2025 Level of Service Asset Management Plan

Prepared for:

The Municipality of Calvin

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Introduction

Objectives as defined by the Ontario Reg. 588/17

A municipal asset management plan must include each asset category the current levels of service provide, determined by qualitative descriptions and technical metrics based on data from, at most, the two calendar years before the year in which all information required under this section contained in the asset management plan.

For each asset category, a summary of the assets in the category, the replacement cost of the assets in the category, the average age of the assets in the category, determined by assessing the average age of the components of the assets, the information available on the condition of the assets in the category, and a description of the Municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.

For each asset category, the lifecycle activities that would be undertaken to maintain the current levels of service for each of the 10 years following the year for which the current levels of service are determined and the costs of providing those activities based on an assessment of the following: the full lifecycle of the assets, the options for which lifecycle activities will be undertaken to maintain the current levels of service and the risks associated with the possibilities.

Phase-in Schedule

Asset management plans, proposed levels of service

On or before July 1, 2025, every asset management plan prepared under section 5 must include the following additional information:

1. For each asset category, the levels of service that the Municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:

   i. With respect to core Municipality infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.

   ii. With respect to all other Municipality infrastructure assets, the qualitative descriptions and technical metrics established by the Municipality.

2. An explanation of why the proposed levels of service under paragraph 1 are appropriate for the Municipality, based on an assessment of the following:

   i. The options for the proposed levels of service and the risks associated with those options to the long-term sustainability of the Municipality.

   ii. How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).

   iii. Whether the proposed levels of service are achievable.

   iv. The Municipality's ability to afford the proposed levels of service.

3. The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the Municipality, such as those that would measure energy usage and operating efficiency.

4. A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1 above:

   i. An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:

      a) The full lifecycle of the assets.
      b) The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.
      c) The risks associated with the options referred to in sub-subparagraph B.
      d) The lifecycle activities referred to in sub-subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.

   ii. An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.

iii. An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the Municipality to maximize the funding projected to be available.

iv. If, based on the funding projected to be available, the Municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph 4i.

a) an identification of the lifecycle activities, whether set out in subparagraph 4i or otherwise, that the Municipality will undertake, and
b) if applicable, an explanation of how the Municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph 4i.

Social Trends

Asset management plan takes into consideration a variety of trends including, upcoming governmental trends, social changes, technology changes, and environmental sustainability which will have direct effect on the asset.

2025 Capital Plan

Roads Department **Budget - $773,105.00**

Environmental Budget (Landfill and Recycling) **Budget- $105,149.20**

Recreation: **Budget- $ 67,960.55**

Health Services **Budget- $ 24,061.00**

REASON	AMOUNT
Roads Needs Study	$ 20,000.00 (will be funded by Gas Tax)
Fuel and oil	$ 20,000.00
Backhoe Repair/Maintenance	$ 5,000.00
Maintenance for Pickup	$ 5,000.00
Sand dome Door Motor	$ 5,000.00
OVR/Railway Crossing Maintenance	$ 4,386.00
PPE as per collective	$ 3,000.00
No previous budget for road signs	$ 2,000.00
Beaver trapper	$ 7,500.00
Radio for pick up/2 handhelds	$ 3,000.00
Winter sand Increase	$ 4,172.20
Survey for Stewarts Road	$ 7,910.00
TOTAL INCREASE RATIONALE	**$86,968.20**

REASON	AMOUNT
Hydro Sports Center/Rink	$ 2,500.00
Wages for Parks	$ 30,806.00
Insurance	$ 3,444.55
Training	$ 1,000.00
PPE	$ 500.00
Equipment Maintenance	$ 1,000.00
TOTAL INCREASE	**$39,250.55**

Municipality Plans

Establishing a Level of Service (LoS) strategy began with a collection and review of Municipality documents and Bylaws.

Documents	Descriptions
Insurance policy	*Review replacement value*
Emergency readiness plan	
Operation budget	*Ongoing operational budget*
Capital budget	*Capital expenditures*
Financial Plans	*PSAB policies, TCA, FIR*
Asset Retirement Obligation	*Policy bylaw*
Asset management policy plan	
Energy consumption	*Climate change / net zero*
Purchase policies	*Include lifecycle expenses and Asset Retirement Obligation as part of financial submission*
Fire Service Review	*Review of fire department level of service*
Emergency plan	*Emergency readiness response plan*

Legislative Requirements

A review of provincial legislative requirements was undertaken as part of the LoS strategy.

Asset Category	Legislative Requirements
All	O.Reg. 588/17 Jobs and prosperity act of 2015 PSAB Asset Retirement Obligation (ARO)
Water (applicable in limited capacity)	Ontario regulation 170/03 drinking water
Storm water Culverts < 3 m	Environmental Compliance Act
Roads	MMS O. Reg. 239/02 traffic safety act
Buildings	Ontario building code Accessibility for Ontarians with Disabilities Act
Landfill sites	ECA environmental compliance approval O. Reg. 232/98, O Reg. 347 guidelines B-7
Fleet	Regular and routine maintenance as described by MTO
Emergency	Fire protection and prevention act O. REG. 378/18
Land	Parks, open spaces, trails Cemetery O.Reg 130/92
Washroom inspections	O.Reg. 480/24

Citizen Level of Service

As part of the asset management initiative Municipality staff reviewed process and strategies which effected citizen LoS.

Asset	Description
Service delivery plan	Municipality plan outlining the delivery objectives
Injury and hazards reports	Incident reporting capabilities
Bylaw infractions	Bylaw infraction monitoring
Citizen service request	Online ability to request services
Patron feedback	Provide online feedback when attending Municipality facilities
Building code compliancy	Ontario Disability Act 2023 Accessibility Compliance Report
Electronic inspections	Manage inspections through electronic means
Culvert management	Installation, repair and maintenance of culverts
Road cuts permits	Monitor road cuts
Road entrance permits	Monitor entrance permits
Road closing application	Monitor road closures

Community Overview

The Municipality of Calvin was incorporated in 1887 and is located in the Nipissing District of Ontario. The Municipality of Calvin and the surrounding region takes pride in its varied natural resources and an abundance of picturesque views. It is nestled south of the Mattawa River along Highway 17 and just north of Ontario's world-famous Algonquin Park. The area offers Samuel de Champlain Provincial Park, the Canadian Ecology Centre, the Eau Claire Gorge Conservation Area, and the Voyageur Multi-Use Trail System.

In the 2021 Census Calvin had a population of 557 living in 227 of its 263 private dwellings. The land area of 140.13 km2 (54.10 sq mi), it had a population density of 4.0/km2 (10.3/sq mi) in 2021. The Municipality of Calvin is an agricultural established community, the combination of rolling hills, farmed fields and mixed forest area. The Mattawa River has a rock-walled canyon up to 150 metres in places. The Eau Claire Gorge Conservation Area (managed by the North Bay-Mattawa Conservation Authority) is a waterfall at the open rock face of the Gorge; the white-water rapids can be found on either side.

Accessibility for Ontarians with Disabilities Act Compliancy

The Corporation of the Municipality of **Calvin Multi-Year Accessibility Plan 2023-2028** outlines the initiatives the Municipality plans to undertake to ensure compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Additionally, the plan outlines how the Municipality will address the needs of a growing and diverse community as it works toward a fully accessible and inclusive community.

The Municipality of Calvin is committed to providing a barrier-free environment for all stakeholders including; our employees, job applicants and any visitors and other third parties who may enter our premises, access our information, or use our services. As an organization, we respect and uphold the requirements set forth under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), and its associated standards and regulations.

The most significant barriers recognized in the past report were related to improving accessibility to the municipal office/community hall.

Future Growth

Municipality of Calvin experienced a population increase between the 2016 and 2021 Canadian census periods. The population grew by 7.9% from 516 to 557 residents. This growth surpasses the provincial (5.8%) and national (5.2%) averages for the same period.

In more detail:

- 2016 Census: The population of Calvin Municipality was 516.
- 2021 Census: The population increased to 557, representing a 7.9% increase.
- Comparison to other areas: The 7.9% growth in Calvin was higher than the provincial average of 5.8% and the national average of 5.2%.
- Private dwellings: The number of occupied private dwellings also increased, going from 202 in 2016 to 227 in 2021, a change of 12.4%.

Asset Management Policy

The asset management 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.

Human Resources

As the Asset Management (AM) regulation requires regular and ongoing updates, implementation of a working AM strategy will require a change strategy by Municipal human resources

The proper implementation of AM should provide the Municipality with cost savings such as reduction of unexpected down time and extension of assets useful life.

As the Municipality formalizes the data collection and LoS, it will be able to review the services offered to determine whether sufficient human resources exist.

Although the Municipality has invested resources in the collection of an asset inventory, it still requires ongoing and regular updates and validation. Although software and standards have been selected and partially implemented the information will require Municipal staff to apply ongoing updates.

Municipal data collection is broken into tabular, graphical and financial data. Therefore, the need exists for Municipal staff to have access to qualified resources which are knowledgeable in the integration of the 3 components.

Inquiries from both Municipal staff and citizens are required to be electronically collected and managed. Whether the data is stored in an excel file or a web-based solution the need for a dedicated staff member or committee Municipal personnel are required to collect, update and manage this data.

As assets get older the need for different lifecycle strategies becomes apparent. Staff will require the necessary expertise or knowledge to apply the appropriate lifecycle event strategy.

The collection of runtime and capacity information associated to each inventory asset, will require regular updating. Collecting this information will enhance and compliment the financial reports.

Tracking and managing all necessary inspections will require the allocation of appropriate resources. Some of the inspections may be done by internal staff while others may require industrial expertise preformed from qualified contractors.

Labelling all assets – the Municipal staff have begun implementing technology to increase functionality and efficiencies. “QR Code” labels physically attached to each component will reduce errors and expedite access to data and inspections.

Level of Service Delivery Review

The Municipality is working on a formal AM governance policy that consolidates and formalizes the Municipality's obligations. Over the past 3 years the Municipality has diligently worked on collecting and maintaining an accurate asset inventory and governance which outlines the current reliability and completeness of the Municipality's AM strategy.

Service Review

- Outline the human resource capacity required to achieve the objectives
- Identify common gaps and deficiencies in data sets and data management
- Review and document current processes, workflow, and data collection
- Review regulatory compliance associated with the assets and levels of service

Strategy and Planning

- Track current levels of service
- Identify resources to manage and document lifecycle activities
- Track the costs of repairs, inspections, and replacements of individual assets

Components to Monitor

- Operational condition
- Responsiveness to service requests
- Adaptability to climate change
- Energy saving, CO2 reduction
- Infrastructure resilience
- Emergency responsiveness

Asset Management Pillars

Asset Management Policy

Estimated useful life versus remaining service life

Useful life- A policy that evokes the operation and financial capability of a Municipality to replace assets at end of useful life regardless of asset functional conditions.

Service life- The ongoing service and maintenance beyond the useful life and until an asset has reached its end of service

Staff Retention/Training

The AM plan should facilitate the transition of knowledge from staff. Will provide historical information regarding past maintenance of assets.

Procurement Policy

Capital equipment purchased will include all life cycle events including the service, and asset retirement obligation

Asset Classification

Core assets	horizontal assets such as roads, sewer, storm and watermains along with its linked components such as valves, hydrants and manholes
Non-core assets	buildings, fleet and machinery
Natural assets	trees, water course, parks, trails and open spaces
Rolling stock	consumable items such as filters, sand, salt

Inspections

Core assets	roads, along with linked components such signs and poles …
Non-core assets	buildings, fleet and machinery
Natural assets	trees, water course, parks, trails and open spaces

Citizen Engagement

Through the adoption of QR technologies, the Municipality will enable its residents and other interested parties to provide online service requests.

Climate Change Policy

The Municipality has begun to update the inventory data to define which individual inventory item consumes energy. The Municipality has begun to collect energy usage by building and fuel type. Over time the Municipality will establish a policy to identify achievable reduction.

Asset Replacement Policy

A fixed asset replacement policy outlines the procedures and criteria for deciding when and how to replace long-term assets with new ones. The policy distinguishes whether the asset is replaced at end of useful life or at the end of service life. This policy must include:

Asset Condition and Performance:	Regularly assess the condition, performance, and remaining useful life of existing assets to determine if they are still meeting operational needs.
Cost Analysis:	Compare the cost of maintaining or repairing an existing asset versus the cost of replacing it with a new one.
Technological Advancements:	Consider whether new technologies or equipment can improve efficiency, productivity, or reduce costs.
Depreciation and Obsolescence:	Factor in the depreciation of existing assets and the potential for them to become obsolete.
Budgetary Constraints:	Ensure that any replacement decisions are aligned with the organization's budget and financial goals.
Maintenance and Repair Costs:	Track maintenance and repair costs to determine if they are becoming excessive and warrant replacement.
Operational Impacts:	Evaluate the potential impact of asset replacement on daily operations and ensure a smooth transition.
Legal and Regulatory Requirements:	Adhere to any legal or regulatory requirements related to asset disposal or replacement.

Asset Repository

In order to accurately generate conditions, inspections and forecast, the following Inventory fields are mandatory; Purchase Price, Replacement Price, Installation Date, Replacement Date and Useful Life.

Where appropriate Asset Inventories have been broken into sub categories utilizing the Uniformat Level 3 standard. This approach ensures that the asset sub component is collected and structured to include the necessary fields; Site Work, Substructure, Shell and Interior.

Within the building the Inventory based on subcategories such as HVAC, Mechanical, Electrical and Auxiliary Assets are required to provide the service.

The Municipality is collecting Useful Life values consistent with ASHREA life expectancy guideline. This ensures consistency in like type Asset Inventories such as Pumps, Compressors and others.

Current replacement prices are validated through tenders, insurance policies and calculated inflation rates assigned to purchase prices.

Asset Information (Data Governance)

1. A Road Needs Study that assesses the condition, design class and road attributes.
2. The Ontario Structural Inspection Manuals (OSIM's) biannual inspections
3. A Building Condition Assessment (BCA) to assess the condition, remaining life, and applicable lifecycle activities to various components within buildings and facilities.
4. A stormwater network containing the necessary culvert details.
5. Update Replacement costs using inflationary CPI measures, or recent tenders.
6. Validate Estimated Useful Life (EUL) and asset capital financial thresholds.
7. Document daily and regular activities conducted by Municipal staff.

Asset Tagging

The "QR Barcode" fixed asset identification number tags should be physically attached to the physical assets in a visible location whenever possible. Once the asset is tagged, the staff can enhance and facilitate the collection of additional fields such as serial number, make, and model. The asset description should be filled out so that the user can distinguish the asset.

Reason to Tag is to identify Inventory Assets as belonging to the organization. What to Tag? All assets listed on the TCA ledger, as well as any equipment with a replacement value above $1,000 including assets that are sensitive, portable, or prone to theft.

Asset Condition Index

Facility Condition Index

Facility Condition Index (FCI) and Extended Facility Condition Index (EFCI) scores are a useful way of visualizing and generating provincial financial reports and comparing conditions of multiple distinct facilities.

The FCI is a ratio that measures the condition of a building by comparing the estimated cost of repairs and replacements, to the replacement value of the facility, expressed as a percentage. A lower FCI generally indicates better condition, while a higher FCI suggests greater need for repairs and upgrades.

The FCI quantifies the ratio between the cost of deferred maintenance and repairs and the total replacement value of a facility. It's a benchmark for comparing the condition of different facilities, both within and across organizations, regardless of size or composition. The FCI helps identify facilities with significant deficiencies that require immediate attention. Renewal Backlog: includes the cost of all needed repairs, renewals, and upgrades to address existing and projected maintenance needs. Replacement Value is the estimated cost of replacing the entire facility, considering current market prices and construction costs.

Adopting the FCI helps:

- prioritize maintenance and repair projects based on the condition of different facilities
- make informed budgeting decisions for capital projects and maintenance activities
- supports overall AM by tracking and monitoring the condition of facilities over time
- provides a quantifiable measure for making informed decisions about facility replacement, renovation, or other actions.

The FCI approach ensures that the asset sub component is collected and structured to include the necessary fields; Site Work, Substructure, Shell and Interior. Within the building the Inventory is collected based on subcategories such as HVAC, Mechanical, Electrical.

Roads Pavement Condition Index

The Pavement Condition Index (PCI) is typically generated from a Roads Needs Study or through routine inspections performed by qualified Municipality staff.

Bridge Condition Index

The Bridge Condition Index (BCI) is a component of the biennial OSIM inspections performed by qualified professionals.

Fleet Condition Index

In accordance with the Ontario Ministry of Transportation best practice, fleet and equipment are regularly monitored and maintained, where possible by qualified Municipal staff or external experts.

Water Condition Index

The Municipality continues to monitor, repair and maintain water and equipment assets located in the Community Hall.

Storm Condition Index

The Municipality continues to monitor, repair and maintain culverts associated with storm infrastructure.

Asset Category

As per the O Reg. 58817, Municipal assets are divided into Core and Non-Core categories.

Core assets include all linear assets such as Roads, Water, Sewer, Storm and Bridges, while non-core assets include; Facilities, Open Spaces, Fleet and Equipment.

Core Assets

Hierarchy	Category	Subtype
Transportation	Roads	LCB Gravel
Transportation	Bridges	
Storm	Culverts<3 m	

Non-Core Assets

Hierarchy	Category	Subtype
Land (roll number)	Administration Public Works Recreation Emergency	• Easement, Right-of-way • Parking lot • Vacant property • Cemetery • Community Hall • Fire, Ambulance • Library, Medical, Municipality • Salt / Storm Shed • Pavilions
Building Super Structure	Building Structure/ Outer Shell	• Interior/Exterior • Roof/Shell, Structure/Salls • Foundations/Footings/Slabs
Building Inventory	Capital Inventory within building	• Electrical • Mechanical • Structural • Electronic • Emergency
Fleet/Equipment	• Recreational • Emergency • Public works • Environmental	• Heavy duty • Medium duty • Light duty • General equipment

Natural Assets

Similar to engineering infrastructures, the Municipality also has natural assets sometimes referred to as “Green Infrastructure” which provide valuable services to the community. These assets, include forests, wetlands, and water bodies, which offer benefits such as clean air and water, flood control, and recreational spaces. Natural assets will form the foundation of climate plan.

Lakes included within the Municipality:

Smith Lake: 67 acres with 1056 feet of water frontage, with a depth of approximately 286 feet (80m), it is located off Highway 630, central in the Municipality, providing ample recreational activities year around, from summer and winter fishing, to canoeing and kayaking. This is a densely populated residential area, at the eastern area of the lake a campground has been in business for numerous years.

Crooked Lake: is known for the summer recreational activities mostly focused to the campers, there is little access to this lake other than the privately own campground.

Mattawa River: is North of the Municipality of Calvin, the river flows from Lake Talon through the rock-walled canyon up to 150 meters in places. The Mattawa River is a popular recreational destination for weekend canoe/camping trips.

Burbot Lake & Upper Johnson Lake: smaller in size with access via Highway 630, very low activity on this lake.

Pimisi Bay: part of the Mattawa River system, it’s a well-known rest stop off the Trans-Canada Highway, this area is used to launch manual watercraft to trek to the Talon Chutes or the Mattawa River.

Other Municipal Services

Cost of services provided by the Municipality to its residences which are not associated to municipal owned assets

Police	$ 95,000
Environmental waste diversion (contracted)	$ 16,000
Conservation Authority	$ 13,000
Bylaw	$ 11,000
Public Health	$ 18,000
Library	$ 1,100

Non-Core Data Collection Structure

Land Related Assets

The Municipality will investigate the value of implementing a Geographic Information System to facilitate the visualization and collection of land related parcel information including;

- total number of parcels
- parcels with emergency access within specified timeframe
- parcels on maintained roads
- parcels with waste collection

Data Collection Structure

Non-Core - The Municipality has adopted of the ASTM UNIFORMAT II level 3 Standard E1557 classification standard for collection of building data. In Ontario, organizations who are members of Ontario Recreation Facilities Association (ORFA) have access to the RFAM Inventory module at no cost as part of their member services.

Core – The Municipality has uploaded its infrastructure data into Marmak's Balance software which utilizes a Municipal best practice standard for inventory collection.

Asset Breakdown

Non-Core

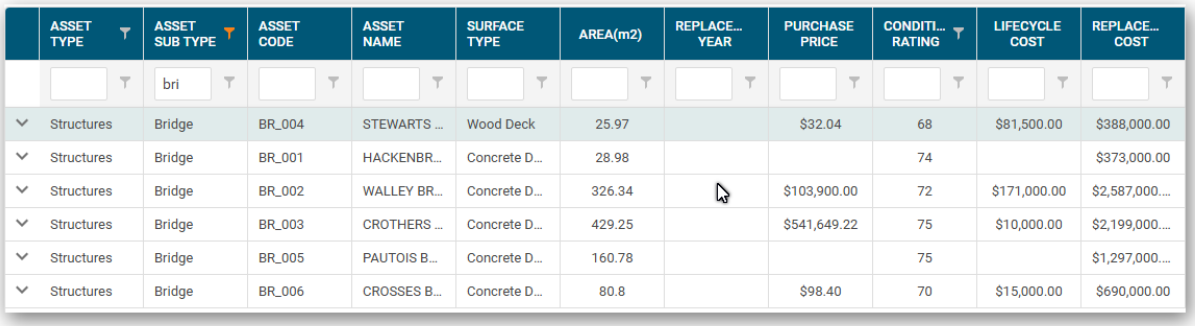
Asset Category	Asset Sub-Categories	Asset Attributes
Land	Administration Green space Public Works	Roll Number
Buildings	Envelope Foundations Roof	Uniformat II
Building Inventory	Plumbing HVAC Electrical	make, model, serial #, dates
Fleet	Heavy duty Medium duty Light duty	make, model, vin #, dates
Equipment	Recreation, Emergency, Public Works	make, model, dates

Core

Asset Category	Asset Sub-Categories	Asset Attributes
Transportation	Roads	class, PCI, underground utilities
	Bridges	BCI, load posting, GIS Location
Storm	Culverts	size, length, material, location

Bridges/Culverts

The Municipality conducts biennial inspections of bridges and culverts. The most recent information available at the time of this document is the 2023 OSIM report. The OSIM report provides a replacement value for each bridge along with a 10 year lifecycle cost.



ASSET TYPE	ASSET SUB TYPE	ASSET CODE	ASSET NAME	SURFACE TYPE	AREA(m2)	REPLACE... YEAR	PURCHASE PRICE	CONDITI... RATING	LIFECYCLE COST	REPLACE... COST
	bri									
Structures	Bridge	BR_004	STEWARTS ...	Wood Deck	25.97		$32.04	68	$81,500.00	$388,000.00
Structures	Bridge	BR_001	HACKENBR...	Concrete D...	28.98			74		$373,000.00
Structures	Bridge	BR_002	WALLEY BR...	Concrete D...	326.34		$103,900.00	72	$171,000.00	$2,587,000....
Structures	Bridge	BR_003	CROTHERS ...	Concrete D...	429.25		$541,649.22	75	$10,000.00	$2,199,000....
Structures	Bridge	BR_005	PAUTOIS B...	Concrete D...	160.78			75		$1,297,000....
Structures	Bridge	BR_006	CROSSES B...	Concrete D...	80.8		$98.40	70	$15,000.00	$690,000.00

Replacement value

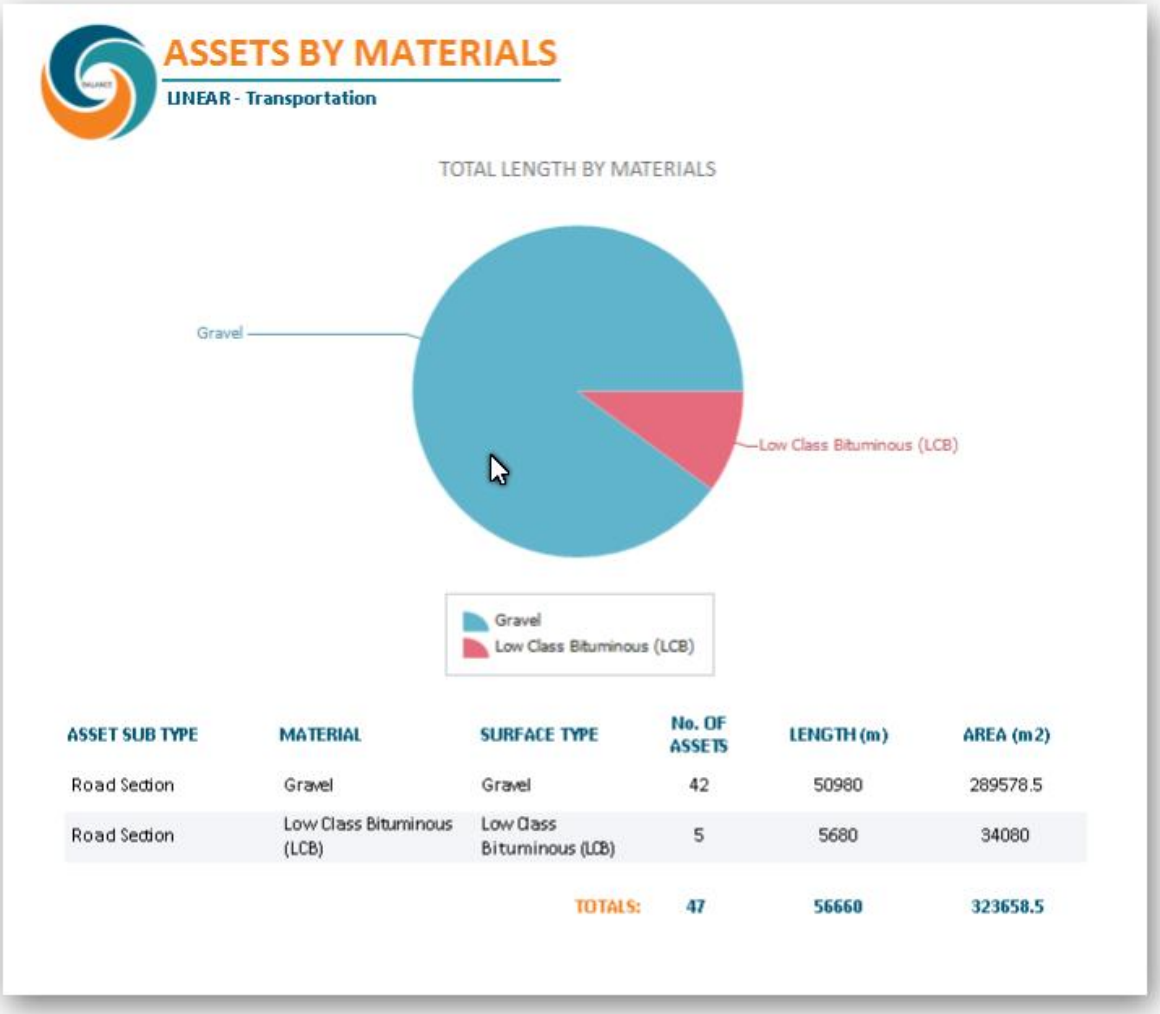
Asset Category	Current Replacement Value	Lifecycle cost	Average BCI
Bridges	$7,534,000.00	$ 277,500.00	72 fair conditions

Roads

The Municipality's road inventory consist of 56.6 Km of roads. 50.9 Km of gravel and 7.7 Km of LCB.

Replacement Value

Asset Category	Cost	Area m2	Lifecycle Cost	Replacement Value	Average PCI
Gravel	$ 30.00 m2	289578 m2	n/a	$8,687,355	59 Poor
LCB	$ 71.50 m2	5680 m2	$406,120.00	$1,704,000	70 Fair



ASSET SUB TYPE	MATERIAL	SURFACE TYPE	No. OF ASSETS	LENGTH (m)	AREA (m2)
Road Section	Gravel	Gravel	42	50980	289578.5
Road Section	Low Class Bituminous (LCB)	Low Class Bituminous (LCB)	5	5680	34080
		TOTALS:	47	56660	323658.5

Culverts <3 m

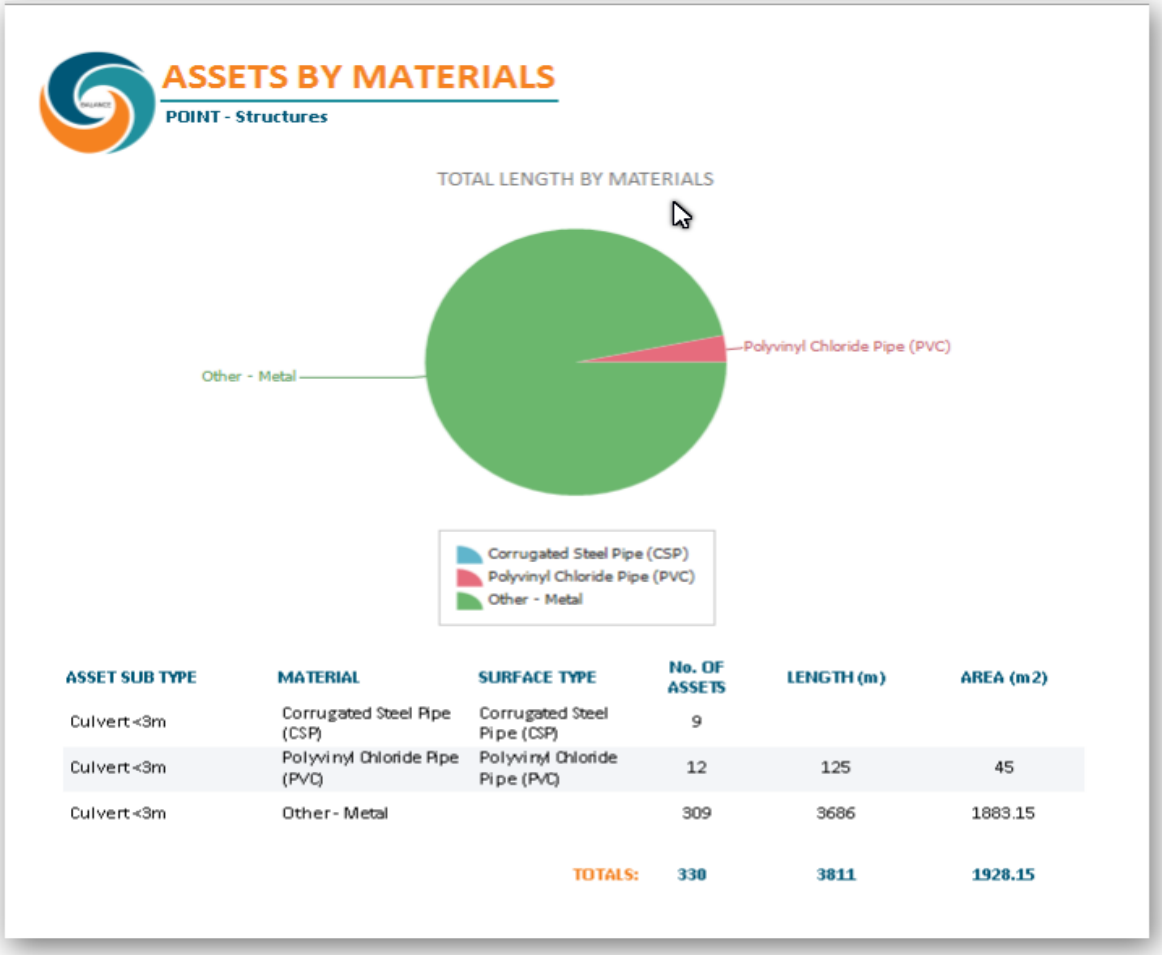
The Municipality has begun collecting an inventory of all their culverts <3m.

To date, the partial inventory contains 331 culverts for a value of $2,611,165.00.

The replacement cost is calculated based on the individual asset diameter and length.

Replacement value

Asset Category	Cost	Length	Total	Condition
Culver < 3m	$ 300 – $1,500 /m	3811 m	$2,611,165.00	unknown



ASSET SUB TYPE	MATERIAL	SURFACE TYPE	No. OF ASSETS	LENGTH (m)	AREA (m2)
Culvert<3m	Corrugated Steel Pipe (CSP)	Corrugated Steel Pipe (CSP)	9		
Culvert<3m	Polyvinyl Chloride Pipe (PVC)	Polyvinyl Chloride Pipe (PVC)	12	125	45
Culvert<3m	Other - Metal		309	3686	1883.15
		TOTALS:	330	3811	1928.15

Fleet

The Municipality has a total of 19 pieces of fleet and equipment. 7 vehicles with a replacement value of $2,048,207.00 and 11 pieces of equipment, with a replacement value of $ 60,000.00 for a total replacement value of $2, 108,207.00

ASSET SUB TYPE	ASSET ID	ASSET NAME	DEPARTMENT	VEHICLE MAKE	VIN/SERIAL #	PURCHASE	PURCHASE	REPLACEMENT	CONDITION
Medium Duty Vehicle	FLT_002	Ford F 800 Pumper/Tanker	Emergency	Ford	1FDYF82K7KVA4103	2008-01-01	$15,000.00		
Heavy Duty Vehicle	FLT_001	2014 INTERNATIONAL TANKER	Emergency	Internationa;	1HTWHAZT03H791969	2015-01-01	$211,152.14	$234,475.00	GOOD (2)
Light Duty Vehicle	FLT_009	Side by Side	Emergency						
Miscellaneous	FLT_016	Utility Trailer	Emergency	Easy Hauler	2SPUBS	2008-07-01	$4,501.44		EXCELLENT (1)
Heavy Duty Vehicle	FLT_003	Sparton Gladiator pumper	Emergency	Spartan	4S7AT2D964C046886	2022-01-01	$85.00		EXCELLENT (1)
Garden Equipment	FLT_013	Zero Turn Lawn Tractor	Public Works	Husqvarna	051917B003988	2017-06-01	$7,400.00		GOOD (2)
Light Duty Vehicle	FLT_008	Pick-up Truck	Public Works	GMC	1GTV2MEC6GZ390439	2024-08-15	$30,700.00		GOOD (2)
Miscellaneous	FLT_007	Push Blade	Public Works	Brandt	172889	2024-01-01			EXCELLENT (1)
Garden Equipment	FLT_015	Snow Blower	Public Works	Ariens	6637				
Garden Equipment	FLT_007	John Deere 310SL LOADER BACKHOE	Public Works	John Deere	1T0310SLCHD319454	42736	102000	145846	GOOD (2)
Garden Equipment	FLT_011	Lawn Tractor (Big Husky)	Public Works	Husqvarna	030913A001354	2013-07-01	$4,144.24	$5,832.00	POOR (4)
Light Duty Vehicle	FLT_017	Steamer	Public Works	Thompson	71-098				GOOD (2)
Garden Equipment	FLT_012	Lawn Tractor (Lil husky)	Public Works	Husqvarna	060211A002831	2011-07-01	$2,768.85	$4,665.00	POOR (4)
Heavy Duty Vehicle	FLT_005	Freightliner	Public Works	Freightliner	3ALHG3DV9RDVG7687	2024-01-01	$401.00		EXCELLENT (1)
Heavy Duty Vehicle	FLT_004	International 76-05	Public Works	International	1HTGSSNTXFH730762	2015-01-01	$196,000.00	$218,408.00	GOOD (2)
Miscellaneous	FLT_010	Recreation Utility Trailer	Public Works	Cramero	87727	2007-02-27			FAIR (3)
Miscellaneous	FLT_007	Sweeper	Public Works	Nortrax	194468-01-01				FAIR (3)
Miscellaneous	FLT_014	Chainsaw	Public Works	husqvarna	20173500346				GOOD (2)
Heavy Duty Vehicle	FLT_006	141 AWD MOTOR GRADER	Public Works	CAT	N9400129	2019-01-01	$333.04		
Miscellaneous		Electric generator	Administration	Sommers		38353		37959	FAIR (3)

Facilities

The Municipality manages 42 non-core assets which include a variety of facilities, and open spaces including parks and cemeteries. These 42 assets contain 324 individual pieces of inventory with a total replacement value of $48,398,199.88.

Environmental

Asset Class	Asset Type	Asset Name	Asset ID	Asset Purpose
Facility	Environmental	Calvin Mall	BLDG_060_3	Give Away Area
Facility	Environmental	Landfill Site	BLDG_060	
Facility	Environmental	Quonset Hut	BLDG_060_2	General storage
Facility	Environmental	Recycling Depot	BLDG_060_4	Sort Recycling
Facility	Environmental	Sand Dome	BLDG_030	
Facility	Environmental	Storage Container	BLDG_060_1	E-waste collection

Open Spaces

Asset Class	Asset Type	Asset Name	Asset ID	Asset Purpose
Parks	Open Spaces / Parks	Calvin Union Cemetery	Land_007	
Parks	Open Spaces / Parks	Community Center Parking Lot	Land_003a	Parking for Park and Community Center
Parks	Open Spaces / Parks	Playground	BLDG_090	Children playground

Recreation

Asset Class	Asset Type	Asset Name	Asset ID	Asset Purpose
Facility	Recreation	Band Shell	BLDG_080	Shelter to watch rink
Facility	Recreation	Baseball Field	BLDG_110	
Facility	Recreation	Cemetery Storage Shed	BLDG_130	Storing Cemetery maintainance Tools
Facility	Recreation	Changeroom / Storage	BLDG_020	storage of equipment
Facility	Recreation	Community Centre / Municipal Offi	BLDG_001	insurance value
Facility	Recreation	Outdoor Rink	BLDG_050	
Facility	Recreation	Public Boat Launch	BLDG_120	
Facility	Recreation	Soccer Field	BLDG_100	

Uniformat

Asset Class	Asset Type	Asset Name	Asset ID	Asset Purpose
Facility	UNIFORMAT II (English	Fire Training Facility	BLDG_060_6	House and Car Fire simulation
Facility	UNIFORMAT II (English	Firehall	BLDG_040	insurance value
Facility	UNIFORMAT II (English	Public Works Garage	BLDG_010	MAINTENANCE GARAGE
Facility	UNIFORMAT II (English	Quonset	BLDG_070	Extra Storage for Public Works
Facility	UNIFORMAT II (English	Repeater Shed	BLDG_060_5	Radio repeater for Public Works and Fire Department

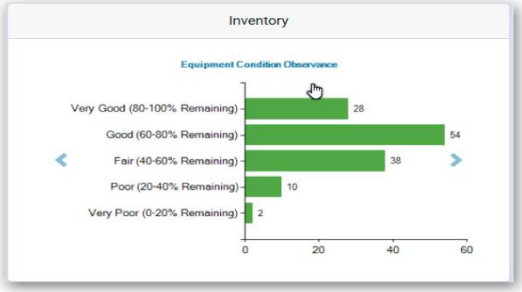
Vacant land

ASSET SUB TYPE	ASSET ID	ASSET NAME	TYPE	CATEGORY	PURCHASE	AREA
Municipal Land	LAND_012	0.30 Acres Vacant Land		Site	$8,600.00	0.3 acres
Municipal Land	LAND_011	0.41 Acres Vacant Land		Site	$20,000.00	0.41 acres
Municipal Land	LAND_009	0.5 Acres Vacant Land		Site		0.5 acres
Municipal Land	LAND_013	1.01 Acres Vacant Land		Site	$23,000.00	1.01 acres
Municipal Land	LAND_010	1.54 Acres Vacant Land		Site	$25,000.00	1.54 acres
Municipal Land	LAND_014	2.0 Acres Vacant Land		Site	$12,000.00	2 acres
Municipal Land	LAND_005	251.837 Acres Unopened Road	Right of	Site		251 acres
Municipal Land	LAND_004	VACANT LAND_004		Site	$14,200.00	14 acres

Condition Analysis Summary

It is recommended that the Municipality continue with a data cleanup initiative.

Condition Distribution	Data Quality Notes
Good: 54 (41.5%)	36 records requiring Inventory ID
Fair: 36 (27.7%)	47 records requiring make and model
Very Good: 28 (21.5%)	
Poor: 10 (7.7%)	
Very Poor: 2 (1.5%)	



Facility-Specific Observations

- Fleet Vehicles: Strong condition profile. 8 assets in Good/Very Good condition.
- Administrative: Moderate condition profile. 1 asset in Fair condition
- Facilities Management: Strong condition profile. 3 assets in Good/Very Good condition.

Staff Training and Engagement

- Educate municipal staff on the importance of timely reporting and documentation of asset issues.
- Conduct regular training on AM best practices and new technologies.

Technology and Innovation

- Implement IoT sensors for real-time monitoring of critical assets.
- Adopt mobile inspection tools for more efficient condition assessments.

Observation

The Municipality of Calvin demonstrates strong infrastructure management with only 9.2% of assets requiring urgent attention. Continued focus on preventive maintenance and strategic planning will maintain this positive trajectory.

Very Poor

Inventory_Item	ASSET_NAME	MAKE	Status	ConditionPriori
Pressure Washer	Public Works Garage	JohnDeere	Capital	1

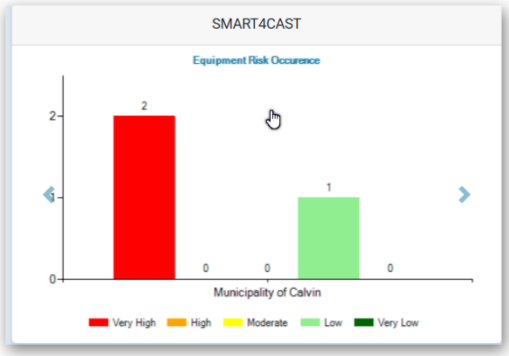
Poor

Inventory_Item	ASSET_NAME	MAKE	Status	ConditionPriori
Playground Boardwalk	Playground	Paul Sans Cartier Reno & Roofing	Active	2
Baseball Infield base	Baseball Field		Active	2
Baseball Bleacher (With Roof)	Baseball Field		Active	2
Gasoline Tank	Public Works Garage	Hasco Industries	Active	2
Fridge	Public Works Garage	Danby	Capital	2
Lil Husky	Changeroom / Storage	Husqvarna	Capital	2
Boat Launch	Public Boat Launch		Active	2

Risk Analysis Summary

Total Risk Occurrences: 3

Risk Level Distribution	High-Risk Assets
Very High: 2 occurrences (66.7%)	Calvin Fleet: 1 Very High, 0 High risks
Low: 1 occurrence (33.3%)	Very High: Ford F 800 Pumper/Tanker (HC9 362) - Red
	Community Centre / Municipal Office: 1 Very High, 0 High risks
	Very High: Emergency Generator



Low-Risk Assets

While these are currently stable, their widespread presence and single risk occurrences highlight the need for routine monitoring.

Staff Training and Protocols

- Train operational staff to recognize early signs of equipment failure.
- Standardize reporting procedures for risk events to ensure consistent documentation.
- Focus training on Calvin Fleet and other high-priority assets.

Budget Allocation and Planning

- Allocate funds based on risk severity, ensuring high-risk assets receive priority.
- Apply for infrastructure grants using risk data to justify funding needs.
- Critical: 66.7% of risks are Very High - justify emergency funding.

Key Observations Include:

- High-risk equipment, such as Calvin Fleet and Community Centre / Municipal Office, poses significant operational and public service risks if not addressed promptly..

Observation

By prioritizing high-impact assets the Municipality of Calvin can ensure its infrastructure remains reliable, safe, and efficient for years to come.

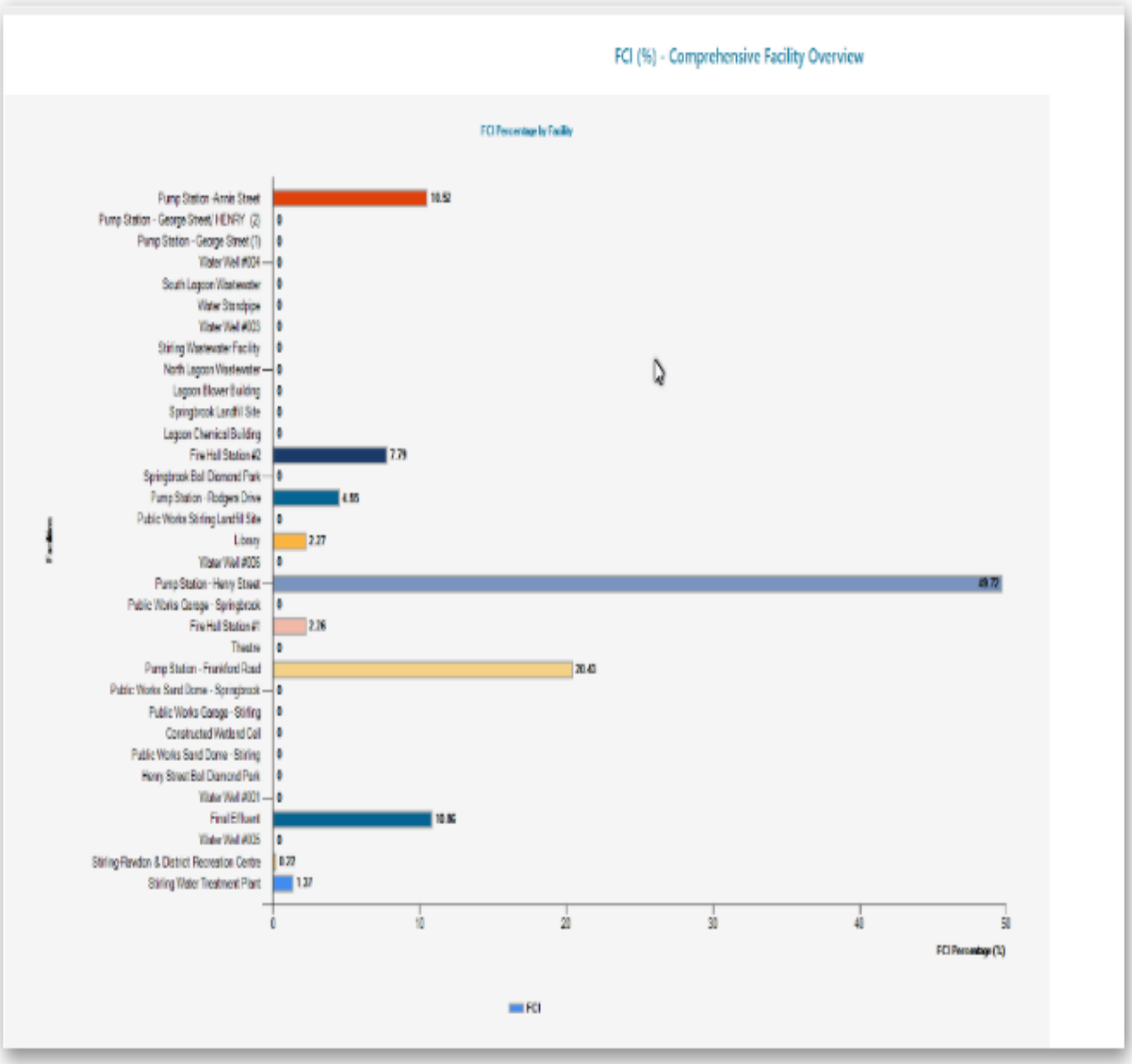
Very high Risk

AREA_NAME	ASSET_NAME	Risk	Year	Details	Risk_Count	Status
Municipality of Calvin	Calvin Fleet	Very High	2025	Ford F 800 Pumper/Tanker (HC9 362) - Red	1	Capital
Municipality of Calvin	Community Centre / Municipal Office	Very High	2025	Emergency Generator	1	Capital

Facility Condition Index

The Municipality is using the FCI as a way of measuring immediate replacement costs and establishing a comparative methodology for all facilities.

Facilities with a “0” score indicates that the facility requires no replacement inventory during the current year, or that insufficient data has been gathered.



EFCI Cost Analysis

Disclaimer: The information provided is intended to serve as useful indicators and trend insights. It should not be interpreted as exact financial facts or definitive advice.

Data Quality Note:
Recommend data cleanup initiative for complete Cost Analysis
• Assets missing Warranty information: 4 records
• Assets missing Useful Life information: 4 records
• Assets missing Replacement Price information: 0 records
• Assets missing Purchase Price information: 3 records
• Assets missing Risk information: 2 records

Total Equipment Count: 4
Total Replacement Cost: $657,283.00
Total Original Purchase Cost: $27,411.58

Equipment Condition Analysis:
- Fair (40-60% Remaining): 1 items (25%), Total: $588,783.00
- Good (60-80% Remaining): 2 items (50%), Total: $65,000.00
- Poor (20-40% Remaining): 1 items (25%), Total: $3,500.00

Age and Efficiency Assessment:
- Average Equipment Age: 24.8 years
- Average Remaining Life: -14.8 years

Aging Infrastructure:
• 50% of equipment is in fair or poor condition
• Facilities most affected: Public Works Garage, Community Centre / Municipal Office
• Significant replacements expected in next 5-10 years

Upcoming Replacement Costs:
• Total projected replacement cost: $657,283.00. Comprising of the Community Centre / Municipal Office ($638,783) and Municipal Fleet ($15,000).

Urgent Attention Needed
• 50.0% of equipment is in Fair/Poor condition
• Immediate capital planning required for equipment replacement

Prioritize Critical Replacements:
• Priority facilities: Public Works Garage, Community Centre / Municipal Office
• Critical equipment types: Gasoline Tank
• Prioritize Fleet Operations, and Public Facilities

Enhance Preventive Maintenance:
• Extend useful life of fair-condition assets through routine inspections
• Implement predictive maintenance for high-value equipment
• Establish maintenance schedules based on equipment age and condition

Observation:
Municipality of Calvin faces a critical infrastructure management challenge. Current analysis shows comprehensive overview of all assets. Proactive planning, prioritization, and strategic investment will be essential to maintain service levels, ensure safety, and optimize long-term costs.

5-year replacement items

Facility Replacement Cost Report

Facility	Equipment	Condition	Risk	Purchase Price	Replacement Prices	Replacement Cost Date	Installation Year
Calvin Fleet	Ford F 800 Pumper/Tanker (HC9 362) - Red	Good (60-80% Remaining)	Very High		$15,000.00	1/1/2028	1/1/2008 0:00
Community Centre / Municipal Office	Emergency Generator	Good (60-80% Remaining)	Very High	$27,411.58	$50,000.00	7/1/2027	10/1/2007 0:00
Community Centre / Municipal Office	municipal office	Fair (40-60% Remaining)			$588,783.00	1/1/2029	1/1/1979 0:00
Public Works Garage	Gasoline Tank	Poor (20-40% Remaining)			$3,500.00	1/1/2027	1/1/2007 5:00

Total Replacement Cost: $657,283.00

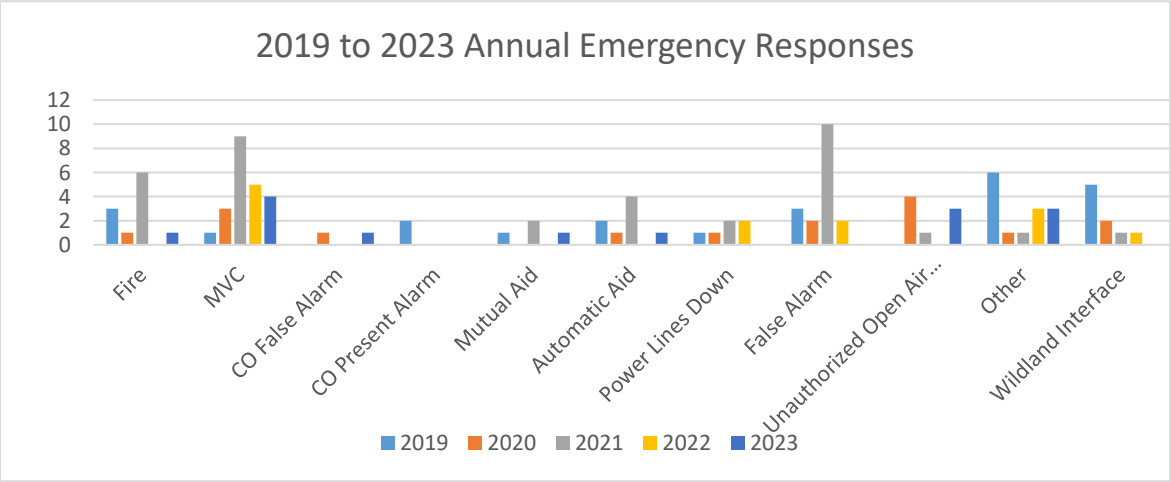
Fire Department

The Calvin Fire department recently conducted a Community Risk Assessment which identifies the various municipal risks.

Identified Occupancy	Key Risk	Probability	Consequence	Assigned Risk Level
Veneer Plant	Fire	Possible	Major	Moderate
Veneer Plant	Weather event	Possible	Moderate	Moderate
Small Business	Fire	Possible	Moderate	Moderate
Small Business	Weather event	Possible	Minor	Moderate
Small Business	Power Outage	Likely	Minor	Moderate
Municipal Operations	Weather event	Possible	Major	Moderate
Municipal Operations	Power Outage	Likely	Minor	Moderate
Municipal Operations	Cyber Attack	Possible	Major	Moderate
Municipal Operations	Fire	Possible	Major	Moderate
Municipal Operations	Wildland Fires	Possible	Major	Moderate
Campground	Fire	Possible	Moderate	Moderate
Campground	Weather event	Possible	Moderate	Moderate

The Municipality of Calvin is accessed via the Trans-Canada Highway 17, the Highway run the length of the Municipality on an east/ west direction, within the jurisdiction. There is a high volume of traffic which includes passenger vehicles, transportation of good, flammable materials and the transportation of Dangerous Goods materials that could potentially be explosive, combustible, corrosive, reactive, radioactive, etc.… the potential for a substantial/catastrophic disaster with the mentioned above materials travelling though our municipality increases during the winter months.

Ontario Provincial Highway 630 runs North to South within the Municipality via the Trans-Canada Highway 17 to the Lauder Township, during the peak season the traffic increases due to outdoor enthusiasts making their way to Algonquin Park for recreational activities, although the park land is out of our jurisdiction, no response is required within Algonquin Park the vehicles do travel Highway 630 increasing the traffic flow within our Municipality, with potential of Motor Vehicle Accidents.



Lifecycle Components

Lifecycle Activities

Asset lifecycle activities consist of the following components.

Rehab	lifecycle events which may extend the life of the asset
Replace	activities once the asset has reached its end of life
Disposal	accounting and engineering activities which may have ongoing activities
Climate Change	impact and access to renewable technologies

Operational Maintenance

Operational	Routine corrective actions that occur to ensure the asset continues to function
Routine inspection	Used to measure or observe condition of asset
Preventative maintenance	To ensure assets meet or exceed their life expectancy
Reactive maintenance	Repairs done after asset is no longer functioning
Replacement	End of life replacement of asset

Accurate Lifecycle

Accurate lifecycle for each asset category is fundamental to establishing proper AM plan. Each lifecycle event is directly attributed to the proper inventory data collection. Each building comprises of various asset categories. Each asset category has a defined life expectancy. Each life expectancy is further defined by the amount of usage. The amount of usage is directly proportional to the efficiency of the unit and overall building.

Category	**Life Expectancy (years)**	**Usage /Consumption**
Land		
Parks	50	Remaining useful life
Parking lots	25	Remaining useful life
Cemeteries	50	Remaining useful life
Building		
Structural	50	Remaining useful life
Shell	40	Remaining useful life
Electrical	15	Condition rating / Run Hours
Mechanical	20	Condition rating / Run Hours
Inventory	10-20	Condition rating / Run Hours
Fleet / Equipment		
Emergency services	20	Condition rating / Run Hours / Km
Public Works	20	Condition rating / Run Hours / Km
Recreation	20	Condition rating / Run Hours / Km

Transportation		
HCB roads	50	Condition rating
LCB roads	50	Condition rating
Gravel	25	Condition rating
Bridges	50	Condition rating
Culverts		Condition rating

Asset Condition Information

Non-Core Assets

Category	***Life Expectancy /useful life (years)***	***Usage /Consumption***
Land	Estimated remaining useful life	Estimated remaining useful life
Buildings	Estimated remaining useful life	BCI
Inventory	Estimated remaining useful life	Condition rating
Fleet /Equipment	Estimated remaining useful life	Inspections

Core Assets

Category	***Life Expectancy /useful life (years)***	***Usage /Consumption***
Roads	Estimated remaining useful life	Pavement Condition Index (PCI)
Bridges	Estimated remaining useful life	Bridge Condition Index (BCI)
Culverts<3 m	Estimated remaining useful life	Condition rating

Lifecycle events and costs

Asset	***Lifecycle event***	***Cost /unit***
Roads	Reconstruction	$ 190.00 /m
	Resurface	$ 85.00 /m
	Double surface	$ 13.00 /m
	Maintenance	$ 5.00 /m
Signs	Replace	$ 200.00 each
Streetlights	Replace	$ 2,000.00 each
Storm Culvert < 3 m	Replace	$ 700.00 – $2,400.00 /m

Inspections

Routine Inspection

When properly monitored, inspections will provide analytically data which can be translated to proper LoS and their associated financial requirements Routine inspections. As an integral part of LoS, the Municipality has begun to electronically collect and manage inspections to both facilities and individual assets. The Municipality will overtime increase and customize the inspections which will translate to proposed LoS and the Municipality's ability to financially afford the established LoS.

Work Place Inspections

Inspections are an essential component of a prevention maintenance program. The process involves carefully examining the assets on a regular basis with a view to:

- identifying and recording actual and potential hazards posed by buildings, equipment, the environment, processes and practices
- recording any hazards requiring immediate attention
- determining whether existing hazard controls are adequate and operational
- recommending corrective action where appropriate

To ensure the effectiveness of the inspections, the Municipality is working towards establishing specific procedures identifying:

- the frequency of inspections
- the work places requiring inspection
- responsibility for conducting inspections, reviewing recommendations and implementing corrective measures
- the qualifications of the individuals who will be carrying out the inspections

Non-Core Inspections

The Municipality has endeavored to collect all inspections performed by staff and outside consultants. These inspections which were recorded on paper are now being electronically digitized and available to staff and management. The Municipality has taken a proactive approach to measuring LoS, by adopting the ORFA, RFAM solution and cataloging each piece of inventory as well as the associated inspections. Inspections are classified as Predictive, Preventative and Reactive. These typical Inspections are categorized as regulatory, mandatory, health and safety and occurs daily, weekly, quarterly and annually.

Sample Inspections

Fleet	- MTO inspections, Fire truck inspections
Building	- Subject to internal building inspections conducted by CBO
Land	- CSA inspection for play structures
Inventory	- Regulatory Inspections
	- Personal Preventative Equipment sent to manufacturer

Core Inspections

Roads	MMS regulation
Bridges	OSIM regulation
Sanitary	Best practice/ engineering standards
Storm	Best practice/ engineering standards
Water	Best practice/ engineering standards

Electronic Service Request / Work orders

The Municipality has adopted an electronic work order system which it intends to deploy during the 2025 calendar year. Failed inspections lead to the creation of work orders. Work orders status is monitored to validate established LoS.

In 2024 the Municipality received 20 citizen's requests which were typically resolved in less than 2 days

2024 Complaint Tracking

Complaint number	Date of Complaint	Reason for Complaint	Date Resolved	Notes/Resolution
2024-01	16-Jan-24	Snow plow on Jan 15 clipped knocking down mailbox, wants it fixed	17-Jan-24	Mailbox was reattached to post
2024-02	18-Jan	Snow plow dumping all the snow in front of driveway at xx Peddlers	19-Jan	Donna and Roger checked site..no issues. Photos attached in file
2024-03	5-Jan	Leaving humps of snow on driveway when using it to turn plow around.	Jan 23/24	Will place blade down when leaving the driveway.
2024-04	4-Mar	Street very muddy after grading-concern that vehicles will get stuck	4-Mar	Road closed and pot hole filled
2024-05	8-Mar	Complaint about high taxes vs no services to offset	11-Mar	Donna spoke to complainant and emailed MPAC issue
2024-06	19-Mar	Road-Top of hill on Peddlers has a big hole that has been there for 2 months	19-Mar	Brandon /Albert filled hole on March 19/24
2024-07	Feb 27/24	Complaint about property built without permits	27-Mar	Shane went to property, permits will be applied for note in file
2024-08	6-Apr	Complaint that the roads are to dusty Mt Pleasant	12-Apr	Trish emailed the complainant with remarks from Alex
2024-09	4-Jun	Complaint that the boat launch dock is at a bad angle making it difficult to launch	5-Jun	Brandon confirmed that the dock was fixed
2024-10	July 03/24	Complaint regarding the condition of Bronson Lake Rd (rocks, ruts and vegetation)	July 04/24	Roads super check road-all good will trim vegetation and grade road
2024-11	10-Jul	Tree down on corner of Tager and Boundry rds	11-Jul	Tree was moved by roads crew
not ours-Bonfield	12-Jul	Complaint about the amount of water on Von Doeler Rd	12-Jul	It is a road maintained by Bonfield Alex was called
2024-13	8-Jun	Complaint about pool water delivery being stopped	8-Jun	Insurance reasons that we can no longer provide this service.
2024-14	20-Aug	Complaint about tar on car from road resurfacing		
2024-15	20-Aug	Complaint about road being washed away by rainfall BONFIELDS ROAD	20-Aug	Ann emailed Bonfield t have road looked at
2024-16	21-Aug	Complaint about the end of complainants driveway being cut by the grader	22-Aug	Driveway fixed
2024-17	23-Aug	Complaint about driveway not meeting the road after roadwork completed on Boundry	26-Aug	Albert out to fix the drop
2024-18	28-Aug	Several concerns over road issues such as grass, mailbox, oil	29-Aug	Ann spoke to resident and addressed all concerns to complainants satisfaction
2024-19	27-Aug	Concern over entrance permit--Bonfield controlled property	29-Aug	Ann advised complainant to contact Alex from Bonfield to acquire a permit
2024-20	19-Sep	complainant called to say her driveway has a large gap now that we did work on Mt Pleasant	19-Sep	Ann called complainant and advised her that the gap will be filled.
2024-21	11-Oct	Complaint that brusher broke a drain pipe end/cover	15-Oct	reattached the drainpipe with a coupler

Level of Service Overview

LoS is a balance between user expectations for overall quality, performance, availability, and safety versus affordability.

LoS requires asset category, performance measurement, a current measurement, a target measurement, an achievement date, an approximate cost, and a priority assigned to each performance measurement.

AM plans typically comprise of theoretical models which need to be vetted against operational models concluding with practical realities. LoS can be considered the practical component of an AM plan. Operational and practical data is used to establish and validate LoS which in turn will feed into the financial component. This closed-loop approach will either validate the AM plan or indicate required changes to the financial strategy. LoS is a key driver which influences asset management decisions, and depending on asset type can be either condition or age based.

LoS outlines the overall quality, performance, availability and safety of the service being provided. LoS contains a number of distinct categories:

- Service Identification
- Financial
- Municipality risk
- Community Expectations
- Technical component
- Strategic component

Level of Service Policies

The core purpose of a Municipality is to provide services to residents and other stakeholders. 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 LoS goals at an affordable and sustainable cost. An objective of LoS analysis is to find a balance between the expected levels of service and the cost of providing that LoS. Determining Municipality LoS policies requires first developing a baseline for acceptable and affordable LoS. 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 LoS expectations.
LoS outlines the overall quality, performance, availability and safety associated to Municipality assets and services. LoS is a balance between user expectations for overall quality, performance, availability and safety, versus affordability.

There are three (3) distinct categories of LoS:

- Municipality risk
- Asset lifecycle cost implications
- Financial Options

The first step in establishing a LoS is an accurate and up-to-date inventory. To develop a functional AM plan, one of the most urgent issues is determining an achievable and affordable LoS.

This requires:

1) The design of LoS, must be relevant to the Municipality and its citizens
2) The LoS must be related to both the technical performance and user expectations
3) Establishing a set of readily measurable performance indicators for each asset category
4) An evidence-based analytical review for the prediction of asset condition and service life
5) Generating a 10-year plan utilizing condition ratings, useful life and replacement value
6) Predictions from remaining service life, maintenance, rehabilitation, and reconstruction costs

The Process

LoS analysis may involve:

1. Developing
   - Customer vs. Technical LoS
   - Current vs. Expected LoS
   - Use of performance measures
   - Financial validation

2. Communication
   - Receive input from staff
   - Receive input from citizens
   - Communicate the LoS to stakeholders
   - Council approval of LoS strategies

3. Update
   - Updating the LoS Analysis on a yearly basis

Financial Investment

The management of physical assets, their **selection, maintenance, inspection and renewal** play a key role in determining the operational performance of the assets and the financial viability of the Municipality. Asset's operational data is used to establish and validate LoS which in turn feed into the financial component. This closed-loop approach will either validate the LoS strategies or indicates required changes to the financial strategy.

Level of Service Matrix

Determining the desired LoS for an asset is achieved with consideration of a number of factors including costs, user expectations, government mandates and minimum requirements. LoS outlines the overall quality, performance, availability, and safety associated to Municipality assets and services. Each asset category can have its own Key Performance Indicator, current

measurements, target measurements, achievement date, approximate costs associated to each component and a priority listing based on staff and council consensus.

There are three (3) distinct categories of LoS:

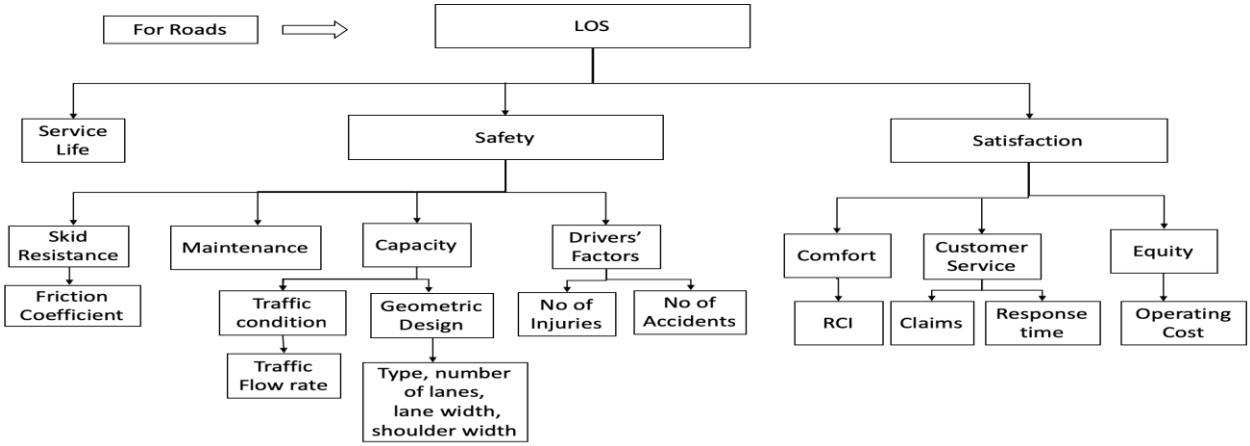
- Municipality risk
- Asset life cycle cost implications
- Financial options

Proposed targets for customer and Technical Levels of Service (TLS) must be included as part of the AM strategy. While the LoS outlines the overall quality, performance, availability and safety of the service being provided. The TLS outlines the operating, maintenance, rehabilitation, and renewal strategies expected to occur during the life of the asset. TLS also looks at the potential risk associated with providing the service. Performance measures should be developed, and the actual results achieved reported and updated annually.

The target LoS must be reviewed on a regular basis to determine if they are appropriate and achievable. Consideration should be given to risk and cost in the development of target LoS. All assets carry an inherent level of risk for their users. Generally, when conducting risk assessment, two key factors that come into consideration are frequency of use and cost of improvement.

LoS Hierarchy Samples

Roads Samples of LoS Break down Structure



Level of Service Objectives

Transportation

Sub-Type	Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measurement	Achievement Date	Approximate	Priority	Legislative Requirement
Road Sections	Maintian Safe Transportation Netwo	PCI>60	TBD-	Less than >50 PCI	Road Needs Study	Every 5 years	$ 5,400.00	HIGH	O Reg 239/02: Minimum Maintenance Standard
Road Sections	Amount of Citizen Requests	Less than 20 per year	Less than 20 per year	Less than 20 per year	# of Citizen Concerns	Annually	$ 5,000.00	MED	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	% of fully accessible roads	100 percent	100 percent	100 percent	Patrol Inspections	Every 14 days/After every weather event	$ 250.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Collect Daily Traffic Counts	Every 5 years collect Daily Traffic Counts	Traffic Count Every 5 Years	Traffic Count Conducted in 2025	Traffic Count Collected Every 5 years	Every 5 Years	$ 200.00	MED	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Roads Needs Study	Roads Needs Study Every Five Years	Complete Road Needs Study Every Five Years	Last study was completed 16 years ago	Completion of Roads Needs Study	Every 5 years	$ 5,400.00	MED	Common Practice
Road Sections	Roadside Brushing	Brushing Program	Rotational Brushing Program-10 year plan (124 kms of brushin	Current budget allows for for approximately 6 km /3 km b	Distance achieved	Annually	$ 68,200.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Ditching	Flowing drainage below road bed	Ditching Program-10 year plan	No ditching program	Distance achieved	Annually	$ 10,000.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Graveling	Gravel Program- Rotation of 5 years	Maintain Gravel Depth of 4 inches	No program budget allows for less than 1 km per year	Road Needs Study/Pot Holes/Patrollin	Annually	$ 291,600.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Dust Control	35% Calcium on 100 % all gravel roads every spring	Calcium on 100 percent of all gravel roads in spring	Current budget does not allow for all roads to have Calciu	Complaints/Retains gravel fines	Annually	$ 57,000.00	HIGH	O.Reg 419/05 Air Pollution/ Road Safety
Road Sections	LCB (Surface Treatment)	Follow a maitenance schedule-Single lift every 8 year	Single Lift Every 8 years-Full reconstruction every 24 years	Double surface treatment once the surface has complely	Complaints/ Amount of labour to fill p	8 years/annual cost	$ 105,875.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Sweeping	Remove winter sand from hard surface roads in sprir	winter sand is removed from hard surface roads in spring	Winter sand is removed from hard surface roads is sprin	Complaints for dust/Patrolling	annually	$ 3,500.00	HIGH	Safety for motorcylists and dust control
Road Sections	Winter Maintenance	Minimum Maintenance Standards are achieved	MMS	MMS	Complaints/Patrolling	annually/sand/equipment/wages/fuel	$ 150,000.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Maintain Sign Inventory	Inspect Sign Reflectivity Yearly	Inspect Signs for Reflectivity Yearly/Maintian Inventory	No reflectivity inspections have been performed	Reflectivity Inspection	annually	$ 3,500.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard
Road Sections	Replace Signs/Broken Signs	Meet Minimum Maintenance Requirements for Signs	Meet Minimum Maintenance Standards in 1 year	No plan, no budget for replacement	Refelectivity Inspection/Patrolling	End of 2026	$ 20,000.00	HIGH	O.Reg 239/02: Minimum Maintenance Standard

Structures

Sub-Type	Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measuremer	Achievement Dat	Approxima	Priority	Legislative Requirement
Culverts<3 m	Culverts less than 3 meters	To inspect all culverts under three meters for conditi	To inspect all culverts under three meters every two years	Culverts have not been inspected since 2009	Bi-Annual Inspections by qua	Annually	$ 3,000.00	HIGH	Need complete for Asset Management Plan O.Reg 588/17
Culverts<3 m	Culverts less than 3 meters	Culvert Conditions	To maintain an inventory of cross culverts at a condition of 70 percent of inven	Change culverts when they fail.	To have culverts at a 75% of o	2035	$ 60,000.00	HIGH	Need complete for Asset Management Plan O.Reg 588/17
Bridges	Bridges	# of bridges with load restrictions	No load restrictions on bridges with a road class of 5 or higher	No bridges with class 5 or higher roads/ 1 bridge with lo	Bridge Inspection (OSIM) repo	Bi-Annually	$ 2,373.00	HIGH	O. Reg. 104/97: STANDARDS FOR BRIDGES
Bridges	Bridges	Biennial Bridge Inspection (OSIM) Report	Perform Biennial Bridge Inspection (OSIM) Bi-Annually by a Certified Engineer	Bridge Inspection is up to date (OSIM)	Bridge Inspection (OSIM) repo	Bi-Annually	$ 2,373.00	HIGH	O. Reg. 104/97: STANDARDS FOR BRIDGES
Bridges	Bridges	Maintain a Bridge Condition Index (BCI) above 70	80% of bridges have a BCI of 70 or higher	83.3% of bridge inventory are above 70 BCI	Bridge Inspection (OSIM) repo	Bi-Annually	$ 2,373.00	HIGH	O. Reg. 104/97: STANDARDS FOR BRIDGES
Bridges	Bridge Maintenance Progra	To Maintain bridges	To Maintain Bridge Inventory to current geometric standards	Currently the budget does not provide for bridge mainter	Bridge Inspection (OSIM) repo	Yearly Maintenance/5	$ 66,400.00	HIGH	O. Reg. 104/97: STANDARDS FOR BRIDGES

Open Spaces

Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measurement	Achievement Da	Approximate	Priority	Legislative Requirement
Muncipal Grounds	Clean and maintained (grass cutting/flower beds)	Grass cut once weekly when required/flower beds free of weeds/outdoor gar	Grass cut weekly when required/ flower beds free of weeds/g	Weekly	Weekly	$ 25,000.00	LOW	Occupier Liability Act/Property Standards By-Law
Park Inspections	Health and Safety Regulations	0 incidents 0 near misses/Union to vote in a health and safety representative	No Incident Reports	Monthly Inspections	Monthly	$ 600.00	HIGH	Ontario Health and Safety Act
Playground Equipmen	Compliance with CSAZ614-14 -Children's Playspaces and	To be in compliance/	No inspections are occuring	Monthly Inspections for Compliance/ No I	Yearly/Monthy/	$ 735.00	HIGH	CSAZ614-14 Children's Playspaces and Equipment
Playground Equipmen	Compliance with CSAZ614-14 -Children's Playspaces and	Train municipal Employee to Inspect Playground Equipment	No inspections are occuring	Monthly Inspections for Compliance/ No I	Yearly/Monthy	$ 735.00	HIGH	CSAZ614-14 Children's Playspaces and Equipment
Ball Field	Clean and Safe	0 incidents 0 near misses/No complaints/ Grass cut weekly	No reported incidents 0 near misses/No complaints/Grass c	Monthly Inspection/# of Complaints	Weekly	$ 600.00	LOW	Occupier Liability Act
Cemetery	Grounds Maintenance	Grass cut once weekly when required	Grass cut weekly	Annual Inspection/ # of Complaints	Weekly/Annual	$ 3,000.00	MED	Cemetery By-Law / BAO
Cemetery	Grounds Maintenance	Headstone Maintenance when required	headstones	Annual Inspection/ # of Complaints	Weekly/Annual	$ 3,000.00	MED	Cemetery By-Law / BAO
Cemetery	Grounds Maintenance	sunken graves immediately	weekly inspection of sunken graves	Annual Inspection/ # of Complaints	Weekly/Annual	$ 3,000.00	MED	Cemetery By-Law / BAO

Land / Facilities

Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measurement	Achievement Date	Approximate	Priority	Legislative Requirement
Community Hall/Office	Facility Condition Index	FCI Rating of lower than 50%		Building Condition Assessment/ 10 years	2026/Monthly	$27,000.00	HIGH	Building Code/ Asset Management O. Reg. 588/17/TCA By-Law
All Facilities/ New Builds	AODA Compliancy	New buildings/facilites to be AODA compliant	Municipal Office/Community Center only in comp	Yearly Inspection	Ongoing	50.00	HIGH	AODA-O.Reg 191/11
All Buildings	Energy Efficient	Achieving federal net zero emmisions	Not energy efficient/	Energy Consumption Reports/ Reductions/Energy Audit/Energ	2050/2026	$25,000	HIGH	Canadian Net-Zero Emmisions Accountability Act/O.Reg 25/2
Community Hall/Office	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Number of Incidents/Monthly Health and Safety Inspections	Monthly	$50.00	HIGH	Ontario Health and Safety Act
Community Hall/Office	Safety Devices (fire extinguishers/safety ligh	All working safety devices	Safety devices are all currently working	Monthly Inspections/Yearly Serviced	Current	1668	HIGH	Ontario Fire Code/Building Code
Community Hall/Office	Cleanliness/Janitorial/Pest Control	No complaints from users	No complaints from users	Weekly Cleaning/ Cleaning After Events/	Weekly	$7,800.00	HIGH	Ontario Health and Safety Act
Community Hall/Office	Food Premises Inspections Passed	To maintain Food Premise Certificate	Maintains Food Premise Inspection Certificate	Yearly Health Inspection	Yearly	0	HIGH	O.Reg 493/17:Food Premises
Potable Water/Wells/UV System	To provide the Communtity Hall with safe d	To pass all water tests/maintain UV system	Passes all water testing	6 weeks samples are taken for testing	Every 6 weeks	288	HIGH	Safe Drinking Water Act
Sand Dome	Facility Condition Index	FCI Rating of lower than 50%	Current FCI 56%/	Building Condition Assessment/ 10 years /Monthly Inspection	2026/Monthly	$71,000.00	HIGH	Building Code
Public Works Garage	Facility Condition Index	FCI Rating of lower than 50%	No repairs needed at this time FCI 0%	Building Condition Assesment/10 years/ Monthly Inspections	Monthly	1800	HIGH	Building Code
Quonsent Hut/PW Storage	Facility Condition Index	FCI Rating of lower than 50%	No repairs needed at this time FCI 0%	Building Condition Assesment/10 years/ Monthly Inspections	Monthly	1800	HIGH	Building Code
Fire Hall	Facility Condition Index	FCI Rating of lower than 50%	No repairs needed at this time FCI 0%	Building Condition Assessment/10 years/ Monthly Inspection	Monthly	1800	HIGH	Building Code
Sports Center/Change Room/Recre	Facility Condition Index	FCI Rating of lower than 50%		Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Sand Dome	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Public Works Garage	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Quonsent Hut/PW Storage	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Fire Hall	Health and Safety Regulations	0 incidents and 0 near misses	No incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act Inspected by Fire Department M
Sports Center/Change Room/Recre	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Landfill	Health and Safety Regulations	0 incidents and 0 near misses/Union to vote in Healt	No Incident Reports	Monthly Inspections	Monthly	1800	HIGH	Ontario Health and Safety Act
Landfill	Leachate Water Sampling	To reamin in compliance with leachate water samplir	To remain compliant	Spring and Fall Water Sampling	Twice a year	31000	HIGH	Landfilling Sites, O.Reg 232/98
Landfill	Landfill Closure Post Closure Report	To ensure waste diversion activities continue to exten	No ability to ensure recyclables are not entering t	Post Closure Report from Engineer	Every two years	5455	HIGH	Landfilling Sites, O.Reg 232/98
Bleachers at Rink	Health and Safety Regulations	0 incidents and 0 near misses	No Incident Reports	Monthly Inspections	Monthy	1800	HIGH	Ontario Health and Safety Act
Bleachers at Ballfield	Health and Safety	0 incidents and 0 near misses/# of complaints	No Incidents Reports- 0# of complaints	Monthly Inspections	Monthly	1800	HIGH	No legislation
Parking Lot Community Hall	Health and Safety/Plowed and Sanded/Poth	0 incidents and 0 near misses/ # of complaints	No Inciedent Reports-0 # of complaints	Patroll with the roads based on MMS	Current	6200	HIGH	Occupier Liability
Skating Rink	Health and Safety	Safe Ice/Inspections/Flooding	Inspected for Flooding	Inpsection/Measered Depth	Daily while rink is open	4500	HIGH	Occupier Liability

Fleet

Sub-Type	Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measu	Achievement Date	Approxima	Priority	Legislative Requirement
tment									
Heavy Duty	1989 Ford F800 Pumper/Tanker	No Major Defects/No lock-outs	No Major Defects/No lock-outs	No Major Defects/No lock-outs	Post- Trip Inspection	After Every Event	$ 900.00	HIGH	Highway Traffic Act
Heavy Duty	1989 Ford F800 Pumper/Tanker	Pump works everytime needed	Pump Works Everytime Needed	Pump Works Everytime Needed	Pump Tested	Annually-Up to date	$ 680.00	HIGH	NFPA 1901 Standard
Heavy Duty	1989 Ford F800 Pumper/Tanker	Maintained/Pass Annual Inspection	Maintained/Pass Annual Inspec	Passes Annual Inpsection	Annual Inspection/Mai	Annually-Up to date	$ 3,500.00	HIGH	Highway Traffic Act/Owners Manual
Heavy Duty	2014 International Pumper Tanker	No Major Defects/No lock-outs	No Major Defects/No lock-outs	No Major Defects/No lock-outs	Post- Trip Inspection	After Every Event	$ 900.00	HIGH	Highway Traffic Act
Heavy Duty	2014 International Pumper Tanker	Pump works everytime needed	Pump Works Everytime Needed	Pump Works Everytime Needed	Pump Tested	Annually-Up to date	$ 680.00	HIGH	NFPA 1901 Standard
Heavy Duty	2014 International Pumper Tanker	Maintained/Pass Annual Inspection	Maintained/Pass Annual Inspec	Passes Annual Inpsection	Annual Inspection/Mai	Anually-Up to date	$ 3,500.00	HIGH	Highway Traffic Act/Owners Manual
Heavy Duty	2004 Spartan Fort Gary Pumper Tru	No Major Defects/No lock-outs	No Major Defects/No lock-outs	No Major Defects/No lock-outs	Post- Trip Inspection	After Every Event	$ 3,500.00	HIGH	Highway Traffic Act
Heavy Duty	2004 Spartan Fort Gary Pumper Tru	Pump works everytime needed	Pump Works Everytime Needed	Pump Works Everytime Needed	Pump Tested	Annually-Up to date	$ 680.00	HIGH	NFPA 1901 Standard
Heavy Duty	2004 Spartan Fort Gary Pumper Tru	Maintained/Pass Annual Inspection	Maintained/Pass Annual Inspec	Passes Annual Inpsection	Annual Inspection/Mai	Annually-Up to date	$ 3,500.00	HIGH	Highway Traffic Act/Owners Manual
Medium Duty	2025 Chev Silverado 2500 HD-Resc	No Major Defects/No lock-outs	No Major Defects/No lock-outs	No Major Defects/No lock-outs	Post- Trip Inspection	After Every Event	$ 3,500.00	HIGH	Highway Traffic Act
Medium Duty	2025 Chev Silverado 2500 HD-Resc	Maintained/Pass Annual Inspection	Maintained/Pass Annual Inspec	Passes Annual Inspeciton	Annual Inspection	Annually-Up to date	$ 2,500.00	HIGH	Highway Traffic/Owners Manual
Light Duty Vehicle	2025 Polaris Ranger Crew 1000 Sid	Post Trip Inspection	Maintained as per Owners Man	Maintained as per Owners Manual/	Post-Use Inspection	After Every Event	$ 1,000.00	HIGH	As per owners manual
Equipment	Bau-Tec Utility Trailer	Post Trip Inspection	Post Trip Inspection	Maintained as per Owners Manual/	Post-Use Inspection	After Every Event	$ 750.00	HIGH	As per owners manual
rks Fleet									
Miscellaneous	Steamer	Ensure it runs when needed	Keep in working order	Keep in working order	Maitenaned/Pre-Use in	before each use/maintained annuall	$ 250.00	HIGH	O.Reg 211/01 Propane Handling and Storage
Light Duty Vehicle	2016 GMC Sierra	Ensure it runs when needed/Mainten	Keep in working order/Safe	Kept in working order/Safe	Pre-Use Inspection /Ma	Before Each Use/Oil change x2 yearly	$ 2,000.00	MED	Highway Traffic Act
Heavy Duty	2015 International Plow Truck	Safe Vehicle	No Lockouts/Pass Pre-Trip Inse	Pre-Trip Insepctions with no major	Pre-Trip Insepctions w	Before Each Use/daily	$ 3,900.00	HIGH	Highway Traffic Act
Heavy Duty	2015 International Plow Truck	Safe Vehicle	Safe Vehicle	Safe Vehicle	Annual Inspection/Mai	Annually-Up to date	$ 10,000.00	HIGH	Highway Traffic Act/Owners Manual
Heavy Duty	2015 International Plow Truck	Pass Emissions Testing	Pass Emissions Testing	Has Passed Emissions Test	Annual Emissions Test	Annually-Up to date	$ 250.00	HIGH	Highway Traffic Act
Heavy Duty	2017 Freightliner Plow Truck	Safe Vehicle	No Lockouts/Pass Pre-Trip Inse	Pre-Trip Insepctions with no major	Pre-Trip Insepctions w	Daily	$ 3,900.00	HIGH	Highway Traffic Act
Heavy Duty	2017 Freightliner Plow Truck	Safe Vehicle	Safe Vehicle	Safe Vehicle	Annual Inspection/Mai	Yearly	$ 10,000.00	HIGH	Highway Traffic Act/Owners Manual
Heavy Duty	Grader CAT 140	Safe Machine/Maintained	Safe Machine/Maintained	SafeMachine/Maintained	Pre-Use Inspection -Ma	Daily	$ 15,000.00	HIGH	No regulation/Ontario Health and Safety Act
Heavy Duty	John Deere Backhoe	Safe Machine/Maintained	Safe Machine/Maintained	Safe Machine/Maintained	Pre-Use Inspection-Ma	Daily	$ 10,000.00	HIGH	No regulation/Ontario Health and Safety Act

Equipment

Sub-Type	Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measurement	Achievement Da	Approximat	Priority	Legislative Requirement
Generators	Generator at Community Hall	Ensure it runs when needed	No failure when it is needed	No failure has occurred/Fire Department Installing	Inspected every 6 weeks/ 3rd party inspec	annually/every 6 wee	$ 850.00	HIGH	None
Garden Equipment	Snowblower/Zero Turn Lawn	Ensure it runs when needed	No failure when it is needed	No failure	Pre-Use inspection	before each use	$ 625.00	LOW	None
Garden Equipment	Snowblower/Zero Turn Lawn	Maintenance to keep in good condition	Keep equipment in working order	Equipment kept in working order	Is maintained/oil changes/filters	yearly	$ 1,500.00	LOW	None
Equipment	Camero Hercules Utility Traile	Ensure safe to use	Ensure safe to use	Safe To use	Pre-Use Inspection	before each use	$ 25.00	LOW	None
Fire Services	SCBA	Passes Annual Inspection	Passes Annual Inspection	Annually inspected	Annual Inspection	Annually	$ 1,382.00	HIGH	Respitory Protection Regulation 833/NFPA Sta
Fire Services	SCBA	Regiulation Requires High Pressure SCBA (4500 PSI	Regulation Requires High Pressure SCBA (4500 PSI) Purc	Purchased one this year	Regulation	2031	$ 10,000.00	HIGH	NFPA 1901 Standard for Interior Attack
Fire Services	SCBA	Fit Test for SCBA	Fit Test all users annually	Fit test all users annually	Fit test all users annually	Annually	$ 1,235.00	HIGH	Respitory Protection Regulation 833/NFPA Sta
Fire Services	Bunker Gear	Required Annual Inspection/Maintenance	Annual inspection is preformed/bunker gear maintained	Annual Inspection	Annual Inpsection/ Maintenance perform	Annually	$ 600.00	HIGH	NFPA 1901 Standard
Fire Services	Bunker Gear	Required to replacement every 10 years	Replace two sets of bunker gear per year	Currently able to purchase 2 per year	Purchase 2 per year	Annually	$ 15,000.00	HIGH	NFPA 1901 Standard
Fire Services	Oxygen Tanks	Static Tested at Expiry	Static Test 2 Oxygen Tanks expiration 2 per year	No Rotation in place	2 tanks being static tested on a 6 year rot	Annually	$ 200.00	HIGH	NFPA 1901 Standard
Fire Services	Air Tank Compressor/Group I	Maintain and inspect Air Tank Compressor	Maintain and Inspect Air Tank Compressor	Insepcted and Maintained by Papineau Cameron T	Inspected and Maintained	Annually	$ 1,000.00	HIGH	NFPA 1901 Standard/Agreement with Papinea
Fire Services	Ladders	Annual Inspection	Annual inspection is preformed/bunker gear maintained	Annual Inspection not occuring	Annual inspection to be performed in 202	Annually	$ 500.00	HIGH	NFPA 1901 Standard

Fire service

Specific Asset/s	LOS to Achieve	Target LOS	Current (LOS)	Method of Measurement	Achievement Da	Approximat	Priority	Legislative Requirement
Training	All fire fighters to be trained level 1 and 2 by July 2026	All fire fighters to be trained level 1 and level 2 by July 2026	Fire Fighters are on track for training to be accomplishe	All firefighters trained Level 1 and 2	2026	$ 5,500.00	HIGH	O.Regulation 343/22 Fire Protection and Prevention Act
Fire Prevention and Public Education	To provide public education to the public via mutiple p	Provided public education annually	Provide public education annually and through out the y	Provided public education annually and through the year	Multiple times a year	$ 300.00	HIGH	Fire Protection and Prevention Act Section 2-1
To provide fire supression services	To provide fire suppresion services to the public	Able to provide fire suppression services to the public and to have the	Passed Establishing and Regulating By-Law/ Provide Fir	Amount of structure fires that are attended, provided by CACC	When required	$ 8,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
To provide Wildland (Grass and Brush F	To provide the ability to supress wildland fires	Able to provide wildland suppression services/Staff and Equipment	Passed Establishing and Regulating By-Law/ Provide Wi	Amount of wildland fires that are attended, provided by CACC	When required	$ 8,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
Motor Vehicle Collisions Services	To provide the ability to attend motor vehicle collisions	Provide the ability to attend MVC/Staff and Equipement	Passed Establishing and Regulation By-Law/Have the eq	Amount of MVC attended provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
Water and Ice Rescue	To provide water and ice resucue	Have the ability to provide water and ice recue	Passed Establishing and Regualtion By-Law/Have the eq	Amount of rescues provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
Off Road Rescue	To provide off road rescue services	Provide off road rescue services	Passed Establishing and Regulation By-Law/Have the eq	Amount of rescues provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
Hazardous Material Spills	To provide assistance in Hazardous Material Spills	Provide assistance for hazardous waste material spills	Passed Establsihing and Regualtion By-Law/Have the eq	Amount of hazardous material spills provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
Search and Rescue	To provide search and rescue services	Provide search and rescue services	Passed Establishing and Regulation By-Law/Have the eq	Amount of search and rescues provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard (12 fire fighters/required equipment) By-Law 2025--41
First Aid and CPR Medical Services	To provide first aid and CPR medical services	Provide first aid, cpr and medical services	Passed Establishing and Regualtion By-Law/Have the eq	Amount of search and rescues provided by CACC	When required	$ 4,275.00	HIGH	NFPA 1901 Standard 3 fire fighters/required equipment) By Law 2025-41

Risk

Prioritization Matrix

Assigning a base line value from 10 – 100 for each Municipality asset category will enable to prioritize and compare various asset categories.

Probability of Failure (PoF)

Not all assets deteriorate at the same level. As the assets deteriorate, the probability of failure increases. PoF for an asset category requires a combination of attributes including baseline weight, material, classification, condition rating and useful life. These values are normalized to a value from 1-5.

PoF Matrix

PoF	Rating	Remaining useful life	Condition Index
5	Very poor	0-10% of UL	0 – 39
4	poor	11-50 % of UL	40 -50
3	Fair	51 -70 % of UL	51 - 70
2	good	71-85 % of UL	71-85
1	Very good	86 > 100% of UL	86-100

Consequence of Failure (CoF)

Not all assets pose the same CoF level. Even within the same category, various pieces of equipment pose different risk or consequence of failure. CoF can be derived for each asset category from the calculation of an asset category baseline weight, and 5 criteria including; Environmental, Financial, Health and Safety, Legal, Operational.

Components of Consequence

Environmental conditions; description and details outlining the severity of the consequence associated to the environment
Financial conditions; description and details outlining the severity of the consequence associated to the financial
Health and Safety conditions; description and details outlining the severity of the consequence associated to the Health and safety
Legal; description and details outlining the severity of the consequence associated to the Legal
Operational conditions; associated description and details outlining the severity of the consequence associated to the Operational

Climate Change

The AM 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 AM planning process.

Climate change can be monitored in 2 ways. First the resilience to a 100 year storm and second, the consumption of energy.

The threat of a 100-year storm to the environment can be mitigated through proper utilization of natural resources as well as the proper management of Storm assets including culverts. To this end the Municipality is proactive in managing its Storm Network including culverts and bridges.

The Municipality continues to invest in energy management and efficiency solutions:

- Energy efficiency
- Climate change adaption
- Climate change mitigation

Energy Demands

The Municipality has begun collecting energy consumption as part of the AM requirements.

- Meter each individual building
- Identify inventory assets which consume energy
- Collect energy usage by building and associated various assets

O.Reg. 507/18 broader public Sector energy reporting and conservation and demand management plans include the summary for a year must include the following information for each of the public agency's prescribed operations:

1. The name of the building or facility
2. The address of the building or facility
3. The total floor area of the indoor space of the building or facility
4. The type of the building or facility
5. A description of the days and hours in the year during which the building or facility is operated
6. The total amount of each type of energy that was consumed in the year to operate the building or facility and that was purchased by the public agency

2024 Energy Consumption		
Facilities	Hydro One (KWh)	Propane (GJ)
Calvin Community Hall and Offices	28647	78.5
Fire Department	4408	99.5
Calvin Garage	9742	277.5

Financial Considerations

Replacement Construction Pricing

Square footage construction pricing

- Fire Stations $546.00 sq. ft.
- Maintenance facilities $450.00 sq. ft.
- Municipality offices $400.00 sq. ft.
- Sand domes $ 43.00 sq. ft.
- Salt dome $130.00 sq. ft.

Land Betterment

The Municipality will begin to update the land data inventory to define which individual inventory has had betterments to it.

10-year Capital Plan

It begins with an itemized inventory at the component level which is classified based on the data subcategory. The 10-year report include purchase price, replacement price, betterments to the asset and a yearly forecast indicating any financial shortfalls or unfunded liabilities.

Equipment Utilization

An equipment utilization report augments the decision-making capabilities by identifying the usage consumption of each inventory piece. This is achieved by collecting the amount of capacity and current consumption of each inventory piece. This report will combine remaining useful life with equipment utilization defining what additional steps the Municipality can take to extend the life of the asset.

Optimized Asset Replacement

The Municipality will begin to collect the financial investment for each asset, and establish a policy to determine cost remediation versus cost replacement

Budget Forecasting

Through the collection of proper inventory and appropriate data fields the Municipality will begin the process of creating 10 - 50 years dynamic capital plan

Equipment Utilization

The Municipality has adopted an equipment Utilization index strategy to more accurately define assets which require immediate attention. This approach will indicate which similar assets have a shorter lifespan as a result of their daily usage, and thereby provide a more accurate replacement and lifecycle dates.

Asset Retirement Obligation

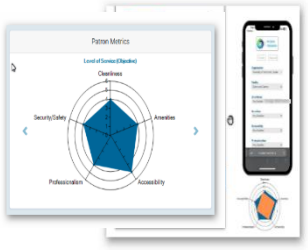
At the end of their natural life, assets will need to be disposed. Certain assets such as, old buildings, cemeteries, landfill sites, treatment lagoons, water wells, ice rinks, ice resurfacers may require engineering decomissioning. At this point assets become liabilities with expenses associated to its decomissioninig. Further over time, the cost of components needed to run facilities may become unmanageable as a result of federal laws.

Patron Feedback

The Municipality has made citizen engagement a priority. It has adopted innovative technologies to collect and analyze citizen satisfaction. The Municipality is measuring 5 key indicators including, operational, security, amenities, professionalism, accessibility

The same QR code technologies used for inventory has been implemented within the Municipality facilities to gather pertinent user satisfaction. The QR codes are both affixed to public places as well as on the Municipality website enabling the users to quickly scan a QR code and provide feedback on 4 key performance indicators including;

- Cleanliness
- Amenities
- Security
- Professionalism
- Accessibility



These surveys details are available to Municipal management team while the results are graphically reviewed.

Appendix

Appendix A	ACCESSIBILITY PLAN 2023-2028.pdf
Appendix B	CALVIN FIRE DEPARTMENT CRA 2025.pdf
Appendix C	2024 Energy audit response Data.xls
Appendix D	2024 Complaint Tracking.xls
Appendix E	Inspections
Appendix F	Risk
Appendix G	inventory
Appendix H	Calvin Level of Service Report 220524
Appendix I	Energy report
Appendix J	2024 Bridge Management Plan
Appendix K	2025 insurance policy
Appendix L	Water Well information (main office)