St. Clair Township

Asset Management Plan

FINAL

January 6, 2026

Agile INFRASTRUCTURE

Asset Management Plan Revision Log

Date	Description
November 12, 2025	Initial Submission
December 17, 2025	Updated based on 2026 Capital Budget and Township comments
January 6, 2026	Updated based on Township comments

This Asset Management Plan (AMP) is an output of a corporate management system which functions continuously. Information used to create the AMP is updated as work is planned, tendered and completed. Updated AMPs are issued regularly to support budget processes and infrastructure-related decisions.

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1 Introduction

1.1 Overview

This Asset Management Plan (AMP) builds a structured relationship between infrastructure spending and asset performance. Periodic (annual) updates ensure it reflects changing circumstances and actively supports infrastructure decision-making processes.

1.2 Asset Performance Overview

Asset Performance is the ability of an asset to fulfill the organization's objectives or requirements.

The performance of an asset directly relates to the level of service it provides:

- **Good**: An asset meeting the expectations of the community (i.e. providing an appropriate level of service) with none or few performance deficiencies;
- **Fair**: An asset which has some or many performance deficiencies, but is still meeting the expectations of the community (i.e. providing an appropriate level of service); and,
- **Poor**: An asset which is not meeting expectations (i.e. not providing an appropriate level of service) and requires spending to have it meet expectations.

The community's asset performance expectations balance costs and affordability and are therefore unique to each community based on its infrastructure inventory, financial status and community/corporate priorities.

1.3 Provincial Asset Management Planning Requirements

The governing regulation for AMPs in Ontario is Regulation 588/17. The following points summarize the requirements of the regulation:

- The Township is required to have an asset management policy to articulate specific principles and commitments that will guide decisions around when, why and how to spend money on infrastructure assets.
- The AMP is required to be inclusive of all infrastructure assets owned by the Township.
- The AMP is required to establish the spending that is required to maintain current asset performance levels.
- If the current asset performance levels differ from the Township's desired asset performance expectations, the AMP is required to establish:
    - The spending that is required to achieve the desired asset performance expectations; and
    - The financial strategy to fund the required spending or a review of the risks associated with not achieving the desired performance expectations.

1.4 AMP Development Approach

This AMP aligns with Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure and the international standard for infrastructure asset management (ISO 55000).

The development of this AMP leverages the best available asset and financial information, staff input, subject matter expert professional judgement, and AM best practices, to complete the following steps:

1. Develop a complete listing of infrastructure assets to be included in the AMP.
2. Assess current performance (level of service) of the assets based on existing information.
3. Prepare an asset lifecycle management strategy (i.e. spending plan) that maintains the current performance of the infrastructure assets.
4. If current performance is not sufficient, prepare an alternative spending plan that achieves the desired performance of the infrastructure assets.
5. Establish a financial strategy to fund the spending necessary to maintain current or achieve desired asset performance objectives.

1.5 Updating the AMP

A periodic update to the AMP ensures it reflects the latest information and responds to evolving asset performance expectations in the community. Ideally, this update occurs annually in conjunction with the Township's budget processes, or more frequently if required to support funding applications.

1.6 AMP Scope

This AMP includes all the assets in the Township.

1.7 Population Growth History

After a 20-year decline from 1996 to 2016, the Township's population increased from 2016 to 2021. The recent growth patterns in the Township indicate that the population growth trend has continued post-2021.

Table 1: Population History

Year	Population*
1996	15,081
2001	14,659
2006	14,649
2011	14,515
2016	14,086
2021	14,659

**Population from Statistics Canada.*

2 Overview of Asset Portfolio

The infrastructure portfolio has an estimated replacement value of approximately $1.7 billion across 15 asset groups (refer to Figure 1 and Table 2). Table 3 on the following page provides a summary of the assets in each group. The detailed inventory of 10,784 individual asset records is included in Appendix C.

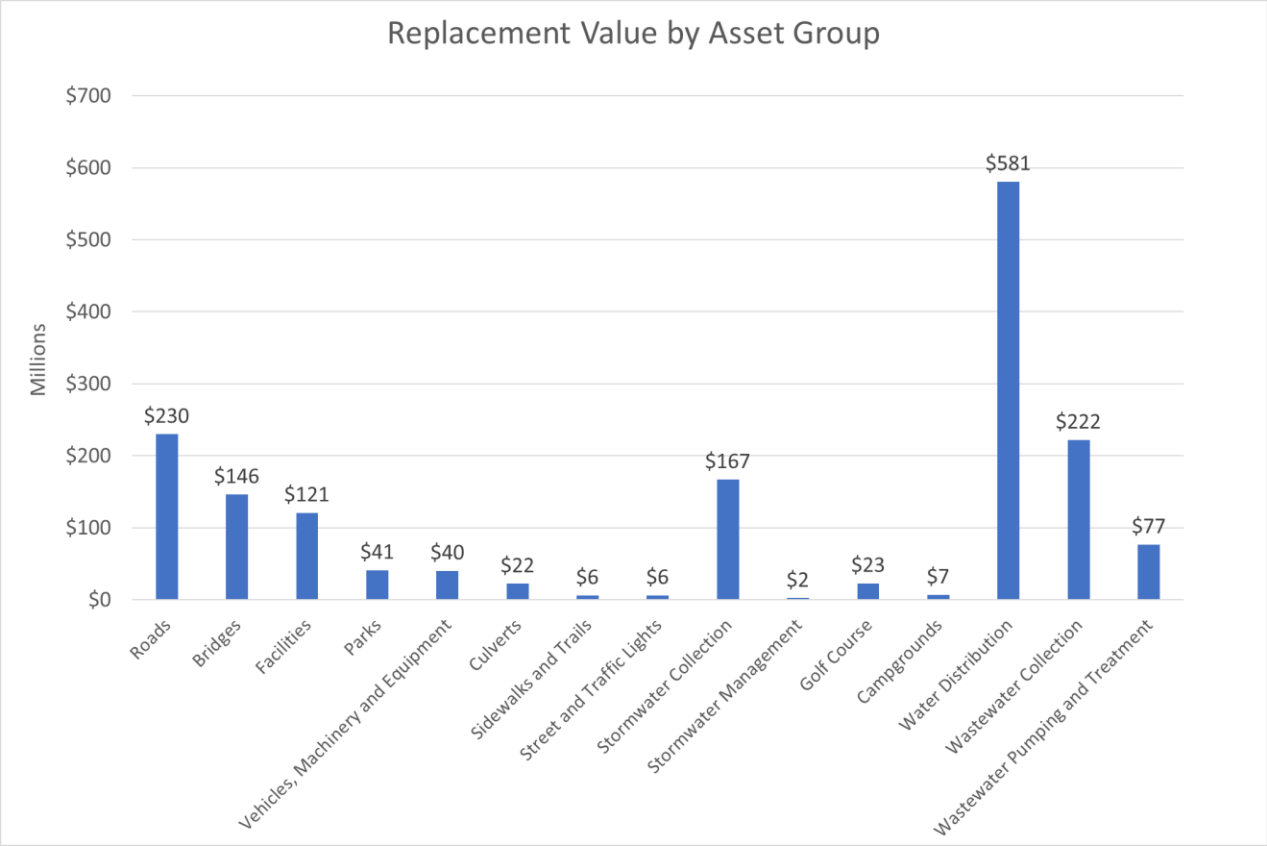


Figure 1: Infrastructure Portfolio Summary

Note: Actual costing values are subject to market forces at the time of infrastructure construction / improvement activity. The above values are based on historical averages and industry standards.

Table 2: Infrastructure Portfolio Summary

Asset Group	Replacement Cost (millions)	% of Total
Roads	$230.0	13.6%
Bridges	$146.2	8.6%
Facilities	$120.9	7.1%
Parks	$41.2	2.4%
Vehicles, Machinery and Equipment	$40.4	2.4%
Culverts	$22.3	1.3%
Sidewalks and Trails	$6.1	0.4%
Street and Traffic Lights	$6.3	0.4%
Stormwater Collection	$167.0	9.9%
Stormwater Management	$2.3	0.1%
Golf Course	$22.9	1.4%
Campgrounds	$7.0	0.4%
Water Distribution	$580.8	34.3%
Wastewater Collection	$222.0	13.1%
Wastewater Pumping and Treatment	$76.8	4.5%
Total	**$1,692.2**	100%

Table 3: Summary of Assets

Asset Group	Number of Asset Inventory Records	Asset Group Summary
Roads	835	566 km of paved and gravel roads
Bridges	93	93 bridges and larger culverts > 3m
Facilities	176	133 records representing 28 individual facilities or buildings
Parks	171	43 park or open spaces sites with associated amenities
Vehicles and Machinery	220	220 vehicles or pieces of machinery
Culverts	932	932 cross culverts or other smaller culverts that support drainage
Sidewalks and Trails	379	80 km of sidewalks and trails
Street and Traffic Lights	2,372	1,606 streetlights and related supported infrastructure 5 traffic lights or pedestrian crossings
Stormwater Collection	1,464	89 km of storm sewers
Stormwater Management	19	4 stormwater ponds 10 oil/grit separators 1 pumping station
Golf Course	161	1 golf course plus associated equipment
Campgrounds	26	3 campgrounds plus associated amenities and equipment
Water Distribution	1,849	482 km of watermains 1 water tower
Wastewater Collection	1,337	127 km of sewers and forcemains
Wastewater Pumping and Treatment	750	31 sewage pumping stations 3 lagoons 1 wastewater treatment plant

3 Asset Performance Assessment

As described in Section 1, the new landscape of infrastructure asset management that aligns with ISO 55000 defines asset performance as the ability for an asset to fulfill its objectives or requirements. This means that the performance of an asset is proportional to the level of service it provides. Levels of service are also at the core of O.Reg. 588/17, which requires municipalities to understand the cost to achieve higher or lower asset performance (levels of service) objectives.

3.1 Measuring Asset Performance

The Township's asset inventory contains performance information for all infrastructure assets. This includes information related to both asset condition and asset function. The performance information is collected from a variety of sources, ranging from sophisticated technologies to investigate the assets to visual observations from qualified professionals.

All asset performance data combines with the professional judgment of subject matter experts to establish the current performance of each asset as defined in **Table 4** below.

Table 4: Asset Performance Rating Descriptions

Performance Category	Description	State of asset
Good	Asset performance meets or exceeds its objectives/requirements.	No Deficiencies
Fair	Asset performance is nearing the point where it will not meet its objectives/requirements.	Has Deficiencies
Poor	Asset performance is not meeting its objectives/requirements.	Requires Treatment (Spending)

3.2 Current Asset Performance (State of Infrastructure)

Figure 2 and **Table 5** provide the current performance distribution of each asset group. The total replacement cost of the assets in the poor performance category is approximately $185 million, which represents approximately 11% of the total asset portfolio.

Note that the spending required to restore these assets to the good performance category is not equal to the replacement costs, since some assets only require rehabilitation while others require replacement with a more expensive asset.

The performance category of each asset updates on a continual basis to reflect actual spending on assets, new asset data, and changing asset performance objectives or requirements.

Appendix A provides strategic (customer) and tactical (technical) performance metrics for each asset group. Appendix C indicates the performance category and performance rationale for each asset.

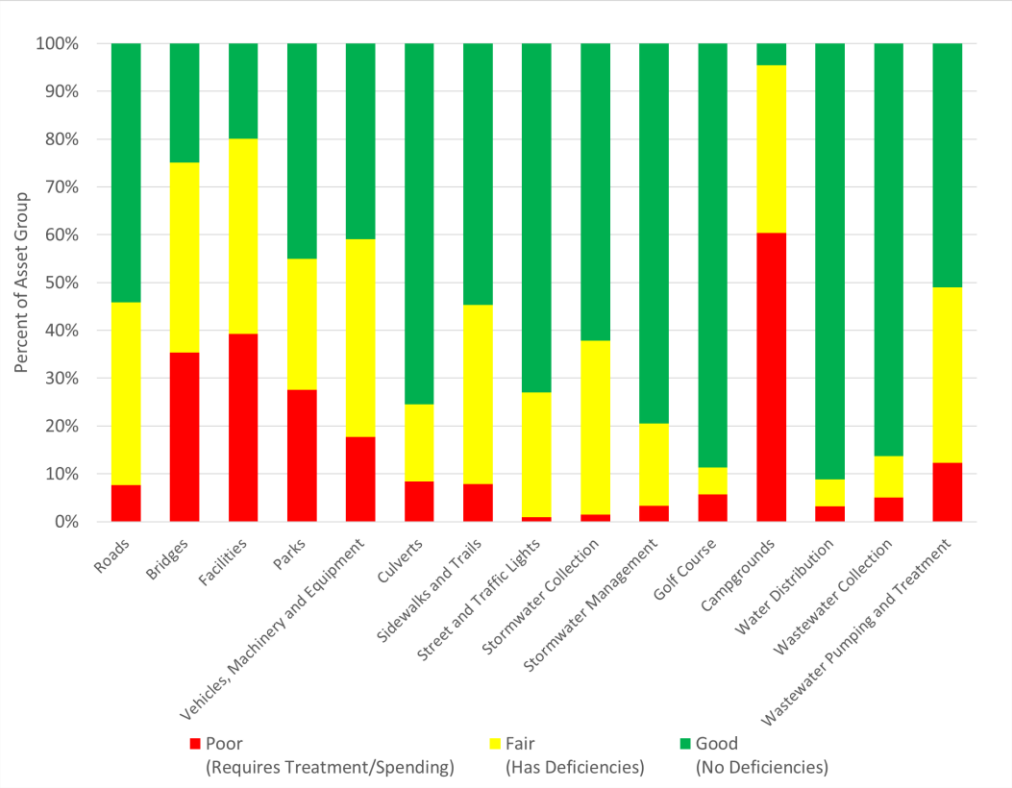


Figure 2: Current Asset Performance Distribution by Asset Group

Table 5: Current Asset Performance by Replacement Value and Asset Group

	Asset Performance Distribution by Replacement Cost (millions)				
	Good (No Deficiencies)	**Fair (Has Deficiencies)**	**Poor (Requires Treatment/Spending)**	**Total (millions)**	**% Poor**
Roads	$124.5	$88.1	$17.5	**$230.0**	8%
Bridges	$36.3	$58.2	$51.7	**$146.2**	35%
Facilities	$24.1	$49.4	$47.5	**$120.9**	39%
Parks	$18.5	$11.3	$11.3	**$41.2**	28%
Vehicles, Machinery and Equipment	$16.5	$16.7	$7.2	**$40.4**	18%
Culverts	$16.8	$3.6	$1.9	**$22.3**	8%
Sidewalks and Trails	$3.3	$2.3	$0.5	**$6.1**	8%
Street and Traffic Lights	$4.6	$1.6	$0.1	**$6.3**	1%
Stormwater Collection	$103.8	$60.8	$2.4	**$167.0**	1%
Stormwater Management	$1.8	$0.4	$0.1	**$2.3**	3%
Golf Course	$20.4	$1.3	$1.3	**$22.9**	6%
Campgrounds	$0.3	$2.4	$4.2	**$7.0**	60%
Water Distribution	$529.8	$32.6	$18.4	**$580.8**	3%
Wastewater Collection	$191.7	$19.1	$11.2	**$222.0**	5%
Wastewater Pumping and Treatment	$39.2	$28.2	$9.4	**$76.8**	12%
Total	**$1,131.7**	**$376.0**	**$184.6**	**$1,692.2**	**11%**
% of Total	**67%**	**22%**	**11%**	**100%**	

3.3 Current Performance Summary

The following points summarize the current performance ratings:

- The roads have an overall condition which generally aligns with the Township's performance objectives, with approximately 92% of surfaced road sections meeting their pavement quality index objective. This reflects the committed program to resurface roads in the capital budget.
- 30 bridges require rehabilitation or replacement over the next 20 years. This will require a committed bridge renewal program to complete the necessary projects.
- 23 facilities require moderate to major rehabilitation, including all the fire halls and the Civic Centre.
- The Township has a substantial shoreline protection infrastructure system that is expected to require large capital expenditures in the short and medium term. The Township is in the process of collecting a suitable asset inventory that will be used in future AMP updates.
- The Township has approximately 24 km of cast and ductile iron watermains remaining in the distribution system that that are planned for replacement, prioritized by failure rates and to align with road works.
- The Township has a large number of sewage pumping stations relative to its serviced population due to the flat topography of the community. The Township is in the midst of a program to refurbish these facilities with new pumps and modern controls.

3.4 Operational Service Levels

In addition to the strategic and tactical performance measures identified in Appendix A, the Township also completes a variety of operational activities on the infrastructure systems. These services relate to the inspection, operations or routine maintenance of assets in each infrastructure system. Refer to Appendix A for the list of operational activities for each asset group.

4 Asset Lifecycle Management

4.1 Asset Lifecycle Activities Overview

Table 6 provides an overview of typical asset lifecycle activities applied to public infrastructure and **Table 7** describes the activities that the Township may complete on assets in each asset group, depending on the unique circumstances of each asset.

The spending forecasts in this section represent a combination of major maintenance, rehabilitation and replacement treatments based on applying an appropriate lifecycle strategy as described in Section 4.2.

Appendix B provides the Township's latest capital plans and Appendix D contains the detailed planned spending program for all asset groups.

Table 6: Typical Asset Lifecycle Activities

Lifecycle Activity	Description
Operational	Operational activities, routine preventative maintenance, studies on asset performance.
(Major) Maintenance	Repairs and component replacement to maintain asset performance, typically costing between 5-10% of asset replacement value.
Rehabilitation	Project to extend asset service life, typically costing between 15% - 40% of asset replacement value.
Replacement	A project resulting in a replacement of an asset with one asset that meets top industry and community expectations.
New Asset	Construction or purchase of new assets that results in net growth of the asset inventory and an enhancement in service levels provided to the community.

Table 7: Common Asset Lifecycle Activities by Asset Group

Asset Category	Maintenance	Rehabilitation	Replacement
Roads	Pothole patching Crack sealing Surface treatments	Overlay Mill and overlay Micro-surfacing	Full depth reconstruction
Bridges	Deck washing Joint cleaning Bearing lubrication	Deck overlay Joint replacement Painting	Superstructure replacement Seismic retrofit
Facilities	HVAC servicing Roof inspections Cleaning	Roof replacement HVAC upgrades Interior renovations	Building demolition and rebuilding
Parks	Mowing Pruning Playground inspections	Playground replacement Turf renovation	Major park redevelopment
Vehicles, Machinery and Equipment	Oil changes Tire rotations Scheduled servicing	Engine overhaul Body refurbishment	Fleet vehicle replacement
Culverts	Debris removal Minor repairs	Lining Partial replacement	Full culvert replacement
Sidewalks and Trails	Crack filling Sweeping Signage maintenance	Overlay Curb repairs	Full reconstruction
Street and Traffic Lights	Bulb replacement Pole painting Signal timing	Cable replacement Controller upgrades	Full system replacement (LED conversion) Pole Replacements
Stormwater Collection	Pipe flushing Catch basin cleaning	Pipe relining Manhole rehab	Full pipe replacement
Stormwater Management	Vegetation control	Facility upgrades Pond dredging Liner replacement	Pond reconstruction
Water Distribution	Valve exercising Hydrant flushing Leak detection	Pipe replacement Meter upgrades	Full main replacement
Wastewater Collection	Manhole inspections Sewer flushing	Pipe relining/replacement Pipe spot repair	Full sewer replacement
Wastewater Pumping and Treatment	Pump station checks Plant process adjustments	Equipment replacement Process upgrades	Plant expansion or replacement

4.2 Asset Lifecycle Strategies

The lifecycle strategy refers to the timing and type, or, extent of work done to an asset over its life. **Figure 3** presents two different conceptual lifecycle strategies:

- **Lifecycle Strategy 1**: An asset that is fully reconstructed or replaced every 40 years. This would be common in assets like vehicles, playgrounds, or building mechanical equipment.
- **Lifecycle Strategy 2**: An asset that is rehabilitated every 15 years. This would be common in assets like roads.

The actual lifecycle strategy practiced on each asset type and on individual assets is adjusted based on a number of factors. The goal of the lifecycle strategy is to maximize the asset performance improvement to cost ratio over the long term. This often requires rehabilitating assets that are not as bad as others, to avoid a more costly future replacement activity.

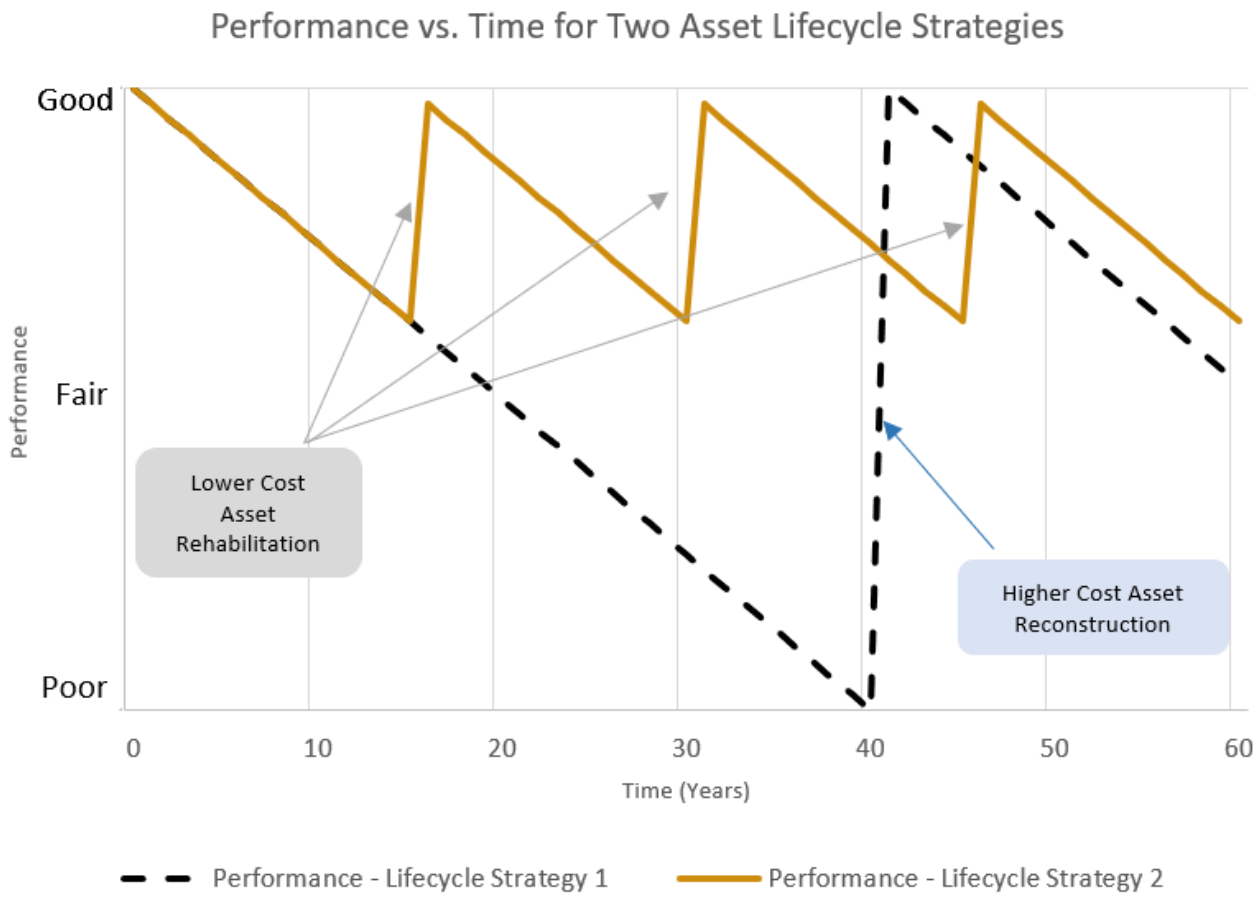


Figure 3: Asset Lifecycle Strategies

4.3 Spending and Performance Forecast Approach

The analysis approach involves connecting real planned projects against specific assets where feasible and iteratively adjusting annual spending levels until the forecasted performance distribution will be relatively stable (i.e. the proportion of the asset network in the poor performance category is consistent).

For example, **Figure 4** shows a scenario where there is insufficient spending, resulting in the proportion of assets in the poor performance category increasing from 10% in 2026 to 80% in 2051. This indicates that additional spending is required. Analysis updates continue until a suitable performance forecast and corresponding spending plan is achieved.

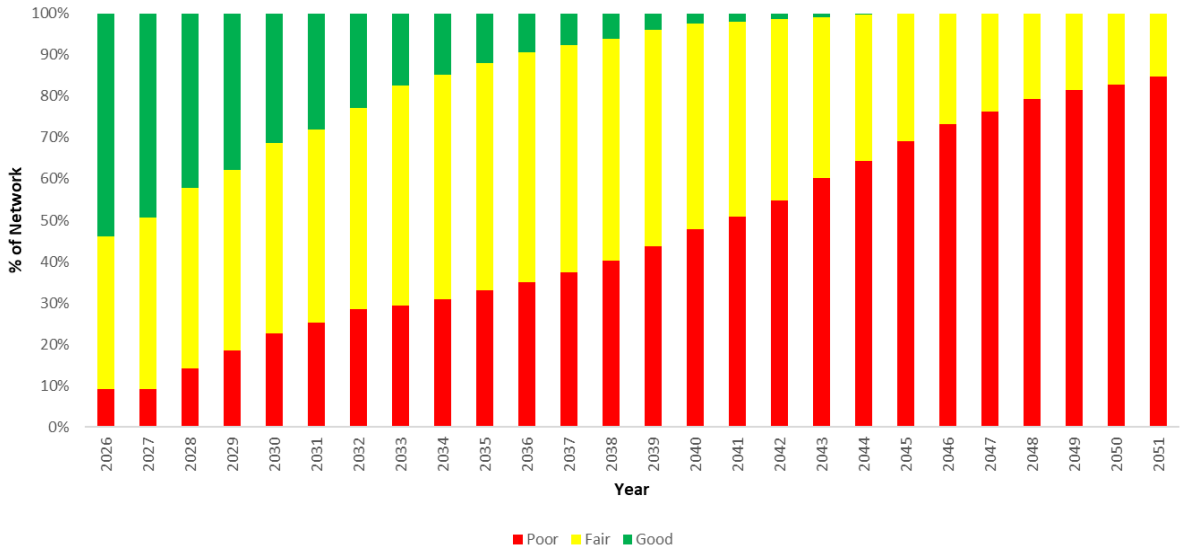


Figure 4: Sample Performance Forecast

4.4 Spending and Performance Forecast Results (Asset Lifecycle Plan)

4.4.1 Current versus Desired Asset Performance Expectations

The current and desired asset performance objectives are summarized in **Table 8.** The following points summarize the Township's asset performance expectations:

- There are approximately 11% of assets in the Poor performance category across all asset groups, ranging from as little as 1% to as high as 60% depending on the asset group.
- The desired infrastructure performance objective by 2036 is to improve the overall percentage of assets in Poor performance to less than 10%.
    - The 2036 performance objective is to maintain asset performance for 9 of 15 asset groups.
    - The 2036 performance objective is to improve asset performance for 6 of 15 asset groups.

Section 4.5 describes the risks associated with not meeting the desired asset performance expectations.

Table 8: Strategic Asset Performance Objectives by Asset Group

Overall	11%	<10%	Improve Performance
Asset Group	**2025 -Current % of Assets in Poor Performance**	**2036 - Desired % of Asset in Poor Performance**	**2036 Performance Objective**
Roads	8%	<8%	Maintain Performance
Bridges	35%	<10%	Improve Performance
Facilities	39%	<20%	Improve Performance
Parks	28%	<20%	Improve Performance
Vehicles, Machinery and Equipment	18%	<20%	Maintain Performance
Culverts	8%	<10%	Maintain Performance
Sidewalks and Trails	8%	<10%	Improve Performance
Street and Traffic Lights	1%	<10%	Maintain Performance
Stormwater Collection	1%	<10%	Maintain Performance
Stormwater Management	3%	<10%	Maintain Performance
Golf Course	6%	<10%	Maintain Performance
Campgrounds	60%	<20%	Improve Performance
Water Distribution	3%	<10%	Maintain Performance
Wastewater Collection	5%	<10%	Maintain Performance
Wastewater Pumping and Treatment	12%	<10%	Improve Performance

4.4.2 Individual Asset Group Results

Figure 5 to **Figure 19** provide the desired performance forecasts for each asset group and the spending required to achieve the desired performance forecast. The performance forecasts are updated on a continual basis to reflect new information or changing organizational performance objectives or requirements.

The spending forecast graphs are presented in constant 2025 dollars (2025 $). Long term averages are shown in the comments section in both constant 2025 dollars and inflation-adjusted using an annual average inflation rate of 3.0%. The spending summary is provided in the following section 4.4.3.

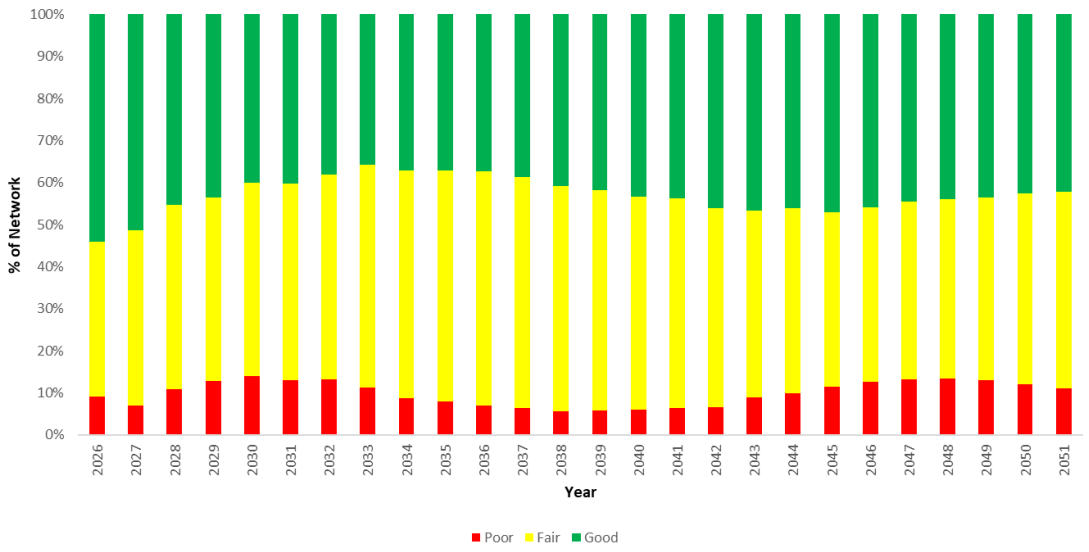
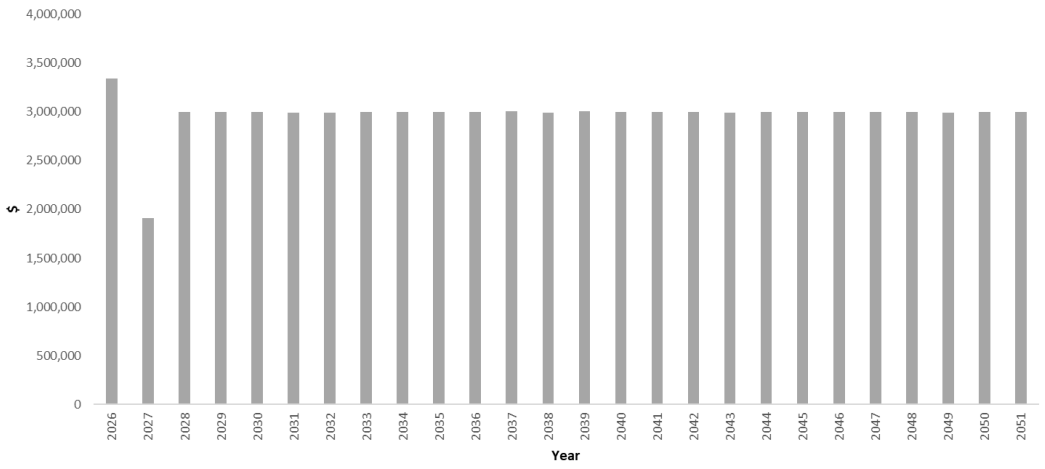
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $2.97 M/yr (2025 $), $4.41 M/yr (inflation-adjusted).

Figure 5: Roads Forecast

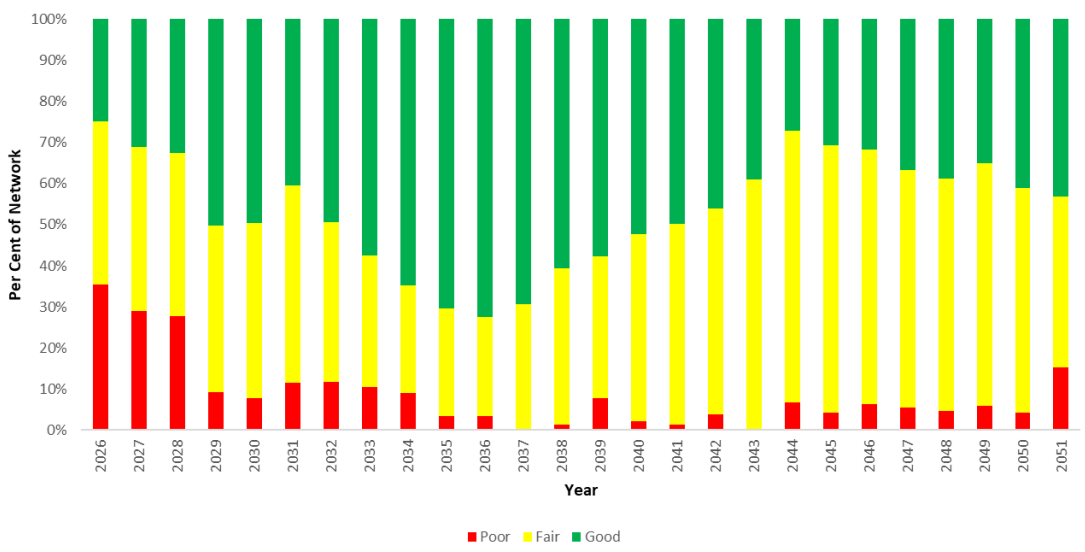
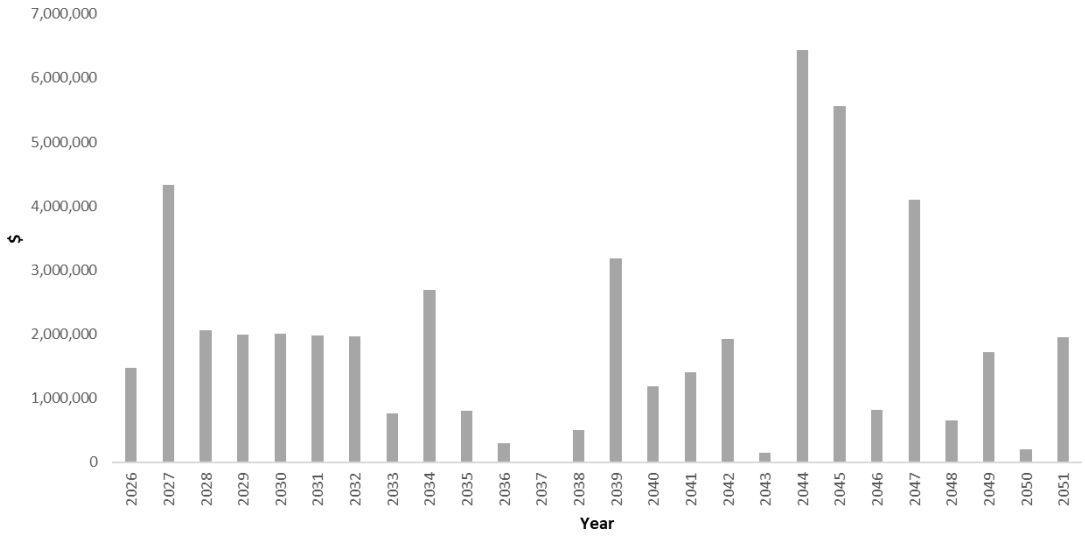
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $1.93 M/yr (2025 $), $2.87 M/yr (inflation-adjusted). • 2024 engineering estimates identified $20 M of bridge replacement or rehabilitation work over the next 10 years. • Recent bridge construction projects have been significantly higher than 2024 engineering estimates. Prices will be monitored and used to inform future AMP updates. • The Township can consider decommissioning some of the less-used bridges to reduce spending needs, however this process can also have significant costs.

Figure 6: Bridges Forecast

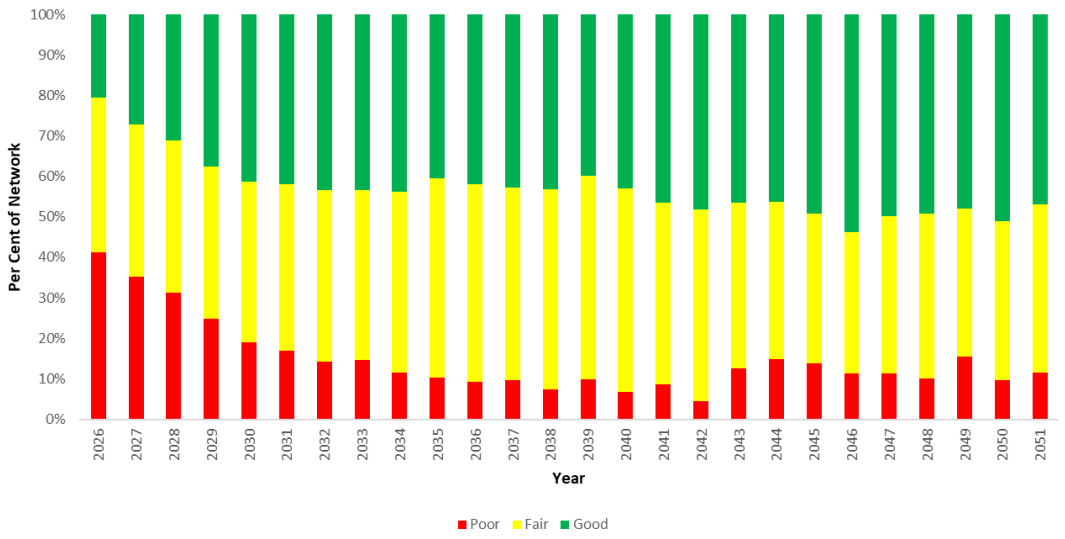
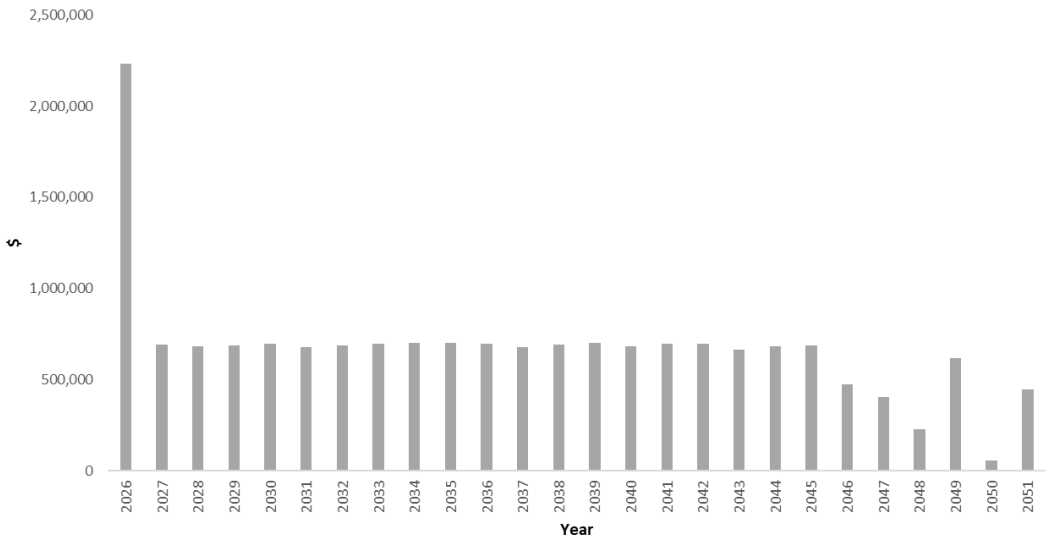
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $670 k/yr (2025 $), $940 k/yr (inflation-adjusted). • Large spending in 2026 related to the Moore Sports Complex renovation. • Major projects identified in 2027 and beyond include a Civic Centre HVAC and interior upgrade, substantial spending on all 6 Firehalls to have the facilities meet modern requirements, building envelope rehabilitation of the Emergency Services facility, and additional refurbishments of the Moore Sports Complex. • The Township should complete a long-term needs assessment of all facilities to support future AMP updates.

Figure 7: Facilities Forecast

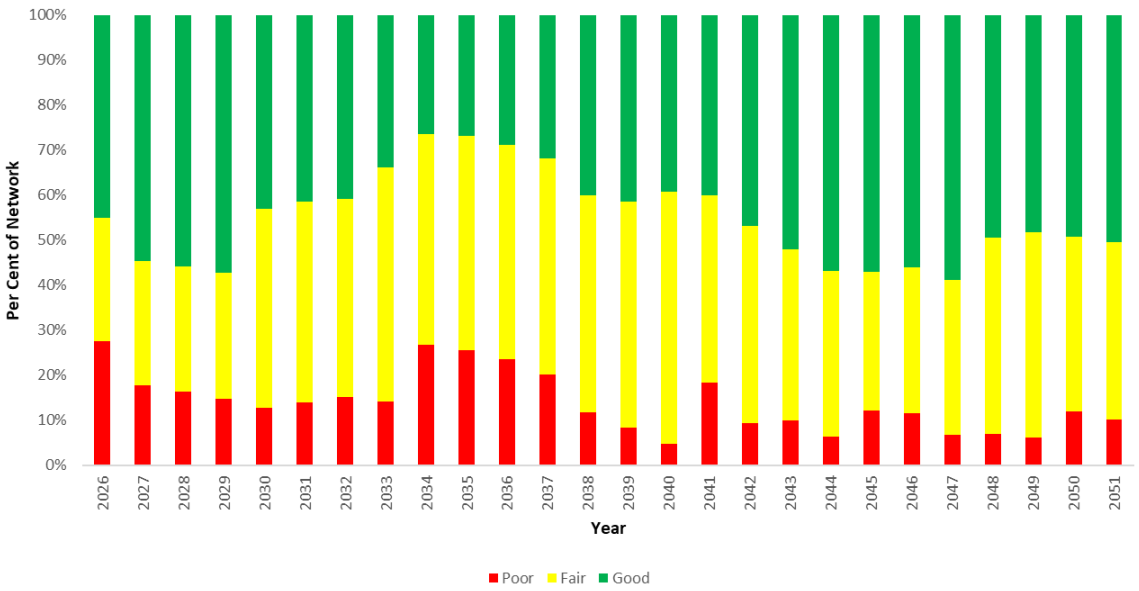
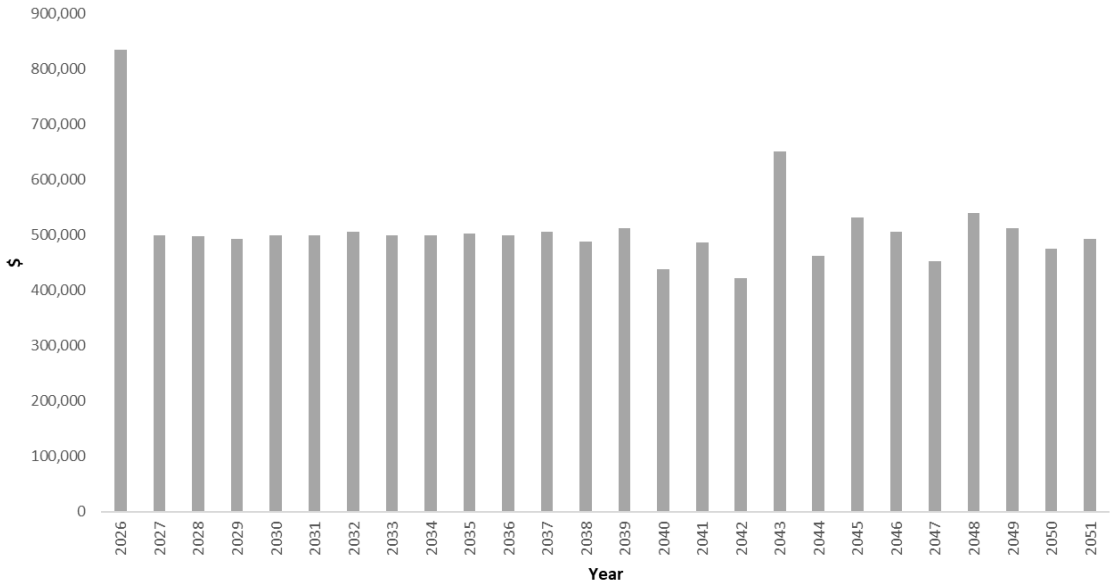
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $510 k/yr (2025 $), $750 k/yr (inflation-adjusted). • Includes shoreline protection needs within park sites. • The Township should complete a comprehensive needs study of its shoreline protection infrastructure to support future AMP updates.

Figure 8: Parks Forecast

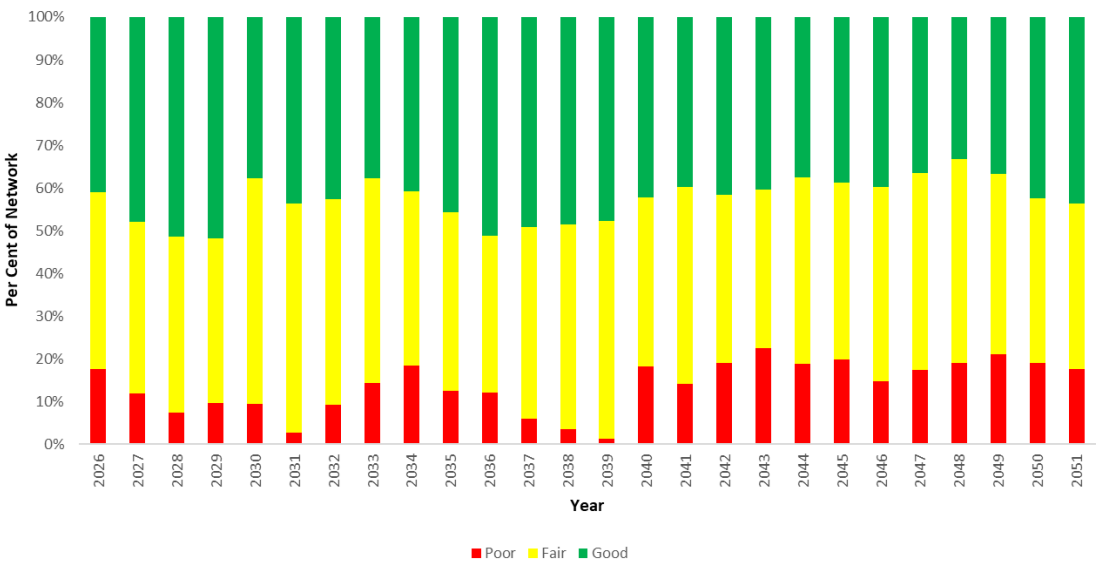
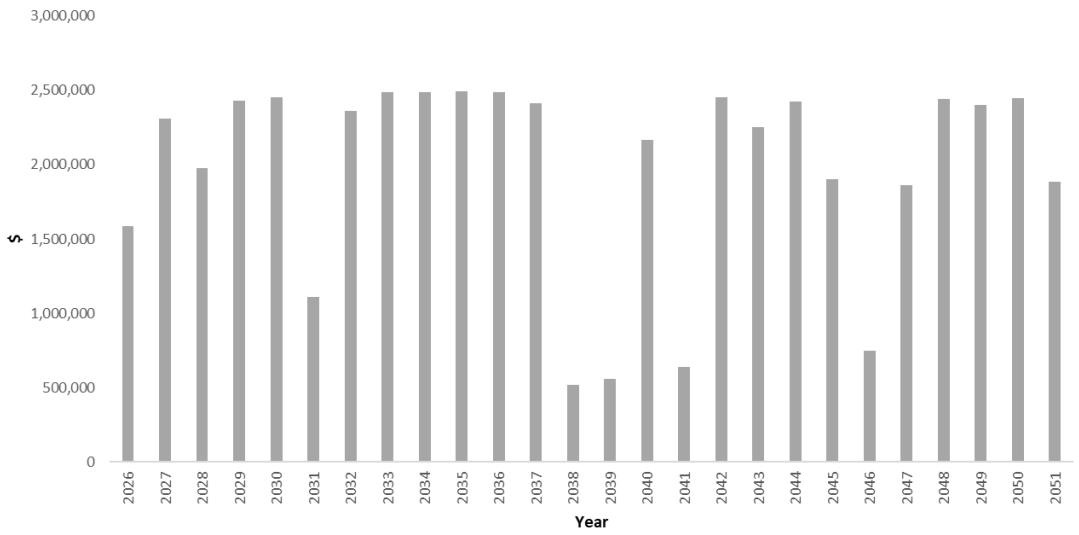
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $1.97 M/yr (2025 $), $2.92 M/yr (inflation-adjusted).

Figure 9: Vehicles, Machinery and Equipment Forecast

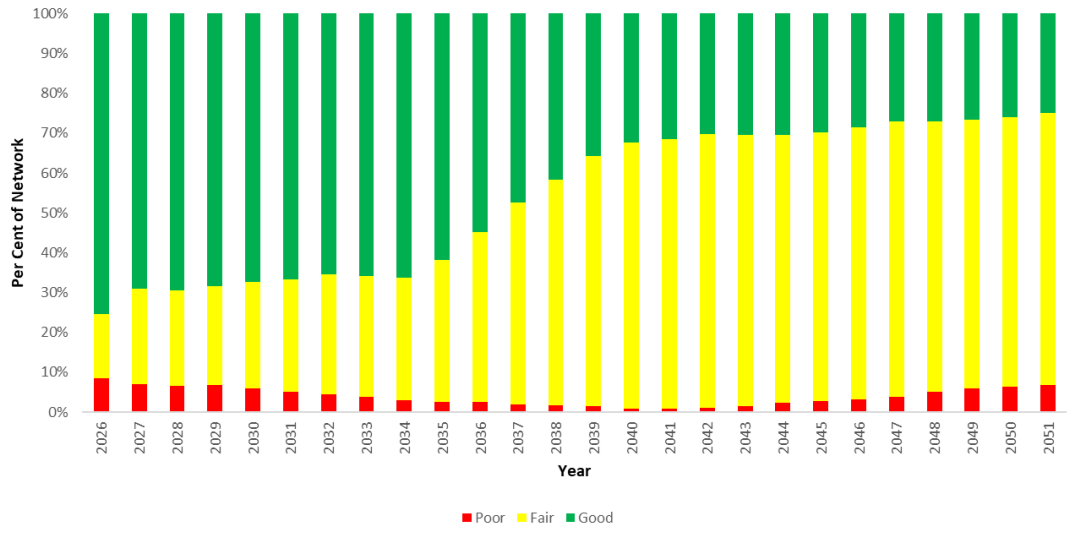
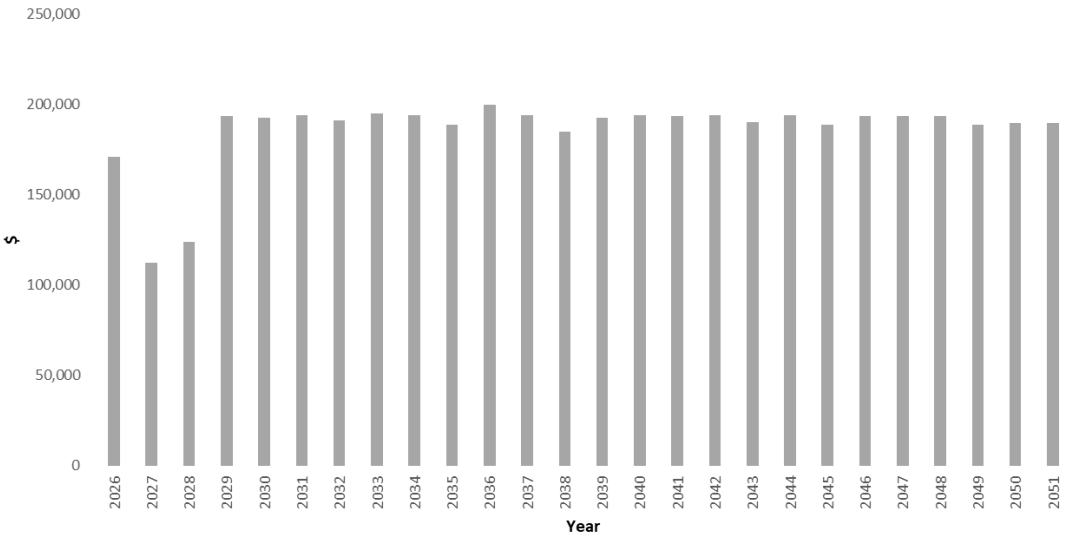
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $190 k/yr (2025 $), $280 k/yr (inflation-adjusted).

Figure 10: Culverts Forecast

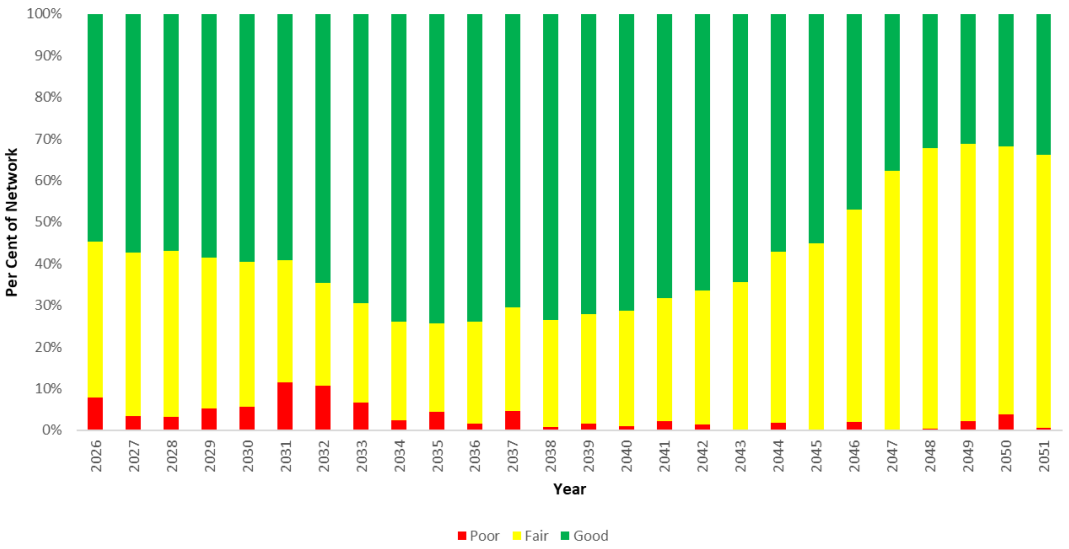
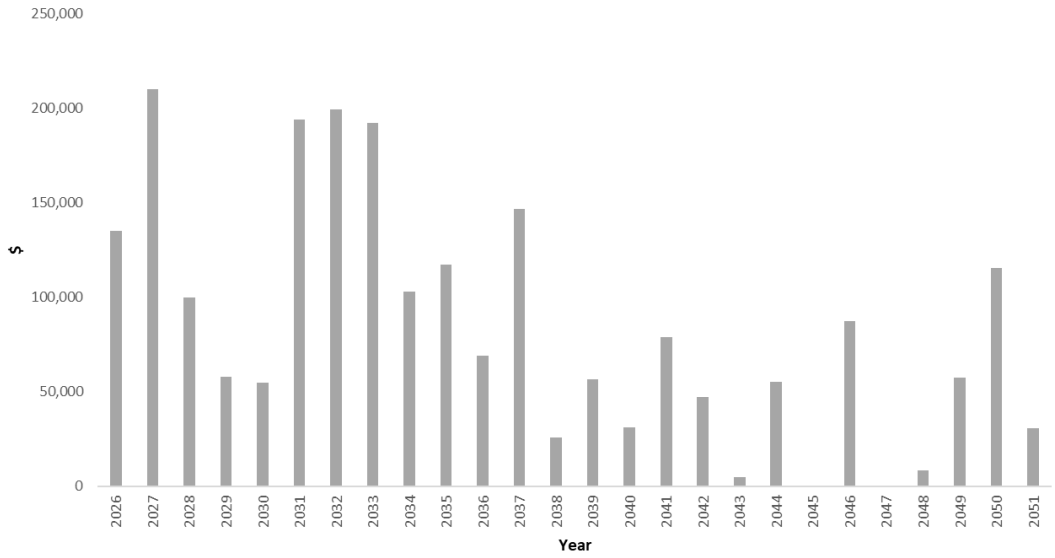
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $80 k/yr (2025 $), $110 k/yr (inflation-adjusted). • Does not include costs to install new sidewalk segments where they currently do not exist.

Figure 11: Sidewalks and Trails Forecast

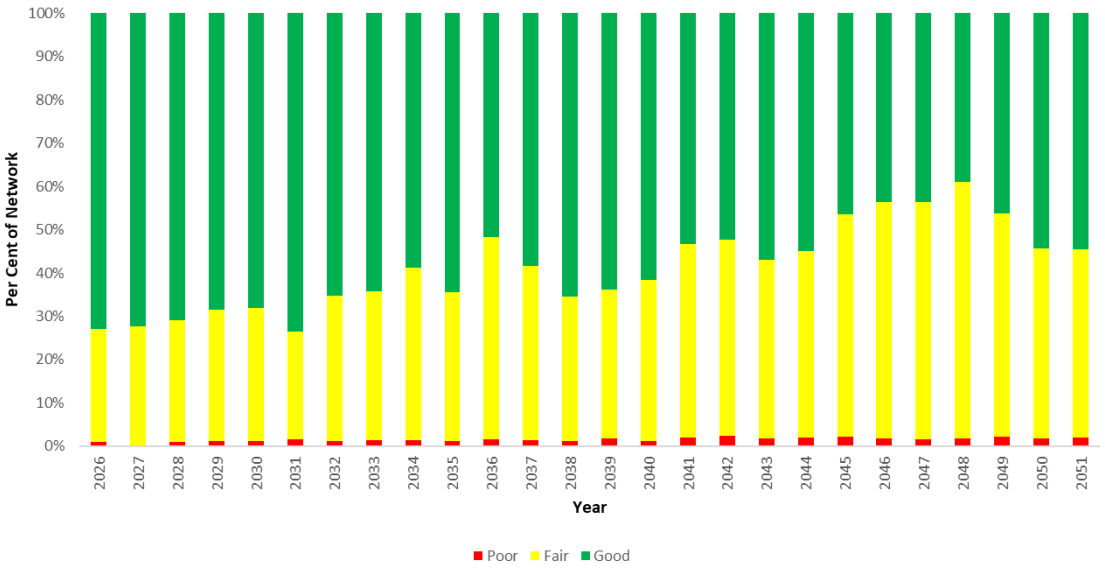
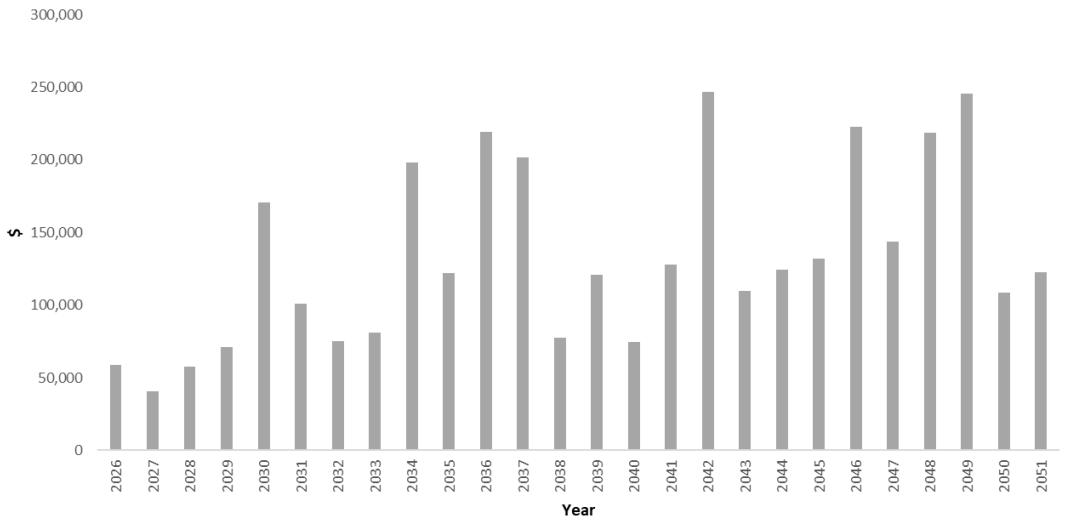
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $130 k/yr (2025 $), $210 k/yr (inflation-adjusted). • Long term forecast indicates an increase in annual renewal spending; however long-term performance of light poles is uncertain. This will be monitored and updated in future AMPs

Figure 12: Street and Traffic Lights Forecast

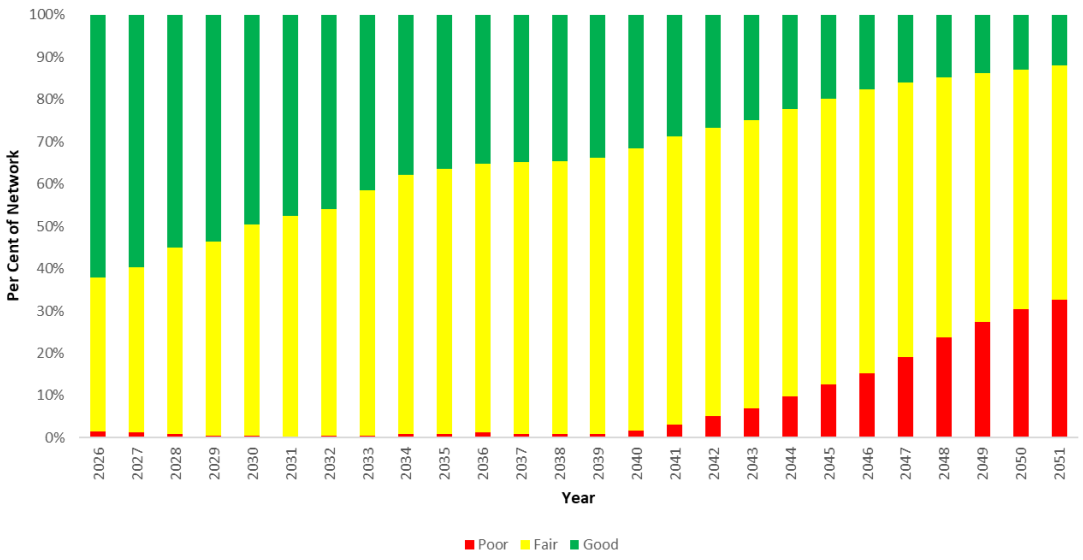
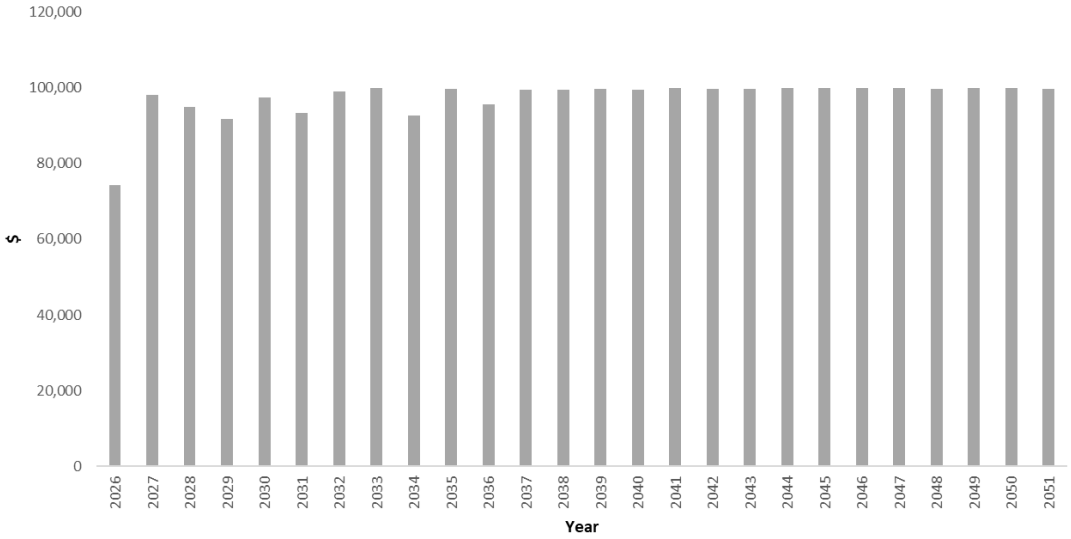
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $100 k/yr (2025 $), $150 k/yr (inflation-adjusted). • Current analysis indicates an increase in funding in the 15+ year time horizon will be required to maintain current performance. This will be reviewed through upcoming CCTV data analysis.

Figure 13: Stormwater Collection Forecast

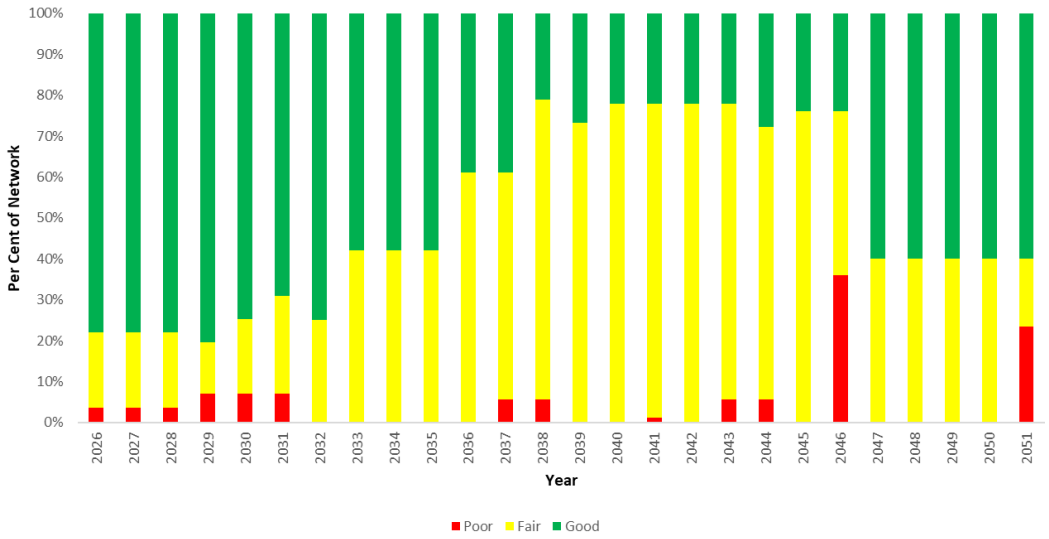
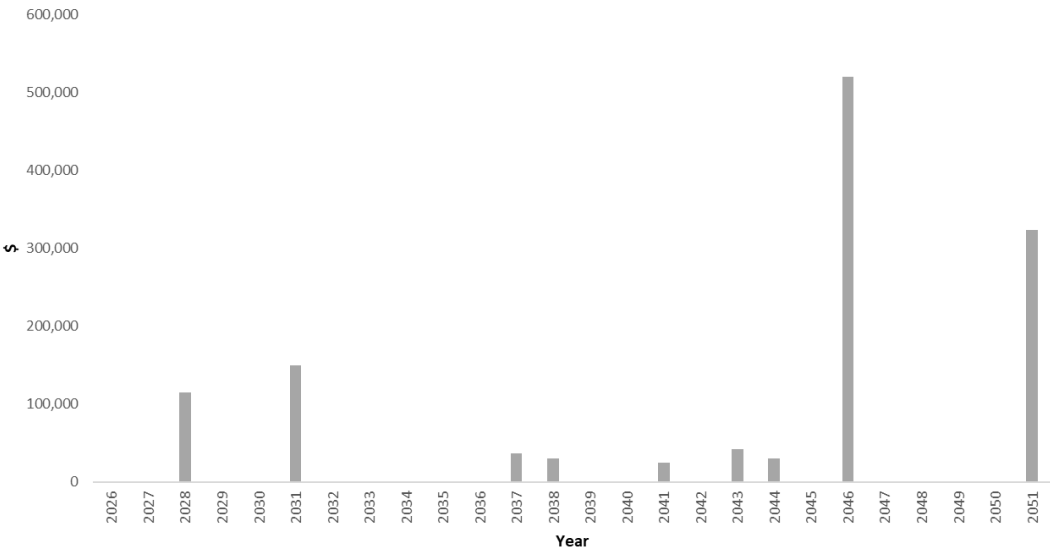
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $50 k/yr (2025 $), $80 k/yr (inflation-adjusted).

Figure 14: Stormwater Management Forecast

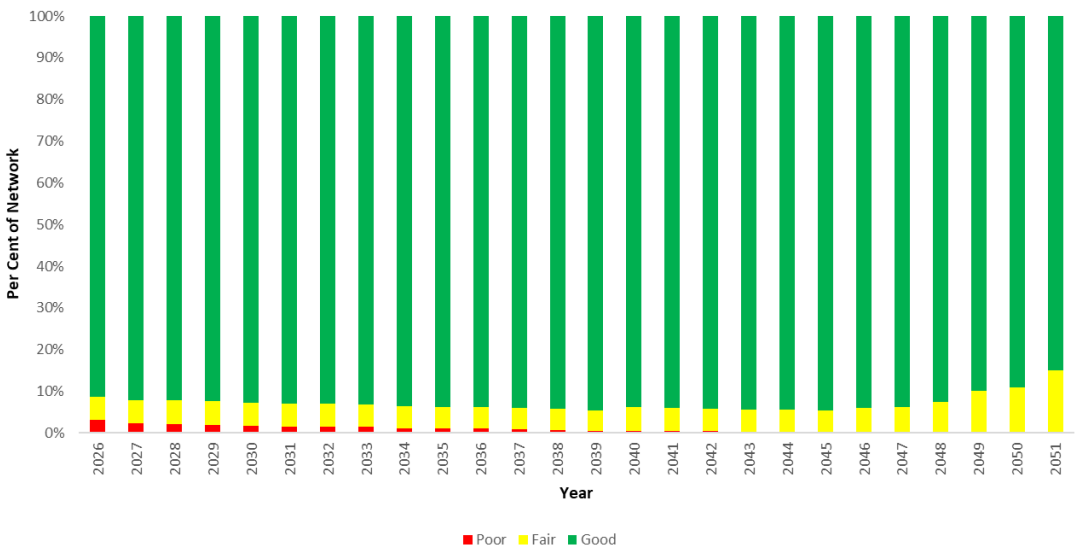
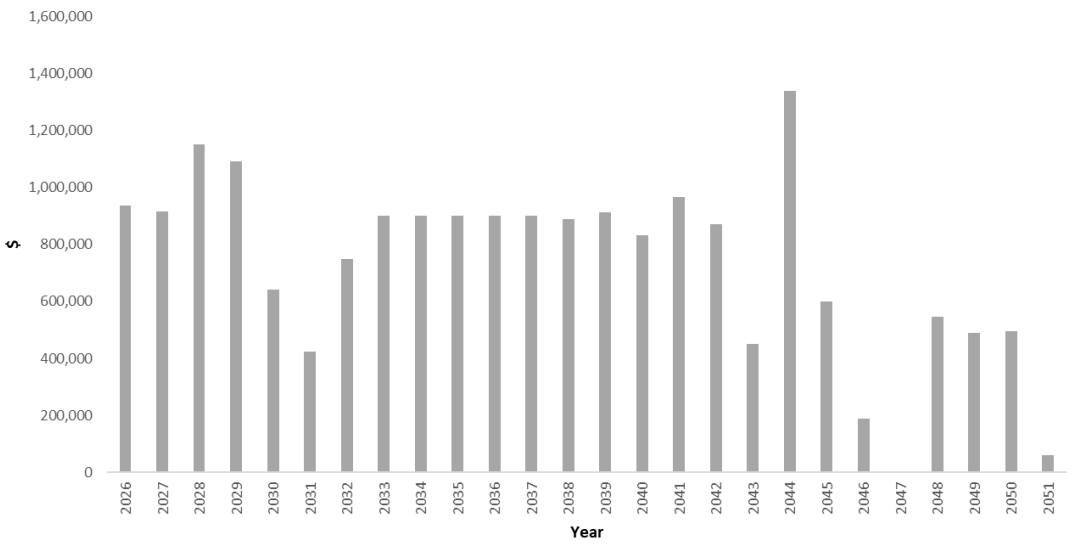
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• $900 k/yr average over the next 15 years (2025 $). • Long term average: $730 k/yr (2025 $), $1.02 M/yr (inflation-adjusted). • The Township has approximately 24 km of unlined cast and ductile iron watermain that are planned for replacement over the next 20 years, prioritized by failure rates. • Long-term average spending need falls to $500 k/year in 15+ year forecast, however the deterioration rate of PVC watermain performance is uncertain. • Continued monitoring of watermain breaks is used to derive performance deterioration rates and increase confidence in long-term spending forecasts.

Figure 15: Water Distribution Forecast

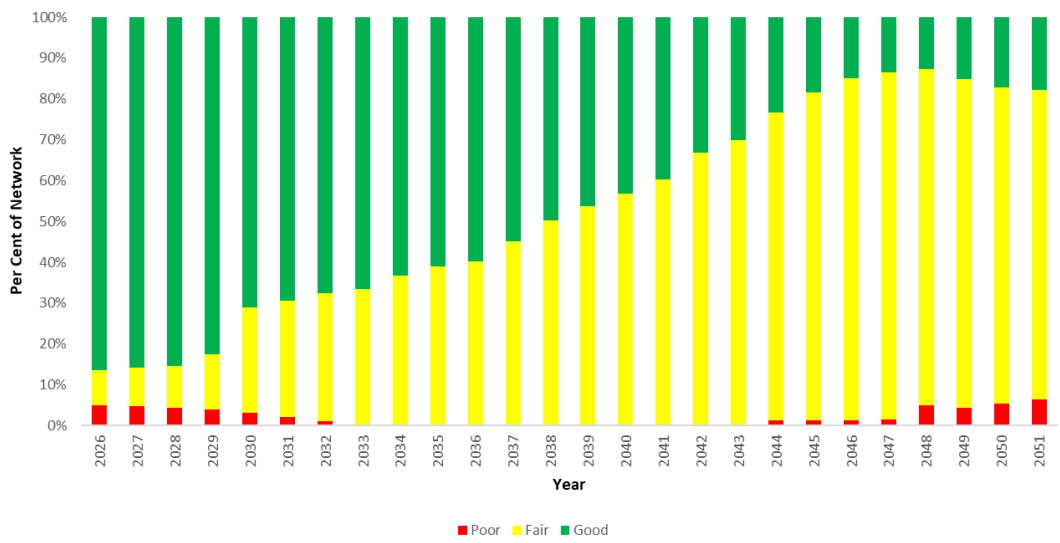
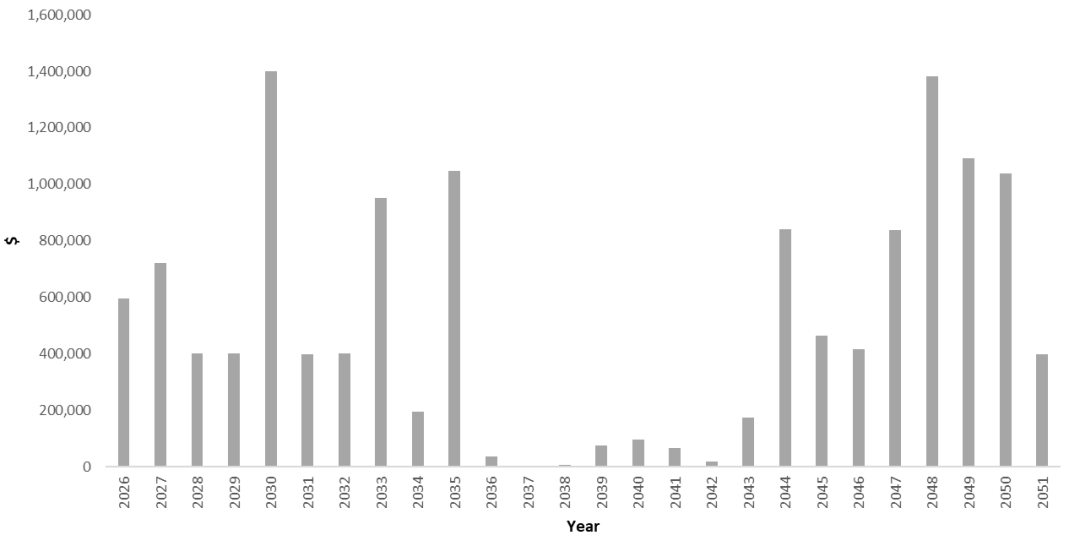
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $520 k/yr (2025 $), $790 k/yr (inflation-adjusted). • Upcoming CCTV data analysis and collection system rehabilitation program beginning in 2027 will inform future updates to long term needs. • 2026 Collection System Master Plan Phase 2 may identify additional collection system upsizing requirements. Forecast currently assumes $1M project in 2030 and $1M project in 2035 until outcomes of Master Plan are available.

Figure 16: Wastewater Collection Forecast

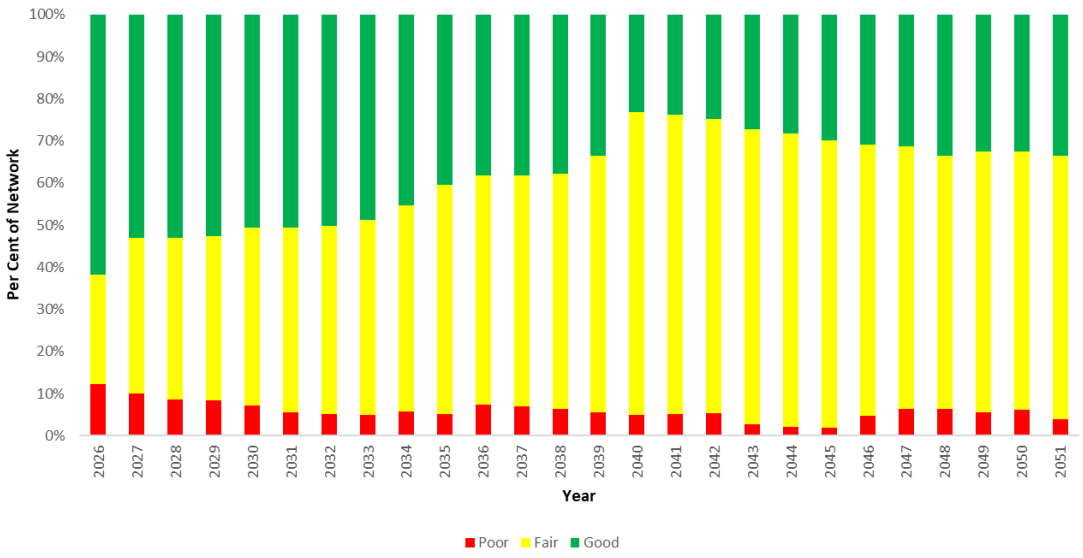
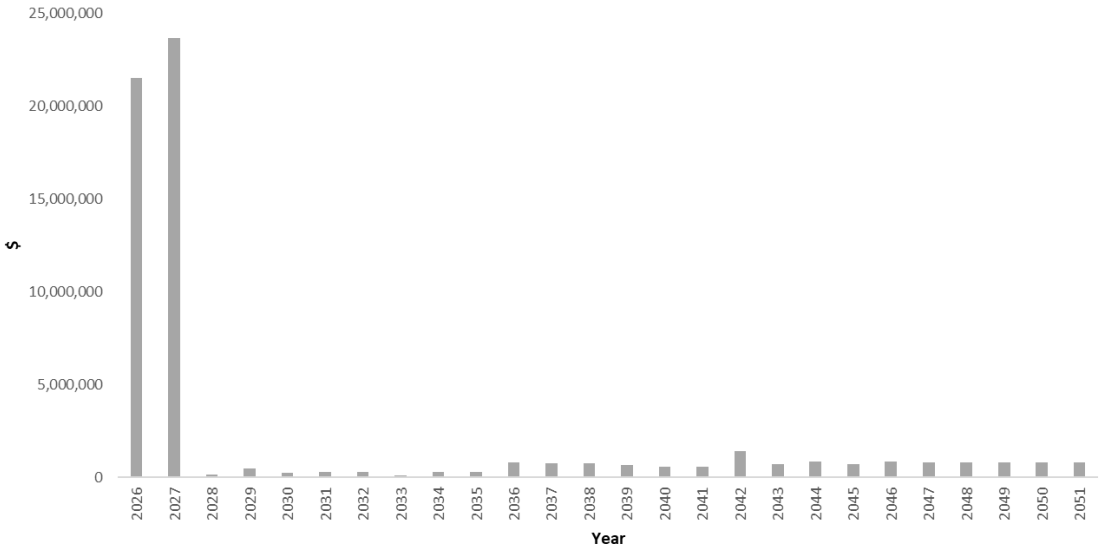
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• $20 M in 2026 and $23 M in 2027 related to completion of the Courtright WWTP expansion. • Long term average: $2.31 M/yr (2025 $), $2.70 M/yr (inflation-adjusted). • Excluding large WWTP project, system requires $400 k/yr over next 10 years. • Long term need increases to $800 k/yr in 10-25 year horizon, including rehabilitation and replacement spending on new WWTP assets. • Full inventory of new WWTP will be compiled following construction and used to update long term spending forecast in future AMP updates.

Figure 17: Wastewater Pumping and Treatment Forecast

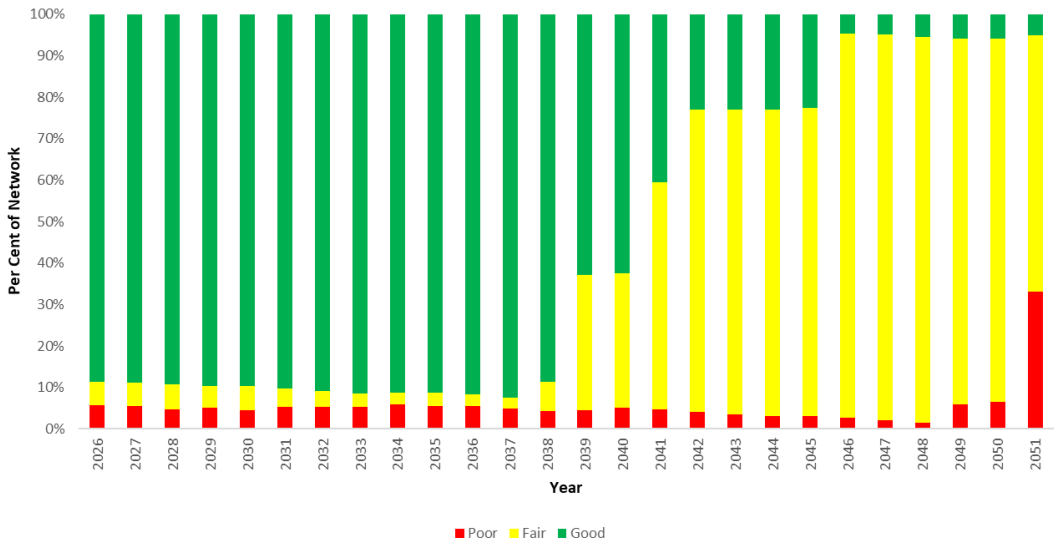
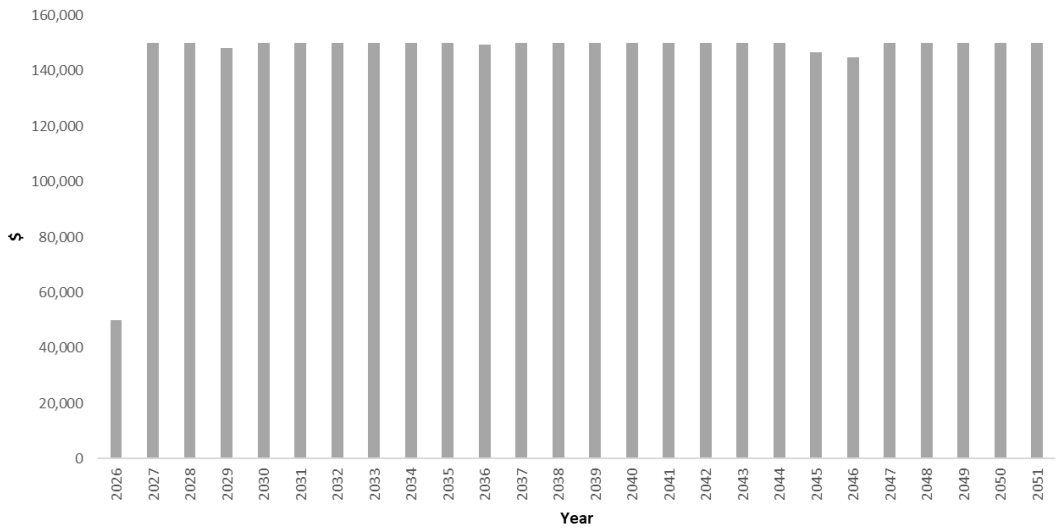
Performance Forecast	
Spending Plan to Achieve Performance Forecast	
Comments	• Long term average: $150 k/yr (2025 $), $220 k/yr (inflation-adjusted). • Large Clubhouse renovation project completed in 2025.

Figure 18: Golf Course Forecast

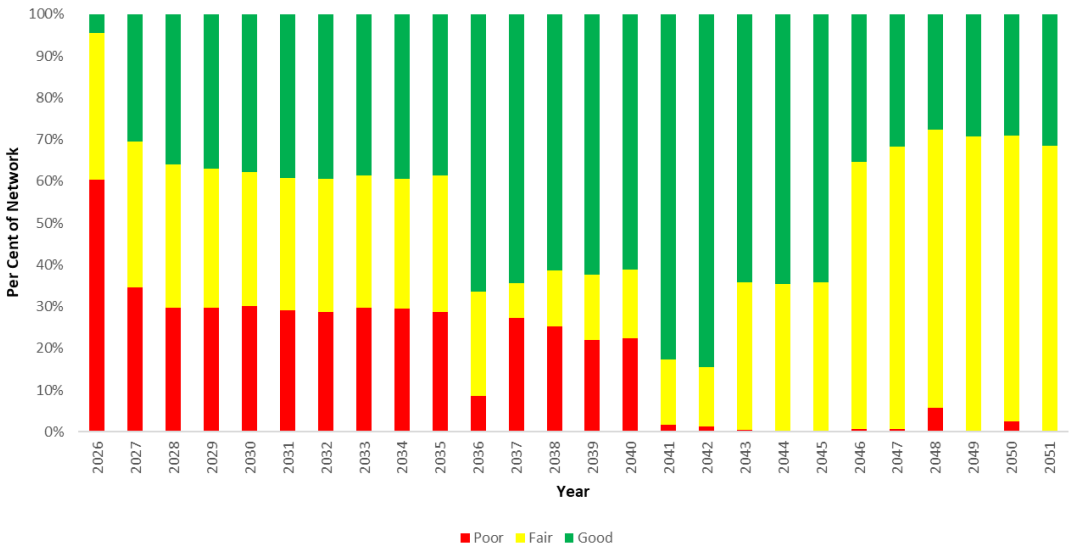
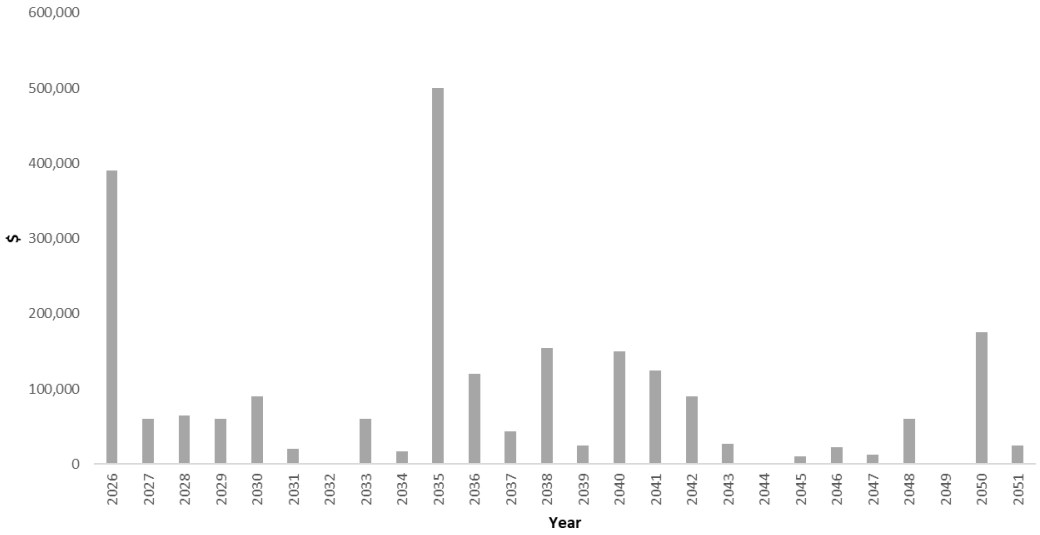
Performance Forecast	
Spending Plan to Achieve Performance Forecast	 • Long term average: $90 k/yr (2025 $), $120 k/yr (inflation-adjusted). • Large 2026 projects are for Mooretown Hydro Upgrades and Cathcart Office and Store Renovation.

Figure 19: Campgrounds Performance and Spending Forecast

4.4.3 Summary Results

An annual average of approximately $9.3 million in 2025 $ ($13.6 M/yr inflation-adjusted) over the long term is required to achieve the Township's desired infrastructure performance expectations for the tax-supported groups. In addition to the spending summarized in Section 4.4.2, the combined forecast also assumes:

- $250 k/yr in 2025 $ ($400 k/yr inflation-adjusted) spending on Municipal Drains that is not funded by Provincial grants or external contributions.
- $10 M in total spending on shoreline protection infrastructure, or an annual average of $400 k/yr in 2025 $ ($500 k/yr inflation-adjusted).

Table 9 shows the 25-year total combined spending plan for all asset groups, in both constant 2025 and inflation-adjusted dollars.

Table 9: Long Term Spending Forecast Summary by Asset Group

	Constant 2025 $		Inflation-Adjusted	
Asset Group	**25-Year Total**	**25-Year Average**	**25-Year Total**	**25-Year Average**
Roads	$77,100,000	$2,970,000	$114,700,000	$4,410,000
Bridges	$50,100,000	$1,930,000	$74,600,000	$2,870,000
Facilities	$17,500,000	$670,000	$24,400,000	$940,000
Parks	$13,300,000	$510,000	$19,600,000	$750,000
Vehicles, Machinery and Equipment	$51,300,000	$1,970,000	$75,800,000	$2,920,000
Culverts	$4,800,000	$190,000	$7,200,000	$280,000
Sidewalks and Trails	$2,200,000	$80,000	$2,900,000	$110,000
Street and Traffic Lights	$3,500,000	$130,000	$5,400,000	$210,000
Stormwater Collection	$2,500,000	$100,000	$3,800,000	$150,000
Stormwater Management	$1,300,000	$50,000	$2,200,000	$80,000
Shoreline Protection	$10,200,000	$390,000	$13,100,000	$500,000
Municipal Drains	$6,700,000	$260,000	$9,900,000	$380,000
Sub-Total: Tax-Supported	**$240,500,000**	**$9,250,000**	**$353,600,000**	**$13,600,000**
Water Distribution	$19,000,000	$730,000	$26,600,000	$1,020,000
Wastewater Collection	$13,500,000	$520,000	$20,600,000	$790,000
Wastewater Pumping and Treatment	$60,100,000	$2,310,000	$70,200,000	$2,700,000
Sub-Total: Rate-Supported	**$92,600,000**	**$3,560,000**	**$117,400,000**	**$4,510,000**
Golf	$3,800,000	$150,000	$5,700,000	$220,000
Campgrounds	$2,300,000	$90,000	$3,200,000	$120,000
Sub-Total: Other	**$6,100,000**	**$240,000**	**$8,900,000**	**$340,000**

Figure 20 shows the combined spending plan excluding water, wastewater and golf course assets in constant 2025 $.

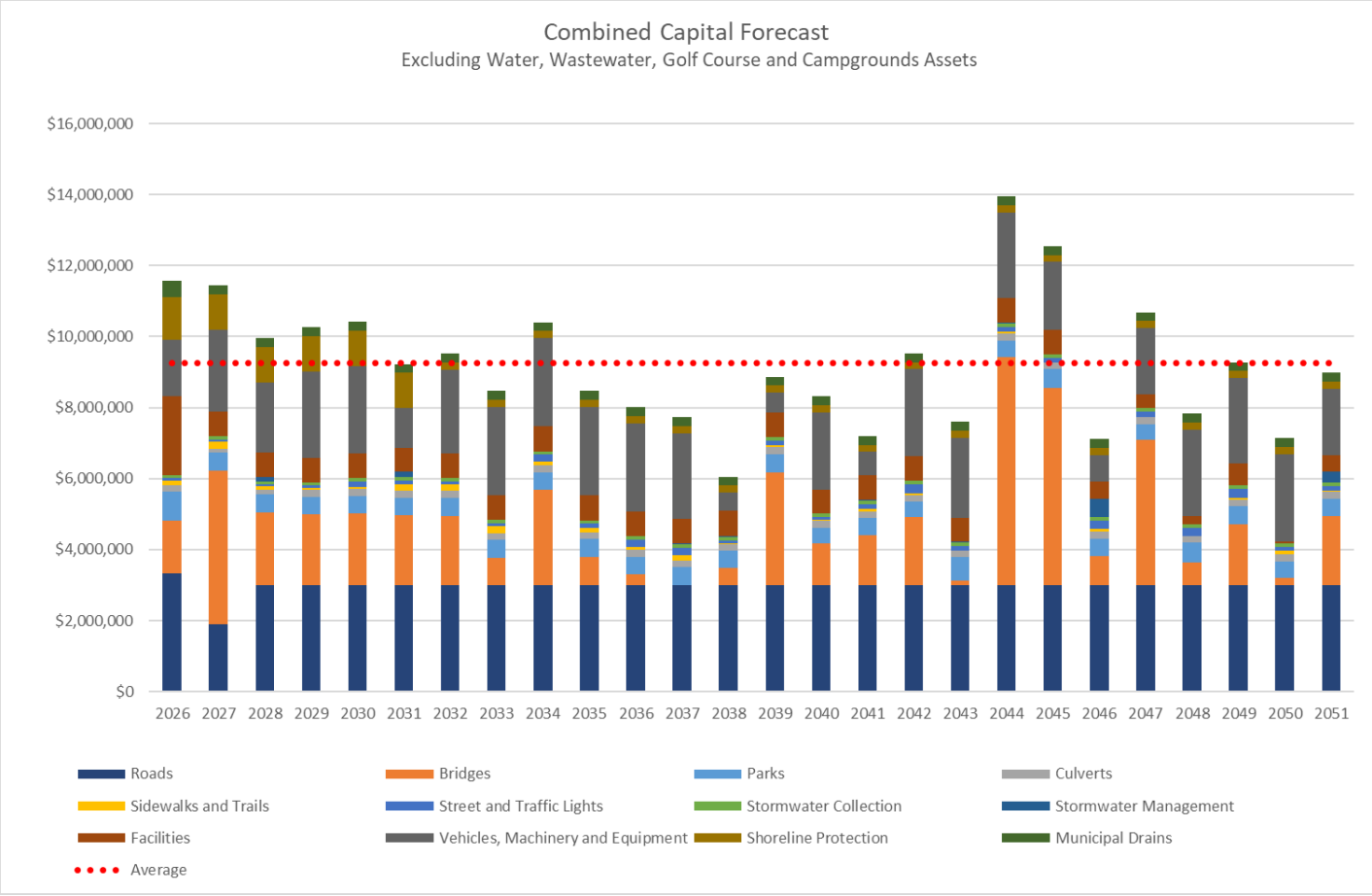


Figure 20: Combined Expenditure Forecast to Achieve Desired Infrastructure Performance - Excluding Water, Wastewater, Golf Course and Campground Assets (2025 $)

Figure 21 shows the combined spending plan for the rate-supported water and wastewater asset groups. An annual average of approximately $3.6 M/yr in 2025 $ ($4.5 M/yr inflation-adjusted) over the long term is required to achieve the Township's desired infrastructure performance expectations for these asset groups.

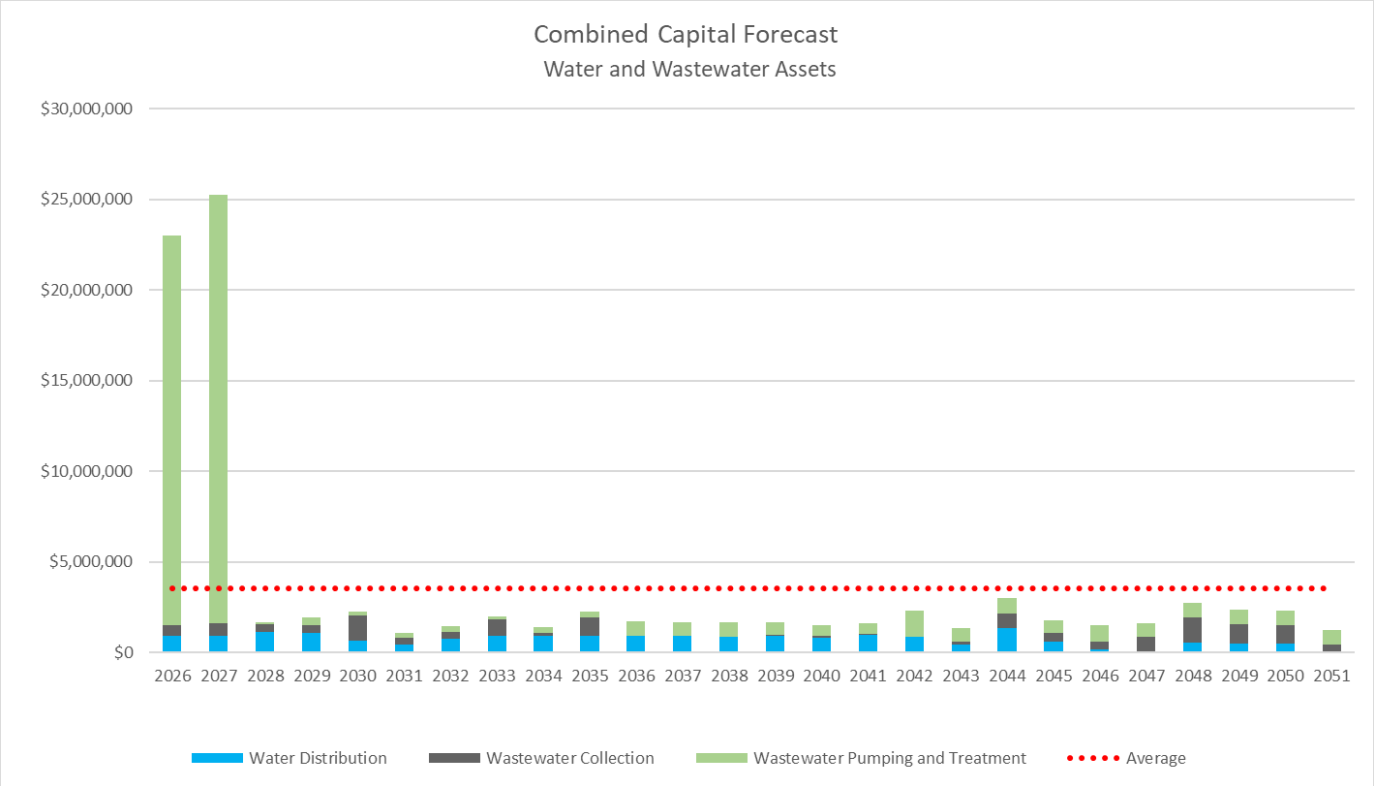


Figure 21: Combined Expenditure Forecast to Achieve Desired Infrastructure Performance - Only Water and Wastewater Assets (2025 $)

4.5 Risk Management

The approach to managing risk in this AMP is to consider the overall criticality of each asset related to the role it plays in providing services to the community (by understanding the required performance of each asset based on its location, function, size, etc.). The risk of performance falling below engineering requirements or community objectives is summarized in **Table 10**.

This understanding is used to establish when an asset is not meeting its objectives or requirements based on the available technical performance indicators and subject matter expert judgement. For example, assets that are more critical have higher performance expectations, while less critical assets have lower performance expectations. The risk management culminates into the performance score of each asset in **Appendix C** and the prioritization of the short-term spending plans in **Appendix B**.

Table 10: Risk of Performance Failure by Asset Group

Asset Category	Risk of Performance Falling below Objectives
Roads	Increased accidents, emergency access delays, higher vehicle damage costs
Bridges	Bridge closure or collapse, isolation of residents, major detours
Facilities	Interrupted municipal services, staff relocation, loss of public spaces
Parks	Reduced recreation opportunities, lower community well-being
Vehicles, Machinery and Equipment	Delayed emergency response, snow removal failures, service interruptions
Culverts	Road washouts, local flooding, property damage
Sidewalks and Trails	Pedestrian injuries, accessibility complaints, lawsuits
Street and Traffic Lights	Increased collisions or other safety issues
Stormwater Collection	Basement flooding, road erosion, water quality issues
Stormwater Management	Flooding during storms, property and infrastructure damage
Golf Course, Campgrounds	Revenue loss, lower community well-being
Water Distribution	Water shortages, boil advisories, fire protection failure
Wastewater Collection	Sewage backups into homes, street overflows, health hazards
Wastewater Pumping and Treatment	Raw sewage discharge, environmental fines, river contamination

4.6 Managing Climate Change

The expected impacts of climate change have been considered and included throughout the analysis in this AMP. This includes consideration of climate change when establishing the current performance of an asset, forecasting the performance deterioration rate of an asset, or establishing the lifecycle activities completed on an asset.

The most prominent climate factor that impacts the Township's infrastructure are severe wet weather events:

- *Climate Factor 1 - Severe Wet Weather Events*

  The Township is relatively flat and experiences high river levels and surface flooding during large wet weather or spring flood events. The high river levels cause surcharging of the stormwater collection system that limits its effectiveness to prevent surface flooding during rain events.

  Severe wet weather events also impact the Township's sanitary sewer system, resulting in Inflow and Infiltration (I&I) flows. The I&I flows make the system more prone to surcharging, resulting in overflows, bypass or basement backup events.

  The Canadian Climate Atlas indicates that the number of heavy precipitation days with >20 mm is expected to increase from a historical average of 7 per year to a future average of 8 per year. [1]

  To manage the risk of severe wet weather events, the Township should:

  - Continue to monitor areas of localized flooding during severe wet weather or spring flood events.
  - Develop a strategy to better quantify the costs to reduce the frequency of road overtopping during severe events.
  - Ask developers to consider climate change in their designs for stormwater management, which may result in larger areas for stormwater ponds or other infrastructure design changes.

[1] https://climateatlas.ca/map/canada/precip20_2060_45#lat=42.9&lng=-82.72&z=8&grid=416

5 Financing Strategy

5.1 Infrastructure Financing Options

There are several options that municipalities use to finance their expenditures:

- **Provincial/Federal Government specific conditional grants**: one-off grants to rehabilitate existing or build new infrastructure. This is challenging for financial planning processes due to the ad-hoc nature of these programs.
- **Provincial/Federal Government unconditional grants**: annual grants provided by the Ontario or Federal government using a funding formula approach. This type of reliable funding stream allows for confident financial planning but can have certain rules around what the money can be spent on or when it must be spent by.
- **Internal Financing**: internal transfers from reserves to fund projects. This can have more flexibility than external debt since the Township can set their own repayment terms.
- **Development Charges**: collecting funds for each new lot developed. This requires a Development Charges Background Study and a Bylaw.
- **Debt**: borrow money to fund large infrastructure improvement projects. This is challenging due to the limited options available, but does allow the Township to build more infrastructure in a shorter period.
- **User Fee Increases**: increase costs paid by users of Township services, amenities, or facilities.
- **Tax Levy**: fund the spending increases through the Tax Levy. For perspective, in 2025 an additional $192,000 in spending would result in a 1% increase to the Tax Levy.

The Township uses a number of these options to finance the capital program. The objective of the Township's financing strategy for these projects should be to maximize new assessment growth at the lowest real cost impact to tax payers (i.e. maximize net revenue growth, minimize tax levy or user fee increases). This would prioritize the following options:

1. Provincial/Federal Government Grants
2. Development Charges
3. Tax Levy/User Fee Increases
4. Internal Financing using Reserves
5. Debt

Future budgets will present the optimal balance of the available financing options to fund the Township's desired infrastructure program.

5.2 Long Term Financial Analysis Results

The financial strategy is informed by a long-term financial analysis. The financial analysis is based on the following assumptions:

- The financial analysis is based on the current Township accounts and 2025 operating budget and 2026 capital budget.
- 3.0% annual inflation is applied to 2025 operating and 2026 capital expenditure estimates, and to 2025 own-source revenues.
- The analysis uses the capital spending identified in section 4.4.3, which for the tax-supported asset groups is an annual average of **$9.3 M/yr in 2025 $ ($13.6 M/yr inflation-adjusted)** or approximately **$241 million in 2025 $ ($354 million inflation-adjusted) total spending over the next 25 years**.
- No net new operating expenditures are included in the analysis.
- Recurring government grant funding is assumed to continue throughout the forecast; however, no escalation has been assumed to the 2025 funding levels.

5.2.1 Tax Levy Analysis

The results with a **3.0%** Annual Tax Levy Increase show (Figure 22):

- Funding all the expenditures to achieve the desired asset performance expectations with an annual 3.0% tax levy increase results in a declining reserve balance over the next 25 years.
- This occurs in part because the grant revenue, which constitutes upwards of 20% of typical revenues (including the tax levy) is not indexed to inflation. Over time the expenditures (which all increase at a 3.0% rate) rise faster than revenues despite a 3.0% increase to the tax levy.
- The Township may not be able to meet their desired infrastructure performance objectives with a 3.0% annual tax levy increase.

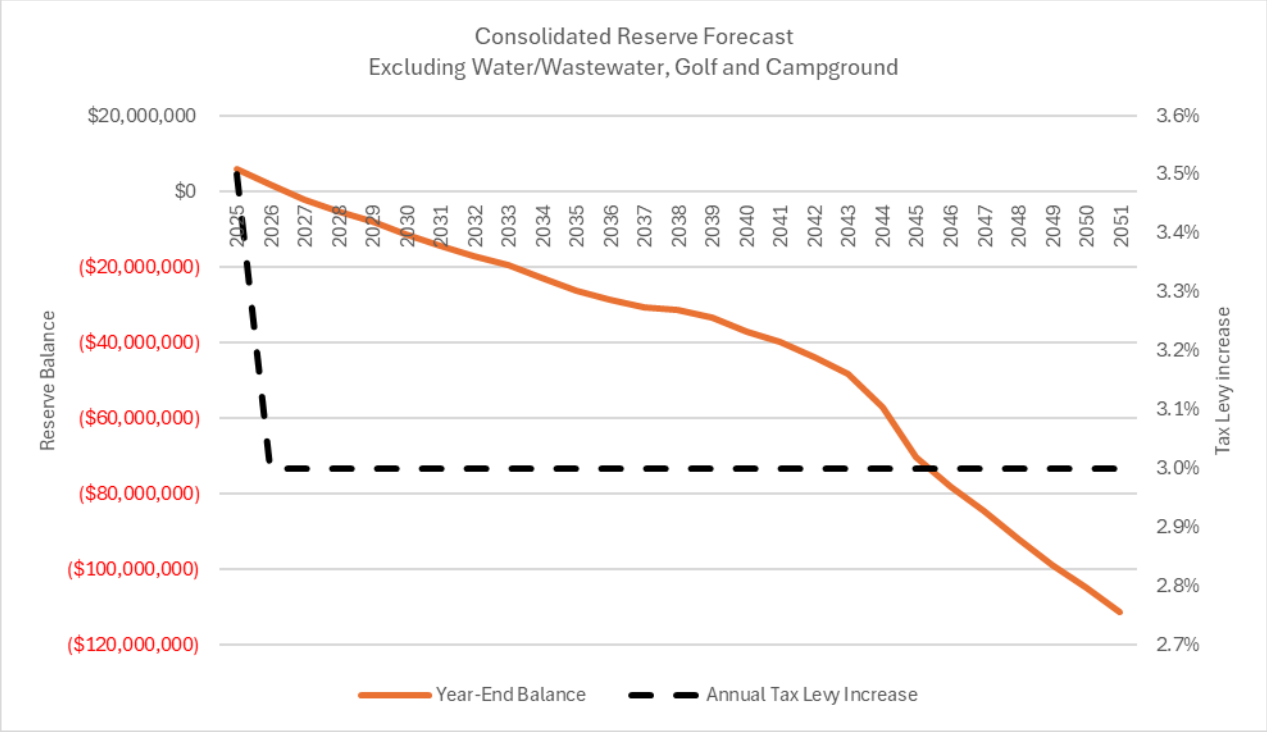


Figure 22: Forecasted Reserves vs 3.0% Annual Tax Levy Increase

The results with a **3.5% to 5.0%** Annual Tax Levy Increase show (Figure 23):

- Funding all the expenditures to achieve the desired asset performance expectations with a 5.0% tax levy increase for the next 5 years, reducing to a 4.0% annual increase for 5 years and then to a 3.5% annual increase for the long-term, results in a relatively stable reserve balance over the next 25 years.
- Over the next 10 years, the reserve balance reaches a maximum negative position of approximately $6 million. To avoid this, some projects could be deferred to the 10+ year time horizon or funded via debt.
- The tax levy increase in this scenario generates an additional $135 million of inflation-adjusted revenue over the next 25 years compared to the baseline scenario of a 3.0% annual increase. This represents approximately 38% of the 25-year inflation-adjusted capital expenditures required to achieve the desired performance expectations.
- The Township should be able to meet their desired infrastructure performance objectives with the 5.0% annual tax levy increase in the medium term, reducing to a 3.5% annual increase in the long term.

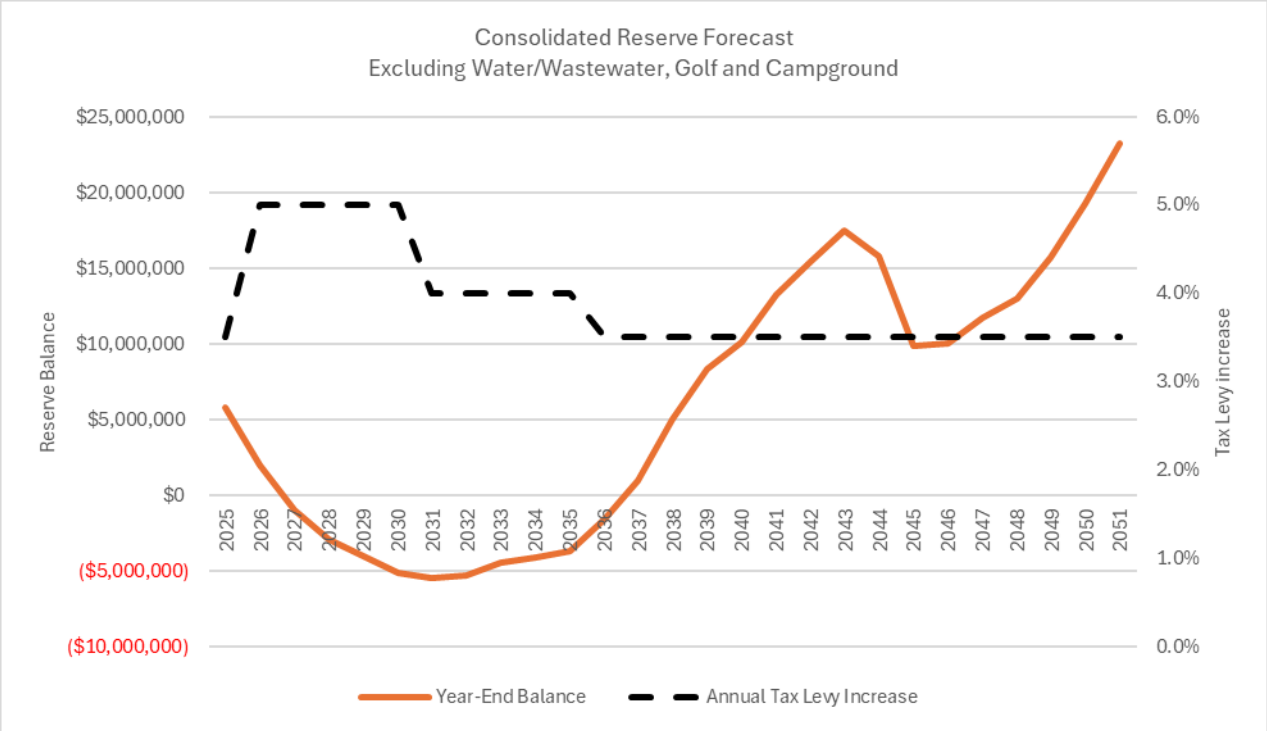


Figure 23: Forecasted Reserves vs 5.0% to 3.5% Annual Tax Levy Increase

5.2.2 Water and Wastewater Rate Analysis

The Township is currently completing a separate Water and Wastewater Rate Study. The Rate Study will use the same capital forecast included in this AMP. The Rate Study will present the financing strategy to fund the operating and capital costs of the water and wastewater systems. Future AMP updates will reference the results of the Rate Study.

5.3 Discussion

The financial analysis of the infrastructure systems supported by the tax levy demonstrates that:

- The Township is highly dependent on recurring Provincial and Federal grants to fund its infrastructure program.
- Assuming 3.0% inflation to operating and capital expenditures, the Township should be able to fund the desired capital program to have the infrastructure systems meet the community's expectations with 5.0%, 4.0% and 3.5% annual increases to the tax levy over the short, medium, and long-term, respectively.
    - The increases above the 3.0% baseline generate $135 million in additional inflation-adjusted revenue over the 25-year forecast period. This represents approximately 38% of the inflation-adjusted 25-year capital expenditures required to achieve the desired performance expectations.
    - Without this additional revenue, the Township would have to lower tax-supported capital spending by approximately $3.5 million to an annual level of $5.8 million (in 2025 $). The projects that do receive funding should be prioritized based on the risks discussed in Section 4.5.
    - The tax levy increases could be avoided if the Township is successful at obtaining unconditional one-time grants from the Provincial or Federal government to fund projects.
- The real average tax bill increase for each household is less than the overall lax levy increase if the number of households is increasing each year. Conversely, bills would increase more than the total tax levy annual increase if the population decreases (because the same revenue needs are being split between less households).

These trends will be reviewed on a continual basis as this AMP is updated.

6 Next Steps and Recommendations

6.1 Next Steps

This AMP represents the tactical output of a corporate management system. The corporate management system is the series of interconnected processes that work together to realize value from assets. This AMP uses the best available asset and financial information. The AMP is a living document that requires periodic (annual) updates to reflect new information and changing community priorities.

Moving forward, Provincial Regulation requires the Township to provide an annual update on the progress of the AMP. The practical steps to complete this is as follows:

1. Update the asset inventory on an ongoing basis with the best available information.
2. Update current asset performance ratings based on the best available information.
3. Connect completed spending against specific asset IDs as feasible.
4. Update the capital plans, spending forecasts, and long-term financial analysis.

Over time, the Township will be able to see connections between the changing asset performance and spending levels. This will increase the value of the Township's AMPs each year by becoming a more useful process to support infrastructure decision making.

6.2 Recommendations

The following recommendations will bring efficiencies and reduce uncertainty in future AMP updates:

1. Update the Capital Project Request Sheet to include a mandatory field of **Asset Group** and **Asset ID(s)**. This will be a small change that will bring a lot of efficiencies to future AMP updates.
2. Refine the Asset Inventory in OMS (Cartegraph):

   The Township has a significant quantity of data for a small community, much of it stored in the Township's OMS. However, the data needs to be right-sized to better support practical uses such as operational work tracking or asset management planning. Asset information is abundant for some asset groups (Stormwater Collection has a full inventory of catchbasin laterals) but lacking in others (Facilities have only a single record per asset).

   Further, the system is not used by the entire organization which leads to uncertainty in the asset inventories. The Township should first prepare a strategy for what the end-goal is for OMS (i.e. for each asset group, is it just an asset repository, or used for operational work tracking similar to what is being undertaken in Public Works?). The asset inventories can then be restructured to algin with the OMS strategy.
3. Develop an inventory of shoreline protection infrastructure including current performance information and estimates of work necessary to address any assets in the poor performance category.

Appendix A – Performance Metrics

Strategic/Customer Performance Measures

Overall	11%	<10%	Improve Performance
Asset Group	**2025 -Current % of Assets in Poor Performance**	**2036 - Desired % of Asset in Poor Performance**	**2036 Performance Objective**
Roads	8%	<8%	Maintain Performance
Bridges	35%	<10%	Improve Performance
Facilities	39%	<20%	Improve Performance
Parks	28%	<20%	Improve Performance
Vehicles, Machinery and Equipment	18%	<20%	Maintain Performance
Culverts	8%	<10%	Maintain Performance
Sidewalks and Trails	8%	<10%	Improve Performance
Street and Traffic Lights	1%	<10%	Maintain Performance
Stormwater Collection	1%	<10%	Maintain Performance
Stormwater Management	3%	<10%	Maintain Performance
Golf Course	6%	<10%	Maintain Performance
Campgrounds	60%	<20%	Improve Performance
Water Distribution	3%	<10%	Maintain Performance
Wastewater Collection	5%	<10%	Maintain Performance
Wastewater Pumping and Treatment	12%	<10%	Improve Performance

Tactical Technical Performance Measures that Support Capital Planning

System	Performance Measure	Target	2020	2021	2022	2023	2024	2025
Roads	Average Overall Condition Index of Roads	**Local - 60 Rural Collector - 65 Any Urban - 70**	68	----	----	----	----	Road Scanning Planned for 2026
	Percent of Roads that Overtop During 10-year Event	**TBD**	The Township is developing the process to quantify this Performance Measure					
Water Treatment and Distribution	Boil Water Advisory	**0**	0	0	0	0	0	0
	Non-Compliances	**0**	0	0	0	0	0	0
	Water Loss	**0**	13%	20%	31%	20%	27%	27%
	% of System Unlined Cast or Ductile Iron	**TBD**	----	----	----	----	----	5% (24.1 km)
	Watermain Breaks	**10**	8	10	12	14	6	6
Wastewater Pumping and Collection	Maximum Flows / System Capacity - Corunna	**<80%**	----	----	----	38%	36%	36%
	Maximum Flows / System Capacity - Brigden	**<80%**	----	----	----	39%	43%	43%
	Maximum Flows / System Capacity - Sombra	**<80%**	----	----	----	48%	47%	47%
	Maximum Flows / System Capacity - Port Lambton	**<80%**	----	----	----	51%	57%	57%
	System Overflow	**0**	----	----	----	0	1	1
	Community Complaint	**0**	----	----	----	0	3	3
Wastewater Treatment - Courtright WWTP	Inflows / Design Capacity	**<80%**	55%	55%	59%	65%	59%	59%
	Effluent Non-Compliance	**0**	0	2	0	0	0	0
	Bypass Event	**0**	1	0	0	0	1	1
	Community Complaint	**0**	3	4	2	0	0	0
Wastewater Treatment - Port Lambton Lagoon	Inflows / Design Capacity	**<80%**	89%	53%	52%	51%	57%	57%
	Discharge Exceedance	**0**	0	1	0	1	1	1
	Bypass Event	**0**	0	0	0	0	0	0
	Community Complaint	**0**	0	0	1	0	0	0
Wastewater Treatment - Sombra Lagoon	Inflows / Design Capacity	**<80%**	58%	45%	37%	48%	47%	47%
	Discharge Exceedance	**0**	0	0	2	0	0	0
	Bypass Event	**0**	0	0	0	0	0	0
	Community Complaint	**0**	0	0	0	0	0	0
Wastewater Treatment - Brigden Lagoon	Inflows / Design Capacity	**<80%**	58%	63%	42%	39%	43%	43%
	Discharge Exceedance	**0**	0	1	0	2	1	1
	Bypass Event	**0**	0	0	0	0	0	0
	Community Complaint	**0**	0	0	0	0	0	0

Operational Service Levels

Asset Group	Service	Service Level
Roads	Operations and Maintenance	Meet minimum maintenance standards for activities like snow plowing, patrolling roads, filling potholes as per O. Reg. 239.
	Operations and Maintenance	Apply gravel every-other year to all gravel roads.
	Operations and Maintenance	Grade gravel roads 5 times per year (3 spring, 2 fall).
	Operations and Maintenance	Grade gravel roads 5 times per year (3 spring, 2 fall).
	Inspections	3rd party Road Condition Scans every 5 years.
	Inspections	3rd party Road Sign Inspections annually.
Bridges	Operations and Maintenance	Complete maintenance work as identified during inspections.
	Inspections	Complete inspections every 2 years as per Provincial requirements.
Facilities	Operations and Maintenance	Complete maintenance work as identified during inspections.
	Inspections	Observed by staff on an ongoing basis.
Parks	Operations and Maintenance	Complete maintenance work as identified during inspections.
	Inspections	Observed by staff on an ongoing basis.
Vehicles, Machinery and Equipment	Operations and Maintenance	Complete maintenance work as identified during inspections.
	Inspections	Large equipment and vehicles have, at minimum, an annual inspection; some more frequently.
Culverts	Operations and Maintenance	Complete work as identified.
	Inspections	Inspect every 7 years.
Sidewalks and Trails	Operations and Maintenance	Complete work as identified .
	Inspections	Annual Inspection.
Street and Traffic Lights	Operations and Maintenance	Complete work as identified, typically 6 poles per year are replaced.
	Inspections	Traffic Signals - 2 per year Street Lights - 1 per year
Stormwater Collection	Operations and Maintenance	Catchbasins cleaned and inspected every 3 years.
	Operations and Maintenance	Flush sewers every 5 years.
	Inspections	Inspect sewers using CCTV every 2 to 10 years depending on severity of defects found in last inspection.
Stormwater Management	Operations and Maintenance	Complete operations and maintenance activities per the Township's CLI-ECA.
	Inspections	Measure sediment depth in the SWM ponds every 5 years.
Water Distribution	Operations and Maintenance	A wide range of preventative maintenance and operational activities are completed on the water distribution assets. This is managed using the Township's electronic OMS application.
	Inspections	The water tower is inspected every 5 years by 3rd party experts.
Wastewater Collection	Operations and Maintenance	Flush sewers every 3 years.
	Inspections	Inspect sewers using CCTV every 2 to 10 years depending on severity of defects found in last inspection.
Wastewater Pumping and Treatment	Operations and Maintenance	A wide range of preventative maintenance and operational activities are completed on the water distribution assets. This is managed using the Township's electronic OMS application.
	Inspections	Facilities are inspected every 5 years or as needed by 3rd party experts.

O. Reg. 588/17 Additional Metrics

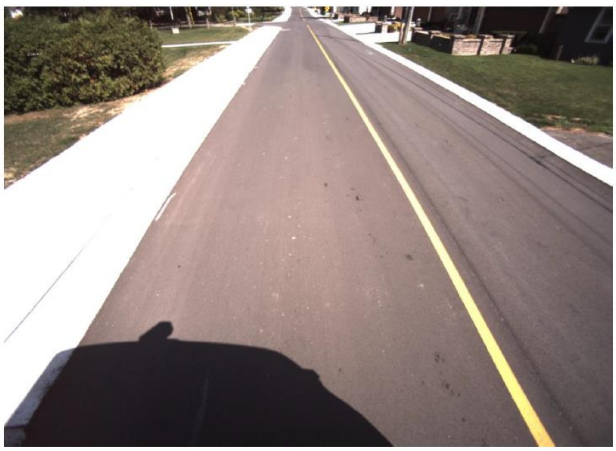
Asset Group	Metric	Result	Comment/Source
Roads	Road network in the municipality and its level of connectivity.	Roads of various classifications exist through the Township and connect our community.	
Roads	Description of the different categories of road pavement condition.	Surface condition ranges from like-new to fully distressed	Road pavement condition images are provided in Appendix B.
Roads	# of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	0	No Township roads are classified as *Arterial*
Roads	# of lane-kilometres of collector roads and local roads as a proportion of square kilometres of land area of the municipality.	0.16	99 km of *Collector* roads, land area of 619 km^2
Roads	# of lane-kilometres of local roads as a proportion of square kilometres of land area of the municipality.	0.76	99 km of *Collector* roads, land area of 619 km^2
Roads	Average pavement condition index for paved roads.	68	This was the Average Overall Condition Index in 2020, which is similar to Pavement Condition Index, but takes into consideration other road issues related to shoulders, etc.
Roads	Average surface condition (e.g. excellent, good, fair or poor) for unpaved roads.	Good	
Stormwater Management	User groups or areas that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	Some urban areas are protected from flooding through urban ditch system or underground storm collection, some with defined outlets. Most rural areas protected from flooding through provision of municipal drains or rural ditch systems, some with defined outlets.	
Stormwater Management	Percentage of properties in municipality resilient to a 100-year storm.	53%	This is the number of properties within the 100-Year floodplain. The Township is developing the processes to better understand actual resiliency of the system, defined as the ability to recover to pre-event performance after an event/shock/storm occurs.
Stormwater Management	Percentage of the municipal stormwater management system resilient to a 5-year storm	45%	This is the number of properties within the 100-Year floodplain. The Township is developing the processes to better understand actual resiliency of the system, defined as the ability to recover to pre-event performance after an event/shock/storm occurs.
Bridges	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Township bridges are designed to support vehicles ranging from heavy transport to cyclists and pedestrians.	
Bridges	Description or images of the condition of bridges and how this would affect use of the bridges.	Refer to OSIM report	As per regulation, the Township completes biennial bridge inspections.
Bridges	Percentage of bridges in the municipality with loading or dimensional restrictions.	0%	
Bridges	Average bridge condition index value.	70	
Roads	Average Age (Years)	46	Estimated Service Life for asphalt surface ranges from 30 to 50 years depending on type of surface, traffic patterns, etc.

Bridges	Average Age (Years)	64	Estimated Service Life for Bridges ranges from 40 years for unlined corrugated steel pipe (CSP) bridges to 150 years for concrete structures. Rehabilitation occurs every 40-50 years.
Culverts	Average Age (Years)	34	Estimated Service Life for culverts ranges from 40 years for unlined CSP to 150 years for HDPE
Sidewalks and Trails	Average Age (Years)	49	Estimated Service Life for Sidewalks and Trails ranges from 30 years to 100 years.
Street and Traffic Lights	Average Age (Years)	14	Estimated Service Life for Street and Traffic lights ranges from 20 years for bulbs 80 years for poles.
Stormwater Collection	Average Age (Years)	40	Estimated Service Life for Storm Sewers is uncertain. Spending needs based requiring a treatment (spot repair, full-length CIPP rehabilitation) every 40-50 years.
Stormwater Management	Average Age (Years)	19	Estimated Service Life for Stormwater Management ranges from 20 years for small equipment at the stormwater pumping station to 100 years for concrete components of stormwater ponds.
Facilities	Average Age (Years)	56	Estimated Service Life for Facilities ranges from 30 years for mechanical equipment to 100 years for structural elements.
Parks	Average Age (Years)	27	Estimated Service Life for Parks ranges from 20 years for playground equipment 100 years shoreline protection infrastructure.
Vehicles, Machinery and Equipment	Average Age (Years)	12	Estimated Service Life for Vehicles, Machinery and Equipment ranges from 10 years for small equipment to 30 years for heavy machinery.
Golf Course	Average Age (Years)	13	Estimated Service Life for Golf Assets ranges from 10 years for golf carts to 100 years for concrete elements.

O. Reg. 588/17 Mandatory Metrics

Asset Group	Metric	Result	Comment
Water	User groups or areas that are connected to the municipal water system.	The St. Clair Township Water Distribution System supplies potable water to residents and businesses throughout the Township.	
Water	User groups or areas that have fire flow.	Areas connected to the municipal water system have some fire flow.	
Water	Percentage of properties connected to the municipal water system.	69.1% (5825 / 8424) - properties connected to water distribution system 77.1% (4624 / 5996) - Res/Com/Ind properties connected to water distribution system	
Water	Percentage of properties where fire flow is available.	59.9% of the Township has fire flow.	
Water	Description of boil water advisories and service interruptions.	No boil water advisories in 2024.	
Water	Number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system.	No boil water advisories in 2024.	Assumptions: 8 hours to fix each break, 10 customers impacted. Note: Metric results in units of 'days' which is a meaningless statistic. Province needs to better define this metric.
Water	Number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system.	(6 Watermain Breaks × 8 × 10) ÷ 24 = 20 customer days of service interruption in 2024.	Assume O. Reg metric is missing "disrupted", i.e. text should read "Number of disrupted connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system. Assumptions: 8 hours to fix each break, 10 customers impacted.
Water	Average Age of Water Distribution Assets (Years).	33	Estimated Service Life for Watermains Ranges from 60 to 150 years depending on material, vintage, etc.
Wastewater	User groups or areas that are connected to the municipal wastewater system.	Wastewater servicing is available in most urban areas of the Township.	
Wastewater	Percentage of properties connected to the municipal wastewater system.	54.9% (4623 / 8424) of properties connected to wastewater system. 66.5% (4623 / 6954) Res/Com/Ind Properties connected to sanitary system.	
Wastewater	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place (to prevent backups into homes by allowing overflow during storm events).	N/A - no combined sewers	
Wastewater	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	N/A - no combined sewers	
Wastewater	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes.	Infiltration inflow into sanitary sewers in both groundwater and stormwater which are not intended to be in sanitary system. Infiltration can enter through a variety of sources (cracks in pipes, weeping tile connections, cross connection, catch basins, etc.).	
Wastewater	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid sewage overflow into streets or backup into homes.	Sanitary sewer systems are designed with appropriate overflows to reduce likelihood of sewer backup events. Overflows are typically found in the collection system or at pumping stations.	
Wastewater	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent can be defined as water pollution, such as the outflow from a sewage treatment facility. The effluent from the treatment facilities have documented compliance limits, objectives, and actual performance. The effluent criteria include effluent flow rates, and parameters for suspended solids, Biochemical Oxygen Demand (BOD), phosphorous, ammonia, and E. coli.	
Wastewater	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	No private complaints of sewer backing up in 2024.	
Wastewater	Annual number of events where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	N/A - no combined sewers.	
Wastewater	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	2 effluent violations in 2024, 4623 connections to the wastewater system.	
Wastewater	Average Age of Wastewater Collection Assets (Years)	42	Estimated Service Life for Sanitary Sewers is uncertain. Spending needs based on requiring a treatment (spot repair, full-length CIPP rehabilitation) every 40-50 years.
Wastewater	Average Age of Wastewater Treatment and Pumping Assets (Years)	24	Estimated Service Life for Wastewater Treatment and Pumping ranges from 10 years for small equipment to 100 years for concrete tanks not exposed to extreme environments.

Road in the Good Performance Category



Road in the Fair Performance Category

Road in the Poor Performance Category

Appendix B – Capital Plans

St. Clair Township - 2026 Engineering and Public Works Capital Plan (excl. Water and Wastewater)

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

						Total	$6,655,000	$7,275,000	$1,255,000	$520,000	$1,200,000
Project #	Service/ Program	Filename	Capital Project #	Department	Project Name	Asset ID(s)	Project Description / Need for Work	2026	2027	2028	2029	2030
1	Roads	100RDS - Rural Surface Treatment	2026-100	Engineering	Rural Surface Treatment	Various	This project includes the application of surface treatment to rural low class bituminous roads in accordance with our asset management plan. The project will include the application of microsurfacing and/or fibre reinforced surface treatment depending on the existing surface of the low class road. Road selection will be completed in 2026 and be provided to Council as information.	$575,000		$625,000		$675,000
2	Roads	101RDS - Lambton Line	2026-101	Engineering	Lambton Line - Cold-In-Place Recycling	2026: RD-76, RD-121, 2027: RD-345, RD-286, RD-17, RD-390, RD-522	This project includes the rehabilitation of the existing asphalt road with cold-in-place recycling technology and the placement of a hot-mix wearing course. The project will be completed over two years. The first section of Lambton Line will be from Pretty Road to Mandauming Road (~6km) and the second section will be from Highway 40 to Kimball Road. This project is a high priority in the asset management plan.	$1,880,000	$1,880,000			
3	Roads	102RDS - Beresford Street Reconstruction	2026-102	Engineering	Beresford Street Reconstruction	RD-203, RD-535	This project is part of the Tom Street Trunk Sanitary Sewer Relocation project. The project will be phased over two years in order to alleviate schedule concerns and provide time for the acquisition of easements. The first phase will be Beresford Street from Tom Street to the southern end.	$805,000				
4	Roads	103RDS - Pavement Geotechnical Investigation	2026-103	Engineering	Pavement Geotechnical Investigation	RD-389, RD-883	This project involves the completion of geotechnical investigations at several locations to determine how best to rehabilitate major roadways in subsequent years. Proposed locations are Oil Springs Line and St. Clair Parkway.	$75,000				
5	Roads	304 P-LOT - Mooretown Gravel Dock	2026-304	Public Works	Former Mooretown Gravel Dock	Parks Asset ID 104	A council motion was passed in 2025, to refer a possible project to 2026 Capital budget, to asphalt the driveways to the former Mooretown gravel docks located between the river and St Clair Parkway at the west end of Moore Line. Existing driveway surface consists of gravel, and new work would include 100mm thick asphalt and all site works to pave both driveways from the edge of road, down the hill and create a "horsehoe" driveway. Paving would not include the remaining gravel area formerly used as a gravel dock. School to enhance the current Level 2: Type D crossing.		$75,000			
6	Bridges	150BRG - Bridge Miscellaneous Rehabilitation	2026-150	Engineering	Bridge Rehabilitation & Maintenance	Various	The work will include replacement of railing systems, expansion joints and asphalt surfaces on various bridges as outlined in biennial bridge inspections. Also included in this will be miscellaneous bridge cleaning and painting to reduce deterioration caused by corrosion. The yearly unused balance of the project is transferred to bridge reserves.	$450,000	$275,000	$275,000	$275,000	$275,000
7	Bridges	151BRG - Bridge 50 - St. Clair Parkway over Marshy Creek		Engineering	Bridge 50 - St. Clair Parkway over Marshy Creek	BRDG-50	This bridge was constructed in 1934 and has not undergone any major rehabilitation to date. This bridge is currently rated with a BCI of 53 which is considered poor. Design work for this project was awarded in 2021 and is ongoing. Construction has been delayed due to other bridge reconstruction projects. Construction is planned for 2027 and will coincide with the replacement of Structure 75 due to its proximity. Allocating funds in the 2026 budget for construction will lessen the financial impact in 2027.	$525,000	$2,075,000			
8	Bridges	152BRG - Bridge 75 - St. Clair Parkway over Sweeny Drain		Engineering	Bridge 75 - St. Clair Parkway over Marshy Creek	BRDG-75	This bridge was constructed in 1934 and has not undergone any major rehabilitation to date. This bridge is currently rated with a BCI of 49 which is considered poor. Design work for this project was awarded in 2021 and is ongoing. Construction has been delayed due to other bridge reconstruction projects. Construction is planned for 2027 and will coincide with the replacement of Structure 50 due to its proximity. Allocating funds in the 2026 budget for construction will lessen the financial impact in 2027.	$525,000	$2,075,000			
9	Storm	200 STM - Road Storm Culvert Replacement	2026-200	Public Works	Road Storm Culvert Replacements	Variosu CULV	Many corruagated steel culverts located under the St. Clair Parkway and under rural roads are severely deteriated (collapsing) and require immediate replacement. Most of the affected pipes were originally installed in the 1960's and 1970's and are well beyond their servicable life. Approx. 10-15 pipes per year are identifed as being the highest priority and should be replaced in 2026. Eight years of this program have been completed in 2018-2025. The work includes the full replacement of the existing pipes with new HDPE pipes, and complete restoration (asphalt, curbs, catch basins, etc.)	$100,000	$120,000	$120,000	$125,000	$125,000
10	Storm	201 STM -Reline projects	2026-201	Public Works	Trenchless Re-Line of Storm Pipes	Various STM	Several potential storm sewers have been indentified (most are corrugated steel pipes), which could be replaced be "re-lining" rather than convential open cut replacements, saving replacement of all ground features (asphalt, curb, sidewalks, etc). This is carry over project.	$75,000				
11	Storm	203 STM - Hill Street Ditch Infill	2026-203	Engineering	Hill Street Ditch Infill	STM2175	This project includes the installation of storm sewer on the north side of Hill Street from approximately 100 metres east of Brooktree Drive to the outlet drain. Once the storm sewer is installed, the existing ditch will be backfilled with imported material.		$115,000			
12	Culverts	202 CLVT - Waterworks Road - Bear Creek Crossing	2026-202	Public Works	Waterworks Road - low level crossing	STM1933, STM1934, STM1935, STM1936	The low level road crossing of Bear Creek (natural watercourse), on Waterworks Road between Courtright Line and Moore Line has collasped and washed out. This crossing consists of four (4) 1200mm dia corugated steel pipes, gabion basket endwalls and an asphalt driving surface (spillway). This crossing has been closed since the spring of 2025, with traffic coming from each end. This crossing could be removed or replaced with like-for like (if conservation Authority approves). An Engineering Consultant is required to assist with design and cost estimates for replacement and/or removal of this structure and coordination with the SCRCA, DFO, & MNR. Capital cost is for Engineering only.	$75,000				
13	Trails / sidewalks	300 TRL- Re-pave Asphalt River Trail	2026-300	Public Works	Re-asphalt portion of River Trail	TR45, TR2	After the completion of the River Trail through the "Trail Committee", the Township has accepted the responsibility of maintaining this asset. The oldest sections of the trail were constructed in approx. 1999 and are now requiring re-asphalting. This is expected to be a yearly program (began in 2018) and will re-construct approx. 1km of trail per year. Two sections of trail are sellected to be for 2025 re-paving and are located (off-road) between Holt Line and Lambton Baptist Church (700m) and Lincoln Ave to Guthrie parking lot.	$100,000	$100,000	$120,000	$120,000	$125,000
14	Sidewalks	304 SDWK - Fane Street Sidewalk	2026-304	Public Works	Fane Street Sidewalk	SDWK345	Installation of sidewalk on the north side of Fane Street from Bentinck Street west approximately 350 metres to eliminate a gap. The sidewalk installation through this section would require an at-grade crossing of the CSX railway tracks.		$100,000			
15	Trails / sidewalks	305 TRL - Corunna Pumping Station Riverfront Trail	2026-305	Public Works	Corunna Pumping Station Riverfront Trail	TR6	The Active Transportation Master Plan has proposed re-routing the St. Clair River Trail from Lyndoch Street to Beresford Street through the property occupied by the Corunna Pumping Station. This project will be completed after the seawall replacement project has been completed. The Trails Committee has indicated that they are willing to pay for the construction of this trail.	$35,000	$110,000			

16	Roads	303 PXO - Lyndoch and Parkway	2026-303	Engineering	Pedestrian Crossover Improvements	New Asset	Design and installation of improved Pedestrian Crossovers (PXOs) to be compliant with updated regulations. The first location is at Lyndoch Street and Cameron Street in Corunna. The second location is along the St. Clair Parkway near Riverview Central Public School to enhance the current Level 2: Type D crossing.		$200,000	$115,000		
17	Building	301 BLD - Shop Reno - Wilkesport	2026-301	Public Works	Shop Improvements - Wilkesport	Facilities Index ID 173	This project includes the renovation of the main shop building in Wilkesport Operations Centre, to increase space for increased number of staff. Work to include transforming one vehicle bay to provide increased size of lunch / conference room, additional office, shower/ locker room, and storage. This project was previosuly approved in 2024 and then carried forward to 2025. Project was not completed, and funds were reallocated in 2025 to cover cost over-run of Salt Shed. Need to re-initiiate this project for 2026.		$100,000			
18	Building	302 BLD - Mooretown Operations Centre Gate Replacement	2026-302	Public Works	Remote Gate Access	Facilities Index ID 6	The addition of a powered gate is required to prevent unwanted visitors from entering the property when operations staff are notonsite. The project includes the additaion of a new gate complete with powered operator, a new access panel and post and security cameras. IT has already established the hardware and software that is going to be used throughoutthe Municipality.	$50,000				
19	Equipment	400 EQUIP - Pickup Truck	2026-400	Public Works	Pickup Truck Replacement	Replaces Vehicles, Machinery and Equipment Asset Index 88	Purchase of one new 2026 extended cab 4x4 pick up truck to replace an existing truck in the fleet, to maintain 11 year life cycle on trucks.	$65,000				
20	Equipment	401 EQUIP - Engineering SUV	2026-401	Public Works	Engineering SUV - replace VAN	Replaces Vehicles, Machinery and Equipment Asset Index 9	Purchase of one new 2026 mid size SUV to be utilized by Engineering staff within Public Works. Will allow the surplus sale of the existing 2005 Ford Van, which has been used by Engineering for the last 10 years (surveying, summer student, attending meeting and conferences). Rental fee to be included in Engineering Operational budget, to be a revenue to PW Equipment reserve	$75,000				
21	Equipment	402 EQUIP - 15ft Wing Mower	2026-402	Public Works	15ft Wing Mower	Replaces Vehicles, Machinery and Equipment Asset Index 169	Purchase of a new 15ft wide wing mower (pull type) for rrural oad side mowing to replace aging unit that is causing too much down time, and maintenance. Existing unit will be sold as surplus.	$35,000				
22	Equipment	403 EQUIP - Fuel Inventory Monitoring System	2026-403	Public Works	Electronic Fuel Monitoring / Inventory System	New Asset	Purchase of a new electronic fuel monitoring system on all fuel tanks located at the Moore and Wilkesport Shops, to better track fuel deliveries, usage in each equipment unit, maintain month end fuel inventories. This will improve reporting to the Finance Department, and protect from potential fuel theft.	$35,000				
23	Shoreline	TBD	2026-701	Public Works	Funding Application Study - High	TBD		$75,000				
24	Shoreline	TBD	2026-702	Public Works	Storm Sewer Outfall - Corunna Pumping Stn - high cfwd 2025	TBD		$1,100,000				
25	Shoreline	TBD	2026-700	Public Works	Annual Shoreline Maintenance - Meduim	TBD			$50,000			

St. Clair Township - 2026 Wastewater Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: November 2025 to support 2026 Capital Budget and Rate Study

			Total - Excluding WWTP	$3,520,000	$1,886,500	$24,287,360	$459,000	$718,720	$1,445,000	$580,000	$710,000	$1,180,000	$700,000	$1,700,000
			Total	$3,520,000	$21,959,140	$24,287,360	$459,000	$718,720	$1,445,000	$580,000	$710,000	$1,180,000	$700,000	$1,700,000
Project #	Project	Asset ID(s)	Comment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	Holt Line and Cundick Park Electrical Panel Upgrades		Done in 2025	$90,000										
2	Courtright WWTP SCADA Review and Programming Updates		Expected Completion by end of 2025	$60,000										
3	Power Sewers Lambton Line - Replace 4 Units		Carry over to 2026 - budget increased to match need. Not done.	$250,000										
4	501 WWTR - Tom Street Trunk Sanitary Sewer Relocation - Design	SAN1028	Design in 2026. Construction in 2027 in separate project.		$125,000									
5	500 WWTR - Beresford Street Reconstruction (Tom Street Relocation Phase 1)	SAN215, SAN280			$471,500									
6	Courtright WWTP Expansion	New Asset	Portion funded in 2026	$3,120,000	$20,072,640	$23,207,360								
7	561 WWTR - Sanitary Lagoon Sludge Survey	Asset IDs 1,2,90,91,180,181			$60,000									
8	562 WWTR - Sanitary Lagoon Valve Chamber Design - Repairs	Asset ID 96, 97, 186, 187	Design 2026, construction 2027		$50,000	$150,000								
9	563 WWTR - Electrical Panel Replacements Brander - Cons 8 N - Cons 8 S	Asset IDs 106, 115, 142			$160,000									
10	564 WWTR - Brander Park Diesel Generator Replacement and Electrical Upgrades	Asset ID 143			$120,000									
11	565 WWTR - Brigden, Holt and Baptist Pump Station Rehab	Asset IDs 10-20, 235-243, 244-252			$800,000									
12	Tom Street Trunk Sanitary Sewer Relocation - Construction Phase 2	SAN1028	Follow-up to construction from 501 WWTR 2026 design project.			$525,000								
13	Pump Replacement & PS Panel Upgrades	Asset ID 25, 26				$130,000								
14	Purchase 2 New Portable Generators	New Asset				$75,000								
15	Port Lambton Storm Station Replace Service Entrance Disconnect	Asset IDs Stormwater Management TBD 004					$8,000							
16	Port Lambton Storm Replace 600V Generator	Asset IDs Stormwater Management TBD 005					$95,000							
17	Pump Replacement & PS Panel Upgrades	Asset ID 130, 131					$130,000							
18	Corunna PS LED Lighting Upgrade to LED	Asset ID 332					$16,000							
19	Port Lambton Storm Lighting Panel	Asset IDs Stormwater Management TBD 004					$10,000							
20	Corunna Pump Station Capacity Upgrade	Asset ID 357, 358, 359						$150,000						
21	Courtright Pump Station Capacity Upgrade	Asset ID 281, 282						$175,000						
22	Courtright WWTP Secondary Effluent Flow Measurement Improvements	Asset ID 581						$10,000						
23	Pump Replacement & PS Panel Upgrades	Asset ID 168, 169						$130,000						
24	Forcemain Video Inspection	Various						$28,720						
25	Sewage from Brigden to Courtright Study	Study						$15,000						
26	Courtright WWTP Control Wiring for the Intermediate Positioning of ASR Valves	Asset ID 667						$10,000						
27	Courtright WWTP Lighting Upgrade to LED	Asset ID 729							$55,000					
28	Pump Replacement & PS Panel Upgrades	Asset ID 221, 222							$130,000					
29	Courtright WWTP UV Building Drain Sump	Asset ID 731							$60,000					
30	Courtright WWTP Ground Level Connection to Truck Loading	Asset ID 732								$150,000				
31	Pump Replacement & PS Panel Upgrades	Asset ID 32, 33								$130,000				
32	Courtright WWTP Secondary Effluent Launder Covers	Asset ID 677									$180,000			
33	Pump Replacement & PS Panel Upgrades	Asset ID 41, 42									$130,000			
34	Courtright Collection System Piping Upgrades St. Clair Parkway	SAN 150, SAN 151, SAN 152										$650,000		
35	Pump Replacement & PS Panel Upgrades	Asset ID 159, 160										$130,000		
36	SPS Projects - 2034	TBD	Projects TBD										$300,000	
37	SPS Projects - 2035	TBD	Projects TBD											$300,000
38	Future Allowance for Maintenance, Repair and Small Equipment Replacement at the new Courtright WWTP	TBD	Projects TBD								$100,000	$100,000	$100,000	$100,000
39	Sanitary Sewer Rehabilitation Program	Various	Annual funding to repair or rehabilitate deficiencies found in the sanitary sewer network during CCTV inspections. Specific treatments include, but are not limited to, main line spot repairs, lateral repairs or rehabilitation, full length cure-in-place-pipe rehabilitation, maintenance hole rehabilitation.			$200,000	$200,000	$200,000	$200,000	$300,000	$300,000	$300,000	$300,000	$300,000
40	Wastewater Master Plan Ph2	TBD	2026 Study will identify system growth and upgrades. The Master Plan output would capture a 20 year wastewater development forecast including a 20 year capital / major maintenance plan. There is likely to be some rate-supported work identified in the Master Plan. Estimating $1M ion 2030 and $1M in 2035.		$100,000				$1,000,000					$1,000,000

St. Clair Township - 2026 Water Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget and Rate Study

			Total	$600,000	$935,000	$915,000	$1,150,000	$1,090,000	$640,000	$425,000	$750,000	$900,000	$900,000	$900,000
Project #	Project	Asset ID(s)		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	Brigden Tower Upgrades	WTT-B2		$90,000										
2	Pressure Monitoring	Various		$190,000										
3	Meter Reading Equipment	New Asset		$55,000										
4	Duncan Street WM replacement	WM627		$150,000										
5	Courtright Line WM Extension	New Asset		$115,000										
6	613WTR - Brigden Water Tower Upgrades	WTT-B2			$580,000									
7	600WTR - Nova Corunna Water Service	WM891			$250,000									
8	601WTR - Petrolia Line Watermain Crossing	WM891			$80,000									
9	602WTR - Smith Street Watermain	WM1257, WM1256, WM1254			$25,000	$725,000								
10	Pressure Monitoring	Not Applicable				$190,000								
11	Courtright Line WM Replacement (Mill Street to Village Limits East)	WM620.WM621, WM622, WM623					$750,000							
12	Curran Ave WM Replacement	WM1510					$150,000							
13	Hill Street WM Replacement (Alfred Street to Nash Drive)	WM407, WM536					$250,000							
14	Central Ave, Crescent Ave, Island Ave & Riverside Drive WM reline all watermains	WM1295, WM1294, WM1299, WM3137, WM3373, WM3303, WM3283,WM1315, WM1314						$900,000						
15	Pressure Monitoring	Not Applicable						$190,000						
16	Old River Road WM Replacement from Brander Park Road to Brander Park dead end	WM1312, WM1316, WM1317							$340,000					
17	Emi Street WM Replacement (Sixth Street to Eighth Street)	WM673, WM674, WM666, WM1087, WM668, WM669							$300,000					
18	Beckwith WM Replacement (Bentinck Street to Colborne Drive)	WM798,WM3418,WM384,WM758								$125,000				
19	Astor Park WM Replacement	WM388,WM1127								$150,000				
20	Argyle Street WM Replacement	WM775, WM459, WM515, WM923								$150,000				
21	Courtright Line WM Replacement/NEW (East End of Brigden to Mandaumin Road)	WM 590, WM 591, WM 1521									$750,000			
22	St Clair Parkway WM Replacement (Broadway Street to Pointe Line)	WM1318, WM1319, WM2065, WM2064, WM2061, WM2062										$900,000		
23	Paget Street WM Replacement (Colborne Street to Lyndoch Street)	WM387, WM386, WM784, WM375, WM376, WM1164, WM762											$900,000	
24	Fane Street Replacement (Bentinck Drive to Lyndoch Street – CSX done)	WM1044, WM426, WM803, WM382, WM740												$900,000

St. Clair Township - 2026 Facilities Capital Plan (excl. PW and Fire Facilities)

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

			Total	$2,193,500	$3,157,500
Project #	Project	Asset ID(s)		2026	2027 to 2030
1	Asbestos Removal Multiple Facilities	Facility Asset Index 17		$125,000	
2	Brigden Community Hall- Kitchen Metal Roof Leaks	Facility Asset Index 28		$70,000	
3	Port Lambton Hall- A/C unit replacement	Facility Asset Index 36		$25,000	
4	Wilkesport Hall Kitchen and Bar Coolers	Facility Asset Index 19		$12,500	
5	Wilkesport Pavilion and Pump Shed Roof Shingles	Parks Asset Index 170, 180		$40,000	
6	Emergency Services- HVAC Upgrades 2nd Floor East	Facility Asset Index 113		$50,000	
7	All Facilities Gutter Guards	Facility Asset Index 16		$25,000	
8	Emergency Services- Sally Port and Flat Roof	Facility Asset Index 111		$100,000	
9	Sombra Hall- Front Entry Roof Extention	Facility Asset Index 40		$20,000	
10	Civic Centre HVAC Upgrades	Facility Asset Index 132			$800,000
11	Civic Centre Carpet and Painting Tax and Basement	Facility Asset Index 131			$300,000
12	Civic Centre- Men's and Basement Washrooms Renos	Facility Asset Index 131			$150,000
13	Emergency Services Front Façade & eves	Facility Asset Index 111			$50,000
14	Emergency Services- Hill Street Door and Frame	Facility Asset Index 111			$12,500
15	Emergency Services- Window Replacement	Facility Asset Index 111			$500,000
16	Shell Health Centre- Parking lot Paving	Facility Asset Index 103			$150,000
17	Shell Health Centre Front Vestibule Entrance	Facility Asset Index 103			$250,000
18	Civic Centre- Sign out Front	Facility Asset Index 133			$15,000
19	Friendship Club Carpet	TBD			$10,000
20	Zamboni	Vehicles, Machinery and Equipment Asset Index 120		$125,000	
21	Moore Sports Complex - Making Waves	Facility Asset Index 58, 100		$1,500,000	
22	Moore Sports Complex - Booking/ Registration Software Upgrade	Facility Asset Index 99		$101,000	
23	Moore Sports Complex - Rec Equipment/Pool Equipment	Facility Asset Index 97			$20,000
24	Moore Sports Complex - Pool changeroom Flooring and shower upgrade	Facility Asset Index 69			$150,000
25	Moore Sports Complex - Cast Piping removal Phase 1 Basement	Facility Asset Index 76			$200,000
26	Moore Sports Complex - Changeroom upgrade	Facility Asset Index 69			$50,000
27	Moore Sports Complex - Parking Lot in the back	Facility Asset Index 102			$500,000

St. Clair Township - 2026 Parks and Park Facilities Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

		Total	$930,000	$1,170,000
Project #	Project	Asset ID(s)	2026	2027 to 2030
1	Wilkesport Light Removal	Parks Asset Index 169	$100,000	
2	Park Ameneties	Parks Asset Index 100	$100,000	
3	Park Signs thoughout the Township	New	$20,000	
4	Willow Park River Washrooms Renovations	Parks Asset Index 184	$80,000	
5	Splash Pad Repairs	Parks Asset Index 69, 179	$100,000	
6	Wilkesport Drainage to Creek	Parks Asset Index 168	$200,000	
7	Branton Cundick River Washrooms Renovations	Parks Asset Index 30	$80,000	
8	Cement Pad at Port Lambton Pavilion	Parks Asset Index 98	$130,000	
9	Brander Park River Washrooms Renovations	Parks Asset Index 5		$200,000
10	Courtright Main Diamond Lights	Parks Asset Index 63		$500,000
11	Shell Health Centre (Parkdale Park) Gravel Parking lot	Parks Asset Index 113		$320,000
12	Storage Building at CAP	Parks Asset Index 47		$150,000
14	1 Ton Pickup	Vehicles, Machinery and Equipment Asset Index 105	$50,000	
15	SUV	New	$40,000	
16	Zero Turn Mower	Vehicles, Machinery and Equipment Asset Index 131	$30,000	

St. Clair Township - 2026 Fire Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

		Total	$1,433,142	$1,047,204	$1,154,766	$1,262,328	$1,369,890
Project #	Project	Asset ID(s)	2026	2027	2028	2029	2030
1	County Fire Radio System Upgrade	Vehicles, Machinery and Equipment Asset Index 170	$10,000	$10,000	$10,000	$10,000	$10,000
2	Life cycle budgeting - Vehicles	Vehicles, Machinery and Equipment Asset Index TBD Assume 73, 76	$659,642	$767,204	$874,766	$982,328	$1,089,890
3	Maintaining Building Infrastructure	Facility Asset Index 144	$150,000	$50,000	$50,000	$50,000	$50,000
4	Operations, support vehicles	Vehicles, Machinery and Equipment Asset Index TBD assume 83	$120,000	$120,000	$120,000	$120,000	$120,000
5	CBA, Extrication tools, training props, and portable pumps.	Vehicles, Machinery and Equipment Asset Index 231	$100,000	$100,000	$100,000	$100,000	$100,000
6	Station 6 SCBA Air Refill Support truck	Vehicles, Machinery and Equipment Asset Index 80	$150,000				
7	Station 6 training room floor repair	Facility Asset Index 167	$35,000				
8	Update all 6 stations to automatic lights.	Facility Asset Index 139, 146, 151, 157, 163, 169	$45,000				
9	Update three stations to to battery operated hydraulic auto ex. tools.	Vehicles, Machinery and Equipment Asset Index 231	$163,500				

St. Clair Township - 2026 Miscellaneous Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

		Total	$544,534	$56,500
Project #	Project	Asset ID(s)	2026	2027 to 2030
1	Council Chambers IT Upgrades	Facility Asset Index 133	$22,700	
2	Cultural Centre, Settling Issues	Facility Asset Index 45	$40,000	
3	Schoolhouse Roof	Facility Asset Index 22		$40,000
4	New HVAC System for the Bury House	TBD		$6,500
5	Painting of the Bury House Exterior	TBD		$10,000
6	Revenue Contribution to Municipal Drains	TBD	$481,834	

St. Clair Township - 2026 Golf Course Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

		Total	$50,000	$102,851
Project #	Project	Asset ID(s)	2026	2027 to 2030
1	Bunker Project	Golf Asset Index 161	$50,000	
2	GPS units	Various		$42,851
3	Driving Range Project	Golf Asset Index 161		$60,000

St. Clair Township - 2026 Campgrounds Capital Plan

Note: All Costs should be considered Class 5 Estimates (-30% to +50%) unless specifically noted.

Updated: December 2025 to support 2026 Capital Budget.

		Total	$390,000	$465,000
Project #	Project	Asset ID(s)	2026	2027 to 2030
1	Cathcart Building Addition Office and Store	Campgrounds Asset Index 6	$200,000	
2	Branton Cundick Playground	Campgrounds Asset Index 4	$40,000	
3	Mooretown Front Washroom Refresh	Campgrounds Asset Index 14	$30,000	
4	Mooretown Camp Amenities	Campgrounds Asset Index 14	$20,000	
5	Cundick Camp Amenities	Campgrounds Asset Index 5	$20,000	
6	Cathcart Camp Amenities	Campgrounds Asset Index 9	$20,000	
7	Cathcart Outfront Mower	Campgrounds Asset Index 17	$30,000	
8	Cundick Zero Turn Mower	Campgrounds Asset Index 19	$30,000	
9	Mooretown Hydro Upgrades	Campgrounds Asset Index 12		$325,000
10	Mooretown Swimming Pool	Campgrounds Asset Index 12		$80,000
11	Cundick Office Roof	Campgrounds Asset Index 3		$50,000
12	Mooretown A/C Ductless Unit	Campgrounds Asset Index 12		$10,000

Appendix C – Asset inventories

Provided as separate electronic attachment due to size.

Appendix D – Planned Program

Provided as separate electronic attachment due to size.