



MUNICIPALITY OF FRENCH RIVER Asset Management Plan

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Original Document Prepared by:
Tulloch Engineering



Continuing Record of Revisions
Municipality of French River
Asset Management Plan

This page should be retained permanently in this page sequence in the asset management plan. All revised material should be inserted as soon as approved, and the relevant entries made by hand in the space provided below to show who incorporated the Revision and the date it was completed.

No.	Revision Date	Entered By	Adoption Date	Council Resolution #
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1. EXECUTIVE SUMMARY

The Municipality of French River has undertaken a comprehensive review and update of its Asset Management Plan (AMP). This update marks an important milestone in the Municipality's ongoing journey to responsibly manage infrastructure assets and deliver sustainable services to the community.

The Municipality's asset management journey began over a decade ago with the preparation of its first AMP in 2013. This early effort laid the groundwork for data-driven infrastructure planning and investment decisions. In 2017, the Province of Ontario enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, which established clear and phased requirements for municipalities to strengthen their asset management practices.

Over the past several years, French River has successfully completed each regulatory milestone:

- Adoption of an Asset Management Policy (2019)
- Documenting Current Levels of Service for Core Assets (2022)
- Expanding the AMP to include all municipal asset classes and their current state of infrastructure (2024)

The 2025 AMP now meets the final Phase 4 requirement under Section 6 of the Regulation, incorporating proposed levels of service, lifecycle management strategies, and a comprehensive 10-year financial strategy.

Community Profile and Priorities

As reflected in the Municipality's Visioning Plan Survey, French River is home to a predominantly older demographic. A significant portion of the population is aged 55 to 64 (27.96%), followed by those 65 to 69 (14.89%), and 45 to 54 (18.84%). This demographic reality emphasizes the need for infrastructure and services that are safe, accessible, and responsive to seniors' needs, including affordable housing and enhanced recreational facilities.

Many residents (47.87%) have lived in the area for over 20 years, showing long-standing community ties and a vested interest in maintaining and improving local infrastructure. Community feedback highlights infrastructure maintenance (68.92%) and community safety as top priorities, along with growing interest in recreational, housing, and community-building initiatives.

The Municipality's infrastructure—valued at approximately \$139.3 million in replacement cost—supports essential services such as transportation, sewer, drainage, waste management, and recreation. Balancing service delivery with fiscal responsibility remains key, especially as 33.75% of residents have indicated a desire to maintain current tax levels, even if that means accepting service level adjustments.

Commitment to Continuous Improvement: A Living Document

This Asset Management Plan is intended to be a living, evolving document. It reflects the Municipality's current understanding of asset conditions, service needs, financial capacity, and community priorities at the time of its preparation.

However, French River recognizes that asset management is not static. The AMP will continue to evolve as new information becomes available, as asset conditions change, as market trends shift, and as community expectations develop. As required under Section 7 of O.Reg 588/17, the Municipality will formally review and update this Plan at least once every five (5) years, with annual internal reviews of lifecycle and financial assumptions to align with the municipal budget process. The AMP will also be informed by ongoing asset condition assessments, capital project outcomes, and operational experience.

This approach ensures that the AMP remains a relevant, practical, and responsive tool for decision-making, providing value to Council, staff, and the community for years to come.

2. INTRODUCTION

This AMP was originally prepared by Tulloch Engineering Inc. (Tulloch) in cooperation with the Municipality of French River (Municipality) to meet the requirements of a Municipal Asset Management Plan as presented by the Ontario Ministry of Infrastructure in their publication “Building Together – Guide for Municipal Asset Management Plans” (2012)

The intention of the AMP is to provide answers and guidelines to the following questions.

1. What do you have and where is it?
2. What is it worth? (Current and Estimated Replacement Costs)
3. What is its condition and expected remaining service life?
4. What is the level of service expectation?
5. When do you need to do it?
6. How do you ensure long-term affordability?

Asset management planning is meant to aid municipalities in making cost effective decisions with regards to operating, maintaining, renewing, replacing and disposing of their infrastructure assets. The decisions and directions laid out in the asset management planning process are intended to ensure that the Municipality will be capable of providing the levels of service needed to meet their desired plans, goals and objectives.

The assets considered within this AMP are the following municipal assets:

- Roads
- Bridges & Culverts
- Wastewater Collection & Treatment
- Buildings
- Machinery & Equipment
- Storm Sewers
- Vehicles
- Parks
- Streetlights
- Parking Lots

Each asset was divided into its respective category-based type and was assessed for current state, financial accounting valuation and replacement cost valuation. The condition of each of the assets was assessed using sound and accepted methods.

This AMP is a tool to help ensure that measures are taken to maintain an acceptable performance level for years to come. The quality and condition of infrastructure assets are of great importance as they help to support economic activity and improve general quality of life. This plan is not intended to change the municipality's existing processes and procedures with regards to their infrastructure assets but rather improve the decision-making process by using long range vision to dictate resource allocation and use performance-based analyses to determine if desired goals and objectives are being met.

This AMP is based on capital improvements and does not account for maintenance activities that are currently undertaken by the Municipality. The plan is not intended to replace maintenance procedures and any reports prepared or practices undertaken should continue to be followed.

3. STATE OF LOCAL INFRASTRUCTURE

This Section of the report outlines the financial valuation and replacement costs of assets owned and managed by the Municipality.

The two following figures provide a comparison of the Municipality's capital assets based on 2024 Public Sector Accounting Board (PSAB) values and 2024 replacement values. The PSAB values are based on currently accepted historical costs, which were extracted from the current Municipal inventory in our Asset Management software. The 2024 replacement values were generated based on the assets' physical characteristics and costs established from recent construction projects along with the Non-Residential Building Construction Price Index (NRBCPI) which tracks inflation specifically in construction costs for infrastructure like roads and public buildings.

The current PSAB values of our local infrastructure is presented by asset type in the graph below.

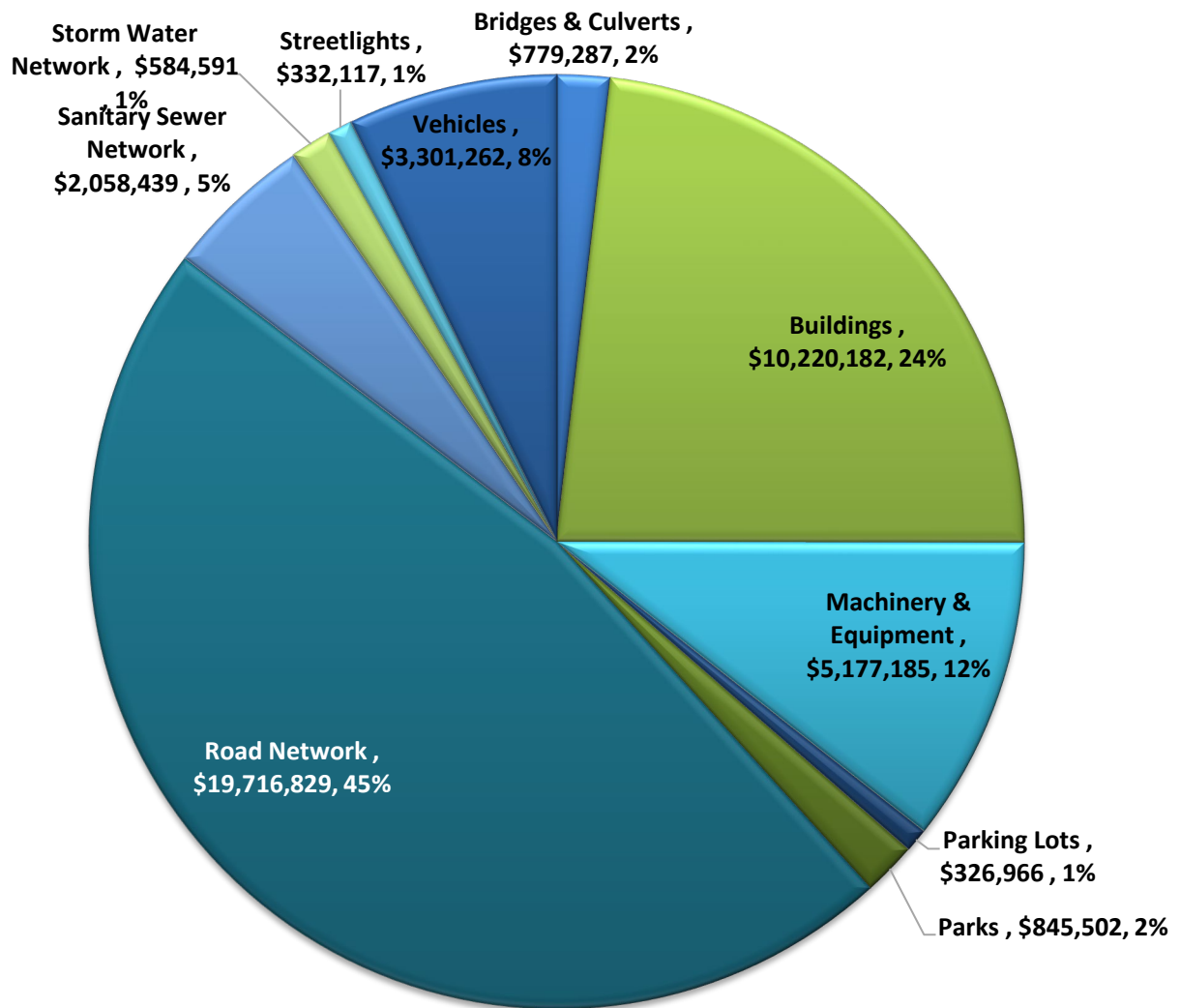


Figure 1 – Capital Asset PSAB 2024 Values (\$43.3M)

The graph below provides a comprehensive overview of the replacement costs for all key asset categories within the municipality, calculated in 2024 dollars. This breakdown illustrates the financial investment required to replace each asset type, helping us better understand the value and importance of our infrastructure.

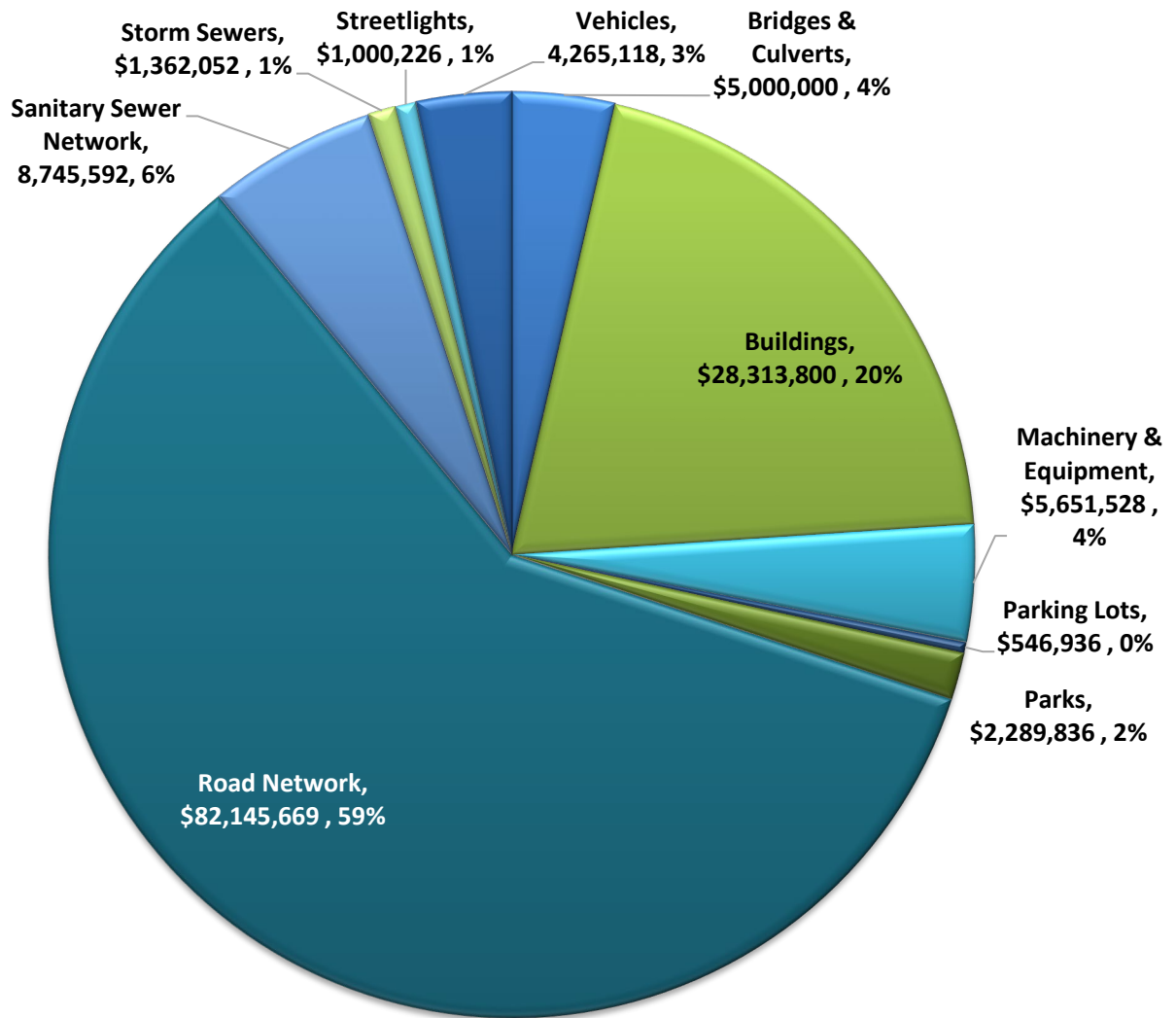


Figure 2 – 2024 Asset Replacement Costs (\$139.3M)

Presenting this data indicates the scale of investment across different types of assets. This summary provides the following key benefits for decision-making:

1. **Prioritization of Funding:** By visualizing the replacement costs, we can identify which areas require the most significant investment. For example, the road network constitutes a substantial portion of our infrastructure costs, indicating a need for continuous funding to maintain this critical asset.
2. **Resource Allocation:** Understanding the financial requirements of each asset category enables Council to allocate resources effectively. For instance, categories with high replacement costs may need prioritized maintenance budgets to extend their life cycles and prevent premature replacements.
3. **Long-term Planning:** This replacement cost data supports our AMP, allowing for strategic planning of maintenance, rehabilitation, and replacement projects over time. Having a clear picture of asset value helps ensure that sufficient funds are reserved to maintain infrastructure in good condition, ultimately reducing long-term costs.
4. **Risk Management:** Assets such as bridges, culverts, and road networks have high replacement costs and are essential for safety and accessibility. Knowing their replacement costs allows us to plan for necessary repairs or replacements before critical failures occur, minimizing risks to public safety and service disruptions.
5. **Transparency and Accountability:** This data provides transparency to Council and public regarding the municipality's infrastructure value, promoting accountability in managing these public assets responsibly.

In summary, this replacement cost analysis is a foundational tool for effective asset management. It enables data-driven decisions, ensuring we are prepared to address the needs of each asset category while maintaining a balanced and financially sustainable approach to municipal infrastructure.

4. ROADS

The Municipality of French River owns and maintains an extensive road network that forms the backbone of local transportation for residents, businesses, and emergency services. This section provides an overview of the Municipality's Road Assets, including their current condition, service levels, maintenance strategies, risk considerations, climate change impacts, and financial needs for the next 10 years.

4.1 CURRENT LEVELS OF SERVICE

The 2018 Roads Management Plan outlines the Municipality's commitment to ensuring safe and reliable transportation through the implementation of Minimum Maintenance Standards (MMS) and defined levels of service. The MMS establishes baseline requirements for road upkeep, focusing on factors such as snow and ice removal, pothole repairs, and general road condition monitoring. These standards help mitigate risks, ensure safe driving conditions, and meet regulatory compliance.

The plan categorizes roads by functional classification, surface type, and condition, providing tailored maintenance strategies that align with each road's usage, age, and structural condition. Levels of service are set based on road classification and expected lifecycle, guiding routine and preventive maintenance.

For example:

- **Gravel Roads:** Require regular grading and seasonal surface treatment to maintain passable conditions. Maintenance is conducted to keep these roads at a minimum condition rating of "Fair" (5 on a scale of 1-10).
- **Low-Class Bituminous Roads:** Treatments such as seal coating every 7 years to maintain adequate service levels.
- **High-Class Bituminous Roads:** Designed for a 20-year lifecycle with resurfacing interventions when condition ratings fall below "Good" (7 on a scale of 1-10).

Overall, the levels of service outlined in the plan aim to ensure that each road type receives appropriate maintenance based on its condition and expected usage. By adhering to these standards, the Municipality can proactively address deterioration, extend road lifespans, and ensure safety and accessibility for all road users. The structured approach in the 2018 Roads Management Plan supports both fiscal responsibility and public safety in municipal road maintenance.

4.2 ASSET CONDITION

4.2.1 METHOD OF CONDITION EVALUATION

The Municipality's local road system was appraised in 2018, following the MTO Methods and Inventory Manual procedures established by Stantec Consulting Ltd. The appraisal divided the system into 118 road sections, with each section documented with a unique identifier, location, length, geometrics, roadside environment, and surface type. Traffic volumes were also estimated. Each road section was then assessed, and improvement needs, along with associated costs, were identified.

Each road section received a subjective condition rating on a scale from 1 to 10 based on current surface condition, surface type, and drainage conditions. A condition rating of 5 or greater is considered

acceptable, requiring only normal maintenance, while a rating below 5 signals the need for an improvement evaluation and potential associated costs.

The condition of each section is projected over a ten-year horizon to monitor deterioration and forecast required maintenance. This evaluation method estimates the life cycle of various road surfaces:

- **Gravel Roads:** Life cycle is assumed to be 10 years, with a yearly decrease in condition rating of 0.5. Severe spring breakup can accelerate condition degradation.
- **Surface Treated Roads:** Have an estimated 7-year life cycle before the condition rating drops below 5, with an annual decrease of 0.7.
- **Asphalt Roads:** Have an estimated 20-year life cycle, with a decrease in condition rating of 0.25 per year.

The assumptions regarding road deterioration rates have been modified as follows from the 2013 plan:

- **Gravel:** Condition rating reduced by 0.5 per year until it drops below 5.0.
- **(LCB) Low-Class Bituminous Roads:** Condition rating reduced by 0.7 per year until it reaches 5.0.
- **(HCB) High-Class Bituminous Roads:** Condition rating reduced by 0.25 per year until it reaches 5.0.

The following classifications outline the structural condition of roads according to the Methods and Inventory Manual:

- **Condition Rating 8 to 10:** Good structural condition; minor local improvements may be needed.
- **Condition Rating 5 to 7:** Average structural condition; continuous improvement needed.
- **Condition Rating Less than 5:** Poor structural condition; substantial improvements are required across the road system.

4.2.2 CURRENT CONDITION

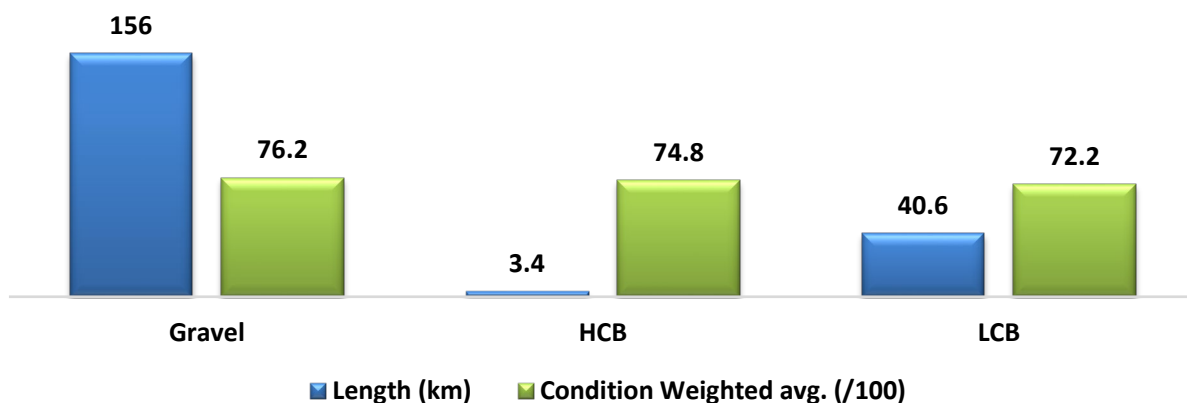


Figure 3 – Road Length and Condition by Surface Type

4.3 INVENTORY

The following figures provide a summary of the Municipality's road system inventory, as drawn from the Municipality's Capital Asset Summary and supplemented with information from the Road Management Plan 2018, prepared by Stantec Inc. The Municipality's road network consists of approximately 200.3km roads, of which 177.4km are year-round maintained roads and 22.9km are seasonally maintained roads. The chart below provides a breakdown of the total road length by class and overall rating.

4.3.1 REPLACEMENT COSTS

The replacement cost values presented in the pie chart were generated based on the assets' physical characteristics and costs established from recent construction projects along with the NRBCPI (Non-Residential Building Construction Price Index) tables, providing a financial view of the Municipality's investment needs for its road network. Roads form the core infrastructure asset for the Municipality and are essential to maintaining accessibility and service levels for residents. Continued reinvestment in the road network is critical; without adequate funding, the network's condition would rapidly decline, affecting service quality. The road network's long-term sustainability relies on a proactive approach to funding and maintenance, ensuring it remains in good condition and continues to serve as a foundational asset for the community.

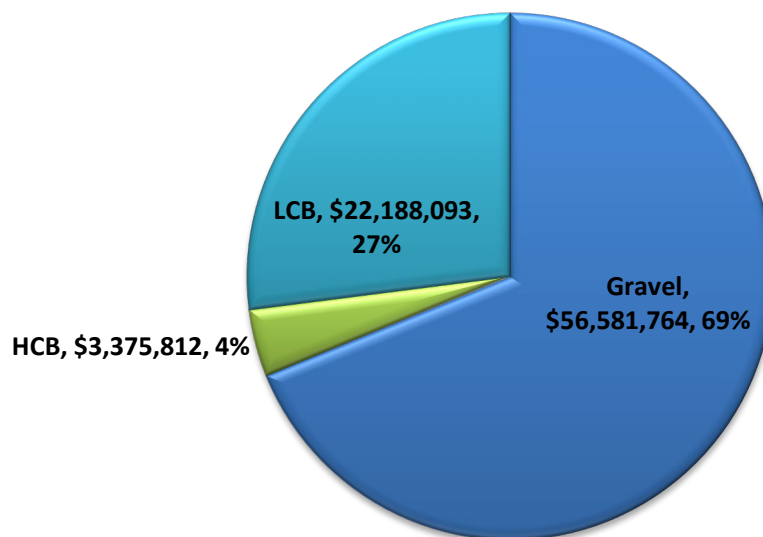


Figure 4 – Road Infrastructure Replacement Costs (2024 Dollars)

4.4 LIFECYCLE ACTIVITIES

The Municipality of French River applies a proactive, risk-based approach to managing the road network throughout its lifecycle. Lifecycle activities are selected and prioritized based on asset condition, risk ratings, level of service targets, growth-related pressures, and climate vulnerability factors.

GROWTH CONTEXT:

The Municipality of French River is experiencing gradual infrastructure demand increases driven by new residential lot development, subdivision activity, and seasonal tourism growth. Recent years have seen several new lots approved in the Noëlville and Alban areas, contributing to the expansion of the municipal road network and increased year-round traffic volumes. Seasonal visitor traffic continues to place additional pressure on arterial and collector roads, particularly during peak tourism months. This growth trend, combined with more frequent extreme weather events identified in the Municipality's 2022 HIRA Exercise, is expected to increase lifecycle investment needs for roads. This context is based on the Municipality's Planning and Development approvals from 2020–2025, 2021 Statistics Canada Census data, internal Public Works patrol and maintenance records, and risk data from the Municipal Emergency Plan and HIRA Exercise (2022).

4.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

The Municipality aims to provide a safe, reliable, and accessible road network year-round while complying with the **Ontario Minimum Maintenance Standards (MMS)** and meeting community expectations.

LOS Category	Description	KPI	Target
Surface Condition	Maintain acceptable surface condition ratings across all road classes	% of road network rated Good or Fair	≥70%
Response Time	Address potholes and other road surface defects promptly	% of potholes repaired within MMS timeline	≥90%
Service Reliability	Maintain availability of critical arterial and collector routes	% of critical routes open during typical weather events	100%
Capital Investment	Sustain long-term road performance through adequate capital investment	% of AMP-recommended road capital funding achieved	≥80% annually

4.4.2 RISK MANAGEMENT

Road asset risks are evaluated based on asset condition data (TON scores), MMS compliance records, and findings from the Municipality's 2022 HIRA Exercise. Key risks affecting road performance and LOS include:

Risk Category	Description	Impact	Mitigation Measures
Pavement Failure	Poor-condition roads (TON "NOW" rating) prone to structural failures	Unsafe driving conditions, legal liability	- Condition-based resurfacing programs - Increased pothole repairs - Regular inspections
Flooding/Washouts	Roads near water bodies and low-lying areas vulnerable during heavy rainfall	Road closures, safety risks, emergency access interruptions	- Improve ditching and drainage capacity - Replace undersized culverts - Monitor high-risk areas after major events
Winter Weather	Severe snow, ice, and freezing rain events	Reduced traction, accident risk, service delays	- Winter patrol and MMS-compliant response - Maintain Winter Control Reserve - Salt and sand stockpile readiness
Emergency Route Failure	Loss of access on primary emergency service routes	Emergency service delays	- Maintain updated Critical Infrastructure Route Maps - Prioritize capital repairs on emergency routes

Risk Prioritization Method:

Roads are prioritized for maintenance and capital projects based on a combination of Probability of Failure (PoF), Consequence of Failure (CoF), and criticality as per Emergency Plan routing.

4.4.3 CLIMATE CHANGE MANAGEMENT

The Municipality recognizes that changing climate patterns are increasing risk exposure for road infrastructure. The following climate-related risks have been identified:

Climate Hazard	Impact on Roads	Mitigation/Adaptation Actions
Freeze-Thaw Cycles	Accelerated surface cracking, pothole development	- Increase spring/fall road inspections - Use enhanced asphalt mixes
Intense Rainfall	Flooding, washouts, erosion, culvert failures	- Upgrade drainage capacity - Prioritize ditching and road base stabilization projects
Heatwaves	Softening of asphalt, rutting, surface bleeding	- Evaluate use of temperature-resistant asphalt during paving projects
Wildfire Access Risk	Road closures during wildfire emergencies	- Maintain alternate emergency access routes - Incorporate into HIRA and Emergency Planning

Integration with Emergency Management:

Road infrastructure vulnerabilities to climate-related hazards are reviewed annually during the Municipality's HIRA and Critical Infrastructure reviews, led by the CEMC.

4.5 FINANCING STRATEGY

Road infrastructure represents the largest capital investment managed by the Municipality of French River. Providing safe, reliable, and accessible road networks requires significant and sustained financial commitment. This financing strategy outlines the projected 10-year investment need for road maintenance, rehabilitation, and reconstruction, along with available funding sources, potential funding gaps, and strategies to mitigate those gaps.

The forecast is based on historical budget trends (2021–2025), asset condition data from the Road Management Plan, and known external funding sources such as OCIF and Gas Tax. Consideration has also been given to increasing demand pressures from growth and climate change, as identified in the 2022 HIRA Exercise and Municipal Emergency Plan.

This financial strategy ensures alignment with the requirements of Section 6 (3) of Ontario Regulation 588/17, focusing on lifecycle sustainability.

4.5.1 10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Maintenance (pothole patching, winter control, grading)	\$6 million
Surface Treatments	\$4 million
Asphalt Resurfacing & Overlays	\$4 million
Full Reconstruction Projects	\$2 million
Drainage and Culvert Upgrades	\$1 million
Total 10-Year Investment Need	\$17 million

4.5.2 FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$7 million
OCIF (Ontario Community Infrastructure Fund)	\$4 million
Federal Gas Tax	\$3 million
Roads Reserve	\$2 million (historical balances & recent reserve use from 2021–2025 budgets)
Senior Government Grants (DMAF, NDMP, etc.)	\$1 million (targeted)

4.5.3 FUNDING GAP:

Estimated \$1–2 million over the 10-year period.

Gap Mitigation Strategies:

- Continue modest annual capital budget increases (targeting **2–3% annually**).
- Apply for federal and provincial infrastructure grants.
- Maintain strategic reserve balance (Roads Reserve target: ~**\$500,000 minimum** for emergency needs).
- Use Citywide and condition-based capital planning to prioritize highest risk assets.
- Integrate climate resilience funding streams for drainage and flood-prone roads.

5. BRIDGES & CULVERTS

The Municipality of French River is responsible for the management of several bridge structures, including large culverts with spans over 3 meters. These assets are vital for ensuring safe and reliable travel across waterways and low-lying areas.

5.1 CURRENT LEVELS OF SERVICE

The current level of service for bridges and culverts within the Municipality aims to ensure safe, reliable, and efficient transportation routes across waterways and natural obstacles. Bridges and culverts are critical components of the infrastructure, supporting vehicle and pedestrian traffic while enabling effective water flow management.

The Municipality's Bridges and Culverts are inspected following OSIM regulations of bi-annual inspections condition evaluation and reporting to assess in maintaining structural integrity, functionality, and compliance. Routine inspections follow provincial guidelines to identify any issues related to load-bearing capacity, erosion, or wear on materials. The primary focus is on maintaining a safe and accessible network, with priority given to assets that show signs of wear or are critical to high-traffic routes. Currently, bridges and culverts are rated for their condition and are scheduled for maintenance or replacement based on structural assessments, age, and estimated useful life (EUL).

5.2 ASSET CONDITION

5.2.1 METHOD OF CONDITION EVALUATION

OSIM Inspections for the Municipality's Structures were carried out in 2023, in accordance with procedures outlined in the Ontario Structure Inspection Manual (OSIM). The structures were identified and assigned a number, and then its location, span, rise, roadside environment, and surface type were noted. In addition, the structure was divided into representative components with the dimensions and general condition of each component identified. For components in need of improvement, the needs and associated timing were also reported.

Each structure has been given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the structure. A condition rating greater than Poor is considered acceptable and is expected to require only normal maintenance, except for specific component improvements as may be identified. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. For the purpose of forecasting, structures were estimated to have a lifespan of 75 years with an average condition rating assigned based on age as follows:

Rating	Scale	Age-Based Criteria
Excellent	5	Less than 5 years old
Good	4	Between 5 years old and 50% of its life expectancy
Fair	3	Between 50% and 75% of its life expectancy
Poor	2	Between 75% and 100% of its life expectancy
Replace	1	Beyond its life expectancy

Currently one structural culvert is scheduled to be lined with an anti-erosion coating to prevent any deterioration and extend its life.

In addition, the following maintenance practices should be employed on a regular basis to help prolong the lifespan of structure assets.

Annual spring bridge cleaning (deck, deck drains, curbs, bearings);

- Monthly removal of debris from waterway;
- Removal of corrosion from exposed steel surfaces;
- Priming/painting/coating of steel;

Replacement activities are generally considered once maintenance, renewal and rehabilitation activities are no longer feasible or economical to undertake. As can be seen in the Capital Asset Summary – when replacement is considered, the replacement asset does not need to be identical to the existing asset, such as replacing a single lane concrete bridge with a double lane structural culvert. An increase in level of service should always be considered at the time of replacement.

5.2.2 CURRENT CONDITION

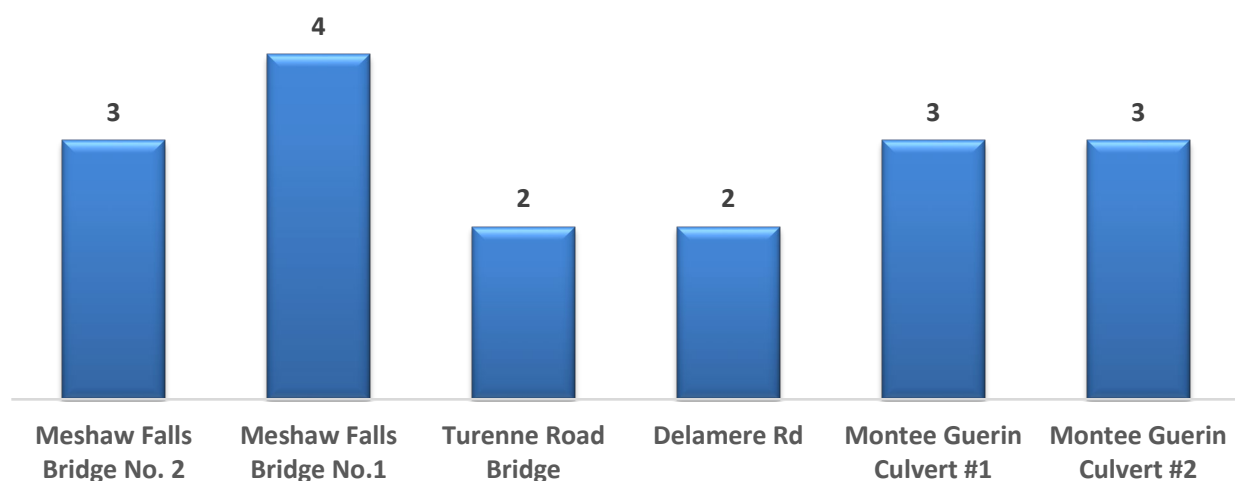


Figure 5 – Bridges and Culvert Condition (2023 OSIM)

5.3 INVENTORY

5.3.1 REPLACEMENT COSTS

The replacement cost values presented in the pie chart were generated based on the assets’ physical characteristics and costs established from recent construction projects along with the NRBCPI (Non-Residential Building Construction Price Index) tables.

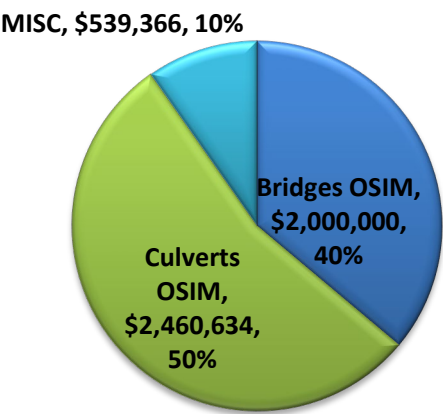


Figure 6 – Bridges and Culvert Current and Replacement Costs (2024)

5.4 LIFECYCLE ACTIVITIES

In accordance with Section 6(1), (2), and (3) of Ontario Regulation 588/17, this section outlines the Municipality of French River’s lifecycle management strategy for its bridge infrastructure, including proposed levels of service, risk management measures, climate change considerations, and the associated financial strategy.

5.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI’S)

The Municipality of French River owns and maintains several bridge structures, including culverts with spans greater than 3 metres. Lifecycle management for these assets follows provincial best practices and is governed by the Ontario Structure Inspection Manual (OSIM), ensuring regulatory compliance and consistency with industry standards.

The desired level of service (LOS) for municipal bridges has been established through review of the most recent OSIM inspection data. The target LOS is to maintain all bridges in a condition that does not require load posting, ensuring that each structure’s load-carrying capacity aligns with associated road traffic volumes. This will be achieved by completing rehabilitation and repair recommendations outlined in OSIM inspection reports within the recommended timeframes. Condition ratings for the next ten (10) years have been projected based on the following age-based assumptions:

Condition Rating	Age-Based Assumption
Excellent	Component age is less than 5 years old
Good	Component age is less than half of its expected service life
Fair	Component age exceeds half of its expected service life
Poor	Component age exceeds three-quarters of its expected service life
Replace	Component age exceeds its expected service life

It should be noted that the results of the biennial inspections should be compared with the forecasted condition of the structure and should supersede the forecasted condition in all cases.

The Municipality prioritizes public safety, accessibility, and regulatory compliance for all bridge structures.

LOS Category	Description	KPI	Target
Bridge Safety	Maintain all bridges in safe, passable condition	% of bridges with load posting restrictions	≤10%
Structural Condition	Maintain Good or Fair condition ratings	% of bridges rated Good/Fair by OSIM	≥70%
Inspection Frequency	Comply with OSIM inspection frequency	% of structures inspected within 2-year cycle	100%
Capital Investment	Maintain adequate capital reinvestment	% of AMP-recommended bridge funding met annually	≥80%

GROWTH CONTEXT:

Although the Municipality's population growth remains modest, increases in residential development, tourism, and heavy truck traffic on key corridors have created incremental demand pressures on bridge infrastructure. Proposed subdivision activity and the expansion of recreational and seasonal properties also increase demand on bridge capacity and load limits. These growth pressures, combined with the aging profile of several structures, have informed the Municipality's lifecycle and financial planning for bridges. This information is supported by Municipal Planning records (2020–2025), local traffic studies, and condition ratings obtained through regular OSIM inspections.

5.4.2 RISK MANAGEMENT

Risk Identification (Using OSIM + HIRA + AMP Data):

Risk Category	Description	Impact	Mitigation Measures
Structural Failure	Aging bridges with poor OSIM ratings	Public safety risk, load limitations, potential closure	- Implement rehabilitation or replacement projects - Restrict load limits where needed - Prioritize based on CoF and PoF
Scour and Erosion	High water flows undermining foundations	Loss of structural support, collapse risk	- Conduct underwater inspections - Implement scour protection measures

Hydraulic Capacity Exceedance	Bridges unable to convey increased stormwater flow during extreme rainfall	Flooding of upstream areas, road closures	- Prioritize hydraulic capacity upgrades - Install larger spans or culverts during replacements
Emergency Route Access	Failure of key bridges on emergency service routes	Delayed EMS/Fire/Police response	- Integrate bridge risk data with Emergency Plan critical route mapping

Risk Prioritization Method:

Bridges are ranked for capital funding and rehabilitation using a risk matrix considering Probability of Failure (PoF), Consequence of Failure (CoF), and criticality for emergency and community access.

5.4.3 CLIMATE CHANGE MANAGEMENT

Climate change presents both immediate and long-term risks to infrastructure condition, service delivery, and public safety. These risks include increased frequency and severity of extreme weather events, changing freeze-thaw cycles, and temperature variability, all of which have been identified through the Municipality's 2022 Hazard Identification and Risk Assessment (HIRA) Exercise and are documented in the Municipal Emergency Plan.

Each asset class presents unique exposure pathways to climate hazards, and the following section outlines the specific risks, likely impacts, and proposed adaptation and mitigation strategies relevant to this asset type. This risk-based climate lens supports the Municipality's commitment to service continuity, public safety, and financial sustainability, while fulfilling provincial regulatory obligations under O.Reg 588/17 Section 6 (3).

Climate Hazard	Bridge Impact	Mitigation/Adaptation Measures
Increased Rainfall & Storm Events	Increased scour, overtopping, hydraulic failures	- Upsize culverts and spans during rehabilitation - Add erosion protection (riprap, gabion baskets) - Maintain annual hydraulic capacity assessments
Freeze-Thaw Cycles	Accelerated deck cracking and joint failures	- Use improved concrete mixes and joint materials during maintenance
Wildfire Risk (Access Disruption)	Bridge closures affecting evacuation routes	- Confirm alternate emergency routes in Municipal Emergency Plan

Emergency Plan Integration:

Bridges serving as critical access routes are cross-checked annually against the Municipality's Critical Infrastructure list and HIRA flood hazard zones.

5.5 FINANCING STRATEGY

Bridge infrastructure is critical for maintaining community connectivity, emergency response access, and economic activity across the Municipality of French River. The following financing strategy provides a 10-year projection of the investment required to sustain and improve the Municipality's bridge network, which includes both bridge structures and large culverts over 3 metres in span.

This strategy is informed by OSIM bridge inspection reports, historical capital investment data (2021–2025), and anticipated future risks, including those driven by climate-related flooding and extreme weather events. Funding sources and potential gaps have been evaluated to ensure the long-term financial sustainability of the bridge network while supporting the Municipality’s level of service targets.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

The Municipality of French River has developed a 10-year investment forecast for bridge infrastructure based on current asset condition data (OSIM reports), historical capital expenditures, and known risks, including climate-related impacts such as flooding and extreme weather.

This forecast outlines the estimated capital and maintenance expenditures required between 2025 and 2035 to maintain current levels of service, address identified deficiencies, comply with regulatory inspection requirements, and improve climate resilience across the bridge network.

The forecasted costs include routine inspections, minor maintenance, major rehabilitations, full structure replacements, and hydraulic capacity upgrades where needed to mitigate climate risks and address increased stormwater flows. The following table summarizes the estimated 10-year lifecycle investment need for bridges:

Category	Estimated Cost
Routine Inspections (OSIM Compliance)	\$300,000
Minor Repairs and Maintenance	\$1 million
Major Rehabilitation Projects	\$2 million
Full Replacement Projects	\$2 million
Hydraulic Capacity Upgrades / Climate Resilience Works	\$1 million
Total 10-Year Investment Need	\$6.3 million

FUNDING SOURCES (2025–2035):

To support the identified investment needs, the Municipality will draw on a variety of funding sources, including:

- **Tax Levy:** Annual capital budget allocations funded through the municipal tax base.
- **Ontario Community Infrastructure Fund (OCIF):** Targeted funding for small, rural, and northern municipalities to support infrastructure renewal.
- **Federal Gas Tax (now Canada Community-Building Fund):** A predictable federal transfer that supports capital infrastructure projects.
- **Bridges Reserve:** Dedicated municipal reserve fund built through prior contributions and planned for asset replacement or rehabilitation.

- **Senior Government Grants:** The Municipality will continue to actively pursue provincial and federal grant opportunities (e.g., National Disaster Mitigation Program (NDMP), Disaster Mitigation and Adaptation Fund (DMAF)) to supplement local funding where possible.

The following table provides a high-level estimate of anticipated funding contributions over the 10-year planning horizon:

Source	Estimated Contribution
Tax Levy	\$2.5 million
OCIF	\$1.5 million
Federal Gas Tax	\$1 million
Bridges Reserve	\$800,000
Senior Government Grants (NDMP, DMAF, etc.)	\$500,000

FUNDING GAP:

Estimated **\$500,000 to \$1 million** over the 10-year forecast.

Strategies to Close the Gap:

- Maintain multi-year bridge capital allocations at historic levels or higher.
- Apply for available grant funding programs for bridge rehabilitation (e.g., NDMP, Investing in Canada Infrastructure Program).
- Update and prioritize bridge capital projects annually based on OSIM risk scoring and financial capacity.
- Explore financing options (e.g., debt) for large-scale replacements if needed.

6. WASTEWATER COLLECTION & TREATMENT

6.1 CURRENT LEVELS OF SERVICE

The Municipality provides wastewater collection and treatment services to the Town of Noëlville through a combined gravity and force main system discharging to a two cell lagoon. The sanitary sewer gravity collection system is managed and maintained by Municipal Staff, whereas the pumping and treatment systems are overseen and operated by the Ontario Clean Water Agency (OCWA).

The Municipality's wastewater service aims to provide efficient wastewater collection and treatment that meets regulatory standards and fulfills community needs. Service levels are monitored based on metrics such as flow capacity, compliance, and system reliability. Efforts to maintain current service levels focus on regular system maintenance, addressing any deficiencies, and ensuring compliance with environmental regulations.

6.2 ASSET CONDITION

6.2.1 METHOD OF CONDITION EVALUATION

Each sewer asset was given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. For the purposes of forecasting, all sewer assets were estimated to have a lifespan of 50 years with an average condition rating assigned based on age as follows:

Bridge Condition Rating Scale (Age-Based Criteria):

Rating	Age-Based Criteria
Excellent	Less than 5 years old
Good	Between 5 years old and 50% of its life expectancy
Fair	Between 50% and 75% of its life expectancy
Poor	Between 75% and 100% of its life expectancy
Replace	Beyond its life expectancy

6.3.2 CURRENT CONDITION

Figures 7 and 8 provide the current performance of each asset group. The total replacement cost of the assets in the poor performance category is approximately \$0.7 million, which represents approximately 8% 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.

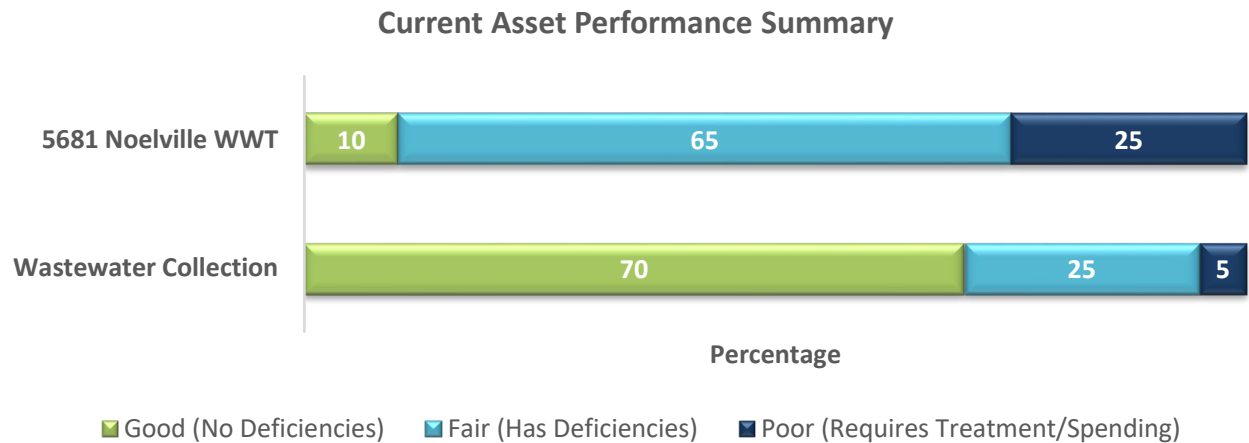


Figure 7 – Current Performance Distribution

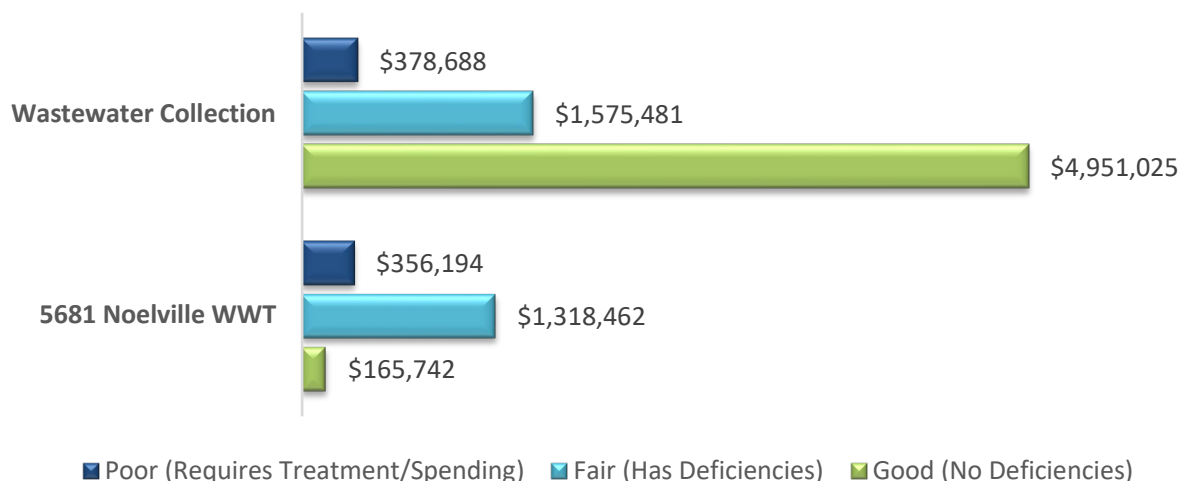


Figure 8 Current Performance by Replacement Value

GROWTH PLANNING

Given the recent development trends and insights from the Municipality's Visioning Plan Survey regarding seniors wanting to remain in their hometown, it's clear that the current wastewater and treatment infrastructure must be upgraded and expanded to support our growing community. The 30-unit senior housing project in Noëlville is only the beginning; with over 100 additional interested parties seeking similar rental units, there is a significant need for enhanced capacity. Expanding our wastewater facilities will ensure that future developments, including potential multi-unit residences, can be accommodated sustainably and effectively. This proactive approach aligns with the Municipality's growth objectives and will help maintain service levels as the population increases.

6.3 INVENTORY

The Municipality'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 investigating the assets using 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.

6.3.1 REPLACEMENT COSTS

The estimated replacement cost of the wastewater system is approximately \$8.7 million, reflecting market and industry averages.

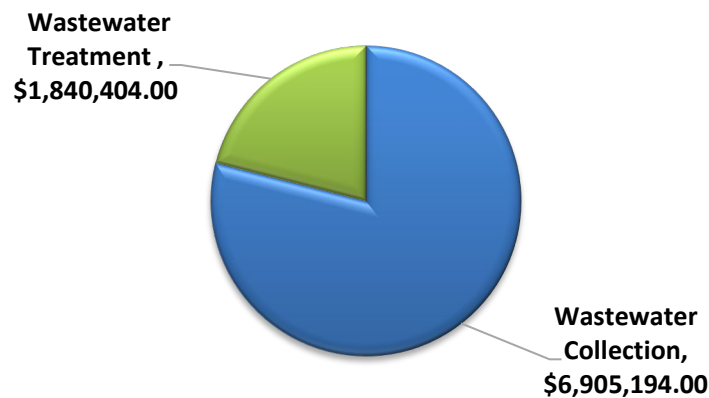


Figure 9 – Wastewater Collections and Treatment Replacement Costs (2024 Dollars)

6.4 LIFE CYCLE ACTIVITIES

The table below provides an overview of typical asset lifecycle activities applied to public infrastructure. The spending forecasts in this section represent a combination of major maintenance, rehabilitation and replacement treatments.

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.

Figure 10 – Typical Asset Lifecycle Activities

6.4.1 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 14 shows a scenario where there is not sufficient spending, resulting in the proportion of assets in the poor performance category increasing from 5% in 2021 to 90% in 2040, and a declining trend in the Network Average performance index. This indicates that additional spending is required. Analysis updates continue to achieve a suitable performance forecast.

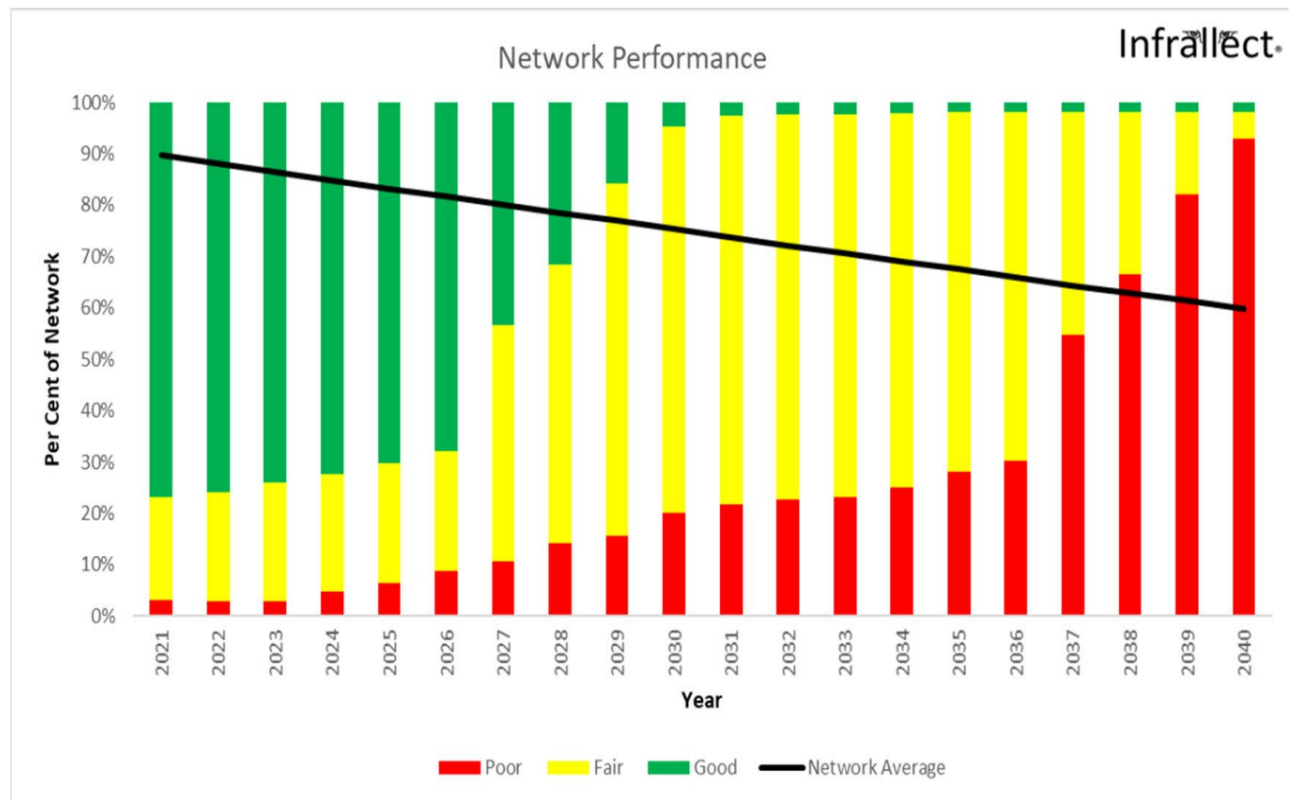


Figure 11 – Sample Performance Forecast

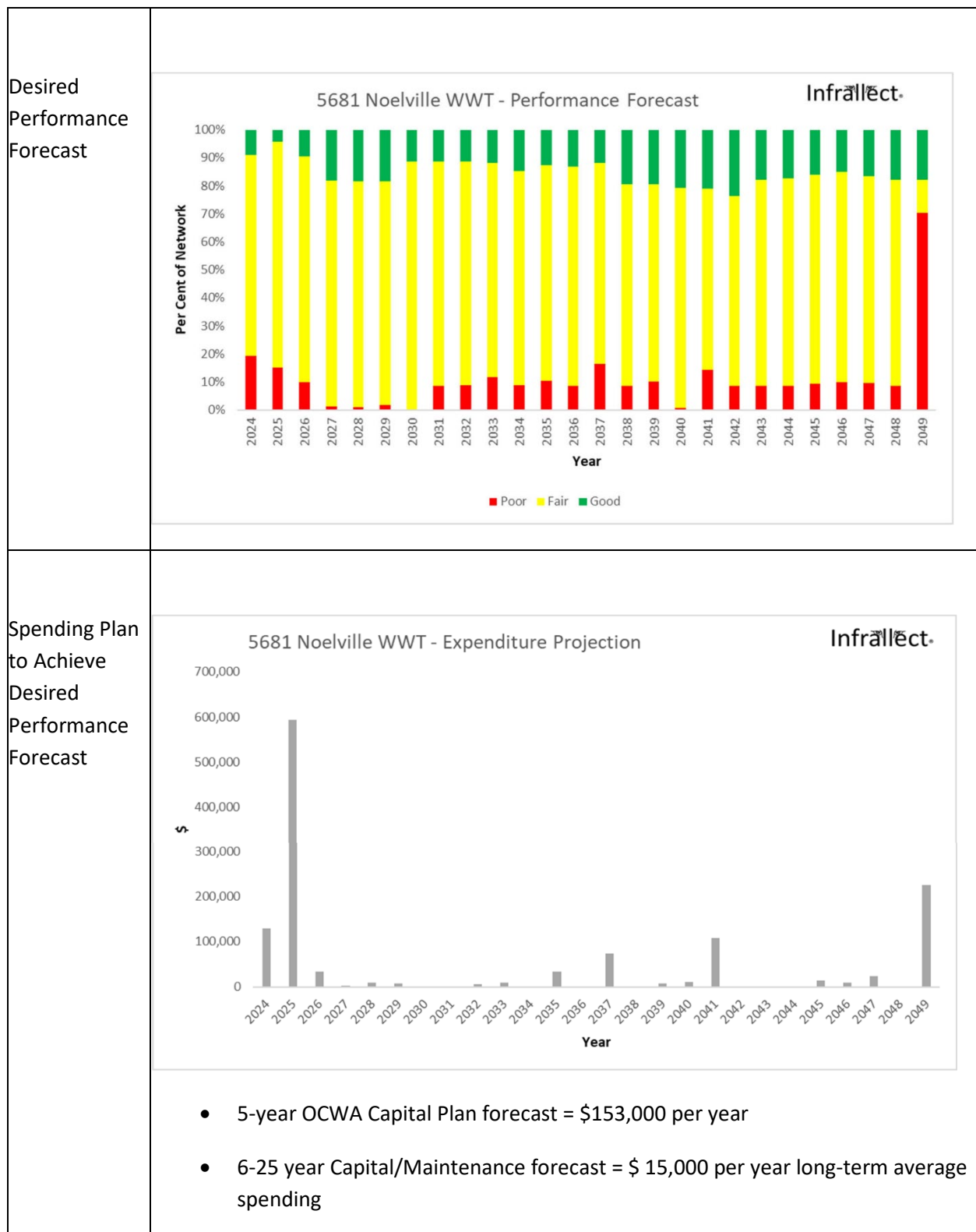


Figure 12 - 5681 Noëlville WWT Performance and Expenditure Forecast

Desired Performance Forecast	Wastewater Collection - Performance Forecast Infrallect <table><tr><th>Year</th><th>Poor (%)</th><th>Fair (%)</th><th>Good (%)</th></tr><tr><td>2024</td><td>4</td><td>68</td><td>28</td></tr><tr><td>2025</td><td>0</td><td>65</td><td>35</td></tr><tr><td>2026</td><td>0</td><td>62</td><td>38</td></tr><tr><td>2027</td><td>0</td><td>50</td><td>50</td></tr><tr><td>2028</td><td>0</td><td>48</td><td>52</td></tr><tr><td>2029</td><td>0</td><td>78</td><td>22</td></tr><tr><td>2030</td><td>3</td><td>75</td><td>22</td></tr><tr><td>2031</td><td>2</td><td>78</td><td>20</td></tr><tr><td>2032</td><td>3</td><td>75</td><td>22</td></tr><tr><td>2033</td><td>8</td><td>70</td><td>22</td></tr><tr><td>2034</td><td>6</td><td>68</td><td>26</td></tr><tr><td>2035</td><td>1</td><td>65</td><td>34</td></tr><tr><td>2036</td><td>1</td><td>65</td><td>34</td></tr><tr><td>2037</td><td>4</td><td>62</td><td>34</td></tr><tr><td>2038</td><td>0</td><td>65</td><td>35</td></tr><tr><td>2039</td><td>15</td><td>50</td><td>35</td></tr><tr><td>2040</td><td>1</td><td>48</td><td>51</td></tr><tr><td>2041</td><td>4</td><td>48</td><td>48</td></tr><tr><td>2042</td><td>28</td><td>22</td><td>50</td></tr><tr><td>2043</td><td>0</td><td>30</td><td>70</td></tr><tr><td>2044</td><td>0</td><td>30</td><td>70</td></tr><tr><td>2045</td><td>5</td><td>32</td><td>63</td></tr><tr><td>2046</td><td>0</td><td>35</td><td>65</td></tr><tr><td>2047</td><td>1</td><td>35</td><td>64</td></tr><tr><td>2048</td><td>1</td><td>35</td><td>64</td></tr><tr><td>2049</td><td>2</td><td>38</td><td>60</td></tr></table>	Year	Poor (%)	Fair (%)	Good (%)	2024	4	68	28	2025	0	65	35	2026	0	62	38	2027	0	50	50	2028	0	48	52	2029	0	78	22	2030	3	75	22	2031	2	78	20	2032	3	75	22	2033	8	70	22	2034	6	68	26	2035	1	65	34	2036	1	65	34	2037	4	62	34	2038	0	65	35	2039	15	50	35	2040	1	48	51	2041	4	48	48	2042	28	22	50	2043	0	30	70	2044	0	30	70	2045	5	32	63	2046	0	35	65	2047	1	35	64	2048	1	35	64	2049	2	38	60	Spending Plan to Achieve Desired Performance Forecast	Wastewater Collection - Expenditure Projection Infrallect <table><tr><th>Year</th><th>Expenditure (\$)</th></tr><tr><td>2024</td><td>72,000</td></tr><tr><td>2025</td><td>25,000</td></tr><tr><td>2026</td><td>15,000</td></tr><tr><td>2027</td><td>15,000</td></tr><tr><td>2028</td><td>15,000</td></tr><tr><td>2029</td><td>0</td></tr><tr><td>2030</td><td>10,000</td></tr><tr><td>2031</td><td>8,000</td></tr><tr><td>2032</td><td>10,000</td></tr><tr><td>2033</td><td>12,000</td></tr><tr><td>2034</td><td>13,000</td></tr><tr><td>2035</td><td>3,000</td></tr><tr><td>2036</td><td>3,000</td></tr><tr><td>2037</td><td>8,000</td></tr><tr><td>2038</td><td>0</td></tr><tr><td>2039</td><td>8,000</td></tr><tr><td>2040</td><td>2,000</td></tr><tr><td>2041</td><td>14,000</td></tr><tr><td>2042</td><td>9,000</td></tr><tr><td>2043</td><td>0</td></tr><tr><td>2044</td><td>2,000</td></tr><tr><td>2045</td><td>5,000</td></tr><tr><td>2046</td><td>0</td></tr><tr><td>2047</td><td>2,000</td></tr><tr><td>2048</td><td>4,000</td></tr><tr><td>2049</td><td>4,000</td></tr></table> • 5-year forecast = \$28,000 per year • 6-25 year Capital/Maintenance forecast = \$ 6,000 per year long-term average spending	Year	Expenditure (\$)	2024	72,000	2025	25,000	2026	15,000	2027	15,000	2028	15,000	2029	0	2030	10,000	2031	8,000	2032	10,000	2033	12,000	2034	13,000	2035	3,000	2036	3,000	2037	8,000	2038	0	2039	8,000	2040	2,000	2041	14,000	2042	9,000	2043	0	2044	2,000	2045	5,000	2046	0	2047	2,000	2048	4,000	2049	4,000
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Figure 13 Wastewater Collection Performance and Expenditure Forecast

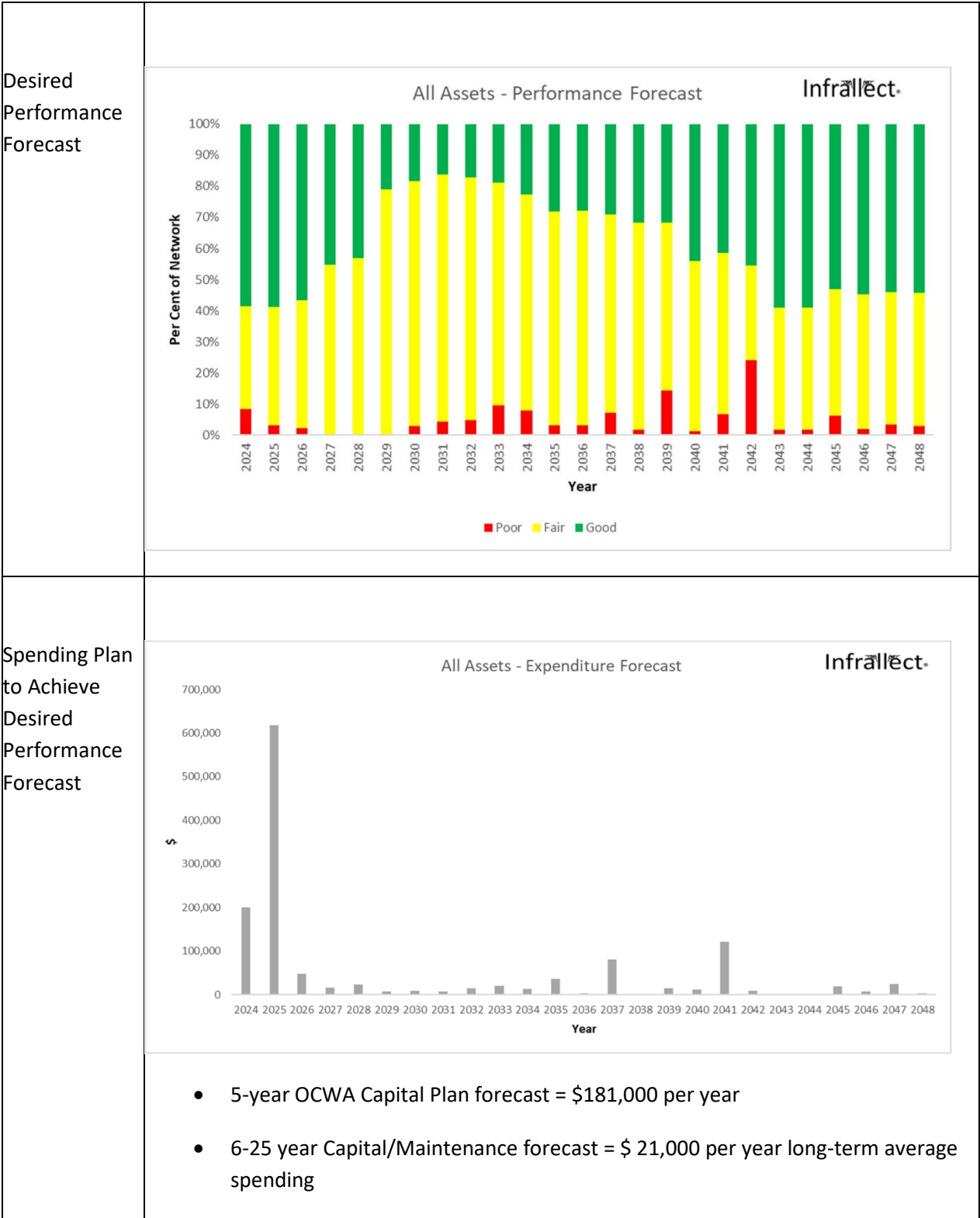


Figure 14 All Assets Performance & Expenditure Forecast

Figure 17 summarizes the combined spending forecast. An average of \$ 181,000 per year over the short term of 5-years, and \$ 21,000 over the long term of 6-25 years is required to achieve the Municipality's desired asset performance expectations. The detailed planned program is provided in Appendix D.

6.4.2 FUNDING GAP SUMMARY

The funding gap is the difference between the Municipality's current capital and maintenance spending levels and the ones proposed in this AMP. Its value will be determined in future collaboration with the Municipality.

6.4.3 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.). This understanding establishes when an asset is not meeting its objectives or requirements based on the available technical performance indicators and subject matter expert judgement. Assets that are more critical have higher performance expectations, while less critical assets have lower performance expectations.

6.4.4 CLIMATE CHANGE MANAGEMENT

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

The most prominent climate factors affecting the Municipality's water and wastewater infrastructure are severe wet weather events, prolonged periods of cold weather, and prolonged periods of heat or drought. The climate factors discussed are referenced to the Climate Atlas of Canada¹, an online tool to learn about the impacts of climate change in the area for different scenarios.

- **Climate Factor 1 - Severe Wet Weather Events**

Severe wet weather events put added strain on the wastewater collection and treatment systems. This strain can lead to additional overflows or a reduction in treatment effectiveness. At this point, this climate factor is not causing any specific performance deficiencies as the heavy rain days are projected to increase from 6.0 to 6.8 days per year in the next 20 years. The Municipality should continue to monitor the impacts of severe wet weather events on the wastewater collection and treatment system.

- **Climate Factor 2 – Mild Winters**

This climate factor can lead to high lagoon inflows following winter rain or interim snowmelt scenarios. This can lead to a need to complete the spring lagoon discharge earlier than typical. At this point, this climate factor is not causing any specific performance deficiencies, as there is no increase in mild winter days forecasted in the next 20 years. The Municipality should continue to monitor the impacts of mild winters on the lagoons.

6.6 FINANCING STRATEGY

A number of financing strategies are available to fund infrastructure expenditures. The objective of the Municipality’s financing strategy should be to maximize new assessment growth at the lowest real cost impact to ratepayers (i.e. maximize real revenue growth through expanded customer base and minimize rate increases). This would prioritize the following options:

- Provincial/Federal Government Grants
- Internal Financing using Reserves
- Debt
- Rate Increases

Future budgets will present the optimal balance of the available financing options to fund the Municipality’s infrastructure program.

This AMP supports the Municipality’s application for the Housing-Enabling Water Systems Fund (HEWSF). Specifically, the following projects for which the Municipality applied for can be found in [Figure 16](#).

- | | |
|--|--------------|
| • Septage receiving station - \$180,000 | Line 12 |
| • Lift station upgrades - \$250,000 | Line 8,10,11 |
| • Three phase Hydro - \$75,000 | Line 20 |
| • Gate upgrade - \$80,000 | Line 19 |
| • Wastewater Collection System Rehabilitation - \$60,000 | Line 1-4 |

Figure 16 Planned Work

<i>note: actual costs are subject to respective tendering/bidding processes, system averages are shown below</i> <i>note II: actual Asset IDs to be treated are subject to latest in-year available performance information and subject matter expert judgement</i> <i>note III: totals may not add up to Capital Program totals (Appendix B) due to asset inventory cross-referencing limitations</i>							
Line #	Location	Grant Funding	Asset ID	Asset	Treatment Description	Forecast Cost (\$)	Forecast Year
1	5681		87019	PUMP SUBMERSIBLE 1 NOELVILLE WWTP - ST. DAVID STREET	Reconstruction	17,500.00	2024
2	5681		87020	PUMP SUBMERSIBLE 2 NOELVILLE WWTP - ST. DAVID STREET	Reconstruction	17,500.00	2024
3	5681		87023	GENERATOR Emergency power MAIN LIFT STATION	Both lift s Maintenance	1,250.00	2024
4	5681		392295	PANEL ALARM/DIALER Alarm Sud Lift Station	Lift station Maintenance	2,000.00	2024
5	5681						
6	5681						
7	5681		87023	GENERATOR Emergency power MAIN LIFT STATION	Both lift s Maintenance	800.00	2025
8	5681 HEWSF		126223	TANK SEWAGE WET WELL LECLAIR STREET PUMP STATION	Reconstruction	187,256.60	2025
9	5681		258668	PANEL COMMUNICATION Data Sud lift station	Lift station Maintenance	1,000.00	2025
10	5681 HEWSF		258669	PUMP SUBMERSIBLE 1 Lift Station End of Leclair Street Sewag	Reconstruction	31,371.70	2025
11	5681 HEWSF		258670	PUMP SUBMERSIBLE 2 Sewage Lift End of Leclair Street Sewag	Reconstruction	31,371.70	2025
12	5681 HEWSF		TBD_47	septage receiver	Reconstruction	180,000.00	2025
13	5681						
14	5681						
15	5681		87023	GENERATOR Emergency power MAIN LIFT STATION	Both lift s Maintenance	1,300.00	2026
16	5681		258669	PUMP SUBMERSIBLE 1 Lift Station End of Leclair Street Sewag	Reconstruction	12,500.00	2026
17	5681		258670	PUMP SUBMERSIBLE 2 Sewage Lift End of Leclair Street Sewag	Reconstruction	12,500.00	2026
18	5681		258672	PANEL COMMUNICATION Data Leclair Wet well	Maintenance	2,000.00	2026
19	5681 HEWSF		TBD_51	gate upgrade	Reconstruction	80,000.00	2026
20	5681 HEWSF		TBD_52	three phase hydro	Reconstruction	75,000.00	2026
21	5681						
22	5681						
23	5681		87018	PANEL CONTROL Left on entry GENERATOR	Maintenance	1,000.00	2027
24	5681		87023	GENERATOR Emergency power MAIN LIFT STATION	Both lift s Maintenance	850.00	2027
25	5681						
26	5681						
27	5681		87023	GENERATOR Emergency power MAIN LIFT STATION	Both lift s Maintenance	850.00	2028
28	5681		87026	PANEL CONTROL NOELVILLE WWTP - ST. DAVID STREET PUMP	Maintenance	1,000.00	2028
29	5681						
30	5681						
31	5681		258665	METER FLOW Measure flow Left on entry Sud Lift Station (Mai	Reconstruction	6,360.78	2029
32	5681		TBD_50	pipes	Maintenance	1,385.04	2029
33	5681						
34	5681						
35	5681		258668	PANEL COMMUNICATION Data Sud lift station	Lift station Reconstruction	6,302.67	2032
36	5681						
37	5681						
38	5681		258672	PANEL COMMUNICATION Data Leclair Wet well	Reconstruction	6,302.67	2033
39	5681		TBD_49	site	Maintenance	2,770.08	2033
40	5681						
41	5681						
42	5681		126228	PUMP LECLAIR STREET PUMP STATION - GUIDE RAILS	Reconstruction	4,250.00	2035
43	5681		126234	PUMP MAIN PUMP STATION - GUIDE RAILS	Reconstruction	4,250.00	2035
44	5681		258667	METER LEVEL Level Sud lift station	Wet well Reconstruction	6,360.78	2035
45	5681		258671	METER LEVEL Level sensor Leclair Wet well	Reconstruction	6,360.78	2035
46	5681		392296	HEATER ELECTRIC Heat station On right from entry	Lift Station Reconstruction	2,580.63	2035
47	5681		392297	LAGOON Splitter box to divert raw sewage into active lagoon	Reconstruction	10,000.00	2035
48	5681						
49	5681						
50	5681		87022	ENGINE DIESEL LECLERC LIFT STN	Rehabilitation	31,588.45	2037
51	5681		87027	VALVE EFFLUENT DISCHARGE NOELVILLE WWTP - SOUTH LAG	Reconstruction	2,393.37	2037
52	5681		87029	FAN EXHAUST LECLERC LIFT STN	Wet well Reconstruction	2,160.45	2037
53	5681		87030	VALVE EFFLUENT DISCHARGE NOELVILLE WWTP - NORTH LAG	Reconstruction	2,393.37	2037

54	5681	126224 VALVE ISOLATION LECLAIR STREET PUMP STATION PUMP # 1	Reconstruction	2,393.37	2037
55	5681	126225 VALVE ISOLATION LECLAIR STREET PUMP STATION PUMP # 2	Reconstruction	2,393.37	2037
56	5681	126226 VALVE CHECK LECLAIR STREET PUMP STATION PUMP # 1	Reconstruction	2,393.37	2037
57	5681	126227 VALVE CHECK LECLAIR STREET PUMP STATION PUMP # 2	Reconstruction	2,393.37	2037
58	5681	126230 VALVE ISOLATION NOELVILLE WWTP - MAIN PUMP STATION P	Reconstruction	2,393.37	2037
59	5681	126231 VALVE ISOLATION NOELVILLE WWTP - MAIN PUMP STATION P	Reconstruction	2,393.37	2037
60	5681	126232 VALVE CHECK NOELVILLE WWTP - MAIN PUMP STATION PUMI	Reconstruction	2,393.37	2037
61	5681	126233 VALVE CHECK NOELVILLE WWTP - MAIN PUMP STATION PUMI	Reconstruction	2,393.37	2037
62	5681	126237 VALVE LAGOON EQUALIZATION NOELVILLE WWTP	Reconstruction	2,393.37	2037
63	5681	TBD_48 building	Maintenance	12,465.37	2037
64	5681				
65	5681				
66	5681	258668 PANEL COMMUNICATION Data Sud lift station Lift station	Reconstruction	6,302.67	2039
67	5681	TBD_50 pipes	Maintenance	1,385.04	2039
68	5681				
69	5681				
70	5681	258664 TANK STORAGE Fuel Oil Fuel oil for emergency generator BacI	Reconstruction	5,000.00	2040
71	5681	258672 PANEL COMMUNICATION Data Leclair Wet well	Reconstruction	6,302.67	2040
72	5681				
73	5681				
74	5681	87021 TRANSFORMER AIR Electrical/power component Near ceiling I	Reconstruction	7,210.21	2041
75	5681	126229 TANK SEWAGE WET WELL NOELVILLE WWTP - MAIN PUMP ST	Reconstruction	100,000.00	2041
76	5681				
77	5681				
78	5681	87019 PUMP SUBMERSIBLE 1 NOELVILLE WWTP - ST. DAVID STREET I	Reconstruction	7,120.16	2045
79	5681	87020 PUMP SUBMERSIBLE 2 NOELVILLE WWTP - ST. DAVID STREET I	Reconstruction	7,120.16	2045
80	5681				
81	5681				
82	5681	258668 PANEL COMMUNICATION Data Sud lift station Lift station	Reconstruction	6,302.67	2046
83	5681	TBD_47 septage receiver	Maintenance	2,000.00	2046
84	5681				
85	5681				
86	5681	258669 PUMP SUBMERSIBLE 1 Lift Station End of Leclair Street SewagI	Reconstruction	8,376.66	2047
87	5681	258670 PUMP SUBMERSIBLE 2 Sewage Lift End of Leclair Street Sewag	Reconstruction	8,376.66	2047
88	5681	258672 PANEL COMMUNICATION Data Leclair Wet well	Reconstruction	6,302.67	2047
89	5681				
90	5681				
91	5681	87082 LAGOON CELL NORTH NOELVILLE	Rehabilitation	223,041.34	2049
92	5681	TBD_50 pipes	Maintenance	1,385.04	2049

6.5.1 MONITORING AND PERFORMANCE

Moving forward, Provincial Regulation requires the Municipality to provide an annual update on the progress of the AMP. The practical steps to complete these activities are as follows:

1. Each year, update the asset inventory with the best available asset data. This adds/removes assets as appropriate.
2. Each year, update current asset performance based on the best available information.
3. Each year, update the spending analysis to record completed spending, and to connect planned spending to assets or asset networks.

These three steps enable updates to the forecast performance versus spending analysis. Over time, the Municipality will be able to see connections between the changing performance distribution and annual spending levels. This will increase the confidence of the Municipality's AMPs each year.

6.5.2 ROADMAP FOR ENHANCING ASSET MANAGEMENT PROCESSES

The following points provide a roadmap to enhance asset management planning processes in the Municipality:

- Continue to maintain the inventory of all assets owned. Asset inventories should be comprehensive of all assets in an asset network.
- Continue to strengthen the connection between actual or planned spending and specific assets (or asset networks). This will provide greater line of sight from the current or planned spending and the resulting performance improvement in an asset or asset network.
- Continue to strengthen the quality of asset-centric performance indicator data that is available to measure the current performance of assets and asset networks.
- Engage the community to understand their current perspective on the performance of assets and asset networks. This understanding calibrates the current performance of the asset networks and prioritizes the allocation of funding to improve the performance of asset networks relative to community expectations.

7. STORM SEWERS

7.1 CURRENT LEVELS OF SERVICE

The Municipality provides storm sewer collection services to the Town of Noëlville through a subsurface gravity system, as well as surface flow management through Municipal Drains. Both systems are managed and maintained by Municipal Staff.

7.2 ASSET CONDITION

7.2.1 METHOD OF CONDITION EVALUATION

The Municipality's storm sewer collection system was evaluated based on the inventory and information provided by the Municipality within the Tangible Capital Asset Continuity Schedule. The system was divided into twenty-three gravity storm sewer sections with each section being assigned an identification number, and then its location, length, diameter and year of construction were noted. The information available outlines that the whole of the storm sewer system was installed in 1977.

Each storm sewer asset was given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. For the purposes of forecasting, all sewer assets were estimated to have a lifespan of 40 years with an average condition rating assigned based on age as follows:

<u>Rating</u>	<u>Age</u>
Excellent	Less than 5 years old
Good	Between 5 years old and 50% of its life expectancy
Fair	Between 50% and 75% of its life expectancy
Poor	Between 75% and 100% of its life expectancy
Replace	Beyond its life expectancy

As the installation was referenced as 1977 for each asset, the 40-year lifespan results in all of the assets being identified as poor with replacement scheduled for 2018.

7.3 INVENTORY

A summary of the Municipality's storm sewer is presented in the following figures outlining a summary of the quantity of each. The inventory is based on the Municipality's Tangible Capital Asset Summary. The complete inventory is presented in the Capital Asset Summary, including all sewer components as well as assumptions used to arise at the given ratings and projected costs.

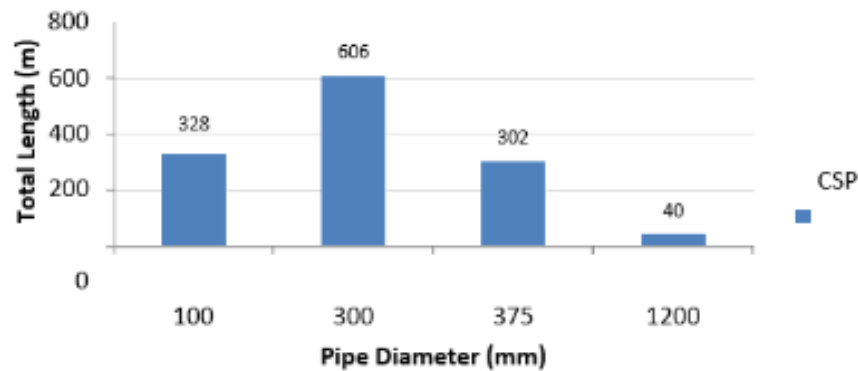


Figure 15 Storm Sewer Inventory by Size

7.3.1 REPLACEMENT COSTS



Figure 16 Storm Sewer PSAB and Replacement Values

7.4 LIFE CYCLE ACTIVITIES

The Municipality of French River manages its stormwater infrastructure to mitigate flood risk, protect roadways, and preserve environmental quality. The system includes culverts (small and large), ditches, and other minor stormwater conveyance assets.

7.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

The desired level of service for storm sewers and municipal drains is to provide adequate drainage of the intended catchment areas. Achievement of the levels of service for the storm sewers and municipal drains is easily determined by reviewing the performance of the existing infrastructure (is the sewer or drain serving its intended purpose of providing adequate drainage for the catchment area).

The performance of storms sewers and municipal drains can be linked to controllable factors such as frequency of proper maintenance, and timely replacement of failing pipes; however, its performance can also be linked to the frequency and severity of precipitation events. The primary focus is to maintain an adequate level of service for existing systems.

The storm sewer system in the limits of Noëlville is primarily constructed of corrugated steel pipes. The lifespan of corrugated steel pipes is relatively short, 40 years in comparison to plastic at 75 years. As a result, it is anticipated that the storm sewer system will require major repairs over the next 10-years in order to maintain the desired level of service. These repairs and replacements shall be completed in accordance with the MOE Guidelines for Sewage Works.

This will be accomplished by continually monitoring the performance of the system using measures such as recording the number of storm sewer and municipal drain backups throughout the year. The desired target is to have **no sewage back-ups** – indicating that the systems are operating and being maintained effectively.

The municipality does not currently keep records of the number of backups, however a policy will be implemented and integrated in the Asset Management System as part of the new strategy. Confirming achievement of this level of service will require the Municipality to keep records and review them on an annual basis as a minimum.

GROWTH CONTEXT:

Growth in rural and semi-urban areas of the Municipality, including new residential lots and subdivisions, is contributing to increased stormwater runoff and placing higher demand on existing drainage systems.

As development expands in communities like Noëlville and Alban, stormwater infrastructure must be evaluated and or upgraded to handle higher flows from water-resistant surfaces (e.g., driveways, roadways). Climate-induced rainfall intensity and land use changes are both influencing the scale and

frequency of required drainage improvements. This assessment is informed by Municipal Planning approvals (2020–2025), Public Works drainage service records, and the 2022 HIRA risk analysis.

7.4.2 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPIs)

LOS Category	Description	KPI	Target
System Capacity	Ability of stormwater network to manage typical rainfall events	% of drainage areas with no chronic flooding issues	≥90%
Response Time	Time to address blocked or failed culverts	% of culvert blockages cleared within 48 hours	≥90%
Structural Integrity	Maintain culverts in Good/Fair condition	% of large culverts rated Good/Fair	≥75%
Inspection Frequency	Conduct scheduled culvert and drainage inspections	% of large culverts inspected every 5 years	100%

7.4.3 RISK MANAGEMENT – STORMWATER

Risk Category	Description	Impact	Mitigation Measures
Culvert Collapse	Aging or undersized culverts	Road washouts, service interruptions	- Implement regular inspections - Replace high-risk culverts proactively
Blockages	Accumulation of debris in ditches and culverts	Localized flooding	- Maintain annual ditching and cleaning program
Inadequate Capacity	Increased runoff from new development	Flooding of roadways and private properties	- Upsize culverts as part of growth-related projects - Review design standards
Erosion	Scouring of ditches and embankments	Infrastructure instability	- Install erosion control measures (e.g., riprap)
Climate-Driven Rainfall Extremes	More frequent high-intensity storms	Overwhelmed drainage infrastructure	- Increase capacity during replacements - Prioritize vulnerable locations

7.4.4 CLIMATE CHANGE MANAGEMENT – STORMWATER

Stormwater infrastructure in the Municipality of French River is increasingly vulnerable to the effects of climate change. The 2022 HIRA Exercise identified **flooding** and **extreme weather events** as high-consequence risks for municipal infrastructure, with stormwater systems playing a key role in flood prevention and mitigation.

Climate Hazard	Impact on Stormwater Infrastructure	Mitigation/Adaptation Actions
Increased Frequency and Intensity of Rainfall Events	Higher volumes of runoff can exceed the capacity of existing culverts and ditches, leading to road washouts, property flooding, and erosion	- Design and install upsized culverts during replacements - Implement enhanced ditching and grading in known flood-prone areas
Freeze-Thaw Variability	Repeated freeze-thaw cycles increase the likelihood of ice blockages, reducing drainage	- Conduct targeted culvert and ditch inspections during shoulder seasons

	capacity and leading to localized flooding during spring melt	- Clear known ice-prone culverts proactively
Drought and Dry Periods	Prolonged dry conditions can lead to vegetation growth in ditches, impacting flow capacity and maintenance effectiveness	- Schedule vegetation control and ditch clearing during low-flow periods - Adapt maintenance schedules seasonally
Sudden Intense Storms (Flash Flooding)	Short-duration, high-intensity storms exceed system capacity, causing overland flow and infrastructure damage	- Map vulnerable stormwater catchments - Prioritize capital upgrades in known flash flood zones - Integrate stormwater vulnerability assessments into future HIRA updates

Emergency Management Integration:

The stormwater system's role in mitigating flood-related hazards has been recognized in the Municipality's Emergency Plan. Annual coordination between Public Works and the Community Emergency Management Coordinator (CEMC) ensures that stormwater infrastructure risks identified during (HIRA) Hazard Identification and Risk Assessment flood scenarios are considered during infrastructure planning and emergency response reviews.

7.5 FINANCING STRATEGY

The Municipality's stormwater infrastructure, including culverts, ditches, and drainage systems, plays a vital role in flood risk management, road protection, and environmental stewardship. As climate patterns shift, stormwater infrastructure is facing new challenges from more frequent and intense rainfall events.

This financing strategy outlines the 10-year projected investment required to maintain and upgrade the stormwater system, including routine maintenance, large culvert replacements, and capacity upgrades for flood mitigation. It draws on historical spending patterns (2021–2025), HIRA flood risk assessments, and anticipated climate resilience needs.

The strategy also identifies potential funding sources, gap areas, and recommended financial approaches to ensure stormwater infrastructure remains functional and resilient in the face of growth and climate change pressures.

10-Year Lifecycle Investment Forecast (2025–2035):

The total estimated investment required to manage stormwater infrastructure over the next 10 years is approximately \$5 million, reflecting both current maintenance demands and emerging climate adaptation needs.

Category	Estimated Cost
Annual Ditching and Minor Culvert Maintenance	\$1.5 million
Large Culvert Replacements (capital works)	\$2 million
Drainage Capacity Upgrades	\$1 million
Erosion Control Projects	\$500,000
Total 10-Year Investment Need	~\$5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$2 million
OCIF	\$1 million
Storm Sewer Reserve	\$800,000
Government Grants	\$1 million (targeted)
Developer Contributions (site-specific upgrades)	\$200,000

Funding Gap:

Estimated at **\$500,000 to \$1 million** over 10 years.

The Municipality will actively pursue applicable senior government grant programs, including the Disaster Mitigation and Adaptation Fund (DMAF) for large-scale infrastructure resilience projects and provincial flood risk mitigation programs (formerly under the National Disaster Mitigation Program - NDMP) for stormwater system upgrades and flood mapping studies.

Gap Mitigation Strategies:

- Incorporating drainage work in multi-asset road reconstruction projects
- Seek disaster mitigation and stormwater-specific grants
- Prioritize high-risk culverts and drainage basins first
- Monitor new subdivision growth impacts during development approval process

8. BUILDINGS

8.1 CURRENT LEVELS OF SERVICE (LOS)

The LOS expectations focus on providing safe, accessible, and well-maintained buildings that support the effective delivery of municipal services.

Key Expected Levels of Service for Buildings Include:

1. **Safety and Accessibility:** All municipal buildings should comply with relevant safety standards and accessibility regulations, providing secure and accessible environments for staff and the public.
2. **Functionality and Suitability:** Buildings must adequately support the specific needs of each municipal department, from administrative functions to recreational and emergency services. This includes having suitable spaces, amenities, and structural conditions to perform designated functions.
3. **Maintenance and Operational Efficiency:** Facilities should be maintained to extend their useful life and prevent costly emergency repairs. This includes routine maintenance schedules aligned with the buildings' Effective Useful Life (EUL) and timely interventions as buildings approach the end of their lifecycle.
4. **Community Service Standards:** Community centers and recreational facilities should provide a high level of service that supports community engagement and wellness, ensuring that spaces are available and in good condition for public use. In the event of Emergency Evacuation some of these facilities are also available through our Emergency Management Plan and must meet the minimum standards with regards to Emergency Management.
5. **Environmental Stewardship:** Where possible, buildings should incorporate energy-efficient systems and sustainable practices to reduce the environmental impact and lower operational costs.

These Expected Levels of Service guide the Municipality's decision-making processes in prioritizing repairs, maintenance, and potential building upgrades. By aligning with these standards, the Municipality aims to maintain high-quality facilities that meet community expectations and legislative requirements.

8.2 ASSET CONDITION

The Municipality does not have recent condition assessments for its building assets. Therefore, the condition evaluation will rely on Effective Useful Life (EUL) data sourced from the Citywide system. This data provides an estimation of asset health based on remaining useful life and age, allowing the Municipality to prioritize maintenance and replacement effectively. This will be updated with condition assessments for 2025 compliance.

8.2.1 METHOD OF CONDITION EVALUATION

In 2013 the Municipality's buildings were evaluated based on the inventory and information provided by the Municipality within the Tangible Capital Asset Summary. Each of the thirteen buildings were reviewed by Tulloch and Municipal Staff and assigned an identification number, along with location, dimensions and year of construction being noted.

In addition, the buildings were divided into representative components with the dimensions and general condition of each component identified. For components in need of improvement, the needs and associated timing were also reported.

Each building asset was given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. To forecast, all building assets were estimated to have an overall lifespan of 75 years with an average condition rating assigned based on age as follows.

Individual building components were subject to varying lifespans which can be reviewed in detail as presented in the Capital Asset Summary.

Rating	Age
Excellent	Less than 5 years old
Good	Between 5 years old and 50% of its life expectancy
Fair	Between 50% and 75% of its life expectancy
Poor	Between 75% and 100% of its life expectancy
Replace	Beyond its life expectancy

8.3 INVENTORY

A summary of the Municipality's building inventory is presented in the following figures outlining year of construction and condition ratings. The inventory is based on the Municipality's Tangible Capital Asset Summary and supplemented with the inspection forms completed by Tulloch. The complete inventory is presented in the Capital Asset Summary, including all building components as well as assumptions used to arise at the given ratings and projected costs.

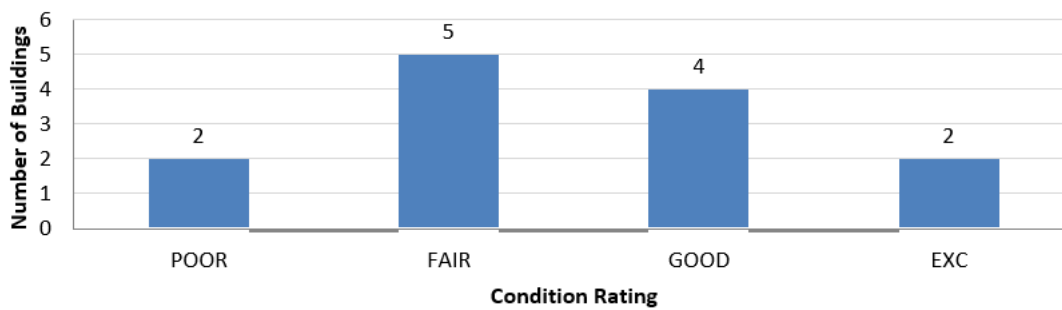
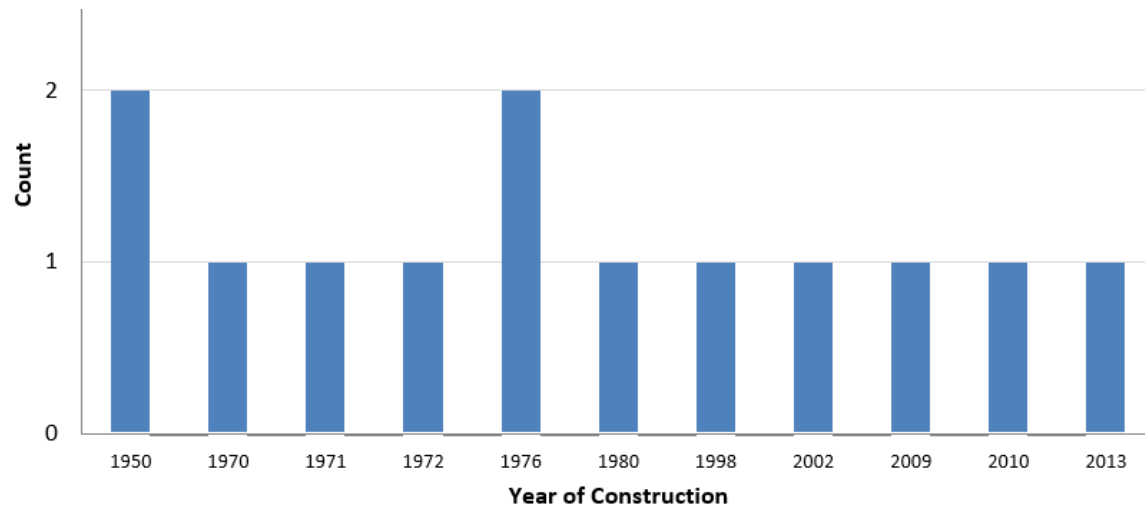


Figure 17 – Building Count by Year of Construction & Condition Rating

8.3.1 REPLACEMENT COSTS

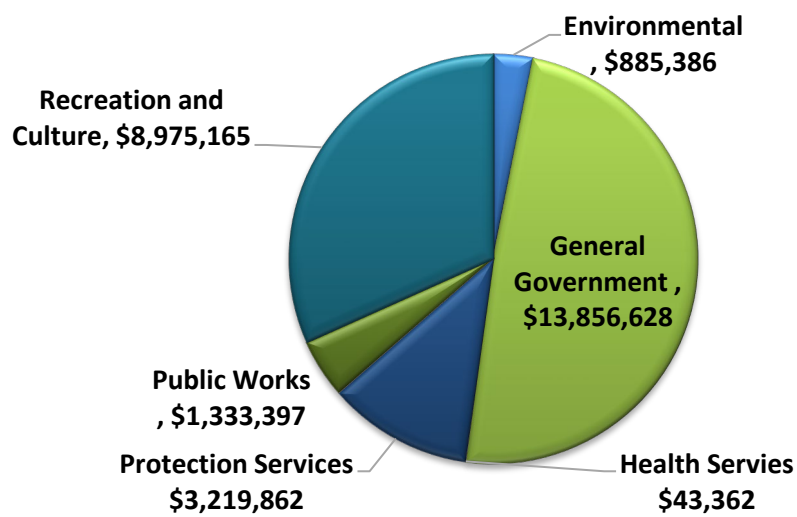


Figure 18 – Replacement Costs by Department (2024)

8.4 LIFECYCLE ACTIVITIES

The Municipality of French River owns and maintains a variety of building assets including the Municipal Office, Fire Stations, Public Works buildings, Community Centres, and leased spaces for third parties.

Lifecycle management for buildings focuses on maintaining safe, accessible, and energy-efficient facilities, while addressing aging infrastructure and adapting to climate and community needs.

GROWTH CONTEXT:

While French River's population growth is modest, increased demand for municipal services, emergency response, and community programming is placing new expectations on municipal buildings. Expansion of recreational programming and emergency management capacity may require future facility upgrades or expansions.

Leased spaces (e.g., Univi Health Centre, Aide aux Séniors) are also driving operational and lifecycle demands, with tenancy changes influencing space usage and maintenance needs.

This assessment is informed by facility booking records, tenant usage patterns, growth tracking, and Council's 2022–2025 Strategic Priorities.

8.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

The municipality's buildings are managed to ensure they remain safe, accessible, and reliable for public use. Recent assessments reflect a strong focus on maintaining accessibility and remaining AODA-compliant.

LOS Category	Description	KPI	Target
Building Safety	Ensure all municipal buildings meet health and safety codes	# of outstanding safety deficiencies	Zero
Accessibility	Maintain AODA-compliant public facilities	% of public spaces meeting AODA standards	100%
Tenant Satisfaction (Leased Spaces)	Maintain positive relationships with tenants	Tenant-reported satisfaction (annual survey)	≥80% satisfaction
Facility Condition	Maintain buildings in Good/Fair condition	% of buildings rated Good/Fair (Facility Condition Index - FCI or qualitative assessment)	≥75%

By focusing on these KPIs, the municipality can measure progress towards enhancing the condition and accessibility of its building assets, aligning with community expectations and regulatory standards. The municipality does not currently keep records of the number of building service interruptions; however, a policy will be implemented as part of the new asset management strategy. Confirming achievement of this level of service will require the Municipality to keep records and review on a biennial basis as a minimum.

8.4.2 RISK MANAGEMENT

This section identifies the key risks that could prevent the Municipality from delivering expected levels of service for Buildings and Facilities. Risks are evaluated based on likelihood of failure, consequence of failure, and their impact on public safety, operations, and financial sustainability. This approach aligns with the Municipality's risk-based asset management framework, the 2022 HIRA Exercise, and the Municipal Emergency Plan.

8.4.3 CLIMATE CHANGE MANAGEMENT

Climate change introduces new and evolving risks for our Municipal Buildings, including increased weather extremes, longer seasonal stresses, and new operational challenges. The Municipality has incorporated a climate risk lens into asset planning, in alignment with Ontario Regulation 588/17, the Municipality's Emergency Plan, and guidance from the 2022 HIRA Exercise.

This section highlights key climate-related hazards relevant to buildings, their likely impacts, and the adaptation and mitigation measures the Municipality will take to manage those risks over the asset lifecycle.

Climate Hazard	Building Impact	Mitigation/Adaptation Actions
Extreme Rainfall / Flooding	Flooding, water intrusion	- Evaluate need for floodproofing at at-risk sites
High Winds / Severe Storms	Roof damage, building envelope failure	- Reinforce roofing systems during replacements - Maintain trees and landscaping around buildings
Extreme Heat	Overheating in non-air-conditioned buildings	- Upgrade HVAC systems for cooling capacity - Incorporate passive cooling measures during renovations
Winter Freeze Events	Frozen pipes, ice damming, structural stress	- Winterize plumbing in seasonal facilities - Inspect and maintain roof insulation and ventilation

Emergency Response Link:

Key municipal buildings (e.g., the Municipal Office, Fire Stations, and Community Evacuation areas) are identified in the Emergency Plan as Critical Infrastructure. Building readiness for emergency shelter or operations functions is evaluated by the CEMC in coordination with Facilities and Maintenance.

8.5 FINANCING STRATEGY

The Municipality of French River's building infrastructure plays a critical role in delivering municipal services, housing emergency operations, and providing community spaces. Ensuring the long-term sustainability of these facilities requires a clear understanding of both the financial investment required and the funding mechanisms available to support ongoing maintenance, component replacements, and major capital projects.

This financing strategy outlines the estimated 10-year investment need for municipal buildings, along with projected funding sources, potential funding gaps, and strategies to mitigate those gaps. It considers historical spending patterns (from the last 5 municipal budgets), current building condition assessments,

growth-related demands, and climate resilience upgrades that will become necessary over the coming decade.

This approach aligns with Section 6 (3) of Ontario Regulation 588/17, which requires municipalities to project lifecycle investment needs and outline funding strategies that support the delivery of proposed levels of service.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Maintenance (janitorial, minor repairs)	\$1.2 million
Major Component Replacements (HVAC, roofing, windows)	\$2 million
Accessibility and Energy Efficiency Upgrades	\$800,000
Emergency Repairs / Unplanned Failures	\$500,000
Building Expansions or Renovations (if needed)	\$1 million
Total 10-Year Investment Need	~\$5.5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$2 million
Building Reserves	\$1.5 million (based on reserve trends from 2021–2025 budgets)
Senior Government Grants (e.g., FCM Green Municipal Fund, ICIP)	\$1 million
Energy Efficiency Incentives (e.g., IESO SaveOnEnergy, Enbridge programs)	\$500,000
Leaseholder Contributions (where applicable)	\$500,000

FUNDING GAP:

Estimated **\$500,000–\$1 million** over the next 10 years.

Gap Mitigation Strategies:

- Continue annual reserve contributions for equipment replacement that align with current amortization practices.
- Apply for building retrofit grants (e.g., FCM Green Municipal Fund)
- Incorporate energy efficiency and GHG reduction goals into future capital plans
- Explore tenant capital contribution agreements for large, shared projects
- Maintain or grow annual building capital budget lines

9. MACHINERY & EQUIPMENT

9.1 CURRENT LEVELS OF SERVICE

The target level of service for these assets is to maintain all assets such that they are in good repair with minimal breakdowns. This should be achieved by continuing to complete regular maintenance and repair recommendations as may be outlined during regular inspections completed during maintenance servicing. All assets with recommended maintenance schedules as part of the manufacturer's warranty service should follow the schedules as described.

Achievement of the levels of service for these assets can be determined by reviewing the performance of the asset, i.e. is the asset operating for its intended purpose without interruption. The municipality does not currently keep records of the amount of down time for these assets, however a policy should be implemented to do so including recording the scheduled maintenance intervals as part of the new asset management strategy. Confirming achievement of this level of service will require the Municipality to keep records and review them on an annual basis as a minimum.

9.2 ASSET CONDITION

The Municipality's machinery, equipment, furniture & fixture assets were evaluated based on the inventory and information provided by the Municipality within the Tangible Capital Asset Continuity Schedule. Each of the seventy-seven assets was assigned an identification number, along with location, use and year of construction being noted.

9.2.1 METHOD OF CONDITION EVALUATION

Each asset was given a subjective rating of Excellent, Good, Fair or Poor, based on the lifespan of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. Assets were subject to varying lifespans which can be reviewed in detail as presented in the Capital Asset Summary.

- **Excellent** Less than 5 years old
- **Good** Between 5 years old and 50% of its life expectancy
- **Fair** Between 50% and 75% of its life expectancy
- **Poor** Between 75% and 100% of its life expectancy
- **Replace** Beyond its life expectancy

9.2.2 CURRENT CONDITION

The overall condition of machinery, equipment, assets is based on its age and useful lifespan and was described by one of five ratings as being Excellent, Good, Fair, Poor or Replace. Below is a chart that indicates how many assets we have that should be replaced as they have already gone over their Estimated Useful Life (EUL) or when the asset will be expiring within the next 10 years. As per our Procurement Policy these assets usually last between 3-20 years depending on the asset.

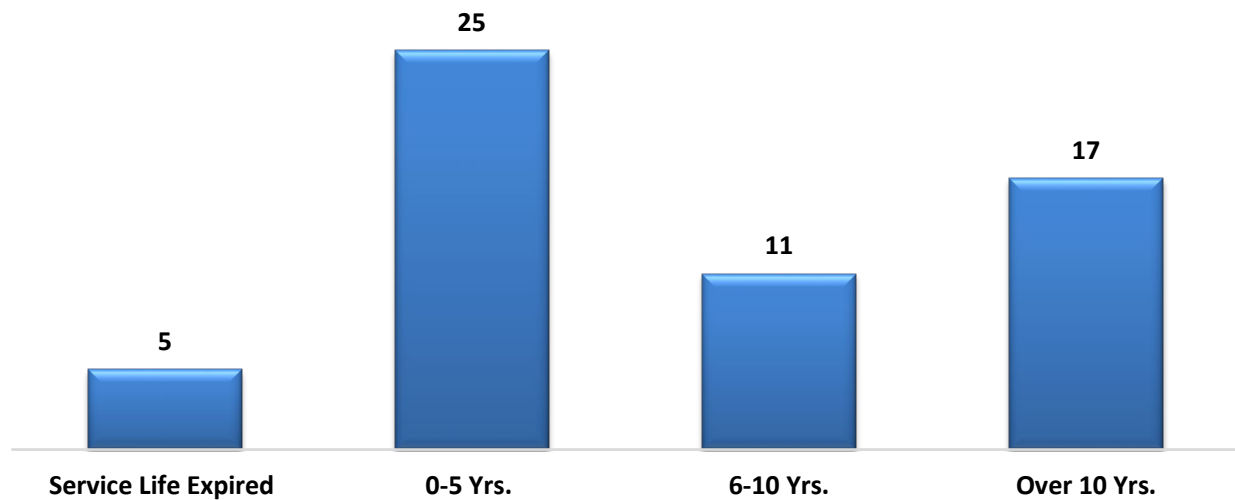


Figure 19 – Number of Buildings Condition based on Estimated Useful Life (EUL (2023))

9.3 INVENTORY

A summary of the Municipality's machinery, equipment, furniture & fixture inventory is presented in the following figures outlining a summary of the count by class. The inventory is based on the Municipality's Tangible Capital Asset Continuity Schedule and supplemented with Municipal Staff input.

9.3.1 REPLACEMENT COSTS

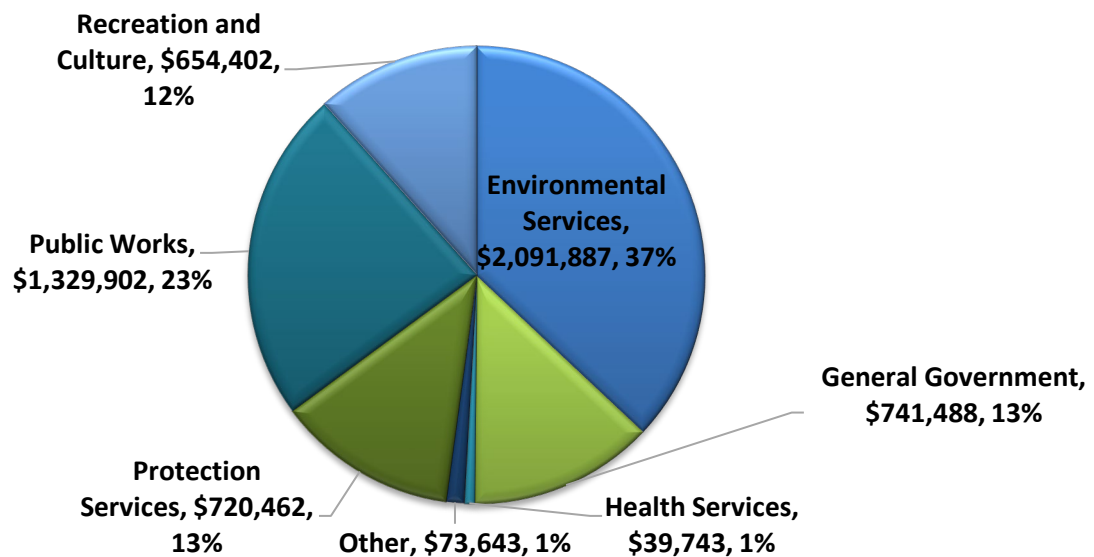


Figure 20 – Replacement Costs by Department (2024 Dollars)

9.4 LIFE CYCLE ACTIVITIES

The Municipality of French River's machinery and equipment inventory includes a variety of assets essential for daily operations, including but not limited to; Graders, loaders, backhoes, plows, mowers, generators, and small tools used by Public Works, Fire Services, and Parks operations.

Effective lifecycle management ensures that equipment remains safe, operational, and cost-efficient, supporting key services like winter control, road maintenance, and emergency response.

GROWTH CONTEXT:

While overall population growth in French River is modest, expanding service expectations, increased maintenance demands, and more frequent extreme weather events have increased the operational workload on municipal equipment. For example, longer and more intense winter seasons have increased grader and plow usage, while more frequent ditching and storm cleanup activities have increased loader and backhoe operating hours. Growth in recreational programming and tourism has also increased Parks-related equipment utilization.

9.5 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

Machinery and Equipment assets are essential for maintaining municipal operations and supporting service delivery across multiple departments, including Public Works, Fire Services, and Parks and Recreation. The Municipality monitors equipment condition and performance using both historical performance metrics (from the 2013 AMP) and new operational KPIs introduced since 2021.

LOS Category	KPI	Target
Average Age of Equipment	Average Age vs Expected Useful Life (EUL)	≤70% of EUL
Cost Efficiency	Repair Cost as % of Replacement Cost	≤10% annually
Reliability	Incident Rate (Unplanned Breakdowns)	≤5 incidents per 100 equipment units annually
Availability	Scheduled Availability for Operations	≥90%
Downtime	Average Downtime per Unit per Year	≤5%
Preventative Maintenance Compliance	% of PM tasks completed on time	≥95%
Safety Compliance	% of units passing annual safety inspections	100%

These KPIs provide both historical continuity with the 2013 AMP and updated performance tracking based on current operational needs and Provincial AMP guidelines.

RISK MANAGEMENT – MACHINERY AND EQUIPMENT

The Municipality uses a risk-based asset management approach to evaluate potential threats to service delivery, safety, and financial sustainability related to its machinery and equipment inventory. This

approach aligns with the 2022 HIRA Exercise, the Municipal Emergency Plan, and the Risk Management expectations within O Reg. 588/17.

Risk Category	Description	Operational / Financial Impact	Mitigation Measures
Equipment Failure	Mechanical breakdown of critical units (graders, plows, loaders, etc.)	Service interruptions (e.g., winter control delays), increased emergency repair costs	- Preventative maintenance - Timely replacements - Condition monitoring
Safety Failures	Inadequate safety inspections or failed components	Staff injury, WSIB claims, liability	- Mandatory pre-use safety checks - Annual third-party safety inspections
Parts Availability Delays	Supply chain disruptions for parts	Prolonged equipment downtime	- Stock critical spare parts - Establish supplier agreements for fast delivery
Emergency Readiness	Insufficient working units during a large-scale emergency (snowstorm, flood, wildfire response)	Failure to deliver critical municipal services during emergencies	- Conduct seasonal readiness reviews - Crosstrain operators on multiple equipment types - Develop rental contingency plans

9.4.4 CLIMATE CHANGE MANAGEMENT – MACHINERY AND EQUIPMENT

Climate change is placing new operational pressures on municipal machinery and equipment. These pressures include longer winter control seasons, more frequent extreme weather events, and higher service demand during emergencies.

Climate Hazard	Impact on Machinery and Equipment	Municipal Adaptation Measures
Longer Winters	Increased wear-and-tear on winter control equipment	- Increase preventative maintenance frequency - Budget for faster replacement cycles
Intense Storm Events	Higher use of equipment for debris clearing, drainage work, and emergency response	- Maintain equipment readiness year-round - Allocate emergency funds for storm-related equipment deployment
High Heat Events	Risk of equipment overheating, increased maintenance	- Implement summer heat maintenance protocols - Use manufacturer-recommended high-temperature fluids
Flood Risk (Equipment Yards)	Risk of equipment storage areas flooding	- Improve yard drainage - Relocate critical equipment during flood watches

9.5 FINANCING STRATEGY

Machinery and equipment represent essential tools for delivering municipal services efficiently and safely. This financing strategy presents a 10-year investment forecast for equipment lifecycle needs, including preventative maintenance, mid-life rebuilds, and fleet replacements.

The forecast is informed by historical spending data (2021–2025 budgets), equipment utilization records, condition assessments, and anticipated climate and service demand pressures. This section aligns with Ontario Regulation 588/17 Section 6 (3) requirements for financial sustainability.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Maintenance and Repairs	\$1.2 million
Mid-Life Overhauls (Engines, Hydraulics, etc.)	\$800,000
Scheduled Equipment Replacements	\$2 million
Safety Upgrades and Regulatory Compliance	\$500,000
Climate Resilience and Efficiency Upgrades (e.g., fuel efficiency improvements)	\$500,000
Total 10-Year Investment Need	\$5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$2 million
Equipment Reserve	\$1.5 million (based on 2021–2025 reserve data)
Senior Government Grants (e.g., Green Municipal Fund for low-emission equipment)	\$800,000 (targeted)
Internal Equipment Chargebacks / Allocations	\$700,000

Funding Gap:

Estimated **\$700,000 to \$1 million** over the next 10 years.

Gap Mitigation Strategies:

- Continue annual reserve contributions for equipment replacement that align with current amortization practices.
- Monitor fuel efficiency and maintenance cost/trends to inform replacement timing.
- Explore cooperative equipment sharing or rental arrangements for low-utilization equipment.

10. VEHICLES

10.1 CURRENT LEVELS OF SERVICE

The target level of service for Municipal Vehicles is to maintain all vehicles such that they are in good repair with few breakdowns. This should be achieved by continuing to complete regular maintenance and repair recommendations during regular inspections completed during maintenance. All vehicles with recommended maintenance schedules as part of the manufacturer's warranty service should follow the schedules as described.

Achievement of the levels of service for vehicles can easily be determined by reviewing the performance of the existing vehicle, i.e. is the vehicle operating for its intended purpose without interruption. The municipality does not currently keep records of the amount of downtime for vehicles; however, a policy should be implemented to include recording the scheduled maintenance intervals as part of the new asset management strategy. Confirming achievement of this level of service will require the Municipality to keep records and review them on an annual basis as a minimum.

10.2 ASSET CONDITION

The Municipality's vehicle assets were evaluated based on the inventory and information provided by the Municipality within the Tangible Capital Asset summary. Each of the assets was assigned an identification number, along with department, use and year of purchase being noted.

Each asset has been given a subjective rating of Excellent, Good, Fair or Poor, or Replace based on the Estimated Useful Life of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. Assets were subject to varying lifespans which can be reviewed in detail as presented in the Capital Asset Summary.

The overall condition of a vehicle is based on its age and useful lifespan and was described by one of five rating as being Excellent, Good, Fair, Poor or Replace as defined below.

<u>Rating</u>	<u>Age</u>
Excellent	Less than 5 years old
Good	Between 5 years old and 50% of its life expectancy
Fair	Between 50% and 75% of its life expectancy
Poor	Between 75% and 100% of its life expectancy
Replace	Beyond its life expectancy

10.3 INVENTORY

A summary of the Municipality's vehicle inventory is presented in the following figures outlining a summary of how many vehicles by department. The inventory is based on the Municipality's Tangible Capital Asset Summary and supplemented with Municipal Staff input. The complete inventory is presented in the Capital Asset Summary, including all assumptions used to arise at the given ratings and projected costs.

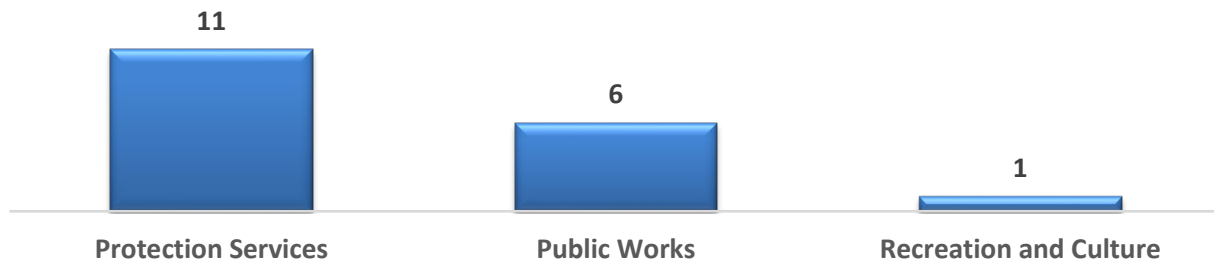


Figure 21 – # of Vehicles by Department (2023)

10.3.1 REPLACEMENT COSTS

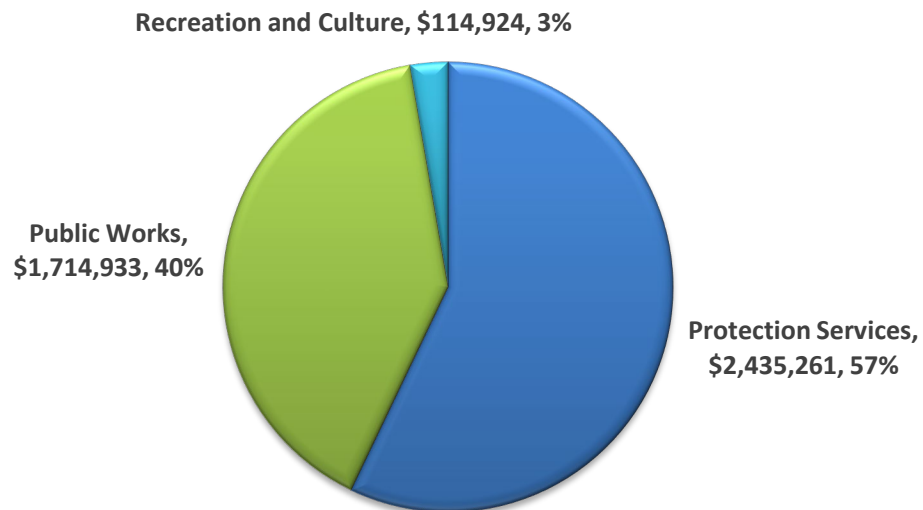


Figure 22 – Replacement Costs by Departments (2024)

10.4 LIFECYCLE ACTIVITIES

The EUL condition assessment reveals a mix of assets in good and fair condition but with notable numbers approaching the end of their lifecycle, particularly in Public Works. Targeted replacement and maintenance plans will be essential to sustain LOS and avoid service disruptions across departments. Recreation and Culture appears to be in relatively stable condition, while Public Works and Protection Services will require attention to prevent deterioration in levels of service and quality.

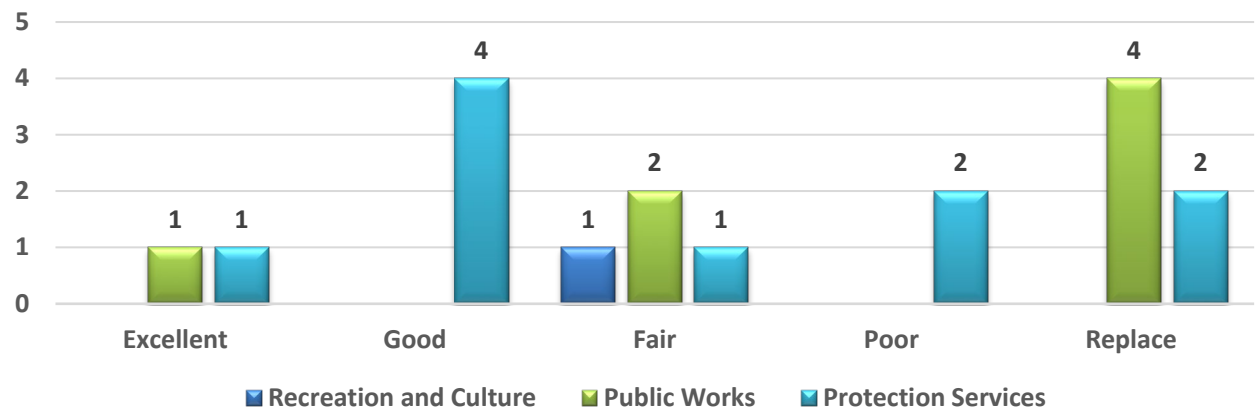


Figure 23 – # of Vehicles EUL (2023)

10.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI’S)

Vehicles play a critical role in supporting essential municipal services, including Public Works, Parks and recreation, Fire Services, By-law Enforcement, Building Inspections. Fleet management focuses on ensuring availability, safety, and cost-effective performance across the full lifecycle of each asset.

GROWTH CONTEXT:

Although French River’s population growth remains modest, expanding service delivery expectations, increased emergency response needs, and seasonal tourism pressures have driven greater vehicle utilization across all departments. For example:

- Longer winter seasons are increasing the number of hours logged by plow and patrol vehicles.
- Growth in recreational programming and special events has increased Parks-related vehicle usage.
- Increased development and department growth activity has resulted in higher inspection-related travel for Building and By-law staff.
- The establishment of regional programs (e.g., SEBBS) has added new vehicles to the municipal fleet inventory.

These observations are based on internal fleet usage logs (SAMSARA), and operational workload tracking from 2020–2025.

12.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPIs)

LOS Category	Description	KPI	Target
Vehicle Availability	Ensure vehicles are available for scheduled operations	% of fleet available on demand	≥90%
Safety Compliance	Maintain safety certification and licensing	% of vehicles passing annual safety inspections	100%
Downtime	Minimize unplanned downtime	Average downtime per vehicle per year	≤5%
Preventative Maintenance Compliance	Complete scheduled maintenance on time	% of PM services completed on schedule	≥85%
Fleet Age Profile	Manage fleet to avoid excessive aging	% of fleet below 75% of Expected Useful Life (EUL)	≥80%

10.4.2 RISK MANAGEMENT

Fleet assets carry both operational risk (affecting municipal service delivery) and safety risk (affecting staff and the public). The following risk assessment draws from municipal fleet maintenance data, the 2022 HIRA Exercise, and industry best practices for municipal fleet management.

SEASONAL FLEET CAPACITY AND RENTAL STRATEGY:

Given the municipality's limited capital funding for fleet replacements and the increasing operational demands driven by climate change and increased service demand, the municipality recognizes a potential risk in not having sufficient vehicle capacity during peak service delivery periods.

To mitigate this risk, the Municipality will evaluate the use of short-term vehicle rentals or seasonal leasing agreements during high-demand periods such as winter control seasons, summer parks maintenance, and storm response events. This flexible fleet strategy will help ensure that service delivery targets are maintained, even in the face of unforeseen vehicle breakdowns or seasonal workload spikes.

This approach aligns with the Municipality's broader risk management strategy, helping reduce financial risk, service interruption risk, and staff safety concerns associated with vehicle availability shortfalls.

Risk Category	Description	Operational / Financial Impact	Mitigation Strategies
Vehicle Failure	Mechanical breakdowns (plow trucks, fire vehicles, by-law vehicles)	Service interruptions, increased emergency repairs, delayed emergency response	- Conduct preventative maintenance - Track usage hours - Replace high-risk units proactively
Safety Failures	Failure of safety-critical systems (brakes, tires, lights)	Staff injury, vehicle accidents, liability exposure	- Daily inspections - Annual safety certifications - Implement operator training
Insufficient Fleet Size	Increased service demand exceeds vehicle availability	Service delays, overtime costs, rental expenses	- Right-size fleet during budget planning - Use utilization data for capital planning

Parts Supply Delays	Long lead times for critical parts	Extended downtime, rental costs	- Maintain in-house parts inventory for high-failure items - Maintain vendor partnerships for rapid procurement
Regulatory Non-Compliance	Failure to meet CVOR, emissions, or safety standards	Fines, insurance impacts	- Conduct annual compliance audits - Maintain asset records

10.4.3 CLIMATE CHANGE MANAGEMENT

Climate change is increasing environmental and operational pressures on municipal vehicles, including longer and harsher winter control seasons, more frequent emergency response needs, and changing temperature extremes. These factors, identified through the 2022 HIRA Exercise and supported by municipal operations data, present both physical and financial risks to fleet performance.

Climate Hazard	Potential Impact	Municipal Adaptation Strategies
Longer Winter Seasons	Increased wear on plow trucks, patrol vehicles	- Increase maintenance budget for winter fleet - Monitor vehicle usage and schedule timely replacements
Intense Rainfall and Flooding	Risk of vehicle damage during storm response	- Avoid low-lying storage areas for parking - Train staff on safe operating procedures in flood conditions
Extreme Heat Events	Engine and transmission overheating	- Implement heat-related vehicle maintenance checks - Upgrade cooling systems where needed
Freeze-Thaw Variability	Increased wear on suspensions and undercarriage	- Enhance pre- and post-winter inspections - Use rustproofing and undercoating programs
Supply Chain Disruption	Climate-related transport and manufacturing delays	- Pre-order long lead-time vehicles and parts - Maintain vendor communication for supply forecasting

Fleet Fuel and Emissions Lens:

Where feasible, the Municipality will explore alternative fuel vehicles, hybrid options, and fleet right-sizing to reduce fuel costs and greenhouse gas emissions over each planning cycle.

10.5 FINANCING STRATEGY

Maintaining a safe, reliable, and appropriately sized fleet requires a focused financial strategy. This 10-year outlook accounts for fleet replacement cycles, increased service demands, and climate-related impacts on vehicle wear and maintenance costs.

This strategy is informed by historical budget data (2021–2025), current fleet inventory, replacement cost projections, and anticipated changes in service levels. The approach aligns with Ontario Regulation 588/17 Section 6 (3) requirements for financial sustainability.

SEASONAL RENTAL STRATEGY:

To help address the identified funding gap for fleet replacement and manage seasonal service demand peaks, the Municipality will incorporate seasonal vehicle rentals and short-term leasing costs into the annual operating budget for both Public Works and Parks Departments.

This strategy provides budget flexibility, reduces the need for upfront capital outlays, and offers a scalable solution to meet fluctuating service delivery requirements, especially during climate-related emergencies or special event seasons.

Moving forward, the Municipality will monitor rental utilization rates and associated costs to inform future fleet replacement planning and optimize the balance between owned and rented fleet capacity.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Operations & Maintenance	\$1.5 million
Vehicle Replacements (Plows, Fire Trucks, By-law Vehicles, etc.)	\$3 million
Safety Upgrades and Compliance Costs	\$500,000
Climate Resilience Upgrades (e.g., rustproofing)	\$500,000
Total 10-Year Investment Need	\$5.5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$2.5 million
Vehicle Reserve	\$1.5 million (based on historical reserve use from 2021–2025)
Senior Government Grants (e.g., FCM Green Municipal Fund for low-emission vehicles)	\$500k (targeted)
Internal Department Allocations / Chargebacks	\$1 million

FUNDING GAP:

Estimated at \$500,000–\$1 million over the next 10 years.

Gap Mitigation Strategies:

- Maintain or increase annual Fleet Reserve contributions.
- Apply for green fleet and emissions-reduction grants.
- Evaluate fleet size and vehicle pooling options.
- Integrate climate resilience costs into future vehicle procurement budgets.
- Use lease-to-own or staged replacement strategies for high-cost units.

11. PARKS

11.1 CURRENT LEVELS OF SERVICE

The current Levels of Service for Parks as outlined in the 2013 AMP focus on providing safe, accessible, and well-maintained recreational spaces that meet the needs of the community. This includes ensuring that park facilities, green spaces, and playgrounds are kept in good condition, with regular maintenance to address wear and ensure safety compliance. The Municipality strives to offer a quality outdoor environment for residents and visitors by managing park assets effectively, prioritizing areas with high usage, and maintaining amenities to support recreational activities.

11.2 ASSET CONDITION

The Municipality’s parks and facilities were evaluated based on the inventory and information provided by the Municipality within the Tangible Capital Asset Continuity Schedule. Each of the twelve assets were reviewed by Tulloch and Municipal Staff and assigned an identification number, along with location, dimensions and year of construction being noted. In addition, the assets were divided into the representative components with the dimensions and general condition of each component identified. For components in need of improvement, the needs and associated timing were also reported.

Each asset has been given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. Individual asset components were subject to varying lifespans which can be reviewed in detail as presented in the Capital Asset Summary.

<u>Rating</u>	<u>Age</u>
Excellent	Less than 5 years old
Good	Between 5 years old and 50% of its life expectancy
Fair	Between 50% and 75% of its life expectancy
Poor	Between 75% and 100% of its life expectancy
Replace	Beyond its life expectancy

11.3 INVENTORY

The Municipality’s Parks asset category is comprised of the following facility’s located throughout the Municipality and serve a variety of purposes. The table below provides a summary of the Inventory by use.

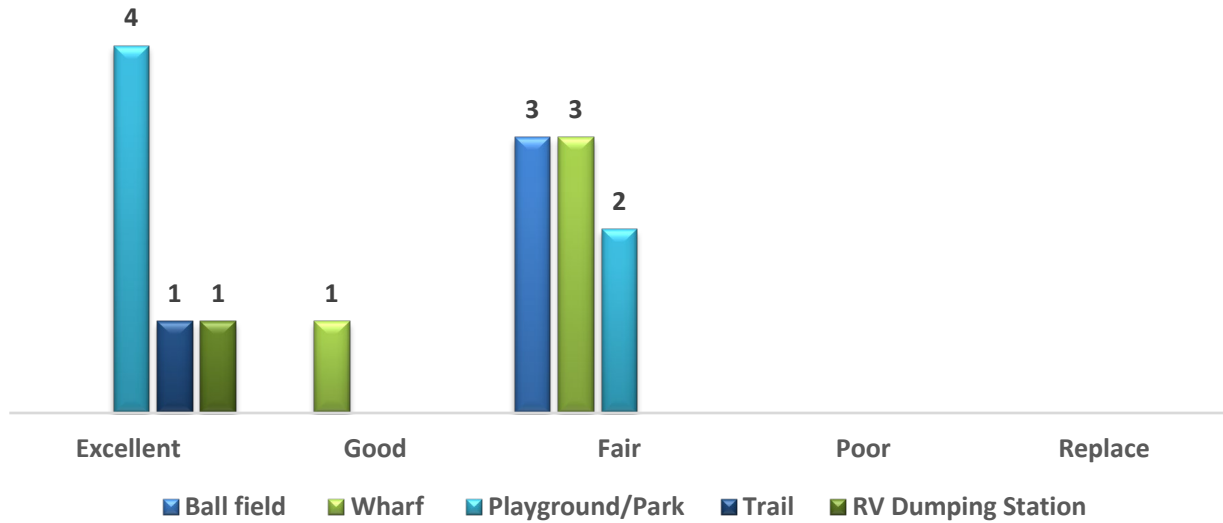


Figure 24 – Parks Inventory by Condition Rating

11.3.1 REPLACEMENT COSTS

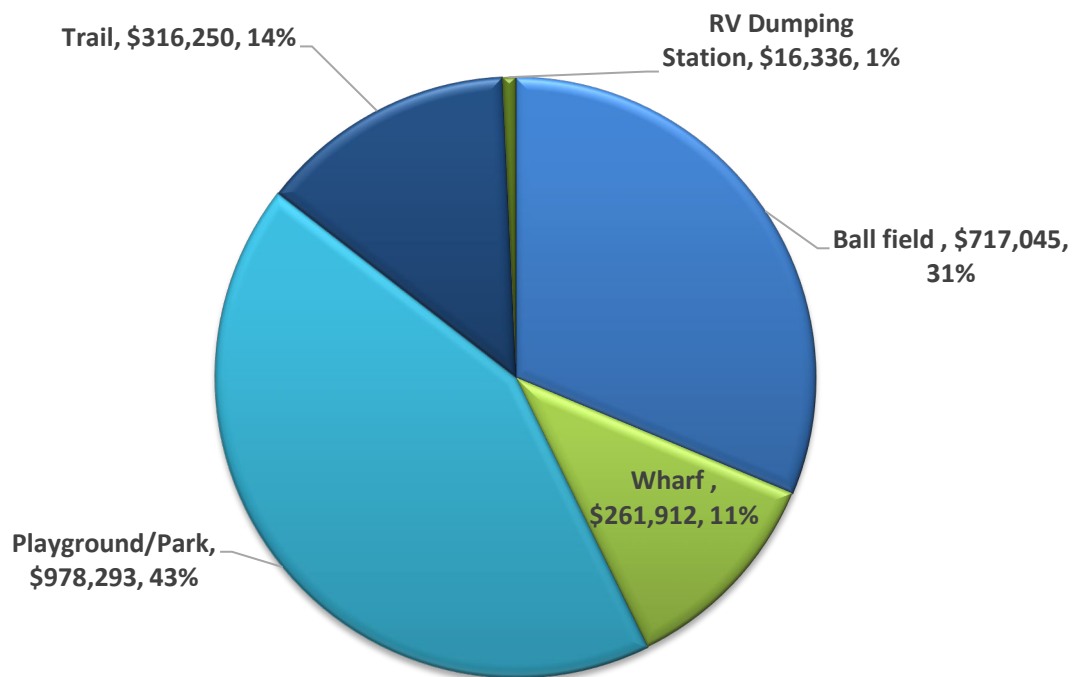


Figure 25 – Replacement Costs (2024)

11.4 LIFE CYCLE ACTIVITIES

The Municipality of French River owns and maintains a diverse range of parks and recreation assets, including playgrounds, green spaces, trails, and outdoor recreation facilities that serve both residents and visitors. Effective lifecycle management of these assets ensures safe, accessible, and enjoyable spaces for leisure, tourism, and community events.

GROWTH CONTEXT:

While the Municipality's permanent population growth remains modest, tourism-related seasonal population increases and new residential development in areas like Noëlville and Alban are driving greater year-round demand on parks infrastructure. Additionally, community expectations for accessible, inclusive, and climate-resilient recreational spaces have risen.

Increased participation in municipal events, recreation programming, and outdoor activities further emphasizes the need for ongoing investment in park infrastructure condition, safety, and amenities. This growth trend is based on municipal program usage records, tourism activity data, and internal development approval tracking (2020–2025).

11.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPIs)

Current Level of Service (LOS):

The Municipality strives to provide clean, safe, and accessible recreational spaces that support community well-being and tourism-based economic benefits. Parks LOS is monitored through routine inspections, public feedback, and compliance with applicable safety standards (e.g., CSA Playground Standards, AODA requirements).

LOS Category	Description	KPI	Target
Playground Safety	Ensure all playground equipment meets CSA safety standards	% of playgrounds passing annual inspections	100%
Park Accessibility	Provide accessible features in parks (paths, benches, washrooms where applicable)	% of parks with at least one accessible feature	≥75%
Maintenance Responsiveness	Respond to maintenance issues (e.g., litter, vandalism) in a timely manner	% of maintenance requests completed within 2 working days	≥90%
Facility Availability	Keep parks and facilities open during their scheduled seasons	% of scheduled days open for public use	≥95%
Public Satisfaction	Maintain community satisfaction with parks condition	% satisfaction (based on user feedback or survey)	≥80%

Service Monitoring Recommendation:

The Municipality will develop a Parks Asset Data Verification and Condition Assessment Policy. Parks assets will undergo condition assessments on a 2-year cycle, with ongoing updates to inventory, cost projections, and risk profiles as needed. Annual service level reviews and performance tracking will be implemented.

11.4.2 RISK MANAGEMENT – PARKS AND RECREATION ASSETS

Parks assets carry inherent risks, including public safety hazards, infrastructure failures, and environmental risks (tree hazards, flooding, etc.). This section reflects a modernized risk management approach, incorporating the Municipality's 2022 HIRA Exercise, Emergency Plan, and best practices in municipal risk-based asset management.

Risk Category	Description	Operational / Financial Impact	Mitigation Strategies
Playground Equipment Failure	Structural or component failure in play structures	Public injury, liability claims, potential litigation	- Conduct annual CSA-compliant inspections - Repair or replace high-risk equipment promptly
Slip, Trip, and Fall Hazards	Uneven surfaces, exposed roots, poor drainage on trails and pathways	Personal injury claims, increased maintenance costs	- Conduct seasonal inspections - Schedule pathway and grounds repairs
Vandalism and Unauthorized Use	Property damage and defacement of park infrastructure	Increased repair costs, decreased user satisfaction	- Install security lighting - Schedule regular park patrols - Engage with OPP and community watch groups
Severe Weather Impacts	Storm-related damage to trees, park structures, and trails	Unplanned repair costs, facility downtime	- Conduct annual tree risk assessments - Implement rapid response protocols for storm cleanup
Accessibility Non-Compliance	Aging facilities without accessible features	Legal non-compliance, limited public access	- Integrate accessibility upgrades into all future capital projects

11.4.3 CLIMATE CHANGE MANAGEMENT – PARKS AND RECREATION

Climate change presents growing challenges for parks infrastructure, including more frequent extreme weather events, flooding, tree mortality, and user safety risks during heat events. The Municipality's climate risk planning aligns with Ontario Regulation 588/17 Section 6 (3) and insights from the 2022 HIRA Exercise and Municipal Emergency Plan.

Climate Hazard	Potential Impact on Parks Assets	Municipal Adaptation Actions
Intense Storms and Wind Events	Fallen trees, damaged park infrastructure, trail blockages	- Implement tree risk management program - Develop storm response protocols for parks
Increased Rainfall and Flooding	Trail washouts, play surface erosion, facility closures	- Upgrade drainage infrastructure in parks - Elevate or relocate play equipment where flooding risk is high
Heatwaves	User health risks, turf and vegetation stress	- Install shade structures - Provide water access at key park locations

		- Promote cooling shelters during municipal events
Freeze-Thaw Cycles	Pathway heaving, play surface damage	- Increase inspection frequency in spring and fall - Include climate-resilient materials in resurfacing projects
Drought Periods	Vegetation stress, reduced canopy cover	- Introduce drought-tolerant landscaping - Monitor tree health and schedule proactive replacements

Integration with Emergency Planning:

Parks spaces may also serve as temporary gathering areas or emergency staging sites during disasters. This dual role increases the importance of maintaining parks in a ready and safe condition year-round.

11.5 FINANCING STRATEGY - PARKS AND RECREATION

Sustaining safe, accessible, and climate-resilient parks and recreation infrastructure requires a multi-faceted financial strategy. This 10-year forecast draws on historical expenditure patterns (2021–2025), asset condition data, community growth trends, and emerging climate resilience needs.

This section meets the requirements of Ontario Regulation 588/17 Section 6 (3) by projecting total lifecycle investment needs, identifying available funding sources, highlighting any funding gaps, and proposing mitigation strategies.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Maintenance and Groundskeeping	\$1 million
Playground Equipment Replacements	\$750,000
Parks Accessibility Upgrades	\$500,000
Tree Management and Risk Mitigation	\$500,000
Climate Resilience Projects (e.g., drainage, shade structures)	\$500,000
Trail Repairs and Upgrades	\$500,000
Total 10-Year Investment Need	\$3.75 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$1.5 million
Parks Reserve	\$800,000
External Grants (e.g., Canada Healthy Communities Initiative, Trillium Foundation)	1,000,000
Community Fundraising / Partnerships	\$200,000
Developer Contributions (from parkland dedication and cash-in-lieu)	\$250,000

FUNDING GAP:

Estimated at **\$500,000–\$750,000** over the next 10 years.

Gap Mitigation Strategies:

- Pursue recreation-focused federal and provincial grant programs.
- Develop community fundraising partnerships for playground and trail projects.
- Integrate small parks projects with larger road or stormwater capital projects where feasible.
- Review the Parks Reserve contribution strategy annually to ensure funding adequacy.

12. STREETLIGHTS

12.1 CURRENT LEVELS OF SERVICE

The Municipality's streetlight inventory currently consists of 176 poles and fixtures. The structure inventory and condition ratings are estimated based on the records provided by the Municipality. The chart below provides a breakdown of the total replacement cost of streetlight infrastructure.

It is recommended that a data verification policy and condition assessment policy be established to outline when and how the streetlight infrastructure information is updated. It is recommended that the poles and fixtures are reviewed on a biennial basis.

12.2 ASSET CONDITION

12.2.1 METHOD OF CONDITION EVALUATION

The Municipality's streetlight infrastructure was evaluated based on inventory information. Each streetlight component was given a subjective rating of Excellent, Good, Fair or Poor, based on the current overall condition of the asset. A condition rating greater than Poor is considered acceptable and is expected to require continued maintenance. A condition rating less than Poor is considered unacceptable, and an improvement or replacement is to be evaluated for cost. For the purposes of forecasting, all poles were estimated to have a lifespan of 50 years, and all appurtenances were estimated to have a lifespan of 20 years, with an average condition rating assigned based on age as follows:

<u>Rating</u>	<u>Scale</u>	<u>Age</u>
Excellent	20	Less than 5 years old
Good	40	Between 5 years old and 50% of its life expectancy
Fair	60	Between 50% and 75% of its life expectancy
Poor	80	Between 75% and 100% of its life expectancy
Replace	100	Beyond its life expectancy

12.3 COST SUMMARY

12.3.1 INVENTORY

The inventory is comprised of 176 locations, each of which were divided into two components: poles, and appurtenances. Each asset was assigned a number, and then its location, and year of installation were noted.

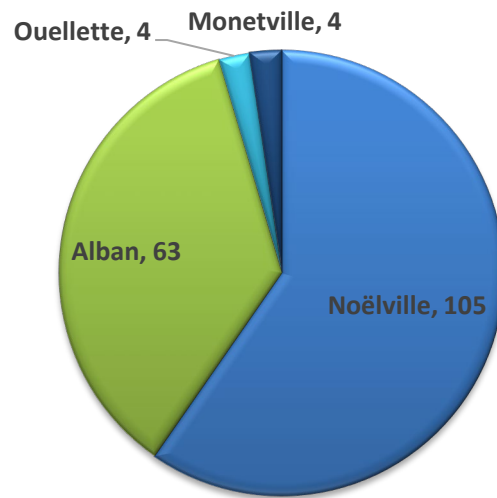


Figure 26 – Streetlight Inventory by Town

12.3.2 CURRENT STATE & VALUE

In the Chart below, you can see that in 2016 a substantial number of lights were upgraded. The Chart indicates the historical maintenance and upgrades of the assets since the original installation.

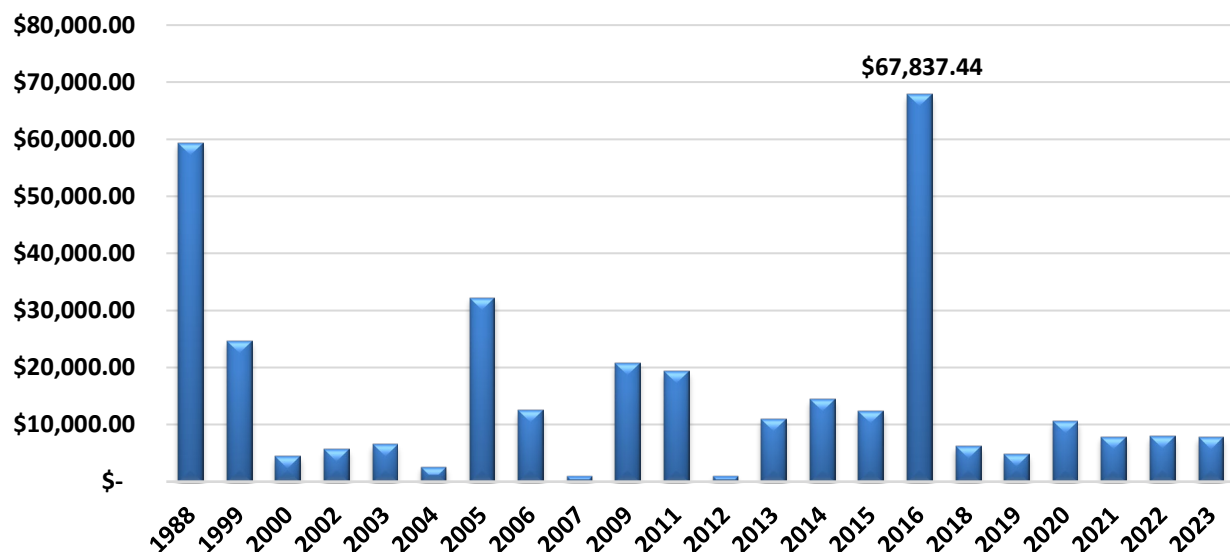


Figure 27 – Streetlight PSAB Values

12.3.3 REPLACEMENT COSTS

The estimated replacement costs of the municipal street light inventory is approximately \$ 1,000,226 (2024 Dollars).

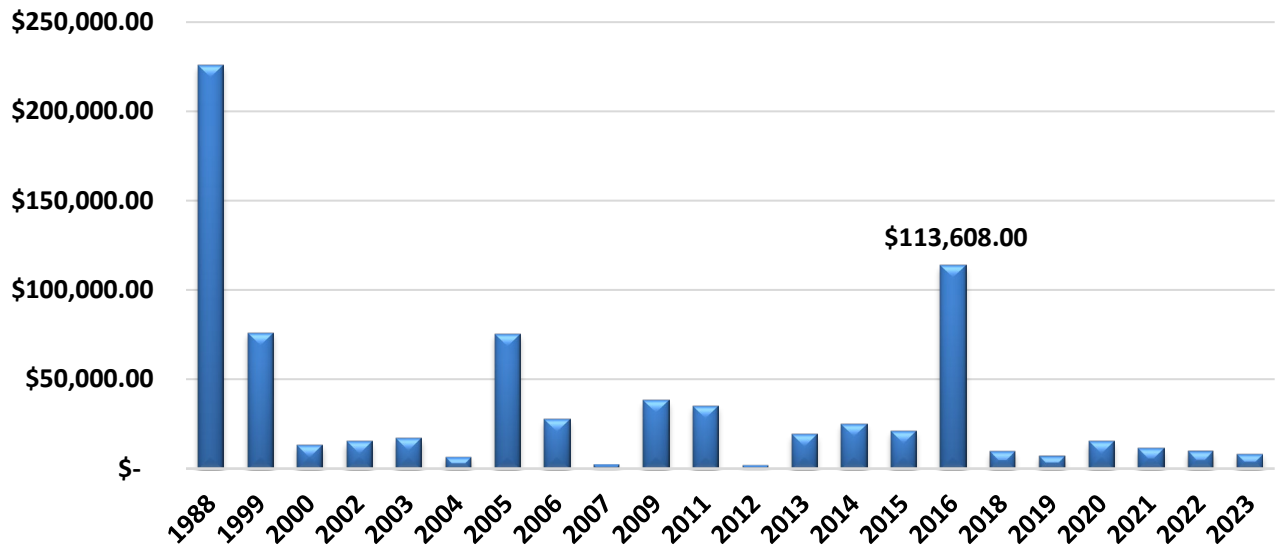
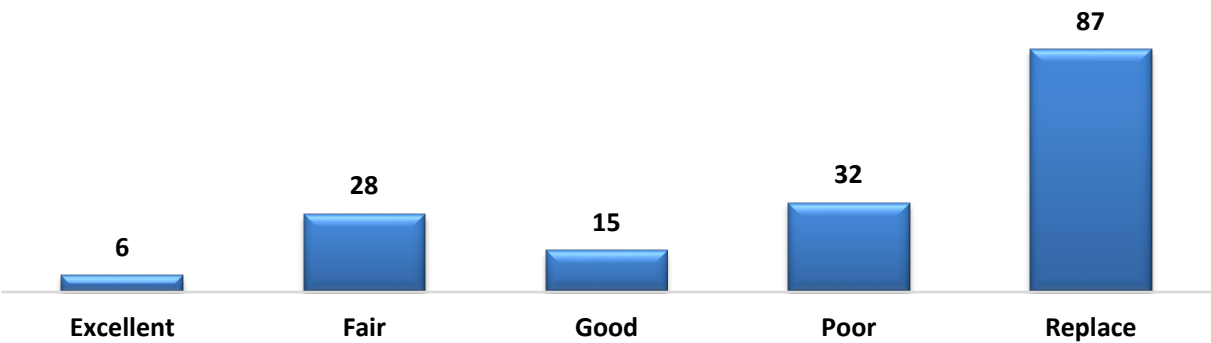


Figure 28 – Streetlight Replacement Costs

12.4 AVERAGE AGE AND CONDITION

12.4.1 APPROACH TO MEASURING CONDITION

Based on the EUL condition assessment for streetlights, the analysis indicates a substantial number of assets have reached or exceeded their expected useful life, with 87 requiring immediate replacement to maintain safety and functionality. A smaller proportion of streetlights are in poor condition (32), nearing their replacement timeframe. 28 streetlights are rated as fair, suggesting moderate aging but still operational, while 15 are rated as good, and only 6 remain in excellent condition. This distribution highlights an urgent need for a prioritized replacement and maintenance strategy, focusing on assets at or beyond their lifecycle, to ensure uninterrupted service and prevent further deterioration in lighting quality across the municipality.



*Figure 29 – Streetlight Conditions***12.5 LIFE CYCLE ACTIVITIES**

The Municipality of French River owns and maintains a network of streetlighting infrastructure that enhances roadway safety, pedestrian visibility, and community aesthetics in residential, commercial, and high-traffic areas. Assets include pole-mounted fixtures, LED and legacy lighting units, control systems, and underground cabling where applicable.

Lifecycle management focuses on maintaining lighting service levels, minimizing energy costs, and upgrading aging infrastructure as needed.

GROWTH CONTEXT:

As development continues in areas such as Noëlville, Alban, and other growth nodes, demand for expanded streetlighting coverage is increasing. This includes new subdivisions, expanded roadside infrastructure, and community safety initiatives.

Additionally, tourism growth has increased public expectation for improved lighting in high-use recreational and commercial corridors. Growth trends are informed by the Planning Board (2020–2025), Council-approved development projects.

13.4.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

LOS Category	Description	KPI	Target
Lighting Availability	Ensure streetlights remain operational and minimize outages	% of streetlights operational at any given time	≥95%
Energy Efficiency	Reduce energy consumption through LED upgrades	% of streetlights converted to LED	≥90% by 2030
Response Time	Address reported streetlight outages quickly	Average time to repair reported outages	≤5 business days
Safety Compliance	Maintain compliance with roadway lighting standards where applicable	% of installations meeting relevant standards (e.g., RP-8)	100% (new installs)

12.5.2 RISK MANAGEMENT

Streetlight infrastructure carries both safety risks (roadway visibility, pedestrian safety) and financial/operational risks (energy costs, equipment failure). This risk assessment aligns with the Municipality's HIRA 2022, Public Works Service Records, and best practice guidelines.

Risk Category	Description	Operational / Financial Impact	Mitigation Strategies
Lighting Failure	Burnt-out bulbs, failed ballasts, electrical faults	Reduced roadway safety, public complaints, liability	- Implement proactive inspection program - Establish outage reporting and tracking system

Pole Damage	Vehicle strikes, severe weather	Safety hazards, repair costs	- Conduct by-annual structural inspections - Maintain emergency repair contracts
Electrical Failures	Underground cabling faults	Extended service outages	- Map underground cable locations - Prioritize cable replacements during major failures
Energy Cost Spikes	Older high-wattage fixtures increase costs	Higher operational expenses	- Continue LED conversion program - Monitor hydro billing for spikes
Public Complaints	Perceived or actual dark areas near homes, businesses	Reputation risk, resident dissatisfaction	- Maintain complaint tracking - Integrate lighting review into development approvals

12.5.3 CLIMATE CHANGE MANAGEMENT

Climate change presents both direct and indirect risks to the Municipality's streetlighting infrastructure. The following climate risks and mitigation actions were identified through the 2022 HIRA Exercise, Emergency Plan reviews, and industry best practice for municipal lighting systems.

Climate Hazard	Potential Impact on Streetlights	Municipal Adaptation Strategies
Extreme Wind Events	Pole failures, fixture damage	- Conduct periodic pole stability checks - Prioritize replacements for deteriorating poles
Freeze-Thaw Cycles	Soil heaving affecting pole alignment	- Monitor pole tilt and base condition during spring inspections
Heavy Rain and Flooding	Water ingress into underground electrical vaults	- Inspect below-grade equipment for water resistance - Upgrade wiring insulation during replacements
Lightning Storms	Surge damage to lighting controls	- Consider surge protectors in critical circuits - Maintain adequate insurance coverage
Extended Hot Periods	Accelerated fixture degradation (especially older HID fixtures)	- Prioritize LED conversions - Monitor for heat-related fixture failures

ENERGY AND GHG REDUCTION LENS:

Continuing the LED retrofit program is both a risk mitigation and climate mitigation strategy, reducing municipal GHG emissions and lowering long-term energy costs.

12.6 FINANCING STRATEGY

Streetlighting represents an important component of the Municipality's safety infrastructure and energy management program. This 10-year financing strategy is based on historical operating budgets (2021–2025), current streetlight inventory, ongoing LED conversion progress, and projected maintenance and upgrade needs.

This section fulfills the financial forecasting requirement under Ontario Regulation 588/17 Section 6 (3).

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Operations & Maintenance	\$500,000
LED Retrofit Program Completion	\$800,000
Pole Replacements and Upgrades	\$500,000
Underground Wiring Repairs	\$300,000
Energy Efficiency and Climate Resilience Measures	\$400,000
Total 10-Year Investment Need	\$2.5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$1.2 million
Energy Efficiency Reserve (if applicable)	\$500,000
Federal/Provincial Energy Efficiency Incentives	\$500,000 (targeted)
Hydro Savings from LED Conversions	\$300,000 (operating cost reduction over 10 years)

FUNDING GAP:

Estimated at **\$300,000–\$500,000** over 10 years.

Gap Mitigation Strategies:

- Apply for energy efficiency grants (e.g., Save On Energy Municipal Incentive Programs)
- Phase non-critical lighting expansions based on available funding
- Continue tracking hydro savings from LED conversion as a future funding source

13. PARKING LOTS

13.1 CURRENT LEVELS OF SERVICE

The Municipality's Parking Lots serve community facilities, including the Alban Community Centre, the Complex Parking Lot, and the Overflow Parking Lot at the Municipal Complex. Current service levels focus on maintaining accessible, safe, and functional parking areas that meet community needs and safety standards.

13.2 ASSET CONDITION

13.2.1 METHOD OF CONDITION EVALUATION

The following methods of condition evaluation will be used in determining maintenance work and ensuring public safety and appropriate service levels.

1. **Safety:** The parking lots are designed and maintained to provide a safe environment for users, with regular inspections to identify and address hazards such as potholes, faded lines, or inadequate lighting.
2. **Accessibility:** Accessible spaces are provided in compliance with the (ADOA).
3. **Condition:** Routine annual maintenance helps ensure parking surfaces remain in good condition, with repair priorities focused on areas with significant wear or structural concerns.
4. **Capacity:** The parking lots provide adequate space to accommodate peak usage at community centers, with overflow areas available to manage high-demand times.

While the current service levels are generally adequate for community needs, increasing use at public facilities may require capacity assessments in the future. Maintenance is prioritized for safety-related issues, and condition ratings guide scheduling for resurfacing and repairs.

13.3 COST SUMMARY

13.3.1 INVENTORY

The current inventory of parking lot assets includes only a selection of key facilities, such as the Alban Community Centre, Complex Parking Lot, and Overflow Parking Lot at the Municipal Complex. However, not all parking lots across municipal facilities and parks are recorded or evaluated with the same level of detail. Parking areas at other properties, including smaller municipal parks, recreational facilities, and additional public buildings, have yet to be fully inventoried and documented for condition assessments and financial planning.

To develop a comprehensive view of parking lot assets and ensure long-term serviceability, it is essential to expand the inventory to include these additional parking areas. A complete assessment will provide insights into current conditions, estimated useful life, and anticipated replacement costs, facilitating more accurate budgeting for maintenance, repairs, and potential expansions.

By capturing the financial data for all parking lots within the municipality, we can better allocate resources, manage lifecycle costs, and ensure safe and accessible parking facilities for the community at all locations.

Current parking lots not included in the inventory are:

- Library and Fire Hall Parking Lots
 - Joe Chartrand Park Parking Lot
 - Public Works Facility Parking Lot
 - Arena (Noëlville Community Centre) Parking Lot
- Alban Community Centre Parking Lot
 - Alban Park and Splash Pad Parking Lot
 - Wally Lamondin Beach Parking Lot

Once a current evaluation is conducted on all these locations staff will have a more up to date evaluation of this asset.

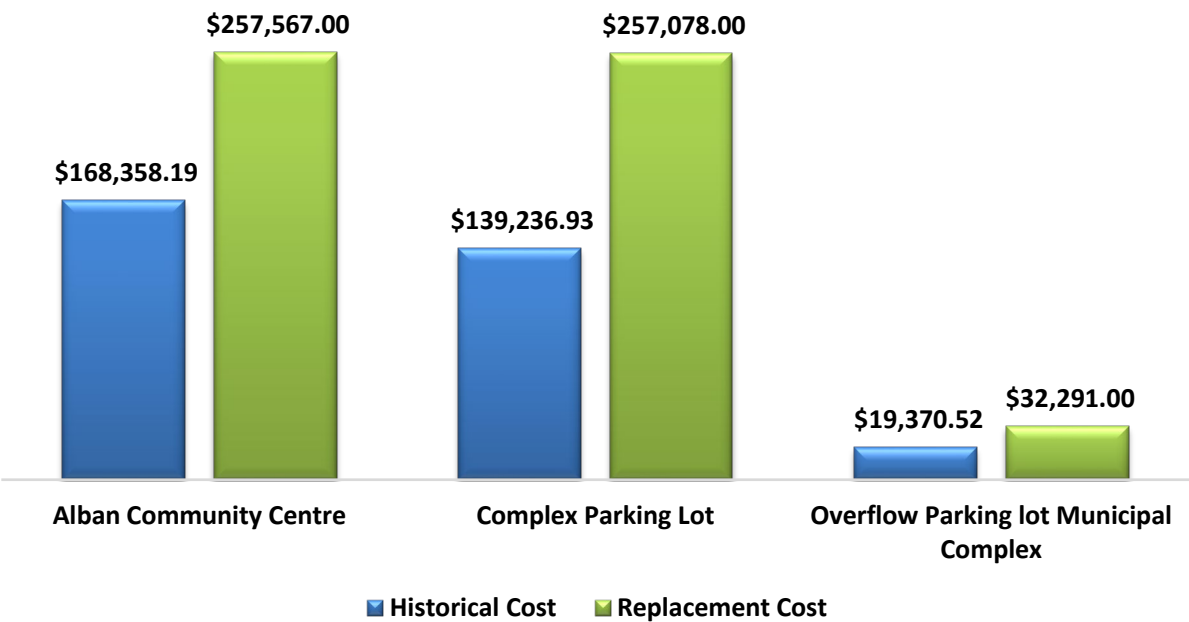


Figure 30 – Parking Lot PSAV Values & Replacement Costs

13.4 AVERAGE AGE AND CONDITION

13.4.1 APPROACH TO MEASURING CONDITION

Based on the EUL condition assessment for parking lot assets, the analysis shows a mix of remaining service life across the different locations. The **Alban Community Centre** has the highest remaining years, indicating that it is in relatively good condition with less immediate need for replacement. However, the **Complex Parking Lot** and the **Overflow Parking Lot at the Municipal Complex** have a shorter remaining lifespan, suggesting they are closer to requiring maintenance or replacement actions. This distribution emphasizes the need for a targeted approach, where assets with less remaining life are prioritized for maintenance and planning, ensuring continued functionality and safety across all parking lot facilities within the municipality.

The **Condition Evaluation** of parking lots is based on visual inspections and condition ratings, primarily focusing on pavement condition, surface integrity, and structural soundness. The following methods are used to assess the condition of parking lots:

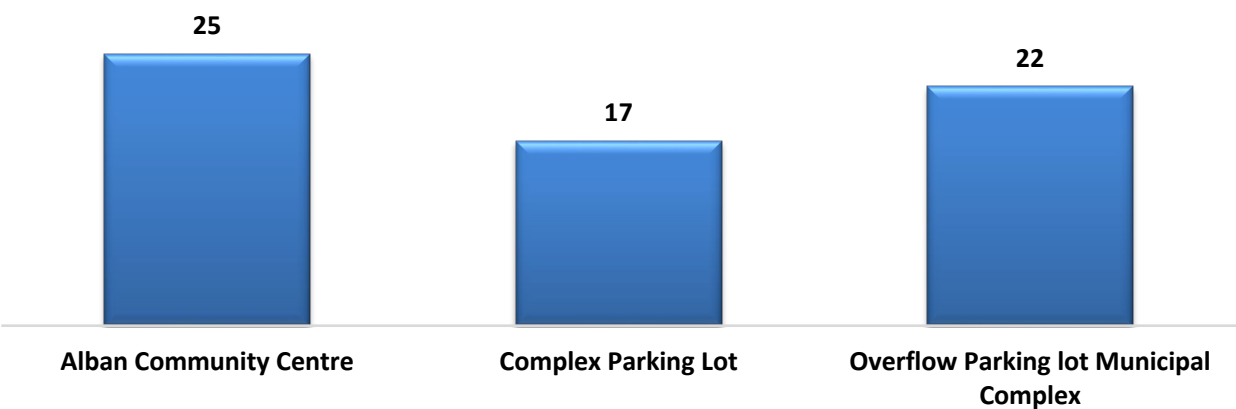


Figure 31 – Parking Lot EUL (yrs.)

13.5 LIFE CYCLE ACTIVITIES

The Municipality of French River owns and maintains a small inventory of parking lot infrastructure, supporting municipal buildings, community centres, parks, and public service facilities. Parking lots are essential for public accessibility, event hosting, and day-to-day municipal operations.

Lifecycle management focuses on maintaining surface condition, drainage performance, and compliance with accessibility and safety standards.

13.5.1 LEVEL OF SERVICE (LOS) & KEY PERFORMANCE INDICATORS (KPI'S)

LOS Category	Description	KPI	Target
Surface Condition	Maintain smooth, hazard-free parking surfaces	% of parking lots in Good/Fair condition	≥80%
Safety Compliance	Ensure no significant trip hazards or surface deterioration	Number of recorded surface hazard complaints per year	<5
Accessibility Compliance	Maintain accessible parking spaces as per AODA standards	% of facilities with AODA-compliant parking spaces	100%

Winter Maintenance	Ensure lots are cleared and safe during winter months	% of winter service calls completed within target response time	≥95%
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13.5.2 RISK MANAGEMENT

Parking lots carry safety, operational, and liability risks, especially related to surface condition, winter control, and drainage performance. This risk profile is informed by internal maintenance records, public service requests.

Risk Category	Description	Operational / Financial Impact	Mitigation Strategies
Surface Deterioration	Potholes, cracks, heaving	Trip and fall claims, vehicle damage, public complaints	- Schedule surface inspections - Implement patching and resurfacing programs
Drainage Failure	Poor drainage leading to standing water and ice formation	Increased winter maintenance costs, slip and fall risk	- Improve lot grading - Install or replace catch basins and drains
Winter Safety Hazards	Inadequate snow/ice control	Slip and fall liability, service interruptions	- Prioritize lots in winter maintenance schedules - Document winter control response times
Accessibility Non-Compliance	Missing or damaged accessible spaces	Legal non-compliance, public access issues	- Include AODA parking standards in all capital upgrade projects
Increased Usage	More wear from community events and programming	Faster surface degradation	- Integrate parking lot capacity reviews into event planning processes

13.5.3 CLIMATE CHANGE MANAGEMENT

Climate change is already impacting parking lot performance through more intense freeze-thaw cycles, higher rainfall leading to ponding and erosion, and longer winter maintenance seasons. These trends are reflected in the Municipality's 2022 HIRA Exercise and observed maintenance workload increases since 2020.

Climate Hazard	Potential Impact on Parking Lots	Municipal Adaptation Actions
Increased Freeze-Thaw Cycles	Accelerated cracking and pothole formation	- Increase inspection frequency in spring and fall - Use climate-resilient surface materials
Intense Rainfall Events	Ponding, flooding, and erosion at lot edges	- Improve lot grading and drainage infrastructure during capital upgrades
Extended Winter Seasons	More frequent freeze-thaw icing hazards	- Maintain enhanced winter control response for parking lots
Heatwaves	Surface softening and material fatigue (especially older asphalt)	- Use higher temperature-rated asphalt in resurfacing projects

Sustainability and Climate Lens:

Where possible, the Municipality will explore Low Impact Development (LID) solutions such as permeable pavement, bio-swales, or stormwater infiltration features in future parking lot upgrades.

13.6 FINANCING STRATEGY

Parking lot infrastructure requires ongoing capital investment to maintain safety, accessibility, and surface integrity. This 10-year financing strategy reflects historical maintenance trends, capital replacement needs, increased climate resilience requirements, and anticipated usage growth.

This forecast meets Ontario Regulation 588/17 Section 6 (3) requirements for financial sustainability and lifecycle investment planning.

10-YEAR LIFECYCLE INVESTMENT FORECAST (2025–2035):

Category	Estimated Cost
Routine Maintenance and Winter Control	\$500,000
Asphalt Resurfacing and Lot Rehabilitation	\$1 million
Drainage and Grading Upgrades	\$400,000
Accessibility and Safety Improvements	\$300,000
Climate Resilience Measures (e.g., LID drainage features)	\$300,000
Total 10-Year Investment Need	\$2.5 million

FUNDING SOURCES (2025–2035):

Source	Estimated Contribution
Tax Levy	\$1 million
Roads/Parking Reserve	\$700,000
Senior Government Grants (e.g., Investing in Canada Infrastructure Program for accessibility or climate projects)	\$500,000
Internal Service Allocations	\$300,000

FUNDING GAP:

Estimated at ~\$300,000–\$500,000 over 10 years.

Gap Mitigation Strategies:

- Integrate parking lot rehabilitation into larger capital projects (e.g., road or building projects)
- Apply for accessibility and climate-focused infrastructure grants
- Phase non-critical improvements over multiple budget years