitored.	Demand forecasts are based on relevant primary demand factors (e.g. population growth) and extrapolation of historic demand trends. Demand forecasts are presented in the AMP with supporting assumptions. Risk associated with demand change are broadly understood and documented in the AMP. Strategies to manage demand (demand management strategies, asset-responses) are documented in the AMP. Demand management is considered in investment evaluations.	Demand forecasts are based on analysis of historic demand trends and all material demand factors. A range of demand scenarios is developed (e.g. high/medium/low) and presented in the AMP with supporting assumptions. Strategies to manage demand (demand management strategies, asset-responses) are documented in the AMP with supporting evidence that costs and benefits have been evaluated in determining the best strategy. Demand management is considered in all strategy and capital project decisions.	Same as Intermediate, plus: Risk assessment carried out for different demand scenarios with mitigation actions identified and evaluated in determining the appropriate demand forecast scenario for AM planning. Sensitivity testing is carried out to determine confidence levels in demand forecasting scenarios. Demand risks are included in organisational risk registers.
4. Strategic Asset Management	Central Elgin is aware of the concept of, and benefits of an AMP and AM System.	The AM System is broadly understood in terms of the assets and functions covered. A process for the establishing the AM System has commenced.	The scope of the AM System is defined. The links between organisational and AM objectives are defined. The process for establishing and maintaining the AM System is developed (e.g. the AM Improvement Plan). Strategic issues have been identified and options developed. The above aspects are documented in the AMP or equivalent document. AMP input from relevant teams and stakeholders (internal and external) occurs.	Same as Core, plus: The relationships and processes between the AM System and other parts of Central Elgin are defined in the AMP or equivalent document. Strategic issues and options have been analysed and prioritised and a long-term strategy has been developed. There is evidence that the AMP is widely communicated and is actively used to support decision making. A regular AMP review and approvals process is in place.	SAMP is in place, with content as per ISO 55002. Formal review, audit and approvals processes are documented with evidence of implementation.

	AWARE	BASIC	CORE	INTERMEDIATE	ADVANCED
CATEGORY 2- DEVELOPING ASSET MANAGEMENT LIFECYCLE STRATEGIES					
5. Managing Risk and Resilience	Risk management is identified as a future improvement.	High level organisational risks are identified and reported to management. Critical services and assets are understood and considered by staff involved in maintenance / renewal decisions.	An organisational risk management policy, framework and process is in place. An asset criticality framework has been developed and critical assets are recorded in the AMIS. Activity risks are identified in the risk register and regularly updated and monitored. Management strategies for highest risks and most critical assets are developed and documented (in the AMP, risk management plan or similar). The approach to managing asset network resilience is described in the AMP or other supporting document.	Same as core, plus: A resilience strategy has been developed (may be part of the SAMP or AMP) and is being implemented. Systematic risk analysis and resilience considerations are incorporated into major decisions. The risk register is regularly updated, actions monitored and reported to management. Risk is managed, prioritised and escalated consistently across Central Elgin.	Asset risks are assessed for multiple failure modes. An ongoing programme of asset network and organisational resilience assessments are completed with improvements identified and actively progressed. Risk and resilience levels are quantified for Central Elgin and risk mitigation options to close identified gaps are evaluated. Risk and resilience are integrated into all aspects of decision making.
6. Operational Planning	Operational processes based on historical practices but there is awareness of opportunities to improve and optimise operational activities.	Operating plans are available for critical operational areas. Operational scheduling is largely based on historic practices with adjustments to planned and unplanned maintenance frequencies based on experienced staff and contractor knowledge. Operations organisational structure in place and roles assigned.	Operating plans are available for all operational areas. Incident and emergency management plans are in place. Operational support requirements have been reviewed against good practice and are in place, including consideration of critical spares requirements. Trends in planned and unplanned maintenance and renewal activities are analysed and trade-offs considered in determining optimal maintenance and renewal frequencies.	Same as core, plus: Operational objectives and intervention levels defined (aligned to AM Objectives) and results analysed to drive improvements. A formal and regularly reviewed operational planning process is in place. Incident and emergency management plans are regularly tested. Optimal planned and unplanned maintenance and renewals programmes are established with analysis of operating cost, asset condition/ performance, risk and asset criticality.	Decision frameworks (e.g. multi-criteria analysis, benefit-cost analysis) are used to prioritise and optimise expenditure across planned and unplanned maintenance and renewals programmes. Continual review and improvement can be demonstrated for all operational processes. Reviews are undertaken after significant events and recommendations are implemented.
7. Capital Works Planning	Capital investment projects are identified during annual budget process. There is awareness of the need for longer-term capital budgeting.	There is a schedule of proposed capital projects and renewal programmes based on historical costs and staff judgement of future requirements. Renewals strategies are verbalised in interviews but are not well documented. CAPEX projects and programmes justified in AMP (high level) and supporting CAPEX database (detail).	Projects have been collated from a wide range of sources (e.g. through reviews of asset performance, growth, risk management and renewal analysis) and are collated into a project register. Projects are tracked (in a project register or similar) through capital planning stages. Short term capital projects are fully scoped (including options analysis) and cost-estimated. Renewals programme is based on age and limited condition data. The CAPEX programme is prioritised, based on agreed decision criteria, to rank the relative importance of capital projects and programmes.	Same as core, plus: A capital delivery / options evaluation framework is in place and used consistently across Central Elgin. Formal options analysis and business case development has been completed for major projects in the next three years. Long term major capital projects are conceptually identified and broad cost estimates are available. A formal prioritisation framework is routinely applied to all capital projects and programmes (utilising a multi-criteria or benefit-cost approach).	Same as intermediate, plus: Formal options analysis and business case development has been completed for significant major projects beyond 3 years. Long-term capital investment programmes are derived from advanced decision techniques such as predictive renewal and network modelling which evaluate level of service and cost scenarios.
8. Asset Financial Planning and Management	Financial planning of asset related expenditure is largely an annual budget process, but there is intention to develop longer term forecasts.	Asset related financial forecasts prepared for period appropriate to asset life expectancies. Financial budgets for separate operational and capital planning expenditure are prepared.	Depreciated replacement cost valuations aligned to asset information used in renewal forecasts. Asset expenditure categories are suitable to enable AM costing / forecasting analysis. Asset-related financial forecasts are aligned to operational and capital planning and forecasting processes. Consequential OPEX for all new assets is included in OPEX forecasts. Asset and corporate long-term financial planning processes are aligned. Funding strategies are developed and documented.	Same as core, plus: Long term asset funding options are regularly reviewed and evaluated with consideration of distribution of benefits (user pays), practicality, financial prudence and intergenerational equity. Major expenditure proposals incorporate whole of life costing.	Same as intermediate, plus: Advanced financial modelling includes sensitivity testing of assumptions, demonstrable whole of life costing and cost analysis for level of service options. A decision framework enables budgets, projects and programmes to be optimised across all activity areas. Formal risk-based sensitivity analysis of financial forecast scenarios is carried out. Asset and financial data and reporting are fully integrated or regularly reconciled.
9. AM Plans (for the Asset Portfolio and Assets)	Stated intention to develop AMPs.	A portfolio AMP contains basic information on assets, service levels, planned works and financial forecasts and future improvements. The AMP may not cover all asset types or services, may only have a short term focus, may be developed in isolation from organisational planning, or may not be otherwise sufficiently mature for Central Elgin.	Portfolio AMPs contain core content including asset information, levels of service, demand and lifecycle strategies linking to financial forecasts with key assumptions stated. AMPs are aligned with corporate long-term strategic and financial plans and objectives and are signed off by managers. AMP input from relevant teams and stakeholders. Internal and external reviews occur. AMPs are updated in accordance with the AM Policy / SAMP.	Same as core, plus: The Portfolio AMP is supported by Asset Class AMPs, where appropriate. AMPs include confidence levels, detailed significant assumptions and associated risks. AMPs are fully integrated with corporate long-term financial planning process and iterations are formally managed. AMPs are periodically updated, discussed and approved by governance and leaders.	Same as intermediate, plus: AMPs are managed as a 'live' document and updated when significant changes signalled. Formal review, audit and approvals processes are documented with evidence of implementation.

	AWARE	BASIC	CORE	INTERMEDIATE	ADVANCED
CATEGORY 3 - ASSET MANAGEMENT ENABLERS					
10. AM People and Leaders	Central Elgin recognises the benefits of an asset management function, but has yet to implement a structure to support it.	AM functions are carried out by small groups, but AM is not embedded or coordinated across Central Elgin.	Regular ongoing AM coordination processes established (e.g. a cross-divisional committee) which support an integrated and consistent approach across Central Elgin. Position descriptions incorporate the main AM roles and training is made available suitable to those roles. Visible ownership and support of AM by governance and leadership and awareness of AM purpose across most of Central Elgin (evident through interviews).	Same as core, plus: Leadership is involved in AM coordination (e.g. membership on a regular AM Steering Group or separate AM Governance coordination group). An internal AM communications and training plan is in place and being implemented. Roles reflect AM System competency requirements (defined in SAMP or equivalent document) and are defined in all relevant position descriptions. Demonstrable alignment between AM objectives, team and individual responsibilities.	Same as intermediate, plus: Formal documented assessment of AM capability and capacity requirements to achieve AM objectives, regularly reviewed and recommendations incorporated into AM Improvement Plan. Governance and Leadership demonstrably fulfills all the requirements of ISO 55001: establishing policy/objectives, resourcing, communicating, monitoring, supporting cross-functional collaboration and promoting continual improvement of AM.
11. Asset Data & Information	Asset information is not available. Awareness of need for asset information.	Basic physical asset information recorded (e.g. location, size, type), but may be based on broad assumptions or not complete.	Sufficient information to complete depreciated replacement cost valuation (physical attributes, replacement cost and asset age/life) and to manage operational requirements for assets. Asset hierarchy, identification and attribute standards documented and implemented. Metadata held as appropriate. A formal information needs analysis has been undertaken and an Information Strategy and data improvement plan developed. Knowledge of asset criticality and risk supports the regularity of data collection and updating.	Same as core, plus: A reliable register of physical, financial and risk attributes recorded. The Information strategy and data improvement programme are being actively monitored and reported. The use of asset information in asset management planning and decision making is reviewed for effectiveness. Documented, systematic and audited data collection process in place based on a formal information needs analysis.	Same as intermediate, plus: All asset data is accurate, consistent and reliable and is used to inform both short term and long-term decision making. Information on work history type and cost recorded at an appropriate asset or component level to enable analysis. Systematic and fully optimised data collection programme with supporting metadata.
12. Asset Management Information Systems (AMIS)	Intention to develop an electronic asset register / AMIS. A financial fixed asset register may be in place but only captures accounting data.	Asset register capable of recording all core asset attributes – capacity, type, size, material, etc. Asset information reports can be manually generated for AM Plan input. Simple asset database in use (such as spreadsheet or Access database).	Industry-recognised AMIS or asset register system enables hierarchical asset capture and reporting to component level. AMIS enables live tracking of customer requests linked to maintenance tasks. AMIS provides basic AM reporting capability - condition / performance, renewal forecasts, valuations. The AMIS meets most user requirements (functionality, reporting, usability).	Financial, asset and customer service systems are integrated or able to be fully reconciled (to provide a 'single source of truth' for all data). An information systems strategy for asset related systems is implemented and regularly reviewed. AMIS has spatial mapping capability or interface. AMIS captures remote, 'live' data from operators. More automated analysis and reporting on a wider range of information. AMIS provides renewal modelling capabilities using factors such as age, condition, criticality and performance.	All advanced AM functions are available, including asset risk assessment, predictive maintenance and renewal modelling for different level of service scenarios. Availability of 3D models to enable visual integration with data (e.g.: BIM/Digital Twin)
13. AM Process Management	Awareness of need to formalise systems and processes.	Simple AM process documentation in place for service-critical AM activities, covers operation, maintenance and renewal activities.	Critical AM processes are identified, documented, monitored and subject to review. There is evidence that these critical AM processes are followed in practice. AM process interfaces with other teams and organisations, are defined and managed.	Same as core, plus: All AM processes have been identified and prioritised. AM Process documentation implemented in accordance with the AM System to appropriate level of detail, depending on process criticality (including business process mapping or similar). All internal management systems and cross-departmental processes are aligned and managed.	Same as intermediate, plus: AM processes are regularly reviewed and audited and improvements implemented. ISO certification of processes to multiple standards for large asset intensive organisations. AM System has been assessed and meets the requirements of ISO 55001. Strong integration of all management systems and cross-departmental processes within Central Elgin.
14. Continual Improvement	Recognition of the need for AM improvement process, evident in responses to review questions.	Improvement actions identified and allocated to appropriate staff and progress monitored.	Current and future AM maturity assessed (gap analysis) and used to identify improvement actions. Appropriate maturity has been defined for each AM function. Identified improvement actions collated from the maturity assessment and other relevant studies and have been prioritised with input from relevant staff and management. Improvement plans identify timeframes, deliverables, resources and responsibilities and are monitored by the AM team. Improvement plans are monitored.	Same as core, plus: Formal periodic monitoring of the AM improvement plan is in place with reporting to appropriate levels of Central Elgin, at frequencies specified in the SAMP or AMP. Major improvement actions are managed within Central Elgin's project management framework. Evidence of effective change management practices support AM Improvement Plan implementation. A formal audit and review framework is established.	A regular cycle of audit and maturity assessment is undertaken with actions fed back into improvement planning. KPIs for monitoring the effectiveness of AM improvement plan outcomes are reported.