ASSET MANAGEMENT PLAN

HEMSON Consulting Ltd.

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

The following summarizes the findings of the Township of Georgian Bay Asset Management Plan. The Plan applies to infrastructure assets related to: roads, sidewalks, street lighting, culverts, storm sewers, the MacTier Stormwater Conveyance and Collection System, vehicles, machinery and equipment, buildings, and other land improvements. Infrastructure in Georgian Bay for which the District of Muskoka is responsible – District roads, water, sewer, social housing and bridge assets for example, is not included.

The Plan follows the format set out in the recent *Building Together: Guide for Municipal Asset Management Plans* document released by the Ontario Ministry of Infrastructure.

A. STATE OF THE LOCAL INFRASTRUCTURE

- The Township's infrastructure has a replacement value of $81.2 million. The largest component relates to road assets, which is valued at $56.9 million;
- Although the road network is extensive, the majority of roads, about 72% or $41.1 million, are in good standing condition; and
- Overall, about 64% of Township assets ($52.3 million) have a remaining useful life greater than 10 years. The remaining 36% or $28.9 million of assets require repair or replacement within the next ten years.
    - The majority of assets where the remaining useful life is less than ten years are related to roads infrastructure. The Township, through its annual capital budgeting process, has been addressing assets in need of repair or replacement.

B. DESIRED LEVELS OF SERVICE

- Current service levels in Georgian Bay have been developed based on a combination of internal asset management practices, community expectations, statutory requirements, and industry operation and safety standards;

- The Township has in the past been responsive to infrastructure repair needs to address immediate environmental or health risks and to infrastructure needs for new development; and

- The Township measures level of "soft" and engineering related services provided using a number of key performance indicators. The table below shows that by these measures, service levels have remained relatively constant in recent years.

Key Indicators	2008	2009	2010	2011	2012	Target
Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	100%	100%	100%	100%	100%	**100%**
Percentage of paved lane kilometres where the condition is rated as good to very good	52.70%	60.90%	68.10%	68.10%	69.00%	**>70%**
Open Space: Hectares of open space per 1,000 persons (municipally owned)	15.16	16.28	16.28	16.28	13.80	**>13.8**
Indoor Recreation Facilites: Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	1,908	1,908	1,981	1,981	1,680	**>1679**

Source: MMAH FIR documents

C. ASSET MANAGEMENT STRATEGY

- The 20-year repair and replacement program equals about $46.4 million. Roads and related services are the largest component, representing $26.4 million, or 56.9% of all repair and replacement costs through to 2032;

- Approximately $9.2 million of Township assets are considered "overdue" for replacement. The most significant share of this infrastructure, about $4.9 million or 53% relates to roads and related infrastructure. Much of the overdue road infrastructure is related to the work required on Hasketts Drive. The Township is currently seeking provincial funding assistance to undertake these works.

- In the long-term, contributions to reserves would have to be in the order of $2.4 million per year, mostly relating to roads and related infrastructure. Of the $2.4 million, approximately $2.3 million is required annually for in-year capital needs, the remaining $100,000 is required for capital replacement needs beyond 2032. This level of expenditure is approximately 1.6 times, or $1.5 million, higher than the $950,000 spent from the tax levy by the Township in 2013 on asset repair and replacement

D. FINANCING STRATEGY

- The current infrastructure deficit is calculated to be about $13.0 million. This represents the difference between the reserves the Township would have if they followed a full cost recovery plan and the current total reserve amounts;

- It is unrealistic in the current fiscal context to expect the Township to fully address the infrastructure deficit in the short-term;

- Three financing strategies were developed to determine what capital contributions would be required to meet asset replacement needs (Note: in any given year, actual capital expenditures may be greater or less than the capital contributions as the capital contributions have been smoothed and reserves are assumed to be used to accommodate the variances between the contributions and actual expenditures;);

    - Under the *first* strategy, the Township would need to increase capital contributions by about 7.5% per year so the annual provision requirement is met in 10 years (e.g. annual funding gap is closed by 2023). The infrastructure deficit would be $7.2 million by 2032;

    - Under the *second* strategy, the Township would need to increase capital contributions by about 4.2% per year so the annual provision requirement is met in 20 years (e.g. annual funding gap is closed by 2032). The infrastructure deficit would be $19.5 million by 2032;

    - Under the *third* strategy, capital contributions are kept at current levels, increased contributions only accounts for inflationary adjustments at a rate of 2% per annum. Under this approach, the infrastructure deficit would be $25.2 million in 2032; and

- In addition, each financing strategy has been modified to include funding from other sources (likely federal or provincial grants) to support the repair and replacement of capital assets.

E. KEY FINDINGS AND RECOMMENDATIONS

Overall, the Township will need to continue to increase capital contributions to address current and future infrastructure requirements in an effort to move forward with sustainable asset management planning:

1. Key Findings

- The Township's asset base is extensive, valued at $81.2 million, in relation to the total permanent population of about 2,200 persons. The responsibility to maintain existing infrastructure is challenging and the Township will need to continue to increase capital contributions to address current and future infrastructure requirements;

- Overall, about 64% of Township assets ($52.3 million) have a remaining useful life greater than 10 years. The remaining, 36% or $28.9 million requires repair or replacement within the next ten years.

- The Township, through its annual capital budgeting process, has been attempting to address critical issues and assets in need for repair or replacement. Should required repair and replacement work be delayed, asset conditions and service levels may decline;

- The Township currently has limited reserves available to fund capital projects; and

- The Township will continue to require funding from the federal and provincial government to undertake capital related works. It is important the Township continue to seek financial assistance, where possible, from upper-tier government sources.

2. Continue to Improve Capital Development Planning Process

- The Township should adopt multi-year capital budgets and forecasts for all services based on a minimum 10 year forecast horizon;

- Capital budgets and forecasts should identify and evaluate each capital project in terms of the following, including but not limited to:

    - gross and net project costs;
    - timing and phasing;
    - funding sources;
    - growth-related components;

  - potential financing and debt servicing costs;
  - long-term costs, including operations, maintenance, and asset rehabilitation costs;
  - capacity to deliver; and
  - alternative service delivery and procurement options.

- A range of quantifiable service level targets that incorporate the quantity and quality of capital assets should be established for all services. Targets should be measured, reported on, and adjusted annually;

- Road repair and replacement capital works should be prioritized based on asset condition ratings with assets overdue for replacement and/or identified as "poor" recognized for immediate attention and remediation;

- Road assets which have been provided a "fair" condition rating should be targeted for maintenance to ensure they continue to perform at the expected level; and

- The Township should, where possible coordinate the construction of new (growth-related) infrastructure with infrastructure repairs and replacement to achieve cost efficiencies.

- The Township could develop dedicated capital reserve and reserve funds for the repair and replacement of existing infrastructure under a formal reserve fund policy. The policy could include the purpose, the source/use of funds, and the ceiling/floor of each reserve fund.

3. Ensure Asset Inventories are Updated Regularly

- Sound asset management decisions are only possible if information in the asset registry is accurate. The Township should regularly update the registry to account for asset purchases, upgrades, and replacements, as well as asset condition ratings and information on useful life; and

- The Township should update this Asset Management Plan at a minimum every 5 years.

4. Optimize the Use of Existing Assets

- The Township should implement a range of engineering and non-engineering approaches to extend the useful life of current assets. A number of municipalities in Ontario have had success in this regard by, for example:

- undertake condition assessment reviews;
- deferring road resurfacing and improvement works to allow road service levels to decline to a level where repair is necessary; and
- substituting retrofitting and rehabilitation work for (more costly) full replacement of an asset.

I INTRODUCTION

Well-managed public infrastructure is vital to the prosperity and quality of life of communities. Given the range and scope of services provided, Ontario's municipalities have a special responsibility in ensuring that infrastructure is planned, built, and maintained in a sustainable way. A detailed asset management plan is essential to carry out this responsibility.

Building on a recent Provincial funding commitment for municipal asset management, this Asset Management Plan is presented to the Council of the Township of Georgian Bay. The Plan follows the format set out in the recent *Building Together: Guide for Municipal Asset Management Plans* document released by the Ontario Ministry of Infrastructure.

The Plan addresses all infrastructures for which the Township is responsible for, including roads, sidewalks, street lighting, culverts, storm sewers, the MacTier Stormwater Collection and Conveyance System, vehicles, machinery and equipment, buildings, and other land improvement assets. Infrastructure in Georgian Bay for which the District of Muskoka is responsible – District roads, water, sewer, social housing and bridges for example, is not included.

Asset management is not a new concept in the Township of Georgian Bay. Council and staff have applied sound asset management processes to maintain records on tangible capital assets, monitor asset condition and performance, and plan for infrastructure acquisition, repair, rehabilitation, and replacement over the long-term.

The purpose of the Plan is to build on these existing practices by identifying how best to manage Township infrastructure over the period to 2032. A strategy for maintaining infrastructure so that desired service levels are achieved is an important element. In this respect, the Plan has been prepared with reference to the Township's current performance measures as well as standard industry operations and safety regulations. A financing strategy that integrates asset management with long-term financial planning is also included. Ultimately, the Plan will provide Council with information that can guide sustainable infrastructure investment decisions.

The Asset Management Plan is structured as follows:

Section II summarizes the state of the Township's infrastructure with reference to infrastructure quantity and quality.

Section III current service levels and service level targets are described.

Section IV sets out a strategy that will assist the Township in maintaining assets so that desired service levels are achieved.

Section V establishes how asset management can be delivered in a financially sustainable way.

Section VI provides recommendations based on the analysis undertaken as part of the Plan.

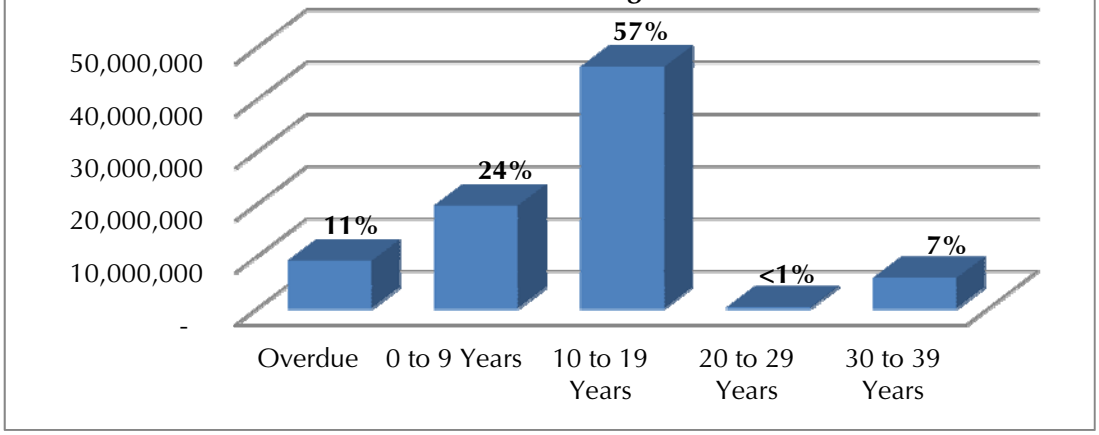
II STATE OF LOCAL INFRASTRUCTURE

The Township's capital asset inventory is documented in a municipal asset registry. The registry, which is updated regularly, contains information about the acquisition of assets, asset expansions and upgrades. The condition assessment analysis was carried out by the Township for the roads infrastructure; therefore, each road asset is categorized based on standard industry condition assessments such as "good", "fair" and "poor". The remaining assets have not been categorized based on this condition classification system, and is therefore, not included in this section.

This section of the plan provides a summary of the state of Township assets with reference to infrastructure quantity and quality. Asset replacement costs, based on the estimated cost of replacing individual asset components (accounting for various attributes such as size, depth, and length of each component), are also provided.

The current (2013) replacement cost of all Township assets is estimated at $81.2 million. The largest share of the Township's total asset base is related to roads and related infrastructure, accounting for about 72.7% or $59.0 million of the total replacement cost. As illustrated in Table 1, much of the Township infrastructure (64% or $52.3 million) have a remaining useful life greater than 10 years. Although, the table does illustrate that significant expenditures may be required in the short-to-medium term to cope with infrastructure coming due for repair and replacement.

Table 1
% Breakdown of Remaining Life of Assets



A. ASSET INVENTORY, CONDITION, AND VALUE

The following section summarizes all Township assets and the cost, in 2013$, of asset replacement. It also discusses the condition (where available) and useful life of assets and asset classes. The detailed asset inventories are included in Appendix A.

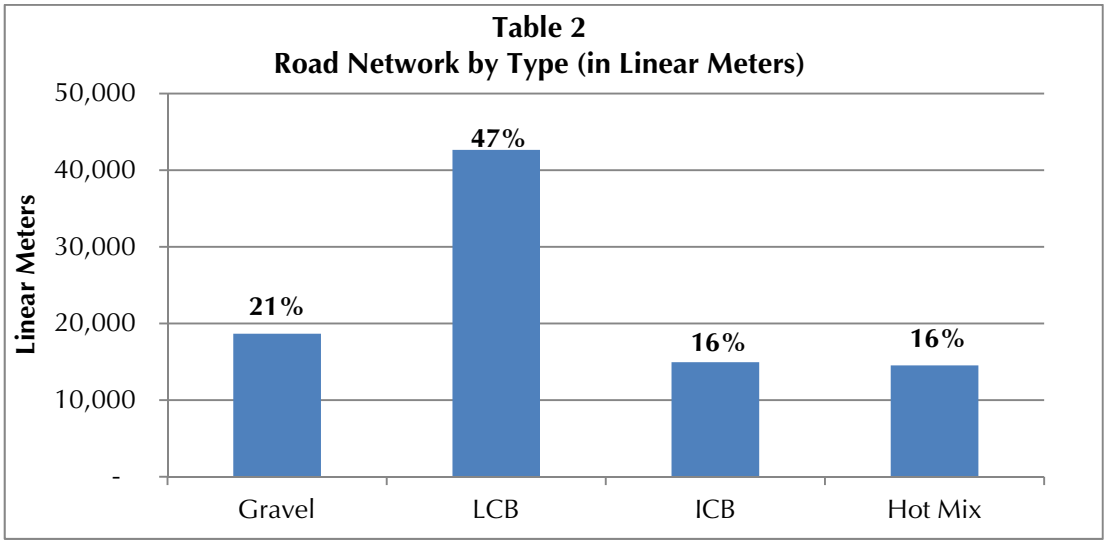
1. Public Works Infrastructure

The public works department is responsible for the construction and maintenance of all Township roads, sidewalks, culverts and streetlights. The total replacement value of this infrastructure combined amounts to $59.0 million. Overall, about 72.8% or $43.0 million of this infrastructure has a remaining useful life greater than 10 years.

a. Roads infrastructure

The Township owns and maintains approximately 91,000 linear meters of roadway, of which about 47% is classified as Low Class Bituminous (surface treatment with flexible pavement). The total replacement value of the road network is estimated to be $56.9 million. Table 2 summarizes the road network by road type.

Table 2
Road Network by Type (in Linear Meters)

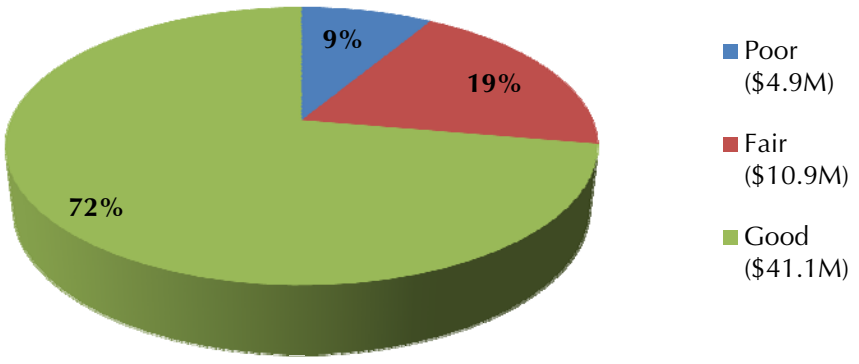


The condition of the roads infrastructure has been rated by the Township on a scale of 1 through 10, with a rating of 10 representing the best condition. The 1-10 scale has been converted to a classification system of "good", "fair" and "poor" for all road infrastructures. The Table below summarizes the classification rating system.

Classification System	Condition Rating
Good	8 - 10 Rating
Fair	6 – 7 Rating
Poor	1 – 5 Rating

In total, the Township maintains 72% or $41.1 million of the roads infrastructure in good condition. About 9% or $4.9 million of the Township road network is in poor condition. A significant portion of the road infrastructure considered to be in poor condition is related to Hasketts Drive. The Township has been successful in obtaining some funding to complete road work on Hasketts Drive to address many safety hazards to the travelling public and maintenance crews. However, the Township is still responsible a considerable portion of the overdue roads that currently require work. Table 3 summarizes the condition of the road infrastructure.

Table 3
Roads Condition Assessment



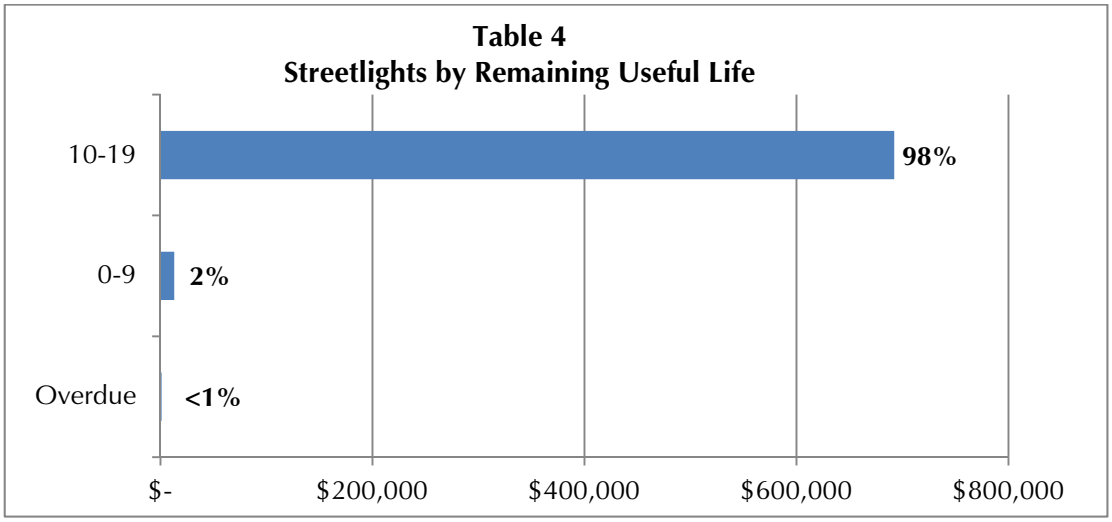
b. Sidewalks

The Public Works department is responsible for maintaining nearly 1,600 linear meters of sidewalk. This infrastructure is valued at approximately $608,000. The sidewalk infrastructure is relatively new with all assets having a useful life greater than 10 years.

c. Streetlights

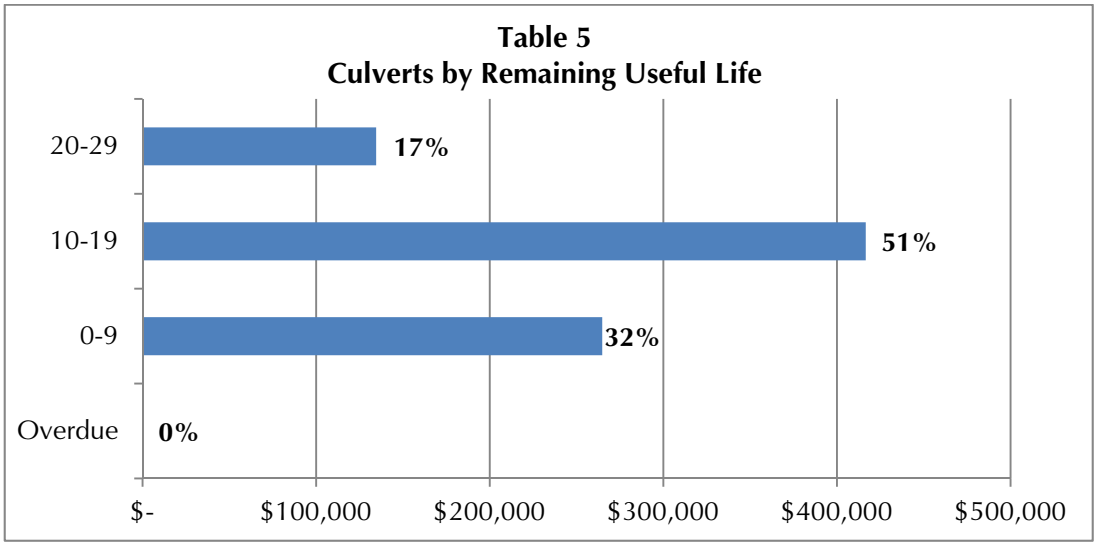
The Public Works department is also responsible for maintaining 257 streetlights with a replacement value of approximately $706,400. As illustrated in Table 4, much

of this is relatively new, with about 98% all assets having a useful life greater than 10 years. Only a very small share equating to about $14,000 requires immediate repair or replacement within the next ten years.



d. Culverts

The Public Works department is also responsible for maintaining over 3,100 meters of culverts. This infrastructure is valued at approximately $816,000. As illustrated in Table 5, much of this is relatively new, with about 68% ($551,000) of all assets having a useful life greater than 10 years. Conversely, approximately $265,000, or 32%, of all culverts require immediate repair or replacement within the next ten years.

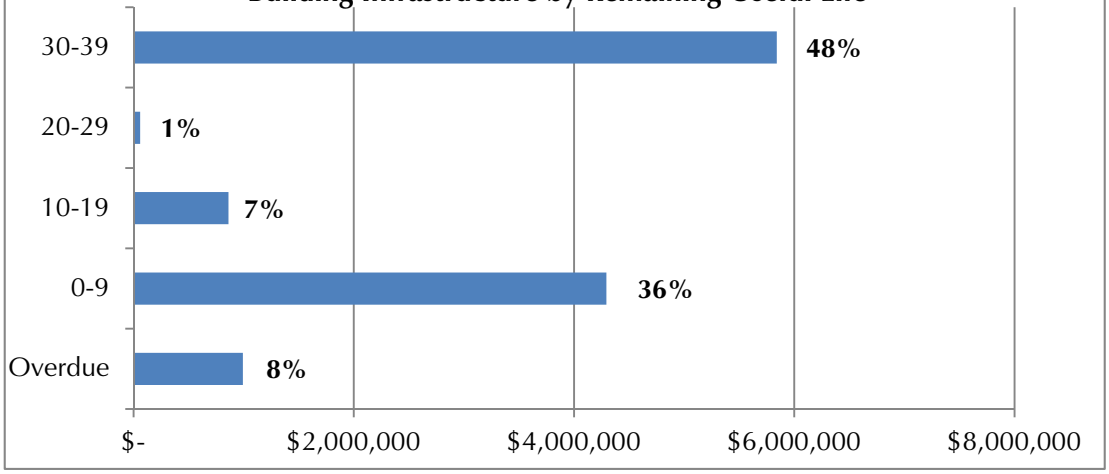


2. Buildings

The Township is responsible for the maintenance and repair of several facilities, including recreation centres, fire stations, libraries, park pavilions and the administration office. The total replacement value of these buildings is estimated to be about $12.1 million.

As indicated in Table 6, about 56% ($6.8 million) of these buildings have a remaining useful life greater than 10 years. Conversely, about $5.3 million (44%) require replacement in the next ten years. Approximately $1.0 million of work has been identified as overdue, of this amount, $400k relates to the MacTier Arena roof replacement as identified in the condition assessment completed by C.C. Tatham & Associates Ltd completed in October 2013.

Table 6
Building Infrastructure by Remaining Useful Life



3. Vehicles, Machinery and Equipment

The Township has an extensive inventory of vehicles, machinery and equipment valued at approximately $4.7 million. As shown in Table 7, these assets are primarily used by staff in the Public Works and Fire Services departments. The majority of vehicles, machinery and equipment require frequent replacement as the average life of these assets is about ten years. It should be noted smaller vehicles are more frequently replaced every seven years. As shown in Table 8, about 68% ($3.2 million) of the vehicles, machinery and equipment require immediate repair or replacement within the next ten years.

Table 7
Replacement Value by Department

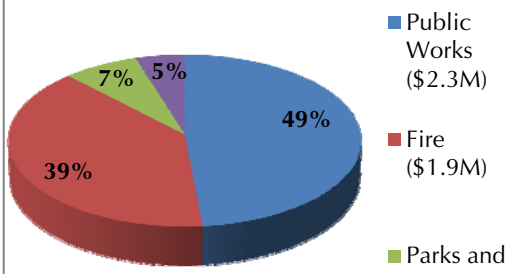
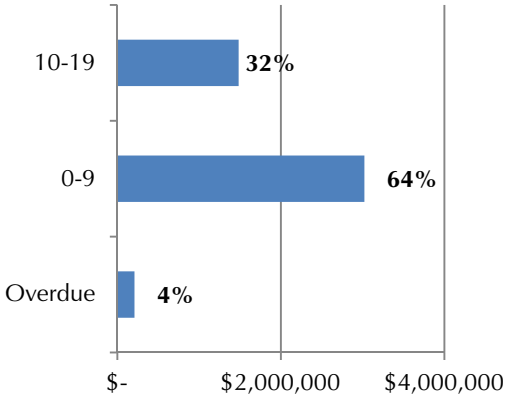


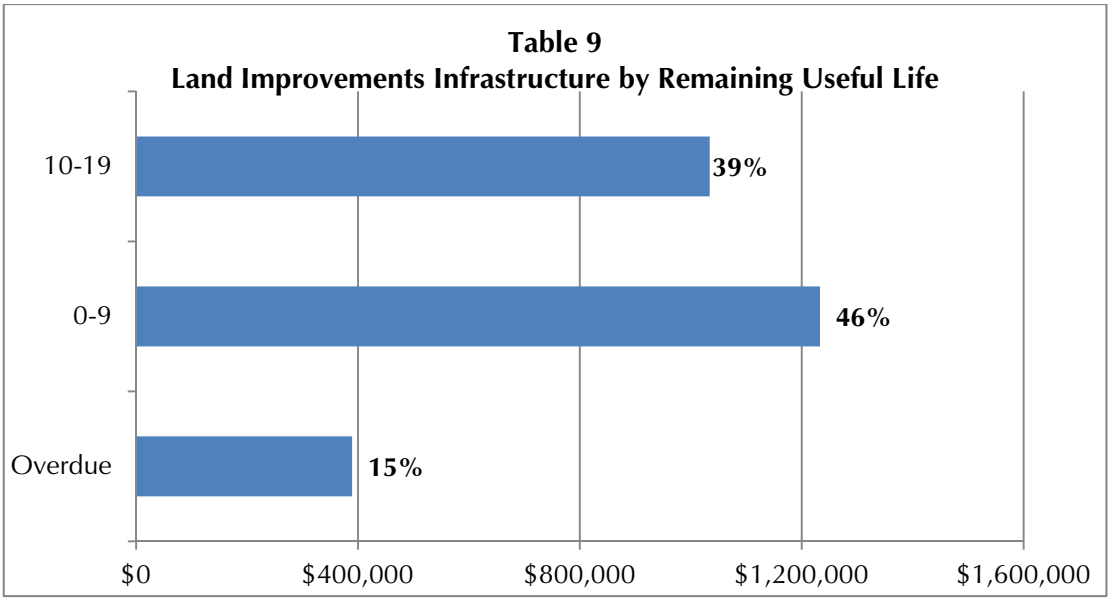
Table 8
Vehicles, Machine and Equipment by Remaining Useful Life



4. Other Land Improvements

The Township is responsible for undertaking improvements to Township owned park land to provide additional amenities such as playgrounds, ball fields, fencing, landscaping and trails. These land improvements are valued at approximately $2.7 million. As illustrated in Table 9, about 61% ($1.6 million) of land improvement assets require replacement in the next ten years.

Table 9
Land Improvements Infrastructure by Remaining Useful Life



5. MacTier Stormwater Collection and Conveyance System

The Township is responsible for the MacTier Stormwater Collection and Conveyance system which is valued at approximately $2.7 million. This system is located with the Urban Core of MacTier and is the primary collection and conveyance point of storm runoff. The existing system is rated to be in poor condition and classified to be overdue and in need of repair and replacement. A new centralized system would assist the community with alleviating standing water issues, assist with reducing continual residential sump pump cycling and improve the overall control of surface drainage.

III DESIRED LEVELS OF SERVICE

Asset management decisions must be made with reference to the level of service planned for by the Township. Current service levels in Georgian Bay have been developed based on a combination of internal asset management practices, community expectations, statutory requirements, and industry operation and safety standards. Typically, the level of infrastructure investment made by the Township in any one year has been determined by funding availability. That said, the Township has in the past been responsive to infrastructure repair needs to address immediate environmental or health risks and to infrastructure needs for new development.

In our experience, the community expects that services be delivered in a cost effective and efficient way. Generally, community expectations revolve around the Township's ability to provide core services, such as: the delivery of well maintained roadways as well as the proximity and accessibility of "soft" services (e.g. recreation facilities; libraries; fire stations) within neighbourhoods.

The Township measures level of "soft" and engineering related services provided using a number of key performance indicators. The table below shows that by these measures, service levels have remained relatively constant in recent years.

Key Indicators	2008	2009	2010	2011	2012	Target
Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	100%	100%	100%	100%	100%	**100%**
Percentage of paved lane kilometres where the condition is rated as good to very good	52.70%	60.90%	68.10%	68.10%	69.00%	**>70%**
Open Space: Hectares of open space per 1,000 persons (municipally owned)	15.16	16.28	16.28	16.28	13.80	**>13.8**
Indoor Recreation Facilites: Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	1,908	1,908	1,981	1,981	1,680	**>1679**

Source: MMAH FIR documents

The Table also shows target service levels which have been provided by Township staff:

- For roads, the Township maintains a fairly high portion of its roads in good condition. It is staff's intention to continue to provide this level of service in the future to ensure road conditions to do not decline below the service level currently provided.

- The number of hectares of open space and the amount of recreation facility space provided to Township residents has remained fairly stable in recent years.

As part of this Plan, the Township will continue to monitor and adjust current service level measures to meet legislative and community needs. The Township will also through master plans, official plans, community consultation and other studies develop service levels for the full range of municipal capital assets.

IV ASSET MANAGEMENT STRATEGY

This section sets out an action plan that will assist the Township in maintaining assets so that desired service levels are achieved. An assessment of the lifecycle and criticality of assets is made. Future annual contributions to reserves for asset management purposes are also determined.

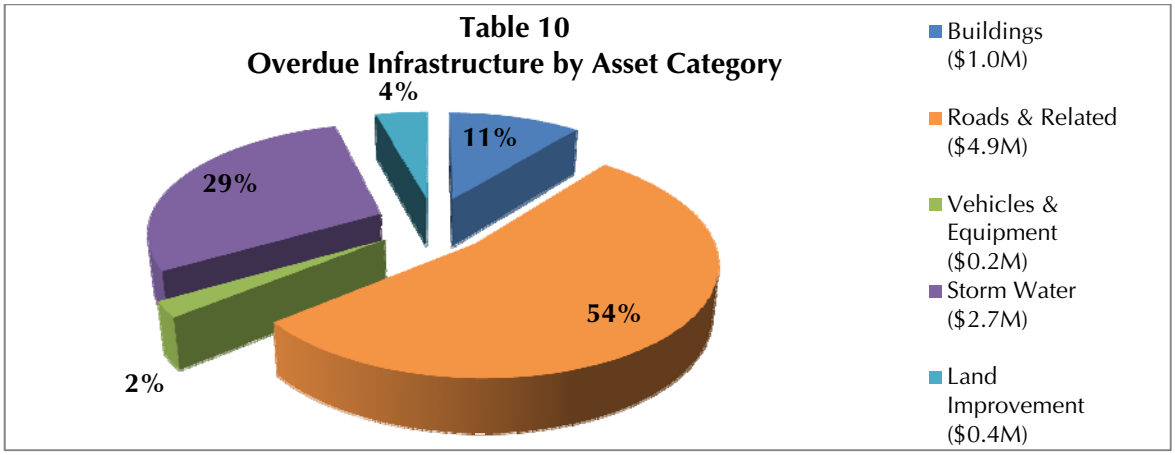
A. ASSET LIFECYCLE COST ANALYSIS

An understanding of the full lifecycle cost of assets is critical to determining the most cost-effective approach to asset management. In this section, a forecast of annual infrastructure replacement and rehabilitation needs is determined based on current (2013) replacement values and the useful life assigned to each asset and asset class.

1. Overdue Assets

As of 2013, the Township had approximately $9.2 million in assets "overdue" for replacement. As outlined in Table 10, the most significant share of this infrastructure ($4.9 million or 54%) relates to roads and related infrastructure. Much of the overdue road infrastructure is related to the work required on Hasketts Drive. The Township is currently seeking provincial funding assistance to undertake these works. An additional 29% ($2.7 million) of overdue infrastructure relates to stormwater infrastructure. The overdue assets are identified in the asset inventories found in Appendix A.

Table 10
Overdue Infrastructure by Asset Category



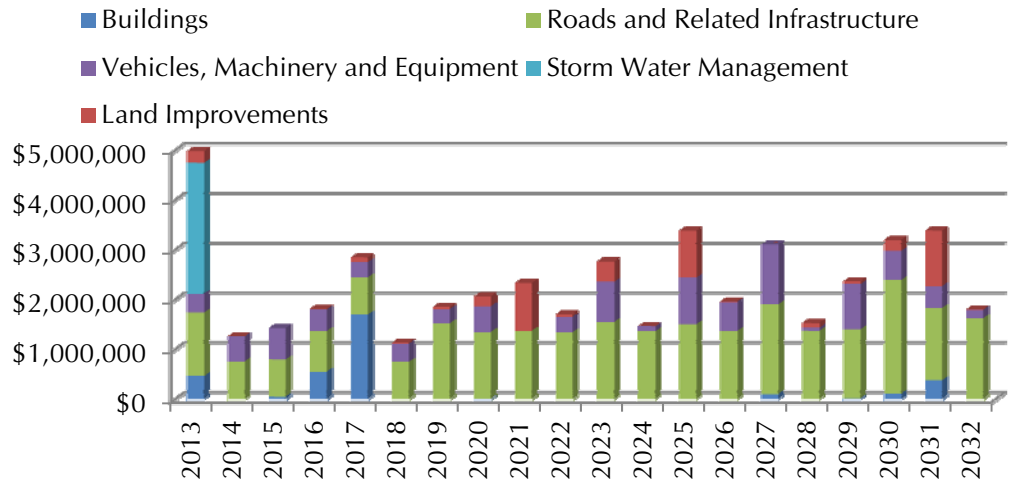
2. Repair and Replacement Program

Table 11 sets out the schedule of repair and replacement of assets required to meet service level targets. As shown in Table 11, roads and related services are the largest component of the replacement program, representing $26.4 million (56.9%), of all replacement costs ($46.4 million) through to 2032.

In 2013, significant expenditures have been identified that arise from considerable road and stormwater management works to be carried out. Should this work or other works be delayed, asset conditions and service levels may decline. Although, these expenditures can be mitigated through regular condition reassessments and by smoothing out road improvement works over a number of years.

It should be noted that road improvement works are assumed to take place as a means of extending the useful life of roads in lieu of complete replacement. In addition, given that retrofits and renovations can often extend the useful life of buildings in lieu of a complete replacement (shown in Table 11); the analysis assumes that costs to maintain buildings would be 50% of building replacement construction costs.

Table 11
Repair and Replacement Schedule



B. CALCULATION OF ANNUAL RESERVE CONTRIBUTIONS

A key component of the asset management strategy is to identify the level of expenditure required on an annual basis to pay for asset management. Costs to maintain and eventually repair or replace newly acquired assets need to be understood. Contributions to reserves and reserve funds need to be quantified. In this section, provisions for infrastructure repair and replacement are calculated for each asset based on its remaining useful life and the anticipated cost of repair/replacement, in the scheduled year of repair/replacement. The aggregate of all individual provisions form an annual contribution to reserve for the purpose of asset repair and replacement.

Table 12 below shows the funds that would have to be contributed annually to reserves to meet service level targets for tax supported services to 2032.

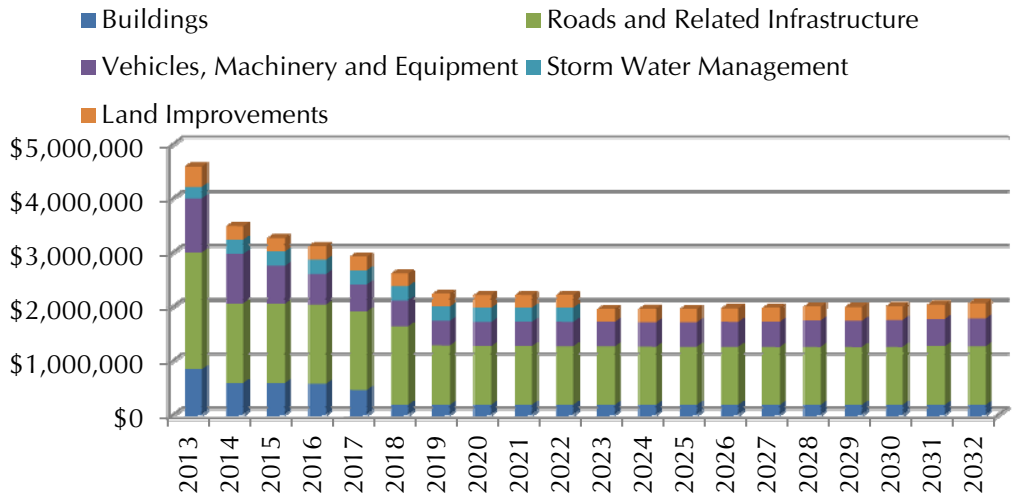
- Although the Township has regularly contributed to reserves, a higher level of reserve contributions is required over the long term in order to meet service level requirements.

- Higher contributions would be required in the short-term to pay for significant road and storm water management expenditures identified in 2013. However, there will likely be measures the Township could take to mitigate this financial pressure in 2013. These measures are more fully discussed in Section V.

- Average annual contributions over the 20-year period would have to be in the order of $2.4 million per year, mostly relating to roads infrastructure.

- The Township would have to spend an average of $2.3 million per year to 2032 to maintain Township assets, the additional $100,000 per year is to pay for infrastructure repair and replacement costs beyond 2032. This level of expenditure is approximately 1.6 times, or $1.5 million, higher than the $950,000 spent from the tax levy by the Township in 2013 on asset repair and replacement.

Table 12
Annual Provision Schedule



V FINANCING STRATEGY

This section of the Plan is intended to provide a framework for the Township to integrate asset management with annual budgeting and long-term financial planning.

The Township has traditionally followed a "pay-as-you-go" approach to financing infrastructure, whereby capital expenditures are prioritized and approved with reference to the availability of funds. That said, the Township has historically set aside very minimal funds in reserves and reserve funds in an effort to maintain its capital assets. Additionally, the Township has often relied on funding assistance from higher orders of government to undertake necessary capital works.

A. AVAILABLE FUNDING TOOLS

The following section discusses, at a high level, the range of tools available to the Township for funding capital expenditures.

Federal and Provincial Grants

Historically, the Township has had some success in securing grant funding from higher orders of government to assist in funding capital projects. The Township has recently applied for grant funding to carry out the required works on the MacTier storm water conveyance infrastructure. Although, the Township was not successful on the initial application for funding assistance to replace the Mactier storm water conveyance infrastructure, the Township will continue to seek financial assistance from upper levels of government to fund this project and other capital works.

The Township of Georgian Bay has indicated that it expects to continue receiving Gas Tax grant revenue. These funds can be applied to fund future capital road works.

Development Charges

Development charges may be imposed to pay for increased capital costs required because of increased needs for services arising from development.

Historically, the Township has used development charges to the extent possible to fund "development-related" capital costs. Development charge rates are currently being reviewed. It is noted that capital costs of new infrastructure that benefit existing Township residents cannot be funded from development charges. Furthermore, 10% of all development-related capital costs for certain services must be funded from non-development charge sources (typically property taxes).

Property Taxes

Property taxes represent approximately 58% of revenues in the 2013 Consolidated Budget. The use of property taxes to fund municipal services is the most secure source of funding for the Township. As such, the Township may be required to increase property tax revenue to fund additional capital expenditures. To that end, the Township could explore the use of a dedicated tax/infrastructure levy for the purpose of capital asset repair and replacement. As an example, a 1.5% dedicated tax/infrastructure levy would generate about $73,000 – these funds can be used to carry out capital asset repair and replacement work.

User Fees

User fees are the second largest funding source of revenues for the Township at 21% of total revenue. To the extent that user fees are being collected to fund repair and replacement of capital infrastructure, user fees should be allocated to capital reserves. The Township could consider implementing a dedicated stormwater management fee levied through a utility rate for the MacTier system.

Public Private Partnerships

Public Private Partnerships (P3's) are a common tool for delivering infrastructure services throughout communities across Canada to build roads, hospitals, light rail transit, water and wastewater treatment facilities and other infrastructure. A P3 can offer more effective project and lifecycle cost control and risk management than traditional procurement methods. The Township could explore P3 opportunities as a tool to carry out capital related activities.

Local Improvement Charges

Municipalities, through local improvement charges, have the ability to recover the costs of capital improvements made on public or privately owned

land from property owners who will benefit from improvement. The Township could use the local improvement process to undertake a capital project and recover all or part of the cost of the project by imposing local improvement charges on properties that benefit from the work. The required MacTier stormwater collection and conveyance system improvements are an example where a local improvement charge could be implemented by the Township.

Developer Contributions

Municipalities obtain a wide-range of assets through developer contributions; these contributions can be "in kind" direct provision of assets or funded, partially or fully, through agreement. The contributions are typically facilitated through condition of a subdivision or site plan agreement, under the *Planning Act*. An important consideration in determining the level and extent of developer contributions is the municipality's "local service definitions" which, under the *Development Charges Act* and *Planning Act*, are used to establish which type, and shares, of capital expenses are considered eligible for direct development contribution or funding. It is recommended that the Township review the local service definitions as part of the ongoing Development Charges Background Study.

Assets funded, or provided, under developer contributions are typically "first round" assets but can, in certain circumstances, include replacement of existing assets and funding of non-DC recoverable shares. An example of replacement of an existing asset is when an existing road requires improvements or upgrades as a result of a specific development; the municipality could endeavour to require the developer to undertake, or fund, the road improvements as a condition of the subdivision agreement. The municipality benefits from the funding the improved road but also an effective deferral of a capital renewal expense as the existing, and therefore depreciated, asset is also replaced or renewed.

B. FINANCING AND FINANCIAL MANAGEMENT PRACTICES

This section discusses, at a high level, the means by which capital revenue can be raised or secured.

Debt (as a financing tool)

Debt financing is a viable tool available to fund infrastructure projects. Planned debt is a responsible way to spread the costs of a project over the life of an asset to ensure the ratepayers who benefit from the asset share the cost. Therefore, the burden of capital is distributed equally between the current taxpayer and future rate payers. The Township has often exercised the ability to fund capital works through the issuance of debt.

The amount of debt a Township can carry is set by provincial regulations to ensure municipalities continue to operate in a fiscally sound environment. The Township currently operates well below the debt threshold of $1.3 million in total net debt charges as identified by the Ontario Ministry of Municipal Affairs and Housing documentation regarding the Township's 2013 annual repayment limit. The Township's total net debt charges of $236,500 equates to about 18% (out of 100%) of the total allowable annual repayment limit of $1.3 million.

As a safe practice, any potential debt should not be financed for a period longer than the average useful life of the asset. This will ensure the Township is not paying for an asset outside the design life beyond the assets expected use.

Reserves and Reserve Funds

Reserves are to be used to cope with high capital investment periods by saving during low capital investment periods. This practice will smooth annual expenditures and ensure the Township can complete the required annual capital works. In addition to contributions during low investment periods many municipalities use annual surpluses, should one arise, to increase reserves. In this respect, the Township could consider creating a dedicated reserve fund for the repair and replacement of capital assets. There is no prescribed amount of reserves for a Township to have at any given time, but they should be sufficient to cover the difference between the annual contribution and the capital program. The Township could consider adopting a formal reserve policy which outlines the purpose, source of funds, use of funds, the ceiling and floor, and the duration of each reserve fund.

As of January 1st 2013, the Township had a balance of $1.1 million of reserves which has been considered in the calculation of the infrastructure deficit in Part C of this section. The reserve balance considers only the money the

Township has on hand to carry out capital related projects (e.g. excludes operating reserves).

C. CURRENT INFRASTRUCTURE DEFICIT AND FUTURE FUNDING GAPS

To implement sustainable asset management practices the Township needs to have an understanding of the current "infrastructure deficit" as well as the funding gaps that would arise should the required annual contributions to reserves identified in Section IV be delayed.

The current infrastructure deficit shown below represents the difference between the reserves the Township would have if they followed a full cost recovery plan and the current total reserve amounts. If the Township was following a full cost recovery plan to perform the work set out in the asset repair and replacement schedule identified in Section IV, they would have $13.0 million in reserves.

Current Reserve Requirement	
Buildings	$2,974,762
Roads and Related Infrastructure	$5,200,239
Vehicles, Machinery and Equipment	$2,581,534
Storm Water Management	$2,630,021
Land Improvements	$749,131
	$14,135,686
Current Reserves	$1,112,485
Current Infrastructure Deficit	**$13,023,201**

Financing Strategy

It is unrealistic in the current fiscal context to expect the Township to address the above $13.0 million infrastructure deficit in the short-term. Accordingly, a long-term funding strategy that identifies options for addressing current and future asset expenditure requirements, including the recalculated infrastructure deficit, by 2032 is provided in this section. This analysis recognizes that the Township has not kept pace with the required contributions to perform the work set out in the calculated asset repair and replacement schedule in Section IV.

Three financing strategies were developed to determine what capital contributions would be required to meet asset replacement needs for tax supported assets. The

financing strategies described below illustrate the "smoothed options" to the capital repair and replacement requirements identified in Section IV of this plan. The growth assumptions for each strategy are:

> Strategy 1 – Increase annual capital contributions by 7.5% per annum so the annual provision requirement is met in 10 years. The annual funding gap is closed by 2023.
>
> Strategy 2 – Increase annual capital contributions by 4.2% so the annual provision requirement is met in 20 years. The annual funding gap is closed by 2032.
>
> Strategy 3 – Capital contribution are kept at current levels; increased contributions only accounts for inflationary adjustments at a rate of 2% per annum

In addition, each strategy shown above has been modified to include funding from other sources (likely federal or provincial grants) to support the repair and replacement of capital assets.

a) Analysis of Strategy 1

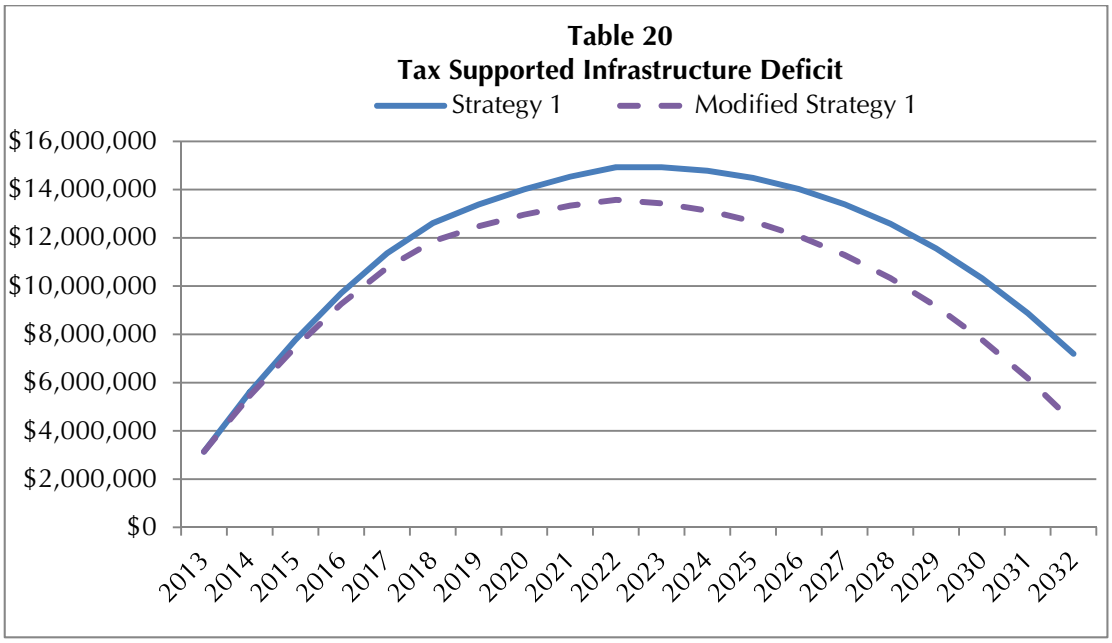
Given the capital expenditure requirement to meet the asset replacement needs, the accumulated infrastructure deficit will reach $14.9 million before the Township begins to lower this amount by increasing capital contributions by more than the annual provision requirement. Table 13 below highlights the fact that the infrastructure deficit will increase by the annual funding gap and decrease once the annual contributions are greater than the annual provision. By 2032, the infrastructure deficit will be reduced to $7.2 million. This scenario represents an increase in capital contributions from the current level of $950,000 by 7.5% annually. In 2014, this translates into a 1.5% increase to the property tax rate in order fund the additional capital contributions.

Table 13 – Projected Annual Funding Gap under Strategy One

	Projected Annual Capital Provision	Capital Contributions from Tax Levy	% Annual Increase in Capital Contributions	Other Sources of Funding	Total Capital Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2013	$4,578,278	$949,546		$487,250	$1,436,796	$3,141,482	$3,141,482
2014	$3,484,045	$1,020,635	7.5%	$0	$1,020,635	$2,463,410	$5,604,891
2015	$3,266,334	$1,097,047	7.5%	$0	$1,097,047	$2,169,287	$7,774,178
2016	$3,117,260	$1,179,179	7.5%	$0	$1,179,179	$1,938,081	$9,712,259
2017	$2,920,544	$1,267,461	7.5%	$0	$1,267,461	$1,653,083	$11,365,342
2018	$2,610,954	$1,362,351	7.5%	$0	$1,362,351	$1,248,602	$12,613,944
2019	$2,235,031	$1,464,346	7.5%	$0	$1,464,346	$770,684	$13,384,629
2020	$2,210,208	$1,573,977	7.5%	$0	$1,573,977	$636,231	$14,020,859
2021	$2,210,475	$1,691,816	7.5%	$0	$1,691,816	$518,659	$14,539,518
2022	$2,213,563	$1,818,476	7.5%	$0	$1,818,476	$395,086	$14,934,604
2023	$1,954,620	$1,954,620	7.5%	$0	$1,954,620	$0	$14,934,604
2024	$1,957,704	$2,100,956	7.5%	$0	$2,100,956	-$143,251	$14,791,353
2025	$1,957,375	$2,258,247	7.5%	$0	$2,258,247	-$300,872	$14,490,481
2026	$1,968,159	$2,427,315	7.5%	$0	$2,427,315	-$459,156	$14,031,325
2027	$1,976,684	$2,609,040	7.5%	$0	$2,609,040	-$632,356	$13,398,969
2028	$1,998,790	$2,804,371	7.5%	$0	$2,804,371	-$805,581	$12,593,389
2029	$1,991,958	$3,014,325	7.5%	$0	$3,014,325	-$1,022,367	$11,571,022
2030	$2,009,630	$3,239,997	7.5%	$0	$3,239,997	-$1,230,367	$10,340,654
2031	$2,036,594	$3,482,566	7.5%	$0	$3,482,566	-$1,445,972	$8,894,682
2032	$2,061,846	$3,743,294	7.5%	$0	$3,743,294	-$1,681,448	$7,213,234
Total Infrastructure Deficit						**$7,213,234**	

Other Sources of Funding

The strategy 1 analysis has been modified to assume the Township continues to receive other sources of funding (likely federal or provincial grants) at the current level throughout the planning period. Therefore, government assistance funding of $150,000 is maintained through to 2032 to fund the repair and replacement of capital assets. Under this approach, the infrastructure deficit equals approximately $4.3 million in 2032. Table 14 below compares the infrastructure deficit for the Strategy 1 analysis.



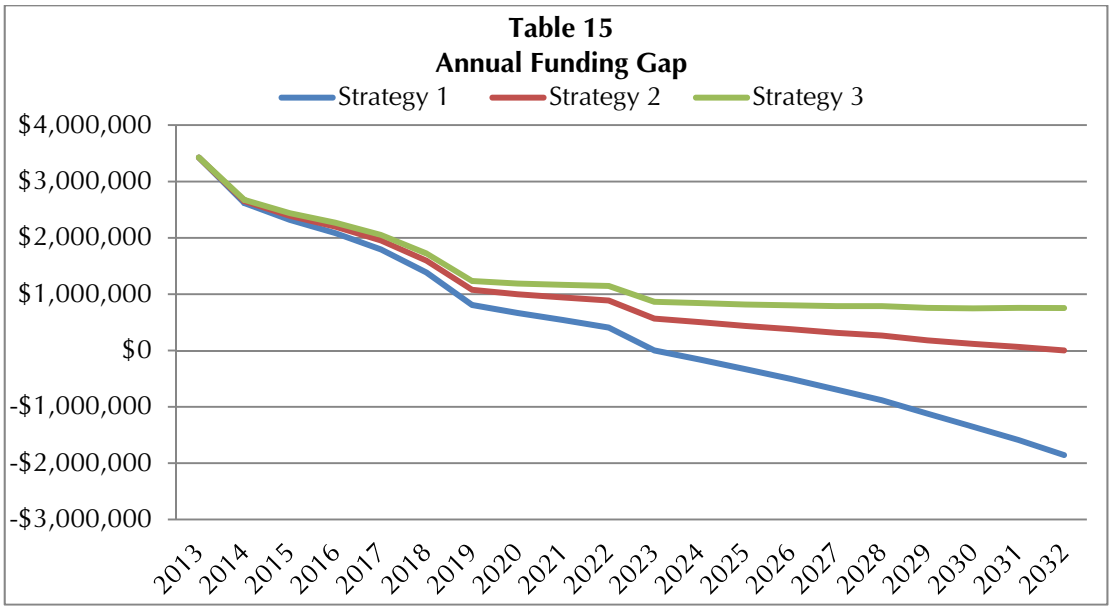
b) Alternative Financing Strategy

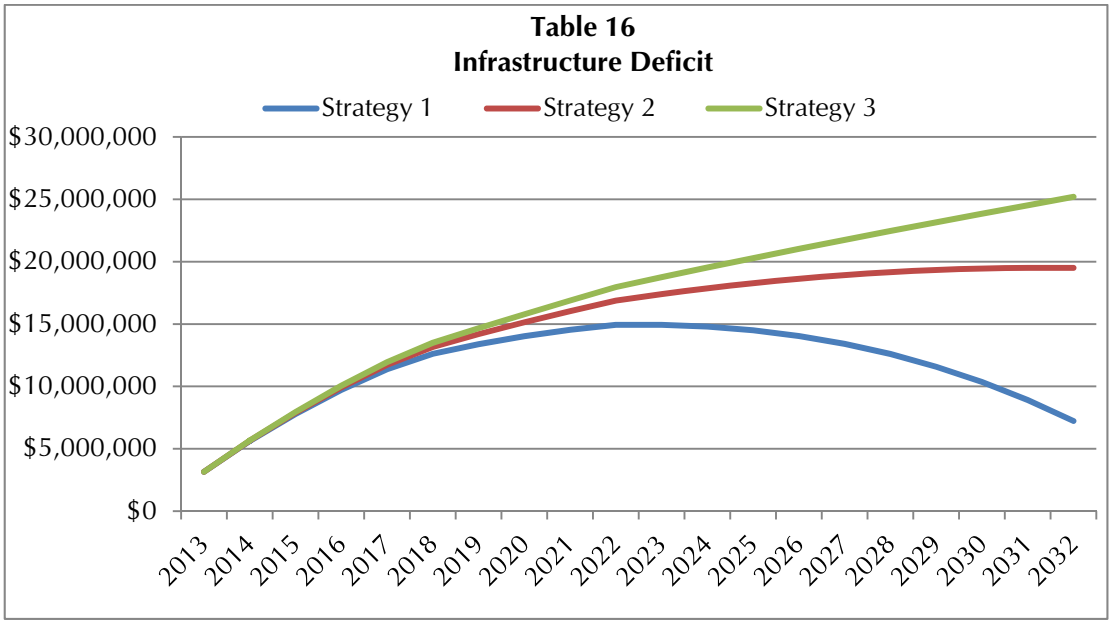
As shown in Table 15, two additional financing strategies were developed to identify when the Township would reach full cost recovery. It should be noted that when the annual funding gap is equal to or below zero the Township is achieving full cost recovery as they will be contributing the required annual provision.

The strategy 2 analysis indicates that if the Township were to increase capital contributions on average by 4.2% each year, full cost recovery would be reached in 2032, however, the infrastructure deficit will have increased to $19.5 million. In 2014, this translates into a 0.9% increase to the property tax rate in order fund the additional capital contributions.

The third strategy assumes capital contributions are kept at current levels; increased contributions only accounts for inflationary adjustments at a rate of 2% per annum. This analysis indicates the Township would not reach full cost recovery by 2032 and the infrastructure deficit will have increased to $25.2 million. In 2014, this translates into a 0.4% increase to the property tax rate in order fund the additional capital contributions.

Table 16 compares the infrastructure deficit for each financing strategy.





Other Sources of Funding

The strategy 2 and 3 analysis has also been modified to assume the Township continues to receive other sources of funding (likely federal or provincial grants) of about $150,000 per annum throughout the planning period to fund the repair and replacement of capital assets. Under this approach, the infrastructure deficit is reduced to $16.6 million and $22.3 million respectively by 2032.

VI CONCLUSIONS AND RECOMMENDATIONS

The objective of this Asset Management Plan is to provide the Township of Georgian Bay with the information it needs to make decisions on how best to manage capital assets in a sustainable way to 2032. In this section, recommendations based on the analysis undertaken as part of the Plan are made.

A. SUMMARY OF KEY FINDINGS

Overall, the Township will need to continue to increase capital contributions to address current and future infrastructure requirements in an effort to move forward with sustainable asset management planning:

- The Township's asset base is extensive, valued at $81.2 million, in relation to the total permanent population of about 2,200 persons. The responsibility to maintain existing infrastructure is challenging and the Township will need to continue to increase capital contributions to address current and future infrastructure requirements;

- Overall, about 64% of Township assets ($52.3 million) have a remaining useful life greater than 10 years. The remaining, 36% or $28.9 million of assets require repair or replacement within the next ten years.

- The Township, through its annual capital budgeting process, have been attempting to address critical issues and assets in need for repair or replacement. Should required repair and replacement work be delayed, asset conditions and service levels may decline;

- In the long-term, capital contributions would have to be in the order of $2.4 million per year, mostly relating to roads and related infrastructure. Of the $2.4 million, approximately $2.3 million is required annually for in-year capital needs, the remaining $100,000 is required for capital replacement needs beyond 2032. This level of expenditure is approximately 1.6 times, or $1.5 million, higher than the $950,000 spent from the tax levy by the Township in 2013 on asset repair and replacement.

    - Note: in any given year, actual capital expenditures may be greater or less than the capital contributions as the capital contributions have

been smoothed and reserves are assumed to be used to accommodate the variances between the contributions and actual expenditures;

- The Township currently has limited reserves available to fund capital projects; and

- The Township will continue to require funding from the federal and provincial government to undertake capital related works. It is important the Township continue to seek financial assistance, where possible, from upper-tier government sources.

B. SUMMARY OF RECOMMENDATIONS

Based on the research and analysis undertaken for this Plan the following conclusions can be reached:

1. Continue to Improve Capital Development Planning Process

- The Township should adopt multi-year capital budgets and forecasts for all services based on a minimum 10 year forecast horizon.

- Capital budgets and forecasts should identify and evaluate each capital project in terms of the following, including but not limited to:

    - gross and net project costs;
    - timing and phasing;
    - funding sources;
    - growth-related components;
    - potential financing and debt servicing costs;
    - long-term costs, including operations, maintenance, and asset rehabilitation costs;
    - capacity to deliver; and
    - alternative service delivery and procurement options.

- A range of quantifiable service level targets that incorporate the quantity and quality of capital assets should be established for all services. Targets should be measured, reported on, and adjusted annually.

- Road repair and replacement capital works should be prioritized based on asset condition ratings with assets overdue for replacement and/or identified as "poor" recognized for immediate attention.

- Road assets which have been provided a "fair" condition rating should be targeted for maintenance to ensure they continue to perform at the expected level.

- The Township should, where possible coordinate the construction of new (growth-related) infrastructure with infrastructure repairs and replacement to achieve cost efficiencies.

- The Township could develop dedicated capital reserve and reserve funds for the repair and replacement of existing infrastructure under a formal reserve fund policy. The policy could include the purpose, the source/use of funds, and the ceiling/floor of each reserve fund.

2. Ensure Asset Inventories are Updated Regularly

- Sound asset management decisions are only possible if information in the asset registry is accurate. The Township should regularly update the registry to account for asset purchases, upgrades, and replacements, as well as asset condition ratings and information on useful life.

- The Township should update this Asset Management Plan at a minimum every 5 years.

3. Optimize the Use of Existing Assets

- The Township should implement a range of engineering and non-engineering approaches to extend the useful life of current assets. A number of municipalities in Ontario have had success in this regard by, for example:

    - undertake condition assessment reviews;

    - deferring road resurfacing and improvement works to allow road conditions to decline to a level where repair is necessary; and

    - substituting retrofitting and rehabilitation work for (more costly) full replacement of an asset.

APPENDIX

APPENDIX A

DETAILED ASSET LIST

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Roads

Road	Road Type	Length (m)	Width (m)	Location	Condition	2013 Replacement Costs	Overdue	Year of First Required Road Work	Cost of Road Works in Future Dollars
STEWART LAKE ROAD	LCB	1,100	8.50	FROM RAILWAY TRACKS TO BEAR LAKE ROAD	3	$682,000	Y	2013	$217,250
CLERKS ROAD	LCB	150	6.70	FROM HIGHWAY 69 TO END OF ROAD	4	$93,000	Y	2013	$25,575
GOLF COURSE ROAD	Gravel	600	5.70	FROM 500M FROM DISTRICT ROAD 5 TO END OF ROAD(CLAPP TRAIL)	4	$312,000	Y	2013	$70,200
HANSEN ROAD	Gravel	300	5.00	FROM SOUTH GIBSON LAKE ROAD TO END OF ROAD	4	$156,000	Y	2013	$33,000
PORTAGE ROAD	ICB	500	7.20	FROM DISTRICT ROAD 5 TO END OF ROAD	4	$310,000	Y	2013	$112,000
DELAWANA ROAD	LCB	200	6.70	FROM DISTRICT ROAD 5 TO END OF ROAD	5	$124,000	Y	2013	$34,100
TOWER ROAD	LCB	300	8.80	FROM HIGHWAY 400 OVERPASS TO END OF ROAD	9	$186,000		2032	$88,283
BAYVIEW ROAD	ICB	2,800	7.30	FROM DISTRICT ROAD 33 TO 2.8KM FROM DISTRICT ROAD 33 (END OF RAP)	6	$1,736,000		2018	$698,662
BLUE WATER ROAD	ICB	100	5.20	FROM DISTRICT ROAD 5 TO END OF ROAD	6	$62,000		2018	$20,315
CAUSEWAY ROAD	ICB	350	7.00	FROM DISTRICT ROAD 33 TO 350M FROM DISTRICT ROAD 33 (END OF RAP)	9	$217,000		2032	$112,174
CORRIEVALE ROAD	LCB	400	7.20	FROM HEATH VALLEY TRAIL TO END OF ROAD	6	$248,000		2018	$65,362
HASKETTS DRIVE	Gravel	6,200	6.60	FROM CROOKED BAY ROAD TO END OF ROAD	6	$3,224,000		2018	$862,508
HUNTER LANE	Gravel	200	3.30	FROM DISTRICT ROAD 5 TO END OF ROAD	6	$104,000		2018	$20,536
IROQUOIS ROAD	Gravel	550	5.80	FROM 1.45KM FROM DISTRICT ROAD 33 TO END OF ROAD	6	$286,000		2018	$71,655
NICHOLSON ROAD	LCB	1,600	7.50	FROM POINTS OF VIEW ROAD TO END OF ROAD	6	$992,000		2018	$322,392
PRATTS ROAD	ICB	200	4.00	FROM 400M DISTRICT ROAD 34 TO END OF ROAD	6	$124,000		2018	$35,331
PRISQUE ROAD	ICB	700	7.60	FROM BAXTER LOOP ROAD TO THE END OF ROAD	6	$434,000		2018	$179,303
RED WING LANE	ICB	100	6.90	FROM LILY POND ROAD TO END OF ROAD	6	$62,000		2018	$24,069
STUMP BAY ROAD	Gravel	400	6.00	FROM BAYVIEW ROAD TO END OF ROAD	6	$208,000		2018	$52,996
TWELVE MILE BAY ROAD	LCB	1,900	8.80	FROM WEST OGEMAWAHJ ROAD (TWP/RESERVES LIMITS) TO END OF TOWNSHIP LIMITS	6	$1,178,000		2018	$423,746

Appendix A

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BAYVIEW ROAD	Gravel	400	4.80	FROM 2.8 KM FROM DISTRICT ROAD 33 (END OF RAP) TO END OF ROAD	7	$208,000		2018	$47,696
BLOODY BAY ROAD	Gravel	250	6.60	FROM DISTRIC ROAD 12 (TWELVE MILE BAY ROAD) TO END OF ROAD	7	$130,000		2018	$34,779
CAUSEWAY ROAD	Gravel	500	5.50	FROM 350M FROM DISTRICT ROAD 33(END OF RAP) TO END OF ROAD	7	$260,000		2018	$63,485
HEATH VALLEY TRAIL	LCB	1,000	7.40	FROM START OF CRESENT TO END OF CRESENT	7	$620,000		2018	$199,839
IROQUOIS ROAD	LCB	200	5.70	FROM 1.25KM FROM DISTRICT ROAD 33 TO 1.45KM FROM DISTRCT ROAD 33	7	$124,000		2018	$34,337
LEDUC LANE	ICB	600	7.40	FROM GOLF COURSE ROAD TO THE END OF THE ROAD	7	$372,000		2018	$151,038
LONE PINE ROAD	LCB	1,300	7.40	FROM HEATH VALLEY TRAIL TO LODGE ROAD	7	$806,000		2018	$259,790
McCOMBES ROAD	LCB	500	8.60	FROM HIGHWAY 69 TO END OF ROAD	7	$310,000		2018	$109,856
McDONALD ROAD	ICB	300	8.60	FROM PICKEREL POINT ROAD TO DISTRICT ROAD 34	7	$186,000		2018	$83,469
MINORS BAY ROAD	LCB	700	7.90	FROM GO HOME LAKE ROAD TO END OF ROAD	7	$434,000		2018	$145,683
MOHAWK ROAD	LCB	400	4.50	FROM 800M FROM DISTRICT ROAD 38 (SPLIT IN ROAD) TO END OF ROAD	7	$248,000		2018	$60,724
POINTS OF VIEW ROAD	Gravel	200	7.00	FROM NICHOLSON ROAD TO END OF ROAD	9	$104,000		2032	$37,877
PRATTS ROAD	ICB	400	6.20	FROM DISTRICT ROAD 34 TO 400M FROM DISTRICT ROAD 34	7	$248,000		2018	$90,093
SIX MILE CHANNEL DRIVE	ICB	900	6.40	FROM DISTRICT ROAD 34 TO DISTRICT ROAD 34	7	$558,000		2018	$206,684
TOBYS ROAD	ICB	500	7.60	FROM DISTRICT ROAD 5 TO 500M FROM DISTRICT ROAD 5	7	$310,000		2018	$128,073
TOBYS ROAD	Gravel	900	6.50	FROM 500M FROM DISTRICT ROAD 5 TO END OF ROAD	7	$468,000		2018	$124,209
VIOLET DRIVE	Hot Mix	200	10.40	FROM DISTRICT ROAD 5 TO END OF ROAD	7	$158,000		2018	$69,071
BASS BAY ROAD	ICB	600	6.20	FROM DISTRICT ROAD 5 TO END OF ROAD	8	$372,000		2032	$178,314
BAXTER LOOP	LCB	2,000	7.80	FROM DISTRICT 5 ROAD TO PICINIC ISLAND ROAD	8	$1,240,000		2032	$544,847
BEECH AVENUE	Gravel	200	6.00		8	$104,000		2032	$34,963

Appendix A

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BERWICK ROAD	Gravel	2,150	7.00	FROM BAYVIEW ROAD TO END OF ROAD	9	$1,118,000		2032	$407,179
CENTRE STREET	Hot Mix	100	6.00		8	$79,000		2032	$31,467
CROOKED BAY ROAD	LCB	1,900	7.80	FROM 300M FROM RAMPS TO END OF ROAD	8	$1,178,000		2032	$517,605
Elizabeth Street	Hot Mix	100	6.00		8	$79,000		2032	$31,467
FERN AVENUE	LCB	200	6.00		8	$124,000		2032	$46,618
FRONT STREET	Hot Mix	100	6.00		8	$79,000		2032	$31,467
GALLA LAKE ROAD	LCB	700	8.70	FROM DISTRICT ROAD 12 (TWELVE MILE BAY ROAD) TO END OF ROAD	8	$434,000		2032	$204,463
GEORGE STREET	Hot Mix	100	6.00		8	$79,000		2032	$31,467
GEORGIAN BAY ROAD	Gravel	2,500	6.00	FROM 100M FROM RAMPS TO END OF ROAD	8	$1,300,000		2032	$437,043
GOLF COURSE ROAD	Hot Mix	500	7.20	FROM DISTRICT ROAD 5 TO 500M FROM DISTRICT ROAD 5	8	$395,000		2032	$176,566
HAIG STREET	Hot Mix	200	6.00		8	$158,000		2032	$62,934
HIAWATHA ROAD	ICB	500	6.60	FROM 100M FROM IROQUOIS ROAD(START OF RAP) TO 600M FROM IROGUOIS ROAD(AND OF RAP)	8	$310,000		2032	$154,422
HIAWATHA ROAD	ICB	650	4.70	FROM 600M FROM IROQUOIS ROAD(END OF RAP) TO END OF ROAD	8	$403,000		2032	$164,765
HUNGRY BAY ROAD	LCB	3,100	6.80	FROM SOUTH GIBSON LAKE ROAD TO END OF ROAD	8	$1,922,000		2032	$776,772
HURON TRAIL	LCB	550	8.00	FROM DISTRICT ROAD 34 TO KING GEORGE ROAD	8	$341,000		2032	$152,237
HURON TRAIL	LCB	1,150	8.00	FROM KING GEORGE ROAD TO END OF ROAD	8	$713,000		2032	$318,313
JOSEPH STREET	LCB	1,000	6.00		8	$620,000		2032	$233,090
KILTY BAY ROAD	LCB	500	6.00		8	$310,000		2032	$116,545
KING GEORGE ROAD	LCB	300	8.00	FROM HURON TRAIL TO END OF ROAD	8	$186,000		2032	$83,038
KING STREET	Hot Mix	100	6.00		8	$79,000		2032	$31,467
LAMOUREUX LANE	LCB	300	8.60	FROM BAXTER LOOP TO END OF ROAD	8	$186,000		2032	$86,972
LILLY POND ROAD	ICB	500	6.90	FROM DISTRICT ROAD 5 TO END OF ROAD	8	$310,000		2032	$158,792

Appendix A

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LINTENS ROAD	LCB	700	6.40	FROM DISTRICT ROAD 5 TO END OF ROAD	8	$434,000		2032	$169,281
MAPLE STREET	Hot Mix	200	6.00		8	$158,000		2032	$62,934
METIS ROAD	LCB	100	8.60	FROM BAXTER LOOP ROAD TO LAMOUREX LANE	8	$62,000		2032	$28,991
MOHAWK ROAD	ICB	350	6.70	FROM 450M FRIN DISTRICT ROAD 38 (LIMIT OF CONSTRUCTION) TO 800M FRIM DISTRICT ROAD 38 (SPLIT IN ROAD)	8	$217,000		2032	$109,115
MOORE POINT ROAD	LCB	1,600	8.80	FROM MUSKY BAY ROAD TO END OF ROAD	8	$992,000		2032	$470,841
MUSKOKA ROAD	Hot Mix	400	6.00		8	$316,000		2032	$125,868
MUSKOKA ROAD EXIT	Hot Mix	400	6.00		8	$316,000		2032	$125,868
MUSKY BAY ROAD	LCB	1,900	8.80	FROM DISTRICT ROAD 5 TO MOORES POINT ROAD	8	$1,178,000		2032	$559,124
MYERS LAKE ROAD	Gravel	300	7.10	FROM SILVER SANDS LAKE ROAD TO END OF ROAD	8	$156,000		2032	$57,253
NORTH SHORE ROAD	LCB	900	8.40	FROM MOORE POINT ROAD TO END OF ROAD	8	$558,000		2032	$256,981
NORTH STREET	Hot Mix	200	6.00		8	$158,000		2032	$62,934
NORTH STREET	LCB	300	6.00		8	$186,000		2032	$69,927
OGEMAWAAHJ ROAD	ICB	1,000		High Float Surface Treatment	8	$620,000		2032	$116,545
OGEMAWAAHJ ROAD	ICB	1,000		High Float Surface Treatment	8	$620,000		2032	$116,545
PARK DRIVE	Hot Mix	100	6.00		8	$79,000		2032	$31,467
PENNINSULA TRAIL	LCB	300	7.20	FROM END OF ROAD TO END OF ROAD	8	$186,000		2032	$77,794
PICKEREL POINT ROAD	ICB	800	8.60	FROM DISTRICT ROAD 34 TO McDONALD ROAD	8	$496,000		2032	$293,693
POTATO ISLAND ROAD	ICB	100	7.40	FROM LEDUC LANE AND END OF ROAD	8	$62,000		2032	$33,215
RAILWAY STREET	Hot Mix	700	6.00		8	$553,000		2032	$220,270
RED HAWK ROAD	Gravel	450	4.00		8	$234,000		2032	$65,557
STANLEY STREET	Hot Mix	100	6.00		8	$79,000		2032	$31,467
TREE LINE COURT	LCB	200	8.90	FROM HILLSIDE DRIVE TO END OF ROAD	8	$124,000		2032	$59,292
TWELVE MILE BAY ROAD	LCB	2,000	8.80	High Float Surface Treatment	8	$1,240,000		2032	$588,552

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Roads

Road	Road Type	Length (m)	Width (m)	Location	Condition	2013 Replacement Costs	Overdue	Year of First Required Road Work	Cost of Road Works in Future Dollars
TWELVE MILE BAY ROAD	LCB	3,250	8.80	Fine Grade and Double Surface Treatment	8	$2,015,000		2032	$956,397
VOLLICKS ROAD	LCB	300	8.70	FROM DISTRICT ROAD 34 TO END OF ROAD	8	$186,000		2032	$87,627
WALVARINE ROAD	Gravel	80	5.00		8	$41,600		2032	$12,820
YOUNGE STREET	Hot Mix	200	6.00		8	$158,000		2032	$62,934
BAXTER LOOP	Hot Mix	200	7.10	FROM PICNIC ISLAND ROAD TO DISTRICT ROAD 5	9	$158,000		2032	$69,985
BEAR LAKE ROAD	LCB	500	8.70	FROM STEWART LAKE ROAD TO END OF ROAD	9	$310,000		2032	$146,045
CEMETERY ROAD	ICB	200	6.00	FROM DISTRICT ROAD 11 TO END OF ROAD	9	$124,000		2032	$58,272
COMMUNITY CENTRE ROAD	Hot Mix	200	8.20	FROM DISTRICT ROAD 5 TO LEDUC ROAD	9	$158,000		2032	$77,036
CURLING CLUB ROAD	Hot Mix	600	6.70	FROM DISTRICT ROAD 11 TO END OF ROAD	9	$474,000		2032	$202,264
HILLSIDE DRIVE	LCB	800	8.90	FROM HILLSIDE DRIVE TO END OF ROAD	9	$496,000		2032	$237,169
HONEY HARBOUR ROAD	LCB	1,200	8.50	FROM DISTRICT ROAD 5 TO END OF ROAD	9	$744,000		2032	$345,264
KINGS FARM ROAD	LCB	2,600	8.60	FROM DISTRICT ROAD 34 TO END OF ROAD	9	$1,612,000		2032	$753,754
LODGE ROAD	LCB	500	7.90	FROM LONE PINE ROAD TO VALLEY ROAD (PRIVATE)	9	$310,000		2032	$137,304
LODGE ROAD	ICB	500	4.80	FROM VALLEY ROAD (PRIVATE) TO END OF ROAD	9	$310,000		2032	$128,199
LONE PINE ROAD	Hot Mix	450	8.10	FROM LODGE ROAD TO 200M EAST OF BONNEVILLE ROAD	9	$355,500		2032	$171,889
LONE PINE ROAD	Hot Mix	180	8.10	FROM 200M EAST OF BONNEVILLE ROAD TO 20M EAST OF BONNEVILLE ROAD	9	$142,200		2032	$68,756
LONE PINE ROAD	Hot Mix	1,500	12.00	FROM 20M EAST OF BONNEVILLIE ROAD TO 500M FROM PORT SEVERN ROAD (DISTRICT ROAD 5)	9	$1,185,000		2032	$760,455
MACEY BAY ROAD	LCB	1,400	8.20	FROM DISTRICT ROAD 5 TO END OF ROAD	9	$868,000		2032	$393,630
MOHAWK ROAD	Hot Mix	450	11.60	FROM DISTRICT ROAD 38 TO 450M FROM DISTRICT ROAD 38 (LIMIT OF CONSTRUCTION)	9	$355,500		2032	$222,368

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Roads

Road	Road Type	Length (m)	Width (m)	Location	Condition	2013 Replacement Costs	Overdue	Year of First Required Road Work	Cost of Road Works in Future Dollars
OLD MILL ROAD	ICB	500	8.80	FROM DISTRICT ROAD 34 TO END OF ROAD	9	$310,000		2032	$186,472
PICNIC ISLAND ROAD	Hot Mix	700	8.30	FROM BAXTER LOOP TO END OF ROAD	9	$553,000		2032	$271,870
PINE VALLEY ROAD	Hot Mix	300	8.30	FROM LONE PINE ROAD TO END OF ROAD	9	$237,000		2032	$116,516
SHANNON ROAD	LCB	700	7.40	FROM HIGHWAY 69 TO END OF ROAD	9	$434,000		2032	$184,578
SILVER SANDS LAKE ROAD	Gravel	2,400	8.20	FROM HIGHWAY 69 TO MYERS LAKE ROAD	9	$1,248,000		2032	$496,481
SOUTH GIBSON ROAD	LCB	1,500	8.40	FROM END OF DISTRICT ROAD 33 TO END OF ROAD	9	$930,000		2032	$428,302
ANGLISS ROAD	Gravel	100	7.00	FROM HIGHWAY 69 TO END OF ROAD	10	$52,000		2032	$18,939
BONNEVILLE ROAD	Hot Mix	1,300	6.40	FROM LONE PINE ROAD TO END OF ROAD	10	$1,027,000		2032	$425,738
BRESSETTE ROAD	Hot Mix	200	9.30	FROM LONE PINE ROAD TO END OF ROAD	10	$158,000		2032	$84,087
CROOKED BAY ROAD	Hot Mix	300	11.70	FROM HIGHWAY 400 RAMPS TO 300M FROM RAMPS	10	$237,000		2032	$149,207
GEORGIAN BAY ROAD	Hot Mix	100	11.70	FROM HIGHWAY 400 RAMPS TPO 100M FROM RAMPS	10	$79,000		2032	$49,736
HIAWATHA ROAD	Hot Mix	100	6.60	FROM IROGUOIS ROAD TO 100M FROM IROQUOIS ROAD(START OF RAMP)	10	$79,000		2032	$33,390
IROQUOIS ROAD	Hot Mix	1,250	10.60	FROM DISTRICT ROAD 33 TO 1.25KM FROM DISTRICT ROAD 33	10	$987,500		2032	$577,626
JOE KING ROAD	Hot Mix	700	10.00	FROM DISTRICT ROAD 34 TO LAKE ROAD	10	$553,000		2032	$310,009
LAKE ROAD	Hot Mix	1,200	10.00	FROM JOE KING ROAD TO END OF ROAD	10	$948,000		2032	$531,445
LONE PINE ROAD	Hot Mix	500	19.80	FROM PORT SEVERN ROAD TO 500M FROM PORT SEVERN ROAD	10	$395,000		2032	$378,480
NICHOLSON ROAD	Hot Mix	100	9.90	FROM HIGHWAY 400 TO POINTS OF VIEW ROAD	10	$79,000		2032	$43,967
OGEMAWAAHJ ROAD	ICB	400	9.20	FROM 450M FROM TOWNSHIP LIMITS (OGEMAWAAHJ ROAD & TWELVE MILE BAY ROAD) TO 850M FROM TOWNSHIP LIMITS (END OF SURFACE TREATMENT)	10	$248,000		2032	$153,839
OGEMAWAAHJ ROAD	ICB	400	6.10	FR0M 850M FROM TOWNSHIP LIMITS (END OF SURFACE TREATMENT) TO 125M FROM TOWNSHIP LIMITS (TOWNSHIP/ RESERVE BOUNDARY)	10	$248,000		2032	$117,710

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Roads

Road	Road Type	Length (m)	Width (m)	Location	Condition	2013 Replacement Costs	Overdue	Year of First Required Road Work	Cost of Road Works in Future Dollars
STEWART LAKE ROAD	LCB	450	7.60	FROM BEAR LAKE ROAD TO END OF ROAD	10	$279,000		2032	$120,624
TOWER ROAD	Hot Mix	500	8.40	FROM HIGHWAY 69 TP HIGHWAY 400 OVERPASS	10	$395,000		2032	$195,795
Totals		**90,810**				**56,904,300**			

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Streetlights

Year of Installation	Number of Streetlights	Acquisition Date	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Year	Replacement Cost in Future Year Dollars
1992	2	30/06/1992	$1,189.41	20	Y	2013	$1,166
1993	2	30/06/1993	$1,208.40	20	N	2013	$1,208
1994	2	30/06/1994	$1,209.72	20	N	2014	$1,234
1995	2	30/06/1995	$1,239.46	20	N	2015	$1,290
1996	2	30/06/1996	$1,260.13	20	N	2016	$1,337
1997	2	30/06/1997	$1,282.95	20	N	2017	$1,389
1998	2	30/06/1998	$1,296.33	20	N	2018	$1,431
1999	2	30/06/1999	$1,321.89	20	N	2019	$1,489
2000	2	30/06/2000	$1,362.03	20	N	2020	$1,565
2001	2	30/06/2001	$1,404.33	20	N	2021	$1,645
2002	2	30/06/2002	$1,433.59	20	N	2022	$1,713
2003	2	30/06/2003	$1,477.20	20	N	2023	$1,801
2004	3	30/06/2004	$3,761.45	20	N	2024	$4,677
2005	3	30/06/2005	$2,354.29	20	N	2025	$2,986
2009	3	30/06/2009	$6,223.98	20	N	2029	$8,544
2010	180	30/06/2010	$642,623.31	20	N	2030	$899,828
2011*	44	30/06/2011	$35,720.26	20	N	2031	$51,017
Total	**257**		**$ 706,368.74**				

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Buildings

Short Description	Municipal Address	Year of Build	Useful Life	Acquisition/ Additions Value	Replacement Cost (2013$)	Overdue	Assumed Rehabilitation Year	Rehabilitation Costs (in future dollars)
Administration Office	99 LONE PINE RD	2006	40	$1,153,178	$1,324,638	N	2046	$1,273,131
Community Services Building	99 LONE PINE RD	2010	40	$962,784	$1,021,714	N	2050	$1,062,932
Fire Station 1: Honey Harbour	2507 HONEY HARBOUR RD	1971	40		$278,850	Y	2013	$134,011
Fire Station 2: MacTier	16 MUSKOKA RD	1971	40		$300,300	Y	2013	$144,319
Fire Station 3	99 LONE PINE RD	2006	40	$512,426	$600,000	N	2046	$576,669
H.H. Public Library	2587 HONEY HARBOUR RD	1991	40	$181,000	$532,525	N	2031	$380,288
MacTier Public Library	2 MUSKOKA ROAD	2008	40	$643,138	$806,000	N	2048	$805,955
Public Works Shop - North	630 HIGH ST	1968	40		$413,600	Y	2013	$187,305
Public Works Shop - South	99 LONE PINE RD	2006	40	$512,426	$600,000	N	2046	$576,669
Sand/Salt Dome North	630 HIGH ST	2009	40	$337,472	$339,185	N	2049	$345,950
Salt/Sand Dome	99 LONE PINE RD	2009	40	$301,569	$339,185	N	2049	$345,950
MacTier Memorial Arena	9 HAIG ST	1977	40		$3,137,200	N	2017	$1,697,903
Bressette Homestead	45 LONE PINE RD	1998	40	$44,780	$60,268	N	2038	$49,438
Baxter Ward Community Centre	279 HONEY HARBOUR RD	1976	40		$1,046,760	N	2016	$555,415
BWCC Outdoor Ice Rink Canopy	279 HONEY HARBOUR RD	2007	20	$133,004	$149,784	N	2027	$98,819

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Buildings

Short Description	Municipal Address	Year of Build	Useful Life	Acquisition/ Additions Value	Replacement Cost (2013$)	Overdue	Assumed Rehabilitation Year	Rehabilitation Costs (in future dollars)
Stewart Lake Beach Pavillion	45 STEWART ST.	2000	20		$15,758	N	2020	$9,050
Regatta Beach Pavillion		1995	20		$94,547	N	2015	$49,183
Stewart Lake Beach Shack		2009	20	$23,935	$25,908	N	2029	$17,783
Facilities Building	29 Mintons Lane	2010	40	$864,999	$810,300	N	2050	$842,990
Picnic Shelter	29 Mintons Lane	2010	20	$145,000	$153,875	N	2030	$107,731
Total				**$5,815,710**	**$12,050,396**			

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Sidewalks

Location	Length (m)	Acquisition Date	Acquisition/ Additions Value	Replacement Value (2013$)	Useful life (years)	Overdue	Year of Replacement	Replacement Cost in Future Dollars
MacTier - Main Street	240	01/07/2003	$ 144,000.00	$175,535.20	20	N	2023	$213,976
MacTier	765	31/12/2005	$ 39,388.73	$46,150.18	20	N	2025	$58,530
Honey Harbour	590	14/11/2005	$ 49,259.50	$57,715.36	20	N	2025	$73,197
Dam G	3,649	01/02/2007	$ 291,924.85	$328,754.80	20	N	2027	$433,785
Total				**$608,155.52**				

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Land Improvements

Location	Short Description	Acquisition/ Additions Value	Purchase Date	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Date	Replacement Cost in Future Year Dollars
Landscaping								
MacTier Public Library	Landscaping	$21,577	1-Nov-08	$23,823	10	N	2018	$26,303
Honey Harbour Park Landing	Boardwalk w/ handrail	$35,176	01/08/2009	$38,076	10	N	2019	$42,880
Community Services Building	Memorial Square Landscaping	$65,558	01/07/2010	$69,570	10	N	2020	$79,914
Port Severn Infrastructure - Park Landscaping	Landscaping	$750,918	26/08/2011	$781,255	10	N	2021	$915,364
Schoolhouse Trail	Landscaping/Trail	$179,927	01/11/2010	$190,940	15	N	2025	$242,158
Schoolhouse Trail	Landscaping/Trail	$166,368	01/11/2010	$176,551	15	N	2025	$223,910
Walking Trail/Snowmobile Trail	Landscaping/Trail	$23,810	01/03/2010	$25,267	15	N	2025	$32,044
Playgrounds, Ball Fields								
Baxter Ward Community Centre	Baseball Field and Soccer Lighting	$15,000	10-Aug-87	$25,101	20	Y	2013	$22,289
Honey Harbour	Playground	$11,711	1987	$99,406	20	Y	2013	$88,270
MacTier Ball Field	Baseball Field	$21,589	01/06/1993	$32,080	20	N	2013	$32,080
Six Mile Lake Tennis Courts	Tennis court	$65,561	26/06/1997	$90,001	20	N	2017	$97,420
Gibson Lake Boat Launch and Ball Field	Baseball Field Fencing	$2,355	09/08/2000	$3,047	20	N	2020	$3,500
Port Severn Park Playground	Playground	$84,623	30/05/2010	$89,802	10	N	2020	$103,155
Baxter Ward Community Centre	Playground	$28,167	01/11/2001	$35,723	20	N	2021	$41,855
Port Severn Park - SplashPad	SplashPad	$277,955	01/07/2013	$277,955	10	N	2023	$338,825
MacTier, Stewart Lake Beach	Playground	$11,711	14/07/2008	$12,930	20	N	2028	$17,402
Docks and Ramps								
Kittys Bay Docks	20 x 6 floating dock	$2,089		$19,575	15	Y	2013	$2,811
Six Mile Lake	Floating Docks	$2,507		$23,490	15	Y	2013	$3,373
Stewart Lake	10 x 20 floating raft/ 20 x 6 floating dock	$5,570	01/01/1985	$9,698	15	Y	2013	$7,496
Twelve Mile Bay	6 x 18 aluminum ramp/Floating Docks	$15,256		$142,975	15	Y	2013	$20,533
Gibson Lake Boat Launch and Docks	Floating Docks/1 6 x 14 aluminum ramp	$10,903	28/04/2005	$12,775	15	N	2020	$14,675
Go Home Lake/Minors Bay	Floating Dock	$1,206	29/07/2006	$1,385	15	N	2021	$1,623
Honey Harbour Park Landing Docks and Ramps	floating docks/5 4x10 flaoting finger docks	$32,545	06/07/2007	$36,650	15	N	2022	$43,801
Wawautosa	5 -10'x20' HDPE Frames complete with Cedar/Port Severn Park Docks	$330,249	30/05/2010	$350,463	15	N	2025	$444,472
Fencing								
MacTier Arena	Fencing	$10,368	25/10/1991	$16,029	10	Y	2013	$12,638
Honey Harbour Park Landing	1 10x 150 boardwalk w/ handrail (steel)	$35,176	03/08/1992	$53,316	10	Y	2013	$42,880
Public Works/Fire Hall/Admin/Sand Dome	Fencing	$9,965	30/08/2006	$11,446	10	N	2016	$12,147
Cemetery	Fencing	$6,981	01/10/2012	$7,120	10	N	2022	$8,509
Total				**$2,656,450**				

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Culverts

Year of Acquisition	Year	Acquisition/ Additions Value	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Year	Replacement Cost in Future Dollars
1989	30-Jun-89	$9,996	$13,189.66	25	N	2014	$13,453
1991	30-Jun-91	$46,538	$61,405.74	25	N	2016	$65,164
1994	30-Jun-94	$122,823	$162,062.50	25	N	2019	$182,509
1996	30-Jun-96	$21,328	$28,141.19	25	N	2021	$32,972
1999	30-Jun-99	$11,797	$15,565.94	25	N	2024	$19,354
2000	30-Jun-00	$22,400	$25,225.59	25	N	2025	$31,992
2001	30-Jun-01	$23,095	$26,008.84	25	N	2026	$33,645
2002	30-Jun-02	$23,576	$26,550.93	25	N	2027	$35,033
2003	30-Jun-03	$24,294	$27,358.52	25	N	2028	$36,821
2004	30-Jun-04	$24,683	$27,796.61	25	N	2029	$38,159
2005	30-Jun-05	$25,733	$30,150.78	25	N	2030	$42,218
2006	30-Jun-06	$36,958	$42,452.84	25	N	2031	$60,633
2007	30-Jun-07	$173,585	$195,484.88	25	N	2032	$284,785
2008	30-Jun-08	$102,708	$113,397.60	25	N	2033	$168,503
2009	30-Jun-09	$19,515	$21,123.86	25	N	2034	$32,017
Total			**$ 815,915**				

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Fleet

Asset Description	Sub-Class	Purchase Date	Acquisition/ Additions Value	Year Of Vehicle	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Year	Replacement Cost in Future Dollars
SUV/Trailblazer	Licensed Vehicless - Light	21-Aug-06	$49,983	2007	$45,576	7	N	2013	$45,576
V6 SUV (Ford Escape)	Licensed Vehicles - Light	01-Mar-04	$29,977	2004	$25,000	7	Y	2013	$24,029
Tandem Axle	Licensed Vehicles - Medium	20-Mar-03	$170,057	2003	$188,357	10	N	2013	$188,357
V8 w/box liner & trailer tow pkg/slips	Licensed Vehicles - Light	08-Sep-05	$34,596	2006	$30,000	7	Y	2013	$29,412
V8 Pickup with CM200 VHF mobile radio	Licensed Vehicles - Light	29-Aug-06	$27,051	2007	$30,000	7	N	2013	$30,000
Triple Combination Pumper	Fire Pumper	09-Sep-99	$191,040	1999	$235,000	15	N	2014	$239,700
Triple Combo Pumper with Foam System	Fire Pumper	17-Aug-99	$211,883	1999	$250,000	15	N	2014	$255,000
3/4 ton 4x4 Pickup	Licensed Vehicless - Light	15-Oct-08	$49,486	2009	$54,637	7	N	2015	$56,844
Jeep 4x4 (V6 Liberty)	Licensed Vehicles - Light	19-Mar-08	$14,336	2004	$32,400	7	N	2015	$33,709
Jeep 4x4	Licensed Vehicles - Light	17-Mar-08	$14,336	2004	$32,400	7	N	2015	$33,709
Tandem Axle/6 Ton Dump	Licensed Vehicles - Medium	18-Jul-05	$164,387	2006	$188,357	10	N	2015	$195,967
Backhoe Loader	Off Road - Heavy	14-Oct-03	$108,332	2003	$132,056	12	N	2015	$137,391
2009 Chev Silverado 3500 V8	Licensed Vehicless - Light	15-Oct-08	$42,860	2009	$47,321	7	N	2015	$49,232
Resurfacer	Resurfacer - Zamboni	07-Feb-00	$56,674	2000	$73,313	15	N	2015	$76,275
Triple Combination Pumper with Foam System,	Fire Pumper	06-Sep-01	$224,562	2000	$250,000	15	N	2016	$265,302
2010 GMC Sierra V6	Licensed Vehicless - Light	27-Nov-09	$22,436	2010	$24,285	7	N	2016	$25,772
Trailer	Trailer	20-Jul-01	$19,286	2001	$24,460	15	N	2016	$25,957
2010 GMC Sierra 3500 Pickup/Plow	Licensed Vehicless - Light	27-Nov-09	$45,988	2010	$45,000	7	N	2016	$47,754
Chev Traverse	Licensed Vehicles - Light	22-Dec-10	$30,857	2011	$32,746	7	N	2017	$35,445
Single Axle	Licensed Vehicles - Medium	14-Dec-07	$154,259	2008	$173,720	10	N	2017	$188,040
Tractor with Backhoe	Off Road - Light	23-May-07	$53,519	2007	$60,272	10	N	2017	$65,240
Trailer	Trailer	01-Oct-02	$4,922	2003	$6,120	15	N	2017	$6,624
Rescue Van -Light walk in Box on Truck	Licesnsed Vehicle - Light	04-Feb-03	$104,385	2003	$130,000	15	N	2018	$143,531
Fire Boat 26 Ft Aluminium	Boat	26-Sep-03	$93,413	2003	$105,000	15	N	2018	$115,928
Ford F450 3 ton with box	Licensed Vehicless - Light	29-Nov-11	$47,594		$49,517	7	N	2018	$54,671
Trailer	Trailer	01-Oct-03	$5,020	2004	$6,120	15	N	2018	$6,757

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Fleet

Asset Description	Sub-Class	Purchase Date	Acquisition/ Additions Value	Year Of Vehicle	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Year	Replacement Cost in Future Dollars
Chev Cruz	Licensed Vehicles - Light	10-May-12	$17,881	2012	$18,239	7	N	2019	$20,540
Chev Cruz	Licensed Vehicles - Light	10-May-12	$17,774	2012	$18,130	7	N	2019	$20,417
Wheel Loader AWD	Off Road - Heavy	15-Sep-04	$127,384	2004	$152,235	15	N	2019	$171,442
Chev Silverado		13-Sep-12	$51,195	2013	$52,219	7	N	2019	$58,807
2011 Chev Malibu	Licensed Vehicless - Light	01-Jul-12	$13,289	2011	$13,555	7	N	2019	$15,265
Tandem Axle w/plow, pre-wet	Licensed Vehicles - Heavy	12-Oct-10	$231,139		$245,286	10	N	2020	$281,757
Kubota BX2360V Tractor w/mower	Off Road - Light	05-Jul-10	$23,803	2010	$25,260	10	N	2020	$29,016
2014 Pickup/Plow	Licensed Vehicless - Light	01-Jul-13	$48,992	2014	$48,992	7	N	2020	$56,277
18' Boat, 90HP Engine,	Boat & Trailer	09-Oct-07	$32,270	2005	$36,342	15	N	2022	$43,432
Single Axle, 1400 gallon Tanker	Fire Tanker	18-Dec-03	$166,266	2004	$165,000	20	N	2023	$201,134
Single Axle, 1400 gallon Tanker	Fire Tanker	18-Dec-03	$166,266	2004	$165,000	20	N	2023	$201,134
Trailer for Fire Boat	Trailer	14-May-08	$3,260	2008	$3,599	15	N	2023	$4,387
Fire Boat 2 (used)	Boat	09-Jun-08	$15,000	1980	$16,561	15	N	2023	$20,188
Trailer (used)	Trailer	04-Aug-09	$6,089	2009	$6,591	15	N	2024	$8,195
Tandem Axle, 2000 gallon Tanker	Fire Tanker	20-Dec-05	$244,336	2006	$267,693	20	N	2025	$339,499
Backhoe Loader	Off Road - Heavy	22-Feb-10	$166,331	2010	$176,512	15	N	2025	$223,860
Grader	Off Road - Heavy	27-Jan-11	$274,323		$285,406	15	N	2026	$369,203
Bylaw boat/trailer		15-Jun-12	$6,219	2011	$6,343	15	N	2027	$8,370
New Holland Tractor with blower/sweeper		22-Nov-12	$131,948	2012	$134,587	15	N	2027	$177,584
Freightliner snowplow		09-Oct-12	$218,643	2013	$223,016	15	N	2027	$294,265
TOTAL					**$4,332,222**				

Appendix A

Township of Georgian Bay
Capital Asset Inventory and Replacement Schedule
Machinery and Equipment

Asset	Acquisition/ Additions Value	Purchase Date	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Date	Replacement Cost in Future Dollars
Generators							
Emergency Generator for Admin/FH/PW Buildings	$48,395	1-Aug-06	$55,591	10	N	2016	$58,993
Compressors							
5000 PSI - 9.3 SCFM Single Phase Electric Compressor	$22,781	1-Mar-05	$26,692	10	N	2015	$27,770
Parks Equipment							
Laser Pico Sailboat	$21,708	5-Oct-05	$25,434	5	Y	2013	$23,967
Ozone Generator (Arena)	$4,367	4-May-07	$4,918	5	Y	2013	$4,821
Lawn Tractor w/ Snowblower & Attachment 2004	$3,500	26-Jun-05	$4,919	5	Y	2013	$4,635
Stageline SL50 [1]	$58,841	22-May-12	$60,018	10	N	2022	$71,726
Fire Equipment - Heavy							
Pressure Washers	$5,426		$50,853	12	Y	2013	$6,882
Fire Hose	$2,819	16-Jun-04	$3,369	12	N	2016	$3,575
Extension Hose	$1,555	4-May-04	$1,859	12	N	2016	$1,972
15'' Hose w/fittings	$562	5-May-04	$671	12	N	2016	$712
Angus Hoses with Couplings	$1,798	5-Jan-04	$2,149	12	N	2016	$2,281
Angus Hoses with Couplings	$1,798	19-Apr-04	$2,149	12	N	2016	$2,281
Rubber Hose	$7,970	7-Jun-05	$9,339	12	N	2017	$10,108
Large Compressed Air Bottles	$5,378	28-Dec-06	$6,178	12	N	2018	$6,821

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Capital Asset Inventory and Replacement Schedule
Machinery and Equipment

Asset	Acquisition/ Additions Value	Purchase Date	Replacement Cost (2013$)	Useful Life	Overdue	Replacement Date	Replacement Cost in Future Dollars
Jaws of Life - Intech, 6.0 Edge	$28,825	1-Jun-04	$34,449	20	N	2024	$42,832
Public Works Equipment							
Thompson Model "A" Steamer	$6,027	8-Dec-94	$12,906	10	Y	2013	$10,799
Slide-in sanders (2)	$6,041		$56,614	10	Y	2013	$7,364
Ice breaker, Inverted V,	$5,368	14-Oct-04	$6,415	10	N	2014	$6,543
Steam Jenny 2005	$12,069	20-Dec-05	$12,906	10	N	2015	$13,427
Plows (2)	$7,528	5-Dec-05	$8,820	10	N	2015	$9,176
TOTAL			**$386,247**				