



THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD

- A G E N D A -

Tuesday November 11, 2025

SPECIAL MEETING OF COUNCIL

7:00 pm, Council Chambers, Fingal/Via Video Link

For the purpose of an Asset Management Plan Workshop

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. DELEGATION

- (a) Asset Management Plan – Council Workshop
 - Facilitated by Suday Jain and Peter Simcisko from Watson & Associates Economists Ltd. (note: they will be in-person)

4. BY-LAW

- (a) By-law No. 2025-64, being a by-law to confirm the resolutions and motions of the Council of the Township of Southwold, which were adopted on November 11, 2025

5. ADJOURNMENT: NEXT REGULAR MEETING OF COUNCIL
Monday November 24, 2025 @ 7:00 P.M.
Council Chambers, Fingal/Via Video Link



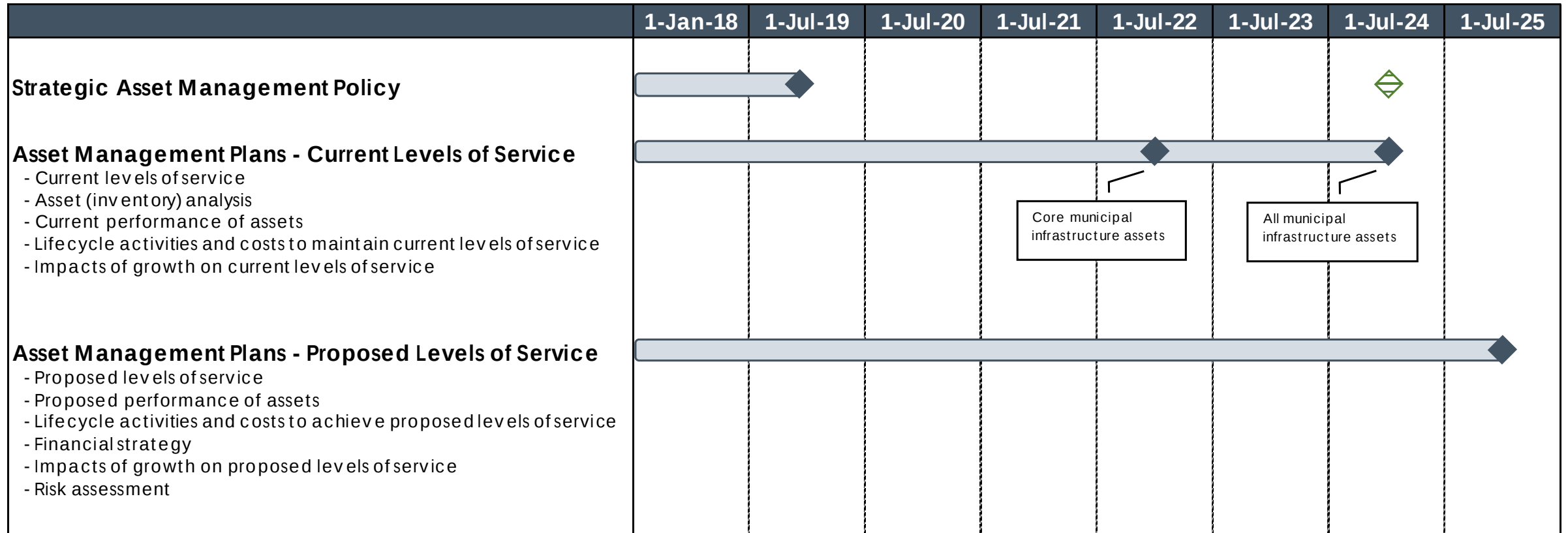
Township of Southwold Asset Management Plan

Council Workshop

November 11, 2025

Background & Context

O. Reg. 588/17 – A phased approach



Deadline for completion



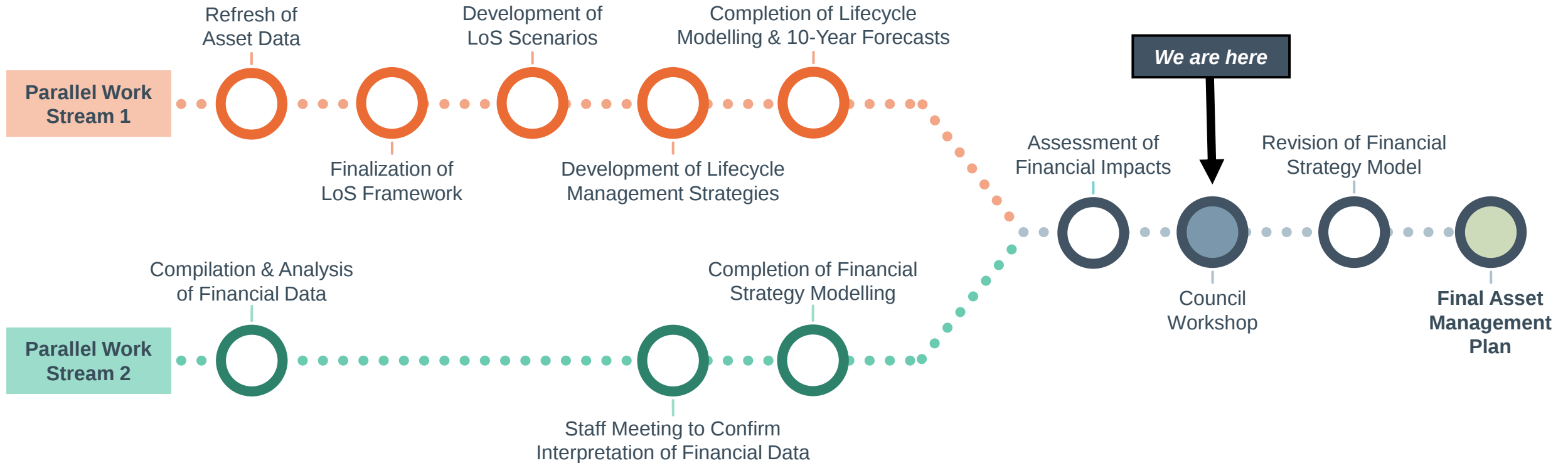
Update

AMP-based Eligibility Requirements

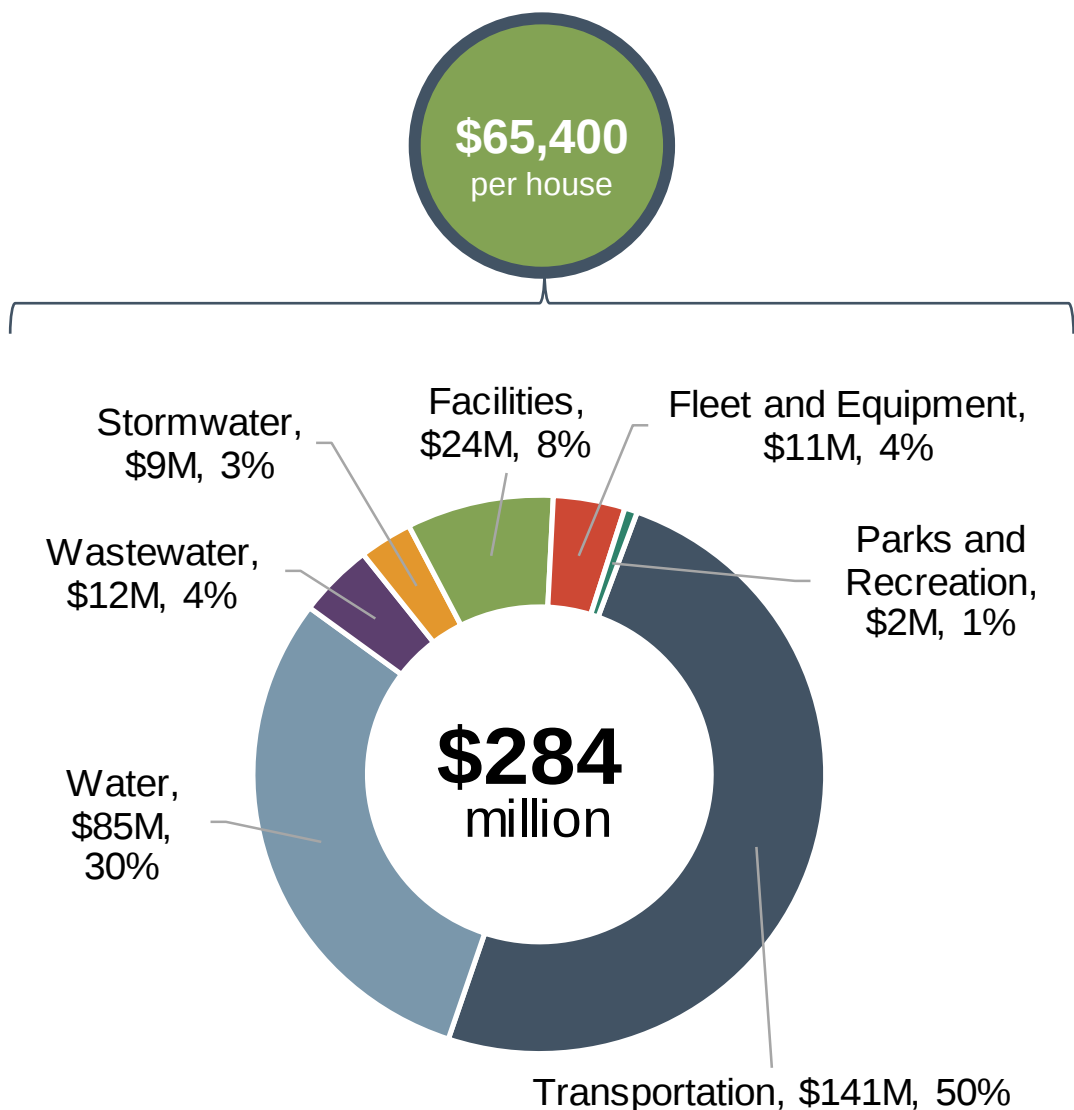


- **Canada Community-Building Fund (formerly Gas Tax Fund)**
 - Recipients required to develop and implement an Asset Management Plan, prior to December 31, 2016, to maintain eligibility.
- **Ontario Community Infrastructure Fund (OCIF)**
 - Municipalities required to submit an AMP covering all infrastructure assets and meeting the requirements set out by O. Reg. 588/17 at the request of the Ministry of Infrastructure.
 - Only capital expenditures on core infrastructure assets that are part of an asset management plan are eligible for funding.
- **Development Charges Act**
 - Development charges background studies shall include an asset management plan that:
 - Deals with all assets whose capital costs are proposed to be funded under the D.C. by-law; and
 - Demonstrates that those assets are financially sustainable over their full lifecycles.

AMP Development Process



Asset Valuation (2025\$)



Asset Category	Description
Transportation	• ~137 km of gravel roads, ~71 km of surface treated roads, ~29 km of asphalt roads • Road-related assets such as guiderails, sidewalks, streetlights, and parking lots • Seven vehicular bridges, 18 structural culverts, and 2 non-structural culverts
Facilities	• 28 facilities supporting: • Administration (3); • Fire Services (2); • Public Works (6); and • Parks and Recreation (17)
Fleet & Equipment	• Fleet assets including Fire Services vehicles, Public Works vehicles, Building department vehicles, etc. • Equipment assets including fire apparatus, public works equipment, office furniture, IT hardware, etc.
Parks & Recreation	• Baseball diamonds, sports courts, play equipment, park amenities, lighting and fencing, etc.
Water	• ~246 km of watermain, water treatment facilities, water meters, and pickup truck
Wastewater	• ~2.4 km of wastewater mains and wastewater treatment plant
Stormwater	• 8.6 km of linear stormwater infrastructure, storm manholes, catch basins

Proposed Levels of Service



A Levels of Service framework is a way of describing the outputs assets are required to deliver. It consists of the following three components:

Concept	Definition	Examples
Service attribute	Aspects or characteristics of a service	Accessibility, cost, efficiency, quality, quantity, reliability, responsiveness, safety, etc.
Community Levels of Service	For each service attribute, a qualitative description of what the municipality intends to deliver	Quality: The Township strives to provide a comfortable ride quality to all its road users
Technical Levels of Service	Quantitative measures and metrics	Pavement Condition Index (PCI) Rating Target: Maintain road network condition above PCI rating of 80

Proposed Levels of Service

Transportation Assets



Service Attribute	Level of Service Statement	Proposed Service Levels and Impacts on the Lifecycle Management of Assets
Scope	The Township's transportation assets enable the safe and efficient movement of people and goods within the Township and provide connectivity to regional roads. In addition to pedestrian traffic and passenger vehicles, the Township's transportation assets also support commercial truck traffic, movement of agricultural equipment, and provide reliable emergency vehicle access to all areas of the Township. The broader transportation network also supports other transportation modes such as walking and cycling.	• Maintain roads and road-related assets in adequate condition to provide a comfortable ride quality and a satisfactory user experience • Lifecycle management strategy for paved roads includes various mid-lifecycle interventions and timely reconstructions to maintain road surfaces in adequate quality and ensure structural integrity of road bases • Lifecycle management strategy for gravel roads includes timely completion of on-going maintenance activities • Undertake timely replacements of road-related assets in coordination with planned road work and complete rehabilitations on an as-needed basis • Maintain bridges and culverts in adequate condition • Ensure timely completion of rehabilitation activities based on biennial OSIM inspections (for bridges & structural culverts) and staff recommendations (for non-structural culverts)
Quality	The Township strives to maintain transportation assets at a level that supports the safe and comfortable passage of vehicular and pedestrian traffic.	

Proposed Levels of Service Facilities



Service Attribute	Level of Service Statement	Proposed Service Levels and Impacts on the Lifecycle Management of Assets
Capacity	The Township strives to align the capacity of its facilities with the service demands of its community.	• Maintain the current capacity (i.e., gross floor area) of all facilities • Current facility capacities are sufficient to meet the service expectations of the community • No facility space expansions, consolidations, and/or reductions planned • Ensure the timely completion of rehabilitation and replacement activities related to all facility components • Consider conducting formal Building Condition Assessments on major facilities to formally identify upcoming lifecycle requirements over the long-term based on assessments of qualified assessors
Quality	The Township strives to maintain its facilities in adequate condition to continue effectively supporting the provision of municipal services.	

Proposed Levels of Service

Fleet, Equipment, and Parks & Recreation Assets



Service Attribute	Level of Service Statement	Proposed Service Levels and Impacts on the Lifecycle Management of Assets
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its fleet and equipment assets.	• Ensure assets are maintained in a 'Fair' or better condition so that they perform as intended, meet their functional requirements, and provide a satisfactory user experience by: • Undertaking replacements of poorly performing assets in a timely manner • Completing regular maintenance activities • Conducting regular reviews of asset condition to identify assets performing better/worse than expected
Quality	The Township strives to maintain its Parks & Recreation assets in adequate condition to continue providing a satisfactory user experience.	

Proposed Levels of Service

Water, Wastewater, & Stormwater Assets

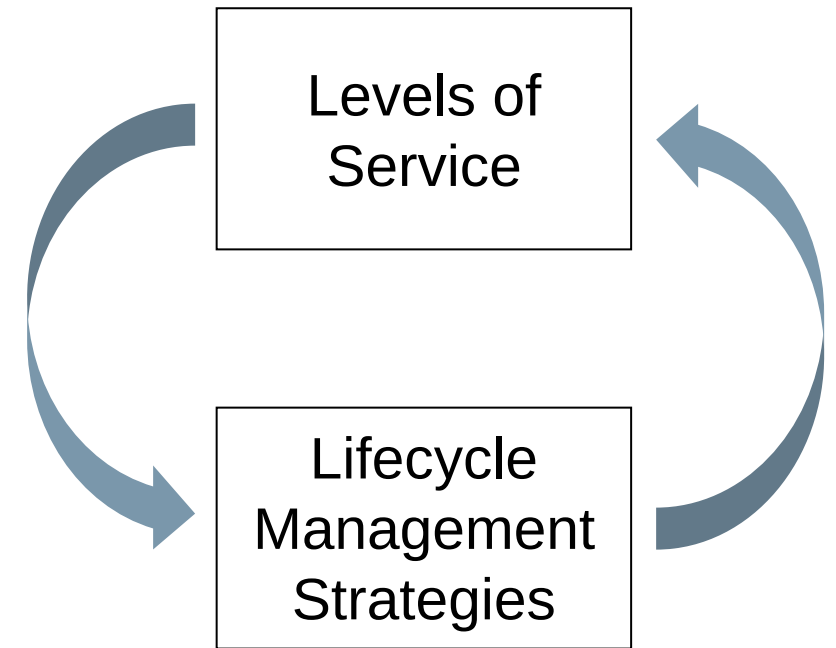


Service Attribute	Level of Service Statement	Proposed Service Levels and Impacts on the Lifecycle Management of Assets
Reliability	The Township strives to maintain its water, wastewater, and stormwater assets in adequate condition to reliably and effectively support the provision of water, wastewater, and stormwater management services.	• Ensure assets are maintained in a 'Fair' or better condition so that they continue performing as intended and meeting their functional requirements by: • Undertaking replacements and rehabilitations of poorly performing underground infrastructure assets in a timely manner • Undertaking replacements and rehabilitations of poorly performing water and wastewater treatment components in a timely manner • Ensuring timely cleanouts of municipal drains and stormwater catch basins • Completing as-needed maintenance activities • Conducting regular reviews of asset condition to identify assets performing better/worse than expected

Lifecycle Management Strategies



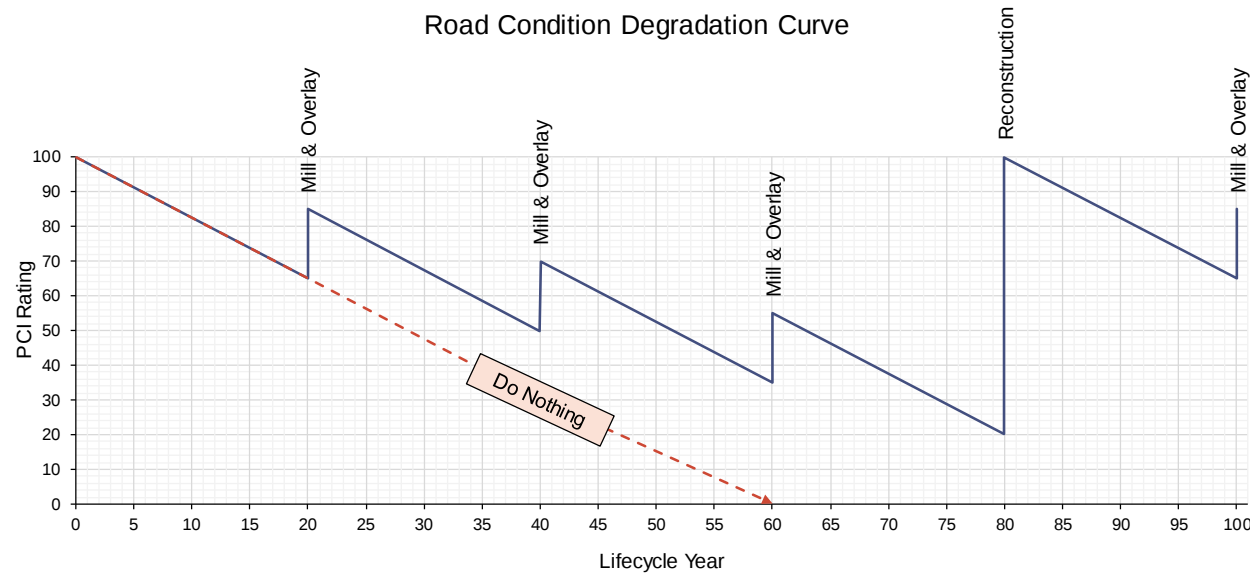
- The targets set for levels of service drive the need for the lifecycle activities required to be undertaken throughout the full lifecycle of an asset. Thus, levels of service targets are crucial in informing each asset's full lifecycle cost.
- If the costs associated with lifecycle activities are unaffordable (or undesirable), levels of service targets need to be adjusted.



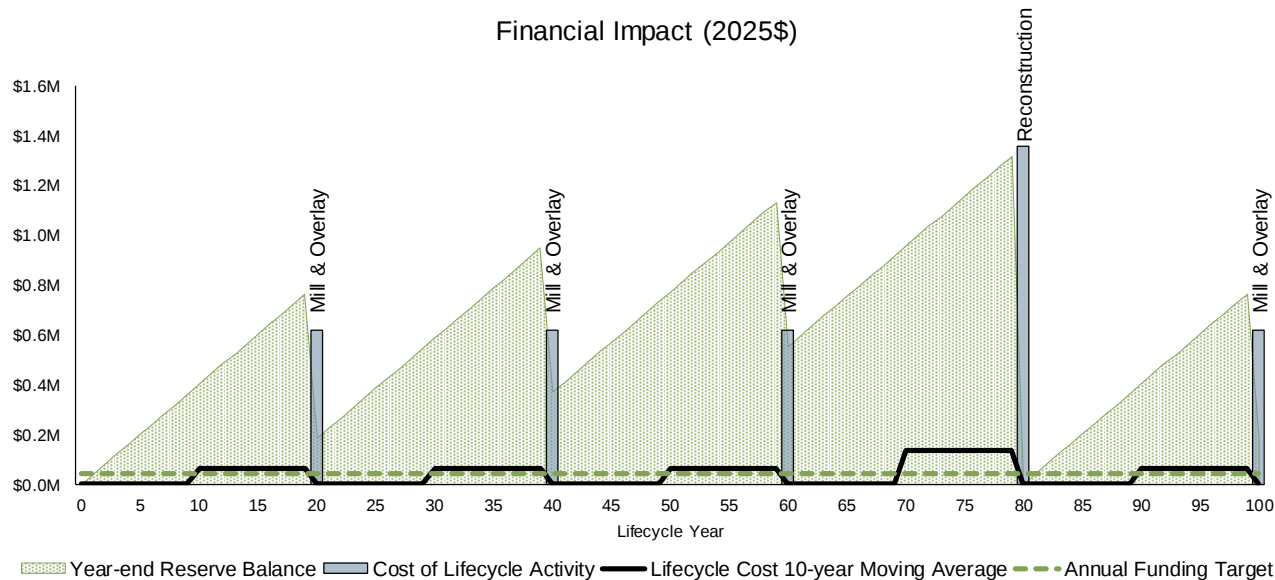
Full Lifecycle Cost Example – Paved Roads



Road Condition Degradation Curve



Financial Impact (2025\$)



Lifecycle Activity	Year	Cost (per km)
Mill & Overlay	20	\$ 619,000
Mill & Overlay	40	\$ 619,000
Mill & Overlay	60	\$ 619,000
Reconstruction	80	\$ 1,355,000
Full Lifecycle Cost		\$ 3,212,000
Annual Funding Target		\$ 40,000

Annual Funding Targets



Asset Category	Modelling Approach	Annual Funding Target*
Transportation	<u>Roads</u>: Based on lifecycle management strategy recommended in <i>2024 Road Needs Study</i> and <i>2022 Asset Management Plan</i> <u>Structures</u>: Annual reinvestment rate equal to 1.7% of current replacement cost (based on <i>Canadian Infrastructure Report Card</i>) <u>Road-related Assets</u>: Useful life analysis (i.e., annual funding target determined by dividing the current replacement cost of each asset by its expected useful service life)	\$3,483,000
Facilities	Annual reinvestment rate equal to 2.1% of current replacement cost (based on recommendations provided in <i>Canadian Infrastructure Report Card</i>)	\$495,000
Fleet & Equipment	Useful life analysis (i.e., annual funding target determined by dividing the current replacement cost of each asset by its expected useful service life)	\$918,000
Parks & Recreation	Useful life analysis (i.e., annual funding target determined by dividing the current replacement cost of each asset by its expected useful service life)	\$130,000
TOTAL (Tax-supported)		\$5,026,000

*Uninflated (i.e., values in 2025\$)

Annual Funding Targets



Asset Category	Modelling Approach	Annual Funding Target*
Water	<u>Water Treatment Facilities</u>: Annual reinvestment rate equal to 2.1% of current replacement cost (based on recommendations provided in <i>Canadian Infrastructure Report Card</i>) <u>Watermains & Other Assets</u>: Useful life analysis (i.e., annual funding target determined by dividing the current replacement cost of each asset by its expected useful service life)	\$1,221,000
Wastewater	<u>Wastewater Treatment Plant</u>: Annual reinvestment rate equal to 2.1% of current replacement cost (based on recommendations provided in <i>Canadian Infrastructure Report Card</i>)* <u>Wastewater Mains</u>: Useful life analysis (i.e., annual funding target determined by dividing the current replacement cost of each asset by its expected useful service life) *Includes Shedden WWTP (Phase 1 & 2)	\$978,000
TOTAL (Water & Wastewater Rate Supported)		\$2,199,000
Stormwater	Based on average annual asset renewal needs identified in the <i>2024 One Water Rate Study</i>	\$150,000

*Uninflated (i.e., values in 2025\$)

10-year Lifecycle Expenditure Forecasts



Asset Category	Modelling Approach	Total (2026-2035)*
Transportation	<u>Roads</u> : Based on recommendations provided in <i>2024 Road Needs Study</i> <u>Structures</u> : Based on lifecycle activities recommended in <i>2024 OSIM Inspections</i> <u>Road-related Assets</u> : Annual allowance determined based on useful life analysis and in consideration of road rehabilitation and/or reconstruction work scheduled to be completed in each year	\$23,236,000
Facilities	Age-based replacement of facility components (i.e., replacements of facility components scheduled at the end of each component’s expected useful service life)	\$2,569,000
Fleet & Equipment	Age-based replacement forecast (i.e., replacements scheduled at the end of each asset’s expected useful service life)	\$9,533,000
Parks & Recreation		\$1,583,000
TOTAL (Tax-supported)		\$36,921,000

*Uninflated (i.e., values in 2025\$)

10-year Lifecycle Expenditure Forecasts



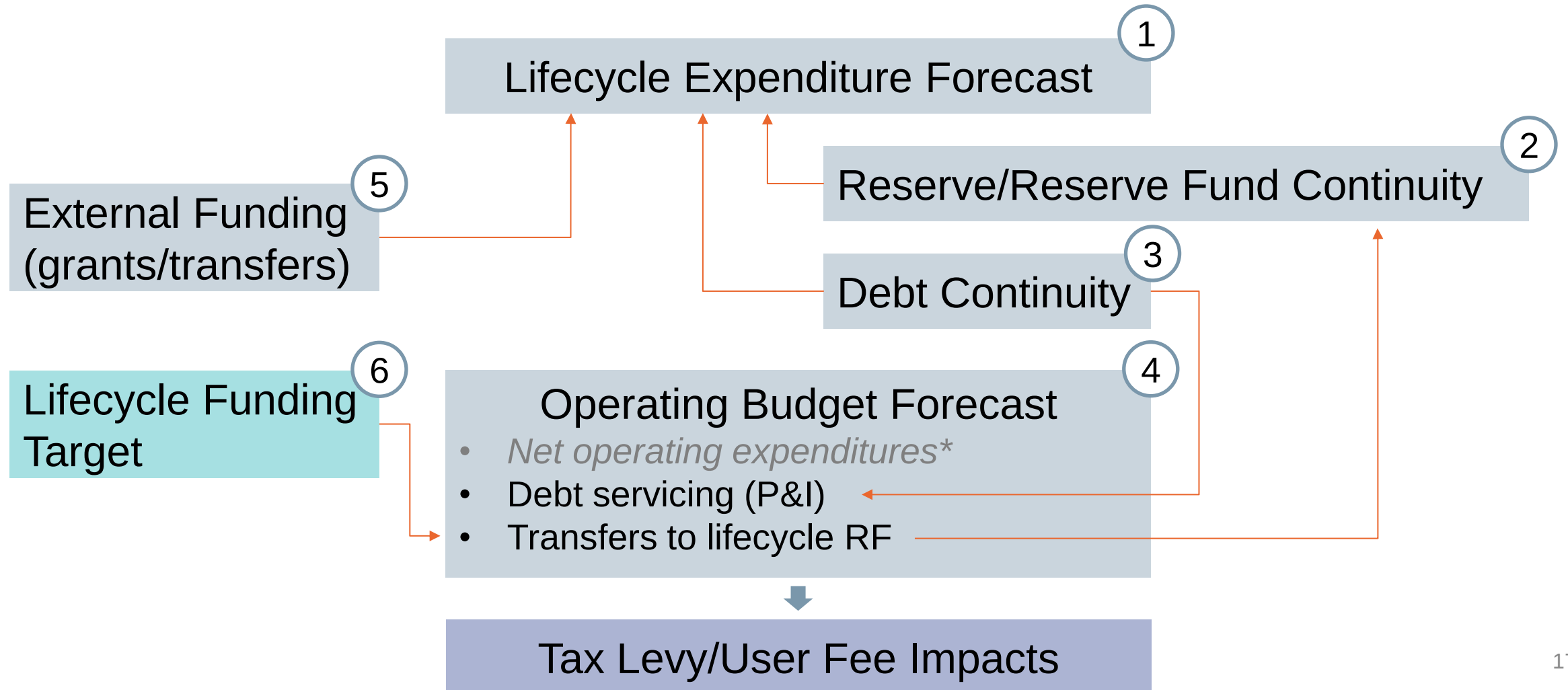
Asset Category	Modelling Approach	Total (2026-2035)*
Water	Based on <i>2025 Major Maintenance Forecast</i> completed by the <i>Ontario Clean Water Agency (OCWA)</i>	\$1,225,000
Wastewater	Based on <i>2025 Major Maintenance Forecast</i> completed by the <i>Ontario Clean Water Agency (OCWA)*</i> <i>*Includes construction of Shedden WWTP (Phase 1 & 2)</i>	\$38,876,000
Total (Water & Wastewater Rate Supported)		\$40,101,000
Stormwater	Based on average annual capital needs identified for the next 20 years in the <i>2024 One Water Rate Study</i> .	\$5,000,000

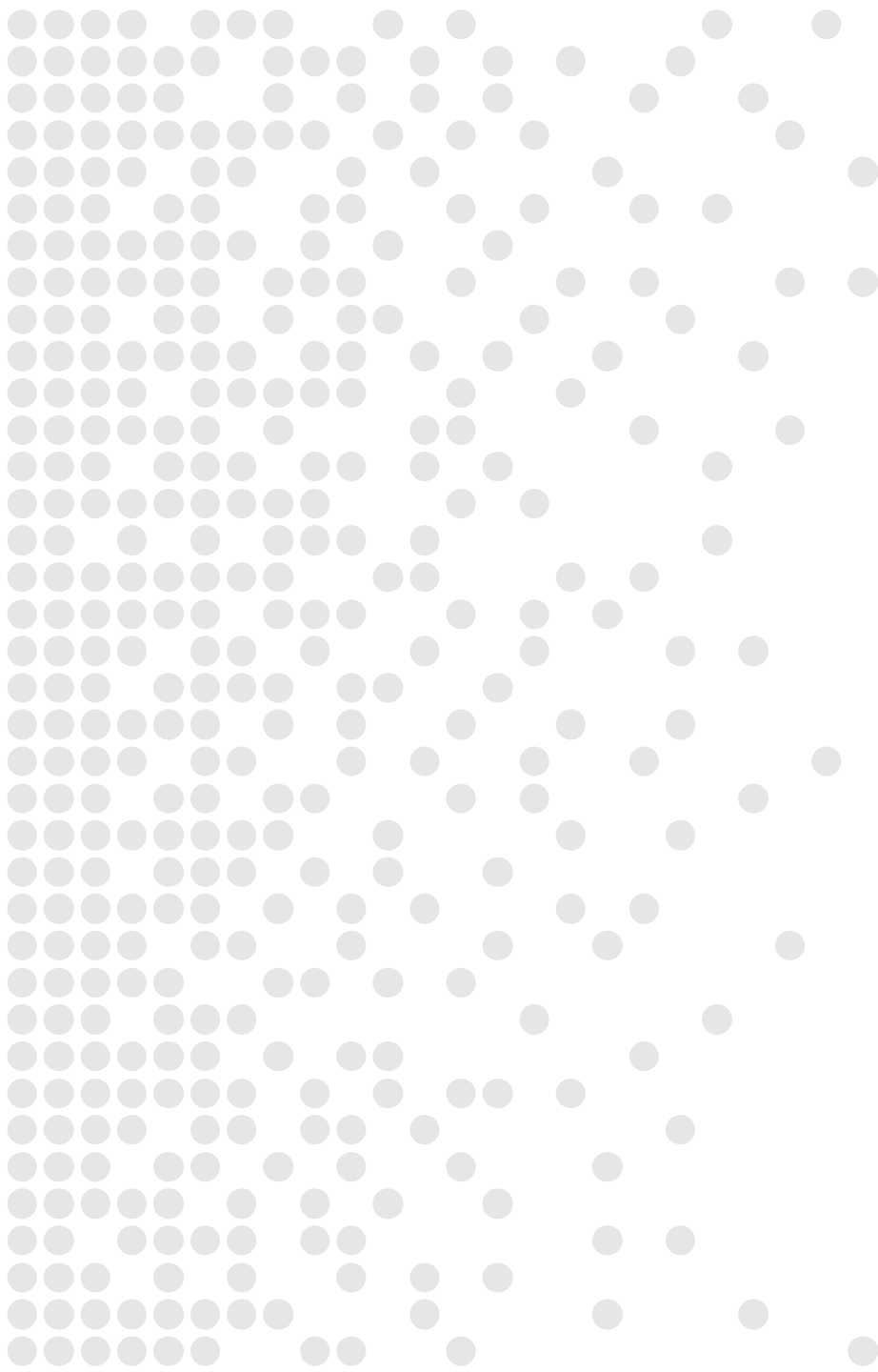
**Uninflated (i.e., values in 2025\$)*

Financial Strategy Elements



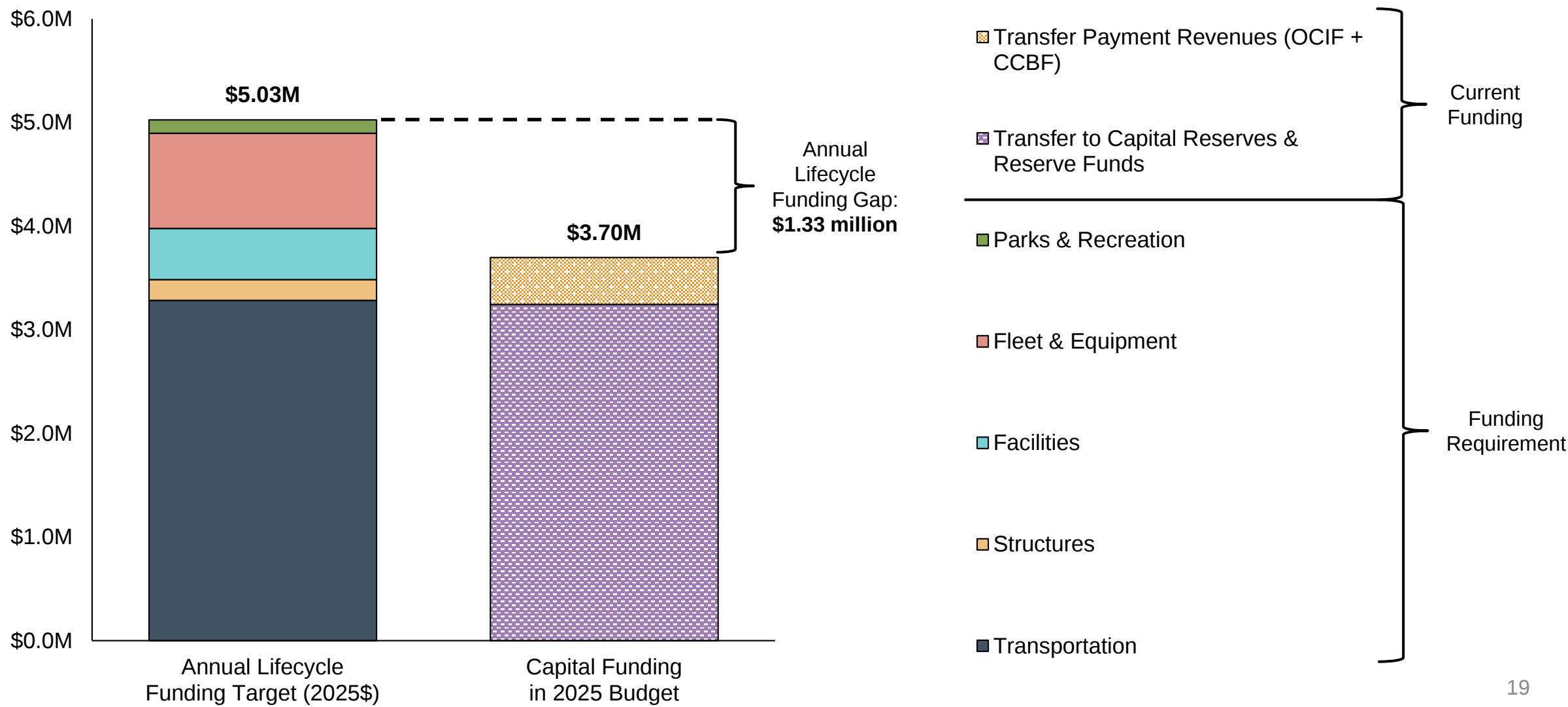
A fully developed financial strategy contains the following elements:



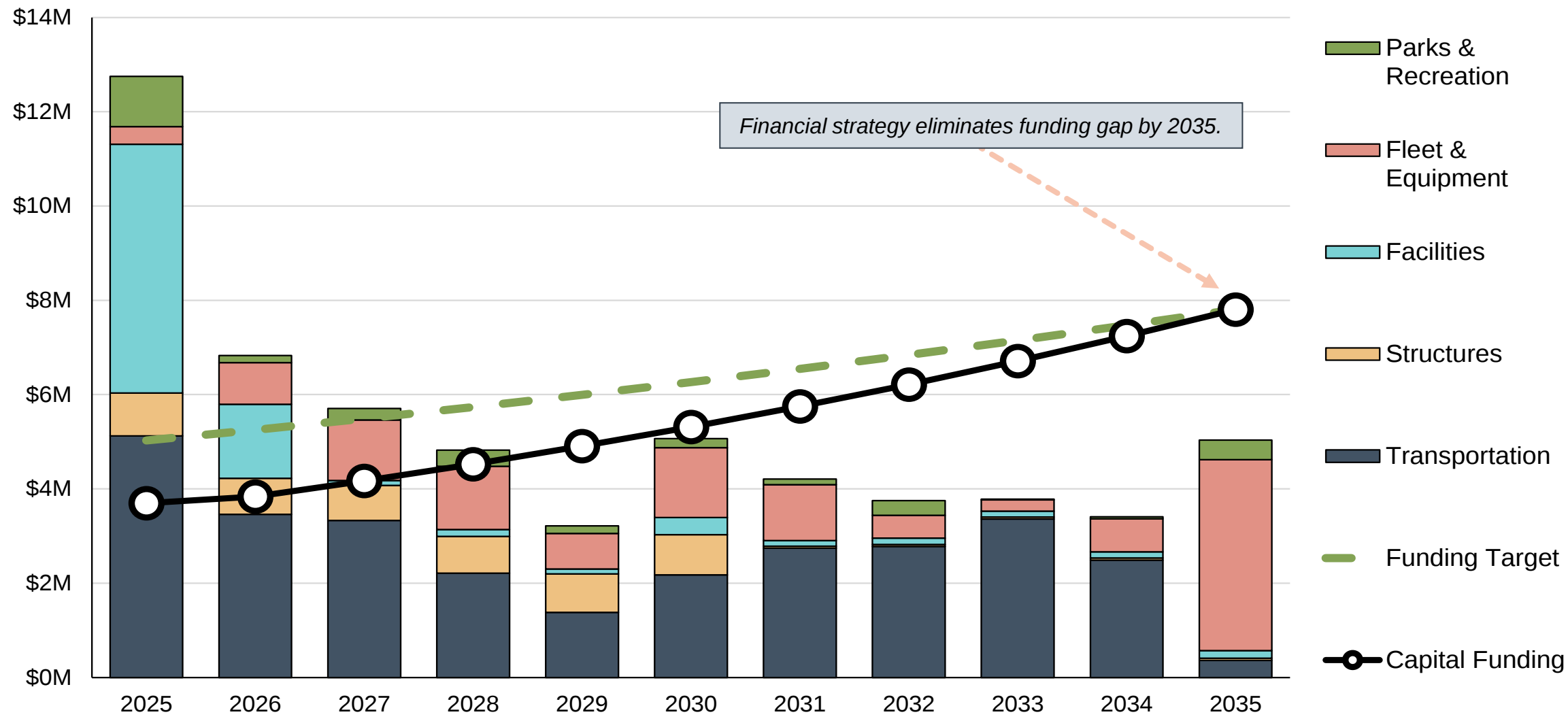


Financial Strategy Tax-supported Assets

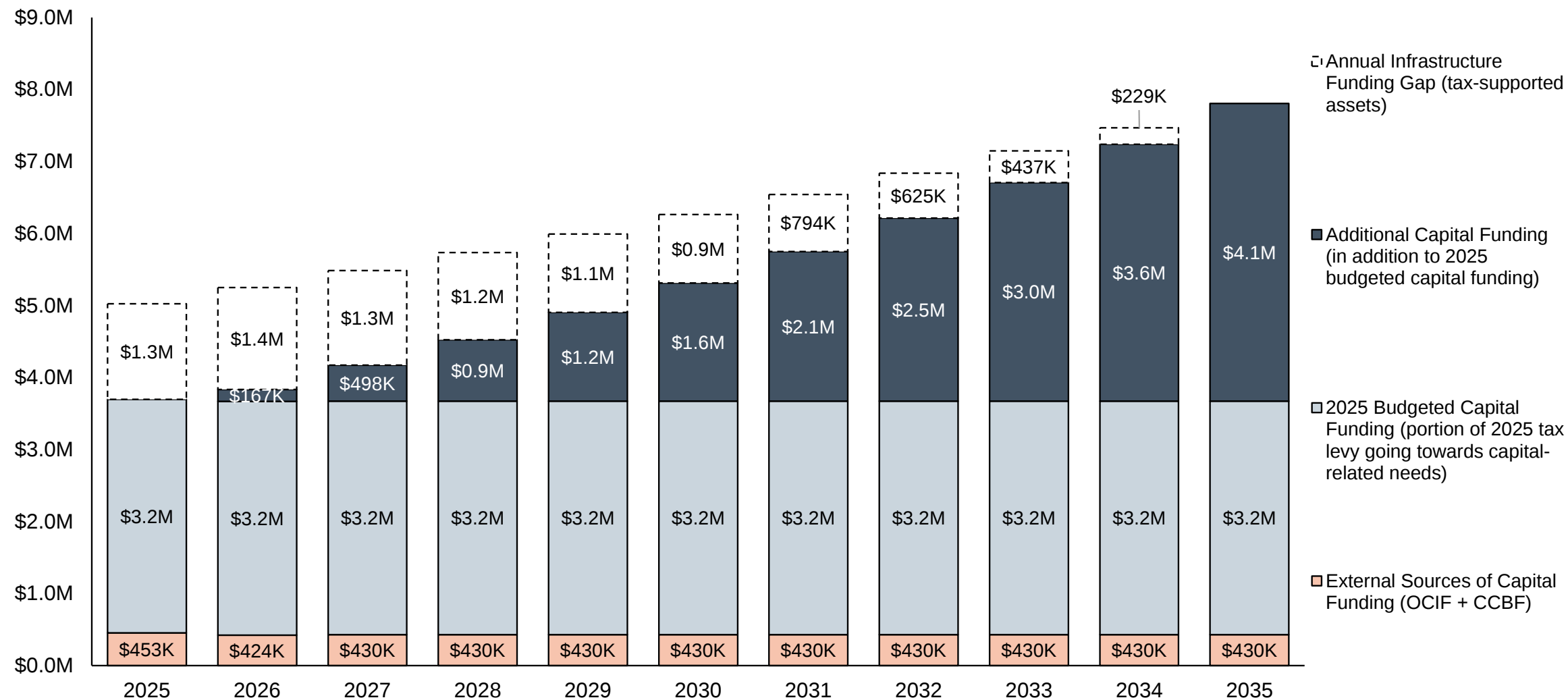
Tax-supported Assets: Annual Lifecycle Funding Target & Infrastructure Funding Gap (2025\$)



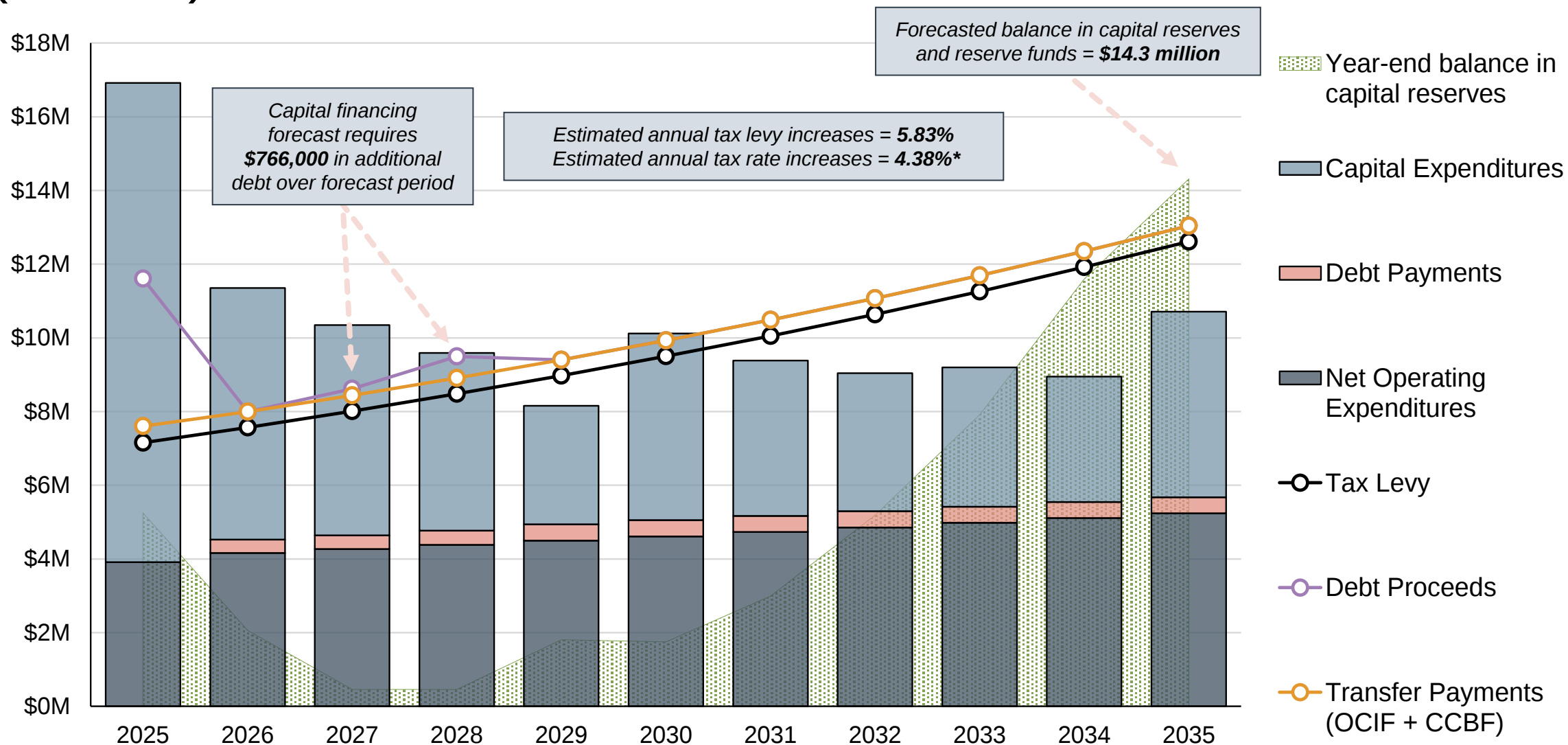
Tax-supported Assets: Capital Expenditure Forecast (Inflated)



Tax-supported Assets: Capital Funding Forecast (Inflated)

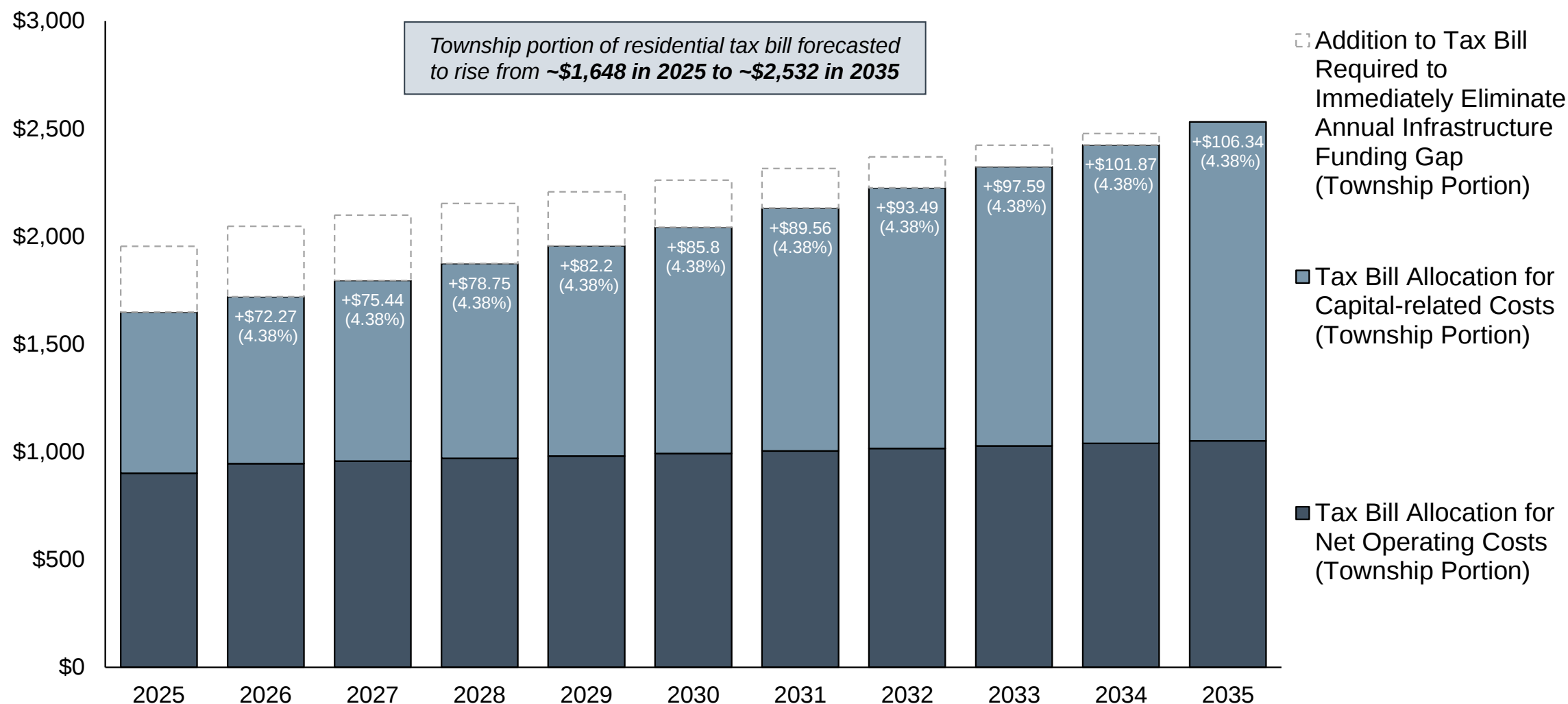


Tax-supported Assets: Overall Financial Forecast (Inflated)

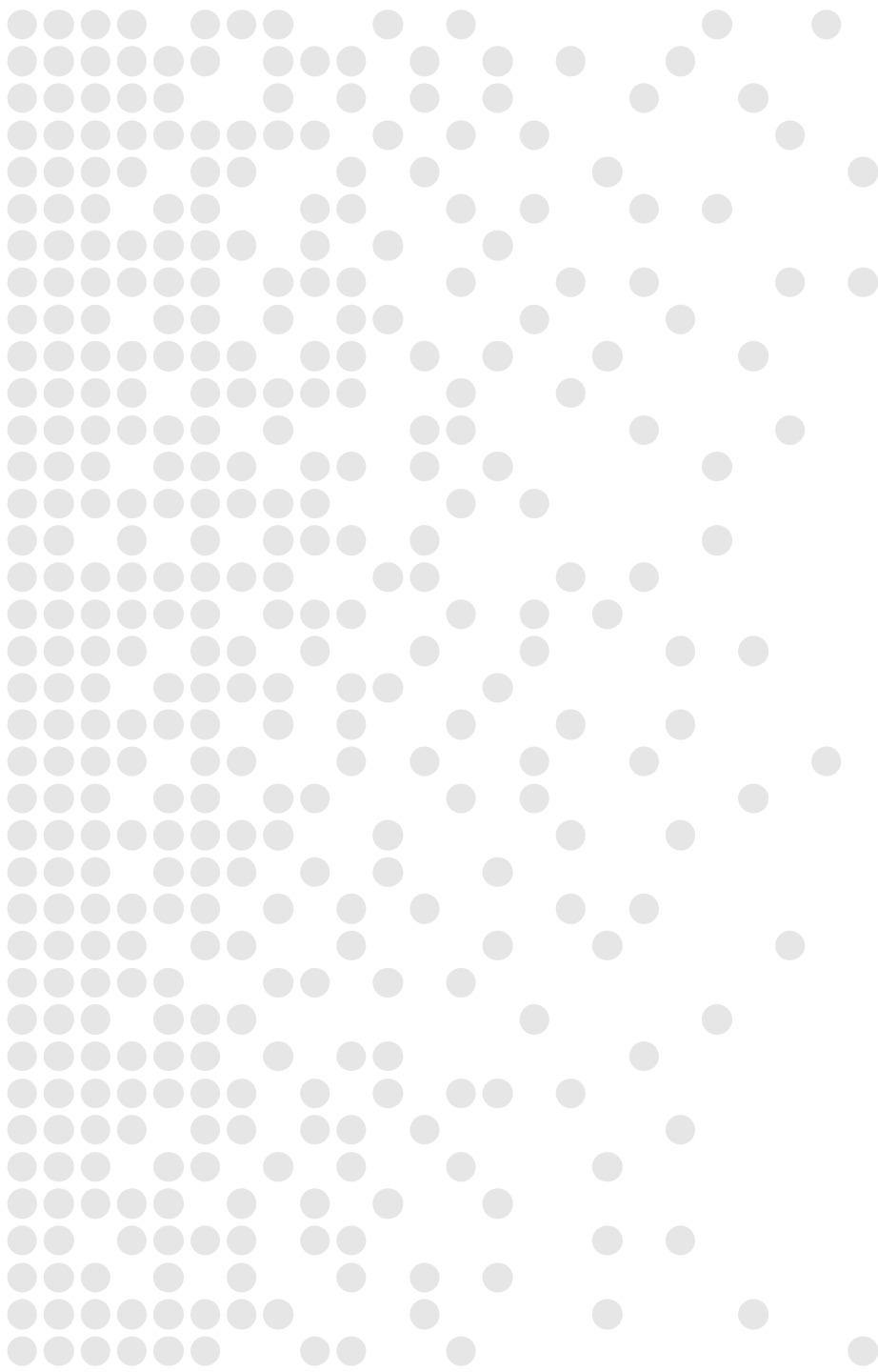


*Assuming annual growth in weighted assessment of 1.39%

Tax Bill Impacts for a Single-family Detached House

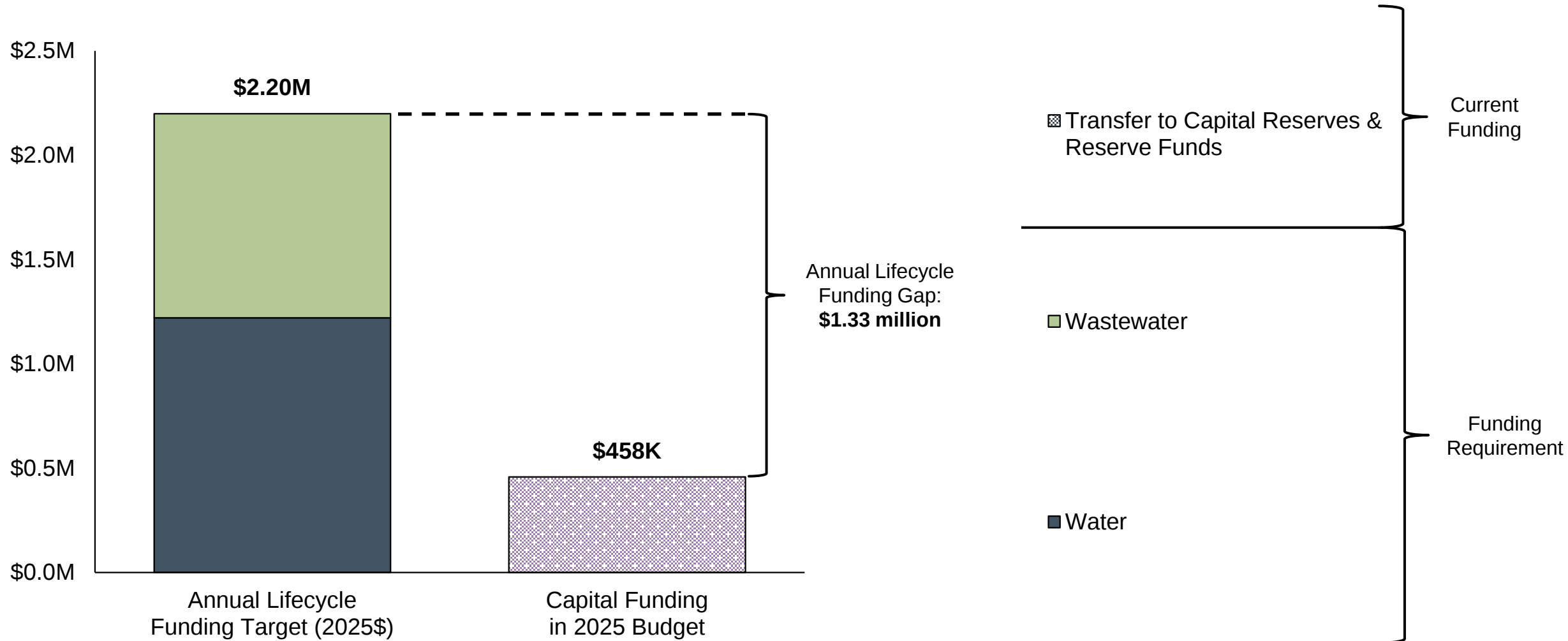


*Tax bill impacts assume annual growth in weighted assessment of 1.39% and CVA of \$282,000

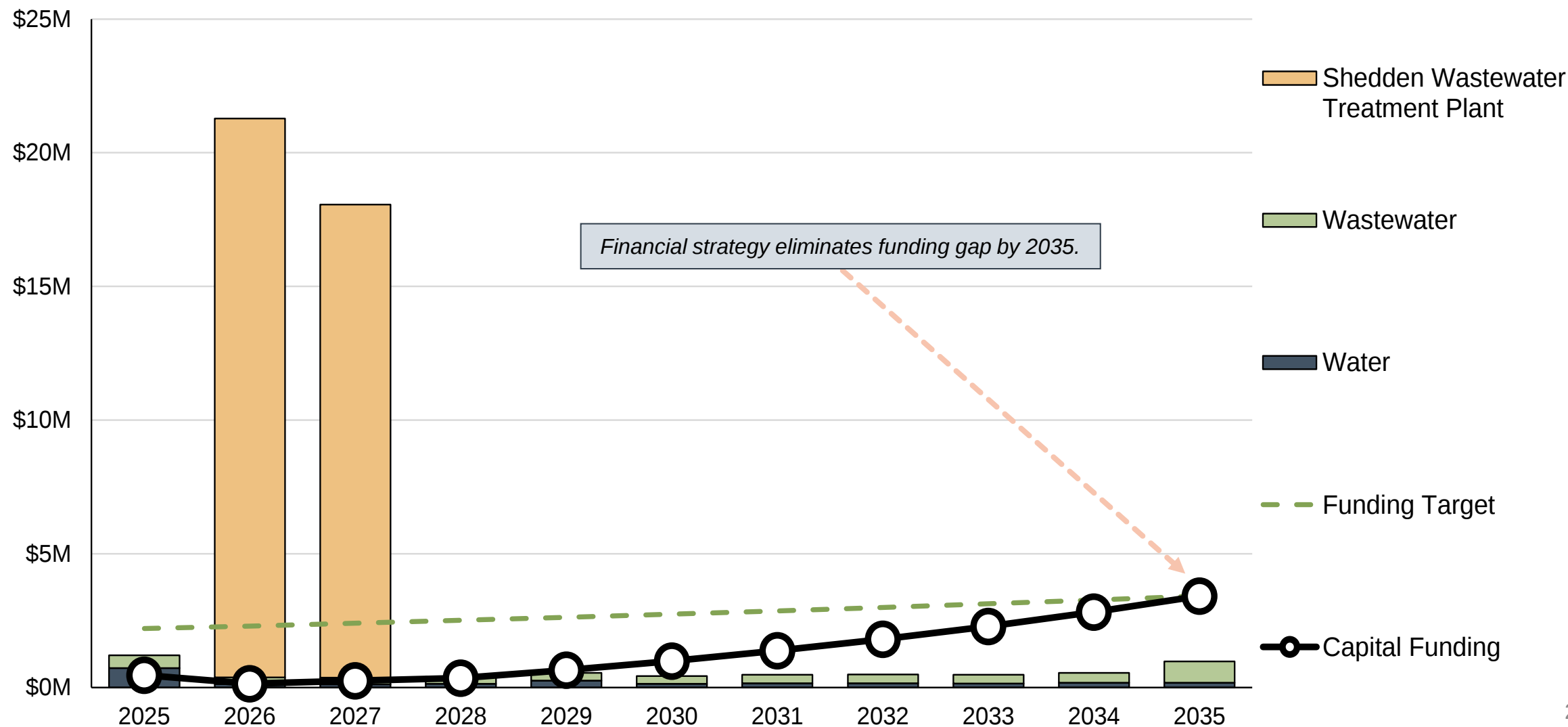


Financial Strategy Water & Wastewater Assets

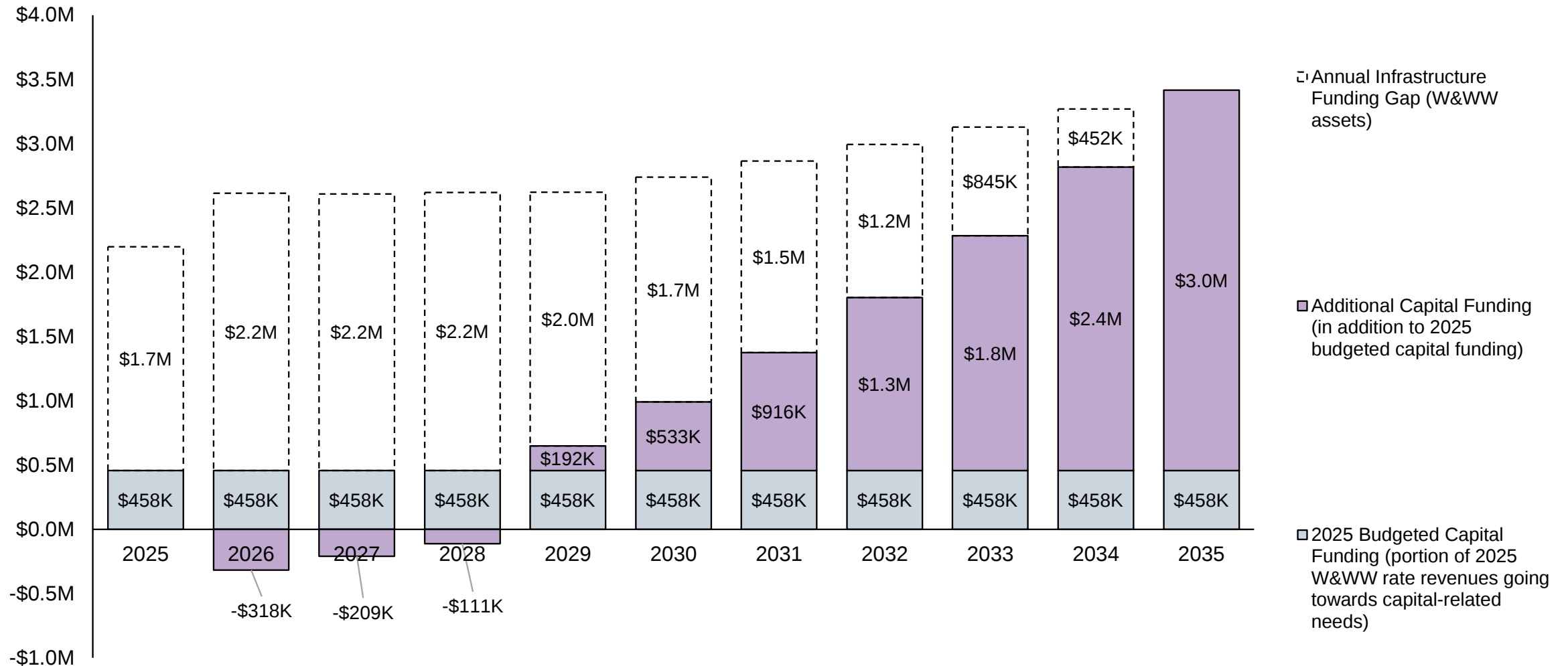
Water & Wastewater Assets: Annual Lifecycle Funding Target & Infrastructure Funding Gap (2025\$)



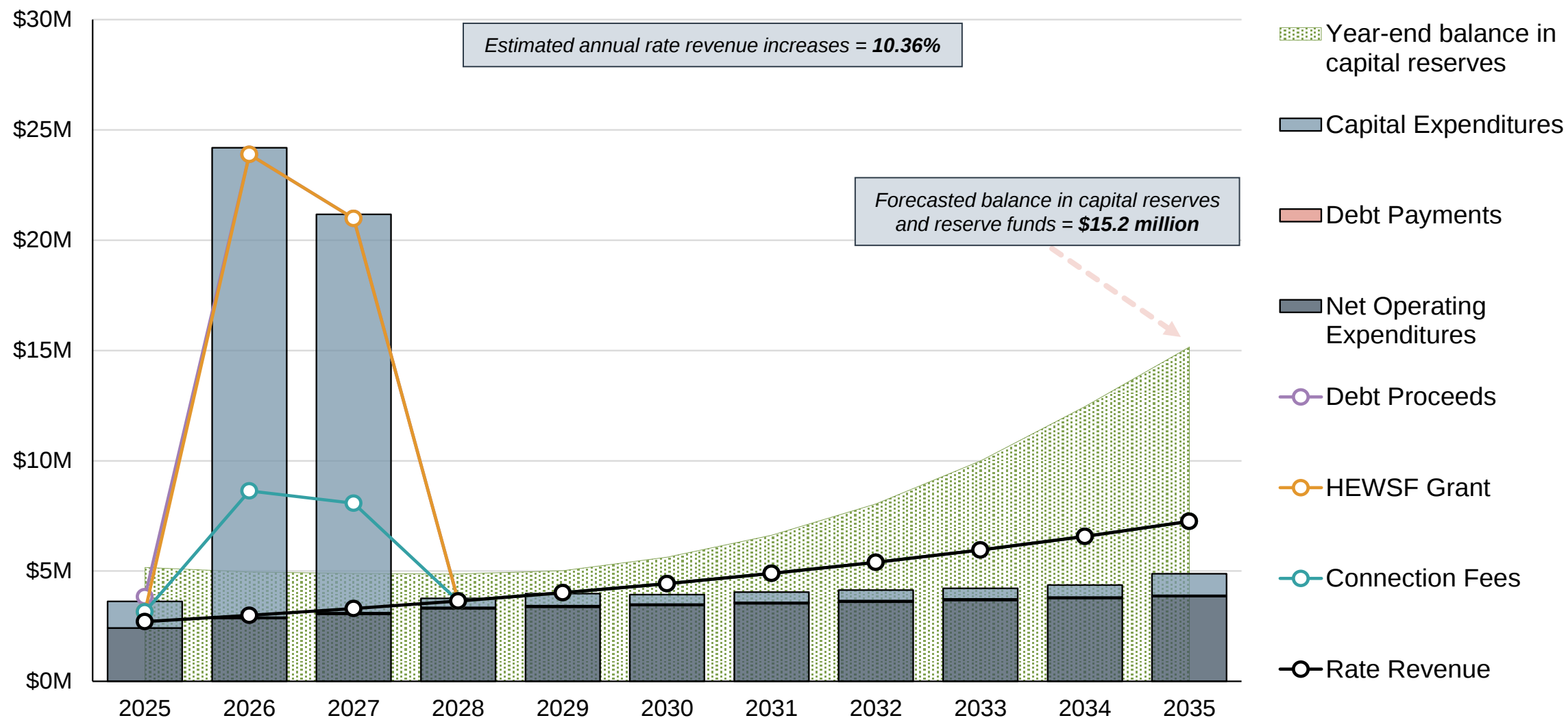
Water & Wastewater Assets: Capital Expenditure Forecast (Inflated)

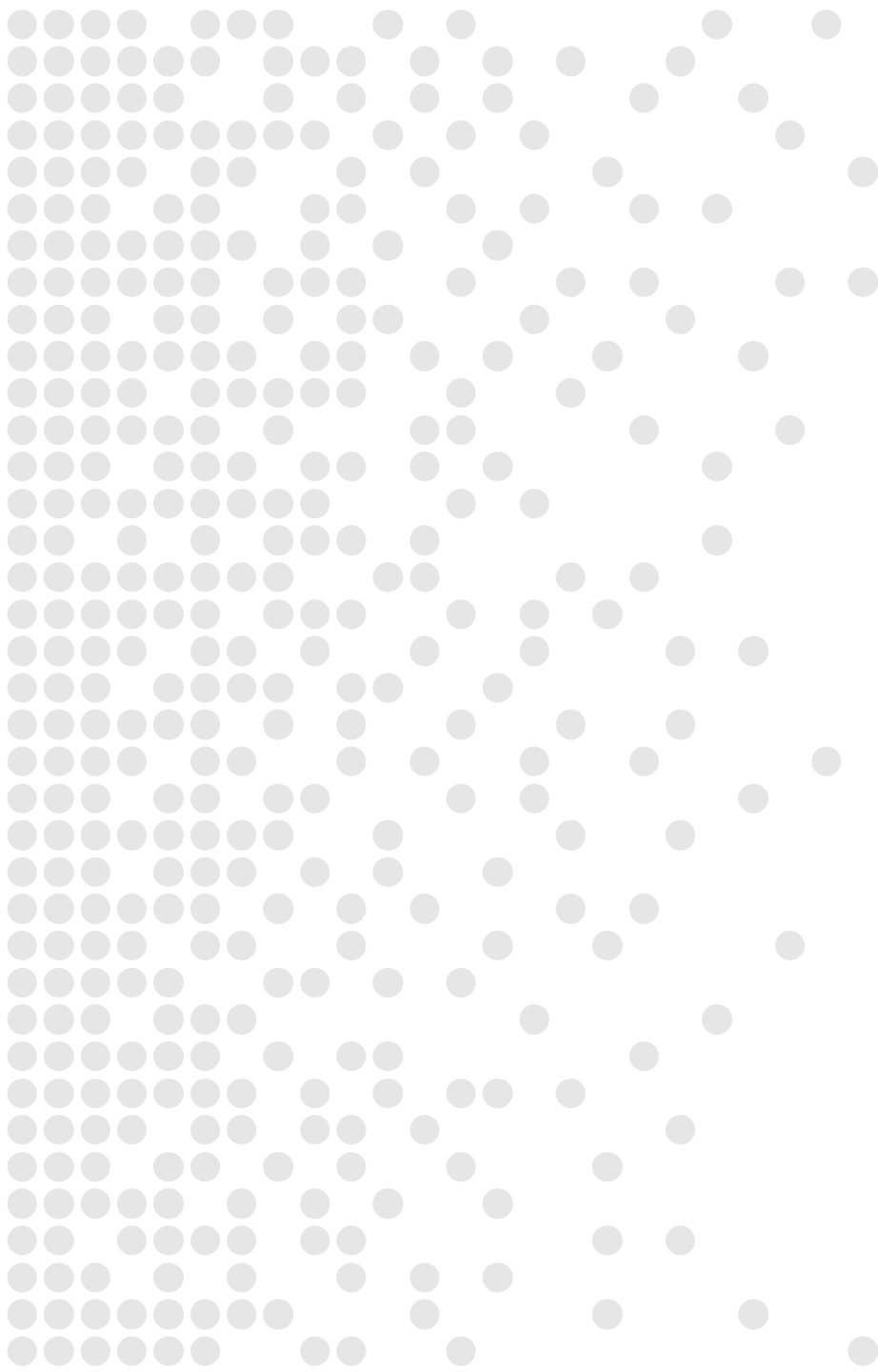


Water & Wastewater Assets: Capital Funding Forecast (Inflated)



Water & Wastewater Assets: Overall Financial Forecast (Inflated)





Financial Strategy Stormwater Assets

Stormwater Assets

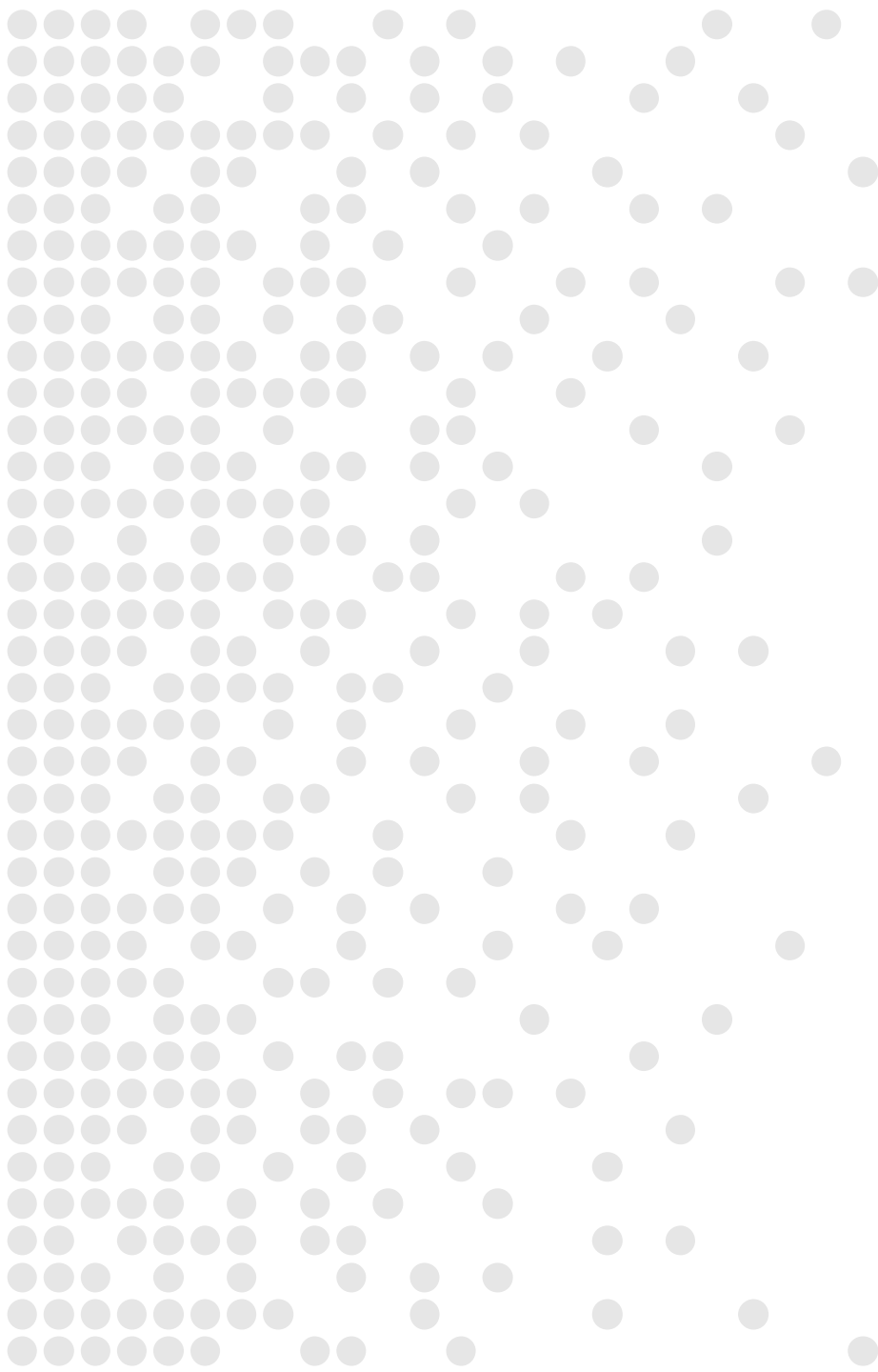


- The Township implemented stormwater rates in July 2025 to provide a dedicated funding source for stormwater management services
- Rates have been set as per the recommendations provided in the Township's *2024 One Water Rate Study*, with the intent to, over time, fully fund the cost of providing stormwater management services from stormwater rate revenues
- In order to develop a robust financial strategy, it is recommended that:
 - Refine inventory of stormwater assets; and
 - Update stormwater revenue projections based on data from the on-going implementation phase

Next Steps



1. Receive Council feedback on proposed levels of service and financial strategy
2. Prepare AMP report
3. Present final AMP report to Council and seek its adoption



Q&A and Discussion



THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD

BY- LAW NO. 2025-64

Being a by-law to confirm the resolutions and motions of the Council of the Township of Southwold, which were adopted on November 11, 2025.

WHEREAS Section 5(3) of the Municipal Act, 2001, Chapter 25, provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it has been expedient that from time to time, the Council of the Corporation of the Township of Southwold should enact by resolution or motion of Council;

AND WHEREAS it is deemed advisable that all such actions that have been adopted by a resolution or motion of Council only should be authorized by By-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD ENACTS AS FOLLOWS:

1. That the actions of the Council of the Township of Southwold at the Special Meeting of Council held on November 11, 2025; in respect to each report, motion, resolution or other action passed and taken by the Council at its meetings, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. That the Mayor and the proper officers of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action, or obtain approvals, where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the Corporate Seal of the Township of Southwold to all such documents.

**READ A FIRST AND SECOND TIME, CONSIDERED READ A THIRD TIME, AND
FINALLY PASSED THIS 11th DAY OF NOVEMBER 2025.**

Mayor
Grant Jones

CAO/Clerk
Jeff Carswell