



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH  
January 30, 2019 COUNCIL MEETING

**AGENDA**

**DATE:** Wednesday, January 30, 2019

**CLOSED MEETING:** 8:30 A.M.

**REGULAR MEETING:** 9:00 A.M

**≠ Denotes resolution prepared**

1. Call the Meeting to Order
2. Disclosure of Pecuniary Interest & the General Nature Thereof.
3. **CLOSED ITEMS** ≠
  - (a) Confidential Report FIN-2019-006 and Confidential Verbal Report from Karen Landry, CAO/Clerk regarding litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose with respect to OMERS.
4. **COMMUNICATIONS**
  - (1) Verbal update from Karen with respect to the Ontario Trillium Foundation Grant
5. **DELEGATIONS** ≠

**11:00 a.m.** - Wayne Wood – Senior Consulting Engineer & Project Manager, Urban and Environmental Management Inc. and John Murphy - Municipal Finance Specialist, DFA Infrastructure International Inc. with respect to Puslinch Asset Management
6. **REPORTS**≠

**Finance Department**

  1. Report FIN-2019-001 Ontario Regulation 588/17, Associated Strategic Asset Management Policy and Asset Management Plans
  2. Report FIN-2019-007 - 2019 Capital and Operating Budget Update
7. **CONFIRMING BY-LAW** ≠
  - (a) By-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch.
8. **ADJOURNMENT** ≠

## REPORT FIN-2019-001

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**TO:** Mayor and Member of Council  
**FROM:** Wayne Wood, PEng, Sector Engineer  
**MEETING DATE:** January 30, 2019  
**SUBJECT:** Ontario Regulation 588/17, Associated Strategic Asset Management Policy and Asset Management Plans

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### RECOMMENDATION

That Report Fin 2019-001 regarding Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure be received.

### DISCUSSION

#### Purpose

The purpose of this report is to allow Council to consider the required Asset Management Policy and Asset Management Plans in a draft format, portions of which will be presented to the public on February 5, 2019.

The primary purpose of the public meeting is to review Service Levels to be subsequently approved by Council in regard to infrastructure, the impact of such service levels on the Capital Budget and associated financing that is within Council's ability to provide.

#### Background

The Province of Ontario passed Regulation 588/17 in late 2017, requiring that all municipalities prepare policies and plans that provide for the cost-effective management of assets through the development of policies and plans known as Asset Management.

The key elements of such policies and plans are as follows:

- Providing defined levels of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet defined levels of service;
- Identifying, assessing and appropriately controlling risks; and

- Having a long-term financial plan that identifies required expenditures and how the plan will be funded.

The Township of Puslinch retained Urban and Environmental Management (UEM) Inc, to prepare such asset management policies and plans. UEM associated with DFA International to assist in the development of the life-cycle management and financial strategy, a significant component of the plans.

### **Project Status**

The UEM Team completed the preparation of an asset registry that meets the requirements of the Regulation. UEM undertook an analysis of the levels of service and associated costs and created a 10 year capital plan. The UEM Team will present at a public meeting on February 5, 2019 at 6:00 PM, an overview of asset management, recommended service levels and associated financing to seek input. Subsequent to the public meeting, a report will be presented to Council that will include concerns and comments received from the public that will form part of the Final Report.

On February 20, 2019, the UEM Team will present a final report to Council. Included will be the Asset Management Policy and the Asset Management Plan for final approval. Also included will be the impact on the ten-year capital budget, the approval of strategic asset management policies and asset management plans.

### **APPLICABLE LEGISLATION AND REQUIREMENTS**

Ontario Regulation 588/17

### **ATTACHMENTS LIST**

- Schedule A, February 5, 2019 presentation to Public
- Schedule B, Draft Asset Management Policy
- Schedule C, Draft Asset Management Plan



# Meeting Agenda

- **Ontario Regulation 588/17 and Asset Management**
- **Service Level Policies**
- **Capital Budget**
- **Where we are Today**
- **Questions**

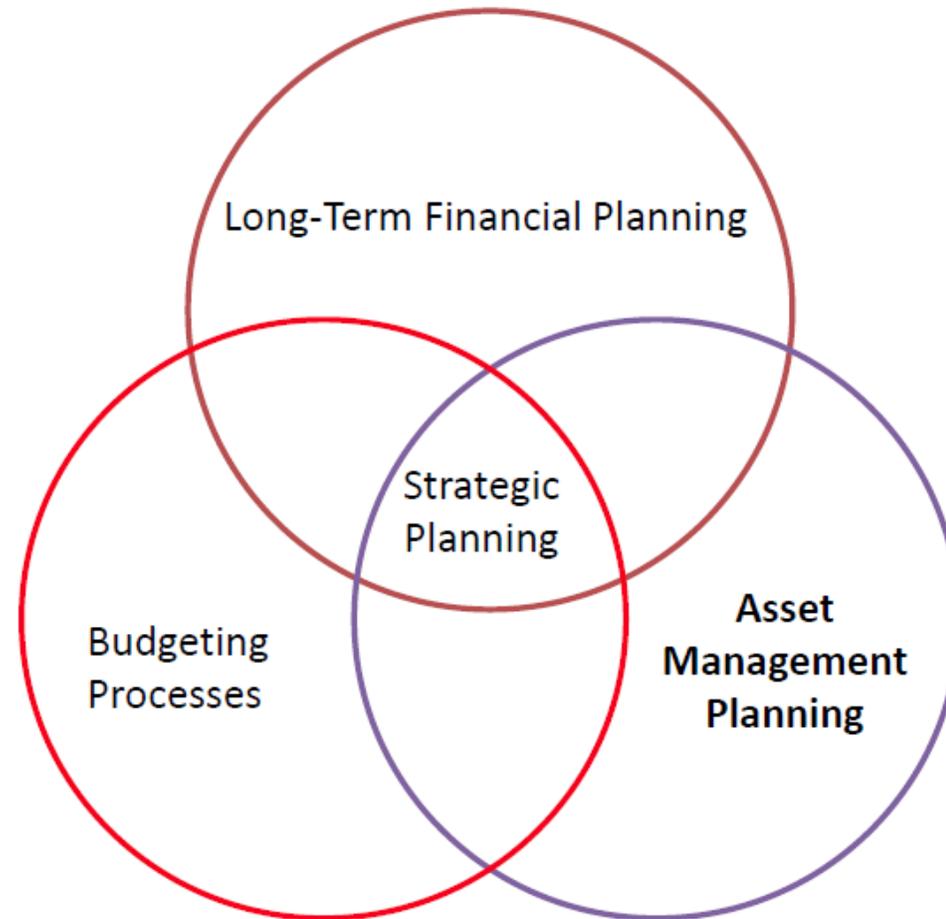
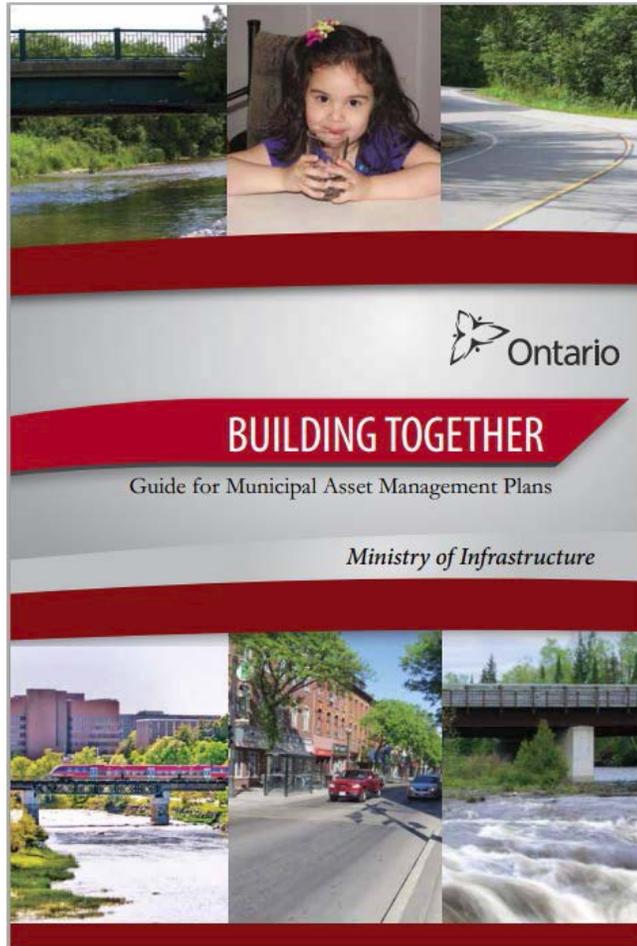
# What is Asset Management Overview of O. Reg. 588/17

**In December 2017, the Province passed an asset management planning regulation under the Infrastructure for the Jobs and Prosperity Act, 2015.**

**This presentation provides an overview of:**

- **Municipal asset management planning in Ontario;**
- **Development of the Regulation, including incorporation of municipal feedback; and**
- **Regulatory requirements.**

# What is Asset Management ?



# Creation of an Asset Registry

- An evaluation of all assets taking into account descriptors such as:
- age,
- condition,
- remaining life,
- replacement value or remediation cost,
- Probability of failure and
- consequence of failure.

# Asset Classes in Puslinch

- **Roads**
  - Gravel Roads
  - Surface Treated
  - Hard Surface Roads
- **Bridges**
- **Culverts**
- **Sidewalks**
- **Storm Sewers**
- **Storm Water Management Ponds**
- **Regulatory/Warnings Signs**
- **Street Lights**
  - Standard Street Lights
  - Decorative Street Lights
  - Floodlights
- **Street Trees**
- **Public Works**
  - Work Licensed Vehicles
  - Work Unlicensed Vehicles
- **Buildings and Facilities**
  - Municipal Complex
  - Puslinch Community Centre
  - Optimist Recreation Centre
  - Fire Hall
  - Various Storage Buildings
  - Public Work Unlicensed Vehicles
- **Parks and Recreation**
  - Lights
  - Park Equipment
  - Bleachers
  - Fencing
  - Sports Fields
  - etc.
- **Fire Assets**
  - Vehicles
  - Fire Equipment
  - Fire Reservoirs

# Service Level Policies

- Roads are the largest Capital Expenditure
- Road rehabilitation/replacement is determined by Life Cycle and a Pavement Condition Index (PCI) PCI is a range of 1 -100
- These standards are used throughout Ontario by municipalities and supported by the Ontario Good Roads (OGRA)
- Usually a road PCI below 60 is considered for rehabilitation (see slide 15)
- UEM Recommendation and supported by OGRA
- Alternative Scenarios and the financial impact
- Our Service Level Policies
- The Capital Plan

## UEM Proposed Level of Service Policy: Bridges and Culverts

To inspect according to the Ontario structure inspection manual and Ontario Regulation 104/97. This inspection shall occur every two years and shall adjust the BCI based on the recommendations of the qualified engineer. The inspection report shall include all repairs that exceed the capital threshold in the capital budget to the schedule recommended by the qualified engineer.

The asset registry must be updated at least once per year to reflect whether the asset be inspected or not. Those not inspected will be based upon the requirements of the Ontario Regulation 104/97.

## UEM Proposed Level of Service Policy: Buildings and Facilities

Buildings and Facilities owned by the Township of Puslinch should be inspected by a qualified structural engineer on a routine basis however not more than 5 years apart to determine necessary improvements, repairs or replacements. The qualified structural engineer should have the necessary expertise to address each component of the building including Electrical, HVAC and Mechanical. The cost of any such repair improvements should be integrated into the capital plan by way of updates to the asset registry.

In addition to inspections by a qualified structural engineer a qualified company or individual shall undertake an Arc-Flash study every 5 years of all electrical equipment to determine the adequacy of such equipment. In addition to the Arc Flash Study a qualified company or individual shall undertake infrared scanning of all equipment and wire terminations every 5 years to determine compliance with the Ontario Electrical Safety Code.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fire Equipment

The service level policy for Fire Equipment shall be in accordance with the related NFPA standards: 1911, 1962, 1932, 1855, 1858, 1852, 1851 and 1971.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fire Reservoir

The Fire Department shall on an annual basis inspect all fire reservoirs in accordance with the Ontario Fire Code 213/07 and NFPA Standard 25 to ensure that such fire reservoirs can be easily accessible and that any components above the roof of the reservoir are in good condition. Such reservoirs shall not be obstructed by vegetation of any form such as plants, bushes and trees.

The fire department shall inspect the reservoir every 5 years to ensure structural integrity of the reservoir.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fleet

The fleet of the Township is considered for replacement based on the criteria noted in the Township's Fleet Management Policy. Fleet shall be maintained in conformance with licensing practices of the Province of Ontario including the Ministry of Transportation and shall include a daily visual inspection of any licensed vehicle before the vehicle leaves the fleet storage facility of the Township. Inspection of fire and rescue services vehicles shall also be based on relevant NFPA standards. The fleet of the Township shall be determined for replacement based on the criteria noted in the Township's Fleet Management Policy

Further to the proposed service level policy described above. It is recommended by UEM that the Township retain their current service level policy in addition to the one proposed by UEM.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Gravel Roads

The Service level for gravel roads is the Minimum Maintenance Standard for Gravel Roads. Repair will include grading and if required an application of additional granular material. Other alternatives should be considered such as surface treatment including asphalt and/or reconstruction if all of the following criteria are met:

- Full regrading is completed more than 6 times during each of two consecutive non-winter periods. The non-winter period is from May 1st to November 1st; and
- an inspection of the gravel base has been completed by a qualified engineer and confirms that the road base can support a hard top surface, without additional construction required; and
- the average daily traffic volume exceeds 400 vehicles; and
- the Township has approved funding for the project.

For all gravel roads that have been fully graded following the half load season, the PCI will be assumed to be 90.

## UEM Proposed Level of Service Policy: Hard Surface Roads

Class 3 roads be rehabilitated or reconstructed at a PCI of 60

Class 4 roads be rehabilitated or reconstructed at a PCI of 60

Class 5 roads be rehabilitated or reconstructed at a PCI of 60

The pavement condition index should be renewed in 2021 and should be renewed every 5 years thereafter. A traffic volume study should be undertaken every 5 years beginning in 2020.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Regulatory Signs/Warning Signs

The Township shall retain a qualified company/individual that shall test the retro reflectivity of each sign once per calendar year with each inspection taking place no more than 16 months from the previous inspection. In conformance with the retro reflectivity specified in the Ontario Traffic Manual and when not meeting such requirements the Township shall replace the sign. Further, the Township shall conform with the requirement for class 3,4 and 5 highways as per the Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.

The standard for the frequency of inspecting regulatory signs or warning signs to check to see that they meet the retro-reflectivity requirements of the Ontario Traffic Manual is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection. O. Reg. 23/10, s. 8; O. Reg. 47/13, s. 12 (1); O. Reg. 366/18, s. 13.

If a regulatory sign or warning sign is illegible, improperly oriented, obscured or missing, the standard is to repair or replace the sign within the time set out in the Table to this section after becoming aware of the fact. O. Reg. 23/10, s. 8; O. Reg. 366/18, s. 13.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Sidewalks

In accordance with Ontario. Regulation. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS, the standard for the frequency of inspecting sidewalks is once per year with each inspection occurring no more than 16 months from the previous inspection. Any discontinuity that exceeds 2cm shall be treated or repaired within 14 days of the inspection.

Under winter conditions sidewalks must be inspected within 48 hours of the end of snow accumulation to ensure that there is less than 8cm of snow accumulated on the sidewalk and to reduce to the level of 8cm within the same 48-hour period. The same time period of 48 hours shall apply when ice forms on a sidewalk and shall require either removal or a treatment such as sand, salt or a combination of both to the sidewalk within the same 48-hour period.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Storm Water Management Ponds

Inspection of storm water management ponds should occur on average four times per year during the first two years of operation and then at least annually.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Storm Water Management Systems

In reference to catch basin cleaning, as a general rule should be done annually but the frequency should be adjusted based upon the volume of material removed. Inspection of storm water management systems should occur on average four times per year during the first two years of operation and then at least annually.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Street Trees

This service level policy includes all trees that have been assumed by the Township through a development agreement. Subsequent to planting a tree the agency or company planting trees shall be responsible with all maintenance including pruning and replacement if necessary. After acceptance by the Municipality, the tree shall be inspected every 5 years to determine any required maintenance.

The Township would hire an arborist or potentially the services of the University of Guelph to visually inspect only the trees planted in the subdivisions within the Township. The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

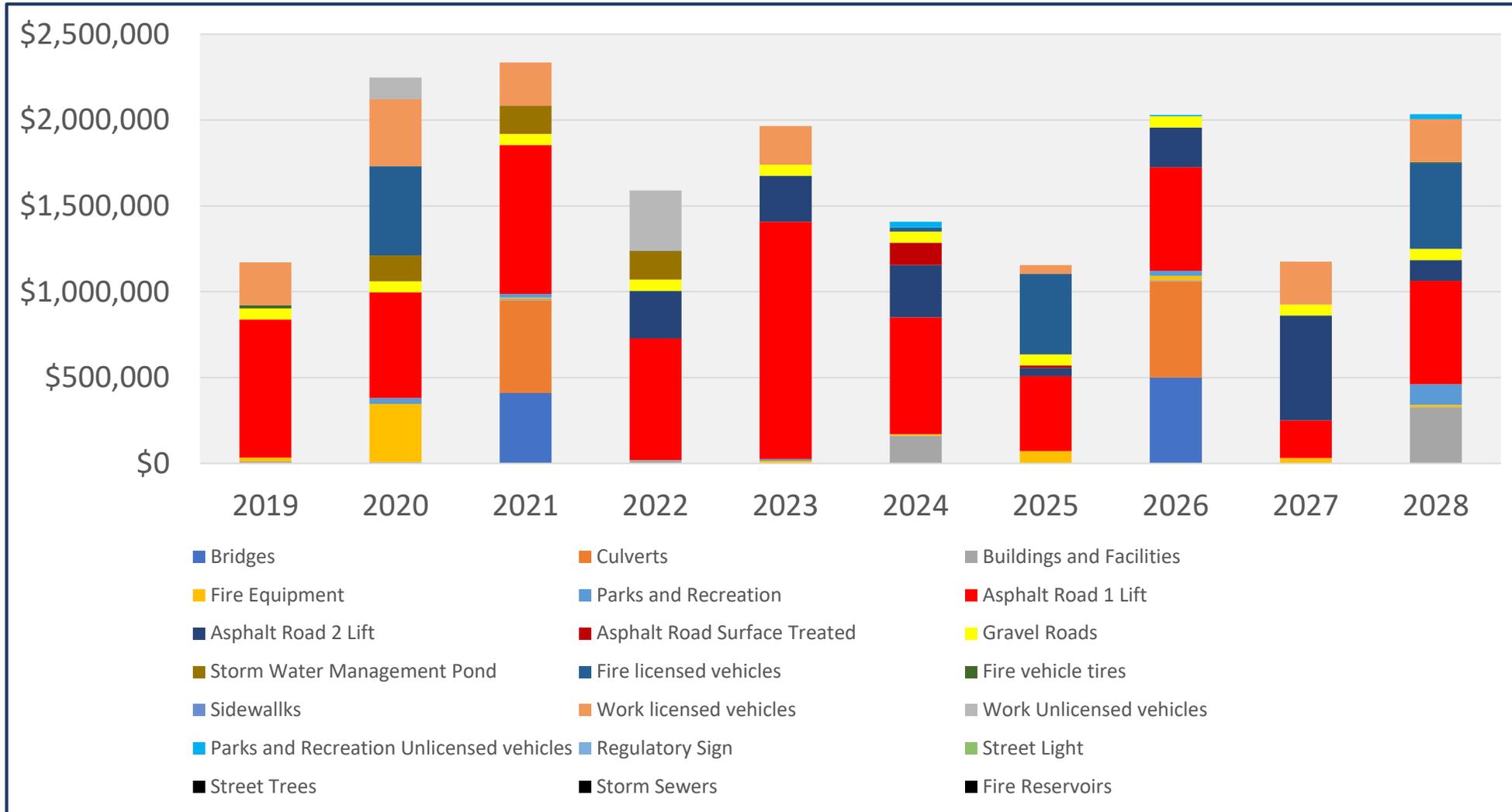
## UEM Proposed Level of Service Policy: Streetlights and Poles

All luminaires shall be inspected once per calendar year with each inspection taking place not more than 16 months from the last inspection. The standard of repair should be as outlined in Section 10 of Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS. The same standard of inspection shall apply to luminaire arms and poles and supporting luminaires that are owned by the Township.

The technology with streetlighting is evolutionary at the present time in Puslinch. The Township is in the process of modifying their streetlighting to LED fixtures while maintaining existing fixtures and poles. After the completion of the conversion to LED fixtures the policy should be to replace fixtures in a cyclical manner every 20 years. Poles should be inspected by staff every 5 years to determine the need to replace based on a pole life of 30 years.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

# Township of Puslinch: 10 Year Capital Needs to support Existing Infrastructure



# Financial Strategy

**Ontario Regulation 588/17 requires that for the proposed level of service, a municipality prepare a 10 year financial strategy that:**

- **identifies the costs of undertaking the lifecycle activities**
- **identifies the annual funding projected to be available**
- **explains the financing options examined**
- **identifies any funding shortfall and explains how the funding shortfall and the associated risks will be addressed**

# Financial Strategy

**It has been assumed there are no “significant operating costs” (no significant increase in operating costs)**

**Financial Strategies Options are based on a combination of Pay-As-You-Go and Debt Financing (when necessary), with consideration given to reserve targets and municipal debt capacity.**

# Financial Strategy

**Financial Strategy Options considered three different levels of current funding (capital levy) increases:**

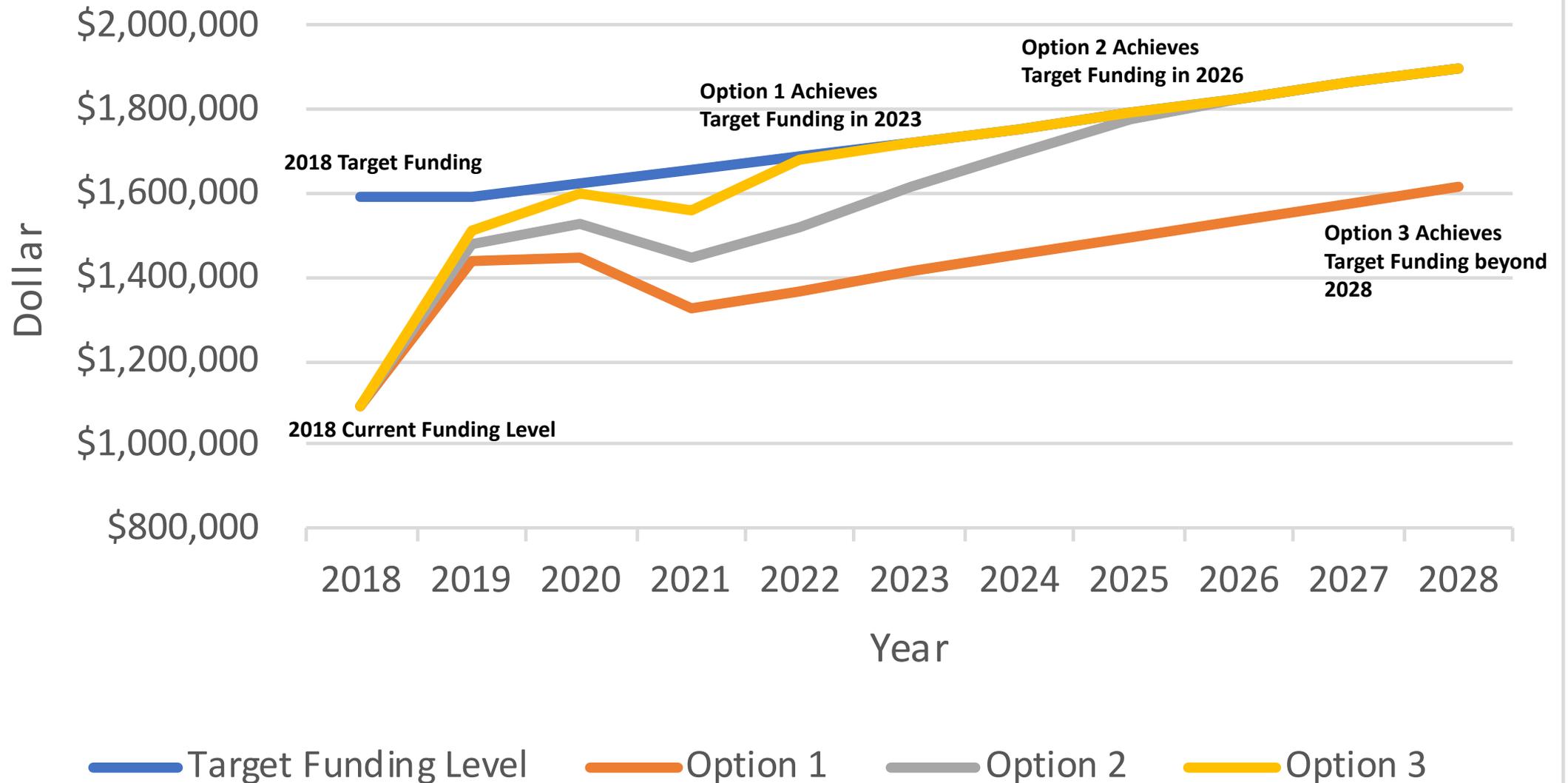
- **Option 1 – Capital Levy Increase equivalent to a 1% Tax Impact on the Typical Single Family Detached Dwelling**
- **Option 2 – Capital Levy Increase equivalent to a 2% Tax Impact on the Typical Single Family Detached Dwelling**
- **Option 3 – Capital Levy Increase equivalent to a 3% Tax Impact on the Typical Single Family Detached Dwelling (Recommended)**

**All Financial Strategy Options incorporated Financial Policy considerations regarding annual reserve funding levels, reserve balance targets, and municipal debt capacity.**

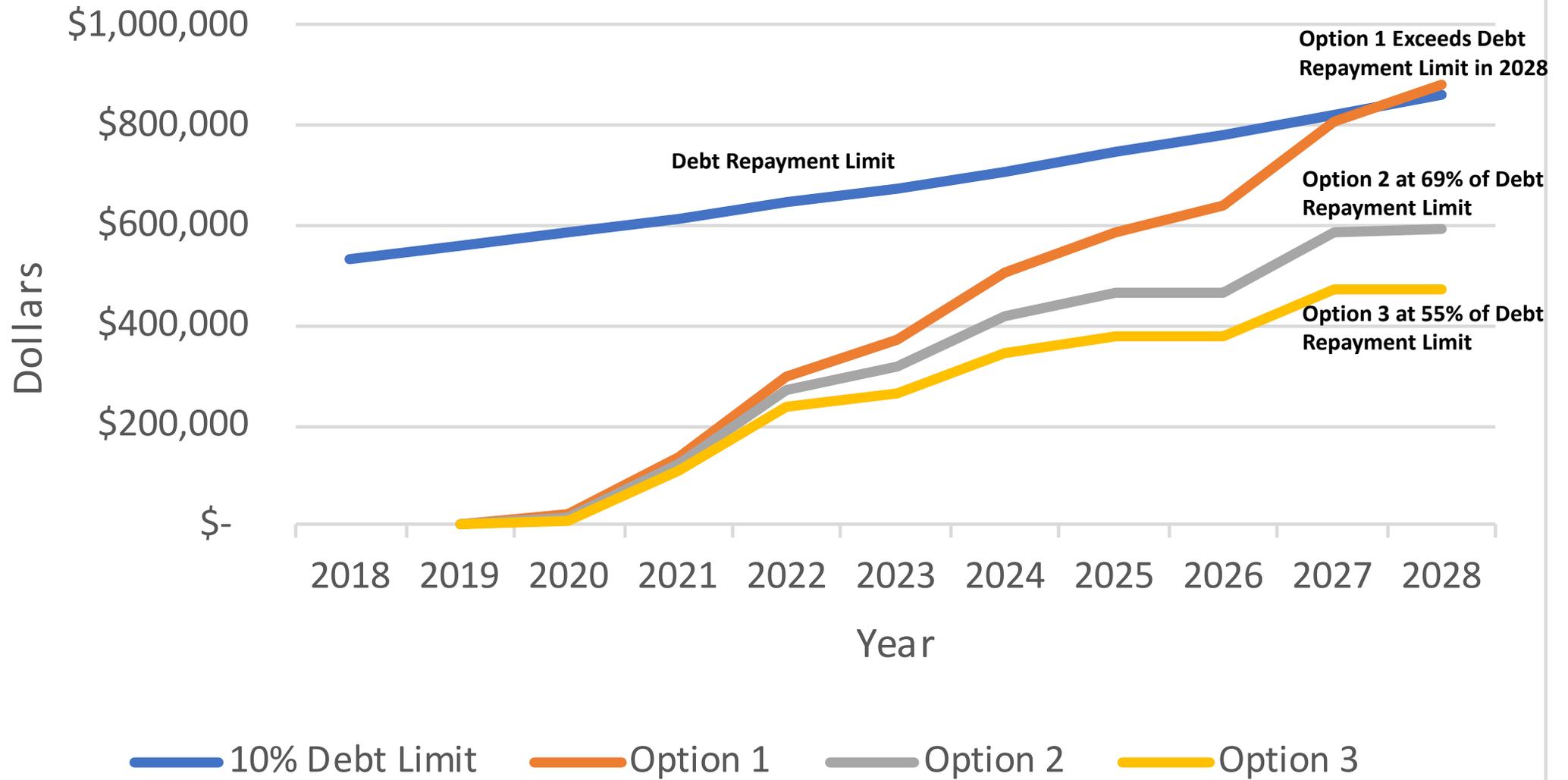
# Financial Strategy

<b>Financial Policy Considerations</b>	
<b>AMP Target Funding Levels</b>	<b>Target Level of AMP Funding to Equal 2% of Capital Asset Replacement Values</b>
<b>AMP Discretionary Reserve Target Balances</b>	<b>Discretionary AMP Reserve Balance to Range between 10% - 20% of 10 year inflated capital plan expenditures</b>
<b>Debt Capacity Restrictions</b>	<b>Debt Servicing as a percent of own source revenues to not exceed 10%</b>

# Total AMP Funding Level Comparison



# Debt Capacity Comparison



# Recommended Financial Strategy Option

## Option 3 (Capital Levy Increase to be Equivalent to a 3% Tax Impact on the Typical Single Family Detached Dwelling)

- **Achieves the Target AMP Funding Level by 2023**
- **Results in the least debt required to fund the proposed capital plan**
- **Best positions the Township to address AMP activities beyond 2028**

## **DRAFT - Puslinch Strategic Asset Management Policy**

### **1.0 Purpose:**

A strategic asset management policy formalizes the Township of Puslinch commitment to asset management, aligns its asset management actions with strategic goals and objectives, and provides direction to guide Council, management and staff in carrying out its business strategies, plans and activities. This policy will support the Township of Puslinch in focusing its infrastructure efforts on managing risks, addressing priorities, and meeting short and long-term needs within the bounds of possible funding.

### **2.0 Vision:**

The Municipality's vision is to proactively manage its assets to best serve the Municipality's objectives, including:

- Prioritizing the need for existing and future assets to effectively deliver services,
- Supporting sustainability and economic development, and
- Maintaining prudent financial planning and decision making.

### **3.0 Objectives:**

The objectives of this policy are to:

- Provide a consistent framework for implementing asset management throughout the organization to be compliant with Ontario Government Regulation 588/17.
- Provide transparency and accountability and to demonstrate to stakeholders the legitimacy of decision-making processes which combine strategic plans, budgets, service levels and risks.

### **4.0 Strategic Alignment:**

Puslinch has developed and adopted a Strategic Plan, an Official Plan, an Emergency Management Plan, a Multi-Year Accessibility Plan, a Community Improvement Plan, and an Asset Management Plan. These plans were designed to meet the legislative requirements and work together to achieve the Municipality's mission of providing innovation and excellence in service delivery. Spending requirements defined in the budgeting process and in long-term financial planning will reflect the objectives of these plans.

All of the Municipality's plans rely to some extent on the physical assets owned by the Township of Puslinch and the commitment of staff to ensure their strategic use. This includes

the long-term maintenance, repair, and replacement of existing assets along with the acquisition of new assets to meet the evolving needs of the Municipality.

Asset management planning therefore will not occur in isolation from other municipal goals, plans and policies.

## 5.0 Stakeholder Engagement

The Municipality recognizes the importance of stakeholder engagement as an integral component of a comprehensive asset management approach. The municipality recognizes the residents, businesses, institutions on its territory as stakeholders and neighboring municipal bodies, provincial agencies, and regulated utilities partners in service delivery. Accordingly, the Municipality will foster informed dialogue with these parties using the best available information and engage with them by:

- Providing opportunities for residents and other stakeholders served by the municipality to provide input in asset management planning; and
- Coordinating asset management planning with other infrastructure asset owning agencies such as municipal bodies and regulated utilities.

## 6.0 Guiding Principles

The Infrastructure for Jobs and Prosperity Act, 2015 sets out principles to guide asset management planning in municipalities in Ontario. The Township of Puslinch will strive to incorporate the following principles whenever possible into the day to day operation of the Municipality:

- **Forward looking:** The Municipality shall take a long-term view while considering demographic and economic trends in the region.
- **Budgeting and planning:** The Municipality shall take into account any applicable budgets or fiscal plans, including those adopted through Ontario legislation
- **Prioritizing:** The Municipality shall clearly identify infrastructure priorities which will drive investment decisions.
- **Economic development:** The Municipality shall promote economic competitiveness, productivity, job creation, and training opportunities.
- **Transparency:** The Municipality shall be evidence-based and transparent, basing decision on publicly shared information and make info available to the public
- **Consistency:** The Municipality shall ensure the continued provision of core public services, such as health care and education.
- **Environmentally conscious:** The Municipality shall minimize the impact of infrastructure on the environment by: 1. Respecting and helping maintain ecological and biological

diversity, 2. Augmenting resilience to the effects of climate change, and 3. Endeavoring to make use of acceptable recycled aggregates.

- **Health and safety:** The Municipality shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
- **Community focused:** The Municipality shall promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as:  
1. Local job creation and training opportunities (including for apprentices, within the meaning of section 9 of the Infrastructure for Jobs and Prosperity Act, 2015), 2. Improvement of public space within the community, and 3. Promoting accessibility for persons with disabilities.
- **Innovation:** The Municipality shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.
- **Integration:** The Municipality shall where relevant and appropriate, be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.

## 7.0 Community Planning

Asset management planning will be aligned with the Municipality's Official Plan and the 2014 Provincial Policy Statement of the Planning Act. The asset management plans will reflect how the community is projected to change with respect to development. The Municipality will achieve this by consulting with those responsible for managing the services to analyze the future costs and viability of projected changes. The combination of lifecycle analysis and financial sustainability principles will be the driver in the selection of community development or redevelopment that requires new assets, or existing asset enhancements. Methods, assumptions, and data used in the selection of projected changes should be documented to support the recommendations in the Asset Management Plan.

Cross-referencing the Municipality's Official Plan and the Asset Management Plan will ensure that development occurs within the Municipality's means through an understanding of current and future asset needs.

## **8.0 Climate Change**

Climate change will be considered as part of the Municipality's risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impact and other risks with the cost of reducing these vulnerabilities. Bolstering resilience to climate change includes adapting to opportunities to manage vulnerabilities, anticipating possible costs to support contingency funds, and disaster planning to allow for business continuity. These actions will be taken in addition to acquiring or modifying assets based on greenhouse gas reduction targets. The Township of Puslinch will continue to work with the County of Wellington to support climate change mitigation and adaptation.

## **9.0 Scope and Capitalization Thresholds**

This policy applies to all assets owned by the Municipality whose role in service delivery requires deliberate management by the Municipality. The Municipality will use a service-based (qualitative) perspective when applying this policy to municipal assets, rather than a monetary value (quantitative). The service-focus intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds that are developed for the purposes of financial reporting. For this reason, the capitalization threshold developed for financial reporting will not be the guide in selecting the assets covered by the asset management planning process.

## **10.0 Financial Planning and Budgeting**

The Municipality will integrate asset management planning into the annual capital budget, operating budget, and its long-term financial plan. The asset management plan will be used as a resource in order to:

Identify all potential revenues and costs (including operating, maintenance, replacement and decommissioning) associated with forthcoming infrastructure asset decisions;

Evaluate the validity and need of each significant new capital asset, including considering the impact on future operating costs; and Incorporate new revenue tools and alternative funding strategies where possible.

The department level budget submission prepared by each Senior Manager will be reviewed and evaluated by the CAO and Director of Finance in the preparation of the Municipality's annual budget. Service area personnel will reference the asset management plan for their area in order to look up forecasted spending needs identified in the plan, verify progress made on the plan to identify potential gaps, and prioritize spending needs, across the gap identified in the plan and recent developments, for the year to be budgeted for. Finance staff will be involved in the asset management planning process to coordinate the information from the service personnel in the preparation of the budget submission.

## **11.0 Governance and Continuous Improvement**

The policy requires the commitment of key stakeholders within the Municipality's organization to ensure the policy guides the development of a clear plan that can be implemented, reviewed and updated.

The Council is entrusted with the responsibility of overseeing, on behalf of citizens, a large range of services provided through a diverse portfolio of assets. Council, having stewardship responsibility, is the final decision maker on all matters related to asset management in the Municipality. The Council and senior management are committed to the success of asset management planning. The following details the responsibilities of the key stakeholders within the Municipality:

### **Council:**

- Approve by resolution the asset management plan and its updates every five years;
- Conduct annual reviews of the management plan implementation progress on or before July 1st of every year, that includes:
  - Progress on ongoing efforts to implement the asset management plans;
  - Consideration of the Strategic Asset Management Policy;
  - Any factors affecting the ability of the Municipality to implement its asset management plans;
  - Consultation with senior management;
  - A strategy to address these factors including the adoption of appropriate practices; and
  - Support ongoing efforts to continuously improve and implement the asset management plans.

### **CAO:**

- Maintain compliance with the asset management policy and provincial asset management regulations.

### **Senior Management:**

- Oversee asset management planning activities that fall within their service area and in support of others.

## Draft Report: Puslinch AMP 2019

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## 1.0 Executive Summary

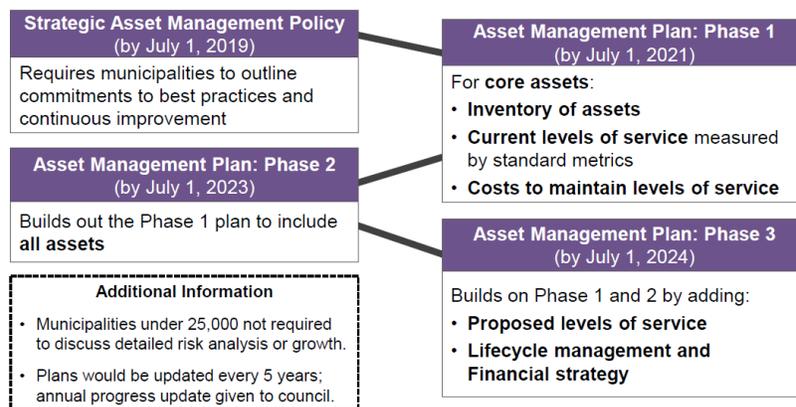
### 1.1 Regulation 588/17

The Municipal Finance Officers’ Association of Ontario best summarized the reasons for implementing asset management including the regulatory basis for asset management in Ontario is from the MFOA Strategic Management Policy Toolkit.

‘The regulation is a progression of the Municipal Infrastructure Strategy launched in 2012 and the Infrastructure for jobs and Prosperity Act of 2015. The regulation builds upon the Municipal Infrastructure Strategy and “Building Together” guide for Municipal Asset Management Plans launched in 2012 and the Infrastructure for Jobs and Prosperity Act of 2015., to strengthen the role of municipal asset management within municipal planning and budgeting. For example, asset management plans must now be considered in the development of annual budgets. The vehicle for this new form of municipal governance is a policy. In the regulatory content of Ontario, it is considered a strategic asset management policy, as it requires municipalities to describe processes as well as accountabilities.’

Ontario adopted Ontario Regulation 588/17 made under the Jobs and Prosperity Act, 2015 that set out the parameters for Strategic Asset Management Policies and Asset Management Plans.

Regulation 588/17 set out a time frame for the implementation of Asset Management in Ontario Municipalities. The timeframe for the components for asset management in the Township of Puslinch are as follows:



ES 1: Timeframe for Asset Management

The Strategic Asset Management Policy is to be approved by Council by July 1, 2019. A copy of the Strategic Asset Management Policy is included in Appendix 5 of this report.

## 1.2 The Asset Registry

The asset registry includes description, location, size, material type, and condition of assets. The asset registry also includes financial components unit cost, remediation cost and a total replacement cost for all asset components. The asset groups included are identified in the following chart:

Regulation 588/17 Asset Group	Asset Registry Asset Group
Core Municipal Infrastructure	Bridges
	Culverts
	Asphalt Road 1 Lift
	Asphalt Road 2 Lift
	Asphalt Road Surface Treated
	Storm Water Pond
	Storm Sewers
	Gravel Road
Municipal Assets	Buildings and Facilities
	Fire Equipment
	Fire Reservoir
	Parks and Recreation
	Sidewalk
	Regulatory Sign
	Street Light
	Fire licensed vehicles
	Fire vehicle tires
	Work Unlicensed vehicles
	Work licensed vehicles
	Parks and Recreation Unlicensed vehicles
Green Infrastructure	Street Trees

ES 2 All Asset Classes

## 1.3 Service and Levels

Puslinch provides all of the legally mandated services, as well as other services desired by residents. The development of a “service-centric” asset management process entails understanding and answering the following questions for all services:

- What are the services that Puslinch is providing?
- What are the services that customers expect?
- What assets is Puslinch providing for each service?

## 1.4 Factors Affecting Levels of Service

Several factors affect the level of service delivery for particular asset types. The following are some of the factors:

- **Community Expectations:** This factor represents one of the major drivers in setting levels of service. Information is needed about the community's expected level of service and willingness to pay for this service. A balance then needs to be determined between that expected level of service and its associated costs.
- **Legislative requirements:** Legislative standards and regulations affect the way assets are managed. These requirements stipulate the minimum levels of service. Therefore, relevant requirements must be taken into consideration in setting levels of service.
- **Policies and objectives:** Existing policies and objectives should be considered when developing levels of service, with care taken to remain aligned with an organization's strategic planning documents.

**Resource availability and financial constraints:** These constraints play a large role in an organization's ability to provide sustainable levels of service. Therefore, resource constraints play a significant part in determining affordable levels of service.

## 1.5 The Process of Developing a Level of Service Analysis

The process for developing and adopting level of service measures may be defined as follows:

**LOS:** Compliance with all legislated requirements, Protect and uphold public safety, community wellbeing and the environment; and, reliably meet the informed expectations of stakeholders and the public

**Level of Service Analysis can involve:**

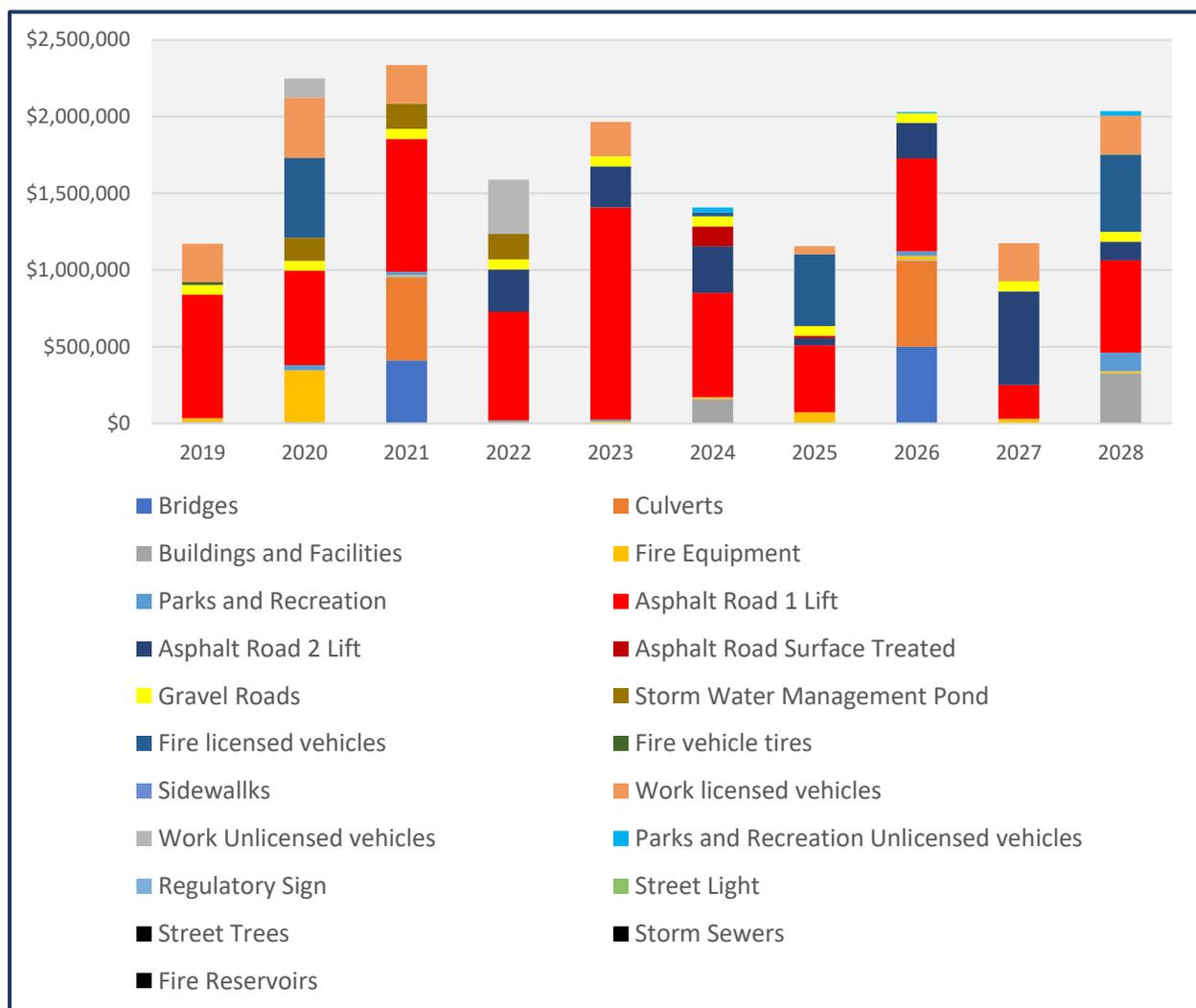
1. Developing Levels of Service
  - Customer vs. Technical LOS
  - Current vs. Expected LOS
  - Use of performance measures
2. Consultation, Communication, and Approval
  - Receiving input on the proposed LOS analysis
  - Communicating the LOS analysis to stakeholders
  - Seeking Council approval of LOS analysis
3. Ongoing Review, Updates, and Improvements
  - Updating the LOS analysis, as needed

## 1.6 Developing Levels of Service

To be effective in developing levels of service, input should be gathered from and communicated to all interested parties. The services being provided and the community expectations be documented. Based upon discussions with Staff and input from Council a series of Level of Service documents were developed and may be found in Section 5 of the Asset Management plan as follows.

### 1.7 Capital Plan

Based upon the data registry including all physical assets, condition of such, age and repayment or rehabilitation costs as well as Levels of Service, a 10-year capital plan was developed to model both Static (linear deterioration cure) and dynamic inputs (staff intervention) to project capital expenditure for the Township of Puslinch. The following bar chart illustrates the 10-year capital plans.



ES 3 10 Year Capital Plan

### 1.8 Financial Plan

Several financial strategy options were developed that identified annual projected funding over the 2019-2028 forecast period. Each option was examined with a recommendation towards a financial strategy that would see an annual increase in the Townships capital levy that impacts the taxes of a typical single-family dwelling by 3% until a sustainable level of funding is achieved.

The use of long-term debt is also necessary to undertake the capital plan in years where available capital financing, including funds within capital asset related reserves, are insufficient to finance the capital plan.

Financial policies that govern the level of debt, the capital related reserves, and asset replacement funding are also discussed with policies recommended for the implementation of the financial strategy.

## **1.9 Public Engagement**

O. Reg 588/17 outlines the following requirements with respect to Asset Management Public Engagement:

- A Strategic Asset Management Policy (SAMP) must be developed and adopted by July 1, 2019, and reviewed and updated at least every 5 years. The SAMP outlines a requirement to include a commitment to provide opportunities for municipal residents and other interested parties to provide input into AM planning.
- Municipalities are required to post their SAMP and asset management plan on the municipality's website, if one exists, and make copies of these documents available to the public if requested.

In reference to Puslinch, the public was invited to provide input during the development stages of asset management planning. In this manner, the public had the opportunity to shape the direction of asset management processes by having the opportunity to comment on the Asset Management Policy and on Levels of Service Policies as well as impacts on the Capital Budgets at the Public Meeting.

The Public was made aware of the public meeting by notices in the local newspaper and by posting on the Puslinch website. The public was encouraged to provide comments on asset management topics in general. The presentation was posted at the public counter of the Puslinch municipal office. A copy of the presentation may be found in Appendix 6 of the Report.

The Public Open Meeting was held on February 5, 2019, in the Council Chambers of Puslinch. Sign-in-sheets indicate that \_\_\_ individuals attended. Verbal comments were as follows:

Issues and concerns from the comment sheets and website postings were as follows:

Subsequent to the Public Meeting and prior to approval of the Asset Management Policy and Plan, the Policy and Plan were made available for public review in the Municipal Office.

## 2.0 Introduction

### 2.1 Township of Puslinch Overview

Puslinch is a Township in south-central Ontario, Canada, in Wellington County, surrounding the south end of Guelph. The main source of industry is agricultural, spring water bottling and gravel extraction. About half of the Township is forested, and a conservation area lies to the southwest. Near the western edge of the Township, just outside Cambridge, Ontario is Puslinch Lake, the largest kettle lake in North America.

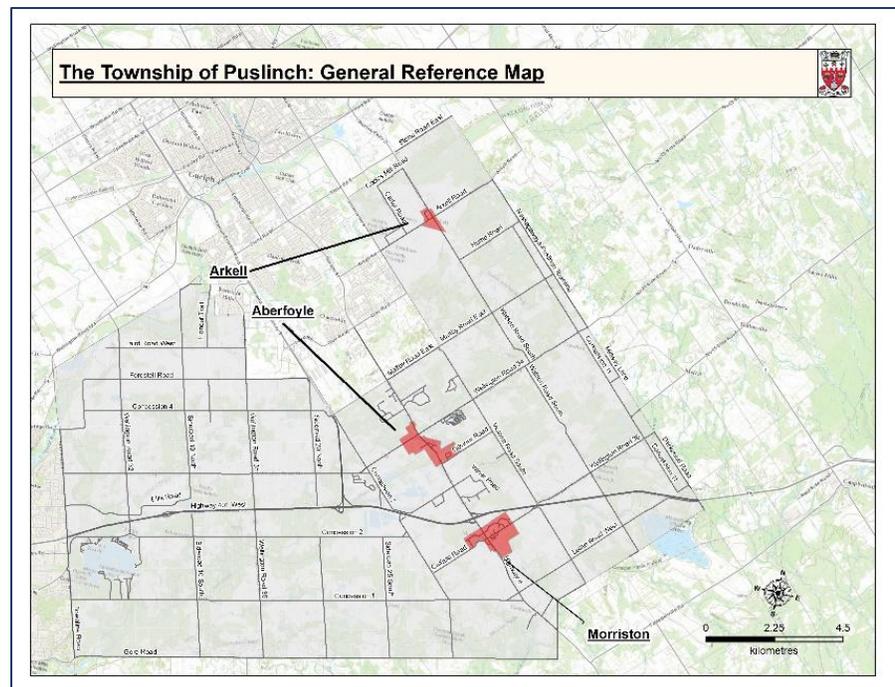
The Township has its own Strategic Plan, with the current version dated 2015 to 2020. Its mission statement is as follows: "Progressing together to provide reliable and sustainable services to our residents, businesses and visitors. We will protect our resources while respectfully building upon our heritage as a safe, fun and prosperous rural community.

The Township includes the communities of Aberfoyle, Aikensville, Arkell, Badenoch, Barbers Beach, Corwhin, Crieff, Killean, Little Lake, Morryston and Puslinch.

### 2.2 Township of Puslinch: General Information

The following figure shows a map of the Township of Puslinch showing main roads and Township Centres.

Table 8 of the County of Wellington Official Plan indicates that the Township of Puslinch had a population of 7,815 in 2016 and is expected to grow to 9,565 in 2036. Employment in 2016 was 4,020 with projected employment to rise to 5,160 by 2036.



2.0 - 1 Township of Puslinch Map

### 2.3 The Goal of Asset Management and Key Elements

The International Infrastructure Management Manual, Version 4, 2011, defines the goal of asset management as “meeting a required level of service, in the most cost-effective manner, through the management of assets for present and future customers”. The key elements of asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Having a long-term financial plan that identifies required expenditures and how the plan will be funded.

These elements of asset management are enabled through the use of capable staff, effective tools and systems, and a commitment to continuous improvement. A formal approach to the management of infrastructure assets is essential in order to provide services in the most cost-effective manner and to demonstrate this to Council, citizens, and other stakeholders.

### 2.4 The Need for Asset Management

Without appropriate information, it is difficult for municipal staff and elected officials to make decisions regarding asset replacement and rehabilitation. Being properly informed is the first step in ensuring that public money is spent in the most efficient and effective manner possible. An asset management plan is the medium for providing this information. The first step in creating an asset management plan is compiling an asset registry. Such a registry is a comprehensive list of all organization’s assets, including their age, replacement value, and condition. Key benefits of compiling such a registry is as follows:

- Prolonging asset life and aiding in making informed decisions regarding rehabilitation, repair, and replacement;
- Meeting community demand with a focus on system sustainability;
- Setting rates based on sound operational and financial planning;
- Budgeting focused on activities critical to sustained performance;
- Meeting service expectations and regulatory requirements;
- Improving response to emergencies; and
- Improving the security and safety assets

### 2.5 Defining Sustainability

The Brundtland Commission of the United Nations on March 20, 1987, stated: “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. The objective of asset management is to meet a required level of service, in the most cost-effective manner, through the management of assets for the present and future population of the Township. Lifecycle asset management encompasses all practices associated with considering management strategies as part of the

asset lifecycle. The objective of sustainable asset management is to look at lowest long-term cost when making decisions.

## **2.6 Provincial Requirements for Asset Management Plans**

The Province of Ontario, through the Ministry of Infrastructure, released in June 2011 a long-term infrastructure plan called Ontario Building Together. The plan sets out a strategic framework that will guide future investments in ways that support economic growth and respond to changing needs. A key element of this framework is ensuring good stewardship through proper asset management. Subsequent to the release of Building Together, The Province of Ontario issued Ontario Regulation 588/17 in late 2017.

## **2.7 Strategic Asset Management Policies**

Ontario Regulation 588/17 requires that every Municipality develop a Strategic Asset Management Policy that includes municipal goals, policies that are supported by the Municipalities asset management plan. Such policies influence long-term financial plans that provide for continuous improvement and adoption of appropriate practices that provide for the sustainable management of assets.

Policies must provide for infrastructure planning that recognizes issues such as:

1. Vulnerability due to climate change
2. Management of vulnerabilities
3. Anticipated costs due to vulnerabilities
4. Mitigating approaches to climate change
5. Disaster Planning
6. Contingency funding

In addition, policies must recognize and provide for processes that ensure AM policies align with Ontario's land – use planning framework as well as the Official Plan of the County of Wellington and provide for Financial Plans that recognize capitalization thresholds, proximity owned municipal assets and financial policies impacting the replacement of assets.

## **2.8 Asset Management Plans**

Ontario Regulation 588/17 requires that every Municipality prepare an AMP that provides current levels of service for each asset category. Energy usage and operating efficiency must be estimated for core municipal infrastructure assets such as:

- i. Water treatment, distribution, storage etc.
- ii. Wastewater treatment collection and disposal
- iii. Storm water management
- iv. Roads
- v. Bridges and/or culverts

Asset Management Plans typically will also include Asset Hierarchies, an overview of the State of Infrastructure for the Township of Puslinch as well as a long-term (100-year) forecast of the capital requirements to maintain the current infrastructure in a state of good repair and a detailed 10-year capital needs forecast, which identifies and prioritizes specific assets for inclusion in the Capital Budget.

## 2.9 Information Technology Systems Strategy

The Information Technology Systems Strategy is designed to align information systems with the Townships’ asset management decision-making requirements. The Information Systems Strategy provides a summary of existing software systems related to asset management and identifies opportunities for consolidation or replacement of existing systems to meet the goals of the Asset Management Strategy.

## 2.10 Project Deliverables

The project scope involved developing the following deliverables:

1. Strategic Asset Management Policies
2. Asset Management Plans
3. Information Technology Plans

## 2.11 Data and Information Provided

The following information was provided by the Township of Puslinch and used in the completion of this project:

<u>Delivered Items</u>	
<b><u>Condition Assessments, Inspections, Policy and Insurance</u></b>	
2013 Asset Management Plan	2017 Bridge and Culvert Inspection
2016 Pavement Condition Index Report	2017 Storm Water Management Pond Inspection Report
2008 Road and Bridge Inventory Report	2008 Asset Valuation Report
2014 Building Inspection Report	Playground Equipment Inspection
Development Charges By-Laws	Insurance Schedules
Equipment Replacement Schedule	2019 Capital Budget and Forecast
<b><u>Master Plans</u></b>	
Community-Based Strategic Plan 2015	Community Improvement Plan 2016

<u>Delivered Items</u>	
Puslinch Master Fire Plan	Puslinch Space Needs Analysis
Recreation and Parks Master Plan	Parks Master Plan – Puslinch Community Centre
<b><u>Financial Policies</u></b>	
Investment Policy	Working Reserves
2017 Fleet Management Policy	
Commodity Price Hedging Policy	Procurement Policy
Financial Administration and Budget Management	Financial Policies/Contribution to Reserves
Lease Financing Agreement Policy	Sale and Other Disposition of Land Policy
Tangible Capital Asset Policy	
<b><u>Reserve Balances Documents</u></b>	
Balances in Discretionary and Restricted Reserves	
<b><u>Debt Documents</u></b>	
Amortization Schedule	
<b><u>Tax Levy</u></b>	
2017 Final Tax Levy	2018 Final Tax Levy
<b><u>Tangible Capital Listing</u></b>	
Asset Acquisition List - 2013	Asset Acquisition List - 2014
Asset Acquisition List - 2015	Asset Acquisition List - 2016
Asset Acquisition List - 2017	Fixed Asset List 2017
<b><u>Unit Costs</u></b>	
2017 Unit Costs	2018 Unit Costs
<b><u>Service Level</u></b>	
2010 Fire Establishing By-law	Minimum Maintenance Standards for Municipal Highways
<b><u>Resource Documents</u></b>	

<u>Delivered Items</u>	
Asset Management Training Workshop Documents	Municipal Finance Officers' Association
Policy and Strategy Templates	Policy and Strategy Templates
GIS Files	
Roads	Bridges
Land Parcels	Address Points
Urban Centre's	Traffic Lights
<b><u>Traffic Count Data</u></b>	
Roszell Road	Hume Road
Watson Road	4982 Concession 4
Laird Road	Summary Document
<b><u>Asset Delivery</u></b>	
Sidewalk Listing	Sidewalk Inspections
Puslinch Computer Listing	Fire Equipment Listing
Street Name Sign Listing	
<b><u>Tender Documents/ Unit Costs</u></b>	
Optimist Community Centre First Built	Gravel Unit Costs
Streetlight Poles Rented/Own Document	Various Tender Documents for various assets

2.0 - 2 Delivered Items

## 2.12 Project Methodology

UEM has worked closely with staff from the Township of Puslinch on this project. Workshops were held to expand on the benefits and potential components within an asset management strategy. The UEM Team's objective was to define an initial high-level asset management strategy and more detailed vision for asset management and asset reporting in Puslinch. The workshops aimed at providing information to staff on the best practices in asset management and to develop a common understanding of what the Township is aiming to achieve. The workshop environment also allowed the UEM Team to discuss current business practices to determine the current definition of Asset Management and develop an asset hierarchy.

Once the Asset Management Framework and Strategy were developed, UEM staff executed the strategy using Puslinch’s asset data, developing initial outputs.

As part of the project, a review of current information technology systems was undertaken and an evaluation of potential improvements that would facilitate the evolution of asset management in Puslinch with recommendations as presented in Section 18 and 19 of this report.

### **2.13 Reference Documents for Asset Management**

The following documents were initialized in preparing both the strategic Asset Management Policies and Asset Management Plans for the Township of Puslinch.

1. International Asset Management Manual
2. How to develop an Asset Management policy, strategy and Governance framework - FCM – Federation of Canadian Municipalities
3. Strategic Asset Management Policy Toolkit – MFOA - Municipal Finance Officers Association of Ontario
4. Asset Management Framework – MFOA
5. Development Charges Act (DCA)
6. County of Wellington Official Plan Last Updated June 1, 2018

These documents and Regulations recognize that Municipalities deliver many of the services that are critical to Ontarians and these services rely on well-planned, well-maintained infrastructure. The Province views asset management as a prerequisite for productive discussions about funding for municipal infrastructure.

### **2.14 Objectives**

The administration of the Township is segmented into the following Departments: Public Works, Building and Planning, Parks and Recreation, Fire and Rescue, CAO/Clerk and Finance.

The Asset Management Policies and Plans were developed in consultation with all departments at the Township with the following objectives:

- Guide the Township in the creation of Strategic Asset Management Policies and Plans conforming to Provincial guidelines and Ontario Regulation 588/17 as well as Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways.
- Document a vision for asset management and define the actions and resources that will enable improved asset management by the Township;
- Understand the long-term cost to sustain the assets owned by the Township to deliver the current and forecasted future needs to replace and maintain these assets;

- Review the Townships existing information systems required to support the Township’s asset management plan and define the actions and resources that will enable improved use of technology by the Township; and

Facilitate involvement with staff, Council and most importantly the Public in approval of service levels and the impact of service level changes to the Township budget

### 2.15 Strategic Plan

As previously indicated the Township undertook the development of a Community Based Strategic Plan 2015-2020.

Township Strategic Goals and associated objectives were developed that were to be integrated into an Implementation Plan with relevance to the AMP were Goals and Objectives identified in the following chart:

Strategic Plan			
Strategic Goal	Objective	Sub Objectives	Action
Strategic Goal IV	Maintain Financial Strengths and Define Service Levels	Long-Term Financial Planning	Incorporate service level decisions into 10-year Capital Plan
			(i) Develop a long-term funding strategy for capital program (ii) Update Pavement Condition Index for Township Roads (iii) Update Asset Management Plan through identification and inspection of the Township’s Storm Water Management Facilities (iv) Review and update the Township’s Reserve and Reserve Fund Policy which considers the establishment of a Tax Stabilization Reserve (v) Develop a Debt Policy (vi) Complete a comprehensive update to the Township’s Asset Management Plan (vii) Review and update the Development Charges By-law
		Fire Master Plan Service Levels and Recommendations	Incorporate and implement the outcomes of the decisions made on the Fire Master Plan recommendations into the Township’s

			service delivery standards and budget – 2016 – 2024.
		Recreation and Parks Master Plan Service Levels and Recommendations	Incorporate and implement the outcomes of the decisions made on the Recreation and Parks Master Plan and the ORCP Ad-hoc Committee into the Township’s service delivery standards and budget – 2016 – 2024.
		Service Delivery review – Other Departments	i.) Identify other areas for review ie. Public Works, Governance. ii.) Report to Council with an action plan to define and outline the departmental service delivery items. iii.) Report to Council with a proposed schedule for review of other departments. iv.) Incorporate and implement the outcomes of the decisions made into the Township’s service delivery standards – 2018-2024.

**2.16 Upper Tier Influences**

*2.0 - 3 Strategic Plan*

The following documents were reviewed to determine the influences of the County of Wellington upon Puslinch. In addition, documents of the City of Guelph were reviewed recognizing that the Township forms a boundary with the City of Guelph.

1. Wellington County Economic Development Strategic Plan
2. County of Wellington Official Plan
3. Places to Grow – Growth Plan 2017

**3.0 Climate Change**

Physical assets (such as buildings) and transportation systems operate in a dynamic environment where they are exposed to variability in environmental conditions. An important input to asset management is an adequate understanding of this variability. This typically includes the estimation of environmental conditions that can be expected over the life of an asset or a system of assets (e.g. a road system). In order to offset the negative aspects of such variability, environmental criteria should be used as inputs to inform the following;

- the design and construction of an asset
- the planning of operations to gain an understanding of maintenance requirements for the life of the asset.

Environmental criteria provides a statistical view of the changing conditions within which the asset must operate such as changes in air temperature as an input in the design of a road. An analysis of the most extreme environmental conditions that an asset is designed to withstand is a critical design input. However, for determining extremes, the extent of information available on environmental conditions is almost always significantly less than the design period of an asset.

Essentially, knowledge of past conditions is no longer valid for making projections about the future. Since changes in climate are not traditionally incorporated into asset management decision-making, new techniques must be established to offset the effects of climate change.

The risks associated with the uncertainty of the environment have generally been accommodated through appropriate safety margins. The incorporation of climate change into asset design has so far been limited. However, a risk assessment approach can be used which considers four major conceptual factors in assessing climate change impact and adaptation. These are exposure to climate stressors, vulnerability, resilience, and adaptation.

**Climate Change Exposure** refers to the degree to which a system is exposed to extreme climate variations and the nature of those variations.

**Vulnerability** refers to the potential for loss due to exposure to a climate stressor, such as the degree to which a system is susceptible, and unable to cope and considers the structural strength, integrity and function of assets or asset systems in terms of the potential for damage or functional disruption as a result of climate stressors. It's important to recognize that asset risk is a function of exposure and vulnerability.

**Resilience** is used to refer to the capacity of a system to absorb disturbance without losing essential function, such as the ability of a system to continue to operate as a result of built-in redundancy. For example, the adequate operation of a road system despite the loss of a single road or bridge or the relative ease that a single asset can be repaired or replaced.

**Adaptation** or 'adaptive capacity' is the ability of the asset to adjust to climate change, including climate variability and extremes. This works to moderate potential damages or to cope with consequences of changing climates including taking advantage of respective opportunities to extend the asset lifecycle.

Adaptive strategies fall into three categories:

1. protect

2. accommodate
3. retreat

An example of a protection strategy is wetland restoration. An accommodation strategy is preparing for an event such as periodic flooding by having operational plans in place to minimize disruptions. Retreat involves no attempt to protect the asset, e.g. a facility or structure may be abandoned under certain conditions.

An important concept in the risk assessment approach is that of thresholds. In the context of asset management, such thresholds are points within a decision-making process at which specific actions are taken. Thresholds are indicators when the condition of an infrastructure component falls below a certain standard or may be economic when replacement costs are less than repair costs.

Such an indicator as risk combines an assessment of present-day vulnerabilities pertaining to specific climate factors including projections as to how they might change under climate change scenarios. However, risk also takes into account the severity of a given impact, the amount of infrastructure affected and the ability to adapt to climate change.

Certain authorities have developed a methodology for determining thresholds by using a two-stage process. The first stage includes examining the necessity for taking action. No action is deemed necessary if it is determined that a given impact is unlikely to occur within the design life of the asset or if current standards would adequately address climate impact. The second stage applies when action is required immediately or in the near future comparing the cost of doing nothing, retrofitting the infrastructure or designing new infrastructure.

Along with the concept of adaptive strategies is the concept of interventions. Interventions are triggered when a certain threshold is reached and consists of a 'set of responses', which are a particular measure, an example being the application of a hard surface on a gravel road. Adaptation previously took into account future changes including climate change, physical changes to an asset, and deterioration of an existing asset. While such adaptations are designed for making assumptions about future change, the magnitude of future change is unknown.

An approach to adaptation takes into account the uncertainty of future change and enables decisions to be made that are based on actual rates of change. The primary future changes that will affect the implementation of and preparation of an adaptation plan are:

- Climate change - This presents the greatest challenge in terms of future uncertainty.
- Socio-economic change.
- Deterioration of the existing assets.
- The physical environment in which assets are located.

- Public attitudes toward modifying service levels.

The types of adaptation envisaged within the Puslinch asset management plan to cope with the uncertainty of future change includes the following:

- Changes to the timing of new interventions.
- Ability to change between options.
- Adaptation of engineering responses.
- Land use planning that provides flexibility in the selection of options.
- Adaptation to new infrastructure, for example, the construction of a new road.

The timing of a decision to implement an intervention is based on:

- The rate of change of the indicator (which is unlikely to be linear).
- The threshold value when an intervention is required.
- An estimate of how the indicator will continue to change, in order to estimate the date when it reaches the threshold value.
- The lead time for planning and constructing the intervention.

The procedure outlined above will take place over a number of years.

In regard to Puslinch, it is to accept that climate change is having an impact on assets. However, the rate of change is such that climate change will not have a significant financial impact on the assets of Puslinch over the next ten-year period. The deterioration rate of the physical condition of assets is not significant at the present time. Reference should be made to recommendations which highlight the need to include climate change as a consideration in undertaking future updates of asset condition such as a Roads Needs Study

## 4.0 Level of Service Policies

Determining municipal level of service policies requires first developing a baseline for acceptable and affordable levels of service. This is done by first examining present-day service levels, community needs, regulatory or legal obligations and the cost of service delivery. Once present-day service levels have been examined, this baseline can be compared against level of service expectations.

Initially, current levels of service should be documented as well as the annual cost to each service delivery. Any higher-level service, even at a cost of delivery, in all likelihood will require an increase in budget. However, such an increase in budget may be justified if a service level change is required to achieve compliance with regulation codes or standards.

Levels of Service (LOS) Analysis is a component of asset management planning that is significant and has a great deal of impact. The core purpose of a Municipality is to provide services to

residents and other stakeholders. Assets help to provide those services and most of the resources devoted to asset management planning are spent on infrastructure. Physical assets are simply a portion of what is required to deliver the various levels of service as determined by the municipality. The municipality needs to ensure that the infrastructure performs to meet the level of service goals at an affordable and sustainable cost. An objective of LOS analysis is to find a balance between the expected level of service and the cost of providing that level of service.

A LOS analysis includes:

- Service identification with the identification of assets involved in providing the services and the stakeholder’s impact;
- Determination of levels of service, based on community expectations;
- Comparison of existing levels of service to expected strategic/technical levels of service;
- Use of performance measures to assist in comparing existing service levels to expected levels; and
- An assessment of the lifecycle cost implications of moving from existing levels of service to expected (desired) levels of service over a forecast period.

In addition, the following should be identified in the Level of Service Policies.

- The options for the proposed levels of service and the risks associated with those options to the long-term sustainability of the municipality.
- How the proposed levels of service differ from the current levels of service.
- Whether the proposed levels of service are achievable.
- The municipality’s ability to afford the proposed levels of service.

#### **4.1 Identifying Services**

Identifying and determining services is beneficial for several reasons. For asset management planning, identifying services is an important step in developing the LOS analysis. Once the municipality has identified the services it is providing and what services it wishes to provide, then the level of service to be provided can be determined. Service reviews can be undertaken by both formal and informal means and involve a number of stakeholders including staff,

#### **4.2 Service Reviews**

Given that the asset management planning process is in place to determine how assets will provide services to residents and other stakeholders, the identification of services is a critical “first step” to initiate the Level of Service analysis. Municipalities provide all of the legally mandated services, as well as other services desired by the residents. The development of a “service-centric” asset management process entails understanding and answering the following questions for all services:

- What are the services that Puslinch is providing?
- What are the services that customers expect?
- What assets is Puslinch providing for each service?

### 4.3 Factors Affecting Levels of Service

Several factors affect the level of service delivery for particular asset types. An organization's policy objectives, community expectations, legislative requirements, and resource constraints are some of the factors that generally influence the level of services. The following details are some of the factors:

- **Community Expectations:** This factor represents one of the major drivers in setting levels of service. Information is needed about the community's expected level of service and willingness to pay for this service. A balance then needs to be determined between that expected level of service and its associated costs.
- **Legislative requirements:** Legislative standards and regulations affect the way assets are managed. These requirements stipulate the minimum levels of service. Therefore, relevant requirements must be taken into consideration in setting levels of service.
- **Policies and objectives:** Existing policies and objectives should be considered when developing levels of service, with care taken to remain aligned with an organization's strategic planning documents.
- **Resource availability and financial constraints:** These constraints play a large role in an organization's ability to provide sustainable levels of service. Therefore, resource constraints play a significant part in determining affordable levels of service.

### 4.4 Current vs Expected Levels of Service

The concept of comparing current vs. expected Level of Service is very important to the overall Level of Service analysis process. Current levels of service are essentially the service levels that are being provided by Puslinch as the present time. They can be defined through qualitative descriptions, lifecycle cost related projects, and/or performance measurements. The current year's budget reflects the cost of providing current levels of service. However, the current year's budget may or may not include adequate funding to maintain current levels of service over time. Information on current levels of service enables an understanding of the difference between the service levels currently being provided and the service levels expected.

Levels of service are differentiated between:

- **Community Expectations:** Based on what the customer and community expect to receive;
- **Customer Levels of Services:** Measuring community expectations against attributes such as reliability, quality, safety, efficiency, and capacity. Outlines what the customers will receive from a level of service standpoint; and
- **Technical Levels of Service:** How Puslinch will provide the levels of service, often using operational or technical measures.

#### 4.5 The Process of Developing a Level of Service Analysis

The process for developing and adopting level of service measures may be defined as follows:

**LOS analysis can involve:**

1. Developing Levels of Service
  - Customer vs. Technical Level of Service
  - Current vs. Expected Level of Service
  - Use of performance measures
2. Consultation, Communication, and Approval
  - Receiving input on the proposed LOS analysis
  - Communicating the LOS analysis to stakeholders
  - Seeking Council approval of Level of Service analysis
3. Ongoing Review, Updates, and Improvements
  - Updating the Level of Service Analysis , as needed

#### 4.6 Defining Customer Expectations

The process of defining customer expectations involve any or all the following:

- Staff input;
- Use of industry/local knowledge;
- Existing reports that refer to customer expectations;
- Council input; and/or
- Seeking public input.

Involving Council and/or public in the process of defining customer expectations provides a direct connection between the community and their expectations that may not be identified through other sources. Other sources can involve assumptions and estimations of customer

expectations. Therefore, direct input from the public can be accurate, although it is a more extensive and time-consuming process. Such direct public input can be determined by way of public meetings or comment submissions.

#### **4.7 Developing Levels of Service**

To be effective in developing levels of service, input should be gathered from and communicated to all interested parties. At this point, the services being provided and the community expectations should be documented. Using this information, the applicable departments and staff to include in the Los discussions can be determined.

#### **4.8 Consultation, Communication, and Approval**

The LOS analysis was complete in “draft form”. Consultation, communication, and/or approval processes that needed to occur to finalize the analysis were formulated with consultation with Puslinch staff. From a consultation point of view a public meeting was scheduled to review the draft LOS analysis and provide feedback. These stakeholders may include other staff members, Council, and the public. The approval of the LOS analysis may be simply the discussion and approval at a Council meeting. A decision on when to approve the LOS analysis, either as part of an overall asset management plan or independently of an asset management plan, will also have to be made.

#### **4.9 Ongoing Review, Updates and, Improvements**

The establishment of a Level of Service analysis is not a one-time occurrence. Rather, it is a constant and evolving process with ongoing consideration to customer expectations, legislative or technological requirements/changes, corporate strategic mission and objectives, and financial opportunities/constraints. The frequency of these reviews should be established and followed by staff as part of the Strategic Asset Management Policy.

It is important to note that although seeking public input is important, this input must be compared with financial implications.

Establishing LOS targets is often an iterative process. The process starts with public (community) expectations of service levels and then measuring these expectations against constraints such as financial considerations, resources, and affordability. Only after these constraints have been considered will it be determined whether public expectations can in fact be approved as expected LOS for the municipality’s asset management process.

#### 4.10 Developing Community Expectations

The process of developing community expectations for levels of service policies in Puslinch include Council and the public in the process. In addition, existing reports, processes, and meetings will be used to inform the process with more detailed information already known regarding community expectations.

The ultimate users of the services will have diverse needs and expectations. This underscores the need to understand the customers and connect their diverse needs to the level of service being provided. As part of this process, the community expectations of the various customer groups will need to be consolidated for use in the LOS analysis.

At the advanced level of maturity, municipalities complete the additional step of considering multiple LOS when quantifying financial impacts and consider the results within the lifecycle management strategy scenarios.

#### 4.11 Comparing Current LOS to Expected LOS

- An identification of existing LOS;
- A determination of expected (or desired) LOS; and
- An assessment of the implication of moving from existing LOS to expected (desired) LOS over a forecast period.

If current LOS equates to what service level is currently provided, expected LOS outlines the overall objective or target LOS to be reached at some point in time. The amount of time it will take to reach expected LOS depends on the assumptions Puslinch makes within the asset management planning process. For example, a municipality could decide to meet expected LOS in a particular area in 10 years. When that scenario is assessed with the Lifecycle Management Strategy and the Financing Strategy and concluded to be too expensive too quickly, the LOS analysis can be updated to include another scenario to reach expected LOS in 15 or 20 years. Alternate scenarios can also represent different levels of service.

## 5.0 Level of Service Policies

Based on the following stated in Section 4 Service Level Policies were developed for all asset classes in the Township of Puslinch.

### 5.1 Bridges and Culverts

Regulation 588/17 Asset Group: **Core Municipal Assets**

Major Asset Class: **Bridges and Culverts**

<p><b>Township Current Level of Service Policy:</b></p> <p>Township bridges and culverts are inspected by a Professional Engineer every two years.</p>	<p><b>Lifecycle/Deterioration Rate:</b></p> <p>Expected Life 50 Years for all Bridge and Culvert Structures.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>To inspect according to the Ontario structure inspection manual and Ontario Regulation 104/97. This inspection shall occur every two years and shall adjust the BCI based on the recommendations of the qualified engineer. The inspection report shall include all repairs that exceed the capital threshold in the capital budget to the schedule recommended by the qualified engineer.</p> <p>The asset registry must be updated at least once per year to reflect whether the asset be inspected or not. Those not inspected will be based upon the requirements of the Ontario Regulation 104/97.</p>	<p><b>Consequence of Failure items impacted by failure to achieve</b></p> <p style="text-align: center;"> <span style="color: red;">Health and Safety</span>  <span style="color: red;">External Demand</span>  <span style="color: red;">Financial</span>  <span style="color: red;">Political</span> </p>
	<p><b>Budget Implications</b></p> <p>Bridge and Culvert Inspection Reports \$15,000</p>
	<p><b>Source Documents</b></p> <p>Ontario Structure Inspection Manual</p> <p>O. Reg. 104/97: STANDARDS FOR BRDIGES</p>

## 5.2 Gravel roads

Regulation 588/17 Asset Group: **Core Municipal Assets**

Major Asset Class: **Gravel Roads**

<p><b>Township Current Level of Service Policy:</b></p> <p>All Township owned gravel roads are regularly maintained in the form of grading and gravel addition. The Township does not have a policy for when a gravel road should be surface treated including asphalt and or reconstruction.</p> <p>The Township completes dust control annually. Further applications of dust control are completed as required.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>5 points point adjustment per grading.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>The Service level for gravel roads is the Minimum Maintenance Standard for Gravel Roads. Repair will include grading and if required an application of additional granular material. Other alternatives should be considered such as surface treatment including asphalt and/or reconstruction if all of the following criteria are met:</p> <ul style="list-style-type: none"> <li>• Full regrading is completed more than 6 times during each of two consecutive non-winter periods. The non-winter period is from May 1st to November 1st; and</li> <li>• an inspection of the gravel base has been completed by a qualified engineer and confirms that the road base can support a hard top surface, without additional construction required; and</li> <li>• the average daily traffic volume exceeds 400 vehicles; and</li> <li>• the Township has approved funding for the project.</li> </ul> <p>For all gravel roads that have been fully graded following the half load season, the PCI will be</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p>Health and Safety External Demand Financial Political</p>
	<p><b>Budget Implications</b></p> <p>Inspection of Gravel Base \$6000 per average from intersection to intersection</p> <p>Gravel Road Surface Treatment Cost \$52,000/km based upon tender document 18-136 provided by City of Guelph. Pricing excludes costs associated with reconstruction of base and drainage works.</p>
	<p><b>Source Documents</b></p> <p>O. Reg. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS</p> <p>Gravel Road Management, Wyoming Technology Transfer Center Sept 2010</p> <p>Economics of Upgrading an Aggregate Road, Minnesota Department of Transportation Sept 2005. <i>Note:</i> Ontario Service Document not available.</p>

### 5.3 Hard Surface Roads

Regulation 588/17 Asset Group: **Core Municipal Assets**

Major Asset Class: **Hard Surface Roads**

<p><b>Township Current Level of Service Policy:</b></p> <p>The 2013 Asset Management Plan and 2016 Pavement Condition Index (PCI) Report indicated that the Township will strive to maintain all hardtop and non-paved roads in a good to fair condition. For hardtop roads, this will approximately correspond to a PCI value of 60 or greater. The 2013 Asset Management Plan recommended completing a full PCI update every 5 years.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>Based upon a deterioration rate of 2 points per year the condition decreases from 100 to 60 over 20 years resulting in a remediation PCI of 60.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>Class 3 roads be rehabilitated or reconstructed at a PCI of 60</p> <p>Class 4 roads be rehabilitated or reconstructed at a PCI of 60</p> <p>Class 5 roads be rehabilitated or reconstructed at a PCI of 60</p> <p>The pavement condition index should be renewed in 2021 and should be renewed every 5 years thereafter. A traffic volume study should be undertaken every 5 years beginning in 2020.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p>Health and Safety External Demand Financial Political</p>
	<p><b>Budget Implications</b></p> <p>Traffic Volume Study, \$25,000</p> <p>Pavement Condition Index Report, \$24,500</p>
	<p><b>Source Documents</b></p> <p>2016 Pavement Condition Index Study</p> <p>2011-2017 Traffic Volume Data</p>

**5.4 Storm Water Management Ponds**  
 Regulation 588/17 Asset Group: **Core Municipal Assets**  
 Major Asset Class: **Storm Water Management Ponds**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes visual, non-documented inspections of storm water management ponds as part of routine road inspections.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>50 years for pond components and 20 years for hicken bottom.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>Inspection of storm water management ponds should occur on average four times per year during the first two years of operation and then at least annually.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p><b>Environmental</b></p> <p><b>Regulatory</b></p>
	<p><b>Budget Implications</b></p> <p>The estimated annual cost of inspection is \$5000.00</p>
	<p><b>Source Documents</b></p> <p>(Section: 6:3:1 Storm Water Management Planning and Design Manual – Ontario).</p>

## 5.5 Storm Water Management Systems

Regulation 588/17 Asset Group: **Core Municipal Assets**

Major Asset Class: **Storm Water Management Systems**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/ Deterioration Rate</b></p>
<p>The Township does not annually inspect the storm water management systems or clean the storm water management systems as required to minimize the movement of silts through the outlets. The Township externally contracts the cleaning out of catch basins every two years as required.</p>	<p>50 year expected life.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>
<p>In reference to catch basin cleaning, as a general rule should be done annually but the frequency should be adjusted based upon the volume of material removed. Inspection of storm water management systems should occur on average four times per year during the first two years of operation and then at least annually.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p style="text-align: center;"><b>Environmental Regulatory</b></p>
<p><b>Budget Implications</b></p>	<p>Storm Water Management System Inspections</p> <p>\$5,000.00</p>
<p><b>Source Documents</b></p>	<p>SECTION 4:2:3 STORM WATER MANAGEMENT PLANNING AND DESIGN MANUAL – ONTARIO)</p> <p>(SECTION 6:2:3 STORM WATER MANAGEMENT AND PLANNING DESIGN MANUAL – ONTARIO)</p>

## 5.6 Street Trees

Regulation 588/17 Asset Group: **Green Infrastructure**

Major Asset Class: **Street Trees**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/ Deterioration Rate</b></p>
<p>The Township completes required maintenance of trees but there is no schedule for inspection.</p>	<p>50 Years Expected Life.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>
<p>This service level policy includes all trees that have been assumed by the Township through a development agreement. Subsequent to planting a tree the agency or company planting trees shall be responsible with all maintenance including pruning and replacement if necessary. After acceptance by the Municipality, the tree shall be inspected every 5 years to determine any required maintenance.</p> <p>The Township would hire an arborist or potentially the services of the University of Guelph to visually inspect only the trees planted in the subdivisions within the Township.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Environmental External Demand</b></p>
<p><b>Budget Implications</b></p>	<p>Tree Inspections \$6000</p>
<p><b>Source Documents</b></p>	<p>UEM Professional Recommendation.</p>

## 5.7 Buildings and Facilities

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Buildings and Facilities**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/</b></p>
<p>The Township’s last Building Condition Assessment (BCA) report was completed in 2014. The BCA report recommended completion of an Arc Flash Study for all electrical equipment in the Township’s facilities. The Township has not completed an Arc Flash Study at this time. The BCA report recommended that as part of a regular operations and maintenance program that all equipment and wire terminations be investigated via infrared scanning every 3 to 5 years. The Township has not completed infrared scanning of all equipment and wire terminations at this time.</p>	<p>50 Years Expected Life.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>
<p>Buildings and Facilities owned by the Township of Puslinch should be inspected by a qualified structural engineer on a routine basis however not more than 5 years apart to determine necessary improvements, repairs or replacements. The qualified structural engineer should have the necessary expertise to address each component of the building including Electrical, HVAC and Mechanical. The cost of any such repair improvements should be integrated into the capital plan by way of updates to the asset registry.</p> <p>In addition to inspections by a qualified structural engineer a qualified company or individual shall undertake an Arc-Flash study every 5 years of all electrical equipment to determine the adequacy of such equipment. In addition to the Arc Flash Study a qualified company or individual shall undertake infrared scanning of all equipment and wire terminations every 5 years to determine compliance with the Ontario Electrical Safety Code.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>External Demand Financial</b></p>
	<p><b>Budget Implications</b></p> <p>Building Condition Assessment \$25,000</p> <p>Infra-Red Scanning \$3,000</p> <p>Arc Flash Study \$7,500</p>
	<p><b>Source Documents</b></p> <p>2014 Building Condition Report.</p> <p>Ontario Electrical Safety Code (OESC)</p>

## 5.8 Fire Equipment

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Fire Equipment**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes annual documented inspections of fire equipment in accordance with the related NFPA standards.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>Varies depending on type of equipment.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>The service level policy for Fire Equipment shall be in accordance with the related NFPA standards: 1911, 1962, 1932, 1855, 1858, 1852, 1851 and 1971.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p style="text-align: center;"><b>Health and Safety</b> <b>External Demand</b> <b>Internal Demand/Operational</b> <b>Financial</b></p>
	<p><b>Budget Implications</b></p> <p>No significant budget implications.</p>
	<p><b>Source Documents</b></p> <p>National Fire Protection Association Standards.</p>

## 5.9 Fire Reservoirs

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Fire Reservoirs**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes annual documented inspections of fire reservoirs in accordance with Ontario Fire Code 213/07 and NFPA Standard 25 for the inspection and maintenance of all municipally owned fire reservoirs.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>50 Years Expected Life.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>The Fire Department shall on an annual basis inspect all fire reservoirs in accordance with the Ontario Fire Code 213/07 and NFPA Standard 25 to ensure that such fire reservoirs can be easily accessible and that any components above the roof of the reservoir are in good condition. Such reservoirs shall not be obstructed by vegetation of any form such as plants, bushes and trees.</p> <p>The fire department shall inspect the reservoir every 5 years to ensure structural integrity of the reservoir.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p style="text-align: center;"><b>External Demand</b> <b>Internal Demand/Operational</b> <b>Financial</b></p>
	<p><b>Budget Implications</b></p> <p>No significant budget implications.</p>
	<p><b>Source Documents</b></p> <p>UEM Professional Recommendation.</p>

**5.10 Fleet**

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Fleet**

<p><b>Township Current Level of Service Policy:</b></p> <p>All Commercial Motor Vehicles owned by the Township require an Annual Inspection Certificate as required by the Ministry of Transportation (MTO).</p> <p><b>Fire and Rescue Services Fleet:</b></p> <ul style="list-style-type: none"> <li>• Visual non-documented 360-degree inspection prior to the fleet leaving the Fire Station.</li> <li>• Weekly documented MTO Schedule 1 Inspection completed for commercial motor vehicles</li> <li>• Fire and Rescue Services fleet require annual testing of pumps and aerial devices (ie. ladders) in accordance with NFPA Standard 1911.</li> <li>• Non-destructive testing of aerial devices (ie. ladders) is required every 5 years in accordance with NFPA Standard 1911.</li> </ul> <p><b>Public Works Fleet:</b></p> <ul style="list-style-type: none"> <li>• Daily documented MTO Schedule 1 Inspection completed for commercial motor vehicles.</li> </ul>	<p><b>Lifecycle</b></p> <p>Varies from 7-25 years by vehicle type.</p>
<p><b>Fire and Rescue Services Fleet:</b></p> <ul style="list-style-type: none"> <li>• Visual non-documented 360-degree inspection prior to the fleet leaving the Fire Station.</li> <li>• Weekly documented MTO Schedule 1 Inspection completed for commercial motor vehicles</li> <li>• Fire and Rescue Services fleet require annual testing of pumps and aerial devices (ie. ladders) in accordance with NFPA Standard 1911.</li> <li>• Non-destructive testing of aerial devices (ie. ladders) is required every 5 years in accordance with NFPA Standard 1911.</li> </ul>	<p><b>Consequence of Failure items impacted by failure to achieve service</b></p> <p><b>External Demand</b> <b>Internal Demand/Operational</b> <b>Financial</b></p>
<p><b>Public Works Fleet:</b></p> <ul style="list-style-type: none"> <li>• Daily documented MTO Schedule 1 Inspection completed for commercial motor vehicles.</li> </ul>	<p><b>Budget Implications</b></p> <p>No significant budget implications.</p>
<p><b>Public Works Fleet:</b></p> <ul style="list-style-type: none"> <li>• Daily documented MTO Schedule 1 Inspection completed for commercial motor vehicles.</li> </ul>	<p><b>Source Documents</b></p> <p>FLEET MANAGEMENT POLICY: Puslinch</p>

<p><b>UEM Proposed Level of Service Policy:</b></p> <p>The fleet of the Township is considered for replacement based on the criteria noted in the Township’s Fleet Management Policy. Fleet shall be maintained in conformance with licensing practices of the Province of Ontario including the Ministry of Transportation and shall include a daily visual inspection of any licensed vehicle before the vehicle leaves the fleet storage facility of the Township. Inspection of fire and rescue services vehicles shall also be based on relevant NFPA standards. The fleet of the Township shall be determined for replacement based on the criteria noted in the Township’s Fleet Management Policy</p> <p>Further to the proposed service level policy described above. It is recommended by UEM that the Township retain their current service level policy in addition to the one proposed by UEM.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>
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**5.11 Parks and Recreation**

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Parks and Recreation**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes mothly playground inspections while performing maintenance activities in the Township’s parks.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>Varies from 15-40 years depending on asset type.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>All parks and recreation facilities including but not restricted to baseball diamonds, baseball diamond lights, soccer fields, tennis courts and trails available for public use shall be inspected as frost leaves the ground in late winter or early spring to ensure the safety of such Parks and Recreation assets. Included is both internal and external fencing, hard surfaces, bleachers and any other ancillary assets located within parks and recreation areas. Upon identification of any surface deficiencies that may endanger the public repairs shall be undertaken prior to such infrastructure being deemed available for public use.</p> <p>Subsequent inspections should occur monthly until parks and recreation assets are closed prior to the winter season.</p> <p>For assets an example being “Trails” that may be open for public use throughout the winter inspections shall occur following winter storms to ensure the safety of the public.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p style="text-align: center;"><b>External Demand Financial</b></p>
	<p><b>Budget Implications</b></p> <p>No significant budget implications.</p>
	<p><b>Source Documents</b></p> <p>UEM Professional Recommendation.</p>

### 5.12 Regulatory Signs/Warning Signs

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Regulatory Signs/Warning Signs**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/ Deterioration Rate</b></p>												
<p>The Township externally contracts the completion of retro reflectivity inspections of regulatory/warning signs annually.</p>	<p>15 years expected life for sign and post.</p>												
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>												
<p>The Township shall retain a qualified company/individual that shall test the retro reflectivity of each sign once per calendar year with each inspection taking place no more than 16 months from the previous inspection. In conformance with the retro reflectivity specified in the Ontario Traffic Manual and when not meeting such requirements the Township shall replace the sign. Further, the Township shall conform with the requirement for class 3,4 and 5 highways as per the Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.</p> <p>The standard for the frequency of inspecting regulatory signs or warning signs to verify that they meet the retro-reflectivity requirements of the Ontario Traffic Manual is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection. O. Reg. 23/10, s. 8; O. Reg. 47/13, s. 12 (1); O. Reg. 366/18, s. 13.</p> <table border="1" data-bbox="370 1367 846 1535"> <thead> <tr> <th>Class of Highway</th> <th>Time</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>7 days</td> </tr> <tr> <td>2</td> <td>14 days</td> </tr> <tr> <td>3</td> <td>21 days</td> </tr> <tr> <td>4</td> <td>30 days</td> </tr> <tr> <td>5</td> <td>30 days</td> </tr> </tbody> </table> <p>If a regulatory sign or warning sign is illegible, improperly oriented, obscured or missing, the standard is to repair or replace the sign within the time set out in the Table to this section after becoming aware of the fact. O. Reg. 23/10, s. 8; O. Reg. 366/18, s. 13.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	Class of Highway	Time	1	7 days	2	14 days	3	21 days	4	30 days	5	30 days	<p style="text-align: center;"><b>Health and Safety</b> <b>External Demand</b> <b>Internal</b> <b>Demand/Operational</b> <b>Financial</b></p>
Class of Highway	Time												
1	7 days												
2	14 days												
3	21 days												
4	30 days												
5	30 days												
	<p><b>Budget Implications</b></p>												
	<p>No significant budget implications.</p>												
	<p><b>Source Documents</b></p>												
	<p>Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS</p>												

### 5.13 Sidewalks

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Sidewalks**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes annual documented sidewalk inspections.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>20 year expected life.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>In accordance with Ontario. Regulation. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS, the standard for the frequency of inspecting sidewalks is once per year with each inspection occurring no more than 16 months from the previous inspection. Any discontinuity that exceeds 2cm shall be treated or repaired within 14 days of the inspection.</p> <p>Under winter conditions sidewalks must be inspected within 48 hours of the end of snow accumulation to ensure that there is less than 8cm of snow accumulated on the sidewalk and to reduce to the level of 8cm within the same 48-hour period. The same time period of 48 hours shall apply when ice forms on a sidewalk and shall require either removal or a treatment such as sand, salt or a combination of both to the sidewalk within the same 48-hour period.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p style="text-align: center;"><b>Financial</b></p>
	<p><b>Budget Implications</b></p> <p>Sidewalk Winter Maintenance \$20,000</p>
	<p><b>Source Documents</b></p> <p>Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.</p> <p>Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.</p>

### 5.14 Streetlights and Poles

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Streetlights and Poles**

<p><b>Township Current Level of Service Policy:</b></p> <p>The Township completes visual, non-documented yearly inspections to note any light deficiencies.</p>	<p><b>Lifecycle/ Deterioration Rate</b></p> <p>30 year expected life for poles and 20 years for fixtures.</p>
<p><b>UEM Proposed Level of Service Policy:</b></p> <p>All luminaires shall be inspected once per calendar year with each inspection taking place not more than 16 months from the last inspection. The standard of repair should be as outlined in Section 10 of Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS. The same standard of inspection shall apply to luminaire arms and poles and supporting luminaires that are owned by the Township.</p> <p>The technology with streetlighting is evolutionary at the present time in Puslinch. The Township is in the process of modifying their streetlighting to LED fixtures while maintaining existing fixtures and poles. After the completion of the conversion to LED fixtures the policy should be to replace fixtures in a cyclical manner every 20 years. Poles should be inspected by staff every 5 years to determine the need to replace based on a pole life of 30 years.</p> <p>The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).</p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p> <p><b>External Demand</b></p>
	<p><b>Budget Implications</b></p> <p>No significant budget implications. Part of current annual budget.</p>
	<p><b>Source Documents</b></p> <p>Section 10, Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.</p> <p>Section 10, Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.</p>

**5.15 Sewage Assets**

Regulation 588/17 Asset Group: **Municipal Assets** Major Asset Class: **Sewage Collection Systems, Sewage Pumping Stations, Sewage Treatment Plants**

<b>Township Current Level of Service Policy:</b>	<b>Lifecycle/ Deterioration Rate</b>
<b>UEM Proposed Level of Service Policy:</b>	<b>Consequence of Failure items impacted by failure to achieve service level:</b>
	<b>Budget Implications</b>
	<b>Source Documents</b>

**5.16 Water Assets**

Regulation 588/17 Asset Group: **Municipal Assets**

Major Asset Class: **Water Treatment Plants, Water Pumping Stations, Water Storage Facilities, Raw Water Supply, Water Distribution Mains**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/ Deterioration Rate</b></p>
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>
	<p><b>Budget Implications</b></p>
	<p><b>Source Documents</b></p>

**5.17 Parklands**

Regulation 588/17 Asset Group: **Green Infrastructure**

Major Asset Class: **Parklands**

<p><b>Township Current Level of Service Policy:</b></p>	<p><b>Lifecycle/ Deterioration Rate</b></p>
<p><b>UEM Proposed Level of Service Policy:</b></p>	<p><b>Consequence of Failure items impacted by failure to achieve service level:</b></p>
	<p><b>Budget Implications</b></p>
	<p><b>Source Documents</b></p>

## 6.0 The Asset Registry

Through multiple meeting with staff of Puslinch UEM developed an Asset Registry. Through these meetings UEM was able to compile a registry of all of the known Assets for the Township. The Township was able to provide knowledge of the physical components of many assets in asset registry through provided reports and documentation. The physical asset registry includes description, location, size, material type, and condition. As the project evolved, UEM completed the financial components of the asset registry. The financial asset registry components required unit cost, remediation cost and a total replacement cost for all asset components in the asset registry.

Regulation 588/17 Asset Group	Asset Registry Asset Group
Core Municipal Infrastructure	Bridges
	Culverts
	Asphalt Road 1 Lift
	Asphalt Road 2 Lift
	Asphalt Road Surface Treated
	Storm Water Pond
	Storm Sewers
	Gravel Road
Municipal Assets	Buildings and Facilities
	Fire Equipment
	Fire Reservoir
	Parks and Recreation
	Sidewalk
	Regulatory Sign
	Street Light
	Fire licensed vehicles
	Fire vehicle tires
	Work Unlicensed vehicles
	Work licensed vehicles
	Parks and Recreation Unlicensed vehicles
Green Infrastructure	Street Trees

6.0 - 1Asset Class Hierarchy

This asset registry was developed through the incorporation of all departments input data. Because of the all-inclusive design of the asset registry the Township of Puslinch may assume that the data in this report is the most current as each it relates the Asset Classes in the

Township of Puslinch. This Registry should be best regarded as the “One Version of Truth” of all asset components. Further, updating is highly recommended to begin first from this asset registry and amendments should occur by a qualified QA/QC process of the existing assets included in the registry. The copy of the asset registry may be found in the Appendix.

### 6.1 The Asset Registry: Types of Asset Attributes

This asset registry has been developed with certain asset attributes that allow for clear identification, quantification, description, and evaluation of each asset in the registry. UEM has collected attribute types that will allow the Township to do certain levels of reporting. These attribute types are at a higher level and can be best understood through a review of the provided table as follows.

Parameter	Yes	No	Description of use
Asset Identifiers, Location, and Descriptors	✓		To identify, describe and locate the asset. Will also define asset in terms of position in an asset hierarchy.
Detailed Technical Data	✓		To individualize and quantify each asset from similar assets.
Valuation Data	✓		Data that allows the organization to assess costs of the assets (both historical and current) and record/track amortization.
Maintenance Data		✓	Data that identifies the work to be completed and work completed against an asset
Condition Data	✓		Data used to assess asset risk and determine the actual remaining useful lives of assets.
Predictive Data		✓	Data used to allow future behaviour of assets to be predicted. These would include deterioration curves and treatment effect details.
Performance Data		✓	Data recording demand and capacity performance. Unplanned maintenance activity is recorded against asset including cause and costs. Planned maintenance procedures adopted for critical assets.
Risk Data	✓		Data used to analyze the risk of an asset’s failure and determine the risk to organizations if the asset were to fail
Lifecycle data	✓		Data used to plan future costs associated with operations, maintenance, creation, renewal, disposal of assets. The cost of any strategy should also be determined
Optimized Lifecycle Data		✓	Data used to optimize analysis of works considering the following factors: risk, maintenance, operations, life extension, age and condition of the asset, asset decay, treatment options, and cost.

## 6.0 - 2 Types of Asset Attributes

**6.2 Asset Attributes: Asset Identifiers, Location, and Descriptors**

UEM has prepared the asset registry with the ability for each asset to be located through a strict asset hierarchy. This hierarchy ensures that there is no duplication of any asset and or carryover of such asset into different locations. This Hierarchy was devised first through qualifying each asset class in its appropriate regulation group. Secondly, each asset was loaded into asset classes. This was done by grouping assets with like characteristics or management structures.

**6.3 Detailed Technical Data**

The level of detail for each asset class has been individually assessed through meetings with department heads of Puslinch.

**6.4 Condition Data**

UEM through the consultation with staff has generated condition data for majority of assets in the asset registry. Condition classification was done through reports/data prepared by consultants.

The addition to these reports was through staff consultation to amend condition data when required. This is inclusive to all assets for which a report/dataset was not provided and or concern was raised from staff or UEM regarding the quality of data provided. The methodology for condition data is summarized in the following table:

Asset Class	Condition Rating Methodology
Storm Sewers	Consultation with staff
Fire Reservoir	Consultation with staff
Parks and Recreation	UEM visual condition assessment
Fire Licensed Vehicles	Consultation with staff
Fire Vehicle Tires	Consultation with staff
Work Unlicensed Vehicles	Consultation with staff
Work Licensed Vehicles	Consultation with staff
Street Trees	Consultation with staff

6.0 - 3 Asset Condition Data Rating Methodology

**6.5 Assets with No Condition Data**

For some assets no condition data was formulated. Thus, for this asset management plan each asset without a condition rating would be assumed to deteriorate at a linear rate from its point of acquisition. For these assets only the data attributes of Acquisition date and life expectancy were used to classify their condition. In other words, these assets condition rating would be a

function of their remaining serviceable life.

### 6.6 Condition Data: Standardization

To standardize all condition data UEM employed a 1-5 rating scale. This scale would ensure that assets could be incorporated into the same data model and analyzed with assets being over or under-prioritized. A sample of this standardization process has been showcased in the following table:

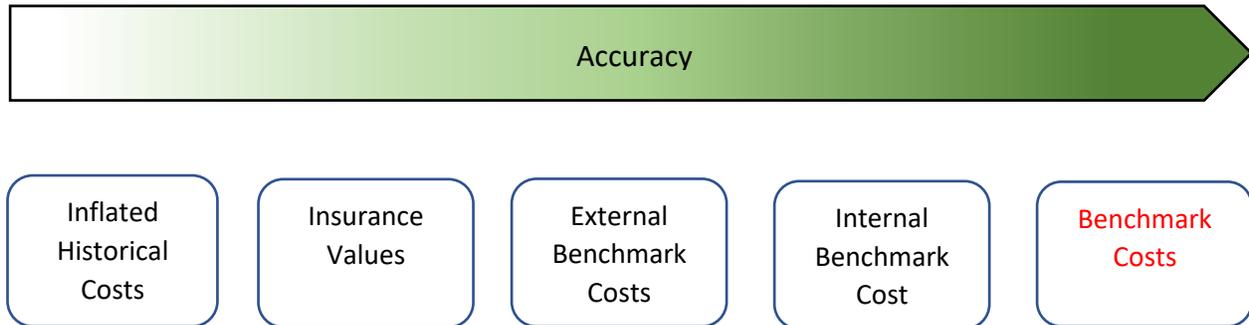
Asset Class	Condition Rating Type	Condition Rating	Condition Index	Condition Index Methodology
Bridge & Culverts	BCI	70	2	UEM standardized condition for Bridges and Culverts where to a BCI of 100 converts a 5 for "Excellent", 90 converts to a 4 for "Good", 80 converts to a 3 for "Fair", 70 converts to a 2 for "Poor", and 65 or less converts to a 1 for "Critical"
Roads	PCI	99	5	UEM standardized condition for Roads where a PCI of 100 converts a 5 for "Excellent", 90 converts to a 4 for "Good", 80 converts to a 3 for "Fair", 70 converts to a 2 for "Poor", and 60 or fewer converts to a 1 for "Critical"
Regulatory Signs	Condition Rating	5	5	Provided Datasets from the Township were already standardized - no intervention required.
Vehicles	Vehicle Kilometres	55000	3	UEM adhered to the Townships Current Fleet Management Policy when standardizing each vehicle in the fleet. Each vehicle type has their own metric for determining condition - further clarification of methods, procedures can be identified more clearly in the Asset Registry.
Fire Equipment	Condition Rating	5	5	Provided Datasets from the Township were already standardized - no intervention required.

Asset Class	Condition Rating Type	Condition Rating	Condition Index	Condition Index Methodology
Park and Recreation	Visual Condition Rating	2	2	UEM through a visual inspection of park and recreation assets devised a condition rating based on the total assessment of each part of the park and recreation asset. In some cases, low condition ratings were given to asset due to the lack of adherence to regulations or code.

6.0 - 4 Condition Rating Standardization

### 6.7 Valuation Data: Remediation Costs

UEM has employed Benchmark Cost to asset class remediation valuation where possible. The source of this valuation data is Benchmark Costs. This valuation methodology is consistent for all assets in the asset registry and may be considered for future use so long as they are inflated at an appropriate rate.



6.0 - 5 Valuation Methodology

### 6.8 Valuation Data: Replacement Costs

UEM has employed Benchmark Cost to asset class replacement valuation where possible. The source of this valuation data is External or (Reproduction Costs). This valuation methodology is consistent for:

- Hard Surface Roads
- Gravel Roads
- Surface Treated Roads
- Sidewalks
- Regulatory Signs
- Bridges and Culverts
- Trees
- Fire Equipment
- Fire Reservoirs

Benchmark Costs were not applied to Storm Sewers, Storm Water Management Ponds and Buildings and Facilities, UEM relied upon Historical costs, external research and internal consultation with staff of Puslinch to value these assets.

A summary of the specific methodology for remediation cost and/or replacement costs has been summarized in greater detail in the summary page for each asset class.

### 6.9 Data Confidence

To summarize the Asset Registry and its ability to effectively manage and deploy core financing reports such as PSAB 3150, FIR Reporting, GIS mapping, and capital plans UEM developed a scorecard for the data quality of each asset class. The score summarizes in bullet form the strengths of each asset class as well the weaknesses. The methodologies used to create a data confidence score are summarized in Figure 6.

The Data Confidence Score devised from the following three tables will help the Township identify which assets need more attention and what internal or external resources are required to improve the score.

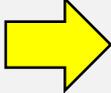
### 6.10 Data Confidence Trend

UEM devised an Data Confidence Trend for each asset class in the asset registry. The methodology for formulating Data Confidence is the balance between the positive and negative attributes of each asset classes data structure.

Example Factors	High Confidence	Moderate Confidence	Low Confidence
When was the date of data collection?	Data is up to date	There needs to be changes to the data since it's been collected	There are many changes required since it's been collected
What is the relative completeness of the Dataset?	The Data is fully complete and present for the data set	The Data is partially complete and present for the data set	The Data is not complete and present for the data set
What is the source of the data source?	Credited Consultant/Firm	Unconfirmed Sources	Personal Accounts, Undocumented Sources
Is there Staff confirmation of the reliability of the data?	Fully Conformal across departments	Partial conformation to some Departments	No Conformance from Departments

6.0 - 6 Condition Rating Standardization

Program Area	Inventory and Condition	Valuation	Data Confidence Trend	Comments
<b>Bridges</b>	<b>100%</b>	<b>75%</b>		<ul style="list-style-type: none"> <li>The Inventory data is extensive as it relates to the bridge structure.</li> <li>In 2017 a Bridge and Culvert Inspection was completed which gave a detailed summary of the recommended capital expenditure of the Bridge and Culvert structures over 10 years.</li> <li>The Value of each crossing has been compiled from the Bridge and Culvert Inspection report .</li> </ul>
<b>Culvert</b>				
<b>Hard Surface Roads</b>	<b>75%</b>	<b>85%</b>		<ul style="list-style-type: none"> <li>The Inventory data is extensive and has been compiled from the 2016 Road Condition Assessment with further adjustments being completed through consultation with Staff.</li> <li>Township does not currently follow lifecycle event schedule set out by the condition data.</li> <li>The Valuation of each road segment has been formulated from consultation with staff.</li> </ul>
<b>Gravel Roads</b>	<b>25%</b>	<b>85%</b>		<ul style="list-style-type: none"> <li>The Inventory data has been completed through consultation with Staff.</li> <li>The Township currently does not have a formal policy for documenting gravel road condition.</li> <li>The Valuation of each road segment has been formulated from consultation with staff.</li> </ul>
<b>Regulatory/ Warning Signs</b>	<b>100%</b>	<b>100%</b>		<ul style="list-style-type: none"> <li>The Inventory data has been delivered by staff in multiple data formats with extensive detail on the condition and location of each sign.</li> <li>The Valuation of each sign has been formulated with consultation from staff.</li> </ul>

Program Area	Inventory and Condition	Valuation	Data Confidence Trend	Comments
<b>Sidewalks</b>	<b>100%</b>	<b>75%</b>		<ul style="list-style-type: none"> <li>• Inspection data was not adequate in creating condition profiles for each sidewalk.</li> <li>• The Inventory and condition data for sidewalks has been compiled through a visual assessment in summer of 2018 by UEM staff. Discountinuity in the sidewalk surface was not verified by UEM staff.</li> <li>• Further, the valuation of each sidewalk has been formulated through professional recommendations from UEM staff.</li> </ul>
<b>Street Light</b>	<b>25%</b>	<b>75%</b>		<ul style="list-style-type: none"> <li>• The Inventory data for Streetlight fixture is evolutionary as the Township upgrades them to LEDs. The pole locations have been compiled from delivered datasets from the Township.</li> <li>• Pole condition has been developed through random sample assessment by UEM staff</li> <li>• The valuation of each streetlight pole has been developed through recommendations by UEM staff.</li> </ul>
<b>Storm Sewer</b>	<b>25%</b>	<b>50%</b>		<ul style="list-style-type: none"> <li>• The Inventory and condition data for Storm Sewers have been acquired through consultation with Puslinch Staff.</li> <li>• There is no condition for any storm sewer asset in the Township of Puslinch.</li> <li>• The valuation of each Storm Sewer segment has been developed through recommendations by UEM staff.</li> </ul>

Program Area	Inventory and Condition	Valuation	Data Confidence Trend	Comments
<b>Buildings and Facilities</b>	100%	85%		<ul style="list-style-type: none"> <li>The Inventory data has been compiled from the 2014 Buildings Inspection report.</li> <li>The valuation of each building component was sourced by UEM staff whereas repair/remediation activities have been sourced from the 2014 Buildings Inspection report</li> </ul>
<b>Fire Equipment</b>	100%	100%		<ul style="list-style-type: none"> <li>The Inventory data is extensive was delivered by Puslinch Staff.</li> <li>The Valuation of each asset was delivered by Puslinch staff.</li> </ul>
<b>Fire Reservoir</b>	85%	100%		<ul style="list-style-type: none"> <li>The Inventory data is extensive and was delivered by Puslinch Staff. The condition for each Fire Reservoir has been sourced from consultation with Puslinch staff.</li> <li>The valuation of each Fire Reservoir was developed through recommendations by UEM staff.</li> </ul>
<b>Storm Water Management Ponds</b>	95%	75%		<ul style="list-style-type: none"> <li>The Inventory has been compiled from the 2017 Storm Water Management Inspections.</li> <li>The Valuation of each asset was delivered by Puslinch staff. The valuation of each Storm Water Management Pond has been developed through recommendations by UEM staff.</li> </ul>
<b>Parks and Recreation</b>	95%	75%		<ul style="list-style-type: none"> <li>The Inventory and condition data for sidewalks was compiled through a visual assessment in summer of 2018 by UEM staff</li> <li>The Valuation of each Park and Recreation asset was delivered by Puslinch staff and through UEM's recommendations.</li> </ul>

Program Area	Inventory and Condition	Valuation	Data Confidence Trend	Comments
<b>Fire Vehicle Assets</b>	<b>100%</b>	<b>100%</b>		<ul style="list-style-type: none"> <li>The Inventory data was compiled by Puslinch Staff and the fleet management analysis report.</li> <li>The condition for each vehicle was compiled from the fleet management analysis report and with help by Puslinch staff.</li> <li>The valuation of each vehicle was compiled from the fleet management analysis report.</li> </ul>
<b>Work Vehicle Assets</b>	<b>100%</b>	<b>100%</b>		
<b>Street Trees</b>	<b>50%</b>	<b>100%</b>		<ul style="list-style-type: none"> <li>The Inventory data was delivered by Puslinch Staff. This inventory does not reflect all the known Street Tree assets in the Township of Puslinch.</li> <li>The condition of each asset is unknown. The valuation of each tree asset has been delivered by Puslinch Staff.</li> </ul>

6.0 - 7 Data Trend Summary Table: Puslinch Asset Classes

### 6.11 Asset Registry Data Quality Score



The Asset Registry has been concluded to have a very good data foundation but, in some areas, requiring improvement. For that reason, the data quality score for the asset registry is a B. To improve the quality data score UEM recommends taking actions in the **Areas of Improvement**.

**Areas of Improvement:**

**Gravel Roads:** As per the proposed service level policy all gravel roads have been assumed to have a PCI of 90. This assumption is based strictly off staff understanding of the gravel surface from a maintenance perspective. Moving forward gravel roads grading activities should be stored in a tabular format and used as a basis of condition tracking. This recommendation is consistent with the recommendations section of this report

**Sidewalks:** Sidewalk inspections should be more adequate, with more technical details to create a condition score that is akin to the proposed service level policy. Such technical details should include a report of any discontinuity in the sidewalk surface and a condition rating that ranges from 1-5.

**Streetlights:** A full condition assessment of each pole should be conducted in order to adequately assess the possible capital needs in the future.

**Street Trees:** Identification of each Street Tree and loaded into the Asset Registry with species type, location and lifecycle attributes.

**Storm Sewers:** Verification of location and full condition assessment of each storm sewer inlet and channel.

## 7.0 State of The Infrastructure

This section of the Asset Management Plan is to document the current condition of assets using the best available information regarding physical condition, age, and financial data.

Replacement values were assigned to each asset based on current unit pricing generated from research for each specific asset class. Information sources, assumptions and asset-specific information are discussed in subsequent sections, with an overview provided in the section below.

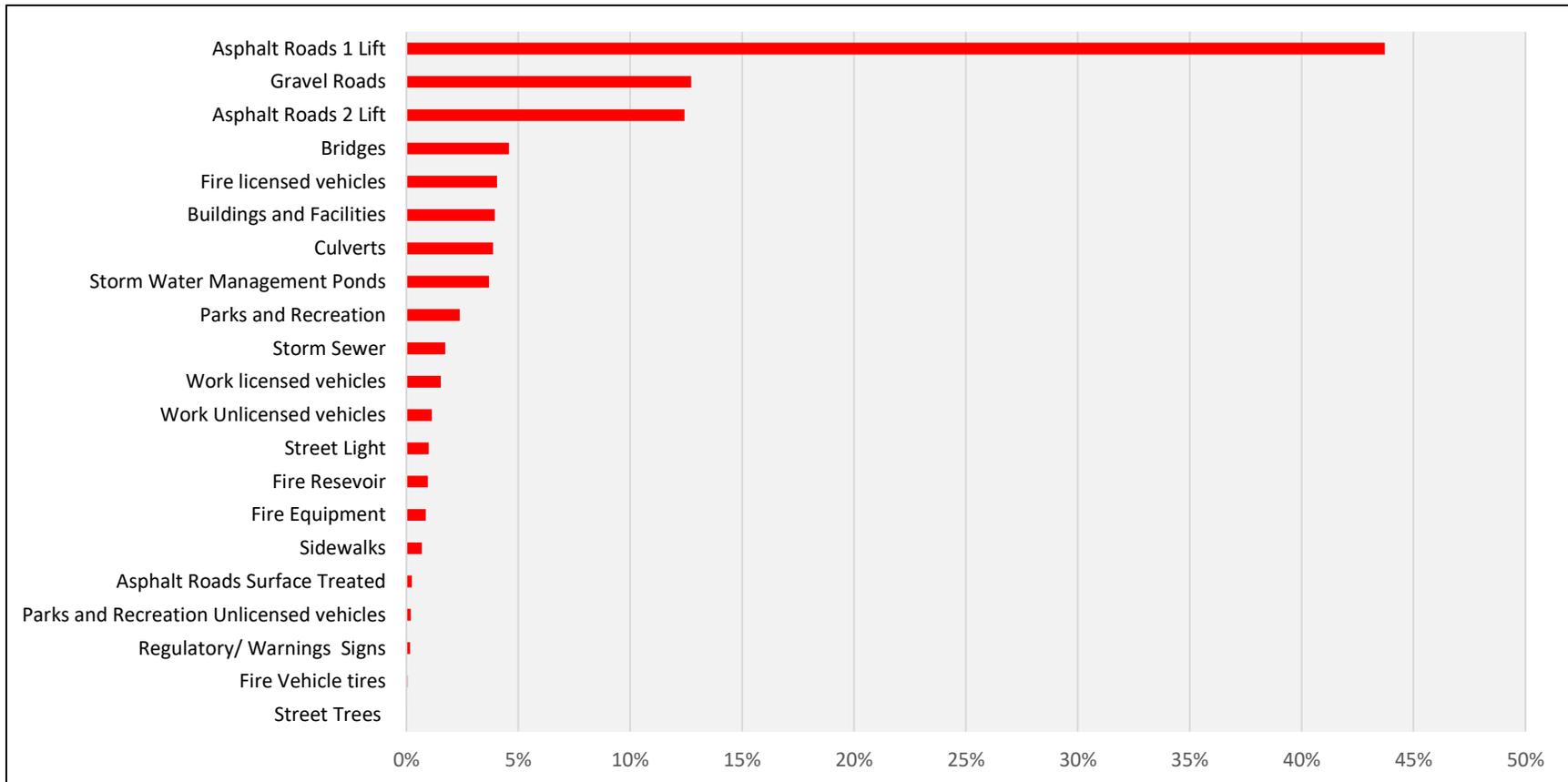
### 7.1 Total Asset Replacement Cost

UEM through the provided data by the Township has estimated that the total asset replacement cost for all assets owned by the township is \$78.9 million dollars as of 2018.

### 7.2 Lifecycle Management Methodology

To plan and project for future expenditures, an asset can either be scheduled to be replaced based on a condition assessment or assumed to reach a critical state of repair at a certain point in time. This point in time is calculated based off its construction year and expected life. The asset registry has incorporated both types of lifecycle management, which when analyzed with no recognition of the asset classes results in skewed results. For this reason, each asset class will be analyzed independently to give a realistic picture of the lifecycle management strategy, potential capital expenditures, and RISK.

### 7.3 Total Asset Replacement Cost by Asset Class



As stated in section 6, the replacement cost calculation for each asset has been devised independently using the best-known information available. Once each asset's replacement cost had been calculated each asset class was summed to acquire the total replacement cost for the asset class. To acquire a percentage replacement cost for each asset class all asset classes were summed and then each asset class's total replacement cost was divided by the sum total of all asset classes. The result of this analytics is the above figure.

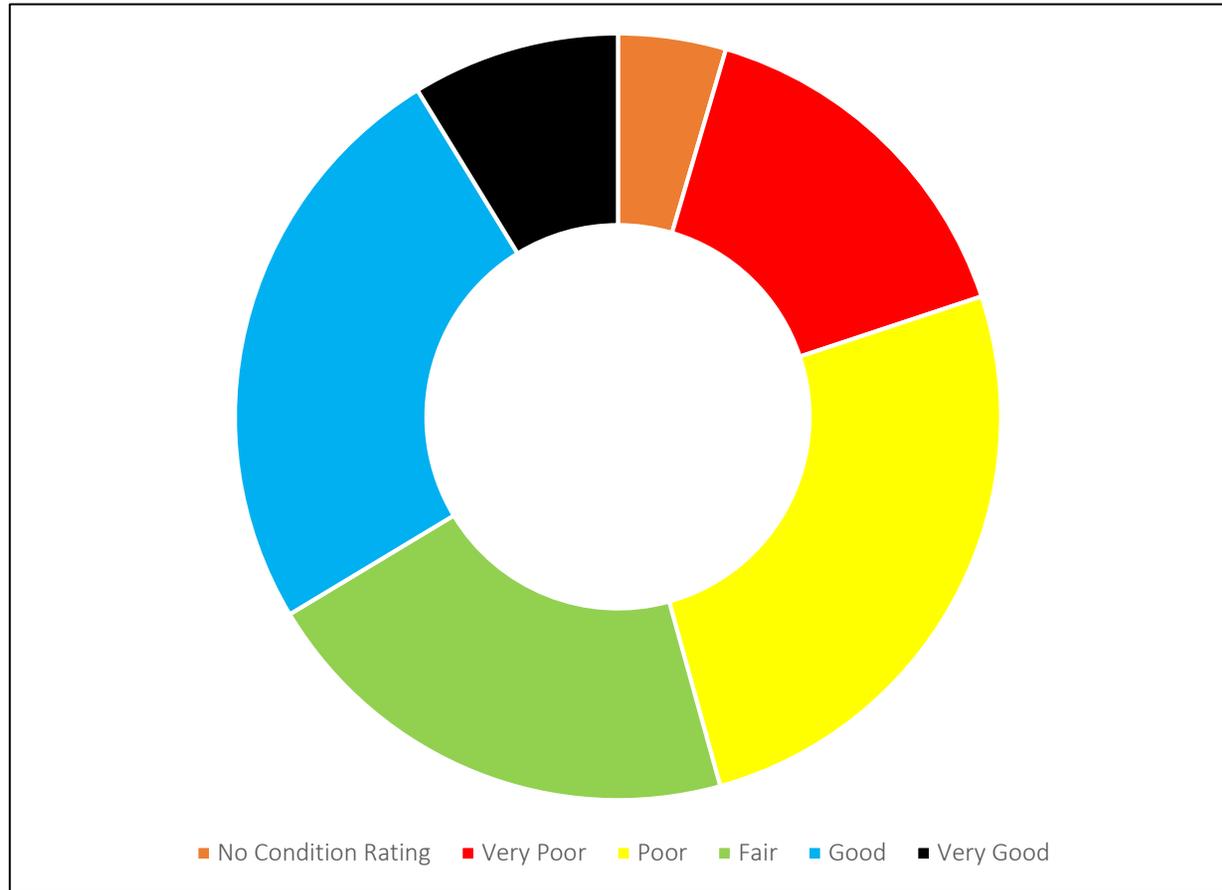
7.0 - 1 Total Asset Replacement Cost by Asset Class

### 7.4 Sum Total: Asset Rating Category

The total asset replacement cost is illustrated in **Figure 2**, this chart showcases the financial impacts that each rating category may have on capital planning

UEM recognizes that assets are only scheduled for replacement/remediation when they reach a critical state based off lifecycle or off the schedule from a condition assessment. A key component of this asset management plan is managing the lifecycle and expected replacements into the 10-year capital plan.

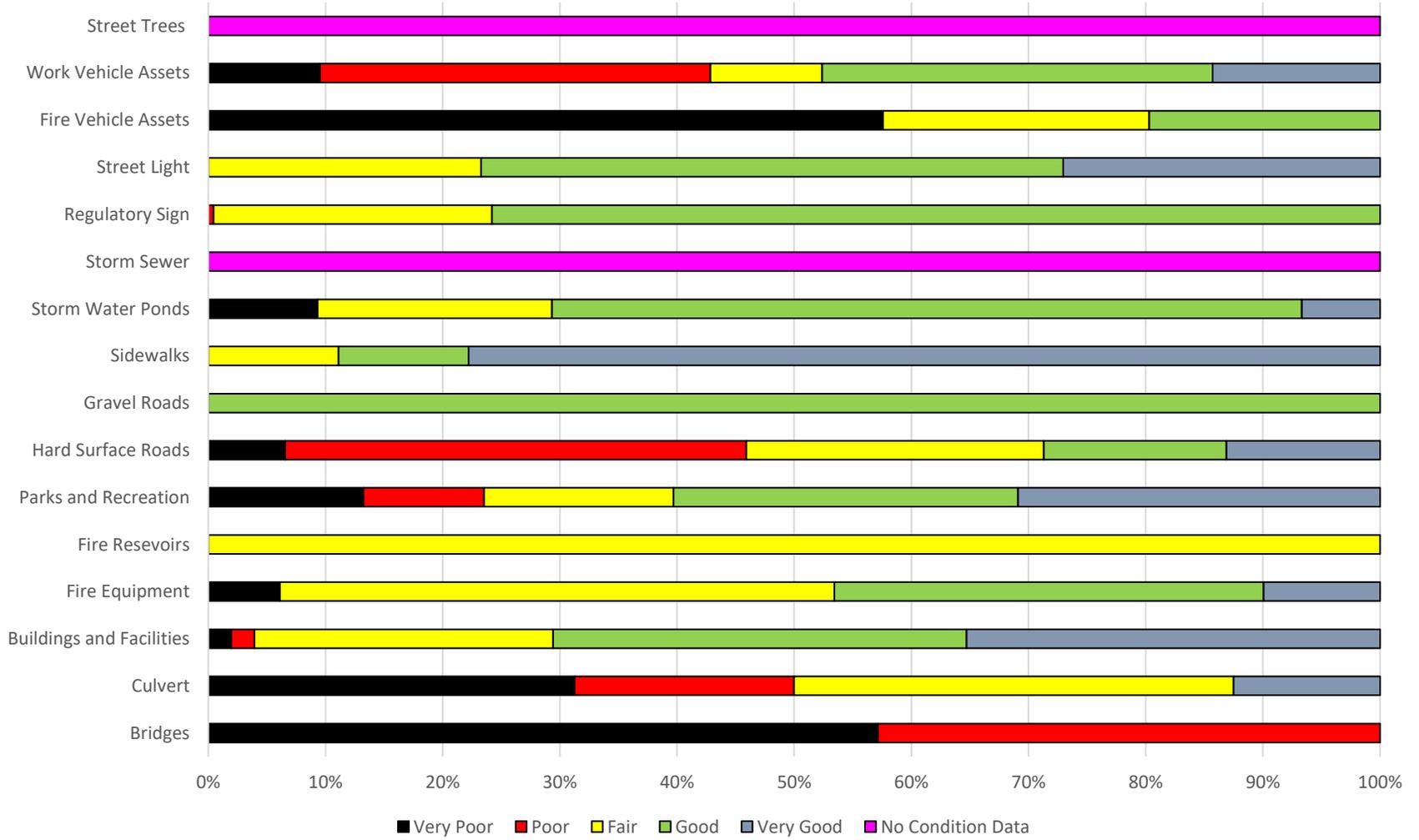
**Figure 2** is intended to illustrate, at the highest level, the state of the infrastructure as it relates to the condition ratings of all asset classes **Figure 2** illustrates that the “overall” assets in the Township of Puslinch have an even spread of cost associated with asset replacements.



7.0 - 2 Total Asset Replacement Cost by Rating Category

No Condition Rating	Very Poor	Poor	Fair	Good	Very Good	Total
\$3.5 Million	\$9.6 Million	\$20.3 Million	\$16.2 Million	\$21.1 Million	\$9.8 Million	\$78.9 Million

### Breakdown of Asset Rating Category by Program Asset Class Grouping



7.0 - 4 Asset Rating Breakdown by Asset Class Grouping

## 7.6 Bridges

### Lifecycle Management Methodology:

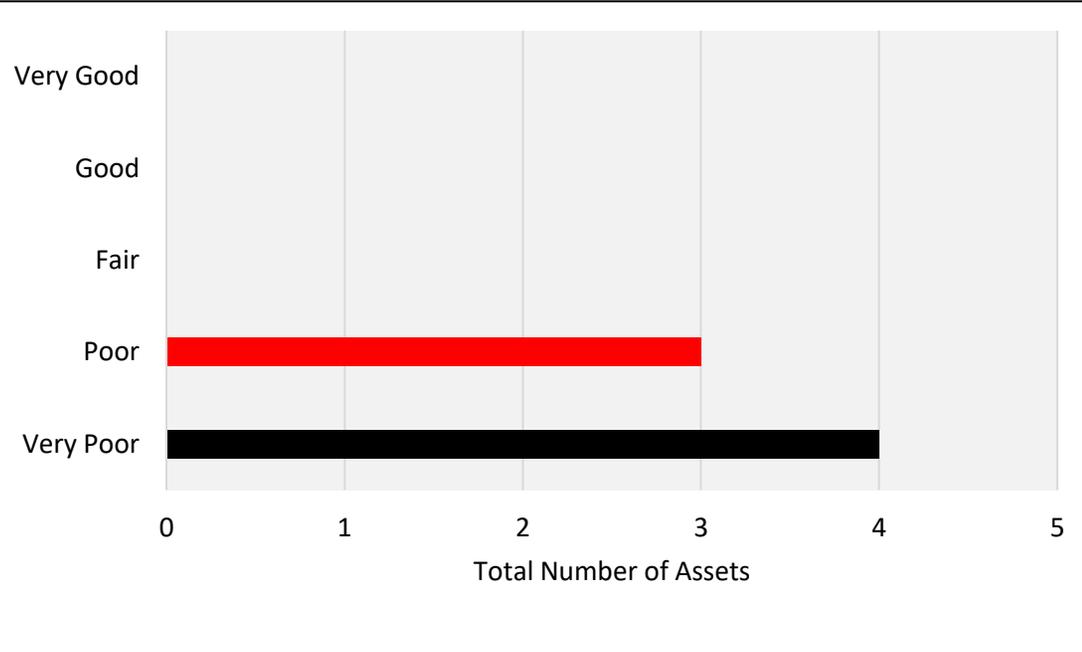
Bridge structures in Puslinch were inspected in 2017 by qualified engineers in order to describe their condition. Bridges based on their BCI are overall in “poor” condition. Though the condition of many of the bridges are low the lifecycle management methodology (extracted from the Bridge and Culvert Inspection report) only scheduled repairs for a few identified bridge structures. Bridges do not require replacement even if the condition is low. However, the BCI does infer upon probable future expenditures should further decay persist on the structure.

### Replacement Cost Calculation:

Bridge Replacement cost has been sourced from the 2017 bridge and culvert inspection report. For all assets in this asset registry \$6,500 per square metre was used as a baseline replacement cost.

### Source Documentation:

2017 Bridge and Culvert Inspection Summary Report. August 2017



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
244,190.00	\$1,348,230.00	\$-	\$-	\$-	\$3,592,420.00



### 7.7 Culverts

#### Lifecycle Management Methodology:

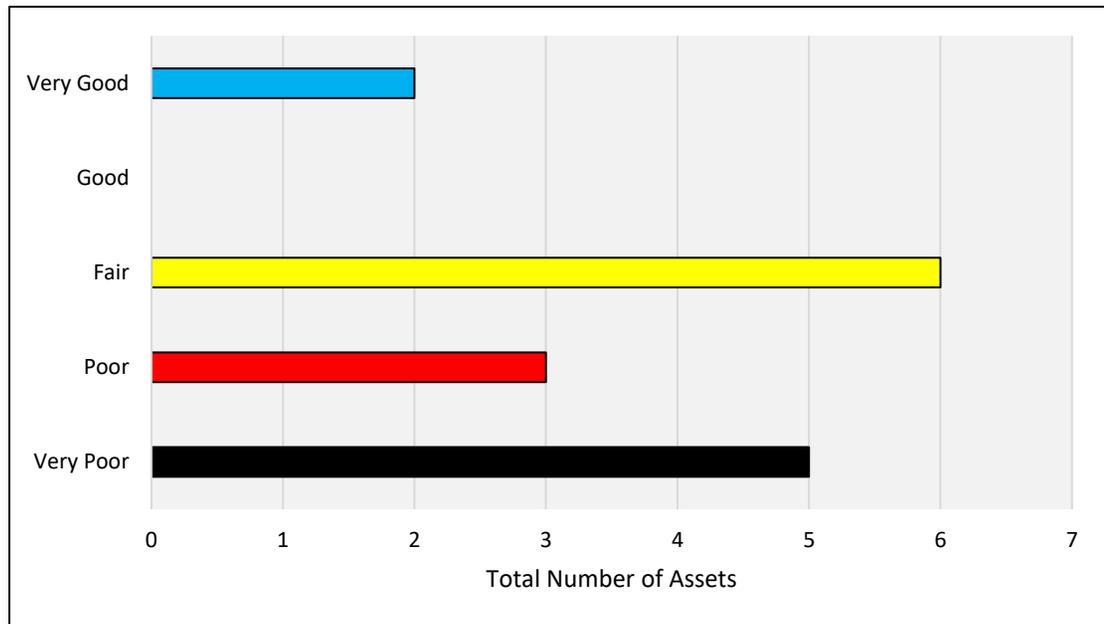
Culvert structures in Puslinch were inspected in 2017 by qualified engineers in order to describe their condition. Culverts based on their BCI are generally spread evenly across each rating category. Though the condition of many of the Culverts are low the lifecycle management methodology (extracted from the Bridge and Culvert Inspection report) only scheduled for a few culvert structures. In other words, Culverts do not require replacement/remediation even if the BCI rating is low. However, the BCI does infer upon probable future expenditures if further decay persists on the Culvert.

#### Replacement Cost Calculation:

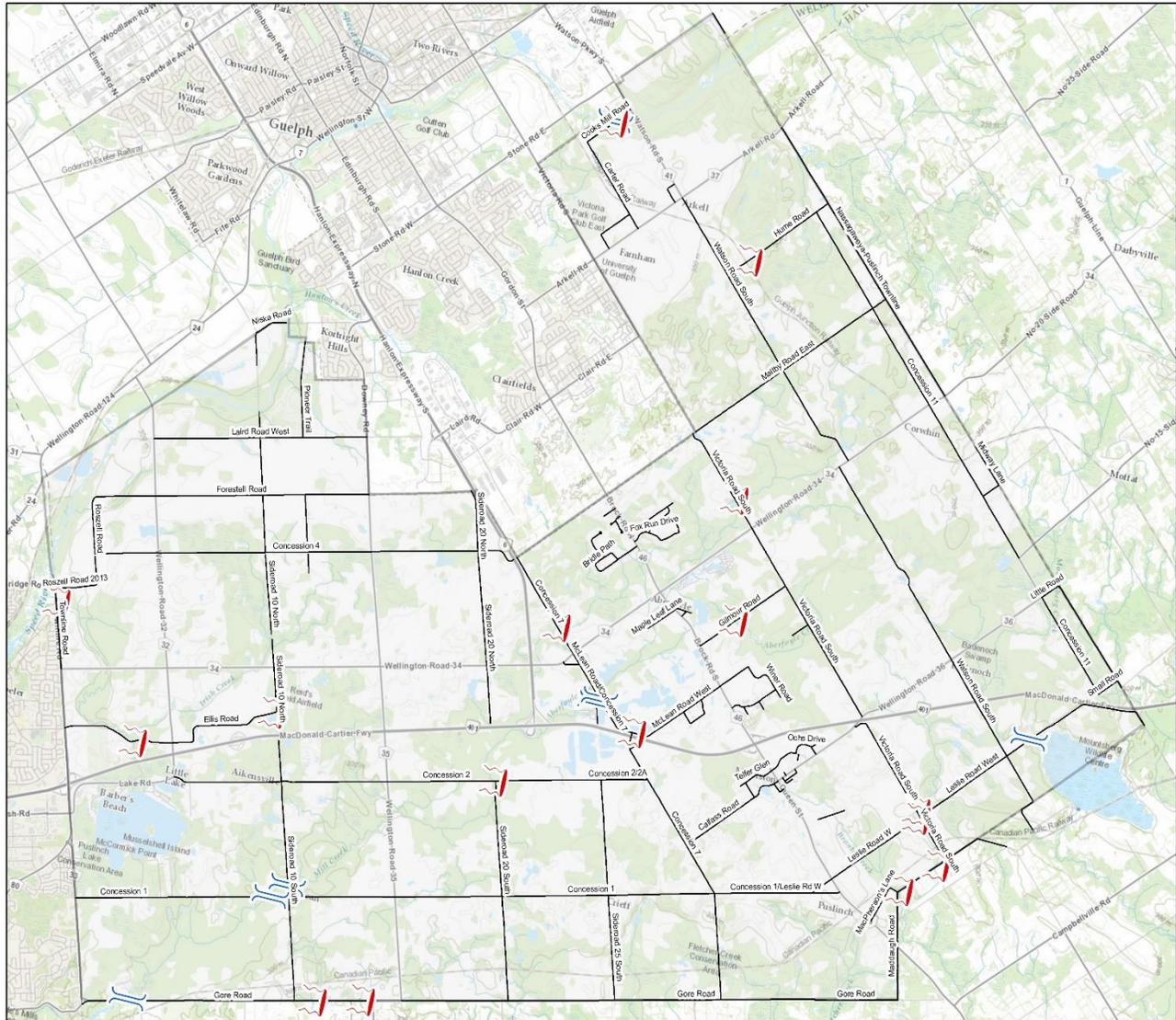
Culvert replacement cost has been sourced from the 2017 bridge and culvert inspection report. For all culvert assets in this asset registry \$4,500 per square metre was used as a baseline replacement cost.

#### Source Documentation:

2017 Bridge and Culvert Inspection Summary Report. August 2017



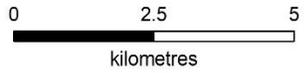
Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$791,550.00	\$597,195.00	\$1,358,617.50	\$-	\$147,681.00	\$2,895,043.50



**The Township of Puslinch**  
 Bridge and Culvert Locations

This document has been created through consultation with Puslinch Staff for the 2019 Asset Management Plan.

  
**Bridge**  
  
**Culvert**



### 7.8 Roads – 1 Lift, 2 Lift, Surface Treated and Gravel

#### Lifecycle Management Methodology:

Road structures in Puslinch were inspected in 2016 by qualified engineers to describe their condition. Road condition based on their PCI, is generally spread evenly across each rating category. The lifecycle management methodology is based on a threshold PCI index of 60 for all road classes. Thus, the lifecycle management strategy is a combination of a linear deterioration rate with periodic review of deterioration by staff.

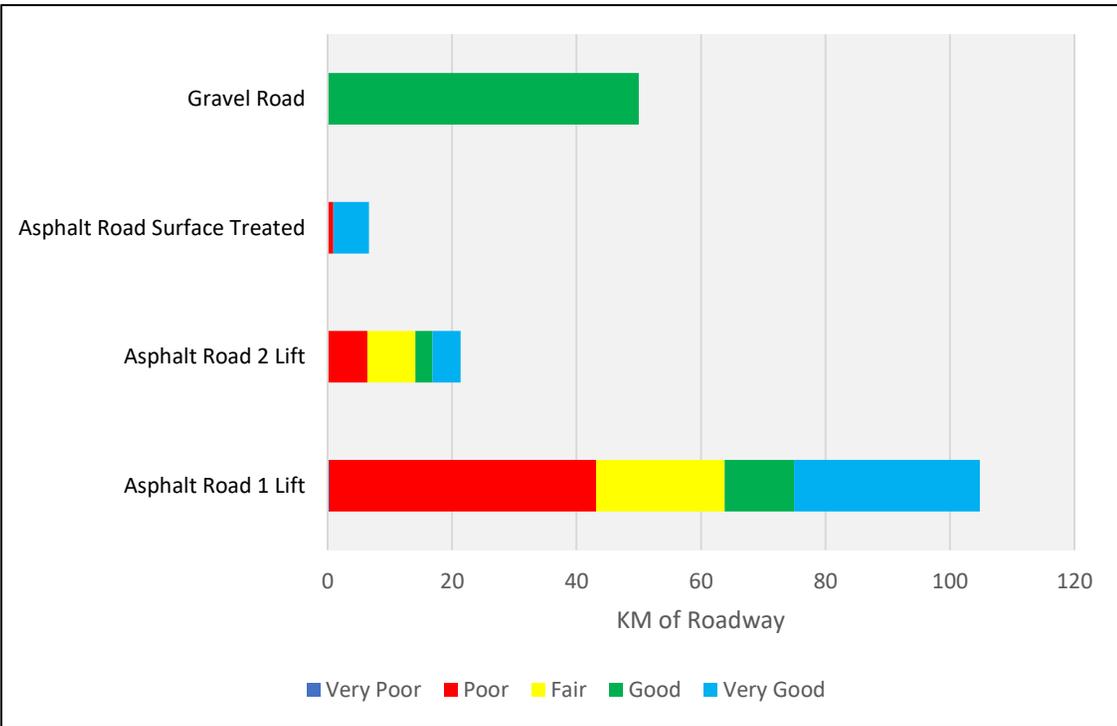
#### Replacement Cost Calculation:

Two Lift Hard Surface roads have been calculated to be replaced at a cost of \$461 per metre, One Lift at \$318 per metre, Surface Treated at \$56 per metre and gravel roadways at \$177.5 per metre.

#### Source Documentation

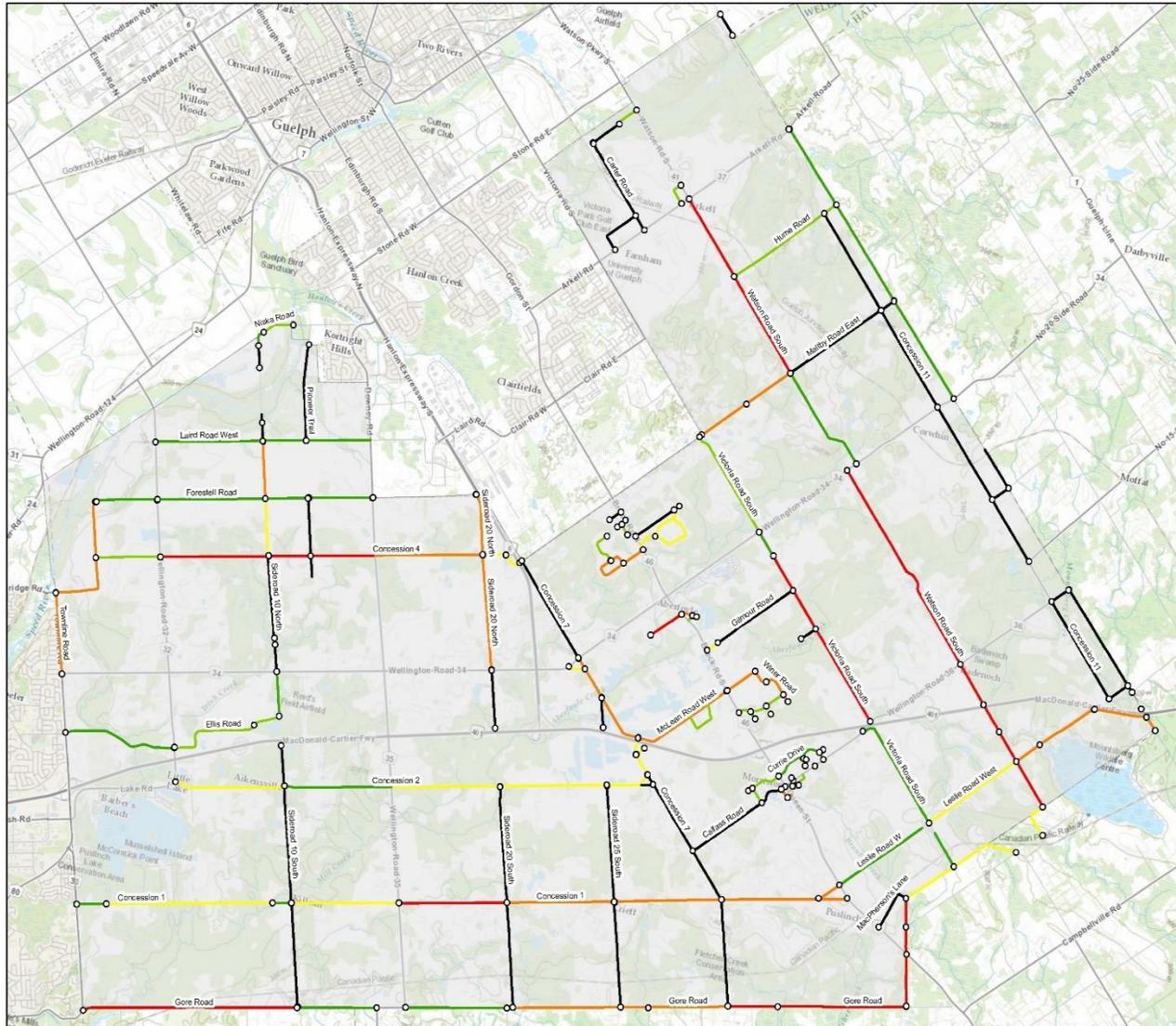
2016 Road Condition Assessment

Tender Advertisement 2018 Road Rehabilitation and Culvert Upgrades  
Township of Puslinch Contract NO. PW18-100



#### Total Replacement Cost

Very Poor	Poor	Fair	Good	Very Good	Total
\$7,784,240.24	\$16,655,891.38	\$11,587,475.22	\$13,849,578.45	\$3,302,508.21	\$53,179,693.49



**The Township of Puslinch**

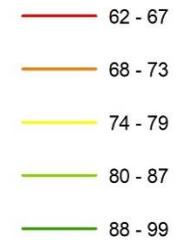
**Pavement Condition Index (2018)**

This document has been created through consultation with Puslinch Staff for the 2019 Asset Management Plan.

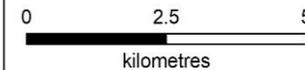
The Pavement Condition Index is a condition rating methodology for tracking the degradation of a hard surfaced road overtime. A road segments PCI can range from 1-100 (100 being excellent condition 1 being failed surface).

It has been assumed for this Asset Management Plan that 1 Lift and 2 Lift Hard Surface Roads degrade at the same rate of 2 points per year.

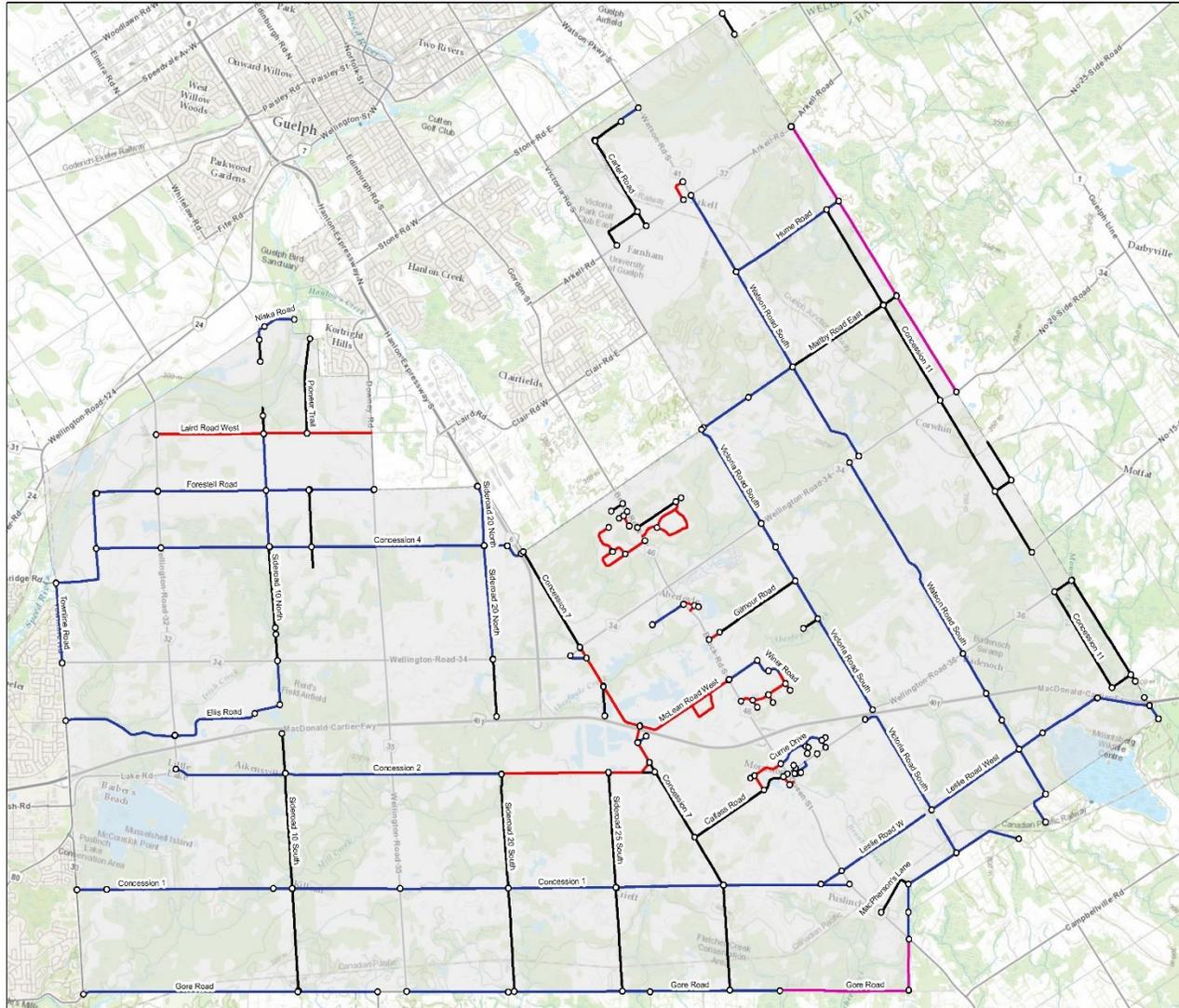
Further, the remediation PCI for 1 Lift and 2 Lift Hard Surface roads have been set at 60 or 20 years from the last lifecycle activity. Gravel Roads for this Asset Management Plan have been assumed to have a PCI of 90.



○ Road Segment Start - End



7.0 - 6 Pavement Condition Index






### The Township of Puslinch

**Road Surface Type**

This document has been created through consultation with Puslinch Staff for the 2019 Asset Management Plan.

- 1 Lift
- 2 Lift
- Gravel Road
- Surface Treated
- Road Segment Start - End



0      2.5      5

Kilometres

7.0 - 7 Road Surface Type Map

### 7.9 Building and Facilities

#### Lifecycle Management Methodology:

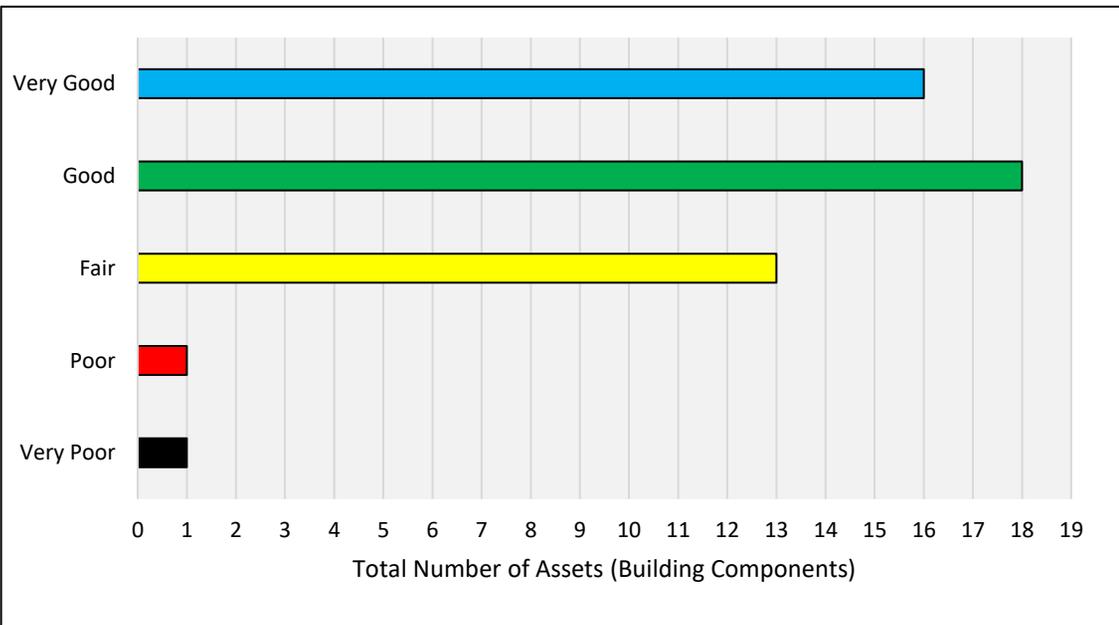
Building and Facilities were broken down into distinct components to create appropriate Lifecycle and Financial attributes. The components were as following: Structure, Roof, Walls & Windows, Interior Finishes, Mechanical, Electrical, Fire, Life-Safety, and Septic Tank. UEM identified these components and has updated their condition according to available data provided from the 2014 Building Inspection Report. In the asset registry each component can be managed using a linear deterioration rate but the Townships current practice of following a remediation schedule is more appropriate and should continue.

#### Replacement Cost Calculation

The replacement cost for each Building and Facilities component has been individually assessed based on the component type. The costing methodology has been extracted exclusively from RS Means Square Foot Cost Data.

#### Source Documentation

Square Foot Costs with RS Means Data, 2018



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$66,042.05	\$162,750.00	\$254,537.22	\$1,136,772.66	\$1,486,417.20	\$3,106,519.12

### 7.10 Parks & Recreation

#### Lifecycle Management Methodology:

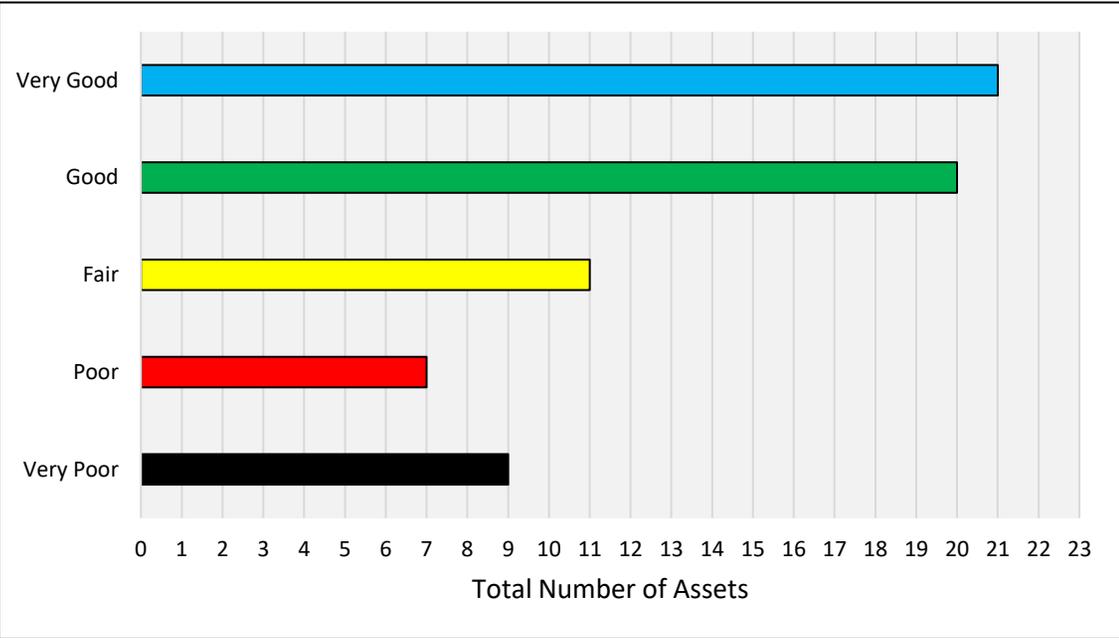
Parks & Recreation assets were individually assessed by UEM in the summer of 2018 through visual inspections. The assets were given a condition rating on a scale of 1-5 and as well an expected life based on the asset type. For all park and recreation assets a linear deterioration rate was assumed. Lifecycle (replacement and remediation) events are triggered by an asset reaching its end of expected life.

#### Replacement Cost Calculation

The replacement cost for each park and recreation asset has been individually assessed based on the asset type. Through documents provided by the Township and internal/external research each asset was provided a replacement cost. Further detail in regard to the specific cost calculations for each asset can be reference in the asset registry.

#### Source Documentation

Aberfoyle Ball Diamond Lighting Upgrades Contract  
 Various Tender Documents provided by Township



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$ 228,053.00	\$ 136,273.00	\$ 154,875.00	\$ 243,506.50	\$ 1,098,711.00	\$ 1,861,418.50

### 7.11 Sidewalks

**Lifecycle Management Methodology:**

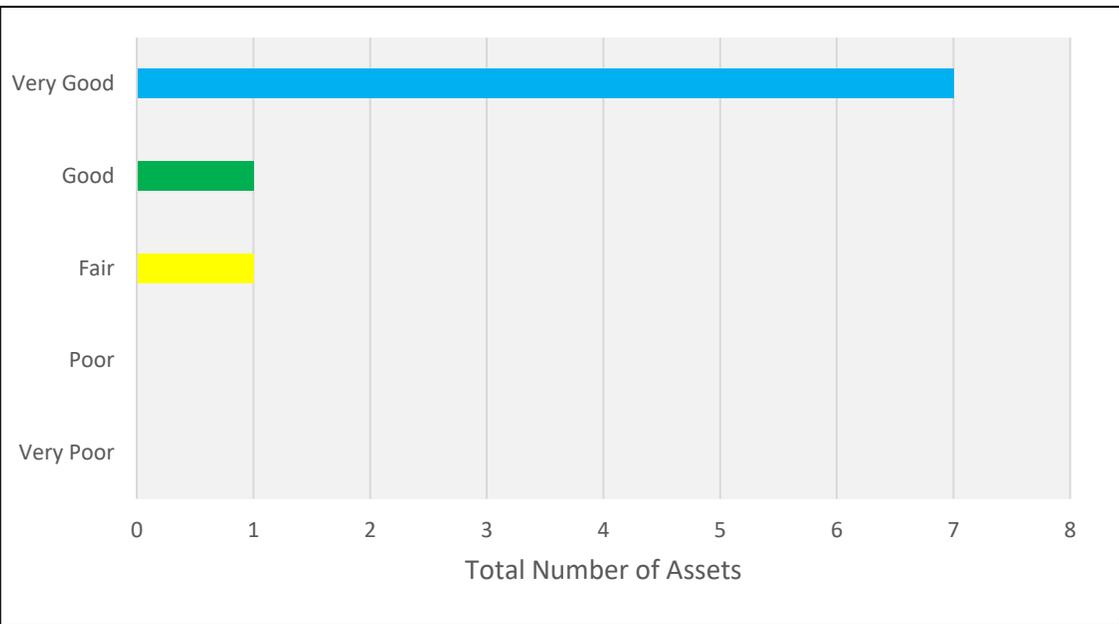
Sidewalk assets were individually assessed by UEM in the summer of 2018 through visual inspections. The assets were given a condition rating on a scale of 1-5 and as well an expected life based on the asset type. For all sidewalks a linear deterioration rate was assumed. Lifecycle (replacement and remediation) events are triggered by an asset reaching it’s expected life or adherence to the O. Reg. 239/02: Minimum Maintenance Standard for Municipal Highways

**Replacement Cost Calculation:**

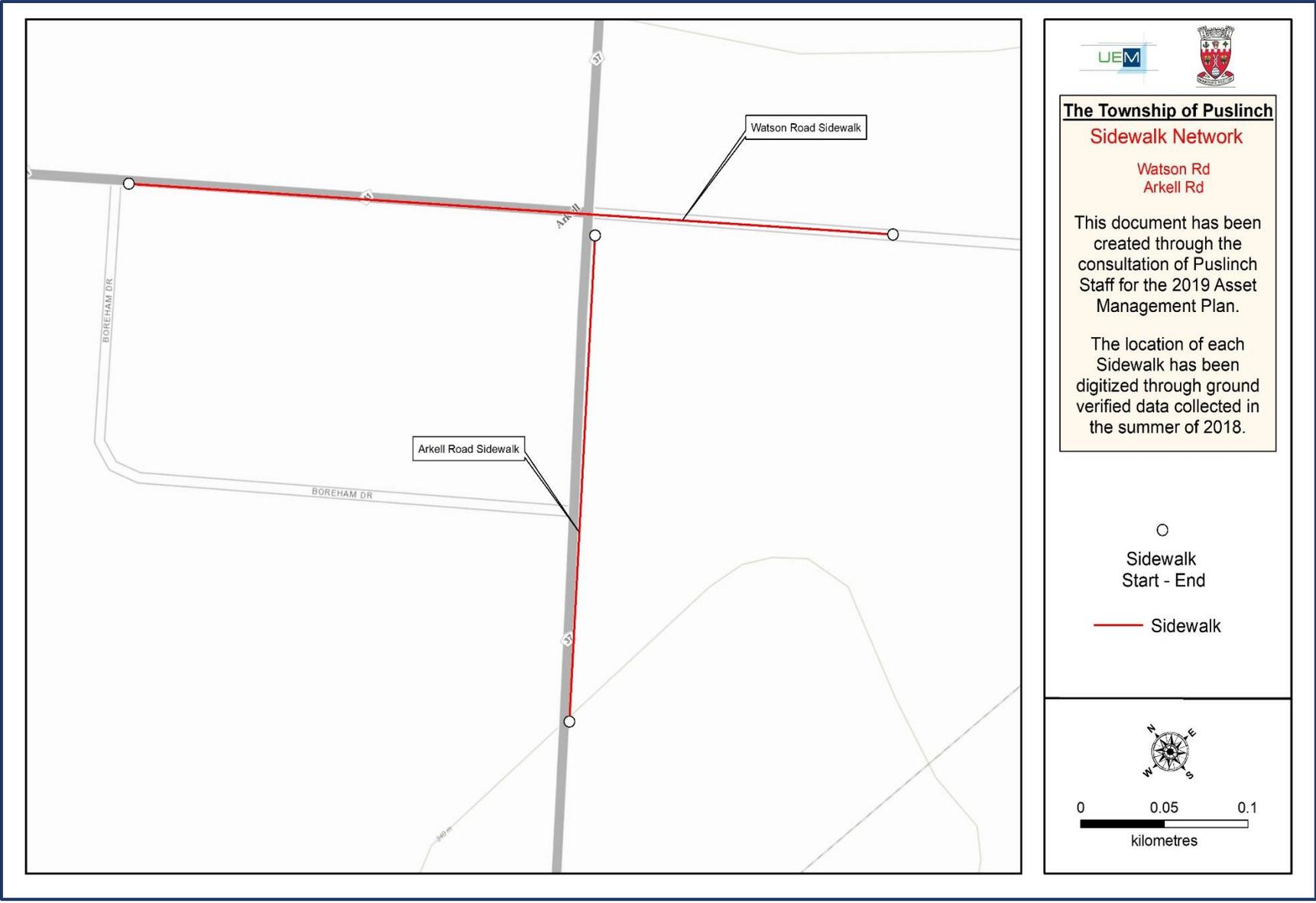
The replacement cost for sidewalks has been estimated at 143\$ per linear metre.

**Source Documentation**

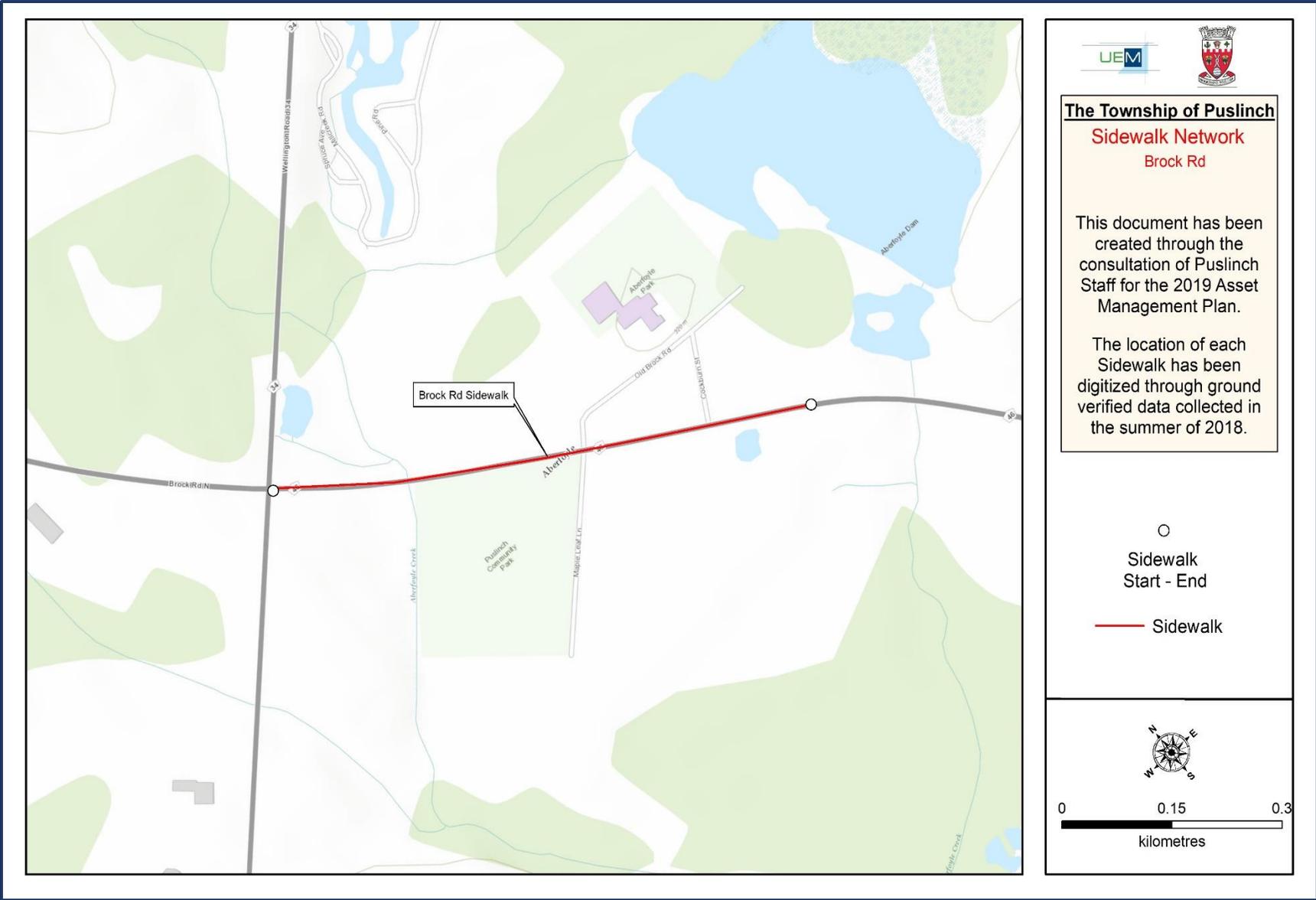
Professional Consultation with industry experts.



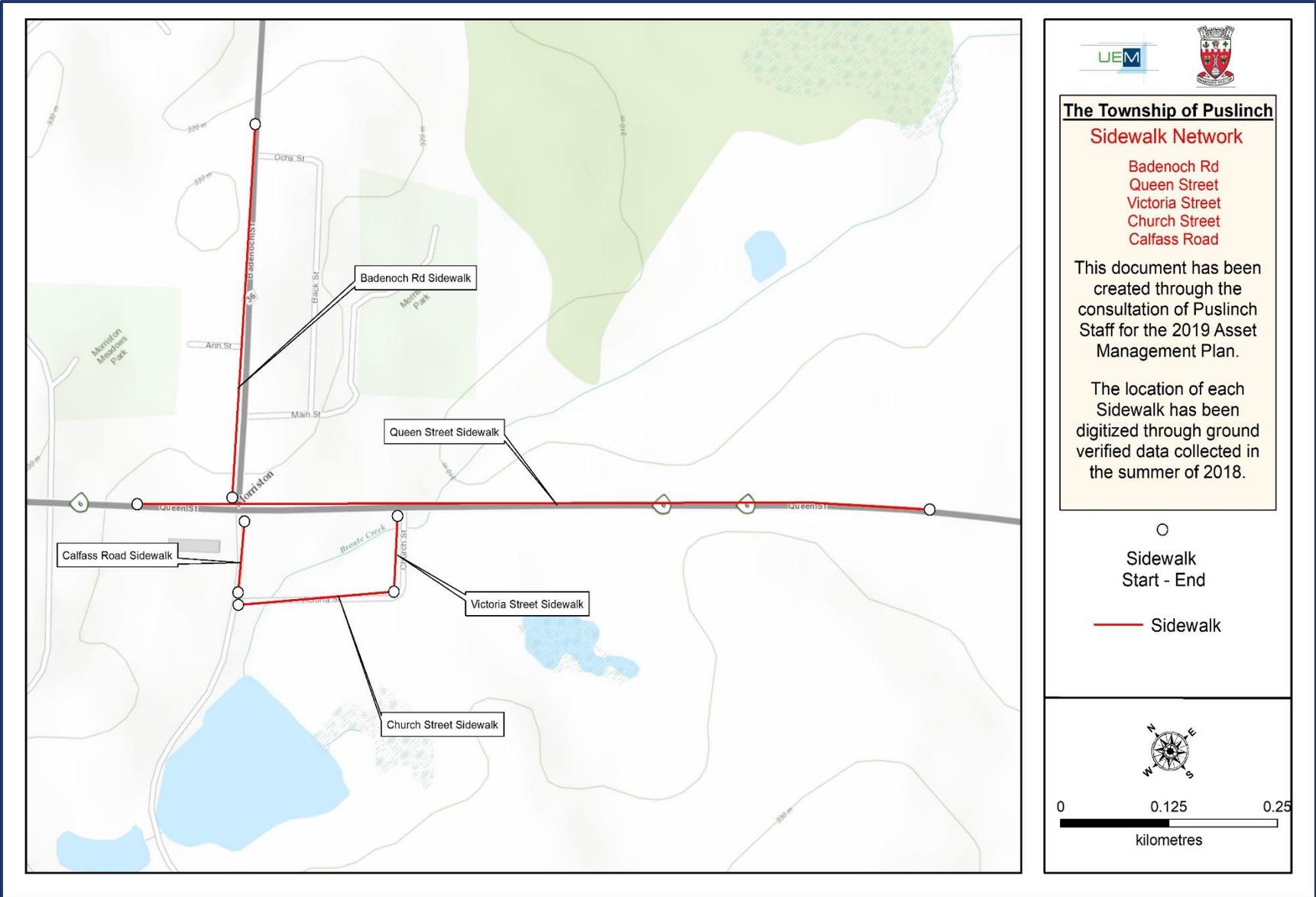
Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
		\$ 39,325.00	\$ 131,131.00	\$ 365,508.00	\$ 535,964.00



7.0 - 8 Watson Road, Arkell Road



7.0 - 9 Brock Road



7.0 - 10 Badenoch Road, Queen Street, Victoria Street, Church Street, Calfass Road

### 7.12 Fire Reservoirs

**Lifecycle Management Methodology:**

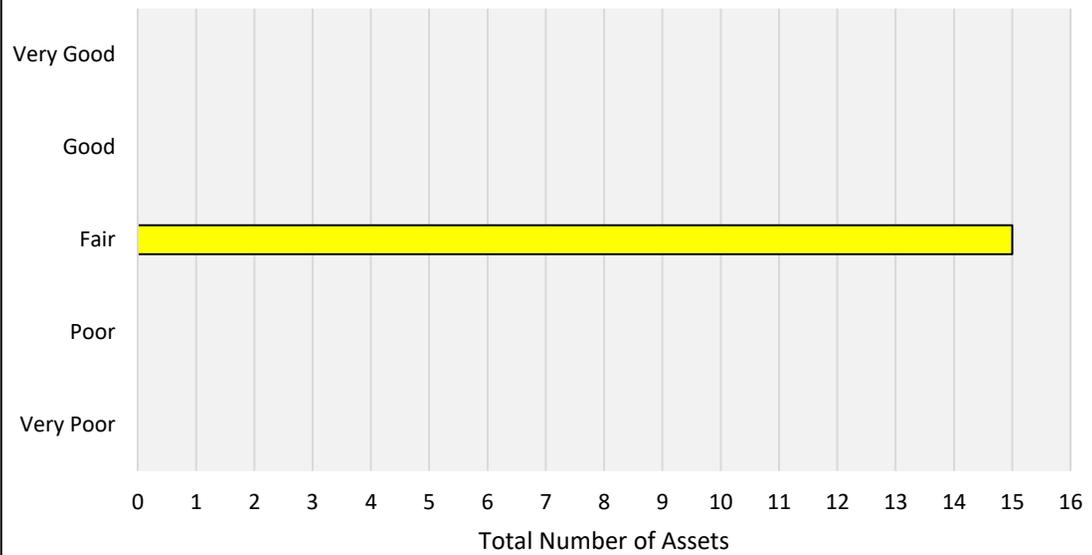
Fire Reservoirs were identified in the asset registry using the defined lifecycle attributes provided by UEM. Each Fire Reservoir was given a condition rating based on the proximity to its defined end of service level. The physical condition of the reservoir was not considered for condition assessment only the percentage of life remaining. The end of service level for Fire Reservoirs are assessed based on the condition data provided by individual inspections of each fire reservoir.

**Replacement Cost Calculation:**

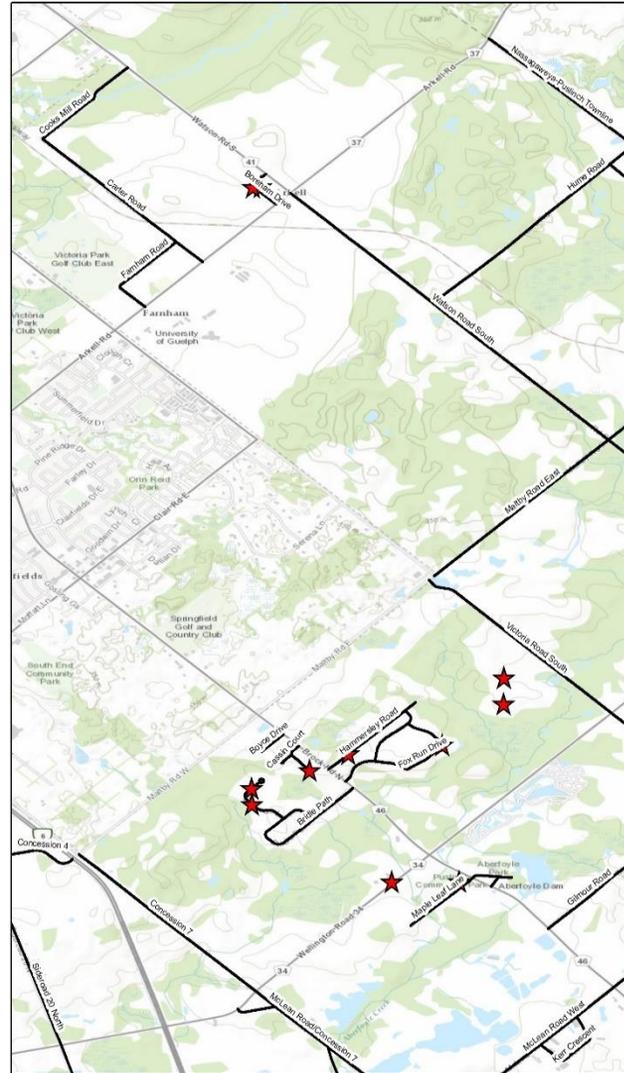
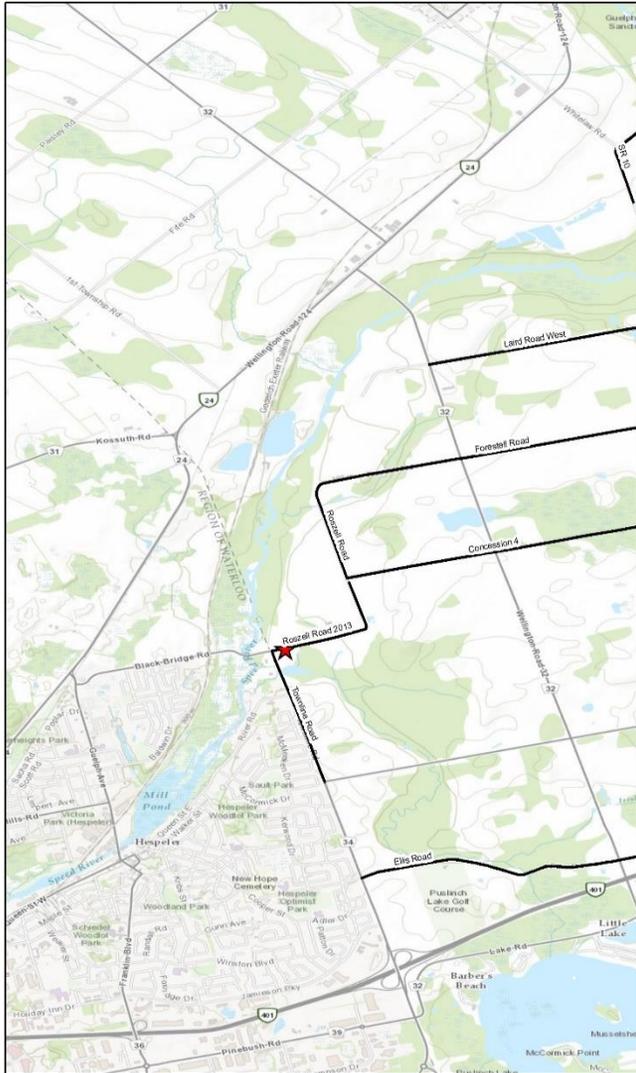
Each Fire Reservoir Asset has been loaded into the Asset Registry with a replacement cost of \$50,000. This figure has been devised through UEM internal consultation.

**Source Documentation**

UEM Professional Recommendation



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
				\$ 750,000.00	\$ 750,000.00






**The Township of Puslinch**  
**Fire Reservoir Locations**

This document has been created through the consultation of Puslinch Staff for the 2019 Asset Management Plan.



**Puslinch Fire Reservoirs**



0 1.5 3  
kilometres

7.0 - 11 Fire Reservoir Locations

### 7.13 Fire Vehicle Assets - Fire Licensed Vehicles & Tires

**Lifecycle Management Methodology:**

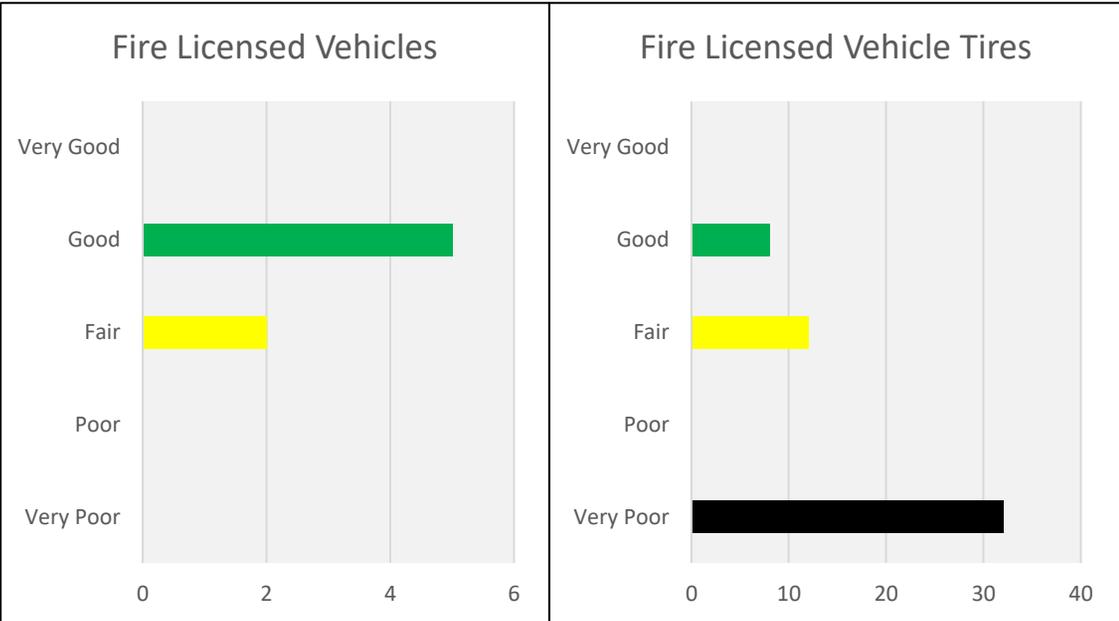
Fire Vehicle Assets were identified in the asset registry using the defined lifecycle attributes provided by the 2017 Fleet Management Report. Each Fire Vehicle asset was given a condition rating based on the proximity to its defined end of service level. The physical condition of the vehicle was considered for condition classification when available – however, majority of the fire vehicle assets condition ratings were defined based off its proximity to its expected end of service life which were formed by the Township’s accepted Fleet Management Policies.

**Replacement Cost Calculation:**

Each Fire Vehicle asset has been individually costed based on the recommendations of 2017 Fleet Management Report and staff. For all vehicle assets in the asset registry the replacement cost should be loaded as a new vehicle replacement cost.

**Source Documentation**

Provided datasets by Township staff



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$290,000.00	\$1,340,000.00	\$52,000.00	\$107,000.00	\$80,000.00	\$1,869,000.00

### 7.14 Storm Water Management Ponds

**Lifecycle Management Methodology:**

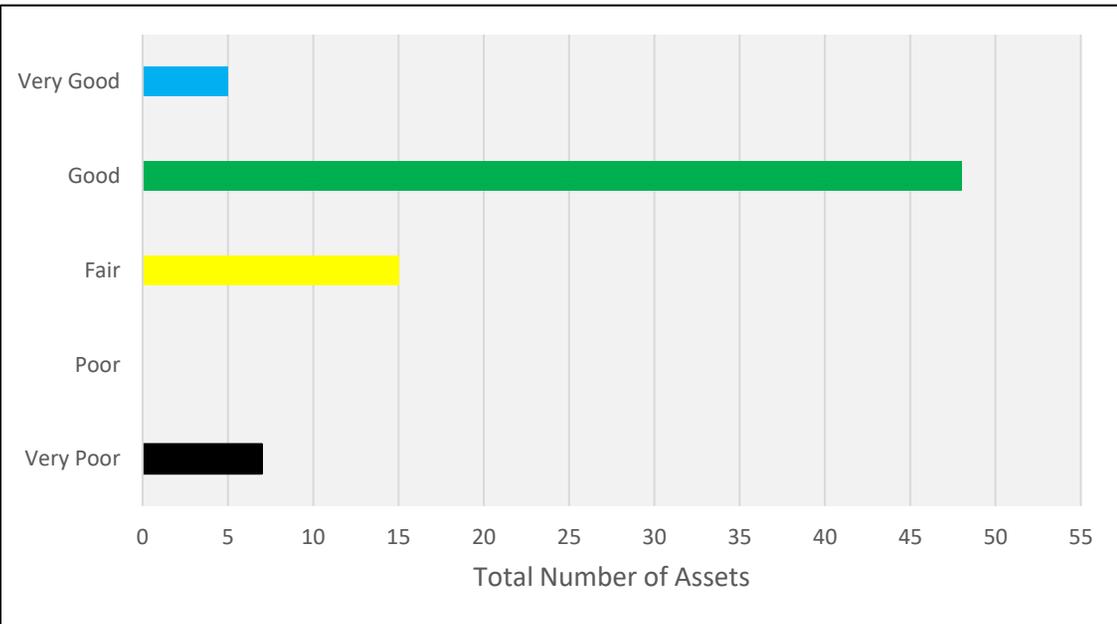
Storm Water Management Ponds were identified in the asset registry with a linear deterioration rate. However, in 2017 the Township acquired the services of a consultant to assess the state of repair of all storm water management ponds. This assessment provided a remediation schedule and comment on the general state of repair of each storm water management pond.

**Replacement Cost Calculation:**

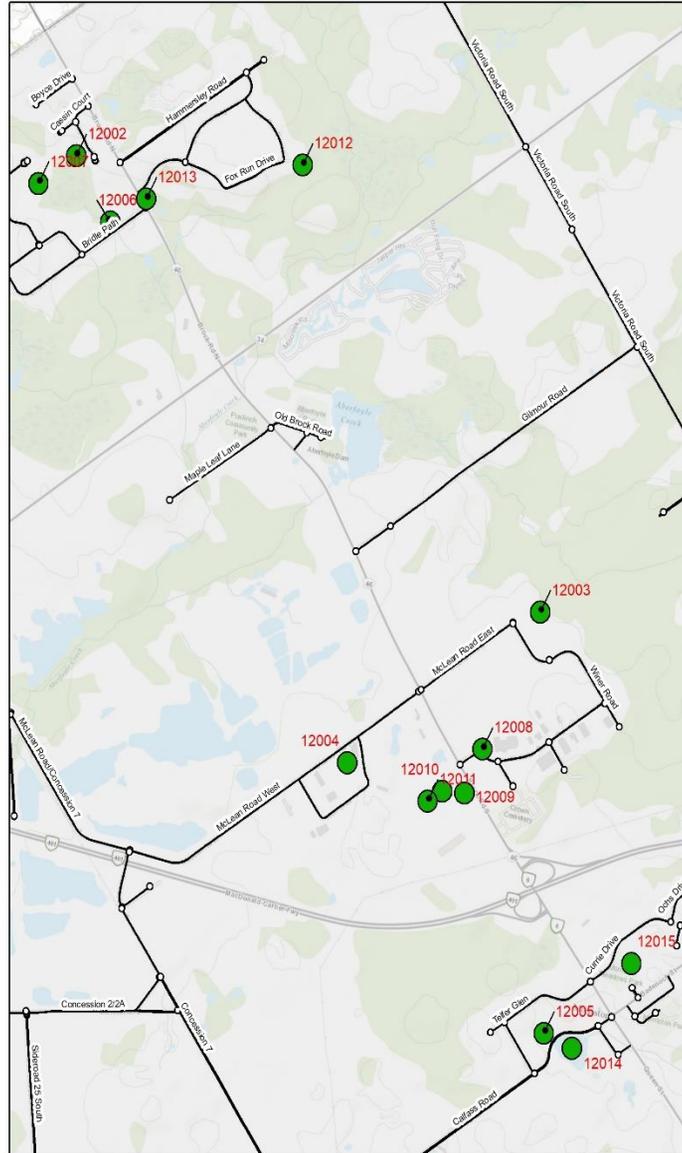
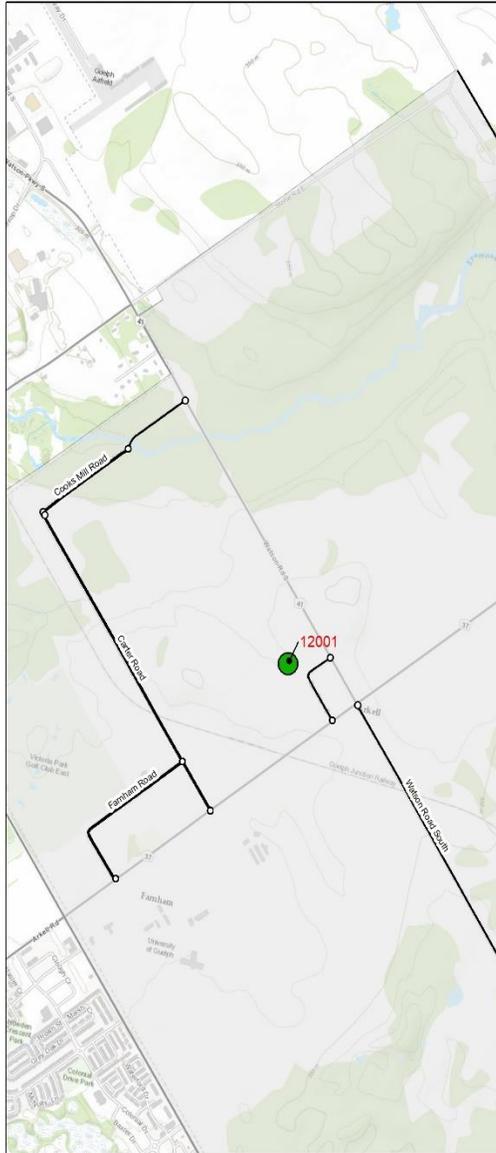
The replacement cost of each storm water management pond component has been individually calculated. The Tail wall has been calculated at \$2000, Headwall \$2000, Outlet Device \$2000, and the pond enclosure is the acquisition cost minus the tail wall, headwall and outlet device.

**Source Documentation**

Provided datasets by Township staff.



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$565,487.68	\$-	\$687,860.60	\$1,482,273.45	\$146,453.92	\$2,882,075.65






**The Township of Puslinch**  
**Storm Water Management Pond Locations**

This document has been created through the consultation with Puslinch Staff for the 2019 Asset Management Plan.

Each Storm Water Management Pond location has been digitized using reference locations provided by the 2017 Storm Water Management Pond Inspection Report and through Puslinch staff consultation.



Storm Water Management Ponds



Road Segment Start - End



0 0.75 1.5  
kilometres

### 7.15 Park and Recreation Vehicles and Equipment – Licensed & Unlicensed

**Lifecycle Management Methodology:**

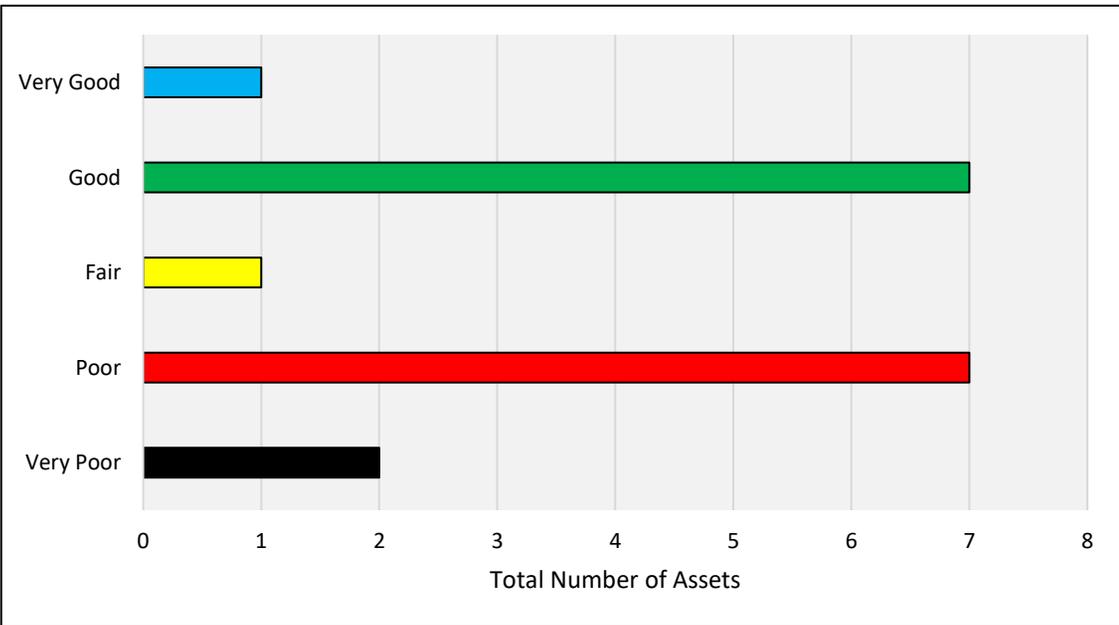
Work Vehicle Assets were identified in the asset registry using the defined lifecycle attributes provided by the 2017 Fleet Management Report. The physical condition of the vehicle was considered for condition assessment if it was available in the form of vehicle kilometers or the proximity to its end of expected life based on Township Fleet Management Policies. The same lifecycle management methodology is consistent for all identified work vehicle equipment.

**Replacement Cost Calculation:**

Each Work Vehicle asset has been individually costed based on the recommendations of 2017 fleet management report and staff. For all vehicle assets in the asset registry the replacement cost should be loaded as a new vehicle replacement cost.

**Source Documentation**

Provided datasets by Township staff



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$20,409.00	\$-	\$997,066.00	\$1,687,426.00	\$-	\$2,704,901.00

### 7.16 Storm Sewers

**Lifecycle Management Methodology:**

Storm Sewer assets were identified in the asset registry using a linear deterioration rate for each individual asset component. It has been recognized that there is no data for storm sewers. For that reason, no condition data was displayed.

**Geographic Information System**

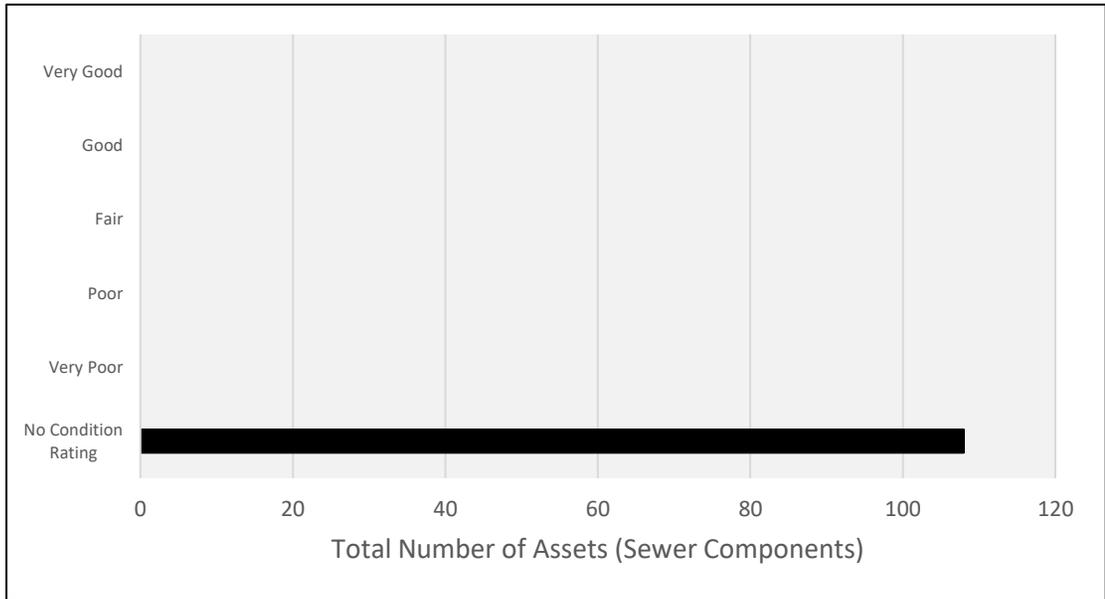
Each Storm Sewer Inlet, and Sewer line has been generated through staff consultation. Field inspections of the spatial referencing has not been completed.

**Replacement Cost Calculation:**

Replacement cost for the whole storm sewer has been calculated based off the unit costs of the Outflows at \$5,000 and Inlets at \$ 3,724. The whole storm sewer replacement cost is a function of the outflow and inlet and base replacement cost of 63\$ per m. More detail into the technicalities can be sourced in the asset registry.

**Source Documentation**

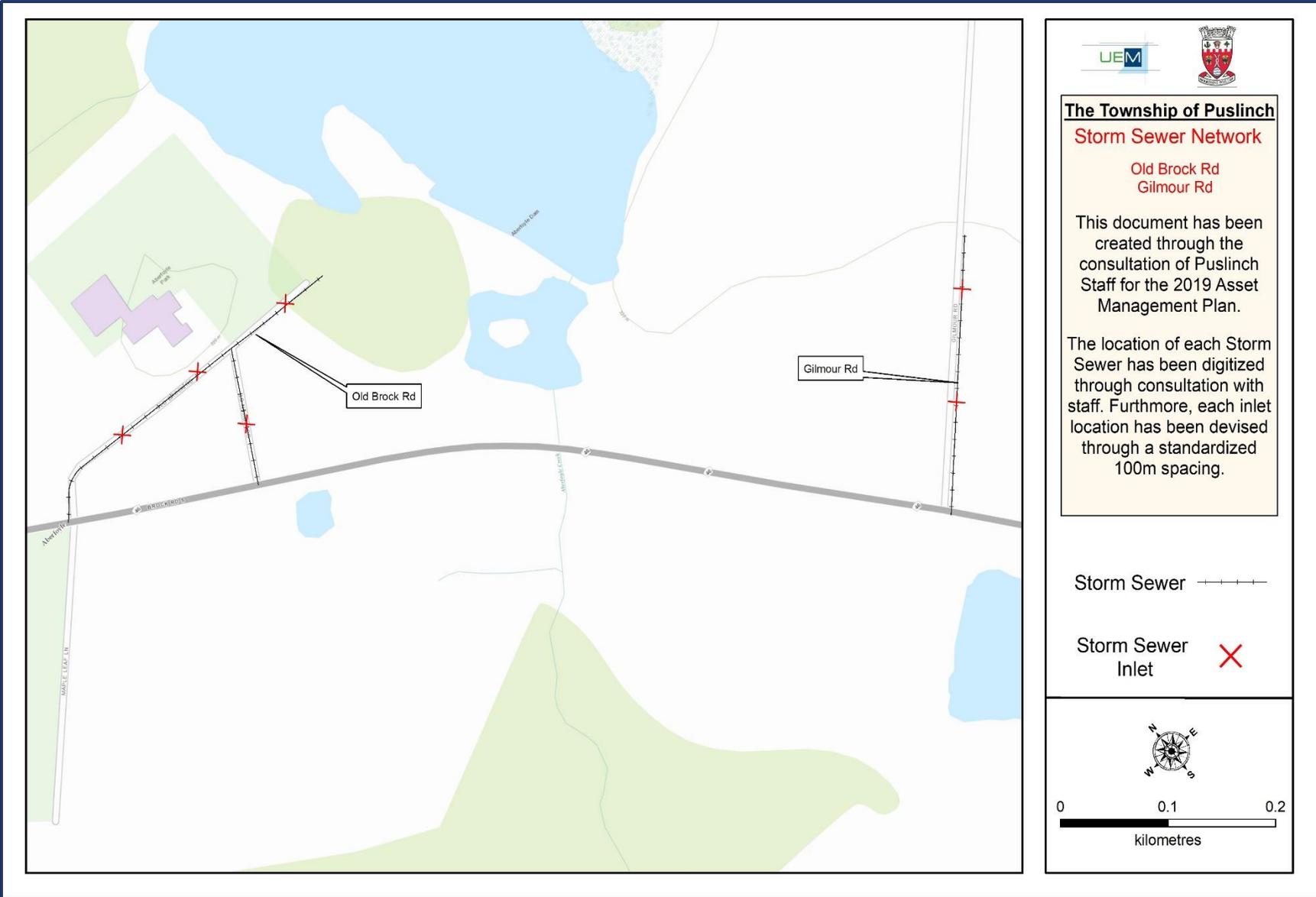
Town of Friday Harbor, Storm Water Management Plan 2005



**Total Replacement Cost**

\$1,360,711.11





7.0 - 14 Storm Sewer Network: Old Brock Rd, Gilmour Rd



### 7.17 Street Lights

**Lifecycle Management Methodology:**

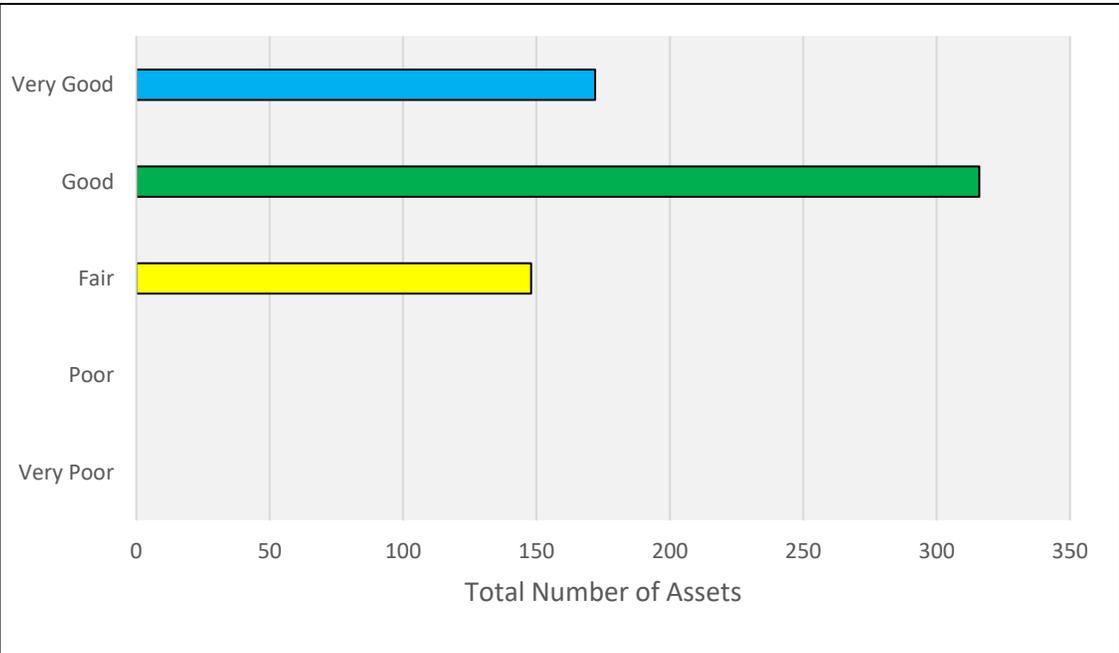
Street Light assets were identified in the asset registry using a linear deterioration rate for each individual asset component. Condition ratings have been provided for each pole based on a random sample assessment done by UEM during the summer of 2018.

**Replacement Cost Calculation:**

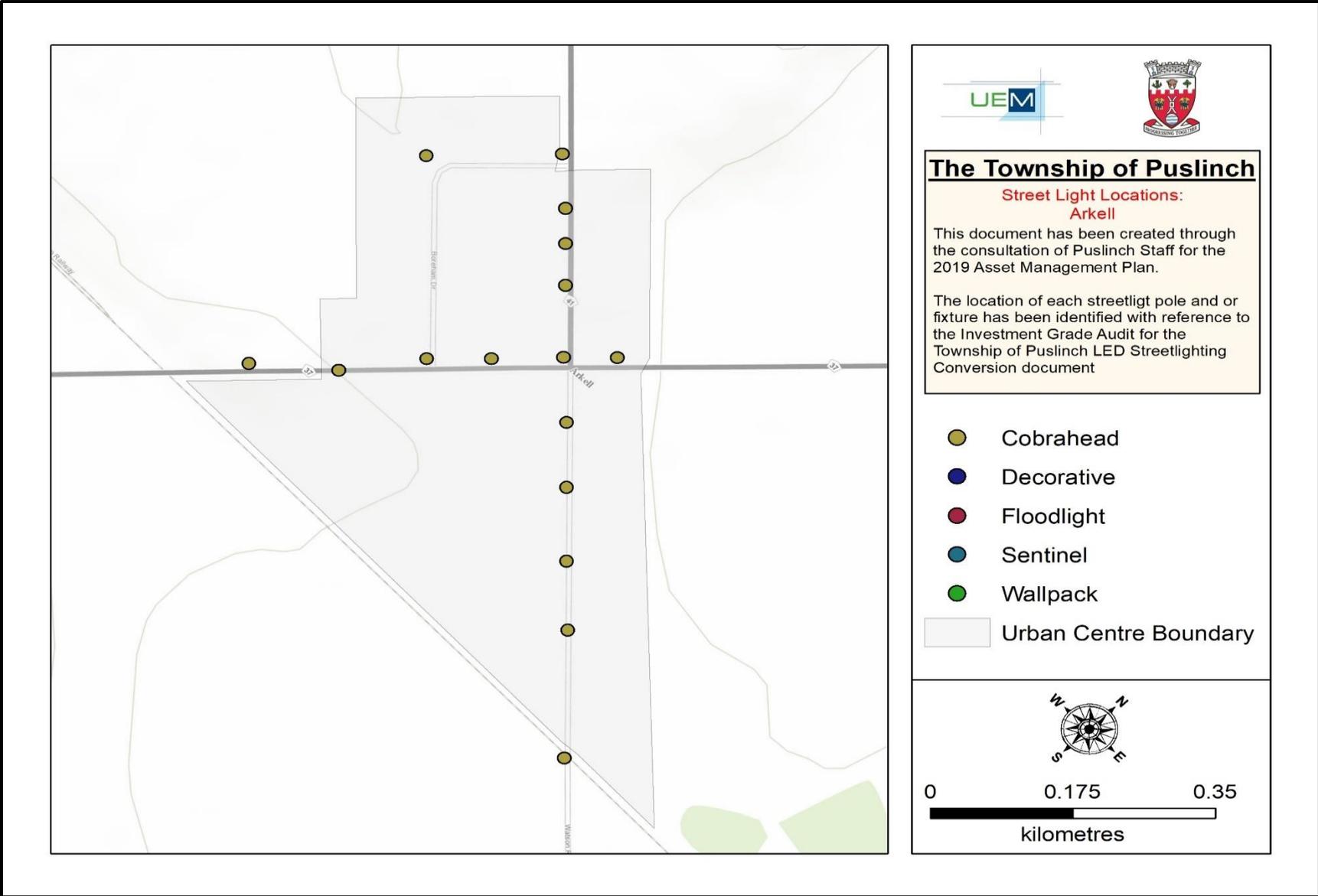
Each Street Light has been broken down into two parts: Fixture and Pole. The cost for each fixture is consistent across all pole types at \$300; the pole cost varies from \$1,300 to \$4000 depending on the type.

**Source Documentation**

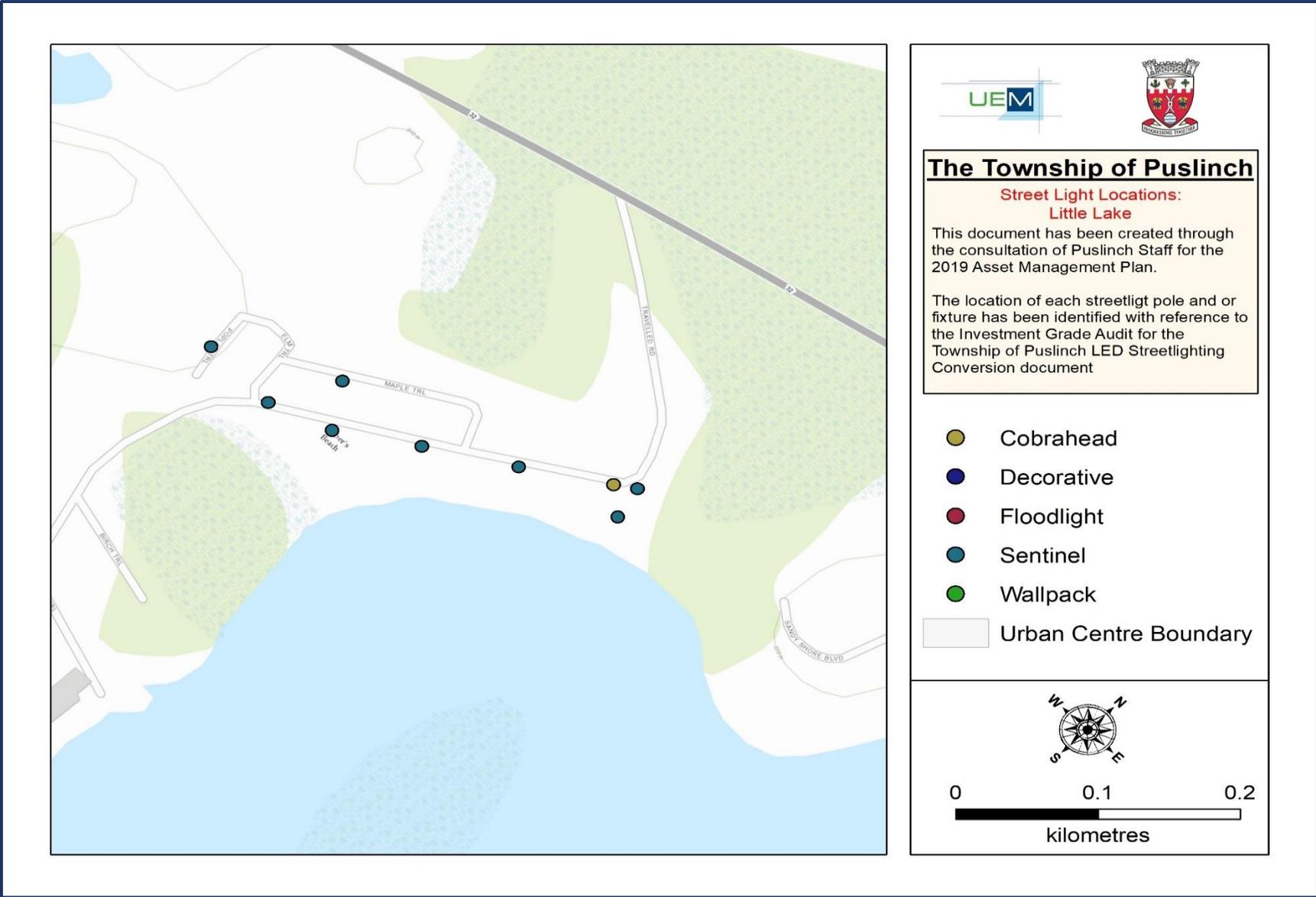
UEM professional recommendation



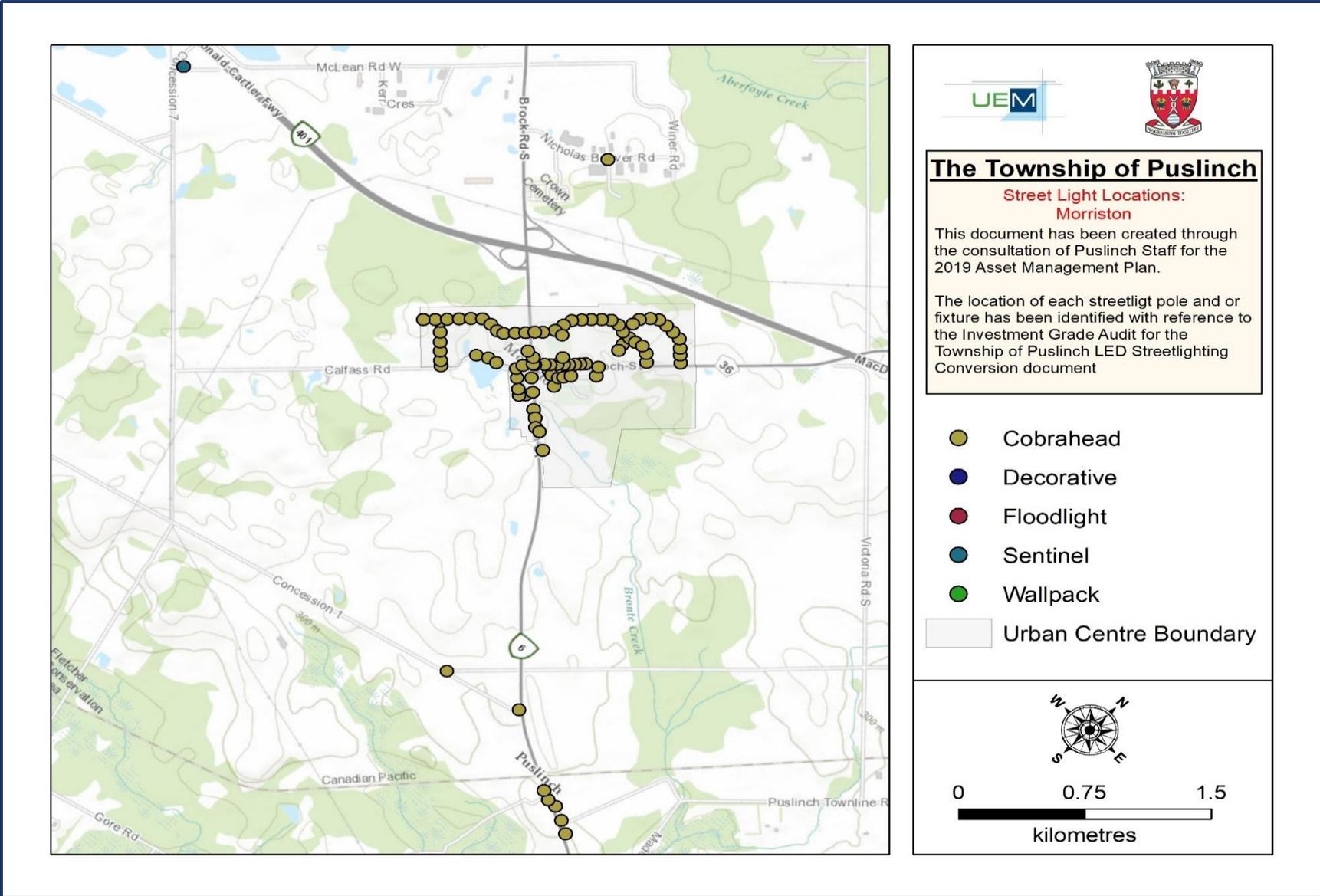
Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
		\$ 181,325.39	\$ 381,414.49	\$ 216,910.73	\$ 779,650.62



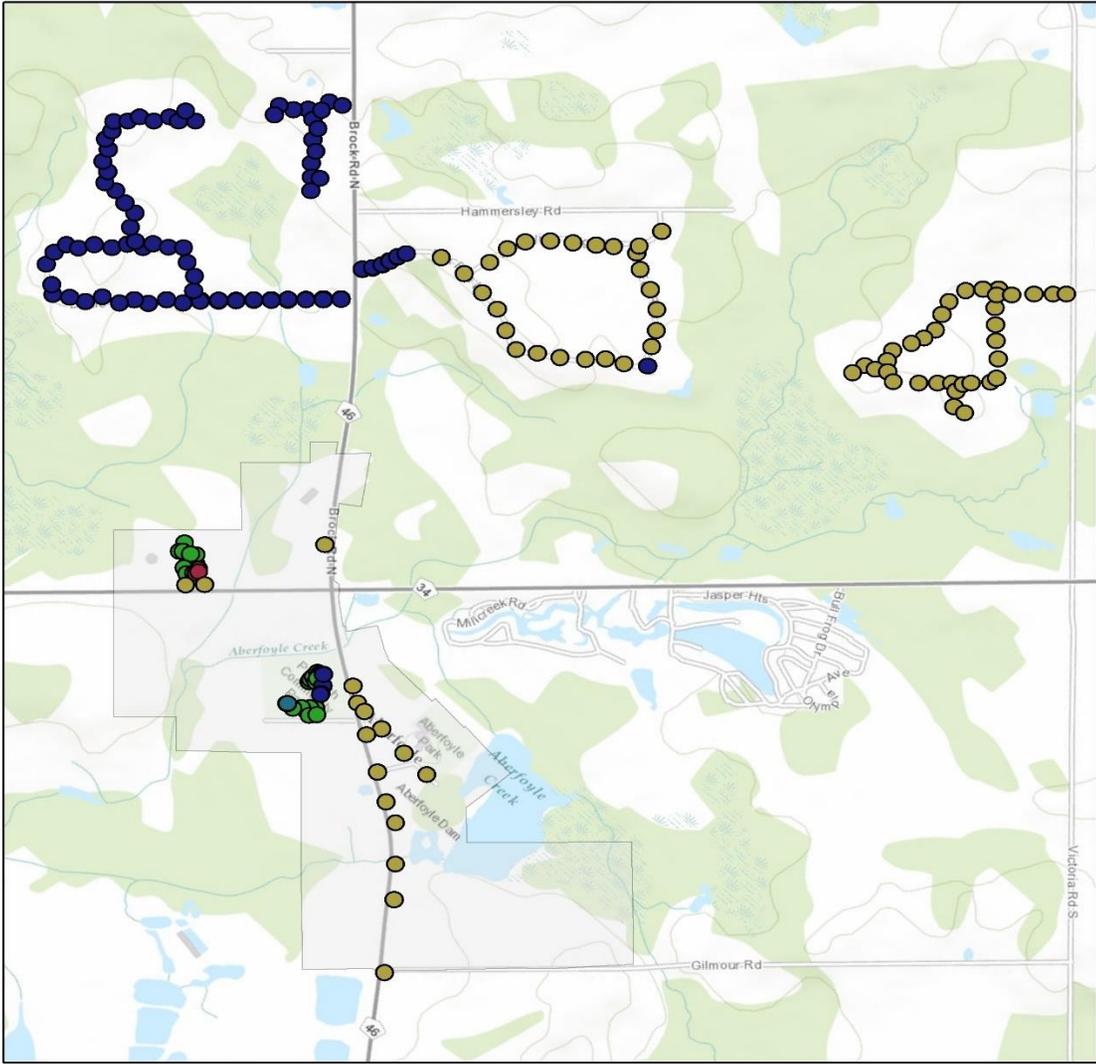
7.0 - 16 Streetlight locations Arkell



7.0 - 17 Streetlight Locations: Little Lake



7.0 - 18 Streetlight Locations: Morriston






### The Township of Puslinch

**Street Light Locations:  
Aberfoyle**

This document has been created through the consultation of Puslinch Staff for the 2019 Asset Management Plan.

The location of each streetlight pole and or fixture has been identified with reference to the Investment Grade Audit for the Township of Puslinch LED Streetlighting Conversion document

- Cobrahead
- Decorative
- Floodlight
- Sentinel
- Wallpack

Urban Centre Boundary



0                      0.5                      1  
kilometres

7.0 - 19 Streetlight Locations: Aberfoyle

### 7.18 Regulatory & Warnings Signs

**Lifecycle Management Methodology:**

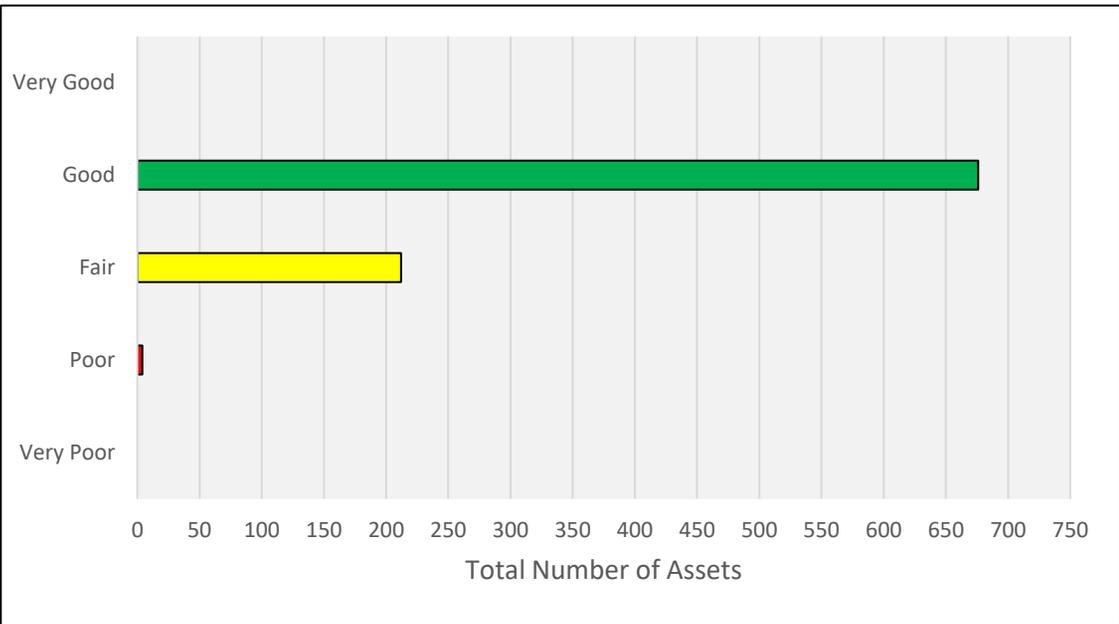
Regulatory & Warnings Signs assets were identified in the asset registry using a linear deterioration rate for each individual asset component. Condition ratings have been provided for each sign based on the last condition assessment of each sign.

**Replacement Cost Calculation:**

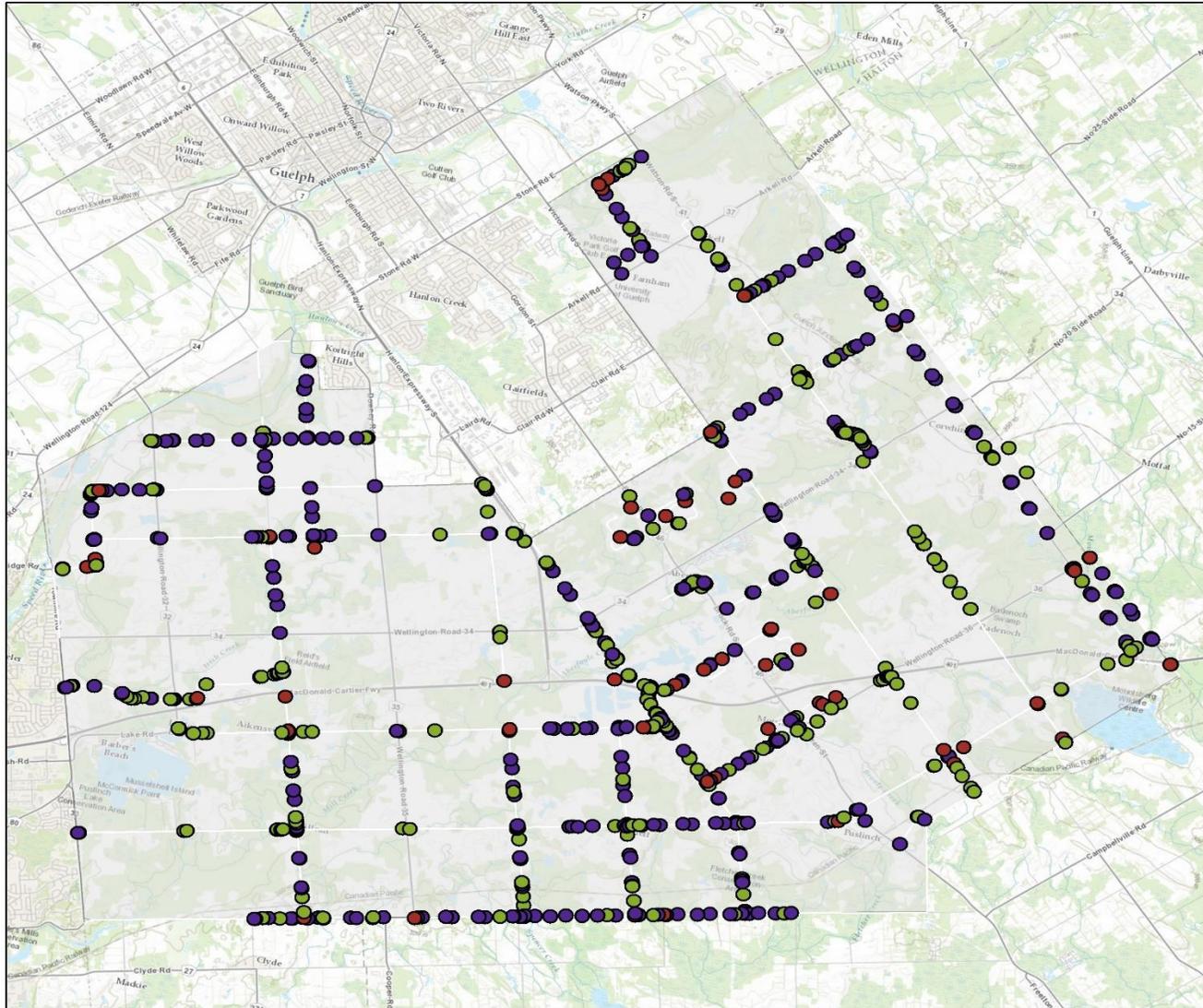
Each Regulatory or Warning Sign has been costed at 150\$ per asset based on the recommendations of staff.

**Source Documentation**

Provided datasets by Township staff



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
	\$ 600.00	\$ 31,800.00	\$ 101,400.00		\$ 133,800.00





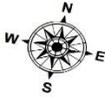

**The Township of  
Puslinch**

**Regulatory/Warning  
Sign  
Locations**

This document has  
been created through  
the consultation with  
Puslinch Staff for the  
2019 Asset  
Management Plan.

**Classification**

- Priority
- Regulatory
- Warning



0    1.75    3.5  
kilometres

7.0 - 20 Regulatory/ Warnings Sign Locations

### 7.19 Fire Equipment

**Lifecycle Management Methodology:**

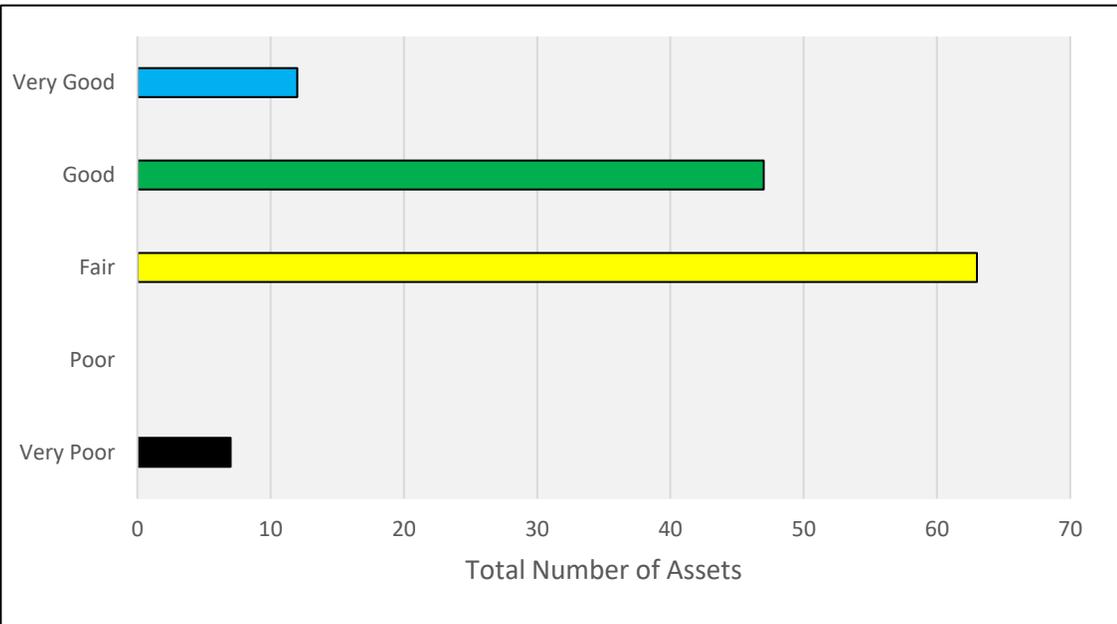
Fire Equipment Assets were identified in the asset registry using the defined lifecycle attributes provided by Puslinch Township staff. Each fire equipment asset was given a condition rating based on the proximity to its defined end of service level or a pre-defined condition rating provided by the Township.

**Replacement Cost Calculation:**

Replacement cost calculations for fire equipment assets have been sourced solely from Puslinch Township staff. Each asset has been individually assessed through tender documents in order to ensure reliable cost information.

**Source Documentation**

Provided Datasets from Township.



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
\$ 73,500.00		\$ 136,000.00	\$ 383,238.00	\$36,000.00	\$ 628,738.00

### 7.20 Street Trees

**Lifecycle Management Methodology:**

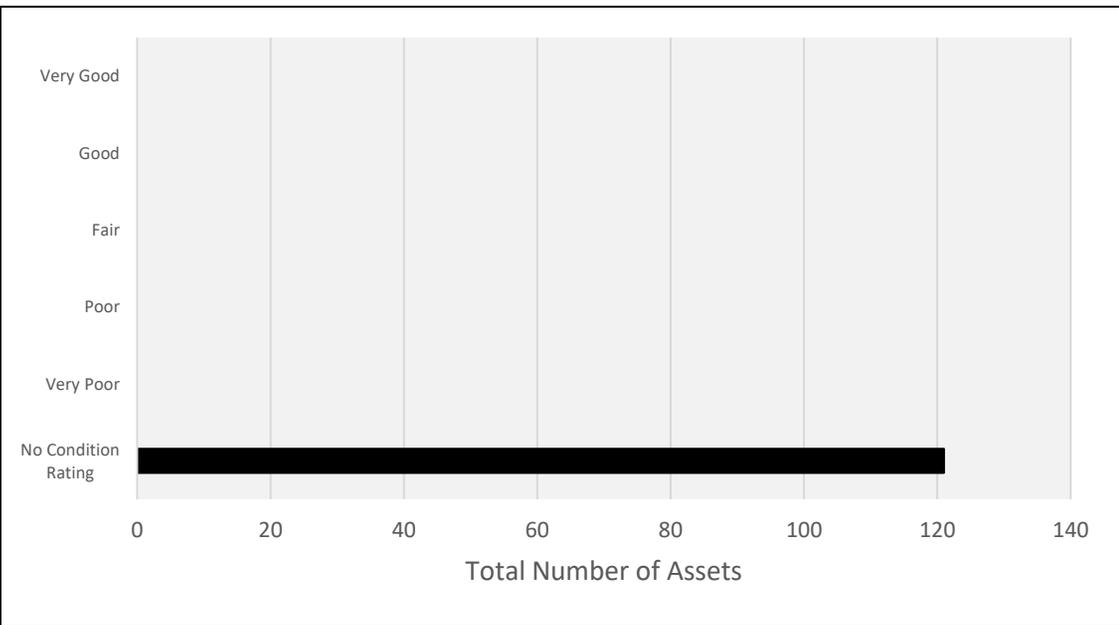
Street Tree assets were identified in the asset registry using a linear deterioration rate for each individual asset component. However, through this asset management plan it has been recognized that the data available for Street Trees is not sufficient for current or future use. For that reason, no condition data was displayed.

**Replacement Cost Calculation:**

Replacement cost calculations for Street Tree assets have been sourced solely from Puslinch Township staff. Each asset has been individually assessed through tender documents in order to ensure reliable cost information. The price to replace each tree has been sourced from tender documentation from \$300 to \$600 depending on the species type.

**Source Documentation**

Provided datasets by Township staff



Total Replacement Cost					
Very Poor	Poor	Fair	Good	Very Good	Total
					\$64,325.00

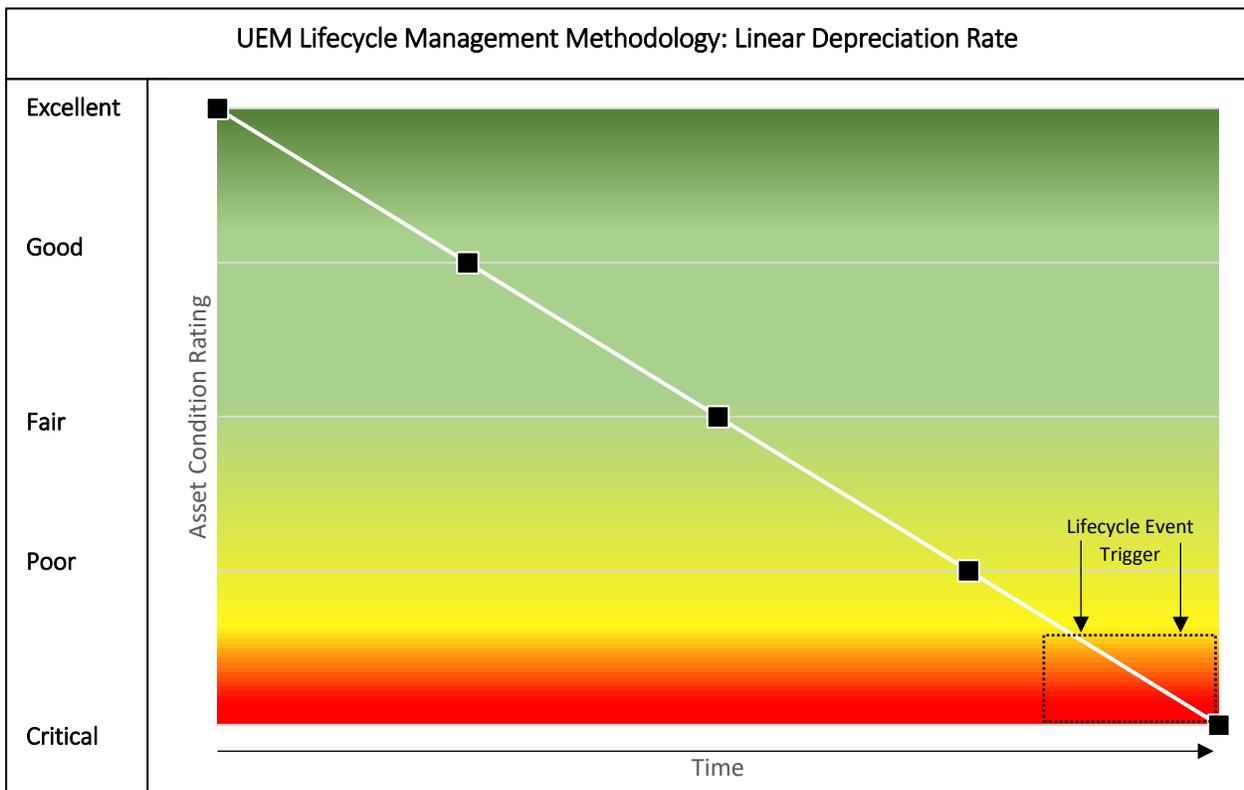
## 8.0 10 Year Capital Plan

### 8.1 Capital Plan: Summary

This 10 Year Capital Plan has been developed using the Asset Registry and through referencing provided documents by the Township described in Section 1.

### 8.2 Capital Plan: Lifecycle Management Methodology

As stated in the State of The Infrastructure section of this report, some asset classes were identified in the Asset Registry with a linear deterioration rate lifecycle management methodology. As well, as stated in the State of the Infrastructure section of this report there are many assets that have significant amounts of staff input that determine the year of replacement. UEM defines manual asset lifecycle parameterization (staff intervention) as dynamic inputs. For this reason, this 10 Year Capital Plan had been developed to model both static (Linear Depreciation Rate) and dynamic inputs (Staff Intervention) to project capital expenditures for existing infrastructure for the Township of Puslinch.



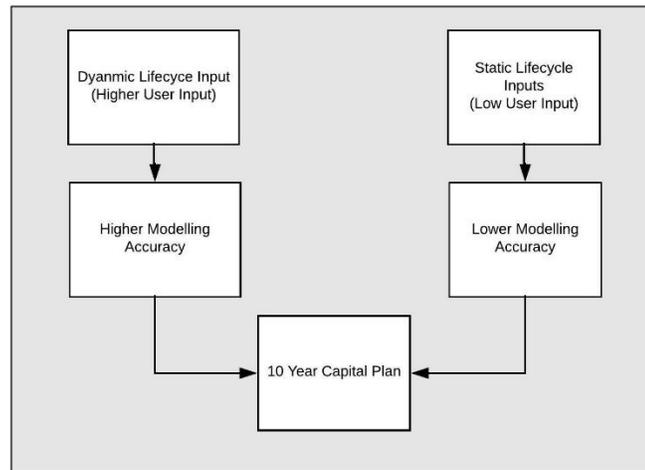
8.0 - 1 Lifecycle Management Methodology

### 8.3 Static and Dynamic Inputs

Static inputs for this Asset Management Plan are defined as data attributes that have high levels of transferability to models. Furthermore, these inputs are user-defined at one point in time. For some assets, UEM employed a linear deterioration rate that incorporates both the condition, expected life, remediation costs, replacement costs, and installation date. These variables allow for seamless transferability to different modelling methods and softwares. These variables when loaded into a model create static results and are affixed to one point in time. The output is thus affixed to the inputs point of acquisition and have reduced reliability.

As stated in the State of the Infrastructure section of this report the quality of financial data is scaled off its data of acquisition. In other words, replacement cost information that is sourced farther into the past is less reliable than information that is sourced from the present. As stated previously in the Asset Registry section of this report majority of the replacement/remediation costing has been sourced from benchmark costs from this present date. – Thus, it should be noted that static data may lead to lower quality model outcome when compared to its dynamic counterpart.

Dynamic inputs allow for the user to manually or systematically alter the attributes of the model’s datasets. It can allow for highly accurate modelling outcomes but with high amounts of user intervention into the datasets.



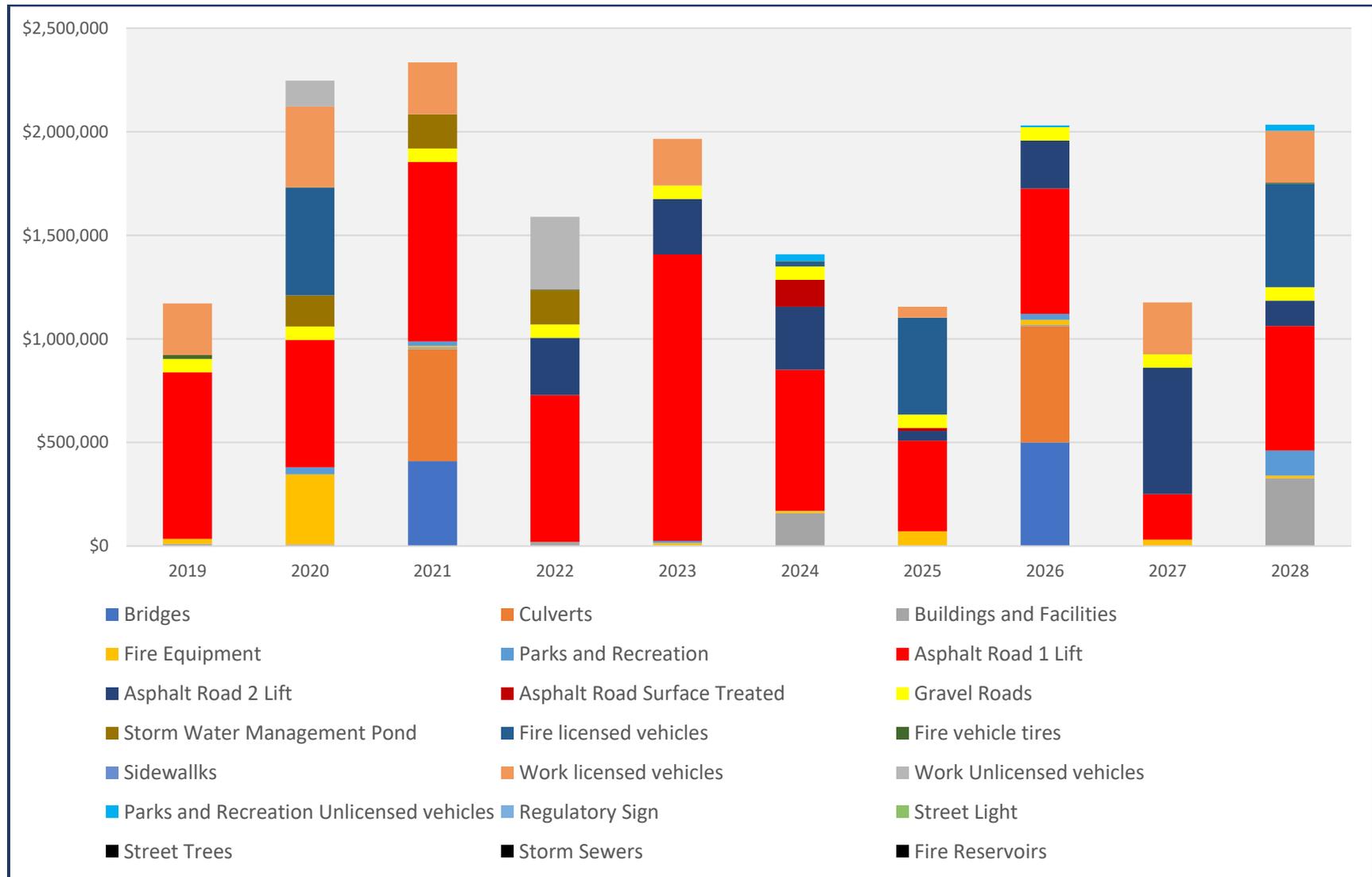
8.0 - 2 Capital Plan Modelling Logic

Asset Class	Static	Dynamic	Combination of Both
Bridges		✓	
Culverts		✓	
Buildings and Facilities		✓	
Fire Equipment			✓
Parks and Recreation		✓	
Asphalt Road 1 Lift	✓		
Asphalt Road 2 Lift	✓		

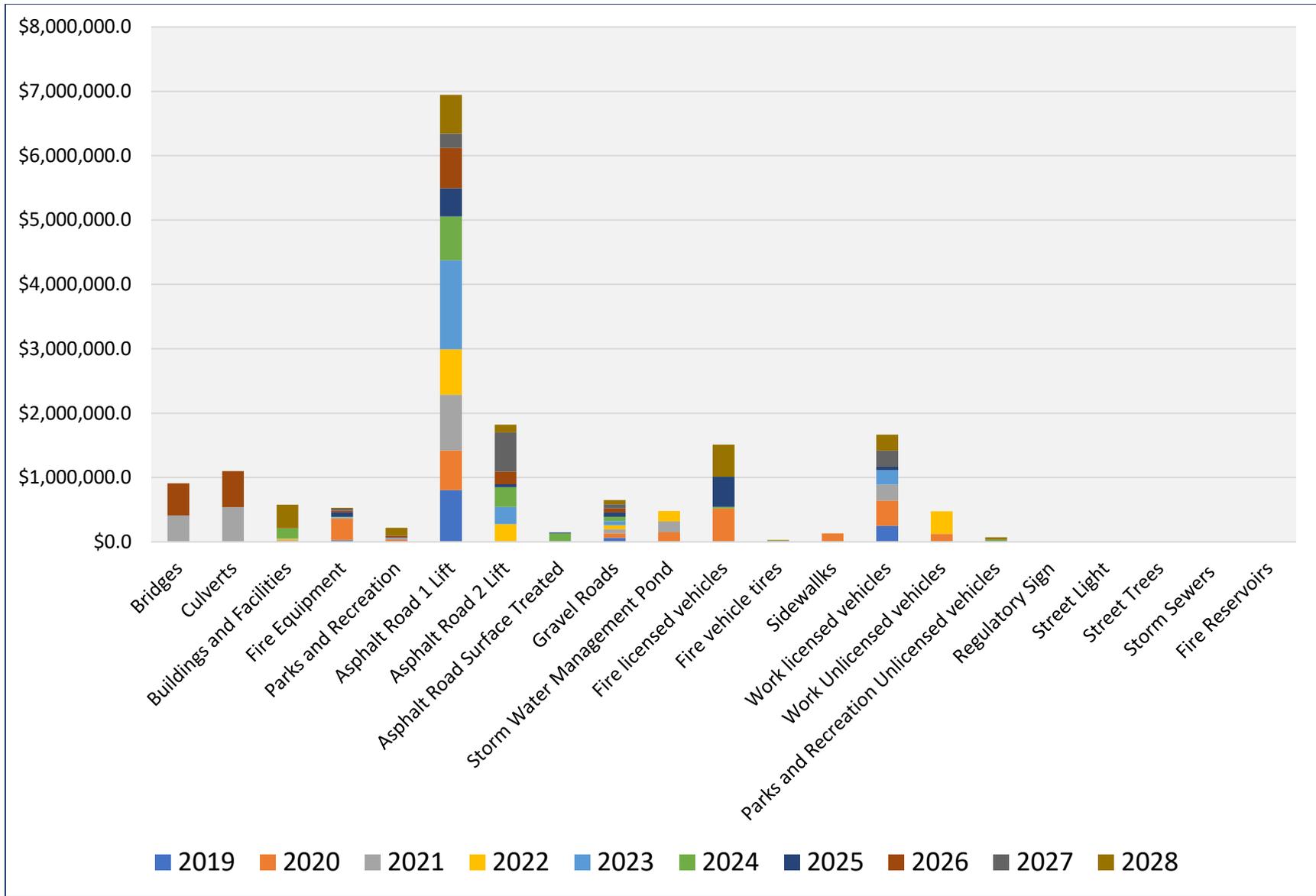
Asset Class	Static	Dynamic	Combination of Both
Asphalt Road Surface Treated	✓		
Gravel Roads	✓		
Storm Water Management Pond		✓	
Fire licensed vehicles			✓
Fire vehicle tires			✓
Work licensed vehicles	✓		
Work Unlicensed vehicles		✓	
Storm Sewers	✓		
Signs	✓		
Trees	✓		
Fire Reservoirs	✓		
Sidewalks			✓

8.0 - 3 Capital Plan Modelling Logic: Puslinch Asset Classes

## 9.0 All Existing Infrastructure Included in 10 Year Capital Plan



9.0 - 1 All Existing Infrastructure Included in 10 Year Capital Plan Year Over Year



9.0 - 2 All Existing Infrastructure Included in 10 Year Capital Plan Asset Class Year over Year

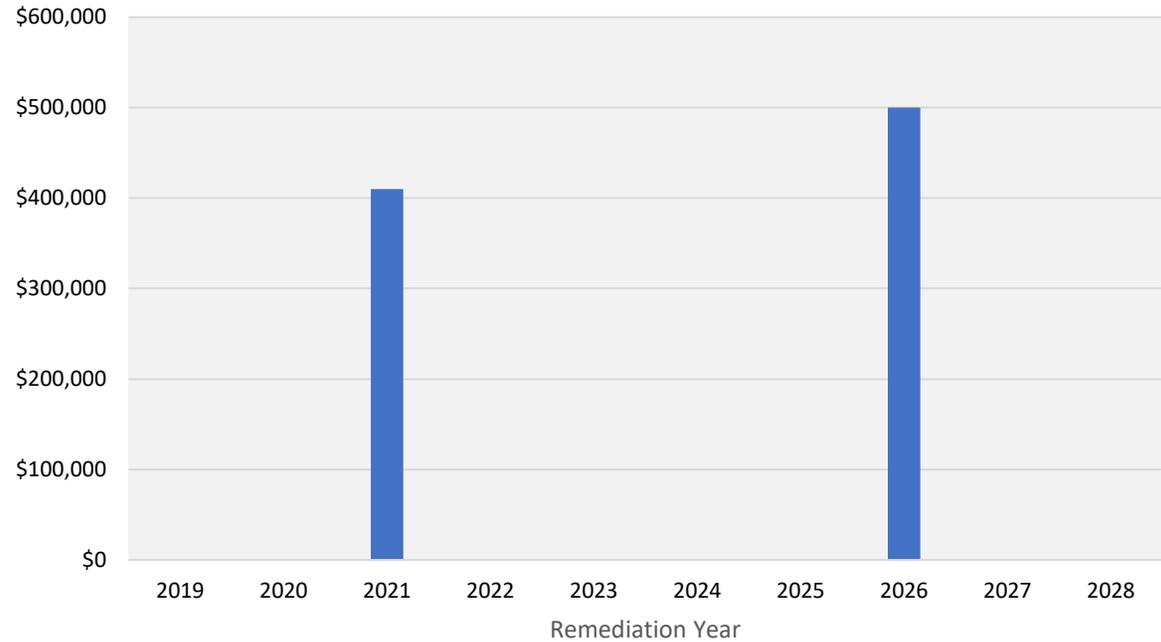
THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Bridges	\$0	\$0	\$410,000	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$910,000
Culverts	\$0	\$0	\$540,000	\$0	\$0	\$0	\$0	\$560,000	\$0	\$0	\$1,100,000
Buildings and Facilities	\$10,750	\$8,000	\$10,000	\$20,000	\$3,000	\$160,000	\$0	\$8,000	\$0	\$328,346	\$548,096
Fire Equipment	\$24,000	\$338,140	\$6,000	\$0	\$12,000	\$9,000	\$72,000	\$24,000	\$31,000	\$12,000	\$528,140
Parks and Recreation	\$0	\$34,668	\$22,000	\$0	\$10,000	\$1,800	\$0	\$29,828	\$0	\$121,230	\$219,526
Asphalt Road 1 Lift	\$803,726	\$614,689	\$866,757	\$708,589	\$1,382,126	\$679,928	\$437,028	\$604,693	\$219,975	\$601,534	\$6,919,045
Asphalt Road 2 Lift	\$0	\$0	\$0	\$276,398	\$268,226	\$304,305	\$46,560	\$230,721	\$610,044	\$121,118	\$1,857,372
Asphalt Road Surface Treated	\$0	\$0	\$0	\$0	\$0	\$130,292	\$14,849	\$0	\$0	\$0	\$145,141
Gravel Roads	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$650,000
Storm Water Management Pond	\$0	\$150,000	\$165,000	\$165,000	\$0	\$0	\$0	\$0	\$0	\$0	\$480,000
Fire licensed vehicles	\$0	\$520,000	\$0	\$0	\$0	\$23,000	\$468,000	\$0	\$0	\$500,000	\$1,511,000
Fire vehicle tires	\$18,146	\$1,650	\$0	\$4,116	\$0	\$1,650	\$0	\$0	\$0	\$5,538	\$31,100
Sidewalks	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Work licensed vehicles	\$250,000	\$390,000	\$250,000	\$0	\$225,000	\$0	\$52,000	\$0	\$250,000	\$250,000	\$1,667,000
Work Unlicensed vehicles	\$0	\$125,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$475,000
Parks and Recreation Unlicensed vehicles	\$0	\$0	\$0	\$0	\$0	\$33,000	\$0	\$8,000	\$0	\$30,000	\$71,000
Regulatory Sign	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Light	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Trees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Sewers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Reservoirs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,171,622</b>	<b>\$2,247,147</b>	<b>\$2,334,757</b>	<b>\$1,589,103</b>	<b>\$1,965,352</b>	<b>\$1,374,976</b>	<b>\$1,155,437</b>	<b>\$2,022,242</b>	<b>\$1,176,019</b>	<b>\$2,004,766</b>	<b>\$17,129,420</b>

### 9.1 Bridges

#### Capital Plan Summary

As Stated in the State of The Infrastructure section of this report, Bridges do not follow a linear deterioration rate for lifecycle events. Instead, they follow the schedule of the qualified engineer upon inspection of the Bridge. As of 2017, The Township of Puslinch employed an engineering consulting firm to do such inspections. The graph and table reflect the recommendations set out by the firm.



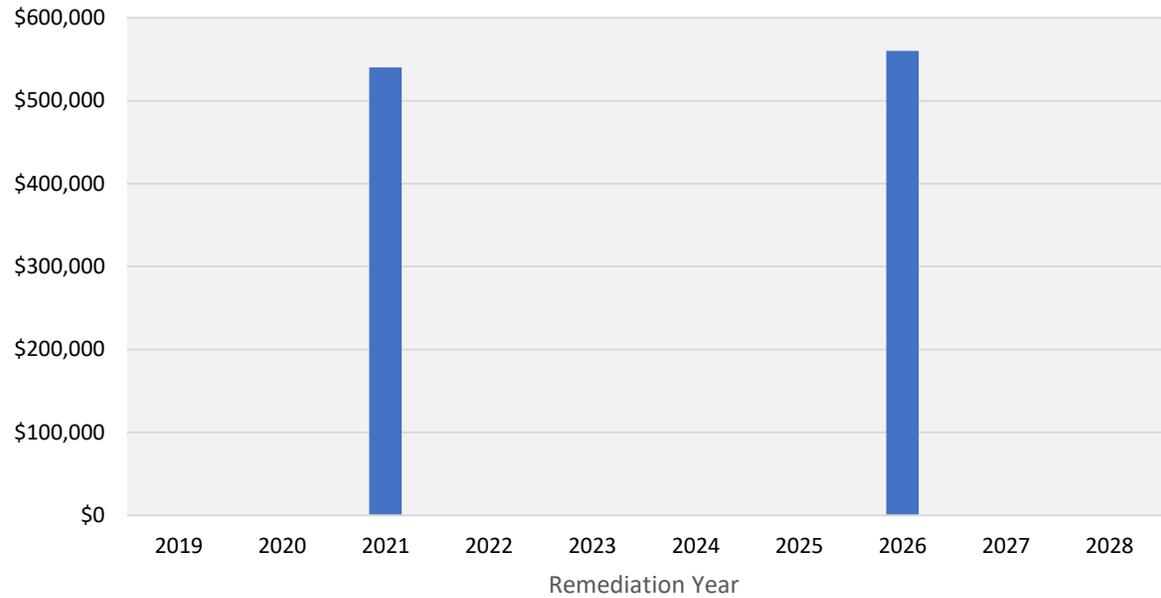
Total Capital Expenditure: \$910,000.00

Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
1003	Bridge	Little's Bridge	50	2021	\$ 240,000.00	22	Very High
1008	Bridge	Galt Creek Bridge Gore Road Lot 2	50	2021	\$ 170,000.00	60	Very High
1004	Bridge	Moyer's Bridge	50	2026	\$ 500,000.00	63	Very High

## 9.2 Culverts

### Capital Plan Summary

As Stated in the State of The Infrastructure section of this report, Culverts do not follow a linear deterioration rate for lifecycle events. Instead, they follow the schedule of the qualified engineer upon inspection of the Culvert. As of 2017, The Township of Puslinch employed an engineering consulting firm to do such inspections. The graph and table reflects the recommendations set out by the firm.



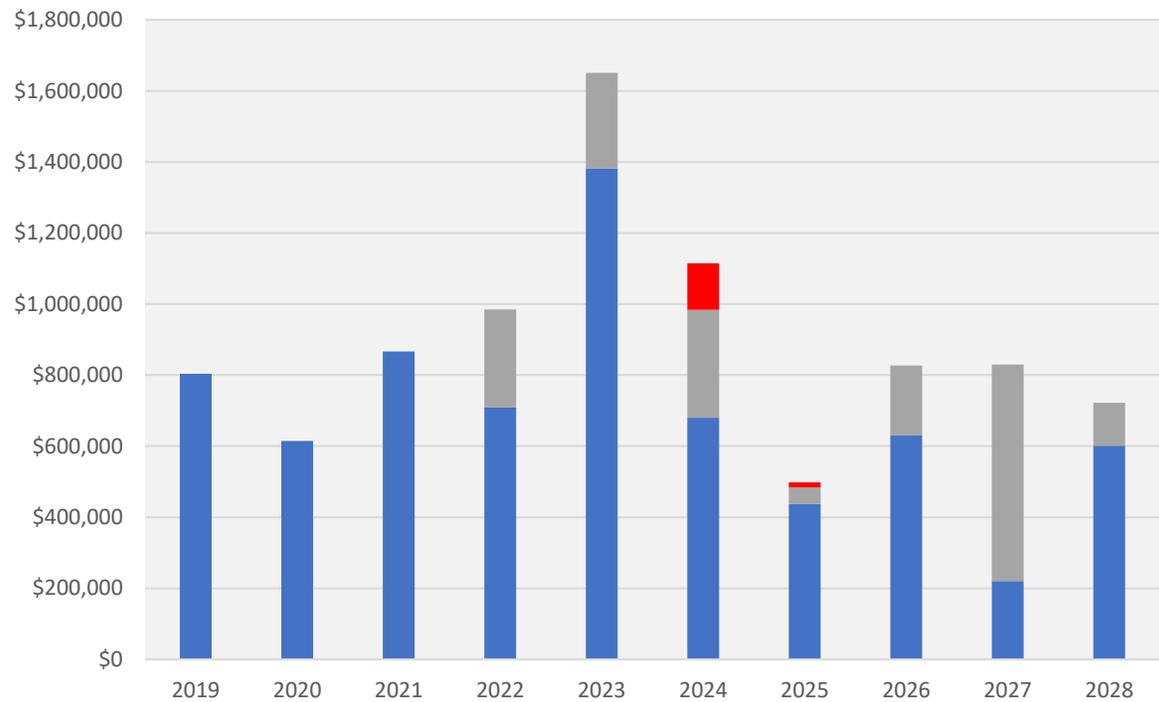
Total Capital Expenditure: \$1,100,000.00

Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
2009	Culvert	Gilmour Rd Culvert Over Aberfoyle Creek	50	2021	\$ 540,000.00	50	Very High
2006	Culvert	Victoria Road Culvert Over Galt Creek	50	2026	\$ 65,000.00	72	Very High
2007	Culvert	Irish Creek Culvert On Townline Road	50	2026	\$ 180,000.00	57	Very High
2010	Culvert	Ellis Road Culvert Over Puslinch Lake Irish Creek	50	2026	\$ 250,000.00	43	Very High
2013	Culvert	Victoria Road Culvert North Of Leslie	50	2026	\$ 65,000.00	70	Very High

### 9.3 Hard Surface Roads – 1 Lift, 2 Lift, and Surface Treated

#### Capital Plan Summary

As stated in the State of The State of the Infrastructure section of this report, Hard Surface Roads follow a linear deterioration rate for lifecycle events. The rate of deterioration is two PCI points per year where 100 is “Excellent” and “Critical” is 60. Thus, for this capital plan, only road sections that have a PCI of 60 will be triggered for remediation activities or once every 20 years. Surface Treated roadways were as well modeled to depreciate a linear rate at 6 points per year. This works out to lifecycle events being triggered every 7 years.



Total Capital Expenditure: \$8,921,559.00

#### Capital Plan Summary Static and Dynamic Inputs

The Township has recognized that a linear deterioration rate for road assets is not the best lifecycle management methodology due to variable road conditions, traffic volumes, and weather. Further, A static input such as a PCI gives lower quality data confidence when modelling for longer term trends. Thus, The Township through its own management practices has optimized its decisions making methodology through the implementation of the dynamic inputs through regular visual inspections to verify the condition of the paved surface and plan for capital expenditures accordingly.

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
124	Asphalt Road 1 Lift	Victoria Road South	3	25	2019	\$ 304,916.59	60	Very High
125A	Asphalt Road 1 Lift	Victoria Road South	3	25	2019	\$ 63,752.69	60	Very High
137	Asphalt Road 1 Lift	Watson Road South	3	25	2019	\$ 435,056.65	60	Very High
1	Asphalt Road 1 Lift	Gore Road	4	25	2020	\$ 217,167.77	60	Very High
6	Asphalt Road 1 Lift	Gore Road	4	25	2020	\$ 50,337.34	60	Very High
56	Asphalt Road 1 Lift	Concession 4	4	25	2020	\$ 217,480.04	60	Very High
58	Asphalt Road 1 Lift	Concession 4	4	25	2020	\$ 129,704.14	60	Very High
134	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 64,906.17	60	Very High
135	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 60,251.17	60	Very High
136	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 89,556.28	60	Very High
140	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 172,801.23	60	Very High
139	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 214,310.11	60	Very High
133	Asphalt Road 1 Lift	Watson Road South	3	25	2021	\$ 103,794.95	60	Very High
52	Asphalt Road 1 Lift	Maple Leaf Lane	5	25	2021	\$ 74,719.41	60	Very High
57	Asphalt Road 1 Lift	Concession 4	4	25	2021	\$ 86,417.25	60	Very High
88	Asphalt Road 1 Lift	Townline Road	4	25	2022	\$ 153,118.55	60	Very High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
<b>40_SURFACE</b>	Asphalt Road 2 Lift	McLean Road West	3	25	2022	\$ 276,397.81	60	Very High
<b>59</b>	Asphalt Road 1 Lift	Concession 4	4	25	2022	\$ 217,096.90	60	Very High
<b>158</b>	Asphalt Road 1 Lift	McLean Road East	4	25	2022	\$ 68,451.36	60	Very High
<b>121A</b>	Asphalt Road 1 Lift	Maddaugh Road	4	25	2022	\$ 25,593.57	60	Very High
<b>121B</b>	Asphalt Road 1 Lift	Maddaugh Road	4	25	2022	\$ 26,657.77	60	Very High
<b>15</b>	Asphalt Road 1 Lift	Concession 1	4	25	2022	\$ 217,671.29	60	Very High
<b>204_SURFACE</b>	Asphalt Road 2 Lift	Bridle Path	5	25	2023	\$ 155,793.60	60	Very High
<b>185_SURFACE</b>	Asphalt Road 2 Lift	Bridle Path	5	25	2023	\$ 62,265.67	60	Very High
<b>212A</b>	Asphalt Road 1 Lift	Winer Road	4	25	2023	\$ 62,387.18	60	Very High
<b>212B_SURFAC E</b>	Asphalt Road 2 Lift	Winer Road	4	25	2023	\$ 50,166.87	60	Very High
<b>63B</b>	Asphalt Road 1 Lift	Maltby Road East	4	25	2023	\$ 106,047.09	60	Very High
<b>63A</b>	Asphalt Road 1 Lift	Maltby Road East	4	25	2023	\$ 106,960.16	60	Very High
<b>17</b>	Asphalt Road 1 Lift	Concession 1	4	25	2023	\$ 216,762.17	60	Very High
<b>97</b>	Asphalt Road 1 Lift	Sideroad 10 North	4	25	2023	\$ 108,921.31	60	Very High
<b>108</b>	Asphalt Road 1 Lift	Sideroad 20 North	4	25	2023	\$ 214,743.89	60	Very High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
148	Asphalt Road 1 Lift	Puslinch- Flamborough Townline	5	25	2023	\$ 31,635.26	60	Very High
22	Asphalt Road 1 Lift	Leslie Road West	4	25	2023	\$ 56,595.30	60	Very High
23	Asphalt Road 1 Lift	Leslie Road West	4	25	2023	\$ 128,411.36	60	Very High
25	Asphalt Road 1 Lift	Leslie Road West	4	25	2023	\$ 106,699.36	60	Very High
54A	Asphalt Road 1 Lift	Roszell Road 2013	4	25	2023	\$ 138,648.22	60	Very High
90	Asphalt Road 1 Lift	Roszell Road	4	25	2023	\$ 104,314.38	60	Very High
166	Asphalt Road 1 Lift	Sideroad 20 North	4	25	2024	\$ 116,905.32	60	Very High
164_SURFACE	Asphalt Road 2 Lift	McLean Road/Concessio n 7	3	25	2024	\$ 149,046.19	60	Very High
165_SURFACE	Asphalt Road 2 Lift	McLean Road/Concessio n 7	3	25	2024	\$ 115,798.12	60	Very High
18	Asphalt Road 1 Lift	Concession 1/Leslie Rd W	4	25	2024	\$ 255,662.64	60	Very High
19	Asphalt Road 1 Lift	Concession 1	4	25	2024	\$ 48,441.10	60	Very High
4	Asphalt Road 1 Lift	Gore Road	4	25	2024	\$ 136,800.74	60	Very High
28_SURFACE	Asphalt Road 2 Lift	Victoria Street And Church Street	5	25	2024	\$ 39,461.07	60	Very High
5	Asphalt Road 1 Lift	Gore Road	4	25	2024	\$ 80,118.57	60	Very High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
153	Asphalt Road Surface Treated	Nassagaweya-Puslinch Townline	4	7	2024	\$ 54,920.78	60	Medium
154	Asphalt Road Surface Treated	Nassagaweya-Puslinch Townline	4	7	2024	\$ 28,974.04	60	Medium
155	Asphalt Road Surface Treated	Nassagaweya-Puslinch Townline	4	7	2024	\$ 21,612.59	60	Medium
120	Asphalt Road Surface Treated	Maddaugh Road	4	7	2024	\$ 24,784.57	60	Very High
71	Asphalt Road 1 Lift	Laird Road West	4	50	2024	\$ 42,000.00	60	Very High
7	Asphalt Road Surface Treated	Gore Road	4	7	2025	\$ 14,849.14	60	Very High
32	Asphalt Road 1 Lift	Concession 2	4	25	2025	\$ 220,554.56	60	Very High
51_SURFACE	Asphalt Road 2 Lift	Old Brock Road	5	25	2025	\$ 46,560.00	60	Very High
16	Asphalt Road 1 Lift	Concession 1	4	25	2025	\$ 216,473.65	60	Very High
195	Asphalt Road 2 Lift	Deer View Ridge	5	25	2026	\$ 92,916.73	60	High
48	Asphalt Road 1 Lift	Smith Road	5	25	2026	\$ 34,843.10	60	High
21	Asphalt Road 1 Lift	Leslie Road West	4	25	2026	\$ 211,569.82	60	High
115	Asphalt Road 2 Lift	Concession 7	3	25	2026	\$ 59,774.06	60	High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

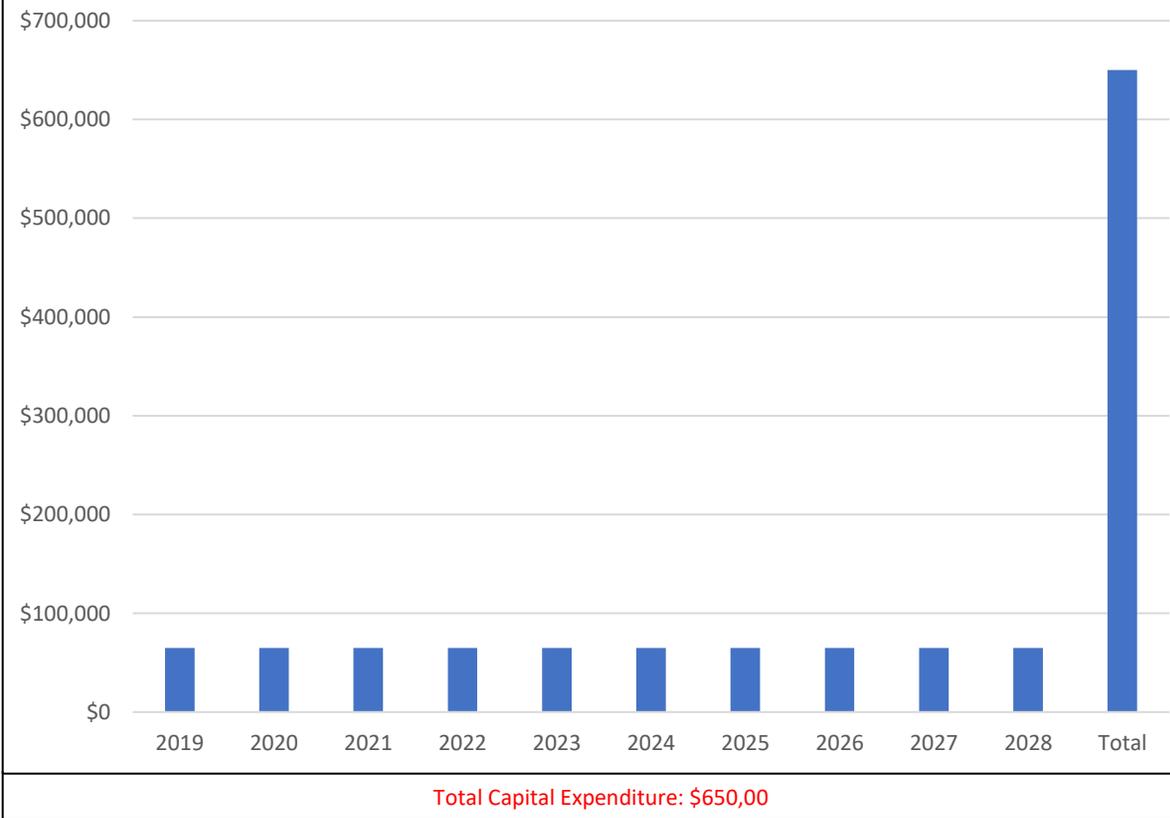
Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
116	Asphalt Road 2 Lift	Concession 7	3	25	2026	\$ 43,396.49	60	High
14	Asphalt Road 1 Lift	Concession 1	4	25	2026	\$ 217,138.73	60	High
46_SURFACE	Asphalt Road 2 Lift	Gilmour Road	4	25	2026	\$ 34,633.75	60	Very High
160	Asphalt Road 1 Lift	Concession 4	4	25	2026	\$ 46,904.02	60	Very High
161	Asphalt Road 1 Lift	Concession 4	4	25	2026	\$ 35,471.58	60	Very High
132	Asphalt Road 1 Lift	McRae Station Road	3	25	2026	\$ 35,396.73	60	Very High
38	Asphalt Road 1 Lift	Mason Road	5	25	2026	\$ 23,368.76	60	Very High
34	Asphalt Road 1 Lift	Concession 2	4	25	2027	\$ 219,975.00	60	High
35	Asphalt Road 2 Lift	Concession 2	3	25	2027	\$ 286,220.75	60	High
36	Asphalt Road 2 Lift	Concession 2/2A	3	25	2027	\$ 124,715.65	60	High
205	Asphalt Road 2 Lift	Fox Run Drive	5	25	2027	\$ 32,822.68	60	High
206	Asphalt Road 2 Lift	Fox Run Drive	5	25	2027	\$ 17,412.23	60	High
207	Asphalt Road 2 Lift	Fox Run Drive	5	25	2027	\$ 91,323.90	60	High
196	Asphalt Road 2 Lift	Fox Run Drive	5	25	2027	\$ 57,548.85	60	High
30	Asphalt Road 1 Lift	Main St And Back	5	25	2028	\$ 36,264.05	60	High
190	Asphalt Road 2 Lift	Telfer Glen	5	25	2028	\$ 97,421.12	60	High

Asset #	AssetClass	Description	Road Class	L.E	Replacement Year	CapitalPlan	Condition	Risk
9	Asphalt Road 1 Lift	Puslinch- Flamborough Townline	4	25	2028	\$ 56,748.41	60	High
10	Asphalt Road 1 Lift	Puslinch- Flamborough Townline	4	25	2028	\$ 69,805.42	60	High
214	Asphalt Road 2 Lift	Beiber Road	5	25	2028	\$ 23,696.95	60	High
13A	Asphalt Road 1 Lift	Concession 1	4	25	2028	\$ 333,716.08	60	High
96	Asphalt Road 1 Lift	Sideroad 10 North	4	25	2028	\$ 105,000.00	60	High

### 9.4 Gravel Roads

#### Capital Plan Summary

Gravel Road surfaces have been assumed to require \$65,000 of maintenance expenditures annually. This cost is consistent despite weather or traffic volumes. The right positioned graph showcases this linear expenditure over the next 10-year period amounting to \$650,000/



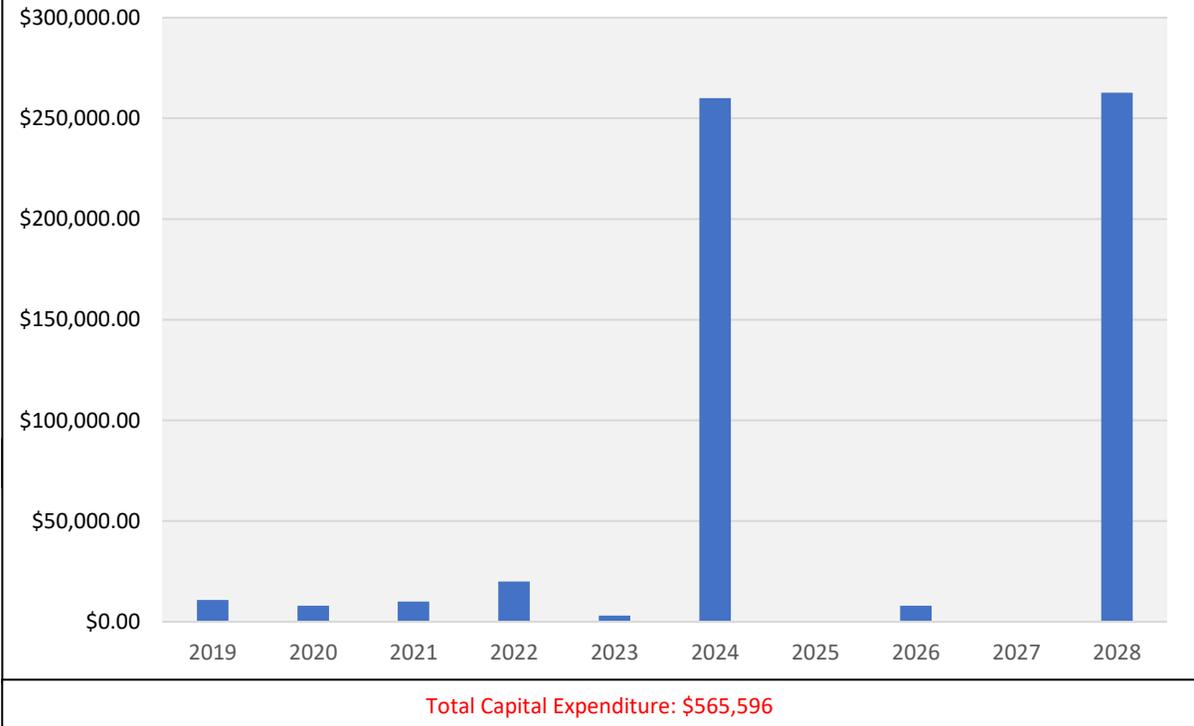
#### Capital Plan Summary Static and Dynamic Inputs

This capital expenditures for gravel roads are static inputs as they do not incorporate expected costs from increased or decreases volumes, or volatile weather conditions. UEM has assumed that the Township manages each gravel road equally and repairs each according to staff understood deterioration triggers. As stated in the service level policy for gravel roads each road segment should be monitored more closely to acquire a greater detail of rate of decay of each segment and as well attempt to quantify the maintenance expenditures associated with each segments lifecycle management.

### 9.5 Buildings and Facilities

#### Capital Plan Summary

As Stated in the State of The Infrastructure section of this report, Buildings and Facilities do not follow a linear deterioration rate for lifecycle events. Instead, Buildings and Facilities follow the schedule of the qualified engineer upon inspection of the Building or Facility. As of 2014, The Township employed an engineering consulting firm to do such inspections. The graph and table reflects the recommended remediation schedule set out by the firm.



Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
26PCC	Buildings and Facilities	Puslinch Community Centre: Electrical	40	2019	\$5,000.00	N/A	Medium
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2019	\$5,750.00	N/A	Medium
21MC	Buildings and Facilities	Municipal Complex: Electrical	40	2020	\$3,000.00	N/A	Medium
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2020	\$5,000.00	N/A	Medium
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2021	\$10,000.00	N/A	Medium

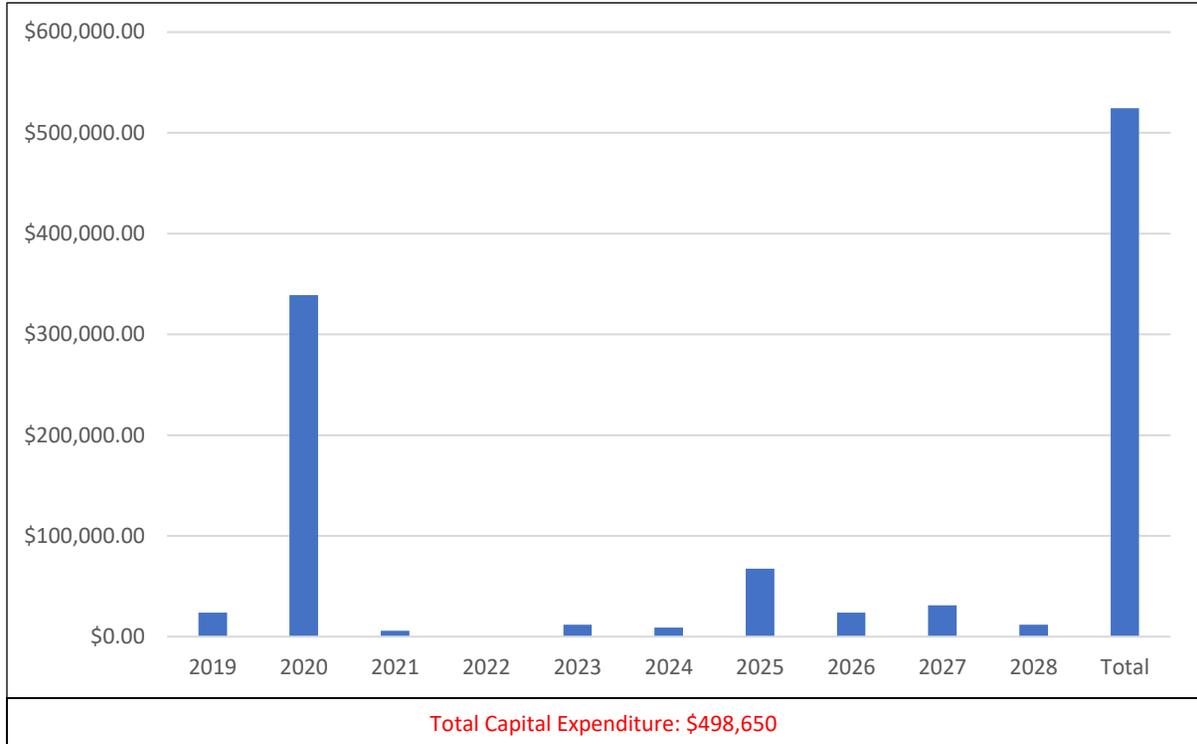
THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2022	\$20,000.00	N/A	Medium
21MC	Buildings and Facilities	Municipal Complex: Electrical	40	2023	\$3,000.00	N/A	Medium
1MC	Buildings and Facilities	Municipal Complex: Fire, Life-Safety	40	2024	\$750.00	N/A	Medium
93PCC	Buildings and Facilities	Puslinch Community Centre: Mechanical	40	2024	\$17,500.00	N/A	Medium
95MC	Buildings and Facilities	Municipal Complex: Structure	40	2024	\$125,000.00	N/A	Medium
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2024	\$16,000.00	N/A	Medium
40PCC	Buildings and Facilities	Puslinch Community Centre: Fire, Life-Safety	40	2024	\$750.00	N/A	Medium
93PCC	Buildings and Facilities	Puslinch Community Centre: Mechanical	40	2025	\$17,500.00	N/A	Medium
93PCC	Buildings and Facilities	Puslinch Community Centre: Mechanical	40	2026	\$5,000.00	N/A	Medium
59MC	Buildings and Facilities	Municipal Complex: Mechanical	40	2026	\$3,000.00	N/A	Medium
67PCC	Buildings and Facilities	Puslinch Community Centre: Roof	40	2028	\$100,000.00	N/A	Medium
56MC	Buildings and Facilities	Municipal Complex: Roof	40	2028	\$42,734.10	N/A	Low
15002	Buildings and Facilities	Municipal Complex: Parking Lot Municipal Complex	25	2028	\$162,750.00	N/A	Medium
71BSBBPCC	Buildings and Facilities	Blue Storage Building Behind PCC: Roof	40	2028	\$8,523.62	N/A	Medium
95RSB	Buildings and Facilities	Roads Storage Building: Roof	40	2028	\$14,337.95	N/A	Medium
51OCCIR	Buildings and Facilities	Optimist Community Centre Ice Rink: Electrical, only lighting needs to be replaced	40	2022	\$10,000.00	N/A	High

### 9.6 Fire Equipment

#### Capital Plan Summary

The Township of Puslinch through its internal resources created a remediation schedule for all known Fire Equipment assets. For the majority of the assets the replacement year is triggered by its end of life (linear deterioration rate). However, for some assets staff intervention Dynamic inputs were applied to the replacement date and have been incorporated into the model.



AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
8_93FE	Fire Equipment	Thermal Imaging Camera	1	10	2019	\$6,000.00	1	Very High
66_21FE	Fire Equipment	Bunker Gear #317 907001148 907001150	1	10	2019	\$3,000.00	1	Very High
67_60FE	Fire Equipment	Bunker Gear #395 1307006351 1104007407	1	10	2019	\$3,000.00	1	Very High
68_80FE	Fire Equipment	Bunker Gear #376 1104007399 3707960	1	10	2019	\$3,000.00	1	Very High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
<b>69_51FE</b>	Fire Equipment	Bunker Gear #386 1104007401 907001149	1	10	2019	\$3,000.00	1	Very High
<b>70_80FE</b>	Fire Equipment	Bunker Gear #351 907001154 1307008352	1		2019	\$3,000.00	1	Very High
<b>FE_122_1</b>	Fire Equipment	Bunker Gear #351	1	10	2019	\$3,000.00	1	Very High
<b>6_70FE</b>	Fire Equipment	Power Hydraulic Tool set	1	20	2020	\$52,500.00	1	Very High
<b>11_103FE</b>	Fire Equipment	Rapid Deployment Water Craft	1	10	2020	\$6,000.00	4	Medium
<b>14_25FE</b>	Fire Equipment	Air Cylinder:84	1	15	2020	\$1,500.00	3	High
<b>15_87FE</b>	Fire Equipment	Air Cylinder:85	1	15	2020	\$1,500.00	3	High
<b>16_87FE</b>	Fire Equipment	Air Cylinder:87	1	15	2020	\$1,500.00	3	High
<b>17_76FE</b>	Fire Equipment	Air Cylinder:88	1	15	2020	\$1,500.00	3	High
<b>18_90FE</b>	Fire Equipment	Air Cylinder:100	1	15	2020	\$1,500.00	3	High
<b>19_90FE</b>	Fire Equipment	Air Cylinder:101	1	15	2020	\$1,500.00	3	High
<b>20_85FE</b>	Fire Equipment	Air Cylinder:102	1	15	2020	\$1,500.00	3	High
<b>21_85FE</b>	Fire Equipment	Air Cylinder:103	1	15	2020	\$1,500.00	3	High
<b>22_9FE</b>	Fire Equipment	Air Cylinder:104	1	15	2020	\$1,500.00	3	High
<b>23_42FE</b>	Fire Equipment	Air Cylinder:105	1	15	2020	\$1,500.00	3	High
<b>24_94FE</b>	Fire Equipment	Air Cylinder:106	1	15	2020	\$1,500.00	3	High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
25_35FE	Fire Equipment	Air Cylinder:107	1	15	2020	\$1,500.00	3	High
26_23FE	Fire Equipment	Air Cylinder:108	1	15	2020	\$1,500.00	3	High
27_67FE	Fire Equipment	Air Cylinder:109	1	15	2020	\$1,500.00	3	High
28_48FE	Fire Equipment	Air Cylinder:310	1	15	2020	\$1,500.00	3	High
29_64FE	Fire Equipment	Air Cylinder:311	1	15	2020	\$1,500.00	3	High
30_89FE	Fire Equipment	Air Cylinder:312	1	15	2020	\$1,500.00	3	High
31_89FE	Fire Equipment	Air Cylinder:313	1	15	2020	\$1,500.00	3	High
32_104FE	Fire Equipment	Air Cylinder:314	1	15	2020	\$1,500.00	3	High
33_34FE	Fire Equipment	Air Cylinder:315	1	15	2020	\$1,500.00	3	High
34_30FE	Fire Equipment	Air Cylinder:316	1	15	2020	\$1,500.00	3	High
35_104FE	Fire Equipment	Air Cylinder:317	1	15	2020	\$1,500.00	3	High
36_48FE	Fire Equipment	Air Cylinder:318	1	15	2020	\$1,500.00	3	High
37_107FE	Fire Equipment	Air Cylinder:319	1	15	2020	\$1,500.00	3	High
38_15FE	Fire Equipment	Air Cylinder:320	1	15	2020	\$1,500.00	3	High
39_99FE	Fire Equipment	Air Cylinder:323	1	15	2020	\$1,500.00	3	High
40_31FE	Fire Equipment	Air Cylinder:334	1	15	2020	\$1,500.00	3	High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
41_37FE	Fire Equipment	Air Cylinder:335	1	15	2020	\$1,500.00	3	High
42_79FE	Fire Equipment	Air Cylinder:336	1	15	2020	\$1,500.00	3	High
43_107FE	Fire Equipment	Air Cylinder:337	1	15	2020	\$1,500.00	3	High
44_55FE	Fire Equipment	Air Cylinder:339	1	15	2020	\$1,500.00	3	High
45_27FE	Fire Equipment	Air Cylinder:340	1	15	2020	\$1,500.00	3	High
46_91FE	Fire Equipment	Air Cylinder:341	1	15	2020	\$1,500.00	3	High
47_55FE	Fire Equipment	Air Cylinder:342	1	15	2020	\$1,500.00	3	High
48_109FE	Fire Equipment	Air Cylinder:343	1	15	2020	\$1,500.00	3	High
49_104FE	Fire Equipment	Air Cylinder:344	1	15	2020	\$1,500.00	3	High
50_57FE	Fire Equipment	Air Cylinder:345	1	15	2020	\$1,500.00	3	High
51_94FE	Fire Equipment	Air Cylinder:346	1	15	2020	\$1,500.00	3	High
52_95FE	Fire Equipment	Air Cylinder:347	1	15	2020	\$1,500.00	3	High
53_40FE	Fire Equipment	Air Cylinder:348	1	15	2020	\$1,500.00	3	High
54_31FE	Fire Equipment	Air Cylinder:349	1	15	2020	\$1,500.00	3	High
55_41FE	Fire Equipment	Air Cylinder:350	1	15	2020	\$1,500.00	3	High
56_58FE	Fire Equipment	Air Cylinder:351	1	15	2020	\$1,500.00	3	High

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
57_105FE	Fire Equipment	Air Cylinder:352	1	15	2020	\$1,500.00	3	High
58_88FE	Fire Equipment	Air Cylinder:353	1	15	2020	\$1,500.00	3	High
59_35FE	Fire Equipment	Air Cylinder:354	1	15	2020	\$1,500.00	3	High
60_57FE	Fire Equipment	Air Cylinder:355	1	15	2020	\$1,500.00	3	High
61_17FE	Fire Equipment	Air Cylinder:356	1	15	2020	\$1,500.00	3	High
62_96FE	Fire Equipment	Air Cylinder:357	1	15	2020	\$1,500.00	3	High
63_48FE	Fire Equipment	Air Cylinder:358	1	15	2020	\$1,500.00	3	High
64_106FE	Fire Equipment	Air Cylinder:359	1	15	2020	\$1,500.00	3	High
65_4FE	Fire Equipment	Air Cylinder:360	1	15	2020	\$1,500.00	3	High
77_9FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	3	High
78_16FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	3	High
79_57FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	3	High
80_30FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	3	High
69_41FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	4	Medium
74_27FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
75_43FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	4	Medium

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
76_67FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	4	Medium
59_56FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
62_23FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
67_99FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
60_51FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
61_92FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
68_20FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$7,450.00	4	Medium
70_84FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
71_45FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
72_79FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
73_30FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$7,450.00	4	Medium
63_86FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$7,450.00	4	Medium
64_69FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$7,450.00	4	Medium
65_29FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$7,450.00	4	Medium
66_17FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$7,450.00	4	Medium
67_17FVT	Fire Equipment	SCBA Masks	28	15	2020	\$8,250.00	4	Medium

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
71_102FE	Fire Equipment	Bunker Gear #308	1	10	2021	\$3,000.00	3	High
72_58FE	Fire Equipment	Bunker Gear #378 1104007403 1104007408	1	10	2021	\$3,000.00	3	High
73_67FE	Fire Equipment	Bunker Gear #301 1301002761 1301002766	1	10	2023	\$3,000.00	3	High
74_22FE	Fire Equipment	Bunker Gear #336 1301002757 1301002762	1	10	2023	\$3,000.00	3	High
75_67FE	Fire Equipment	Bunker Gear #392 1301002758 1301002763	1	10	2023	\$3,000.00	4	Medium
76_55FE	Fire Equipment	Bunker Gear #337 1301002760 1301002765	1	10	2023	\$3,000.00	4	Medium
77_100FE	Fire Equipment	Bunker Gear #388 4748801 4749620	1	10	2024	\$3,000.00	4	Medium
78_9FE	Fire Equipment	Bunker Gear #318	1	10	2024	\$3,000.00	4	Medium
79_75FE	Fire Equipment	Bunker Gear #310 4748800 4749619	1	10	2024	\$3,000.00	4	Medium
12_41FE	Fire Equipment	Defibrillators Fire & Rescue Service Trucks	3	8	2025	\$15,000.00	3	High
1212_41FE	Fire Equipment	Defibrillators - Municipal Buildings	3	8	2025	\$15,000.00	5	Medium
80_57FE	Fire Equipment	Bunker Gear #333 4924090 4924085	1	10	2025	\$3,000.00	4	Medium
81_37FE	Fire Equipment	Bunker Gear #387 4924092 4924080	1	10	2025	\$3,000.00	4	Medium
83_94FE	Fire Equipment	Bunker Gear #326 4924091 4924082	1	10	2025	\$3,000.00	4	Medium
84_89FE	Fire Equipment	Bunker Gear #321 4992302 4924081	1	10	2025	\$3,000.00	4	Medium
85_11FE	Fire Equipment	Bunker Gear #370 4924095 4924083	1	10	2025	\$3,000.00	4	Medium

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
86_72FE	Fire Equipment	Bunker Gear #381 4924093 4924086	1	10	2025	\$3,000.00	4	Medium
87_51FE	Fire Equipment	Bunker Gear #306 4992301 4992304	1	10	2025	\$3,000.00	4	Medium
88_35FE	Fire Equipment	Bunker Gear #309 4924096 4924084	1	10	2025	\$3,000.00	4	Medium
89_97FE	Fire Equipment	Bunker Gear #307 4924089 4924079	1	10	2025	\$3,000.00	4	Medium
90_29FE	Fire Equipment	Bunker Gear #380 4992303 4992306	1	10	2025	\$3,000.00	4	Medium
91_44FE	Fire Equipment	Bunker Gear #375 4924077 4992305	1	10	2025	\$3,000.00	4	Medium
92_20FE	Fire Equipment	Bunker Gear #303 5017234 5017235	1	10	2025	\$3,000.00	4	Medium
93_73FE	Fire Equipment	Bunker Gear #320 4924094 4924087	1	10	2025	\$3,000.00	4	Medium
94_89FE	Fire Equipment	Bunker Gear #355 4924088 4924078	1	10	2025	\$3,000.00	4	Medium
13_89FE	Fire Equipment	Portable Pumps	2	20	2026	\$15,000.00	4	Medium
95_47FE	Fire Equipment	Bunker Gear #315 5085806 5085940	1	10	2026	\$3,000.00	5	Medium
96_14FE	Fire Equipment	Bunker Gear #319 5122954 5085938	1	10	2026	\$3,000.00	5	Medium
97_58FE	Fire Equipment	Bunker Gear #391 5085805 5085939	1	10	2026	\$3,000.00	5	Medium
9_104FE	Fire Equipment	Washer/Extractor	1	10	2027	\$10,000.00	4	Medium
10_2FE	Fire Equipment	Gear Dryer	1	10	2027	\$6,000.00	4	Medium
98_23FE	Fire Equipment	Bunker Gear #379 5312492 5312493	1	10	2027	\$3,000.00	5	Medium

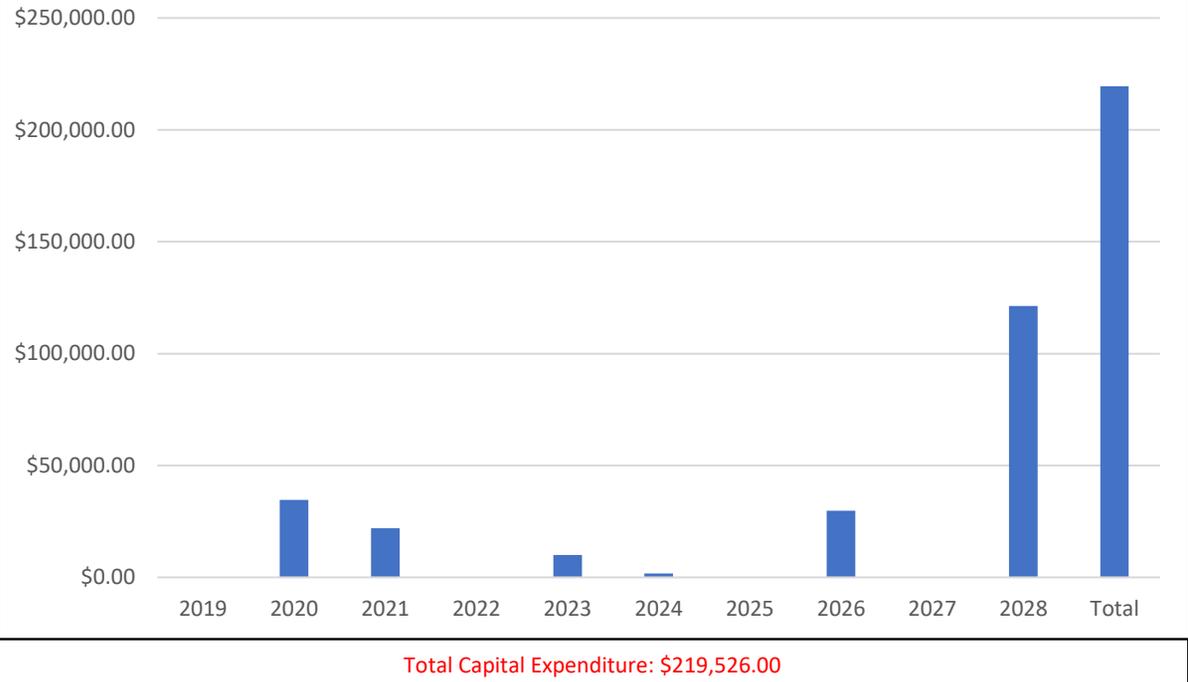
THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	L.E	ReplacementYear	CapitalPlan	Condition	Risk
99_1FE	Fire Equipment	Bunker Gear #382 5310558 5310560	1	10	2027	\$3,000.00	5	Medium
100_87FE	Fire Equipment	Bunker Gear #323 5310555 5310559	1	10	2027	\$3,000.00	5	Medium
101_49FE	Fire Equipment	Bunker Gear #385 5310557 5310562	1	10	2027	\$3,000.00	5	Medium
102_20FE	Fire Equipment	Bunker Gear #322 5310556 5310561	1	10	2027	\$3,000.00	5	Medium
103_101FE	Fire Equipment	Bunker Gear #350 5483616 5483622	1	10	2028	\$3,000.00	5	Medium
104_60FE	Fire Equipment	Bunker Gear #335 5483615 5483621	1	10	2028	\$3,000.00	5	Medium
105_24FE	Fire Equipment	Bunker Gear #302 5483614 5483619	1	10	2028	\$3,000.00	5	Medium
106_92FE	Fire Equipment	Bunker Gear #305 5483613 5483618	1	10	2028	\$3,000.00	5	Medium

### 9.7 Parks and Recreation

#### Capital Plan Summary

Parks and Recreation assets lifecycle activity schedule has been developed exclusively from their modelled end of expected life. Thus, the illustrated capital plan in the chart and table has been developed exclusively from the defined static conditions in the asset registry and as well life expectancy.



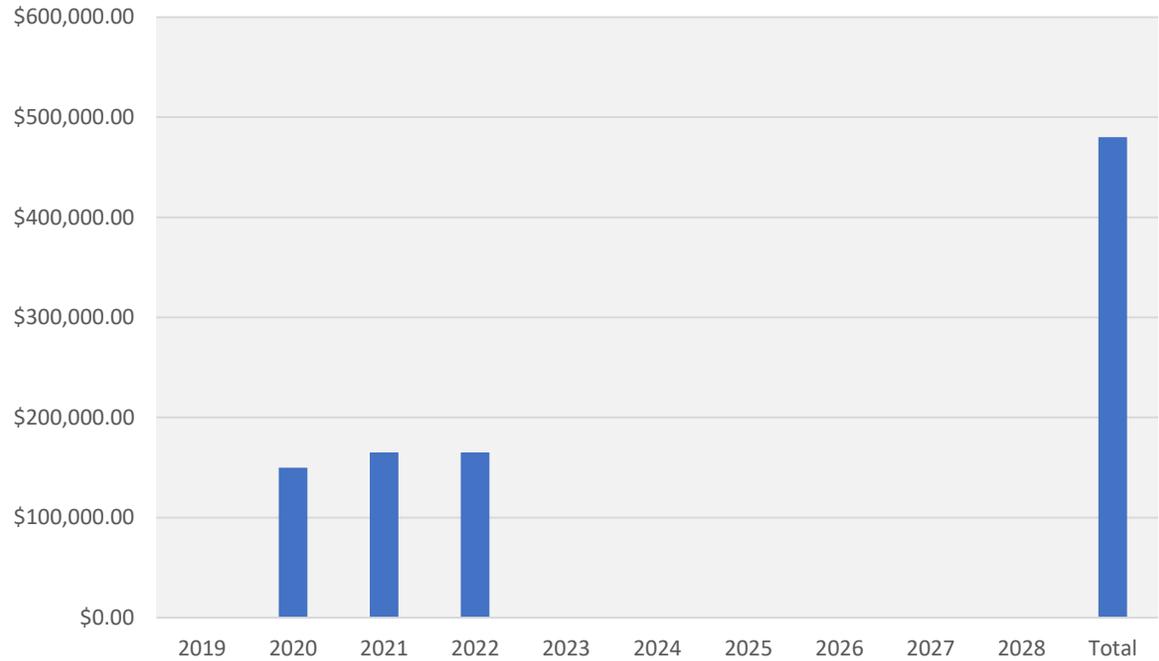
Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
3036	Parks and Recreation	Community Centre Complex: Horse Paddock Bleachers	20	2020	\$30,000.00	1	High
3059	Parks and Recreation	Old Morriston : Fencing Backstop	20	2020	\$3,668.00	1	High
3047	Parks and Recreation	Morrison Meadows: Benches	20	2020	\$1,000.00	1	High
3046	Parks and Recreation	Morrison Meadows: Bleachers	25	2021	\$10,000.00	1	High
3052	Parks and Recreation	Morrison Meadows: 6 Seat HighBleachers	25	2021	\$5,000.00	1	High

Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
3053	Parks and Recreation	Morrison Meadows: 6 Seat High Bleachers	25	2021	\$5,000.00	1	High
3068	Parks and Recreation	Badenoch Soccer Field: 3 Seat Bleacher	25	2021	\$2,000.00	1	High
3060	Parks and Recreation	Old Morrison : 6 seat Concrete Bleachers	50	2023	\$10,000.00	1	High
3025	Parks and Recreation	Community Centre Complex: Wooden Fences Beside Batting Cages	15	2024	\$1,800.00	2	High
3070	Parks and Recreation	Badenoch Soccer Field: Fencing (East Side)	20	2026	\$14,934.00	2	High
3029	Parks and Recreation	Community Centre Complex: Fencing	20	2026	\$9,694.00	2	High
3028	Parks and Recreation	Community Centre Complex: Light Poles	20	2026	\$5,200.00	2	High
3082	Parks and Recreation	Community Centre Complex: Parking Lot Community Centre Complex	25	2028	\$91,875.00	2	High
14003	Parks and Recreation	Community Centre Complex: Tennis Court Fencing	40	2028	\$21,615.00	5	Medium
3056	Parks and Recreation	Old Morrison : Gravel Road	25	2028	\$7,740.00	2	High

### 9.8 Storm Water Management Ponds

#### Capital Plan Summary

As stated in the State of The Infrastructure section of this report, Storm Water Management Ponds do not follow a linear deterioration rate for lifecycle events. Instead, they follow the schedule of the qualified engineer upon inspection of the pond. As of 2017, The Township of Puslinch employed a consultant to do such inspections. The graph and table reflects the recommendations set out by the firm.



**Total Capital Expenditure: \$480,000.00**

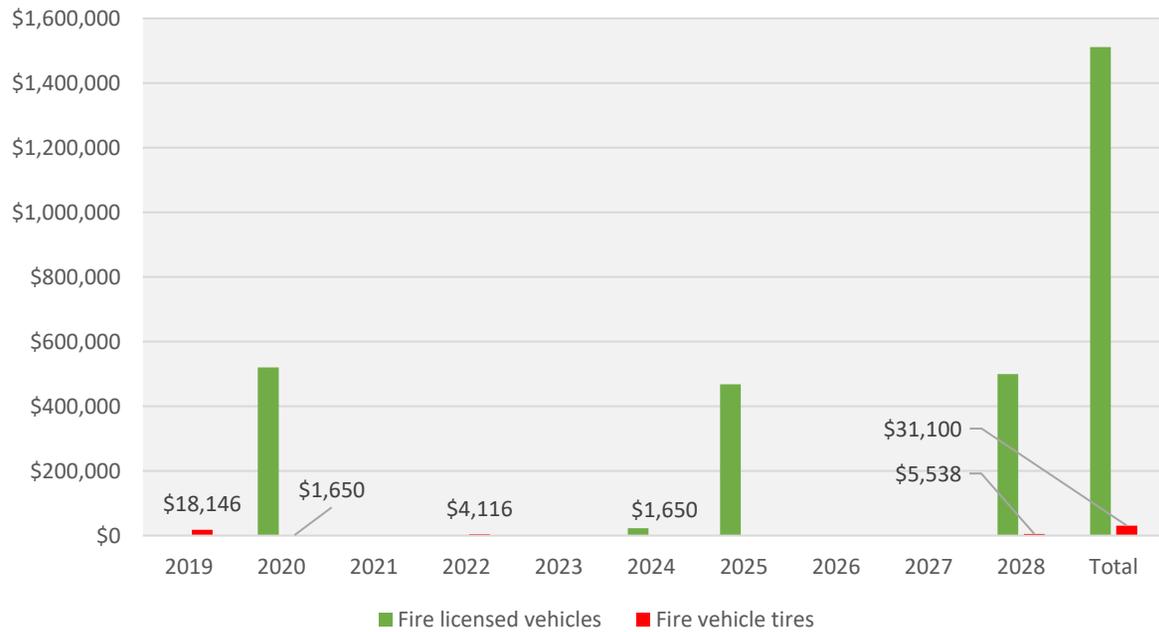
#### Capital Plan Summary Cont'd

The costs over 10 years are for two projected at three different Storm Water Management Ponds. The first, being Kerr Crescent SWM Facility at cost of \$150,000 for remediation works and the second for Fox Run Drive Storm Water Management Pond 1 at a cost of \$165,000 and the third at Carriage Lane Storm Water Management Pond at a cost of \$165,000.

### 9.9 Fire Vehicles – Licensed Vehicles & Tires

#### Capital Plan Summary

As stated in the State of the Infrastructure section of this report all Vehicle assets have been loaded into the asset registry with high level of dynamic input. The expected remediation schedule set out for the vehicles lifecycle attributes has not been applied. The schedule that is visualized in the graph and chart has been formulated exclusively from staff and recommendations from the 2017 Fleet Management Report.



Total Capital Expenditure: \$1,542,100.00

Asset #	Asset Class	Description	Quantity	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
3_3FVT	Fire vehicle tires	P-31	1	10	2019	\$825.00	1	High
4_96FVT	Fire vehicle tires	P-31	1	10	2019	\$825.00	1	High
5_81FVT	Fire vehicle tires	P-31	1	10	2019	\$825.00	1	High
6_77FVT	Fire vehicle tires	P-31	1	10	2019	\$825.00	1	High
15_73FVT	Fire vehicle tires	A-33	1	8	2019	\$825.00	3	Medium
16_16FVT	Fire vehicle tires	A-33	1	8	2019	\$825.00	3	Medium
17_74FVT	Fire vehicle tires	A-33	1	8	2019	\$825.00	3	Medium
18_76FVT	Fire vehicle tires	A-33	1	8	2019	\$825.00	3	Medium

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Asset #	Asset Class	Description	Quantity	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
27_69FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
28_4FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
29_40FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
30_35FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
31_1FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
32_77FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
33_70FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
34_59FVT	Fire vehicle tires	T-37	1	10	2019	\$825.00	1	High
40_1FVT	Fire vehicle tires	T-38-FT	1	10	2019	\$825.00	1	High
41_1FVT	Fire vehicle tires	T-38-FT		10	2019	\$825.00		
1_66FVT	Fire vehicle tires	P-31	1	10	2019	\$648.00	1	High
2_11FVT	Fire vehicle tires	P-31	1	10	2019	\$648.00	1	High
45_1FVT	Fire vehicle tires	C-1	1	10	2019	\$250.00	1	High
46_31FVT	Fire vehicle tires	C-1	1	10	2019	\$250.00	1	High
47_71FVT	Fire vehicle tires	C-1	1	10	2019	\$250.00	1	High
48_70FVT	Fire vehicle tires	C-1	1	10	2019	\$250.00	1	High
49_56FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$250.00	1	Medium
50_57FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$250.00	1	Medium
51_94FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$250.00	1	Medium
52_10FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$250.00	1	Medium
5035	Fire licensed vehicles	Rescue Truck 35	1	20	2020	\$520,000.00	3	Medium
13_63FVT	Fire vehicle tires	A-33	1	8	2020	\$825.00	3	Medium
14_38FVT	Fire vehicle tires	A-33	1	8	2020	\$825.00	3	Medium
7_64FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium
8_19FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium
9_22FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium

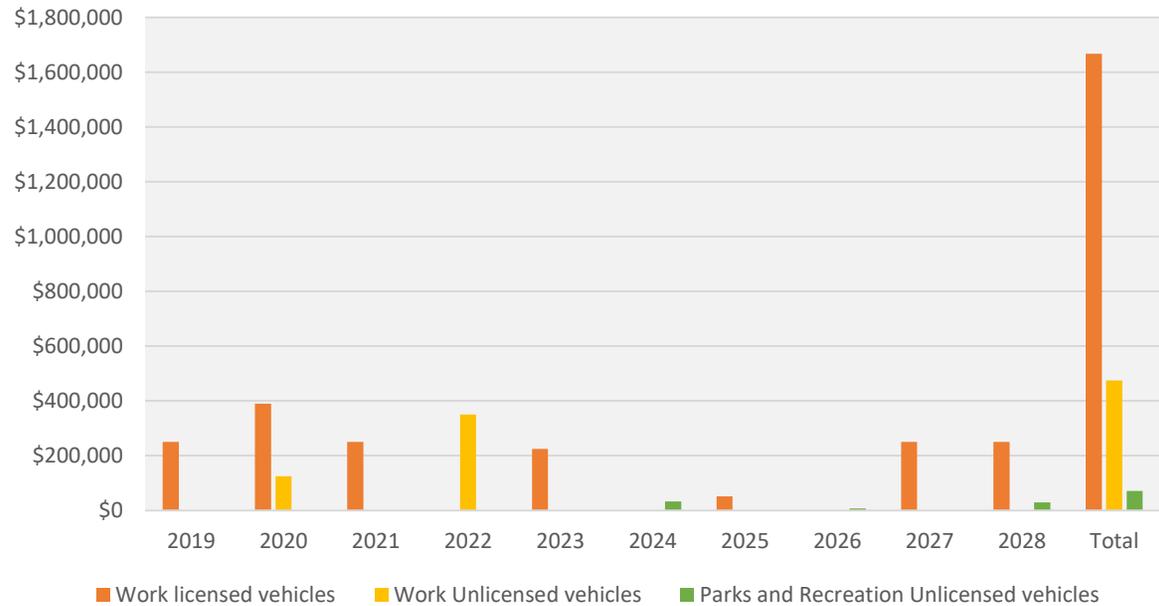
THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Asset #	Asset Class	Description	Quantity	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
10_14FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium
11_90FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium
12_46FVT	Fire vehicle tires	P-32	1	10	2022	\$686.00	3	Medium
7005A	Fire licensed vehicles	2013 Vehicle For Fire & Rescue	1	7	2024	\$23,000.00	4	Medium
25_57FVT	Fire vehicle tires	T-37	1	10	2024	\$825.00	4	Medium
26_100FVT	Fire vehicle tires	T-37	1	10	2024	\$825.00	4	Medium
5031	Fire licensed vehicles	Fire Pumper 31	1	20	2025	\$468,000.00	3	Medium
5033	Fire licensed vehicles	Quint Truck	1	25	2028	\$500,000.00	3	Medium
35_18FVT	Fire vehicle tires	T-38	1	10	2028	\$825.00	1	High
36_27FVT	Fire vehicle tires	T-38	1	10	2028	\$825.00	1	High
37_60FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High
38_76FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High
39_53FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High
42_14FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High
43_24FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High
44_8FVT	Fire vehicle tires	T-38	1	10	2028	\$648.00	1	High

### 9.10 Work Licensed & Unlicensed Vehicles

#### Capital Plan Summary

As stated in the State of the Infrastructure section of this report all Work Vehicle assets have been loaded into the asset registry with high level of dynamic input. The expected remediation schedule set out for the vehicles lifecycle attributes has not been applied. The schedule that is visualized in the graph and chart has been formulated exclusively from staff and recommendations from the 2017 Fleet Management Report.



Total Capital Expenditure: \$2,213,000.00

Asset #	AssetClass	Description	L.E	ReplacementYear	Capital Plan	Condition Index	Risk
8013	Work licensed vehicles	2011 Single Axle Truck 304	8	2019	\$250,000.00	1	High
8014	Work licensed vehicles	2012 Dump/Plow 302	8	2020	\$250,000.00	2	Medium
7003	Work licensed vehicles	1 Ton Dump/Plow 305	12	2020	\$100,000.00	2	Medium
8019	Work licensed vehicles	2015 GMC Sierra 1500	5	2020	\$40,000.00	2	Medium
8001	Work Unlicensed vehicles	JCB Backhoe 6	12	2020	\$125,000.00	2	Medium
8016	Work licensed vehicles	2013 International Plow Truck 301	8	2021	\$250,000.00	2	Medium

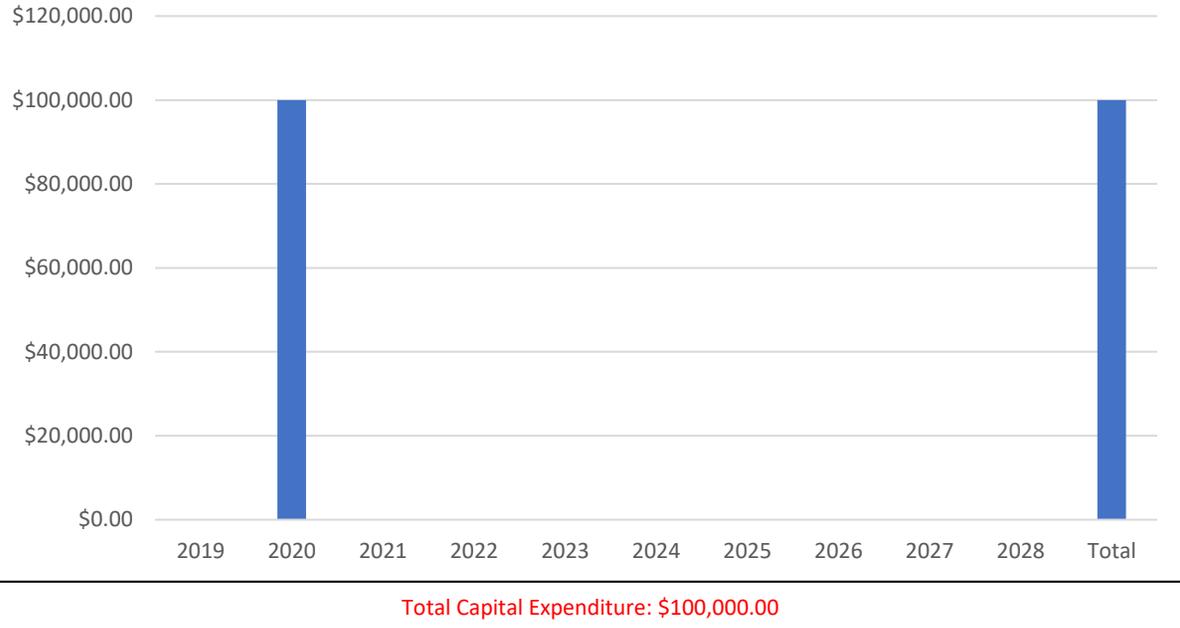
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Asset #	AssetClass	Description	L.E	ReplacementYear	Capital Plan	Condition Index	Risk
8002	Work Unlicensed vehicles	Road Grader G740 501	25	2022	\$350,000.00	2	Medium
8017	Work licensed vehicles	2015 International Plow Truck - 303	8	2023	\$225,000.00	2	Medium
7005B	Parks and Recreation Unlicensed vehicles	2016 Mid-Size Pickup	7	2024	\$33,000.00	3	Medium
7009	Work licensed vehicles	2017 Pickup Truck - Staff - 3/4 Ton	8	2025	\$52,000.00	3	Medium
4060	Parks and Recreation Unlicensed vehicles	Floor Scrubber	10	2026	\$8,000.00	4	Medium
8013	Work licensed vehicles	2011 Single Axle Truck 304	8	2027	\$250,000.00	1	High
8014	Work licensed vehicles	2012 Dump/Plow 302	8	2028	\$250,000.00	2	Medium
7007	Parks and Recreation Unlicensed vehicles	Lawn Tractor	10	2028	\$30,000.00	4	Medium

### 9.11 Sidewalks

#### Capital Plan Summary

Sidewalks assets lifecycle activity schedule has been developed in the asset registry from their modelled end of expected life. However, the capital expenditure illustrated in the included graph and chart has been generated exclusively from the recommended remediation schedule provided by staff.



Asset #	Asset Class	Description	Life Expectancy	Replacement Year	Capital Expenditure	Condition	Risk
304	Sidewalk	Brock Road Sidewalk	20	2020	\$100,000.00	4	Medium

## 10.0 Risk

The asset management strategy & framework for this asset management plan takes a risk-centric approach. Risk is an important measure in asset management. Besides cost, risk is one of the few measures that can be compared across asset classes. The comparison of risk across asset classes is only appropriate if risk is calculated using an appropriate methodology explained in the body of this section. The methodology for assessing asset risk utilized in the Township’s Asset Management Strategy and Framework developed as part of this project allows for the comparison of assets across asset classes, categories, and even programs.

Risk is the combination of the Consequence of Failure (CoF) and the Probability of Failure (POF) of an asset as shown in Figure 1. The PoF of an asset determined using the estimated service of life of the asset, the age of the asset, and the assessed condition of the asset. CoF is determined for each asset class based on seven weighted consequences factors Health and Safety, Financial, Environmental, Regulatory, operational and internal demand.

Workshops were held with the departments responsible for maintaining assets to determine the CoF for each asset class. The PoF and CoF are combined in a risk matrix, as shown in Figure 1, to determine an asset’s Risk Level which determines its priority for replacement. Risk levels are on a five-point scale: Very High, High, Moderate, Low, and Very Low. The risk matrix shows the highest risk in the top right and the lowest risk in the bottom left.

Risk Matrix		Consequence of Failure (CoF)				
		Insignificant	Low	Medium	High	Severe
Probability of Failure (PoF)	Almost Certain	High	High	Very High	Very High	Very High
	Highly Likely	Moderate	Moderate	High	High	Very High
	Likely	Low	Low	Moderate	High	High
	Unlikely	Very Low	Low	Low	Moderate	Moderate
	Almost Certainly Not	Very Low	Very Low	Very Low	Low	Low

10.0 - 1 Risk Matrix

## 10.1 Probability of Failure

The probability of failure is the first of two variables required to calculate risk. Probability of failure is the likelihood that an asset will not achieve a desired level of service. Levels of service can be based on the condition of the asset or the performance of the asset.

While asset performance is often tied directly to the condition of the asset, there are performance measures that do not relate to the condition of an asset. These measures can include:

- The appropriateness/size of an asset
- The available of backups for critical assets
- The ability to meet legislated requirements

The Township of Puslinch does not currently collect the data required to assess assets based on performance. For the purpose of this project probability of failure is based solely on condition and serviceable life.

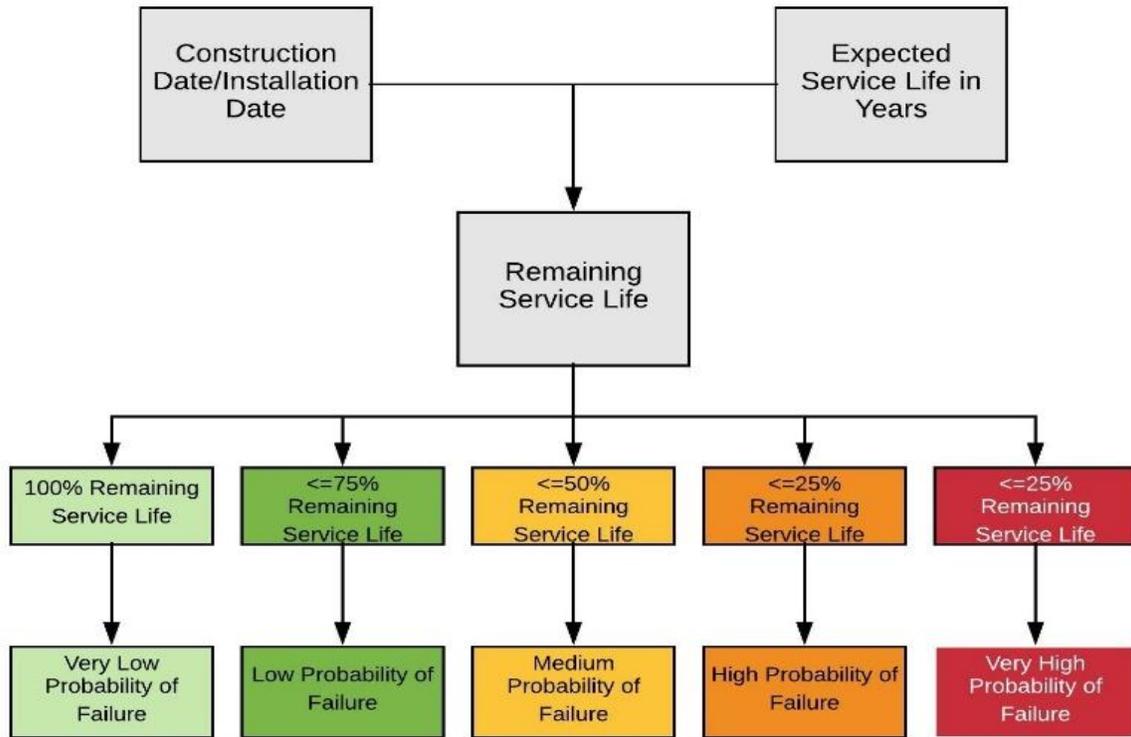
For this asset management plan, condition and remaining serviceable life was the sole determinant of Probability of Failure. For example, an asset with a condition rating of “1” would have a “Very High” probability of failure, while an asset with a condition rating of “5” would have a “Very Low” probability of failure. For this asset management plan, the thresholds for probability of failure was scaled based off the technical level of service for the asset class. For all asset classes except for Hard Surface Roads and Bridges and Culverts, the probability of failure calculation was the inverse of the condition rate.

Further, when condition data was not available an asset risk would be calculated based on the remaining service life of the asset. For example, for many of the vehicles in the asset registry condition data was not identified. Thus, in order to create a risk profile for the asset the remaining service life of the asset was used. This process can be reviewed in 10.4.

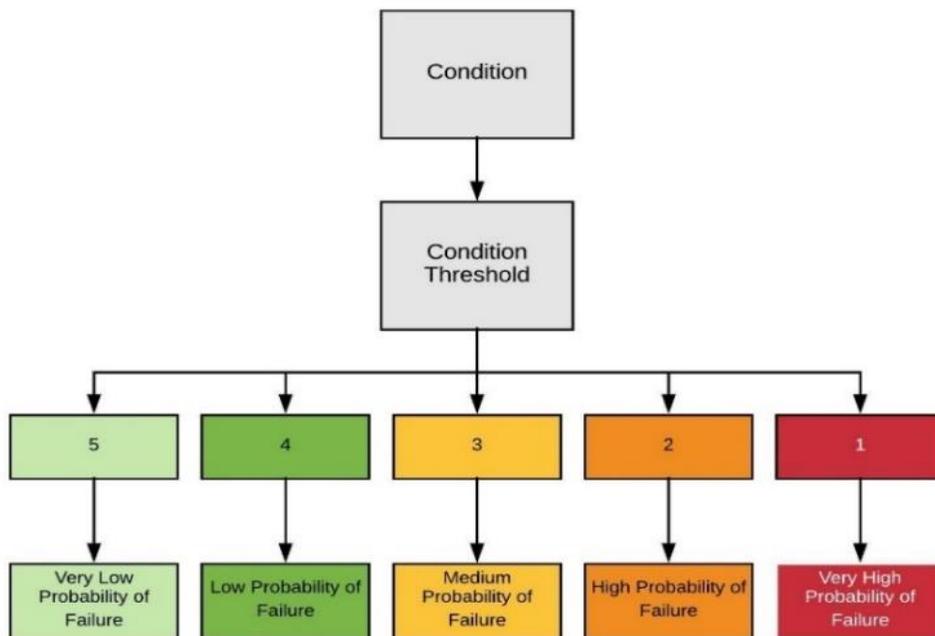
## 10.2 Consequence of Failure

The Consequence of Failure is determined for each asset class based on five weighted consequence factors: *Health and Safety, External Demand, Operational & Internal Demand, Environmental, Financial, and Legal & Regulatory Compliance*

### 10.3 Calculating Risk Based on Remaining Service Life



### 10.4 Calculating Risk Based off Condition



### 10.5 Consequence of Failure Factors

Health and Safety: Considers impacts to Public and Employee health and safety of asset failure

Operational & Internal Demand: Considers losses or interruptions to internal operations and services provided both internally and externally as a result of asset failure

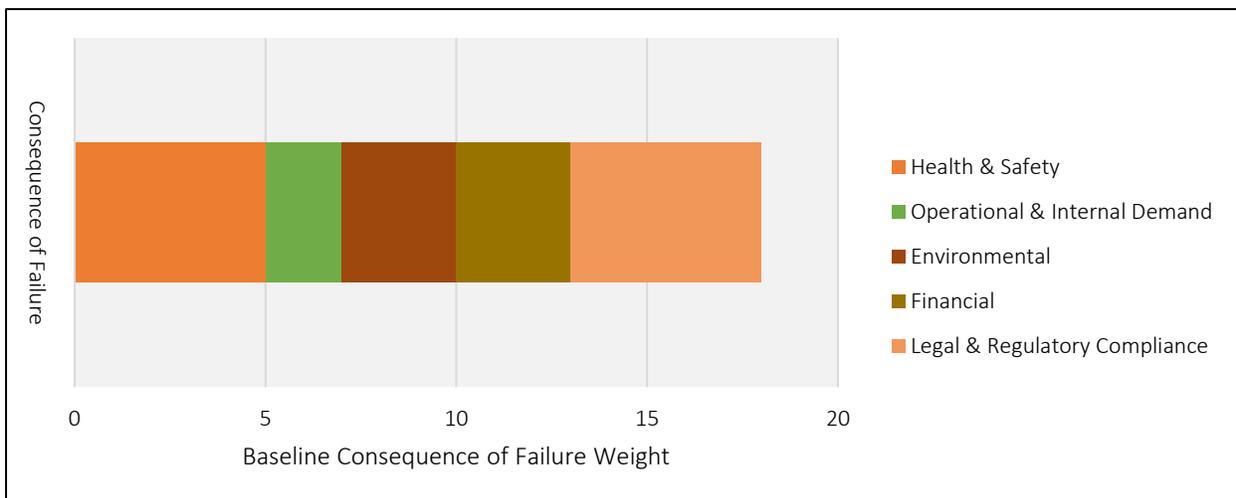
Environmental: Considers direct impacts to the natural environment as the result of asset failure

Financial: Considers financial impacts to the organization as a result of asset failure

Legal & Regulatory Compliance: Considers legal implications and ability to meet regulatory requirements as a result of asset failure

### 10.6 Consequence of Failure: Establishing Baseline Risk

These factors, when considered collectively were given a primary weighting factor in order to justify their relative importance against other factors. This weighting factor is a number that would give each asset class a pre-conceived/overall weighting. This was necessitated in order to load the asset registry with baseline Risk (more on this later). To establish this baseline Risk workshops were held with Staff in order to appropriately classify the most important (highest weighted) consequence of failure factors. The results of these workshops are illustrated in Figure 2



10.0 - 2 Baseline Risk Calculation

### 10.7 Consequence of Failure: Quantifying the Qualitative Methodology

To further quantify each asset class and create full risk profiles for each of the factors: Health and Safety, External Demand, Internal Demand/Operational Environmental, Financial, Regulatory, UEM converted the qualitative consequence of failure matrix into a quantitative format. Each respective qualitative category was converted to a number that ranged from 1-10. Where 1 means very low consequence of failure impact and 10 meaning very high consequence of failure impact.

Consequence of Failure		Environmental
1-2	Insignificant	Very negligible impact. Reversible within 1 week.
3-4	Low	Material damage of local importance. Minor, short-term (within 6 months) very isolated damage to the environment.
5-6	Medium	Significant short-term (< 1 year) local damage to the environment.
7-8	High	Significant long-term (> 1 year) widespread damage to the environment.
9-10	Severe	Major long-term (+5 years) or permanent widespread damage to the environment.

Consequence of Failure		Health & Safety
1-2	Insignificant	No obvious potential for injury or affects to health.
3-4	Low	Potential for minor injury or affects to health of an individual. Full recovery is expected.
5-6	Medium	Possibility of serious injuries or affects to health. May affect one or more individuals and/or result in short-term disabilities.
7-8	High	Probable likelihood for serious injury or affects to the health of one or more individuals with a possibility for loss of a life and the possibility of long-term disabilities.
9-10	Severe	Definite certainty for death or multiple deaths with possible permanent disabilities.

Consequence of Failure		Operational & Internal Demand
1-2	Insignificant	Small number of customers experiencing service disruption: Under 10 people affected
3-4	Low	Service disruption at a localized level: 10 - 200 people affected, service interrupted 1 day
5-6	Medium	Significant localized service disruption: 200 - 1,000 people affected, Service interrupted 1-5 days
7-8	High	Major localized disruption: 1,000 - 5,000 people affected, Service interrupted 5-30 days
9-10	Severe	Township-wide service disruption: Over 5,000 people affected service interruption over 30 days

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

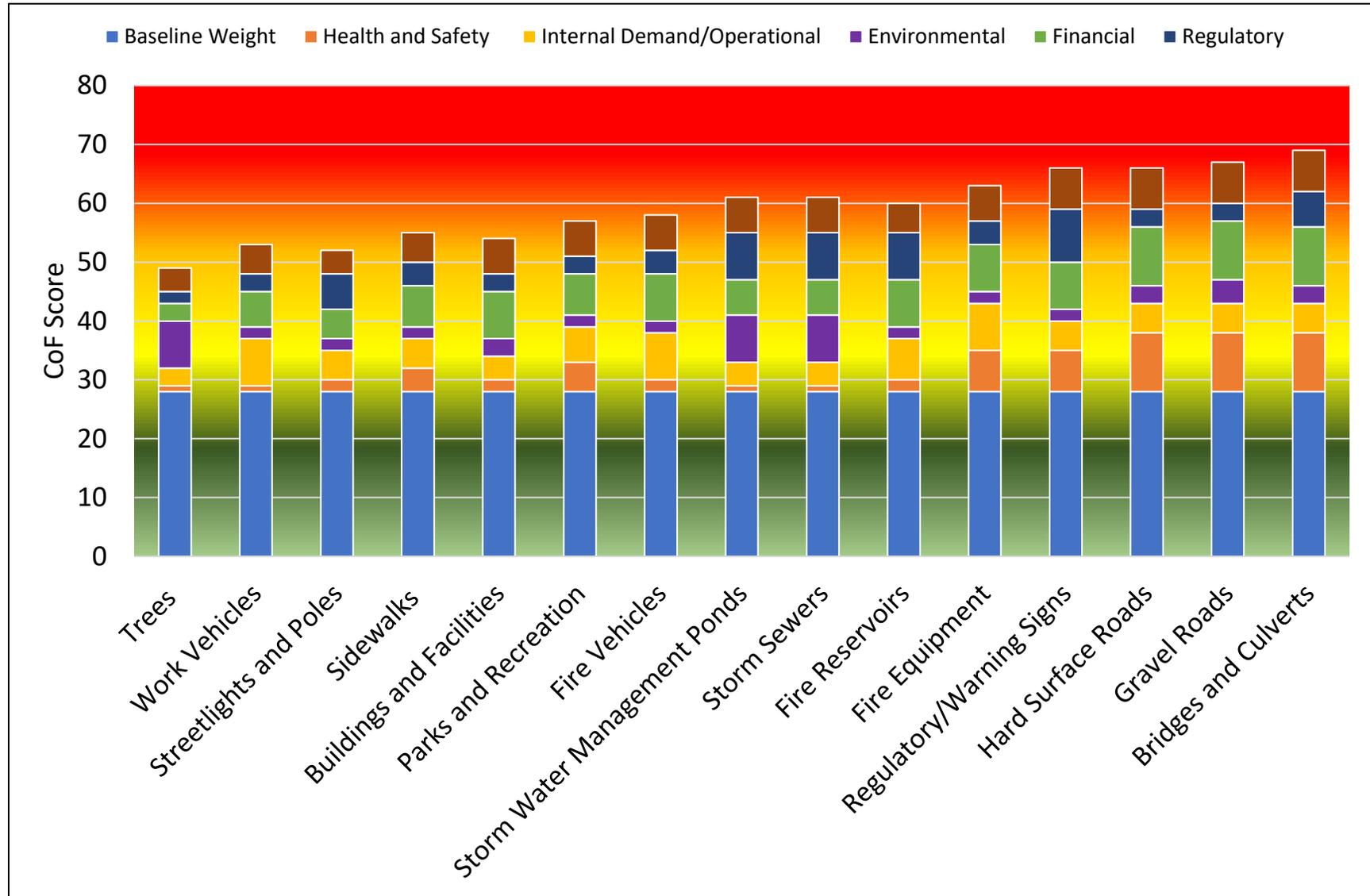
Consequence of Failure		Financial
1-2	Insignificant	Cost of Reactive response and replacement are under 100% to the cost of proactive replacement and or increase cost to providing service is negligible
3-4	Low	Cost of Reactive response and replacement is 110% to 120% of proactive replacement and or an Increase in cost to providing service is over 5%
5-6	Medium	Cost of Reactive response and replacement is over 110% to 125% of proactive replacement and or an Increase in cost to providing service is over 10%
7-8	High	Cost of Reactive response and replacement are over 125% to 200% of proactive replacement and or an Increase in cost to providing service is over 25%
9-10	Severe	Cost of Reactive response and replacement are over 200% of proactive replacement and or an Increase in cost to providing service is over 50%

Consequence of Failure		Legal & Regulatory Compliance
1-2	Insignificant	No prosecution
3-4	Low	Potential claims by an individual possible.
5-6	Medium	Possible Claims and prosecution by public groups or Government Agencies.
7-8	High	Probable Claims and prosecution by interest groups or Government Agencies.
9-10	Severe	Definite claims and prosecution by interest groups or government agencies.

<u>Asset Classes</u>	<u>Health and Safety</u>	<u>Internal Demand/Operational</u>	<u>Environmental</u>	<u>Financial</u>	<u>Regulatory</u>	<u>Total Consequence of Failure Score</u>
Hard Surface Roads	10	5	3	10	3	31
Gravel Roads	10	5	4	10	3	32
Bridges and Culverts	10	5	3	10	6	34
Buildings and Facilities	2	4	3	8	3	20
Work and Park Vehicles	1	8	2	6	3	20
Fire Vehicles	2	8	2	8	4	24
Parks and Recreation	5	6	2	7	3	23
Fire Reservoirs	2	7	2	8	8	27
Streetlights and Poles	2	5	2	5	6	20
Sidewalks	4	5	2	7	4	22
Fire Equipment	7	8	2	8	4	29
Regulatory/Warning Signs	7	5	2	8	9	31
Storm Water Management Ponds	1	4	8	6	8	27
Storm Sewers	1	4	8	6	8	27
Trees	1	3	8	3	2	17

10.0 - 3 Consequence of Failure Scores all Asset Classes

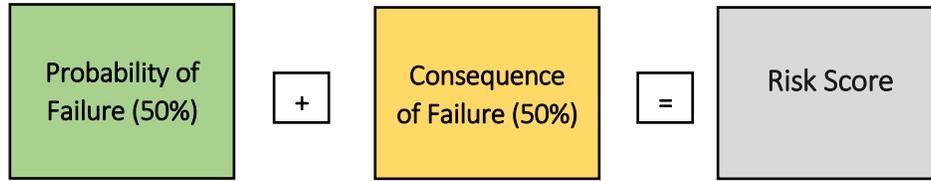
10.8 Consequence of Failure Classifications: Puslinch AMP Asset Classes



10.0 - 4 Consequence of Failure Scores all Asset Classes (Stacked Bar Chart)

### 10.9 Technical Walkthrough: Calculating Risk

Once calculated, Probability of Failure and Consequence of Failure are combined to create a Risk Score. Risk levels are set on a five-point scale: *Very High, High, Moderate, Low, and Very Low*.



10.0 - 5 Risk Calculation

There are many different methods for calculating a risk score, UEM for this asset management plan employed a simple ratio algorithm where a risk score is weighted 50% on its Consequence of Failure and 50% on its Probability of Failure. **Figure 6** illustrates that a risk score is devised first from the addition of the Probability of Failure and Consequence of Failure scores and second divided by two to generate a Risk Score.

**Figure 6** was intentionally designed to showcase that a high Probability of Failure when joined to a low Consequence of Failure results in a Risk score of 3. The result is the same if there is a high Consequence of Failure and low Probability of Failure, resulting in a Risk score of 3.

Probability of Failure	Addition	Consequence of Failure	Division	Risk Score
5	+	1	÷2	3
4	+	2	÷2	3
3	+	3	÷2	3
2	+	4	÷2	3
1	+	5	÷2	3

10.0 - 6 Example Risk Calculation

### 10.10 Risk: Summary of Methods

The methodology in to which the Consequence of Failure and the Probability of Failure is combined to generate a risk score is as follows:

1. Classification of Probability of Failure
  - a. The condition data for each asset was converted from its condition index score (BCI, PCI, Vehicle Kilometers or Condition Rating 1-5 to a number between 1 and 5. If an asset was in “Critical” condition then it would have a high Probability of Failure or a 5. Further – if an asset was in “Excellent” condition then it would

have a low Probability of Failure or a 1. This classification procedure is summarized below.

- i. Excellent = 1
  - ii. Good = 2
  - iii. Fair = 3
  - iv. Poor = 4
  - v. Critical = 5
2. Classification of Consequence of Failure – Based on UEM’s experience, the Consequence of Failure for each asset type in the asset registry for the Township of Puslinch were quantified as follows:
- a. Each facility was given a baseline Consequence of Failure score – which is consistent across all facility types. This is to indicate that Risk is always a factor to an asset despite any quantification.
  - b. Subsequently, each of the Consequence of Failure factors was given a score on a scale between 1 to 10 and then summed to give a total Consequence of Failure score.
    - i. A score of 1 means that the Consequence of Failure impact of that factor would be low on that asset class.
    - ii. A score of 10 means that the Consequence of Failure impact of that factor would be high on that asset class.
  - c. Standardization of the Consequence of Failure Score
    - i. The next step was to standardize the Consequence of Failure score to the same maximum and minimum values as the Probability of Failure score.

Hard Surface Roads 31 -> 5	Gravel Roads 32 -> 5	Bridges and Culverts 34 -> 5
Buildings and Facilities 20 -> 3	Work Vehicles 20 -> 2	Fire Vehicles 20 -> 3
Parks and Recreation 24 -> 3	Fire Reservoirs 23 -> 4	Streetlights and Poles -> 20
Sidewalks 22 -> 2	Fire Equipment 29 -> 4	Regulatory/Warning Signs 31 -> 4
Storm Water Management Ponds 27 -> 3	Storm Sewers 27 -> 3	Street Trees 17-> 1

10.0 - 7 Standardization of Consequence of Failure Scores

### 10.11 10 Year Capital Plan Risk Summaries

This next section will illustrate the relative risk across all asset classes included in the capital plan of this report. The provided tables below encompass the spread of risk in a risk matrix in order to map the relative risk incurred to the Township should they defer the projects proposed in the capital plan.

### 10.12 Risk Matrix: 10 Year Capital Plan Total Count

		(POF)				
All Assets Consequence Of Failure	(COF)	0	0	0	49	27
		0	0	12	6	51
		0	0	15	87	0
		0	0	60	0	0
		1	0	20	0	0

10.0 - 8 10 Year Capital Plan Total Count

### 10.13 Risk Matrix: 10 Year Capital Plan Total Costs

		(POF)				
All Assets Consequence Of Failure	(COF)	\$0.00	\$0.00	\$0.00	\$952,447.00	\$3,389,764.36
		\$0.00	\$0.00	\$2,252,750.00	\$131,243.00	\$5,291,883.69
		\$0.00	\$105,000.00	\$1,057,589.62	\$2,804,487.50	\$0.00
		\$0.00	\$0.00	\$611,116.95	\$0.00	\$0.00
		\$0.00	\$171,334.42	\$178,122.40	\$33,000.00	\$0.00

10.0 - 9 10 Year Capital Plan Total Count

## 11.0 Asset Class Risk Summaries

In the following pages, each asset class will be summarized using the exact logic and procedures necessary for risk profiling. These logics have already been stated Quantifying the Qualitative Methodology section. The financial figures included in each summary page have been loaded from the 10-year capital plan. Thus, for all asset classes that are not included in the capital plan, there will be a “No Data’ watermark on each asset class.

### 11.1 Bridges

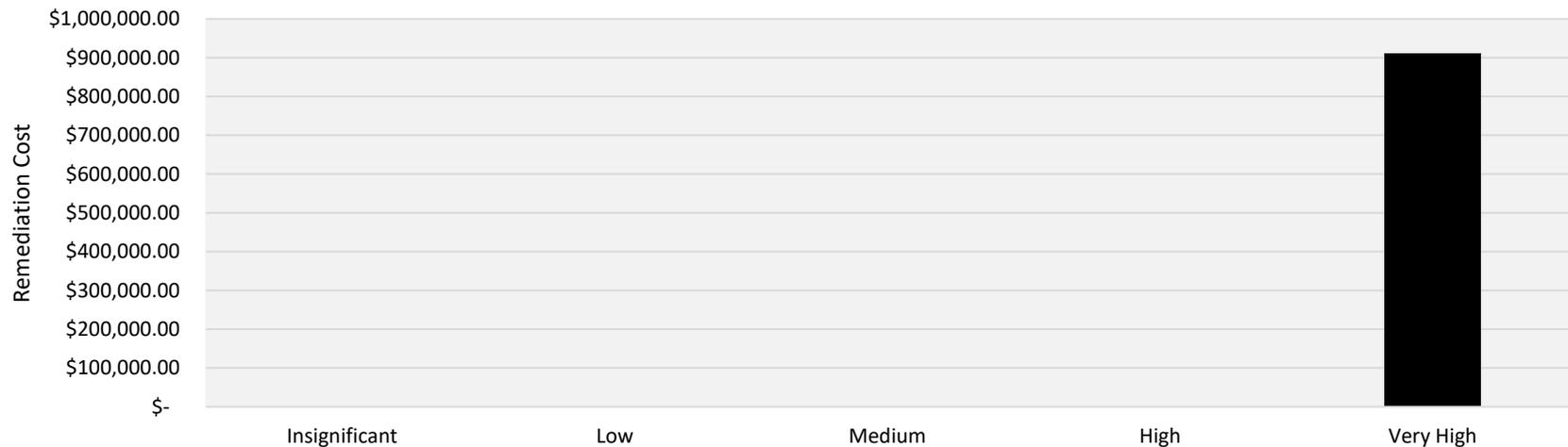
**Health and Safety:** Definite certainty for death or multiple deaths with possible permanent disabilities..

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Material damage of local importance. Minor, short-term (within 6 months) very isolated damage to the environment.

**Financial:** Cost of Reactive response and replacement are over 200% of proactive replacement or Increase in cost to providing service is over 50%

**Legal & Regulatory Compliance:** Possible Claims and prosecution by public groups or Government Agencies.



		Probability of Failure (PoF)				
Bridges	Consequence of Failure (CoF)	\$ -	\$ -	\$ -	\$ -	\$ 910,000.00
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -

### 11.2 Culverts

**Health and Safety:** Definite certainty for death or multiple deaths with possible permanent disabilities.

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Material damage of local importance. Minor, short-term (within 6 months) very isolated damage to the environment.

**Financial:** Cost of Reactive response and replacement are over 200% of proactive replacement or Increase in cost to providing service is over 50%

**Legal & Regulatory Compliance:** Possible Claims and prosecution by public groups or Government Agencies.



		Probability of Failure (PoF)				
Culverts	Consequence of Failure (CoF)	\$ -	\$ -	\$ -	\$ -	\$ 970,000.00
		\$ -	\$ -	\$ -	\$ -	\$ 130,000.00
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -

### 11.3 1 Lift, 2 Lift, Gravel and Surface Treated Roads

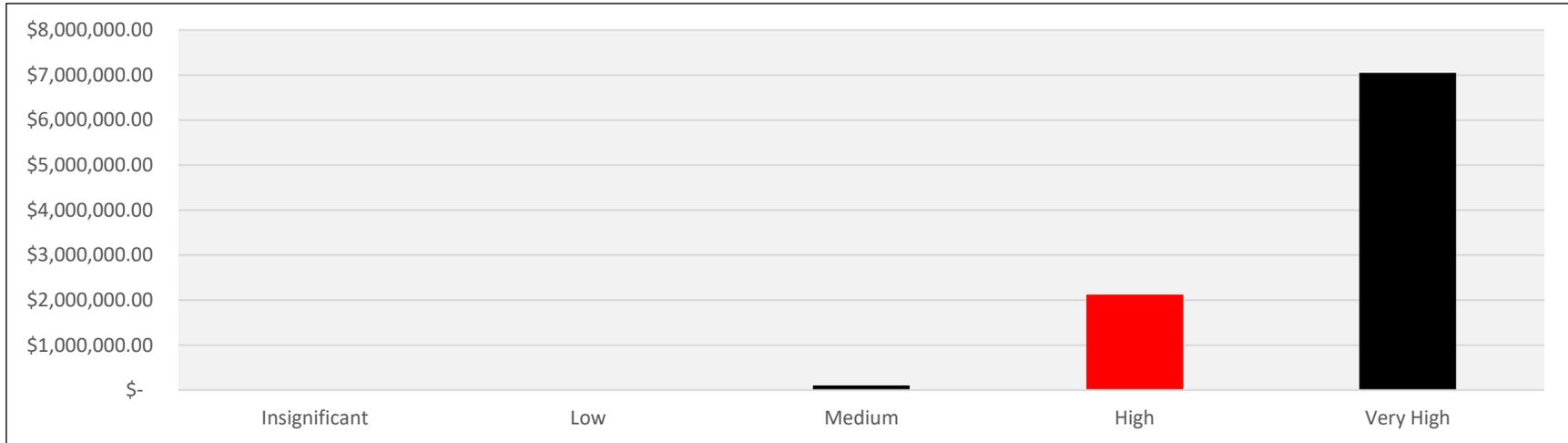
**Health and Safety:** Definite certainty for death or multiple deaths with possible permanent disabilities.

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Material damage of local importance. Minor, short-term (within 6 months) very isolated damage to the environment.

**Financial:** Cost of Reactive response and replacement are over 200% of proactive replacement or Increase in cost to providing service is over 50%

**Legal & Regulatory Compliance:** Potential claims by an individual possible.



		Probability of Failure (PoF)				
Road Surfaces	Consequence of Failure (CoF)	\$-	\$-	\$-	\$-	\$2,083,264.36
		\$-	\$-	\$-	\$-	\$5,170,477.02
		\$-	\$-	\$-	\$2,790,007.38	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$105,507.40	\$-	\$-

### 11.4 Buildings and Facilities

**Legal & Regulatory Compliance:** Claims by an individual possible.

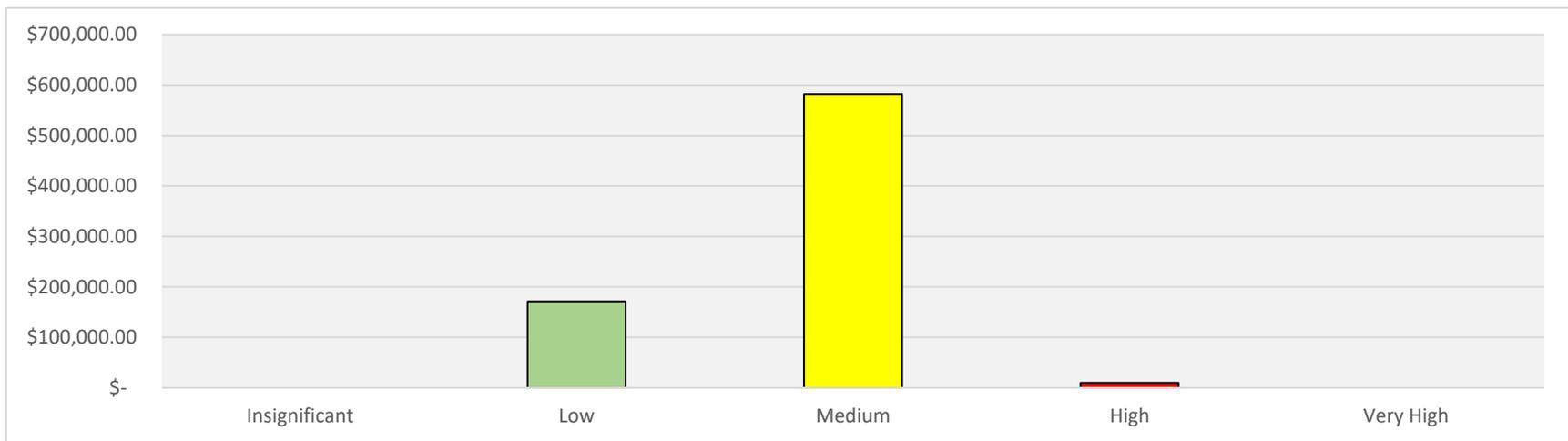
**Political:** Potential for expressions of concern; negative operation disruption to significant number of individuals generating complaints to members of Council

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Environmental:** Material damage of local importance. Minor, short-term (within 6 months) very isolated damage to the environment.

**Operational & Internal Demand:** Service disruption at a localized level: 10 - 200 people affected, service interrupted 1 day

**Health & Safety:** No obvious potential for injury or affects to health.



		Probability of Failure (PoF)				
Buildings and Facilities	Consequence of Failure (CoF)	\$-	\$-	\$-	\$66,042.05	\$-
		\$-	\$-	\$162,750.00	\$-	\$-
		\$-	\$-	\$179,731.58	\$-	\$-
		\$-	\$-	\$14,337.95	\$-	\$-
		\$-	\$142,734.10	\$-	\$-	\$-

### 11.5 Parks and Recreation

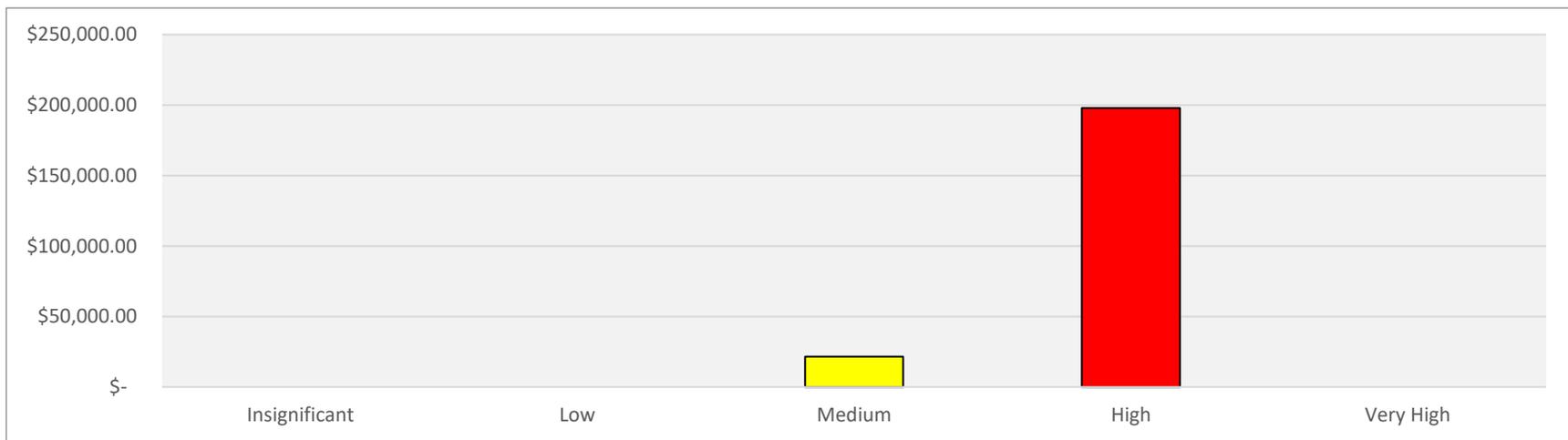
**Health and Safety:** Possibility of serious injuries or affects to health. May affect one or more individuals and/or result in short-term disabilities.

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Legal & Regulatory Compliance:** Potential claims by an individual possible



		Probability of Failure (PoF)				
Parks and Recreation	Consequence of Failure (CoF)	\$-	\$-	\$-	\$66,668.00	\$-
		\$-	\$-	\$-	\$131,243.00	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$21,615.00	\$-	\$-

### 11.6 Work & Parks and Recreation Vehicles – Licensed & Unlicensed

**Health and Safety:** No obvious potential for injury or affects to health.

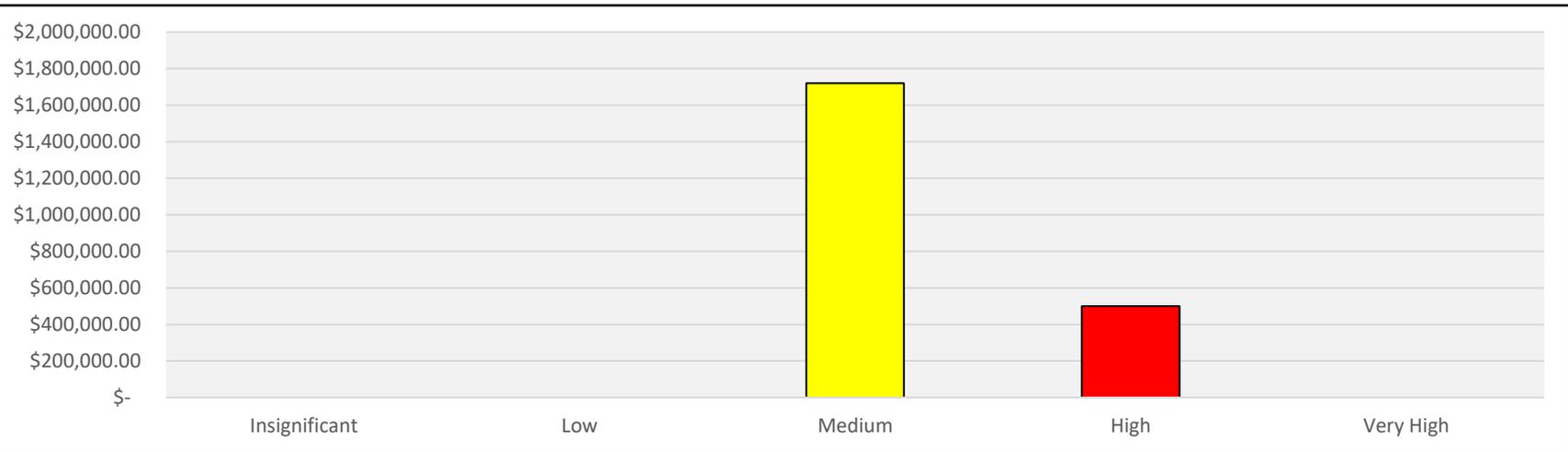
**External Demand (Reputation and Image):** Possible negative opinion of Senior Government staff and Council ethics

**Operational & Internal Demand:** Major localized disruption: 1,000 - 5,000 people affected, Service interrupted 5-30 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement is over 110% to 125% of proactive replacement or Increase in cost to providing service is over 10%

**Legal & Regulatory Compliance:** Potential claims by an individual possible



		Probability of Failure (PoF)				
Work Vehicles	Consequence of Failure (CoF)	\$-	\$-	\$-	\$540,000.00	\$-
		\$-	\$-	\$1,590,000.00	\$-	\$-
		\$-	\$-	\$52,000.00	\$-	\$-
		\$-	\$-	\$8,000.00	\$-	\$-
		\$-	\$-	\$-	\$33,000.00	\$-

### 11.7 Fire Licensed Vehicles

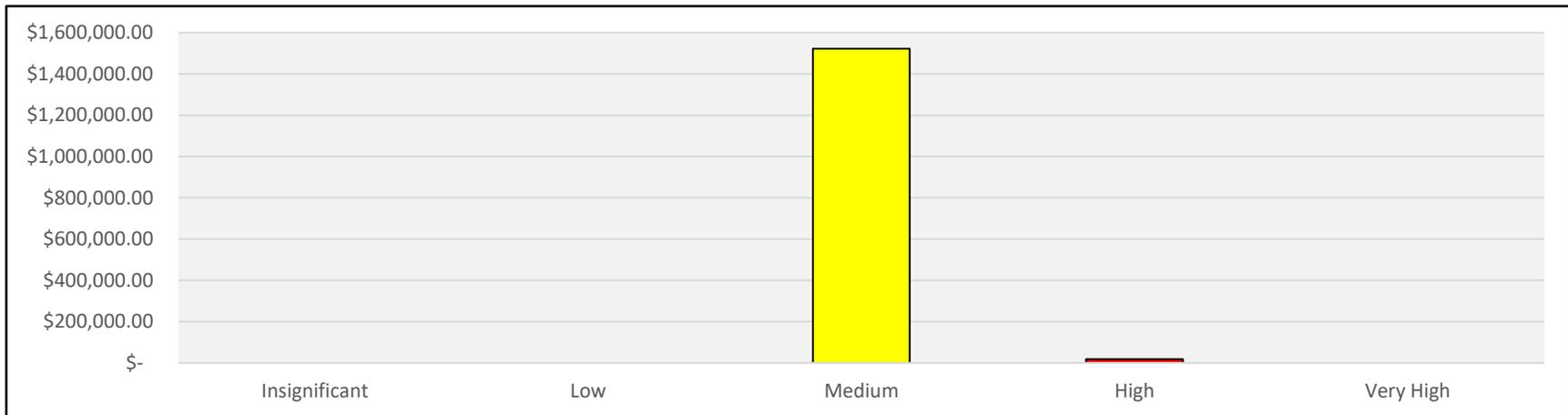
**Health and Safety:** No obvious potential for injury or affects to health.

**Operational & Internal Demand:** Major localized disruption: 1,000 - 5,000 people affected, Service interrupted 5-30 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Legal & Regulatory Compliance:** Cost of Reactive response and replacement is 110% to 120% of proactive replacement or Increase in cost to providing service is over 5%



Probability of Failure (PoF)						
Fire Licensed Vehicles	Consequence of Failure (CoF)	\$-	\$-	\$-	\$22,604.00	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$1,497,066.00	\$-	\$-
		\$-	\$-	\$24,650.00	\$-	\$-
		\$-	\$-	\$-	\$-	\$-

### 11.8 Fire Equipment

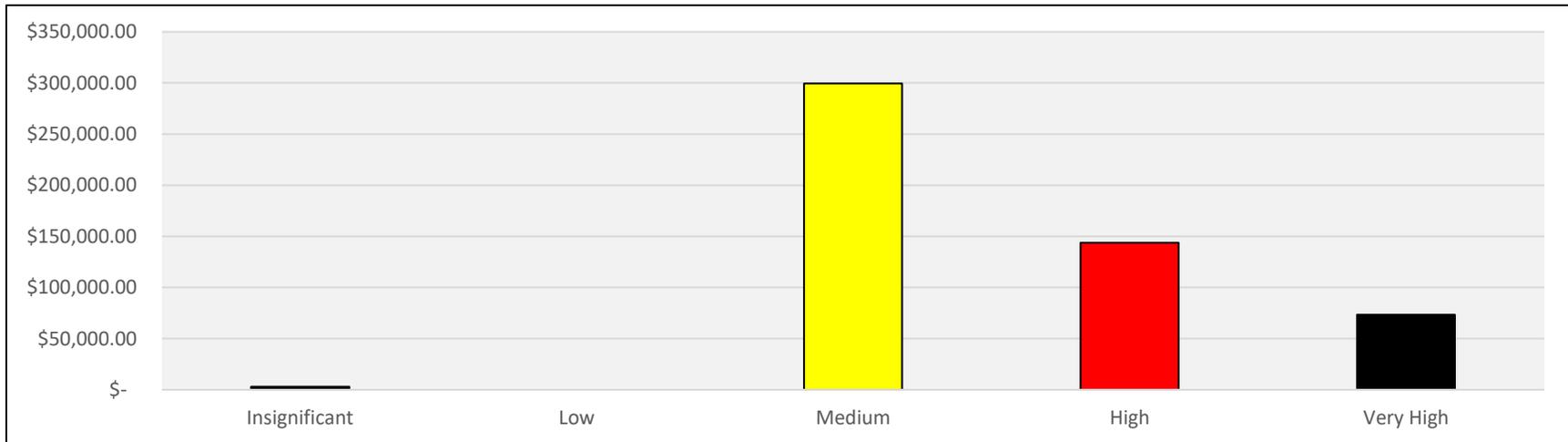
**Health and Safety:** Probable likelihood for serious injury or affects to the health of one or more individuals with a possibility for loss of a life and the possibility of long-term disabilities.

**Operational & Internal Demand:** Major localized disruption: 1,000 - 5,000 people affected, Service interrupted 5-30 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Legal & Regulatory Compliance:** Potential claims by an individual possible.



		Probability of Failure (PoF)				
Fire Equipment	Consequence of Failure (CoF)	\$-	\$-	\$-	\$-	\$76,500.00
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$-	\$134,800.00	\$-
		\$-	\$-	\$265,840.00	\$-	\$-
		\$-	\$-	\$51,000.00	\$-	\$-

### 11.9 Storm Water Management Ponds

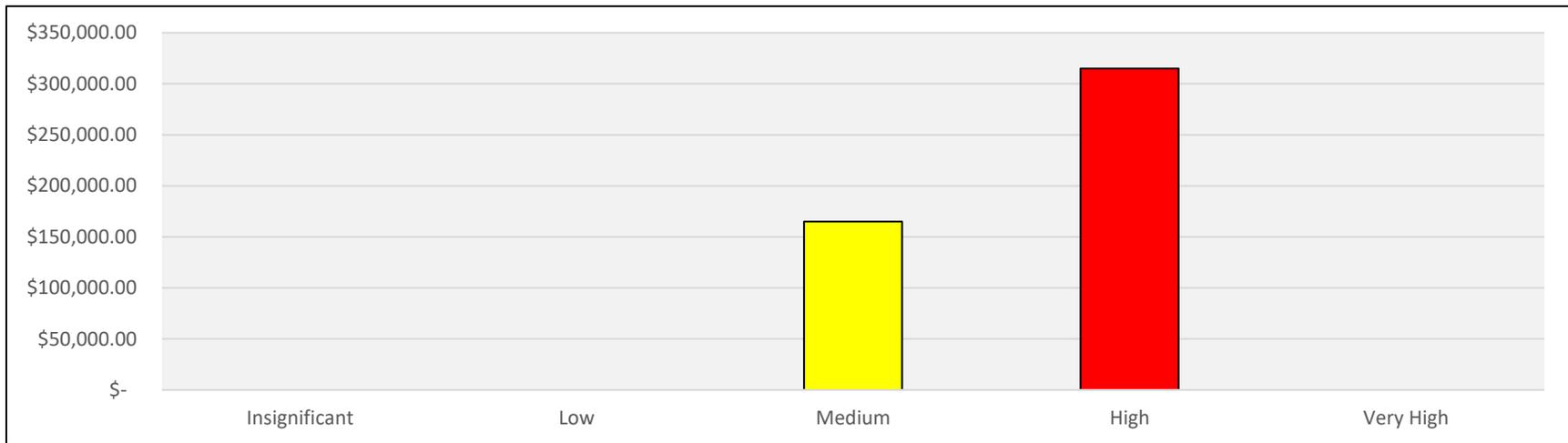
**Health and Safety:** No obvious potential for injury or affects to health.

**Operational & Internal Demand:** Service disruption at a localized level: 10 - 200 people affected, service interrupted 1 day

**Environmental:** Significant long-term (> 1 year) widespread damage to the environment.

**Financial:** Cost of Reactive response and replacement is over 110% to 125% of proactive replacement or Increase in cost to providing service is over 10%

**Legal & Regulatory Compliance:** Possible Claims and prosecution by public groups or Government Agencies



		Probability of Failure (PoF)				
Storm Water Management Ponds	Consequence of Failure (CoF)	\$-	\$-	\$-	\$315,000.00	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$165,000.00	\$-	\$-
		\$-	\$-	\$-	\$-	\$-

### 11.10 Streetlights and Poles (No Data)

**Health and Safety:** No obvious potential for injury or affects to health.

**External Demand (Reputation and Image):** Probable Criminal charges against Senior Government staff and Council. Calls for public inquiry and/or change of a Senior official.

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement is over 110% to 125% of proactive replacement or Increase in cost to providing service is over 10%

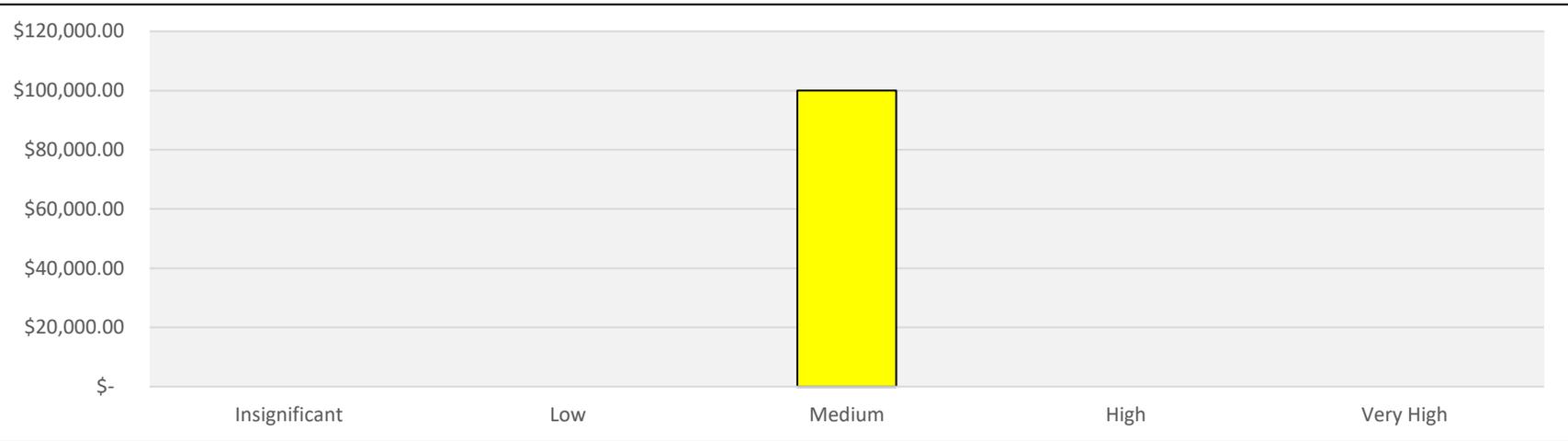
**Legal & Regulatory Compliance:** Probable Claims and prosecution by interest groups or Government Agencies



		Probability of Failure (PoF)				
Streetlight and Poles	Consequence of Failure (CoF)	\$-	\$-	\$-	\$-	\$-

### 11.11 Sidewalks (No Data)

**Health and Safety:** Potential for minor injury or affects to health of an individual. Full recovery is expected.  
**External Demand (Reputation and Image):** Possible negative opinion of Senior Government staff and Council ethics  
**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days  
**Environmental:** Very negligible impact. Reversible within 1 week.  
**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%  
**Legal & Regulatory Compliance:** Potential claims by an individual possible.



		Probability of Failure (PoF)				
Sidewalks	Consequence of Failure (CoF)	Insignificant	Low	Medium	High	Very High
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$-	\$-	\$-
		\$-	\$-	\$100,000.00	\$-	\$-
		\$-	\$-	\$-	\$-	\$-

### 11.12 Fire Reservoirs (No Data)

**Health and Safety:** No obvious potential for injury or affects to health.

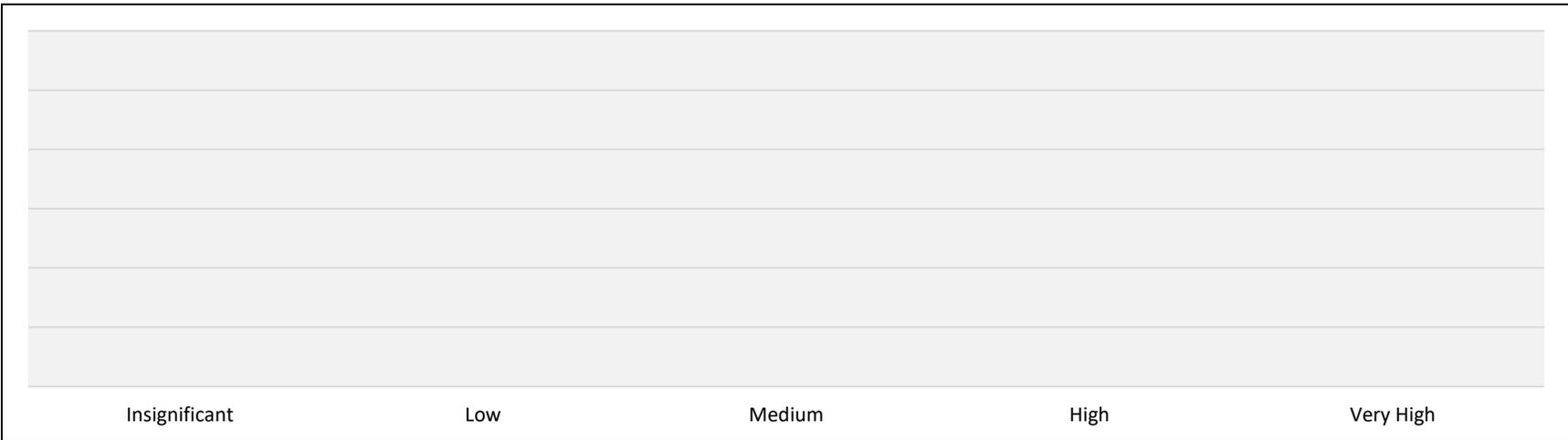
**External Demand (Reputation and Image):** Definite Criminal charges against the municipality, Senior Government staff and Council. Public outcry for change in Council/Senior Managers.

**Operational & Internal Demand:** Major localized disruption: 1,000 - 5,000 people affected, Service interrupted 5-30 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Legal & Regulatory Compliance:** Probable Claims and prosecution by interest groups or Government Agencies.



		Probability of Failure (PoF)				
		\$-	\$-	\$-	\$-	\$-
Fire Reservoirs	Consequence of Failure (CoF)					

### 11.13 Regulatory & Warnings Signs (No Data)

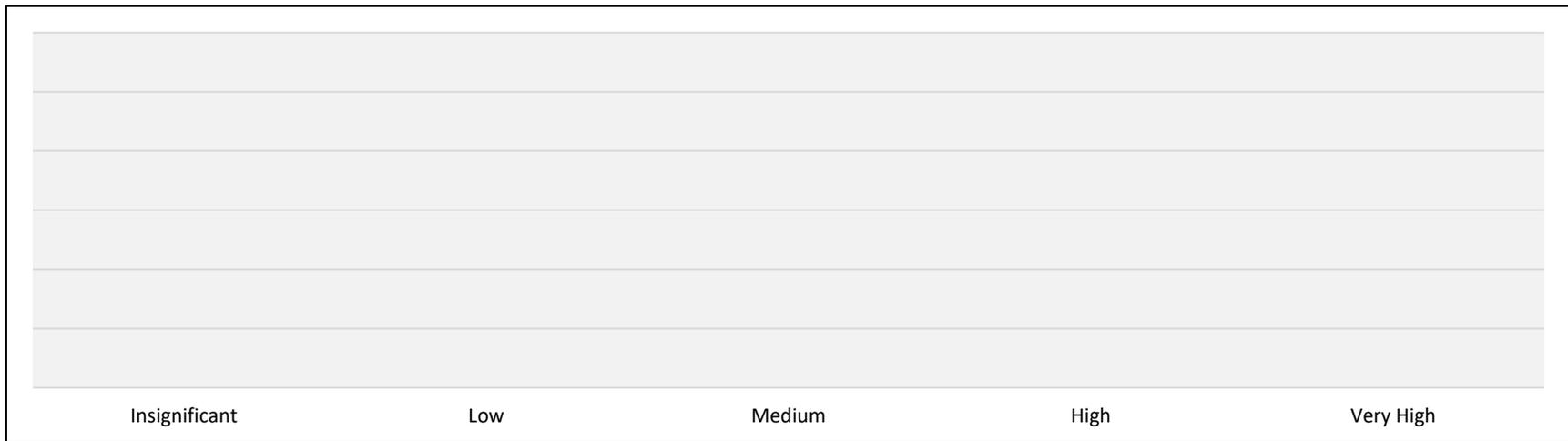
**Health and Safety:** Probable likelihood for serious injury or affects to the health of one or more individuals with a possibility for loss of a life and the possibility of long-term disabilities.

**Operational & Internal Demand:** Significant localized service disruption:200 - 1,000 people affected, Service interrupted 1-5 days

**Environmental:** Very negligible impact. Reversible within 1 week.

**Financial:** Cost of Reactive response and replacement are over 125% to 200% of proactive replacement or Increase in cost to providing service is over 25%

**Legal & Regulatory Compliance:** Definite claims and prosecution by interest groups or government agencies.



		Probability of Failure (PoF)				
		\$-	\$-	\$-	\$-	\$-
Regulatory & Warnings Signs	Consequence of Failure (CoF)					

**11.14 Storm Sewers (No Data)**

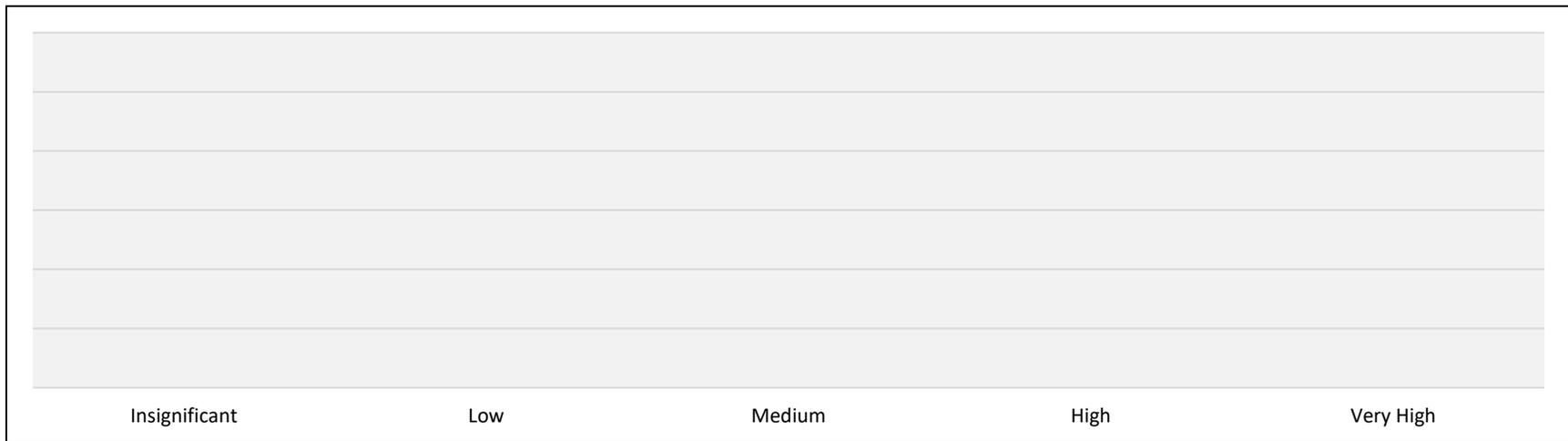
**Health and Safety:** No obvious potential for injury or affects to health.

**Operational & Internal Demand:** Service disruption at a localized level: 10 - 200 people affected, service interrupted 1 day

**Environmental:** Significant long-term (> 1 year) widespread damage to the environment.

**Financial:** Cost of Reactive response and replacement is over 110% to 125% of proactive replacement or Increase in cost to providing service is over 10%

**Legal & Regulatory Compliance:** Probable Claims and prosecution by interest groups or Government Agencies.



		Probability of Failure (PoF)				
		\$-	\$-	\$-	\$-	\$-
Storm Sewers	Consequence of Failure (CoF)					

**11.15 Street Trees**

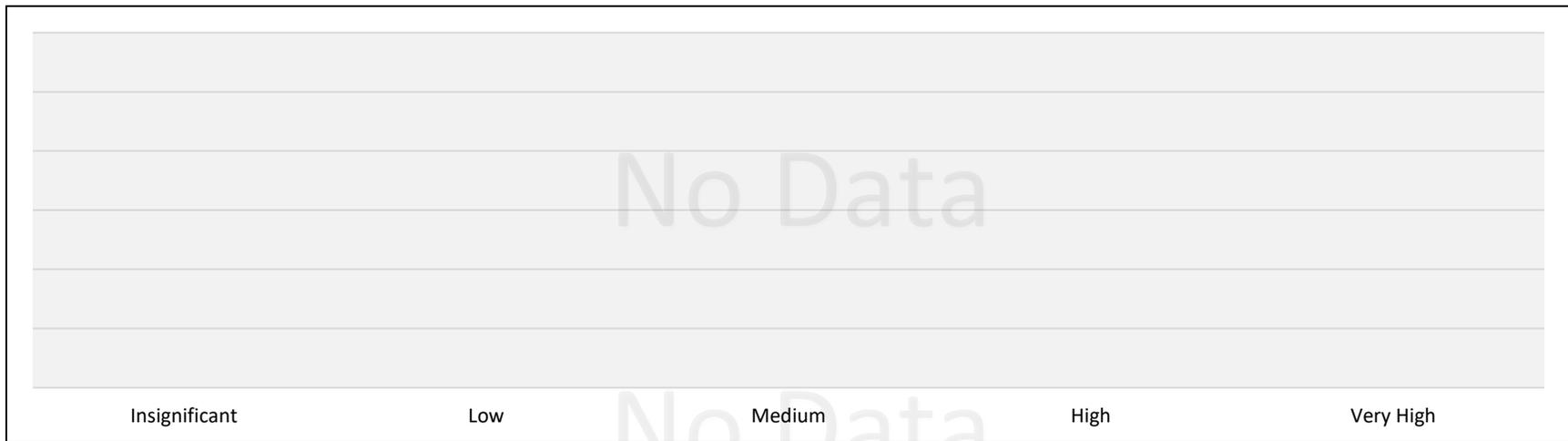
**Health and Safety:** No obvious potential for injury or affects to health.

**Operational & Internal Demand:** Service disruption at a localized level: 10 - 200 people affected, service interrupted 1 day

**Environmental:** Significant long-term (> 1 year) widespread damage to the environment.

**Financial:** Cost of Reactive response and replacement is 110% to 120% of proactive replacement or Increase in cost to providing service is over 5%

**Legal & Regulatory Compliance:** No prosecution



		Probability of Failure (PoF)				
		\$-	\$-	\$-	\$-	\$-
Street Trees	Consequence of Failure (CoF)					

## 12.0 Financial Plan

### 12.1 Legislative Requirement

Ontario Regulation 588/17 requires that for the proposed level of service a municipality shall prepare a 10-year lifecycle management and financial strategy. The regulation requires that the lifecycle management and financial strategy set out the following:

- An identification of the lifecycle activities that would need to be undertaken to achieve the proposed level of service for each asset category;
- An identification of the costs of undertaking the lifecycle activities;
- An identification of the annual funding projected to be available;
- An explanation of the financial options examined; and
- An identification of any funding shortfall and an explanation of how the funding shortfall and associated risks will be addressed.

Section 8-9 has identified the lifecycle activities (and the projected costs associated with those activities) that would need to be undertaken to achieve the proposed level of service for each asset category. These Section 12-13 will identify the proposed annual funding projected to be available, an explanation of the financial strategy options examined and an explanation of how any funding shortfall and associated risks will be addressed.

Under this section three financial strategy options were developed. It should be noted that a number of assumptions were required to be made in the development of these options, as well as financial policy considerations. These assumptions and financial policy considerations are discussed below.

### 12.2 Financial Strategy Assumptions

The information used in the development of the financial strategy options was provided by Township staff and UEM, with the three financial strategy options being based on funding the asset management lifecycle activities as detailed in Section 8-9. The following assumptions used in the development of these options were reviewed with Township staff and considered reasonable.

### 12.3 Capital Financing Assumptions

It has been assumed that certain capital grants would be available towards financing the asset management lifecycle activities. The grant amounts contained in the financial strategy are consistent with those outlined in the Township's 2019 Proposed Capital Budget and Township staff direction, and consist of the following grant sources:

- Ontario Community Infrastructure Grant (OCIF)
- Gas Tax Funding
- County Accessibility Grant

It should be noted that the OCIF grant is assumed to only be available to 2020 as this is the last year of the official grant program. Should this grant program be renewed it is recommended that the financial strategy be reviewed, and adjustments made at that time.

It has also been assumed that a portion of the Aggregate Revenue received annually by the Township would be available for financing AMP capital related activities. As well, approximately \$80 thousand has been assumed would be available from the Public Works DC Reserve Fund for financing the asset management lifecycles activities. This is consistent with the 2014 Development Charges Study that identified 15.6% of roads projects to be deemed growth-related, and therefore eligible for use of DC funds.

The balance of capital financing necessary to undertake the recommended lifecycle activities is assumed to come from the capital asset replacement discretionary reserve, or the use of long-term debt. It should be noted that the use of long-term debt will only be considered for financing asset management lifecycles activities when available funds are insufficient in the capital asset replacement discretionary reserve. Insufficient funds are deemed to occur when the capital asset replacement discretionary reserve reaches its recommended minimum target balance. The financial policies regarding the use of long-term debt and the capital asset replacement discretionary reserve recommended target balances is discussed later in this section.

Assumptions on the sources of capital financing are also discussed under Annual Capital Levy Assumptions and Debt Management Assumptions, as well as under Financial Policy Considerations regarding the Recommended Asset Management Lifecycle Activity Funding Target and Recommended Long-Term Debt Capacity Restrictions

## **12.4**

### **Capital Asset Replacement Discretionary Reserve Assumptions**

There are several discretionary reserves which have been established by the Township for a variety of purposes. All discretionary reserves were reviewed with Township staff, and capital asset replacement related reserves were identified. It is assumed that the projected balances contained in these capital asset replacement related discretionary reserves would be available towards the funding of asset management lifecycle activities as recommended in this report. The sum-total of the 2019 opening balances of these capital asset replacement related discretionary reserves is estimated at \$2,331,214. For purposes of the development of the financing strategy options it is assumed that there will be one consolidated discretionary reserve for capital asset management lifecycle activities. It is assumed that contributions to this reserve will come from the Township's annual capital levy, with annual draws going towards funding the recommended asset management lifecycle activities. Assumptions regarding the annual AMP capital levy and the asset management lifecycle activities is discussed below.

Assumptions have also been made regarding the extent to which annual draws can be made from this reserve. It is assumed that the capital asset replacement discretionary reserve can only be drawn on to fund annual asset

management lifecycle activities to the extent that funds in the reserves exceed the recommended minimum target balance. Policies on the Recommended Capital Asset Replacement Discretionary Target Balances are discussed further under Financial Policy Considerations

### **12.5 Asset Management Lifecycle Activities Assumptions**

The asset management lifecycle activities and associated costs used in the development of the financial strategy options are as detailed in Section 8-9 of this report. The costs as detailed in Section 8-9 are however reflected in 2019 dollars. For purposes of developing the financial strategy options, the asset management lifecycle activities costs have been inflated to the year in which they are recommended to be incurred. The inflation of these costs is necessary in developing a realistic financial strategy as the Township's tax levy that will be required to, in-part, fund the asset management lifecycle activities will be in future dollars. It is assumed that the asset management lifecycle activities costs inflate annually by 2%.

### **12.6 Annual AMP Capital Levy Assumptions**

Each year, as part of the Townships annual budget setting process a capital levy is provided for in the annual estimates of costs to be funded from the current tax levy. In 2018 the Township's capital levy was established at \$690,849, with a one-time adjustment of \$232,500 being made to accommodate an operational matter related to OMERS. It is assumed that the base budget for the capital levy has been adjusted back in 2019 to a normalized level of \$923,349. Upon discussions with Township staff it was directed that 75% of the 2019 base capital levy, or \$692,512, be assumed to be dedicated towards the funding of asset management related operating costs. For purposes of developing the three financial strategy options the asset management related operating costs shall consist of:

- transfers to the capital asset replacement discretionary reserve, and
- servicing of any asset management lifecycle activity related long-term debt.

### **12.7 Debt Management Assumptions**

In each year of the 10-year asset management lifecycle activity forecast, total capital financing must equal total capital expenditures. In years where available AMP capital financing from all sources, including available funds from the capital asset replacement discretionary reserve are insufficient to finance the inflated costs related to the asset management lifecycle activities, it is assumed that long-term debt will be used to balance capital financing with capital expenditures.

When debt is considered necessary in a given year, it is assumed that that the long-term debt is issued at the end of that year, with long-term debt servicing commencing in the following year. It is assumed that long-term debt will have a term of 10 years, with an interest rate 3.5%. This is considered conservative as the Township has authority to issue long-term debt for financing capital assets for a term of the lesser of 40 years, or the useful life of the asset being financed by the long-term debt. The majority of assets impacted by the asset management lifecycle activities have useful lives far in excess of 10 years.

It is assumed that servicing of long-term debt will be provided from the annual capital levy, with the unallocated balance of the annual capital levy being transferred into the capital asset replacement discretionary reserve where it will be available, subject to the minimum balance policy, to fund the asset management lifecycle activities

The financial policies regarding the use of long-term debt is discussed later in this section.

## 13.0 Financial Policy Considerations

### 13.1 Recommended Asset Management Lifecycle Activity Target Funding Levels

One of main objectives of the financial strategy options is to achieve a sustainable level of funding towards asset management related costs. For purposes of this Financial Policy Consideration, asset management related costs includes the cost associated with asset management lifecycle activities, and the costs associated with servicing long-term debt incurred for financing past asset management lifecycle activities.

It is recommended that a sustainable level of asset management funding is deemed to be achieved when total Township asset management funding is equivalent to 2% of the projected estimated capital asset replacement values of all asset classes as contained in the Township's Asset Registry. Capital asset replacement values are currently estimated at approximately \$80 million and are assumed to appreciate each year by 2%. This target level of asset management funding is considered best practice and is within the range of asset management target funding levels of other municipalities.

As noted previously it is assumed for the purposes of developing the Township's financial strategy options, the funding sources of asset management related costs consists of:

- Ontario Community Infrastructure Grant (OCIF)
- Gas Tax Funding
- County Accessibility Grant
- Aggregate Levy
- Public Works Development Charges
- AMP Capital Levy

Other than the AMP Capital Levy, all sources of funding asset management related costs have been clearly identified and quantified from the Township's 2019 Proposed Capital Budget and Township staff direction. Only the AMP Capital Levy will vary under each financial strategy option. For each financial strategy option, the AMP capital levy will increase each year at the % impact rate for each of the respective financial strategy options until the recommended asset management target funding level is achieved. Once this target funding level is achieved then only necessary increases in the Capital Levy will occur each year to ensure that the asset management target funding level is maintained.

### 13.2 Recommended Capital Asset Replacement Discretionary Reserve Target Balances

It is not uncommon for a municipality to have upper and lower target balances for their respective reserves. Under this Financial Policy Consideration, the minimum and maximum target balances of the capital asset replacement discretionary reserve be recommended such that the minimum reserve balance be set at an amount that would represent 10% of the inflated 10-year asset management lifecycle activity expenditures, with the maximum target balance not to exceed an amount that would represent 20% of the inflated 10-year asset management lifecycle activity expenditures. For purposes of the financial strategy options, the capital asset replacement discretionary reserve shall have a minimum balance of \$1.73 million and a target balance of \$3.47 million. This Financial Policy Consideration regarding target balances are considered best practice for asset replacement related reserves and is in-line with target balances of other municipalities.

As noted earlier in this section it is assumed that contributions to this reserve will come from the Township's annual capital levy, with annual draws going towards funding the recommended asset management lifecycle activities. Assumptions have also been made regarding the extent to which annual draws can be made from this reserve. It is assumed that the capital asset replacement discretionary reserve can only be used to fund annual asset management lifecycle activities to the extent that funds in the reserves exceed the recommended minimum target balance.

### **13.3 Recommended Long-Term Debt Capacity Restrictions**

The use of long-term debt is an important financing tool that is available to the Township in providing flexibility for the financing of capital projects. The financial strategy options presented in this section identify the need for long-term debt to finance asset management lifecycle activities in years in which available funds in the capital asset replacement discretionary reserve are insufficient. When considering the use of long-term debt in the financing of capital works it is deemed best practice for a municipality to adopt a debt management policy to ensure the long-term debt is used and managed appropriately. While beyond the scope of this project to detail all possible considerations of a debt management policy, long-term debt capacity restrictions are discussed with the view to establishing a perspective on the degree to which long-term debt plays a role in the financial strategy options.

While statutory limitations of a municipality's indebtedness are provided annually by the Province, it is best practice for a municipality's debt management policy to contain tighter restrictions on the level of debt that the municipality is willing to incur. Under Provincial regulation a municipality is not allowed to issue long-term debt which would result in the annual repayment of long-term debt and interest to exceed an amount that would represent 25% of that municipality's own source (net) revenues. Under this Financial Policy Consideration it is recommended that this limit be reduced to long-term debt servicing that would not exceed an amount that would represent 10% of the Township's net revenues. Again, this is considered best practice and is used by many municipalities as an internal long-term debt capacity restriction.

## **14.0 Financial Strategy Options**

As noted earlier in this section three financial strategy options were developed. Under the financial strategy options, different levels of annual AMP capital levy funding increases are presented. The financial details of

each of these options can be found in Financial Strategy Options Appendices 1.0, 2.0 and 3.0.

### 14.1 AMP Capital Levy

The three options for annual AMP capital levy funding increases are based on the tax impact that each respective increase in the annual AMP capital levy will have on the typical single family detached dwelling (median valued single family detached dwelling within the Township).

The AMP capital levy funding increase considered under the three financial strategy options are:

- Option 1 – Annual AMP Capital Levy Increase is Equivalent to a 1% Tax Impact on the Typical Single Family Detached Dwelling
- Option 2 – Annual AMP Capital Levy Increase is Equivalent to a 2% Tax Impact on the Typical Single Family Detached Dwelling
- Option 3 – Annual AMP Capital Levy Increase is Equivalent to a 3% Tax Impact on the Typical Single Family Detached Dwelling

In 2019 a \$37,500 increase in the capital levy represents a 1% tax impact on the typical single detached dwelling. \$75,000 represents a 2% impact, with \$112,500 representing a 3% impact. The dollar amounts of the capital levy increases will increase each year as projected changes occur in the Townships future assessment values, as well as changes in the medium value of a typical single family detached dwelling. A comparison of projected annual capital levy increases over the forecast period for the three financial strategy options can be found below in Table 14 - 1 (Comparison of Annual Capital Levy Increases - \$).

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	37,500	38,000	38,400	38,500	39,000	39,500	39,900	40,300	40,700	41,100
Option 2	75,000	76,500	78,000	79,500	81,000	82,700	84,200	86,387	86,563	87,294
Option 3	112,500	115,900	119,300	122,700	27,444	34,454	35,143	35,846	36,563	37,294

14 - 1 (Comparison of Annual Capital Levy Increases - \$)

It should be noted however that the annual AMP capital levy increase will occur each year at the same % impact rate for each of the respective financial strategy options until the recommended AMP target funding, or sustainable funding level, is achieved. Once the AMP target funding level is achieved then only necessary increases in the Capital Levy will occur to ensure that the AMP target funding level is maintained. A comparison of projected annual capital levy % impact rates over the forecast period for the three financial strategy options can be found below in Table 14 - 2 (Comparison of Annual Capital Levy Increases - %)

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Option 2	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	1.08%	0.84%	0.85%
Option 3	3.00%	3.00%	3.00%	3.00%	0.65%	0.81%	0.82%	0.83%	0.84%	0.85%

14 - 2 (Comparison of Annual Capital Levy Increases - %)

Table 14 - 3 (Comparison of Annual Capital Levy - \$) provides a comparison of the total capital levy generated each year under the three financial strategy options.

**THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019**

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	730,012	768,012	806,412	844,912	883,912	923,412	963,312	1,003,612	1,044,312	1,085,412
Option 2	767,512	844,012	922,012	1,001,512	1,082,512	1,165,212	1,249,412	1,295,799	1,332,362	1,369,656
Option 3	805,012	920,912	1,040,212	1,162,912	1,190,356	1,224,810	1,259,953	1,295,799	1,332,362	1,369,656

*14 - 3 (Comparison of Annual AMP Capital Levy - \$)*

The total capital levy is allocated to between two AMP related costs:

- transfers to the capital asset replacement discretionary reserve, and
- servicing of any asset management lifecycle activity related long-term debt.

Table 14 – 4 (Comparison of Transfers of Capital Levy to Capital Asset Replacement Discretionary Reserve - \$) details for each financial strategy option the amounts that the AMP Reserve will receive from the annual capital Levy. As can be noted in this table, the transfers under Option 1 are decreasing. This is due to the significant increase in debt servicing noted in Table 14 - 5. The increased debt servicing is the direct result of the need for larger amounts of long-term debt to finance the asset management lifecycle activities under that option.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	730,012	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,973	202,655
Option 2	767,512	829,296	800,357	733,048	762,212	744,774	782,797	828,062	748,972	774,653
Option 3	805,012	910,705	932,854	924,678	923,328	877,016	881,883	917,729	860,213	897,507

*14 - 4 (Comparison of Transfers of Capital Levy to Capital Asset Replacement Discretionary Reserve - \$)*

Table 14 - 5 (Comparison of Servicing of AMP Long Term Debt) details for each financial strategy option the amount of debt servicing which results from the financing of the asset management lifecycle activities. As noted, all three financial strategy options will require long-term debt in financing the asset management lifecycle activities.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	-	19,225	135,845	298,259	372,507	502,803	587,958	638,072	809,339	882,757
Option 2	-	14,716	121,655	268,464	320,299	420,438	466,615	467,737	583,390	595,003
Option 3	-	10,207	107,357	238,234	267,028	347,793	378,070	378,070	472,149	472,149

*14 - 5 (Comparison of Servicing of AMP Long-Term Debt - \$)*

## 14.2 AMP Funding

Total AMP funding represents the funding sources that the Township has directed towards funding asset management related costs. For the purposes for developing the Township’s Financial Strategy options, the AMP funding sources consist of:

- Ontario Community Infrastructure Grant (OCIF)
- Gas Tax Funding
- County Accessibility Grant
- Aggregate Levy
- Public Works Development Charges
- AMP Capital Levy

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

The capital levy amount shown in Table 14 - 3, when combined with the other AMP funding sources as detailed in Table 14 - 6 (Other Sources of AMP Funding - \$) show the total funds dedicated by the Township towards funding asset management related costs (see Table 14 - 7).

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provincial/Federal Grants (OCIF)	169,421	168,923	-	-	-	-	-	-	-	-
Gas Tax Funding	222,547	222,547	232,662	232,662	242,778	242,778	242,778	242,778	242,778	242,778
Other (County Accessibility Grant Funding)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aggregate Revenue	228,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Works Development Charges	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560
<b>Total Other Sources of AMP Funding</b>	<b>709,528</b>	<b>681,030</b>	<b>522,222</b>	<b>522,222</b>	<b>532,338</b>	<b>532,338</b>	<b>532,338</b>	<b>532,338</b>	<b>532,338</b>	<b>532,338</b>

14 - 6 (Other Sources of AMP Funding - \$)

Table 14 - 7 (Comparison of AMP Funding Levels - \$) details the Target AMP funding levels over the forecast period and compares that target level to the AMP Funding Levels provided under each financial strategy option. As can be seen in Table 14 - 7, Option 1 does not achieve a sustainable level of funding over the forecast period, whereas Option 2 achieves sustainable funding by 2026, and Option 3 achieves sustainable funding by 2023.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Target AMP Funding Level (2% of Capital Asset Values)	1,591,503	1,623,333	1,655,800	1,688,916	1,722,694	1,757,148	1,792,291	1,828,137	1,864,699	1,901,993
Option 1	1,439,540	1,449,042	1,328,634	1,367,134	1,416,250	1,455,750	1,495,650	1,535,950	1,576,650	1,617,750
Option 2	1,477,040	1,525,042	1,444,234	1,523,734	1,614,850	1,697,550	1,781,750	1,828,137	1,864,700	1,901,994
Option 3	1,514,540	1,601,942	1,562,434	1,685,134	1,722,694	1,757,148	1,792,291	1,828,137	1,864,700	1,901,994

14 - 7 (Comparison of AMP Funding Levels - \$)

### 14.3 Asset Management Lifecycle Activities Expenditures and Financing

Table 14 - 8 (Inflated Asset Management Lifecycle Activities - \$) presents the 2019-2028 asset management lifecycle activities' expenditures. As noted earlier in this section, these amounts reflect the asset management lifecycle activities' expenditure as presented in Section 8, but have been adjusted to account for inflation over the forecast period.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Bridges	-	-	426,564	-	-	-	-	574,343	-	-
Culverts	-	-	561,816	-	-	-	-	643,264	-	-
Buildings and Facilities	10,750	110,160	10,404	21,224	3,247	287,061	-	9,189	-	194,501
Fire Equipment	24,000	345,564	6,242	-	12,989	9,937	76,016	27,568	36,321	14,341
Parks and Recreation	-	35,361	22,889	-	10,824	1,987	-	34,263	-	144,881
Asphalt Road 1 Lift	1,033,125	626,983	901,774	751,961	1,496,057	746,919	492,165	724,514	257,736	593,404
Asphalt Road 2 Lift	576,739	-	-	293,316	290,337	335,978	52,434	225,243	714,764	144,747
Asphalt Road Surface Treated	-	15,146	-	-	-	143,853	-	-	-	-
Gravel Roads	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158	77,681
Storm Water Management Pond	-	168,300	156,060	175,099	-	-	-	-	-	-
Fire licensed vehicles	-	530,400	-	-	-	25,394	527,044	-	-	597,546
Fire vehicle tires	18,146	1,683	-	4,368	-	1,822	-	-	-	6,618
Sidewalks	-	102,000	-	-	-	-	-	-	-	-
Work licensed vehicles	250,000	397,800	260,100	-	243,547	36,435	103,607	-	292,915	298,773
Work Unlicensed vehicles	-	-	130,050	371,423	-	-	-	9,189	-	35,853
<b>Total Inflated Asset Management Lifecycle Activities Expenditures</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>

14 - 8 (Inflated Asset Management Lifecycle Activities - \$)

The asset management lifecycle activities expenditure are financed from various AMP financing sources. These AMP financing sources consist of:

- Ontario Community Infrastructure Grant (OCIF)
- Gas Tax Funding

- County Accessibility Grant
- Aggregate Levy
- Public Works Development Charges
- Transfers the Capital Asset Replacement Discretionary Reserve
- Long-Term Debt

Only the mix of transfers from the Capital Asset Replacement Discretionary Reserve and the use of long-term debt vary among the three financial strategy options. This mix of reserve transfer/debt is determined by the financial strategy option and the proposed increase in the AMP Capital Levy in that option. Table 14 - 9 (AMP Capital Financing Sources - \$) details the 2019 – 2028 sources of capital financing

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provincial/Federal Grants (OCIF)	169,421	168,923	-	-	-	-	-	-	-	-
Gas Tax Funding	222,547	222,547	232,662	232,662	242,778	242,778	242,778	242,778	242,778	242,778
Other (County Accessibility Grant Funding)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aggregate Revenue	228,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Works Development Charges	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560
(Total of AMP Reserve / Long-Term Debt)	1,268,232	1,718,667	2,021,303	1,164,147	1,595,022	1,128,812	792,128	1,789,901	845,556	1,576,008
<b>Total AMP Capital Financing Sources</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>

14 - 9 (AMP Capital Financing Sources - \$)

The 2019-2028 AMP Reserve Financing is detailed for each financial strategy option in Table 14 - 10 (Comparison of AMP Reserve Financing - \$). The 2019-2028 Long-Term Debt Financing under each financial strategy option is detailed in Table 14 - 11 (Comparison of AMP Debt Financing - \$)

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	1,108,345	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,972	202,655
Option 2	1,145,845	829,296	800,356	733,049	762,212	744,774	782,797	828,062	748,972	774,653
Option 3	1,183,345	910,705	932,854	924,678	923,328	877,016	792,128	1,007,484	845,556	912,164

14 - 10 (Comparison of AMP Reserve Financing - \$)

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	159,887	969,880	1,350,736	617,494	1,083,618	708,203	416,775	1,424,361	610,584	1,373,353
Option 2	122,387	889,371	1,220,947	431,098	832,810	384,038	9,331	961,839	96,584	801,355
Option 3	84,887	807,962	1,088,449	239,469	671,694	251,796	-	782,417	-	663,844

14 - 11 (Comparison of AMP Debt Financing - \$)

#### 14.4 Capital Asset Replacement Discretionary Reserve

As noted earlier, contributions to the capital asset replacement discretionary reserve come from the Township’s annual capital levy, with annual draws going towards funding the recommended asset management lifecycle activities. With consideration given to the recommended financial policy regarding the minimum target balance of the capital asset replacement discretionary reserve, Table 14 - 12 (Comparison of AMP Reserve Balances - \$) provides a comparison of the recommended minimum target balance with the forecast reserve balances under each financial strategy option. As can be seen in this table, only under Option 3 in years 2025 and 2027 does the reserve balances exceed the minimum recommended balance. This is due to the magnitude of the asset management lifecycle activities and the need for long-term debt to finance these costs. The associated long-term debt servicing reduces the amount of capital levy that is able to be transferred into the capital asset

replacement discretionary reserve, thereby reducing the reserve funds available to finance future asset management lifecycle activities, which in-turn leads to the need for more long-term debt financing.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Minimum Balance at 10% of 10 year Capital Plan	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881
Option 1	1,952,881	1,952,880	1,952,880	1,952,880	1,952,881	1,952,880	1,952,881	1,952,880	1,952,881	1,952,881
Option 2	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881
Option 3	1,952,881	1,952,881	1,952,881	1,952,881	1,952,880	1,952,881	2,042,636	1,952,881	1,967,538	1,952,881

14 - 12 (Comparison of AMP Reserve Balances - \$)

### 14.5 Long-Term Debt

Long-term debt is required under each financing strategy option to fund the asset management lifecycle activities. The amount of required debt was previously detailed in Table 14 - 11 (Comparison of AMP Debt Financing - \$) with the resulting long-term debt servicing being previously detailed in Table 9-5 (Comparison of Servicing of AMP Long-Term Debt - \$).

Table 14 - 13 (Comparison of Outstanding Long-Term Debt - \$) details the outstanding debt balances over the forecast period for each financial strategy option. As can be seen Option 1 contains the highest level of outstanding debt at the end of the forecast period at \$5.4 million, with Option 3 with the lowest level of outstanding debt at \$2.5 million.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	159,887	1,116,138	2,370,094	2,772,282	3,580,423	3,911,138	3,876,844	4,798,822	4,768,026	5,425,503
Option 2	122,387	1,001,326	2,135,664	2,373,047	2,968,614	3,036,116	2,685,096	3,273,177	2,900,932	3,208,817
Option 3	84,887	885,613	1,897,701	1,965,356	2,438,809	2,428,170	2,135,086	2,614,161	2,233,508	2,503,377

14 - 13 (Comparison of Outstanding Long-Term Debt - \$)

The recommended long-term debt capacity restriction noted in the Financial Policy Considerations limits the repayment of long-term debt to an amount that would represent 10% of the Township’s net revenues. Table 14 - 14 (Comparison of Debt Repayment Limit - \$) details the remaining debt servicing capacity under each financial strategy option. As noted under Option 1, long-term debt servicing exceeds the 10% debt repayment restriction.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
10% of Net Revenues	556,512	584,337	613,554	644,232	676,444	710,266	745,779	783,068	822,221	863,332
Option 1	556,512	565,112	477,710	345,973	303,936	207,463	157,821	144,996	12,882	(19,424)
Option 2	556,512	569,621	491,899	375,768	356,144	289,828	279,164	315,331	238,832	268,329
Option 3	556,512	574,130	506,197	405,998	409,416	362,472	367,709	404,998	350,073	391,184

14 - 14 (Comparison of Remaining Debt Repayment Limit - \$)

Table 14 - 15 (Comparison of Remaining Debt Servicing Limit - %) views the long-term debt capacity restrictions from the perspective of a percentage of the limit remaining. Option 1 at the end of the forecast period exceeds the debt repayment limit and therefore under this option the Township would not be able to issue any additional debt until the existing debt matures. Option 2 has approximately a third of debt capacity remaining at the end of the forecast period, with Option 3 having just less than half of the debt capacity available at the end of the forecast period.

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Option 1	100%	97%	78%	54%	45%	29%	21%	19%	2%	-2%
Option 2	100%	97%	80%	58%	53%	41%	37%	40%	29%	31%
Option 3	100%	98%	83%	63%	61%	51%	49%	52%	43%	45%

14 - 15 (Comparison of Remaining Debt Repayment Limit - %)

## 14.6 Assessment of Financial Strategy Options

All three financial strategy options presented identify the annual funding projected to be available over a 10-year period to finance the asset management lifecycle activities needed to deliver the proposed levels of services detailed in this report.

In assessing the three financial strategy options the overall level of AMP funding available, and the degree of use of long-term debt to underwrite shortfalls in available capital asset replacement discretionary reserves is considered.

Table 14 - 16 (2019-2028 AMP Funding - \$) totals all AMP funding sources over the forecast period, including other sources of AMP funding as well as the capital levy funding, which will vary by financial strategy option. As noted in Table 114 - 16, Option 3 provides the highest level of AMP financing over the forecast period, with \$17.2 million.

Description	Total Other AMP Funding Sources	Total AMP Capital Levy	Total AMP Funding
Option 1	5,629,030	9,053,318	14,682,348
Option 2	5,629,030	11,029,999	16,659,029
Option 3	5,629,030	11,601,982	17,231,012

14 - 16 (2019-2028 AMP Funding- \$)

Table 14 - 17 (2019-2028 Capital Levy Allocation) allocates the capital levy funding noted in Table 14 - 16 between the transfers to the capital asset replacement discretionary reserve and servicing of AMP related long-term debt.

Description	Total AMP Capital Levy	Total AMP Debt Servicing	Total Transferred in AMP Reserve
Option 1	9,053,318	4,246,765	4,806,552
Option 2	11,029,999	3,258,316	7,771,683
Option 3	11,601,982	2,671,057	8,930,925

14 - 17 ( 2019-2028 Capital Levy Allocation - \$)

As noted in Table 14 - 17, Option 1 provides the lowest level of tax supported funding (capital levy) over the forecast period with \$9.1 million, with Option 2 at \$11.0 million and Option 3 with the highest level of tax supported funding at \$11.6 million. While it should be noted that no funding shortfalls occurred in any of the financial strategy options presented, the use of long-term debt was necessary in all options to ensure that sufficient AMP financing was provided to ensure that the required asset management lifecycle activities could be undertaken.

The use of long-term debt requires debt servicing in the future, and therefore reduces the amount of the capital levy that can be transferred into the capital asset replacement discretionary reserve. The degree to which long-term debt was required under each option over the forecast period is evidenced by the amount AMP debt servicing shown in Table 14 - 17.

Option 3 has the least debt servicing other the forecast period with \$2.7 million of the total capital levy going towards servicing long-term debt that was required to fund the asset management lifecycle activities, with Option 2 requiring \$3.3 million and Option 1 requiring \$4.2 of the capital levy to servicing long-term debt

While the capital asset replacement discretionary reserve balances over the forecast period under all financial strategy options are relatively the same, the degree to which the reserve can be drawn upon to fund the asset management lifecycle activities varies greatly. The differences among the three financial strategy options in regards to the funding of the asset management lifecycle activities from the capital asset replacement discretionary reserve is due to the AMP capital levy being transferred into the reserve.

As can be seen in Table 14 - 17, over the forecast period, Option 1 transferred the least amount of funds into the capital asset replacement discretionary reserve at \$4.8 million, with Option 2 transferring \$7.8 million and Option 3 transferring the most at \$8.9 million. The transfers into the capital asset replacement discretionary reserve allow for the reserve financing of the asset management lifecycle activities, thereby reducing the need for long-term debt financing, and therefore the need to service that debt in the future.

Table 14 - 18 (2019-2028 Reserve vs Debt Financing) provides the level of total reserve financing vs. the level of total debt financing for each financial strategy option over the forecast period.

Description	Total AMP Reserve Financing	Total AMP Debt Financing	Total AMP Reserve/Debt Financing
Option 1	5,184,885	8,714,891	13,899,776
Option 2	8,150,016	5,749,760	13,899,776
Option 3	9,309,258	4,590,518	13,899,776

14 - 18 ( 2019-2028 Reserve vs Debt Financing - \$)

Total debt financing over the forecast period is highest in Option 1 with \$8.7 million in long-term debt, whereas Option 2 required \$5.7 million, with Option 3 requiring the least amount of long-term debt over the forecast period at \$4.6 million. As noted earlier, the servicing of long-term debt under Option 1 actually exceeds the Debt Repayment Limits detailed in the Financial Policy Considerations.

The minimization of the need for long-term debt in financing asset management lifecycle activities is preferred as it reduces futures debt servicing, therefore allowing for greater reserve funding of future asset management lifecycle activities.

## 15.0 Resources

### 15.1 Information Technology Strategy

As part of the project, UEM conducted a review of the available computer technology to support Asset Management at the Township. Regulation 588/17 requires a municipality to maintain an Asset Register and keep all data related to assets updated at least every two years.

### 15.2 Possible Database/Software Solutions

Puslinch has three valid options for achieving the automation of the process:

1. Maintain and upgrade the custom database and interface that was developed in 2018 as part of the Asset Management Project and is currently utilized for all asset data.
2. Purchase a purpose build software solution from a software vendor
3. Contract a software developer for the development of a new custom build solution

A “corporate approach” to information and data management is a pre-requisite for all of the above options. This includes people, processes and technology. Functionality determination must be made by Puslinch. Basic information about the “inventory” should be freely accessible for use by any application in Puslinch or beyond. This means that the information should not be encumbered by software.

The Township of Puslinch should identify several requirements for their asset management software. They are as follows: the data should be hosted locally (if possible); the software should facilitate two-way data integration with GIS software (if possible); the ability to modify the database schema & associated attribute data; supporting multiple users with different access levels; the ability to hyperlink to site plans, as-built drawings etc.; and the creation of reports.

Additionally, UEM has identified several criteria for future asset management software. The criteria are as follows: the software must integrate PSAB management; inclusion of capital planning functionality; work order management system; GIS Integration; support multiple inventories (capital vs. non-capital); data is hosted locally; there should be two-way integration with existing databases.

### 15.3 Technology-Related Requirements

Upon review of the Townships’s existing data processes, UEM has identified some areas for improvement. The foundation of any asset management plan is the data pertaining to each asset. The entire process is reliant on solid, up to date information from the databases.

The current software environment has some associated risks, foremost being limited external database and technological support. It is recommended that the Township of Puslinch acquire software or establish a relationship with a reputable organization to provide support to facilitate the use of these new measurements.

By using Asset Management software, Puslinch will be able to produce detailed capital plans and create maintenance schedules based on the data in addition to meeting PSAB reporting requirements. A significant benefit to the procurement of asset management and maintenance management software is the ability to update asset registers and asset data to be performed directly by the programs and departments responsible for the assets. Prior to the procurement of any software, demonstrations should be arranged where software vendors demonstrate the capability of their software using Township of Puslinch data in order to ensure compatibility with Puslinch’s existing IT environment.

## 15.4 Asset Management Tools

- The Ontario Goods Roads Association makes available, at no cost, to all Municipalities in Ontario a Municipal Data Works (MDW) tool that will enable the full maintenance of the Asset Registry. This tool is provided with a set of applications that will provide full update, maintenance and reporting of asset data.
- While full accounting reporting in MDW as required by MFOA is not yet available, these reports can be obtained through the export of data to Microsoft Excel and the reports can be formatted from Excel. It should be noted that, OGRA working with the MFOA intends to build the reports to be available at MDW in the near future.
- Data in MDW should be updated at least once a year, but ideally semiannually.

## 16.0 Council Approval and Public Engagement

### 16.1 Council Approval

Council is responsible for approving the municipality's strategic goals and priorities. The strategic planning process puts a spotlight on service delivery outcomes expected by the community. Municipalities rely heavily on their capital assets to carry out service delivery to the public. As a result, the asset management process supports the goals of service delivery and is fundamentally linked to many service delivery outcomes. This makes the asset management plan a key document that underpins Council's strategic directions. Therefore, obtaining Council approval of the asset management process and the asset management plan ensures the asset management direction aligns with Council's corporate strategic direction.

Once Council has approved the asset management process/plan, staff are able to undertake ongoing asset management actions knowing that they have council's support/direction, and that they are operating in a manner consistent with the municipality's overall strategic direction. Going forward, where asset management related issues are brought to Council, the asset management process provides content for discussions between Council, staff, and the public. However, the question becomes, "How will council use this asset management process as a tool to make decisions on an ongoing basis?"

Council approves asset management reports and provides specific recommendations to include in the budget process. The recommendations are specific and include priority project identification, lifecycle cost investment levels, estimated impacts on rates, amongst others. Municipal staff would then incorporate the asset management recommendations into future budgets.

### 16.2 Public Engagement

Municipalities can benefit from seeking the public's involvement in developing, reviewing, and approving various aspects of the asset management process. The public's input may be directly sought as part of asset management plan discussions concerning levels of service, lifecycle management strategy scenarios, various financing strategy options, and/or other elements of the asset management process. In addition, feedback related to asset management plan issues can be indirectly derived from other public processes such as budget approvals or master plan approvals. Overall, ensuring some level of public engagement throughout the asset management process not only assists in gaining a level of public acceptance on asset management, but also a level of public ownership in the process.

## Infrastructure for Jobs and Prosperity Act (IJPA) and O. Reg 588/17 requirements

O. Reg 588/17 outlines the following requirements with respect to AM Public Engagement:

- A Strategic Asset Management Policy (SAMP) must be developed and adopted by July 1, 2019 and reviewed and updated at least every 5 years. The SAMP outlines a requirement to include a commitment to provide opportunities for municipal residents and other interest parties to provide input into AM planning.
- Municipalities will be required to post their SAMP and asset management plan on the municipality's website, if one exists, and make copies of these documents available to the public, if requested.

In reference to Puslinch, the public were invited to provide input during the development stages of asset management planning. In this manner, the public had the opportunity to shape the direction of asset management processes by having the opportunity to comment on the Asset Management Policy and on Level of Service Policies as well as impacts on the Capital Budgets.

The Public were made aware of the public meeting by notices in the local newspaper and by posting on the Puslinch website. The public were encouraged to provide comments on asset management topics in general. Prior to the meeting, the presentation was posted at the public counter of the Puslinch municipal office. A copy of the presentation may be found in Appendix 6 of the Report.

The Public Open Meeting was held on February 5, 2019 in the Council Chambers of Puslinch. Sign-in-sheets indicate that \_\_\_ individuals attended. Verbal comments were as follows:

Issues and concerns from the comment sheets and website postings were as follows:

## 17.0 Conclusions

The Township of Puslinch has implemented an Asset Management Strategy and Plan, which assesses the Township's assets based on condition assessments, lifecycles, LOS requirements, and Risk Analysis. The decision process is executed through an Optimized Decision Model (ODM) created by UEM. The ODM applies the Asset Management strategies to the Township's asset data. The outputs of the ODM are used to develop and prioritize assets for Capital Plans, which address those assets that pose the greatest risk. The Asset Management Plan is expected to achieve improved performance of the Township's services as well as:

- Enhanced customer satisfaction from improved performance and control of the Level of Service (LOS);
- Improved financial planning for maintenance and replacement of key infrastructure assets;
- Improved Risk Management Strategies;
- Optimized return on investment and/or growth;
- Improved health, safety and environmental performance;
- Sustainable long-term planning and performance; and
- Improved corporate stewardship, including greater staff satisfaction

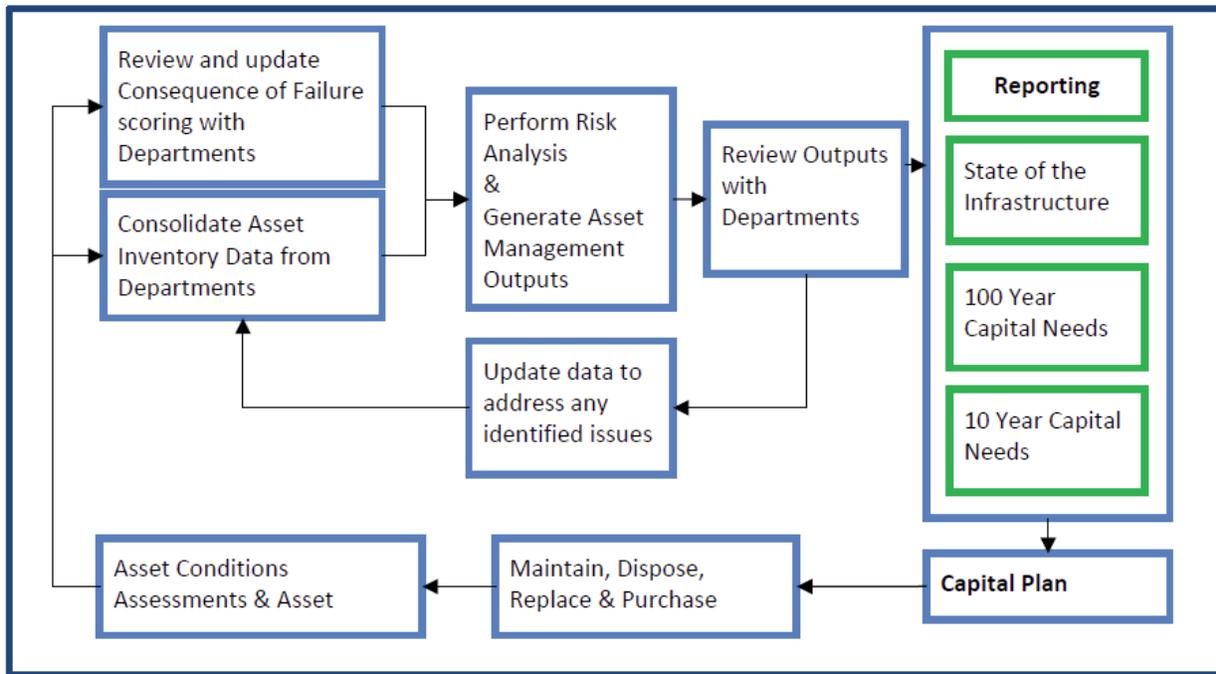
The Asset Management Program will be improved yearly through improved data collection, data confidence, data architecture, business processes, and Asset Management procedures. The Township of Puslinch is

committed to Strategic Asset Management Policies and Plans that can be used to provide appropriate information to the Township’s Council for decision making during the annual budget process.

Scientific evidence that human activity is resulting in climate change is documented and accepted as changes in climate are now a significant factor in the design and management of assets. However, the ability to project the impact of climate change and establish a time frame for impacts on infrastructure is very limited. Engineers and asset managers make effective use of a limited capacity in order to accurately project environmental conditions over the lifetime of assets and asset systems. If adaptation to climate change is to be effective, engineers and asset managers must learn to work with uncertain information about a future climate that will be significantly different to that of the past.

**17.1 Ongoing Maintenance of the Asset Management Program**

Asset Management requires ongoing updates to the data and reviews of the processes and assumptions used in the development of the Asset Management Plan. At a minimum, on a yearly basis the Asset Hierarchy as well as the Consequence of Failure weightings and scoring should be reviewed by the Asset Management Team and representatives from each department to ensure that the decision-making parameters inherent in the Asset Management Framework remain valid. All departments should work with the Asset Management Team on an ongoing basis to ensure that the asset inventory is up to date and reflects the most recent condition assessments and replacement costs available.



17.0 1 Asset Management Maintenance

**17.2 Capital Program**

The capital program was developed based on the replacement and or remediation of assets based on studies that have been completed by the township, the knowledge of staff, and the knowledge and expertise of the UEM team. Based upon such knowledge that have been incorporated into the asset registry capital needs over a 10-year period were identified in the plan based upon reducing risk to the municipality. Such an approach created “peaks” and “valleys” in the capital plan based upon the lifecycle of current assets and or the policies

and practices adopted by the Township. Council in their wisdom may defer a capital project in order to reduce such “peaks” and “valleys” and should recognize that a consequence of doing so may be an increase in risk. However, the normal practice of municipalities is to finance a project prior to undertaking the design, tendering and construction of such a project that often leads to the reconstruction of the project a year after the funding of the project. In many cases the funding of the debt associated with the reconstruction of the project occurs after completion of the project.

### 17.3 Service Level Policy: Hard Surface Roads

Initially in preparing the service level for roads the UEM team was recommending that the remediation Pavement Condition Index for hard surface roads be 65 for class 3 roads, 60 for class 4 roads, and 60 for class 5 roads. This was based upon an analysis of available data in regard to pavement standards and recommendations that were under consideration at the present time by members of the Ontario Good Roads Association. The existing level of service for Puslinch was 60 for class 3 roads, 60 for class 4 roads, and 60 for class 5 roads. After reviewing road surface conditions, the UEM Team modified their recommendation for service level for Hard Surface Roads to the existing level of service provided in this report based upon a recommendation that in the next update of the Pavement Condition Inspection Report a consideration in the report should be moving to a 65,60,60 standard for lifecycle events. The report should outline the potential benefits that would be derived and as well as the impact on cost.

## 18.0 Recommendations

The following is a list of recommendations for ongoing improvement of the management of the Township’s assets. The identified costs are estimates only and should not be considered as quotes.

### 18.1 Proposed Level of Service Policies

**Recommendation:** That the levels of the service policies in section 5 of this report be approved.

The levels of service were developed based upon input from staff and the Council of the Township of Puslinch. These level of service policies reflex in principle the existing practices of the Township of Puslinch. The policies were presented to the public on February 5, 2019

**Estimated Cost:** As per the budget implications table outlined in the end of this section.

## 18.2 Staff

Formalized Strategic Asset Management Policies should be developed which details roles responsibilities and procedures for the execution of the Asset Management Plan.

**Recommendation:** Identify an Asset Management champion in each Department to ensure ownership of Asset Management processes.

**Estimated Cost:** Minimal internal cost

**Recommendation:** Assign responsibility for maintaining asset data to the programs and departments responsible for the assets.

**Estimated Cost:** Minimal internal cost

**Recommendation:** Additional permanent staff member.

**Estimated Cost:** \$50,000 per year in salary & benefits

**Recommendation:** Asset Management reporting to be the responsibility of the Financial Department and the Director of Finance be appointed as the Executive Lead responsible for the Township asset management planning.

## 18.3 Financial Planning

In considering the explanation of the three financial strategy options, it is recommended that Option 3 as detailed in Appendix 3.0 be adopted by the Township towards a 10-year financial strategy for the funding of asset management lifecycle activities as noted in this report

It is also recommended that the following Financial Policy Considerations be adopted in the implementation of the asset management financial strategy

- A lifecycle activity target funding level be set at an amount equal to 2% of estimated replacement value of the Townships Capital assets contained in the Asset Registry;
- That an upper and lower target balances of asset replacement related reserves be set at amounts of 10% and 20% of the inflated 10-year asset management lifecycle activity expenditure; and
- That a long-term debt repayment limit be established at an amount not to exceed 10% of the Townships net revenues, and that consideration be given towards development of a comprehensive debt management policy.

Finally, it is recommended that the long-term financial strategy be reviewed annually subject to any material changes that may occur.

## 18.4 Fleet

As part of this project vehicles owned by Puslinch, both fire and works, were entered into the Asset Registry utilizing replacement costs provided in the 2017 BDO Fleet Management Report. Council in an initial review raised the question of purchasing used vehicles rather than new vehicles. The UEM team are not experts that would be capable of assessing the value of used vehicles nor the purchase price of used equipment especially when dealing with fire and works department vehicles. The Asset Registry cannot project the year in which Council may wish to purchase used vehicles. However, the Asset Registry could be modified subsequent to the purchase of use vehicles.

### **18.5 Boundary Roads – Road Structures & Bridges and Culverts**

The Township entered into boundary road agreements with adjacent municipalities the information provided to the UEM team was that the responsibility for capital improvements to such boundary roads lies with the adjacent municipalities. However, in completing the Asset Registry capital improvements were provided in the registry based on 50% the total reconstruction costs of such boundary roads. In going forward, the Township should request a capital program for boundary roads that would include replacement costs and proposed year of improvements. Although the UEM team was not provided with the boundary road agreements it is only natural that if there are conflicts that discussions occur between municipal staff to determine accurate data to be entered into the asset registry that would impact the capital program of Puslinch.

Replacement Costs for in regard to Bridge and Culverts on boundary roads were based on full replacement cost. However, remediation costs that have been entered into the asset inventory were based upon the costs identified in the 2017 OSIM report. Pages 8,9 and 21 and 41 of Appendix D relate to roadside safety improvements which were in installation of guard rails as an unfunded component of bridge rehabilitation. In reviewing the 2017 OSIM report such guard rails are to be installed on the approaches to the Bridge and or Culvert structures, it is suggested that the terms of reference for the next update of the OSIM report include direction that such guard rails deemed necessary to meet the design standards of the Province of Ontario include that guardrails are a component of either rehabilitation or replacement.

### **18.6 Capital Program**

The asset management plan and strategy are a means to support the Township's budget process as long as the asset management plan is updated annually as well as future planning and growth. Updating the capital expenditure for each asset class to incorporate the recommended studies, condition assessments and maintenance scheduled required to maintain the proposed service level policies.

#### **Estimated Cost:**

- Gravel Roads: Inspection of Gravel Base \$6000 per link.
- Hard Surface Roads: Traffic Volume Study, \$25,000, Pavement Condition Index Report \$24,500
- Street Trees: Tree Inspections \$6000
- Buildings and Facilities Arc Flash Study \$7,500, Building Condition Assessment \$25,000, Infra-Red Scanning \$3,000
- Sidewalks: Sidewalk Winter Maintenance \$20,000

## 18.7 Business Processes

**Recommendation:** Recommendation: Update internal business processes so that significant maintenance activities are recorded, and asset data is adjusted to reflect changes to condition and replacement value. (See Recommendations: The Asset Registry).

**Estimated Cost:** Minimal internal cost

## 18.8 Technical Level of Service

Currently the sole Technical Level of Service (TLOS) used to determine the Probability of Failure is condition or remaining service life. Condition is based on the visual or physical analysis of the asset whereas remaining service life is based on the age and condition of assets. For higher quality technical level of service tracking UEM recommends incorporating Performance-based levels of service in the future. Performance-based TLOS relate to measurements that are not directly related to condition/remaining service life such as the accessibility of buildings for persons with disabilities. Performance TLOS may be mandated by legislation, like the Safe Drinking Water Act, or explicitly identified by the Township in a Service Level Agreement. New business and reporting practices will need to be implemented in order to collect and maintain the data required to evaluate performance- based TLOS.

**Recommendation:** Develop & incorporate Performance TLOS

**Estimated Cost:** \$30,000 in consultant fees

## 18.9 Technology Related Requirements

As previously indicated in Section 10 of this report, the Ontario Good Roads Association makes available, at no cost, a tool identified as the Municipal Data Works (MDW) that will maintain asset data.

**Recommendation:** Negotiate with the Ontario Good Road Association for access to Municipal Data Banks and allow the importation of Puslinch data into MDW.

**Estimated Cost:** minimal costs

## 18.10 Climate Change

**Recommendation:** Climate Change should be a consideration in all asset condition assessment reports in the future in order to project deterioration rates associated with such climate change.

**Estimated Cost:** Minimal internal cost

## 19.0 Asset Registry Recommendations

### 19.1 Bridges and Culverts:

**Recommendation:** The Township of Puslinch is recommended to follow the remediation schedule provided by the qualified engineer for all Bridge and Culvert structures. Any further improvements to a structure should be implemented as a sub-cost to the total remediation cost.

This recommendation is in response to the Bridge and Culvert Inspection report conducted in 2017. This report as it's been written separates guardrails as a "Road Improvement Safety" Cost. UEM recommends that the next report integrate the costs for Road Improvements in the final remediation cost of each structure if it is mandated by the Roadside Safety Manual and Geometric Design Guide.

**Estimated Cost:** No Costs

### 19.2 Hard Surface Roads:

**Recommendation:** Road surfaces be inspected by a qualified engineer every 5 years. Subsequent inspections should follow the same methodologies of the one prior.

The 2016 pavement condition study used Pavement Condition Index as a condition rating methodology. Thus, every subsequent study should be consistent unless some revolutionary methodology is discovered that is deemed more appropriate. Following the same condition methodologies will help the Township better update their asset registry and as well allow for the ability to conduct trend analysis. Each replacement/remediation schedule should be integrated into the Asset Registry as a separate table in order to track remediations to each road segment over time. Furthermore, the delivered report should maintain the current data structure as it's been delivered in the asset registry and as well should be stored in a data format that allows for seamless updating of the asset registry.

To better manage the lifecycle of each road segment UEM recommends that a traffic volume survey be done every 5 years to all major road surfaces. Traffic volume data will help the Township optimize their lifecycle model for roads by increasing or decreasing the deterioration rate of two PCI points per year based on the expected traffic on that surface over time.

**Estimated Cost:** Refer to Capital Program recommendations

### 19.3 Gravel Roads:

**Recommendation:** The Township should collect on a routine basis condition data for each gravel road segment during routine inspections.

When and if a gravel road requires regrading it should be documented according to the proposed service level policy provided in this document. Each regrading activity should be considered as a lifecycle event. Tracking of deterioration rate will assist the Township in long-term financial planning for gravel road surfaces and as well assist in achieving the proposed service level policy for Gravel Roads. Further, the proposed service level policy states that to

qualify a gravel road surface for hard surfacing certain data be available for consideration. Such data can be collected through regular inspections of the surface, collection and storage of grading frequencies and traffic volume studies.

**Estimated Cost:** Refer to Capital Program recommendations

#### 19.4 Buildings and Facilities:

**Recommendation:** Each Building and Facility in the Township of Puslinch should be inspected every 5 years.

Subsequent inspections should follow the same methodologies of the one prior – such as the vernacular used to describe each building component and data structure that surrounds it. The remediation schedule if provided should be delivered in the same template as the previous in to allow for seamless updating of the asset registry. Furthermore, each schedule should be integrated into the Asset Registry as a separate table to track remediations to each component over time. The Township as well conduct Arch Flash Studies and Infra-Red Scanning of all electric equipment and wire terminations every 5 years.

**Estimated Cost:** Refer to Capital Program recommendations

#### 19.5 Storm Water Management Ponds

**Recommendation:** Follow the remediation schedule provided by the qualified engineer.

The remediation schedule if provided should be in a tabular format that can easily distinguish each stormwater management pond component and the repairs if necessary to such component. If no applicable component can be identified, then the repair and its costs should be applied to the pond enclosure. Furthermore, each pond component should be provided a condition score that ranges from 1 (Very Poor Condition) to 5 (Excellent Condition) Subsequent inspections should follow the same methodologies as the one prior.

**Estimated Cost:** No Costs

#### 19.6 Fire Reservoirs

**Recommendation:** Document each inspection of each Fire Reservoir in a tabular format and update the condition of each Fire Reservoir in the asset registry with a condition score that ranges from 1 (Very Poor Condition) to 5 (Excellent Condition) subsequent to each inspection. The condition score that was rated prior should be stored in a separate table in order to track how the lifecycle of each fire reservoir is being managed overtime

**Estimated Cost:** No Costs

## 19.7 Fire Equipment

**Recommendation:** Standardize fire equipment assets in the asset registry for more effective management of lifecycle, lifecycle events, and condition ratings.

Implement a condition inspection table for each fire equipment asset and as well a lifecycle event activity table.

**Estimated Cost:** No Costs

## 19.8 Fleet: Work Licensed Vehicles, Work Unlicensed Vehicles, Fire Licensed Vehicles

**Recommendation:** The Township is recommended to implement a condition inspection table for each vehicle and as well a lifecycle event activity table.

Each inspection should document vehicle hours (if applicable to the service level policy) and vehicle kilometers. The Lifecycle activity table should document any major vehicle servicing and well any major accident or mechanical failure associated with the vehicle. These tables should become the primary methodology for establishing vehicle condition and lifecycle.

**Estimated Cost:** No Costs

## 19.9 Parks and Recreation, Sidewalks and Streetlights and Poles

**Recommendation:** Create a Condition inspection table and lifecycle event table for each park and recreation asset.

Each inspection should at the very minimum apply a condition rating to the asset. Each lifecycle event that occurs should be documented for each asset in order to track the lifecycle of the park and recreation asset.

**Estimated Cost:** No Costs

## 19.10 Street Trees

**Recommendation:** Update the asset registry in order to create a more comprehensive inventory of the current stock of street trees managed by the Township. Including a condition inspection table and lifecycle event table for each tree asset.

**Estimated Cost:** \$10,000

## 19.11 Storm Sewers

**Recommendation:** Update the GIS information for all storm sewer assets.

The Spatial structure of the storm sewer assets in the asset registry has been formulated through consultation with staff without referencing to as constructed drawings. Each storm sewer should be georeferenced according to their ground truthed location.

Each storm sewer should have each cleaning event loaded into a condition assessment table to account for the condition of the asset. Furthermore, if any significant repairs occur to an storm sewer asset such repairs should be repaired loaded into an asset lifecycle event table.

**Estimated Cost:** No Costs

### 19.12 Inspection & Lifecycle Tables

As stated multiple times for each asset class, the storage of condition assessment data and lifecycle events data should be documented in separate tables than in the Asset Tables in the Asset Registry Database. By storing the data in separate tables, the historical data quality is maintained and allows for multi-step data verification and over time the ability to conduct trend analysis.

If the Township chooses to rely on only “updating” the condition column of an asset table with current condition data, historical data will be lost.

### 19.13 Budget Implications

Budget Implications for this Asset Management Plan				
Major Grouping	Budget Item	Discription	Frequency	Cost
Service Level Policies	Bridges and Culverts	Bridge and Culvert Inspection Reports	Every 2 Years	\$15,000.00
	Gravel Roads	Gravel Base Inspection	Subject to review of Gravel Road surface treatment	\$6,000.00
		Gravel Road surface treatment	Subject to review of Gravel Road surface treatment	\$52,000.00/km
	Hard Surface Roads	Pavement Condition Study	Every 5 Years	\$24,500.00
		Traffic Volume Study	Every 5 Years	\$25,000.00
	Storm Water Management Ponds	Pond Inspections	Etleast Once per Year	\$5,000.00
	Storm Sewer	Sewer Inspections	Etleast Once per Year	\$5,000.00
	Street Trees	Tree Inspections	Every 5 Years	\$6,000.00
	Buildings and Facilities	Building Condition Assesment	Every 5 Years	\$25,000.00
		Infra-Red Scanning	Every 5 Years	\$3,000.00
		Arc Flash Study	Every 5 Years	\$7,500.00
	Sidewalks	Sidewalk Winter Maitenance	Routine Maitenance of Sidewalks during winter periods	\$20,000.00
Asset Management Maitenance	Staffing		Permenent Staff member	\$50,000/ Year

## 20.0 Appendices

20.1 Appendices 1.0 Financial Strategy Option 1 (1 Percent Impact)

Township of Puslinch  
Option 1  
2019 - 2028 AMP Forecast  
Inflated \$  
Table 1

Description	Forecast									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital Expenditures</b>										
Bridges	-	-	426,564	-	-	-	-	574,343	-	-
Culverts	-	-	561,816	-	-	-	-	643,264	-	-
Buildings and Facilities	10,750	110,160	10,404	21,224	3,247	287,061	-	9,189	-	194,501
Fire Equipment	24,000	345,564	6,242	-	12,989	9,937	76,016	27,568	36,321	14,341
Parks and Recreation	-	35,361	22,889	-	10,824	1,987	-	34,263	-	144,881
Asphalt Road 1 Lift	1,033,125	626,983	901,774	751,961	1,496,057	746,919	492,165	724,514	257,736	593,404
Asphalt Road 2 Lift	576,739	-	-	293,316	290,337	335,978	52,434	225,243	714,764	144,747
Asphalt Road Surface Treated	-	15,146	-	-	-	143,853	-	-	-	-
Gravel Roads	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158	77,681
Storm Water Management Pond	-	168,300	156,060	175,099	-	-	-	-	-	-
Fire licensed vehicles	-	530,400	-	-	-	25,394	527,044	-	-	597,546
Fire vehicle tires	18,146	1,683	-	4,368	-	1,822	-	-	-	6,618
Sidewalks	-	102,000	-	-	-	-	-	-	-	-
Work licensed vehicles	250,000	397,800	260,100	-	243,547	36,435	103,607	-	292,915	298,773
Work Unlicensed vehicles	-	-	130,050	371,423	-	-	-	9,189	-	35,853
<b>Total Capital Expenditures - Capital Program</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>
<b>Capital Financing</b>										
Provincial/Federal Grants (OCIF)	169,421	168,923	-	-	-	-	-	-	-	-
Gas Tax Funding	222,547	222,547	232,662	232,662	242,778	242,778	242,778	242,778	242,778	242,778
Other (County Accessibility Grant Funding)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aggregate Revenue	228,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Works Development Charges	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560
Non-Growth Related Debenture Requirements	159,887	969,880	1,350,736	617,494	1,083,618	708,203	416,775	1,424,361	610,584	1,373,353
Capital Asset Replacement Discretionary Reserve	1,108,345	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,972	202,655
<b>Total Capital Financing</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Township of Puslinch  
Option 1  
Capital Asset Replacement Discretionary Reserve

Table 2

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	2,331,214	1,952,881	1,952,880	1,952,880	1,952,880	1,952,881	1,952,880	1,952,881	1,952,880	1,952,881
Transfer from Operating (AMP Capital Levy)	730,012	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,973	202,655
Transfer to Capital	1,108,345	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,972	202,655
Closing Balance	1,952,881	1,952,880	1,952,880	1,952,880	1,952,881	1,952,880	1,952,881	1,952,880	1,952,881	1,952,881
<b>Reserve Target Balances</b>										
Minimum Balance at 10% of 10 year Capital Plan	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881
Closing Reserve Balance	\$ 1,952,881	\$ 1,952,880	\$ 1,952,880	\$ 1,952,880	\$ 1,952,881	\$ 1,952,880	\$ 1,952,881	\$ 1,952,880	\$ 1,952,881	\$ 1,952,881
Target Balance at 20% of 10 year Capital Plan	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761

Township of Puslinch  
Option 1  
Operating Budget Forecast - AMP Capital Related

Table 3

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital-Related</b>										
New Non-Growth Related Debt (Principal)	-	13,629	96,780	215,306	275,478	377,488	451,069	502,382	641,380	715,876
New Non-Growth Related Debt (Interest)	-	5,596	39,065	82,953	97,030	125,315	136,890	135,690	167,959	166,881
Transfer to Capital Asset Replacement Discretionary Reserve	730,012	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,973	202,655
<b>Total AMP Capital Related Expenditures</b>	<b>730,012</b>	<b>768,012</b>	<b>806,412</b>	<b>844,912</b>	<b>883,912</b>	<b>923,412</b>	<b>963,312</b>	<b>1,003,612</b>	<b>1,044,312</b>	<b>1,085,412</b>

Township of Puslinch  
Option 1  
AMP Capital Levy Impact

Table 4

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
AMP Capital Levy (Previous Year)	692,512	730,012	768,012	806,412	844,912	883,912	923,412	963,312	1,003,612	1,044,312
AMP Capital Levy Increase	37,500	38,000	38,400	38,500	39,000	39,500	39,900	40,300	40,700	41,100
<b>Percent Tax Impact on Median Value SFD</b>	<b>1.00%</b>									
AMP Capital Levy (Current Year)	730,012	768,012	806,412	844,912	883,912	923,412	963,312	1,003,612	1,044,312	1,085,412
Total Non-Growth Debt Servicing	-	19,225	135,845	298,259	372,507	502,803	587,958	638,072	809,339	882,757
Transfer to Capital Asset Replacement Discretionary Reserve	730,012	748,787	670,567	546,653	511,404	420,609	375,353	365,540	234,973	202,655

Township of Puslinch  
Option 1  
AMP Funding Target Levels  
Table 5

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Estimated Value of Capital Assets	79,575,151	81,166,654	82,789,987	84,445,787	86,134,703	87,857,397	89,614,545	91,406,835	93,234,972	95,099,672
Target AMP Funding Level (2% of Capital Asset Values)	1,591,503	1,623,333	1,655,800	1,688,916	1,722,694	1,757,148	1,792,291	1,828,137	1,864,699	1,901,993
AMP Capital Levy	730,012	768,012	806,412	844,912	883,912	923,412	963,312	1,003,612	1,044,312	1,085,412
Other Sources of AMP Capital Financing	709,528	681,030	522,222	522,222	532,338	532,338	532,338	532,338	532,338	532,338
Total Available AMP Funding	1,439,540	1,449,042	1,328,634	1,367,134	1,416,250	1,455,750	1,495,650	1,535,950	1,576,650	1,617,750
Above or (below) target level of AMP Funding	(151,963)	(174,291)	(327,166)	(321,782)	(306,444)	(301,398)	(296,641)	(292,187)	(288,050)	(284,244)

Township of Puslinch  
Option 1  
AMP Debt  
Table 6a

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Debt Balance	-	159,887	1,116,138	2,370,094	2,772,282	3,580,423	3,911,138	3,876,844	4,798,822	4,768,026
Total Debt Servicing	-	19,225	135,845	298,259	372,507	502,803	587,958	638,072	809,339	882,757
Interest on Debt	-	5,596	39,065	82,953	97,030	125,315	136,890	135,690	167,959	166,881
Principal Repayment	-	13,629	96,780	215,306	275,478	377,488	451,069	502,382	641,380	715,876
New Debt Issue	159,887	969,880	1,350,736	617,494	1,083,618	708,203	416,775	1,424,361	610,584	1,373,353
Closing Balance	159,887	1,116,138	2,370,094	2,772,282	3,580,423	3,911,138	3,876,844	4,798,822	4,768,026	5,425,503

Township of Puslinch  
Option 1  
AMP Annual Repayment Limit - 10%  
Table 6b

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Estimated Net Township Revenues	5,565,118	5,843,374	6,135,543	6,442,320	6,764,436	7,102,657	7,457,790	7,830,680	8,222,214	8,633,325
10% of Net Revenues	556,512	584,337	613,554	644,232	676,444	710,266	745,779	783,068	822,221	863,332
Debt Limit Remaining \$	556,512	565,112	477,710	345,973	303,936	207,463	157,821	144,996	12,882	(19,424)
Percent of Limit Remaining	100%	97%	78%	54%	45%	29%	21%	19%	2%	-2%

20.2 Appendices 2.0 Financial Strategy Option 2 (2 Percent Impact)

Township of Puslinch  
Option 2  
2019 - 2028 AMP Forecast  
Inflated \$  
Table 1

Description	Forecast									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital Expenditures</b>										
Bridges	-	-	426,564	-	-	-	-	574,343	-	-
Culverts	-	-	561,816	-	-	-	-	643,264	-	-
Buildings and Facilities	10,750	110,160	10,404	21,224	3,247	287,061	-	9,189	-	194,501
Fire Equipment	24,000	345,564	6,242	-	12,989	9,937	76,016	27,568	36,321	14,341
Parks and Recreation	-	35,361	22,889	-	10,824	1,987	-	34,263	-	144,881
Asphalt Road 1 Lift	1,033,125	626,983	901,774	751,961	1,496,057	746,919	492,165	724,514	257,736	593,404
Asphalt Road 2 Lift	576,739	-	-	293,316	290,337	335,978	52,434	225,243	714,764	144,747
Asphalt Road Surface Treated	-	15,146	-	-	-	143,853	-	-	-	-
Gravel Roads	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158	77,681
Storm Water Management Pond	-	168,300	156,060	175,099	-	-	-	-	-	-
Fire licensed vehicles	-	530,400	-	-	-	25,394	527,044	-	-	597,546
Fire vehicle tires	18,146	1,683	-	4,368	-	1,822	-	-	-	6,618
Sidewalks	-	102,000	-	-	-	-	-	-	-	-
Work licensed vehicles	250,000	397,800	260,100	-	243,547	36,435	103,607	-	292,915	298,773
Work Unlicensed vehicles	-	-	130,050	371,423	-	-	-	9,189	-	35,853
<b>Total Capital Expenditures - Capital Program</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>
<b>Capital Financing</b>										
Provincial/Federal Grants (OCIF)	169,421	168,923	-	-	-	-	-	-	-	-
Gas Tax Funding	222,547	222,547	232,662	232,662	242,778	242,778	242,778	242,778	242,778	242,778
Other (County Accessibility Grant Funding)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aggregate Revenue	228,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Works Development Charges	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560
Non-Growth Related Debenture Requirements	122,387	889,371	1,220,947	431,098	832,810	384,038	9,331	961,839	96,584	801,355
Capital Asset Replacement Discretionary Reserve	1,145,845	829,296	800,356	733,049	762,212	744,774	782,797	828,062	748,972	774,653
<b>Total Capital Financing</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Township of Puslinch  
Option 2  
Capital Asset Replacement Discretionary Reserve

Table 2

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	2,331,214	1,952,881	1,952,881	1,952,881	1,952,880	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881
Transfer from Operating (AMP Capital Levy)	767,512	829,296	800,357	733,048	762,212	744,774	782,797	828,062	748,972	774,653
Transfer to Capital	1,145,845	829,296	800,356	733,049	762,212	744,774	782,797	828,062	748,972	774,653
Closing Balance	1,952,881	1,952,881	1,952,881	1,952,880	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881	1,952,881
<b>Reserve Target Balances</b>										
Minimum Balance at 10% of 10 year Capital Plan	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881
Closing Reserve Balance	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,880	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881
Target Balance at 20% of 10 year Capital Plan	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761

Township of Puslinch  
Option 2  
Operating Budget Forecast - AMP Capital Related

Table 3

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital-Related</b>										
New Non-Growth Related Debt (Principal)	-	10,432	86,609	193,715	237,243	316,536	360,351	373,758	468,828	493,470
New Non-Growth Related Debt (Interest)	-	4,284	35,046	74,748	83,057	103,901	106,264	93,978	114,561	101,533
Transfer to Capital Asset Replacement Discretionary Reserve	767,512	829,296	800,357	733,048	762,212	744,774	782,797	828,062	748,972	774,653
<b>Total AMP Capital Related Expenditures</b>	<b>767,512</b>	<b>844,012</b>	<b>922,012</b>	<b>1,001,512</b>	<b>1,082,512</b>	<b>1,165,212</b>	<b>1,249,412</b>	<b>1,295,799</b>	<b>1,332,362</b>	<b>1,369,656</b>

Township of Puslinch  
Option 2  
AMP Capital Levy Impact

Table 4

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
AMP Capital Levy (Previous Year)	692,512	767,512	844,012	922,012	1,001,512	1,082,512	1,165,212	1,249,412	1,295,799	1,332,362
AMP Capital Levy Increase	75,000	76,500	78,000	79,500	81,000	82,700	84,200	46,387	36,563	37,294
<b>Percent Tax Impact on Median Value SFD</b>	<b>2.00%</b>	<b>1.08%</b>	<b>0.84%</b>	<b>0.85%</b>						
AMP Capital Levy (Current Year)	767,512	844,012	922,012	1,001,512	1,082,512	1,165,212	1,249,412	1,295,799	1,332,362	1,369,656
Total Non-Growth Debt Servicing	-	14,716	121,655	268,464	320,299	420,438	466,615	467,737	583,390	595,003
Transfer to Capital Asset Replacement Discretionary Reserve	767,512	829,296	800,357	733,048	762,212	744,774	782,797	828,062	748,972	774,653

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Township of Puslinch  
Option 2  
AMP Funding Target Levels  
Table 5

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Estimated Value of Capita Assets	79,575,151	81,166,654	82,789,987	84,445,787	86,134,703	87,857,397	89,614,545	91,406,835	93,234,972	95,099,672
Target AMP Funding Level (2% of Capital Asset Values)	1,591,503	1,623,333	1,655,800	1,688,916	1,722,694	1,757,148	1,792,291	1,828,137	1,864,699	1,901,993
Funding Envelop	767,512	844,012	922,012	1,001,512	1,082,512	1,165,212	1,249,412	1,295,799	1,332,362	1,369,656
Other Sources	709,528	681,030	522,222	522,222	532,338	532,338	532,338	532,338	532,338	532,338
Total Available Funding	1,477,040	1,525,042	1,444,234	1,523,734	1,614,850	1,697,550	1,781,750	1,828,137	1,864,700	1,901,994
Above or (below) target level	(114,463)	(98,291)	(211,566)	(165,182)	(107,844)	(59,598)	(10,541)	0	0	0

Township of Puslinch  
Option 2  
AMP Debt  
Table 6a

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Debt Balance	-	122,387	1,001,326	2,135,664	2,373,047	2,968,614	3,036,116	2,685,096	3,273,177	2,900,932
Total Debt Servicing	-	14,716	121,655	268,464	320,299	420,438	466,615	467,737	583,390	595,003
Interest on Debt	-	4,284	35,046	74,748	83,057	103,901	106,264	93,978	114,561	101,533
Principal Repayment	-	10,432	86,609	193,715	237,243	316,536	360,351	373,758	468,828	493,470
New Debt Issue	122,387	889,371	1,220,947	431,098	832,810	384,038	9,331	961,839	96,584	801,355
Closing Balance	122,387	1,001,326	2,135,664	2,373,047	2,968,614	3,036,116	2,685,096	3,273,177	2,900,932	3,208,817

Township of Puslinch  
Option 2  
AMP Annual Repayment Limit - 10%  
Table 6b

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Estimated Net Township Revenues	5,565,118	5,843,374	6,135,543	6,442,320	6,764,436	7,102,657	7,457,790	7,830,680	8,222,214	8,633,325
10% of Net Revenues	556,512	584,337	613,554	644,232	676,444	710,266	745,779	783,068	822,221	863,332
Debt Limit Remaining \$	556,512	569,621	491,899	375,768	356,144	289,828	279,164	315,331	238,832	268,329
Percent of Limit Remaining	100%	97%	80%	58%	53%	41%	37%	40%	29%	31%

20.3 Appendices 3.0 Financial Strategy Option 3 (3% Impact)

Township of Puslinch  
Option 3  
2019 - 2028 AMP Forecast  
Inflated \$  
Table 1

Description	Forecast									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital Expenditures</b>										
Bridges	-	-	426,564	-	-	-	-	574,343	-	-
Culverts	-	-	561,816	-	-	-	-	643,264	-	-
Buildings and Facilities	10,750	110,160	10,404	21,224	3,247	287,061	-	9,189	-	194,501
Fire Equipment	24,000	345,564	6,242	-	12,989	9,937	76,016	27,568	36,321	14,341
Parks and Recreation	-	35,361	22,889	-	10,824	1,987	-	34,263	-	144,881
Asphalt Road 1 Lift	1,033,125	626,983	901,774	751,961	1,496,057	746,919	492,165	724,514	257,736	593,404
Asphalt Road 2 Lift	576,739	-	-	293,316	290,337	335,978	52,434	225,243	714,764	144,747
Asphalt Road Surface Treated	-	15,146	-	-	-	143,853	-	-	-	-
Gravel Roads	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158	77,681
Storm Water Management Pond	-	168,300	156,060	175,099	-	-	-	-	-	-
Fire licensed vehicles	-	530,400	-	-	-	25,394	527,044	-	-	597,546
Fire vehicle tires	18,146	1,683	-	4,368	-	1,822	-	-	-	6,618
Sidewalks	-	102,000	-	-	-	-	-	-	-	-
Work licensed vehicles	250,000	397,800	260,100	-	243,547	36,435	103,607	-	292,915	298,773
Work Unlicensed vehicles	-	-	130,050	371,423	-	-	-	9,189	-	35,853
<b>Total Capital Expenditures - Capital Program</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>
<b>Capital Financing</b>										
Provincial/Federal Grants (OCIF)	169,421	168,923	-	-	-	-	-	-	-	-
Gas Tax Funding	222,547	222,547	232,662	232,662	242,778	242,778	242,778	242,778	242,778	242,778
Other (County Accessibility Grant Funding)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aggregate Revenue	228,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Public Works Development Charges	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560	79,560
Non-Growth Related Debenture Requirements	84,887	807,962	1,088,449	239,469	671,694	251,796	-	782,417	-	663,844
Capital Asset Replacement Discretionary Reserve	1,183,345	910,705	932,854	924,678	923,328	877,016	792,128	1,007,484	845,556	912,164
<b>Total Capital Financing</b>	<b>1,977,760</b>	<b>2,399,697</b>	<b>2,543,525</b>	<b>1,686,369</b>	<b>2,127,360</b>	<b>1,661,150</b>	<b>1,324,466</b>	<b>2,322,239</b>	<b>1,377,894</b>	<b>2,108,346</b>

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

Township of Puslinch  
Option 3  
Capital Asset Replacement Discretionary Reserve

Table 2

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	2,331,214	1,952,881	1,952,881	1,952,881	1,952,881	1,952,880	1,952,881	2,042,636	1,952,881	1,967,538
Transfer from Operating (AMP Capital Levy)	805,012	910,705	932,854	924,678	923,328	877,016	881,883	917,729	860,213	897,507
Transfer to Capital	1,183,345	910,705	932,854	924,678	923,328	877,016	792,128	1,007,484	845,556	912,164
Closing Balance	1,952,881	1,952,881	1,952,881	1,952,881	1,952,880	1,952,881	2,042,636	1,952,881	1,967,538	1,952,881
<b>Reserve Target Balances</b>										
Minimum Balance at 10% of 10 year Capital Plan	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881
Closing Reserve Balance	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,881	\$ 1,952,880	\$ 1,952,881	\$ 2,042,636	\$ 1,952,881	\$ 1,967,538	\$ 1,952,881
Target Balance at 20% of 10 year Capital Plan	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761	\$ 3,905,761

Township of Puslinch  
Option 3  
Operating Budget Forecast - AMP Capital Related

Table 3

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Capital-Related</b>										
New Non-Growth Related Debt (Principal)	-	7,236	76,361	171,814	198,241	262,435	293,084	303,342	380,653	393,976
New Non-Growth Related Debt (Interest)	-	2,971	30,996	66,420	68,787	85,358	84,986	74,728	91,496	78,173
Transfer to Capital Asset Replacement Discretionary Reserve	805,012	910,705	932,854	924,678	923,328	877,016	881,883	917,729	860,213	897,507
<b>Total AMP Capital Related Expenditures</b>	<b>805,012</b>	<b>920,912</b>	<b>1,040,212</b>	<b>1,162,912</b>	<b>1,190,356</b>	<b>1,224,810</b>	<b>1,259,953</b>	<b>1,295,799</b>	<b>1,332,362</b>	<b>1,369,656</b>

Township of Puslinch  
Option 3  
AMP Capital Levy Impact

Table 4

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
AMP Capital Levy (Previous Year)	692,512	805,012	920,912	1,040,212	1,162,912	1,190,356	1,224,810	1,259,953	1,295,799	1,332,362
AMP Capital Levy Increase	112,500	115,900	119,300	122,700	27,444	34,454	35,143	35,846	36,563	37,294
<b>Percent Tax Impact on Median Value SFD</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>0.65%</b>	<b>0.81%</b>	<b>0.82%</b>	<b>0.83%</b>	<b>0.84%</b>	<b>0.85%</b>
AMP Capital Levy (Current Year)	805,012	920,912	1,040,212	1,162,912	1,190,356	1,224,810	1,259,953	1,295,799	1,332,362	1,369,656
Total Non-Growth Debt Servicing	-	10,207	107,357	238,234	267,028	347,793	378,070	378,070	472,149	472,149
Transfer to Capital Asset Replacement Discretionary Reserve	805,012	910,705	932,854	924,678	923,328	877,016	881,883	917,729	860,213	897,507

Township of Puslinch  
Option 3  
AMP Funding Target Levels

Table 5

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Value of Capita Assets	79,575,151	81,166,654	82,789,987	84,445,787	86,134,703	87,857,397	89,614,545	91,406,835	93,234,972	95,099,672
Target AMP Funding Level (2% of Capital Asset Values)	1,591,503	1,623,333	1,655,800	1,688,916	1,722,694	1,757,148	1,792,291	1,828,137	1,864,699	1,901,993
Funding Envelop	805,012	920,912	1,040,212	1,162,912	1,190,356	1,224,810	1,259,953	1,295,799	1,332,362	1,369,656
Other Sources	709,528	681,030	522,222	522,222	532,338	532,338	532,338	532,338	532,338	532,338
Total Available Funding	1,514,540	1,601,942	1,562,434	1,685,134	1,722,694	1,757,148	1,792,291	1,828,137	1,864,700	1,901,994
Above or (below) target level	(76,963)	(21,391)	(93,366)	(3,782)	(0)	(0)	(0)	0	0	0

Township of Puslinch  
Option 3  
AMP Debt

Table 6a

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Debt Balance	-	84,887	885,613	1,897,701	1,965,356	2,438,809	2,428,170	2,135,086	2,614,161	2,233,508
Total Debt Servicing	-	10,207	107,357	238,234	267,028	347,793	378,070	378,070	472,149	472,149
Interest on Debt	-	2,971	30,996	66,420	68,787	85,358	84,986	74,728	91,496	78,173
Principal Repayment	-	7,236	76,361	171,814	198,241	262,435	293,084	303,342	380,653	393,976
New Debt Issue	84,887	807,962	1,088,449	239,469	671,694	251,796	-	782,417	-	663,844
Closing Balance	84,887	885,613	1,897,701	1,965,356	2,438,809	2,428,170	2,135,086	2,614,161	2,233,508	2,503,377

Township of Puslinch  
Option 3  
AMP Annual Repayment Limit - 10%

Table 6b

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Estimated Net Municipal Revenues	5,565,118	5,843,374	6,135,543	6,442,320	6,764,436	7,102,657	7,457,790	7,830,680	8,222,214	8,633,325
10% of Net Revenues	556,512	584,337	613,554	644,232	676,444	710,266	745,779	783,068	822,221	863,332
Debt Limit Remaining \$	556,512	574,130	506,197	405,998	409,416	362,472	367,709	404,998	350,073	391,184
Percent of Limit Remaining	100%	98%	83%	63%	61%	51%	49%	52%	43%	45%

## **20.4 Appendices 5.0 Puslinch Strategic Asset Management Policy**

### **1.0 Purpose:**

A strategic asset management policy formalizes the Township of Puslinch commitment to asset management, aligns its asset management actions with strategic goals and objectives, and provides direction to guide Council, management and staff in carrying out its business strategies, plans and activities. This policy will support the Township of Puslinch in focusing its infrastructure efforts on managing risks, addressing priorities, and meeting short and long-term needs within the bounds of possible funding.

### **2.0 Vision:**

The Municipality's vision is to proactively manage its assets to best serve the Municipality's objectives, including:

- Prioritizing the need for existing and future assets to effectively deliver services,
- Supporting sustainability and economic development, and
- Maintaining prudent financial planning and decision making.

### **3.0 Objectives:**

The objectives of this policy are to:

- Provide a consistent framework for implementing asset management throughout the organization to be compliant with Ontario Government Regulation 588/17.
- Provide transparency and accountability and to demonstrate to stakeholders the legitimacy of decision-making processes which combine strategic plans, budgets, service levels and risks.

### **4.0 Strategic Alignment:**

Puslinch has developed and adopted a Strategic Plan, an Official Plan, an Emergency Management Plan, a Multi-Year Accessibility Plan, a Community Improvement Plan, and an Asset Management Plan. These plans were designed to meet the legislative requirements and work together to achieve the Municipality's mission of providing innovation and excellence in service delivery. Spending requirements defined in the budgeting process and in long-term financial planning will reflect the objectives of these plans.

All of the Municipality's plans rely to some extent on the physical assets owned by the Township of Puslinch and the commitment of staff to ensure their strategic use. This includes the long-term maintenance, repair, and replacement of existing assets along with the acquisition of new assets to meet the evolving needs of the Municipality.

Asset management planning therefore will not occur in isolation from other municipal goals, plans and policies.

### 5.0 Stakeholder Engagement

The Municipality recognizes the importance of stakeholder engagement as an integral component of a comprehensive asset management approach. The municipality recognizes the residents, businesses, institutions on its territory as stakeholders and neighboring municipal bodies, provincial agencies, and regulated utilities partners in service delivery. Accordingly, the Municipality will foster informed dialogue with these parties using the best available information and engage with them by:

- Providing opportunities for residents and other stakeholders served by the municipality to provide input in asset management planning; and
- Coordinating asset management planning with other infrastructure asset owning agencies such as municipal bodies and regulated utilities.

### 6.0 Guiding Principles

The Infrastructure for Jobs and Prosperity Act, 2015 sets out principles to guide asset management planning in municipalities in Ontario. The Township of Puslinch will strive to incorporate the following principles whenever possible into the day to day operation of the Municipality:

- **Forward looking:** The Municipality shall take a long-term view while considering demographic and economic trends in the region.
- **Budgeting and planning:** The Municipality shall take into account any applicable budgets or fiscal plans, including those adopted through Ontario legislation
- **Prioritizing:** The Municipality shall clearly identify infrastructure priorities which will drive investment decisions.
- **Economic development:** The Municipality shall promote economic competitiveness, productivity, job creation, and training opportunities.
- **Transparency:** The Municipality shall be evidence-based and transparent, basing decision on publicly shared information and make info available to the public
- **Consistency:** The Municipality shall ensure the continued provision of core public services, such as health care and education.

- **Environmentally conscious:** The Municipality shall minimize the impact of infrastructure on the environment by: 1. Respecting and helping maintain ecological and biological diversity, 2. Augmenting resilience to the effects of climate change, and 3. Endeavoring to make use of acceptable recycled aggregates.
- **Health and safety:** The Municipality shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
- **Community focused:** The Municipality shall promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as: 1. Local job creation and training opportunities (including for apprentices, within the meaning of section 9 of the Infrastructure for Jobs and Prosperity Act, 2015), 2. Improvement of public space within the community, and 3. Promoting accessibility for persons with disabilities.
- **Innovation:** The Municipality shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.
- **Integration:** The Municipality shall where relevant and appropriate, be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.

## 7.0 Community Planning

Asset management planning will be aligned with the Municipality's Official Plan and the 2014 Provincial Policy Statement of the Planning Act. The asset management plans will reflect how the community is projected to change with respect to development. The Municipality will achieve this by consulting with those responsible for managing the services to analyze the future costs and viability of projected changes. The combination of lifecycle analysis and financial sustainability principles will be the driver in the selection of community development or redevelopment that requires new assets, or existing asset enhancements. Methods, assumptions, and data used in the selection of projected changes should be documented to support the recommendations in the Asset Management Plan.

Cross-referencing the Municipality's Official Plan and the Asset Management Plan will ensure that development occurs within the Municipality's means through an understanding of current and future asset needs.

## 8.0 Climate Change

Climate change will be considered as part of the Municipality's risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impact and other risks with the cost of reducing these vulnerabilities. Bolstering resilience to climate change includes adapting to opportunities to manage vulnerabilities, anticipating possible costs to support contingency funds, and disaster planning to allow for business continuity. These actions will be taken in addition to acquiring or modifying assets based on greenhouse gas reduction targets. The Township of Puslinch will continue to work with the County of Wellington to support climate change mitigation and adaptation.

## 9.0 Scope and Capitalization Thresholds

This policy applies to all assets owned by the Municipality whose role in service delivery requires deliberate management by the Municipality. The Municipality will use a service-based (qualitative) perspective when applying this policy to municipal assets, rather than a monetary value (quantitative). The service-focus intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds that are developed for the purposes of financial reporting. For this reason, the capitalization threshold developed for financial reporting will not be the guide in selecting the assets covered by the asset management planning process.

## 10.0 Financial Planning and Budgeting

The Municipality will integrate asset management planning into the annual capital budget, operating budget, and its long-term financial plan. The asset management plan will be used as a resource in order to:

Identify all potential revenues and costs (including operating, maintenance, replacement and decommissioning) associated with forthcoming infrastructure asset decisions;

Evaluate the validity and need of each significant new capital asset, including considering the impact on future operating costs; and Incorporate new revenue tools and alternative funding strategies where possible.

The department level budget submission prepared by each Senior Manager will be reviewed and evaluated by the CAO and Director of Finance in the preparation of the Municipality's annual budget. Service area personnel will reference the asset management plan for their area in order to look up forecasted spending needs identified in the plan, verify progress made on the plan to identify potential gaps, and prioritize spending needs, across the gap identified in the plan and recent developments, for the year to be budgeted for. Finance staff will be involved in the asset management planning process to coordinate the information from the service personnel in the preparation of the budget submission.

## 11.0 Governance and Continuous Improvement

The policy requires the commitment of key stakeholders within the Municipality's organization to ensure the policy guides the development of a clear plan that can be implemented, reviewed and updated.

The Council is entrusted with the responsibility of overseeing, on behalf of citizens, a large range of services provided through a diverse portfolio of assets. Council, having stewardship responsibility, is the final decision maker on all matters related to asset management in the Municipality. The Council and senior management are committed to the success of asset management planning. The following details the responsibilities of the key stakeholders within the Municipality:

### Council:

- Approve by resolution the asset management plan and its updates every five years;
- Conduct annual reviews of the management plan implementation progress on or before July 1st of every year, that includes:
  - Progress on ongoing efforts to implement the asset management plans;
  - Consideration of the Strategic Asset Management Policy;
  - Any factors affecting the ability of the Municipality to implement its asset management plans;
  - Consultation with senior management;
  - A strategy to address these factors including the adoption of appropriate practices; and
  - Support ongoing efforts to continuously improve and implement the asset management plans.

### CAO:

- Maintain compliance with the asset management policy and provincial asset management regulations.

### Senior Management:

- Oversee asset management planning activities that fall within their service area and in support of others.

20.5 Appendices 7.0 Public Meeting Presentation (Pending Review)

# Puslinch Asset Management



# Meeting Agenda

- **Ontario Regulation 588/17 and Asset Management**
- **Service Level Policies**
- **Capital Budget**
- **Where we are Today**
- **Questions**



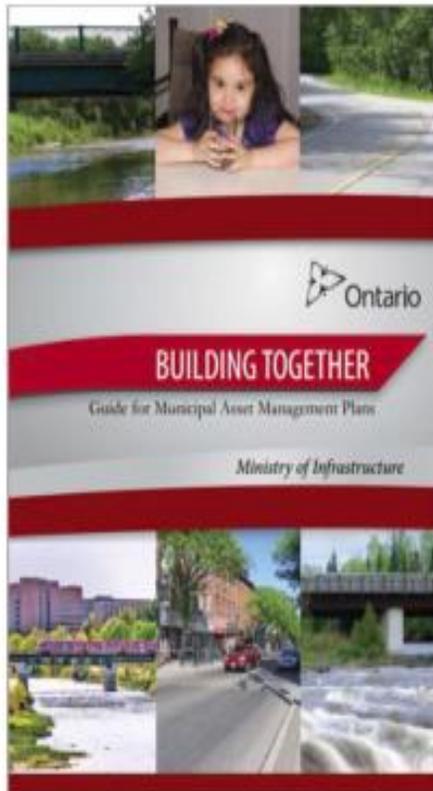
## What is Asset Management Overview of O. Reg. 588/17

In December 2017, the Province passed an asset management planning regulation under the Infrastructure for the Jobs and Prosperity Act, 2015.

This presentation provides an overview of:

- Municipal asset management planning in Ontario;
- Development of the Regulation, including incorporation of municipal feedback; and
- Regulatory requirements.

# What is Asset Management ?



3

Source: Build On Overview of Municipal Asset Management Planning Regulation O. Reg. 588/17



## Creation of an Asset Registry

- An evaluation of all assets taking into account descriptors such as:
- age,
- condition,
- remaining life,
- replacement value or remediation cost,
- Probability of failure and
- consequence of failure.

# Asset Classes in Puslinch

- **Roads**
  - Gravel Roads
  - Surface Treated
  - Hard Surface Roads
- **Bridges**
- **Culverts**
- **Sidewalks**
- **Storm Sewers**
- **Storm Water Management Ponds**
- **Regulatory/Warnings Signs**
- **Street Lights**
  - Standard Street Lights
  - Decorative Street Lights
  - Floodlights
- **Street Trees**
- **Public Works**
  - Work Licensed Vehicles
  - Work Unlicensed Vehicles
- **Buildings and Facilities**
  - Municipal Complex
  - Puslinch Community Centre
  - Optimist Recreation Centre
  - Fire Hall
  - Various Storage Buildings
  - Public Work Unlicensed Vehicles
- **Parks and Recreation**
  - Lights
  - Park Equipment
  - Bleachers
  - Fencing
  - Sports Fields
  - etc.
- **Fire Assets**
  - Vehicles
  - Fire Equipment
  - Fire Reservoirs



## Service Level Policies

- Roads are the largest Capital Expenditure
- Road rehabilitation/replacement is determined by Life Cycle and a Pavement Condition Index (PCI) PCI is a range of 1 -100
- These standards are used throughout Ontario by municipalities and supported by the Ontario Good Roads (OGRA)
- Usually a road PCI below 60 is considered for rehabilitation (see slide 15)
- UEM Recommendation and supported by OGRA
- Alternative Scenarios and the financial impact
- Our Service Level Policies
- The Capital Plan

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## UEM Proposed Level of Service Policy: Bridges and Culverts

To inspect according to the Ontario structure inspection manual and Ontario Regulation 104/97. This inspection shall occur every two years and shall adjust the BCI based on the recommendations of the qualified engineer. The inspection report shall include all repairs that exceed the capital threshold in the capital budget to the schedule recommended by the qualified engineer.

The asset registry must be updated at least once per year to reflect whether the asset be inspected or not. Those not inspected will be based upon the requirements of the Ontario Regulation 104/97.

## UEM Proposed Level of Service Policy: Buildings and Facilities

Buildings and Facilities owned by the Township of Puslinch should be inspected by a qualified structural engineer on a routine basis however not more than 5 years apart to determine necessary improvements, repairs or replacements. The qualified structural engineer should have the necessary expertise to address each component of the building including Electrical, HVAC and Mechanical. The cost of any such repair improvements should be integrated into the capital plan by way of updates to the asset registry.

In addition to inspections by a qualified structural engineer a qualified company or individual shall undertake an Arc-Flash study every 5 years of all electrical equipment to determine the adequacy of such equipment. In addition to the Arc Flash Study a qualified company or individual shall undertake infrared scanning of all equipment and wire terminations every 5 years to determine compliance with the Ontario Electrical Safety Code.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fire Equipment

The service level policy for Fire Equipment shall be in accordance with the related NFPA standards: 1911, 1962, 1932, 1855, 1858, 1852, 1851 and 1971.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fire Reservoir

The Fire Department shall on an annual basis inspect all fire reservoirs in accordance with the Ontario Fire Code 213/07 and NFPA Standard 25 to ensure that such fire reservoirs can be easily accessible and that any components above the roof of the reservoir are in good condition. Such reservoirs shall not be obstructed by vegetation of any form such as plants, bushes and trees.

The fire department shall inspect the reservoir every 5 years to ensure structural integrity of the reservoir.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Fleet

The fleet of the Township is considered for replacement based on the criteria noted in the Township's Fleet Management Policy. Fleet shall be maintained in conformance with licensing practices of the Province of Ontario including the Ministry of Transportation and shall include a daily visual inspection of any licensed vehicle before the vehicle leaves the fleet storage facility of the Township. Inspection of fire and rescue services vehicles shall also be based on relevant NFPA standards. The fleet of the Township shall be determined for replacement based on the criteria noted in the Township's Fleet Management Policy

Further to the proposed service level policy described above. It is recommended by UEM that the Township retain their current service level policy in addition to the one proposed by UEM.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Gravel Roads

The Service level for gravel roads is the Minimum Maintenance Standard for Gravel Roads. Repair will include grading and if required an application of additional granular material. Other alternatives should be considered such as surface treatment including asphalt and/or reconstruction if all of the following criteria are met:

- Full regrading is completed more than 6 times during each of two consecutive non-winter periods. The non-winter period is from May 1st to November 1st; and
- an inspection of the gravel base has been completed by a qualified engineer and confirms that the road base can support a hard top surface, without additional construction required; and
- the average daily traffic volume exceeds 400 vehicles; and
- the Township has approved funding for the project.

For all gravel roads that have been fully graded following the half load season, the PCI will be assumed to be 90.

## UEM Proposed Level of Service Policy: Hard Surface Roads

Class 3 roads be rehabilitated or reconstructed at a PCI of 60

Class 4 roads be rehabilitated or reconstructed at a PCI of 60

Class 5 roads be rehabilitated or reconstructed at a PCI of 60

The pavement condition index should be renewed in 2021 and should be renewed every 5 years thereafter. A traffic volume study should be undertaken every 5 years beginning in 2020.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Regulatory Signs/Warning Signs

The Township shall retain a qualified company/individual that shall test the retro reflectivity of each sign once per calendar year with each inspection taking place no more than 16 months from the previous inspection. In conformance with the retro reflectivity specified in the Ontario Traffic Manual and when not meeting such requirements the Township shall replace the sign. Further, the Township shall conform with the requirement for class 3,4 and 5 highways as per the Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS.

The standard for the frequency of inspecting regulatory signs or warning signs to check to see that they meet the retro-reflectivity requirements of the Ontario Traffic Manual is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection. O. Reg. 23/10, s. 8; O. Reg. 47/13, s. 12 (1); O. Reg. 366/18, s. 13.

If a regulatory sign or warning sign is illegible, improperly oriented, obscured or missing, the standard is to repair or replace the sign within the time set out in the Table to this section after becoming aware of the fact. O. Reg. 23/10, s. 8; O. Reg. 366/18, s. 13.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Sidewalks

In accordance with Ontario. Regulation. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS, the standard for the frequency of inspecting sidewalks is once per year with each inspection occurring no more than 16 months from the previous inspection. Any discontinuity that exceeds 2cm shall be treated or repaired within 14 days of the inspection.

Under winter conditions sidewalks must be inspected within 48 hours of the end of snow accumulation to ensure that there is less than 8cm of snow accumulated on the sidewalk and to reduce to the level of 8cm within the same 48-hour period. The same time period of 48 hours shall apply when ice forms on a sidewalk and shall require either removal or a treatment such as sand, salt or a combination of both to the sidewalk within the same 48-hour period.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

### **UEM Proposed Level of Service Policy: Storm Water Management Ponds**

Inspection of storm water management ponds should occur on average four times per year during the first two years of operation and then at least annually.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Storm Water Management Systems

In reference to catch basin cleaning, as a general rule should be done annually but the frequency should be adjusted based upon the volume of material removed. Inspection of storm water management systems should occur on average four times per year during the first two years of operation and then at least annually.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## UEM Proposed Level of Service Policy: Street Trees

This service level policy includes all trees that have been assumed by the Township through a development agreement. Subsequent to planting a tree the agency or company planting trees shall be responsible with all maintenance including pruning and replacement if necessary. After acceptance by the Municipality, the tree shall be inspected every 5 years to determine any required maintenance.

The Township would hire an arborist or potentially the services of the University of Guelph to visually inspect only the trees planted in the subdivisions within the Township.

The asset registry must be updated at least once per year to reflect the current condition whether the condition be inspected or not (those not inspected will be updated based on lifecycle standards).

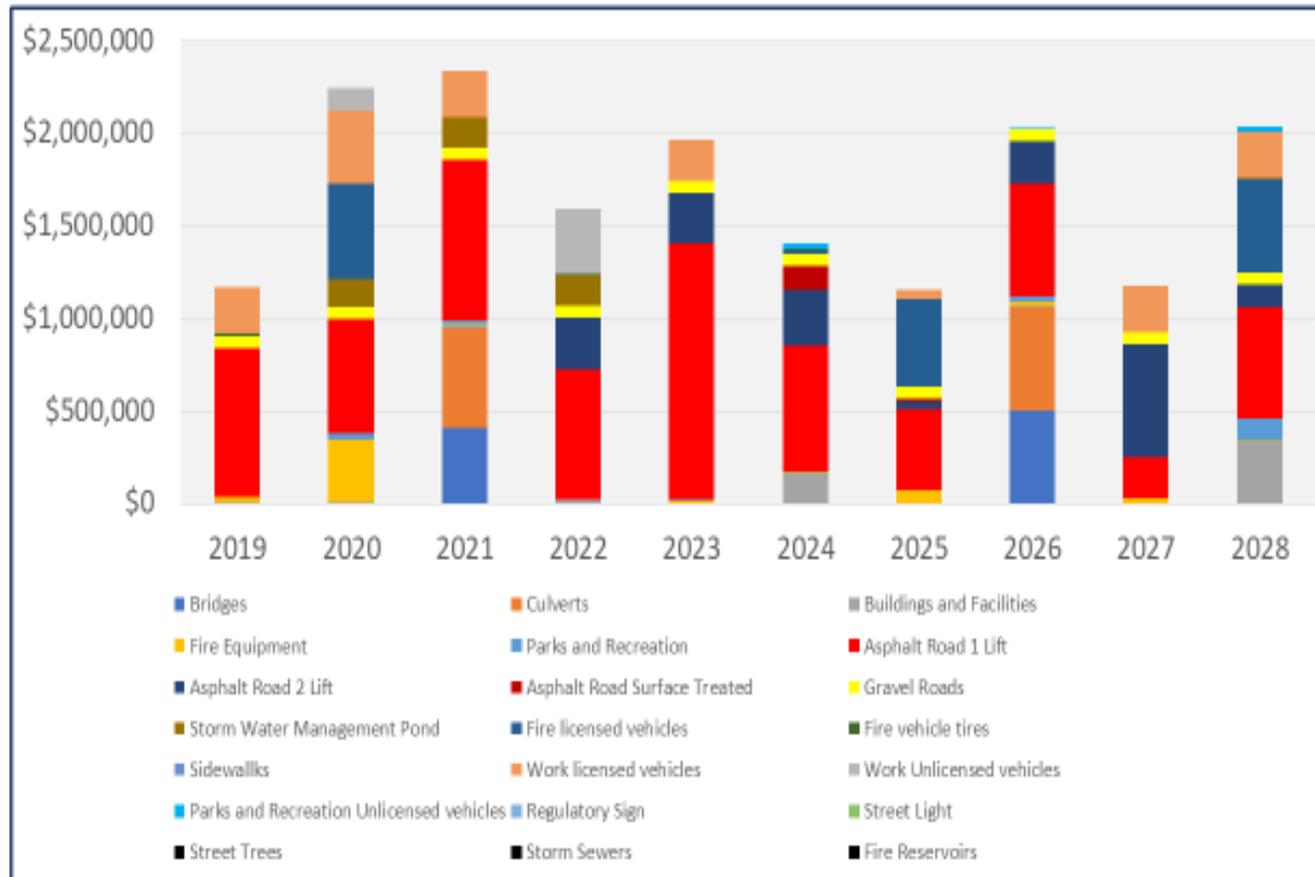
## UEM Proposed Level of Service Policy: Streetlights and Poles

All luminaires shall be inspected once per calendar year with each inspection taking place not more than 16 months from the last inspection. The standard of repair should be as outlined in Section 10 of Ontario Regulation 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS. The same standard of inspection shall apply to luminaire arms and poles and supporting luminaires that are owned by the Township.

The technology with streetlighting is evolutionary at the present time in Puslinch. The Township is in the process of modifying their streetlighting to LED fixtures while maintaining existing fixtures and poles. After the completion of the conversion to LED fixtures the policy should be to replace fixtures in a cyclical manner every 20 years. Poles should be inspected by staff every 5 years to determine the need to replace based on a pole life of 30 years.

The asset registry must be updated at least once per year to reflect the current condition whether the asset be inspected or not (those not inspected will be updated based on lifecycle standards).

## Township of Puslinch: 10 Year Capital Needs to support Existing Infrastructure



## Financial Strategy

**Ontario Regulation 588/17 requires that for the proposed level of service, a municipality prepare a 10 year financial strategy that:**

- **identifies the costs of undertaking the lifecycle activities**
- **identifies the annual funding projected to be available**
- **explains the financing options examined**
- **identifies any funding shortfall and explains how the funding shortfall and the associated risks will be addressed**

## Financial Strategy

**It has been assumed there are no “significant operating costs” (no significant increase in operating costs)**

**Financial Strategies Options are based on a combination of Pay-As-You-Go and Debt Financing (when necessary), with consideration given to reserve targets and municipal debt capacity.**

# Financial Strategy

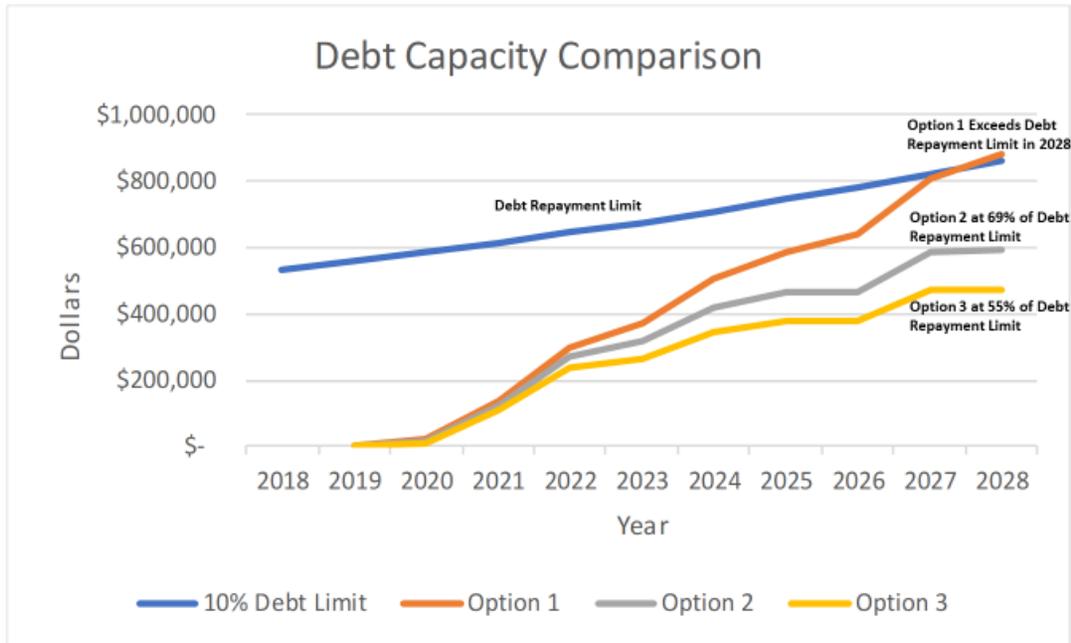
**Financial Strategy Options considered three different levels of current funding (capital levy) increases:**

- **Option 1 – Capital Levy Increase equivalent to a 1% Tax Impact on the Typical Single Family Detached Dwelling**
- **Option 2 – Capital Levy Increase equivalent to a 2% Tax Impact on the Typical Single Family Detached Dwelling**
- **Option 3 – Capital Levy Increase equivalent to a 3% Tax Impact on the Typical Single Family Detached Dwelling (Recommended)**

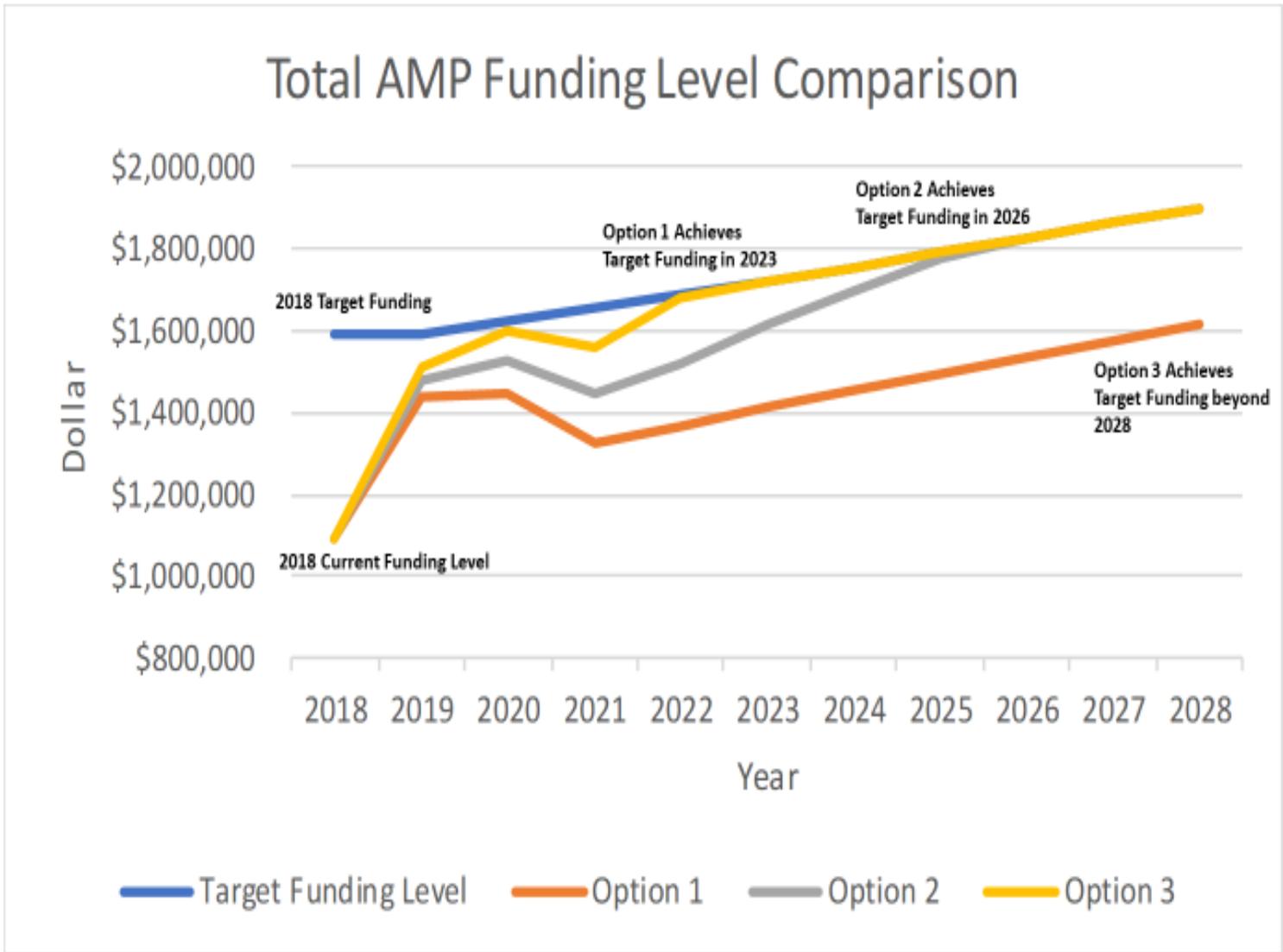
**All Financial Strategy Options incorporated Financial Policy considerations regarding annual reserve funding levels, reserve balance targets, and municipal debt capacity.**

## Financial Strategy

<b>Financial Policy Considerations</b>	
<b>AMP Target Funding Levels</b>	<b>Target Level of AMP Funding to Equal 2% of Capital Asset Replacement Values</b>
<b>AMP Discretionary Reserve Target Balances</b>	<b>Discretionary AMP Reserve Balance to Range between 10% - 20% of 10 year inflated capital plan expenditures</b>
<b>Debt Capacity Restrictions</b>	<b>Debt Servicing as a percent of own source revenues to not exceed 10%</b>



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## Recommended Financial Strategy Option

### Option 3 (Capital Levy Increase to be Equivalent to a 3% Tax Impact on the Typical Single Family Detached Dwelling)

- Achieves the Target AMP Funding Level by 2023
- Results in the least debt required to fund the proposed capital plan
- Best positions the Township to address AMP activities beyond 2028

**20.6 Appendices 7.0 Puslinch Asset Registry All Asset Classes Reduced Fields**

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>1</b>	Asphalt Road 1 Lift	Gore Road	1	25	2020	\$ 105.00	\$ 1,318,518.61	64
<b>6</b>	Asphalt Road 1 Lift	Gore Road	1	25	2020	\$ 105.00	\$ 305,619.55	64
<b>44</b>	Asphalt Road 1 Lift	Ellis Road	1	25	2038	\$ 105.00	\$ 696,390.60	98
<b>56</b>	Asphalt Road 1 Lift	Concession 4	1	25	2020	\$ 105.00	\$ 660,207.25	64
<b>58</b>	Asphalt Road 1 Lift	Concession 4	1	25	2020	\$ 105.00	\$ 393,744.72	64
<b>68</b>	Asphalt Road 1 Lift	Forestell Road	1	25	2038	\$ 105.00	\$ 261,685.75	98
<b>69</b>	Asphalt Road 1 Lift	Forestell Road	1	25	2038	\$ 105.00	\$ 395,008.58	98
<b>124</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2019	\$ 105.00	\$ 925,639.65	62
<b>125A</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2019	\$ 105.00	\$ 193,534.97	62
<b>137</b>	Asphalt Road 1 Lift	Watson Road South	1	25	2019	\$ 105.00	\$ 1,320,707.68	64
<b>20</b>	Asphalt Road 1 Lift	Leslie Road W	1	25	2036	\$ 105.00	\$ 600,991.74	95
<b>125B</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2036	\$ 105.00	\$ 164,074.31	95
<b>138</b>	Asphalt Road 1 Lift	Watson Road South	1	25	2036	\$ 105.00	\$ 678,844.69	95
<b>180</b>	Asphalt Road 1 Lift	Currie Drive	1	25	2035	\$ 105.00	\$ 196,555.27	93.11961

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>210</b>	Asphalt Road 1 Lift	Lang Court	1	25	2035	\$ 139.65	\$ 34,266.76	93.11961
<b>2</b>	Asphalt Road 1 Lift	Gore Road	1	25	2035	\$ 52.50	\$ 487,414.82	93
<b>181</b>	Asphalt Road 1 Lift	Ochs Drive	1	25	2035	\$ 139.65	\$ 183,331.95	93
<b>99A</b>	Asphalt Road 1 Lift	SR 10	1	25	2035	\$ 105.00	\$ 95,747.74	92.5
<b>3</b>	Asphalt Road 1 Lift	Gore Road	1	25	2034	\$ 52.50	\$ 658,618.42	91.09846
<b>12</b>	Asphalt Road 1 Lift	Concession 1	1	25	2034	\$ 105.00	\$ 182,643.25	91
<b>13B</b>	Asphalt Road 1 Lift	Concession 1	1	25	2034	\$ 105.00	\$ 115,751.81	91
<b>33</b>	Asphalt Road 1 Lift	Concession 2	1	25	2034	\$ 105.00	\$ 657,503.31	90.63927
<b>122</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2033	\$ 105.00	\$ 225,460.04	89.26172
<b>123</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2033	\$ 105.00	\$ 711,618.24	89.26172
<b>78</b>	Asphalt Road 1 Lift	Niska Road	1	25	2031	\$ 105.00	\$ 193,509.90	84.6
<b>126</b>	Asphalt Road 1 Lift	Victoria Road South	1	25	2031	\$ 105.00	\$ 660,891.38	84.5858
<b>55</b>	Asphalt Road 1 Lift	Concession 4	1	25	2030	\$ 105.00	\$ 394,784.71	83.20824
<b>82</b>	Asphalt Road 1 Lift	Cooks Mill Road	1	25	2030	\$ 105.00	\$ 136,438.25	82.86386
<b>45A</b>	Asphalt Road 1 Lift	Ellis Road	1	25	2029	\$ 105.00	\$ 162,927.40	81.94549

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>45B</b>	Asphalt Road 1 Lift	Ellis Road	1	25	2029	\$ 105.00	\$ 574,748.74	81.94549
<b>94</b>	Asphalt Road 1 Lift	Sideroad 10 North	1	25	2034	\$ 105.00	\$ 637,500.00	90
<b>77</b>	Asphalt Road 1 Lift	Hume Road	1	25	2029	\$ 105.00	\$ 747,036.83	81.37151
<b>208_SURFACE</b>	Asphalt Road 1 Lift	Boreham Drive	1	25	2029	\$ 105.00	\$ 140,929.72	80.79753
<b>30</b>	Asphalt Road 1 Lift	Main St And Back	1	25	2028	\$ 105.00	\$ 110,087.29	79.7
<b>9</b>	Asphalt Road 1 Lift	Puslinch-Flamborough Townline	1	25	2028	\$ 52.50	\$ 344,543.91	79.19039
<b>10</b>	Asphalt Road 1 Lift	Puslinch-Flamborough Townline	1	25	2028	\$ 52.50	\$ 423,818.62	79.19039
<b>13A</b>	Asphalt Road 1 Lift	Concession 1	1	25	2028	\$ 105.00	\$ 1,013,066.68	78.58929
<b>34</b>	Asphalt Road 1 Lift	Concession 2	1	25	2027	\$ 105.00	\$ 667,781.25	77
<b>48</b>	Asphalt Road 1 Lift	Smith Road	1	25	2026	\$ 105.00	\$ 105,773.70	75.53048
<b>21</b>	Asphalt Road 1 Lift	Leslie Road West	1	25	2026	\$ 105.00	\$ 642,265.52	75.51692
<b>14</b>	Asphalt Road 1 Lift	Concession 1	1	25	2026	\$ 105.00	\$ 659,171.15	75.28733
<b>46_SURFACE</b>	Asphalt Road 1 Lift	Gilmour Road	1	25	2026	\$ 105.00	\$ 79,051.25	74.91271
<b>160</b>	Asphalt Road 1 Lift	Concession 4	1	25	2026	\$ 105.00	\$ 142,387.20	74.56832

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>161</b>	Asphalt Road 1 Lift	Concession 4	1	25	2026	\$ 105.00	\$ 107,681.57	74.56832
<b>132</b>	Asphalt Road 1 Lift	McRae Station Road	1	25	2026	\$ 52.50	\$ 214,908.71	74.38252
<b>38</b>	Asphalt Road 1 Lift	Mason Road	1	25	2026	\$ 105.00	\$ 70,940.88	74.25416
<b>32</b>	Asphalt Road 1 Lift	Concession 2	1	25	2025	\$ 105.00	\$ 669,540.64	73.56539
<b>16</b>	Asphalt Road 1 Lift	Concession 1	1	25	2025	\$ 105.00	\$ 657,152.15	72.54578
<b>166</b>	Asphalt Road 1 Lift	Sideroad 20 North	1	25	2024	\$ 139.65	\$ 354,891.15	71.92802
<b>18</b>	Asphalt Road 1 Lift	Concession 1/Leslie Rd W	1	25	2024	\$ 105.00	\$ 776,118.73	71.8
<b>19</b>	Asphalt Road 1 Lift	Concession 1	1	25	2024	\$ 105.00	\$ 147,053.34	71.8
<b>4</b>	Asphalt Road 1 Lift	Gore Road	1	25	2024	\$ 52.50	\$ 830,575.92	71.16823
<b>5</b>	Asphalt Road 1 Lift	Gore Road	1	25	2024	\$ 52.50	\$ 486,434.19	70.13507
<b>212A</b>	Asphalt Road 1 Lift	Winer Road	1	25	2023	\$ 105.00	\$ 189,389.65	69.7469
<b>63B</b>	Asphalt Road 1 Lift	Maltby Road East	1	25	2023	\$ 105.00	\$ 321,928.66	69.68
<b>63A</b>	Asphalt Road 1 Lift	Maltby Road East	1	25	2023	\$ 105.00	\$ 324,700.48	69.67589
<b>17</b>	Asphalt Road 1 Lift	Concession 1	1	25	2023	\$ 105.00	\$ 658,028.01	69.10191

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
97	Asphalt Road 1 Lift	Sideroad 10 North	1	25	2023	\$ 105.00	\$ 330,653.97	69.05812
108	Asphalt Road 1 Lift	Sideroad 20 North	1	25	2023	\$ 105.00	\$ 651,901.11	68.82853
148	Asphalt Road 1 Lift	Puslinch-Flamborough Townline	1	25	2023	\$ 105.00	\$ 96,035.61	68.6
22	Asphalt Road 1 Lift	Leslie Road West	1	25	2023	\$ 105.00	\$ 171,807.17	68.59894
23	Asphalt Road 1 Lift	Leslie Road West	1	25	2023	\$ 105.00	\$ 389,820.19	68.59894
25	Asphalt Road 1 Lift	Leslie Road West	1	25	2023	\$ 105.00	\$ 323,908.77	68.59894
54A	Asphalt Road 1 Lift	Roszell Road 2013	1	25	2023	\$ 105.00	\$ 420,896.37	68.3
66	Asphalt Road 1 Lift	Forestell Road	1	25	2038	\$ 105.00	\$ 388,958.24	99
90	Asphalt Road 1 Lift	Roszell Road	1	25	2023	\$ 105.00	\$ 316,668.66	68.3
88	Asphalt Road 1 Lift	Townline Road	1	25	2022	\$ 105.00	\$ 464,824.18	67.91016
59	Asphalt Road 1 Lift	Concession 4	1	25	2022	\$ 105.00	\$ 659,044.17	67.33618
158	Asphalt Road 1 Lift	McLean Road East	1	25	2022	\$ 105.00	\$ 207,798.78	67.33618
121A	Asphalt Road 1 Lift	Maddaugh Road	1	25	2022	\$ 52.50	\$ 155,389.56	66.7622
121B	Asphalt Road 1 Lift	Maddaugh Road	1	25	2022	\$ 52.50	\$ 161,850.76	66.7622
15	Asphalt Road 1 Lift	Concession 1	1	25	2022	\$ 105.00	\$ 660,787.85	66.64741

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
134	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 197,036.58	65.84384
135	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 182,905.33	65.84384
136	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 271,867.28	65.84384
140	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 524,575.17	65.72904
139	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 650,584.26	65.7
133	Asphalt Road 1 Lift	Watson Road South	1	25	2021	\$ 105.00	\$ 315,091.83	65.15506
52	Asphalt Road 1 Lift	Maple Leaf Lane	1	25	2021	\$ 105.00	\$ 226,826.78	65
57	Asphalt Road 1 Lift	Concession 4	1	25	2021	\$ 105.00	\$ 262,338.08	65
67	Asphalt Road 1 Lift	Forestell Road	1	25	2038	\$ 105.00	\$ 662,721.88	98
29	Asphalt Road 1 Lift	Main Street	1	25	2029	\$ 105.00	\$ 155,895.32	80
71	Asphalt Road 1 Lift	Laird Road West	1	50	2024		\$ 71,000.00	70
95b	Asphalt Road 1 Lift	Side Road 10 North	1	25	2038		\$ 13,667.50	98
96	Asphalt Road 1 Lift	Sideroad 10 North	1	25	2028		\$ 177,500.00	78
72_SURFACE	Asphalt Road 2 Lift	Laird Road West	1	25	2037	\$ 139.65	\$ 951,589.95	96
73_SURFACE	Asphalt Road 2 Lift	Laird Road West	1	25	2037	\$ 139.65	\$ 381,986.94	96

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>74_SURFACE</b>	Asphalt Road 2 Lift	Laird Road West	1	25	2037	\$ 139.65	\$ 571,335.35	96
<b>27B</b>	Asphalt Road 2 Lift	Calfass Road	1	25	2036	\$ 139.65	\$ 44,715.62	95.18593
<b>209</b>	Asphalt Road 2 Lift	Winer Court	1	25	2035	\$ 139.65	\$ 41,238.44	93.11961
<b>213_SURFACE</b>	Asphalt Road 2 Lift	Tawse Place	1	25	2033	\$ 139.65	\$ 71,054.34	88.23214
<b>203_SURFACE</b>	Asphalt Road 2 Lift	Daymond Drive	1	25	2032	\$ 139.65	\$ 150,294.95	86.9658
<b>198</b>	Asphalt Road 2 Lift	Kerr Crescent	1	25	2032	\$ 139.65	\$ 384,857.23	86
<b>201_SURFACE</b>	Asphalt Road 2 Lift	Carriage Lane	1	25	2032	\$ 139.65	\$ 340,271.08	86
<b>202_SURFACE</b>	Asphalt Road 2 Lift	Cassin Court	1	25	2032	\$ 139.65	\$ 130,865.91	86
<b>191</b>	Asphalt Road 2 Lift	Settler's Road	1	25	2031	\$ 139.65	\$ 147,055.96	85
<b>50_SURFACE</b>	Asphalt Road 2 Lift	Cockburn Street	1	25	2031	\$ 139.65	\$ 56,931.63	84.01182
<b>162_SURFACE</b>	Asphalt Road 2 Lift	Nicholas Beaver Road	1	25	2030	\$ 139.65	\$ 441,761.06	82
<b>190</b>	Asphalt Road 2 Lift	Telfer Glen	1	25	2028	\$ 139.65	\$ 321,772.22	79.64957
<b>214</b>	Asphalt Road 2 Lift	Beiber Road	1	25	2028	\$ 105.00	\$ 78,268.65	78.846
<b>35</b>	Asphalt Road 2 Lift	Concession 2	1	25	2027	\$ 139.65	\$ 945,358.54	76.89447
<b>36</b>	Asphalt Road 2 Lift	Concession 2/2A	1	25	2027	\$ 139.65	\$ 411,923.34	76.89447

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
205	Asphalt Road 2 Lift	Fox Run Drive	1	25	2027	\$ 139.65	\$ 108,410.05	76.55008
206	Asphalt Road 2 Lift	Fox Run Drive	1	25	2027	\$ 139.65	\$ 57,510.85	76.55008
207	Asphalt Road 2 Lift	Fox Run Drive	1	25	2027	\$ 139.65	\$ 301,633.72	76.55008
196	Asphalt Road 2 Lift	Fox Run Drive	1	25	2027	\$ 139.65	\$ 190,078.10	76.55
195	Asphalt Road 2 Lift	Deer View Ridge	1	25	2026	\$ 139.65	\$ 306,894.66	75.9761
115	Asphalt Road 2 Lift	Concession 7	1	25	2026	\$ 139.65	\$ 197,427.76	75.5
116	Asphalt Road 2 Lift	Concession 7	1	25	2026	\$ 139.65	\$ 143,334.29	75.5
51_SURFACE	Asphalt Road 2 Lift	Old Brock Road	1	25	2025	\$ 139.65	\$ 153,783.03	72.76182
164_SURFACE	Asphalt Road 2 Lift	McLean Road/Concession 7	1	25	2024	\$ 139.65	\$ 492,284.69	71.81322
165_SURFACE	Asphalt Road 2 Lift	McLean Road/Concession 7	1	25	2024	\$ 139.65	\$ 382,469.63	71.81322
28_SURFACE	Asphalt Road 2 Lift	Victoria Street And Church Street	1	25	2024	\$ 139.65	\$ 130,335.99	70.89486
204_SURFACE	Asphalt Road 2 Lift	Bridle Path	1	25	2023	\$ 139.65	\$ 514,570.70	69.9
185_SURFACE	Asphalt Road 2 Lift	Bridle Path	1	25	2023	\$ 139.65	\$ 205,657.27	69.89192

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>212B_SURFACE</b>	Asphalt Road 2 Lift	Winer Road	1	25	2023	\$ 139.65	\$ 165,696.17	69.7469
<b>40_SURFACE</b>	Asphalt Road 2 Lift	McLean Road West	1	25	2022	\$ 139.65	\$ 912,914.34	67.56577
<b>7</b>	Asphalt Road Surface Treated	Gore Road	1	7	2025	\$ 52.50	\$ 64,964.98	64
<b>120</b>	Asphalt Road Surface Treated	Maddaugh Road	1	7	2024	\$ 52.50	\$ 24,784.57	66.7622
<b>153</b>	Asphalt Road Surface Treated	Nassagaway a-Puslinch Townline	1	7	2024	\$ 52.50	\$ 54,920.78	98
<b>154</b>	Asphalt Road Surface Treated	Nassagaway a-Puslinch Townline	1	7	2024	\$ 52.50	\$ 28,974.04	98
<b>155</b>	Asphalt Road Surface Treated	Nassagaway a-Puslinch Townline	1	7	2024	\$ 52.50	\$ 21,612.59	98
<b>1001</b>	Bridge	Cook's Mill Bridge	1	50	2042	\$ 6,500.00	\$ 593,190.00	2
<b>1003</b>	Bridge	Little's Bridge	1	50	2021	\$ 6,500.00	\$ 219,765.00	1
<b>1009</b>	Bridge	Moyer's Bridge	1	50	2026	\$ 6,500.00	\$ 495,040.00	1
<b>1005</b>	Bridge	Leslie Road West	1	50	2015	\$ 6,500.00	\$ 445,900.00	2

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Between Lots 35/36						
1006	Bridge	Concession 1, Lots 9/10, West Of SR 10S	1	50	2020	\$ 6,500.00	\$ 783,510.00	1
1007	Bridge	French's Bridge	1	50	2034	\$ 6,500.00	\$ 309,140.00	2
1008	Bridge	Galt Creek Bridge Gore Road Lot 2	1	50	2021	\$ 6,500.00	\$ 745,875.00	1
53PCC	Buildings and Facilities	Puslinch Community Centre:Structure	1	40	2050	\$ 3,000.00	\$ 3,000.00	4
67PCC	Buildings and Facilities	Puslinch Community Centre:Roof	1	40	2028	\$ 100,000.00	\$ 100,000.00	5
9PCC	Buildings and Facilities	Puslinch Community Centre:Walls & Windows	1	20	2034	\$ 140,000.00	\$ 140,000.00	4
46PCC	Buildings and Facilities	Puslinch Community Centre: Interior Finishes	1	40	2058	\$ 125,756.82	\$ 125,756.82	5
93PCC	Buildings and Facilities	Puslinch Community Centre:Mechanical	1	40	2058	\$ 45,000.00	\$ 45,000.00	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>26PCC</b>	Buildings and Facilities	Puslinch Community Centre:Electrical	1	40	2058	\$ 61,000.00	\$ 61,000.00	5
<b>40PCC</b>	Buildings and Facilities	Puslinch Community Centre:Fire, Life-Safety	1	40	2058	\$ 5,750.00	\$ 5,750.00	5
<b>41PCC</b>	Buildings and Facilities	Puslinch Community Centre: Septic Tank	1	30	2036	\$ 15,000.00	\$ 15,000.00	3
<b>95MC</b>	Buildings and Facilities	Municipal Complex:Structure	1	40	2050	\$ 144,921.07	\$ 144,921.07	4
<b>56MC</b>	Buildings and Facilities	Municipal Complex:Roof	1	40	2028	\$ 42,734.10	\$ 42,734.10	5
<b>46MC</b>	Buildings and Facilities	Municipal Complex:Walls & Windows	1	20	2034	\$ 147,695.04	\$ 147,695.04	4
<b>77MC</b>	Buildings and Facilities	Municipal Complex:Interior Finishes	1	40	2058	\$ 103,461.50	\$ 103,461.50	5
<b>59MC</b>	Buildings and Facilities	Municipal Complex:Mechanical	1	40	2058	\$ 222,667.14	\$ 222,667.14	5
<b>21MC</b>	Buildings and Facilities	Municipal Complex:Electrical	1	40	2058	\$ 56,978.80	\$ 56,978.80	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>1MC</b>	Buildings and Facilities	Municipal Complex:Fire, Life-Safety	1	40	2058	\$ 35,986.61	\$ 35,986.61	5
<b>15002</b>	Buildings and Facilities	Municipal Complex:Parking Lot Municipal Complex	1	25	2028	\$ 162,750.00	\$ 162,750.00	2
<b>41MC</b>	Buildings and Facilities	Municipal Complex:Septic Tank	1	30	2036	\$ 15,000.00	\$ 15,000.00	3
<b>64BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Structure	1	40	2042	\$ 38,281.53	\$ 38,281.53	3
<b>71BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Roof	1	40	2028	\$ 8,523.62	\$ 8,523.62	3
<b>66BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Walls & Windows	1	20	2030	\$ 37,384.31	\$ 37,384.31	3
<b>14BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Interior Finishes	1	40	2042	\$ 1,794.45	\$ 1,794.45	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>70BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Mechanical	1	40	2042	\$ 23,327.81	\$ 23,327.81	3
<b>89BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Electrical	1	40	2042	\$ 20,187.52	\$ 20,187.52	3
<b>44BSBBPCC</b>	Buildings and Facilities	Blue Storage Building Behind PCC:Fire, Life-Safety	1	40	2042	\$ 20,037.99	\$ 20,037.99	3
<b>92RSB</b>	Buildings and Facilities	Roads Storage BuildingStructure	1	40	2050	\$ 64,395.00	\$ 64,395.00	4
<b>95RSB</b>	Buildings and Facilities	Roads Storage BuildingRoof	1	40	2028	\$ 14,337.95	\$ 14,337.95	4
<b>7RSB</b>	Buildings and Facilities	Roads Storage BuildingWalls & Windows	1	40	2050	\$ 62,885.74	\$ 62,885.74	4
<b>24RSB</b>	Buildings and Facilities	Roads Storage BuildingInterior Finishes	1	20	2034	\$ 3,018.52	\$ 3,018.52	4

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
15RSB	Buildings and Facilities	Roads Storage BuildingMechanical	1	40	2050	\$ 39,240.70	\$ 39,240.70	4
81RSB	Buildings and Facilities	Roads Storage BuildingElectrical	1	40	2050	\$ 33,958.30	\$ 33,958.30	4
86RSB	Buildings and Facilities	Roads Storage BuildingFire, Life-Safety	1	40	2050	\$ 33,706.76	\$ 33,706.76	4
33OCC	Buildings and Facilities	Optimist Community Centre:Structure	1	40	2058	\$ 175,891.97	\$ 175,891.97	5
66OCC	Buildings and Facilities	Optimist Community Centre:Roof	1	40	2028	\$ 28,600.32	\$ 28,600.32	5
51OCC	Buildings and Facilities	Optimist Community Centre:Walls & Windows	1	40	2058	\$ 76,505.86	\$ 76,505.86	5
44OCC	Buildings and Facilities	Optimist Community Centre:Interior Finishes	1	20	2038	\$ 143,001.60	\$ 143,001.60	5
97OCC	Buildings and Facilities	Optimist Community Centre:Mechanical	1	40	2058	\$ 148,006.66	\$ 148,006.66	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>22OCC</b>	Buildings and Facilities	Optimist Community Centre:Electrical	1	40	2058	\$ 75,075.84	\$ 75,075.84	5
<b>18OCC</b>	Buildings and Facilities	Optimist Community Centre:Fire, Life-Safety	1	40	2050	\$ 26,455.30	\$ 26,455.30	4
<b>39OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Structure	1	40	2050	\$ 125,235.29	\$ 125,235.29	4
<b>95OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Roof	1	40	2050	\$ 27,884.42	\$ 27,884.42	4
<b>13OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Walls & Windows	1	40	2050	\$ 122,300.08	\$ 122,300.08	4
<b>58OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Interior Finishes	1	20	2034	\$ 5,870.40	\$ 5,870.40	4
<b>17OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Mechanical	1	40	2050	\$ 76,315.25	\$ 76,315.25	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>51OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Electrical, only lighting needs to be replaced	1	40	2022	\$ 66,042.05	\$ 66,042.05	1
<b>88OCCIR</b>	Buildings and Facilities	Optimist Community Centre Ice Rink::Fire, Life-Safety	1	40	2050	\$ 65,552.84	\$ 65,552.84	4
<b>41OCC</b>	Buildings and Facilities	Optimist Community Centre Ice Rink: Septic Tank	1	30	2036	\$ 15,000.00	\$ 15,000.00	3
<b>3011</b>	Buildings and Facilities	Community Centre Complex: Concession Booth At Community Centre Ball Diamond, C Road 46	1	40	2032	\$ 20,000.00	\$ 20,000.00	3
<b>3035</b>	Buildings and Facilities	Community Centre Complex: Storage Building at	1	30	2036	\$ 20,000.00	\$ 20,000.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Horse Paddock						
<b>3009MM</b>	Buildings and Facilities	Morrison Meadows: Booth/Wash room Building, Old Morrison Park	1	40	2042	\$ 20,000.00	\$ 20,000.00	3
<b>41MM</b>	Buildings and Facilities	Morrison Meadows: Septic Tank	1	30	2048	\$ 15,000.00	\$ 15,000.00	5
<b>410MM</b>	Buildings and Facilities	Old Morrison: Septic Tank	1	30	2048	\$ 15,000.00	\$ 15,000.00	5
<b>2002</b>	Culvert	Culvert Of Cook's Mill Race	1	50	2063	\$ 4,500.00	\$ 97,200.00	1
<b>2004</b>	Culvert	McFarlane's Culvert	1	50	2052	\$ 4,500.00	\$ 126,585.00	3
<b>2006</b>	Culvert	Victoria Road Culvert Over Galt Creek	1	50	2026	\$ 4,500.00	\$ 225,630.00	2
<b>2007</b>	Culvert	Irish Creek Culvert On Townline Road	1	50	2026	\$ 4,500.00	\$ 239,400.00	1
<b>2008</b>	Culvert	7th Concession Culvert	1	50	2062	\$ 4,500.00	\$ 55,687.50	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
2009	Culvert	Gilmour Rd Culvert Over Aberfoyle Creek	1	50	2021	\$ 4,500.00	\$ 138,600.00	1
2010	Culvert	Ellis Road Culvert Over Puslinch Lake Irish Creek	1	50	2026	\$ 4,500.00	\$ 283,500.00	1
2011	Culvert	Ellis Road Culvert At Lot 10 Conc 2	1	50	2060	\$ 4,500.00	\$ 131,670.00	3
2012	Culvert	Concession 2 Bridge/Culv ert Over Mill Creek	1	50	2044	\$ 4,500.00	\$ 560,700.00	3
2013	Culvert	Victoria Road Culvert North Of Leslie	1	50	2026	\$ 4,500.00	\$ 177,165.00	2
2014	Culvert	Leslie Road Culvert West Of Victoria	1	50	1995	\$ 4,500.00	\$ 171,450.00	1
2015	Culvert	Culvert Of Flamboroug h T/L West Of Victoria	1	50	2060	\$ 4,500.00	\$ 264,735.00	3

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>2016</b>	Culvert	Flamborough T/L Bridge/Culvert East Of Macpherson Ln	1	50	2060	\$ 4,500.00	\$ 219,240.00	3
<b>2017</b>	Culvert	Gore Road Culvert	1	50	2010	\$ 4,500.00	\$ 84,546.00	5
<b>2018</b>	Culvert	Gore Road Dual Culvert	1	50	2000	\$ 4,500.00	\$ 63,135.00	5
<b>2019</b>	Culvert	7th Concession Culvert	1	50	2010	\$ 4,500.00	\$ 194,400.00	2
<b>1_26FE</b>	Fire Equipment	Air Cylinder Compressor	1	20	2020	\$ 29,490.00	\$ 29,490.00	4
<b>2_46FE</b>	Fire Equipment	Portable Radios	30			\$ 1,500.00	\$ 45,000.00	4
<b>3_18FE</b>	Fire Equipment	Mobile/Truck Radios	8			\$ 5,000.00	\$ 40,000.00	4
<b>4_35FE</b>	Fire Equipment	Pagers	44			\$ 500.00	\$ 22,000.00	3
<b>5_44FE</b>	Fire Equipment	Vehicle Extrication Equipment	1			\$ 25,000.00	\$ 25,000.00	4
<b>6_70FE</b>	Fire Equipment	Power Hydraulic Tool set	1	20	2020	\$ 52,500.00	\$ 52,500.00	1
<b>7_82FE</b>	Fire Equipment	Edraulic Combination Tool	1	20	2034	\$ 15,000.00	\$ 15,000.00	4

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
8_93FE	Fire Equipment	Thermal Imaging Camera	1	10	2019	\$ 6,000.00	\$ 6,000.00	1
9_104FE	Fire Equipment	Washer/Extractor	1	10	2027	\$ 10,000.00	\$ 10,000.00	4
10_2FE	Fire Equipment	Gear Dryer	1	10	2027	\$ 6,000.00	\$ 6,000.00	4
11_103FE	Fire Equipment	Rapid Deployment Water Craft	1	10	2020	\$ 6,000.00	\$ 6,000.00	4
12_41FE	Fire Equipment	Defibrillators Fire & Rescue Service Trucks	3	8	2025	\$ 5,000.00	\$ 15,000.00	3
1212_41FE	Fire Equipment	Defibrillators - Municipal Buildings	3	8	2025	\$ 5,000.00	\$ 15,000.00	5
13_89FE	Fire Equipment	Portable Pumps	2	20	2026	\$ 5,000.00	\$ 15,000.00	4
14_25FE	Fire Equipment	Air Cylinder:84	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
15_87FE	Fire Equipment	Air Cylinder:85	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
16_87FE	Fire Equipment	Air Cylinder:87	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
17_76FE	Fire Equipment	Air Cylinder:88	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
18_90FE	Fire Equipment	Air Cylinder:100	1	15	2020	\$ 1,500.00	\$ 1,500.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
19_90FE	Fire Equipment	Air Cylinder:101	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
20_85FE	Fire Equipment	Air Cylinder:102	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
21_85FE	Fire Equipment	Air Cylinder:103	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
22_9FE	Fire Equipment	Air Cylinder:104	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
23_42FE	Fire Equipment	Air Cylinder:105	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
24_94FE	Fire Equipment	Air Cylinder:106	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
25_35FE	Fire Equipment	Air Cylinder:107	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
26_23FE	Fire Equipment	Air Cylinder:108	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
27_67FE	Fire Equipment	Air Cylinder:109	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
28_48FE	Fire Equipment	Air Cylinder:310	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
29_64FE	Fire Equipment	Air Cylinder:311	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
30_89FE	Fire Equipment	Air Cylinder:312	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
31_89FE	Fire Equipment	Air Cylinder:313	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
32_104FE	Fire Equipment	Air Cylinder:314	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
33_34FE	Fire Equipment	Air Cylinder:315	1	15	2020	\$ 1,500.00	\$ 1,500.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
34_30FE	Fire Equipment	Air Cylinder:316	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
35_104FE	Fire Equipment	Air Cylinder:317	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
36_48FE	Fire Equipment	Air Cylinder:318	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
37_107FE	Fire Equipment	Air Cylinder:319	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
38_15FE	Fire Equipment	Air Cylinder:320	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
39_99FE	Fire Equipment	Air Cylinder:323	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
40_31FE	Fire Equipment	Air Cylinder:334	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
41_37FE	Fire Equipment	Air Cylinder:335	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
42_79FE	Fire Equipment	Air Cylinder:336	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
43_107FE	Fire Equipment	Air Cylinder:337	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
44_55FE	Fire Equipment	Air Cylinder:339	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
45_27FE	Fire Equipment	Air Cylinder:340	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
46_91FE	Fire Equipment	Air Cylinder:341	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
47_55FE	Fire Equipment	Air Cylinder:342	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
48_109FE	Fire Equipment	Air Cylinder:343	1	15	2020	\$ 1,500.00	\$ 1,500.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
49_104FE	Fire Equipment	Air Cylinder:344	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
50_57FE	Fire Equipment	Air Cylinder:345	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
51_94FE	Fire Equipment	Air Cylinder:346	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
52_95FE	Fire Equipment	Air Cylinder:347	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
53_40FE	Fire Equipment	Air Cylinder:348	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
54_31FE	Fire Equipment	Air Cylinder:349	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
55_41FE	Fire Equipment	Air Cylinder:350	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
56_58FE	Fire Equipment	Air Cylinder:351	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
57_105FE	Fire Equipment	Air Cylinder:352	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
58_88FE	Fire Equipment	Air Cylinder:353	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
59_35FE	Fire Equipment	Air Cylinder:354	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
60_57FE	Fire Equipment	Air Cylinder:355	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
61_17FE	Fire Equipment	Air Cylinder:356	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
62_96FE	Fire Equipment	Air Cylinder:357	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
63_48FE	Fire Equipment	Air Cylinder:358	1	15	2020	\$ 1,500.00	\$ 1,500.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
64_106FE	Fire Equipment	Air Cylinder:359	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
65_4FE	Fire Equipment	Air Cylinder:360	1	15	2020	\$ 1,500.00	\$ 1,500.00	3
66_21FE	Fire Equipment	Bunker Gear #317 907001148 907001150	1	10	2019	\$ 3,000.00	\$ 3,000.00	1
67_60FE	Fire Equipment	Bunker Gear #395 1307006351 1104007407	1	10	2019	\$ 3,000.00	\$ 3,000.00	1
68_80FE	Fire Equipment	Bunker Gear #376 1104007399 3707960	1	10	2019	\$ 3,000.00	\$ 3,000.00	1
69_51FE	Fire Equipment	Bunker Gear #386 1104007401 907001149	1	10	2019	\$ 3,000.00	\$ 3,000.00	1
70_80FE	Fire Equipment	Bunker Gear #351 907001154 1307008352	1		2019	\$ 3,000.00	\$ 3,000.00	1
71_102FE	Fire Equipment	Bunker Gear #308	1	10	2021	\$ 3,000.00	\$ 3,000.00	3
72_58FE	Fire Equipment	Bunker Gear #378 1104007403 1104007408	1	10	2021	\$ 3,000.00	\$ 3,000.00	3
73_67FE	Fire Equipment	Bunker Gear #301	1	10	2023	\$ 3,000.00	\$ 3,000.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		1301002761 1301002766						
<b>74_22FE</b>	Fire Equipment	Bunker Gear #336 1301002757 1301002762	1	10	2023	\$ 3,000.00	\$ 3,000.00	3
<b>75_67FE</b>	Fire Equipment	Bunker Gear #392 1301002758 1301002763	1	10	2023	\$ 3,000.00	\$ 3,000.00	4
<b>76_55FE</b>	Fire Equipment	Bunker Gear #337 1301002760 1301002765	1	10	2023	\$ 3,000.00	\$ 3,000.00	4
<b>77_100FE</b>	Fire Equipment	Bunker Gear #388 4748801 4749620	1	10	2024	\$ 3,000.00	\$ 3,000.00	4
<b>78_9FE</b>	Fire Equipment	Bunker Gear #318	1	10	2024	\$ 3,000.00	\$ 3,000.00	4
<b>79_75FE</b>	Fire Equipment	Bunker Gear #310 4748800 4749619	1	10	2024	\$ 3,000.00	\$ 3,000.00	4
<b>80_57FE</b>	Fire Equipment	Bunker Gear #333 4924090 4924085	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
<b>81_37FE</b>	Fire Equipment	Bunker Gear #387 4924092 4924080	1	10	2025	\$ 3,000.00	\$ 3,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
83_94FE	Fire Equipment	Bunker Gear #326 4924091 4924082	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
84_89FE	Fire Equipment	Bunker Gear #321 4992302 4924081	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
85_11FE	Fire Equipment	Bunker Gear #370 4924095 4924083	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
86_72FE	Fire Equipment	Bunker Gear #381 4924093 4924086	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
87_51FE	Fire Equipment	Bunker Gear #306 4992301 4992304	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
88_35FE	Fire Equipment	Bunker Gear #309 4924096 4924084	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
89_97FE	Fire Equipment	Bunker Gear #307 4924089 4924079	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
90_29FE	Fire Equipment	Bunker Gear #380 4992303 4992306	1	10	2025	\$ 3,000.00	\$ 3,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
91_44FE	Fire Equipment	Bunker Gear #375 4924077 4992305	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
92_20FE	Fire Equipment	Bunker Gear #303 5017234 5017235	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
93_73FE	Fire Equipment	Bunker Gear #320 4924094 4924087	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
94_89FE	Fire Equipment	Bunker Gear #355 4924088 4924078	1	10	2025	\$ 3,000.00	\$ 3,000.00	4
95_47FE	Fire Equipment	Bunker Gear #315 5085806 5085940	1	10	2026	\$ 3,000.00	\$ 3,000.00	5
96_14FE	Fire Equipment	Bunker Gear #319 5122954 5085938	1	10	2026	\$ 3,000.00	\$ 3,000.00	5
97_58FE	Fire Equipment	Bunker Gear #391 5085805 5085939	1	10	2026	\$ 3,000.00	\$ 3,000.00	5
98_23FE	Fire Equipment	Bunker Gear #379 5312492 5312493	1	10	2027	\$ 3,000.00	\$ 3,000.00	5

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
99_1FE	Fire Equipment	Bunker Gear #382 5310558 5310560	1	10	2027	\$ 3,000.00	\$ 3,000.00	5
100_87FE	Fire Equipment	Bunker Gear #323 5310555 5310559	1	10	2027	\$ 3,000.00	\$ 3,000.00	5
101_49FE	Fire Equipment	Bunker Gear #385 5310557 5310562	1	10	2027	\$ 3,000.00	\$ 3,000.00	5
102_20FE	Fire Equipment	Bunker Gear #322 5310556 5310561	1	10	2027	\$ 3,000.00	\$ 3,000.00	5
103_101FE	Fire Equipment	Bunker Gear #350 5483616 5483622	1	10	2028	\$ 3,000.00	\$ 3,000.00	5
104_60FE	Fire Equipment	Bunker Gear #335 5483615 5483621	1	10	2028	\$ 3,000.00	\$ 3,000.00	5
105_24FE	Fire Equipment	Bunker Gear #302 5483614 5483619	1	10	2028	\$ 3,000.00	\$ 3,000.00	5
106_92FE	Fire Equipment	Bunker Gear #305 5483613 5483618	1	10	2028	\$ 3,000.00	\$ 3,000.00	5

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
FE_122_1	Fire Equipment	Bunker Gear #351	1	10	2019	\$ 3,000.00	\$ 3,000.00	1
77_9FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	3
78_16FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	3
79_57FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	3
80_30FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	3
69_41FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
74_27FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
75_43FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
76_67FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
59_56FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
62_23FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
67_99FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
60_51FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
61_92FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
68_20FVT	Fire Equipment	Ultralight MMR 2000	1	15	2020	\$ 7,450.00	\$ 7,450.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
70_84FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
71_45FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
72_79FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
73_30FVT	Fire Equipment	Fire Hawk 2002	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
63_86FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
64_69FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
65_29FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
66_17FVT	Fire Equipment	Fire Hawk M7	1	15	2020	\$ 7,450.00	\$ 7,450.00	4
67_17FVT	Fire Equipment	SCBA Masks	28	15	2020	\$ 294.64	\$ 8,250.00	4
41_72FVT	Fire Equipment	T-38	1	10	2020	\$ 648.00	\$ 648.00	4
5040	Fire licensed vehicles	Pumper 32	1	20	2030	\$ 300,000.00	\$ 300,000.00	
5033	Fire licensed vehicles	Quint Truck	1	25	2028	\$ 500,000.00	\$ 500,000.00	55667
5031	Fire licensed vehicles	Fire Pumper 31	1	20	2025	\$ 468,000.00	\$ 468,000.00	
5038	Fire licensed vehicles	Freightliner Pumper Tanker 38	1	20	2032	\$ 450,000.00	\$ 450,000.00	
5035	Fire licensed vehicles	Rescue Truck 35	1	20	2020	\$ 520,000.00	\$ 520,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>Aerial 33</b> <b>Fire licensed vehicles</b>	Fire licensed vehicles	Aerial 33	1	25	2042	\$ 500,000.00	\$ 500,000.00	
<b>7006</b>	Fire licensed vehicles	Tanker 37	1	20	2030	\$ 410,000.00	\$ 410,000.00	
<b>7005A</b>	Fire licensed vehicles	2013 Vehicle For Fire & Rescue	1	7	2024	\$ 23,000.00	\$ 23,000.00	
<b>5030</b>	Fire licensed vehicles	Antique Fire Truck	1					
<b>FR_1</b>	Fire Reservoir	Tank: (Arkell) #30 Boreham Dr	1	50	2049	\$ 50,000.00	\$ 50,000.00	3
<b>FR_2</b>	Fire Reservoir	Tank: (Arkell) #38 Boreham Dr	1	50	2049	\$ 50,000.00	\$ 50,000.00	3
<b>FR_3</b>	Fire Reservoir	Tank: (Audrey Meadows) Catherine Ct	1	50	2061	\$ 50,000.00	\$ 50,000.00	3
<b>FR_4</b>	Fire Reservoir	Tank: (Audrey Meadows) Old Ruby	1	50	2061	\$ 50,000.00	\$ 50,000.00	3
<b>FR_5</b>	Fire Reservoir	Tank: (Audrey Meadows) Old Ruby	1	50	2061	\$ 50,000.00	\$ 50,000.00	3
<b>FR_6</b>	Fire Reservoir	Tank: (Community	1	50	2060	\$ 50,000.00	\$ 50,000.00	3

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Center) #23 Brock Rd						
FR_7	Fire Reservoir	Tank: (Estate Homes) #33 Carriage Ln	1	50	2050	\$ 50,000.00	\$ 50,000.00	3
FR_8	Fire Reservoir	Tank: (Estate Homes) 65 Carriage Ln	1	50	2050	\$ 50,000.00	\$ 50,000.00	3
FR_9	Fire Reservoir	Tank: (Estate Subdivision) #32 Daymond Dr	1	50	2059	\$ 50,000.00	\$ 50,000.00	3
FR_10	Fire Reservoir	Tank: (Hammersley) #7480 Hammersley Dr	1	50	2049	\$ 50,000.00	\$ 50,000.00	3
FR_11	Fire Reservoir	Tank: (Puslinch Fire) 7404 Well Rd 34	1	50	2052	\$ 50,000.00	\$ 50,000.00	3
FR_12	Fire Reservoir	Tank: (Puslinch Fire) 6495 Roszell Rd	1	50		\$ 50,000.00	\$ 50,000.00	3
FR_13	Fire Reservoir	Tank: ( Estate Homes) #37 Fox Run Dr	1	50	2039	\$ 50,000.00	\$ 50,000.00	3

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
FR_14	Fire Reservoir	Tank: (1719303 Ontario Inc.) Morrison Estates Subdivision	1	50		\$ 50,000.00	\$ 50,000.00	3
FR_15	Fire Reservoir	Tank: DRS Developments	1	50		\$ 50,000.00	\$ 50,000.00	3
1_66FVT	Fire vehicle tires	P-31	1	10	2019	\$ 648.00	\$ 648.00	
2_11FVT	Fire vehicle tires	P-31	1	10	2019	\$ 648.00	\$ 648.00	
3_3FVT	Fire vehicle tires	P-31	1	10	2019	\$ 825.00	\$ 825.00	
4_96FVT	Fire vehicle tires	P-31	1	10	2019	\$ 825.00	\$ 825.00	
5_81FVT	Fire vehicle tires	P-31	1	10	2019	\$ 825.00	\$ 825.00	
6_77FVT	Fire vehicle tires	P-31	1	10	2019	\$ 825.00	\$ 825.00	
7_64FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	
8_19FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	
9_22FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	
10_14FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	
11_90FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
12_46FVT	Fire vehicle tires	P-32	1	10	2022	\$ 686.00	\$ 686.00	
13_63FVT	Fire vehicle tires	A-33	1	8	2020	\$ 825.00	\$ 825.00	
14_38FVT	Fire vehicle tires	A-33	1	8	2020	\$ 825.00	\$ 825.00	
15_73FVT	Fire vehicle tires	A-33	1	8	2019	\$ 825.00	\$ 825.00	
16_16FVT	Fire vehicle tires	A-33	1	8	2019	\$ 825.00	\$ 825.00	
17_74FVT	Fire vehicle tires	A-33	1	8	2019	\$ 825.00	\$ 825.00	
18_76FVT	Fire vehicle tires	A-33	1	8	2019	\$ 825.00	\$ 825.00	
19_36FVT	Fire vehicle tires	R-35	1	10	2030	\$ 648.00	\$ 648.00	
20_20FVT	Fire vehicle tires	R-35	1	10	2030	\$ 648.00	\$ 648.00	
21_91FVT	Fire vehicle tires	R-35	1	10	2030	\$ 370.00	\$ 370.00	
22_65FVT	Fire vehicle tires	R-35	1	10	2030	\$ 370.00	\$ 370.00	
23_30FVT	Fire vehicle tires	R-35	1	10	2030	\$ 370.00	\$ 370.00	
24_66FVT	Fire vehicle tires	R-35	1	10	2030	\$ 370.00	\$ 370.00	
25_57FVT	Fire vehicle tires	T-37	1	10	2024	\$ 825.00	\$ 825.00	
26_100FVT	Fire vehicle tires	T-37	1	10	2024	\$ 825.00	\$ 825.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
27_69FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
28_4FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
29_40FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
30_35FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
31_1FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
32_77FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
33_70FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
45_1FVT	Fire vehicle tires	C-1		10	2019	\$ 250.00	\$ 250.00	
46_31FVT	Fire vehicle tires	C-1		10	2019	\$ 250.00	\$ 250.00	
47_71FVT	Fire vehicle tires	C-1		10	2019	\$ 250.00	\$ 250.00	
48_70FVT	Fire vehicle tires	C-1		10	2019	\$ 250.00	\$ 250.00	
34_59FVT	Fire vehicle tires	T-37	1	10	2019	\$ 825.00	\$ 825.00	
35_18FVT	Fire vehicle tires	T-38	1	10	2028	\$ 825.00	\$ 825.00	
36_27FVT	Fire vehicle tires	T-38	1	10	2028	\$ 825.00	\$ 825.00	
37_60FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
38_76FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	
39_53FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	
40_1FVT	Fire vehicle tires	T-38-FT	1	10	2019	\$ 825.00	\$ 825.00	
41_1FVT	Fire vehicle tires	T-38-FT		10	2019	\$ 825.00	\$ 825.00	
42_14FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	
43_24FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	
44_8FVT	Fire vehicle tires	T-38	1	10	2028	\$ 648.00	\$ 648.00	
49_56FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$ 250.00	\$ 250.00	
50_57FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$ 250.00	\$ 250.00	
51_94FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$ 250.00	\$ 250.00	
52_10FVT	Fire vehicle tires	C-1 Winter	1	10	2019	\$ 250.00	\$ 250.00	
53_10FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	
54_43FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	
55_80FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	
56_8FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
57_20FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	
58_81FVT	Fire vehicle tires	P-30	1	10	2012	\$ 370.00	\$ 370.00	
47	Gravel Road	Gilmour Road	1	50	2034		\$ 550,951.93	90
95A	Gravel Road	Sideroad 10 North	1	25	2034		\$ 605,625.00	90
159	Gravel Road	McLean Road East	1	50	2034		\$ 64,191.57	90
81	Gravel Road	Cooks Mill Road	1	50	2034		\$ 107,487.51	90
79	Gravel Road	Farnham Road	1	50	2034		\$ 170,773.30	90
98	Gravel Road	Sideroad 10 North	1	50	2034		\$ 84,074.41	90
200	Gravel Road	Boyce Drive	1	50	2034		\$ 44,972.59	90
129	Gravel Road	Carter Road	1	50	2034		\$ 328,113.29	90
211	Gravel Road	Anne Street	1	50	2034		\$ 11,201.21	90
31	Gravel Road	Little Road	1	50	2034		\$ 69,183.03	90
100	Gravel Road	Sideroad 12 North	1	50	2034		\$ 59,579.90	90
142	Gravel Road	Concession 11	1	50	2034		\$ 366,533.07	90
146	Gravel Road	Concession 11	1	50	2034		\$ 364,389.98	90

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
53	Gravel Road	Hammersley Road	1	50	2034		\$ 177,890.86	90
92	Gravel Road	Sideroad 10 South	1	50	2034		\$ 370,103.26	90
101	Gravel Road	Sideroad 12 N	1	50	2034		\$ 184,577.13	90
150	Gravel Road	Nassagaweya-Puslinch Townline	1	50	2034		\$ 366,033.98	90
26	Gravel Road	Small Road	1	50	2034		\$ 76,786.32	90
64	Gravel Road	Maltby Road East	1	50	2034		\$ 367,342.63	90
91	Gravel Road	Sideroad 10 South	1	50	2034		\$ 333,430.92	90
103	Gravel Road	Pioneer Trail	1	50	2034		\$ 301,750.00	90
43	Gravel Road	Sideroad 17	1	50	2034		\$ 66,803.98	90
104	Gravel Road	Sideroad 20 South	1	50	2034		\$ 335,434.97	90
8	Gravel Road	MacPherson's Lane	1	50	2034		\$ 155,895.32	90
106	Gravel Road	Sideroad 20 North	1	50	2034		\$ 185,237.55	90
105	Gravel Road	Sideroad 20 South	1	50	2034		\$ 371,540.16	90
110	Gravel Road	Sideroad 25 South	1	50	2034		\$ 336,664.07	90
144	Gravel Road	Concession 11	1	50	2034		\$ 347,849.10	90

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
93	Gravel Road	Sideroad 10 South	1	50	2034		\$ 131,053.29	90
27	Gravel Road	Calfass Road	1	50	2034		\$ 368,608.24	90
111	Gravel Road	Sideroad 25 South	1	50	2034		\$ 371,176.38	90
112	Gravel Road	Sideroad 25 North	1	50	2034		\$ 100,564.30	90
99B	Gravel Road	Sideroad 10 North	1	50	2034		\$ 70,389.05	90
145	Gravel Road	Concession 11	1	50	2034		\$ 364,394.47	90
65	Gravel Road	Maltby Road East	1	50	2034		\$ 54,652.03	90
143	Gravel Road	Concession 11	1	50	2034		\$ 234,387.01	90
118	Gravel Road	Concession 7	1	50	2034		\$ 364,220.48	90
37	Gravel Road	Concession 2	1	50	2034		\$ 42,245.00	90
152	Gravel Road	Midway Lane	1	50	2034		\$ 146,615.00	90
113	Gravel Road	Concession 7	1	50	2034		\$ 340,977.50	90
114	Gravel Road	Concession 7	1	50	2034		\$ 470,197.50	90
149	Gravel Road	Darkwood	1	50	2034		\$ 25,027.50	90
157	Gravel Road	Jones Baseline	1	50	2034		\$ 76,147.50	90

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3087	Parks and Recreation	Community Centre Complex: Fencing Around Community Centre	1	20	2038	\$ 131.00	\$ 65,500.00	5
3082	Parks and Recreation	Community Centre Complex: Parking Lot Community Centre Complex	1	25	2028	\$ 105.00	\$ 91,875.00	2
3078	Parks and Recreation	Community Centre Complex: Puslinch Community Centre Sidewalks	1	20	2034	\$ 10.00	\$ 1,500.00	4
3079	Parks and Recreation	Community Centre Complex: Swing Gates	3	30	2042	\$ 3,000.00	\$ 9,000.00	4
3080	Parks and Recreation	Community Centre Complex: Soccer Field	1	25	2043	\$ 575,000.00	\$ 575,000.00	5
3013	Parks and Recreation	Community Centre	7	40	2058	\$ 23,055.00	\$ 161,385.00	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Complex: Light Poles						
<b>3014</b>	Parks and Recreation	Community Centre Complex: Wooden Bleacher	1	20	2030	\$ 5,000.00	\$ 5,000.00	3
<b>3015</b>	Parks and Recreation	Community Centre Complex: Metal Bleacher	1	30	2048	\$ 13,725.00	\$ 13,725.00	5
<b>3016</b>	Parks and Recreation	Community Centre Complex: Fencing Outfield	1	20	2034	\$ 131.00	\$ 28,689.00	4
<b>3017</b>	Parks and Recreation	Community Centre Complex: Fencing Backstop	1	20	2034	\$ 131.00	\$ 1,572.00	4
<b>3019</b>	Parks and Recreation	Community Centre Complex: Netting Backstop	1	20	2034	\$ 250.00	\$ 250.00	4
<b>3020</b>	Parks and Recreation	Community Centre Complex: Fencing Infield	1	20	2034	\$ 131.00	\$ 6,550.00	4

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3024	Parks and Recreation	Community Centre Complex: Batting Cages	1	20	2030	\$ 90.00	\$ 9,000.00	3
3025	Parks and Recreation	Community Centre Complex: Wooden Fences Beside Batting Cages	1	15	2024	\$ 90.00	\$ 1,800.00	2
3026	Parks and Recreation	Community Centre Complex: Concrete Hydropole	2	20	2038	\$ 2,000.00	\$ 4,000.00	5
3028	Parks and Recreation	Community Centre Complex: Light Poles	2	20	2026	\$ 2,600.00	\$ 5,200.00	2
3081	Parks and Recreation	Community Centre Complex: Light Fixtures	1	20	2038	\$ 3,500.00	\$ 3,500.00	5
3029	Parks and Recreation	Community Centre Complex: Fencing	1	20	2026	\$ 131.00	\$ 9,694.00	2

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3031	Parks and Recreation	Community Centre Complex: Aberfoyle Playground	1	25	2038	\$ 25,000.00	\$ 25,000.00	4
3032	Parks and Recreation	Community Centre Complex: Fencing Outside Aberfoyle Playground	1	20	2030	\$ 131.00	\$ 3,930.00	3
14003	Parks and Recreation	Community Centre Complex: Tennis Court Fencing	1	40	2028	\$ 131.00	\$ 21,615.00	5
14005	Parks and Recreation	Community Centre Complex: Paving Tennis Court	1	40	2049	\$ 105.00	\$ 44,625.00	3
3033	Parks and Recreation	Community Centre Complex: Aerial Transformers	2					4
14004	Parks and Recreation	Community Centre	1	40	2050	\$ 5,030.00	\$ 5,030.00	2

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Complex: Horse Run Fencing						
<b>14006</b>	Parks and Recreation	Community Centre Complex: Light Poles at Horse Paddock	2	40	2049	\$ 7,755.00	\$ 15,510.00	4
<b>3036</b>	Parks and Recreation	Community Centre Complex: Horse Paddock Bleachers	6	20	2020	\$ 5,000.00	\$ 30,000.00	1
<b>3037</b>	Parks and Recreation	Community Centre Complex: Light Poles at Back Field	6	20	2038	\$ 2,600.00	\$ 15,600.00	5
<b>3039</b>	Parks and Recreation	Community Centre Complex: Gravel Parking Lot & Road	1	50	2068	\$ 43.00	\$ 86,000.00	5
<b>3822</b>	Parks and Recreation	Community Centre Complex: Puslinch Community Gardens	1	20	2038	\$ 30.00	\$ 2,520.00	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Cobblestone Walkways						
<b>3823</b>	Parks and Recreation	Community Centre Complex: Puslinch Community Gardens Benches	2	20	2038	\$ 250.00	\$ 500.00	5
<b>3041</b>	Parks and Recreation	Morrison Meadows: Morrison Playground	1	25	2038	\$ 25,000.00	\$ 25,000.00	4
<b>3042</b>	Parks and Recreation	Morrison Meadows: Gravel Parking Lot	1	25	2038	\$ 43.00	\$ 47,300.00	4
<b>3010</b>	Parks and Recreation	Morrison Meadows: Picnic Pavillion, Morrison Meadows Park	1	40	2058	\$ 30,000.00	\$ 30,000.00	5
<b>3043</b>	Parks and Recreation	Morrison Meadows: Picnic Tables	7	20	2038	\$ 500.00	\$ 3,500.00	5
<b>3044</b>	Parks and Recreation	Morrison Meadows: Basketball Court	1	20	2034	\$ 65.00	\$ 22,425.00	4

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3279	Parks and Recreation	Morrison Meadows: Basketball Court Post and Hoops	1	20	2034	\$ 1,000.00	\$ 1,000.00	4
3046	Parks and Recreation	Morrison Meadows: Bleachers	2	25	2021	\$ 5,000.00	\$ 10,000.00	1
3047	Parks and Recreation	Morrison Meadows: Benches	2	20	2020	\$ 1,000.00	\$ 1,000.00	1
3048	Parks and Recreation	Morrison Meadows: Fencing Backstop	1	20	2034	\$ 131.00	\$ 1,637.50	4
3049	Parks and Recreation	Morrison Meadows: Fencing Outfield	1	20	2034	\$ 131.00	\$ 29,344.00	4
3050	Parks and Recreation	Morrison Meadows: Fencing Backstop	1	20	2034	\$ 131.00	\$ 1,965.00	4
3051	Parks and Recreation	Morrison Meadows: Fencing Infield	1	20	2034	\$ 131.00	\$ 3,930.00	4
3052	Parks and Recreation	Morrison Meadows: 6 Seat High Bleachers	1	25	2021	\$ 5,000.00	\$ 5,000.00	1

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3053	Parks and Recreation	Morrison Meadows: 6 Seat High Bleachers	1	25	2021	\$ 5,000.00	\$ 5,000.00	1
3054	Parks and Recreation	Morrison Meadows: Fencing Around Park	1	20	2038	\$ 131.00	\$ 26,200.00	5
3055	Parks and Recreation	Morrison Meadows: Fencing Behind Large Baseball Diamond	1	20	2038	\$ 131.00	\$ 13,100.00	5
3056	Parks and Recreation	Old Morrison : Gravel Road	1	25	2028	\$ 43.00	\$ 7,740.00	2
3057	Parks and Recreation	Old Morrison : Fencing Outfield	1	20	2030	\$ 131.00	\$ 28,820.00	3
3058	Parks and Recreation	Old Morrison : Fencing Infield	1	20	2034	\$ 131.00	\$ 1,834.00	4
3059	Parks and Recreation	Old Morrison : Fencing Backstop	1	20	2020	\$ 131.00	\$ 3,668.00	1
3060	Parks and Recreation	Old Morrison :	2	50	2023	\$ 5,000.00	\$ 10,000.00	1

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		6 seat Concrete Bleachers						
<b>3061</b>	Parks and Recreation	Old Morriston : Ball Park Benches	1	20	2030	\$ 500.00	\$ 500.00	3
<b>3063</b>	Parks and Recreation	Old Morriston : Light Towers	7	40		\$ 23,055.00	\$ 161,385.00	1
<b>3064</b>	Parks and Recreation	Old Morriston : Light Fixtures	7	20		\$ 3,500.00	\$ 24,500.00	3
<b>3065</b>	Parks and Recreation	Old Morriston : Batting Cages	1	20	2030	\$ 131.00	\$ 13,100.00	3
<b>3066</b>	Parks and Recreation	Old Morriston : Equipment Storage Room	1	40	2042	\$ 400.00	\$ 400.00	3
<b>3281</b>	Parks and Recreation	Old Morriston : Equipment Storage Room, Panel	1	20	2030	\$ 10,000.00	\$ 10,000.00	3
<b>3067</b>	Parks and Recreation	Badenoch Soccer Field:	1	40	2050	\$ 20,000.00	\$ 20,000.00	4

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storage Shed						
<b>3068</b>	Parks and Recreation	Badenoch Soccer Field: 3 Seat Bleacher	2	25	2021	\$ 1,000.00	\$ 2,000.00	1
<b>3070</b>	Parks and Recreation	Badenoch Soccer Field: Fencing (East Side)	1	20	2026	\$ 131.00	\$ 14,934.00	2
<b>3071</b>	Parks and Recreation	Badenoch Soccer Field: Fencing (North and West Side)	1	20	2038	\$ 131.00	\$ 27,641.00	5
<b>3072</b>	Parks and Recreation	Badenoch Soccer Field: Septic Tank	1	30	2036	\$ 15,000.00	\$ 15,000.00	3
<b>3074</b>	Parks and Recreation	Boreham Drive Park: Basketball Court	1	25	2043	\$ 65.00	\$ 22,425.00	5
<b>3260</b>	Parks and Recreation	Boreham Drive: Basketball Court Post and Hoops	1	20	2034	\$ 1,000.00	\$ 1,000.00	4
<b>3075</b>	Parks and Recreation	Boreham Drive Park: Arkell Playground	1	25	2043	\$ 25,000.00	\$ 25,000.00	5

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
3076	Parks and Recreation	Boreham Drive Park: Sign	1	20	2038	\$ 1,500.00	\$ 1,500.00	5
3077	Parks and Recreation	Telfer Glen Park Trail	1	50				5
307989	Parks and Recreation	Wayne Stokley Trail	1					5
7005B	Parks and Recreation Unlicensed vehicles	2016 Mid-Size Pickup		7	2024	\$ 33,000.00	\$ 33,000.00	
4060	Parks and Recreation Unlicensed vehicles	Floor Scrubber	1	10	2026	\$ 8,000.00	\$ 8,000.00	91
7007	Parks and Recreation Unlicensed vehicles	Lawn Tractor	1	10	2028	\$ 30,000.00	\$ 30,000.00	
8020	Parks and Recreation Unlicensed vehicles	Olympia Ice Resurfacers	1	25	2042	\$ 80,000.00	\$ 80,000.00	4
8012	Parks and Recreation Unlicensed vehicles	Trailers (1) - Parks Department	1	20	2034	\$ 5,000.00	\$ 5,000.00	
300	Sidewalk	Watson Road Sidewalk	1	20	2038	\$ 143.00	\$ 64,350.00	5
301	Sidewalk	Arkell Road Sidewalk	1	20	2030	\$ 143.00	\$ 39,325.00	3

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
303	Sidewalk	Church Street	1	20	2038	\$ 143.00	\$ 12,012.00	5
307	Sidewalk	Victoria Street	1	20	2038	\$ 143.00	\$ 25,311.00	5
304	Sidewalk	Brock Road Sidewalk	1	20	2020	\$ 143.00	\$ 131,131.00	4
305	Sidewalk	Badenoch Rd Sidewalk	1	20	2038	\$ 143.00	\$ 58,773.00	5
306	Sidewalk	Watson Road Sidewalk 2013	1	20	2038	\$ 143.00	\$ 64,922.00	5
308	Sidewalk	Calfass Road	1	20	2038	\$ 143.00	\$ 11,440.00	5
309	Sidewalk	Queen Street	1	20	2038	\$ 143.00	\$ 128,700.00	5
SW_201_SURFACE	Storm Sewer	Storm Sewer Carriage Lane	1	50	2050	\$ 104,428.15	\$ 104,428.15	
18_SWO_201_SURFACE	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
19_SWO_201_SURFACE	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>20_SWO_20 1_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>21_SWO_20 1_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>22_SWO_20 1_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>23_SWO_20 1_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>24_SWO_20 1_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>18_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>19_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>20_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>21_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>22_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>23_ SWI_201_S URFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>24_SWI_201_SURFACE</b>	Storm Sewer	Carriage Lane Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>SW_202_SURFACE</b>	Storm Sewer	Storm Sewer Cassin Court	1	50	2057	\$ 13,487.00	\$ 13,487.00	
<b>1_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>2_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>3_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>5_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>6_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>8_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>9_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>10_SWO_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>1_SWI_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>2_SWI_202_SURFACE</b>	Storm Sewer	Cassin Court Storm Sewer	2	50	2057	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Inlet						
<b>3_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>5_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>6_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>8_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>9_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>10_ SWI_202_S URFACE</b>	Storm Sewer	Cassin Court Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>SW_28_SURFACE</b>	Storm Sewer	Storm Sewer Victoria Street And Church Street	1	50	2050	\$ 28,405.97	\$ 28,405.97	
<b>42_SWO_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>43_SWO_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>44_SWO_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm	1	50	2050	\$ 5,000.00	\$ 5,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Outflow						
<b>45_SWO_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>46_SWO_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>42_SWI_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>43_SWI_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street	2	50	2050	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Storm Sewer Inlet						
<b>44_ SWI_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>45_ SWI_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>46_ SWI_28_SURFACE</b>	Storm Sewer	Victoria Street And Church Street Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>SW_51_SURFACE</b>	Storm Sewer	Storm Sewer Old Brock Road	4	50	2050	\$ 407,604.00	\$ 407,604.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>36_SWO_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>37_SWO_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>38_SWO_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>36_SWI_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>37_SWI_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>38_SWI_51_SURFACE</b>	Storm Sewer	Old Brock Road Storm Sewer	2	50	2050	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Inlet						
<b>SW_46_SUR FACE</b>	Storm Sewer	Storm Sewer Gilmour Road	1	50	2057	\$ 36,872.74	\$ 36,872.74	
<b>40_SWO_46 _SURFACE</b>	Storm Sewer	Gilmour Road Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>41_SWO_46 _SURFACE</b>	Storm Sewer	Gilmour Road Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>40_ SWI_46_SU RFACE</b>	Storm Sewer	Gilmour Road Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>41_ SWI_46_SU RFACE</b>	Storm Sewer	Gilmour Road Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>SW_203_SU RFACE</b>	Storm Sewer	Storm Sewer Daymond Drive	1	50	2057	\$ 31,584.27	\$ 31,584.27	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>4_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>7_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>11_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>12_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>13_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Outflow	1	50	2057	\$ 5,000.00	\$ 5,000.00	
<b>14_SWO_203_SURFACE</b>	Storm Sewer	Daymond Drive Storm	1	50	2057	\$ 5,000.00	\$ 5,000.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Storm Sewer Outflow						
<b>4_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>7_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>11_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>12_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>13_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer Storm Sewer Inlet	2	50	2057	\$ 3,724.00	\$ 3,724.00	
<b>14_</b> <b>SWI_203_</b> <b>URFACE</b>	Storm Sewer	Daymond Drive Storm Sewer	2	50	2057	\$ 3,724.00	\$ 3,724.00	

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AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Inlet						
<b>SW_205</b>	Storm Sewer	Storm Sewer Fox Run Drive	1	50	2050	\$ 34,421.68	\$ 34,421.68	
<b>15_SWO_205</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>16_SWO_205</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>15_SWI_205</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>16_SWI_205</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>SW_204_SURFACE</b>	Storm Sewer	Storm Sewer Bridle Path	1	50	2040	\$ 175,848.48	\$ 175,848.48	
<b>25_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm	1	50	2040	\$ 5,000.00	\$ 5,000.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Storm Sewer Outflow						
<b>26_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>27_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>28_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>29_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>30_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm	1	50	2040	\$ 5,000.00	\$ 5,000.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Outflow						
<b>31_SWO_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>25_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>26_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>27_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>28_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>29_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer	2	50	2040	\$ 3,724.00	\$ 3,724.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Inlet						
<b>30_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>31_SWI_204_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>SW_185_SURFACE</b>	Storm Sewer	Storm Sewer Bridle Path	1	50	2040	\$ 59,269.32	\$ 59,269.32	
<b>32_SWO_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>33_SWO_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>34_SWO_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm	1	50	2040	\$ 5,000.00	\$ 5,000.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Outflow						
<b>35_SWO_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>47_SWO_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Outflow	1	50	2040	\$ 5,000.00	\$ 5,000.00	
<b>32_SWI_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>33_SWI_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>34_SWI_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>35_SWI_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer	2	50	2040	\$ 3,724.00	\$ 3,724.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Storm Sewer Inlet						
<b>47_ SWI_185_SURFACE</b>	Storm Sewer	Bridle Path Storm Sewer Storm Sewer Inlet	2	50	2040	\$ 3,724.00	\$ 3,724.00	
<b>SW_50_SURFACE</b>	Storm Sewer	Storm Sewer Cockburn Street	1	50	2050	\$ 18,328.08	\$ 18,328.08	
<b>39_SWO_50_SURFACE</b>	Storm Sewer	Cockburn Street Storm Sewer Storm Sewer Outflow	1	50	2050	\$ 5,000.00	\$ 5,000.00	
<b>39_ SWI_50_SURFACE</b>	Storm Sewer	Cockburn Street Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>SW_206</b>	Storm Sewer	Storm Sewer Fox Run Drive	1	50	2050	\$ 18,565.42	\$ 18,565.42	
<b>17_SWO_206</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm	1	50	2050	\$ 5,000.00	\$ 5,000.00	

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Sewer Outflow						
<b>17_SWI_206</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Inlet	2	50	2050	\$ 3,724.00	\$ 3,724.00	
<b>SW_27B</b>	Storm Sewer	Storm Sewer Calfass Road	1	50	2066	\$ 13,144.00	\$ 13,144.00	
<b>1_SWO_27B</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Outflow	1	50	2066	\$ 5,000.00	\$ 5,000.00	
<b>1_SWI_27B</b>	Storm Sewer	Fox Run Drive Storm Sewer Storm Sewer Inlet	2	50	2066	\$ 3,724.00	\$ 3,724.00	
<b>12001</b>	Storm Water Pond	Boreham Drive SWM	1	50	2049	\$ 13,859.65	\$ 13,859.65	4
<b>12001 - 1</b>	Storm Water Pond	Boreham Drive SWM Tail Wall	1	50	2049	\$ 2,000.00	\$ 2,000.00	4
<b>12001 - 2</b>	Storm Water Pond	Boreham Drive SWM Pond Enclosure	1	50	2049	\$ 7,859.65	\$ 7,859.65	4
<b>12001 - 3</b>	Storm Water Pond	Boreham Drive SWM	1	20	2019	\$ 2,000.00	\$ 2,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Outlet Device (Hicken Bottom)						
<b>12001 - 4</b>	Storm Water Pond	Boreham Drive SWM Headwall	1	50	2049	\$ 2,000.00	\$ 2,000.00	4
<b>12002</b>	Storm Water Pond	Daymond Drive SWM	1	50	2021	\$ 165,756.29	\$ 165,756.29	4
<b>12002 - 1</b>	Storm Water Pond	Daymond Drive SWM Tail Wall	1	50	2055	\$ 2,000.00	\$ 2,000.00	4
<b>12002 - 2</b>	Storm Water Pond	Daymond Drive SWM Pond Enclosure	1	50	2055	\$ 159,756.29	\$ 159,756.29	4
<b>12002 - 3</b>	Storm Water Pond	Daymond Drive SWM Outlet Device (Hicken Bottom)	1	20	2025	\$ 2,000.00	\$ 2,000.00	4
<b>12002 - 4</b>	Storm Water Pond	Daymond Drive SWM Headwall	1	50	2055	\$ 2,000.00	\$ 2,000.00	4
<b>12003</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 6	1	50	2057	\$ 258,419.75	\$ 258,419.75	4
<b>12003 - 1</b>	Storm Water Pond	Aberfoyle Business Park SWM	1	50	2057	\$ 2,000.00	\$ 2,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Block 6 Tail Wall						
<b>12003 - 2</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 6 Pond Enclosure	1	50	2057	\$ 252,419.75	\$ 252,419.75	4
<b>12003 - 3</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 6 Outlet Device (Hicken Bottom)	1	20	2027	\$ 2,000.00	\$ 2,000.00	4
<b>12003 - 4</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 6 Headwall	1	50	2057	\$ 2,000.00	\$ 2,000.00	4
<b>12004</b>	Storm Water Pond	Kerr Crescent SWM	1	50	2020	\$ 150,000.00	\$ 150,000.00	1
<b>12004 - 1</b>	Storm Water Pond	Kerr Crescent SWM Tail Wall	1	50	2038	\$ 2,000.00	\$ 2,000.00	4
<b>12004 - 2</b>	Storm Water Pond	Kerr Crescent SWM Pond Enclosure	1	50	2038	\$ 144,000.00	\$ 144,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12004 - 3</b>	Storm Water Pond	Kerr Crescent SWM Outlet Device (Hicken Bottom)	1	20	2008	\$ 2,000.00	\$ 2,000.00	4
<b>12004 - 4</b>	Storm Water Pond	Kerr Crescent SWM Headwall	1	50	2038	\$ 2,000.00	\$ 2,000.00	4
<b>12005</b>	Storm Water Pond	Telfer Glen SWM Pond	1	50	2040	\$ 32,644.20	\$ 32,644.20	4
<b>12005 - 1</b>	Storm Water Pond	Telfer Glen SWM Pond Tail Wall	1	50	2040	\$ 2,000.00	\$ 2,000.00	4
<b>12005 - 2</b>	Storm Water Pond	Telfer Glen SWM Pond Pond Enclosure	1	50	2040	\$ 26,644.20	\$ 26,644.20	4
<b>12005 - 3</b>	Storm Water Pond	Telfer Glen SWM Pond Outlet Device (Hicken Bottom)	1	20	2010	\$ 2,000.00	\$ 2,000.00	4
<b>12005 - 4</b>	Storm Water Pond	Telfer Glen SWM Pond Headwall	1	50	2040	\$ 2,000.00	\$ 2,000.00	4
<b>12006</b>	Storm Water Pond	Bridle Path SWM Ponds	1	50	2040	\$ 134,145.92	\$ 134,145.92	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12006 - 1</b>	Storm Water Pond	Bridle Path SWM Ponds Tail Wall	1	50	2040	\$ 2,000.00	\$ 2,000.00	4
<b>12006 - 2</b>	Storm Water Pond	Bridle Path SWM Ponds Pond Enclosure	1	50	2040	\$ 128,145.92	\$ 128,145.92	4
<b>12006 - 3</b>	Storm Water Pond	Bridle Path SWM Ponds Outlet Device (Hicken Bottom)	1	20	2010	\$ 2,000.00	\$ 2,000.00	4
<b>12006 - 4</b>	Storm Water Pond	Bridle Path SWM Ponds Headwall	1	50	2040	\$ 2,000.00	\$ 2,000.00	4
<b>12007</b>	Storm Water Pond	Carriage Lane SWM	1	50	2022	\$ 85,487.68	\$ 85,487.68	1
<b>12007 - 1</b>	Storm Water Pond	Carriage Lane SWM Tail Wall	1	50	2050	\$ 2,000.00	\$ 2,000.00	4
<b>12007 - 2</b>	Storm Water Pond	Carriage Lane SWM Pond Enclosure	1	50	2050	\$ 79,487.68	\$ 79,487.68	4
<b>12007 - 3</b>	Storm Water Pond	Carriage Lane SWM Outlet Device (Hicken Bottom)	1	20	2020	\$ 2,000.00	\$ 2,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12007 - 4</b>	Storm Water Pond	Carriage Lane SWM Headwall	1	50	2050	\$ 2,000.00	\$ 2,000.00	4
<b>12008</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 3	1	50	2045	\$ 73,226.96	\$ 73,226.96	5
<b>12008 - 1</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 3 Tail Wall	1	50	2045	\$ 2,000.00	\$ 2,000.00	5
<b>12008 - 2</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 3 Pond Enclosure	1	50	2045	\$ 67,226.96	\$ 67,226.96	5
<b>12008 - 3</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 3 Outlet Device (Hicken Bottom)	1	20	2015	\$ 2,000.00	\$ 2,000.00	5
<b>12008 - 4</b>	Storm Water Pond	Aberfoyle Business Park SWM Block 3 Headwall	1	50	2045	\$ 2,000.00	\$ 2,000.00	5

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12009</b>	Storm Water Pond	Carroll Pond Cell 1	1	50	2061	\$ 9,262.38	\$ 9,262.38	4
<b>12009 - 1</b>	Storm Water Pond	Carroll Pond Cell 1 Tail Wall	1	50	2061	\$ 2,000.00	\$ 2,000.00	4
<b>12009 - 2</b>	Storm Water Pond	Carroll Pond Cell 1 Pond Enclosure	1	50	2061	\$ 3,262.38	\$ 3,262.38	4
<b>12009 - 3</b>	Storm Water Pond	Carroll Pond Cell 1 Outlet Device (Hicken Bottom)	1	20	2031	\$ 2,000.00	\$ 2,000.00	4
<b>12009 - 4</b>	Storm Water Pond	Carroll Pond Cell 1 Headwall	1	50	2061	\$ 2,000.00	\$ 2,000.00	4
<b>12010</b>	Storm Water Pond	Carroll Pond Cell 2	1	50	2060	\$ 8,869.81	\$ 8,869.81	4
<b>12010 - 1</b>	Storm Water Pond	Carroll Pond Cell 2 Tail Wall	1	50	2060	\$ 2,000.00	\$ 2,000.00	4
<b>12010 - 2</b>	Storm Water Pond	Carroll Pond Cell 2 Pond Enclosure	1	50	2060	\$ 2,869.81	\$ 2,869.81	4
<b>12010 - 3</b>	Storm Water Pond	Carroll Pond Cell 2 Outlet Device (Hicken Bottom)	1	20	2030	\$ 2,000.00	\$ 2,000.00	4
<b>12010 - 4</b>	Storm Water Pond	Carroll Pond Cell 2 Headwall	1	50	2060	\$ 2,000.00	\$ 2,000.00	4

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12011</b>	Storm Water Pond	Carroll Pond Cell 3	1	50	2060	\$ 4,434.90	\$ 4,434.90	4
<b>12011 - 1</b>	Storm Water Pond	Carroll Pond Cell 3 Tail Wall	1	50	2060	\$ 2,000.00	\$ 2,000.00	4
<b>12011 - 2</b>	Storm Water Pond	Carroll Pond Cell 3 Pond Enclosure	1	50	2060	-\$ 1,565.10	-\$ 1,565.10	4
<b>12011 - 3</b>	Storm Water Pond	Carroll Pond Cell 3 Outlet Device (Hicken Bottom)	1	20	2030	\$ 2,000.00	\$ 2,000.00	4
<b>12011 - 4</b>	Storm Water Pond	Carroll Pond Cell 3 Headwall	1	50	2060	\$ 2,000.00	\$ 2,000.00	4
<b>12012</b>	Storm Water Pond	Fox Run Drive SWM 2	1	50		\$ 165,756.29	\$ 165,756.29	3
<b>12012 - 1</b>	Storm Water Pond	Fox Run Drive SWM 2 Tail Wall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>12012 - 2</b>	Storm Water Pond	Fox Run Drive SWM 2 Pond Enclosure	1	50		\$ 159,756.29	\$ 159,756.29	3
<b>12012 - 3</b>	Storm Water Pond	Fox Run Drive SWM 2 Outlet Device (Hicken Bottom)	1	20		\$ 2,000.00	\$ 2,000.00	3

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>12012 - 4</b>	Storm Water Pond	Fox Run Drive SWM 2 Headwall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>12013</b>	Storm Water Pond	Fox Run Drive SWM 1	1	50		\$ 165,000.00	\$ 165,000.00	1
<b>12013 - 1</b>	Storm Water Pond	Fox Run Drive SWM 1 Tail Wall	1	50		\$ 2,000.00	\$ 2,000.00	1
<b>12013 - 2</b>	Storm Water Pond	Fox Run Drive SWM 1 Pond Enclosure	1	50		\$ 159,000.00	\$ 159,000.00	1
<b>12013 - 3</b>	Storm Water Pond	Fox Run Drive SWM 1 Outlet Device (Hicken Bottom)	1	20		\$ 2,000.00	\$ 2,000.00	1
<b>12013 - 4</b>	Storm Water Pond	Fox Run Drive SWM 1 Headwall	1	50		\$ 2,000.00	\$ 2,000.00	1
<b>12014</b>	Storm Water Pond	Morrison Pond	1	50		\$ 12,417.73	\$ 12,417.73	3
<b>12014 - 1</b>	Storm Water Pond	Morrison Pond Tail Wall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>12014 - 2</b>	Storm Water Pond	Morrison Pond Pond Enclosure	1	50		\$ 6,417.73	\$ 6,417.73	3
<b>12014 - 3</b>	Storm Water Pond	Morrison Pond Outlet	1	20		\$ 2,000.00	\$ 2,000.00	3

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
		Device (Hicken Bottom)						
<b>12014 - 4</b>	Storm Water Pond	Morrison Pond Headwall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>12015</b>	Storm Water Pond	Morrison Park Pond	1	50		\$ 165,756.29	\$ 165,756.29	3
<b>12015 - 1</b>	Storm Water Pond	Morrison Park Pond Tail Wall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>12015 - 2</b>	Storm Water Pond	Morrison Park Pond Pond Enclosure	1	50		\$ 159,756.29	\$ 159,756.29	3
<b>12015 - 3</b>	Storm Water Pond	Morrison Park Pond Outlet Device (Hicken Bottom)	1	20		\$ 2,000.00	\$ 2,000.00	3
<b>12015 - 4</b>	Storm Water Pond	Morrison Park Pond Headwall	1	50		\$ 2,000.00	\$ 2,000.00	3
<b>8016</b>	Work licensed vehicles	2013 International Plow Truck 301	1	8	2021	\$ 250,000.00	\$ 250,000.00	74804
<b>8014</b>	Work licensed vehicles	2012 Dump/Plow 302	1	8	2020	\$ 250,000.00	\$ 250,000.00	96095

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
8014	Work licensed vehicles	2012 Dump/Plow 302	1	8	2028	\$ 250,000.00	\$ 250,000.00	
8017	Work licensed vehicles	2015 International Plow Truck - 303	1	8	2023	\$ 225,000.00	\$ 225,000.00	31032
8013	Work licensed vehicles	2011 Single Axle Truck 304	1	8	2019	\$ 250,000.00	\$ 250,000.00	77523
8013	Work licensed vehicles	2011 Single Axle Truck 304	1	8	2027	\$ 250,000.00	\$ 250,000.00	
7003	Work licensed vehicles	1 Ton Dump/Plow 305	1	12	2020	\$ 100,000.00	\$ 100,000.00	103534
8019	Work licensed vehicles	2015 GMC Sierra 1500	1	5	2020	\$ 40,000.00	\$ 40,000.00	42610
7009	Work licensed vehicles	2017 Pickup Truck - Staff - 3/4 Ton	1	8	2025	\$ 52,000.00	\$ 52,000.00	4198
7008	Work licensed vehicles	2011 Chevy Silverado Pickup 4	1	7	2018	\$ 40,000.00	\$ 40,000.00	125958
8015	Work Unlicensed vehicles	Anti-Ice Equipment	1					
8015-1	Work Unlicensed vehicles	Slide in Spray Unt	1	20	2038	\$ 5,000.00	\$ 5,000.00	5

THE TOWNSHIP OF PUSLINCH ASSET MANAGEMENT PLAN 2019

AssetNumber	AssetClass	Description	Quantity	LE	ReplacementYear	UnitCost	Replacement Cost	Condition
<b>8015-2</b>	Work Unlicensed vehicles	Storage Tank	2	20	2038	\$ 14,000.00	\$ 14,000.00	5
<b>8015-3</b>	Work Unlicensed vehicles	Pumps	2	20	2038	\$ 5,000.00	\$ 5,000.00	5
<b>8001</b>	Work Unlicensed vehicles	JCB Backhoe 6	1	12	2020	\$ 125,000.00	\$ 125,000.00	2
<b>8003</b>	Work Unlicensed vehicles	Road Grader G740 501	1	25		\$ 350,000.00	\$ 350,000.00	
<b>8002</b>	Work Unlicensed vehicles	Road Grader G740 501	1	25	2022	\$ 350,000.00	\$ 350,000.00	
<b>8018</b>	Work Unlicensed vehicles	Brush Chipper	1	10		\$ 40,000.00	\$ 40,000.00	4







## **REPORT FIN-2019-007**

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TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: January 30, 2019

SUBJECT: 2019 Capital and Operating Budget Update  
File: F05 – BUD, F26 - OPE, F26 - CAP

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### **RECOMMENDATIONS**

**That Report FIN-2019-007 regarding the 2019 Capital and Operating Budget Update be received; and**

**That staff work with the Recreation Committee to negotiate a use/cost sharing agreement with the Puslinch Tennis Club that outlines responsibilities for court care and maintenance, as well as cost sharing; and**

**That the Township's agreement with the County of Wellington for the Puslinch Historical Society Library Lease be facilitated as part of the Township's 2021 Grant Application Program.**

### **DISCUSSION**

#### Purpose

The purpose of this report is to:

- 1.) Provide Council an update on the items that were discussed at the January 16, 2019 budget meeting; and
- 2.) Present Operating and Capital budget changes that have occurred due to more current information being available to staff.

#### Background

On January 16, 2019 Council received Report FIN-2019-004 – 2019 Capital and Operating Budget Update. The following table was presented to Council to summarize the proposed tax levy impact:

	<b>2018 Approved Budget</b>	<b>2019 Proposed Budget</b>	<b>Difference</b>
<b>Total Capital Taxation Levy</b>	\$690,849	\$1,059,916	
<b>Normalize for OMERS</b>	\$232,500	\$0	
<b>Total Adjusted Capital</b>	<b>\$923,349</b>	\$1,059,916	<b>\$136,567</b>
<b>Total Operating Taxation Levy</b>	\$3,054,742	\$2,807,881	
<b>Normalize for OMERS</b>	-\$232,500	\$0	
<b>Total Adjusted Operating</b>	<b>\$2,822,242</b>	<b>\$2,807,881</b>	<b>-\$14,361</b>
<b>Total Municipal Taxation Levy</b>	<b>\$3,745,591</b>	<b>\$3,867,797</b>	<b>\$122,206</b>

The following table was presented to Council to summarize the Township portion of property taxes on the median/typical single-family detached dwelling:

<b>Description</b>	<b>2018</b>	<b>2019</b>	<b>\$ Change from 2018</b>	<b>% Change from 2018</b>
Median Assessment	\$578,500	\$593,250	\$14,750	2.55%
Township Tax Rate	0.00166587	0.00163315		
Yearly Township Taxes	\$963.71	\$968.87	\$5.16	0.54%
Yearly Township Taxes per \$100,000 of Assessment	\$162.45	\$163.32	\$0.87	0.54%

#### Operating Budget Updates: Excluding Building Department

Outlined below are updates to the proposed operating budget. The Building Department is reported on separately as there are no tax levy impacts associated with changes to the Building Department budget.

1. Council at its meeting held on January 16, 2019 approved a Cost of Living Adjustment (COLA) of 2.33% based on the following:
  - Council directed staff to compute an average COLA based on the pay equity comparators' proposed COLA's; and
  - That the highest COLA (Blandford Blenheim – Proposed – 3.10%) and the lowest COLA (Erin – Proposed – 1.90%) be removed from the average calculation.

#### *Staff Update:*

The budget presented on January 16, 2019 included a Cost of Living Adjustment of 3.10%.

*Budget Impact:*

\$14,877 tax levy decrease.

- Based on recent invoices received for Memberships and Subscriptions, it is recommended that certain membership and subscription line items be increased.

*Staff Update:*

<b>Department</b>	<b>Membership and/or Association</b>	<b>January 16, 2019 Cost</b>	<b>Updated Cost</b>
Administration	Association of Municipalities of Ontario	\$2,750	\$2,800
Administration	Federation of Canadian Municipalities	\$1,750	\$2,330
Administration	Ontario Good Roads Association	\$800	\$850
Public Works	County of Wellington Road Supervisors Association	\$400	\$500
<b>Total</b>		<b>\$5,700</b>	<b>\$6,480</b>

*Budget Impact:*

- Administration – Memberships and Subscriptions - \$680 tax levy increase
  - Public Works - Memberships and Subscriptions - \$100 tax levy increase
- Township staff incorrectly excluded the contribution from the Operating Carry forward Discretionary Reserve to fund the Community Improvement Plan (CIP) Grant Program. The 2019 Budget as presented on January 16, 2019 included an expense in Account No. 01-0130-4600 for CIP Grants but did not include the funding component.

*Staff Update:*

The Township's 2017 application to the County of Wellington Business Retention and Expansion (BR&E) Implementation Fund was for the following items:

- \$20,000 – for the implementation of the recommendations from the Township's CIP including implementation of the grant funding programs; and
- \$5,000 – to undertake a logo and branding project

The Township did not receive any applications for the CIP grant funding program in 2018 or previous years. Therefore, it is recommended that the final reporting to the County include costs of \$15,000 (including staff time and advertisements,

etc.) to undertake the logo and branding project and \$10,000 (including staff time and advertisements, etc.) for the implementation activities as it relates to the CIP grant funding programs.

The Township was also successful in obtaining \$15,000 of grant funding from the Rural Economic Development (RED) program for the logo and branding project (ie. 50% of project costs). Outlined below are the 2016 capital carry forward amounts compared to the recommended funding changes:

	<b>2018 Approved Budget</b>	<b>Recommended Changes</b>	<b>Comments</b>
Capital Carry-forward	\$7,500	\$0	It is recommended that the \$7,500 Capital Carry-forward amount from 2016 be redirected to the Operating Carry-forward Discretionary Reserve to fund any future CIP grant applications.
RED Funding	\$7,500	\$15,000	50% of total costs
County BR&E Implementation Fund	\$0	\$15,000	Reallocation of funds from CIP Grant Program to Logo and Brand Strategy project.

*Budget Impact:*

\$7,500 tax levy decrease.

- Council at its meeting held on January 16, 2019 approved grant funding amounts as outlined below:

<b>Organization</b>	<b>Approved 2019 Amount</b>
Aberfoyle Agricultural Society	\$3,000
Aberfoyle Farmers' Market	\$2,500
Friends of Mill Creek – Grand River	\$1,250
Optimist Club of Puslinch	\$2,636.90
Puslinch Lake Conservation Association	\$25,000
Sunrise Therapeutic Riding and Learning Centre	\$2,000
Wellington County Farm and Home Safety Association	\$500
Whistle Stop Cooperative Preschool	\$666.50
<b>Total per above</b>	<b>\$37,553.40</b>

*Staff Update:*

Staff had incorporated grant funding at 2018 levels - \$31,750 in the draft budget presented on January 16, 2019.

*Budget Impact:*

\$5,803.40 tax levy increase.

5. Council at its meeting held on January 16, 2019 approved the following base budget increases:
  - Permanent Increase – Municipal Office - Increase of one cleaning session per week (ie. from 2 sessions to 3 sessions) - \$2,279
  - Permanent Increase - Fire & Rescue Services - Equipment Budget - \$6,000
  - One-Time Increase – Fire & Rescue Professional Development - Blue Card Incident Command Instructors Course for a Training Officer - \$4,605
  - One-Time Increase – Administration Department for a Heritage Summer Student - \$4,898
  - Permanent Increase – Public Works – Calcium Chloride for Dust Control - \$12,400

*Staff Update:*

Staff have incorporated the base budget increase items above to the line items in the specific departments as part of the Operating Budget.

*Budget Impact:*

\$30,182 tax levy increase.

6. Council at its meeting held on January 16, 2019 directed staff to obtain quotes from other vendors for gravel maintenance as it relates to the \$3,000 increase due to the increased environmental fee.

*Staff Update:*

Staff reviewed the 2018 Gravel Maintenance Tender and noted that the current vendor's cost is 4 percent lower than the tender submissions received from the other proponents. The 4% includes the increased cost associated with the environmental fee increasing.

*Budget Impact:*

The \$3,000 tax levy increase was incorporated in the January 16, 2019 budget package. Therefore, no further impact.

7. Council at its meeting held on January 16, 2019 directed staff to phase in costs of \$34,450 associated with the Cambridge Fire Contract in the 2019 Operating Budget and future budgets over a four-year period.

*Staff Update:*

\$34,450 was included in the January 16, 2019 budget package under Fire & Rescue Services – Contract Services.

*Budget Impact:*

No further impact.

8. At this time, staff continue to work on securing a service provider for Animal Control Services and recommend an additional \$8,000 be incorporated in the Operating Budget to sufficiently fund dog catching and pound services.

*Staff Update:*

\$12,360 was included in the January 16, 2019 budget package under By-law Contract Services.

*Budget Impact:*

\$8,000 tax levy increase.

9. Council at its meeting held on January 16, 2019 directed staff to defer any costs related to additional resourcing requirements in order to effectively implement and maintain a Social Media/Tourism Strategy to the 2020 budget.

*Staff Update:*

The previous budget excluded costs related to the production of the monthly Puslinch Community Newsletter.

It is recommended that the remuneration for the Puslinch Community Newsletter be the same rate as the Committee Meeting attendance rate.

*Budget Impact:*

\$1,091 tax levy increase.

10. The budget presented on January 16, 2019 excluded the Ontario Cannabis Implementation Fund grant funding in 2019 of \$10,000 as it relates to the planned legalization activities.

*Staff Update:*

Staff have incorporated in the Administration Cost Centre revenues of \$10,000 for this grant funding and an offsetting professional development expense of \$10,000.

*Budget Impact:*

No impact

11. Council as part of Council Resolution No. 2017-361 dated October 18, 2017 directed staff to review the agreement with the County of Wellington for the Puslinch Historical Society library lease in 2019.

*Staff Update:*

The Township originally entered into a lease agreement with the County of Wellington on September 15, 2010 to lease out space to the Puslinch Historical Society. The Township pays the County on a quarterly basis for the rent and for a portion of the operating costs associated with the lease. The amounts paid to the County of Wellington under this agreement from 2016 to 2018 are outlined below:

- 2016 – \$4,886
- 2017 – \$4,902
- 2018 - \$4,828

The term of the agreement is to 2016/2017 and can be extended annually thereafter for an additional five one-year terms, as required. The five one-year annual lease renewals expire effective 2022.

It is staff's recommendation that the Township consider facilitating this arrangement as part of the Township's annual grant application program in 2021.

*Budget Impact:*

The impacts outlined below were included in the January 16, 2019 budget package.

The library cost centre in the 2019 Operating Budget includes the following:

Expense/Recovery	Description	2019 Budget	Comments
Expense	Library Rent for Historical Society	\$4,850	Payment to County for rent and a portion of the operating costs associated with the lease.
Expense	Library Water Monitoring	\$1,750	
Recovery	Library Costs Recovered from the County	\$3,000	The Township recovers 17% of snow removal costs from the County of Wellington and 100% of water testing costs. Township staff maintain the parking area of the Library.

12. The Recreation Committee at its meeting held on September 18, 2018 requested the following:

- that staff provide a comparison of 2018 revenues utilizing the per hour rate compared to the resident/non-resident rate; and
- That the Committee suggests that staff investigate the analysis of rentals by age group.

*Staff Update:*

Description	2017 Sports Facility User Fees	2018 Year to Date	Comments
Ball Diamond Rentals	\$2,640	\$3,023	
Soccer Field Rentals	\$11,868	\$2,321	The decrease in the revenues is offset by the decrease in expenses as it relates to the Township no longer maintaining the Calvary Baptist Church soccer fields.
Tennis Club	\$805	\$920	See item 13 below regarding the Puslinch Tennis Club

Further to the Committee’s request for staff to investigate the analysis of rentals by age group, this is not possible as the Keystone system is not programmed to collect age data.

13. Council as part of Council Resolution No. 2017-362 dated October 18, 2017 directed staff to bring forward a use/cost sharing agreement in 2019 with the Puslinch Tennis Club that would outline responsibilities for court care and maintenance, as well as cost sharing.

*Staff Update:*

Sports facility user fees are currently collected from the Puslinch Tennis Club at a rate of \$10 per resident and \$25 per non-resident in accordance with the Township's User Fees and Charges By-law. Fees collected are not based on usage. In 2018, the Township collected \$920 of fees allocated as follows:

- \$520 for residents
- \$400 for non-residents.

Hydro costs associated with the tennis courts in 2018 amounted to \$404.

It is staff's recommendation that staff work with the Recreation Committee to negotiate a use/cost sharing agreement with the Puslinch Tennis Club that outlines responsibilities for court care and maintenance, as well as cost sharing.

*Budget Impact:*

The impacts outlined below were included in the January 16, 2019 budget package.

The Parks Operating Budget in Account No. 01-0110-4201 includes funds for the hydro costs associated with the tennis courts.

The Capital Budget and Forecast includes costs of \$10,000 in 2026 to complete improvements to the tennis courts in accordance with recommendation number 28 in the Recreation and Parks Master Plan which indicates:

*"improving existing tennis courts (ie. installation of wind and noise screening) and to convert the third court (furthest from the road) into a public court without controlled access in order to promote use for non-members."*

These improvements are subject to an agreement being formalized with the Tennis Club regarding responsibilities for upgrades/improvements to the tennis courts.

Please note, the Asset Management Plan includes the following assets as it relates to the tennis courts:

Asset No.	Description	Acquisition Date	Life Expectancy	Replacement Year	Replacement Cost
14003	Tennis Court Fencing	1988	40	2028	\$21,615
14005	Tennis Court Paving	2009	40	2049	\$44,625

Operating Tax Levy Impacts – Excluding Building Department

Outlined below is a reconciliation of the operating tax levy reported on January 16, 2019 to the proposed operating tax levy as a result of the changes outlined in the items discussed above. The Building Department is reported on separately as there are no tax levy impacts associated with changes to the Building Department budget.

Description	Amount	Comments
<b>Operating Tax Levy</b>	<b>\$2,807,881</b>	January 16, 2019 – FIN-2019-004
COLA	-\$14,877)	Item 1 above
Administration – Memberships and Subscriptions	\$680	Item 2 above
Public Works – Memberships and Subscriptions	\$100	Item 2 above
Operating Carry-forward – CIP Grant Program	-\$7,500)	Item 3 above
Community Grants	\$5,803.40	Item 4 above
Base Budget Increases	\$30,182	Item 5 above
Animal Control Services	\$8,000	Item 8 above
Monthly Puslinch Community Newsletter Production	\$1,091	Item 9 above
<b>Proposed Operating Tax Levy</b>	<b>\$2,831,360</b>	

Updates to Building Department Proposed Budget – No Tax Levy Impact

Outlined below are updates to the building department proposed budget. Please note, any changes to the Building Department budget do not result in a tax levy increase or decrease.

1. Council at its meeting held on January 16, 2019 approved a Cost of Living Adjustment (COLA) of 2.33% based on the following:
  - Council directed staff to compute an average COLA based on the pay equity comparators' proposed COLA's; and
  - That the highest COLA (Blandford Blenheim – Proposed – 3.10%) and the lowest COLA (Erin – Proposed – 1.90%) be removed from the average calculation.

*Staff Update:*

The budget presented on January 16, 2019 included a Cost of Living Adjustment of 3.10%.

*Budget Impact:*

\$2,043 decrease in expenditures in the Building Department Budget with no tax levy impact.

2. Council at its meeting held on January 16, 2019 approved the following base budget increases:

- Increase of one cleaning session per week (ie. from 2 sessions to 3 sessions) - \$977

Building Department Impacts - No Tax Levy Impact

Outlined below is a reconciliation of the building department operating budget reported on January 16, 2019 to the proposed building department operating budget as a result of the changes outlined in the items discussed above.

<b>Description</b>	<b>Amount</b>	<b>Comments</b>
<b>Total Expenses</b>	<b>\$679,632</b>	January 16, 2019 – FIN-2019-004
COLA	-\$ (2,043)	Item 1 above
Base Budget Increases	\$977	Item 2 above
<b>Adjusted Building Expenses</b>	<b>\$678,567</b>	
<b>Total Revenues</b>	<b>-\$ (438,870)</b>	No Change
<b>Total Reserve Transfers</b>	<b>-\$ (239,697)</b>	Expenses less Revenues (Building revenues must equal Building expenses)

Capital Budget Updates

1. Council at its meeting held on January 16, 2019 directed staff as follows:

- Provided pre-budget approval to commence the planning works related to Fox Run Park and approved estimated costs of \$20,000 for the actual construction costs associated with fixing of the drainage issues; and
- Directed staff to utilize the County of Wellington Trail Funding program to fund the costs associated with the accessible Crushed Stone Trail.

*Staff Update:*

The Capital Budget Sheet for Fox Run Park has been updated with the most recent information as it relates to Fox Run Park including updated costing.

In addition, the County Trail funding program is proposed to fund the accessible crushed stone trail in Fox Run Park. Therefore, this has resulted in a change in the funding proposed for the Puslinch Community Centre Park – Back Soccer Fields.

*Budget Impact:*

There is no tax levy impact associated with the changes described above.

See the following Capital Budget Sheets for further information regarding the proposed funding for these two projects:

- Puslinch Community Centre Park – Back Soccer Fields
  - Fox Run Park – Survey, Drainage, Accessible Crushed Stone Trail, and Benches
2. Staff obtained an estimate from GM BluePlan for the gravel roads study discussed by Council at the January 16, 2019 meeting.

*Staff Update:*

GM BluePlan has provided an estimated cost of \$25,000 based on the following:

- Meeting with staff and/or Council to confirm scope and expectations.
- Review of available pavement maintenance technologies which may be applied to double lift asphalt roads.
- Provide recommendations for implementation of pavement, if opportunities to extend life of existing pavement are available.
- Review of options for surface treating or paving of gravel roads.
- Provide recommendations for additional assessments required for implementation such as drainage improvements, geotechnical investigation, surveying, culvert assessments, etc.
- Provide recommendations for implementing a program for paving of gravel roads based on the criteria established in the Asset Management Plan (input from Township staff required).
- Meeting with Council/staff to review findings/draft report.
- Prepare and submit a final report.

Note – GM BluePlan has indicated that the criteria to prioritize the paving of unpaved roads is established in the 2019 Asset Management Plan. These criteria would be applied. Also, the \$25,000 estimate excludes any updates to the capital forecasting established in the 2019 Asset Management Plan.

*Budget Impact:*

\$25,000 tax levy increase.

Capital Tax Levy Impacts

Description	Amount	Comments
<b>Capital Tax Levy</b>	<b>\$1,059,916</b>	January 16, 2019 – FIN-2019-004
Gravel Roads Study	\$25,000	Item 2 above
<b>Proposed Capital Tax Levy</b>	<b>\$1,084,916</b>	

**Financial Implications**

Outlined in the table below is the current proposed tax levy impact based on the items discussed in this Report:

	2018 Approved Budget	2019 Proposed Budget	Difference
<b>Total Capital Taxation Levy</b>	\$690,849	\$1,084,916	
<b>Normalize for OMERS</b>	\$232,500	\$0	
<b>Total Adjusted Capital</b>	<b>\$923,349</b>	<b>\$1,084,916</b>	<b>\$161,567</b>
<b>Total Operating Taxation Levy</b>	\$3,054,742	\$2,807,881	
<b>Normalize for OMERS</b>	-\$232,500	\$0	
<b>Total Adjusted Operating</b>	<b>\$2,822,242</b>	<b>\$2,831,360</b>	<b>\$9,118</b>
<b>Total Municipal Taxation Levy</b>	<b>\$3,745,591</b>	<b>\$3,916,277</b>	<b>\$170,686</b>

Municipal Property Assessment Corporation (MPAC)

Township staff obtained the Municipal Change Profile data file from MPAC which contains current value assessments for 2018 and 2019 for all Township properties. From this file, Township staff calculated the assessment change for the median/typical single family detached dwelling and compared it to Online Property Tax Analysis's calculation.

The practice in the past has been to incorporate the assessment increase for the median/typical single family detached dwelling in the calculation of the tax rate increase

utilizing the proposed tax levy.

The final tax rate for 2019 cannot be set until the County of Wellington finalizes the tax ratios for each property class. However, assuming the ratios do not change, the following table shows that the Township portion of property taxes on the median/typical single family detached dwelling in the Township will increase by 1.80%, or \$17.31 per year based on a tax levy of \$3,916,277.

Description	2018	2019	\$ Change from 2018	% Change from 2018
Median Assessment	\$578,500	\$593,250	\$14,750	2.55%
Township Tax Rate	0.00166587	0.00165362		
Yearly Township Taxes	\$963.71	\$981.01	\$17.31	1.80%
Yearly Township Taxes per \$100,000 of Assessment	\$162.45	\$165.36	\$2.92	1.80%

An analysis has been provided in the table below to show how the tax rate increase changes for the median/typical single family detached dwelling based on increasing the tax levy over and above the \$3,916,277 noted above.

Additional Tax Levy	\$ Change from 2018	% Change from 2018
\$8,000	\$19.31	2.00%
\$27,000	\$24.07	2.50%
\$46,500	\$28.95	3.00%

It is recommended that the additional tax levy amount approved by Council be distributed to the Township's capital discretionary reserves to address the Asset Management recommendations.

### **Applicable Legislation and Requirements**

*Municipal Act, 2001*

### **Attachments**

Schedule A – 2019 Proposed Operating Budget

Schedule B – 2019 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C – 2019 Operating Base Budget Increases

Schedule D – Conference, Seminar and Training Budget

Schedule E – Memberships and Associations Budget

Schedule F – Uniforms and Special Clothing Budget

Schedule G – 2015 to 2028 Capital Plan Summaries including 2019 Capital Budget Sheets

Schedule H – Capital Projects by Year – 2015 to 2028

Schedule I – Equipment Replacement Schedule

Schedule J – Capital Summary – Funding Source by Year – Chart

Schedule K – Capital Summary – Funding Sources by Year - Graph

Schedule L – 2019 Proposed Capital Budget Compared to the 2018 and 2017 Approved Capital Budget Funding Comparisons

Schedule M – 2019 Proposed Ten Year Plan Compared to the 2018 and 2017 Ten Year Plans

2019 Proposed Operating Budget

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Administration</b>					
Expenditures					
FT Wages	\$220,834	\$231,212	\$229,262	\$246,816	\$256,859
PT Wages	\$19,301	\$32,533	\$35,404	\$15,441	\$20,630
OT Wages	\$0	\$1,371	\$0	\$500	\$500
FT Wage Related Expenses	\$39,114	\$39,982	\$39,445	\$43,316	\$44,625
PT Wage Related Expenses	\$1,656	\$2,791	\$3,208	\$1,424	\$1,922
Manulife Benefits	\$22,290	\$31,664	\$27,492	\$27,824	\$29,129
WSIB	\$5,457	\$6,382	\$7,175	\$6,874	\$7,217
Office Supplies & Equipment	\$1,192	\$1,558	\$930	\$1,500	\$1,200
Water Protection	\$124	\$123	\$0	\$0	\$0
Communication (phone, fax, internet)	\$789	\$1,630	\$1,808	\$1,622	\$1,836
Professional Fees - Legal	\$22,365	\$31,610	\$62,644	\$27,500	\$48,500
Professional Fees - Engineering	\$24,705	\$24,029	\$16,088	\$45,860	\$55,640
Events and Other	\$14,419	\$11,494	\$9,682	\$10,828	\$10,775
Mileage	\$1,024	\$1,984	\$2,008	\$2,350	\$2,000
Professional Development	\$2,528	\$20,680	\$17,683	\$30,330	\$40,843
Membership and Subscription Fees	\$8,960	\$8,925	\$9,132	\$9,591	\$10,871
Employee Travel - Meals	\$0	\$78	\$154	\$200	\$200
Employee Travel - Accom/Parking	\$460	\$2,272	\$760	\$2,300	\$1,200
Employee Travel - Air Fare	\$0	\$303	\$0	\$500	\$500
Insurance	\$35,279	\$61,113	\$59,617	\$45,985	\$64,960
Advertising	\$2,632	\$1,886	\$2,637	\$1,800	\$2,900
Ground Water Monitoring	\$2,573	\$4,416	\$3,385	\$2,500	\$3,500
Contract Services	\$0	\$0	\$1,978	\$2,500	\$7,000
<b>Expenditures Total</b>	<b>\$425,704</b>	<b>\$518,038</b>	<b>\$530,492</b>	<b>\$527,559</b>	<b>\$612,807</b>
ReserveTransfers					
Transfer from Operating Carryforward	\$0	-\$23,632	\$0	\$0	\$0
Transfer from Legal Contingency	\$0	\$0	\$0	-\$50,000	\$0
Contribution to Legal Contingency	\$5,000	\$5,000	\$361,100	\$361,100	\$50,000
Transfer from Insurance Contingency	\$0	-\$25,000	-\$7,658	-\$10,000	-\$10,000
Contribution to Insurance Contingency	\$5,000	\$5,000	\$0	\$0	\$25,000
<b>ReserveTransfers Total</b>	<b>\$10,000</b>	<b>-\$38,632</b>	<b>\$353,442</b>	<b>\$301,100</b>	<b>\$65,000</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Revenues					
Agreement, Commissioner and FOI fees	-\$725	-\$965	-\$1,107	-\$1,200	-\$1,200
Eng., Env., and Legal Recoveries	-\$12,597	-\$3,660	-\$3,000	-\$2,500	-\$2,500
Recoveries from Staff Events	-\$1,070	-\$1,649	-\$1,403	-\$1,200	-\$1,200
Other recoveries	-\$1,329	-\$516	\$0	-\$500	-\$500
Nestle Agreement	\$0	\$0	-\$500	\$0	-\$500
Ontario Cannabis Legalization Implementation Fund	\$0	\$0	\$0	\$0	-\$10,000
<b>Revenues Total</b>	<b>-\$15,720</b>	<b>-\$6,790</b>	<b>-\$6,011</b>	<b>-\$5,400</b>	<b>-\$15,900</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Building</b>					
Expenditures					
FT Wages	\$191,797	\$117,055	\$136,069	\$209,624	\$223,041
PT Wages	\$537	\$0	\$7,863	\$6,617	\$6,975
OT Wages	\$0	\$1,424	\$0	\$500	\$500
FT Wage Related Expenses	\$34,605	\$21,262	\$20,789	\$37,358	\$38,835
PT Wage Related Expenses	\$39	\$0	\$638	\$610	\$650
Manulife Benefits	\$21,640	\$13,213	\$12,710	\$24,570	\$28,903
WSIB	\$5,566	\$3,597	\$4,809	\$6,736	\$7,061
Computer Software & Hardware	\$0	\$340	\$380	\$250	\$250
Office Supplies	\$4,692	\$9,571	\$4,020	\$5,000	\$5,000
Hydro	\$3,006	\$2,395	\$0	\$0	\$0
Heat	\$1,328	\$1,580	\$0	\$0	\$0
Fuel	\$4,677	\$1,632	\$0	\$1,500	\$1,500
Water Protection	\$62	\$53	\$0	\$0	\$0
Signage	\$0	\$0	\$0	\$100	\$0
Cleaning, Maint & supplies for Bldg	\$4,082	\$7,001	\$0	\$0	\$0
Kitchen Supplies and Equipment	\$702	\$597	\$0	\$0	\$0
Vehicle Maintenance	\$713	\$94	\$470	\$600	\$600
Outdoor Maintenance of Building	\$227	\$226	\$0	\$0	\$0
Postage	\$3,162	\$3,893	\$3,186	\$4,275	\$3,000
Communication (phone, fax, internet)	\$2,517	\$2,901	\$2,375	\$3,350	\$3,350
Professional Fees - Legal	\$32,370	\$8,559	\$6,791	\$8,450	\$20,000
Professional Fees - Audit	\$7,454	\$6,411	\$5,007	\$6,000	\$6,000
Professional Fees - Engineering	\$4,210	\$117,581	\$244,425	\$130,004	\$244,920
Mileage	\$611	\$440	\$514	\$4,000	\$1,000
Professional Development	\$2,401	\$5,496	\$8,138	\$10,150	\$13,350
Membership and Subscription Fees	\$2,709	\$1,540	\$1,904	\$3,127	\$3,089
Employee Travel - Meals	\$132	\$506	\$125	\$1,500	\$500
Employee Travel - Accomodations	\$1,012	\$1,678	\$0	\$4,000	\$1,500
Insurance	\$18,372	\$17,009	\$18,720	\$18,739	\$19,784
Advertising	\$97	\$1,613	\$3,212	\$1,310	\$1,560
Vehicle Plates	\$305	\$120	\$120	\$120	\$120
Contract Services	\$24,884	\$20,083	\$17,757	\$25,982	\$19,175
Clothing, Safety Allowance	\$294	\$158	\$373	\$630	\$720
Emergency Management	\$1,222	\$1,121	\$1,157	\$1,269	\$1,269

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Bank Service Charges	\$603	\$639	\$2,058	\$10,000	\$5,216
Municipal Office Costs Recovered from Building Department	\$0	\$0	\$0	\$22,103	\$20,697
<b>Expenditures Total</b>	<b>\$376,027</b>	<b>\$369,788</b>	<b>\$503,611</b>	<b>\$548,475</b>	<b>\$678,567</b>
ReserveTransfers					
Contribution to Building Surplus RF	\$82,758	\$220,113	\$0	\$0	\$0
Transfer from Building Surplus RF	\$0	\$0	\$0	-\$162,099	-\$239,697
<b>ReserveTransfers Total</b>	<b>\$82,758</b>	<b>\$220,113</b>	<b>\$0</b>	<b>-\$162,099</b>	<b>-\$239,697</b>
Revenues					
Reproduction of Drawings Fees	-\$350	-\$200	-\$200	-\$150	-\$150
Other recoveries	-\$183	\$0	\$0	-\$500	-\$500
Designated Structures Permit	-\$1,632	-\$2,496	-\$2,912	-\$1,248	-\$2,496
Tent or Marquee Application Fee	-\$459	-\$780	-\$1,820	-\$780	-\$936
Transfer of Permit	-\$459	-\$156	-\$156	-\$156	-\$156
Revision to Approved Plans	-\$5,508	-\$4,244	-\$6,240	-\$2,496	-\$4,992
Alternative Solution Application	-\$1,071	-\$364	\$0	-\$500	-\$500
Residential Building Permits	-\$346,236	-\$472,996	-\$391,932	-\$307,792	-\$330,000
Institutional, Commercial & Industrial Building Permits	-\$28,272	-\$52,532	-\$35,626	-\$36,412	-\$38,000
Farm Building Permits	-\$8,900	-\$5,707	-\$46,039	-\$2,704	-\$7,000
Demolition Permits	-\$1,989	-\$936	-\$2,496	-\$350	-\$1,716
Occupancy Permits	-\$8,415	-\$8,736	-\$6,965	-\$4,992	-\$7,800
Sign Permits	-\$255	-\$1,300	-\$1,040	-\$520	-\$780
Septic System Permit - New	-\$42,228	-\$34,308	-\$33,883	-\$19,968	-\$35,568
Inspection of works not ready	-\$5,113	-\$468	\$0	-\$468	-\$936
Septic System Permit - Alter	-\$3,213	-\$4,680	-\$468	-\$2,340	-\$2,340
Online Service Fee	\$0	\$0	-\$10	-\$5,000	-\$5,000
<b>Revenues Total</b>	<b>-\$454,283</b>	<b>-\$589,901</b>	<b>-\$529,788</b>	<b>-\$386,376</b>	<b>-\$438,870</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>By-law</b>					
<b>Expenditures</b>					
FT Wages	\$25,070	\$0	\$0	\$0	\$0
PT Wages	\$1,170	\$10,071	\$5,174	\$13,699	\$12,674
OT Wages	\$0	\$0	\$0	\$0	\$0
FT Wage Related Expenses	\$4,467	\$9	\$0	\$0	\$0
PT Wage Related Expenses	\$0	\$601	\$278	\$1,079	\$2,193
Manulife Benefits	\$3,310	\$0	\$0	\$0	\$0
WSIB	\$727	\$254	\$125	\$374	\$377
Office Supplies	\$0	\$72	\$0	\$150	\$150
Signage - 911 Signs	\$875	\$1,995	\$794	\$1,300	\$1,300
Professional Fees - Legal	\$29,531	\$43,214	\$64,066	\$97,480	\$20,000
Professional Fees - Engineering	\$7,446	\$6,561	\$3,981	\$10,193	\$17,280
Professional Development	\$0	\$0	\$0	\$1,200	\$1,200
Membership and Subscription Fees	\$168	\$0	\$0	\$0	\$0
Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
Advertising	\$0	\$941	\$768	\$1,500	\$1,500
Dog Tags	\$213	\$224	\$216	\$250	\$250
Contract Services	\$3,673	\$9,361	\$9,494	\$12,360	\$20,360
Livestock Loss	\$575	\$3,741	\$1,766	\$1,500	\$1,500
<b>Expenditures Total</b>	<b>\$77,559</b>	<b>\$77,677</b>	<b>\$87,021</b>	<b>\$141,885</b>	<b>\$79,234</b>
<b>Revenues</b>					
Lottery Licences	-\$678	-\$430	-\$523	-\$500	-\$500
Sign Permits	-\$3,600	\$0	-\$100	-\$100	-\$100
Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
Engineering, Environmental and Legal Fees Recovered	-\$17,499	-\$13,636	-\$5,329	-\$5,000	-\$5,000
Site Alteration Agreement	-\$1,163	\$0	-\$1,905	-\$500	-\$500
Other recoveries	-\$1,845	-\$571	\$0	-\$1,000	-\$500
Ontario Wildlife Damage Compensation	-\$605	-\$3,861	-\$1,856	-\$1,500	-\$1,500
Dog Tags and Kennel Licences	-\$12,348	-\$10,200	-\$9,950	-\$12,500	-\$11,000
Municipal addressing signs and posts	-\$2,100	-\$1,900	-\$1,780	-\$1,960	-\$1,800
Septic Compliance Letter	-\$525	-\$675	-\$900	-\$750	-\$750
Special Occasion Permit Letters	\$0	\$0	\$0	-\$150	-\$150
Swimming Pool Enclosure Permit	-\$4,641	-\$2,520	-\$4,410	-\$3,150	-\$3,655

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Liquor License Letter	\$0	\$0	\$0	-\$156	-\$156
Guelph Humane Society Fees	\$0	-\$1,256	-\$1,093	-\$1,000	-\$1,000
Filming Permit Fee	\$0	\$0	\$0	\$0	-\$500
<b>Revenues Total</b>	<b>-\$45,003</b>	<b>-\$35,049</b>	<b>-\$27,846</b>	<b>-\$28,266</b>	<b>-\$27,111</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Corporate</b>					
Expenditures					
Taxes written off (Twp share only)	\$72,328	\$21,671	\$24,852	\$42,000	\$25,000
Conservation Authorities Levy Payment	\$159,302	\$163,966	\$161,939	\$160,334	\$167,217
<b>Expenditures Total</b>	<b>\$231,630</b>	<b>\$185,637</b>	<b>\$186,791</b>	<b>\$202,334</b>	<b>\$192,217</b>
Revenues					
Supplemental Billings	-\$96,132	-\$101,334	-\$56,668	-\$75,000	-\$60,000
Provincial Aggregate Levy	-\$238,854	-\$275,293	-\$281,367	-\$243,110	-\$228,000
Mun Tax Assistance	-\$15,814	-\$17,531	-\$19,636	-\$19,564	-\$23,654
Host Kilmer (Service Ontario)	-\$25,421	-\$26,205	-\$27,345	-\$27,245	-\$28,388
Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
Metrolinx	-\$7,130	-\$15,337	-\$10,422	-\$10,384	-\$10,705
Hydro One	-\$8,070	-\$8,100	\$0	-\$8,100	-\$8,409
Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$5,330	-\$5,330	-\$5,330
Puslinch Landfill/Wellington County	-\$3,348	-\$4,508	-\$5,575	-\$5,682	-\$7,581
City of Guelph	-\$26,374	-\$29,691	-\$32,396	-\$33,013	-\$35,656
University of Guelph	-\$1,391	-\$289	-\$428	-\$427	-\$567
CN Railway	-\$1,135	-\$1,219	-\$1,316	-\$1,219	-\$1,316
CP Railway	-\$7,854	-\$7,854	-\$7,854	-\$7,854	-\$7,854
OMPF	-\$405,400	-\$370,200	-\$413,600	-\$413,600	-\$370,200
Penalties - Property Taxes	-\$86,758	-\$91,994	-\$94,531	-\$87,475	-\$87,475
Interest - Tax Arrears	-\$84,428	-\$83,278	-\$92,329	-\$87,099	-\$87,099
Interest on General	-\$61,488	-\$67,707	-\$99,812	-\$63,426	-\$70,000
Sale of Flags	\$0	-\$25	-\$88	-\$22	-\$22
Other Revenues	-\$436	-\$322	-\$437	-\$500	-\$500
<b>Revenues Total</b>	<b>-\$1,087,509</b>	<b>-\$1,118,364</b>	<b>-\$1,161,282</b>	<b>-\$1,101,196</b>	<b>-\$1,044,903</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Council</b>					
Expenditures					
PT Wages	\$79,601	\$84,085	\$84,843	\$88,237	\$99,297
PT Wage Related Expenses	\$2,010	\$2,055	\$2,206	\$6,088	\$7,000
Manulife Benefits	\$20,015	\$22,294	\$21,955	\$22,138	\$23,294
Office Supplies & Equipment	\$220	\$131	\$164	\$250	\$250
Mileage	\$1,381	\$773	\$798	\$1,500	\$1,000
Professional Development	\$3,175	\$1,939	\$3,495	\$4,600	\$3,200
Membership Fees & Subscriptions	\$129	\$0	\$0	\$150	\$150
Employee Travel - Meals	\$185	\$94	\$162	\$400	\$300
Employee Travel - Accom/Parking	\$5,480	\$2,166	\$2,188	\$6,000	\$4,000
Employee Travel - Air Fare	\$0	\$408	\$0	\$2,000	\$500
<b>Expenditures Total</b>	<b>\$112,196</b>	<b>\$113,945</b>	<b>\$115,813</b>	<b>\$131,363</b>	<b>\$138,992</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Elections</b>					
Expenditures					
Per Diems	\$0	\$0	\$4,955	\$6,200	\$0
Office Supplies & Equipment	\$104	\$0	\$1,549	\$5,000	\$0
Signage	\$0	\$0	\$0	\$100	\$0
Postage	\$0	\$0	\$2,318	\$2,975	\$0
Communication (phone, fax, internet)	\$0	\$0	\$0	\$150	\$0
Professional Fees - Audit	\$0	\$0	\$0	\$0	\$1,550
Professional Development	\$0	\$0	\$260	\$1,000	\$0
Advertising	\$0	\$80	\$7,929	\$8,500	\$0
Contract Services	\$1,208	\$1,208	\$37,314	\$36,075	\$0
<b>Expenditures Total</b>	<b>\$1,313</b>	<b>\$1,289</b>	<b>\$54,325</b>	<b>\$60,000</b>	<b>\$1,550</b>
ReserveTransfers					
Contribution to Elections	\$12,787	\$12,787	\$0	\$0	\$13,750
Transfer From Elections	\$0	\$0	\$0	-\$48,574	\$0
<b>ReserveTransfers Total</b>	<b>\$12,787</b>	<b>\$12,787</b>	<b>\$0</b>	<b>-\$48,574</b>	<b>\$13,750</b>
Revenues					
Election - Other Recoveries	\$0	\$0	\$0	\$0	\$0
Nomination Fees	\$0	\$0	-\$600	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$600</b>	<b>\$0</b>	<b>\$0</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Finance</b>					
Expenditures					
Principal Repayment	\$106,000	\$116,000	\$119,000	\$119,000	\$0
FT Wages	\$223,265	\$281,721	\$282,365	\$295,229	\$287,897
PT Wages	\$0	\$0	\$0	\$0	\$0
OT Wages	\$0	\$1,551	\$0	\$500	\$500
FT Wage Related Expenses	\$41,793	\$48,908	\$49,029	\$52,365	\$50,676
PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
Manulife Benefits	\$30,979	\$33,506	\$33,236	\$33,278	\$33,708
WSIB	\$6,460	\$7,990	\$8,878	\$8,910	\$8,533
Computer Software & Hardware Operational Upgrades/Support from	\$483	\$1,244	\$888	\$500	\$500
Office Supplies	\$5,637	\$6,470	\$5,956	\$6,000	\$6,000
Hydro	\$6,977	\$5,629	\$0	\$0	\$0
Heat	\$1,328	\$1,824	\$0	\$0	\$0
Cleaning, Maintenance, Building Supplies	\$15,324	\$16,286	\$0	\$0	\$0
Kitchen Supplies and Equipment	\$1,628	\$1,392	\$0	\$0	\$0
Outdoor Maintenance of Building	\$531	\$528	\$0	\$0	\$0
Postage	\$7,380	\$8,990	\$9,643	\$7,500	\$8,200
Communication (phone, fax, internet)	\$4,964	\$6,479	\$5,848	\$5,000	\$5,360
Professional Fees - Audit	\$17,393	\$14,959	\$12,242	\$14,000	\$14,000
Mileage	\$90	\$580	\$1,611	\$500	\$1,000
Professional Development	\$689	\$3,341	\$7,791	\$5,000	\$6,754
Membership and Subscription Fees	\$3,024	\$2,047	\$1,979	\$2,425	\$2,425
Employee Travel - Meals	\$0	\$20	\$25	\$150	\$150
Employee Travel - Accomodations	\$11	\$25	\$207	\$400	\$400
Advertising	\$3,141	\$2,360	\$10,189	\$2,990	\$7,670
Contract Services	\$52,415	\$43,591	\$35,093	\$41,558	\$35,641
Emergency Management	\$2,852	\$2,617	\$2,700	\$2,073	\$2,650
Environmental Service - Garbage Bags	\$12,339	\$15,130	\$16,230	\$11,500	\$17,500
Bank Service Charges	\$2,564	\$2,684	\$5,093	\$10,000	\$5,504
Other written off (non collectible inv's)	\$11,458	\$5,669	\$20	\$0	\$0
Debt Interest Repayment	\$14,274	\$8,792	\$2,975	\$2,975	\$0
Community Grants	\$32,475	\$32,475	\$31,750	\$31,850	\$37,553
<b>Expenditures Total</b>	<b>\$605,470</b>	<b>\$672,807</b>	<b>\$642,748</b>	<b>\$653,703</b>	<b>\$532,621</b>
Revenues					

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Advertising, Legal, and Realtax Fees Recovered	-\$2,081	\$0	-\$7,153	-\$1,000	-\$7,000
NSF Fees	-\$400	-\$880	-\$720	-\$800	-\$640
Online Service Fee	\$150	\$0	-\$168	-\$5,000	-\$5,000
Tax Certificates	-\$8,880	-\$9,540	-\$8,040	-\$8,244	-\$8,520
Other Recoveries	-\$3,201	-\$5,257	-\$5,479	-\$2,500	-\$2,500
Garbage bags	-\$15,028	-\$17,930	-\$22,020	-\$13,000	-\$17,500
<b>Revenues Total</b>	<b>-\$29,439</b>	<b>-\$33,607</b>	<b>-\$43,580</b>	<b>-\$30,544</b>	<b>-\$41,160</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Fire and Rescue</b>					
Expenditures					
PT Wages	\$410,105	\$418,073	\$398,782	\$400,236	\$402,559
PT Wage Related Expenses	\$30,176	\$30,573	\$54,897	\$31,940	\$31,970
Group Benefits	\$15,224	\$18,429	\$17,796	\$17,231	\$17,231
WSIB	\$10,138	\$11,607	\$12,425	\$12,136	\$12,681
Office Supplies	\$3,190	\$2,880	\$2,903	\$3,000	\$3,000
Hydro	\$8,134	\$6,243	\$0	\$0	\$0
Heat	\$1,328	\$1,397	\$0	\$0	\$0
Fuel	\$11,026	\$14,992	\$0	\$14,400	\$14,400
Water Protection	\$168	\$175	\$0	\$0	\$0
Equipment Maintenance & Supplies	\$44,205	\$24,525	\$26,208	\$25,800	\$25,000
Oxygen & Medical Supplies	\$4,007	\$3,026	\$1,307	\$3,100	\$3,100
Public Education	\$3,701	\$3,465	\$2,580	\$3,800	\$3,800
Signage	\$0	\$0	\$0	\$0	\$0
Cleaning, Maint & supplies for Bldg	\$6,219	\$8,498	\$0	\$0	\$0
Kitchen Supplies and Equipment	\$700	\$555	\$0	\$0	\$0
Waste Removal	\$244	\$675	\$0	\$0	\$0
Vehicle Maintenance	\$34,999	\$33,577	\$57,416	\$26,000	\$26,000
Communication (phone, fax, internet)	\$8,545	\$11,825	\$8,674	\$8,300	\$8,300
Mileage	\$7,446	\$3,559	\$3,471	\$4,000	\$4,000
Professional Development	\$20,486	\$20,304	\$19,564	\$19,500	\$24,105
Membership and Subscription Fees	\$3,272	\$3,319	\$4,162	\$4,477	\$4,712
Employee Travel - Meals	\$2,062	\$1,135	\$4,922	\$3,000	\$1,000
Employee Travel - Accomodations	\$3,264	\$1,718	\$959	\$2,600	\$2,600
Insurance	\$20,985	\$23,443	\$21,386	\$21,405	\$22,722
Advertising	\$3,373	\$2,021	\$166	\$1,000	\$1,000
Permits	\$521	\$471	\$471	\$485	\$485
Contract Services	\$23,847	\$30,713	\$37,857	\$37,176	\$75,495
Clothing, Safety Allowance	\$20,211	\$25,821	\$18,032	\$16,550	\$16,550
Outdoor Maintenance of Building	\$2,463	\$0	\$0	\$0	\$0
Vehicle Plates	-\$435	\$189	\$265	\$190	\$265
<b>Expenditures Total</b>	<b>\$699,605</b>	<b>\$703,208</b>	<b>\$694,242</b>	<b>\$656,327</b>	<b>\$700,975</b>
ReserveTransfers					
Transfer from Fire Equipment Replacement	\$0	\$0	\$0	-\$6,800	\$0

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>ReserveTransfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$6,800</b>	<b>\$0</b>
Revenues					
Tent or Marquee Application Fee	-\$306	-\$520	\$0	-\$416	-\$624
Open Burning Permit and Inspection	-\$14,620	-\$15,150	-\$15,260	-\$15,000	-\$15,000
Burning Permit Violations	-\$1,800	-\$1,350	-\$1,350	-\$1,350	-\$1,396
Fire Extinguisher Training	-\$225	-\$225	-\$720	-\$300	-\$500
Water Tank Locks	-\$107	-\$53	-\$18	-\$107	-\$53
Fireworks Permits	-\$300	-\$300	-\$200	-\$300	-\$200
Information/Fire Reports	-\$450	-\$750	-\$375	-\$450	-\$450
Other recoveries	-\$15,472	-\$4,452	-\$851	-\$3,000	-\$3,000
Occupancy Load	\$0	\$0	\$0	\$0	\$0
Fire Safety Plan Review	-\$240	\$0	\$0	-\$360	-\$240
Post Fire Watch	\$0	\$0	\$0	\$0	\$0
Boarding up or Barricading	\$0	\$0	\$0	\$0	\$0
Key Boxes	-\$200	\$0	-\$100	-\$100	-\$100
Inspections	-\$200	\$0	\$0	\$0	\$0
Motor Vehicle Emergency Responses	-\$131,144	-\$114,465	-\$86,307	-\$90,000	-\$90,000
Fire Alarm False Alarm Calls	\$0	\$0	\$0	-\$450	\$0
<b>Revenues Total</b>	<b>-\$165,064</b>	<b>-\$137,266</b>	<b>-\$105,181</b>	<b>-\$111,833</b>	<b>-\$111,564</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Heritage Committee</b>					
Expenditures					
Per Diems	\$2,089	\$1,750	\$1,416	\$1,865	\$1,865
Heritage Plaques	\$0	\$0	\$0	\$100	\$100
Mileage	\$139	\$668	\$0	\$1,000	\$600
Training	\$1,028	\$824	\$0	\$1,000	\$1,250
Employee Travel - Meals	\$90	\$58	\$0	\$100	\$100
Employee Travel - Accomodations	\$750	\$1,705	\$0	\$2,000	\$1,000
<b>Expenditures Total</b>	<b>\$4,095</b>	<b>\$5,006</b>	<b>\$1,416</b>	<b>\$6,065</b>	<b>\$4,915</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Library</b>					
Expenditures					
Library Rent for Historical society	\$4,886	\$4,902	\$4,828	\$4,510	\$4,850
Library Water Monitoring	\$1,735	\$1,764	\$1,857	\$1,750	\$1,750
<b>Expenditures Total</b>	<b>\$6,621</b>	<b>\$6,666</b>	<b>\$6,685</b>	<b>\$6,260</b>	<b>\$6,600</b>
Revenues					
Library Costs Recovered from County	-\$3,146	-\$3,060	-\$2,920	-\$3,000	-\$3,000
<b>Revenues Total</b>	<b>-\$3,146</b>	<b>-\$3,060</b>	<b>-\$2,920</b>	<b>-\$3,000</b>	<b>-\$3,000</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Municipal Office					
Expenditures					
Hydro	\$0	\$0	\$17,799	\$31,700	\$20,000
Heat	\$0	\$0	\$11,756	\$7,240	\$12,000
Water Protection	\$0	\$0	\$525	\$420	\$420
Cleaning, Maint & supplies for Bldg	\$0	\$0	\$29,413	\$27,015	\$27,051
Kitchen Supplies and Equipment	\$0	\$0	\$3,878	\$3,400	\$3,400
Waste Removal	\$0	\$0	\$1,767	\$2,600	\$1,600
Outdoor Maintenance of Building	\$0	\$0	\$1,655	\$1,300	\$1,300
Contract Services	\$0	\$0	\$0	\$0	\$3,220
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,793</b>	<b>\$73,675</b>	<b>\$68,991</b>
Revenues					
Municipal Office Costs Recovered from Building Department	\$0	\$0	\$0	-\$22,103	-\$20,697
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$22,103</b>	<b>-\$20,697</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>ORC</b>					
Expenditures					
FT Wages	\$57,147	\$57,980	\$56,480	\$58,738	\$60,108
PT Wages	\$26,157	\$21,318	\$23,465	\$28,956	\$29,560
OT Wages	\$2,750	\$1,464	\$911	\$2,000	\$2,000
FT Wage Related Expenses	\$10,209	\$10,196	\$12,177	\$10,742	\$10,873
PT Wage Related Expenses	\$1,598	\$1,158	\$1,159	\$2,670	\$2,754
Manulife Benefits	\$7,430	\$7,779	\$8,751	\$7,725	\$8,280
WSIB	\$2,441	\$2,466	\$2,716	\$2,870	\$2,888
Office Supplies	\$547	\$390	\$184	\$300	\$300
Hydro	\$28,241	\$25,728	\$26,874	\$32,750	\$30,000
Heat	\$4,630	\$5,570	\$5,941	\$4,200	\$5,500
Fuel	\$1,988	\$446	\$0	\$0	\$0
Water Protection	\$742	\$829	\$753	\$700	\$700
Equipment Maintenance & Supplies	\$7,648	\$7,985	\$8,261	\$8,000	\$6,870
Signage	\$0	\$28	\$0	\$100	\$100
Bldg-Cleaning, Maint,Supplies Interior	\$8,465	\$2,846	\$4,751	\$6,000	\$6,000
Drink Machine Supplies	\$100	\$0	\$0	\$500	\$0
Waste Removal	\$701	\$716	\$943	\$600	\$800
Bldg-Cleaning, Maint,Supplies Exterior	\$8,013	\$5,069	\$6,415	\$8,000	\$8,000
Communication (phone, fax, internet)	\$2,393	\$2,368	\$2,450	\$2,500	\$2,860
Professional Fees - Engineering	\$2,938	\$0	\$0	\$0	\$0
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$1,048	\$555	\$0	\$1,000	\$1,000
Membership and Subscription Fees	\$0	\$218	\$153	\$220	\$220
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$100
Insurance	\$8,698	\$8,733	\$8,134	\$8,872	\$8,642
Advertising	\$238	\$371	\$525	\$500	\$500
Contract Services	\$556	\$66	\$0	\$350	\$1,480
Clothing Safety Allowance	\$135	\$0	\$107	\$515	\$515
<b>Expenditures Total</b>	<b>\$184,812</b>	<b>\$164,278</b>	<b>\$171,150</b>	<b>\$189,007</b>	<b>\$190,150</b>
Revenues					
Ice Rental - Prime	-\$37,324	-\$13,200	-\$18,012	-\$15,000	-\$18,000
Ice Rental - Non-Prime	-\$489	-\$385	\$0	-\$640	\$0
Arena Summer Rentals	-\$20,048	-\$14,841	-\$13,423	-\$18,000	-\$15,000

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Gymnasium Rental	-\$20,801	-\$20,206	-\$20,418	-\$17,197	-\$17,000
Rink Board and Ball Diamond Advertising	\$0	\$0	\$0	-\$350	-\$350
ORC Drink Machine	-\$961	-\$575	-\$378	-\$500	\$0
Other Recoveries	-\$434	\$0	-\$421	-\$500	-\$500
<b>Revenues Total</b>	<b>-\$80,057</b>	<b>-\$49,208</b>	<b>-\$52,653</b>	<b>-\$52,187</b>	<b>-\$50,850</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Parks</b>					
Expenditures					
FT Wages	\$0	\$0	\$42,202	\$42,197	\$43,804
PT Wages	\$17,381	\$13,228	\$9,828	\$7,151	\$9,536
OT Wages	\$0	\$0	\$2,622	\$0	\$2,000
FT Wage Related Expenses	-\$447	\$0	\$7,597	\$7,688	\$8,210
PT Wage Related Expenses	\$1,308	\$1,138	\$840	\$659	\$889
WSIB	\$513	\$419	\$1,762	\$1,579	\$1,743
Hydro	\$3,419	\$2,552	\$2,501	\$3,400	\$3,400
Fuel	\$1,442	\$1,910	\$0	\$2,200	\$2,200
Water Protection	\$873	\$657	\$646	\$1,000	\$1,000
Equipment Maintenance and Supplies	\$5,130	\$1,118	\$644	\$1,480	\$1,480
Vehicle Maintenance	\$0	\$542	\$244	\$500	\$500
Maintenance Grounds	\$11,876	\$10,393	\$7,963	\$10,000	\$10,000
Mileage	\$228	\$0	\$0	\$0	\$0
Insurance	\$6,316	\$6,346	\$6,575	\$6,442	\$6,986
Advertising	\$0	\$623	\$0	\$500	\$500
Contract Services	\$20,948	\$28,474	\$18,551	\$16,260	\$15,660
Manulife Benefits	\$0	\$0	\$7,163	\$7,370	\$7,614
<b>Expenditures Total</b>	<b>\$68,989</b>	<b>\$67,402</b>	<b>\$109,139</b>	<b>\$108,428</b>	<b>\$115,522</b>
Revenues					
Horse Paddock Rental	\$0	-\$200	-\$200	\$0	-\$200
Picnic Shelter	-\$520	-\$220	-\$220	-\$300	-\$300
Ball Diamond Rentals	-\$3,197	-\$2,606	-\$3,023	-\$3,000	-\$4,000
Sports Facility User Fees	-\$17,821	-\$15,313	-\$920	-\$800	-\$800
Soccer Field Rentals	\$0	\$0	-\$2,321	-\$3,000	-\$3,000
<b>Revenues Total</b>	<b>-\$21,538</b>	<b>-\$18,339</b>	<b>-\$6,684</b>	<b>-\$7,100</b>	<b>-\$8,300</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>PCC</b>					
<b>Expenditures</b>					
FT Wages	\$39,797	\$6,946	\$0	\$0	\$0
PT Wages	\$40,091	\$47,348	\$38,941	\$40,245	\$41,198
OT Wages	\$71	\$853	\$398	\$500	\$500
FT Wage Related Expenses	\$2,233	\$12	\$3	\$0	\$0
PT Wage Related Expenses	\$1,772	\$2,163	\$1,795	\$3,757	\$6,960
Manulife Benefits	\$1,609	\$0	\$0	\$0	\$0
WSIB	\$1,433	\$1,520	\$1,262	\$1,304	\$1,313
Office Supplies	\$88	\$265	\$132	\$150	\$150
Hydro	\$22,647	\$16,043	\$12,632	\$24,400	\$16,500
Heat	\$4,315	\$4,300	\$4,482	\$4,000	\$4,300
Fuel	\$501	\$0	\$0	\$500	\$500
Water Protection	\$5,619	\$4,875	\$4,386	\$5,100	\$5,100
Bldg-Cleaning, Maint,Supplies Interior	\$16,271	\$8,385	\$13,645	\$15,000	\$13,870
Kitchen Supplies and Equipment	\$1,119	\$5,944	\$2,102	\$1,500	\$1,500
Waste Removal	\$2,802	\$2,864	\$2,881	\$2,500	\$2,500
Outdoor Maintenance of Building	\$829	\$2,618	\$1,546	\$1,200	\$1,200
Communication (phone, fax, internet)	\$2,788	\$2,278	\$2,225	\$2,800	\$2,800
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$0	\$36	\$0	\$0	\$0
Membership and Subscription Fees	\$224	\$0	\$500	\$500	\$500
Employee Travel - Meals	\$0	\$0	\$0	\$150	\$150
Employee Travel - Accomodations	\$0	\$0	\$0	\$450	\$450
Insurance	\$7,158	\$7,110	\$7,537	\$7,301	\$8,008
Advertising	\$430	\$0	\$0	\$2,000	\$2,000
Contract Services	\$1,919	\$1,611	\$1,230	\$2,530	\$3,660
<b>Expenditures Total</b>	<b>\$153,715</b>	<b>\$115,171</b>	<b>\$95,699</b>	<b>\$115,987</b>	<b>\$113,260</b>
<b>Revenues</b>					
Hall - Prime	-\$25,804	-\$25,713	-\$22,692	-\$22,800	-\$22,800
Hall - Non-Prime	-\$16,970	-\$16,971	-\$21,209	-\$16,000	-\$16,000
Meeting Room	-\$7,605	-\$9,324	-\$9,937	-\$8,000	-\$8,000
Licensed Events Using Patio	-\$55	-\$334	-\$336	-\$224	-\$229
Hall - Commercial Rentals	\$0	-\$765	-\$3,060	-\$765	-\$782
Bartenders	-\$8,810	-\$10,434	-\$8,720	-\$8,500	-\$8,500

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Pop, Glasses, & Ice	-\$2,004	\$0	-\$30	\$0	\$0
Kitchen Facilities - Non-Prime	-\$4,900	-\$3,251	-\$2,969	-\$3,180	-\$3,180
Advertising Sign	-\$411	-\$225	-\$33	-\$324	-\$324
Other Recoveries	-\$909	-\$360	-\$1,851	-\$400	-\$400
Recreation Conditional Grants	-\$5,167	-\$6,253	-\$5,325	-\$5,167	-\$5,167
Donations	\$0	-\$400	-\$7,031	\$0	\$0
Projector and Microphone Rental Fee	\$0	-\$25	-\$128	-\$50	-\$100
<b>Revenues Total</b>	<b>-\$72,635</b>	<b>-\$74,055</b>	<b>-\$83,322</b>	<b>-\$65,410</b>	<b>-\$65,481</b>

**Schedule A to Report FIN-2019-007**

PDAC	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Expenditures					
Per Diems	\$3,360	\$3,934	\$3,910	\$4,360	\$4,360
Office Supplies & Equipment	\$13	\$42	\$0	\$50	\$50
Mileage	\$0	\$0	\$0	\$150	\$150
Training	\$0	\$0	\$0	\$1,500	\$1,500
<b>Expenditures Total</b>	<b>\$3,373</b>	<b>\$3,977</b>	<b>\$3,910</b>	<b>\$6,060</b>	<b>\$6,060</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Planning</b>					
<b>Expenditures</b>					
FT Wages	\$55,952	\$66,557	\$55,592	\$67,682	\$57,040
OT Wages	\$0	\$0	\$0	\$500	\$500
FT Wage Related Expenses	\$9,929	\$11,617	\$10,149	\$12,084	\$10,152
Manulife Benefits	\$6,602	\$8,117	\$5,887	\$8,060	\$4,393
WSIB	\$1,618	\$2,004	\$1,876	\$2,182	\$1,813
Office Supplies	\$12	\$18	\$656	\$100	\$100
Signage	\$0	\$0	\$0	\$0	\$0
Communication (phone, fax, internet)	\$170	\$136	\$0	\$200	\$200
Professional Fees - Legal	\$13,337	\$5,699	\$31,323	\$25,000	\$27,000
Professional Fees - Engineering	\$91,069	\$61,512	\$67,792	\$56,695	\$57,849
Mileage	\$306	\$0	\$0	\$250	\$250
Professional Development	\$227	\$356	\$0	\$1,244	\$1,401
Membership and Subscription Fees	\$0	\$120	\$280	\$150	\$150
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$100
Employee Travel - Accomodations	\$0	\$0	\$0	\$350	\$350
Advertising	\$6,142	\$8,158	\$5,840	\$2,000	\$4,000
Professional Fees - Water Monitoring	\$1,962	\$2,150	\$529	\$2,000	\$2,000
Contract Services	\$3,178	\$4,868	\$9,719	\$3,000	\$13,000
CIP Grants	\$0	\$1,487	\$427	\$20,000	\$7,500
<b>Expenditures Total</b>	<b>\$190,505</b>	<b>\$172,798</b>	<b>\$190,071</b>	<b>\$201,597</b>	<b>\$187,797</b>
<b>ReserveTransfers</b>					
Transfer from Operating Carryforward	\$0	\$0	\$0	\$0	-\$7,500
<b>ReserveTransfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$7,500</b>
<b>Revenues</b>					
Engineering, Environmental, Legal, and Advertising Fees Recovered	-\$65,153	-\$58,257	-\$39,710	-\$20,000	-\$20,000
Minor Variance	-\$12,610	-\$11,492	-\$13,110	-\$8,970	-\$9,884
Agreements	\$0	-\$510	-\$765	-\$765	-\$765
Part Lot Control Exemption By-law	\$0	\$0	\$0	\$0	\$0
Site Plan Control	-\$2,040	-\$8,081	-\$42,300	-\$21,700	-\$21,700
Consent Review and Clearance	-\$3,500	-\$3,840	-\$5,633	-\$1,965	-\$2,010
Zoning By-law Amendment	-\$44,400	-\$7,200	-\$16,500	-\$16,200	-\$16,200
Telecommunication Tower Proposals	-\$1,000	-\$1,520	-\$521	-\$1,042	-\$532

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Zoning By-law Amendment - Aggregate	\$0	\$0	\$0	\$0	\$0
Zoning Compliance Letter	-\$1,950	-\$2,700	-\$2,325	-\$2,227	-\$2,250
Zoning By-law #19/85	\$0	\$0	\$0	\$0	\$0
Business Retention and Expansion Municipal Implementation Fund	\$0	-\$25,000	\$0	-\$25,000	\$0
Grading Fee - Dwellings	-\$118,000	-\$30,000	-\$4,000	\$0	\$0
Lifting of Holding Designation Fee (Zoning)	-\$1,100	\$0	-\$1,146	-\$573	-\$586
<b>Revenues Total</b>	<b>-\$249,753</b>	<b>-\$148,600</b>	<b>-\$126,010</b>	<b>-\$98,442</b>	<b>-\$73,927</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Public Works</b>					
Expenditures					
FT Wages	\$336,474	\$337,479	\$356,737	\$348,079	\$379,496
PT Wages	\$40,674	\$45,548	\$34,085	\$37,684	\$19,293
OT Wages	\$26,123	\$34,427	\$36,890	\$32,700	\$30,700
FT Wage Related Expenses	\$61,742	\$60,342	\$62,221	\$64,286	\$69,423
PT Wage Related Expenses	\$4,063	\$4,556	\$37,969	\$3,474	\$3,534
Manulife Benefits	\$45,157	\$39,336	\$40,262	\$38,390	\$44,381
WSIB	\$11,267	\$12,089	\$13,835	\$12,765	\$12,948
Office Supplies	\$1,705	\$1,068	\$167	\$500	\$500
Hydro	\$12,348	\$9,143	\$667	\$0	\$1,000
Heat	\$4,011	\$5,117	\$0	\$0	\$0
Fuel	\$62,571	\$67,350	\$86,622	\$84,295	\$70,000
Equipment Maintenance & Supplies	\$916	\$1,955	\$2,423	\$2,050	\$2,050
Signage	\$9,283	\$9,559	\$9,402	\$10,000	\$10,000
Pavement Markings	\$30,121	\$30,940	\$35,986	\$35,500	\$35,500
Railway Maintenance	\$0	\$0	\$5,993	\$5,000	\$5,000
Maintenance Gravel	\$79,195	\$67,621	\$48,384	\$77,000	\$80,000
Calcium	\$46,082	\$49,044	\$55,840	\$46,400	\$58,800
Winter Maintenance	\$205,047	\$191,710	\$200,567	\$183,000	\$203,000
Waste Removal	\$1,153	\$1,460	\$0	\$1,500	\$1,500
Shop Overhead	\$11,756	\$8,346	\$8,349	\$7,400	\$7,400
Road Maintenance supplies	\$33,258	\$35,796	\$34,631	\$35,400	\$35,400
Vehicle Maintenance	\$42,116	\$41,184	\$48,504	\$46,000	\$46,000
Speed Monitor	\$0	\$0	\$0	\$500	\$500
Sidewalk Repairs	\$422	\$0	\$0	\$5,000	\$5,000
Communication (phone, fax, internet)	\$1,873	\$2,925	\$2,915	\$3,462	\$4,182
Professional Fees - Engineering	\$588	\$0	\$0	\$2,000	\$2,000
Mileage	\$303	\$0	\$36	\$100	\$100
Professional Development	\$1,600	\$415	\$1,232	\$1,420	\$1,420
Membership and Subscription Fees	\$787	\$787	\$598	\$800	\$900
Employee Travel - Meals	\$68	\$0	\$0	\$100	\$100
Insurance	\$70,341	\$73,154	\$71,607	\$71,748	\$76,082
Advertising	\$20	\$1,371	\$342	\$500	\$1,000
Vehicle Plates	\$6,932	\$7,240	\$7,255	\$7,100	\$7,255
Permits	\$1,850	\$505	\$105	\$100	\$100

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Contract Services	\$31,217	\$29,098	\$26,316	\$44,120	\$44,120
Clothing, Safety Allowance	\$763	\$584	\$847	\$1,050	\$1,050
Street Lights: Repairs and Hydro Bills	\$54,969	\$53,350	\$44,683	\$46,350	\$14,850
Cleaning, Maint & supplies for Bldg	\$328	\$1,091	\$0	\$0	\$0
<b>Expenditures Total</b>	<b>\$1,237,120</b>	<b>\$1,224,591</b>	<b>\$1,275,468</b>	<b>\$1,255,774</b>	<b>\$1,274,584</b>
<b>ReserveTransfers</b>					
Transfer from Public Works Replacement and Restoration of Aging In	\$0	\$0	\$0	-\$10,000	-\$10,000
Contribution to Winter Maintenance	\$0	\$0	\$0	\$0	\$0
Contribution from Winter Maintenance	-\$22,047	-\$8,710	\$0	\$0	\$0
<b>ReserveTransfers Total</b>	<b>-\$22,047</b>	<b>-\$8,710</b>	<b>\$0</b>	<b>-\$10,000</b>	<b>-\$10,000</b>
<b>Revenues</b>					
Oversize-Overweight Load Permits	\$0	\$0	-\$300	\$0	\$0
Entrance Permit	-\$5,980	-\$4,139	-\$6,210	-\$4,465	-\$4,465
Roads Other Recoveries	-\$1,832	-\$560	-\$500	-\$1,000	-\$1,000
Third Party Cost Recovery	\$0	\$0	\$0	\$0	\$0
Third Party Cost Recovery Administration Fee	\$0	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>-\$7,812</b>	<b>-\$4,699</b>	<b>-\$7,010</b>	<b>-\$5,465</b>	<b>-\$5,465</b>

Schedule A to Report FIN-2019-007

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
Recreation Committee					
Expenditures					
Per Diems	\$3,234	\$2,605	\$1,532	\$4,360	\$2,546
<b>Expenditures Total</b>	<b>\$3,234</b>	<b>\$2,605</b>	<b>\$1,532</b>	<b>\$4,360</b>	<b>\$2,546</b>

**Schedule A to Report FIN-2019-007**

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Source Water Protection</b>					
Expenditures					
FT Wages/Benefits	\$3,418	\$10,907	\$6,898	\$9,579	\$9,650
Public Education Costs	\$0	\$0	\$0	\$0	\$0
Professional Fees	\$18,122	\$5,474	\$0	\$17,260	\$0
<b>Expenditures Total</b>	<b>\$21,540</b>	<b>\$16,380</b>	<b>\$6,898</b>	<b>\$26,839</b>	<b>\$9,650</b>
ReserveTransfers					
Contribution to Operating Carryforward	\$0	\$0	\$0	\$0	\$0
Transfer from Operating Carryforward	-\$27,447	-\$2,836	\$0	\$0	\$0
<b>ReserveTransfers Total</b>	<b>-\$27,447</b>	<b>-\$2,836</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Revenues					
Source Protection Municipal Implementation Fund	\$0	\$0	\$0	-\$17,260	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$17,260</b>	<b>\$0</b>
<b>Grand Total</b>	<b>\$2,227,597</b>	<b>\$2,385,047</b>	<b>\$2,944,359</b>	<b>\$3,054,742</b>	<b>\$2,831,360</b>

2019 Proposed Expenditures, Reserve Transfers and Revenues Summary

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>Expenditures</b>					
Administration	\$425,704	\$518,038	\$530,492	\$527,559	\$612,807
Building	\$376,027	\$369,788	\$503,611	\$548,475	\$678,567
By-law	\$77,559	\$77,677	\$87,021	\$141,885	\$79,234
Corporate	\$231,630	\$185,637	\$186,791	\$202,334	\$192,217
Council	\$112,196	\$113,945	\$115,813	\$131,363	\$138,992
Elections	\$1,313	\$1,289	\$54,325	\$60,000	\$1,550
Finance	\$605,470	\$672,807	\$642,748	\$653,703	\$532,621
Fire and Rescue	\$699,605	\$703,208	\$694,242	\$656,327	\$700,975
Heritage Committee	\$4,095	\$5,006	\$1,416	\$6,065	\$4,915
Library	\$6,621	\$6,666	\$6,685	\$6,260	\$6,600
Municipal Office	\$0	\$0	\$66,793	\$73,675	\$68,991
ORC	\$184,812	\$164,278	\$171,150	\$189,007	\$190,150
Parks	\$68,989	\$67,402	\$109,139	\$108,428	\$115,522
PCC	\$153,715	\$115,171	\$95,699	\$115,987	\$113,260
PDAC	\$3,373	\$3,977	\$3,910	\$6,060	\$6,060
Planning	\$190,505	\$172,798	\$190,071	\$201,597	\$187,797
Public Works	\$1,237,120	\$1,224,591	\$1,275,468	\$1,255,774	\$1,274,584
Recreation Committee	\$3,234	\$2,605	\$1,532	\$4,360	\$2,546
Source Water Protection	\$21,540	\$16,380	\$6,898	\$26,839	\$9,650
<b>Expenditures Total</b>	<b>\$4,403,508</b>	<b>\$4,421,264</b>	<b>\$4,743,804</b>	<b>\$4,915,695</b>	<b>\$4,917,035</b>
<b>Reserve Transfers</b>					
Administration	\$10,000	-\$38,632	\$353,442	\$301,100	\$65,000
Building	\$82,758	\$220,113	\$0	-\$162,099	-\$239,697
Elections	\$12,787	\$12,787	\$0	-\$48,574	\$13,750
Fire and Rescue	\$0	\$0	\$0	-\$6,800	\$0
Planning	\$0	\$0	\$0	\$0	-\$7,500
Public Works	-\$22,047	-\$8,710	\$0	-\$10,000	-\$10,000
Source Water Protection	-\$27,447	-\$2,836	\$0	\$0	\$0

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2019 Proposed Expenditures, Reserve Transfers and Revenues Summary

	2016 Actuals	2017 Actuals	2018 YTD	2018 Budget	2019 Budget
<b>ReserveTransfers Total</b>	\$56,051	\$182,722	\$353,442	\$73,627	-\$178,447
<b>Revenues</b>					
Administration	-\$15,720	-\$6,790	-\$6,011	-\$5,400	-\$15,900
Building	-\$454,283	-\$589,901	-\$529,788	-\$386,376	-\$438,870
By-law	-\$45,003	-\$35,049	-\$27,846	-\$28,266	-\$27,111
Corporate	-\$1,087,509	-\$1,118,364	-\$1,161,282	-\$1,101,196	-\$1,044,903
Elections	\$0	\$0	-\$600	\$0	\$0
Finance	-\$29,439	-\$33,607	-\$43,580	-\$30,544	-\$41,160
Fire and Rescue	-\$165,064	-\$137,266	-\$105,181	-\$111,833	-\$111,564
Library	-\$3,146	-\$3,060	-\$2,920	-\$3,000	-\$3,000
Municipal Office	\$0	\$0	\$0	-\$22,103	-\$20,697
ORC	-\$80,057	-\$49,208	-\$52,653	-\$52,187	-\$50,850
Parks	-\$21,538	-\$18,339	-\$6,684	-\$7,100	-\$8,300
PCC	-\$72,635	-\$74,055	-\$83,322	-\$65,410	-\$65,481
Planning	-\$249,753	-\$148,600	-\$126,010	-\$98,442	-\$73,927
Public Works	-\$7,812	-\$4,699	-\$7,010	-\$5,465	-\$5,465
Source Water Protection	\$0	\$0	\$0	-\$17,260	\$0
<b>Revenues Total</b>	<b>-\$2,231,961</b>	<b>-\$2,218,940</b>	<b>-\$2,152,887</b>	<b>-\$1,934,581</b>	<b>-\$1,907,228</b>
<b>Operating Tax Levy</b>	<b>\$2,227,597</b>	<b>\$2,385,047</b>	<b>\$2,944,359</b>	<b>\$3,054,742</b>	<b>\$2,831,360</b>

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

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**2019 REQUESTED BASE BUDGET INCREASES**

Department	Corporate	Priority <b>1</b>
<b>1 - Purpose of Expenditure</b>		
Upgrade the Township's telephone system to a Voice over Internet Protocol (VOIP) system.		
<b>2 - Need</b>		
The Township's current phone system was purchased in 2009, is outdated and requires updates.		
<b>3 - Benefit of the Investment</b>		
<p>The benefits of VOIP are outlined below:</p> <ul style="list-style-type: none"> <li>-Decrease in operating costs through the utilization of the internet to make and receive calls. The Township currently has several phone lines with Bell Canada. With a VOIP system, the main phone line is ported to the VOIP system and extension numbers for all users are created. This enables utilizing one phone number (ie. 519-763-1226) for stakeholders to call to.</li> <li>-The capability to allow for an auto attendant (answering service) to assist with directing calls.</li> <li>-There will no longer be busy signals or waiting for a line in order to make or receive a call.</li> <li>-Voicemail messages can be retrieved via email or on a cell phone.</li> <li>-There is a softphone (ie. wireless or wired headsets) option. It is recommended that only one option be permitted (ie. a physical phone or a headset, not both). Calls can be directed or transferred using a softphone through the use of the online application.</li> <li>-There is an option to rent a physical phone (ie. 3 year term with reprogramming offered) as opposed to purchasing the physical phones.</li> <li>-For users that prefer a wireless or wired headset (and not a physical telephone), calls can be made from the computer using the online application through an internet connection with the Township's phone number being displayed on caller display.</li> <li>-Call forwarding capabilities (ie. for after hours on-call emergency matters).</li> <li>-Ability to note when a user of the system is on a call, away from their desk, out of the office, etc.</li> <li>-Onserve (Township's IT provider) has a partnership with Ziptel Network (VOIP provider) which allows for effective and quick turnaround support. Onserve is the primary level of support for this service which enables a one stop shop for issues should they arise. The phone system is hosted by Onserve and Ziptel in their datacentre. Onserve is also able to pull statistics on the call quality and call volume through the operations and monitoring reporting.</li> <li>-Programming in the system allows time intervals which define the year's schedule (ie. statutory holidays or after business hours) and the system automatically displays closed greetings that allow the caller to route through the specific department to leave a voicemail. It also allows the caller to dial a specific extension (which is call forwarded to a mobile phone) for after hours emergencies.</li> </ul>		
<b>4 - Risk Assessment</b>		

- The Township's current infrastructure (ie. internet speed, wiring, switch, etc.) are sufficient for the effective implementation of VOIP. The Township recently upgraded internet services to a faster internet that can accomodate a VOIP solution.
- Existing advertised phone numbers (ie. fire department, roads department, ORC, PCC, etc.) can be ported to the VOIP system to enable callers to continue to access the Township even with older phone numbers.
- It will also be required that the Township keep an analog line for emergency purposes (ie. if the internet went down, for fax lines, for security alarms, etc.). There is also the ability to utilize the call forwarding feature (ie. to cell phones) should the internet go down. Also, each municipal building (ie. Municipal Office, Optimist Recreation Centre, Puslinch Community Centre) require one phone with an emergency 911 analog line.
- The VOIP system also has a call answering service that works with 911 to ensure the location is verified.

**5 - Financial Impact**

One-time request for 2019 Budget only?

No
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**Initial One-Time Cost:**

- labour cost to set-up the system - \$500
- phone purchase cost: \$255 per phone (with a one year warranty). The benefits of the phone rental option are lower up-front costs, phone warranty coverage for more than one year, reprogramming as required, etc.). Township staff have incorporated the phone rental option in the cost analysis below.
- headset (wireless - \$350; wired - \$200) - It is recommended that only one option be permitted (ie. a physical phone or a headset, not both). Calls can be directed or transferred through the use of the online application.

**Ongoing Annual Costs:**

**Physical Phone Options:**

- extension cost: \$270 per user
- phone rental cost: \$110 per phone

**Softphone Options:**

- extension cost: \$270 per user
- online application for incoming/outgoing calls and voicemail access: \$50.00 USD per user.

**Current Costs (2018)**

Fax Line	\$1,103
Main Lines * 4	\$4,136
Police	\$1,043
Fire Dispatch Line	\$1,043
Fire Main Line	\$1,267
Line	\$1,403
Optimist Recreation Centre	\$1,103
Puslinch Community Centre	\$998
Emergency Operations * 6 lines	\$3,828

**Schedule C to Report FIN-2019-007**

**Total Costs** **\$15,924**

**VOIP Proposed Costs (2019)**

Department	Quantity	Extension Cost	Subtotal - Extension Cost	Phone Rental Cost	Subtotal - Phone Rental	Total Cost
Public Works	3.00	\$270	\$810	\$110	\$330	\$1,140
Finance	6.00	\$270	\$1,620	\$110	\$660	\$2,280
Administration	4.00	\$270	\$1,080	\$110	\$440	\$1,520
Building	2.00	\$270	\$540	\$110	\$220	\$760
By-law	1.00	\$270	\$270	\$110	\$110	\$380
Services	7.00	\$270	\$1,890	\$110	\$770	\$2,660
Lunch Room	1.00	\$270	\$270	\$110	\$110	\$380
Ontario Provincial Police						\$1,043
PCC	Analog Line - outgoing 911					\$998
ORC	Analog Line - outgoing 911					\$1,103
Municipal Office	2 Analog Lines - faxes, security, internet outage, outgoing 911, etc.					\$1,276

<b>Total Costs</b>	<b>\$6,480</b>	<b>\$2,640</b>	<b>\$13,540</b>
Initial one-time setup cost of VOIP system			\$500
			<b>\$14,040</b>

Furniture/Fixtures Required for new staff?  
 Computer Required for new staff?  
 Fleet Vehicle Required for new staff?

No
No
No

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

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**2019 REQUESTED BASE BUDGET INCREASES**

Department           Municipal Office          

Priorit 1

**1 - Purpose of Expenditure**

To add an additional cleaning session per week (ie. from 2 sessions to 3 sessions).

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**2 - Need**

In order to maintain an appropriate level of cleanliness in the Municipal Office, it is recommended that the Township increase cleaning services from 2 sessions to 3 sessions per week.

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**3 - Benefit of the Investment**

See above

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**4 - Risk Assessment**

No specific risk.

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**5 - Financial Impact**

One-time request for 2019 Budget only?

No

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balanc
Building Surplus	\$976.90	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$977</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

Increase in Expense	\$3,256
<b>Total Expenses</b>	<b>\$3,256</b>

**Tax Levy Impact**

\$2,279

Furniture/Fixtures Required for new staff?	
Computer Required for new staff?	
Fleet Vehicle Required for new staff?	

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

**2019 REQUESTED BASE BUDGET INCREASES**

Department Fire Priority **High**

**1 - Purpose of Expenditure**

Fire Hose immediately required and for future equipment needs

**2 - Need**

Replacement of fire hose that has failed testing. (2 years of failed hose has not been replaced) Also, this budget line consistently over-budget.

**3 - Benefit of the Investment**

Safety of our fire fighters and for adequate fire suppression service.

**4 - Risk Assessment**

Adequate hose inventory is required to perform our services safely and efficiently.

**5 - Financial Impact**

One-time request for 2019 Budget only? No - Permanent Increase

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

	\$6,000
<b>Total Expenses</b>	<b>\$6,000</b>

**Net Expense/(Revenue) \$6,000**

Furniture/Fixtures Required for new staff?	
Computer Required for new staff?	
Fleet Vehicle Required for new staff?	

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

**2019 REQUESTED BASE BUDGET INCREASES**

Department Fire 01-0040-4309

Priority **High**

**1 - Purpose of Expenditure**

Blue Card Incident Command Instructors Course for a Training Officer

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**2 - Need**

Presently only the Fire Chief has this certification.

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**3 - Benefit of the Investment**

This command system is internationally recognized and used currently by Puslinch and our neighbouring departments.

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**4 - Risk Assessment**

For continuity of training, it is imperative that more than one employee is a certified instructor.

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**5 - Financial Impact**

One-time request for 2019 Budget only? Yes

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balance in Reserves (as applicable)
Current Professional Development Budget	\$1,395	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$1,395</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

Blue Card Command Instructor Training	\$6,000
<b>Total Expenses</b>	<b>\$6,000</b>

**Net Expense/(Revenue)** **\$4,605**

Furniture/Fixtures Required for new staff?

Computer Required for new staff?

Fleet Vehicle Required for new staff?

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

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**2019 REQUESTED BASE BUDGET INCREASES**

Department Administration Priority

**1 - Purpose of Expenditure**

To have a summer student on a 16 week program through Canada Works to assist the Heritage Advisory Committee to meet its deliverables by: reviewing the Heritage Register for accuracy as it relates assessment roll number, legal description, municipal address, year of listing, year of plaquing, structure, associated criteria and special notes and GIS coordinates. Once the Heritage Register is complete through approval by the Heritage Committee and Council digitize the inventory of plaqued heritage sites, and other sites of heritage significance for the Township website for public access.

**2 - Need**

This is an important task for the commenting on development applications by the Heritage Committee. The circulation requirements of the Planning Act require staff to provide notice to the Heritage Committee of specific development applications such as zoning and minor variances. Ensuring both staff and the Committee have access to an accurate and up-to-date Heritage Register is integral to providing informed comments. Raising awareness through the website of the Township's rich built heritage and agricultural and village heritage landscapes that are a significant component of the Township identity. Presently this information can only be accessed by consulting the catalogue of binders in the Township Administration Office.

**3 - Benefit of the Investment**

As the City of Guelph proceeds with intensive urban development plans to the the Puslinch boundary at Maltby Road, and as the proposed Highway 6 by-pass is scheduled to begin in 2019, a publically accessible inventory of the Township's heritage buildings and landscapes will assist residents in positive identification and engagement with their community. There is an economic benefit so far as this inventory with maps and photos will provide visitors and tourists with information on heritage properties in the Township, and will identify those properties that have been adaptively reused for public use as stores, restaurants, etc.

**4 - Risk Assessment**

Reference is made to information that may not be correct.

**5 - Financial Impact**

One-time request for 2019 Budget only?

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balance in Reserves (as applicable)
Canada Summer	\$3,920	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$3,920</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

Wages	\$7,840
Benefits	\$978
<b>Total Expenses</b>	<b>\$8,818</b>
<b>Net Expense/(Revenue)</b>	<b>\$4,898</b>

**Schedule C to Report FIN-2019-007**

Furniture/Fixtures Required for new staff?	Yes
Computer Required for new staff?	Yes
Fleet Vehicle Required for new staff?	No

**TOWNSHIP OF PUSLINCH  
2019 OPERATING BUDGET**

**2019 REQUESTED BASE BUDGET INCREASES**

Department Public Works Priority 

1
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**1 - Purpose of Expenditure**

Calcium Chloride for dust control

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**2 - Need**

Require 240,000 litres per year for dust control. Unexpected increase of \$0.04 per litre in 2018 and a increase of \$0.01 per litre in 2019

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**3 - Benefit of the Investment**

Maintain status quo for dust control on gravel roads

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**4 - Risk Assessment**

Dust complaints, health issues

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**5 - Financial Impact**

One-time request for 2019 Budget only?    No - Permanent Increase

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

01-0030-4213	Calcium	\$12,400
<b>Total Expenses</b>		<b>\$12,400</b>

**Net Expense/(Revenue)** **\$12,400**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

Conference, Seminar and Training Budget

Schedule D to Report FIN-2019-007

Department	Position	# of Business Days	Conference/Seminar/Training Session	Location	Cost
Administration	CAO/Clerk	3	CAO Training - Schulich School of Business	Toronto	\$ 4,140.00
Administration	CAO/Clerk	3	AMCTO Conference	Blue Mountain	\$ 780.00
Administration	CAO/Clerk	4	AMO Conference	Ottawa	\$ 700.00
Administration	Deputy Clerk	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Administration	Deputy Clerk	Online	AMCTO Course - Primer on Planning	Online	\$ 435.05
Administration	Deputy Clerk	2	AMCTO Courses	Ontario	\$ 700.00
Administration	Deputy Clerk	3	AMCTO Conference	Blue Mountain	\$ 780.00
Administration	Administrative Assistant	Online	AMCTO Course - Primer on Planning	Online	\$ 435.05
Administration	Administrative Assistant	Online	AMCTO Courses - Municipal Administration Program - Unit 1 and Unit 2	Online	\$ 732.67
Administration	Firehouse Training	3	Firehouse Training	Township Office	\$ 7,000.00
Administration	All Employees - Corporate Wide Training	3	Health and Safety Training	Township Office	\$ 3,000.00
Administration	All Employees - Corporate Wide Training	2	Harassment and Violence in the Workplace Training	Township Office	\$ 5,000.00
Administration	All Employees - Corporate Wide Training	3	Teamwork/Individual Coaching Training	Township Office	\$ 3,000.00
Administration	All Employees - Corporate Wide Training	0	Website Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Records Management Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Microsoft Office Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Keystone Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Management Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	Not known	Cannabis Legalization Activities	Township Office	\$ 10,000.00
Building	Building Inspector	15	3 Ontario Building Officials' Association (OBOA) Course(s)	Ontario	\$ 3,000.00
Building	Building Inspector	15	3 OBOA Course(s)	Ontario	\$ 3,000.00
Building	Building Inspector	5	OBOA Annual Meeting & Training Session (AMTS)	Ontario	\$ 900.00
Building	Building Inspector	1	Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Building Inspector	1	Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Customer Service Coordinator	5	OBOA General Legal - 2012	Ontario	\$ 700.00
Building	Customer Service Coordinator	5	OBOA General Legal - 2012	Ontario	\$ 700.00
Building	Taxation and Customer Service Supervisor	5	OBOA General Legal - 2012	Ontario	\$ 700.00
Building	Customer Service Coordinator	1	2 Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Allocation - Corporate Wide Training	3	Health and Safety Training	Township Office	\$ 900.00
Building	Allocation - Corporate Wide Training	2	Harassment and Violence in the Workplace Training	Township Office	\$ 1,500.00
Building	Allocation - Corporate Wide Training	3	Teamwork/Individual Coaching Training	Township Office	\$ 900.00
By-law	By-law Enforcement Officer	5	Ontario Association of Property Standards Officers - Annual Training Seminar and Annual General Meeting	Niagara Falls	\$ 1,200.00
Finance	Director of Finance/Treasurer	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Finance	Director of Finance/Treasurer	3	MFOA Conference	Niagara Falls	\$ 500.00
Finance	Taxation and Customer Service Supervisor	Online	AMCTO Courses - Municipal Finance & Accounting Program - Unit 1 and Unit 2	Online	\$ 732.67
Finance	Deputy Treasurer	1	Any required training	Ontario	\$ 500.00
Finance	Customer Service Coordinator	Online	Municipal Tax Administration Correspondence through Seneca	Online	\$ 881.65
Fire and Rescue	Fire Chief	3	Ontario Association of Fire Chiefs' Conference	Toronto	\$ 750.00
Fire and Rescue	Fire Chief	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Fire and Rescue	Fire Chief	2	Ontario Association of Fire Chiefs' General Meeting	Niagara Falls	\$ 525.00
Fire and Rescue	Deputy Fire Chief	3	Ontario Association of Fire Chiefs' Conference	Toronto	750
Fire and Rescue	Deputy Fire Chief	2	Ontario Association of Fire Chiefs' General Meeting	Niagara Falls	\$ 525.00
Fire and Rescue	Health and Safety Training Officer	See BBI	Blue Card Command Instructors' Course	Ontario	\$ 6,000.00
Fire and Rescue	Chief Training Officer	5	Ontario Fire College Fire Instructor's Seminar	Gravenhurst	\$ 65.00
Fire and Rescue	2 Health and Safety Committee Members		PSHSA H&S Certification Part 1 and Part 2	Ontario	\$ 1,400.00
Fire and Rescue	Volunteer Firefighter	2	Fire Service Women Conference	Sarnia	\$ 350.00

**Conference, Seminar and Training Budget**

**Schedule D to Report FIN-2019-007**

<b>Department</b>	<b>Position</b>	<b># of Business Days</b>	<b>Conference/Seminar/Training Session</b>	<b>Location</b>	<b>Cost</b>
Fire and Rescue	3 New Qualified Acting Captains	5	Blue Card Command - On-line Course - 40 Hours	Online Course	\$ 1,800.00
Fire and Rescue	Other Firefighters not described above	15	Ontario Fire College Courses	Gravenhurst	\$ 995.00
Fire and Rescue	Resource Materials	N/A	Textbooks, dvds, training props, misc.	N/A	\$ 950.00
Fire and Rescue	Resource Materials	N/A	Blue Card Command Resources and Admin Centre	N/A	\$ 3,730.00
Fire and Rescue	Public Fire and Life Safety Educator	3	Ontario Association of Fire Chiefs' Conference	Toronto	\$ 350.00
Fire and Rescue	Chief Fire Prevention Officer	3	OMFPOA Training and Educational Symposium	Windsor	\$ 575.00
Fire and Rescue	Facility Rental	N/A	Facility Rental	Guelph	\$ 600.00
Fire and Rescue	Facility Rental	N/A	Facility Rental	Cambridge	\$ 600.00
Fire and Rescue	Driver Training Program - Frank Cowan	Complimentary	Complimentary - see email dated July 25, 2018 from Jeffery and Spence	Municipal Office	\$ -
Planning	Development and Legislative Coordinator	3	Ontario Association of Committee of Adjustment Conference	Niagara Falls	\$ 530.40
Planning	Development and Legislative Coordinator	Online	AMCTO Course - Primer on Planning	Online	\$ 435.05
Planning	Development and Legislative Coordinator	Online	AMCTO Courses - Municipal Administration Program - Unit 1	Online	\$ 435.05
Public Works	Public Works and Parks Supervisor	2	Association of Ontario Road Supervisors- PWLDP	TBD	\$ 1,200.00
Public Works	TBD	1	Safety/Equipment Training	TBD	\$ 220.00
ORC	Richard Hoover	3	Ontario Recreation Facilities Association Training	Guelph	\$ 555.00
ORC	TBD	1	Olympia Training	ORC	\$ 445.00

**Directly from Expense Policy:**

**Clause 4.2. Conference, seminar, or training attendance is limited to Ontario unless otherwise approved by the CAO/Clerk.**

**Clause 4.3. Conference, seminar, or training attendance is limited to the following:**

**Two (2) job-related conferences per year in Ontario or one (1) outside of Ontario.**

**Two (2) job-related off-site training sessions per year in Ontario or one (1) outside of Ontario.**

**Conference, seminar, and training sessions must be itemized in the annual budget of each department**

**Attendance at conference, seminar, and training sessions are limited to a maximum of ten (10) business days.**

**Additional mandatory training requires approval by the CAO/Clerk.**

**Memberships and Associations Budget**

**Schedule E to Report FIN-2019-007**

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<b>Department</b>	<b>Position</b>	<b>Membership and/or Association</b>	<b>Corporate Fee</b>	<b>Individual Fee</b>	<b>Budget</b>
Administration	CAO/Clerk	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00
Administration	CAO/Clerk	Ontario Municipal Administrators' Association	N/A	\$ 400.00	\$ 400.00
Administration	Deputy Clerk	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00
Administration	Administrative Assistant	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00
Administration	Development & Legislative Coordinator	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00
Administration	Development & Legislative Coordinator	Institute of Law Clerks of Ontario Certification – <i>only applicable if the employee is a Law Clerk</i>	N/A	\$ 200.00	\$ -
Administration	Corporate Memberships	Municipal World	\$ 60.00	N/A	\$ 60.00
Administration	Corporate Memberships	Association of Municipalities of Ontario	\$ 2,800.00	N/A	\$ 2,800.00
Administration	Corporate Memberships	Ontario Good Roads Association	\$ 850.00	N/A	\$ 850.00
Administration	Corporate Memberships	Wellington County Clerks and Treasurers Association	\$ 200.00	N/A	\$ 200.00
Administration	Corporate Memberships	Federation of Canadian Municipalities	\$ 2,330.00	N/A	\$ 2,330.00
Administration	Corporate Memberships	Ontario Municipal Management Institute	\$ 58.00	N/A	\$ 40.60
Administration	Corporate Memberships	Human Resources Download Program	\$ 3,700.00	N/A	\$ 2,590.00
Building	Building Inspector	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 115.00	\$ 115.00
Building	Building Inspector	Ontario Building Officials Association	N/A	\$ 315.00	\$ 315.00
Building	Building Inspector	Ontario Building Officials Association Wellington-Waterloo and District Chapter	N/A	\$ 30.00	\$ 30.00
Building	Building Inspector	Ontario Plumbing Inspectors Association	N/A	\$ 62.00	\$ 62.00
Building	Building Inspector	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -
Building	Building Inspector	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 115.00	\$ 115.00
Building	Building Inspector	Ontario Building Officials Association	N/A	\$ 315.00	\$ 315.00

**Memberships and Associations Budget**

**Schedule E to Report FIN-2019-007**

<b>Department</b>	<b>Position</b>	<b>Membership and/or Association</b>	<b>Corporate Fee</b>	<b>Individual Fee</b>	<b>Budget</b>
Building	Building Inspector	Ontario Building Officials Association Wellington-Waterloo and District Chapter	N/A	\$ 30.00	\$ 30.00
Building	Building Inspector	Ontario Plumbing Inspectors Association	N/A	\$ 62.00	\$ 62.00
Building	Building Inspector	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -
Building	Corporate Memberships	Ontario Association of Property Standards Officers	\$ 75.00	\$ 75.00	\$ 75.00
Building	Corporate Memberships	Municipal Law Enforcement Officers' Association	\$ 168.00	\$ 110.00	\$ 168.00
Building	Corporate Memberships	Ontario Onsite Waste Water Association	\$ 375.00	\$ 250.00	\$ 375.00
Building	Corporate Wide Membership Allocation - 30%	Municipal Information Network	\$ 600.00	N/A	\$ 180.00
Building	Corporate Wide Membership Allocation - 30%	Local Authority Services Energy Planning Tool	\$ 300.00	N/A	\$ 90.00
Building	Corporate Wide Membership Allocation - 30%	Human Resources Download Program	\$ 3,700.00	N/A	\$ 1,110.00
Building	Corporate Wide Membership Allocation - 30%	Municipal Employer Pension Center of Ontario	\$ 100.00	N/A	\$ 30.00
Building	Corporate Wide Membership Allocation - 30%	Ontario Municipal Management Institute	\$ 58.00	N/A	\$ 17.40
ORC	Facility Operator	Ontario Recreation Facilities Association	\$ 700.00	\$ 150.00	\$ 150.00
ORC	Facility Operator	TSSA Class B Refrigeration	N/A	\$ 70.00	\$ 70.00
Finance	Director of Finance/Treasurer	Chartered Professional Accountants of Canada - <i>only applicable if the employee has a professional accounting designation</i>	N/A	\$ 1,000.00	\$ 1,000.00
Finance	Deputy Treasurer	Chartered Professional Accountants of Canada - <i>only applicable if the employee has a professional accounting designation</i>	N/A	\$ 1,000.00	\$ -
Finance	Taxation and Customer Service Supervisor	Ontario Municipal Tax and Revenue Association	\$ 1,650.00	\$ 250.00	\$ -
Finance	Taxation and Customer Service Supervisor	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00
Finance	Corporate Memberships	Municipal Finance Officers' Association	\$ 325.00	N/A	\$ 325.00

**Memberships and Associations Budget**

**Schedule E to Report FIN-2019-007**

<b>Department</b>	<b>Position</b>	<b>Membership and/or Association</b>	<b>Corporate Fee</b>	<b>Individual Fee</b>	<b>Budget</b>
Finance	Corporate Memberships	Municipal Employer Pension Center of Ontario	\$ 100.00	N/A	\$ 70.00
Finance	Corporate Memberships	Local Authority Services Energy Planning Tool	\$ 300.00	N/A	\$ 210.00
Finance	Corporate Memberships	Municipal Information Network	\$ 600.00	N/A	\$ 420.00
Fire and Rescue	Fire Chief	Ontario Association of Fire Chiefs	N/A	\$ 260.00	\$ 260.00
Fire and Rescue	Deputy Fire Chief	Ontario Association of Fire Chiefs	N/A	\$ 260.00	\$ 260.00
Fire and Rescue	Chief Fire Prevention Officer	National Association of Fire Investigators	N/A	\$55.00 USD	\$ 69.58
Fire and Rescue	Public Fire and Life Safety Educator	National Association of Fire Investigators	N/A	\$55.00 USD	\$ 69.58
Fire and Rescue	Corporate Memberships	National Fire Protection Association	\$175.00 USD	N/A	\$ 221.00
Fire and Rescue	Corporate Memberships	National Fire Codes Subscription Service	\$1,500.00 USD	N/A	\$ 1,897.00
Fire and Rescue	Corporate Memberships	Wellington County Training Officers Association	\$ 50.00	N/A	\$ 50.00
Fire and Rescue	Corporate Memberships	Ontario Association of Fire Training Officers	\$ 150.00	N/A	\$ 150.00
Fire and Rescue	Corporate Memberships	Fire Marshal's Public Fire Safety Council	\$ 100.00	N/A	\$ 100.00
Fire and Rescue	Corporate Memberships	Wellington County Fire Chiefs Association	\$ 250.00	N/A	\$ 250.00
Fire and Rescue	Corporate Memberships	Wellington Dufferin Mutual Aid Membership	\$ 1,000.00	N/A	\$ 1,000.00
Fire and Rescue	Corporate Memberships	Ontario Municipal Fire Prevention Officers Association	\$ 150.00		\$ 150.00
Fire and Rescue	Individual Membership	Fire Service Women Ontario		\$ 40.00	\$ 40.00

new 2019 request

new 2019 request

**Memberships and Associations Budget**

**Schedule E to Report FIN-2019-007**

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget
Fire and Rescue	Individual Membership	Ontario Fire Chiefs' Administrative Assistants Association		\$ 45.00	\$ 45.00
Fire and Rescue	Corporate Memberships	Wellington Dufferin Fire Prevention	\$ 150.00	N/A	\$ 150.00
PCC	Corporate Memberships	Parks and Recreation of Ontario	\$ 1,050.00	\$ 250.00	\$ -
PCC	Corporate Memberships	Taste Real - County of Wellington	\$ 500.00	N/A	\$ 500.00
Planning	Corporate Memberships	Ontario Association of Committee of Adjustment	\$ 150.00	N/A	\$ 150.00
Public Works	Director, Public Works and Parks	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -
Public Works	Director, Public Works and Parks	Association of Ontario Road Supervisors – <i>only applicable if the employee has a CRS designation</i>	N/A	\$ 200.00	\$ 200.00
Public Works	Director, Public Works and Parks	County of Wellington Road Supervisors Association	N/A	\$ 250.00	\$ 250.00
Public Works	Public Works and Parks Supervisor	Association of Ontario Road Supervisors – <i>only applicable if the employee has a CRS designation</i>	N/A	\$ 200.00	\$ 200.00
Public Works	Public Works and Parks Supervisor	County of Wellington Road Supervisors Association	N/A	\$ 250.00	\$ 250.00

new 2019 request

**Directly from Expense Policy:**

**Clause 1.1. The Township will provide membership and association fees for those organizations and professional associations that generate important and current technical and professional information to the department and the Township.**

**Clause 1.2. The Township will pay for professional membership and association fees for employees who are required to carry a designation in order to perform their duties and responsibilities. Requirements must be included and detailed in the employee's job description. A budget itemizing the memberships and associations paid by the Township for each department shall be included in the annual budget.**

**Clause 1.3. If the professional membership and association fee is not related to the employee's current position at the Township and not detailed in the job description, the employee is responsible for the full cost.**

**Uniforms and Special Clothing Budget**

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Department	Account	Position	Uniform Item	# of items	Cost per Item	Cost
Building		Inspectors (2)	Safety Boots	2	\$ 175.00	\$ 350
Building		Inspectors (2)	Inspection Shirts	Unknown	Unknown	\$ 170
Building		Chief Building Official and Inspectors (2)	Gloves, Hardhat(s)	Unknown	Unknown	\$ 200
Fire and Rescue		All Staff	Sweaters	43	\$ 90.00	\$ 3,870
Fire and Rescue			Firefighting Boots	6	\$ 470.00	\$ 2,820
Fire and Rescue			Dress Uniforms	6	\$ 418.00	\$ 2,508
Fire and Rescue		All Staff	Gear cleaning and inspection	43	\$ 50.00	\$ 2,150
Fire and Rescue			Additional Uniform and Gear items as required			\$ 5,202
Public Works		Director of Public Works	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Director of Public Works	Clothing	Clothing/Safety Allowance		\$ 225
Public Works		Supervisor, Public Works and Pa	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Supervisor, Public Works and Pa	Clothing	Clothing/Safety Allowance		\$ 225
Public Works		Heavy Equipment Operator	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Heavy Equipment Operator	Clothing	Clothing/Safety Allowance		\$ 225
Public Works		Equipment Operator	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Equipment Operator	Clothing	Clothing/Safety Allowance		\$ 225
Public Works		Heavy Equipment Operator	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Heavy Equipment Operator	Clothing	Clothing/Safety Allowance		\$ 225
Public Works		Senior Groundskeeper	Safety Boots	Clothing/Safety Allowance		\$ 175
Taxable Benefit	01-0030-4000	Senior Groundskeeper	Clothing	Clothing/Safety Allowance		\$ 225
ORC		Facility Operator (FT)		Safety Shoe Allowance and Shirts		\$ 260
ORC		Facility Operators (PT) * 3		\$85 per shirt * 3 Employees		\$ 255

Safety requirements

**Directly from Expense Policy:**

**Clause 6.1. The Township will supply employees with distinctive clothing should that be required as part of carrying out their employment duties. The clothing shall incorporate the corporate approved logo. An employee that is supplied with Township clothing must wear this clothing at all times while on duty.**

**Clause 6.2. The Township will pay for the replacement of clothing on an as needed basis when approved by the Department Head as a result of the clothing being soiled or damaged beyond repair. A budget amount should be separately itemized and included in the annual budget of each department for the replacement of this type of clothing.**

**Clause 6.3 The following uniform and special clothing items shall be separately itemized and included in the annual budget of each department:**

**Public Works – Safety work shoes and clothing allowance of up to \$400 annually towards the cost of purchasing CSA certified footwear and other safety clothing for the full-time permanent staff in the Public Works department. These are reimbursable expenses (must be supported by original receipts). Any funds spent for the clothing allowance are treated as a taxable benefit. Personal protective equipment as required by the Ontario Health and Safety Act are available to all seasonal equipment operators and will be replaced as required.**

**Building - Safety work shoes allowance of up to \$175 annually towards the cost of purchasing CSA certified footwear for the full-time permanent staff who perform inspections in the Building department. These are reimbursable expenses (must be supported by original receipts).**

## Uniforms and Special Clothing Budget

Schedule F to Report FIN-2019-007

Staff who perform inspections are also provided with Township supplied shirts of up to \$85 per employee.

Optimist Recreation Centre - Safety work shoes allowance of up to \$175 annually towards the cost of purchasing CSA certified footwear for the full-time permanent staff in the Optimist Recreation Centre. These are reimbursable expenses (must be supported by original receipts). All permanent full-time and part-time employees are also provided with Township supplied shirts of up to \$85 per employee. Parka jackets are available to all Optimist Recreation Centre employees and will be replaced as required.

Fire and Rescue Services (excluding dress uniforms) – Township supplied shirts, pants/shorts, t-shirts, sweaters, baseball cap of up to \$90 annually per employee.

Fire and Rescue Services (dress uniforms) – Township supplied dress uniforms of up to \$418 per employee. One dress uniform is issued after three years of service to each employee in Fire and Rescue Services excluding Auxiliary Firefighters and the Administrative Assistant.

2015 Capital Plan Summary

Project Cost Service	Department	Capital Project	Reserve Contribution	Funding Type Discretionary_Reserves	Grand Total
Planning	Planning	Municipal Servicing Standards	No		
<b>Grand Total</b>					

**2018 Capital Plan Summary**

Project Cost				Funding Type		Grand Total	
Service	Department	Capital Project	Reserve Contribution	Grant	Discretionary_Reserve	Restricted_Reserves	Grand Total
Building							
	Building	Tablet	No		\$9,000		\$9,000
General Government							
	Corporate	Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding	No	\$262,500	\$87,500		\$350,000
		Municipal Drinking Water Well System - Feasibility Study - Commercial/Industrial	No	\$25,000	\$4,083		\$29,083
Finance							
		Asset Management Plan Revamp	No	\$50,000	\$8,000		\$58,000
Municipal Office							
		Meeting Room and New Flooring	No		\$10,000		\$10,000
Parks and Recreation							
	Parks	Puslinch Community Centre Park - Back Soccer Fields	No			\$70,000	\$70,000
Public Works							

2018 Capital Plan Summary

Project Cost				Funding Type			Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant	Discretionary_Reserves	Restricted_Reserves	
	Public Works						
		Bridge and Culvert Inspections - 2019	No		\$7,500		\$7,500
<b>Grand Total</b>				<b>\$337,500</b>	<b>\$126,083</b>	<b>\$70,000</b>	<b>\$533,583</b>

2019 Capital Plan

Project Cost				Funding				
Service	Department	Capital Project	Reserve Contribution	Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Pump 31 Body Work and Paint Job	No			\$8,857		\$8,857
		SCBA Cylinders	No			\$0		\$0
		Structural Firefighter Ensemble	No		\$15,105			\$15,105
		Thermal Imaging Camera	No			\$5,980		\$5,980
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
		Carbon Monoxide Pulse Oximeter - Masimo Rad 57	No		\$4,679			\$4,679
		Apparatus Tire Replacement - Various Trucks	No			\$14,806		\$14,806
		Design of a Fully Serviced Station	No		\$10,000			\$10,000
General Government								
	Corporate							
		Computer Equipment	No		\$3,083	\$1,567		\$4,650
		Pay Equity Study	No		\$20,000	\$5,000		\$25,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
		Marketing and Branding Implementation	No	\$73,535	\$6,250			\$79,785
		GIS Integration of Zoning By-law	No			\$5,000		\$5,000
		Server Replacement	No		\$22,260	\$19,740		\$42,000
	Finance							
		2019 Development Charges Background Study	No		\$2,100		\$18,900	\$21,000
	Municipal Office							
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
		New Flooring - Council Chambers and Clerks Areas	No			\$10,000		\$10,000
		Security Enhancements	No		\$6,020	\$2,580		\$8,600

**Schedule G to Report FIN-2019-007**

**2019 Capital Plan**

Project Cost				Funding					
Service	Department	Capital Project	Reserve Contribution	Type Grant	Levy	Discretionary_Reserve	Restricted_Reserves	Grand Total	
Parks and Recreation									
	ORC								
		ORC Equip.	Yes		\$5,000			\$5,000	
		ORC Fac. Improv.	Yes		\$10,000			\$10,000	
	Parks								
		Parks Infrastr.	Yes		\$25,000			\$25,000	
		Parks Equip.	Yes		\$5,000			\$5,000	
		Puslinch Community Centre Park - Back Soccer Fields	No	\$540,851			\$43,404	\$584,255	
		Fox Run Park	No	\$53,404			\$65,096	\$118,500	
	PCC								
		PCC Equip.	Yes		\$5,000			\$5,000	
		PCC Fac. Improv.	Yes		\$10,000			\$10,000	
Public Works									
	Public Works								
		Aberfoyle Sidewalks	No		\$25,000			\$25,000	
		Concession 4- 35 to Sideroad 10	No		\$280,000			\$280,000	
		Victoria Rd (Aberfoyle Pit 2 to County Road 36)	No	\$169,421	\$41,019		\$299,560	\$510,000	
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000	
		Public Works Equip.	Yes		\$50,000			\$50,000	
		Bridge and Culvert Inspections - 2019	No		\$7,500			\$7,500	
		Concession 11 railway crossing - 34 to Sideroad 17	No		\$50,000			\$50,000	
		Concession 1 -35 to Sideroad 20 South	No		\$303,000			\$303,000	
		Concession 2- Sideroad 10 South to 32	No		\$5,400	\$228,000		\$233,400	
		Gravel Packer - New Equipment for Grader	No		\$26,000			\$26,000	
		Paving of Gravel Roads - Notice of Motion	No		\$25,000			\$25,000	
<b>Grand Total</b>					<b>\$837,212</b>	<b>\$1,084,916</b>	<b>\$301,530</b>	<b>\$426,960</b>	<b>\$2,650,618</b>

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** **Corporate**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - GIS Integration - Online Version of Comprehensive Zoning By-law - Permitted Uses and Special Provisions for each Property  
Project Type - Technological and Customer Service Enhancement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Comprehensive zoning by-law was passed in 2018. The interactive online version of the by-law would link to the Geocortex system and allow customers and internal staff including the Building Department staff involved in the building permit intake process to click on a property to determine the permitted uses and special provisions for the property. It is recommended that 50% of the cost be Building Reserve funded as zoning is applicable law under the Building Code Act.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Not applicable

**4 - Project Description**

See purpose above.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>			
<b>Cash in Lieu of Parkland</b>		<b>Additional information related to DC's</b>	
<b>Building Surplus Reserve</b>	2,500	Project # and Description in DC	
<b>Corporate IT Software</b>	2,500		
<b>Discretionary Reserve</b>			
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			Year in DC Study
<b>Other (grants)</b>			% of DC Funding allowed in DC
<b>Total Funding</b>	<b>5,000</b>	Service Area in DC	

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
County of Wellington Services				5,000	5,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>5,000</b>	<b>5,000</b>	-	-	-	-
Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff	# PT Staff
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
<b>Total Incr. Exp./(Rev.)</b>	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** Corporate

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Pay Equity Study  
Project Type - Study

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Compensation review to ensure that salary levels for Township positions remain competitive with external market, that internal equity has been maintained and that pay equity maintenance obligations in the Pay Equity Act are met.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Not applicable

**4 - Project Description**

The last pay equity study was completed in 2014. It was recommended by McDowall Associates that job evaluation, weighting/banding and salary structure be reviewed every 5 to 7 years to ensure that these key elements of the compensation program are able to support organizational requirements.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	20,000	<p style="text-align: center;"><b>Additional information related to DC's</b></p> <p>Project # and Description in DC</p> <p>Year in DC Study</p> <p>% of DC Funding allowed in DC</p> <p>Service Area in DC</p>	
<b>Gas Tax</b>			
<b>Aggregate Levy</b>			
<b>Cash in Lieu of Parkland</b>			
<b>Building Surplus</b>	5,000		
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Capital Carry-forward</b>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>25,000</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019				Future Phases <sup>Note B</sup>				
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Consulting Services				25,000	25,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>25,000</b>	<b>25,000</b>	-	-	-	-

**Note B:** The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
<b>Total Incr. Exp./(Rev.)</b>	-	-		

TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET

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Department

Corporate

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Marketing and Branding Implementation

Project Type - Destination Marketing/Branding

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Several recent reports recommended that the Township undertake destination marketing/branding initiatives. The Township's Business Retention and Expansion Report indicates that a barrier Township businesses identified was the lack of signage/awareness of amenities. Recommendation number 41 in the Recreation and Parks Master Plan indicates establishing a consistent signage design template and install at all parks, recreation facilities, and trail heads. The Township's Community Improvement Plan recommended undertaking the development of branding and marketing materials. The Township's Community Based Strategic Plan recommended that the Township "Create a Puslinch Identity" through destination marketing/branding. The County of Wellington developed a Signage Plan in February 2016 to complement and unify member municipality signage. The Township's Logo and Brand Strategy project recommended the following logo/brand implementation initiatives:

- 1.) Master Planning Exercise to identify key areas within the Township most appropriate for signage (ie. replaceable lamp post banners, signage at main Township entries, Township flags available to residents, etc.) - \$3,500
- 2.) Develop signage assets for identified areas (ie. signage identifying Township facilities, parks, trails, wayfinding signage, urban centre identification signage, etc.) - \$22,500
- 3.) Add livery to government vehicles and equipment - \$2,500 per vehicle/equipment \* 23 (equipment replacement schedule) = \$57,500
- 4A.) Website upgrades including new logo and brand and to ensure consistent website experience from desktop to mobile - \$17,000 (eSolutions quote)
- 4B.) Audit and edit of key content to include brand attributes - \$2,800
- 5.) Business materials (ie. business cards, letterhead, envelopes, etc.) - \$1,500
- 6.) Mark government building main entrances with new identity - \$1,000
- 7.) Update Township uniforms and clothing with new identity - as required

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Throughout the Township

**4 - Project Description**

It is recommended that this be a two phase project that extends to 2020 in order to enable utilizing funds from the County's Business Retention and Expansion Implementation Fund grant funding again in 2020 (annual application). The Township applied to the Rural Economic Development (RED) Program with the Ontario Ministry of Agriculture, Food and Rural Affairs. Grant applicants will be notified of approval by January 2019. The costs for external signs and decorative flags are not eligible under the RED program. The following eligible costs under the RED application are noted below:  
 -signage design costs - \$3,800  
 -website upgrades - \$3,500  
 -business materials - \$1,500

It is recommended that the Ontario Main Street Revitalization Initiative (OMSRI) funds of \$44,135.34 (in accordance with Council Resolution No. 2018-159) be utilized to fund the actual signage costs and the installation of the signage within the main street areas, as defined in the Township's existing Community Improvement Plan. This includes wayfinding/directional and gateway signage within the CIP project area (ie. Aberfoyle and Morriston urban centres), and consistent signage installed at the Puslinch Community Centre grounds and facilities (2 signs), Millenium Garden, Historic Corner Block (Church and Queen Street). Eligible costs under the OMSRI can only be incurred up until March 31, 2020.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	6,250		
<b>Cash in Lieu of Parkland</b>			
<b>Discretionary Reserve</b>			
<b>Development Charges <span style="color: red;">Note A</span></b>			
<b>County of Wellington BR+E Fund</b>	25,000		
<b>Rural Economic Development Program</b>	4,400		
<b>Ontario's Main Street Revitalization Initiative</b>	44,135		
<b>Total Funding</b>	<b>79,785</b>		

<b>Additional information related to DC's</b>	
Project # and Description in DC	
Year in DC Study	
% of DC Funding allowed in DC	
Service Area in DC	

**Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.**

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Marketing and Branding Implementation				79,785	79,785	25,000			
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>79,785</b>	<b>79,785</b>	<b>25,000</b>	-	-	-
<b>Note B:</b> The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues				# FT Staff
Incremental Salary and Benefits				# PT Staff
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department**

**Corporate**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Computer Equipment  
Type - Replacement of Laptops and Desktops

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

5 year replacement cycle for laptops and desktops.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Township Office

**4 - Project Description**

1 laptop is being replaced in the fire department and 2 desktops are being replaced in the Customer Service front desk. All of the replacements are at least 5 years of age.

1 laptop - \$1,500  
1 docking station - \$250  
2 desktops - \$1,000 each - \$2,000  
Onserve setup - \$270 times 3 = \$810  
Total cost - \$4,560 + nonrefundable portion of HST = \$4,650

**5 - Capital Funding for 2018 Expenditures**

<b>Tax Levy</b>	3,083		
<b>In Lieu of Parkland</b>		<b>Additional information related to DC's</b>	
<b>Building Reserve</b>	1,567	Project # and Description in DC	
<b>DC Reserve Fund</b> <span style="color: red; font-size: small;">Note A</span>		Year in DC Study	
<b>Other (grants)</b>		% of DC Funding allowed in DC	
<b>Total Funding</b>	<b>4,650</b>	Service Area in DC	

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2018					Total 2018	2019	2020	2021	2022
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC						
Replacement of laptops/desktops		4,650				4,650	10,000	10,000	10,000	10,000
						-				
						-				
						-				
<b>Total Cost</b>	-		-	-		<b>4,650</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<p><b>Note B:</b> The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.</p>										

**7 - Incremental Operating Budget Impact**

	<b>2018</b>	<b>Annualized</b>	
Incremental Revenues			<b># PT Staff</b>
Incremental Salary and Benefits			
Incremental Non-Salary Costs			
Total Incr. Exp./ (Rev.)	-	-	

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department**      Finance

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Development Charges Study  
Project Type - Study

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

New study has commenced in 2018 in order to meet the legislative deadline to pass the by-law by September 2019 (required to be updated every 5 years).

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Not applicable

**4 - Project Description**

Unless it expires or is repealed earlier, a development charge by-law expires five years after the day it comes into force. By-Law No. 2014-054 expires on September 3, 2019.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	2,100		
<b>Cash in Lieu of Parkland</b>		<b>Additional information related to DC's</b>	
<b>Building Surplus</b>		Project # and Description in DC	6 - Development Charges Study
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>	18,900	Year in DC Study	2019
<b>Capital Carry-forward</b>		% of DC Funding allowed in DC	90%
<b>Total Funding</b>	<b>21,000</b>	Service Area in DC	Administration Studies

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019				2019	Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC		2020	2021	2022	2023
Consulting Services				21,000	21,000				
<b>Total Cost</b>	-	-	-	<b>21,000</b>	<b>21,000</b>	-	-	-	-

**Note B:** The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff    # PT Staff	
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department**

**Fire**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Thermal Imaging Camera

Type - Replacement Equipment

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Thermal imaging originally purchased in 2009 is a method of improving visibility of objects in a dark environment by detecting the objects' infrared radiation and creating an image based on that information. Thermal imaging camera are primarily used in fire events, hazardous material leaks and missing persons (dark environment). This tool is vital in locating fires, firefighters and/or victims within a structure. The recommended lifecycle is 10 years as per manufacturer's recommendation. The current camera is outdated and requires replacement.

Thermal Imaging Cameras are used for search and rescue activities both in structures and for use outdoors. Thermal Imaging Cameras are also used for fire attack, inspecting for fire extention, overhaul activities, hazardous materials calls, arson investigation and motor vehicle accidents. In smoke filled enviroments it assists with visibility. It also will identify and sense temperature differentials. Thermal Imaging Cameras are also sensitive enough to find heat traces, such as foot prints.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Fire Station - Aerial 33

**4 - Project Description**

Thermal Imaging Cameras are tools essential to the fire service and assist in the safety of our fire fighters. Previously budgeted for \$10, 300. We have sourced a Thermal Imaging Camera that will suit our needs at this lower cost.

**5 - Capital Funding for 2019 Expenditures**

**Tax Levy**

--	--

**Gas Tax**

--	--

**Aggregate Levy**

--	--

**Cash in Lieu of Parkland  
Equipment Replacement**

--	--

**Discretionary Reserve**

	5,980
--	-------

**Development Charges** Note A

--	--

**Additional information related to DC's**

Project # and Description in DC

--

Year in DC Study

--

<b>Other (grants)</b>		% of DC Funding allowed in DC Service Area in DC	
<b>Total Funding</b>	<b>5,980</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Thermal Imaging Camera		4,935			4,935				
Truck Mount/Charger		1,045			1,045				
					-				
<b>Total Cost</b>	-	<b>5,980</b>	-	-	<b>5,980</b>	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues				# FT Staff
Incremental Salary and Benefits				# PT Staff
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department**

**Fire**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Paint Pumper 31 Truck Body  
Type - Paint Replacement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

To remove rust and old paint that is flaking off the truck body of Pumper 31. Pump 31 is not due for replacement until 2025.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Fire Station - Pumper 31 - Asset Number 5031

**4 - Project Description**

Remove and replace all equipment, roll-up doors, lights, e.t.c. located on Pumper 31 truck body. Soda blast corrosion, body work, prep, prime and paint. (\$7356.80) Replace decals (\$1500).

Staff reviewed the option of wrapping the vehicle with vinyl, however this was not a recommended option by Fleet Image.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>		<p style="text-align: center;"><b>Additional information related to DC's</b></p> <p>Project # and Description in DC</p> <p>Year in DC Study</p> <p>% of DC Funding allowed in DC Service Area in DC</p>	
<b>Gas Tax</b>			
<b>Aggregate Levy</b>			
<b>Cash in Lieu of Parkland</b>			
<b>Vehicle Replacement</b>	8,857		
<b>Discretionary Reserve</b>			
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>8,857</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Materials and Labour		8,857			8,857				
					-				
					-				
<b>Total Cost</b>	-	<b>8,857</b>	-	-	<b>8,857</b>	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	2019	Annualized		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

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2019 CAPITAL BUDGET**

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**Department**

**Fire**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Carbon Monoxide Pulse Oximeter - Masimo Rad 57  
Project Type - New Equipment

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Carbon Monoxide (CO) is an odorless, colorless gas that can cause sudden illness and death. CO is produced from a variety of sources such as vehicles, gasoline engines, camp stoves, lanterns, burning charcoal and wood, heating systems, poorly vented chimneys and natural gas/propane burning appliances. Structural fires are another common source of CO exposure for both victims and firefighters. Using a CO Pulse Oximeter provides firefighters with a patient's pulse, oxygen saturation and carbon monoxide level in the patient's blood. Firefighters are always at risk of CO poisoning and should be evaluated while in rehab during firefighting operations. Using a Pulse CO-oximeter is simple, accurate and very fast. The signs and symptoms of CO poisoning often are similar to other illnesses, which may lead to a misdiagnosis by medical providers. Prehospital providers need to be aware of these symptoms and how they may be present with patients experiencing elevated levels of carboxyhemoglobin. The only way to truly diagnosis Carbon Monoxide poisoning in the field is through the use of a CO Pulse Oximeter.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Fire station - Rescue 35 equipment inventory

**4 - Project Description**

A CO pulse oximeter would aid in the diagnosis of CO poisoning and in turn expedite the treatment for CO poisoning. It is also used to provide a patient's pulse and oxygen saturation.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	4,679		
<b>Cash in Lieu of Parkland</b>		<b>Additional information related to DC's</b> Project # and Description in DC  Year in DC Study  % of DC Funding allowed in DC Service Area in DC	
<b>Equipment Replacement</b>			
<b>Discretionary Reserve</b>			
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Other (grants)</b>			
<b>Total Funding</b>	-		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019				Future Phases <span style="color: red;">Note B</span>				
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Materials and Labour		4,679			4,679				
					-				
					-				
<b>Total Cost</b>	-	4,679	-	-	4,679	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff	# PT Staff
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
<b>Total Incr. Exp./(Rev.)</b>	-	-		

TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET

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Department

Fire

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Apparatus Tires  
Type - Replacement of Original Tires

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Currently tires have not had a replacement schedule. It was realized that due to the wear and the deterioration of the tire composition, that replacement is required and had not been previously budgeted in the Capital Budget and Forecast. The Township's recent Asset Management Program - Phase 2 project identifies the need to establish a replacement schedule for vehicle tires as a component of the entire asset (the lifecycle of tires is lower than the lifecycle of the vehicle).

NFPA® 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles 2017 Edition indicates:

8.3.6\* Tires shall be replaced at least every 7 years or more frequently when the tread wear exceeds state or federal standards as determined by measuring with a tread depth gauge. [See 6.3.1(4). \* Tires have a tread depth of less than 4/32 in. (3.2 mm) on any steering axle or 2/32 in. (1.6 mm) on any nonsteering axle at any two adjacent major tread grooves anywhere on the tire.

The NFPA 1911 Standard is a guideline. It is recommended that the Township's policy for tire replacement be 10 years (for vehicles with a 20 year lifecycle) and 8 years (for vehicles with a 25 year lifecycle).

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Fire & Rescue vehicles:  
Pump 31 - Asset No. 5031  
Tanker 37 - Asset No. 7006  
Tanker 38 - Asset No. 5038  
Car 1 (Pick-up truck) - Asset No. 7005A

**4 - Project Description**

A tire replacement schedule has been provided to Urban Environmental Management as part of the Township's Asset Management Program - Phase 2 project. The safety of fire fighters when operating vehicles rests on apparatus tires. Some of the busy days for suppression crews are when there is inclement weather and poor driving conditions. Puslinch Fire and Rescue vehicles and personnel must safely arrive at their destination and in a timely manner. By ensuring our rubber stays on the road, we are also possibly preventing a vehicle collision.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>			
<b>Gas Tax</b>			
<b>Aggregate Levy</b>			
<b>Cash in Lieu of Parkland Vehicle Replacement Discretionary Reserve</b>	14,806	<b>Additional information related to DC's</b>	
<b>Development Charges <span style="color: red;">Note A</span></b>		Project # and Description in DC	
<b>Other (grants)</b>		Year in DC Study	
<b>Total Funding</b>	<b>14,806</b>	% of DC Funding allowed in DC Service Area in DC	

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>				
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023	2024
Pump 31 (all 6 tires)	4,884				4,884					
Tanker 37 (8 of 10 tires)	6,984				6,984					
Tanker 37 (2 front tires)	-				-					1,746
Tanker 38 (2 front tires)	1,746				1,746					
Car 1 (all season - 4 tires)	1,192				1,192					
Aerial 33 (all 6 tires)					-		5,238			
Pump 32 (all 6 tires)					-			4,404		
Rescue 35 (replace vehicle - 2020)										
<b>Total Cost</b>	<b>14,806</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,806</b>	<b>-</b>	<b>5,238</b>	<b>4,404</b>	<b>-</b>	<b>1,746</b>

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

7 - Incremental Operating Budget Impact

	2019	Annualized
Incremental Revenues		
Incremental Salary and Benefits		
Incremental Non-Salary Costs		
Total Incr. Exp./(Rev.)	-	-

# FT Staff	# PT Staff

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Department

Fire

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Structural Firefighting Ensembles  
Type - Replacement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Structural firefighting ensembles have a 10-year life cycle from the date of manufacturer as per National Fire Protection Association 1851 "Standard on Selection, Care, Maintenance of Protective Ensembles for Structural Firefighting".

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

This product is required by each fire and rescue firefighter staff member

**4 - Project Description**

Structural firefighting ensembles (pants and jacket) is a three-component ensemble intended to protect the fire fighter from radiant and thermal exposure, unexpected flashover conditions, and puncture and abrasion hazards while still maintaining an adequate level of dexterity and comfort. Five (5) firefighter ensembles required in 2019 at a cost of \$2731 per unit. Five (5) helmets required in 2019 at a cost of \$290 per unit.

Please note that structural firefighter ensemble is custom fitted to each firefighter. However, there have been instances where firefighter gear of resigned firefighters are re-used for the newly recruited firefighters (ie. firefighters who are the exact same size).

Unused structural firefighter ensemble (ie. after the ensemble reaches its 10 year useful life) is sent to "Firefighters without borders" and the "Northern Protection Association" as donations for communities that cannot support their own fire service. This gear is still suitable for defensive firefighting and these communities do not conduct aggressive interior firefighting, just defensive/exterior operations.

Prior to the purchase of the structural firefighting gear, staff will look for cost saving opportunities through cooperative purchasing opportunities with neighboring municipalities.

**5 - Capital Funding for 2019 Expenditures**

Tax Levy	15,105
Gas Tax	
Aggregate Levy	

<b>Cash in Lieu of Parkland</b>		<b>Additional information related to DC's</b> Project # and Description in DC Year in DC Study % of DC Funding allowed in DC Service Area in DC	
<b>Discretionary Reserve</b>			
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>15,105</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Structural firefighting ensembles		15,105			15,105	9,063	6,042	-	12,084
					-				
					-				
					-				
<b>Total Cost</b>	-	<b>15,105</b>	-	-	<b>15,105</b>	<b>9,063</b>	<b>6,042</b>	-	<b>12,084</b>

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		<b># FT Staff</b>	<b># PT Staff</b>
Incremental Revenues					
Incremental Salary and Benefits					
Incremental Non-Salary Costs					
<b>Total Incr. Exp./(Rev.)</b>	-	-			

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** Municipal Office

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - New Flooring  
Project Type - Facility Improvement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Continue upgrading flooring for a consistent and improved aesthetic appeal in the Municipal Office.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Municipal Office

**4 - Project Description**

It is recommended that the flooring be upgraded for the Clerks area and Council Chambers.

**5 - Capital Funding for 2019 Expenditures**

Tax Levy	7,000
Gas Tax	
Aggregate Levy	
Cash in Lieu of Parkland	
Building Surplus Reserve	3,000
Development Charges <span style="color: red; font-size: small;">Note A</span>	
Other (grants)	
<b>Total Funding</b>	<b>10,000</b>

Additional information related to DC's	
Project # and Description in DC	
Year in DC Study	
% of DC Funding allowed in DC	
Service Area in DC	

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
New Flooring				10,000	10,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>10,000</b>	<b>10,000</b>	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff	# PT Staff
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department**                      **Municipal Office**

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Security Enhancements  
Project Type - New Equipment

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Security enhancements to the Municipal Office.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Municipal Office

**4 - Project Description**

Installation and labour for security enhancement features for the Municipal Office including Public Works and Fire.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	6,020	<b>Additional information related to DC's</b> Project # and Description in DC Year in DC Study % of DC Funding allowed in DC Service Area in DC	
<b>Cash in Lieu of Parkland</b>			
<b>Building Surplus Reserve</b>	2,580		
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>8,600</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Materials and Labour				8,600	8,600				
<b>Total Cost</b>	-	-	-	<b>8,600</b>	<b>8,600</b>	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

7 - Incremental Operating Budget Impact

	2019	Annualized		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs	244			
Total Incr. Exp./(Rev.)	244	-		

24 hour monitoring by a ULC Listed Alarm Service Provider is \$19.99 + tax per month with a provided customer analog phone line.

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Department

Parks

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Puslinch Community Centre Park - Back Soccer Fields Upgrade

Project Type - Parks Improvement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

**2014 and 2015**

The Township of Puslinch undertook, with the assistance of its consultant Monteith Brown Planning Consultants a project to research, develop and produce a fiscally responsible Master Plan document for recreation, parks, open space and trails including their respective services and facilities. The Master Plan engaged the community, municipal representatives, and other stakeholders throughout the process to gain an understanding of the broad range of leisure interest and to raise awareness for the Master Plan and the recreation and park opportunities that are available within the Township. Throughout the body of the Recreation and Parks Master Plan, recommendations were identified at the end of each subsection or topic area. The Master Plan contained 49 recommendations which have been divided into three (3) categories including:

- Service Delivery;
- Facility Needs; and
- Parks, Open Space.

The Master Plan also included an Implementation Strategy which indicated priority, timing and any considerations including potential operating and capital costs.

On May 20, 2015, Council passed Resolution No. 2015-213, stating that Council:

....adopt in principle the 2015 Township of Puslinch Recreation and Parks Master Plan prepared by Monteith Brown dated May 20, 2015 attached as Schedule "A" to report REC-2015-004; and

That Council consider any recommendations made in the 2015 Township of Puslinch Recreation and Parks Master Plan which contain budget implications during the 2016 Budget process.

On October 2015, Phase 1 of the Park Master Plan was launched (recommendation No. 32 in the Recreation and Parks Master Plan). The purpose of Phase 1 of the Puslinch Community Centre Park Master Plan was to more closely examine options for the site informed by public input.

The design of the park has changed as new features have been added over time. Designing the expansion provides an ideal opportunity to examine the functionality of the entire park, such as the potential relocation of the playground and/or the re-purposing of other uses.

The draft concept plans were presented by municipal staff to the Township's Recreation Committee on November 17, 2015 for initial review and based on comments received from the Committee, were revised prior to presentation to the public. On November 26, 2015, a public open house was held at the Optimist Recreation Centre to present the draft concept plans to interested residents and stakeholders. The concept plans and display panels were also posted on the Township's website from late November 2015 to January 31, 2016, during which comments were welcomed by the Township.

### **2016**

The Parks Master Plan (Phase 1) was presented to Council by the Township's Consultant, Monteith Brown Planning Consultants on March 16, 2016. By Council Resolution 2016-115: Council received the presentation from Mr. Steve Langlois, Principal Planner, Monteith Brown Planning Consultants regarding the Puslinch Community Centre Park Master Plan (Phase 1).

On July 21, 2016, Council directed staff to have the consultants prepare, for their consideration, a Concept Plan and costing that:

- Includes a Lit Ball Diamond
- The addition of a 9x9 soccer field
- The addition of a 11x11 soccer field
- Accessible playground area
- Removal of the Horseshoe Pits
- Removal of the cement block building (booth)
- No splash pad
- Tennis courts remaining where they are currently located
- Horse paddock and pull track remaining where they are currently located
- Consideration for the Fall Fair requirements

### **2017**

The new concept plan and costing was presented to Council by the Director of Public Works and Parks on February 24, 2017. By Council Resolution 2017-057: Council received the presentation from the Director of Public Works and Parks and directed staff to have the consultants prepare, for their consideration, a Phasing and Implementation Plan including all associated costs. The phasing and implementation plan including all associated costs was presented to Council at its meeting held on June 28, 2017. By Council Resolution No. 2017-234: Council received Report REC-2017-009

regarding Service Levels and Recreation and Parks Master Phasing and Implementation Plan and Costing and directed staff to report back on the funding options during the 2018 Capital Budget. The funding options for Phase 1 and Phase 2 of the Parks Master Plan was presented to Council at its 2018 Capital Budget meeting held on September 27, 2017 through Report FIN-2017-029. The funding strategy noted in the 2018 Capital Budget and Forecast included 65% of the funds required for the completion of Phase 1 and Phase 2 of the Parks Master Plan to be funded from provincial and/or federal grants and community fundraising efforts. At the September 27, 2017 Council Meeting, Council directed staff to hold the Public Meeting regarding the Parks Master Plan in 2019 and to report back during the 2019 budget deliberations on the costs to upgrade the back fields to a soccer pitch. Council at its Council Workshop held on June 26, 2018 received Report REC-2018-002 regarding the Puslinch Community Centre - Back Soccer Fields and authorized through Council Resolution No. 2018-218 the single source retainer of Landscape Planning Limited to coordinate the OLS Survey, Geotechnical Investigation, and other design works related to the soccer field including:

- A Category 5 - School Yard Soccer Field - With Lights (lights were authorized by Council Resolution No. 2018-238 on July 18, 2018 after confirmation was received by the Grand River Conservation Authority)
- Granular Parking Lot Upgrades Without Lights
- Drainage Culvert Works at Maple Leaf Lane
- Completion of all Underground Services
- Completion of Landscaping and Grading Works for the Soccer Field
- Separate Costing for the Supply and Installation of Player's Benches and Bleachers
- Asphalt Walkway Connections - (contingent on receiving Wellington County Trail Funding as identified in Council Resolution No. 2018-238 on July 18, 2018)

Council at its Council Meeting held on July 18, 2018 received Report REC-2018-005 regarding the Puslinch Community Centre Park - Back Soccer Fields - Update and authorized through Council Resolution No. 2018-238 to apply to the Canada Infrastructure Program - Phase 2 Grant Funding Program and the Ontario Trillium Fund - Capital Grants Program.

Township staff have applied to the Ontario Trillium Fund - Capital Grants Program for \$150,000 grant. Funding decisions will be made in January 2019. Township staff have obtained confirmation from the County of Wellington that the Wellington County Trail Funding program will extend to November 30, 2019 (amount of funding remaining for the Township is \$43,403.91). Based on discussions with the Association of Municipalities of Ontario, the program details and application for the Canada Infrastructure Program - Phase 2 project will be available before the end of 2018. The Puslinch Minor Soccer Club has established a "Field Development Fund" and have contributed \$5,000 to this fund.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Puslinch Community Centre Park

**4 - Project Description**

The tender documentation will include a clause that the awarding of the project is contingent on receiving funding from third party sources. The construction cost estimate obtained from Landscape Planning Limited as of August 15, 2018 associated with this project is outlined below:

<b>Description</b>	<b>Amount</b>	<b>Subtotal</b>	<b>Comments</b>
<b>A: Division 1 Requirements</b>			
Bonding	\$ 6,000		
Mobilization/Demolition	\$ 5,000		
Site Preparations	\$ 10,000	\$ 21,000	
<b>B: Site Servicing</b>			
<b>Storm Drainage Systems</b>			
CBs/MHs/Culverts/LID	\$ 20,000		
<b>Electrical Site Servicing</b>			
Electrical Service, Conductors and Connections	\$ 45,000		Tender to include separate costing.
Supply & Install Empty Electrical Conduit	\$ 20,000	\$ 85,000	
<b>C: Grading Works</b>			
Rough Grade/Topsoil (Replace, Spread and Fine Grade)	\$ 50,000	\$ 50,000	
<b>D: Paving/Hard Surfacing</b>			
Granular Parking Lot	\$ 76,875		
150 mm h.t. Concrete Curb (parking lot ends)	\$ 25,875		
Concrete Bumper Blocks (parking lot)	\$ 5,100		
Asphalt Walkway Connections	\$ 23,460		
Concrete Bleacher Pads	\$ 13,000	\$ 144,310	Tender to include separate costing.
<b>E: Sports Facilities Items/Fencing</b>			
Senior Soccer Field with Lights	\$ 150,000		Tender to include separate costing for lights.
Portable Bleachers (soccer field only)	\$ 17,800		Tender to include separate costing.
Players Benches (21'-0") (soccer field only)	\$ 2,400	\$ 170,200	Tender to include separate costing.
<b>F: Soft Landscape</b>			
Edge Management Planting (naturalization)	\$ 15,000		

Sod	\$ 40,000		
<b>Description</b>	<b>Amount</b>	<b>Subtotal</b>	
Seed	\$ 25,000	\$ 80,000	
<b>Estimated Construction Cost</b>		<b>\$ 550,510</b>	
Permit & Testing Allowance		\$ 7,500	
8% Contingency		\$ 44,041	
<b>Total Estimated Construction Cost</b>			<b>\$ 602,051</b>
<b>Consulting Fees</b>			
Landscape Architectural - Civil and Electrical (7% of Cost Estimate excl. site furnishings)		\$ 40,730	Council Resolution No.'s 2018-218 and 238
OLS Surveying Fees		\$ 5,300	Council Resolution No.'s 2018-218 and 238
Geotechnical Investigation Fees		\$ 6,175	Council Resolution No.'s 2018-218 and 238
		<b>\$ 52,205</b>	
<b>Grandtotal - Construction Cost and Consulting Fees</b>			<b>\$ 654,255</b>

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>		
<b>Capital Carryforward</b>	70,000	Council Resolution No.'s 2018-218 and 238
<b>Ontario Trillium Fund - Capital Grants</b>	150,000	Funding announcement in January 2019
<b>Cash in Lieu of Parkland</b>	43,404	Required to be spent by November 30, 2019
<b>Canada Infrastructure Program - Phase 2</b>	301,025	Funding application available in late 2018
<b>Donations</b>	89,826	
<b>Discretionary Reserve</b>		
<b>Gas Tax</b>		
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>		
<b>Total Funding</b>	<b>654,255</b>	

**Additional information related to DC's**

Project # and Description in DC	1. Provision for Parkland Development
Year in DC Study	2014-2023
% of DC Funding allowed in DC	90%
Service Area in DC	Parks and Recreation Services

**Note A:** Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Consulting Fees	52,205				52,205				
Construction Costs			301,025	301,025	602,051				
<b>Total Cost</b>	<b>52,205</b>	-	<b>301,025</b>	<b>301,025</b>	<b>654,255</b>	-	-	-	-
<b>Note B:</b> The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues				# FT Staff
Incremental Salary and Benefits				# PT Staff
Incremental Non-Salary Costs	4,375			
Total Incr. Exp./(Rev.)	<b>4,375</b>	-		

**Non-Incremental Operating Costs**

Description	Hours/Week	No. of Weeks	Rate/Hour	Cost/Season
Equipment - Truck, Trailer, Mower	2	24	\$50	\$2,400
Labour & Benefits	2	24	\$31.72	\$1,523
<b>Non-Incremental Costs</b>				<b>\$3,923</b>

The above costs are considered non-incremental as the Township is currently completing these services (ie. lawn mowing) for the back soccer fields.

**Incremental Operating Costs**

Description	Hours/Week	No. of Weeks	Rate/Hour	Cost/Season
Hydro				\$2,000
Portable Toilets				\$2,000
Rolling				\$125
Fertilizing				\$250
<b>Incremental Costs</b>				<b>\$4,375</b>

TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET

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Department

Parks

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Fox Run Park - Survey, Drainage, Accessible Crushed Stone Trail, and Benches  
Project Type - Parks Improvement

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

At the September 19, 2018 Council Meeting, Council directed staff through Council Resolution No. 2018-283 to include funds in the 2019 budget for consideration to maintain the park to the current standard, identify the park with signage upon completion of the Township's logo and branding project, proceed with the installation of an accessible walking path and benches to be completed in 2019, address the drainage issues of the park, and report back on the feasibility of the completion of the above without the use of a consultant."

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Fox Run Park

**4 - Project Description**

1.) Completion of a survey to note the boundaries of the property and any encroachments on Block 55, Plan 795 - \$4,000

**GM BluePlan Costs:**

- 2.) Comparing the current drainage with what was approved as part of the original subdivision for Fox Run Phase 1 which includes completion of a topographic survey, preparing base plan and comparing to approved plan - \$3,300
- 3.) Preparation of a drainage design and drawing. The drainage design and drawing to include an accessible crushed stone trail design from one side of the park to the other side of the park on a Site Plan that would be presented at a Public Meeting for Public Input - \$5,200
- 4.) Fixing drainage issues including preparation of quotation package, obtaining quotes, and overseeing construction - \$3,000
- 5.) Council at its meeting held on January 16, 2019 provided pre-budget approval for the commencement of the works identified in items 1 to 4 above. Also, Council approved estimated costs of \$20,000 for the actual construction costs associated with fixing of the drainage issues. The extent of work required at this time is not determinable.
- 6.) Facilitating an accessible crushed stone trail from one side of the park to the other side of the park including preparation of quotation package, obtaining quotes, and overseeing construction - \$3,000

Township staff have not determined the costs associated with other alternatives for designing the accessible crushed stone trail (ie. University of Guelph).

**Other Costs:**

- 7.) Signage - costs are included in the Capital Budget and Forecast in 2019 and 2020 titled "Marketing and Branding Implementation" for all signage identifying Township facilities, parks, trails and vehicles.
- 8.) Crushed Stone Trail - unit price per metre for crushed stone trail is approximately \$150/metre. It is expected that the trail design may still include a paved approach into the park from the road at each access point, as well as potentially a smaller paved area at the rest areas to accommodate the accessibility requirements. The previous unit price provided of \$230/metre would apply to these paved areas. Not knowing the final trail design (ie. length and number of rest stops), GM BluePlan has estimated construction costs including an approximately 450 metre trail, one or two benches at approximately \$80,000. This cost excludes major drainage modifications if required.

**5 - Capital Funding for 2019 Expenditures**

<b>Wellington County</b>	10,000
<b>Accessibility Funding</b>	
<b>Wellington County Trails</b>	43,404
<b>Funding</b>	

<b>Cash in Lieu of Parkland</b>	15,096	<b>Additional information related to DC's</b>		
<b>Discretionary Reserve</b>		Project # and Description in DC	3 - Provision for Trail Development	
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>	50,000	Year in DC Study	2015	
<b>Other (grants)</b>		% of DC Funding allowed in DC	90%	
<b>Total Funding</b>	<b>118,500</b>	Service Area in DC	Parks and Recreation Services	

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019				2019	Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC		2020	2021	2022	2023
Survey - Boundary and Encroachments	4,000				4,000				
Drainage including Trail Design on Site Plan - GM BluePlan Costs	11,500				11,500				
Drainage Construction Costs - Estimate		20,000			20,000				
Accessible Trail - GM BluePlan Costs		3,000			3,000				
Crushed Stone Trail with 2 Benches Construction Costs - Estimate			80,000		80,000				
<b>Total Cost</b>	<b>15,500</b>	<b>23,000</b>	<b>80,000</b>	<b>-</b>	<b>118,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
<b>Incremental Revenues</b>			<b># FT Staff</b>	<b># PT Staff</b>
<b>Incremental Salary and Benefits</b>				
<b>Incremental Non-Salary Costs</b>				

Total Incr. Exp./(Rev.)

-

-

In 2018, Fox Run Park was cut bi-weekly by an outside contractor. Therefore, the non-incremental costs associated with maintaining the park to its current standard are budgeted in Contract Services - 01-0110-4320 as part of the Operating Budget at an amount of \$3,240.

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2019 CAPITAL BUDGET**

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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Additional Equipment for Grader (Asset No. 8002)  
Project Type - New Equipment - Gravel Packer

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Improve driving surface after grading, reduce gravel loss and improve surface drainage.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

N/A

**4 - Project Description**

Packing loose gravel simultaneously while grading gravel roads. This will eliminate the need for additional time for packing the loose gravel surface after grading. Equipment is transferable when the grader is replaced.

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	26,000		
<b>Cash in Lieu of Parkland</b>		<b>Additional information related to DC's</b> Project # and Description in DC Year in DC Study % of DC Funding allowed in DC Service Area in DC	
<b>Discretionary Reserve</b>			
<b>Development Charges</b> <span style="color: red; font-size: small;">Note A</span>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>26,000</b>		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				26,000	26,000				
Grader Replacement					-			350,000	
<b>Total Cost</b>	-	-	-	<b>26,000</b>	<b>26,000</b>	-	-	<b>350,000</b>	-
<span style="color: red;">Note B:</span> The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff   # PT Staff	
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
<b>Total Incr. Exp./(Rev.)</b>	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Road Construction  
Project Type - Drainage and Repave

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Asset No. 144 - Guelph Junction Railway requires completion of a major upgrade to the railway crossing on Concession 11. The amount budgeted is 50% of the total costs.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Concession 11- railway crossing between Wellington Road 34 and Sideroad 17

**4 - Project Description**

Upgrade the road crossing with new asphalt, replacement of culverts and cleaning of ditches in the area

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	50,000		
<b>Gas Tax</b>			
<b>Aggregate Levy</b>			
<b>Cash in Lieu of Parkland</b>			
<b>Discretionary Reserve</b>			
<b>Development Charges</b>			
<small>Note A</small>			
<b>Other (grants)</b>			
<b>Total Funding</b>	<b>50,000</b>		

Additional information related to DC's		
Project # and Description in DC		
Year in DC Study		
% of DC Funding allowed in DC		
Service Area in DC		

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <small>Note B</small>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				50,000	50,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>50,000</b>	<b>50,000</b>	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Road Construction  
Project Type - Drainage, Pulverize and Repave

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Asset Number 57 - Class 4 Road - PCI of 63 estimated for 2019  
Asset Number 58 - Class 4 Road - PCI of 62 estimated for 2019  
  
Repaving of 2.1 kms of roadway

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Concession 4 between Wellington Road 35 and Sideroad 10N.

**4 - Project Description**

Traffic control, replace 1 culvert located at 6767 Concession 4, pulverize existing asphalt, grade and compact road base, repave with 60mm of HL4 asphalt, pave and reconstruct driveways, compacted granular A shoulders, permanent pavement markings and inspection. Increase in amount budgeted from 2018 to 2019 relates to the drainage works (replacement of culvert).

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	280,000
<b>Aggregate Levy</b>	
<b>Gas Tax</b>	
<b>Discretionary Reserve</b>	
<b>Development Charges</b> <small>Note A</small>	
<b>Other (grants)</b>	
<b>Total Funding</b>	<b>280,000</b>

<b>Additional information related to DC's</b>	
Project # and Description in DC	26 - Provision for Future Road Projects (p. 5-6)
Year in DC Study	2019-2023
% of DC Funding allowed in DC	15.6%
Service Area in DC	Roads and Related Services

**Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.**

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <small>Note B</small>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				280,000	280,000				
<b>Total Cost</b>	-	-	-	<b>280,000</b>	<b>280,000</b>	-	-	-	-
<small>Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.</small>									

**7 - Incremental Operating Budget Impact**

	2019	Annualized	# FT Staff	# PT Staff
Incremental Revenues				
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./ (Rev.)	-	-		

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2019 CAPITAL BUDGET**

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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Road Construction  
Project Type - Pulverize and Repave

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Asset Number 124 - Class 3 Road - PCI of 60 estimated for 2019  
Asset Number 125A - Class 3 Road - PCI of 60 estimated for 2019  
Repaving of 3.5 kms of roadway  
Drainage and sub-base repairs were completed in 2018 and full paving in 2019.

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Victoria Road between Wellington Road 36 and Aberfoyle Pit #2.

**4 - Project Description**

Traffic control, pulverize existing asphalt, grade and compact road base, repave with 75mm of HL4 asphalt, pave and reconstruct driveways, compacted granular A shoulders, permanent pavement markings and inspection. Increase in amount budgeted from 2018 to 2019 relates to the increase in amount of HL4 asphalt (60mm (2018 budget) to 75mm (2019 budget)).

**5 - Capital Funding for 2019 Expenditures**

Tax Levy	41,019
Gas Tax	220,000
Aggregate Levy	
In Lieu of Parkland	
Discretionary Reserve	
Development Charges <small>Note</small>	79,560
Other (grants)	169,421
<b>Total Funding</b>	<b>510,000</b>

Additional information related to DC's	
Project # and Description in DC	26 - Provision for Future Road Projects (p. 5-6)
Year in DC Study	2019-2023
% of DC Funding allowed in DC	15.6%
Service Area in DC	Roads and Related Services

**Note A:** Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				510,000	510,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	510,000	510,000	-	-	-	-

Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Road Construction  
Project Type - Drainage, Pulverize and Repave

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Asset Number 15\_Surface - Class 4 Road - PCI of 65 estimated for 2019  
Repaving of 2.1 kms of roadway

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Concession 1 between Wellington Road 35 and Sideroad 20 South.

**4 - Project Description**

Traffic control, replace 1 culvert located at 6895 Concession 1, pulverize existing asphalt, grade and compact road base, repave with 60mm of HL4 asphalt, pave and reconstruct driveways, compacted granular A shoulders, permanent pavement markings and inspection. Increase in amount budgeted from 2018 to 2019 relates to the drainage works (replacement of culvert).

**5 - Capital Funding for 2019 Expenditures**

<b>Tax Levy</b>	303,000
<b>Gas Tax Reserve Fund</b>	
<b>Aggregate Levy</b>	
<b>In Lieu of Parkland</b>	
<b>Working Reserve</b>	
<b>DC Reserve Fund</b> <span style="color: red; font-size: small;">Note A</span>	
<b>Other (grants)</b>	
<b>Total Funding</b>	<b>303,000</b>

<b>Additional information related to DC's</b>	
Project # and Description in DC	26 - Provision for Future Road Projects (p. 5-6)
Year in DC Study	2019-2023
% of DC Funding allowed in DC	15.6%
Service Area in DC	Roads and Related Services

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red; font-size: small;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				303,000	303,000				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>303,000</b>	<b>303,000</b>	-	-	-	-
<b>Note B:</b> The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	<b>2019</b>	<b>Annualized</b>			
Incremental Revenues				# FT Staff	# PT Staff
Incremental Salary and Benefits					
Incremental Non-Salary Costs					
Total Incr. Exp./(Rev.)	-	-			

**TOWNSHIP OF PUSLINCH  
2019 CAPITAL BUDGET**

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**Department** Public Works

**1 - Project Title and Type (ie. minor repairs, major repairs, replacement, new equipment, studies, policies, plans etc.)**

Project Title - Road Construction  
Project Type - Pulverize and Repave

**2 - Purpose of Expenditure (ie. identify links to any plans, policies, legislation, studies, etc.)**

Asset Number 32 - Class 4 Road - PCI of 72 estimated for 2019  
Repaving of 2.1 kms of roadway

**3 - Specific Location (ie. list facility names, stretches of Road from/to streets, etc.)**

Concession 2 between Wellington Road 32 and Sideroad 10 South.

**4 - Project Description**

Traffic control, pulverize existing asphalt, grade and compact road base, repave with 60mm of HL4 asphalt, pave and reconstruct driveways, compacted granular A shoulders, permanent pavement markings and inspection

**5 - Capital Funding for 2019 Expenditures**

Tax Levy	5,400
Gas Tax Reserve Fund	
Aggregate Levy	228,000
In Lieu of Parkland	
Working Reserve	
DC Reserve Fund <span style="color: red; font-size: small;">Note A</span>	
Other (grants)	
<b>Total Funding</b>	<b>233,400</b>

<b>Additional information related to DC's</b>	
Project # and Description in DC	26 - Provision for Future Road Projects (p. 5-6)
Year in DC Study	2019-2023
% of DC Funding allowed in DC	15.6%
Service Area in DC	Roads and Related Services

Note A: Please indicate the service area, project description, project number, year(s), and % of DC funding allotted as outlined in the 2014 DC Study.

**6 - Capital Components, Costs, and Timing**

Please list proposed 2019 capital spending by quarter for cash flow purposes

Project Components	2019					Future Phases <span style="color: red;">Note B</span>			
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	2019	2020	2021	2022	2023
Construction				233,400	233,400				
					-				
					-				
					-				
<b>Total Cost</b>	-	-	-	<b>233,400</b>	<b>233,400</b>	-	-	-	-
Note B: The Future Phases section is to identify the quantum of the total project cost only. Future Phases will not be automatically approved nor funded if this project is approved.									

**7 - Incremental Operating Budget Impact**

	<b>2018</b>	<b>Annualized</b>		
Incremental Revenues			# FT Staff	# PT Staff
Incremental Salary and Benefits				
Incremental Non-Salary Costs				
Total Incr. Exp./(Rev.)	-	-		

2020 Capital  
Plan Summary

Project Cost Service	Department	Capital Project	Reserve Contribution	Funding Type			Discretionary_Reserves	Restricted_Reserves	Grand Total
				Grant	Levy				
<b>Building</b>									
	Building								
		Septic Inspections	No			\$6,000		\$6,000	
<b>Fire and Rescue</b>									
	Fire and Rescue								
		Rescue 35 Truck	No			\$520,000		\$520,000	
		SCBA Cylinders	No			\$6,000		\$6,000	
		Structural Firefighter Ensemble	No		\$9,063			\$9,063	
		Extrication Equipment	No			\$52,500		\$52,500	
		Watercraft	No			\$6,000		\$6,000	
		Self Contained Breathing Apparatus	No			\$144,550		\$144,550	
		Fire Equip.	Yes		\$10,000			\$10,000	
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000	
		Satellite Station Building - Land Acquisition Cost	No		\$80,000		\$320,000	\$400,000	
<b>General Government</b>									
	Corporate								
		Computer Equipment	No		\$10,000			\$10,000	
		Corp. IT Software	Yes		\$5,000			\$5,000	
		Corp. IT Hardware	Yes		\$2,500			\$2,500	
		Marketing and Branding Implementation	No	\$25,000				\$25,000	

**2020 Capital  
Plan Summary**

Project Cost Service	Department	Capital Project	Funding Type				Grand Total
			Reserve Contribution	Grant	Levy	Discretionary_Reserve	
		Software System Enhancements or Replacement - Asset Management, Time Recording - Payroll, Records Management, Keystone, Financial Budget	No			\$100,000	\$100,000
Municipal Office							
		Arc Flash Study	No			\$7,500	\$7,500
		Replacement of John Wood Electric 48 USG Hot Water Tank	No			\$5,000	\$5,000
		Corp. Office Repairs	Yes		\$25,000		\$25,000
		Corp. Accessibility	Yes		\$5,000		\$5,000
		Infra-red Scanning of Equipment	No			\$3,000	\$3,000
		Replacement of condenser units - Fire area	No			\$7,000	\$7,000
		Building Condition Assessment	No			\$15,000	\$15,000
Parks and Recreation							
ORC							
		Arc Flash Study	No			\$5,000	\$5,000
		ORC Equip.	Yes		\$5,000		\$5,000
		ORC Fac. Improv.	Yes		\$10,000		\$10,000
		Infra-red Scanning of Equipment	No			\$2,000	\$2,000
		Building Condition Assessment	No			\$5,000	\$5,000
Parks							
		Parks Infrastr.	Yes		\$25,000		\$25,000

**2020 Capital  
Plan Summary**

Project Cost Service	Department	Capital Project	Reserve Contribution	Funding Type			Discretionary_Reserves	Restricted_Reserves	Grand Total
				Grant	Levy				
		Parks Equip.	Yes		\$5,000				\$5,000
		Pickup Truck - Trsfr from Public Works	No				\$0		\$0
	PCC								
		Arc Flash Study	No				\$5,000		\$5,000
		PCC Equip.	Yes		\$5,000				\$5,000
		PCC Fac. Improv.	Yes		\$10,000				\$10,000
		Infra-red Scanning of Equipment	No				\$2,000		\$2,000
		Building Condition Assessment	No				\$5,000		\$5,000
	Public Works								
	Public Works								
		Aberfoyle Sidewalks	No	\$10,000	\$100,000				\$110,000
		Backhoe	No				\$125,000		\$125,000
		Tandem Dump Truck- 302	No				\$250,000		\$250,000
		Traffic Count Study	No		\$10,000			\$15,000	\$25,000
		Public Works Replace. and Restorat.	Yes		\$25,000				\$25,000
		Public Works Equip.	Yes		\$350,000				\$350,000
		Dump Truck - 1 Ton - 305	No				\$100,000		\$100,000
		Pickup Truck- Director - 1/2 Ton	No				\$40,000		\$40,000
		Bridge and Culvert Inspections - 2021	No		\$7,500				\$7,500
		Kerr Crescent - Stormwater Management Facility	No		\$150,000				\$150,000
		Concession 1 - Sideroad 20 South to Concession 7	No	\$168,923	\$49,957			\$301,120	\$520,000
<b>Grand Total</b>				<b>\$203,923</b>	<b>\$949,020</b>	<b>\$1,411,550</b>	<b>\$636,120</b>	<b>\$3,200,613</b>	

2021 Capital Plan Summary

Project Cost				Funding				
Service	Department	Capital Project	Reserve Contribution	Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Building								
	Building							
		Septic Inspections	No			\$6,000		\$6,000
Fire and Rescue								
	Fire and Rescue							
		SCBA Cylinders	No			\$12,000		\$12,000
		Structural Firefighter Ensemble	No		\$6,042			\$6,042
		Satellite Station Building	No		\$690,000			\$690,000
		Satellite Station Equipment	No		\$51,750			\$51,750
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
		American LaFrance Quint - Tire Replacement	No			\$5,238		\$5,238
General Government								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
	Municipal Office							
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
Parks and Recreation								
	ORC							
		ORC Equip.	Yes		\$10,000			\$10,000
		ORC Fac. Improv.	Yes		\$10,000			\$10,000
	Parks							
		Parks Infrastr.	Yes		\$25,000			\$25,000

2021 Capital Plan Summary

Project Cost				Funding Type	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant				
		Parks Equip.	Yes		\$5,000			\$5,000
		Phase 1 of Parks Master Plan	No	\$456,239	\$0		\$245,667	\$701,907
		Tree Inspections	No		\$6,000			\$6,000
	PCC							
		PCC Equip.	Yes		\$5,000			\$5,000
		PCC Fac. Improv.	Yes		\$10,000			\$10,000
		Kitchen Renovation including Kitchen Washroom	No	\$10,000		\$45,000	\$45,000	\$100,000
Public Works								
	Public Works							
		Concession 2- 2A to Sideroad 20	No	\$168,923	\$39,366		\$311,011	\$519,300
		Concession 7- McLean Rd to Concession 2A	No		\$208,900			\$208,900
		Tandem Dump Truck- 301	No			\$250,000		\$250,000
		Leslie Rd West - Watson Rd South to Mountsberg	No		\$20,000			\$20,000
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000
		Public Works Equip.	Yes		\$200,000			\$200,000
		Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection (CCTV)	No		\$16,000			\$16,000
		Single Axle Dump Truck- 304	No			\$250,000		\$250,000
		Bridge and Culvert Inspections - 2021	No		\$7,500			\$7,500
		Fox Run Drive - Stormwater Management Facility	No		\$165,000			\$165,000
		Transportation Master Plan including PCI Updates	No		\$10,000		\$15,000	\$25,000
<b>Grand Total</b>				<b>\$635,162</b>	<b>\$1,618,059</b>	<b>\$568,238</b>	<b>\$616,678</b>	<b>\$3,438,137</b>

**2022 Capital Plan Summary**

Project Cost				Funding Type	Levy	Discretion Restricted_R	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant	ary_Reser	eserves	
Fire and Rescue							
	Fire and Rescue						
		SCBA Cylinders	No		\$4,500		<b>\$4,500</b>
		Structural Firefighter Ensemble	No		\$0		<b>\$0</b>
		Fire Equip.	Yes		\$10,000		<b>\$10,000</b>
		Fire Vehicle Replac.	Yes		\$50,000		<b>\$50,000</b>
		Pump 32 Truck - Tire Replacement	No		\$4,404		<b>\$4,404</b>
General Government							
	Corporate						
		Computer Equipment	No		\$10,000		<b>\$10,000</b>
		Corp. IT Software	Yes		\$5,000		<b>\$5,000</b>
		Corp. IT Hardware	Yes		\$2,500		<b>\$2,500</b>
		Microsoft Office License Upgrades	No		\$15,000		<b>\$15,000</b>
	Municipal Office						
		Heat Recovery Unit in Municipal Offices	No		\$5,000		<b>\$5,000</b>
		Corp. Office Repairs	Yes		\$25,000		<b>\$25,000</b>
		Corp. Accessibility	Yes		\$5,000		<b>\$5,000</b>
		Furnace, Condenser Units, HVAC distribution ductwork	No		\$20,000		<b>\$20,000</b>
		Damper Control System in Municipal Offices	No		\$10,000		<b>\$10,000</b>
Parks and Recreation							
	ORC						
		ORC Equip.	Yes		\$10,000		<b>\$10,000</b>
		ORC Fac. Improv.	Yes		\$10,000		<b>\$10,000</b>
	Parks						
		Parks Infrastr.	Yes		\$25,000		<b>\$25,000</b>
		Parks Equip.	Yes		\$5,000		<b>\$5,000</b>

**2022 Capital Plan Summary**

Project Cost				Funding Type		Discretionary Reserves	Restricted Reserves	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant	Levy			
		Phase 2 of Parks Master Plan	No	\$578,477	\$0		\$296,103	<b>\$874,580</b>
	PCC							
		PCC Equip.	Yes		\$5,000			<b>\$5,000</b>
		PCC Fac. Improv.	Yes		\$10,000			<b>\$10,000</b>
Public Works								
	Public Works							
		Bridlepath	No	\$168,923	\$109,597		\$51,480	<b>\$330,000</b>
		Grader- 501	No			\$350,000		<b>\$350,000</b>
		Fox Run Dr to County Rd 46	No		\$63,000			<b>\$63,000</b>
		Leslie Rd West - Watson Rd South to Mountsberg	No		\$70,000		\$230,000	<b>\$300,000</b>
		Public Works Replace. and Restorat.	Yes		\$25,000			<b>\$25,000</b>
		Public Works Equip.	Yes		\$250,000			<b>\$250,000</b>
		Bridge and Culvert Inspections-2023	No		\$7,500			<b>\$7,500</b>
		Carriage Lane - Stormwater Management Facility	No		\$165,000			<b>\$165,000</b>
		Little's Bridge	No		\$25,000			<b>\$25,000</b>
<b>Grand Total</b>				<b>\$747,400</b>	<b>\$887,597</b>	<b>\$408,904</b>	<b>\$577,583</b>	<b>\$2,621,484</b>

2023 Capital Plan Summary

Project Cost				Funding				
Service	Department	Capital Project	Reserve Contribution	Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		SCBA Cylinders	No			\$19,500		\$19,500
		Structural Firefighter Ensemble	No		\$12,084			\$12,084
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
General Government								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
	Municipal Office							
		Power Distribution Equipment (feeders, panels, main disconnect switch)	No			\$20,000		\$20,000
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
Parks and Recreation								
	ORC							
		ORC Equip.	Yes		\$5,000			\$5,000
		ORC Fac. Improv.	Yes		\$10,000			\$10,000
	Parks							
		Parks Infrastr.	Yes		\$25,000			\$25,000
		Parks Equip.	Yes		\$5,000			\$5,000
		Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting)	No	\$61,000			\$239,000	\$300,000
	PCC							

2023 Capital Plan Summary

Project Cost			Funding Type						
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total	
		PCC Equip.	Yes		\$5,000			\$5,000	
		PCC Fac. Improv.	Yes		\$10,000			\$10,000	
Public Works									
	Public Works								
		Single Axle Dump Truck-303	No			\$225,000		\$225,000	
		Watson Rd- 36 to Leslie Rd	No		\$181,460		\$33,540	\$215,000	
		Watson Rd - Leslie Rd to 4057 Watson Rd.	No		\$107,526		\$19,874	\$127,400	
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000	
		Public Works Equip.	Yes		\$250,000			\$250,000	
		Bridge and Culvert Inspections-2023	No		\$7,500			\$7,500	
		Little's Bridge	No	\$168,923	\$13,077		\$318,000	\$500,000	
		Gilmour Culvert	No		\$84,400		\$15,600	\$100,000	
<b>Grand Total</b>					<b>\$229,923</b>	<b>\$848,547</b>	<b>\$264,500</b>	<b>\$626,014</b>	<b>\$1,968,984</b>

**2024 Capital Plan Summary**

Project Cost				Funding				
Service	Department	Capital Project	Reserve Contribution	Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
<b>Building</b>								
	Building							
		Tablet	No			\$9,000		\$9,000
		Pickup Truck - Mid-Size	No			\$33,000		\$33,000
<b>Fire and Rescue</b>								
	Fire and Rescue							
		SCBA Cylinders	No			\$9,000		\$9,000
		Structural Firefighter Ensemble	No		\$9,063			\$9,063
		Pickup Truck - Mid-Size	No			\$23,050		\$23,050
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
		Tanker 37 Truck - Tire Replacement	No			\$1,746		\$1,746
<b>General Government</b>								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
		Server Replacement	No		\$22,260	\$19,740		\$42,000
		Website Redesign	No	\$20,000		\$20,000		\$40,000
	Finance							
		2024 Development Charges Background Study	No		\$2,100		\$18,900	\$21,000
		Asset Management Plan and Policy Updates	No		\$10,000			\$10,000
	Municipal Office							
		Window and Door Replacement Program	No			\$100,000		\$100,000
		Gas Fired Infra-Red Heaters in Public Works Area	No			\$6,000		\$6,000
		UV Pure Water Treatment System	No			\$10,000		\$10,000

2024 Capital Plan Summary

Project Cost				Funding Type				Grand Total	
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves		
		Corp. Office Repairs	Yes		\$25,000			\$25,000	
		Corp. Accessibility	Yes		\$5,000			\$5,000	
<b>Parks and Recreation</b>									
	ORC								
		ORC Equip.	Yes		\$10,000			\$10,000	
		ORC Fac. Improv.	Yes		\$10,000			\$10,000	
	Parks								
		Parks Infrastr.	Yes		\$25,000			\$25,000	
		Parks Equip.	Yes		\$5,000			\$5,000	
	PCC								
		Replacement of Sanitary Pumps and Control System	No			\$2,500	\$2,500	\$5,000	
		Replacement of UV Pure Water Treatment System	No			\$3,750	\$3,750	\$7,500	
		PCC Equip.	Yes		\$5,000			\$5,000	
		PCC Fac. Improv.	Yes		\$10,000			\$10,000	
<b>Public Works</b>									
	Public Works								
		Concession 4- Sideroad 10 to 32	No		\$139,800		\$310,200	\$450,000	
		Maple Leaf Lane	No		\$38,655		\$7,145	\$45,800	
		Mason Crt	No		\$32,156		\$5,944	\$38,100	
		McLean Rd E and Winer Rd	No	\$168,923	\$139,137		\$56,940	\$365,000	
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000	
		Public Works Equip.	Yes		\$200,000			\$200,000	
		Moyer's Bridge - 0004	No		\$21,100		\$3,900	\$25,000	
		Bridge and Culvert Inspections-2025	No		\$7,500			\$7,500	
		Victoria Road Culvert Over Galt Creek	No		\$88,620		\$16,380	\$105,000	
		Victoria Road Culvert North of Leslie	No		\$88,620		\$16,380	\$105,000	
<b>Grand Total</b>					<b>\$188,923</b>	<b>\$996,512</b>	<b>\$237,786</b>	<b>\$442,038</b>	<b>\$1,865,259</b>

**2025 Capital Plan Summary**

Project Cost				Funding Type	Levy	Discretionary Reserves	Restricted Reserves	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant				
<b>Building</b>								
	<b>Building</b>							
		Septic Inspections	No			\$6,000		<b>\$6,000</b>
<b>Fire and Rescue</b>								
	<b>Fire and Rescue</b>							
		Defibrillators	No		\$4,500	\$15,000		<b>\$19,500</b>
		Fire Master Plan	No		\$17,600		\$26,400	<b>\$44,000</b>
		Pump 31 Truck	No			\$468,000		<b>\$468,000</b>
		Structural Firefighter Ensemble	No		\$42,294			<b>\$42,294</b>
		Fire Equip.	Yes		\$10,000			<b>\$10,000</b>
		Fire Vehicle Replac.	Yes		\$50,000			<b>\$50,000</b>
<b>General Government</b>								
	<b>Corporate</b>							
		Community Based Strategic Plan	No		\$16,500		\$13,500	<b>\$30,000</b>
		Computer Equipment	No		\$10,000			<b>\$10,000</b>
		Corp. IT Software	Yes		\$5,000			<b>\$5,000</b>
		Corp. IT Hardware	Yes		\$2,500			<b>\$2,500</b>
	<b>Municipal Office</b>							
		Corp. Office Repairs	Yes		\$25,000			<b>\$25,000</b>
		Corp. Accessibility	Yes		\$5,000			<b>\$5,000</b>
<b>Parks and Recreation</b>								
	<b>ORC</b>							
		ORC Equip.	Yes		\$10,000			<b>\$10,000</b>
		ORC Fac. Improv.	Yes		\$10,000			<b>\$10,000</b>
	<b>Parks</b>							
		Parks Infrastr.	Yes		\$25,000			<b>\$25,000</b>
		Parks Equip.	Yes		\$5,000			<b>\$5,000</b>
		Pickup Truck - Trsfr from Public Works	No			\$0		<b>\$0</b>

**2025 Capital Plan Summary**

Project Cost			Funding Type				Grand Total	
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	
	PCC							
		Recreation and Parks Master Plan	No		\$23,000		\$27,000	\$50,000
		PCC Equip.	Yes		\$5,000			\$5,000
		PCC Fac. Improv.	Yes		\$10,000			\$10,000
	Public Works							
		Concession 4- Hwy 6 to 35	No		\$329,160		\$60,840	\$390,000
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000
		Public Works Equip.	Yes		\$50,000			\$50,000
		Pickup truck-Staff - 3/4 Ton	No			\$52,000		\$52,000
		Pickup Truck- Director - 1/2 Ton	No			\$40,000		\$40,000
		Moyer's Bridge - 0004	No		\$422,000		\$78,000	\$500,000
		Bridge and Culvert Inspections-2025	No		\$7,500			\$7,500
		Gilmour Culvert	No	\$168,923	\$13,077		\$318,000	\$500,000
<b>Grand Total</b>				<b>\$168,923</b>	<b>\$1,123,131</b>	<b>\$581,000</b>	<b>\$523,740</b>	<b>\$2,396,794</b>

**2026 Capital Plan Summary**

Project Cost				Funding Type				
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
<b>Building</b>								
	Building							
		Septic Inspections	No			\$6,000		\$6,000
<b>Fire and Rescue</b>								
	Fire and Rescue							
		SCBA Cylinders	No			\$7,500		\$7,500
		Structural Firefighter Ensemble	No		\$9,063			\$9,063
		Portable Pump	No			\$15,000		\$15,000
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
<b>General Government</b>								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
	Municipal Office							
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
<b>Parks and Recreation</b>								
	ORC							
		Floor Scrubber	No			\$8,000		\$8,000
		ORC Equip.	Yes		\$5,000			\$5,000
		ORC Fac. Improv.	Yes		\$10,000			\$10,000
	Parks							
		Improvements to Tennis Courts	No			\$10,000		\$10,000
		Parks Infrastr.	Yes		\$25,000			\$25,000
		Parks Equip.	Yes		\$5,000			\$5,000
		Playground area at Boreham Park (also known as Arkell Park)	No	\$10,000			\$90,000	\$100,000
	PCC							

2026 Capital Plan Summary

Project Cost			Funding Type					Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	
		PCC Equip.	Yes		\$5,000			<b>\$5,000</b>
		PCC Fac. Improv.	Yes		\$10,000			<b>\$10,000</b>
		Replacement of Rheem Hot Water Tank	No			\$2,500	\$2,500	<b>\$5,000</b>
Public Works								
	Public Works							
		Church and Victoria Street	No		\$42,200		\$7,800	<b>\$50,000</b>
		Gore Road - Valens Road to Concession 7	No		\$227,880		\$42,120	<b>\$270,000</b>
		Watson Rd - Wellington Road 34 to Wellington Road 36	No	\$168,923	\$253,077		\$78,000	<b>\$500,000</b>
		Watson Rd- Maltby to Arkell	No		\$165,120		\$314,880	<b>\$480,000</b>
		Public Works Replace. and Restorat.	Yes		\$25,000			<b>\$25,000</b>
		Public Works Equip.	Yes		\$125,000			<b>\$125,000</b>
		Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey on Cells 1, 2 and 3	No		\$7,000			<b>\$7,000</b>
		Bridge and Culvert Inspections-2027	No		\$7,500			<b>\$7,500</b>
<b>Grand Total</b>				<b>\$178,923</b>	<b>\$1,029,340</b>	<b>\$49,000</b>	<b>\$535,300</b>	<b>\$1,792,563</b>

**2027 Capital Plan Summary**

Project Cost				Funding Type				
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		SCBA Cylinders	No			\$4,500		\$4,500
		Structural Firefighter Ensemble	No		\$15,105			\$15,105
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
General Government								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
	Municipal Office							
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
Parks and Recreation								
	ORC							
		ORC Equip.	Yes		\$5,000			\$5,000
		ORC Fac. Improv.	Yes		\$10,000			\$10,000
	Parks							
		Parks Infrastr.	Yes		\$25,000			\$25,000
		Parks Equip.	Yes		\$5,000			\$5,000
	PCC							
		Rebalancing of HVAC system	No			\$2,500	\$2,500	\$5,000
		PCC Equip.	Yes		\$5,000			\$5,000
		PCC Fac. Improv.	Yes		\$10,000			\$10,000
Public Works								
	Public Works							
		Concession 1- Sideroad 10 to Wellington Rd 35	No		\$215,220		\$39,780	\$255,000
		Gore Rd-Sideroad 20 to Valens Rd	No		\$308,060		\$56,940	\$365,000

**2027 Capital Plan Summary**

Project Cost			Funding Type				Restricted_Reserves	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant	Levy	Discretionary_Reserves		
		Leslie Rd West- Victoria Rd South to East limit	No	\$168,923	\$135,457		\$340,620	<b>\$645,000</b>
		Public Works Replace. and Restorat.	Yes		\$25,000			<b>\$25,000</b>
		Public Works Equip.	Yes		\$175,000			<b>\$175,000</b>
		Bridge and Culvert Inspections-2027	No		\$7,500			<b>\$7,500</b>
<b>Grand Total</b>				<b>\$168,923</b>	<b>\$1,048,842</b>	<b>\$7,000</b>	<b>\$439,840</b>	<b>\$1,664,605</b>

**2028 Capital Plan Summary**

Project Cost				Funding Type	Levy	Discretionary Reserves	Restricted Reserves	Grand Total
Service	Department	Capital Project	Reserve Contribution	Grant				
<b>Fire and Rescue</b>								
	Fire and Rescue							
		SCBA Cylinders	No			\$0		\$0
		Structural Firefighter Ensemble	No		\$12,084			\$12,084
		Fire Equip.	Yes		\$10,000			\$10,000
		Fire Vehicle Replac.	Yes		\$50,000			\$50,000
		American LaFrance Quint	No			\$500,000		\$500,000
<b>General Government</b>								
	Corporate							
		Computer Equipment	No		\$10,000			\$10,000
		Corp. IT Software	Yes		\$5,000			\$5,000
		Corp. IT Hardware	Yes		\$2,500			\$2,500
	Municipal Office							
		Replacement of metal roofing panels	No			\$125,000		\$125,000
		Corp. Office Repairs	Yes		\$25,000			\$25,000
		Corp. Accessibility	Yes		\$5,000			\$5,000
<b>Parks and Recreation</b>								
	ORC							
		ORC Equip.	Yes		\$5,000			\$5,000
		ORC Fac. Improv.	Yes		\$10,000			\$10,000
	Parks							
		Kabota Lawnmower	No	\$5,000		\$25,000		\$30,000
		Parks Infrastr.	Yes		\$25,000			\$25,000
		Parks Equip.	Yes		\$5,000			\$5,000
		Replacement of metal roofing panels on Green Shed	No				\$30,000	\$30,000
	PCC							
		Replacement of metal roofing panels	No			\$50,000	\$50,000	\$100,000
		PCC Equip.	Yes		\$5,000			\$5,000
		PCC Fac. Improv.	Yes		\$10,000			\$10,000

**2028 Capital Plan Summary**

Project Cost				Funding Type	Levy	Discretionary Reserves	Restricted Reserves	Grand Total	
Service	Department	Capital Project	Reserve Contribution	Grant					
Public Works									
	Public Works								
		Tandem Dump Truck- 302	No			\$250,000		\$250,000	
		Traffic Calming - Streetscaping Morriston - Phase 2	No		\$84,400		\$15,600	\$100,000	
		Public Works Replace. and Restorat.	Yes		\$25,000			\$25,000	
		Public Works Equip.	Yes		\$50,000			\$50,000	
		Carroll Pond & Lesic Jassal Municipal Drain - Based on results of Sediment Survey	No		\$415,000			\$415,000	
		Sideroad 20 North - Wellington Road 34 to Forestell Road	No		\$316,500		\$58,500	\$375,000	
		Roszell Road - Townline Road to Forestell Road	No		\$2,650		\$284,850	\$287,500	
		Maltby Road - Victoria Road to Watson Road	No	\$168,923	\$52,627		\$40,950	\$262,500	
		Bridge and Culvert Inspections-2029	No		\$7,500			\$7,500	
<b>Grand Total</b>					<b>\$173,923</b>	<b>\$1,133,261</b>	<b>\$950,000</b>	<b>\$479,900</b>	<b>\$2,737,084</b>

Projects by Year

Project Cost												
	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Building												
Septic Inspections				\$6,000	\$6,000				\$6,000	\$6,000		
Tablet		\$9,000						\$9,000				
Pickup Truck - Mid-Size								\$33,000				
<b>Building Total</b>		<b>\$9,000</b>		<b>\$6,000</b>	<b>\$6,000</b>			<b>\$42,000</b>	<b>\$6,000</b>	<b>\$6,000</b>		

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**Projects by Year**

Project Cost	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Fire and Rescue</b>												
Defibrillators									\$19,500			
Fire Master Plan									\$44,000			
Pump 31 Body Work and Paint Job			\$8,857									
Pump 31 Truck									\$468,000			
Rescue 35 Truck				\$520,000								
SCBA Cylinders			\$0	\$6,000	\$12,000	\$4,500	\$19,500	\$9,000		\$7,500	\$4,500	\$0
Structural Firefighter Ensemble			\$15,105	\$9,063	\$6,042	\$0	\$12,084	\$9,063	\$42,294	\$9,063	\$15,105	\$12,084
Satellite Station Building					\$690,000							
Satellite Station Equipment					\$51,750							
Extrication Equipment				\$52,500								
Watercraft				\$6,000								
Self Contained Breathing Apparatus				\$144,550								
Thermal Imaging Camera			\$5,980									
Portable Pump										\$15,000		
Pickup Truck - Mid-Size								\$23,050				
Fire Equip.			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Fire Vehicle Replac.			\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Carbon Monoxide Pulse Oximeter - Masimo Rad 57			\$4,679									
Apparatus Tire Replacement - Various Trucks			\$14,806									
Satellite Station Building - Land Acquisition Cost				\$400,000								
American LaFrance Quint - Tire Replacement					\$5,238							
Pump 32 Truck - Tire Replacement						\$4,404						
Tanker 37 Truck - Tire Replacement								\$1,746				
American LaFrance Quint Design of a Fully Serviced Station			\$10,000									\$500,000
<b>Fire and Rescue Total</b>			<b>\$119,427</b>	<b>\$1,198,113</b>	<b>\$825,030</b>	<b>\$68,904</b>	<b>\$91,584</b>	<b>\$102,859</b>	<b>\$633,794</b>	<b>\$91,563</b>	<b>\$79,605</b>	<b>\$572,084</b>

Projects by Year

Project Cost		2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate	Community Based Strategic Plan									\$30,000			
	Computer Equipment			\$4,650	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	Pay Equity Study			\$25,000									
	Corp. IT Software			\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	Corp. IT Hardware			\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
	Microsoft Office License Upgrades						\$15,000						
	Marketing and Branding Implementation			\$79,785	\$25,000								
	Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding		\$350,000										
	Municipal Drinking Water Well System - Feasibility Study - Commercial/Industrial		\$29,083										
	GIS Integration of Zoning By-law			\$5,000									
	Software System Enhancements or Replacement - Asset Management, Time Recording - Payroll, Records Management, Keystone, Financial Budget				\$100,000								
	Server Replacement			\$42,000					\$42,000				
	Website Redesign								\$40,000				
<b>Corporate Total</b>			<b>\$379,083</b>	<b>\$163,935</b>	<b>\$142,500</b>	<b>\$17,500</b>	<b>\$32,500</b>	<b>\$17,500</b>	<b>\$99,500</b>	<b>\$47,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>

Projects by Year

Project Cost		2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Finance													
	2019 Development Charges Background Study			\$21,000									
	2024 Development Charges Background Study								\$21,000				
	Asset Management Plan Revamp		\$58,000										
	Asset Management Plan and Policy Updates								\$10,000				
<b>Finance Total</b>			<b>\$58,000</b>	<b>\$21,000</b>					<b>\$31,000</b>				

Projects by Year

Project Cost	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Municipal Office												
Arc Flash Study				\$7,500								
Power Distribution Equipment (feeders, panels, main disconnect switch)							\$20,000					
Replacement of metal roofing panels												\$125,000
Window and Door Replacement Program								\$100,000				
Heat Recovery Unit in Municipal Offices						\$5,000						
Gas Fired Infra-Red Heaters in Public Works Area								\$6,000				
UV Pure Water Treatment System								\$10,000				
Replacement of John Wood Electric 48 USG Hot Water Tank				\$5,000								
Corp. Office Repairs			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Corp. Accessibility			\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Meeting Room and New Flooring		\$10,000										
New Flooring - Council Chambers and Clerks Areas			\$10,000									
Infra-red Scanning of Equipment				\$3,000								
Furnace, Condenser Units, HVAC distribution ductwork						\$20,000						
Damper Control System in Municipal Offices						\$10,000						
Replacement of condenser units - Fire area				\$7,000								
Building Condition Assessment				\$15,000								
Security Enhancements			\$8,600									
<b>Municipal Office Total</b>		<b>\$10,000</b>	<b>\$48,600</b>	<b>\$67,500</b>	<b>\$30,000</b>	<b>\$65,000</b>	<b>\$50,000</b>	<b>\$146,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$155,000</b>

Projects by Year

Project Cost	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
ORC												
Arc Flash Study				\$5,000								
Floor Scrubber										\$8,000		
ORC Equip.			\$5,000	\$5,000	\$10,000	\$10,000	\$5,000	\$10,000	\$10,000	\$5,000	\$5,000	\$5,000
ORC Fac. Improv.			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Infra-red Scanning of Equipment				\$2,000								
Building Condition Assessment				\$5,000								
<b>ORC Total</b>			<b>\$15,000</b>	<b>\$27,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$23,000</b>	<b>\$15,000</b>	<b>\$15,000</b>

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**Projects by Year**

Project Cost												
	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Parks												
Kabota Lawnmower												\$30,000
Improvements to Tennis Courts										\$10,000		
Parks Infrastr.			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Parks Equip.			\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Replacement of metal roofing panels on Green Shed												\$30,000
Phase 1 of Parks Master Plan					\$701,907							
Phase 2 of Parks Master Plan						\$874,580						
Pickup Truck - Trsfr from Public Works				\$0					\$0			
Playground area at Boreham Park (also known as Arkell Park)										\$100,000		
Puslinch Community Centre Park - Back Soccer Fields		\$70,000	\$584,255									
Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting)							\$300,000					
Tree Inspections					\$6,000							
Fox Run Park			\$118,500									
<b>Parks Total</b>		<b>\$70,000</b>	<b>\$732,755</b>	<b>\$30,000</b>	<b>\$737,907</b>	<b>\$904,580</b>	<b>\$330,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$140,000</b>	<b>\$30,000</b>	<b>\$90,000</b>

**Projects by Year**

Project Cost	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PCC												
Arc Flash Study				\$5,000								
Rebalancing of HVAC system											\$5,000	
Recreation and Parks Master Plan									\$50,000			
Replacement of metal roofing panels												\$100,000
Replacement of Sanitary Pumps and Control System								\$5,000				
Replacement of UV Pure Water Treatment System								\$7,500				
PCC Equip.			\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
PCC Fac. Improv.			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Infra-red Scanning of Equipment				\$2,000								
Building Condition Assessment				\$5,000								
Kitchen Renovation including Kitchen Washroom					\$100,000							
Replacement of Rheem Hot Water Tank										\$5,000		
<b>PCC Total</b>			<b>\$15,000</b>	<b>\$27,000</b>	<b>\$115,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$27,500</b>	<b>\$65,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$115,000</b>



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**Projects by Year**

Project Cost	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Public Works</b>												
Aberfoyle Sidewalks			\$25,000	\$110,000								
Backhoe				\$125,000								
Bridlepath						\$330,000						
Church and Victoria Street										\$50,000		
Concession 2- 2A to Sideroad 20					\$519,300							
Concession 4- 35 to Sideroad 10			\$280,000									
Concession 4- Hwy 6 to 35									\$390,000			
Concession 4- Sideroad 10 to 32								\$450,000				
Concession 7- McLean Rd to Concession 2A					\$208,900							
Gore Road - Valens Road to Concession 7										\$270,000		
Grader- 501						\$350,000						
Maple Leaf Lane								\$45,800				
Mason Crt								\$38,100				
McLean Rd E and Winer Rd								\$365,000				
Single Axle Dump Truck-303							\$225,000					
Tandem Dump Truck- 301					\$250,000							
Tandem Dump Truck- 302				\$250,000								\$250,000
Traffic Count Study				\$25,000								
Watson Rd - Wellington Road 34 to Wellington Road 36										\$500,000		
Watson Rd- Maltby to Arkell										\$480,000		
Traffic Calming - Streetscaping Morriston - Phase 2												\$100,000
Fox Run Dr to County Rd 46						\$63,000						
Concession 1- Sideroad 10 to Wellington Rd 35											\$255,000	
Gore Rd-Sideroad 20 to Valens Rd											\$365,000	
Victoria Rd (Aberfoyle Pit 2 to County Road 36)			\$510,000									
Watson Rd- 36 to Leslie Rd							\$215,000					

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**Projects by Year**

Project Cost		2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Public Works	Watson Rd - Leslie Rd to 4057 Watson Rd.							\$127,400					
	Leslie Rd West - Watson Rd South to Mountsberg					\$20,000	\$300,000						
	Leslie Rd West- Victoria Rd South to East limit											\$645,000	
	Public Works Replace. and Restorat.			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
	Public Works Equip.			\$50,000	\$350,000	\$200,000	\$250,000	\$250,000	\$200,000	\$50,000	\$125,000	\$175,000	\$50,000
	Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection (CCTV)					\$16,000							
	Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey on Cells 1, 2 and 3										\$7,000		
	Carroll Pond & Lesic Jassal Municipal Drain - Based on results of Sediment Survey												\$415,000
	Pickup truck-Staff - 3/4 Ton									\$52,000			
	Dump Truck - 1 Ton - 305				\$100,000								
	Single Axle Dump Truck- 304					\$250,000							
	Pickup Truck- Director - 1/2 Ton				\$40,000					\$40,000			
	Sideroad 20 North - Wellington Road 34 to Forestell Road												\$375,000
	Roszell Road - Townline Road to Forestell Road												\$287,500
	Maltby Road - Victoria Road to Watson Road												\$262,500
	Moyer's Bridge - 0004								\$25,000	\$500,000			
	Bridge and Culvert Inspections - 2019		\$7,500	\$7,500									
	Bridge and Culvert Inspections - 2021				\$7,500	\$7,500							
	Bridge and Culvert Inspections-2023						\$7,500	\$7,500					
	Bridge and Culvert Inspections-2025								\$7,500	\$7,500			
	Bridge and Culvert Inspections-2027										\$7,500	\$7,500	

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**Projects by Year**

Project Cost		2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Public Works	Bridge and Culvert Inspections-2029												\$7,500
	Concession 11 railway crossing - 34 to Sideroad 17			\$50,000									
	Concession 1 -35 to Sideroad 20 South			\$303,000									
	Concession 2- Sideroad 10 South to 32			\$233,400									
	Kerr Crescent - Stormwater Management Facility				\$150,000								
	Concession 1 - Sideroad 20 South to Concession 7				\$520,000								
	Fox Run Drive - Stormwater Management Facility					\$165,000							
	Carriage Lane - Stormwater Management Facility						\$165,000						
	Little's Bridge						\$25,000	\$500,000					
	Gilmour Culvert							\$100,000		\$500,000			
	Victoria Road Culvert Over Galt Creek								\$105,000				
	Victoria Road Culvert North of Leslie								\$105,000				
	Transportation Master Plan including PCI Updates					\$25,000							
	Gravel Packer - New Equipment for Grader			\$26,000									
	Paving of Gravel Roads - Notice of Motion			\$25,000									
<b>Public Works Total</b>			<b>\$7,500</b>	<b>\$1,534,900</b>	<b>\$1,702,500</b>	<b>\$1,686,700</b>	<b>\$1,515,500</b>	<b>\$1,449,900</b>	<b>\$1,366,400</b>	<b>\$1,564,500</b>	<b>\$1,464,500</b>	<b>\$1,472,500</b>	<b>\$1,772,500</b>
			<b>\$533,583</b>	<b>\$2,650,618</b>	<b>\$3,200,613</b>	<b>\$3,438,137</b>	<b>\$2,621,484</b>	<b>\$1,968,984</b>	<b>\$1,865,259</b>	<b>\$2,396,794</b>	<b>\$1,792,563</b>	<b>\$1,664,605</b>	<b>\$2,737,084</b>

Equipment Replacement Schedule

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					8/20/2018	8/20/2018	<a href="#">Back to Index</a>																				
Department	Description	Year	Asset ID	Transfer	Current Mileage	Current Hours	Lifecycle	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Fire	Pump 32	2012	5040		32,274	1,480	20														300						
Fire	American LaFrance Quint/Aerial	2003	5033		59,031	2,487	25										500										
Fire	Rescue 35	2000	5035		89,407	4,711	20		520																		
Fire	Pump 31	2005	5031		82,967	3,285	20							468													
Fire	Tanker 38	2007	5038		31,998	2,045	25														360						
Fire	Tanker 37	2010	7006		24,989	1,005	20	<b>Pump 31 and Tanker 37 Combination in 2025 or earlier in accordance with Report FIR-2016-003</b>																			
Fire	Pickup truck - 1/2 ton - <b>Note A</b>	2013	7005A	from Building	150,278	N/A	7						23							23							23
Public Works	Tandem Dump	2013-301	8016		86,618	2,765	8			250								250								250	
Public Works	Tandem Dump	2012-302	8014		113,677	4,053	8		250								250								250		
Public Works	Plow truck-303 single axle	2015-303	8017		40,895	1,468	8					225								225							
Public Works	Single Axle Dump	2011-304	8013		86,237	2,925	8			250								250								250	
Public Works	Dump Truck - 1 ton	2008-305	7003		113,750	N/A	12		100												100						
Public Works	Pickup truck - Director - 1/2 ton	2015-04	8019	to Parks	62,788	N/A	5		40					40					40					40			
Public Works	Pickup truck - Staff - 3/4 ton	2017	7009		37,563	N/A	8							52								52					
Public Works	Backhoe	2008-06	8001		N/A	4,767	12		125												125						
Public Works	Grader	2000-502	8003		N/A	7,779	20-25	<b>Elimination of one Grader in accordance with August 21, 2017 Special Council Meeting.</b>																			
Public Works	Grader	1999-501	8002		N/A	10,784	20-25				350																
Public Works	Brush Chipper	2015	8018		N/A	91	5,000	<b>Lifecycle of 5,000 hours. Usage depends on staff hours available for forestry operations.</b>																			
Building	Pickup truck - Mid-Size	2016	7005B	to Fire	26,680	N/A	7						33							33							33
ORC	Olympia Ice Machine	2017	8020		N/A	N/A	25																				
ORC	Floor Scrubber	2016	4060		N/A	N/A	10							8												8	
Parks	Kabota Lawn Tractor	2018	7007		N/A	221	10										30										30
Parks	Pickup truck - Staff - 1/2 ton	2011-04	7008	from Public Works	146,030	N/A	5		PW tfr					PW tfr					PW tfr					PW tfr			
<b>Total</b>								<b>0</b>	<b>1035</b>	<b>500</b>	<b>350</b>	<b>225</b>	<b>56</b>	<b>560</b>	<b>8</b>	<b>0</b>	<b>780</b>	<b>500</b>	<b>40</b>	<b>281</b>	<b>885</b>	<b>52</b>	<b>0</b>	<b>40</b>	<b>258</b>	<b>500</b>	<b>86</b>
<p><b>Note A</b> - Funded by the Fire Development Charge (DC) Restricted Reserve in 2017 for the intercorporate transfer of the 2013 Building Vehicle to Fire &amp; Rescue. The DC Act specifies that rolling stock purchased utilizing DC funds must have a useful life of at least seven years.</p>																											

## Schedule J to Report FIN-2019-007

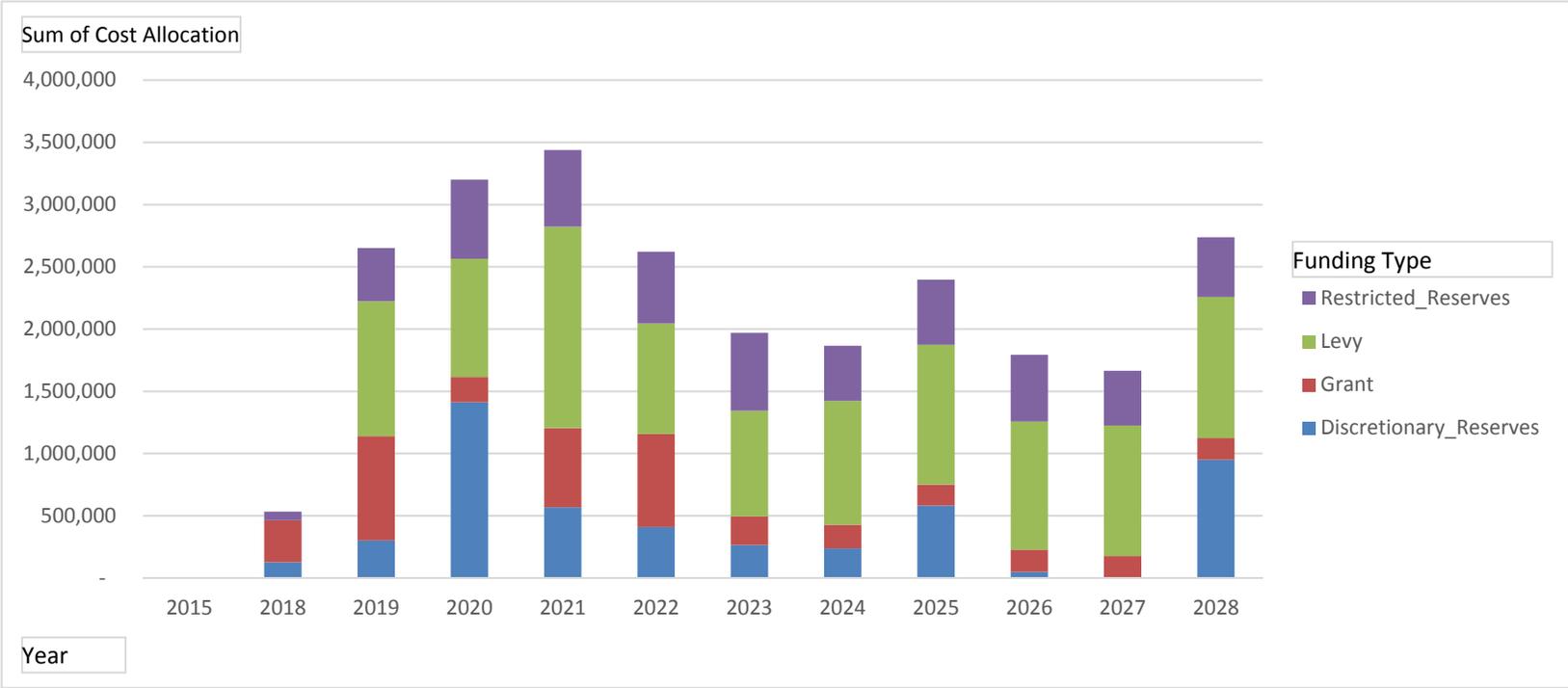
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### Capital Summary - Funding Sources by Year

	2015	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Grant</b>												
Corporate	\$0	\$287,500	\$73,535	\$25,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
Finance	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$594,255	\$0	\$456,239	\$578,477	\$61,000	\$0	\$0	\$10,000	\$0	\$5,000
PCC	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$169,421	\$178,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923
<b>Grant Total</b>	<b>\$0</b>	<b>\$337,500</b>	<b>\$837,212</b>	<b>\$203,923</b>	<b>\$635,162</b>	<b>\$747,400</b>	<b>\$229,923</b>	<b>\$188,923</b>	<b>\$168,923</b>	<b>\$178,923</b>	<b>\$168,923</b>	<b>\$173,923</b>
<b>Levy</b>												
Corporate	\$0	\$0	\$59,093	\$17,500	\$17,500	\$17,500	\$17,500	\$39,760	\$34,000	\$17,500	\$17,500	\$17,500
Finance	\$0	\$0	\$2,100	\$0	\$0	\$0	\$0	\$12,100	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$89,784	\$149,063	\$807,792	\$60,000	\$72,084	\$69,063	\$124,394	\$69,063	\$75,105	\$72,084
ORC	\$0	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$15,000	\$20,000	\$20,000	\$15,000	\$15,000	\$15,000
Parks	\$0	\$0	\$30,000	\$30,000	\$36,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
PCC	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$38,000	\$15,000	\$15,000	\$15,000
Public Works	\$0	\$0	\$837,919	\$692,457	\$691,766	\$715,097	\$668,963	\$780,589	\$846,737	\$852,777	\$866,237	\$953,677
Municipal Office	\$0	\$0	\$36,020	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
<b>Levy Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,084,916</b>	<b>\$949,020</b>	<b>\$1,618,059</b>	<b>\$887,597</b>	<b>\$848,547</b>	<b>\$996,512</b>	<b>\$1,123,131</b>	<b>\$1,029,340</b>	<b>\$1,048,842</b>	<b>\$1,133,261</b>
<b>Discretionary_Reserves</b>												
Building	\$0	\$9,000	\$0	\$6,000	\$6,000	\$0	\$0	\$42,000	\$6,000	\$6,000	\$0	\$0
Corporate	\$0	\$91,583	\$31,307	\$100,000	\$0	\$15,000	\$0	\$39,740	\$0	\$0	\$0	\$0
Finance	\$0	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$29,643	\$729,050	\$17,238	\$8,904	\$19,500	\$33,796	\$483,000	\$22,500	\$4,500	\$500,000
ORC	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0
Parks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$25,000
PCC	\$0	\$0	\$0	\$12,000	\$45,000	\$0	\$0	\$6,250	\$0	\$2,500	\$2,500	\$50,000
Public Works	\$0	\$7,500	\$228,000	\$515,000	\$500,000	\$350,000	\$225,000	\$0	\$92,000	\$0	\$0	\$250,000
Municipal Office	\$0	\$10,000	\$12,580	\$37,500	\$0	\$35,000	\$20,000	\$116,000	\$0	\$0	\$0	\$125,000
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Discretionary_Reserves Total</b>	<b>\$0</b>	<b>\$126,083</b>	<b>\$301,530</b>	<b>\$1,411,550</b>	<b>\$568,238</b>	<b>\$408,904</b>	<b>\$264,500</b>	<b>\$237,786</b>	<b>\$581,000</b>	<b>\$49,000</b>	<b>\$7,000</b>	<b>\$950,000</b>
<b>Restricted_Reserves</b>												
Corporate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,500	\$0	\$0	\$0
Finance	\$0	\$0	\$18,900	\$0	\$0	\$0	\$0	\$18,900	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$320,000	\$0	\$0	\$0	\$0	\$26,400	\$0	\$0	\$0
Parks	\$0	\$70,000	\$108,500	\$0	\$245,667	\$296,103	\$239,000	\$0	\$0	\$90,000	\$0	\$30,000
PCC	\$0	\$0	\$0	\$0	\$45,000	\$0	\$0	\$6,250	\$27,000	\$2,500	\$2,500	\$50,000
Public Works	\$0	\$0	\$299,560	\$316,120	\$326,011	\$281,480	\$387,014	\$416,888	\$456,840	\$442,800	\$437,340	\$399,900
<b>Restricted_Reserves Total</b>	<b>\$0</b>	<b>\$70,000</b>	<b>\$426,960</b>	<b>\$636,120</b>	<b>\$616,678</b>	<b>\$577,583</b>	<b>\$626,014</b>	<b>\$442,038</b>	<b>\$523,740</b>	<b>\$535,300</b>	<b>\$439,840</b>	<b>\$479,900</b>
<b>Grand Total</b>	<b>\$0</b>	<b>\$533,583</b>	<b>\$2,650,618</b>	<b>\$3,200,613</b>	<b>\$3,438,137</b>	<b>\$2,621,484</b>	<b>\$1,968,984</b>	<b>\$1,865,259</b>	<b>\$2,396,794</b>	<b>\$1,792,563</b>	<b>\$1,664,605</b>	<b>\$2,737,084</b>

Capital Summary - Funding Sources by Year Graph



2019 Proposed Capital Program

Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_ Reserves	Grant
Corporate	163,935	59,093	-	31,307	-	73,535
Municipal Office	48,600	36,020	-	12,580	-	-
Finance	21,000	2,100	-	-	18,900	-
Building	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	1,534,900	837,919	220,000	228,000	79,560	169,421
Fire and Rescue	119,427	89,784	-	29,643	-	-
Parks	732,755	30,000	-	-	108,500	594,255
ORC	15,000	15,000	-	-	-	-
PCC	15,000	15,000	-	-	-	-
<b>Total</b>	<b>2,650,618</b>	<b>1,084,916</b>	<b>220,000</b>	<b>301,530</b>	<b>206,960</b>	<b>837,212</b>

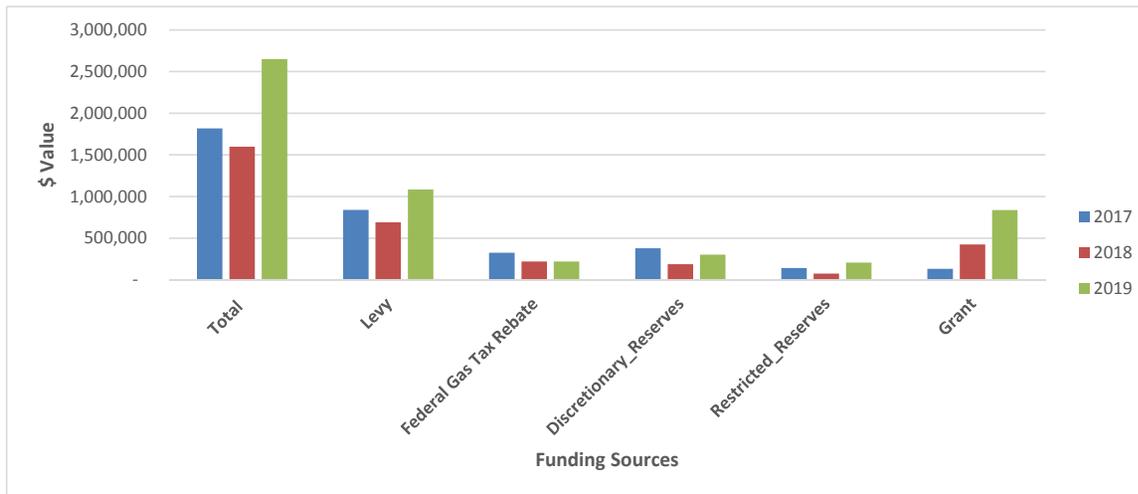
2018 Approved Capital Program

Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_ Reserves	Grant
Corporate	370,000	107,500	-	-	-	262,500
Municipal Office	27,500	-	-	27,500	-	-
Finance	58,000	8,000	-	-	-	50,000
Building	9,000	-	-	9,000	-	-
Planning	-	-	-	-	-	-
Public Works	1,057,500	560,244	220,000	100,000	69,420	107,836
Fire and Rescue	24,575	15,105	-	4,611	4,859	-
Parks	40,000	-	-	35,000	-	5,000
ORC	-	-	-	-	-	-
PCC	11,000	-	-	11,000	-	-
<b>Total</b>	<b>1,597,575</b>	<b>690,849</b>	<b>220,000</b>	<b>187,111</b>	<b>74,279</b>	<b>425,336</b>

2017 Approved Capital Program

Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_ Reserves	Grant
Corporate	131,680	57,813	-	9,180	8,438	56,250
Finance	10,000	10,000	-	-	-	-
Building	35,000	-	-	35,000	-	-
Planning	-	-	-	-	-	-
Public Works	1,303,200	585,898	325,000	206,500	109,980	75,822
Fire and Rescue	153,489	79,655	-	50,784	23,050	-
Parks	30,000	30,000	-	-	-	-
ORC	91,500	15,000	-	76,500	-	-
PCC	15,000	15,000	-	-	-	-
Badenoch	47,500	47,500	-	-	-	-
<b>Total</b>	<b>1,817,369</b>	<b>840,866</b>	<b>325,000</b>	<b>377,964</b>	<b>141,468</b>	<b>132,072</b>

2019 Proposed Capital Budget Compared to the 2018 and 2017 Approved Capital Budget Funding Comparisons



**Schedule M to Report FIN-2019-007**

**2019 Proposed Ten Year Plan**

Department	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate	-	370,000	163,935	142,500	17,500	32,500	17,500	99,500	47,500	17,500	17,500	17,500
Municipal Office	-	27,500	48,600	67,500	30,000	65,000	50,000	146,000	30,000	30,000	30,000	155,000
Finance	-	58,000	21,000	-	-	-	-	31,000	-	-	-	-
Building	-	9,000	-	6,000	6,000	-	-	42,000	6,000	6,000	-	-
Planning	-	-	-	-	-	-	-	-	-	-	-	-
Public Works	-	1,057,500	1,534,900	1,702,500	1,686,700	1,515,500	1,449,900	1,366,400	1,564,500	1,464,500	1,472,500	1,772,500
Fire and Rescue	-	24,575	119,427	1,198,113	825,030	68,904	91,584	102,859	633,794	91,563	79,605	572,084
Parks	-	40,000	732,755	30,000	737,907	904,580	330,000	30,000	30,000	140,000	30,000	90,000
ORC	-	-	15,000	27,000	20,000	20,000	15,000	20,000	20,000	23,000	15,000	15,000
PCC	-	11,000	15,000	27,000	115,000	15,000	15,000	27,500	65,000	20,000	20,000	115,000
<b>Total</b>	<b>1,817,369</b>	<b>1,597,575</b>	<b>2,650,618</b>	<b>3,200,613</b>	<b>3,438,137</b>	<b>2,621,484</b>	<b>1,968,984</b>	<b>1,865,259</b>	<b>2,396,794</b>	<b>1,792,563</b>	<b>1,664,605</b>	<b>2,737,084</b>
Change from previous year	-	(219,794)	1,053,043	549,995	237,524	(816,653)	(652,500)	(103,725)	531,535	(604,231)	(127,958)	1,072,479
										<b>10 year total</b>		<b>24,336,141</b>
										<b>yearly average</b>		<b>2,433,614</b>

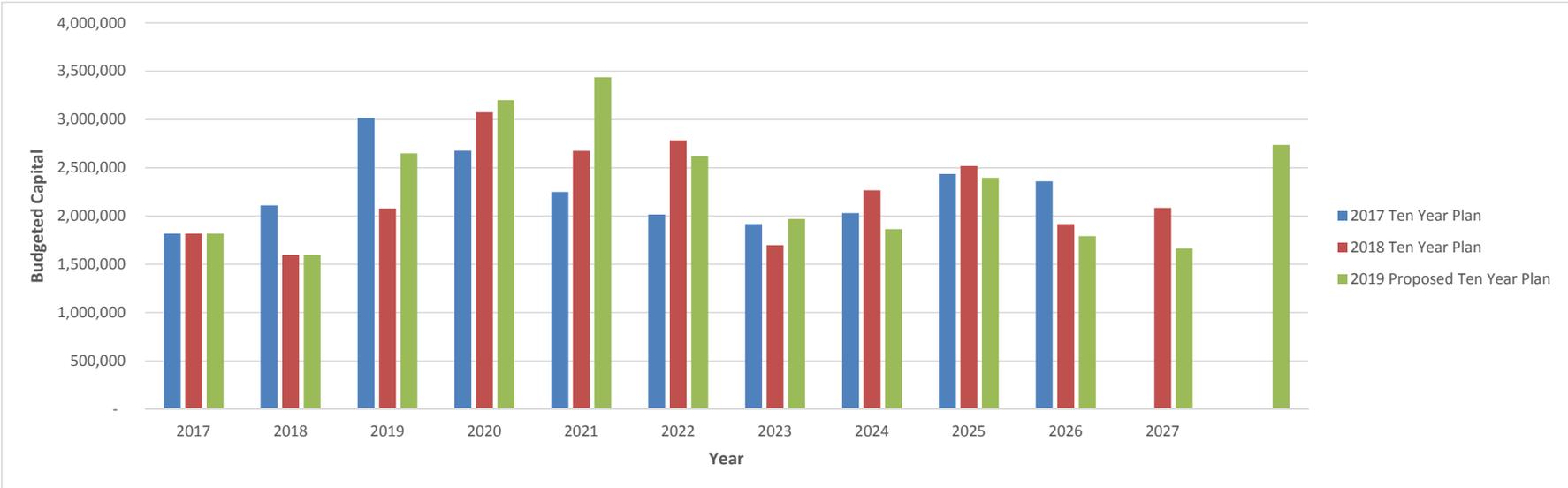
**2018 Ten Year Plan**

Department	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate		370,000	42,500	32,500	32,500	17,500	17,500	42,500	47,500	17,500	17,500	
Municipal Office		27,500	55,500	42,500	50,000	60,000	261,000	527,000	261,000	261,000	261,000	
Finance		58,000	15,500	0	0	0	10,000	15,500	0	0	0	
Building		9,000	0	6,000	6,000	0	9,000	33,000	6,000	6,000	0	
Planning		0	0	0	0	0	0	0	0	0	0	
Public Works		1,057,500	1,433,900	1,443,200	1,091,500	1,374,900	1,256,400	1,472,500	1,469,500	1,354,500	1,672,500	
Fire and Rescue		24,575	466,795	1,376,800	76,324	91,560	84,380	98,735	619,700	90,212	73,655	
Parks		40,000	30,000	40,000	1,385,569	1,204,580	30,000	30,000	30,000	140,000	30,000	
ORC		0	15,000	15,000	20,000	20,000	15,000	20,000	20,000	23,000	15,000	
PCC		11,000	20,000	120,000	15,000	15,000	15,000	27,500	65,000	25,000	15,000	
<b>Total</b>	<b>1,817,369</b>	<b>1,597,575</b>	<b>2,079,195</b>	<b>3,076,000</b>	<b>2,676,893</b>	<b>2,783,540</b>	<b>1,698,280</b>	<b>2,266,735</b>	<b>2,518,700</b>	<b>1,917,212</b>	<b>2,084,655</b>	
Change from previous year		-219,794	481,620	996,805	-399,107	106,647	-1,085,260	568,455	251,965	-601,488	167,443	
										<b>10 year total</b>		<b>22,698,785</b>
										<b>yearly average</b>		<b>2,269,878</b>

**2017 Ten Year Plan**

Department	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate	131,680	105,000	331,500	328,500	351,000	346,000	336,000	326,000	115,000		85,000	
Finance	10,000	10,000	15,500	-	-	-	10,000	15,500	-		-	
Building	35,000	-	-	6,000	6,000	35,000	-	-	-		33,000	
Planning	0	-	-	-	-	-	-	-	-		-	
Public Works	1,303,200	1,297,500	1,481,300	1,313,200	1,336,500	1,342,500	1,306,400	1,397,500	1,492,500		1,844,500	
Fire and Rescue	153,489	448,930	813,124	695,050	136,324	172,560	144,380	158,735	658,700		150,212	
Parks	30,000	90,000	310,000	170,000	360,000	60,000	60,000	60,000	60,000		170,000	
ORC	91,500	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		38,000	
PCC	15,000	130,000	35,000	135,000	30,000	30,000	30,000	42,500	80,000		40,000	
Badenoch	47,500	-	-	-	-	-	-	-	-		-	
<b>Total</b>	<b>1,817,369</b>	<b>2,111,430</b>	<b>3,016,424</b>	<b>2,677,750</b>	<b>2,249,824</b>	<b>2,016,060</b>	<b>1,916,780</b>	<b>2,030,235</b>	<b>2,436,200</b>	<b>2,360,712</b>		<b>-</b>
Change from previous year		294,061	904,994	(338,674)	(427,926)	(233,764)	(99,280)	113,455	405,965	(75,488)		-
								<b>10 year total</b>		<b>22,632,784</b>		-
								<b>yearly average</b>		<b>2,263,278</b>		-

**2019 Proposed Ten Year Plan Compared to the 2017 and 2018 Ten Year Plans**



**THE CORPORATION OF THE TOWNSHIP OF PUSLINCH**

**BY-LAW NUMBER 008-2019**

Being a by-law to confirm the proceedings of the Council of the Corporation of the Township of Puslinch at its Budget meeting held on January 30, 2019.

**WHEREAS** by Section 5 of the *Municipal Act, 2001, S.O. 2001, c.25* the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** by Section 5, Subsection (3) of the *Municipal Act*, a municipal power including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Puslinch at its Budget meeting held on January 30, 2019 be confirmed and adopted by By-law;

**NOW THEREFORE** the Council of the Corporation of the Township of Puslinch hereby enacts as follows:

- 1) The action of the Council of the Corporation of the Township of Puslinch, in respect of each recommendation contained in the reports of the Committees and each motion and resolution passed and other action taken by the Council at said meeting are hereby adopted and confirmed.
- 2) The Head of Council and proper official of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action of the Council.
- 3) The Head of Council and the Clerk are hereby authorized and directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and the Clerk authorized and directed to affix the seal of the said Corporation to all such documents.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 30<sup>th</sup> DAY OF JANUARY 2019.**

---

James Seeley, Mayor

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Karen Landry, C.A.O./Clerk