



Asset Management Plan: Non-Core Assets

Township of Brudenell, Lyndoch and Raglan

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Integrated Asset Management Strategies

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DISCLAIMER

This report has been prepared by Roth IAMS for the Township of Brudenell, Lyndoch and Raglan (Township), pursuant to the terms of our agreement with the Township dated November 23, 2022. Roth IAMS neither warrants nor represents that the information contained in this report is accurate, complete, sufficient, or appropriate for use by any person or entity other than the Township or for any purpose other than set out in the engagement agreement.

This report is based on information from Roth IAMS Building Condition Assessments and documentation that was made available to Roth IAMS as of the date of this report. Roth IAMS has not audited nor otherwise attempted to independently verify the provided information unless otherwise indicated. Should additional information be provided to Roth IAMS after the issuance of this report, Roth IAMS reserves the right (but will under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by Roth IAMS during the course of this engagement shall be the responsibility of, and made by, the Township of Brudenell, Lyndoch and Raglan, Roth IAMS has not and will not perform management functions or make management decisions for the Township.

This report may include or refer to future-oriented financial information. Readers are cautioned that these financial projections are based on assumptions regarding future events. Actual results will vary from the information presented, even if the hypothesis occurs, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted to be legal advice or opinion.

Roth IAMS has no present or contemplated interest in the Township of Brudenell, Lyndoch and Raglan, nor are we an insider or associate of the Township. Accordingly, we believe we are independent of the Township of Brudenell, Lyndoch and Raglan and are acting objectively.

LIMITS AND CONSTRAINTS

The Asset Management Plan (AMP) development required input from the Township staff. It was developed based on the available data; as such, there are limitations and constraints:

Non-Core Asset Management Plan

- The analysis is sensitive to several critical data fields, including asset's estimated useful life, replacement cost, quantity and in-service date. Inaccuracies or imprecision in any of these fields can impact the reporting and analytics.
- User-defined and unit costs estimate, based typically on staff judgement, recent projects, or established through completion of technical studies, offer the most precise approximations of current replacement costs. When this is not possible, historical costs incurred at the time of asset acquisition or construction can be inflated to the present day. This approach, while sometimes necessary, can produce inaccurate estimates.
- The risk models are designed to support objective project prioritization and selection. However, in addition to the inherent limitations that all models face, they also require the availability of important asset attribute data to ensure that asset risk ratings are valid, and assets are properly stratified within the risk matrix. Missing attribute data can misclassify assets.

These limitations can impact the analysis, including condition summaries, age profiles, long-term replacement and rehabilitation forecasts, as well as shorter-term 10-year forecasts. These challenges require a sustained effort by the Township to maintain information. As the asset management program continues, the quality of future AMPs and other core documents will continue to increase.

EXECUTIVE SUMMARY

The Township of Brudenell, Lyndoch and Raglan's Asset Management Plan was developed in accordance with the Ontario Regulation 588/17 (as amended by O. Reg. 193/21). This document is part two of the Asset Management Plan. It contains a comprehensive analysis of the Township's non-core municipal infrastructure asset portfolio.

The Township's Asset Management Plan shows a need for financial investment for the non-core municipal infrastructure assets, above the current funding rates, to reduce the deterioration of these assets. This Asset Management Plan will be used to help guide the Township with planning for future maintenance and capital improvements. In this section, recommendations based on the analysis undertaken are made.

Summary of Key Findings

- The Township's non-core municipal infrastructure asset base is valued at \$29.0 million with facilities making up the largest share at \$17.33 million (60%).
- Half of the facilities are in Good and Fair condition with a value of \$2.44M which is 14% of the portfolio. Likewise, half of the facilities are considered to be in Poor and Critical condition; however, the total value of these facilities is \$14.89M 86%, of the portfolio. Given the majority of the Township's facility value lies in assets that are in substandard condition, there is a substantial financial risk. As such, priority should be given to maintenance and capital repair efforts targeting these high-value, deteriorating facilities to mitigate long-term costs and service disruptions.
- For all equipment, \$8.0M (69%) are in Good and Fair condition and \$3.6M (31%) are in Poor and Critical condition. The Township has developed a robust maintenance program that has effectively extended the lifespan of its equipment portfolio.
- The Township currently addresses critical issues and assets requiring repair or replacement through its operating budget.

Conclusions and Recommendations

- Repair and replacement capital works should be prioritized based on a risk assessment. For example, assets identified as Poor and Critical and having a significant consequence of failure should be prioritized first.

Non-Core Asset Management Plan

- Assets which have been deemed in Good and Fair condition should be targeted for maintenance to ensure they continue to perform at current levels of service.
- The responsibility to maintain existing infrastructure is challenging, however, in addition to current funding, the Township should plan for capital expenditures separate from maintenance to address current and future infrastructure requirements:
- The Township should perform facility assessments and update this Asset Management Plan at a minimum every 5 years. *O. Reg. 588/17, s. 7(1)*
- The Township should continue to seek funding from the Provincial and Federal governments (when available) to undertake capital-related works.

INTRODUCTION

Township Information

The Township of Brudenell, Lyndoch and Raglan (Township) is located in central Ontario within Renfrew County. Although considered a rural municipality, it has small areas of semi-urban population located in the hamlets of Palmer Rapids and Quadeville. The total population was 1552¹ in 2021, it has remained relatively steady with minor growth in the previous 5 years. The land area is 701.29 square kilometres². The main administrative office is located in the town of Palmer Rapids. The major industries are forestry, and tourism and recreation supported by smaller local businesses.

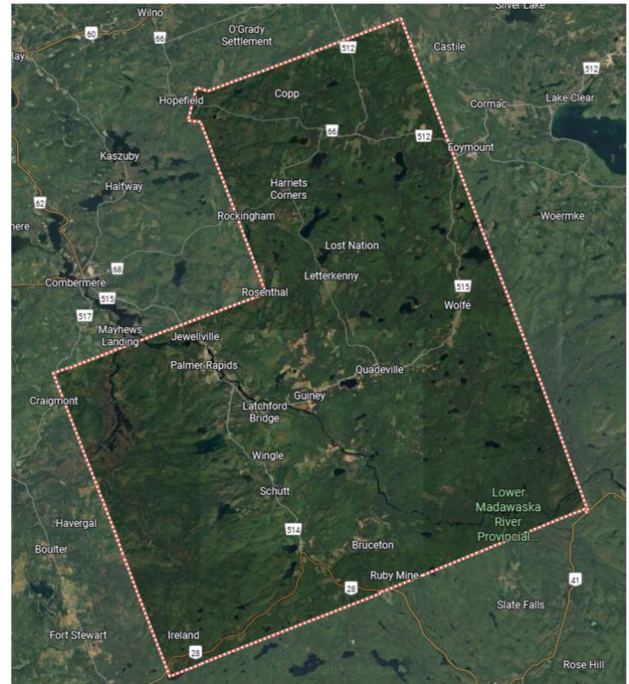


Figure 1: Map of the Township of Brudenell, Lyndoch and Raglan, Google maps

This document is Part Two of the Township's Asset Management Plan. Part One for core assets, such as roadways, was completed in 2023. This Part Two for non-core assets includes the facilities and equipment (machinery and vehicles) owned and operated by the Township. Together, these documents satisfy the Ontario Regulation 588/17 (as amended by O. Reg. 193/21) July 2025 requirements.

The AMP will be utilized to help frame the conversation around future capital plans. It is meant to:

- Document current and potential practices/processes
- Establish metrics to measure the success of a service
- Provide supporting information for capital planning
- Provide a line of sight from policy goals to the assets that support the services
- Meet O. Reg. 588/17 requirements

¹ [Focus on Geography Series, 2021 Census - Brudenell, Lyndoch and Raglan \(Census subdivision\)](#)

² [Focus on Geography Series, 2021 Census - Brudenell, Lyndoch and Raglan \(Census subdivision\)](#)

Non-Core Asset Management Plan

AMPs can help lay the groundwork for transparent and defensible decisions as it relates to capital maintenance and improvements.

ASSET MANAGEMENT PLAN OUTLINE

The AMP identifies the funding needed to maintain a defined Level of Service to the community. The population of the Township has remained relatively stable and there is no expectation of increased demands on the assets beyond the current levels of service. The focus of this plan will be to maintain the current levels of service and consider proposed levels of service.

The AMP includes the following components:

- State of Infrastructure
- Levels of Service
- Lifecycle Management Strategies
- Financial Strategies Development
- Improvement Plan

State of Infrastructure

The State of Infrastructure reflects the current state of the facility assets in terms of condition, age, how much useful life remains, and replacement cost. To determine the state of condition for the Township's assets, a System Condition Index (SCI) was used. The SCI is an industry standard tool used to benchmark the condition of facilities across a portfolio of buildings, focusing on critical systems.

$$SCI = \frac{\sum \text{Critical System Renewal Needs in a Given Period of Time}}{\text{Current Critical System Replacement Value}} \times 100$$

The Township has identified the Critical Systems (Appendix B, Table 9) used to calculate the facilities SCI.

To determine the condition of equipment (machinery and vehicles), Township staff provided input based on their experience and expertise. A scale was established using remaining service life to determine condition for each piece of equipment (Table 8, page 29).

The State of Infrastructure will set the groundwork for forecasting and providing information for the remaining sections.

Levels of Service

Level of Service is defined as: "the parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers" (*ISO 55000:2024*) and is a key measure for how the assets interact with the services that are offered to provide the best results. Different from Part One, the Levels of Service for Part Two are determined by the individual Municipalities. Levels of Service are meant to be monitored and adjusted to meet the demands of the population.

Lifecycle Management Strategies

Lifecycle Management Strategies are documented potential interventions that could be applied to each asset throughout its lifecycle. Leveraging the different activities at different frequencies can extend or maintain the assets in their condition.

Lifecycle Management activity categories include:

- Acquisition / New construction
- Operations and Maintenance
- Renewal / Rehabilitation
- Replacement
- Disposal / Decommissioning

Financial Strategies Development

Building upon the information from each of the previous sections, high-level financial scenarios can be derived. It is essential to understand how assets will deteriorate in performance and condition if no funding is available, how much funding would be required to complete all necessary work, and to find an acceptable balance between funding and asset degradation.

Improvement Plan

The improvement plan provides guidelines and recommendations on how to administer the AMP and maintain the data.

ASSETS INCLUDED IN PLAN

Part Two of the AMP covers the non-core municipal infrastructure to meet O. Reg. 588/17. The table shows the asset classes and their related data sources.

Table 1: Asset Types and Data Sources Summary

Asset Type	Data Source
Facilities	FCAs Township of Brudenell, Lyndoch and Raglan Staff
Equipment (Machinery and Vehicles)	Township of Brudenell, Lyndoch and Raglan Staff

Non-Core Asset Management Plan

OVERVIEW

The Township of Brudenell, Lyndoch and Raglan include 22 facilities, 26 equipment machinery and 18 vehicles in their capital asset inventory.

FACILITIES: STATE OF INFRASTRUCTURE

Table 2: Building List and Valuation

Departments	Facility Names	Age	Area (m ²)	2025 Replacement Value
Administration	Township Office	1994	2220	\$1,115,701.37
Fire Services	Palmer Fire Hall #1	1960	2196	\$934,408.82
	Hardwood Lake Fire Hall #2	1992	1344	\$704,546.27
	Quadeville Fire Hall #3	1990	1500	\$980,832.88
	Brudenell Fire Hall #4	1992	1364	\$809,682.07
Parks and Recreation	Four Season Park - Canteen	1984	734	\$710,324.90
	Four Season Park - Pavillion	2010	1200	\$157,556.19
	Four Season Park - Storage Building	1967	576	\$104,516.61
	BLR Community Centre	1992	24000	\$7,436,347.02
	Genricks Lake Beach	2022	128	\$81,529.41
	Gorman Lake Beach	2018	128	\$81,529.41
	Kauffeldt Lake Beach	2022	128	\$81,529.41
	Raglan White Lake Beach	2022	128	\$81,529.41
Public Works	Palmer Public Works Garage	1974	2580	\$1,534,154.68
	Palmer Storage Shed	1974	861	\$191,611.70
	Palmer Storage Shed 2	1974	894	\$192,829.76
	Quadeville Public Works Garage	1970	3450	\$1,860,439.48
	Storage Building - Quadeville	1974	818	\$134,763.81
	Storage Shed 2 - Quadeville	1980	600	\$38,288
Waste Management	Raglan Transfer Station	2018	64	\$29,737.49
	Lyndoch Transfer Station	2018	64	\$33,834.20
	Brudenell Waste Site	2018	64	\$34,487.43
	Total		45041	\$17,330,188.32

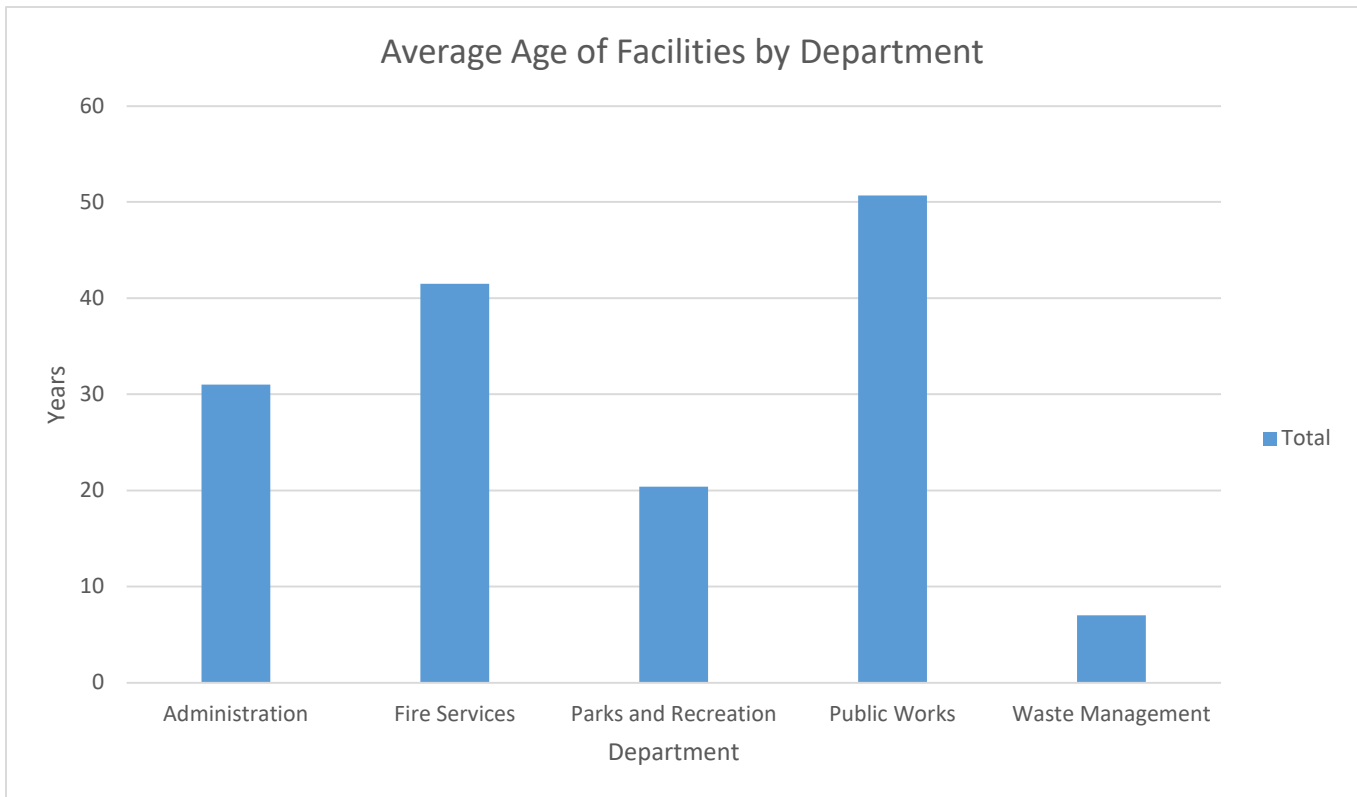


Figure 2: Average Age of Facilities by Department

The facilities in the Public Works and Fire Services departments are, on average, the oldest in the portfolio. Typically, the older a facility is, the older its critical elements are, making them more likely to require replacement, extensive maintenance, and greater financial investment. Conversely, newer facilities will benefit from a robust preventative maintenance program, which is essential to preserve their condition and extend the lifespan of their systems and components.

Condition Summary

To determine the condition of the facilities Township staff identified specific facility components as critical to building functionality and reliability. The System Condition Index (SCI) is used in asset management as an alternative to the Facility Condition Index. The SCI is a benchmarking metric that quantifies the condition of identified critical systems by expressing the ratio of needed repair costs over a given period of time to each system's replacement value. A list of these systems can be found in Appendix B, Table 11.

$$SCI = \frac{\sum \text{Critical System Renewal Needs in a Given Period of Time}}{\text{Current Critical System Replacement Value}} \times 100$$

Non-Core Asset Management Plan

This calculation gives a ratio that compares the condition of a facility's critical systems to other facilities in the portfolio. The costs of the facilities' critical systems total 5-Year DCRM costs or unfunded liability, for a specific SCI evaluation period, are then compared against the cost of replacing those same critical systems.

The result of this comparison indicates the System Condition Index. SCI is measured as a percentage from 0 to 100, with "0" indicating new, or with no renewal needs. A facility with a lower SCI needs less repair and renewal work than a facility with a higher SCI. A higher SCI indicates critical systems are in worse condition, requiring more investment to maintain or improve current levels of service. By investing in repair and renewal (e.g., repairing roofs, updating heating ventilation and air conditioning units, modernizing electrical and plumbing systems), a facility's SCI can be lowered and thereby improve the overall facility condition.

For facilities in the Township's portfolio the SCI condition rating uses the following break down.

Table 3: System Condition Index (SCI) Condition Rating System

RATING	DEFINITION	SCI Score
1 - Good	Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next 10 years.	0-5%
2 - Fair	Deterioration either because of premature failure or consistent with the element age was observed at the time of the assessment. Given the observed or reported condition element repair or replace is recommended within 5 - 10 years.	5-10%
3 – Poor	Based on the observed or reported condition, the element is anticipated to fail. Deferral of the repair or replacement is recommended within three to five years, it may result unexpected failure.	10-20%
4 – Critical	Based on the observed or reported condition, the element is anticipated to fail. Replacement of this equipment is required within the next three years.	> 20%

Non-Core Asset Management Plan

For the Township the following table shows the condition of the facilities based on the SCI percentage and how each facility compares to others in the portfolio.

Table 4: System Condition Based on 5-Year Critical Systems (SCI)

Department	Asset Name	5-Year Critical System Replacement Costs	Critical System Replacement Value	SCI (%)
Administration	Township Office	\$ 36,657.73	\$ 875,240.21	4%
Fire Service	Brudenell Fire Hall #4	\$ 53,787.31	\$ 517,306.61	10%
	Hardwood Lake Fire Hall #2	\$ 39,877.92	\$ 502,470.66	8%
	Palmer Fire Hall 1	\$ 123,374.08	\$ 622,779.89	12%
	Quadeville Fire Hall #3	\$ 129,047.07	\$ 812,293.96	10%
Parks and Recreation	Four Season Park - Canteen	\$ 114,739.60	\$ 482,522.29	24%
	Four Season Park - Pavillion	-	\$ 77,072.74	0%
	Four Season Park - Storage Building	\$ 45,369.46	\$ 46,138.48	86%
	Genricks Lake Beach	-	\$ 45,911.68	0%
	Gorman Lake Beach	-	\$ 45,911.68	0%
	Kauffeldt Lake Beach	-	\$ 45,911.68	0%
	BLR Community Centre	\$ 739,644.39	\$ 6,071,071.06	12%
Public Works	Raglan White Lake Beach	-	\$ 70,481.17	0%
	Palmer Public Works Garage	\$ 577,579.01	\$ 1,130,165.89	51%
	Palmer Storage Shed	\$ 57,217.37	\$ 103,667.40	55%
	Palmer Storage Shed 2	\$ 90,959.70	\$ 190,410.39	48%
	Quadeville Public Works Garage	\$ 942,870.84	\$ 1,741,611.27	54%
	Storage Building - Quadeville	\$ 56,357.11	\$ 91,189.49	62%
Waste Management	Storage Shed 2 - Quadeville	\$ 1,935.44	\$ 32,642.93	6%
	Brudenell Waste Site	-	\$ 2,770.10	0%
	Lyndoch Transfer Station	-	\$ 13,705.38	0%
	Raglan Transfer Station	-	\$ 27,965.90	0%
Total		\$ 3,009,417.03	\$ 3,549,240.86	22%

The System Condition Index (SCI) rankings for the Public Works and Fire Services facilities, consistent with their age, indicate elevated maintenance needs, potential component replacements, and increased operational risk. Facilities with higher SCI scores typically require planning for full replacement. Those rated in Fair or Poor condition demand increased maintenance and close monitoring to mitigate risks, while

facilities in Good condition should be supported by a strong preventative maintenance program to preserve their condition and extend the lifespan of their systems.

FACILITIES: LEVELS OF SERVICE (LOS)

Overview

Level of Service (LOS) helps both qualify and quantify the success of each service area. The Township has defined its levels of service for each non-core municipal infrastructure asset group to be reliability and affordability, particularly in relation to the general condition of the assets. In future iterations of the Asset Management Plan, these attributes could be expanded to reflect additional areas of importance for the Township such as environmental impact, financial sustainability, health and safety and accessibility.

According to the Township's System Condition Index, 50% of all facilities are currently in Good or Fair condition, based on the most recent available data. This also indicates that 50% of assets are in Poor or Critical condition and require serious attention. Notably, the buildings in Poor or Critical condition are primarily associated with the Public Works Department and Fire Services.

Proposed Levels of Service and Associated Risks

The Township has proposed Levels of Service (LOS) related to facilities to maintain the current LOS over the next 10 years.

Achievability of Proposed Levels of Service

To maintain the desired LOS, it is prudent to view the facility portfolio rather than focusing solely on individual assets. The Township can continue to support facilities in Good and Fair condition through ongoing maintenance, with an emphasis on critical systems and health and safety elements. At the same time, financial resources should be strategically directed toward facilities in Poor or Critical condition, where the risks and needs are greatest. Even to maintain current facility conditions, this approach will require increased funding to ensure long-term sustainability and service delivery.

Financial Affordability

Maintaining the current LOS across the Township's facility portfolio highlights a required increase in funding. Facilities in Good or Fair condition can continue to deliver reliable service with regular operational maintenance and funding. However, facilities in Poor or Critical condition require more significant and sustained capital investment. Without increased financial commitment the Township cannot maintain the current level of service, causing continued deterioration, leading to heightened safety risks, reduced service reliability, and lower public satisfaction.

From a financial affordability perspective, a gradual, planned increase in capital funding—targeted specifically at facilities in Poor or Critical condition—offers a more sustainable path forward. This strategy would not only maintain the condition and performance of assets within the portfolio but also help extend asset life and reduce long-term costs associated with emergency repairs or premature replacement.

Currently, the Township relies on its operating budget to fund both maintenance and capital repairs. Operating budgets are intended for short-term, routine expenditures and may not be sufficient to support major rehabilitation or renewal efforts. Using operating funds for capital needs introduces financial unpredictability, reduces resources available for preventative maintenance, and may compromise consistent service delivery.

Given the Township's smaller population and limited tax base, financial planning must balance desired service levels with affordability. Future decisions around LOS should be guided by a long-term asset management strategy that prioritizes risk, lifecycle costs, and the capacity of the Township to fund both maintenance and renewal in a fiscally responsible manner.

FACILITIES: LIFECYCLE MANAGEMENT STRATEGY

Overview

Lifecycle Management of assets comprises of six different categories. These categories include:

Table 5: Life Cycle Management Categories

Lifecycle Category	Description
Acquisition/New Construction	When the needs of the Township are not met by the current inventory the strategy might be to purchase or build new assets to meet the new demand.
Replacement	When an asset has reached its useful life and is no longer viable for use, either by service capacity or condition. The asset will be replaced like-for-like if failed due to condition or replacement with an improved version if service capacity related failure.
Renewal/Rehabilitation	Renewal/Rehabilitation activities are significant repairs that are designed to extend the life of an asset.
Operations and Maintenance	Maintenance activities include regularly scheduled inspections, maintenance, or more significant repair and activities associated with unexpected events.
Disposal	Disposal activities occur once an asset has reached the end of its useful life or when the asset is no longer required.
Non-Infrastructure Solutions	Non-infrastructure solutions are actions or policies that can lower costs or extend asset life.

Lifecycle Management Activity Risks

Lifecycle activities should be carried out consistently and at prescribed intervals to maximize the useful life of each facility. However, funding constraints can limit the Township's ability to fully implement these activities as planned. The risk of deferring or omitting lifecycle interventions is accelerated asset deterioration, which can result in the

Non-Core Asset Management Plan

environmental issues, health and safety issues, the need for premature replacements or costlier corrective actions.

For the facilities owned by the Township, the primary focus of lifecycle management is on element replacement, rehabilitation/renewal, and ongoing operations and maintenance. Given the Township's minor growth in population over the past 5 years, the demand for new facility construction remains minimal. Therefore, the strategic priority should be maintaining existing facilities through regular, proactive maintenance to extend the life of critical systems.

When facility critical systems reach the point where routine maintenance is no longer effective or components become obsolete, the Township must be prepared to undertake major renewals or full replacements. Planning and budgeting for these eventualities in advance will reduce the burden on the annual operating budget. This proactive approach ensures that routine maintenance can continue uninterrupted, allowing the Township to meet its defined Levels of Service and avoid costly service disruptions.

EQUIPMENT (MACHINES AND VEHICLES): STATE OF INFRASTRUCTURE

Machines: Inventory and Valuation

Table 6: Machine Equipment Inventory and Valuation

Equipment List	EUL	2025 Approximate Replacement Value
926E CAT LOADER	10 *	\$ 350,000.00
THOMPSON STEAMER #2	6 *	\$ 30,000.00
D5M DOZER	3	\$ 500,000.00
140G CAT GRADER	3 *	\$ 800,000.00
M315 CAT EXCAVATOR	6	\$ 1,000,000.00
540 Zamboni	6	\$ 500,000.00
MZ61 Zero Turn Mower	12	\$ 12,000.00
ASPHALT RECLAIMER	16	\$ 50,000.00
TRACTOR MOWER	24	\$ 50,000.00
816F CAT COMPACTOR	28	\$ 950,000.00
20 Ton Tag Float	7	\$ 50,000.00
928 CAT LOADER	11	\$ 350,000.00
Portable Generator #1	14	\$ 30,000.00
Portable Generator #2	14	\$ 30,000.00
Scott AP75 SCBA (14)	15	\$ 201,000.00
644 JOHN DEER LOADER	16	\$ 400,000.00
Vermeer Brush Chipper	16	\$ 25,000.00
140M CAT GRADER	17	\$ 800,000.00
CASE 95C TRACTOR	21	\$ 150,000.00
THOMPSON STEAMER #1	26	\$ 30,000.00
Promac Excavator Brusher	29	\$ 80,000.00
Sand Bagger	19	\$ 45,000.00
Total		\$ 6,433,000.00

The current replacement value of the equipment is just above \$6.4 million dollars, 22% of the non-core asset value.

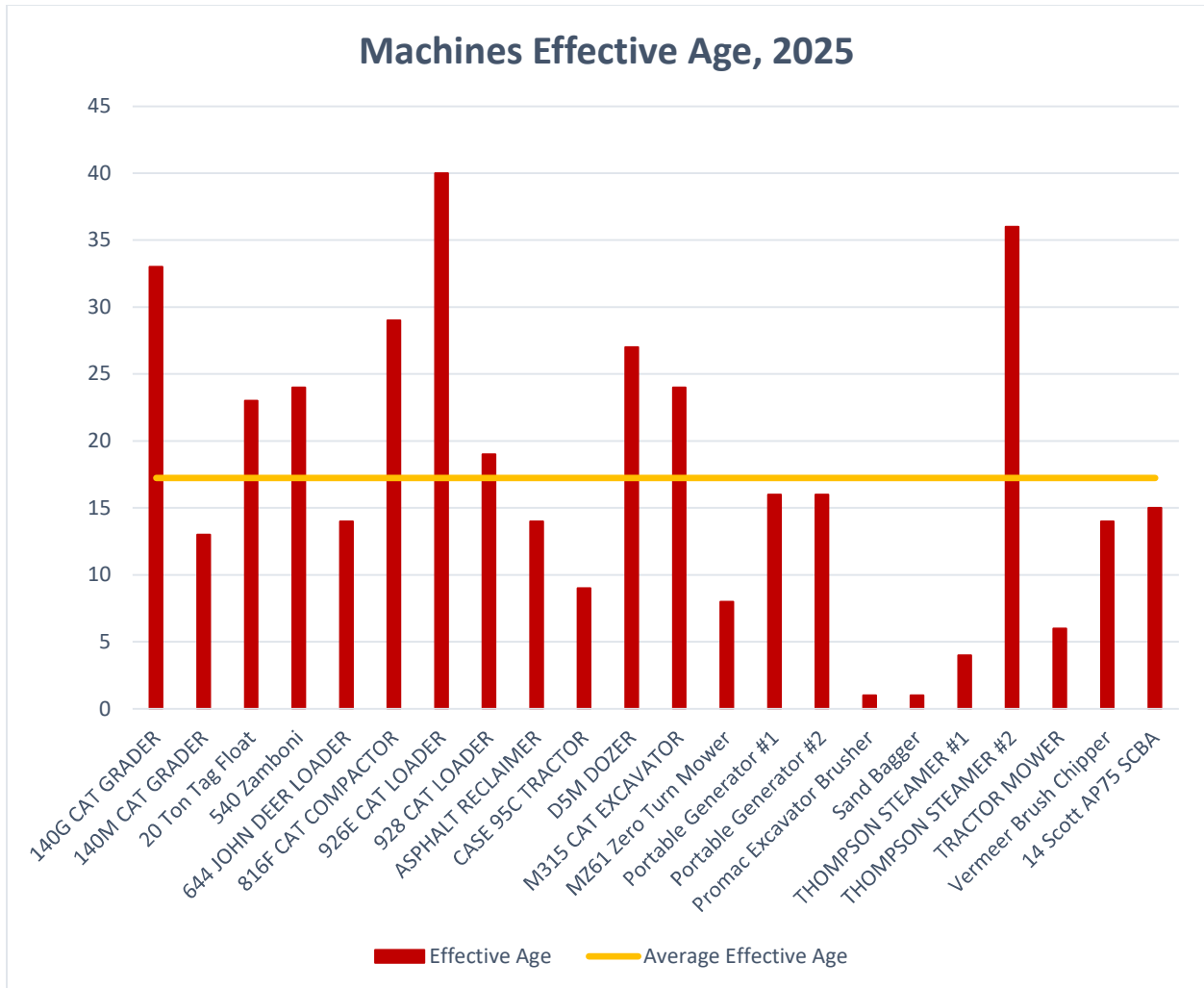


Figure 3: Machines Effective Age, 2025

The Township has maintained the 35 pieces of equipment, extending the life of their assets in this class. Many have been in service well beyond 15 years because of an effective maintenance program. The average effective age is 16.6 years.

* Three pieces of equipment: 926E CAT LOADER, THOMPSON STEAMER #2, AND 140 G CAT GRADER are well beyond their expected useful life and are expected to be decommissioned / replaced in 2028.

Vehicles: Inventory and Valuation

Table 7: Vehicle Inventory and Valuation

Vehicle List	EUL	2025 Approximate Replacement Value
CHEV 2500 HD	14	\$ 100,000
INTERNATIONAL PUMPER	35 *	\$ 450,000
GMC TOPKICK PUMPER	32 *	\$ 450,000
INTERNATIONAL PLOW TRUCK	14	\$ 450,000
GMC 1500	7	\$ 90,000
FREIGHTLINER FL80	6	\$ 450,000
GMC TOPKICK TANKER	6	\$ 450,000
INTERNATIONAL PLOW TRUCK	14	\$ 450,000
CHEV SILVERADO 2500	12	\$ 100,000
FORD F150	13	\$ 80,000
CHEV SILVERADO 2500	14	\$ 100,000
CHEV SILVERADO 2500	14	\$ 100,000
CHEV SILVERADO 1500	14	\$ 80,000
FREIGHTLINER PLOW TRUCK	18	\$ 450,000
FREIGHTLINER M112 RO/PLOW	20	\$ 500,000
FREIGHTLINER M112	6	\$ 450,000
INTERNATIONAL ROLL-OFF	16	\$ 450,000
INTERNATIONAL FIRE TRUCK	8	\$ 40,000
Total		\$ 5,240,000

The vehicle inventory consists of 17 vehicles with a current replacement value of approximately \$5.2 M dollars. The average remaining useful life is 10 years.

* These two vehicles are beyond the expected useful life.

Vehicle Age Summary

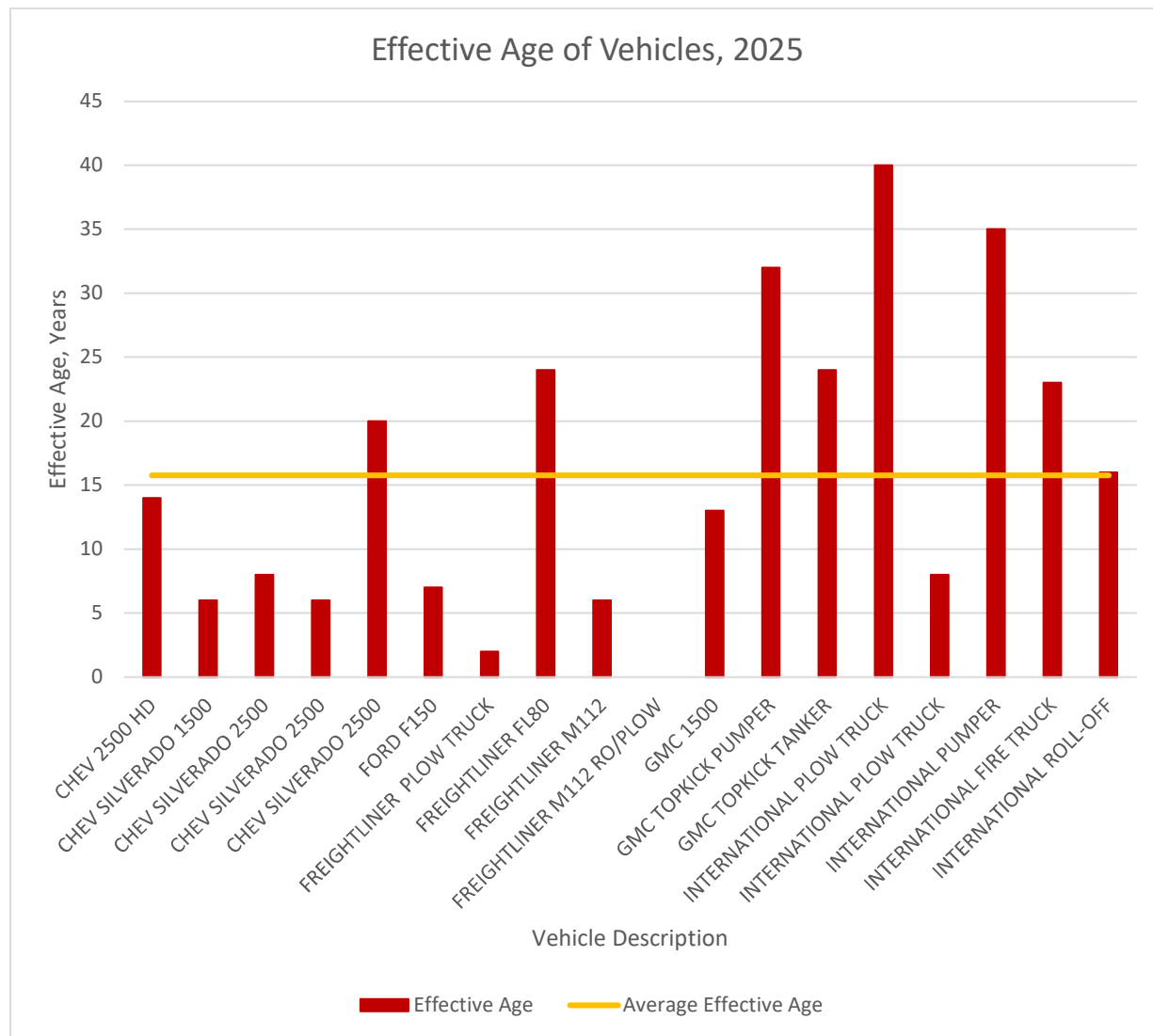


Figure 4: Vehicle Effective Age, 2025

The Township’s vehicle fleet has an average effective age of 15.8 years, indicating an older inventory. Nevertheless, a well-coordinated maintenance program has ensured that these vehicles remain roadworthy. Several vehicles had a full refurbishment in 2024, extending the expected useful life to 2040. The Township has indicated that the International Plow Truck is not to be replaced.

Equipment Condition Rating System

The condition rating system is based on input from the Township’s facility team. By applying the same rating criteria to all equipment— both vehicles and machine equipment—the Township can maintain an accurate, standardized overview of its inventory.

Table 8: Equipment Condition Rating System

RATING	DEFINITION	REPLACEMENT YEAR
1 - Good	Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next five years.	> 5 years
2 - Fair	Deterioration either because of premature failure or consistent with the element age was observed at the time of the assessment. Given the observed or reported condition element repair or replace is recommended within three to five years.	3 to 5 years
3 – Poor	Based on the observed or reported condition, the element is anticipated to fail. Deferral of the repair or replacement is recommended within one to three years; otherwise, it may result in unexpected failure.	1 to 3 years
4 – Critical	Based on the observed or reported condition, the element is anticipated to fail. Replacement of this equipment is required within the next year.	<1 years

Condition Summary

The condition of the equipment of the Township is self-reported based on feedback from the maintenance department. The regular maintenance program conducted by the Township’s maintenance department has extended the life and condition of many of its assets. As stated previously, two vehicles in the waste management department have been identified as end of life and are not planned to be replaced. Removing those vehicles improves the overall condition of this asset class in the Township non-core asset portfolio.

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Table 9: Equipment Condition Summary

Department	Description	Condition	Expected Replacement Year	
Administration	FORD F150	Good - >5 years	2038	
Fire Services	INTERNATIONAL FIRE TRUCK	Good - >5 years	2033	
	Scott AP75 SCBA (14)	Good - >5 years	2040	
	FREIGHTLINER FL80	Good - >5 years	2031	
	FREIGHTLINER M112	Good - >5 years	2049	
	GMC 1500	Good - >5 years	2032	
	GMC TOPKICK PUMPER	Good - >5 years	2023	
	GMC TOPKICK TANKER	Good - >5 years	2031	
	INTERNATIONAL PUMPER	Good - >5 years	2020	
	Sand Bagger	Good - >5 years	2054	
Parks and Recreation	540 Zamboni	Poor - < 3 years	2031	
	MZ61 Zero Turn Mower	Fair - 3-5 years	2037	
Public Works	140G CAT GRADER	Poor - < 3 years	2022	
	140M CAT GRADER	Good - >5 years	2042	
	20 Ton Tag Float	Fair - 3-5 years	2032	
	644 JOHN DEER LOADER	Good - >5 years	2041	
	928 CAT LOADER	Fair - 3-5 years	2036	
	ASPHALT RECLAIMER	Fair - 3-5 years	2041	
	CASE 95C TRACTOR	Good - >5 years	2046	
	CHEV 2500 HD	Good - >5 years	2031	
	CHEV SILVERADO 2500	Good - >5 years	2037	
	CHEV SILVERADO 2500	Good - >5 years	2039	
	CHEV SILVERADO 2500	Good - >5 years	2039	
	FREIGHTLINER PLOW TRUCK	Good - >5 years	2043	
	FREIGHTLINER M112 RO/PLOW	Good - >5 years	2045	
	INTERNATIONAL PLOW TRUCK	Good - >5 years	2030	
	INTERNATIONAL PLOW TRUCK	Good - >5 years	2037	
	M315 CAT EXCAVATOR	Poor - < 3 years	2031	
	Portable Generator #1	Fair - 3-5 years	2039	
	Portable Generator #2	Fair - 3-5 years	2039	
	Promac Excavator Brusher	Good - >5 years	2054	
	THOMPSON STEAMER #1	Good - >5 years	2051	
	THOMPSON STEAMER #2	Poor - < 3 years	2019	
	TRACTOR MOWER	Fair - 3-5 years	2049	
	Vermeer Brush Chipper	Good - >5 years	2041	
	Waste Management	926E CAT LOADER	Critical - < 1 year	2015
		CHEV SILVERADO 1500	Good - >5 years	2039

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D5M DOZER	Poor - < 3 years	2028
INTERNATIONAL ROLL-OFF	Critical - < 1 year	2029
816F CAT COMPACTOR	Fair - 3-5 years	2026

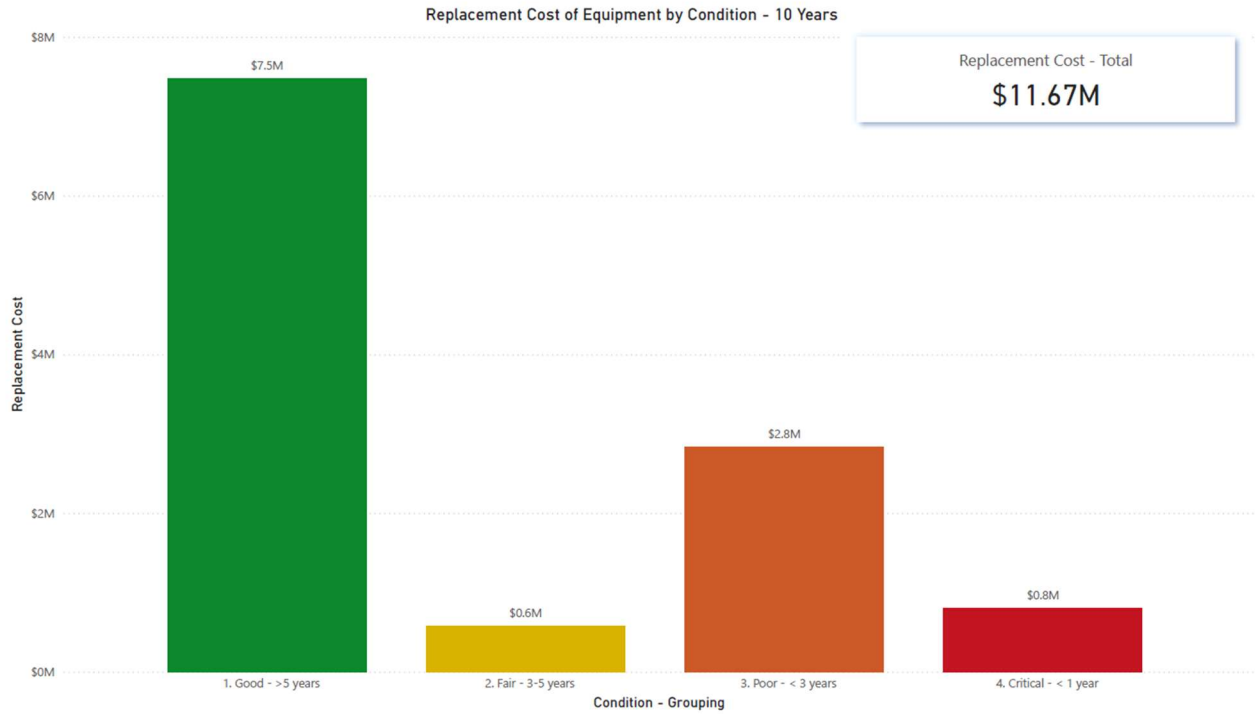


Figure 5: Replacement Cost of Equipment by Condition

Figure 5 shows that most of the equipment is in Good and Fair Condition.

EQUIPMENT: LEVELS OF SERVICE (LOS)

The Level of Service for the equipment asset class, like the facility class, is defined to be affordability and reliability.

Achievability of Proposed Levels of Service

The Township reports that 82% of the equipment is currently in Good or Fair condition. This condition can be maintained by continuing the existing maintenance program, which has proven effective to date.

Financial Affordability

The Township has been using the Operations and Maintenance budget, averaging \$374,656 per year over the last 4 years, to finance the maintenance programs of its equipment. As illustrated in the State of Infrastructure section, this approach has been successful in keeping the equipment, vehicles and machines reliable in an affordable way. By adhering to this plan, the Township has been able to fund the necessary maintenance activities without imposing undue financial burdens on its residents. As noted previously, creating a separate capital budget to allow for planning and saving for more costly repairs would provide a predictable financial source reducing the impact on the ability to maintain other assets.

EQUIPMENT: LIFECYCLE MANAGEMENT STRATEGY

Overview

Lifecycle Management of assets comprises of six different categories as seen in Table 5. The categories most relevant to the equipment class include:

Equipment Life Cycle

Acquisition

Asset acquisition refers to the purchase of new equipment to meet emerging service needs or when existing assets can no longer be effectively maintained or safely operated.

Operations and Maintenance

Ongoing maintenance and operation of equipment includes routine tasks such as refuelling, replacing washer fluid and motor oil, rotating tires, and other regular activities necessary to ensure the equipment remains safe, functional, and efficient.

Replacement

Replacement, in the context of equipment, refers to the renewal or substitution of major components—such as the engine, transmission, exhaust system, tires, and other critical parts—to extend the asset’s service life and maintain operational reliability.

Disposal / Decommissioning

Decommissioning occurs at the end of an asset’s life cycle, when all other activities—such as maintenance, repairs, and component replacements—are no longer sufficient to keep the equipment safe or functional, or when critical components have become obsolete and are no longer available.

Lifecycle Management Activity Risks

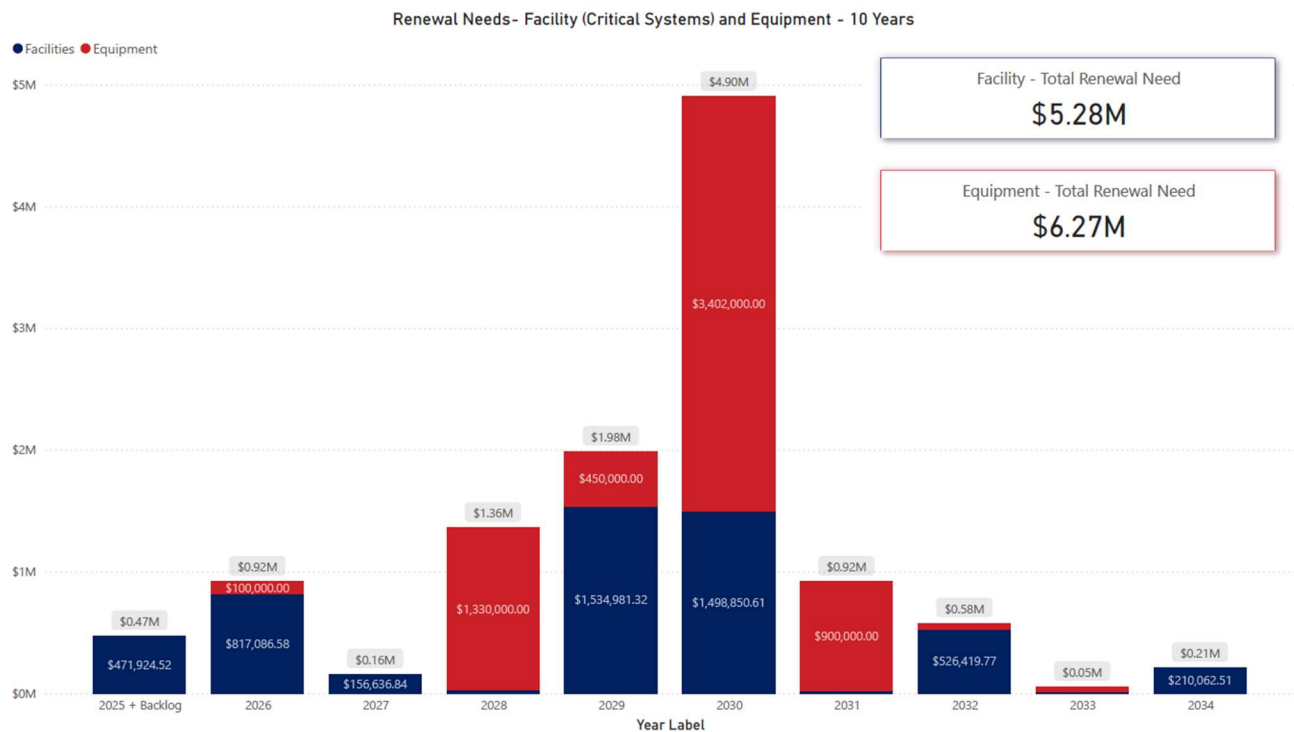
The Lifecycle activities defined are suggested activities that should be completed on a regular basis at prescribed intervals to maximize the life of the equipment. The equipment is meeting the desired Levels of Service without requiring immediate, large-scale interventions. However, to sustain this performance, each asset must continue to be evaluated through lifecycle activities to identify emerging needs. As part of the lifecycle management activities, a decision was made to eliminate the lowest-performing assets from the inventory within the last year.

Funding limitations will affect the extent upon which activities can be completed. The risk of not completing the series of activities at the appropriate time will lead to quicker deterioration and/or result in requiring replacement activities to be completed sooner than expected.

PORTFOLIO FINANCIAL STRATEGY

Overview

As mentioned in the introduction, the Township has a small population and as such a limited source of funding. The current financial strategy does not maintain a separate capital budget for asset maintenance and improvements; instead, capital repairs are funded out of the operating maintenance budget. This approach may limit the ability to plan and prioritize long-term asset renewal and infrastructure investments. Having a formal capital budget would allow the Township to leverage grants, loans, or partnerships that are earmarked for capital projects, opportunities that may be missed without explicit capital planning.



Over the next 10 years the cost of renewal needs will total \$12.3 Million.

Figure 6: Renewal Needs - Facility (Critical Systems) and Equipment - 10 Years

The Township must engage in strategic financial planning and resource allocation to address upcoming renewal needs while continuing to fund regular, ongoing maintenance. As shown in Figure 6, there is a steady increase in critical system renewal requirements across facilities over the next three years. Also, there are significant spikes in projected equipment replacements in 2028, 2030, and 2031. These

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projections underscore the need for proactive budgeting to maintain service continuity and mitigate the risk of unexpected financial pressures. In Figure 7, the facilities' critical system recommendations are categorized by Uniformat Codes. The majority of the costs derive from Uniformat B (Envelope) and D (Services).

It is worth noting that a dollar of funding will not always address a dollar of DCRM. This may occur as modernization and upgrades typically take place during replacement.

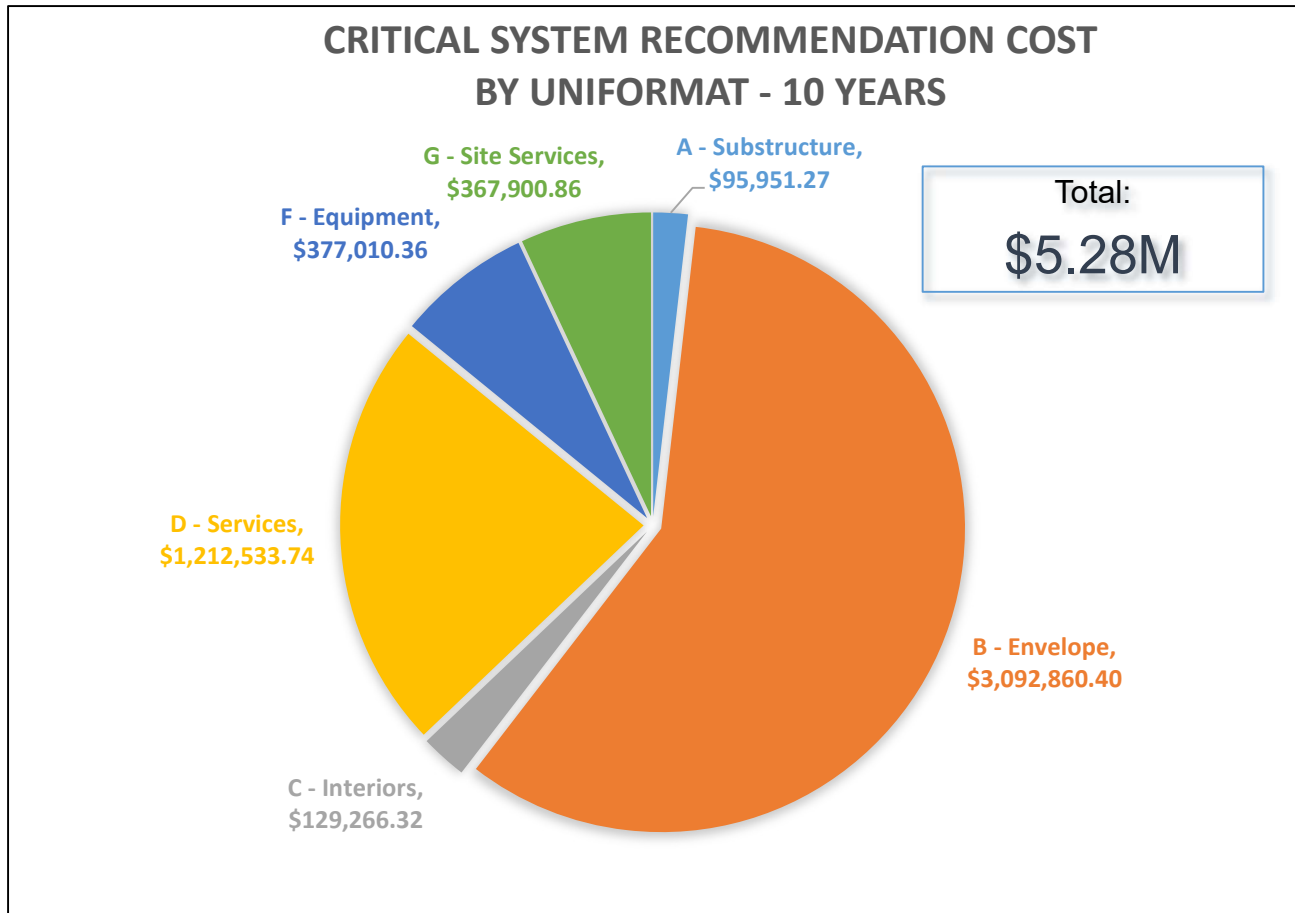


Figure 7: Critical System Recommendation Cost by Uniformat – 10 Years

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Brudenell, Lyndoch and Raglan Township 10 Year Forecasted Actuals

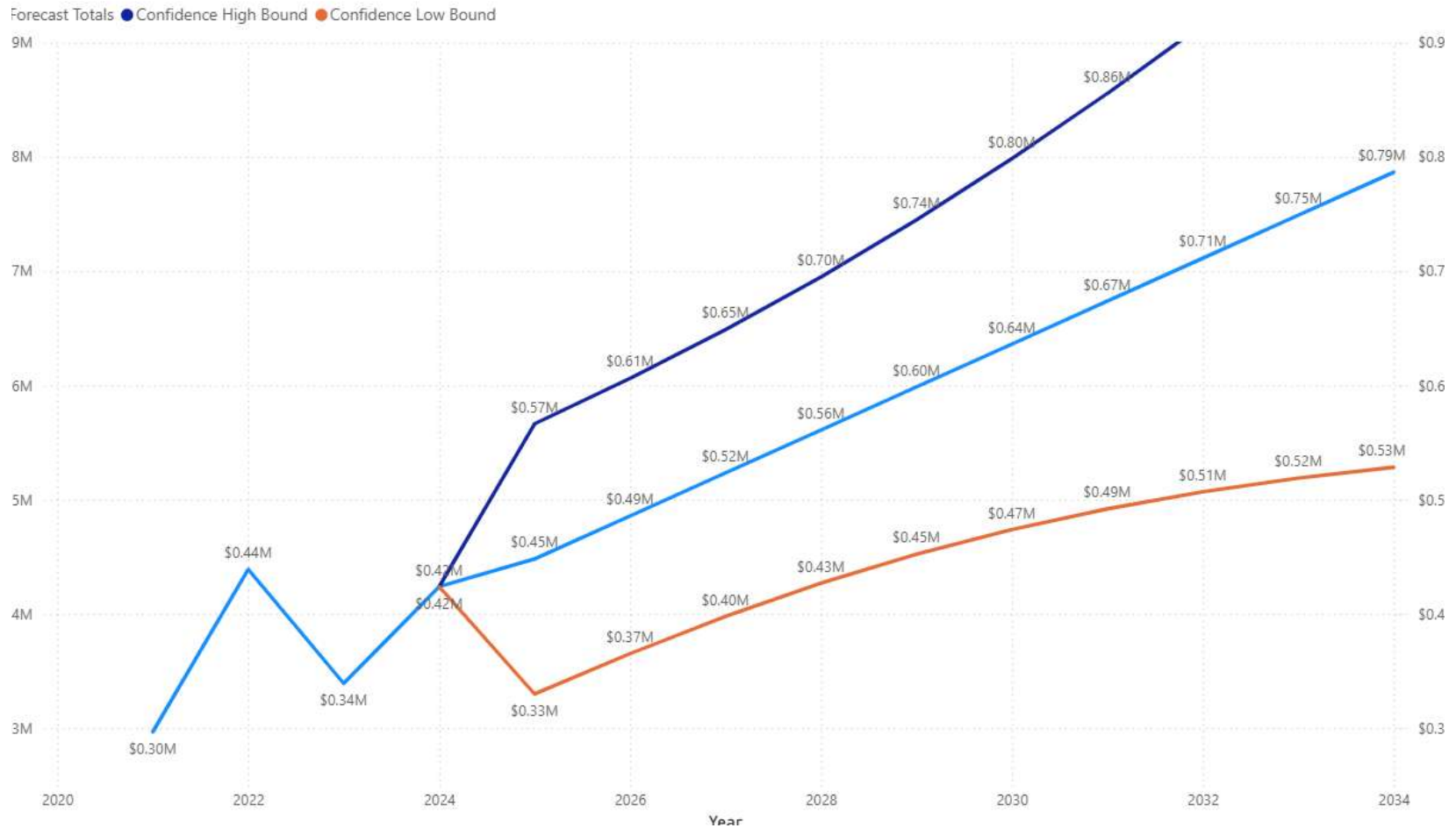


Figure 8: 10-Year Forecasted Actual Annual Funding

The above Figure 8 shows the annual forecasted funding based on the previous 3 years' budgets, provided by the Township. This funding is for all maintenance activities, operational maintenance and what would be considered capital expense. The funding scenarios presented in Figure 10 and Figure 11 are based on facility data from the 2023 Building Condition Assessments, illustrating potential spending.

Non-Core Asset Management Plan

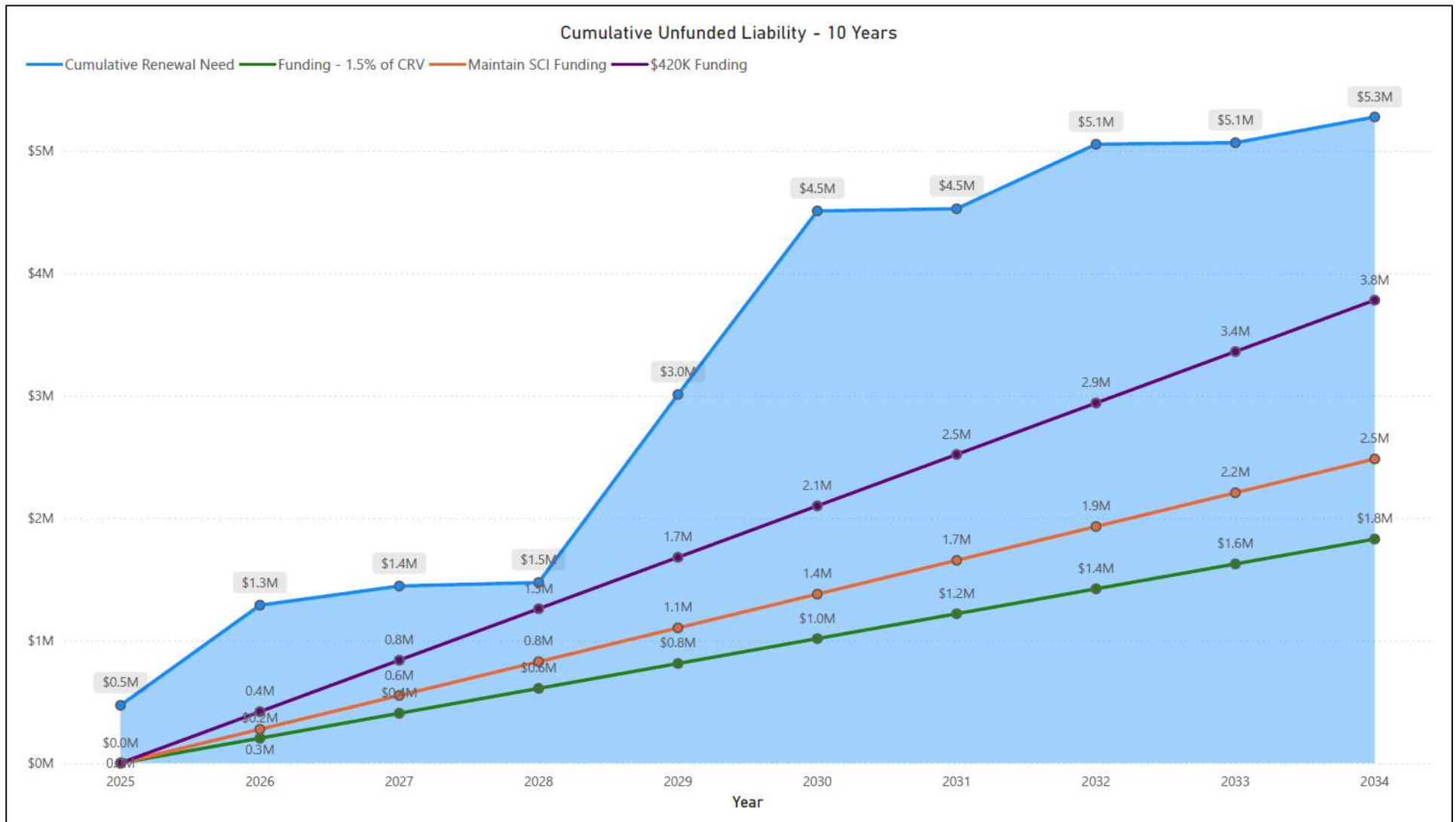


Figure 9: Cumulative Unfunded Liability – 10 Years

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Figure 9 illustrates the long-term implications of various funding scenarios on the cumulative Deferred Capital and Renewal Maintenance (DCRM) liability over a 10-year planning horizon. The purpose of this analysis is to demonstrate how different levels of annual investment influence the ability to manage the asset portfolio effectively and sustainably.

Each of the lines represents a different funding scenario:

- Funding required to maintain current SCI

- Funding \$420,000 per year

- 1.5 % of Current Replacement Value (CRV) per year.

The solid area sums up the total DCRM from the current year, with any unmet needs carried forward from previous years, and includes the evaluation period of 10 years.

Non-Core Asset Management Plan

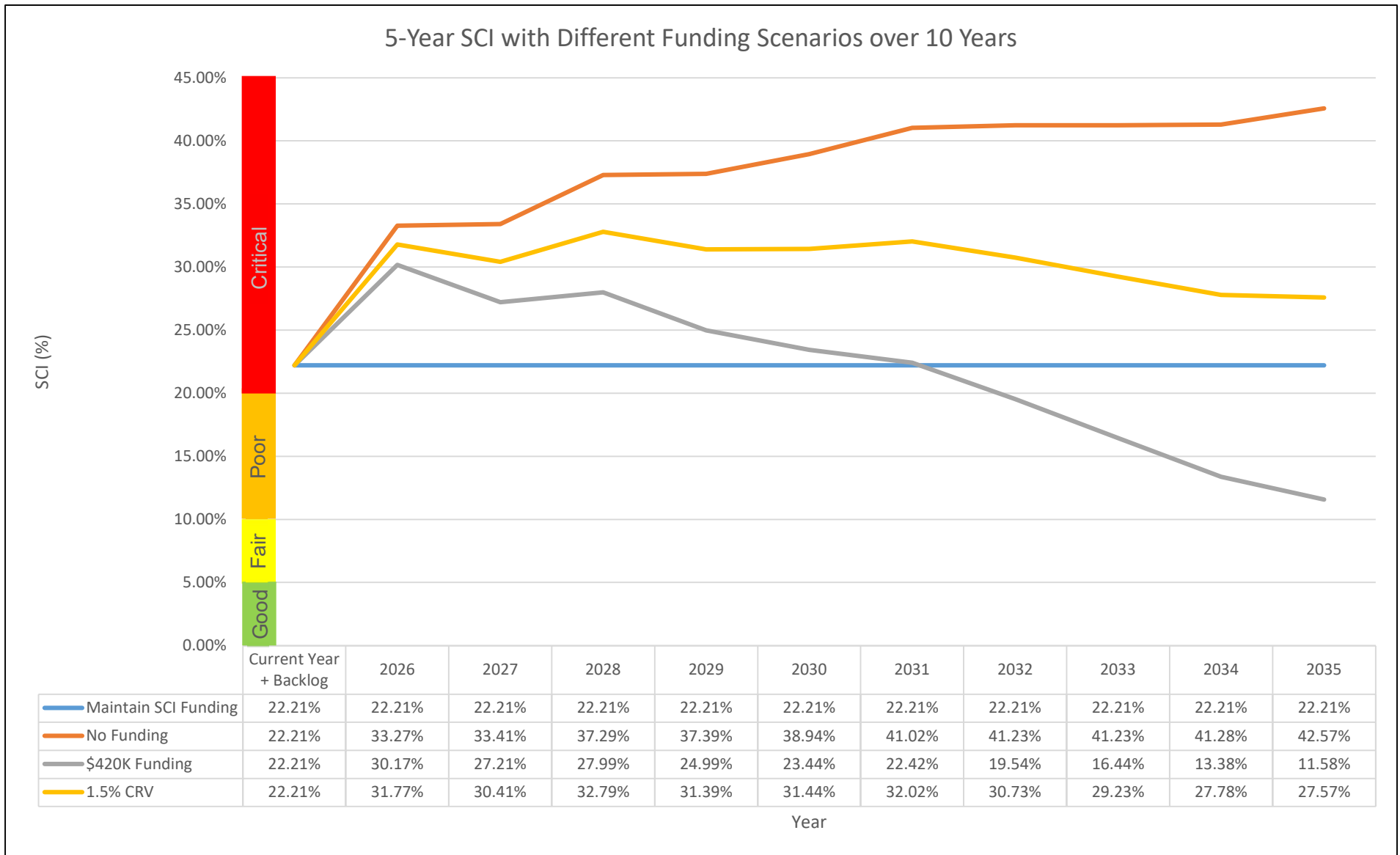


Table 10: 5-Year SCI with Different Funding Scenarios over 10 Years

Facility Funding Scenario One – Maintain System Condition Index (SCI) Score

Scenario One maintains the current condition of the facilities. The Township may consider spending \$296K annually, the 10-year annualized amount, to meet this funding scenario.

Facility Funding Scenario Two – No Capital Investment

Scenario Two represents the worst-case scenario, in which no capital investment is made over the next ten years. This scenario reflects the difficult reality faced by many municipalities, balancing conflicting priorities such as maintaining aging infrastructure, supporting community growth, and improving service delivery, all within limited financial resources.

Given these constraints, this scenario explores the impact of deferring all capital renewal and replacement activities. While it assumes that regular maintenance activities will continue as scheduled, the absence of capital investment will lead to a gradual and significant decline in overall asset condition. Over time, critical elements will deteriorate beyond what maintenance alone can address, potentially leading to service disruptions, increased safety risks, and higher long-term costs due to emergency repairs or full asset failures.

Understanding the implications of this scenario is crucial for making informed, strategic decisions about non-core municipal infrastructure investment and long-term financial planning.

Facility Funding Scenario Three – \$420K towards Critical System needs

Scenario Three uses the forecasted annual funding amount of \$420K, based on the total actual annual funding for 2024, with no increase in funding, and applies the total amount towards facilities only. If the township were to invest \$420K towards the facilities, it would improve the SCI from 22.2% (Critical) to 11.6 % (Poor) in 10 years, which would be an overall improvement but still mean more investment is required.

Facility Funding Scenario Four – 1.5% of Current Replacement Value (Critical Systems)

Scenario Four uses the industry standard of 1.5% of the Current Replacement Value (Critical Systems) to determine the funding amount and demonstrate its impact on the facility critical systems condition.

These scenarios are intended to illustrate potential future spending trends and inform long-term planning; however, they should not be interpreted as formal budgetary requests.

Other Considerations

Other Considerations refers to unscheduled or emergency maintenance items (i.e. storm damage) that are not contemplated as part of scheduled maintenance works.

Local staff and officials are likely to be the first responders to address these emergencies. These unscheduled items may result in an immediate decrease in service levels, and possibly health and safety consequences to service users. These items should be addressed as soon as possible.

Due to the inability to forecast these events, they were left out of the scenarios provided. Costs for these items, while unplanned, can be managed using short term loans or financing from reserves.

IMPROVEMENT PLAN

The AMP is meant to be monitored and improved upon year over year. Some suggestions for future considerations are documented in Table 9.

Table 9: Future Improvement Road Map Activities

Area	Action	Reason
Condition	Update Building Condition Assessments	The Township should review building conditions every five years. Regularly updated condition assessments provide a more accurate representation of the current state of each asset and offer valuable data points to better track asset deterioration over time. This proactive approach supports informed decision-making, improves long-term capital planning, and ensures that resources are allocated efficiently based on up-to-date asset information.
Asset Data	Consolidated Asset Register	Maintaining a consolidated Asset Register is essential for supporting future maintenance planning and updates to the Asset Management Plan (AMP). A centralized register provides a comprehensive overview of all Township assets, including their condition, useful life, and replacement values. This not only improves decision-making and prioritization but also supports compliance with PSAB 3150 guidelines for the accounting and reporting of tangible capital assets.
Maintenance	Computerized Maintenance Management System (CMMS)	Formal tracking system of workorders, will provide further detail into the ongoing maintenance management practices. The CMMS could then be leveraged to ensure the optimal amount of maintenance is completed per year to maximize assets lifespan.
On Going Monitoring	Monitor State of Infrastructure and Levels of Service each year	Monitoring the current state of infrastructure and levels of service enables the Township to gain a clearer understanding of the performance and capacity of its assets. Ongoing monitoring not only supports more accurate and timely decision-making but also helps to better inform capital planning initiatives, ensuring that investments are aligned with actual needs and long-term service goals.
Risk Identification	Develop a Risk Matrix to be applied against assets	Understanding the level of risk associated with each asset, along with the potential impact of related interventions, is key to improving the prioritization of capital planning within the Township. By categorizing risk across Township-owned infrastructure, the municipality can gain better insight into its

		<p>overall risk exposure and define its risk appetite more clearly. Furthermore, identifying asset-specific risks helps determine which assets are most critical to service delivery, enabling more informed, proactive, and cost-effective decision-making.</p>
<p>Expanded Levels of Service</p>	<p>Determine further levels of service</p>	<p>Expanding the Levels of Service (LOS) to include additional categories will enhance the Township’s ability to monitor and respond to public needs and expectations. Potential areas for inclusion are climate change resilience, energy efficiency, and accessibility. Incorporating these LOS categories would provide a more holistic view of asset performance and community impact. To effectively implement these additional LOS, baseline measurements are required to establish current performance levels, enabling future comparisons and impact assessments.</p>

APPENDIX A – ONTARIO REGULATION 588/17 DETAILS

Ontario Regulation 588/17

The Government of Ontario introduced a phased approach to implementing Asset Management across all municipalities in Ontario.

Figure 10 highlights the key milestones set out in Ontario Regulation 588/17 (O. Reg. 588/17).

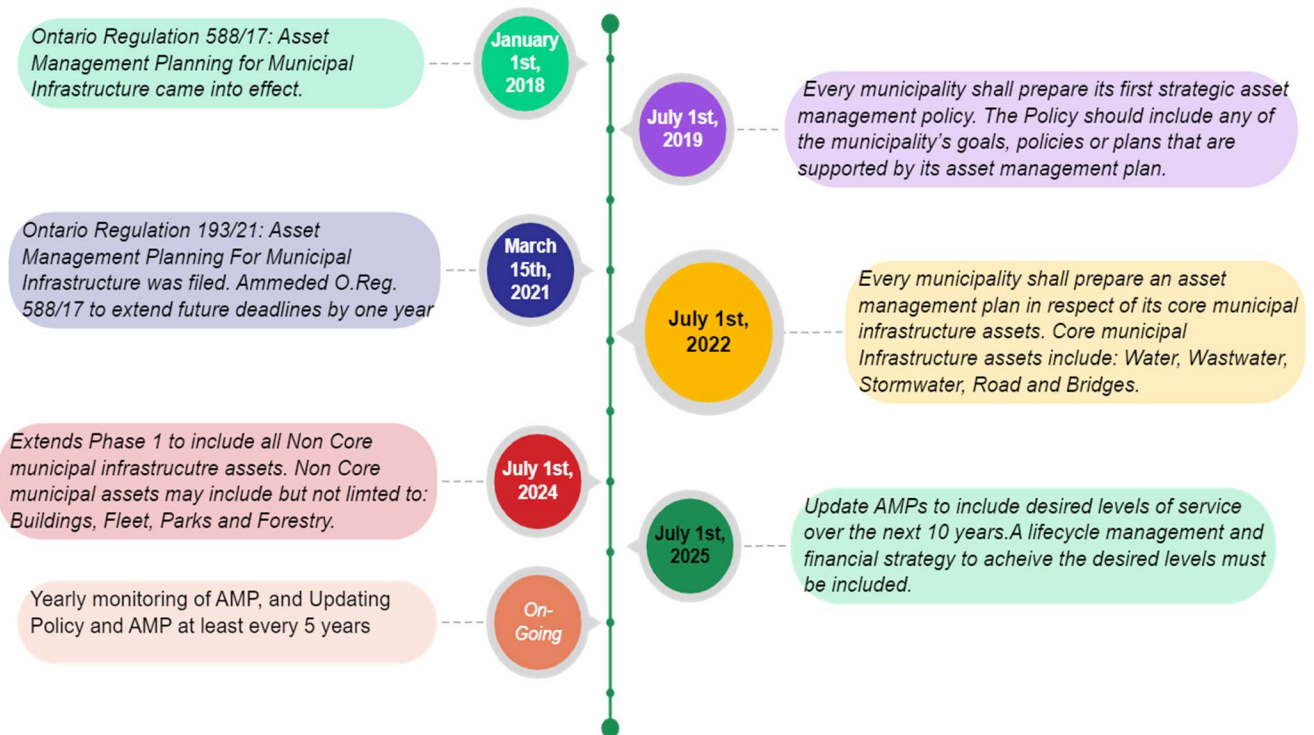


Figure 10: O. Reg. 588/17 Timeline

O. Reg. 588/17 Requirement Mapping

The following mapping table highlights the connection between the regulation sections and their associated sections.

Table 11 maps the O. Reg. 588/17 Requirements for the July 1st, 2024 deadline.

Table 11 : O.Reg. 588/17 Mappings

O.Reg Section	Description	AMP Section
Sec.5(2).3(i)	Summary of the assets, per category	1.2.1 Asset Inventory and Valuation
Sec.5(2).3(ii)	Replacement cost of the assets, per category	1.2.1 Asset Inventory and Valuation
Sec.5(2).3(iii)	Average age of the asset by category	1.3 Asset Age Summary
Sec.5(2).3(iv)	Condition information of assets by category	1.4 Condition Assessments
Sec.5(2).3(v)	Approach to assessing condition, by category	1.4 Condition Assessments
Sec.5(2).1(i), Sec.5(2).2	Current levels of service for core municipal infrastructure assets	2.2 O.Reg.588/17 Community Levels of Service 2.3 O.Reg 588/17 Technical Levels of Service
Sec.5(2).4(i) – Sec5(2).4(iv)	Lifecycle management activities to maintain current levels of service	3.1 Lifecycle Management Strategy
Sec.5(2).5(i) – Sec.5(2).5(ii)	Future growth and assumptions	4 Growth Management

APPENDIX B - CONDITION INFORMATION

Building Condition Assessments

The assessment of the buildings/site components used methods and procedures that are consistent with standard commercial and customary practices as outlined in ASTM International, former American Society for Testing and Materials, ASTM Standard E2018-15 for Property Condition Assessments. As per this ASTM International Standard, the assessment of the building/site components through the BCA process captured the overall condition of the site at that specific point in time. The BCAs assigned a condition rating to each of the building elements to dictate their future renewal needs. The BCA outlines the condition ratings used against each building element during the assessment.

Uniformat II

UNIFORMAT II ASTM E1557 (Uniformat II) uses element nomenclature systems for its assets. Uniformat II is the de facto industry standard for building system nomenclature. The breakdown by Uniformat II Level 1 (Major Group Elements) of the renewal needs is as follows:

- A - Substructure
- B - Building Shell
- C - Interior Construction
- D - Services
- E - Equipment & Furnishing
- F - Special Construction & Demolition
- G - Building Sitework.

For further clarity, Level 1 D –Services elements are further classified into Level 2 (Group Elements). contains the following group elements:

- D10 – Conveying
- D20 - Plumbing
- D30 - HVAC
- D40 – Fire Protection
- D50 – Electrical

System Condition Index

System Condition Index (SCI) is an industry standard tool used to benchmark the condition of buildings across a portfolio of buildings focusing on critical systems.

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The calculation for SCI uses the following formula, shown in:

$$SCI = \frac{\sum \text{Critical System Renewal Needs in a Given Period of Time}}{\text{Current Critical System Replacement Value}} \times 100$$

The values used within the SCI calculation are from the FCAs. The values identified are an accurate reflection of the current state of the buildings, due to the recency of the assessments completed, on the date that this document was created.

Renewal Needs

The renewal needs are based on recommendations extracted from the FCAs, which were provided by the building elements. The renewal needs could comprise the whole element or a specific component of the building element. With all the elements broken down to Level 3/4 within the Uniformat II standard, the industry collected data such as expected useful life (EUL), and Current Replacement Value (CRV) to forecast out prescribed needs.

Current Replacement Value of the Critical Systems

The CRV is the sum of the value of the building elements that comprise the identified critical systems of each building. The values are based on unit rates published by R.S. Means and/or Marshall & Swift Valuation Service. Multiplying the unit rates by the estimated quantities of each element in a facility results in the CRV for the building. The CRV represents the cost to construct an existing facility in today's dollars, limited to material and labour costs.

Table 12: Uniformat Codes Critical to Brudenell, Lyndoch and Raglan Facility Operations

Uniformat Code	Name	Township of Brudenell, Lyndoch and Raglan
A101001	Standard Foundations	Critical
A102001	Special Foundations	Critical
A103001	Slab on Grade	Critical
B103001	Structure	Critical
B201021	Masonry	Critical
B202001	Windows	Critical
B203008	Automatic Door Openers	Critical
B203022	Overhead Doors - Industrial	Critical
B203023	Single Door - Hollow Metal	Critical
B203024	Single Door - Wood	Critical
B203025	Single Door - Aluminum and Glass	Critical
B203027	Double Door - Wood	Critical
B203028	Double Door - Aluminum and Glass	Critical
B301028	Metal Roofing	Critical
C102006	Overhead Doors - Industrial	Critical
C102007	Automatic Door Openers	Critical
C102021	Single Door - Hollow Metal	Critical
C102024	Double Door - Hollow Metal	Critical
C201001	Interior Stair Construction	Critical
C201002	Exterior Stair Construction	Critical
C201004	Exterior Ramp Construction	Critical
C303004	Acoustic Tile Ceiling	Critical
C303007	Suspended Acoustic Ceiling Panels	Critical
D201001	Water Closets	Critical
D201002	Urinals	Critical
D201003	Lavatories	Critical
D201004	Sinks	Critical
D202001	Domestic Water Piping and Fittings	Critical
D202008	Domestic Water Expansion Tanks/Pressure Tanks	Critical
D202032	Domestic Water Heaters - Commercial Gas-Fired	Critical
D202033	Domestic Water Heaters - Commercial Electric	Critical
D202034	Domestic Water Heaters - Residential Gas-Fired	Critical
D202035	Domestic Water Heaters - Residential Electric	Critical
D202037	Domestic Water Heaters - Instantaneous	Critical
D203001	Sanitary Waste and Vent Piping and Fittings	Critical
D301002	Natural Gas Supply Piping and Fittings	Critical
D301012	Fuel Supply Storage Tanks (Interior)	Critical

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D302003	Fuel Fired Forced Air Furnaces	Critical
D302004	Fuel-Fired Unit Heaters	Critical
D302032	Fuel-Fired Radiant Tube Heaters	Critical
D303021	Refrigerant DX Condensing Units - 1 to 5 Tons	Critical
D304001	Air Distribution Systems	Critical
D304032	Exhaust Fans - Axial	Critical
D304033	Exhaust Fans - Residential	Critical
D304034	Exhaust Fans - Large	Critical
D305010	Electric Baseboard Heaters	Critical
D409005	Dry Chemical Fire Extinguishing Systems (Kitchen Hood)	Critical
D501005	Panelboards up to 400A	Critical
D501024	Main Service Panels	Critical
D501025	Main Service Disconnects	Critical
D501031	Electrical Distribution	Critical
D501033	Panelboards Residential	Critical
D502001	Branch Wiring and Devices	Critical
D502002	Interior Lighting	Critical
D502011	Branch Wiring and Devices - Residential	Critical
D502021	Interior Lighting Residential	Critical
D502029	Incandescent Light Fixtures	Critical
D502041	Exterior Lighting	Critical
D502051	Exit Lighting	Critical
D509003	Emergency Lighting	Critical
D509012	Emergency Power Generator Systems - Natural Gas	Critical
D509021	Emergency Lighting - Battery Pack Units (EBUs)	Critical
D509032	Automatic Transfer Switches - 400A to 800A	Critical
F104021	Ice Rink Slab and Piping	Critical
F104023	Ice Rink Dasher Boards - Indoor	Critical
G202021	Asphalt Paved Surfaces - Parking Area	Critical
G202024	Gravel Paved Surface - Parking Area	Critical
G202025	Vehicle Bollard (Limiting Devices)	Critical
G203022	Concrete Paved Surfaces	Critical
G203026	Exterior Site Stairs - Concrete	Critical
G203030	Exterior Ramps - Concrete	Critical
G204080	Message Sign - Post-Mounted	Critical
G301001	Well Systems	Critical
G301021	Water Supply Service	Critical
G302016	Septic Tank - 4000 Gallons	Critical
G401010	Electrical Service Single Phase	Critical
G401011	Electrical Service	Critical



Township Staff, Equipment Inventory Condition

Table 13: Township Report, Equipment Inventory Condition

Asset Class	Department	Location	Address	Expected Useful Lifetime Range	EUL	Asset ID	Description	In Service / Purchase Date	Year	Expected Replacement Year	Replacement Year	Estimated Replacement Cost	Notes	Condition
EQUIPMENT	WASTE	BRUDENELL WASTE SITE	6824 BRUDENELL ROAD	25-30 YEARS	10	-	926E CAT LOADER	1990	1985	2015	2028	\$ 350,000.00	-	Critical - < 1 year
EQUIPMENT	ROADS	QUADEVILLE	3400 QUADEVILLE ROAD	25-30 YEARS	6	-	THOMPSON STEAMER #2	1990	1989	2019	2028	\$ 30,000.00	-	Poor - < 3 years
EQUIPMENT	WASTE	BRUDENELL WASTE SITE	6824 BRUDENELL ROAD	25-30 YEARS	3	-	D5M DOZER	2005	1998	2028	2028	\$ 500,000.00	-	Poor - < 3 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	3	-	140G CAT GRADER	1992	1992	2022	2030	\$ 800,000.00	-	Poor - < 3 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	6	-	M315 CAT EXCAVATOR	2023	2001	2031	2030	\$ 1,000,000.00	-	Poor - < 3 years
EQUIPMENT	RECREATION	PALMER RAPIDS	22 BURNT BRIDGE ROAD	25-30 YEARS	6	-	540 Zamboni	2016	2001	2031	2030	\$ 500,000.00	-	Poor - < 3 years
EQUIPMENT	RECREATION	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	12	-	MZ61 Zero Turn Mower	2017	2017	2037	2030	\$ 12,000.00	-	Fair - 3-5 years
EQUIPMENT	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	25-30 YEARS	16	-	ASPHALT RECLAIMER	2022	2011	2041	2030	\$ 50,000.00	-	Fair - 3-5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	24	-	TRACTOR MOWER	2024	2019	2049	2030	\$ 50,000.00	-	Fair - 3-5 years
EQUIPMENT	WASTE	BRUDENELL WASTE SITE	6824 BRUDENELL ROAD	25-30 YEARS	1	-	816F CAT COMPACTOR	2024	1996	2026	2031	\$ 950,000.00	Refurbished in 2023	Fair - 3-5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	7	-	20 Ton Tag Float	2024	2002	2032	2032	\$ 50,000.00	-	Fair - 3-5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	11	-	928 CAT LOADER	2024	2006	2036	2036	\$ 350,000.00	-	Fair - 3-5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	14	-	Portable Generator #1	2009	2009	2039	2039	\$ 30,000.00	-	Fair - 3-5 years
EQUIPMENT	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	25-30 YEARS	14	-	Portable Generator #2	2009	2009	2039	2039	\$ 30,000.00	-	Fair - 3-5 years



EQUIPMENT	FIRE	BRUDENELL	5495 PALMER ROAD	25-30 YEARS	15	-	Scott AP75 SCBA (5)	2025	2010	2040	2040	\$ 72,000.00	Refurbished in 2024	Fair - 3-5 years
EQUIPMENT	FIRE	BRUDENELL	8020 OPEONGO ROAD	25-30 YEARS	15	-	Scott AP75 SCBA (9)	2025	2010	2040	2040	\$ 129,000.00	Refurbished in 2024	Good - >5 years
EQUIPMENT	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	25-30 YEARS	16	-	644 JOHN DEER LOADER	2013	2011	2041	2041	\$ 400,000.00	-	Good - >5 years
EQUIPMENT	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	25-30 YEARS	16	-	Vermeer Brush Chipper	2011	2011	2041	2041	\$ 25,000.00	-	Good - >5 years
EQUIPMENT	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	25-30 YEARS	17	-	140M CAT GRADER	2022	2012	2042	2042	\$ 800,000.00	-	Good - >5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	21	-	CASE 95C TRACTOR	2022	2016	2046	2046	\$ 150,000.00	-	Good - >5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	26	-	THOMPSON STEAMER #1	2021	2021	2051	2051	\$ 30,000.00	-	Good - >5 years
EQUIPMENT	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	29	-	Promac Excavator Brusher	2024	2024	2054	2054	\$ 80,000.00	-	Good - >5 years
EQUIPMENT	FIRE	PALMER RAPIDS	42 BURNT BRIDGE ROAD	25-30 YEARS	19	-	Sand Bagger	2024	2024	2054	2054	\$ 45,000.00	-	Good - >5 years
VEHICLE	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	6	111	CHEV 2500 HD	2022	2011	2031	2026	\$ 100,000.00	-	Good - >5 years
VEHICLE	FIRE			15-20 YEARS	8		INTERNATIONAL FIRE TRUCK	2025	2003	2033	2033	\$ 40,000.00	-	Good - >5 years
VEHICLE	FIRE	HARDWOOD LAKE	38713 HWY 28	25-30 YEARS	5	9654	INTERNATIONAL PUMPER	2013	1990	2020	2028	\$ 450,000.00	-	Good - >5 years
VEHICLE	FIRE	BRUDENELL	8020 OPEONGO ROAD	25-30 YEARS	2	9653	GMC TOPKICK PUMPER	2015	1993	2023	2030	\$ 450,000.00	-	Good - >5 years
VEHICLE	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	6	211	INTERNATIONAL PLOW TRUCK	2010	2011	2031	2030	\$ 450,000.00	-	Good - >5 years
VEHICLE	FIRE	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	7	9861	GMC 1500	2016	2012	2032	2030	\$ 90,000.00	-	Good - >5 years
VEHICLE	FIRE	QUADEVILLE	3400 QUADEVILLE ROAD	25-30 YEARS	6	9655	FREIGHTLINER FL80	2022	2001	2031	2031	\$ 450,000.00	-	Good - >5 years
VEHICLE	FIRE	PALMER RAPIDS	8020 OPEONGO ROAD	25-30 YEARS	6	9731	GMC TOPKICK TANKER	2023	2001	2031	2031	\$ 450,000.00	-	Good - >5 years
VEHICLE	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	12	117	INTERNATIONAL PLOW TRUCK	2016	2017	2037	2037	\$ 450,000.00	-	Good - >5 years
VEHICLE	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	12	217	CHEV SILVERADO 2500	2025	2017	2037	2037	\$ 100,000.00	-	Good - >5 years

Non-Core Asset Management Plan



VEHICLE	BUILDING	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	13	118	FORD F150	2023	2018	2038	2038	\$ 80,000.00	-	Good - >5 years
VEHICLE	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	14	119	CHEV SILVERADO 2500	2018	2019	2039	2039	\$ 100,000.00	-	Good - >5 years
VEHICLE	ROADS	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	14	219	CHEV SILVERADO 2500	2018	2019	2039	2039	\$ 100,000.00	-	Good - >5 years
VEHICLE	WASTE	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	14	319	CHEV SILVERADO 1500	2023	2019	2039	2039	\$ 80,000.00	-	Good - >5 years
VEHICLE	ROADS	PALMER RAPIDS	42 BURNT BRIDGE ROAD	15-20 YEARS	18	123	FREIGHTLINER PLOW TRUCK	2022	2023	2043	2043	\$ 450,000.00	-	Good - >5 years
VEHICLE	FIRE	PALMER RAPIDS	5945 PALMER ROAD	25-30 YEARS	24	9665	FREIGHTLINER M112	2018	2019	2049	2049	\$ 450,000.00	-	Good - >5 years
VEHICLE	WASTE	QUADEVILLE	3310 QUADEVILLE ROAD	15-20 YEARS	4	109	INTERNATIONAL ROLL-OFF	2022	2009	2029		\$ 400,000.00		Critical - < 1 year