BROCKVILLE
CITY OF THE 1000 ISLANDS



CITY OF BROCKVILLE

Asset Management Plan

NOVEMBER 2025

City of Brockville

Asset Management Plan

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1. Executive Summary

1.1 Problem and Opportunity

To properly allocate the resources required to meet service levels, municipal managers, councils and ratepayers need up-to-date useful information. This information is typically described within an Asset Management Plan (AMP). Asset management is essentially a decision support tool intended to provide information municipalities need to make the right decisions at the right time to optimize the useful life expectancy of each municipal asset for the best overall value.

The Ontario Ministry of Infrastructure's "Building Together: Guide for Municipal Asset Management Plans" has been utilized as a template in developing the City of Brockville Asset Management Plan and the City's Strategic Plan has also been considered within the Asset Management Plan. This Asset Management Plan has been structured as a "living document" that can be updated as required. The scope of this AMP includes the following municipal asset categories:

- Water System
- Wastewater System
- Stormwater System
- Roads
- Bridges and Culverts
- Facilities
- Fleet
- Parks and Recreation
- Solid Waste

It is recommended that the AMP continue to be revisited, re-evaluated and updated on an annual basis.

1.2 **Local Infrastructure Big Picture**

Based on current valuation, the City of Brockville (City) owns and operates an estimated $109 million in water, wastewater, stormwater, roads, bridges and culverts, facilities, fleet, parks and recreation, and solid waste assets that support ratepayers and public services in the City of Brockville. The 2023 replacement valuation of this infrastructure is approximately $818.4 million. Presently, the City maintains an average level of service for these major asset categories.

Currently, much of the City's infrastructure is approximately halfway through its ideal useful life. To date, the City has been proactive in completing condition assessments and planning management strategies to ensure that budget allowances are known well in advance of repairs, rehabilitation and eventual replacement and renewal of these assets.

As these assets age, preventative maintenance will extend their useful life. Annual maintenance costs will, however, gradually increase over time as these assets approach their end-of-life cycle. The City must be diligent in monitoring these annual maintenance costs so that staff and Council can make informed decisions with respect to the timing of various inevitable capital projects for needed rehabilitation or replacement of infrastructure.

1.3 **Asset Condition and Rating**

The City has a good understanding of the condition of their assets and how they are performing. All management decisions regarding maintenance, rehabilitation and renewal revolve around these two key indicators.

Asset condition reflects the physical state of the asset, which may or may not affect its performance. The performance of the asset is the ability to provide the desired level of service to customers. Generally, this can be measured in terms of reliability, availability, capacity, and meeting customer demands and needs. All of this is critical information for determining the remaining useful life of an asset, and more importantly, the timing for possible intervention steps to bring levels of service back to the desired standard.

Aside from the physical condition of an asset, there are other "intangible" factors that also need to be considered to determine overall condition and remaining useful life. These factors might include:

- Technical advances that might make the asset obsolete.
- Compliance – to what extent does the asset meet design and operational requirements?
- Functionality – does the asset have the ability/capacity to meet community expectations/growth/service levels?
- Economic life – the cost of continuing to operate/maintain/repair/rehabilitate the asset versus its full replacement.

A widely recognized approach for condition assessments focuses on collecting performance data to manage the risks associated with critical assets. Once an asset's baseline performance data has been established, it is monitored to determine how that asset is operating. Condition grading standards can be adopted using this approach.

The City is currently collecting asset performance data as part of annual operations and maintenance or as part of special investigation and condition assessment projects. Staff have adopted a practical holistic Asset Condition Rating System for the AMP which includes Poor (1-2), Fair (3-4), Average (5-6), Good (7-8) and Excellent (9-10) condition ratings.

1.4 **Financial and Performance Measure Sources**

All monetary values presented throughout this Asset Management Plan are based on 2023 financial data. This reflects the most recent audited year-end financials available for the City of Brockville, based on the 2023 fiscal close and final trial balance. Using 2023 values ensures consistency with audited financial statements and aligns with the City's established reporting cycle.

Key Performance Indicators (KPIs) used to assess Current Levels of Service (LOS) are based on 2024 performance data. These indicators capture service delivery outcomes, asset reliability, and user experience metrics observed during the most recent full year of operations. This approach provides a current snapshot of service performance while maintaining alignment with the City's operational reporting.

Asset inventory data used in this Plan is derived from the City's 2024 Geographic Information Systems (GIS) and Operations databases, ensuring that asset counts, locations, and attributes reflect the most up-to-date records available.

By anchoring financial estimates to 2023 and performance metrics to 2024, this Plan balances fiscal accuracy with service relevance. This dual-year reference supports informed decision-making and ensures that both asset valuation and service delivery assessments reflect the most reliable and timely data available.

1.5 **Funding Report Card**

During the City's annual budget process, each component of financing, user fees, grants, and levies, or contributions to, reserves are reviewed and set according to Council direction and operational requirements. A conscious effort is made annually during budget preparation to limit or prevent sharp increases to user fees and tax levies. This requires a strategic approach to maintenance and capital replacement planning. A closer look at reserve levels and the possibility of building them to aid in long term funding of large capital replacements is recommended.

The implications of aging infrastructure are becoming apparent and, as a result, long term financing strategies become more important through an effective Asset Management Plan.

Tax Levy

The tax levy is the primary source of funding for the City and the increase varies from year to year. For example, the 2023 tax levy was $40,899,432 and was an 8.19% increase over the 2022 tax levy and the 2024 tax levy of $43,618,442 was an increase of 6.65% over the 2023 tax levy. The main cause of the increases was due to economic challenges.

Where possible mitigation measures are considered and in 2023 $650,000 was utilized from the Fiscal Policy Reserve to cap the tax levy increase at 8.19%. The main purpose of the Fiscal Policy Reserve is tax rate smoothing; such mitigation measures are carefully considered, though, to ensure sustainability. Tax levy increases, mitigated through reserves have the effect of pushing the increase to future years.

Debt and Interest Rates

During the 2024 budget process, the Bank of Canada's policy rate was set at 5% to stem inflation. While the Bank of Canada's rate does affect the interest rate the City receives from Infrastructure Ontario, the two rates do not move in tandem. The Bank of Canada rate went from 3.25% in September 2022 to 5% as of September 2023. The long-term rates from Infrastructure Ontario went from 4.46% to 4.48% in the same time period.

Strategically, new debt has not been taken out until the interest rates come down and as long as cashflow stays healthy. At the end of 2023 principal on long term debt was $15,500,000.

Development Charges

Development charges are a form of funding that is charged to developers to offset costs that are incurred by the municipality due to the increases in service levels directly attributable to growth from the new developments. Through a formal process of a development charge study, one such study is currently pending approval from Council, projects are identified where growth-related portions would be covered by the development charges charged to the developers. Development charges are then held in reserves until the relevant project is completed.

Many times, projects are required prior to the development charges being collected. Other funding sources are required up front, then subsequently 'reimbursed' when the development charges are collected. An example of this is the upgrade to the wastewater treatment Plant that was a $45 million project. Of the total cost $4.7 million was eligible to be funded by development charges. At the time of construction $1.1 million in development charges was available. Debt was required to fund the balance of development charges not yet collected.

Since 2015 a further $436,489 in development charges has been applied to offset the cost of debt charges applicable to the wastewater treatment plant upgrade. At the end of 2023 the balance of wastewater services development reserve was $53,436. Annual debt payments that can be recovered through development charges is about $216,000.

At the time of writing this document legislative changes in Bill 17, Protect Ontario by Build Faster and Smarter Act, 2025 proposes an amendment to section 26.1 of the Development Charges Act that would provide that a development charge payable for residential development would be payable upon the earlier of the issuance of an occupancy permit, or the day the building is first occupied. This deferral could have cashflow issues for the City and additional financing costs.

1.6 Concluding Statement

The asset management plan framework presented is meant to guide City Council, department heads, managers and staff so that they can better identify, manage and address infrastructure needs, while taking into consideration key asset management and financial planning principles. Asset management promotes the coordination of infrastructure repair and rehabilitation activities, allowing the City to make informed and cost-effective decisions. Economic benefits apply to a diversity of stakeholders including the City, its residents, businesses and industries. Sustainable infrastructure also promotes economic development by creating a place where people want to live, work and do business.

To achieve optimal results, it is imperative that support by Council and staff for the asset management planning process be maintained for the long term. This document is meant to be revisited, refined and updated over time as the priorities and needs of the City change and as new asset information emerges.

2. Introduction

2.1 What is an Asset Management Plan?

An Asset Management Plan (AMP) is a strategy developed for the management of a municipality's infrastructure assets, including technical and financial management techniques, over the life cycle of these assets. AMPs are used to optimize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable and cost-effective manner.

Each asset of an AMP has a different life cycle which results in the need for ongoing technical and financial review to determine the priority and timing for replacement or rehabilitation, based on the condition of each asset. An AMP also includes a municipality's preventative maintenance and risk management program to preclude the risk of failure. Preventative maintenance ensures that the day-to-day "wear and tear" on each asset is dealt with to ensure that its expected life cycle can be maximized. Risk management ensures that staff and Council manage the risk through due diligence.

The following is an excerpt from the Ontario Ministry of Infrastructure "Building Together: Guide for Municipal Asset Management Plans":

"Asset management planning is the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner. Asset management requires a thorough understanding of the characteristics and condition of assets, as well as the service levels expected from them. It also involves setting strategic priorities to optimize decision-making about when and how to proceed with investments. Finally, it requires the development of a financial plan, which is the most critical step in putting the plan into action."

Each municipality and its assets are unique, and the AMP needs to be customized to fit its size, priorities, composition of assets, geographic setting, current and projected asset condition and performance, and anticipated service levels.

2.2 **Why do we Need an Asset Management Plan?**

A large portion of the infrastructure in the City of Brockville is mid-way through its useful life cycle since a significant investment in infrastructure was made during the 1950s, 60s and 70s. As with any aging infrastructure, the City can expect an increase in maintenance and operating costs, and also ultimately new costs for renewal and replacement at some point in the future.

In order to properly allocate the resources required to meet service levels, municipal managers, staff and Councils need a summary document which identifies the technical and financial needs of assets and this information is best described within an AMP. Asset management is essentially a decision support tool intended to provide the information municipalities need to make the right decisions at the right time to optimize the useful life expectancy of each asset for the best overall value.

An AMP is intended to provide information well in advance of major asset renewal, rehabilitation or replacement and enhances the budgeting and planning process by modeling future capital costs over a short, medium and long term horizon. This information will aid the City in understanding future budget pressures and assist in providing options on closing any infrastructure gaps.

Specific benefits associated with an AMP are:

- Allows for better decision-making regarding resource allocation;
- Provides further guidance to elected officials on asset renewal and sustainable fiscal management;
- Leads to more effective communication with ratepayers, elected officials and regulatory agencies;
- Provides consistent levels of service to the Public;
- Reduces assets life cycle cost;
- Improves management of risk to the municipality;
- Allows for more effective financial planning;
- Results in more efficient data management (e.g., eliminates departmental silos).

2.3 **Maintaining the Asset Management Plan**

The asset management plan should be updated as the capital needs and priorities of the City change. This can be accomplished in conjunction with specific asset legislative requirements as well as the City's budget process. Staff should have the tools available to perform updates to the plan when needed.

Tools for successful updates include:

- Regular meetings of the Asset Management Team to communicate activities and plan advancements
- Asset Management Software where information is accessible and shared
- Asset Management Manual – identify staff, workflows, and details on how decisions are made

When updating the asset management plan, note that the state of local infrastructure, expected levels of service, asset management strategy and financing strategy are integrated and impact each other. Looking at these components in reverse order, the financing strategy outlines how the asset management strategy will be funded. The asset management strategy illustrates the costs required to maintain expected levels of service at a sustainable level. The expected levels of service component summarizes and links each service area to specific assets contained in the state of local infrastructure section and thus determines how these assets will be used to provide expected service levels.

2.4 **Link to the City of Brockville's Strategic Plan**

Asset management is an important piece of the municipal management structure. An AMP that has ties to municipal governance and administration practices can help strengthen the development and operation of municipal infrastructure and the services they provide to the community. This is clear in the language contained in the City of Brockville's Strategic Plan 2023 - 2026.

City Council adopted the updated Strategic Plan May 28th, 2024. The Strategic Plan serves as a comprehensive roadmap for the future progress and development of the community and resulted from the dialogues council members have had with the community, including residents, businesses and other stakeholders.

Per the Strategic Plan, the City of Brockville's Vision Statement states:

"Mayor and Council are committed to making Brockville a better place to live, work and play and to enjoy an exceptional quality of life. Brockville is committed to families, to an economy that offers opportunities to grow and prosper, to providing amenities that are second to none and conducting our business in a way that is both environmentally and financially sustainable. We encourage the guidance and assistance of our citizens to make this happen."

The Mission Statement from the Strategic Plan further notes that:

"*The City will apply resources, effort and focus on the areas that will move the City towards our vision, keeping in mind our underlying strategic initiatives and the balance needed between competing goals. We will utilize professional management and systems to be leaders in the municipal field. We will promote community and environmental sustainability within a framework of fiscal responsibility and a commitment to customer service."*

The Mission Statement is supported by six (6) Core Values in reviewing or undertaking actions in the City:

1. Respect
2. Sustainability
3. Integrity
4. Excellence
5. Inclusivity
6. Innovation

The Strategic Plan is further based on four (4) Council Priorities which include:

1. Our People and Our Community
2. Sustainability and Well-being
3. Asset Management
4. Governance & Policy

Specific to Asset Management priorities, the Strategic Plan states:

"In our municipality's strategic plan, we recognize that the foundation of progress lies in the strength and adaptability of our infrastructure. With this understanding, our strategic vision places the priority of infrastructure development and enhancement at the forefront of our objectives. We are committed to building and maintaining a modern, resilient, and sustainable infrastructure network that not only meets the needs of our community today but also anticipates the challenges and opportunities of tomorrow."

Key themes found throughout the Strategic Plan which relate to asset management planning include fiscal responsibility, sustainability, efficiency and value for service. Based on the information presented, asset management is closely linked to Council's strategic objectives and is fundamental to the success of the goals described in the Strategic Plan.

3. State of Local Infrastructure – Asset Inventory

3.1 **Asset Summary - Current Replacement Value**

Based on current valuation, the City owns and operates approximately $818.4 million in water, wastewater, stormwater, roads, bridges and culverts, facilities, fleet, parks and recreation and solid waste assets which support ratepayers and Public services to the City of Brockville. Currently, the City maintains an average level of service for these infrastructure categories. In general, these assets are approximately midway through their life cycle. The City recognizes this and has been proactive in completing preventative maintenance, condition assessments and planning management strategies to ensure that budget allowances are known well in advance of repairs, rehabilitation and eventual replacement and renewal of these assets. This strategy is essential to building reserve funds, examining funding sources, minimizing the financial burden on the City's taxpayers and maximizing its overall investment in core "quality of life" infrastructure.

Table 3.1 - Asset Summary

Asset Category	Average Estimated Useful Life 2024	Condition 2024	Current Valuation 2023 (NBV)	Estimated Current Replacement Value 2023
Water System	55	Average	$8.4 Million	$65.4 Million
Wastewater System	75	Average	$3.6 Million	$40.9 Million
Stormwater System	75	Average	$6 Million	$74.3 Million
Roads	31	Good	$21.8 Million	$170.5 Million
Bridges and Culverts	70	Good	$1.9 Million	$53.5 Million
Facilities	40	Average	$37.8 Million	$335.8 Million
Fleet	10	Fair	$14.3 Million	$37.9 Million
Parks and Recreation (EUL for Improvements only)	21	Good	$15.2 Million	$40 Million
Solid Waste	N/A	N/A	$0.015 Million	$0.1 Million
Total			**$109 Million**	**$818.4 Million**

*Data from PSD Citywide Asset Management System for 2023
*Parks and Recreation is comprised of the City Lands Maintained and Land Improvements
*Solid Waste is the Former Landfill Site and the Compost Facility

3.2 **Water System**

The City of Brockville provides municipal water to most City residents and a small portion of the Township of Elizabethtown-Kitley. The City is dedicated to delivering a clean, safe, reliable, drinking water supply while remaining compliant with all regulatory requirements. In general, major components of the water system are approximately 40 to 50 years old on average. There is minimal service disruption and service levels meet current and anticipated consumption, and fire protection requirements. Annual operating, maintenance and renewal of the water system infrastructure requirements are funded through consumption-based user fees, flat rate user fees, federal gas tax, Provincial/Federal Assistance Programs and new debt.

The system generally consists of a direct filtration Water Treatment Plant (WTP), an underground network of distribution piping, an elevated storage tank, an underground storage reservoir and three (3) pump/booster stations. The distribution system consists of approximately 139 km of underground piping as well as 912 hydrants and 8,693 flow meters and corresponding service connections to individual properties. The WTP treats raw water from the St. Lawrence River via a 900 mm diameter raw water intake and conveys it into the distribution system which generally consists of pipes ranging in size from 100 mm (4") to 600 mm (24"). Pipes are made from a variety of materials including: cast iron, ductile iron, poly vinyl chloride (PVC), concrete, steel and asbestos cement. Given the historic nature of the City, the water distribution system dates back to the early 1890s through to present day.

Table 3.2 – Water Systems Summary 2024

Asset Component	Quantity	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Water Transmission Mains	10,242 m	75	46	39
Water Distribution Pipes	128,838 m	96	50	48
Hydrants	912	75	39	48
Meters	8693	20	9	55
Water Treatment Plant	1	75	47	37
Pump/Booster Stations	3	75	37	51
Water Storage Reservoirs	2	75	51	32

*Data is based on 2024 inventory from GIS database.

3.3 **Wastewater System**

The City is responsible for the collection and treatment of wastewater generated within the community and provides this service to most Brockville residents and a small portion of the Township of Elizabethtown-Kitley. In addition to maintaining the collection and treatment system, the City must ensure that the wastewater treatment plant is operated within strict government regulations. The communal wastewater system is fundamental in maintaining public health and safety and protection of the environment. Annual operating, maintenance and renewal of the wastewater system infrastructure is generally funded through consumption-based user fees, flat rate user fees, federal gas tax, Provincial/Federal Assistance Programs and new debt.

The system generally consists of approximately 122 km of wastewater collection piping (gravity and force mains), one main large pumping station, eleven (11) remote small sub-catchment pumping stations, 1,819 sanitary manholes and a Conventional Activated Sludge Secondary Treatment Wastewater Plant (WPCC). The sewage collection system generally consists of underground pipe, ranging in diameter from 150 mm (6”) to 1200 mm (48”). Pipes are generally either PVC, Vitrified Clay, Reinforced Concrete, or Asbestos Cement. Given the historic nature of the City, wastewater system piping dates are from the early 1900s through to present day.

The main WPCC was built in the 1960s and was upgraded in several phases, the most recent in 1991, 1995 and 2010 with the commencement of the current Secondary Treatment Upgrade. The STP and its major supporting infrastructure have been treated as one entity in this AMP.

Table 3.3 - Wastewater System Summary 2024

Asset Component	Quantity	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Wastewater Trunks	14,012 m	75	46	39%
Sanitary Sewer Collection Pipes	107,746 m	91	46	49.5%
Main Sewage Pumping Station	1	75	60	20%
Remote Sewage Pumping Stations	11	50	39	22%
Sanitary Manholes	1819	91	46	51%
Wastewater Treatment Plant	1	75	20	73%

*Data is based on 2024 inventory from GIS database.

3.4 **Stormwater System**

The City provides for stormwater management within the City of Brockville and to a smaller extent in the Township of Elizabethtown-Kitley. The stormwater system generally consists of a network of underground piping, structures and maintained ditches that carry stormwater to local creeks or to the St. Lawrence River. The stormwater system is designed to manage rainfall and snowmelt and control potential flooding in certain areas of the City. Annual operating, maintenance and renewal of the stormwater system are funded through tax rates, federal gas tax, Provincial/Federal Assistance Programs and new debt.

An overview of the City's storm sewer collection system is presented in Map 3.4 (Appendix B) with major components summarized in Table 3.4. The system consists of approximately 109.5 km of underground gravity flow piping, ranging in diameter from 150 mm (6") to 1500 mm (59"), one stormwater retention pond, 1922 stormwater manholes and 3325 catch basins. Pipes are generally either smooth wall plastic, concrete, refined concrete, or metal. Given the historic nature of the City, the sewer collection system piping dates from the early 1900s through to present day. Note that the Buells Creek Detention Basin in the north end is not operated by the City but by the Cataraqui Region Conservation Authority.

Table 3.4 - Stormwater Summary 2024

Asset Component	Quantity	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Storm Sewers (Excluding Private)	109,487 m	86	50	42%
Storm Manholes	1922	86	50	42%
Catch Basins	3325	86	50	42%
Stormwater Retention Ponds	2	75	34	55%

*Data is based on 2024 inventory from GIS database.

3.5 **Roads**

The City owns and maintains a paved road network, sidewalks, street lights and traffic signals, for residents and the general public. All road assets are operated and maintained to be safe and accessible. The Operations Department manages the road network as a series of Arterial, Collector and Local roads. Annual operating, maintenance and renewal of the road system are funded through tax rates, Federal Gas Tax, Provincial/Federal Assistance Programs and new debt.

An overview of the City's road network is presented in Map 3.5 (Appendix B) with major components summarized in Table 3.5. There are approximately 26 km of Collector roads, 16 km of Arterial roads and 89 km of Local roads operated and maintained by the City. Surface width for these roads varies from 6.5 m to 17.5 m. The Engineering Division has developed a Pavement Condition Index (PCI) system which rates overall pavement condition and ride comfort. The City also owns and maintains 28 Traffic Signals which consist of lights and controllers. In total, the City has 2715 street lights, most of which are mounted on hydro poles.

Major highway routes serving the City include Highway 401 which bisects the City in an east-west direction and County Road 29 which connects Brockville to the United Counties of Leeds and Grenville and the Town of Smiths Falls. There is also a dual track main Toronto-Ottawa-Montreal CN Railway that passes through the middle of the City in an east-west direction, as well as a CP Railway which connects Ottawa-Smiths Falls and terminates in Brockville. There are ten (10) level road railway crossings within the City of Brockville.

Table 3.5 - Roads Summary 2024

Asset Component	Quantity (m/ea)	Average Ideal Service Life (Years)	Average Age (Years)	Estimate % of Service Life Remaining
Arterial Roads - Class 2	16,130	60	39	35%
Collector Roads – Class 3	26,190	60	43	28%
Local Roads – Class 4 and 5	89,401	60	41	32%
Sidewalks	109,799	50	39	22%
Regulatory Road Signs	1472	10	5	50%
Traffic Signals – Lights	28	20	13	35%
Traffic Signals – Controllers	28	15	8	47%
Light Standards – Poles and Arms	547	50	40	20%
Light Standards – Arms (on hydro poles)	2,168	50	40	20%
Light Standards – Luminaires	2,715	20	6	70%

*Data is based on 2024 inventory from GIS database.

3.6 **Bridges and Culverts**

The City owns, operates and maintains eleven (11) bridge structures which form a critical link in the overall transportation system. These bridges are road related and do not include pedestrian and/or parks and recreation structures. Annual operating, maintenance and renewal of City owned bridges are funded through tax rates, Federal Gas Tax, Provincial/Federal Assistance Programs and new debt.

The oldest bridges were constructed in 1910 with the newest constructed in 1981. Bridge length and deck width varies from 10.0 m to 63.0 m and 5.0 m to 19.0 m, respectively. Culverts which are larger than 3.0 m in diameter are classified as structures by the Ministry of Transportation (MTO). As such, the City maintains twelve (12) large drainage culverts where road crossings occur. Most culverts were installed in the 1960s with the newest one installed in 1988. Culvert length and width varies from 3.4 m to 10.3 m and 5.0 m to 30.5 m, respectively. An overview of the City's bridges and culverts is presented in Map 3.6 (Appendix B) and are summarized in Table 3.6.

Each of these structures is visually inspected on a bi-annual basis in accordance with Ministry of Transportation (MTO) guidelines to determine its overall structural condition and potential need for a more detailed investigation and rehabilitation or renewal. The Bridge Condition Index (rating system) used by the City is based on MTO's Municipal Bridge Inspection Forms.

Table 3.6 – Bridges and Culverts 2024

Asset Component	Quantity	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Bridges	11	75	65	13.3%
Culverts	12	75	69	8%

*Data is based on 2024 inventory from GIS database.

3.7 **Facilities**

The City owns, operates and maintains 20 facilities that all require annual maintenance. These include administrative, community, cultural and historical buildings, and strategic and emergency response facilities. An overview of the City's Facilities is presented in Map 3.7 (Appendix B) and Table 3.7 presents a comprehensive summary of all City owned facilities.

Table 3.7 – Facilities Summary 2024

Facility	Location	Year Constructed	Area (square feet)	Average Ideal Service Life (Years)	Estimated % of Service Life Remaining
City Hall (Victoria Building)	1 King St. W.	1860	30,000	75	0
Brockville Art Centre	235 King St. W.	1900, 1970,2009	25,000	75	15%
Police Headquarters	2269 Parkdale Ave.	1989	16,000	75	55%
Fire Station 2	360 Laurier Blvd.	1990	13,000	75	56%
Fire Station 1	61 Perth St.	1900	10,000	75	0%
Gord Watts Municipal Centre	251 North Augusta Rd.	1972	25,000	75	32%
Public Library	23 Buell St.	1969	17,000	75	28%
Museum	5 Henry St.	1969	14,000	75	28%
Brockville Memorial Civic Centre	1 Magedoma Blvd.	1981	52,000	75	44%
Brockville Youth Arena	138 Broadway Ave.	1967	25,000	75	25%
Gymnastics Club Building	10 Gilmour St.	1957	6,000	75	12%
James A.C. Auld Harbour Service Building	Blockhouse Island Parkway	1984	3,000	75	48%
Rotary Field House	Laurier Blvd	1992	2,500	75	59%
Brockville Municipal Airport	4620 Airport Rd.	1967	n/a	75	25%
Tourism Office	10 Market St. W.	1969	500	75	28%
Cemetery Works	1524 County Rd. 2	1969	500	75	28%
Cemetery Chapel	1524 County Rd. 2	1969	500	75	28%
Hardy Park Washrooms	Water St. W.	2020	800	75	96%
Rotary Park P&G Building	10 Gilmour St.	2020	3,500	75	96%
Rotary Park Skating Rink	10 Gilmour St.	2018	20,500	75	93%

*Data is based on 2024 inventory from GIS database.

3.8 **Fleet**

The Transportation & Fleet Services Division provide centralized maintenance and monitoring of the City's fleet of vehicles and operational equipment, including a long-range fleet replacement plan.

The Division monitors, maintains and services the fleet for 11 departments, divisions, boards, commissions and EMS. The City is dedicated to keeping their vehicles in safe operating condition. Most vehicles in the fleet are past the mid-way point of their ideal service life. Table 3.8 summarizes the City's fleet inventory.

Table 3.8 – Fleet Summary 2024

Asset Component	Quantity (ea)	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
City - Rolling Stock Includes Small Equipment	356	15	11	27%
Fire – Rolling Stock	12	15	7	53%
Police – Rolling Stock	18	10	6	40%
Police – Marine	2	20	27	0%
Transit/Para Transit	8	8	4	50%

*Data is based on 2024 inventory from Operations Fleet database.

3.9 **Parks and Recreation**

The City of Brockville's Public Works and Parks Division is responsible for the general maintenance of the parkland, athletic fields and islands within the St. Lawrence River. Day-to-day operations of the City's harbour at Tunnel Bay and campgrounds at St. Lawrence Park and on City of Brockville islands is also carried out by this division.

There are 18 islands that are located in the St. Lawrence River for conservation and public enjoyment. As part of the world-famous 1000 Islands, they contribute to the scenic and ecological character of an important tourist area and provide valuable recreational opportunities to residents and visitors alike. Activities on the islands include camping, picnicking, paddling, and boating. The islands vary in size from approximately 1600 m2 (0.16 ha) to 74,000 m2 (7.4 ha).

City parks and athletic fields are diversified across the City for the pleasure of the general public. They range in size from 855 m2 (0.09 ha) to 266,678 m2 (26.7ha). There are various structures and pieces of equipment that the City continually maintains at each park to ensure the safety and enjoyment for the park users.

The Brock Trail is a unique City of Brockville pathway system that lets the public walk, jog, bike, blade or roll through the City's waterfront and scenic green space. The Brock Trail begins at Armagh S. Price Park heading west along the waterfront before turning north following Buell's Creek. The Trail bisects a number of City parks as it winds its way through the community. Future planned expansions of the Trail will link to the north end of the City, with ultimate access to the Cataraqui Region Conservation Authority's "back pond". An east linkage all the way to Oxford Avenue is also planned. The existing trail is approximately 15.7 km long, including the Brockville Railway Tunnel, with another 4 km of proposed trail to be developed.

An overview of the City's Parks and Recreation is presented in Map 3.9 (Appendix B) and Table 3.9 below summarizes the assets.

Table 3.9 – Parks and Recreation Summary 2024

Asset Component	Quantity (m/ea)	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Pedestrian Bridges	15	50	30	40%
Brock Trail (Main and Secondary Trail, Tunnel)	15,684	50	30	40%
Brock Trail (Developing Trail)	3,989	50	13	74%
Parks (30) Equipment	276	21	14	24%
Athletic Fields (6) Equipment	53	26	17	33%
Islands (19) Equipment	173	17	9	47%

*Data is based on 2024 inventory from Operations Parks database.

3.10 **Solid Waste**

The City contracts out all of the solid waste collection and processing and therefore has minimal assets in the solid waste category. The City owns and monitors one closed landfill and one leachate pond.

Table 3.10 summarizes the City's solid waste assets which are shown on Drawing 3-8.

Table 3.10 – Solid Waste Summary 2024

Asset Component	Quantity (ea.)	Average Ideal Service Life (Years)	Average Age (Years)	Estimated % of Service Life Remaining
Closed Landfill (1964-2000)	1	n/a	n/a	0%
Leachate Collection System	1	91	30	67%
Compost Facility	1	100	30	70%

4. State of Local Infrastructure – Asset Condition

4.1 **Asset Life Cycle**

Asset management is a structured program intended to minimize the life cycle costs of asset ownership while maintaining required service levels and sustaining the infrastructure. The principle of Life Cycle Costing is expressed in financial terms to include the total cost of an asset throughout its entire life. This should encompass all the activities associated with acquisition, installation, operation, maintenance, periodic refurbishments and disposal of that asset as shown in the exhibit below.

In this AMP, supporting tables reference the column headings "Ideal Service Life" and "% of Service Life Remaining". Ideal Service Life is a reference to the asset's ideal life cycle assuming regular maintenance and monitoring is completed over the life span of the asset.

It is noted that Ideal Service Life is based on the Canadian Infrastructure Report Card (2019) where estimated service life (ESL) is provided in years as a range for various asset categories.

In the interest of establishing a conservative condition assessment, the lower bound service life for each asset was selected as its "Ideal Service Life" and used in the supporting summary tables which form part of this AMP. "Average Age" is an approximation and has been determined based on the average age of the overall asset/system. The "% of Service Life Remaining" has simply been calculated by subtracting the assets "Average Age" from "Ideal Service Life" and showing the "Service Life Remaining" as a percentage of the "Ideal Service Life".

4.2 **Major City Infrastructure – Average Age and Ideal Service**

Much of the City of Brockville's infrastructure is approximately halfway through its ideal service life. As these assets age, preventative maintenance will extend their useful life. However, annual maintenance costs will gradually increase over time as these assets approach their end-of-life cycle. The City should be proactive in monitoring these annual maintenance costs so that staff and Council can make informed decisions with respect to the timing of various inevitable capital projects for rehabilitation or replacement of problem infrastructure.

4.3 **Asset Condition**

As part of its maintenance program, the City regularly collects asset condition data on major asset classes to determine the need and timing for preventative or remedial action to prevent loss or interruption of service or economic loss.

Asset condition reflects the physical state of the asset, which may or may not affect its performance. The performance of the asset is the ability to provide the required level of service to customers. Generally, this can be measured in terms of reliability, availability, capacity, and meeting customer demands and needs. All of this is critical information for determining the remaining service life of an asset, and more importantly, the timing for possible intervention steps to bring levels of service back to the desired standard.

Aside from the physical condition of an asset, there are other "intangible" factors to consider to determine overall condition and remaining service life. These factors could include:

- Technical advances that might make the asset obsolete.
- Compliance –does the asset meet design, safety and operational requirements?
- Functionality – does the asset have the ability/capacity to meet community expectations/ growth/service levels?
- Economic life – the cost of continuing to operate /maintain /repair /rehabilitate the asset versus its full replacement.

Generally speaking, the City has a good understanding of the *condition of their assets* and *how they are performing*. All management decisions regarding maintenance, rehabilitation and renewal revolve around these two key indicators.

4.4 **Asset Condition Rating System**

To effectively manage risks associated with critical infrastructure, the City employs a best-practice approach to asset condition assessments that emphasizes the collection of performance data. Once an asset's baseline condition is established, it is routinely monitored to track changes over time. This enables the City to make informed decisions about maintenance, rehabilitation, and replacement. The

condition grading system used is intentionally straightforward, allowing municipal staff and Council to easily interpret and apply it across all asset categories.

The City's Asset Management Plan (AMP) utilizes a comprehensive Asset Condition Rating System that evaluates both tangible physical attributes and intangible performance indicators. This system integrates existing engineering-based assessments, including standardized tools such as the Pavement Condition Index (PCI), Ontario Structure Inspection Manual (OSIM) for bridges, and WRc-based CCTV inspections for sewer systems.

For roads and sidewalks, the PCI-based rating system ranges from 0 to 5 and considers structural integrity and visible surface defects such as alligator cracking, longitudinal cracking, patching, and distortion. As shown in Table 4.1:

Table 4.1 – Asset Condition Rating System – Roads and Sidewalks – PCI

Average Rating	Condition	Structural Condition %	Alligator Cracking	Longitudinal Cracking	Patching	Distortion
0-1	**Excellent**	100-80	None	None	None	None
2	**Good**	80-60	None	Low	Low	None
3	**Average**	60-40	Low	Low	Low	Low
4	**Fair**	40-20	Medium	Medium	Medium	Medium
5	**Poor**	20-0	High	High	High	High

For all other asset categories, a 1–10 scale is used to reflect the asset's lifecycle stage, performance, and maintenance needs as shown in Table 4.2:

Table 4.2 – Asset Condition Rating System – All Other Asset Categories

Average Rating	Condition	Description
9-10	**Excellent**	The asset is new, in excellent condition, performing well, with minimal maintenance costs and no required improvements. It is at the start of its useful life.
7-8	**Good**	The asset is sound, performing as intended, with standard maintenance costs. Minor improvements may be needed. It is relatively new or recently rehabilitated and in the early stage of its useful life.
5-6	**Average**	The asset is sound and performing as intended. Maintenance costs are within standards but rising. Continued improvements are needed. It is in the mid-stage of its useful life.
3-4	**Fair**	The asset is deteriorating, underperforming, and requires substantial improvement. Maintenance costs are nearing maximum standards. It is in the later stage of its useful life.
1-2	**Poor**	The asset is significantly deteriorated, underperforming, and largely deficient. Maintenance costs are excessive, and it is nearing or at the end of its life expectancy with a high risk of failure.

4.5 **Infrastructure Report Card**

An analysis of the City's water, wastewater and stormwater systems, roads, bridges and culverts, facilities, fleet, parks and recreation and solid waste has been completed based on the asset "Condition Estimate", "% of Service Life Remaining" data, and various intangible factors as discussed. What follows are a series of individual "report cards" for the major assets reported in this AMP.

Current and Replacement Valuations for each system's infrastructure are included as well as the Average Annual Maintenance Budget. Assumptions related to Current and Replacement Valuations and Annual Maintenance Budget reflect 2023 data and estimates, and should be reviewed periodically to account for inflation, asset changes, and regulatory shifts. This information in turn, has been incorporated in Section 8. Financing Strategy.

4.6 **Data Verification and Condition Assessment Policy**

Methods of how assessments were carried out are documented in the Asset Management Manual. This manual is a living document used internally by staff to capture the day-to-day procedures, resources and progress of the Asset Management planning activities. This manual identifies key staff members involved, what actions have been taken, where information is stored, workflows, and details on reasoning behind decisions.

Updates are based on maintenance records, site observations, repairs, planned condition assessments, and special projects, with Engineering and Operations staff jointly responsible for verifying and maintaining the data. The updating and verification process is shared by Engineering and Operations staff.

The City has been using GIS (Esri ArcGIS Enterprise) to gather, store, analyze and share asset information since 2015. In 2024, the City began a PSD Citywide Asset Management Software Implementation to advance the tracking of assets and maintenance activities. PSD Citywide and Enterprise GIS integration will be the key asset management tools for staff moving forward as inventory and condition assessment data is added, updated and revised. This combination of specialized management software and experienced municipal staff demonstrates the City's commitment to continuously improving its asset information through data verification, planned condition assessments and meeting or exceeding provincial legislation requirements.

4.7 **Limitations and Assumptions**

The information and tables developed for Sections 3 and 4 of the AMP are based on discussions and interviews with municipal staff, GIS data, departmental records and documentation, as well as previous experience with these assets and other similar related facilities and infrastructure. No condition assessment, testing or specialty inspections were carried out as part of the investigative work related to preparation of this AMP.

In developing the AMP, and specifically the **State of Local Infrastructure** tables, a number of data fields require a description of their limitations and assumptions. These fields include references to financial valuation, condition estimate, ideal service life and remaining service life.

Development of the data contained in these fields can also be somewhat subjective (i.e., Tables 4.1 and 4.2 - Asset Condition Rating System) due to the number of combinations and permutations of systems, factors, unit costs and probabilities involved and the requirement that the "bottom line" information be presented in a readable and useable format. Some of the specific assumptions that have been made are noted below:

- The estimated life expectancy of a system and its components is generally based on materials, manufacturer data, and industry standards, accounting for wear, deterioration, obsolescence, and average lifespan. However, systems may remain functional beyond these estimates. Soil conditions, which impact underground piped infrastructure, are not included in these calculations.
- The assessment of the remaining life of a system or components is not exact. It is based on limited information and, in many instances, influenced by factors that may occur at some future date. Even the urgency of replacement may be determined by factors that cannot be predicted. For example, retroactive rulings by regulatory agencies may necessitate unanticipated replacement or updating of equipment within a short time frame. By contrast, items such as painting and miscellaneous interior finishes might be delayed for an extended period of time, at the discretion of the City subject to financial and other considerations. The actual year of replacement will be dictated by the physical condition of the system at the time of replacement. Also, certain replacements may be advanced or deferred by the City, subject to other conditions (i.e., financial, coordination with related work, incorporation of wider scope upgrades, etc.).
- The Current Valuation is based on Tangible Capital Asset data that was accumulated in 2023. It is the Net Book Value that is based upon the historical cost determined at the time through actual records. Where no records were found, Current Valuation was determined based on current assessed values which were discounted back to the appropriate year of purchase/construction. The assets were then amortized based upon expected service life to calculate the Current Valuation as of December 31, 2023.
- Annual Maintenance Costs and Budgets have been determined based on actual expenditures from 2023.
- Current and replacement valuations, along with maintenance budgets, are stated in 2023 dollars. For long-term financial planning, inflation and interest trends must be considered. Regular AMP reviews are recommended to keep data accurate and relevant. The future use of PSD Citywide software will support this by updating asset data, improving cost forecasting, and enabling inflation-adjusted budgeting.

4.8 **Water System Report**

Table 4.8 – Water System Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NBV)	Estimated Current Replacement Valuation 2023	2023 Maintenance
Water Distribution and Transmission Pipes	5	**Average**	$7.8 Million	$60.4 Million	$694,146
Hydrants	5	**Average**	$0.6 Million	$5 Million	$21,217
Meters	7	**Good**	Not available	Not Available	$100,000
Water Treatment Plant	6	**Average**	$3.9 Million	$58 Million	$399,181
Pump/Booster Stations	6	**Average**	$0.05 Million	$0.7 Million	$0
Water Storage Reservoir	6	**Average**	$0.7 Million	$10.2 Million	$2,344,751
		Total	**$13.05 Million**	**$134.3 Million**	**$3,559,295**

Summary

- On average, the Water System is at the mid-point of its Ideal Service Life.
- Water transmission mains and distribution pipes are in Fair to Average condition.
- The Water Treatment Plant (WTP), Pump/Booster Stations, Water Storage Reservoirs and Hydrants are all in Average condition.
- Approximately 27% (37 km) of the water distribution pipes were installed before 1950. These pipes are primarily made of cast iron and are approximately 63 years old, at a minimum. They have an Ideal Service Life of between 75 and 100 years.
- Water distribution pipes installed prior to 1970 represent approximately 43% (60 km) of the system and are primarily made of Cast and Ductile Iron.
- Water meters are in Good condition since the City is currently working through a meter replacement program. This program will be approximately 10% complete by the end of 2025.
- The City conducts annual leak detection maintenance as needed to proactively prevent water loss, which has now been minimized due to these ongoing efforts.
- Major maintenance, condition assessment and related rehabilitation/renewal activities and costs for water system assets will continue to increase as this infrastructure approaches the third quarter of its Ideal Service Life.

Recommendations

Condition assessment of in-service watermains can be costly and difficult at best. To supplement its watermain condition assessment program, the City should continue to review the history of watermain breaks and compile/document new records of watermain breaks and any operational problems. This data should be entered into the PSD Citywide database so that it can be analyzed for break

patterns. The City's GIS will greatly assist in this type of spatial analysis. Break records should include the location, time of year, pipe size, pipe material, observed soil conditions and cause of failure.

Careful examination of these records will allow City staff to make informed decisions with respect to watermain renewal or replacement activities. Trenchless technologies for watermain rehabilitation may also be investigated as opposed to more expensive open cut watermain replacement. Opportunities to coordinate watermain rehabilitation with road reconstruction and other related capital projects should continue to be examined.

4.9 **Wastewater System Report**

Table 4.9 – Wastewater System Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NBV)	Estimated Current Replacement Valuation 2023	2023 Maintenance
Wastewater Trunks	5	**Average**	$0.2 Million	$5.3 Million	$306,051
Sanitary Sewer Collection Pipes	5	**Average**	$1.4 Million	$20 Million	
Main Sewage Pumping Station	4	**Fair**	$0.2 Million	$3 Million	$144,938
Remote Sewage Pumping Stations	6	**Average**	$0.2 Million	$2.5 Million	$162,070
Sanitary Manholes	5	**Average**	$0.65 Million	$12.9 Million	Included in Collection Maintenance above
Wastewater Treatment Plant	9	**Excellent**	$32.3 Million	$77.3 Million	$1,337,272
		Total	**$34.95 million**	**$121.0 million**	**$1,950,330**

Summary

- On average, the Wastewater System is at the mid-point of its Ideal Service Life. This excludes the WPCC which is in excellent condition given major renovations in 2010.
- Wastewater trunks and sanitary sewer collection pipes are in Average condition.
- The Main Sewage Pumping Station is in fair condition and approaching the third quarter of its Ideal Useful Life. There are currently significant station improvements that could be implemented to improve operational concerns, increase reliability, reduce risks and renew aging components as well as address current codes and legislative requirements. The City has completed a Class Environmental Assessment of this Station and its forcemain to determine a preferred alternative for renewal.
- The remote smaller Sewage Pumping Stations and sanitary manholes are in Average condition.
- Approximately 42% (47 km) of the wastewater trunks and sanitary sewer collection pipes were installed prior to 1970.
- Virtually all (17%) of the sanitary sewer collection pipes installed before 1950 are Vitrified Clay. These sewer pipes are therefore at least 63 years old and could be much older in some cases.
- Approximately 30% of the City's sanitary sewer collection pipes are made of Asbestos Cement and were installed between 1941 and 1990.

Recommendations

The City should continue with its Closed Circuit Television (CCTV) condition assessment program to confirm the actual physical conditions of wastewater piping. Annual planning for the CCTV program should consider examining asbestos concrete and vitrified clay sanitary sewers as a higher priority. In general, asbestos cement pipes have an Ideal Service Life of approximately 70 years. However, asbestos concrete pipes have been known to fail earlier as compared to other industry standard materials such as PVC. Vitrified clay sanitary sewers may be in good physical condition given their age or they may be nearing the end of their design life. Condition assessment needs to be confirmed via CCTV inspection.

Tracking history of breaks, blockages and conducting interviews with Wastewater staff to determine maintenance and operational issues should also be a component of this exercise. History of breaks, blockages and maintenance/operational issues should be entered into the PSD Citywide database so that it can be used as a decision support tool for capital planning. The City's GIS will greatly assist in this type of spatial analysis tracking. Break and blockage records should include the location, time of year, pipe size, pipe material, observed soil conditions and cause of failure or blockage. Trenchless technologies for wastewater trunks and sanitary sewer rehabilitation may also be investigated as opposed to more expensive open cut sewer replacement. Opportunities to coordinate sanitary sewer rehabilitation with road reconstruction and other related capital projects should continue to be examined. Replacement of manholes and service connections should coincide, where possible, with sanitary sewer rehabilitation.

4.10 **Stormwater System Report**

Table 4.10 – Stormwater System Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NBV)	Estimated Current Replacement Valuation 2023	2023 Maintenance
Storm Sewers Ditches and Culverts	5	**Average**	$4.5 Million	$50.7 Million	**$279,517** Storm System Maintenance
					$6,547 Storm Mainline Cleaning
					$99,675 Storm Ditches and Culverts
Storm Structures - Manholes and Catch Basins	5	**Average**	$1.5 Million	$23.6 Million	**$106,286** Catch Basin Cleaning
Stormwater Retention Ponds	9	**Excellent**	$0.4 Million	$1 Million	$0
		Total	**$6.4 Million**	**$75.3 Million**	**$492,025**

Summary

- The Stormwater System is at the mid-point of its Ideal Service Life and is in Average condition. This excludes the one Stormwater Retention Pond which is in excellent condition.
- Storm sewers are in Average condition.
- Storm structures (i.e., manholes and catch basins) are also in Average condition.
- Approximately 39% (40 km) of the storm sewers were installed prior to 1970.
- Approximately 14% of the storm sewers were installed before 1950 and are Vitrified Clay. Note that 10% of the storm sewers were installed before 1940 and are Vitrified Clay. These sewer pipes are at least 72-82 years old or older.

Recommendations

The City should continue its CCTV inspection program to assess the condition of storm sewers, prioritizing vitrified clay pipes due to their uncertain lifespan. Break history and operational issues should be recorded in the PSD Citywide database to support capital planning, with Geographic Information System (GIS) aiding spatial analysis. Break records should include detailed attributes such as location, timing, pipe characteristics, and failure causes. Trenchless rehabilitation methods should be explored as cost-effective alternatives to open cut replacements, and coordination with road and capital projects should be maintained. Manhole and catch basin replacements should align with storm sewer rehabilitation where feasible.

4.11 **Roads Report**

Table 4.11 – Roads Condition, Valuation and Maintenance Budget

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NBV)	Estimated Current Replacement Valuation 2023	2023 Maintenance Budget
Arterial Roads	1.6	**Good/Excellent**	$2.4 Million	$22 Million	$1,297,570
Collector Roads	2	**Good**	$4.1 Million	$30.1 Million	
Local Roads	2	**Good**	$11 Million	$92.3 Million	
Sidewalks and Walkways	2	**Good**	$1.7 Million	$15 Million	
Traffic Signals – Lights and Controllers	5	**Average**	$2.1 Million	$10 Million	$89,177
Light Standards – Arms, Poles and Luminaires	7	**Good**	$3.6 Million	$12 Million	$1,473,145
		Total	$24.9 Million	$181.4 Million	$1,473,145

Summary

- City roads (including related assets) are generally in Good condition overall.
- There is approximately 132 km of roads in the City. This translates into a total length of approximately 311 lane km which can be further broken down as 178 lane km of Local Roads, 62 lane km of Collector Roads and 71 lane km of Arterial Roads and all City roads have an asphalt surface.
- The City has developed an ongoing road maintenance program which includes pothole repair, localized asphalt repairs, routing and sealing of road surface cracks and milling and replacement of asphalt surfaces.
- The City regularly upgrades traffic signal controllers to keep up-to-date with the advancements in technology.
- The City also allocates about $190,000 per year in capital improvements for Traffic Signals.

Recommendations

The City's road maintenance program is critical in extending the life cycle of roads and should continue. New methods of extending the life cycle of roads should be implemented when warranted. Opportunities to coordinate road reconstruction with watermain and sewer replacement and other related capital projects should continue to be examined.

The PSD Citywide software should be used to centralize roads data with water, wastewater, storm sewer and bridge information. This centralized asset management database will facilitate a smooth transition to the City's GIS program and minimize or eliminate duplication of information and data silos in Operations and Environmental Services Departments.

4.12 **Bridges and Culverts Report**

Table 4.12 – Bridges and Culverts Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NBV)	Estimated Current Replacement Valuation 2023	2023 Maintenance
Bridges	6	**Average**	$1.6 Million	$37.8 Million	$22,085
Pedestrian Bridges	7	**Good**	$24,500.00	$5.2 Million	
Culverts	7	**Good**	$0.3 Million	$15.5 Million	$254,475
		Total	**$1.9 Million**	**$53.3 Million**	**$276,561**

Summary

- City bridges are generally in Average condition overall.
- City culverts >3.0 m in diameter are generally in Good condition overall.
- In general, City bridges and culverts are beyond the third quarter of their approximate Ideal Service Life.
- In 2023, $15,000 was budgeted for bridge and culvert inspections and $247,390 for repairs and rehabilitation under the capital budget.
- The 2022 Ontario Structure Inspection Manual (OSIM) Summary Report identified approximately $12.3 million in immediate and short-term bridge rehabilitation needs, prompting a planned future program of major and minor repairs for key structures including Beecher Street, Church Street, Water Street Tunnel, and William Street CNR Overhead. An additional $440,000 is allocated for engineering investigations to support these works, all within a broader 10-year capital plan totaling $19.9 million.
- The 2022 OSIM Summary Report outlines approximately $6.52 million in immediate and short-term **culvert** rehabilitation and replacement needs, including major work on six key culverts and full replacement of the Ormond Street Culvert. An additional $340,000 is allocated for engineering investigations and routine maintenance. These projects are part of the 10-year capital plan, prioritized by condition ratings and structural deficiencies.
- The City's Pedestrian Bridges are generally in Good condition.
- The 2022 OSIM report for Brockville identified several pedestrian bridges in poor condition, with two rated critically low (BCI < 40) and others needing major rehabilitation or replacement. Of the $5.2M total replacement cost for trail bridges, $1.06M should be planned over 10 years. Key recommendations include addressing urgent repairs, implementing routine maintenance, and establishing a prioritized infrastructure plan to guide budgeting and capitalize on funding opportunities.

Recommendations

As part of the City's bridge management strategy, routine maintenance should be ongoing for all structures per the Ontario Structure Inspection Manual (OSIM) to prevent premature deterioration and extend service life when paired with rehabilitation efforts.

For culverts with significant deterioration, full replacement is typically required, though installing liners—at roughly half the cost—should be considered as a viable alternative.

A program of routine inspection and maintenance should be ongoing for all pedestrian bridges, similar to the City’s bridge management strategy and OSIM.

Additionally, the City should use PSD Citywide software to centralize bridge and culvert data alongside other infrastructure assets, supporting integration with the GIS program and reducing data duplication across departments.

4.13 **Facilities Report**

Table 4.13 – Facilities Condition, Valuation and Maintenance

Facility	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023 (NVB)	Estimated Current Replacement Valuation 2023	2023 Maintenance
City Hall (Victoria Building)	4	Fair	$0	$25 Million	$213,838
Brockville Art Centre	7	Good	$0.15 Million	$24.7 Million	$94,738
Police Headquarters	7	Good	$0.15 Million	$6.4 Million	$485,856
Main Fire Hall	7	Good	$0.3 Million	$7 Million	$52,107
Fire Station 1	4	Fair	$0	$7.5 Million	$171,107
Gord Watts Municipal Centre	5	Average	$0.4 Million	$8 Million	$71,595
Public Library	6	Average	$0	$8.3 Million	$171,447
Museum	6	Average	$45,905.54	$4.1 Million	$96,705
Brockville Memorial Civic Centre	6	Average	$0.8 Million	$16.8 Million	$321.839
Brockville Youth Arena	4	Fair	$8,925.63	$6 Million	$147,857
Gymnastics Club Building	5	Average	$0	$2 Million	$0
James A.C. Auld Harbour Service Building	6	Average	$39,698.68	$0.9 Million	$69,302
Rotary Field House	7	Good	$0.19 Million	$0.75 Million	$24,827
Brockville Municipal Airport	4	Fair	$0.26 Million	$3.24 Million	$43,156
Rotary Park Pavillion	9	Excellent	$0.6 Million	$1 Million	$0
Cemetery Works	6	Average	$5,348.51	$1.4 Million	$34,036
Cemetery Chapel	6	Average	$0	$0.5 Million	$0
		Total	**$2.95 Million**	**$123.59 Million**	$1,998,410

Summary

- City facilities are generally in Average condition overall.
- There are 17 facilities which the City owns and operates.
- The City has developed an ongoing maintenance program for all facilities.

Recommendations

The City's maintenance program is critical to keeping the facilities operating efficiently and extending the life cycle and should continue. New methods of extending the life cycle should be implemented when warranted. Opportunities to coordinate with other related capital projects should continue to be examined.

Specialize and focused engineering/architectural condition assessments should be undertaken for facilities as required in order to better plan required upgrades and renewals.

4.14 **Fleet Report**

Table 4.14 – Fleet Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023	Current Replacement Valuation 2023	2023 Maintenance
City – Rolling Stock	4	**Fair**	$1.53 Million	$5.1 Million	$882,417
Large Equipment	5	**Average**	$3.3 Million	$8.7 Million	
Fire – Rolling Stock	**7**	**Good**	$3 Million	$4.8 Million	$126,716
Police – Land	6	**Average**	$0.6 Million	$1.3 Million	$161,675
Police – Marine	4	**Fair**	0	$0.1 Million	0
Transit Bus	7	**Good**	$0.1 Million	$0.5 Million	$255,721
Para Transit Bus	9	**Excellent**	$0.2 Million	$0.45 Million	$125
		Total	**$8.73 Million**	**$20.85 Million**	**$1,426,653**

Summary

- The City's fleet are generally in **Average** condition overall.
- The Fleet and Support Service Division is committed to ensuring the City's Fleet is kept in safe operating condition.
- The City has developed an ongoing maintenance and replacement program.

Recommendations

The City's maintenance and replacement program is critical to keeping the City's Fleet operating safely, extending the life cycle and should continue. New methods of extending the life cycle should be implemented when warranted. Opportunities to coordinate with other related capital projects should continue to be examined.

In support of environmental sustainability and reducing the City's carbon footprint the City should consider using biodiesel, purchasing hybrid or electric vehicles when replacing cars or light trucks, and downsizing vehicle weight or engine size when possible.

4.15 **Parks and Recreation Report**

Table 4.15 – Parks and Recreation Condition, Valuation and Maintenance-

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023	Current Replacement Valuation 2023	2023 Maintenance
Community Rinks	**9**	**Excellent**	$0.8 million	$1.2 Million	$1,581,451
Brock Trail (Main and Secondary Trail)	9	**Excellent**	$2.5 Million	$2.5 Million	
Priority and Community Parks (30) Equipment	5	**Average**	$0.9 Million	$7 Million	
Sports Fields (6) Equipment	5	**Average**	$2 Million	$3 Million	
Islands (18) Equipment	6	**Average**	$0.6 Million	$0.7 Million	
		Total	**$6,924,500**	**$19,700,000**	**$1,581,451**

Summary

- The City's Parks and Recreation equipment is generally in **Good** condition.
- The City is committed to ensuring that equipment is safe to use.
- There have been significant additions to Rotary Park since the last Asset Management Plan, which include the Splash Pad and Outdoor Rink.

Recommendations

The City's maintenance and replacement program is critical to keeping the City's recreational equipment safe to use and should continue. New methods of extending the life cycle should be implemented when warranted. Opportunities to coordinate with other related capital projects should continue to be examined.

4.16 **Solid Waste Management Report**

Table 4.16 – Solid Waste Condition, Valuation and Maintenance

Asset Component	Average Rating	Condition Estimate 2023	Current Asset Valuation 2023	Current Replacement Valuation 2023	2023 Maintenance
Closed Landfill	n/a	**n/a**	$14,872	$164,646	$21,077
Leachate Collection System	6	**Average**	$0	$281,836	$18,114
Compost Facility	6	**Average**	$0	$38,000	$71,996
		Total	**$14,872**	**$484,482**	**$111,186**

Summary

- The City contracts out all of its solid waste collection and processing.
- The City owns one Leachate pond which is generally in Average condition overall.
- The City also owns one closed landfill.

Recommendations

It is recommended that the City continue to comply with its landfill closure agreement, maintain the leachate collection system, and continue to operate its compost facility.

5. Current Levels of Service

The City of Brockville provides a range of services, aiming to optimize asset use to achieve service levels that balance stakeholder expectations with fiscal responsibility.

This section of the plan documents the current level of service (LOS) metrics that have been prescribed by the O. Reg. 588/17 as well as those established by staff based on available data and best industry practice. As part of establishing levels of service metrics, it is critical to build a strong line of sight from the high-level strategic goals and objectives of the City to the operational and technical asset-specific objectives.

LOS metrics are broken into two types of objectives as prescribed by O.Reg. 588/17. They are:

- **Community LOS** - qualitative metrics expressed in plain language that describe customer and other stakeholder expectations/understanding of services being provided by the City.
- **Technical LOS** - quantitative metrics that translate the customer expectations into technical and trackable performance measures.

For this plan iteration, only the current performance results for the community and technical metrics have been reported on, based on 2023 data and 2024 performance measures.

5.1 **Water System**

The City of Brockville ensures broad access to its municipal water system, with 95.7% of properties connected. While some properties rely on private wells, the city's infrastructure provides sufficient availability to meet residential and commercial needs. Additionally, fire flow coverage is robust, with 94.1% of properties having access to a hydrant within 75 meters, enhancing emergency preparedness. Maps outlining service areas help illustrate the distribution of water access across the municipality, reinforcing the city’s commitment to reliable water delivery.

Maintaining service reliability is a priority for Brockville, with water mains kept in adequate condition to minimize disruptions. In 2024, the city reported 11 public water main breaks and one private break, underscoring the need for continuous monitoring and maintenance efforts.

Overall, 72% of water assets are rated in fair or better condition based on age, ensuring the longevity of the system. Additionally, no boil water advisories were issued in the past year, demonstrating the city’s ability to consistently provide safe drinking water.

System efficiency and affordability remain key objectives, with water loss management playing a crucial role. The city accounted for 11.4% of annual water loss, with 6.1% categorized as unaccounted water loss, which is monitored through annual reports.

The financial sustainability of Brockville's water services is reflected in its operating and capital budgets, with a slight decrease of 0.2% from $4,751,403 in 2023 to $4,744,103 in 2024, ensuring stable funding for lifecycle maintenance and infrastructure improvements. This balanced approach allows Brockville to provide dependable and cost-effective water services to residents while upholding health and environmental standards.

Table 5.1 - Water Systems Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (services have enough capacity and are accessible to everyone) • Adequate conveyance capacity.	Provide adequate availability of water services to properties.	Description of the user groups or areas of the municipality that are connected to the water system. May include maps.	% of properties connected to the municipal water system. Some properties on private wells.	95.7% connected See Map 5.1
	Provide adequate availability of fire flow to properties.	Description, which may include maps of the user groups or areas of the municipality that have fire flow.	% of properties where fire flow is available (hydrant within 75 m). Some properties on private wells.	94.1% fire flow available See Map 5.1
Reliability (services are reliable and responsive to customers) • Reliable water service. • Water service is in adequate condition.	Water mains remain structurally sound.	Description of service interruptions due to watermain breaks.	Number of water main breaks in the distribution system.	11 Main Breaks Public 1 Main Break Private
	Water assets are maintained in good repair.	Description of the overall water asset condition in the system.	% of water assets in fair or better condition.	72% in fair of better condition based on age.
Function (services meet customer needs while having minimal impact to health, safety, security and nature) • Adequate water quality. • System efficiency.	Provide safe drinking water.	Description of boil water advisories and service interruptions.	Number of boil water advisory connection-days/yr vs. total connected properties to the municipal water system.	0 boil water advisories issued
	Least amount of water loss.	Reduce non-revenue water loss in system.	% of annual water loss in system. From the Annual Water Quality Report	11.4% Accounted for Water Loss 6.1% Unaccounted Water Loss
Affordability (services are affordable to customers) • Affordable potable water.	Water system is adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	% of increase or decrease in annual operating and capital budget needs.	**2023 Budget** $4,751,403 **2024 Budget** $4,744,103 **Decrease** 0.2%

SOURCES:

- 2024 City of Brockville Annual Water Quality Report
- City GIS Data

5.2 **Wastewater System**

In 2024, the municipality continued to provide broad wastewater service coverage, with 94.7% of properties connected to the collection system. The system demonstrated reliability, experiencing only one pipe collapse on North Augusta Road and reporting no sewer overflows in habitable or recreational areas. These results reflect the structural soundness of the infrastructure and its ability to protect the environment effectively.

The wastewater system is also designed to function well during storm events, though inflow and infiltration (I&I) remain a challenge. During wet weather, approximately 1.4 million cubic meters of stormwater and groundwater—about 3% of total flow—enter the sanitary sewers through faulty connections and leaky pipes. To help mitigate this, 55 properties are equipped with backflow prevention devices, and the system continues to meet effluent discharge standards, ensuring compliance with environmental regulations. In addition, efforts to monitor and manage inflow and infiltration (I&I) are in place which include: flow monitoring, maintenance activities, and infrastructure upgrades. These actions aim to reduce stormwater and groundwater entering the sanitary sewer system.

Affordability in the wastewater collection system is supported by adequate financial planning. The 2024 budget increased by 3.3% from the previous year, rising from $5.92 million to $6.11 million. This increase is a step to ensure that current operational and capital needs are met, supporting the medium-term sustainability and performance of the wastewater infrastructure. To ensure long-term sustainability, the municipality continues to assess future infrastructure needs and funding strategies as part of its capital planning processes.

Table 5.2 - Wastewater Systems Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (services have enough capacity and are accessible to everyone) • Adequate collection capacity.	Provide adequate availability of wastewater service to properties.	Description may include maps of the users or areas of the municipality that are connected to the wastewater system.	% of properties connected to the wastewater collection system.	94.7% connected to wastewater See Map 5.2
Reliability (services are reliable and responsive to customers) • Reliable collection service. • Collection service is in adequate condition.	Wastewater assets remain structurally sound.	Description of how structural integrity remains adequate to provide service.	Number of pipe collapses or blockages per year.	1 Collapse North Agusta Road
	Wastewater assets protect the environment.	Description of frequency and volume of sewer overflows in habitable and beach areas.	Number of overflows per year.	0 overflows
	Wastewater assets are maintained in good repair.	Description of the overall wastewater asset condition.	% of wastewater assets in fair or better condition based on age.	63% Collection
Function (services meet customer needs while having minimal impact to health, safety, security and nature) • Adequate water quality. • System protects health during storm events. • Minimize overflow.	Wastewater assets resiliency to storm events	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or back up into homes.	Inflow and infiltration (I&I) during wet weather - stormwater and groundwater enter sanitary sewers through faulty connections and leaky pipes.	1.4 Million m3/year or about 3%
		Description of how sanitary sewers are designed to be resilient to prevent the above events.	Number of properties connected with backflow prevention in place.	55 known properties Butlers Cres Church St
	Effluent safety	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system.	Quality of effluent that is discharged from WPCC.	Compliance with ECA: Yes
Affordability (services are affordable to customers) Affordable sewer services.	Wastewater system is adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget from 2023 to 2024.	**2023 Budget** $5,915,576 **2024 Budget** $6,113,451 **Increase 3.3%**

SOURCES:

- City of Brockville Sewage Collection System – 2024 Annual Report
- City GIS Data

5.3 **Stormwater System**

The City of Brockville's stormwater management system is designed to protect the community and environment from flooding caused by rain and snowmelt. The system regulates stormwater runoff, capacity, and quality to minimize flood-related incidents. However, specific data regarding the percentage of properties resilient to a 100-year storm or the percentage of the stormwater network resilient to a 5-year storm is currently unavailable. Despite this, the city provides mapped information to illustrate areas protected by the municipal stormwater system, ensuring ongoing efforts to strengthen flood resilience.

To maintain reliability, Brockville performs regular maintenance and inspections of stormwater assets, ensuring their functionality during storm events. The city reports that 69% of stormwater pipes with diameters under 450 mm, 81% of pipes between 450 mm and 1500 mm, and 70% of pipes over 1500 mm are in fair or better condition. Routine flushing of storm and sanitary sewers occurs on a five-year cycle, while key components such as oil/grit separators, outfalls, ditch inlets, and stormwater management ponds receive annual inspections and cleanings. Grass cutting, brush removal, and priority catch basin cleaning help maintain system efficiency and prevent blockages.

Financially, Brockville continues to invest in its stormwater infrastructure, with a 3.89% increase in the annual operating and capital budget from $254,521 in 2023 to $264,425 in 2024. This funding ensures the ongoing maintenance and improvement of flood protection measures. By prioritizing regular maintenance cycles, inspections, and system enhancements, the city aims to sustain a reliable stormwater network that minimizes flood risks and maintains environmental safety while ensuring long-term affordability for residents.

Table 5.3 - Stormwater Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Scope and Function Provide stormwater systems that minimize incidents of flooding.	Protect the community and the environment from storm water runoff, created by rain and snow melt events, by controlling storm water runoff, quality, and capacity.	Description may include maps of the areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	% of properties in municipality resilient to a 100-year storm.	Insufficient information to determine % properties resilient to a 100-year storm. **See Map 5.3**
			% of the municipal stormwater management system resilient to a 5-year storm.	Insufficient information to determine % of the system resilient to a 5-year storm. **See Map 5.3**
Reliability (services are reliable and responsive to customers) • Potential for flood damage is minimized • Reliable storm water system in adequate condition. • Proper function of storm water management basins/pond.	Storm water assets are maintained in good repair.	Description of the overall storm water asset condition.	% of storm assets in fair or better condition based on age.	• 69% diameter < 450 mm • 81% diameter >= 450mm and <1500mm • 70% diameter >=1500mm
	Storm water system and detention basins/ponds are maintained to ensure proper function.	Description of activities to ensure the system can accommodate storm events.	Storm Sewer Flushing	Storm and Sewers are flushed on a 5-year cycle as per the O&M Manual.
			Oil/Grit Separator Inspections	Annual inspection of the structure and a dip test for sediment using a sludge judge.
			Ditch Inlet and outlet	Annual inspection on structures and cleaning prior to significant rainfalls.
			Outfall Inspection	Annual Inspection on structure and cleaning prior to significant rainfalls.
			SWM Pond Inspection	Annual Inspection. Grass cutting and brush removal annually.
			Catch Basin Cleaning	5-year cycle. Priority catch basins are cleared annually.
Affordability (services are affordable to customers) Affordable flood protection.	Stormwater system is adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget from 2023 to 2024.	**2023** $254,521 **2024** $264,425 **Increase 3.89%**

SOURCES:

- 2024 Annual Performance Report - City of Brockville Stormwater Management System
- City GIS Data

5.4 **Roads**

The City of Brockville prioritizes traffic flow by maintaining a well-distributed road network that supports various modes of transportation, including motor vehicles, cyclists, and pedestrians. The infrastructure is designed to accommodate local traffic volumes effectively, with monitored intersections reporting an average daily traffic count of 3,392 for two-lane roads and 8,013 for four-lane roads. To ensure safe road-sharing, 22% of municipal roads exceed 10 meters in width, allowing adequate space for cyclists. Additionally, 3.5% of roads have seasonal load restrictions to mitigate wear and tear. Traffic control measures, streetlights, and regulatory signage further enhance the city's ability to provide seamless travel within the urban area.

Brockville also maintains service reliability through rigorous seasonal maintenance standards. Snow removal is a critical component of road upkeep, with clearance times structured according to road type and traffic importance. Arterial roads are prioritized, cleared within six hours after a five-centimeter accumulation, while collector roads require 12 to 16 hours for an eight-centimeter accumulation. Local roads are cleared within 24 hours after a 10-centimeter accumulation, ensuring residential access remains intact. Sidewalks receive attention within 48 hours, bringing snow depth down to eight centimeters or less, improving pedestrian accessibility during winter months. These maintenance practices are essential in sustaining a responsive transportation network.

Beyond capacity and reliability, Brockville’s transportation system is designed to support the city's broader mobility needs. The city's roadways accommodate various vehicle types, including heavy trucks, emergency vehicles, and public transit, ensuring efficient movement across different sectors. By monitoring traffic flow and intersection usage, the city optimizes routes to prevent congestion during peak hours. These service expectations highlight Brockville’s dedication to maintaining a safe, functional, and adaptable road network that meets the needs of its residents year-round.

Table 5.4 - Roads Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (services have enough capacity and are accessible to everyone) • Provide travel access to inhabited areas of the City. • Capacity can handle local traffic volume. • Capacity can handle various modes of transportation	Adequate road distribution to accommodate travel within the City.	Description may include maps of the road network system.	Distribution of the road network system, traffic control, streetlights and regulatory signs.	**See Map 5.4** and **Map 5.4.1**
	Adequate road access to accommodate traffic volume at high times.	Description of the traffic volumes monitored at intersections and the directions of flow.	Average daily traffic volume at monitored intersections (non-residential).	**2 Lane:** 3,392 Count **4 Lane:** 8,013 Count
	Adequate road surface to accommodate all types of transportation modes.	Description of the traffic that is supported by municipal roads (e.g., heavy vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	% of roads in the municipality with load or dimensional restrictions.	**3.5%** of roads with seasonal load restriction
			% of roads in the municipality that allow safe sharing with cyclists (>10m pavement width).	**22%** of roads have width > 10 m
Reliability (services are reliable and responsive to customers) • Reliable transportation network.	Adequate maintenance to ensure availability for safe travel.	Description of minimum seasonal maintenance standards for roads, sidewalks and walkways.	Target snow removal time to certain depth - Arterial Roads.	**6 hrs.** to 5 cm depth of accumulation
			Target snow removal time to certain depth - Collector Roads.	**12 -16 hrs.** to 8 cm depth of accumulation
			Target snow removal time to certain depth - Local Roads.	**24 hrs.** to 10 cm depth of accumulation
			Target snow removal time to certain depth – Sidewalks	**48 hrs**. to reduce depth to <= 8cm

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Function (services meet customer needs while having minimal impact to health, safety, security and nature) • Adequate road condition. • Adequate safety standards.	Road surfaces are safe for travel and provide a comfortable ride.	Description of Road and sidewalk surface conditions to track and ensure safe surfaces. 0 - Excellent New 1 - Excellent 2 - Good 3 - Fair 4 - Fair to Poor 5 - Very Poor	Average PCI rating 0 - 5 Arterial Roads.	**2.17** Good **See Map 5.4.2**
			Average PCI rating 0 – 5 Collector Roads.	**1.58** Very Good See Map 5.4.2
			Average PCI rating 0 – 5 Local Roads.	**1.62** Very Good See Map 5.4.2
			Average rating 0 – 5 Sidewalks.	**1.66** Very Good See Map 5.4.3
	Adequate safety measures for safe and effective travel.	Description of maintenance standards for traffic control mechanisms.	Number of maintenance orders by component on traffic control mechanisms.	Wiring 6 Power Out 1 Flasher 3 Bulb 8 Controller 8 Camera 17 Pedestrian 21 Timing 11 Traffic Arm 4
Affordability (services are affordable to customers) • Affordable road rehabilitation and maintenance costs.	Road network is adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	% of increase or decrease in annual Public Works budget and staffing from 2023 to 2024.	**2023** $3,507,798 FT Staff = 20 Seasonal = 5
				2024 $3,690,407 ↑5.2% FT Staff = 20 Seasonal = 6↑20%
			ACPM (Milling & Paving, Concrete Sidewalks and Curbs, Crack Sealing Maintenance)	**2023 ACPM** $1,200,000.00 **2024 ACPM** $1,250,000.00 ↑4.2%
			Cold in Place (CIP) Road Rehabilitation	**2023 CIP** $750,000.00 **2024 CIP** $900,000.00 ↑20%
			Road Reconstruction Projects (Paving, Concrete Sidewalks and Curbs)	**2023** $134,706.49 **2024** $163,596.32 ↑21%

SOURCES:

- City GIS Data

5.5 **Bridges and Culverts**

The City of Brockville ensures that its bridges accommodate all types of transportation, including heavy vehicles, emergency services, cyclists, and pedestrians. With no loading or dimensional restrictions on bridges, the city's infrastructure supports seamless mobility and accessibility for residents and visitors alike. This commitment to well-designed road infrastructure enhances travel efficiency while ensuring safety across municipal transportation networks.

To maintain reliability, Brockville prioritizes regular assessments and upkeep of its bridges and culverts. The average bridge condition index is rated at 6, indicating a need for ongoing maintenance, while structural culverts have a slightly better condition index of 7. These ratings underscore the importance of continued investment in infrastructure to sustain durability and operational safety. By proactively monitoring these structures and implementing necessary repairs, the city ensures a dependable transportation system that minimizes disruptions and serves the long-term needs of the community.

Rehabilitation of the Stewart Blvd / William Street Overpass began in February 2025, addressing structural deterioration through deck slab repairs, load-bearing reconstruction, and conduit replacement. With safety barriers, railings, and sidewalks removed, crews completed targeted upgrades to improve durability. As of September 2025, the project is now complete and the overpass has reopened, restoring a key link in Brockville's road network.

Table 5.5 - Bridges and Culverts Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (bridges have enough capacity and are accessible to everyone) • Adequate bridges to accommodate all types of transportation modes.	Provide bridges that are able to adequately accommodate all types of transportation modes.	Description of the traffic that is supported by municipal bridges (e.g., heavy vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	% of bridges in the municipality with loading or dimensional restrictions.	0
Quality (bridges and culverts are reliable and responsive to customers) • Reliable bridges and culverts.	Provide bridges and culverts that are in good operating condition.	Description or images of the condition of bridges and this would affect use of the bridges.	For bridges in the municipality, the average bridge condition index value.	6
		Description or images of the condition of culverts and how this would affect use of the culverts	For structural culverts in the municipality, the average bridge condition index value.	7
Affordability (services are affordable to customers) • Affordable bridge and culvert management.	Bridges and culverts are adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget from 2023 to 2024.	**2023** $262,390 **2024** $341,000 ↑30%

5.6 **Facilities**

The City owns, operates and maintains a range of facility types that provide specific function to the operation of City Services. All facilities require annual maintenance, safety assurances, and efforts to meet accessibility standards.

While it is ideal to conduct annual condition assessments of these facilities, it is not feasible due to staffing constraints and the high cost of securing engineering firms to provide detailed assessments. Facilities staff are regularly recording all observed or reported deficiencies, which are used to build the business case for pursuing detailed condition assessments.

Safety and emergency activities are regularly carried at various intervals to ensure safe workplace standards, fire alarm function, fire panel function, elevator safety, and electrical safety. Activities include:

- Monthly Joint Health & Safety Committee workspace inspections and the coordination of annual fire evacuation drills with the Brockville Fire Department.
- Monthly fire alarm inspections conducted at each facility by designated staff.
- Fire panels are tested yearly by a qualified contractor who are also contracted to make repairs.
- The City has two elevator service providers that perform annual inspections and provide service for maintenance repairs.
- Bi-annual electrical inspections conducted by Electrical Safety Authority on all City owned facilities.

The Accessibility for Ontarians with Disabilities Act, 2005 is an Ontario law that mandates organizations must follow standards to become more accessible to people with disabilities. Under the Act, the Brockville Municipal Accessibility Advisory Committee was formed, with the role of identifying barriers and recommending actions.

The City is committed to ensuring access to public services and will continue to make improvements based on the recommendations of the Accessibility Advisory Committee and the City's Multi-Year Accessibility Plan. Priority issues have been identified and will be addressed when funding permits. Accessibility adjustment for staff is addressed as needed in a timely fashion.

Table 5.6 - Facilities Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Scope and Function Municipal buildings and facilities support the delivery of essential public services.	Buildings and facilities adequately serve their intended use and design.	Description, which may include maps of the asset category.	Distribution of facilities providing service in the City.	**See Map 5.6**
			Summary of facilities.	**See Table 3.7**
Reliability (services are reliable and responsive to customers) • Ensure facilities remain functional and in good condition. • Ensure safety and security standards to protect occupants. • Ensure that public buildings and facilities are accessible.	Regular condition assessments of buildings and facilities	Description of condition assessment activities.	• Deficiencies observed are recorded by staff • Detailed Condition Assessments are conducted as needed due to cost constraints	• Fire Station #1 Assessed 2024 EFI Engineering • Brockville Arts Centre Assessed 2023 Ameresco Engineering
	Regular safety inspections and emergency plans.	Description of facility safety and emergency activities.	• Joint Healthy and Safety Committee role • Fire safety • Electrical safety • Elevator safety	• Monthly JHSC checks of workplaces • Monthly Fire Alarm and Fire Panel inspections/testing • Annual inspections of elevators • Bi-annual Electrical Inspections on all facilities
	Compliance with relevant accessibility standards and regulations.	Description of activities to ensure compliance with accessibility standards and regulations.	• Brockville Municipal Accessibility Advisory Committee (BMAAC) recommendations and actions	• In 2024 park play structures were updated for accessibility
		Description of hours of operation and when the service is available.	Hours of operation and daily availability.	• Admin Offices: M-F, 8am – 4pm • Arts Centre: M-Sat, hrs. vary • Fire Stations: 24/7 all year • Police Station: 24/7 all year • Wastewater Plant: 24/7 all year • Water Plant: 24/7 all year • Museum: Days and hours vary • Library: Tu-Sun, hrs. vary

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Affordability (services are affordable to customers) • Affordable facility management.	Facilities are adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget from 2023 to 2024. Includes Arenas, Airport and Facilities.	**Capital** **2023** - $234,240.00 **2024 -** $252,629.00 **7.9%** Increase **Operating** **2023** - $894,470.00 **2024 -** $958,148.00 **7.12%** Increase

SOURCES:

- City Website
- Arenas and Facilities Division
- 2023 and 2024 Budget

5.7 **Fleet**

There are four areas of service provided by Fleet in the City: 1) City Services and Maintenance, 2) Public Transit, 3) Fire Services, and 4) Police Services. Each are required to meet different standards for their fleet, so levels of service parameters have been described individually for each service type.

City Services and Maintenance

There are 13 Divisions that require fleet assets to carry-out City services and maintenance activities: Public Works, Parks, Cemetery, Water, Wastewater, Airport, Building, By-Law, MIS, Aquatarium, Museum, Engineering, Facilities, and Fleet Mechanics.

This fleet asset compliment largely consists of vehicles such as: 4x4 trucks, dump/plow trucks, vans, SUVs, loaders, back-hoes. Also included is smaller equipment: compressors, generators, lawn mowers, chainsaws, whipper snippers etc.

Vehicles are inspected annually with condition assessments based on a poor, fair, and good rating system. Considerations are also made for age, service hrs., mileage, and body condition.

Public Transit

All Transit Buses are safety inspected semi-annually by City Fleet mechanics. In 2024, 1 bus failed the safety inspection and was taken out of service, the replacement for this bus was included in the 2024 capital budget and will be in service in 2025. Another bus is approaching end of life and its replacement is included in the 2025 capital budget, expected to be in service late 2025 or early 2026.

Fire Services

All Fire Apparatus vehicles are safety inspected annually by City Fleet mechanics. In addition, under the NFPA 1911 Standard, Aerial vehicles are inspected annually by a 3rd party company. There are 2 City Fleet mechanics trained to resolve most of the recommendations resulting from the NFPA 1911 inspection, issues outside of their scope are contracted out.

In 2024, 0 vehicles failed the safety inspection. One vehicle, Pumper 4 has surpassed 20 years service, and it is not recommended by the Fire Underwriters Survey to extend beyond this. Pumper 4 also requires a significant repair; the onboard tank has a crack and can only be filled to 75% capacity.

Police Services

All Police vehicles are safety inspected annually by City Fleet mechanics. In 2024, 0 vehicles failed the safety inspection. Three vehicles have been identified as approaching end of life, 2 SUV’s and 1 car. It is planned that these vehicles will be replaced in 2026.

Table 5.7 - Fleet Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (services have enough capacity to meet demand) • Can manage City maintenance demands. • Can manage demand for public transit. • Can manage the demand for Fire Service calls. • Can manage the demand for Police Service calls and patrols.	Adequate fleet inventory to accommodate maintenance for roads, parks, storm, water, and wastewater services.	Description of the fleet inventory that is available to meet the daily demand of business and maintenance activities.	Number of Fleet assets in City Services rolling stock that conduct City maintenance activities. Includes: 4x4 trucks, dump/plow trucks, vans, SUVs, graders, compressors, generators, lawn mowers, chainsaws, whipper snippers etc.	**Public Works:** 109 **Parks:** 80 **Cemetery:** 24 **Water:** 37 **Wastewater:** 40 **Airport:** 3 **Building:** 1 **By-Law:** 1 **MIS:** 1 **Aquatarium:** 1 **Museum:** 1 **Engineering:** 9 **Fleet Mechanics:** 23 **Facilities:** 26
	Adequate bus inventory to accommodate a variety of travel demands.	Description of the fleet inventory that is available to meet the daily demand of public transit.	Number of Buses for: City Transit Services Para Transit Services River Route External Commuter Service	**City Transit:** 5 Buses **ParaTransit:** 2 Vans **River Route:** 1 Bus
	Adequate Fire inventory to accommodate timely and effective response.	Description of the Fire fleet inventory for Fire Service Response.	Number of Fire Vehicles that Include: Aerial Fire Trucks, Pumpers, Rescue Unit and ERV's	**Fire:** 6 Apparatus 6 ERV Fire Response meets requirements
	Adequate Police vehicle inventory to accommodate timely and effective response.	Description of the Police fleet inventory for Police Services.	Number of Police Vehicles that Include: SUV's, Trucks, Cars, Vans, and a Boat	**Police:** 18 Vehicles 1 Watercraft 1 Boat
Reliability (services are reliable and safe) • Fleet assets are in adequate condition and meet safety requirements.	Adequate maintenance to ensure availability for safe travel.	Condition Assessments based on poor, fair, and good rating. Considers Age, Service hrs., and milage. Annual safety by Fleet - Fire Aerial vehicles by 3rd party company.	# Nearing end of life City Maintenance	1 Public Works F150 Truck nearing end of life
			# Nearing end of life Transit Buses	1 Bus Failed Safety, taken out of service.
			# Nearing end of life Fire Vehicles	0 Fire Vehicle Failed 1 Pumper over 20 yrs
			# Nearing end of life Police Vehicles	3 vehicles nearing end of life. Replace in 2026.
Affordability (services are affordable to customers) • Maintenance costs.	Fleet inventory is adequately funded to maintain level of service.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual maintenance and replacement budgets needs from 2023 to 2024.	**2023 Maintenance** $1,411,941 **2024 Maintenance** $1,343,576 ↓4.84%
				2023 Replacement $1,130,282 **2024 Replacement** $2,114,027 ↑87%

5.8 **Parks and Recreation**

The City of Brockville's Parks and Recreation division provides essential services to maintain public spaces and ensure adequate recreational opportunities for residents. The department works to meet community expectations by offering sufficient park amenities and sports facilities, ensuring spaces are well distributed throughout the city. Efforts focus on both organized sports and general outdoor enjoyment, with infrastructure and athletic fields tailored to meet local demand. Maps and tables outline the locations and availability of these amenities, highlighting the city's commitment to accessible recreation for all.

Reliability and affordability are key components of the division’s work. Regular maintenance, including annual detailed inspections and monthly walkthroughs, ensures the continued safety and usability of playgrounds and park spaces. Equipment and grounds maintenance is carried out systematically, with repairs, replacements, and general upkeep scheduled based on inspections and reported concerns. The city maintains adequate funding to support these operations, though the budget for maintenance decreased by 4.84% in 2024, the replacement costs saw a significant 87% increase due to catching up from a backlog created by decreased spending during COVID. The most notable project being the dock replacement at the Municipal Harbour and Ernie Fox Quay.

Parks staff in Brockville increasingly manage unhoused encampments, balancing public space maintenance with homelessness concerns. The City acts swiftly to prevent encampments from becoming established, making removals a routine task that diverts resources from regular Parks and Recreation services. As chronic homelessness persists, staff continue to address these challenges while supporting broader housing initiatives.

2024 Parks and Recreation Capital Projects Include:

1. New Docks for the Municipal Harbour and Ernie Fox Quay
2. Replacement of 7 play structures
3. Winter Classic - Rotary Outdoor Rink Upgrades
4. M6 Soccer Pitch
5. Bleachers at Fullford Ballpark
6. Centeen Park Staircase

Table 5.8 - Parks and Recreation Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (services have enough capacity to meet demand) • Provide adequate opportunity for outdoor enjoyment. • Provide adequate opportunity for organized sports.	Adequate park and recreation amenities. Adequate sport areas and facilities.	Description of the Park and recreation amenities available to meet the needs of the community. Description of athletic fields.	Distribution of Park and recreation amenities located throughout the City. Number of playgrounds and sport venues.	**See Map 5.7 City Parks** **Map 5.7.1 City Islands** **See Table 3.9**
Reliability (services are reliable and safe) • Outdoor spaces and equipment are maintained to provide continuous availability. • Outdoor spaces are maintained and monitored for safe use.	Adequate maintenance to ensure availability and safe use.	Description of Condition Assessments and safety compliance for public spaces.	Annual Playground equipment inspections	1 Detailed annual inspection of all playground equipment. Monthly walkthrough inspections of all parks and equipment.
		Description of Maintenance standards of park areas and athletic fields.	• Equipment maintenance: repairs, painting, replacement, removal, and • Grounds, Tunnel and Islands maintenance: lawn care, trimming, tree maintenance, weeding, planting, watering, and refuse collection.	Park equipment is repaired and replaced based on inspection recommendations and complaints received. Grounds and Islands: • Daily Park check • Daily Tunnel check • Daily Harbour check • Daily Tree tending • Daily Beach check • Daily Campground check • Daily Island check • Daily refuse pick-up • Weekly grass cut athletic fields • Weekly grass cut waterfront parks • Weekly grass cut City Public Building grounds • Weekly garden tending • B-weekly grass cut trails, green spaces and community parks • Roadside grass cut 3x/yr
Affordability (services are affordable to customers) • Maintenance costs.	Parks and Recreation is adequately funded to maintain level of service.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget from 2023 to 2024.	**2023 Maintenance** $1,411,941 **2024 Maintenance** $1,343,576 ↓4.84%
				2023 Replacement $1,130,282 **2024 Replacement** $2,114,027 ↑87%

5.9 **Solid Waste**

The City of Brockville provides curbside solid waste collection services that are designed to handle typical weekly household waste volumes. The collection schedule operates four days per week, ensuring timely removal of waste and maintaining cleanliness throughout the municipality. The city's waste management system is structured to meet community needs efficiently, reducing the likelihood of overflow and ensuring accessibility for all residents. With a focus on maintaining reliable service, Brockville aims to sustain a consistent collection routine that effectively accommodates household waste demands.

Beyond regular waste collection, Brockville offers additional seasonal and specialized waste disposal services. These include an annual household hazardous waste event to ensure proper disposal of harmful materials, two curbside fall leaf collection cycles, and a compost site dedicated to yard waste management. The compost site operates reliably, with no reported closures due to unforeseen circumstances in 2024. Despite occasional disruptions—such as one missed collection cycle due to unexpected events—the city strives to provide clear guidelines to residents to ensure smooth operations and minimize service interruptions.

Financially, the city continues to invest in waste management infrastructure, with a 2.55% increase in the annual operating and capital budget from 2023 to 2024. This funding supports lifecycle activities necessary for maintaining and improving service quality. By prioritizing affordability, reliability, and accessibility, Brockville ensures that solid waste services remain efficient and responsive to community needs while promoting environmentally responsible waste disposal practices.

Table 5.9 - Solid Waste Current Level of Service

Service Attribute and Expectation	Community Objective	Community Levels of Service	Technical Levels of Service	2024 Performance
Capacity and Use (collection service has capacity to service clients) • collection service that can adequately handle weekly waste volume.	Provide curbside household waste collection service that can handle the typical weekly volume.	Description of collection schedule, average household volumes.	Number of Collection days per week to meet volume capacity.	**See Map 5.8** 4 days/week
Quality (Solid waste service that is reliable and responsive to customers) • Reliable collection service with clear guidelines to clients. • Provide household hazardous waste events with clear guidelines. • Provide fall curbside leaf collection with clear guidelines. • Operate compost site for yard waste with clear guidelines.	Provide curbside household waste collection service on a weekly basis that is reliable and where collection instructions are clearly communicated to residents.	Description of circumstances that may prevent service from running as expected, e.g. weather or truck malfunction. Description of reasons why your garbage may not be picked up.	Number of Collection day cycles that were missed due to unforeseen circumstances.	1
	Provide household hazardous waste events to prevent these items from causing harm to health and the environment.	Description of what items are considered hazardous waste, and the time and location of the event.	Number of household hazardous waste events held per year.	1
	Provide curbside fall leaf collection service to meet volume of leaf debris.	Description of how leaf debris is to be contained, and the dates of the collection days.	Number of leaf collection day cycles per year.	2
	Provide safe compost site operation to accept specific yard waste and allow for the safe decomposition of organic material.	Description of compost site operation, hours of availability and monitoring activities.	Number of days the compost site was closed due to unforeseen circumstances.	0
Affordability (services are affordable to customers) Affordable solid waste service.	Solid waste service is adequately funded.	Annual operating and capital budgets are adequate for all lifecycle activities to provide services over the next 10 years.	Percentage of increase or decrease in annual budget needs from 2023 to 2024.	2.55% Increase

6. Proposed Levels of Service

The City of Brockville's approach to Proposed Levels of Service for this iteration of the Asset Management Plan is guided by performance measures (age, efficiency, failures), compliancy, and areas where there is known higher risk. It is expected that most of our service delivery areas will remain at the current level of service, only the areas where service level change is recommended will be put forward as a proposed level of service increase.

6.1 **Public Engagement and Proposed Levels of Service**

To support the inclusive development of the City's Asset Management Plan, City of Brockville plans to launch public engagement initiatives that will include structured surveys and open forums. These efforts aim to better understand community expectations for service delivery across all municipal service areas.

These efforts will be designed to assess resident satisfaction with current assets and services, identify areas where improvements are desired, and evaluate the community's willingness to support adjustments to service levels. Open forums will complement this approach by offering opportunities for direct dialogue and collaborative discussion.

The City is committed to using the feedback gathered to inform future service planning and ensure that decisions reflect the priorities of Brockville residents. This proactive engagement strategy underscores our dedication to transparency, responsiveness, and continuous improvement.

6.2 **Water System**

Proposed Level of Service – Continued Water Meter Replacement

The City of Brockville's Water Meter Replacement Program is being carried out in strategic stages, with each section of the city having its meters replaced systematically. This phased approach ensures a smooth transition to remote-reading technology, improving accuracy and efficiency while minimizing disruption. With continued annual investment, the program is designed to be completed over 15 years, ensuring the gradual replacement of all residential meters across the city. Once complete, a new Water Meter Replacement Program will begin.

- **Real-Time Monitoring and Leak Detection**: response improvement - reducing water loss and damage.
- **Improved Billing Accuracy**: more precise readings, reducing billing errors and disputes, which improves customer satisfaction.
- **Operational Efficiency**: Eliminate manual meter reading, freeing up staff for other tasks and reducing operational costs.
- **Customer Empowerment**: Customers can monitor their usage and practice conservation.
- **Data-Driven Planning**: Better usage data for infrastructure planning and demand forecasting.
- **Ensures Most Up-to-Date Technology:** Implements advanced remote-reading infrastructure through phased upgrades, enabling seamless integration of future innovations and maintaining alignment with evolving industry standards.

Proposed Level of Service – Feeder Main Twinning

Brockville's current water distribution system relies on a single primary feed main to deliver treated water from the Water Treatment Plant to the city. If this main fails due to age, damage, or maintenance needs, it could disrupt water service citywide.

- **Increased Redundancy and Reliability:** Twinning a feeder main adds a parallel pipeline to improve redundancy, allowing continuous water delivery during maintenance or failures—directly enhancing service reliability.
- **Enhanced Capacity:** Twinning a feeder main boosts water transport capacity, supporting growth and ensuring reliable service for expanding communities.
- **Operational Flexibility:** Dual mains improve flow control, reduce maintenance disruptions, and enhance emergency response - key features of a resilient water system.
- **Risk Mitigation:** A twinning initiative is framed as a way to alleviate long-term concerns and ensure safe operation of the system.

Proposed Level of Service – Increase Zone 2 Capacity

Zone 2 is the area North of the 401 in the City of Brockville and currently does not meet firm capacity for fire flows due to recent increased development. When a zone does not meet firm capacity, it means that the water supply infrastructure in that zone cannot reliably meet the expected demand under certain conditions—especially during peak usage or when one or more key components (like pumps or reservoirs) are out of service.

- **Meeting Minimum Service Standards:** Meeting Firm capacity which refers to the reliable, sustainable level of service that must be maintained under normal operating conditions. If a zone is not meeting this, increasing capacity ensures that basic service expectations are fulfilled, which is a fundamental improvement.
- **Enhancing Reliability and Resilience:** Increasing capacity reduces the risk of service interruptions, pressure drops, or supply shortages, especially during peak demand or emergencies. This makes the system more resilient and dependable for users.
- **Expanding Access and Equity:** Zones below firm capacity often experience underserved or uneven service. Boosting capacity ensures equitable access to water services across all users in the zone.
- **Supporting Economic and Population Growth:** Improved capacity allows for new connections (residential, commercial, industrial), supporting development and economic activity. It also ensures that future demand can be met without compromising service quality.
- **Compliance with Regulatory and Environmental Standards:** Many jurisdictions require utilities to meet firm capacity standards to comply with health, safety, and environmental regulations. Increasing capacity to meet these standards is a regulatory improvement and a form of service enhancement.
- **Improving Operational Efficiency:** Operating below firm capacity often leads to inefficiencies, such as overuse of backup systems or emergency measures.
  Meeting firm capacity allows for optimized operations, reducing costs and improving service quality.
- **Enhancing Customer Satisfaction:** Reliable and consistent water service improves public perception, trust, and satisfaction with the utility provider.

Proposed Level of Service – Twinning Intake Line

Currently, the City relies on a single intake line to draw raw water from the river into the treatment plant. This setup presents a critical vulnerability: if the intake line becomes blocked, damaged, or requires maintenance, the entire municipal water supply could be compromised. This lack of redundancy means there is no backup source to maintain water service during emergencies or operational disruptions.

- **Improved Reliability and Redundancy:** Currently, a single intake line creates a single point of failure—if it becomes blocked, damaged, or requires maintenance, the entire municipal water supply could be disrupted. Twinning the intake line adds a second, independent line, ensuring that water delivery can continue uninterrupted during emergencies or repairs. This redundancy greatly enhances the resilience of the water system.
- **Enhanced Capacity and Operational Flexibility:** A second intake line increases the system's capacity to draw water, which is especially important during peak demand periods or in the event of population growth. It also allows for more flexible operations, such as alternating between lines to reduce wear and extend the lifespan of infrastructure.
- **Protection of Public Health and Safety:** By reducing the risk of service interruptions and ensuring consistent water quality, twinning supports public health. It also ensures that critical services - like hospitals, industries, fire suppression systems, emergency shelters and homes - maintain access to clean water even during infrastructure failures.

Proposed Level of Service – Feeder Main Rehabilitation and Appurtenances

Rehabilitating the feeder main would involve cleaning, replacing valves and chambers, relining or replacing sections of the pipe to restore structural integrity and hydraulic performance. This would significantly reduce the risk of unplanned outages, improve water pressure consistency, and enhance the city's ability to respond to emergencies. It would also support future growth by ensuring the system can handle increased demand. This would align with best practices in asset management and would complement other ongoing water infrastructure upgrades, such as the King Street West Watermain Replacement, which includes connections to the feeder main.

- **Increased Reliability and Reduced Risk of Failure:** Aging or deteriorating feeder mains are prone to leaks, breaks, and pressure losses, which can lead to service interruptions or boil water advisories. Rehabilitating the feeder main ensures structural integrity and reduces the risk of unplanned outages, thereby improving the consistency and reliability of water delivery to homes, businesses, and critical services.
- **Improved Water Quality:** Older feeder mains can accumulate sediment, biofilm, or corrosion, which may affect water taste, clarity, and safety. Rehabilitation—such as cleaning, relining, or replacing sections—helps

maintain high water quality standards by preventing contamination and ensuring clean, safe water reaches consumers.

- **Operational Efficiency and Cost Savings:** A rehabilitated feeder main reduces water loss from leaks (non-revenue water), lowers maintenance costs, and improves hydraulic performance. This means less energy is required to pump water, and fewer emergency repairs are needed, freeing up resources for other service improvements. In addition, feeder main appurtenances such as valves, chambers, bypasses are all critical items in order to efficiently operate the system.

Proposed Level of Service – Continuation of Backflow Prevention Program

The City of Brockville's Backflow Prevention Program for commercial and industrial properties is designed to protect the municipal drinking water system from contamination caused by backflow—when water flows in the reverse direction due to pressure changes, potentially drawing pollutants into the clean water supply.

- **Enhanced Public Health Protection:** By ensuring that backflow prevention devices are installed and regularly tested, the program protects the municipal water supply from contamination due to reverse flow of potentially hazardous substances. This proactive approach safeguards drinking water quality for all residents and businesses, reducing the risk of waterborne illnesses and public health emergencies.
- **Regulatory Compliance and Risk Management:** Ongoing enforcement and monitoring of the program help the City comply with provincial regulations and industry best practices. This reduces liability and ensures that Brockville's water system remains in good standing with oversight bodies, which is essential for maintaining public trust and eligibility for infrastructure funding.
- **Operational Efficiency and Long-Term Cost Savings:** Preventing contamination at the source reduces the need for costly emergency responses, water treatment interventions, and infrastructure repairs. It also minimizes service disruptions, ensuring consistent and reliable water delivery—an essential component of high-quality municipal service.

Proposed Level of Service – Main Plant Generator Replacement

The current backup generator at the Water Treatment Main Plant is only capable of powering essential systems and does not meet the full energy demands of the facility. To ensure complete resilience during sustained power outages, the generator should be replaced with a more powerful system that can support the entire plant. This upgrade will enhance the reliability of water service delivery across the City, ensuring uninterrupted treatment and distribution even during emergencies.

- **Uninterrupted Water Supply:** Ensures continuous water treatment and distribution, even during extended power outages.
- **Improved Resilience:** Strengthens the City's ability to handle emergencies, reducing disruptions to residents and businesses.
- **Enhanced Water Quality:** Keeps all treatment processes running smoothly, maintaining high water quality standards.
- **Greater Operational Efficiency:** Eliminates reliance on limited power sources, allowing the plant to function at full capacity.
- **Reliable Emergency Response**: Supports critical systems that manage water flow, pressure, and sanitation during crises. Ensures adequate fire flow for protection.

Table 6.2 - Proposed Level of Service – Water System Service Level

Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Long-term Cost Implications
Continuation of Water Meter Replacement Program	Current meters approaching end of useful life.	Continuation of annual investment in modern water meter replacement.	Aging meters are less accurate and prone to failure; modern meters improve data accuracy and efficiency.	Improved billing accuracy, leak detection, and customer service; supports conservation efforts.	Reduced maintenance costs, better demand management, and deferred capital investment in supply.
Feeder Main Twinning	Currently one feeder main.	Add secondary feeder main.	Provides redundancy and increases capacity to meet growing demand.	Improved reliability, reduced risk of service interruption, supports growth.	Avoids costly emergency repairs and delays need for major system expansion.
Zone 2 Capacity Increase (North of 401)	Does not meet Firm Capacity fire flows compliancy due to recent development.	Build in redundancy and upgrade infrastructure in Zone 2.	Ensures compliance with firm capacity standards and supports future development.	Enhanced service reliability and resilience in high-growth area.	Reduces risk of service outages and defers need for emergency infrastructure upgrades.
Twinning Intake Line	Currently one intake line.	Add parallel intake line and low lift to filter water main.	Increases reliability and ensures continuous supply during maintenance or failure.	Improved operational flexibility and system resilience.	Reduces risk of supply disruption and extends life of existing infrastructure.
Existing Feeder Main Rehabilitation	Current feeder main requires increased maintenance.	Rehabilitate existing feeder main.	Extends asset life and improves performance without full replacement.	Reduced maintenance costs and improved reliability.	Cost-effective compared to full replacement; extends useful life of asset.
Continuation of Backflow Prevention Program	Current prevention initiative is in early stages of Implementation.	Continuation of Backflow Prevention monitoring	Protects potable water supply from contamination risks.	Enhanced public health protection and regulatory compliance.	Prevents costly contamination events and potential liability.
Main Plant Generator Replacement	Current Generator does not power entire plant, only essentials.	Generator replacement that has capacity to power entire plant.	Ensures full plant operation during outages or emergencies.	Improved emergency preparedness and uninterrupted service.	Reduces risk of costly service disruptions and emergency response costs.

6.3 **Wastewater System**

Proposed Level of Service - Main Sewage Pump Station Replacement

For some time now, the condition of the Main Pumping Station has presented the largest risk to the City. Due to this, between 2012-2014, a Schedule B Class Environmental Assessment (EA) of the main pumping station (MPS) and forcemain was completed to address current and potential environmental, technical and operational concerns.

- **Improved reliability or redundancy.**
- **Advanced technology or automation.**
- **Improved resiliency to climate change.**
- **Some additional capacity to account for future growth.**

The EA findings and problems identified were:

- Infrastructure Age: The MPS and forcemain were built in 1963 and partially upgraded in 1993.
- Critical Role: The MPS conveys ~90% of the city's sewage to the Water Pollution Control Centre (WPCC).
- Pump cavitation and vibration issues.
- Single undersized wet well limits maintenance and inspection.
- Manual bar screen operation poses safety risks.
- Bypass events during high flows pose environmental risks and require manual chlorination.
- Aging forcemain with limited inspection access.
- Hydraulic Capacity: MPS rated for 43,000 m^3/day; WPCC capacity is 62,500 m^3/day.
- Environmental Risks: Bypass events and potential for prolonged bypassing due to failure.

As a result, the preferred option recommended through the EA process was to replace the Main Sewage Pump Station in Centeen Park with a new one. The replacement is expected to enhance sanitary service delivery over the next decade. By replacing the aging facility with a modernized facility, the city will see an improvement in system reliability, reducing the risk of mechanical failures, surcharge events and service disruptions.

The upgraded station will support current capacity projections to accommodate future population growth and development, ensuring that the system can manage higher wastewater volumes efficiently. Additionally, the modernization will lead to better energy efficiency and lower maintenance costs, as newer equipment typically requires less frequent and less intensive servicing. This is considered an increase in service delivery because there will be improved reliability/redundancy built-in and will include advanced technology with automation.

Proposed Level of Service – Twinning of Forcemain

Included in the Environmental Assessment of the Main Pumping Station was an assessment of the 600 mm concrete pressure pipe running from the Main Pumping Station to the Water Pollution Control Centre. This was included in the assessment due to the risk of having only one forcemain.

- **Enhanced System Redundancy**
- **Improved Operational Flexibility**
- **Increased Conveyance Capacity**
- **Environmental Protection**
- **Long-Term Cost Efficiency**
- **Supports Growth and Development**
- **Risk Mitigation**

The EA findings for the forcemain and problems identified were:

- **Operational Limitations**
  - The system lacks redundancy—there is only one forcemain.
  - The forcemain cannot be isolated for inspection, maintenance, or cleaning without bypassing.
  - It may be restricting pumping capacity, especially during high inflow events.
- **Environmental and Risk Concerns**
  - Broken wires in prestressed concrete pipes occur over time, fail silently and interfere with monitoring tools, making structural evaluation challenging.
  - A failure would result in long periods of bypassing raw sewage to the St. Lawrence River.
  - The environmental risk is significant due to the forcemain age and critical role in conveying ~90% of the city's sewage.

Recommendation:

- Construct a new force main adjacent to the existing route and rehabilitate the existing forcemain for redundancy.
- This approach balances cost, operational flexibility, and environmental protection.

Proposed Level of Service – Improve Hydraulic Capacity of Trunk Sewer

The City of Brockville is initiating a hydraulic flow analysis to evaluate the capacity of its sanitary sewer system under both average dry weather flow (ADWF) and peak wet weather flow (PWWF) conditions at key flow monitoring locations. This analysis will provide critical data on flow variability, daily patterns, and system response to precipitation events. In addition to supporting the development of a targeted inflow and infiltration (I&I) reduction strategy, the study will yield valuable insight into the hydraulic performance of the existing trunk sewer.

By quantifying flow contributions and identifying potential bottlenecks or surcharge conditions within the trunk sewer during peak flow events, the analysis will inform a capacity assessment that is essential for long-term infrastructure planning. The results will help determine whether the existing trunk sewer can accommodate projected future flows or if twinning - constructing a parallel sewer to increase conveyance capacity - is warranted. This evidence-based approach ensures that any capital investment in twinning is justified by empirical data and aligned with both current system performance and future growth.

How Analysis Results Support an Increase in Service Delivery:

- **Improved System Reliability and Reduced Risk of Sewer Overflows:** By identifying capacity constraints and sources of inflow and infiltration, the City can proactively address areas prone to surcharging or overflows during wet weather events. This reduces the risk of:
  - Basement flooding
  - Sanitary sewer overflows (SSOs)
  - Environmental contamination
  - This leads to more consistent and reliable service for residents and businesses.

- **Optimized Infrastructure Investment and Long-Term Planning:** The data-driven insights from the flow analysis will support:
  - Evidence-based decisions on whether to twin the trunk sewer
  - Prioritization of rehabilitation or replacement projects
  - Avoidance of unnecessary or premature capital expenditures
  - This ensures that public funds are used efficiently while maintaining system performance and accommodating future growth.

- **Enhanced Regulatory Compliance and Environmental Stewardship:** Reducing I&I and ensuring adequate hydraulic capacity helps the City:
  - Meet provincial and federal wastewater regulations
  - Minimize untreated discharges into natural rivers and streams
  - Support sustainability goals and protect local ecosystems
  - This strengthens public trust and aligns with broader environmental and public health objectives.

Table 6.3 - Proposed Level of Service - Wastewater System Service Level

Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Affordability Implications
Main Pumping Station	Current pumping station has reached end of life. Built in 1963, partially upgraded in 1993. Holds the largest risk in the City.	Replacement of main pumping station with modernized facility.	Existing station has aging infrastructure, limited capacity, safety risks, and environmental vulnerabilities. EA recommended full replacement to address these issues.	Improved reliability and redundancy, enhanced safety, increased capacity for growth, reduced environmental risk, better energy efficiency, and lower maintenance.	Capital investment required, but long-term savings expected from reduced maintenance, energy efficiency, and avoided emergency repairs.
Twinning of the Force Main	Single 600 mm concrete pressure pipe with no redundancy. Cannot be isolated for maintenance or inspection. High environmental risk if failure occurs.	Construction of a new force main along the existing route and rehabilitation of the existing force main for redundancy.	Current system lacks redundancy and poses significant environmental and operational risks. EA recommended twinning to improve reliability, flexibility, and capacity.	Enhanced redundancy, improved operational flexibility, increased conveyance capacity, reduced environmental risk, supports growth, and lowers long-term costs.	Capital investment required, but long-term savings expected from reduced risk of failure, emergency response costs, and extended asset life. May qualify for infrastructure funding.
Improve Hydraulic Capacity of the Trunk Sewer	Trunk Sewer is indicating capacity concerns during storm events.	Run a flow analysis to determine normal vs. storm flow levels. Based on levels - determine if a solution to reduce I&I is appropriate or twinning the trunk sewer.	Current system may be undersized during peak flow events. Flow analysis will identify if inflow and infiltration (I&I) reduction is sufficient or if additional capacity is needed.	Improved system performance during storm events, reduced risk of backups and overflows, better planning for future growth.	Initial cost for flow analysis is relatively low. If twinning is required, capital costs will be higher but may be phased. I&I reduction may offer a more cost-effective solution.

6.4 **Stormwater System**

Proposed Level of Service – Continued Maintenance

- **Improved System Reliability**
  - Maintenance prevents blockages in catch basins, culverts, and pipes.
  - Ensures consistent performance during normal and peak flow conditions.
- **Optimized Flow Capacity**
  - Removes sediment, debris, and vegetation that reduce hydraulic capacity.
  - Maintains design flow rates and prevents localized flooding.
- **Extended Asset Life**
  - Early detection of wear, corrosion, or structural issue allow timely repair or replacement.
  - Reduces the need for costly emergency replacements.
- **Better Water Quality**
  - Maintenance of oil/grit separators and stormwater ponds improves pollutant removal.
  - Reduces contaminants entering local water bodies.

Maintenance Safeguards Against Climate Change Events:

- **Increased Resilience to Extreme Weather**
  - Maintains system readiness for more frequent and intense rainfall events.
  - Reduces the risk of infrastructure failure during storms.
- **Flood Risk Reduction**
  - Ensures that overland flow routes and storm sewers are clear and functional.
  - Minimizes property damage and public safety hazards.
- **Supports Adaptive Management**
  - Provides performance data to justify upgrades based on changing climate.
  - Enables proactive planning rather than reactive crisis management.
- **Compliance with Environmental Regulations**
  - Helps meet stormwater discharge standards and climate change policies.
  - Avoids fines and supports sustainable development goals.

Table 6.4 - Proposed Level of Service - Stormwater System Service Level

Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Affordability Implications
Stormwater System Maintenance	Current maintenance activities are in place but are often postponed due to staffing and equipment shortages.	Commitment to practicing regular stormwater maintenance activities.	Delayed maintenance increases the risk of blockages, flooding, and system failure during storm events. Regular maintenance ensures reliability and climate resilience.	Improved system performance, reduced flood risk, better water effluent, extended asset life, and enhanced readiness for climate change impacts.	Slight increase in operational costs but offsets long-term capital and emergency repair costs. May be eligible for climate infrastructure grants.

6.5 **Roads**

Proposed Level of Service – Current Level of Service Adequate

The current level of service provided by the Road Network System is adequate, meets compliancy and does not contain a high level of risk in any of the service areas. This is based on road surface condition data, our winter maintenance practices, traffic flow and the age of our road assets.

After the results of a future public engagement survey are compiled, Roads service delivery areas may be revisited based on the feedback. There is the possibility that the Roads service delivery is falling short of community expectations. If this is the case, it will also be weighed against the willingness of residents to pay more for increased service e.g. more frequent cycles of sidewalk plowing during snow events. It should be noted that, even if the service delivery expectation is higher, Council and staff have the responsibility to scrutinize the fiscal feasibility of implementing a service increase, especially when the current level of service is demonstrably adequate.

6.6 **Bridges and Culverts**

Proposed Level of Service – Current Level of Service Adequate

The current level of service provided by the City's Bridges and Culverts is adequate, meets compliancy and does not contain a high level of risk. This is based on the 2022 OSIM Summary Report for the City of Brockville, the current level of service provided by the City's bridges and culverts is considered adequate. The majority of the 38 inspected structures—including 11 bridges, 15 trail bridges, and 12 culverts—are in fair to good condition, with nearly 72% of structures falling within a Bridge Condition Index (BCI) range of 60 or higher.

This indicates that most assets are functioning as intended and are being maintained to acceptable safety and performance standards. The City has a proactive asset management approach in place, including a 10-year capital plan, routine maintenance programs, and scheduled biennial inspections. While a small number of structures require rehabilitation or replacement, these are identified and prioritized within the capital plan, ensuring that the overall network remains safe, serviceable, and resilient.

After the results of a future public engagement survey are compiled, this service delivery area may be revisited based on the feedback. It is not anticipated that there will be a higher community expectation for our current bridges and culverts service delivery.

6.7 **Facilities**

Proposed Level of Service – Multi-Use Recreation Facility (MURF)

The Multi-Use Recreation Facility (MURF) project in Brockville is directly tied to the aging Centennial Youth Arena, which has long been identified as needing replacement due to its deteriorating infrastructure. For over a decade, the City has explored various options, including a "Twin Pad" concept, but ultimately decided to integrate a second ice pad and additional amenities into an expanded Memorial Centre instead of building a separate facility.

This strategic shift means the MURF will effectively replace the aging Youth Arena by consolidating and modernizing ice sports infrastructure within a single, upgraded complex. While interim repairs—like the recent replacement of the Youth Arena's ice plant condenser—have been made to maintain operations, the long-term plan is to transition services to the new MURF, ensuring more reliable, accessible, and efficient recreational offerings for the community.

How an Expansion would be an Increase in Service Delivery:

- **Expanded Recreational Capacity**
  - Adds a second ice pad to meet growing demand for ice time.
  - Provides new multi-purpose spaces for sports, fitness, and community events.
- **Modernized Infrastructure**
  - Replaces aging facilities like the Centennial Youth Arena with state-of-the-art amenities.
  - Incorporates energy-efficient systems and modern building standards.
- **Improved Accessibility and Inclusivity**
  - Fully accessible design ensures all residents, including those with disabilities, can participate.
  - Offers diverse programming for all age groups and interests.
- **Centralized Service Delivery**
  - Combines multiple recreational services under one roof, improving convenience and coordination.
  - Reduces operational redundancies by integrating with the existing Memorial Centre.
- **Enhanced Community Engagement**
  - Creates a vibrant hub for social, cultural, and recreational activities.
  - Encourages greater community participation and volunteerism.
- **Long-Term Sustainability**
  - Designed for future adaptability and growth.
  - Reduces maintenance costs by consolidating services into a modern facility.

Proposed Level of Service – Brockville Fire Station #1

Brockville Fire Station #1, originally built in 1910, has undergone numerous retrofits but now faces significant challenges due to its age and outdated design. The building, which also houses paramedic services, suffers from chronic issues such as water infiltration, recurring sewer backups, and non-compliant electrical and mechanical systems. Layout is poorly suited for modern fire service operations, lacking proper space for essential equipment and decontamination processes, and failing to meet current health and safety standards. Trucks designed for hi-rise operations do not fit in the current structure itself.

EFI Engineering conducted a comprehensive building condition assessment and identified 54 deficiencies across structural, electrical, mechanical, plumbing, and functional domains. Key concerns include inadequate HVAC systems, insufficient separation between clean and contaminated areas, lack of proper decontamination zones, and poor air quality. The building also lacks barrier-free access and gender-inclusive facilities, making it non-compliant with modern accessibility and inclusivity requirements. Following the assessment, EFI conducted a Feasibility Study.

The Feasibility Study for Brockville Fire Station #1 recommends a targeted renovation to create decontamination and hygienic separation areas within the existing building, avoiding the need for expansion or new construction. Key upgrades include a new decontamination zone with specialized equipment, clean storage areas, and reallocation of paramedic space to optimize layout and safety. The preferred approach - strongly supported by the study - focuses on internal reconfiguration to meet regulatory standards cost-effectively, with estimated renovation costs ranging from $800,000 to $1.7 million, significantly less than full rebuild options. Expansion of the bays to allow for area specific trucks not included.

A point of complication, the feasibility study for Fire Station #1 excludes the cost of relocating the paramedic service, which would require major upgrades. This relocation depends on coordination with the United Counties of Leeds and Grenville, who would need to decide whether to continue leasing space and assume the associated costs. Consequently, the timing of the Fire Station #1 upgrades partly hinge on their consideration.

How Addressing Concerns would be an Increase in Service Delivery:

- **Enhanced Health and (in line with Firefighter Cancer Prevention checklist from the MOL):** The addition of modern decontamination zones and clean storage areas will reduce exposure to harmful contaminants, protecting firefighters from contaminants and reducing exposures.
- **Improved Operational Efficiency**: Reconfiguring internal space—such as relocating paramedic services - will streamline workflows, reduce response time, and optimize available space use without requiring costly expansion.
- **Compliance and Accessibility:** Upgrades will bring the station in line with current fire service standards, including gender-inclusive and accessible facilities, ensuring the building supports a diverse and modern workforce.

Proposed Level of Service – Brockville Police Station

The Brockville Police Service (BPS) has procured RPL Architects Inc & VG Architects Ltd. to conduct a facility needs analysis and develop a capital plan based on the findings to address short-, medium-, and long-term requirements for the BPS. Short term is defined as 2-5 years, medium term is 10-15 years, and long term is 25 years based on the forecasted population growth within the City of Brockville. The over all needs assessment and plan shall consider the short-, medium-, and long-term requirements not only for each individual facility, but also the BPS as a whole.

How Addressing Future Needs would be an Increase in Service Delivery:

- **Enhanced Operational Capacity:** Upgrading or redesigning the police station could provide more efficient workspaces, better technology integration, and improved facilities for evidence handling, interviews, and community engagement. This would streamline daily operations, reduce response times, and support more effective policing.
- **Improved Health, Safety, and Staff Well-being:** Modernizing the facility would ensure compliance with current health and safety standards, including proper ventilation, secure holding areas, and ergonomic workspaces. This would contribute to better working conditions, reduce staff fatigue, and support mental health, ultimately improving service quality and staff retention.
- **Community Accessibility and Trust:** A modern, accessible, and welcoming police station would enhance public perception and trust. Improved accessibility features and dedicated community spaces could foster stronger relationships between the police and the public, encouraging more community involvement and proactive crime prevention.

Proposed Level of Service – Brockville Museum

The Brockville Museum is currently housed in a small, aging facility at 5 Henry Street that faces significant challenges, including flood risk, pest infestations, inadequate environmental controls, and insufficient space for collections and programming. A 2023 facility assessment by the Canadian Conservation Institute emphasized the urgent need to relocate collections from an unsuitable offsite storage facility and to digitize degrading cellulose acetate negatives. The report also recommended improving security, updating emergency plans, and integrating preventive conservation into strategic planning. The current building's limitations are compromising both the preservation of artifacts and the museum's ability to serve the public effectively. As a result, the collection is now stored in a larger and better suited offsite facility, which has resulted in higher leasing costs.

A 2021 feasibility study recommended relocating and expanding the Brockville Museum by 2032 to align with the City's bicentennial. The proposed 27,900 sq. ft. facility would triple the current size, featuring expanded exhibits, a permanent art gallery, improved storage, and space for programming and research. With a projected capital cost of $17.8 million, the plan anticipates increasing annual attendance from 6,000 to 17,000. It emphasizes a downtown location for accessibility and revitalization, supported by modest admission fees, enhanced programming, and a diversified revenue model.

How Enhancing the Preservation of Artifacts is an Increase in Service Delivery:

- **Improved Public Access and Engagement:** When artifacts are well-preserved, they can be safely displayed more frequently and for longer periods, allowing the public to engage with a broader and more meaningful range of historical materials. This supports educational programming, exhibitions, and community outreach, making the museum a more dynamic and accessible resource for learning and cultural enrichment.
- **Increased Operational Efficiency and Safety:** Proper preservation reduces the risk of damage, loss, or emergency interventions (e.g., mold remediation or pest control), which can disrupt services and divert resources. A stable and well-maintained collection environment allows staff to focus on proactive programming, research, and visitor services rather than reactive conservation efforts.
- **Enhanced Institutional Credibility and Funding Opportunities:** Demonstrating a strong commitment to artifact preservation builds trust with stakeholders, including donors, lenders, and granting agencies. This can lead to increased funding, partnerships, and opportunities to host or borrow high-value exhibitions, all of which expand the museum's service offerings and community impact.

Table 6.5 - Proposed Level of Service – Facilities Service Level

Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Affordability Implications
Multi-Use Recreation Facility (MURF)	Outdated facilities that no longer meet community needs.	Modern, inclusive, and multi-functional facilities that meet current and future community needs.	Existing infrastructure is aging, lacks accessibility, and cannot support growing demand for recreational services.	Increased capacity, improved accessibility, enhanced community engagement, and consolidated service delivery.	Higher initial capital investment, but long-term savings through energy efficiency, reduced maintenance, and shared operational costs.
Fire Station #1	Aging structure that no longer meets compliancy standards.	Modernized, code-compliant facility with decontamination zones, clean storage, and improved layout.	The current building has 54 deficiencies, lacks proper decontamination, clean/dirty separation, and is non-compliant with safety, health, and accessibility standards.	Enhanced firefighter health and safety, improved operational efficiency, and compliance with modern standards and inclusivity.	Moderate capital investment ($800K–$1.7M) offers a cost-effective alternative to full rebuilds, with long-term operational gains.
Brockville Police Station	The future adequacy of the facility is currently unknown.	An assessment is being done to address short-, medium-, and long-term adequacy requirements for the Brockville Police Station.	The current facility may not meet future operational, safety, or space requirements for modern policing. Should this be the case, options need to be defined and evaluated.	Data-driven planning for future infrastructure needs, improved working conditions, and better public safety outcomes.	Initial assessment cost is low; future capital costs will depend on findings and recommended actions.
Brockville Museum & Artifact Collection	Insufficient space for collections and programming, along with significant concerns for collection preservation.	Enhanced Preservation of Artifact Collection and future expanded facility space.	The facility is outdated, flood-prone, and lacks proper controls and space. A 2023 assessment prompted Council to boost investment in collections care.	Better preservation boosts access, efficiency, and funding through stronger programming and credibility.	Higher operating costs for improved storage; future $17.8M capital investment proposed for long-term service gains.

6.8 **Fleet**

Proposed Level of Service – Current Level of Service Adequate

The current level of service for fleet assets in the City of Brockville is adequate across all four service areas—City Services and Maintenance, Public Transit, Fire Services, and Police Services. Each division maintains a fleet that is appropriately sized and equipped to meet operational demands, with annual safety inspections and condition assessments ensuring reliability and safety.

While a few vehicles across divisions are nearing end of life, proactive capital planning is in place to replace them within appropriate timelines. For example, one transit bus was removed from service and is scheduled for replacement in 2025, and aging fire and police vehicles have planned replacements in upcoming budgets. The City's fleet maintenance and replacement programs are well-funded, with a slight decrease in maintenance costs from 2023 to 2024 and a significant increase in replacement funding, demonstrating a commitment to lifecycle management. Overall, the fleet is effectively supporting service delivery needs while maintaining safety, reliability, and affordability.

6.9 Parks and Recreation

Proposed Level of Service – Brock Trail Expansion (North of Railway Tunnel Segment)

- **Increases Access to Services**
  - Extends the reach of the trail network to more neighborhoods and users.
- **Improves Connectivity**
  - Links parks, schools, commercial areas, and residential zones, enhancing mobility options.
- **Supports Active Transportation**
  - Encourages walking and cycling, reducing reliance on vehicles and promoting healthier lifestyles.
- **Enhances Quality of Life**
  - Provides safe, accessible, and scenic routes for recreation and commuting.
- **Promotes Environmental Sustainability**
  - Encourages low-carbon travel and supports green infrastructure goals.

The City of Brockville is continually expanding and improving the Brock Trail, a network of active transportation pathways, with funding from various sources including city budget, grants, and community donations. The expansion includes new segments, new bridges, and enhanced amenities like solar lights and wayfinding signage.

Proposed Level of Service – Continued Improvement of Reynolds Park

- **Creation of New Usable Park Space**
  - Transformation of a former industrial site (coal storage yard) into a public green space.
  - Adds to the city's inventory of recreational areas, especially along the waterfront.
- **Enhanced Connectivity**
  - Integration with the Brock Trail, a network of active transportation pathways.
  - Improves pedestrian and cyclist access between waterfront parks.
- **Improved Accessibility**
  - Drop-off zone and paved path for people using mobility aids.
  - Enhances inclusive access to the waterfront and recreational amenities.

The Reynolds Park project will significantly enhance Brockville’s parks and recreation services by transforming a former coal storage yard into an accessible, connected, and inclusive waterfront park. Linked to the Brock Trail network, the park features solar-lit pathways for safe pedestrian use, a drop-off zone and paved paths for mobility aid users, improved scuba diving access, 41 parking spaces, and a new sidewalk. Future additions include a boardwalk, pavilion, benches, and trash receptacles. Funded by FedDev Ontario, the project supports environmental renewal, active transportation, and community recreation.

Table 6.6 - Proposed Level of Service – Parks and Recreation Service Level

Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Affordability Implications
Brock Trail Expansion	Current Trail System has adequate distribution throughout the City. There are areas designated for trails but have not been developed yet.	Continue development of designated trail areas.	Expanding the trail network improves connectivity, accessibility, and recreational opportunities, especially in underserved areas. Supports active transportation and community health.	Increased access to green space, promotes walking and cycling, supports tourism, enhances quality of life, and contributes to climate action goals.	Moderate capital investment required. Potential for phased implementation and eligibility for grants related to active transportation and recreation.
Continued Improvement of Reynolds Park – New Park Addition	Reynolds Park site has been prepared as a waterfront park in connection with the Brock Trail and parking spaces.	Continued Improvement of Reynolds Park – addition of boardwalk, pavilion, benches, and trash receptacles.	Enhances the park's usability, comfort, and attractiveness for a wider range of users. Supports inclusive recreation, tourism, and community gathering. Builds on existing infrastructure to maximize value and user experience.	Provides more amenities for visitors, supports community events, improves cleanliness and accessibility, and increases the City's appeal as a waterfront destination.	Moderate additional investment required. Potential for federal or provincial funding support.

6.10 **Solid Waste**

Proposed Level of Service – Organics Collection

- **Expanded Waste Diversion Services**
  - Adds a new system of waste reduction and resource recovery.
  - Enables residents to participate in recovery food and organic waste to develop end-products for a beneficial use.
- **Improved Environmental Performance**
  - Reduces greenhouse gas emissions from landfills and recover valuable nutrients.
  - Supports Ontario's goals of zero waste and zero greenhouse gas emissions from the waste sector.
- **Enhanced Convenience and Accessibility**
  - Provides residents with curbside collection of source separated food and organic waste.
  - Provides an efficient, effective, convenient and reliable service related to waste reduction and resource recovery.
- **Compliance with Provincial/Federal Regulations**
  - Aligns with Food and Organic Waste Policy statement, and Resource Recovery and Circular Economy Act.
  - Helps the municipality to achieve its target of 50% waste reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2025.
- **Supports Circular Economy**
  - Turning food and organic waste into valuable end-products supports healthy soils, promotes crop growth and enhances carbon storage.
  - Supports the aims of the provincial interest in waste reduction and resource recovery as set out in the Resource Recovery and Circular Economy Act.
- **Reduces Landfill Pressure**
  - Extends the lifespan of existing landfill sites.
  - Reduces greenhouse gas and leachate production at landfills.
- **Promotes Public Engagement and Sustainability Awareness**
  - Encourages residents to think critically about waste and consumption.
  - Reinforces the municipality's role as a leader in environmental stewardship.
  - Promotes the use and benefits of compost.

Table 6.7 - Proposed Level of Service – Solid Waste Service Level

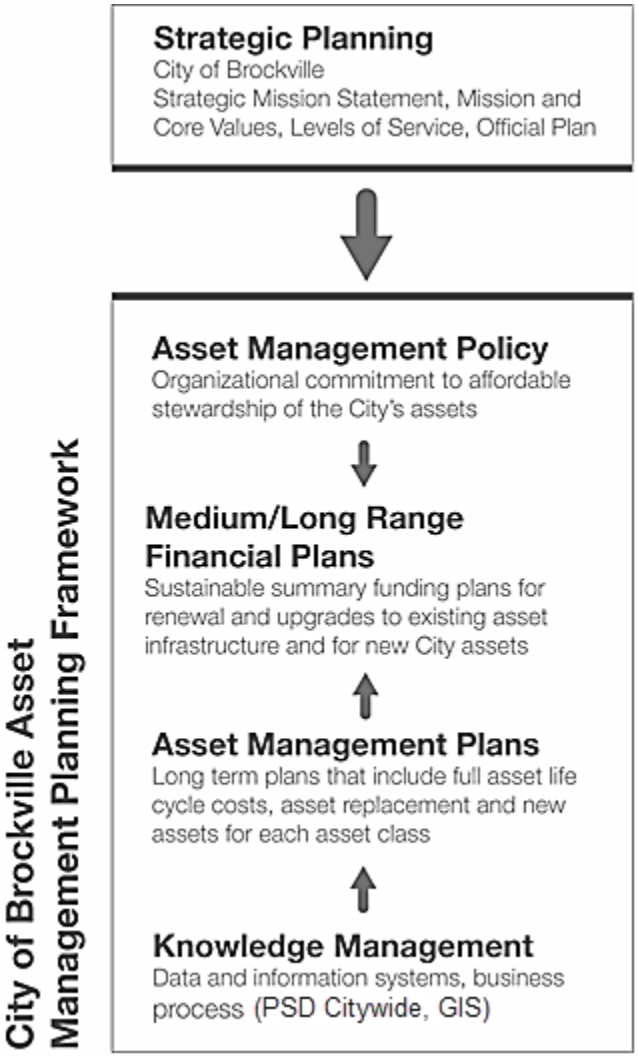
Service Attribute	Current LOS	Proposed LOS	Justification for Proposed LOS	Benefits of Proposed LOS	Affordability Implications
Household Organics Collection	The City currently doesn't not provide organics collection but is in the process of implementing this service.	Curbside weekly organics collection.	Diverting organic waste from landfill reduces greenhouse gas emissions, aligns with provincial waste diversion goals, and supports circular economy initiatives.	Reduces landfill use, lowers methane emissions, supports composting programs, and improves overall waste diversion rates. Enhances environmental stewardship.	Initial capital and operational costs for bins, trucks, and processing. Long-term savings from reduced landfill tipping. May be eligible for provincial funding.

7. Asset Management Strategy

7.1 **Background**

The City's Asset Management Plan is a comprehensive process that follows best practices, not the least of which is the National Guide to Sustainable Municipal Infrastructure. The City's chosen asset management planning framework highlights a top down (strategic) approach, and a bottom up (operational) approach to effectively manage assets over the short, medium and long term.

The graphic below depicts the key elements of the City's Asset Management Strategy.



7.2 **Asset Management Planning Framework**

Strategic Plan

Asset management is a vital component of municipal management, enhancing the development and operation of infrastructure and services through its integration with governance and administrative practices. This importance is underscored in the City of Brockville's Strategic Plan 2023-2026, adopted on May 28th, 2024. The plan, shaped by dialogues with community members, businesses, and other stakeholders, serves as a comprehensive roadmap for the city's future progress and development.

Key themes in the Strategic Plan related to asset management include fiscal responsibility, sustainability, efficiency, and value for service. These themes highlight the close alignment between asset management and the Council's strategic objectives, emphasizing its fundamental role in achieving the goals outlined in the plan.

Official Plan

The City of Brockville Official Plan articulates the desired goals and guidelines for development within the City. It provides the essential tools to enhance future growth and change in the City and to create the community envisioned by Brockville’s residents. It also ensures that the planning framework and tools are in place to make certain that the City of Brockville remains a healthy, vibrant and sustainable community with a strong economy, and quality of services and amenities.

Other important planning documents such as the Downtown and Waterfront Master Plan and Urban Design Strategy (DWMPUDS), describe Brockville’s priorities and identify strategies to implement them.

In accordance with the Planning Act, all of Council’s Bylaws approving development, as well as public works, must conform with the Official Plan.

Official Plan for the City of Brockville, approved February 9, 2012, with the 10-year update approved by MMAH August 16, 2024.

Asset Management Policy

The purpose of the Asset Management Policy is to provide a framework for the development and implementation of the City of Brockville's Asset Management Plan. It is intended to promote a consistent and integrated approach to asset management across the organization, to facilitate logical and evidence-based decision-making for the management of municipal infrastructure and to support the uninterrupted delivery of sustainable community services now and in the future.

This policy articulates a Council's commitment to affordable stewardship of assets and provides a clear statement to guide staff in carrying out the Municipality's business strategies, plans and activities. An Asset Management Policy is considered a best practice for asset management.

A copy of the City of Brockville Asset Management Policy has been included in this document as Appendix "B".

Medium Range Financial Plans

A critical component of this AMP is the analysis of funding needs for asset renewal over a ten year period. This "medium term" Ten Year Capital Plan has been developed for water, wastewater, storm water, roads and bridges. To fully understand the funding requirements for asset renewal over a ten year horizon, it is important to review the following information found in Appendix "D" and in Section 8.0 – Financing Strategy:

- City of Brockville Ten (10) Year Capital Plan
- Average Annual Maintenance Costs
- Maintenance Funding Sources 2022 – 2024
- Percentage Capital Replacement Funding 2022 - 2024
- Ten Year Capital Replacement Funding
- Ten Year Maintenance Funding Sources
- Ten Year Capital Replacement Shortfall
- 2022 – 2024 Debt Repayment – Principal and Interest
- Average Debt Repayment as a Percentage 2022-2024

7.3 **Risk and Criticality Assessment**

Risk assessment and analysis is embedded throughout the City's asset management process; however, it is important to understand and identify assets which are more critical to the continuity of service and operations than others. The City has completed a high-level evaluation of significant potential risk analysis events. This information has been developed based on interviews with City staff, review of historical inspection and maintenance records, emergency procedures in place and existing infrastructure management strategies and reports. City Risk Analysis Events which have scored the highest (> 20 out of a possible 125 points) include:

- Forcemain/Watermain Break;
- Sanitary Sewer Break;
- Sanitary Sewer Forcemain Break;
- Storm Sewer Main Break; and
- Spill/Discharge of Contaminant into Sewer.

Please reference Appendix "E", – City of Brockville 2024 Risk Analysis Matrix and Risk Analysis Rating System.

Combined with the risk analysis completed, the following framework is an overview of the interconnection between the renewal planning and options/risk analysis process for strategic asset management. The asset management strategy described is similar to most municipalities but has been tailored to the City of Brockville. Opportunities to save resources by coordinating solutions to multiple problems must also be explored. As a whole, this information is critical to the decision-making process when planning for repair, renewal/rehabilitation or replacement of infrastructure assets and building reserve funds.

Strategic Asset Renewal and Risk-Informed Planning Framework

Water System

ASSET	COMMUNAL WATER TREATMENT AND DISTRIBUTION SYSTEM	
Inventory	**Asset**	**Ideal Service Life**
	1 Water Treatment Plant (WTP) 1 Elevated Storage Tank 1 Underground Reservoir 3 Pump/Booster Stations 10.2 km of Water Transmission Mains 128.8 km of Water Distribution Pipes 912 Hydrants 8,693 Meters 2,690 Valves	100 years 100 years 100 years ~75 years ~75 years ~96 years ~75 years ~20 years ~75 years
Integrated	May be integrated with road resurfacing, construction, and other utilities (wastewater, hydro, telecom). WTP upgrades are typically standalone but may be coordinated for cost efficiency.	
Rehabilitation and Replacement Criteria	**Prioritized based on:** break history, age, material, size, soil conditions, water quality, hydraulic capacity, hydrant spacing, leakage rates. PSD Citywide database should be populated with condition data to support decision-making. Road rehab projects may accelerate pipe segment replacement. WTP upgrades are driven by regulations and aging infrastructure.	
Rehabilitation and Replacement Strategies	**Strategies include:** replacement, cleaning & relining, CIPP, horizontal drilling, pipe bursting. Cathodic protection may extend pipe life. Technology selection depends on project context.	
Life Cycle Consequences / Risk Assessment	Pipe failures are often catastrophic and unpredictable. Some pipes may fail earlier than expected; others may be rehabilitated to extend life. WTP failures have significant public health and operational impacts.	
Integrated Asset Priorities	Rehab/replacement based on risk, cost, and service disruption tolerance. Higher priority where fire protection, water quality, and service continuity are critical. Integration with other utilities and road projects may influence timing and prioritization.	

Wastewater System

ASSET	WASTEWATER SYSTEM	
Inventory	**Asset**	**Ideal Service Life**
	1 Sewage Treatment Plant (STP) 1 Main Pumping Station 11 Remote Pumping Stations 14 km of wastewater trunks 107.7 km of sanitary sewer collection pipes 1819 sanitary manholes	100 years 75 years 50 years ~75 years ~91 years ~91 years
Integrated	May be integrated with road resurfacing, construction, and other utilities (wastewater, hydro, telecom). STP upgrades are typically standalone but may be coordinated for cost efficiency.	
Rehabilitation and Replacement Criteria	**Prioritized based on:** CCTV condition assessments using Water Research Centre (WRc) rating, localized collapses, material type, upsizing needs, new development, and coordination with road projects. Flow monitoring and I&I source identification also inform decisions. PSD Citywide database should be populated with condition data for analysis and planning. STP upgrades are driven by regulations and aging infrastructure.	
Rehabilitation and Replacement Strategies	Based on condition ratings. Methods include replacement, re-lining, Cured-In-Place Pipe (CIPP), spot repairs, joint sealing, and trenchless technologies. Strategy selection depends on inspection results and cost-effectiveness.	
Life Cycle Consequences / Risk Assessment	Structural deterioration can lead to groundwater infiltration, loss of pipe bedding, sediment accumulation, root intrusion, and reduced flow capacity, increasing basement flooding risk and STP treatment costs. Preventative maintenance and rehabilitation are essential. STP failures pose significant environmental and public health risks.	
Integrated Asset Priorities	Sanitary sewer rehab/replacement is based on condition and coordinated with curb, gutter, sidewalk, and road work to maximize efficiency. Integration with other utilities and road projects may influence timing and prioritization.	

Stormwater System

ASSET	DRAINAGE AND STORM SEWER COLLECTION SYSTEM	
Inventory	**Asset**	**Ideal Service Life**
	109.5 km of storm sewers 2 stormwater retention ponds, 1922 stormwater manholes and 3325 catch basins.	86 years 75 years 86 years 86 years
Integrated	May be integrated with road resurfacing, sanitary and watermain replacement, road reconstruction and other utilities such as hydro, telephone and cable. May also be a standalone replacement.	
Rehabilitation and Replacement Criteria	**Prioritized based on:** CCTV condition assessments using WRc rating, localized collapses, surcharging and flooding records, material type, upsizing needs, and coordination with road projects.	
Rehabilitation and Replacement Strategies	Based on condition ratings. Methods include replacement, re-lining, Cured-In-Place Pipe (CIPP), spot repairs, joint sealing, and trenchless technologies. Strategy selection depends on inspection results and cost-effectiveness.	
Life Cycle Consequences / Risk Assessment	Storm sewers deteriorate similarly to sanitary sewers but with generally less severe consequences. Risks include groundwater infiltration, sediment accumulation, calcite build-up, and root intrusion. Preventative maintenance and rehabilitation are essential and budgeted for in the AMP.	
Integrated Asset Priorities	Storm sewers, manholes, and catch basins are replaced or rehabilitated based on condition. Coordination with curb, gutter, sidewalk, and road work is evaluated to maximize economies of scale. Integration with other utilities and road projects may influence timing and prioritization.	

Roads

ASSET	ROADS	
Inventory	**Asset**	**Ideal Service Life**
	29 km of Arterial roads 23 km of Collector roads 67 km of Local roads 28 Traffic Lights & Controllers 547 Light Standard Poles 2,168 Luminaires	15 years 25 years 35 years 10 – 20 years 25 – 40 years 20 years
Integrated	May be integrated with other buried assets in the utility corridor such as hydro, natural gas, cable, telephone, water, sanitary sewers, and storm sewers. May also affect street lighting, traffic signals, and sidewalks.	
Rehabilitation and Replacement Criteria	Based on Pavement Condition Index (PCI) rating system. PCI thresholds: 0-20 (High), 20-40 (Medium), 40-60 (Low), 60-80 (Low), 80-100 (None). As of Dec 2013, average PCI: Arterial roads: 75, Collector roads: 69, Local roads: 68.	
Rehabilitation and Replacement Strategies	Strategies include: total reconstruction (80-120mm hot mix asphalt), mill and resurface (50-75mm), pulverize and remix (50-75mm), patch resurface (50mm), routing and crack sealing.	
Life Cycle Consequences / Risk Assessment	Underfunding rehab leads to more roads falling below PCI 60, escalating costs. Roads below PCI 20 affect service levels and increase liability risks.	
Integrated Asset Priorities	Pavement rehab forecast is compared with underground utility forecasts. Integration occurs internally and externally with utilities. Pavement rehab may drive replacement of underground infrastructure nearing end of life.	

Bridges and Culverts

ASSET	BRIDGES AND CULVERTS
Inventory	11 bridges and 12 large culverts (over a 3m span).
Ideal Service Life	Average ideal service life of 75 years, affected by traffic volumes, loads, climate, and salt exposure.
Integrated	May be integrated with road resurfacing or road widening projects, but generally not with other City-owned infrastructure.
Rehabilitation and Replacement Criteria	Prioritized based on level of service, traffic volumes, safety, and infrastructure preservation. Bi-annual visual inspections and detailed surveys every 2 years in accordance with Ontario Regulation 104/97 - Public Transportation and Highway Improvement Act. Bridge components are evaluated and tested, resulting in a Bridge Condition Index (BCI) from 0 (poor) to 100 (excellent).
Rehabilitation and Replacement Strategies	Based on component age and condition survey results. Strategies include: Asphalt deck resurfacing (~20 years), joint replacement (~35 years), patch concrete deck, waterproofing, and asphalt deck resurfacing (~30 years).
Life Cycle Consequences / Risk Assessment	Reduced service life, lowered level of service, and compromised safety due to deterioration.
Integrated Asset Priorities	Not applicable (N/A).

Facilities

ASSET	FACILITIES
Inventory	20 Facilities including administrative, community, cultural, historical, strategic, and emergency response buildings.
Ideal Service Life	Hot Water Tank: ~10 years, Roof: 15-20 years, HVAC: 15-25 years, Building Structure: 50-100 years. Assumes adequate annual maintenance.
Integrated	Individual components are reviewed, but projects should be combined to minimize disruption of operations.
Rehabilitation and Replacement Criteria	Facility Condition Index (FCI) = Cost of Maintenance, Repair and Replacement Deficiencies / Current Replacement Value. Used to prioritize rehab and replacement.
Rehabilitation and Replacement Strategies	Based on comprehensive asset condition reports. Once inspected and rated, staff determine appropriate maintenance and rehabilitation methods.
Life Cycle Consequences / Risk Assessment	Underfunding leads to increased deterioration, health and safety issues, inefficient operations, higher costs, and accelerated depreciation.
Integrated Asset Priorities	Not applicable (N/A).

Fleet

ASSET	FLEET
Inventory	City Rolling Stock - 106, Fire Rolling Stock - 11, Police Rolling Stock - 18, Police Marine - 2, Transit - 4, Para Transit - 3, Small Equipment - 128
Ideal Service Life	Police cruiser: 3-5 years; Bus: 6 years; Car/light truck: 10 years; Fire Truck: 10-20 years
Integrated	Aligned with technological developments and environmental guidelines
Rehabilitation and Replacement Criteria	Based on depreciation, maintenance time and costs
Rehabilitation and Replacement Strategies	Review individual component usage and asset category as a whole
Life Cycle Consequences / Risk Assessment	Increased maintenance and operations costs; reduced service level and compromised safety
Integrated Asset Priorities	Not applicable (N/A)

Parks and Recreation

ASSET	PARKS & RECREATION
Inventory	Pedestrian Bridges - 11, Brock Trail - 10,932, Brock Trail Future Expansion - 1,584, Parks Equipment - 231, Athletic Fields Equipment - 51, Island Equipment - 166
Ideal Service Life	Varies depending on equipment type
Integrated	Individual components are reviewed, but projects should be combined to minimize disruption of operations
Rehabilitation and Replacement Criteria	Based on depreciation, maintenance time and costs
Rehabilitation and Replacement Strategies	Review individual component usage and asset category as a whole
Life Cycle Consequences / Risk Assessment	Increased maintenance and operations costs; reduced service level and compromised safety
Integrated Asset Priorities	Not applicable (N/A)

Solid Waste

ASSET	SOLID WASTE
Inventory	1 Closed Landfill, 1 Leachate Pond
Ideal Service Life	Varies depending on equipment type
Integrated	Integrated with wastewater collection system and environmental guidelines
Rehabilitation and Replacement Criteria	Not applicable (N/A)
Rehabilitation and Replacement Strategies	Not applicable (N/A)
Life Cycle Consequences / Risk Assessment	Environmental concerns
Integrated Asset Priorities	Not applicable (N/A)

7.4 **Procurement**

On July 1, 2017 the new Canadian Free Trade Agreement (CFTA) was signed by Canadian Ministers to outline a comprehensive set of rules that would help achieve a modern and competitive economic environment for all Canadians. This new CFTA introduced important advancements to Canada's internal trade framework that enhance the flow of goods and services, and eliminated technical barriers to trade, while greatly expanding government procurement coverage, and promoting regulatory cooperation within Canada. The City of Brockville tenders publicly under the thresholds for municipal government identified in Chapter Five of the CFTA.

Following the guidelines of the CFTA, the City has moved to a public tendering platform, Bids & Tenders. This platform is one of several that were approved and identified in the CFTA for government procurement. Access to the city's tenders can still be achieved through the city's website with a link to the Bids & Tenders site.

The Council of the City of Brockville passed a revised Procurement Policy, POL.F.20.139, in July of 2025 which outlines fair and transparent purchasing procedures that the City of Brockville follows, remaining compliant with the CFTA. This policy allows for various procurement mechanisms and the internal approvals that are required and reports that are to be sent to Council, to proceed with a procurement. Procurement mechanisms include Request for Quote, Request for Proposal, Request for Tender, Direct Negotiations, Single or Sole Source and Emergency Procurement.

This policy is to be reviewed from time to time, at a minimum of every 5 years and is attached to the AMP as Appendix "C".

It is important that the City regularly evaluate contractor's/supplier's performance. A contractor's/supplier's performance can be used to ensure that the city is receiving the appropriate service level for its contracts. Past performance can also be used in a tie break situation during the tendering process.

8. Financing Strategy

8.1 Background

The City of Brockville utilizes both a short term and medium-term financial strategy through the yearly operating and capital budgets as well as the ten (10) year capital plan. The water and wastewater departments have initiated a thirty (30) year plan for long term planning. Each year the maintenance and capital replacement projects are prioritized, and the financing is balanced between expected rate increases, reserve levels and the level of annual debt repayment. Maintenance is primarily financed directly through the user fees and general tax levy. Tables referenced in this section of the AMP can be found in Appendix "D" – Financial Strategy. This asset management plan is based on existing infrastructure and not expansion.

8.2 Yearly Maintenance

On an annual basis, Council gives direction on the level of increase which operational budgets may incur. Maintenance projects are assessed and prioritized to fit within Council guidelines. The average operating budget for maintenance as a percentage of user fees or the general tax levy, as applicable.

Between **2022 and 2024** maintenance expenses as a percentage for water were **56%** of water user fees, while the average for wastewater was **31%** of wastewater user fees. All other asset maintenance expenses combine for a total of approximately **17% ($6,951,594) of the average General Tax Levy ($40,773,660).** Of the average annual maintenance of $7.3 million, $4.7 million is funded directly by the tax levy with the remaining funded by grants, reserves and user fees.

Table 8.1 shows that the City spends approximately **$11.3 Million** annually on maintenance of its major asset categories. This number is an average based on historical total maintenance costs incurred between 2022 and 2024.

Table 8.1 - Average Annual Maintenance Costs

Asset Category	2022	2023	2024	Average Annual Maintenance Budget
Water System	$1,400,228	$3,559,295	$2,229,855	$2,396,460
Wastewater System	$1,589,092	$1,950,330	$1,737,830	$1,759,084
Stormwater System	$505,418	$492,025	$357,331	$451,591
Roads	$885,211	$1,473,145	$1,607,737	$1,322,031
Bridges and Culverts	$45,247	$276,561	$337,832	$219,880
Facilities	$1,512,272	$2,129,224	$1,766,124	$1,802,540
Fleet	$1,336,037	$1,426,653	$1,484,507	$1,415,732
Parks and Recreation	$1,365,415	$1,581,451	$1,836,754	$1,838,754
Solid Waste	$112,938	$111,186	$122,478	$115,534
Total	**$8,751,858**	**$13,999,870**	**$11,478,448**	**$11,321,606**

Each year maintenance projects are prioritized based upon asset management information gathered by staff. Maintenance costs are divided between the general operating budgets for Water, Wastewater, the General Tax Levy and the Capital Program. Maintenance costs that are included in the operational budgets are usually the normal maintenance programs that occur regularly (i.e. annually). Maintenance costs that are provided for in the Capital Program are usually larger maintenance jobs that might occur once every 2 to 5 years and are higher in value. This is done to avoid large swings in the user fees and tax rates. These maintenance costs are originally budgeted in a Ten (10) year Capital Plan and are included within the maintenance costs outlined in this asset management plan.

Maintenance funding sources for the same three-year period are highlighted below in **Table 8.2.**

Table 8.2 – Maintenance Funding Sources 2022-2024

Funding Source	2022	2023	2024
Grants/Subsidies/Other	$101,121	$2,502,345	$964,583
Reserves/Reserve Funds	$110,000	$945,322	$1,271,000
Tax Rate	$4,517,416	$4,996,129	$4,965,260
User Fees	$977,643	$1,140,961	$988,069
Water Rate	$1,421,649	$1,198,462	$1,460,674
Wastewater Rate	$1,624,029	$2,039,652	$1,807,861
Debt	$0	$177,000	$25,000
Totals	**$8,751,858.00**	**$12,999,871.00**	**$11,482,447.00**

8.3 **Capital Replacement**

Capital Replacement for 2022-2024 totaled $23,776,881. As shown on Table 8.3 below, grants and subsidies made up 44.14% or $10,494,230; debt made up 36.48% or $8,674,625; and Tax Rate made up 3.87% or $919,876.

Table 8.3 – Percentage Capital Replacement Funding 2022 – 2024

Funding Source	Percentage	Amount
Grants/Subsidies/Other	44.14%	$10,494,230
Reserves/Reserve Funds	8.42%	$2,001,650
Tax Rate	3.87%	$919,876
Water Rate	4.00%	$950,000
Wastewater Rate	3.10%	$736,500
Debt	36.48%	$8,674,625
Totals	**100%**	**$23,776,881**

8.4 **Ten (10) Year Capital Plan**

The Ten (10) Year Capital Plan is reviewed each year and updated according to project priorities and the approved level of spending. The main focus of the Ten (10) Year Capital Plan is identifying and prioritizing capital replacement and large maintenance projects. Funding is only finalized one year at a time, except for approved multi-year projects. If a project spans more than one year, the funding is set in place at the start of the project. A comprehensive copy of the City of Brockville Ten (10) Year Capital Plan – Capital Projects can be found in **Appendix "D".**

Funding of the Capital Plan through the general tax levy and water and wastewater rates is set each year according to the current year priorities and funding pressures. The City minimizes wide fluctuations in the general tax levy by controlling the level of cash contributions between the reserves and reserve funds for future projects and the level of cash contributions to fund the current year capital projects while at the same time taking into consideration the required debt payments for the year.

The **$168.14 Million** in funding shown in the Ten (10) Year Capital Plan (**Appendix "D"**) for capital replacement is broken out as follows:

- $48.2 million in Grants/Subsidies/Other
- $9 million from Reserves
- $8.8 million from the Tax Rate
- $31.5 million from Water Rates
- $18.5 million from Wastewater Rates
- $51.8 million in Debt

Of the Federal and Provincial funding programs only two are guaranteed permanently, the Ontario Gas Tax program for public transportation and the Federal Gas Tax program for local infrastructure projects. The Ontario Gas Tax for public transportation is a formula based funding calculated by the Ministry each year. The 2023 allocation for the City was $225,790 and the 2024 allocation was $216,098.

The Federal Gas Tax program is part of the Building Canada Plan and is allocated on a per capita formula. The 2023 allocation for Canada Community Build Fund was $1,412,852.17, (2024 $1,411,752) and can be split between the general fund, water and wastewater. The Federal Gas Tax program can be used for:

- Public transit
- Wastewater infrastructure
- Drinking water
- Solid waste management
- Community energy systems
- Local roads and bridges
- Capacity building
- Highways
- Local and regional airports
- Short-line rail
- Short-sea shipping
- Disaster mitigation
- Broadband and connectivity
- Brownfield redevelopment
- Culture
- Tourism
- Sport
- Recreation

Maintenance funding sources over a ten-year period are also shown in **Appendix "D"** and illustrated in **Table 8.5**.

Table 8.4 - Ten Year Capital Replacement Funding Sources

Year	Grants/ Subsidies/ Other	Reserves/ Reserve Funds	Tax Rate	Water Rate	Wastewater Rate	Debt
2026	$3,440,160	$395,657	$100,000	$1,330,000	$1,633,000	$2,726,251
2027	$17,329,768	$1,700,000	$952,987	$2,547,500	$1,810,000	$17,199,439
2028	$2,505,000	$0	$1,526,590	$4,202,500	$2,030,000	$2,740,876
2029	$3,342,278	$2,000,000	$1,534,643	$3,315,000	$2,045,000	$5,346,508
2030	$5,089,500	$1,550,390	$1,514,750	$4,665,000	$1,860,000	$6,193,380
2031	$5,385,000	$2,000,000	$1,257,385	$6,005,000	$2,650,000	$5,679,699
2032	$2,515,000	$200,000	$462,307	$2,173,165	$1,755,000	$4,491,733
2033	$2,910,000	$0	$544,668	$4,732,144	$1,665,000	$2,778,956
2034	$2,760,000	$0	$610,615	$1,355,117	$1,445,000	$3,514,220
2035	$3,009,000	$1,162,223	$393,950	$1,201,059	$1,640,000	$1,218,963

Table 8.5 - Ten Year Maintenance Funding Sources

Year	Grants/ Subsidies/ Other	Reserves/ Reserve Funds	Tax Rate	Water Rate	Wastewater Rate	Debt
2026	$0	$242,500	$3,066,498	$832,000	$517,000	$0
2027	$0	$0	$2,704,960	$350,000	$600,000	$0
2028	$0	$1,023,760	$1,341,178	$675,000	$700,000	$0
2029	$0	$0	$701,585	$350,000	$600,000	$0
2030	$0	$0	$1,648,585	$350,000	$510,000	$0
2031	$0	$856,030	$1,191,704	$350,000	$500,000	$0
2032	$0	$0	$359,852	$361,000	$500,000	$0
2033	$0	$0	$152,965	$350,000	$400,000	$0
2034	$0	$0	$241,655	$350,000	$500,000	$0
2035	$0	$0	$341,438	$350,000	$500,000	$0

8.5 **Ten Year Capital Replacement Shortfall**

Replacement shortfall represents the unavailable renewal funding for lifecycle activities required to deliver current levels of service. Where a shortfall is identified, management strategies to balance service levels, costs and risks are required to be considered by staff and Council and to be incorporated into future plans.

The Ten-Year Capital Plan included in this Asset Management Plan represents the required lifecycle activities to both maintain and replace the city's assets. The Ten-Year Plan is divided between asset maintenance and asset replacement and is

modelled upon the annual capital budget where large maintenance items are included in the capital budget. While the operating budget includes annual maintenance items that are fairly consistent year over year, maintenance items included in the annual capital budget are normally larger items that do not happen on an annual basis. This methodology strives to smooth the operating budget, and minimizing spikes in the tax, water and wastewater rates. Total maintenance costs include both the maintenance items in the capital budget as well as the maintenance costs in the operating budgets.

The Ten-Year Plan identifies an annual average of $16.8 million required to replace city assets to maintain current service levels. Between 2022 and 2024 the average spent on capital replacement was $7.9 million. A net annual replacement shortfall of $8.9 million.

The Ten-Year Plan identifies an annual average of $2.3 million required for maintenance through the capital budgets and $9.4 million through the operating budget for a total of $11.7 million. The average annual maintenance funding through the capital budgets between 2022 to 2024 was $2.8 million with $8.2 million through the operating budget for a total of $11 million. A net annual maintenance shortfall of $700.000.

Table 8.6 - Annual Shortfall for Capital Replacement and Maintenance

Category	Required Annual Funding	Actual Average Funding (2022–2024)	Annual Shortfall
Capital Replacement	$16.8 million	$7.9 million	$8.9 million
Maintenance	$11.7 million	$11.0 million	$0.7 million

The risks associated with underfunding both asset replacement and maintenance include:

- Further asset deterioration/increased maintenance costs
- Increased backlog of work
- Service interruptions due to poor asset conditions
- Increased treatment costs
- Planned budgets and forecasts not reflective of actual asset needs
- Reputation/image negatively affected.

8.6 **Reserves and Reserve Funds**

As of the end of 2023 the level of reserves/reserve funds for Water was $7.5 Million, the level of reserves for Wastewater was $3.7 Million and the reserve level for the General Tax Levy was $2.4 Million. The total Ten (10) Year Capital Plan of $191.6 Million, ($168.14 for Capital Replacement and $23.5 for Maintenance) for all assets as presented in this AMP is putting pressure on user fees, the general tax levy, debt and grants for funding sources. It is recommended that the level of reserves be reviewed to aid in the replacement of the City's aging infrastructure and to level out funding requirements.

8.7 **Debt**

Debt levels are reviewed each year during the budget process and specifically in the funding requirements of approved capital projects. The City's current debt level is well below the Provincial Annual Repayment Limit (ARL). Actual debt repayment amounts for 2022-2024 are provided below in **Table 8.7**

Table 8.7 - 2022–2024 Debt Repayment – Principal and Interest

Asset Category	2022	2023	2024
Water System	$85,164	$17,609	$17,609
Wastewater System	$575,584	$545,189	$545,189
Stormwater System	$24,659	$0	$0
Roads	$61,681	$37,563	$37,563
Bridges and Culverts	$23,319	$19,319	$19,319
Facilities	$163,885	$144,311	$144,311
Fleet	$628,919	$689,574	$689,574
Parks and Recreation	$142,385	$142,685	$142,385
Solid Waste	$0	$0	$0
Total	$1,703,595	$1,595,949	$1,595,949

Table 8.9 shows that, as a percentage of user fees, the debt repayment for the Water System is approximately 0.95%, and the debt repayment for the Wastewater System is approximately 9.56%. Debt repayment, as a percentage of the Tax Levy for all Tax Levy categories is 2.5%. These percentages are well below the ARL limits for the City which is calculated at 25% of net revenues or $13.9 million.

Table 8.9 – Average Debt Repayment as a Percentage 2022- 2024

Asset Category	Percentage
Water System	0.95%
Wastewater System	9.56%
Stormwater System	0.02%
Roads	0.11%
Bridges and Culverts	0.05%
Facilities	0.37%
Fleet	1.64%
Parks and Recreation	0.35%
Solid Waste	0%

9.Summary of Recommendations

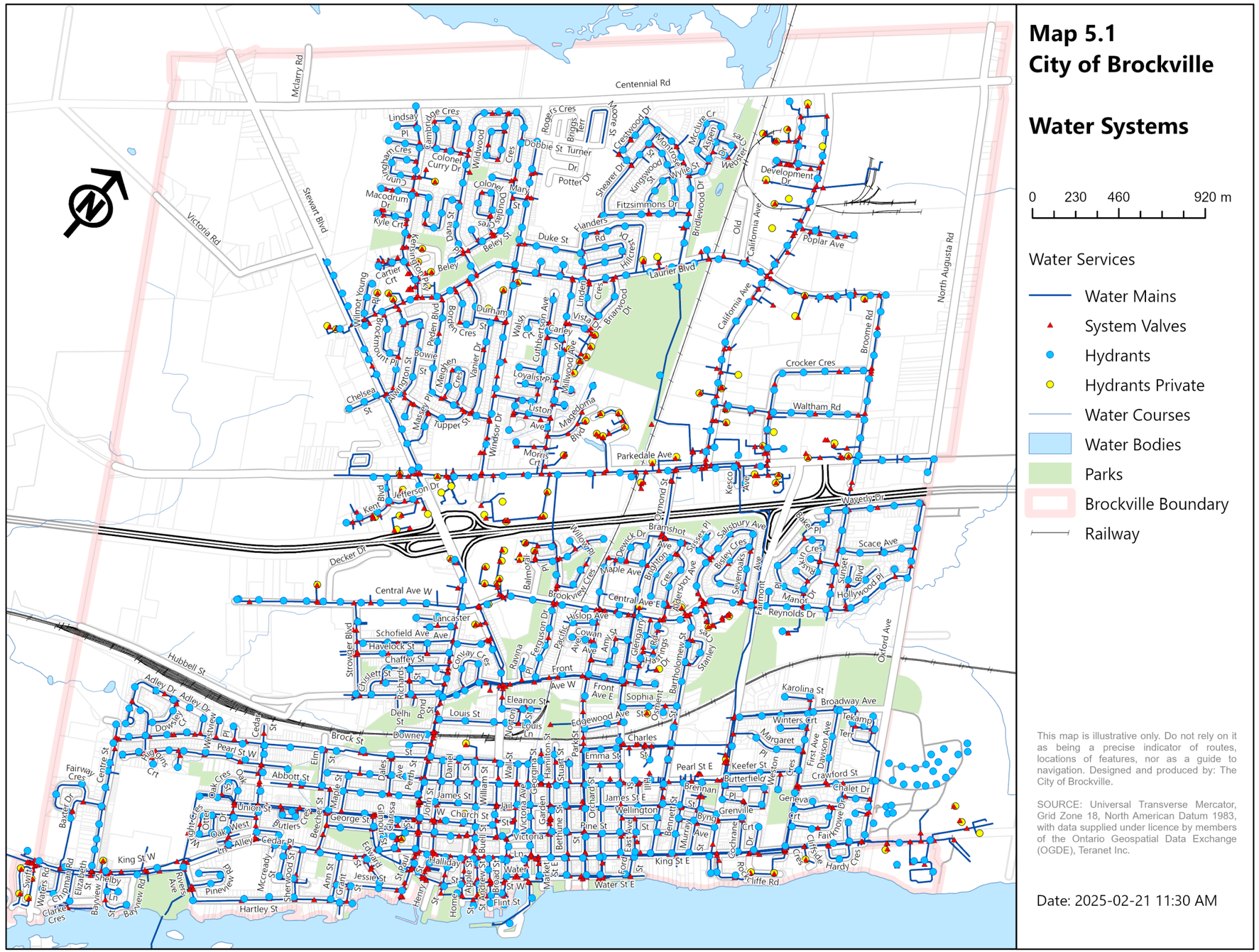
The following is a summary of recommendations presented throughout this Asset Management Plan (AMP).

1. This AMP is a "living" document and should be reviewed annually prior to the City's annual budgeting process in order that information presented, including financial data, is current and relevant. Updates of this AMP should be undertaken on a regular and as needed basis.
2. The City should hold a Public Meeting to present and discuss current and desired levels of service, strategic asset management and funding required.
3. The City should post the AMP on its website for Public access.
4. The City should be annually reviewing its history of watermain breaks and continuing to compile new records of watermain breaks and any operational problems. This information should be entered into the PSD Citywide asset management platform so that it can be analyzed for break patterns. Break records should include the location, time of year, pipe size, pipe material, observed soil conditions and failure cause. Careful examination of these records will allow City staff to make better informed decisions with respect to watermain renewal or replacement activities. Trenchless technologies for watermain rehabilitation may also be investigated as opposed to more expensive open cut watermain replacement. Opportunities to coordinate watermain rehabilitation with road reconstruction and other related capital projects should continue to be examined.
5. To validate buried pipe conditions, the City should continue with its annual Closed Circuit Television (CCTV) condition assessment program of the sanitary and storm sewer system. This work program should be adjusted annually to target sewers with known operation issues and/or pipe materials which may be nearing the end of their Ideal Service Life. Maintenance holes should be included in this assignment as it proceeds. Collection of this data will allow staff to make informed decisions with respect to priority replacement or rehabilitation of sewers. History of breaks and interviews with Public Works staff to determine operational issues should also constitute a component of this exercise. This information should be entered into the PSD Citywide asset management platform so that it can be used more effectively as a decision support tool for capital planning. Break records should include the location, time of year, pipe size, pipe material, observed soil conditions and failure cause. Trenchless technologies for sewer rehabilitation may also be investigated as opposed to more expensive open cut watermain replacement. Opportunities to coordinate sewer rehabilitation with road reconstruction and other related capital projects should continue to be examined.
6. A more detailed investigative condition assessment of the City's Facilities asset category should be undertaken along the same lines as the bridge evaluation work. This should be undertaken to obtain baseline information and to identify a more detailed and engineered/architectural based work plan for renewal, upgrade and eventual replacement.

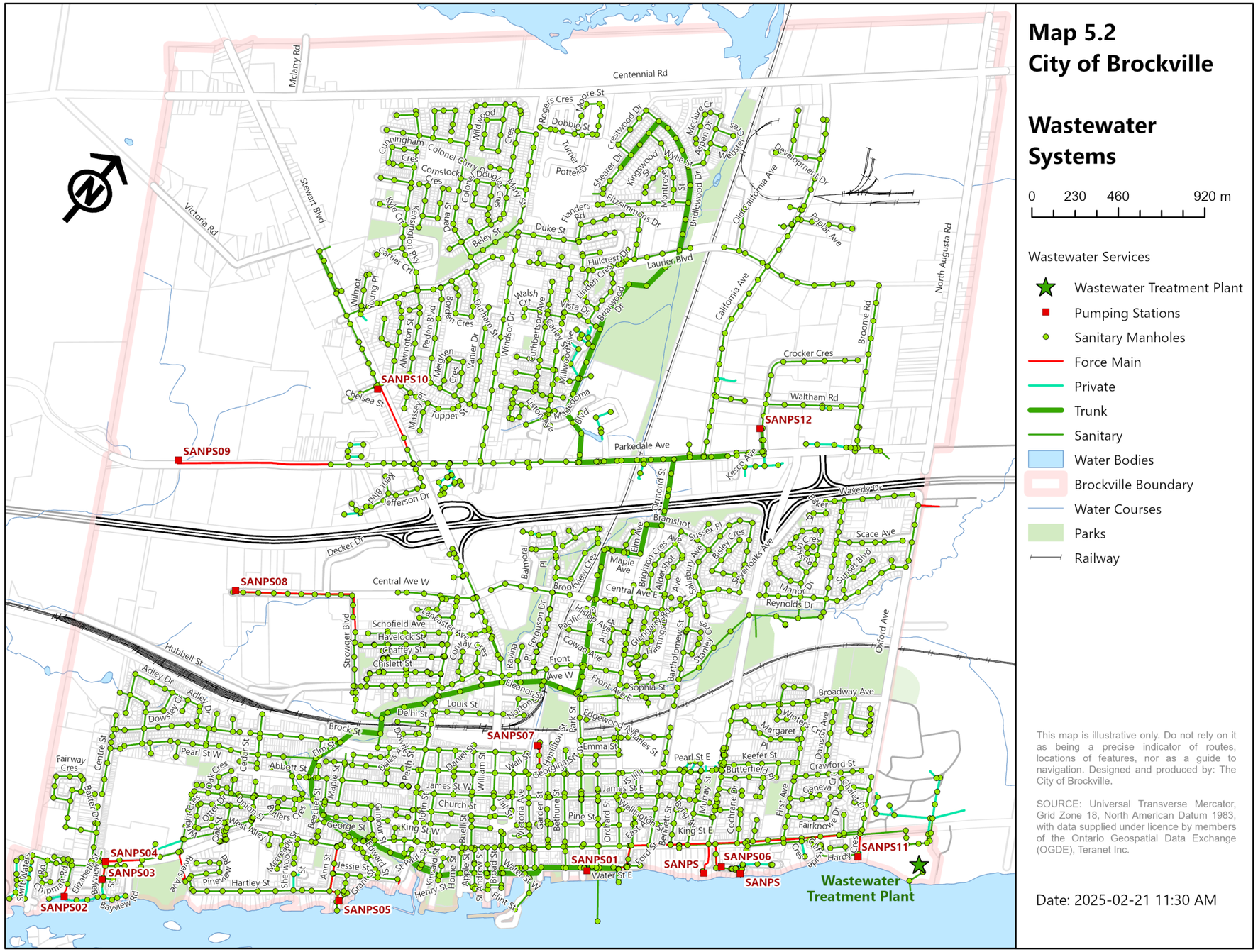
7. It is recommended that the City re-examine and update/document its current performance measurement program based on the contents of this AMP.
8. It is recommended that the level of reserves be reviewed to aid in the replacement of the City's aging infrastructure and to smooth out funding requirements.
9. It is recommended that the City be ready to move forward with specific detailed project requirements in order to satisfy the terms and conditions of possible funding opportunities.
10. As described in Section 8.5 of the Financing Strategy, the City appears to be underfunding its Ten Year Capital Replacement projects based on the funding shortfalls described. It is recommended that the projects contained within the Ten Year Capital Plan be revisited based on this new information and a financial plan be adopted that will address the financial requirements of the Asset Management Plan and maintain the financial health of the city.

10. Appendix A – Asset Maps

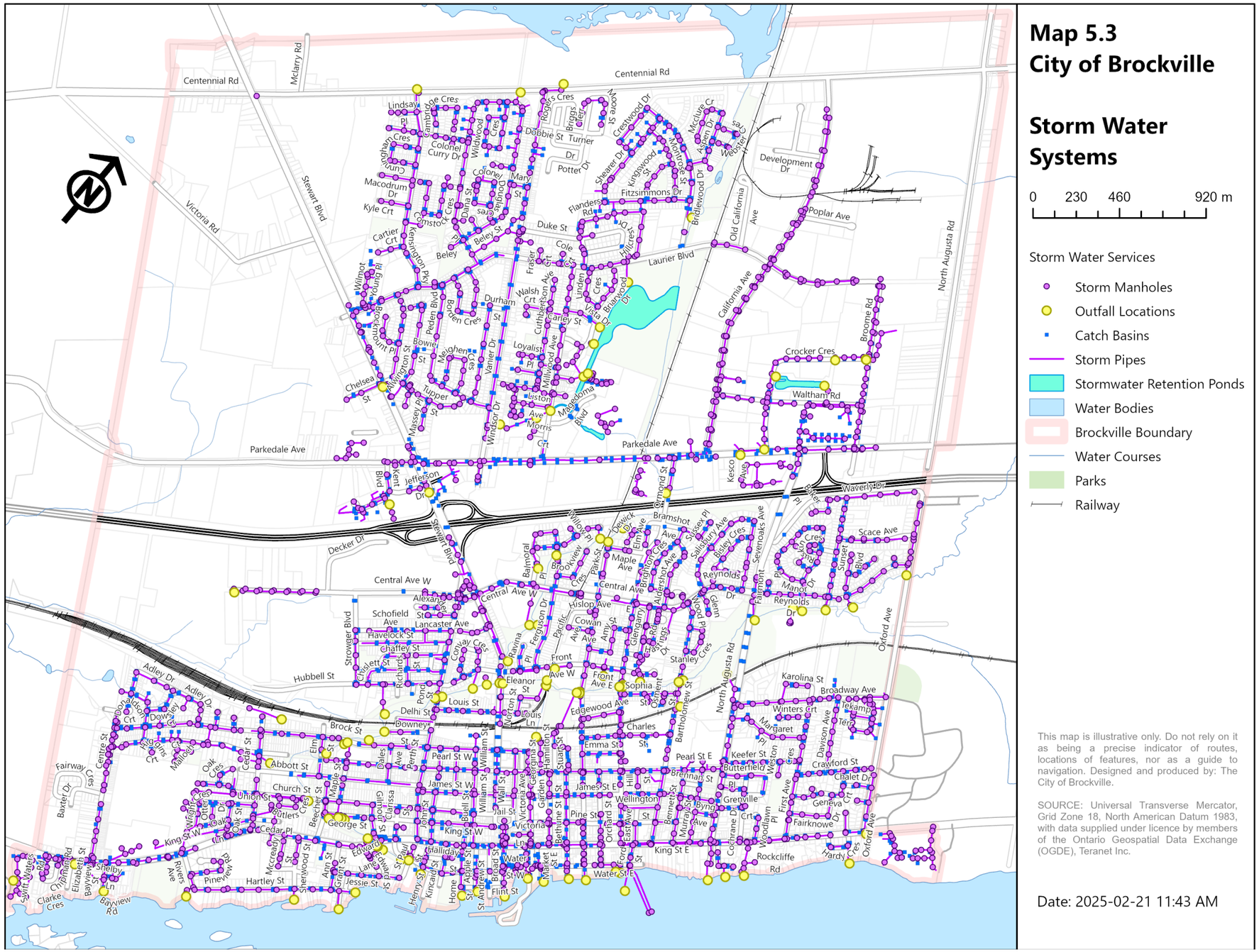
Map 5.1 – Water Systems



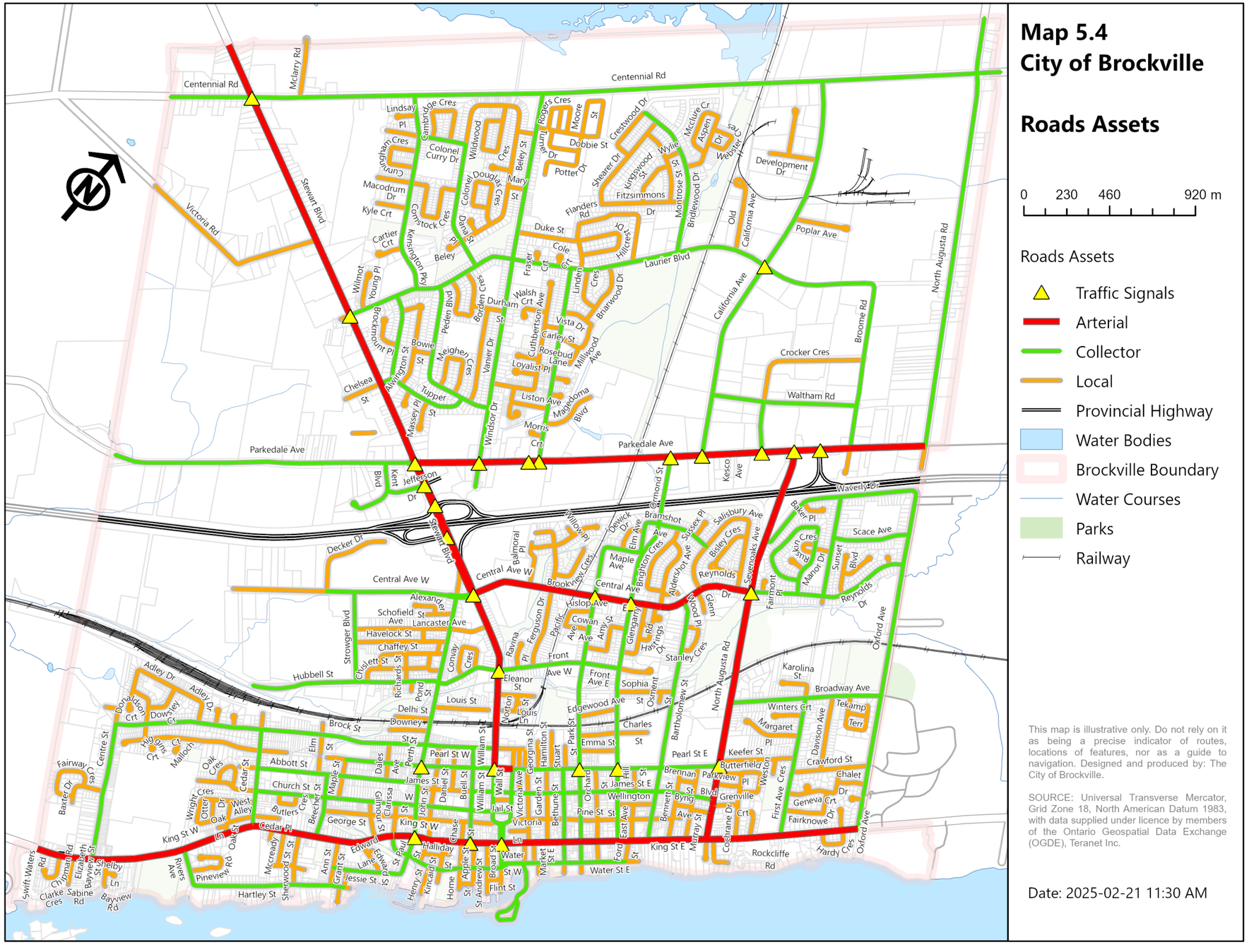
Map 5.2 - Wastewater System Map



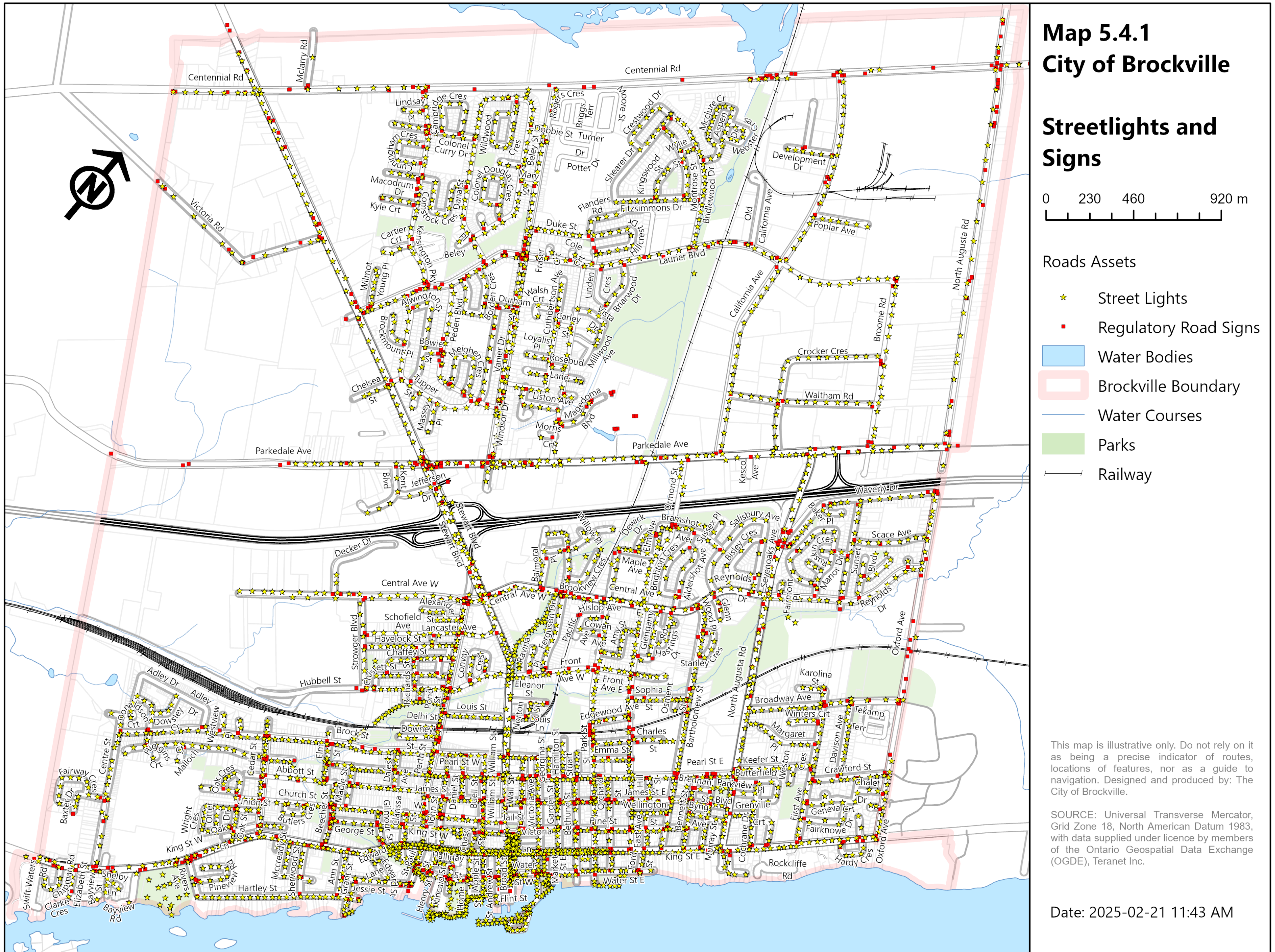
Map 5.3- Stormwater Map



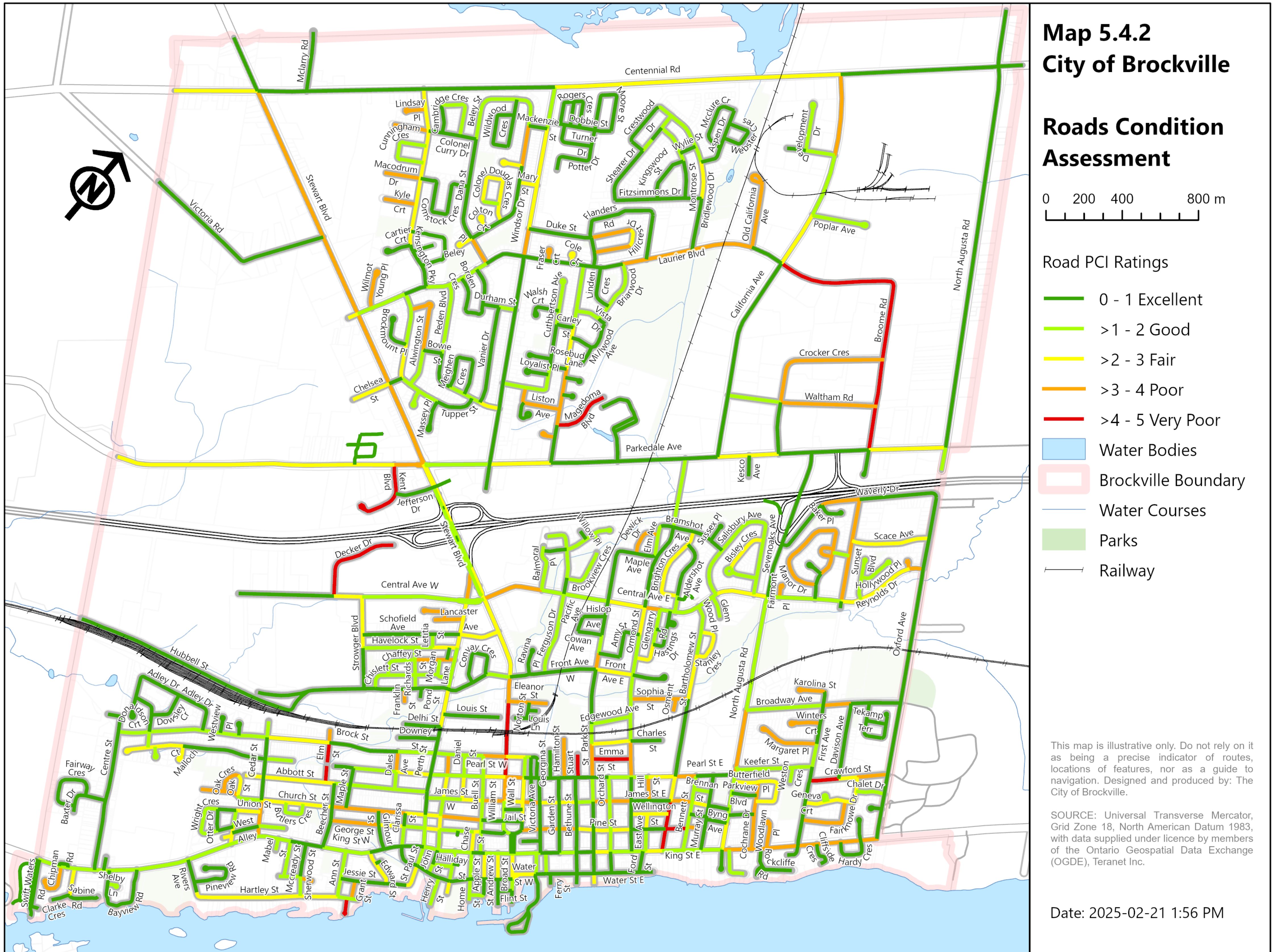
Map 5.4 - Roads Map



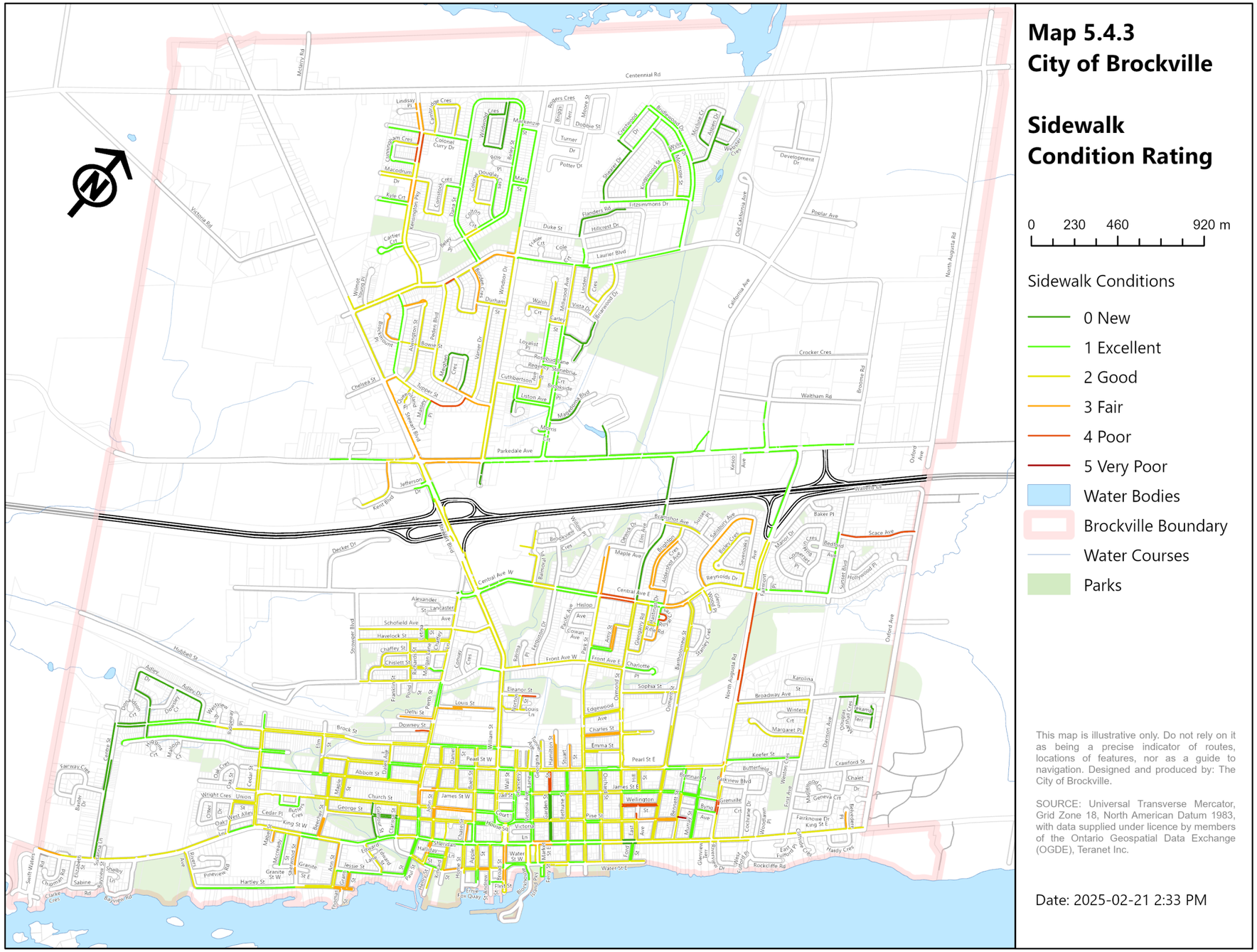
Map 5.4.1 – Streetlights and Signs



Map 5.4.2 – Roads Condition Assessment



Map 5.4.3 – Sidewalk Condition Assessment



Map 5.4.3
City of Brockville

Sidewalk Condition Rating

0 230 460 920 m

Sidewalk Conditions

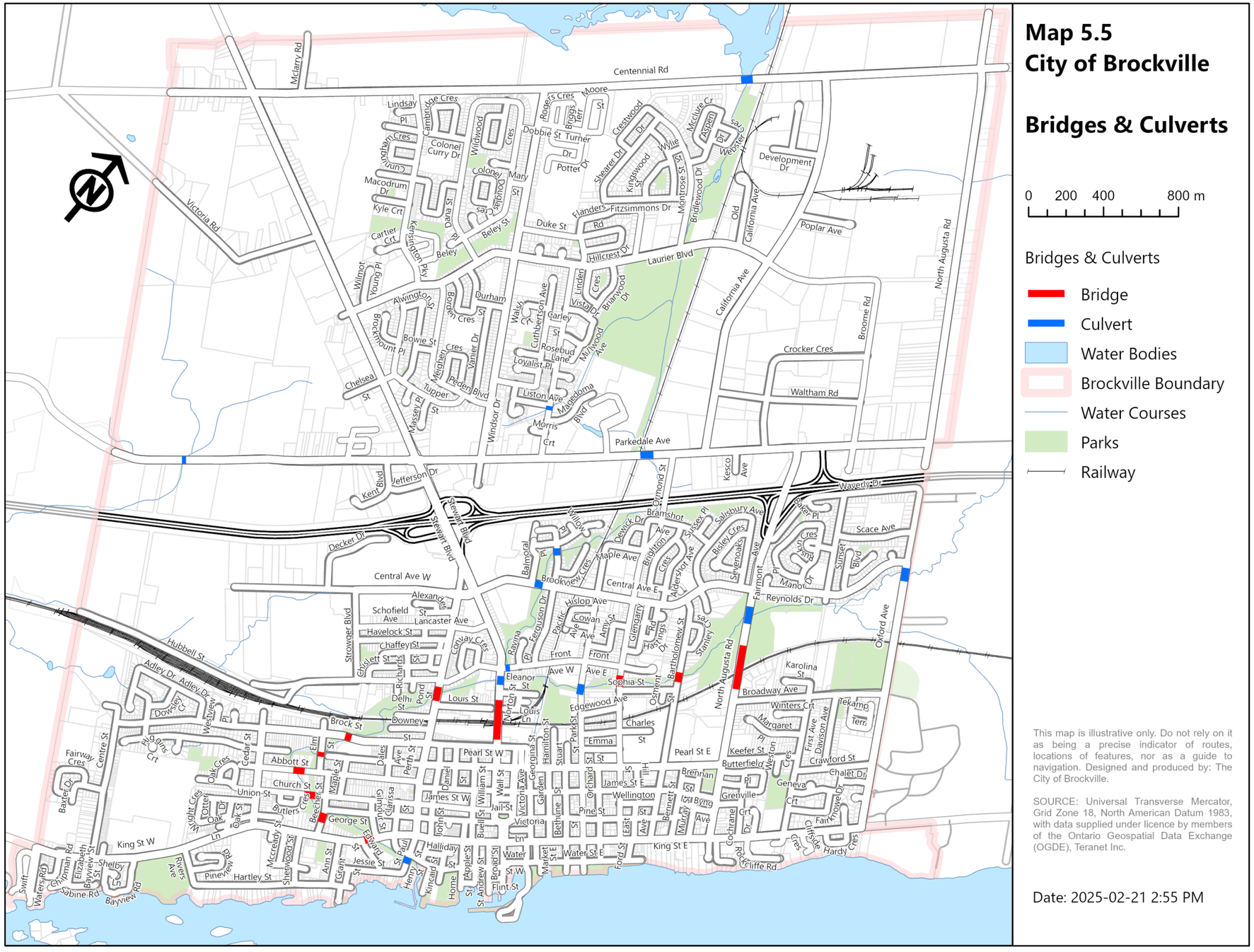
- 0 New
- 1 Excellent
- 2 Good
- 3 Fair
- 4 Poor
- 5 Very Poor
- Water Bodies
- Brockville Boundary
- Water Courses
- Parks

This map is illustrative only. Do not rely on it as being a precise indicator of routes, locations of features, nor as a guide to navigation. Designed and produced by: The City of Brockville.

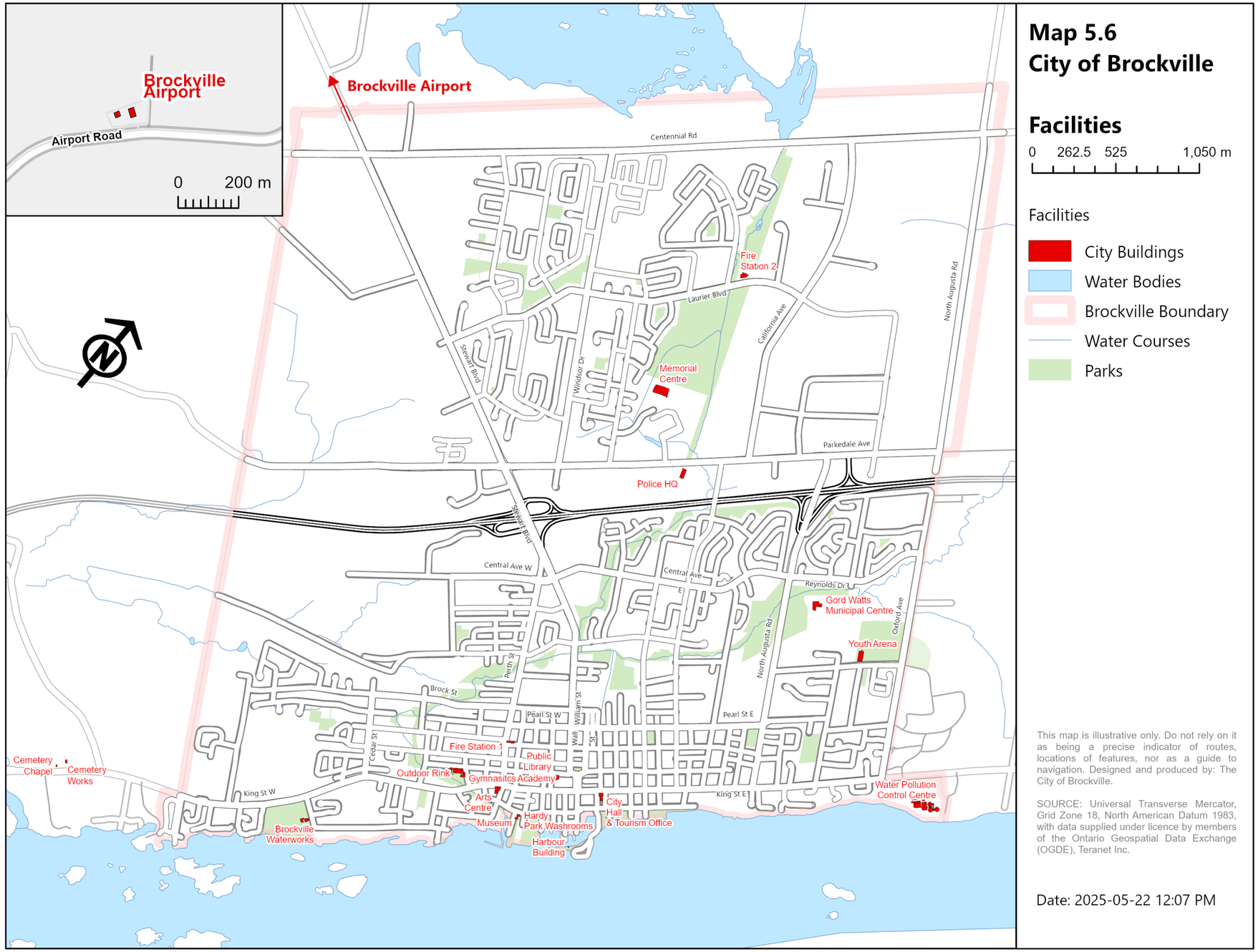
SOURCE: Universal Transverse Mercator, Grid Zone 18, North American Datum 1983, with data supplied under licence by members of the Ontario Geospatial Data Exchange (OGDE), Teranet Inc.

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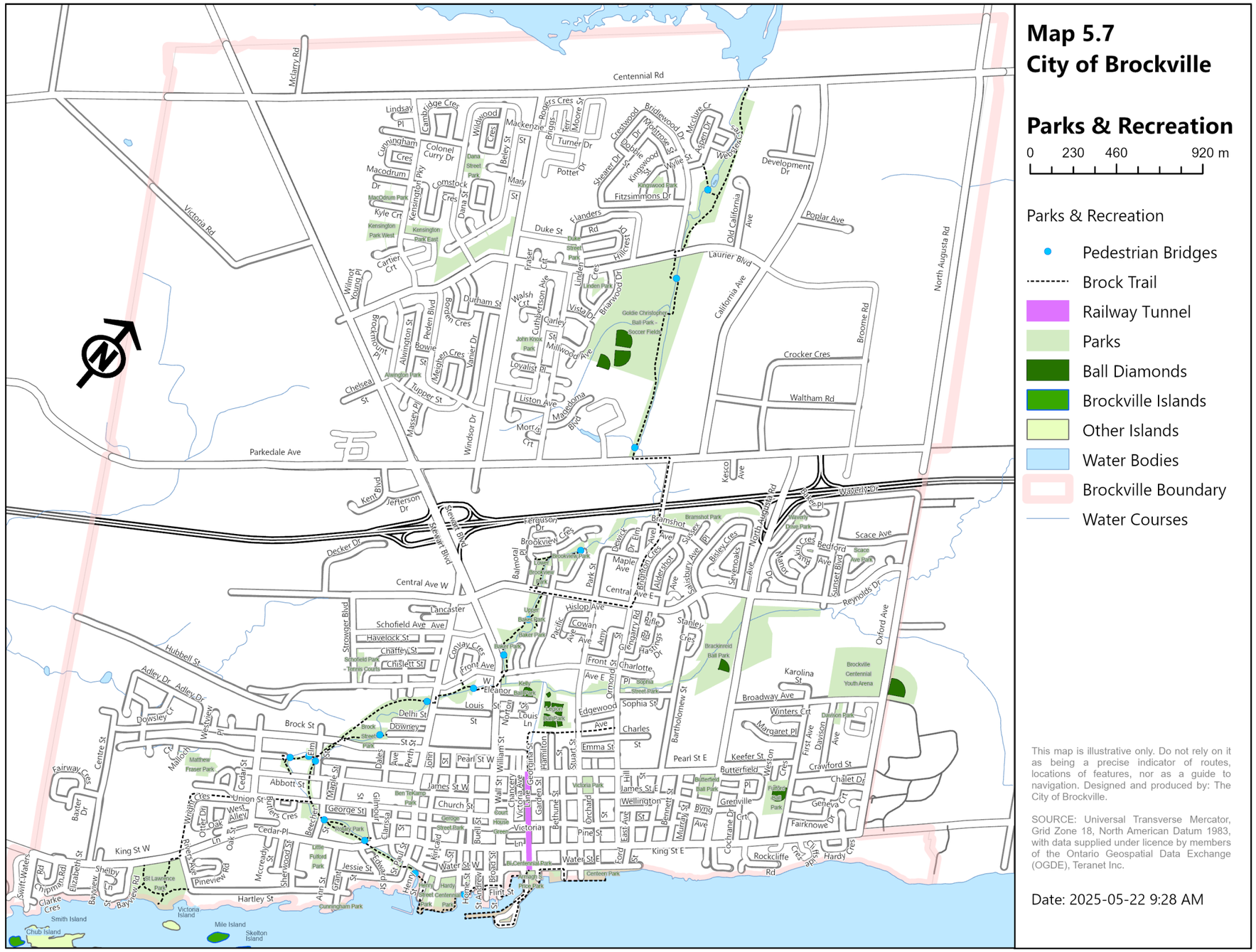
Map 5.5 – Bridges and Culverts Map



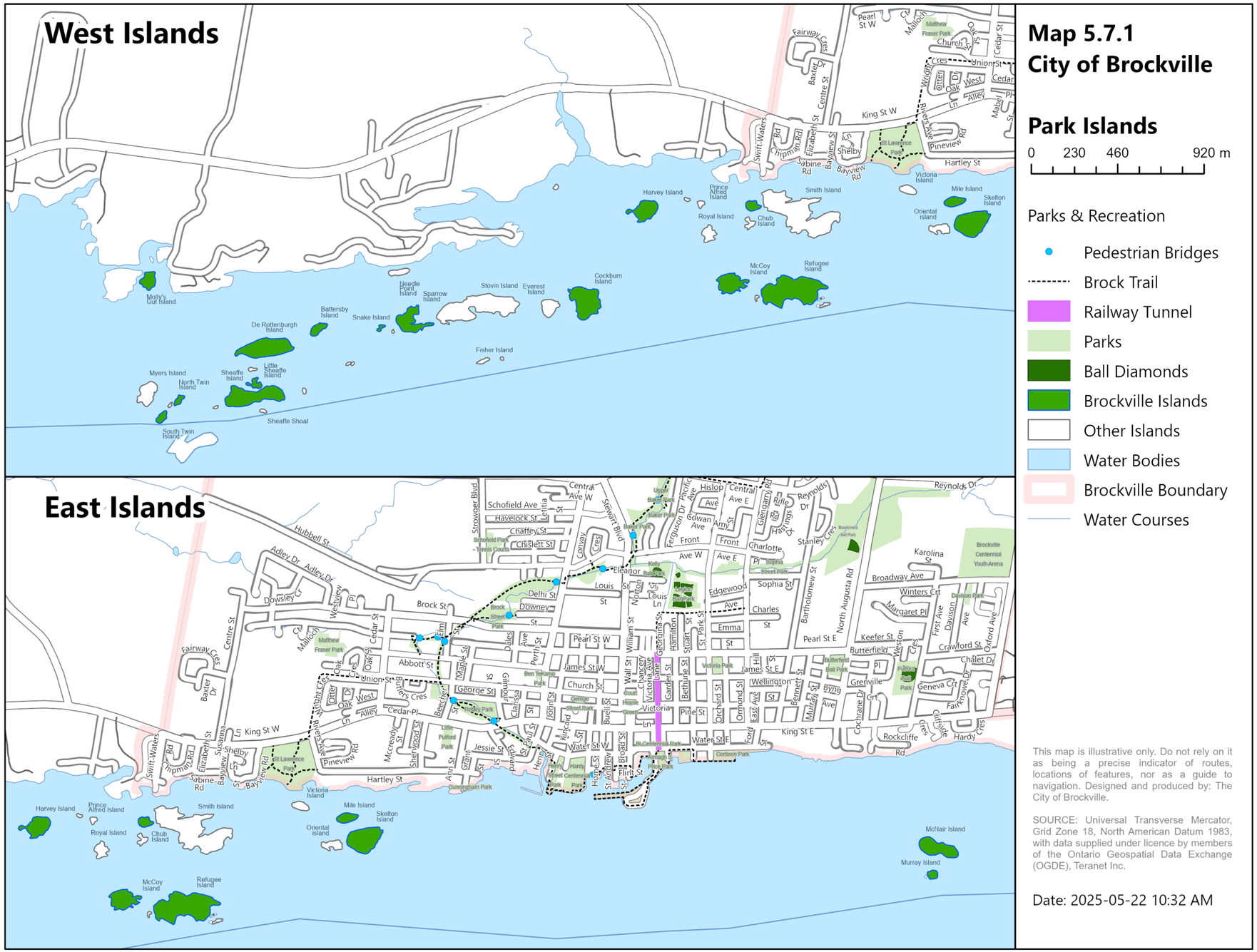
Map 5.6 – Facilities Map



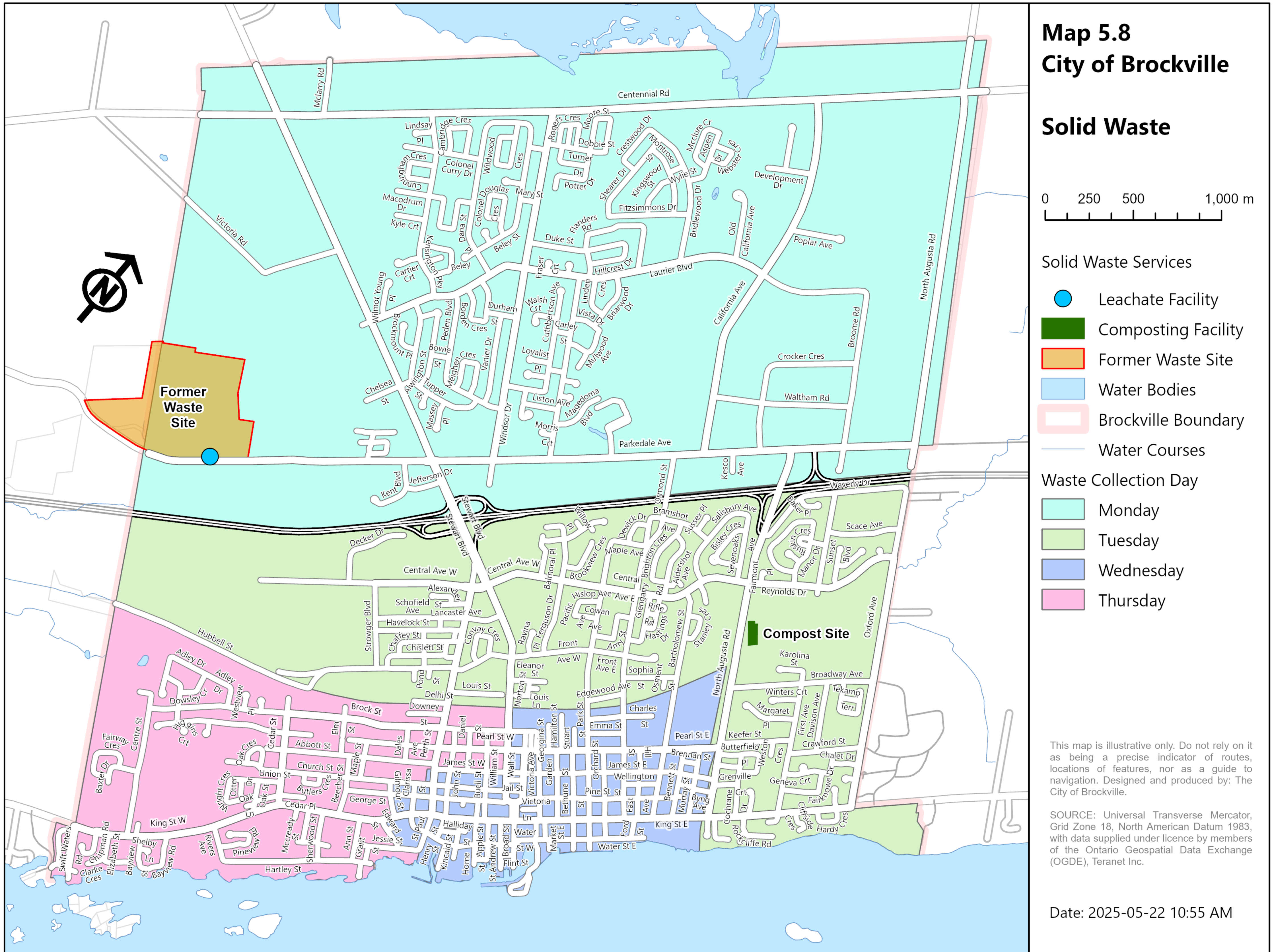
Map 5.7 – Parks and Recreation Map



Map 5.7.1 – Islands Map



Map 5.8 – Solid Waste Map



11. Appendix B – Asset Management Policy

City of Brockville
Strategic Asset Management Policy
October 2025

Policy Statement

The City of Brockville is responsible for providing a range of public services to the community, including Art, Culture, Heritage, Building Services, Emergency Services, Solid Waste, Composting, Library, Parks and Arenas, Roads, Transit, Water and Sewer.

To provide services, the City owns and manages a diverse municipal infrastructure and asset portfolio. It is important that these assets continue to meet acceptable levels of performance and support the delivery of services in a sustainable manner. The scale and criticality of the City's asset portfolio requires a systematic approach to total lifecycle asset management that allows the organization to make informed decisions, maintain vital services and realize maximum value from its infrastructure assets.

Purpose

The purpose of this policy is to provide a framework for the development and implementation of the City of Brockville's Asset Management Plan. It is intended to promote a consistent and integrated approach to asset management across the organization, to facilitate logical and evidence-based decision-making for the management of municipal infrastructure and to support the uninterrupted delivery of sustainable community services now and in the future.

Scope

This policy applies to the lifecycle management activities of municipal infrastructure assets that are owned and/or controlled by the City of Brockville for the provision of services. Some of these City-owned assets maybe managed solely by the City, or by an agency, board, commission or committee of the City, or a combination of the above. This policy may also be used for third-party assets that the City has a significant interest in.

This policy also recognizes the importance of green infrastructure assets, including natural heritage features, parklands, urban forests, stormwater

systems, and permeable surfaces, where applicable. These assets will be considered in asset management planning where they contribute to service delivery.

This policy applies to all tangible assets, including but not limited to asset classes categorized as follows:

- Facilities
- Water
- Wastewater
- Stormwater
- Roads and Sidewalks
- Bridges and Culverts
- Transit
- Vehicles and Equipment
- Solid Waste
- Land

• Definitions

Act - a bill (also called a statute) that is enacted or becomes an Act (i.e., law) when it is passed by the Legislative Assembly of Ontario after its third reading and receives Royal Assent.

Asset - Tangible assets that are purchased, constructed, developed or otherwise acquired for use in the delivery of services.

Asset management – the coordinated activity of an organization to realize value from assets. It considers all asset types, and includes all activities involved in the asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each asset.

Asset Management Plan (AMP) – A long-term plan developed for the management of physical assets that at a minimum complies with the requirements of the Infrastructure for Jobs and Prosperity Act, 2015 and the Ontario Regulation 588/17, and details the characteristics and conditions of the assets, the levels of service expected from the assets, financing and other strategies, and planned actions over the asset lifecycle to ensure assets provide a specified level of service in the most cost-effective manner.

Asset Management Policy – High-level statement of the principles and mandated requirements for undertaking asset management across the organization in an integrated, systematic and coordinated manner that complies with the requirements of the Infrastructure for Jobs and Prosperity Act, 2015 and the Ontario Regulation 588/17.

Capitalization Threshold – The value of a municipal infrastructure asset at or above which the City will capitalize the value of the asset and below which it will expense the value of it.

City – includes:

- Corporation of the City of Brockville
- Agencies, Commissions, Boards and Committees of the Corporation of the City of Brockville such as the Police Services Board, Library Board, Committee of Adjustment, Airport Commission, Heritage Brockville and the Downtown Business Improvement Association (DBIA).
- Any other Board, Agency, Commission, and Committees that the Corporation of the City of Brockville may add from time to time.
- Where the City is providing financial support through any funding mechanism (debt, grants, donations…) and/or assets being purchased, assembled or constructed that will become the responsibility of the City.

Level of service – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.

Lifecycle – The time interval that commences with the identification of the need for an asset and terminates with the disposal of the asset.

Lifecycle Cost – The total cost of an asset throughout its useful life, including capital costs, operating and maintenance costs, rehabilitation, renewal and disposal costs.

Lifecycle Activities – Actions taken throughout an asset's life, including construction, operation, maintenance, renewal, decommissioning, and related engineering work.

1. Procedures

Guiding Principles

The Infrastructure for Jobs and Prosperity Act, 2015 sets out principles to guide asset management planning in municipalities in Ontario. The City will strive to incorporate the following principles when making decisions regarding asset management.

- **Forward looking**: The City shall take a long-term view and consider the needs of citizens while being mindful of, among other things, demographic and economic trends in the region.
- **Budgeting and planning**: The City shall consider any applicable budgets or fiscal plans, such as plans released under the following:
    - *Fiscal Transparency and Accountability Act, 2004*
    - Budgets adopted under Part VII of the *Municipal Act, 2001*
- **Prioritizing**: The City shall clearly identify infrastructure priorities which will drive investment decisions.
- **Economic development**: The City shall promote economic competitiveness, productivity, job creation, and training opportunities.
- **Transparency**: The City shall be evidence-based and transparent. Additionally, subject to any prohibitions under an Act or otherwise by law on the collection, use, or disclosure of information, the City shall:
    - Make decisions with respect to infrastructure based on information that is either publicly available or is made available to the public, and
    - Share information with implications on infrastructure and investment decisions with the Government and broader public sector entities.
- **Consistency**: The City shall ensure the continued provision of core public services.
- **Environmental conscious**: The City shall minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change as much as practical, and endeavour to make use of acceptable recycled aggregates.
- **Health and safety**: The City shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
- **Community focused**: The City shall promote community benefits, being the supplementary social and economic benefits arising from an

infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community. The City shall promote accessibility for persons with disabilities.

- **Innovation**: The City shall foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
- **Service focused**: The City shall consider all the assets in a service context and consider their interrelationships as opposed to optimizing individual assets in isolation.
- **Customer focused**: The City shall have clearly defined levels of service and will apply asset management practices to maintain the required levels of service to customers for City assets.
- **Risk-based**: The City shall manage the asset risk associated with attaining the agreed levels of service by focusing resources, expenditures, and priorities based upon risk assessments and the corresponding cost/benefit, recognizing that public safety is a priority.
- **Value-based affordability**: The City shall choose practices, interventions and operations that aim at reducing the lifecycle cost of asset ownership, while satisfying agreed levels of services. Decisions are based on balancing service levels, risks and costs.
- **Climate change**: The City shall consider climate change as part of our risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities. Balance will be struck in the levels of service delivered through operations, maintenance schedules, emergency response plans, contingency funding, and capital investments. The City shall attempt to reduce their contribution to climate change through greenhouse gas emissions.
- **Integration**: Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the City, as the case may be, the City shall nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extend that they are relevant and appropriate.

2. Roles and Responsibilities (Governance)

The development and continuous support of the City's Asset Management Plan requires a collaborative and integrated approach across the City. The asset management roles and responsibilities are summarized below:

Council

Council is entrusted with the responsibility of overseeing, on behalf of citizens, a large range of services provided through a diverse portfolio of assets. Council is the final decision making body on all matters related to asset management planning in the City. Council is responsible for:

- Approving the Strategic Asset Management Policy by resolution.
- Understanding and utilizing the Asset Management Plan to aid in decision making, including setting priorities and approving the annual Budget.
- Reviewing and approving the Asset Management Plan by resolution every 5 years.
- Establishing priorities and articulate strategic directions for the asset management to the City's Administration.

Executive Lead (City Manager)

The City's executive lead of the asset management process is the City Manager. This emphasizes a corporate approach to asset management planning. The Executive Lead is responsible for:

- Endorsing the Asset Management Policy and Asset Management Plan.
- Providing organization-wide leadership in asset management practices and concepts, including implementation of the Asset Management Policy.
- Communicating the vision and goals of asset management at a corporate level and provide the guidance necessary to ensure alignment and integration across the organization.
- Promoting and raising awareness of asset management to Council, staff and other stakeholders.
- Ensuring organization-wide accountability mechanisms for achieving asset management goals and priorities.
- Maintaining the necessary capacity (including, but not limited to, resourcing, financial support, staff competencies, business processes, data and integrated information systems) to support the implementation and best practices of asset management.
- Tracking, analyzing and reporting on a City wide basis asset management implementation and continuous improvement progress.

- Directing/facilitating the review and update of the Asset Management Policy and Asset Management Plan.

Senior Management Team

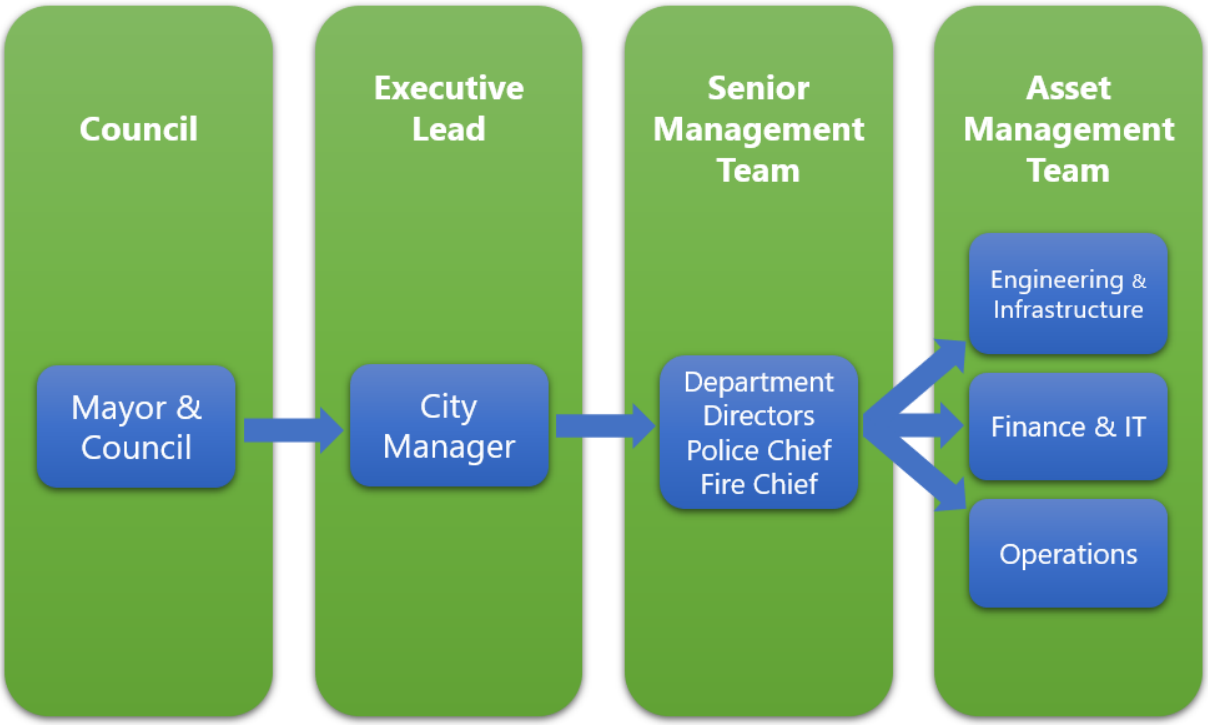
The Senior Management Team, representing the City Manager and Managing Directors Group, are responsible for:

- Overseeing asset management planning activities that fall within their service area.
- Providing support for asset management and ensuring alignment of the Asset Management Plan with City objectives, strategies and plans.
- Providing input and direction to asset management activities and working to ensure consistency with other corporate initiatives.
- Tracking, analyzing and reporting on asset management implementation and continuous improvement progress for assets within each department.
- Championing asset management practices and collaboration across the organization.

City Staff Asset Management Team

- Utilize new business processes and technology tools developed as part of the asset management program.
- Participate in implementation task teams to carry-out asset management activities.
- Implement and maintain levels of service.
- Provide support and direction for asset management practices within their department.
- Track, analyze and report on asset management implementation and continuous improvement progress for assets within the department.

City of Brockville Asset Management Governance Structure



3. Requirements

Asset Planning and Strategic Alignment

The City will take an evidence-based approach to infrastructure investment decisions, which will be in alignment with maintaining the desired levels of service, including acquisition, renewal, maintenance and disposal, by considering the total lifecycle costs of assets and ensuring an appropriate balance between the acquisitions of new assets and lifecycle activities of maintaining the existing asset base.

Asset management planning will not occur in isolation from other City goals, plans, and policies. An integrated approach will be followed to develop an Asset Management Plan that fosters alignment with City documents such as:

i. Strategic Plan
ii. Official Plan
iii. Emergency Response Plan
iv. Multi-Year Accessibility Plan
v. Community Improvement Plan
vi. Long Term Financial Plan

Asset management will be an integral element of Council's planning, budgeting and reporting framework. The City will integrate information from the Asset Management Plan into its financial planning and budgeting strategies and processes.

The City will ensure that all asset management planning is aligned with financial plans related to wastewater assets, and water assets including any financial plans prepared under the Safe Drinking Water Act, 2002.

The City will align all asset management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the Planning Act; shall conform with the provincial plans that are in effect on that date; and, shall be consistent with the City's Official Plan.

The City will consider the risks and vulnerabilities of municipal infrastructure assets to climate change and the actions that may be required including, but not limited to, anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Impacts may include matters relating to operations, levels of service and lifecycle management.

The City will coordinate planning for asset management, where municipal infrastructure assets connect or are interrelated with those of its neighbouring municipalities or jointly-owned municipal bodies wherever viable and beneficial.

Where applicable, the City will coordinate asset management planning with joint municipal water boards or other shared service entities to ensure alignment and efficiency.

The City will develop processes and provide opportunity for residents and other interested parties to offer input into asset management planning wherever and whenever possible.

Asset Management Plan Development

The Asset Management Plan will be developed for all infrastructure assets owned and/or controlled by the City. The Asset Management Plan will be developed in accordance with the Act and the Regulation.

The Asset Management Plan will be consistent with the City's Official Plan and will reflect how and where the City is growing.

The Asset Management Plan will incorporate all assets that meet the capitalization threshold as defined in the City's Tangible Capital Asset Policy. A comparison of these thresholds and their rationale will be documented to ensure consistency with O. Reg. 588/17.

The Asset Management Plan will be updated in accordance with the dates outlined in the Regulation, and at least every five years thereafter.

Stakeholder Engagement

The City recognizes the various stakeholders in municipal service delivery. The City will foster informed dialogue and engagement with relevant stakeholders throughout the asset management planning process, as follows:

Local Residents, Businesses, Institutions

- Through Council (representation);
- Council meetings & Public meetings;
- Master plans – Public input;
- City Customer Service communication records – Public opinion; and
- Budget process – Public open houses and budget meeting delegations.

The United Counties of Leeds and Grenville & Neighbouring Municipalities

- Budget and long-term planning coordination; and
- Regular ongoing communication.

Utilities (Hydro, Gas, Telecommunications, etc.)

- Budget and long-term planning coordination; and
- Regular ongoing communication.

School Boards

- Budget and long-term planning coordination; and
- Regular ongoing communication.

Province of Ontario and Government of Canada (i.e. Grants)

- Program funding applications and progress reports; and
- Regular ongoing communication.

Continuous Improvement and Reporting Requirement

The City will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:

i. Comprehensive and Accurate Asset Data
ii. Condition Assessment Standards and Protocols
iii. Risk and Criticality Models
iv. Lifecycle Management
v. Financial Strategy Development
vi. Service Levels and Performance

The City will develop and maintain performance measures for core infrastructure assets (roads, bridges, water, wastewater, stormwater) as required under Sections 5 and 6 of O. Reg. 588/17. These measures will include both qualitative descriptions and technical metrics and will be reviewed and updated regularly in order to:

- Transparently communicate the current state of asset management to Council and the community.
- Access the progress made on the Asset Management Plan for annual consideration in the City's budget process.

The review of asset management planning progress must be reported to Council on or before July 1 in each year. The annual review must address at a minimum:

i. The City's progress in implementing its asset management plan;
ii. Any factors impeding the City's ability to implement its asset management plan; and
iii. A strategy to address the identified factors.

References and Related Policies

- Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure
- Infrastructure for Jobs and Prosperity Act, 2015

Review Cycle

This Policy will be reviewed and updated in alignment with the dates outlined in the Regulation for the preparation of Asset Management Plan and every five years thereafter.

This policy shall be made publicly available on the City of Brockville's official website and in any other manner deemed appropriate to ensure transparency and accessibility, in accordance with Section 3(5) of O. Reg. 588/17.

12. Appendix C – Procurement Policy

Policy

POL.F.20.139
Procurement Policy

Policy Type:	Corporate Policy (Approved by Council)
Date Approved:	22 JULY 2025
Department:	Finance & IT Services
Staff Report:	2025-125
By-Law No.:	n/a

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Policy Statement

Purchase of Goods, Services and/or Construction shall be made on a competitive basis, in keeping with accepted public purchasing practices and in accordance with the applicable federal, provincial and municipal laws.

All purchases of goods, services and/or construction for the City shall be subject to the provisions of the policy. No purchasing process for goods, services and/or construction shall be intentionally structured to avoid any provisions of the Procurement Policy. Prices and authority levels as stated in this policy are intended to be the total cost including net taxes and freight.

Purpose, Goals and Objectives

The purpose of this policy is to provide a clear understanding of the Corporation of the City of Brockville's procurement processes and to ensure that all Goods, Services and/or Construction are acquired in a competitive, fair and open manner, that the process is efficient and accountable, and in compliance with the Canadian Free Trade Agreement, Chapter Five; Government Procurement.

The goals and objectives of this policy are, to the greatest extent possible:

- to define authority and responsibility;
- to encourage open competition and ensure equality among bidders/suppliers;
- to make contractors accountable for their performance to both the City and the public;
- to provide the highest level of government service at the least possible cost;
- to ensure service and product delivery, quality, efficiency and effectiveness;
- to obtain the best value for the City when procuring goods, services and/or construction;
- to promote sustainable, environmental and ethical procurement practices which encompass social, ethical and environmental consideration when acquiring goods, services and/or construction;
- to promote, where applicable, the requirements of O.Reg 191/11: Integrated Accessibility Standards under Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11 (AODA), in procurement activities of the City as well as any requirements contained in other legislation (either international, federal or provincial) which may impact the procurement activities of the City.

Application

That authorized employees shall act for the Corporation of the City of Brockville, for the purchase of all Goods, Services and/or Construction and shall be responsible for providing all necessary advice and services required for such purchases in accordance with the method of procurement.

This policy shall apply to the purchase of all Goods, Services and/or Construction made on behalf of the City and by any of the corporation's legally constituted agencies, boards, commissions, and committees.

No purchase of Goods, Services and/or Construction shall be authorized unless it is in compliance with this policy.

Definitions

As used in this policy, the following terms shall have the meanings indicated.

Authority or Authorized - means the legal right to conduct the tasks outlined in this policy as directed by Council and delegated through the City Manager to the Director of Finance. Authorized Purchases are those that have prior approval of Council either through resolution or through the approved Departmental budget.

Award - means the acceptance of a Bid or Proposal by the City; the presentation of a Purchase Order, Credit Cards and/or upon execution of a Contract between the City and a Bidder or Proponent.

Best Interest - means the discretion granted to the City Manager to take the most advantageous action on behalf of the City. Meaning that the authority to act would not conflict with any regulatory or legal principle or implied duties owed to each Bidder by the City. See also "Contract".

Bid - means an offer or submission from a supplier in response to a bid invitation which may be in the form of an oral or written quotation, a short form or public tender or a request for proposal.

Bid Call Document – means the invitation document in the form of Request for Quotation, Request for Tender, Request for Proposal

City – means the:

- Corporation of the City of Brockville
- Agencies, Commissions, Boards and Committees of the Corporation of the City of Brockville such as the Library Board, Committee of Adjustment, Airport Commission, Heritage Brockville and the Downtown Business Improvement Association (DBIA).
- Any other Board, Agency, Commission, and Committees that the Corporation of the City of Brockville may add from time to time.
- Where the City is providing financial support through any funding mechanism (debt, grants, donations…) and/or assets being purchased, assembled or constructed that will become the responsibility of the City.
- The City includes the Police Services Board, which may follow their own procurement policy as allowed through the Police Services Act.

City Manager - means the appointed official who directs the administration of the City of Brockville.

City Representative - means an individual authorized by City Manager or Council to act on behalf of the City including but not limited to employees, Committee members, and appointees.

Conflict of Interest - means any action, decision or recommendation by a City Representative where the effect of which could be to the private pecuniary benefit or detriment of the Representative or the Representative's relatives.

Construction - means the process of utilizing labour to build, alter, repair, improve or demolish any structure, building or improvement and generally does not apply to routine maintenance, repair or operations of existing Real Property.

Consulting - means a person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related Services for consideration and decision-making. Whether a Service in question is deemed Consulting Services should be determined by the nature of the Service being procured and not by the designated professional being represented. Services provided by a licensed professional may constitute Consulting Services. Where the City is seeking to obtain expertise or strategic advice for consideration and decision-making, notwithstanding the designated professional providing the Service, the City is seeking to obtain Consulting Services.

Contract - means any formal legal agreement between two or more parties for Good(s) and/or Service(s), usually in writing. Also means a Purchase Order and/or the agreement in writing between the City and a Contractor in respect of the Good(s), Service(s) and/or Construction to be provided under a Bid Call Document.

Cooperative Purchasing - means a variety of arrangements whereby two or more public procurement entities combine their requirements in a single procurement process to obtain advantages of volume purchases from the same supplier(s) or contractor(s). This includes public purchasing organizations established with the specific purpose of reducing procurement costs as a result of aggregated volumes and obtain ready-to-use, competitively solicited contracts which may be used by third parties.

Council or City Council - means the Council of the Corporation of the City of Brockville.

Department - means a Department of the City.

Department Head - means the head of a department within the City as per the City of Brockville organizational chart. Any committee, commission, board or agency reports to the applicable City Department Head with exception to the Police Chief and the Library Chief Executive Officer who report to their applicable board and are considered Department Heads.

Emergency (Non-Declared) - means an event or circumstance where the Director of Finance/City Treasurer and either the City Manager or Department Head or Manager, in accordance with Appendix A: Authority – Non-Declared Emergency has determined that the immediate Purchase of Good(s) or Service(s) or the entering into of a Construction Contract is essential or necessary to prevent or alleviate serious delay, a threat to public health, safety or welfare, the disruption of essential services or damage to public property or any other expenditure that is necessary to respond to any non-declared Emergency of the City.

Emergency (City-Declared) - means an event or circumstance where the Mayor of the City declares that an Emergency exists in the City or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the Emergency Plan of the City and to protect property and the health, safety and welfare of the inhabitants of the Emergency Area or as required under EMCPA *(Emergency Management and Civil Protection Act).*

Goods - shall include supplies, materials or equipment of every kind.

Litigation - means any formal dispute between the City and any other party, including third party and cross claims, where a legal proceeding has been commenced for an injunction, a mandatory order, a declaration or the recovery of money or arbitration proceeding.

Lobbying – means any attempt to influence any determination by a public official, staff or entity working with a public official, related to a governmental procurement.

Manager - means a City staff member responsible for oversight of a business unit or functional cluster.

Personal Property - Refers to tangible items ranging from common products, such as office equipment and furniture, to specialized apparatuses, including scientific devices and heavy machinery.

Probation - means the action that results when a Contractor receives a rating of "not satisfactory" in any category, on a Contractor Performance Evaluation Form, as per the City's Contractor Performance Policy. The standard length of the Probation period is two (2) years.

Procurement - means a) purchasing, renting, leasing or otherwise acquiring any Good(s), Service(s) and/or Construction and includes all functions that pertain to the acquisition, including the description of requirements, preparation, solicitation, selection and award of contract and all phases of contract administration; and b) the combined functions of purchasing, inventory control, traffic, and transportation, receiving, inspection, storekeeping, salvage and disposal operations.

Procurement Review Panel (PRP) - means a component of the Request for Proposal (RFP) process, whereby a committee is established to conduct Proposal evaluations, interviews and negotiations during Proposal evaluation for Goods, Services and/or Construction. It is usually comprised of three (3) or more persons from the functional area(s) identified in the scope of work and chaired by the Director of Finance or designate. The number of evaluators may vary from RFP process to RFP process. The panel of staff and other party(s) that are deemed appropriate to review and make decisions that pertain to but are not limited to Bid Irregularities, Bid disputes, Contractor performance and Contractor Integrity.

Proponent - means the party who submits a proposal in response to a bid call, RFP or RFI.

Procurement Coordinator - means a City Staff member, reporting to the Director of Finance, responsible for posting public procurements.

Purchasing Authority - means those positions listed and includes any position which is higher in the City's reporting structure. If a staff member with purchasing authority is the purchaser, the approval authority must be a higher position. Director's Approval can be provided for Approval Authority to a designated staff, up to $5,000 and requires approval by the Director of Finance.

Real Property - means land and its permanently affixed buildings or structures; any property which is not Personal Property.

Responsible Bidder - means a Bidder whose reputation, past performance, business and financial capabilities are such that the Bidder would be judged by the City to be capable of satisfying the City's needs for a specific contract; a Bidder, as the context requires, that is fully capable to meet all the requirements of the solicitation or other process and subsequent contract and has satisfactory past performance, including a satisfactory City's Contractor Performance Evaluation Form (where applicable) to perform, as contractually required, and is able to fully document the ability to provide good faith performance.

Responsive Bidder - means a Bidder that has complied in all material respects with the requirements of the Bid Call Document.

Services - may include, but are not limited to, janitorial and cleaning services, consultant services, legal services, medical services, insurance, and the rental, repair or maintenance of equipment, machinery or other personal property.

Single Source – means a Procurement process whereby Purchases of Good(s), Service(s) and/or Construction are directed to one source because of standardization, integration into existing infrastructure, warranty, or other factors, even though other competitive sources may be available. Examples could be but not limited to water, wastewater infrastructure parts, vehicle and equipment parts and accessories, computer networking equipment, and software.

Sole Sourcing - means the purchasing of a good or service that is unique to a particular supplier and cannot be obtained from another source.

Solicitation - means the City's Bid Call Document and includes but is not limited to, all standard procurement methods and alternative procurement methods, as described in this policy See also "Bid"

Spending Authority - means the Authority assigned to City Representatives by the City Manager, Director of Finance or Department Head to incur expenditures, including advance and progress payments on behalf of the City.

Supervisor - means a City staff member responsible for oversight of workers or charge of a workplace.

Suspension - means the action that results when a Contractor receives a rating of "unacceptable" in any category, on a Contractor Performance Evaluation Form, as per the City's Contractor Performance Policy. Also applies to a Contractor that has received a "not satisfactory" rating in two (2) or more categories on a Final Performance Evaluation or a "not satisfactory" rating in at least one category on two (2) consecutive Final Performance Evaluations.

Tie Bid - means two (2) or more Bids from Responsive and Responsible Bidders that are equal in all respects after evaluation, including price, for Good(s), Service(s) and/or Construction or Sale of Real or Personal Property.

Trade and Cooperation Agreement between Ontario and Quebec - means the trade agreement that promotes trade and economic cooperation between the two provinces.

Procedures

1. Authorities and Responsibilities

Procurement activities shall be within the scope of the City's approved annual budget and only be initiated and executed by persons authorized to acquire and purchase Goods, Services and/or Construction within the authorized purchasing limits as set out in Appendix A – Purchasing Authority. This policy does not apply to items listed in Appendix B – Goods and Services "Exempt" from the Procurement Policy.

1.1 Responsibilities Staff, Council, Committees of Council

This policy shall apply to all Departments and all City Representatives including Committees of Council.
Procurement activities shall be subject to all applicable City policies and by-laws, any specific provisions of the Municipal Act, and all other applicable federal and provincial legislation.

Failure to adhere to the requirements outlined in this policy may lead to disciplinary action up to and including termination of employment, or dismissal from the Board, Agency, Commission or Committee at the discretion of the City Manager.

1.2 City Manager

The City Manager has the Authority to:

- instruct against Awarding a Contract and may provide additional restrictions concerning procurement where such action is considered necessary and in the Best Interest of the City;
- delegate spending authority limits to staff in compliance with this policy;
- award a Contract to the next lowest Responsive and Responsible Bidder or the next highest evaluated Responsive and Responsible Proponent without returning to Council for approval, where an Award has been approved by Council and the selected bidder has failed to enter into a Contract, provided the requirements remain unchanged and the new Contract is within budget; the applicable Department Head shall prepare a report to Council for information purposes.
- In circumstances where a Council or committee meeting(s) has been cancelled or postponed, approve the award/provide approval to proceed for any procurement which will reach its 72 day validity period prior to the next scheduled meeting of Council. A report for information will follow to the next appropriate committee or Council meeting.

The following Contracts require the approval of the City Manager prior to Award:

- where a Bid in response to a Solicitation contains an irregularity not resolved by the Procurement Review Panel; and
- where there has been a bid dispute submitted that has not been resolved by the Procurement Review Panel in accordance with the City’s by-laws,

procurement policies and procedures or in accordance with any applicable trade agreements having jurisdiction.

1.3 Director of Finance / City Treasurer

The Director of Finance / City Treasurer is responsible for the facilitation of all aspects of the Procurement Policy by:

a. providing Procurement advice and services to each Department, the City Manager, Council, Committees of Council and any City Representatives for the purposes of fulfilling the Procurement needs of the City;
b. monitoring compliance with this policy;
c. notifying the Department Heads, in advance if possible, of non-compliance;
d. informing Council, by way of the City Manager, that non-compliance with this policy has occurred;
e. all aspects for the Solicitation process and ensuring compliance to the terms and conditions of the Bid Call Document;
f. ensuring City Representatives comply with this policy and reporting non-compliance, in writing, to the appropriate Department Head and the City Manager;
g. the standardization of all Goods and Services where appropriate and possible, in collaboration with the Department(s);
h. the disposal of Real Property which has been declared surplus by Council as outlined in the applicable City Policy.

1.4 City Staff

Department Heads and staff are responsible for:

a. ensuring that department operating and capital expenditures are in compliance with the City’s Budgetary Control Policy;
b. ensuring committees, commissions, boards and agencies report to the applicable Department Head that will ensure they are in compliance with the City’s Budgetary Control Policy;
c. ensuring City staff comply with this policy and report non-compliance, in writing, to the appropriate Department Head and the City Manager;
d. ensuring that the responsibility and authority for all Department Procurement activity remain within the prescribed limits of this policy;
e. delegating Spending Authority limits to staff in compliance with this policy and all applicable policies.

2. Methods of Procurement and Thresholds

The Department Head will be able to select the most appropriate process for the requirement, taking into account discussions at the planning phase with the Procurement Coordinator.

The following threshold will guide the method of procurement used to purchase Goods, Services and/or Construction.

Estimated Thresholds	Method
Goods, Services and/or Construction	
Up to $75	Credit card or PO
Up to $5,000	IRFQ / PO
$5,000 to $10,000	IRFQ, RFQ or RFP / PO
$10,000 to $50,000	RFQ, RFP or RFT / PO
$50,000 and over	RFQ, RFP or RFT / PO with Contract (as required)

The chart below identifies the most popular procurement methods. There are also other processes that may be used in conjunction with the primary methods.

Procurement Method	Purpose
Request for Information (RFI)	An RFI is a request which is used as a general market research tool to determine what good(s) and service(s) are available which will meet business or operational requirements and acquisition strategies and/or may occasionally request project estimate costs for the purpose of developing a Solicitation and/or budget.
Market Sounding	A market sounding takes advantage of industry intelligence to help design and decide on a best course of action, including the possibility of not proceeding with the project. The information received by the market sounding participants provides guidance to the City and is recognized as suggestive only.
Request for Expression of Interest (EOI)	An EOI is a document issued during the very early stage of the procurement planning process to provide potential bidders with an avenue to register their interest in being involved in a particular project or performing a particular job. May be used as a marketing tool for future opportunities.
Request for Pre-	An RFPQ may be conducted for any good(s), service(s) and/or construction for the purpose of establishing a select number of

Qualification (RFPQ)	Responsible pre-qualified Bidders that may Bid on the subsequent procurement process by the City.
Request for Quotation (RFQ)	An RFQ by the City seeking submissions from potential vendors to obtain Good(s), Service(s) and/or Construction whenever the requirements can be precisely defined. The expectation is that the lowest Bid meeting the requirements specified in the RFQ would be accepted.
Request for Tender (RFT)	An RFT shall be conducted for the Procurement for good(s), service(s) and/or construction, where all of the following criteria apply: a. two (2) or more sources are considered capable of supplying the good(s), service(s) and/or construction; b. the specifications for good(s), service(s) and/or construction can be adequately defined; and c. it is intended that the lowest cost Responsive Bid from a Responsible Bidder(s) shall be accepted. d. In the case of a pre-qualified Solicitation, only the selected pre-qualified bidders shall be eligible to submit a Bid.
Request for Proposal (RFP)	RFP when the expertise for developing proper specifications and criteria lies in the hands of the suppliers or when additional information is required and it is not practical to call tenders the Department Head may seek proposals from suppliers. This method of acquisition for good(s), service(s) and/or construction can be used for any dollar value, when the requirements cannot be definitely specified. An RFP may be conducted for the procurement for good(s), service(s) and/or construction where any of the following criteria apply: a. the selection of the Proponent depends more upon the effectiveness of the proposed solution, than on the price alone; b. it is expected that negotiation with one or more Proponents may be required with respect to any aspect of the Contract; c. the precise good(s), service(s) and/or construction, or the specifications are not known or are not definable and it is expected that the Proponent will further define them; or d. the services required are consulting or professional services or more sources are considered capable of supplying the good(s), service(s) and/or construction;
Blanket Order Contract	Blanket Order Contract for the purchase of goods and/or services which will be required frequently and repetitively. The quantity of the goods should be estimated based upon previous

	usage when requesting the supplier to establish a set price. The City may establish and maintain a blanket order for these frequently used goods and services once the source and price has been predetermined with selected suppliers by means of an RFP or RFT.
Multi-Step Bid Call	Bidding procedure consisting of two (2) steps: Step 1: consists of a request for a technical Bid, evaluations and discussion without pricing requirements and the selection of Responsive and Responsible Bidder(s) whose requirements are considered most acceptable; and Step 2: consists of reviewing sealed Bid prices from only those bidder(s) whose technical requirements have been rated most acceptable in Step 1. In the case of a pre-qualified Bid, only the selected pre-qualified respondents shall be invited to submit a Bid.
Single/Sole Source	In circumstances where the sources of supply are restricted to the extent that there is not effective price competition or consideration of substitutes is precluded due to any of the following: a. good(s), based on proprietary technology; b. for reasons of standardization, warranty, function or service such as technical qualifications; c. where compatibility with an existing product, equipment, facility or service is a paramount consideration; d. where a good is purchased for testing or trial use; e. it is subject to Copyright; f. ability to deliver at a particular time; g. where the City has a rental Contract and an offer to buy out the equipment or extend the rental Contract which may be beneficial to the City; h. for matters involving security, legal matters, or confidential issues, a purchase may be made in a manner that protects the confidentiality of the Contractor or the City; i. a Non-Declared or City Declared Emergency Purchase situation; j. the supplier has a unique capability; and/or other circumstances expressly permitted under an applicable trade agreement; k. to obtain the services from a public utility;

	l. where goods are offered for sale to the City by auction or negotiation, such purchase will be deemed to be a Single Source; and/or m. other circumstances expressly permitted under an applicable trade agreement.
Negotiation	Negotiation may be a component of another procurement method, it may be used for purchases of goods, services and/or construction when: a. when the goods, services and/or construction are deemed necessary by the City Manager, and/or Department Head as a result of an Emergency which would not reasonably permit the use of any other prescribed Procurement process; b. the required goods and/or services are in short supply; c. competition is prevented due to the existence of any patent right, copyright, technical secret or control of raw material; d. a Sole Source or Single Source is being recommended; e. two (2) or more identical sources Bids are received; f. the lowest Bid received meeting all mandatory specifications exceeds the budget amount; g. the extension or reinstatement of an existing contract would be more cost effective or beneficial to the City; h. only one (1) Bid received in response to a Bid solicitation ; or i. where Authorized by Council in accordance with the established principles of Procurement law.

All Bids shall be subject to the City's Contractor Performance Policy. All purchases and related contracts shall be authorized in accordance with the purchasing Authority set out in Appendix A.

3. Exemptions from Procurement Processes

Any requirement for purchases of goods, services and/or construction, not falling under the categories identified above, should be submitted for approval. Occasionally, there may be a need for exemptions from the regular procurement process and direct or Sole/Single source award to a supplier. Any request for an exemption to the procurement process must be signed off by the City Manager, unless the identified requirement falls under the categories identified in Appendix B from being excluded from the Procurement Policy.

3.1 Unforeseeable Emergency

An emergency purchase occurs when a situation creates an immediate and serious need. A key element is that the emergency is unforeseen and could not be predicted in advance. The expiry of a contract does not qualify.

<u>Emergency Purchases (non-declared)</u>

A purchasing process where the usual competitive acquisition rules are suspended due to prevailing emergency circumstances.
A Non-Declared Emergency Purchase shall be made when an event occurs that is determined by the Department Head and the City Manager, in accordance with the spending limits set in Appendix A: Authority – Non-Declared Emergency, to be a threat to any of the following:

a. public health;
b. the maintenance of essential City services or to prevent the disruption of essential services;
c. the welfare of persons or of public property;
d. the protection of the City's physical assets; and/or
e. the security of the City's interests or financial liabilities arising from unexpected conditions, and the occurrence requires the immediate delivery of goods and services and time does not permit the Department Head to follow normal purchasing activities to acquire such goods and services, the Department Head may make any necessary purchases without following the procurement policy and is authorized to do so in the most expedient and economical means possible.

When any of the above criteria are applicable, the following process shall be conducted:

a. good(s), service(s) and/or construction shall be acquired, in an efficient, expeditious manner that is in the best interest of the City;
b. the Department Head shall notify the City Manager as soon as possible or within two (2) working days, whichever is less;
c. the Department Head shall provide a full written report of the particulars of the emergency situation in all cases, where the amount of the expenditure has exceeded $10,000 in value.
d. an accounting of expenditures to date will be reported to at the next scheduled committee meeting detailing expenditures that exceed $10,000 under the emergency procurement procedure.
e. where it is estimated that the expenditure exceeds the Authority of the Manager as stated in Appendix A: Authority – Non-Declared Emergency, the prior approval of both the Department Head and City Manager shall be obtained;
f. where it is estimated that the expenditure exceeds the Authority of the Department Head as stated in Appendix A: Authority – Non-Declared Emergency, the prior approval from City Manager shall be obtained;
g. An information report shall be submitted by the Department Head to Council by way of the City Manager explaining the actions taken and the reason(s) for expenditures exceeding $10,000.00 as outlined in Section 10 City– Non-Declared Emergency.

Emergency Purchases (City Declared)

A City Declared Emergency Purchase shall be made when an event or situation occurs which leads the City Mayor to declare an emergency. The following process shall be conducted:

a. good(s), service(s) and/or construction shall be acquired, in an efficient, expeditious manner that is in the best interest of the City; and
b. an information report shall be submitted by the Department Head to Council by way of the City Manager explaining the actions taken and the reason(s) for expenditures exceeding $10,000.00.

CITY DECLARED EMERGENCY under the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9.

The City Manager or Department Head may increase staff Delegated Authority limits for Low Value Purchases and/or Authority limits upon the declaration of an Emergency by the City Mayor. An information report shall be submitted by the Department Head and/or City Manager to Council explaining the actions taken and the reason(s) for expenditures exceeding $10,000.00.

3.2 Cooperative Purchasing

The City may participate in Cooperative Purchasing where there are economic advantages in doing so, provided that if the Procurement is to be conducted by other public bodies or authorities, the City determines that:

a. The method of Procurement used by the other public body is a competitive method consistent with that as set out in this Policy; and
b. The awarding, reporting and execution of contracts resulting from the Cooperative Procurement is consistent with that as set out in this Policies and supporting Procedures.
c. When the City participates in a Cooperative Purchasing Bid conducted by another member of a Cooperative Purchasing group, the purchasing requirements, policies and procedures of that other member will prevail over this Policy for that particular bid.4. Vendor relationships

4. Vendor relationships

4.1 Contractor Performance

Department Heads shall be responsible for monitoring and documenting the performance of all publicly Bid Procurement Contracts in accordance with the City’s Contractor Performance Policy.
The Procurement Coordinator shall be notified if action is to be taken to correct the performance of a Contractor where it falls below the standard required by the Contract.

4.2 Contractor Integrity

The Procurement Review Panel may reject Bids and/or terminate existing Contracts for reasons including but not limited to circumstances where:

a. a Bidder/Contractor has been suspected based on reasonable, objective evidence or convicted of corruption, collusion, bid-rigging and/or any other anti-competitive activity or any other offence under the Criminal Code;
b. the City is likely to incur increased legal costs in the administration of the Contract if it is Awarded to the Bidder;
c. a Contractor has contravened the City's Supplier Code of Conduct ;
d. a Bidder has failed to satisfy an outstanding debt to the City;
e. there is reasonable grounds based on sound objective evidence to believe it would not be in the best interest of the City to enter into a Contract with the Bidder; and/or
f. responses to proposals delivered outside of scheduled timeframe.

In cases where the basis for rejection or termination as set out above is with respect to an individual who is currently an owner or member of the board of directors of the Contractor, and the individual resigns or is dismissed within a reasonable period of time, the City may continue to Award the Contract with heightened scrutiny.

The City may, within the limits of the law, Contract with a Bidder who has been convicted of an offense, when required to do so by law or legal proceedings, or when the City considers it necessary to the public interest for reasons which include, but are not limited to the exceptions, set out in Section 8.6 Litigation, Probation and Suspension of this policy.

4.3 Debriefing

Upon request of a Proponent in accordance with the instructions to Proponents, the City will provide such Proponent a debriefing in respect to their Proposal. The debriefing shall not take place until after the Contract has been executed. The City will allow up to thirty (30) calendar days following the date of Contract Award notification for a Proponent to request a debriefing. Where required, debriefings shall be conducted in accordance with the procedure stated in applicable trade agreements.

4.4 Local Preference

In accordance with Federal and Provincial Acts and the various trade agreements in place, there will be no local preference for purchases. The City of Brockville believes in totally fair, open competition for all vendors, regardless of their location and all vendors will be permitted to compete solely on the basis of their ability to provide maximum value, when and where the City is required to disburse public funds.

4.5 Canada Preferred Procurement

The city understands the importance of supporting the Canadian economy and communities from coast to coast. The purpose of Canada Preferred Procurement is to outline how the city the city can support Canadian Suppliers, Manufacturers and Producers, while still maintaining compliance with trade agreements and remaining within the approved annual budgets.

The city may choose to restrict tendering to Canadian goods, services, or suppliers for procurements below the CETA thresholds. The city may rank proposals according to a defined preference for Canadian goods, services, or suppliers.

When purchasing through a Cooperative Procurement program, the city may choose to select Canadian manufactured, produced or supplied goods or services, so long as costs are within the existing approved budgets.

The city may include Canadian valued-added criteria in a Request For Proposal (RFP), for procurements below the CETA thresholds. The Canada valued-added scoring shall not be more than a 10% of the total score. The city will identify the scoring in the RFP Bid Evaluation Summary.
As outlined in the CFTA, Canadian value-added means:

> (a) in relation to services, the proportion of the service contract performed by natural persons based in Canada; and

(b) in relation to goods, the value of the portion of the good produced in Canada or the difference between the dutiable value of imported goods and the selling price, taking into account any value added by manufacturers and distributors, and including any costs incurred in Canada related to research and development, sales and marketing, communications and manuals, customization and modifications, installation and support, warehousing and distribution, training, and after-sales service. It will be the proponent’s responsibility to communicate the value added in their proposal.
Where the goods have been defined as requiring to be Canadian origin or produced, a certificate of origin may be required by the city.

This section shall not discriminate against goods, services, and suppliers in other provinces and territories.

4.6 Exclusion of Bidders

The City may, in its sole discretion, prohibit a supplier from bidding on future solicitations, where the supplier has, in the one year period immediately preceding the date of the bidding either;

a. performed unsatisfactory work;
b. failed to meet completion dates and/or failed to follow reasonable instructions;
c. failed to comply with health and safety conditions or violations;
d. withdrew from a tender once the contract has been awarded;
e. failed to comply with the terms and/or conditions of a contract; and/or
f. been a party to litigation with the City.

Refer to the City's Contractor Performance Policy.

4.7 Litigation, Probation and Suspension

The Procurement Review Panel may reject a Bid from any Bidder or any other party (including any related or affiliated entities and any principal thereof) who is in unresolved claims or litigation with the City or who is currently serving a suspension or probation period in accordance with the City's Contractor Performance Policy.

Furthermore, the City shall retain the right to reject Bids which may have been received and/or awarded by the City, notwithstanding efforts by the City to screen the Award of Bids from parties engaged in unresolved claims or litigation with the City or serving a suspension or probation period, once the City becomes aware of such unresolved claim/litigation or suspension/probation period.

Notwithstanding the foregoing, where it is in the Best Interest of the City, the City may award a Contract to a Bidder who is in unresolved claim or litigation with the City or currently serving a suspension period, or is on probation, in accordance with the City's Contractor Performance Policy in any of the following circumstances:

a. where there is only one Bidder and the Council has approved the Award;
b. in the case of a Non-declared or City Declared Emergency Purchase as outlined in this policy;
c. where there is a legal obligation on the part of the City to enter into the Contract, for example, where the City has agreed to be part of a co-operative procurement and the lead agency is recommending the award to the Bidder and the City Manager has approved the Award;

d. where the proposed Contract is pursuant to an intergovernmental or co-operative agreement and where another public agency has approved the award;
e. where the City has been named as plaintiff or as a defendant pursuant to a subrogated interest and where, in the discretion of the City's legal counsel, an appropriate arrangement has been made to indemnify the City;
f. where the matter has been referred to alternative dispute resolution in a form or format approved by the City's legal counsel and where an agreement has been entered into which adequately protects the City's interests, as may be determined in the sole discretion of the City's legal counsel and approved by the City Manager;
g. where the Contractor or other party is exercising rights pursuant to the Expropriations Act;
h. where the City is required to do so under an applicable trade agreement;
i. where the amount in dispute in any unresolved Litigation does not exceed one hundred thousand dollars ($100,000.00), the City Manager may accept the Bid or Award the Contract, or approve the extension of the Contract, provided that he or she is satisfied that it would be in the best interest of the City, based on the consideration of factors including but not limited to the following:
    - the Bidder's performance under previous Contracts with the City;
    - the City claims history with the Bidder; and/or
    - an assessment of the overall risk and total cost of entering into a Contract with the Bidder.

5. Ethical Considerations

The City's Procurement activities will be conducted with integrity and all individuals involved in the City's Procurement activities, including any outside consultants participating on behalf of the City, shall comply with this policy and act in accordance with the City's Employee Code of Conduct or Code of Conduct for Members of Council Policy.

The City will not procure personal items of direct benefit to officers, employees of the City or any member of Council.

No member of staff or Council may receive a personal benefit from any contract for supplies and/or services or benefit from the very nature of their employment with the City or their being on Council. Further, each person involved in any aspect of procurement on behalf of the Municipality must reject any offer of favours, gifts, entertainment, meals, trips, gratuities, loans or benefits of any kind, in either the pre-procurement phase or during the procurement process regardless of the value.
Promotional items, favours, gifts, or entertainment provided by suppliers/contractors must be submitted to the Human Resources Department for fair distribution in an employee raffle.

5.1 Lobbying Prohibited

If any director, officer, employee, agent or other representative of a Bidder, including any other parties that may be involved in a joint venture, consortium or similar business relationship with the Bidder, makes, from the time the Bid Call Document is released, any representation or solicitation to any elected representative or employee or agent of the City including project consultants, or to the media, with respect to the Bidder's Bid, the City will be entitled to reject the Bid.

5.2 Conflict of Interest

Council shall ensure all procurement activities undertaken on behalf of the City shall be in accordance with the Municipal Conflict of Interest Act and this policy.

Employees shall ensure all procurement undertaken on behalf of the City shall be done in accordance with the City's *Human Resources Policies, Employment Conflict of Interest Policy* and this policy.

All other City Representatives shall ensure all Procurement activities undertaken on behalf of the City shall be done so in accordance with the *City Representative Conflict of Interest Policy* and this policy.

5.3 Access to Information

The disclosure of information received relevant to the issue of Bids or the Award of Contracts shall be made by the appropriate officers in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act and the Personal Health Information Protection Act, as amended.

5.4 Cooperation with Other Public Agencies

The City may acquire Goods and Services from federal, provincial, or municipal body, ministry, agency, board or authority as member of a cooperative purchasing group. This group pools its expertise and resources in order to practise good value analysis and to purchase Goods, Services and/or Construction in volume and save tax dollars. The City may utilize Provincial and Federal Standing Agreements to take advantage of opportunities that are deemed to be in the best interest of the City, as determined by the Director of Finance/City Treasurer.

6. Reporting

Method of Purchasing	**Dollar Range**	**Report from**	**To**
Report Prior to Purchase			
Low Value Purchase	Up to $5,000	Staff	Designate
	Up to 10,000	Staff	Supervisor
Informal and Request for Quotation (IRFQ)/(RFQ), Request for Tender (RFT)/ Request for Proposal (RFP)	$10,000 to $25,000	Supervisor	Manager
Request for Quotation (RFQ), Request for Tender (RFT) / Request for Proposal (RFP)	$25,000 to $75,000	Manager	Department Head
Over $100,000, a minimum of 3 bids are required	$75,000 to $150,000	Department Head	Director of Finance
	Over $150,000	Director of Finance	City Manager
Direct Negotiation / Irregular results	$25,000 to $50,000	Department Head	Director of Finance
	$50,000 to $150,000	Director of Finance	City Manager
	Over $150,000	City Manager	Council
Single or Sole Source Purchases	Up to $10,000	Manager	Department Head

	$10,000 to $50,000	Department Head	Director of Finance
	Over $50,000	Director of Finance	City Manager
Spending authorized under section 5.2		Department Head	Council
Report Post-Procurement			
Non-Declared Emergency	$5,000 to $50,000	Department Head	Director of Finance
	Over $50,000	City Manager	Council

Where 3 bids have not been received, between the values of $25,000 and $100,000, and the winning bid is within budget, the Director of Finance will review and provide approval for the procurement to proceed. Staff are required to provide proof of requesting pricing from a minimum of three qualified bidders.

Council shall be informed prior to award any tender or proposal that is over budget or that contains bid irregularities as per the Budgetary Control Policy. In cases where Direct Negotiations may take place, an in-camera session may be requested.

Post-procurement reports to Council shall be provided at the next appropriate Committee meeting or with the budget variance report or at an earlier meeting determined by the Director of Finance.

7. Restrictions

A project awarded for the purchase of goods, services and/or construction cannot be separated into two or more components to circumvent the requirements of this policy as it relates to values of purchases in order to avoid having to meet the requirements of this policy.

The City reserves the right to split an award between multiple proponents within the same purchasing opportunity.

The Procurement authority shall determine whether any purchasing activity may be accepted when it could result in an employee-employer relationship. Any City employee wishing to bid on City projects must first obtain, in writing, approval from the City Manager to do so. In co-ordination with both the Department Head and Human Resources a judgement may be determined which will adhere to the integrity set forth in this policy.

No personal purchases shall be made for City Representatives or their families with the exception of corporate sponsored employee programs, where applicable.

No City Representative shall personally obtain any Real or Personal Property that has been declared surplus unless it is obtained through a public process, with the exception of City employees (including their immediate family and agents) directly involved in the process to declare City Real or Personal Property surplus who shall be excluded from Bidding to acquire Surplus Property offered for sale. Refer to Disposition of City Property Policy.

Where an applicable international, federal, provincial or inter-provincial trade agreement is in conflict with this policy, the requirements of the applicable trade agreement shall take precedence.

The open and competitive Procurement procedures set out in this policy shall not apply to the purchase of those items listed in Appendix B: Exceptions, or as otherwise listed in this policy.

No City Representative shall purchase, on behalf of the City, any Goods, Services and/or Construction, except in accordance with this policy.

The City may consider, amongst other items during the consideration of Award of Contracts, previously completed Contractor Performance Evaluation Forms to determine if a Bidder is Responsible.

8. General Applications

8.1 Asset Disposal

Department Heads may present a report for the disposal of assets to the Director of Finance for approval prior to proceeding with any form of disposal. See Use of/Disposing of City Property (Non Real Estate Property) Operating Procedure.

Refer to the Procedures for the Sale of Municipal Land by-law 103-2005 for the sale of land.

8.2 Tie Bids Received

Quotations and Tenders

In the case of a Tie Bid between two (2) or more Responsive and Responsible Bidders and where multiple awards are not possible, where a City's Contractor Performance Evaluation rating is on file for each of the Bidders, the Bidder with the best evaluation rating for the same or similar service being procured shall be selected.

If the one or more Bidders don't have a Contractors Performance Evaluation Form, these criteria may be weighted as consider appropriate:

a. a bidder with an overall satisfactory performance record is given preference over a bidder known to have a less satisfactory performance record;
b. a bidder in a position to provide adequate after-sales service, with a good record in this regard, will be given preference over a bidder who is less able to provide adequate service or who has a poor record;
c. when delivery is an important factor, the bidder offering the best delivery date should be given preference;

If the above procedures cannot determine the selected Bidder, the City may:

a. Request a second Bid from Responsive and Responsible Bidders or
b. Enter into negotiations with Responsive and Responsible Bidders

Proposals

In the situation, where in the opinion of the Director of Finance/ City Treasurer, two (2) or more Contractor Performance Evaluation ratings are identical, the weighting criteria shall be sorted from highest to lowest importance and the rating in each weighting criteria section compared. The Proposal that scores highest when comparing the weighted criteria individually in order of importance shall be declared the winner.

4.3 Lowest Bid and/or Highest Bid

In the case of quotations and tenders, the lowest or highest bid, as the case may be, of a qualified bidder shall be accepted if it meets the requirements specified in the bid document.

The city has the right to validate costs of any low bid to ensure that the bidder has considered all components of the scope. The City may offer such

8.4 Bids By Members of Council

Members of Council are permitted to bid on City projects. When a Member of Council has any pecuniary interest as a result of submitting a bid, they must act in accordance with the provisions of the *Municipal Conflict of Interest Act*.

In addition to the requirements of the *Municipal Conflict of Interest Act*, when a Member of Council will be absent from a meeting where a matter, which is the subject of consideration, has any pecuniary interest, direct or indirect, the Members of Council shall advise the Clerk in writing, prior to the meeting to disclose the interest and the general nature thereof.

8.5 Right to Reject Bids

Notwithstanding the provisions of this policy, the City shall have the right to reject the lowest or any bid at its absolute discretion. The City also reserves the right to cancel or reissue bid documents in the original format or modified as best suits the requirements of the City.

8.6 Bid Dispute (Pre-Award and Post-Award)

Bidders shall advise the Procurement Coordinator stated in the Bid Document, prior to the deadline of written questions, if a Bidder needs to address any discrepancies, errors, concerns, and/or omissions in the Bid Call Document, or if they are in doubt as to any part thereof.

The Procurement Review Panel may consider all Bid Disputes (Non-Judicial) in accordance with this policy or in accordance with any applicable trade agreements having jurisdiction.

8.7 Cancellation (Pre-Award and Post-Award)

In the event that a procurement is cancelled prior to the award of the work, all bidder’s will be notified by the Procurement Coordinator and provided with the reason for the cancellation.

The city reserves the right to cancel a contract post-award if the bidder is unable to achieve the intended results of the contract due to errors in the bidders submission, including pricing or misinterpretation of the scope by the bidder. The city may cancel the original award and offer the work to the next contractor based on the evaluation criteria of the procurement.

8.8 In Kind Services

The city reserves the right to accept services “in kind” from experienced, qualified contractors at the discretion of the Department Head, up to a maximum of $5,000 of “in kind” services. Services provided “in kind” are subject to warranty periods and provisions outlined in the City’s Terms and Conditions - Supply of Goods and Services.

The city reserves the right to reject “in kind” services of any contractor without cause to ensure a fair procurement process is conducted for the work. In kind services should not influence the awarding of a procurement.

Appendix A – Purchasing Authority

Method of Purchasing	Dollar Range	Purchasing Authority	Approval
Low Value Purchase	Up to $5,000	Staff	Designate
• Request 3 bids	Up to 10,000	Staff	Supervisor
• Informal Request for Quotation (IRFQ)/ Request for Quotation (RFQ)/ Request for Proposal (RFP) • Request 3 bids	$10,000 to $25,000	Supervisor	Manager
• Request for Quote (RFQ) • Request for Proposal (RFP) • Request for Tender (RFT) • Direct Negotiation • Request 3 bids*	$25,000 to $75,000	Manager	Department Head
* Over $100,000, a minimum of 3 bids are required	$75,000 to $150,000	Department Head	Director of Finance
	Over $150,000	Director of Finance	City Manager
Single or Sole Source Purchases	Up to $10,000	Manager	Department Head
	$10,000 to $50,000	Department Head	Director of Finance
	Over $50,000	Director of Finance	City Manager
Non-Declared Emergency	$5,000 to $50,000	Department Head	Director of Finance
	Over $50,000	City Manager	Council

* Where 3 bids have not been received, between the values of $25,000 and $100,000, and the winning bid is within budget, the Director of Finance will review and provide approval for the procurement to proceed. Staff are required to provide proof of requesting pricing from a minimum of three qualified bidders.

All Procurements, with the exception of Appendix B, **over $100,000** that contain bid irregularities or when less than 3 bids have been submitted, require Council Approval for the procurement to proceed.

Incremental or progress invoices for approved contracts can be approved by an Approval Authority within the Method of Purchasing outlined above (Ie. A Single Source contract approved by the Director of Finance may have a progress invoice for $8,000. This invoice can be approved by the Department Head). Invoices shall not be split up to allow for a lower Approval Authority to approve payment for the work.

Procurement processes shall follow the Canadian Free Trade Agreement, Chapter Five; as well as the European Union Comprehensive Economic and Trade Agreement (CETA).

Exclusions

Appendix B – Goods and Services "Exempt" from provision of the Procurement Policy

1. Training and Education

    a. Staff registration and tuition fees for conferences, conventions, courses, workshops and seminars
    b. Magazines, books and periodicals
    c. Memberships
    d. Staff development
    e. Facilitators and program hosts

2. Refundable Employee / Councillor Expenses / General Expenses

    a. Expense claims
    b. Meals
    c. Travel and Accommodation
    d. Payroll deduction remittances
    e. Medical
    f. Licenses (vehicle, firearms, etc.), Certificate and other approvals required
    g. Debenture payments
    h. Grants to Agencies
    i. Damage claims
    j. Petty Cash replenishment
    k. Tax remittances, WSIB remittances
    l. Newspaper advertising
    m. Retirement Recognition Awards
    n. Payroll related issues / Payment for employment
    o. Charges to and from Government Bodies, including Crown Corporations
    p. Sinking fund payments
    q. Property Tax Bill printing and mailing services
    r. Postage

Professional Services and Special Services

Up to $25,000, or defined more specifically in another City Policy or Council Policy, including, but not limited to:

a. Committee fees
b. Legal fees for expert or professional legal services for all City requirements and insurance matters
c. Arbitrators
d. POA Prosecutors
e. Fees for Professional Witnesses appearing on the City's behalf at Court hearings
f. Physicians, nurses, pharmacists or other Health Care providers
g. Medical and counselling fees
h. Realty services and Appraisal services
i. Honorariums
j. Public Debenture Sales
k. Additional Non-recurring accounting and auditing services
l. Entertainers for special events
m. Realty services for lease, acquisition, demolition, sale and appraisal or Land Property including appraisal and consulting services relating to matters of Expropriation

Professional and special services exceeding $5,000 must follow the approval process.

3. Commodity Hedging such as electricity, natural gas, fuel, etc., under O. Reg. 653/05: Debt-Related Financial Instruments and Financial Agreements under Municipal Act, 2001, S.O. 2001, C. 25

4. Utilities (monthly charges, maintenance, utility relocations, construction, acquisition or where proprietary):

    a. Water and Sewer
    b. Telephone (excludes cellular)
    c. Internet and Fibre
    d. Cable Television
    e. Railway crossings

5. Health and Social services including payments to social agencies for purchased services

6. Events supporting local non-profit organizations

7. The Purchase of Real Property

8. Investments, as recommended by the Director of Finance and/or City Manager

9. Banking

10. Any additional exceptions expressly permitted in an applicable trade agreement

11. Legal services and Labour Relations services as deemed appropriate by the City Manager up to $25,000

12. When the purchase is already covered by a lease-purchase agreement

13. When an urgent purchase is necessary for fulfilling a statutory order issued by a federal or provincial authority, such as an environmental, public health, or workplace safety compliance order

14. When it is necessary to ensure compatibility with existing products or to avoid violating warranty/guarantee requirements when service is required agreement on Internal Trade and the Ontario-Quebec Trade Agreement indicate specific exceptions to competitive sourcing.

These purchases are still subject to internal financial controls, generally accepted accounting and reporting practices and Municipal Act requirements.

When directed by City Manager or as approved by Council as a best practice plan, the following purchase of professional services will be completed through a Request for Proposal:

a. Auditing (every 5 years)
b. Integrity Commissioner Services
c. Actuaries
d. Insurance (every 5 years)
e. General Legal

References and Related Policies

Accounts Payable Policy
Budgetary Control Policy
Contractor Performance Policy
Disposition of City Property Policy
City Representative Conflict of Interest Policy
Employee Conflict of Interest Policy

Consequences of Non-Compliance

Failure to comply may result in payments delays, invoices refused, corrective and/or disciplinary action up to and including dismissal.

Review Cycle

Finance and/or internal auditor and/or auditors may conduct reviews at any time, without notice, to assess compliance with this policy.

This policy shall be reviewed and updated every five years or before to coincide with changing business issues and external guidelines and regulations.

13. Appendix D – Ten (10) Year Capital Plan

				2026 FUNDING OF PROJECTS								
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**OCIF**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants / Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Capital Funding**
Bridges	Bridge Work - Perth St. Creek Overpass	382,503	382,503									0
Bridges	Bridge Work - Water St. Tunnel Overpass	70,760	70,760									0
Bridges	Bridge Work - Beecher St. Overpass	672,300	672,300									0
Bridges	Culvert Work - Oxford Ave Overpass	48,600	48,600									0
Bridges	Culvert Work - St Paul St. Overpass	428,770	428,770									0
Bridges	Culvert Work - Ormond St. Overpass	348,000	348,000									0
Bridges	Culvert Work - Park St. Overpass	588,410	588,410									0
Bridges	Pedestrian Bridge Work - Elm Street Brock Trail Bridge	125,000	125,000									0
Bridges	Pedestrian Bridge Work - Upper Brookview Park Brock Trail Bridge	6,000	6,000									0
		2,670,343	**2,670,343**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Facilities	Water Booster Station on First Ave - Roof	5,000	5,000									0
Facilities	Brockville Arts Centre - Auditorium Roof	110,000	110,000								110,000	110,000
Facilities	Gord Watts Municipal Centre - Fleet Shop - Roof	171,000	171,000								171,000	171,000
Facilities	Gord Watts Municipal Centre - Works Shop - Roof	196,875	196,875								196,875	196,875
Facilities	Gord Watts Municipal Centre - Public Works Garage - HVAC	14,000	14,000			14,000						14,000
Facilities	Gord Watts Municipal Centre - Fleet Shop - HVAC	14,000	14,000			14,000						14,000
Facilities	Gord Watts Municipal Centre - Transit Bay - Overhead Doors (2)	20,000	20,000									0
Facilities	Gord Watts Municipal Centre - Fleet - Overhead Doors (2)	20,000	20,000									0
Facilities	Gord Watts Municipal Centre - Public Works - Overhead Doors (4)	40,000	40,000									0
Facilities	Gord Watts Municipal Centre - Water - Overhead Door	10,000	10,000									0
Facilities	Gord Watts Municipal Centre - Fleet - Overhead Door	10,000	10,000									0
Facilities	Water North Reservoir on California Ave - Roof 1 (2)	77,000	77,000									0
Facilities	St Lawrence Park - West Pavilion Roof (2)	50,000	50,000									0
Facilities	Fire Station II - Roof	200,000	200,000								200,000	200,000
Facilities	Memorial Centre - Compressor Room - Chiller, Brine (2), Glycol Loop, Motor (2) Pump	183,995	183,995			183,995						183,995
Facilities	Memorial Centre - Score Clock	25,000	25,000							25,000		25,000
Facilities	Cemetery Eavestrough and Downspouts	7,500	7,500									0
Facilities	Cemetery Exterior Doors & Garage Doors	10,000	10,000									0
Facilities	Cemetery Chapel Restoration	75,000	75,000									0
Facilities	Cemetery-Columbarium B - 10 Year Maintenance	30,000	30,000									0
Facilities	Airport - Hangar 1 - Directional Beacon	25,000	25,000							25,000		25,000
		1,294,370	**1,294,370**	**0**	**0**	**211,995**	**0**	**0**	**0**	**50,000**	**677,875**	**939,870**
Transportation	Pedestrian Crossover - Brock St	500	500									0
Transportation	Pedestrian Crossover - Abbott St	500	500									0
Transportation	Pedestrian Crossover - Beecher St	500	500									0
Transportation	Pedestrian Crossover - Church St	500	500									0
Transportation	Pedestrian Crossover - Perth St	30,000	30,000			30,000						30,000
Transportation	Pedestrian Crossover - King St	30,000	30,000			30,000						30,000
Transportation	Pedestrian Crossover - Perth St	500	500									0
Transportation	Pedestrian Crossover - St Paul St	500	500									0
Transportation	Pedestrian Crossover - Henry St	500	500									0
Transportation	Pedestrian Crossover - Cedar St	500	500									0
Transportation	Pedestrian Crossover - Blockhouse Island	500	500									0
		64,500	**64,500**	**0**	**0**	**60,000**	**0**	**0**	**0**	**0**	**0**	**60,000**
Fleet-Eco Dev	Economic Development portion											0
Fleet-Engineering	Engineering Portion											0
Fleet-Operations	Operations Portion - Units: 00511, 02514	465,631	465,631								465,631	465,631
Fleet-Fire	Fire Portion											0
Fleet-IT	IT Vehicle	60,000	60,000			60,000						60,000
Fleet-Cemetery	Truck and Dump Box	150,000	150,000								150,000	150,000
Fleet-Police	Police Portion - Units: 40123, 40223, 41720, 42024	215,745	215,745								215,745	215,745
		891,376	**891,376**	**0**	**0**	**60,000**	**0**	**0**	**0**	**0**	**831,376**	**891,376**
Recreational	Alwington Park - Swing Set	4,400	4,400									0
Recreational	Brackenreid Park - Backstop	5,000	5,000									0
Recreational	Lower Brookview Park - Sign	1,100	1,100									0
Recreational	Cockburn Island - Cribs, Anchor, Ramp	8,500	8,500									0
Recreational	Cunningham Park - Sign	1,100	1,100									0
Recreational	Dana Street Park - Bench(es), Table(s), Play Structure, Swingset	41,736	41,736									0

				2026 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Recreational	Davison Park - Bench(es), Table(s)	1,543	1,543									0
Recreational	Fulford Park - Table(s)	1,586	1,586									0
Recreational	Hardy/Centennial Park - Seawall	125,000	125,000	125,000								125,000
Recreational	John Taylor Park - Pathway	25,160	25,160	25,160								25,160
Recreational	Kensington Park West - Table(s), Swingset	5,986	5,986									0
Recreational	Linden Park - Fence	34,262	34,262			34,262						34,262
Recreational	Little Fulford Park - Fence	15,000	15,000			15,000						15,000
Recreational	Matthew Fraser Park - Basketball Court, Swingset	14,400	14,400			14,400						14,400
Recreational	Memorial Park - Soccer Fields - Lighting, Pavillion, Pathway	299,000	299,000								299,000	299,000
Recreational	Memorial Park - Softball Fields - Dugouts (4), Sub Panel, Lighting (2), Baseball Diamond (2)	673,000	673,000								673,000	673,000
Recreational	Museum - Henry St Park - Bench(es), Waste Receptacle	11,096	11,096									0
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	St. Lawrence Park - Play Structure (2)	85,000	85,000								85,000	85,000
Recreational	Schofield Park - Play Structure	65,000	65,000								65,000	65,000
Recreational	Tunnel Bay Harbour/Blockhouse Island - Seawall (2)	165,000	165,000	165,000								165,000
Recreational	Victoria Park - Play Structure	45,000	45,000								45,000	45,000
Recreational	Waverly Park - Play Structure	50,000	50,000								50,000	50,000
		1,757,477	**1,757,477**	**315,160**	**0**	**63,662**	**0**	**0**	**0**	**0**	**1,217,000**	**1,595,822**
Roads	Cemetery-Roadways and Drainage	60,000	60,000	60,000								60,000
Roads	Parkedale Ave Widening -Kent Blvd 160 meters westerly	405,000	405,000		405,000					0		405,000
Roads	Centennial Road Windsor Drive to CNR (CIP) 1200 m	650,000	650,000	650,000								650,000
Roads	King St E - Sidewalk Repair Bennett Street to Bartholomew Street	200,000	200,000									0
Roads	Bartholomew Street - King Street to James Street	280,000	280,000		280,000							280,000
Roads	Asphalt / Concrete Program	1,300,000	1,300,000	725,000	525,000					50,000		1,300,000
		2,895,000	**2,895,000**	**1,435,000**	**1,210,000**	**0**	**0**	**0**	**0**	**50,000**	**0**	**2,695,000**
Stormsewer												0
Stormsewer	Parkedale Ave Widening -Kent Blvd 160 meters westerly	130,000	130,000		130,000							130,000
Stormsewer												0
		130,000	**130,000**	**0**	**130,000**	**0**	**0**	**0**	**0**	**0**	**0**	**130,000**
Wastewater	WPCC - SCADA PLC Hardware/Software Upgrades	200,000	200,000						200,000			200,000
Wastewater	Digester #2 Gas/Liquid Membrane - Replace	475,000	475,000						475,000			475,000
Wastewater	Digester Gas Flare - Replace	200,000	200,000						200,000			200,000
Wastewater	Lab Equipment - Replace Countertop Centrifuge	6,000	6,000						6,000			6,000
Wastewater	Screen/Degrit - Replace sump pump and checkvalves	30,000	30,000						30,000			30,000
Wastewater	Screen/Degrit - Replece Grit Bins (2)	3,000	3,000									0
Wastewater	Primary Clarifier - Replace Raw Sludge Pump #1	40,000	40,000						40,000			40,000
Wastewater	Dewatering - Replace Ozone Control Unit	30,000	30,000						30,000			30,000
Wastewater	Dewatering - Replace Cake Bins (2)	22,000	22,000						22,000			22,000
Wastewater	RAS Pump Flow Meters (4) - Replace	10,000	10,000						10,000			10,000
Wastewater	Septage Station - Replace grinder pump	20,000	20,000						20,000			20,000
Wastewater	Digester #2 Cleanout	85,000	85,000									0
Wastewater	Main Pump Station - Pump #2 Refurb/Overhaul	40,000	40,000									0
Wastewater	WPCC - Arch Flash Study	25,000	25,000									0
Wastewater	Lab Equipment - Replace BOD/DO Probe	2,000	2,000									0
Wastewater	Screen/Degrit - Grit Tank Conveyors (2) - Refurb/Overhual	30,000	30,000									0
Wastewater	Screen/Degrit - Replace gear box and motor on compaction conveyor	10,000	10,000									0
Wastewater	Primary Clarifier #1 & #2 Collectors - Replace Long & Cross Flights	60,000	60,000									0
Wastewater	Primary Clarifier #1 & #2 - Replace Long & Cross Wear Strips	14,000	14,000									0
Wastewater	Dewatering - Replace Interior HPS Lighting	10,000	10,000									0
Wastewater	East Service Bldg. - Nat. Gas Boiler #503 Maintenance/Overhual	12,000	12,000									0
Wastewater	East Service Bldg. - Replace Boiler #503 Gas Line, Safety Devices & Valves	8,000	8,000									0
Wastewater	Aeration Tanks - Replace DO Diffusers	25,000	25,000									0
Wastewater	Aeration Tanks - Replace Air Flow Sensors Tank #1 (3)	18,000	18,000									0
Wastewater	RAS Pump #722/723 - Refurb/Overhaul	10,000	10,000									0
Wastewater	Post Aeration Contact Channel - Replace DO Diffusers (50)	30,000	30,000									0
Wastewater	Pump Stations - Refurbish and Paint (8)	40,000	40,000									0
Wastewater	Pump Stations - Refurbish Air Supply and Ventalation Systems (8)	40,000	40,000									0

				2026 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Wastewater	Leachate Pump Station - Refurbish	30,000	30,000									0
Wastewater	Chelsea Pump Station - New Platform/Landing	20,000	20,000									0
Wastewater	Digester - Replace PLC on grinder pump	5,000	5,000									0
Wastewater	Bartholomew Street - King Street to James Street	400,000	400,000						400,000			400,000
Wastewater	Stewart Blvd - Brockville Shopping Centre MH separation	100,000	100,000						100,000			100,000
Wastewater	Talos Cost Sharing (DCs) Sanitary and Water Mains (2024)	200,000	200,000				200,000					200,000
Wastewater	Sewer Flow Monitoring for Development (Part 2)	100,000	100,000						100,000			100,000
		2,350,000	**2,350,000**	**0**	**0**	**0**	**200,000**	**0**	**1,633,000**	**0**	**0**	**1,833,000**
Water	Talos Cost Sharing (DCs) Sanitary and Water Mains (2024)	150,000	150,000				150,000					150,000
Water	Bartholomew Street - King Street to James Street	475,000	475,000					475,000				475,000
		625,000	**625,000**	**0**	**0**	**0**	**150,000**	**475,000**	**0**	**0**	**0**	**625,000**
Water	Filter Media Replacement	350,000	350,000									0
Water	Chemical Bulk Storage Upgrades	50,000	50,000					50,000				50,000
Water	WTP highlift Upgrades (Motor#3-VFD phase 2)	80,000	80,000					80,000				80,000
Water	Equipment Maintenance and Replacement	150,000	150,000					75,000				75,000
Water	Lead Service Replacement Program	150,000	150,000									0
Water	Programmable Logic Controllers Replacement Program	50,000	50,000					50,000				50,000
Water Distribution	Parkedale Ave Pump Replacement (Talos)	100,000	100,000					100,000				100,000
Water Distribution	Hwy 401 Reline 1000 Islands Mall - Brookview	300,000	300,000					300,000				300,000
Water Distribution	Master Water Plan Phase 2	100,000	100,000									0
Water Distribution												0
Water Distribution												0
Water Distribution	Parkedale Reservoir Generator	200,000	200,000					200,000				200,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000									0
		1,605,000	**1,605,000**	**0**	**0**	**0**	**0**	**855,000**	**0**	**0**	**0**	**855,000**
TOTAL 2026		**$14,283,065.73**	**$14,283,065.73**	**$1,750,160.00**	**$1,340,000.00**	**$395,657.00**	**$350,000.00**	**$1,330,000.00**	**$1,633,000.00**	**$100,000.00**	**$2,726,250.73**	**$9,625,067.73**

				2026 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - Perth St. Creek Overpass	382,503	382,503						382,503		382,503
Bridges	Bridge Work - Water St. Tunnel Overpass	70,760	70,760						70,760		70,760
Bridges	Bridge Work - Beecher St. Overpass	672,300	672,300						672,300		672,300
Bridges	Culvert Work - Oxford Ave Overpass	48,600	48,600						48,600		48,600
Bridges	Culvert Work - St Paul St. Overpass	428,770	428,770						428,770		428,770
Bridges	Culvert Work - Ormond St. Overpass	348,000	348,000						348,000		348,000
Bridges	Culvert Work - Park St. Overpass	588,410	588,410						588,410		588,410
Bridges	Pedestrian Bridge Work - Elm Street Brock Trail Bridge	125,000	125,000						125,000		125,000
Bridges	Pedestrian Bridge Work - Upper Brookview Park Brock Trail Bridge	6,000	6,000						6,000		6,000
		2,670,343	**2,670,343**	**0**	**0**	**0**	**0**	**0**	**2,670,343**	**0**	**2,670,343**
Facilities	Water Booster Station on First Ave - Roof	5,000	5,000				5,000				5,000
Facilities	Brockville Arts Centre - Auditorium Roof	110,000	110,000								0
Facilities	Gord Watts Municipal Centre - Fleet Shop - Roof	171,000	171,000								0
Facilities	Gord Watts Municipal Centre - Works Shop - Roof	196,875	196,875								0
Facilities	Gord Watts Municipal Centre - Public Works Garage - HVAC	14,000	14,000								0
Facilities	Gord Watts Municipal Centre - Fleet Shop - HVAC	14,000	14,000								0
Facilities	Gord Watts Municipal Centre - Transit Bay - Overhead Doors (2)	20,000	20,000		20,000						20,000
Facilities	Gord Watts Municipal Centre - Fleet - Overhead Doors (2)	20,000	20,000		20,000						20,000
Facilities	Gord Watts Municipal Centre - Public Works - Overhead Doors (4)	40,000	40,000		40,000						40,000
Facilities	Gord Watts Municipal Centre - Water - Overhead Door	10,000	10,000		10,000						10,000
Facilities	Gord Watts Municipal Centre - Fleet - Overhead Door	10,000	10,000		10,000						10,000
Facilities	Water North Reservoir on California Ave - Roof 1 (2)	77,000	77,000				77,000				77,000
Facilities	St Lawrence Park - West Pavilion Roof (2)	50,000	50,000		50,000						50,000
Facilities	Fire Station II - Roof	200,000	200,000								0
Facilities	Memorial Centre - Compressor Room - Chiller, Brine (2), Glycol Loop, Motor (2) Pump	183,995	183,995								0
Facilities	Memorial Centre - Score Clock	25,000	25,000								0
Facilities	Cemetery Eavestrough and Downspouts	7,500	7,500		7,500						7,500
Facilities	Cemetery Exterior Doors & Garage Doors	10,000	10,000		10,000						10,000
Facilities	Cemetery Chapel Restoration	75,000	75,000		75,000						75,000
Facilities	Cemetery-Columbarium B - 10 Year Maintenance	30,000	30,000						30,000		30,000
Facilities	Airport - Hangar 1 - Directional Beacon	25,000	25,000								0
		1,294,370	**1,294,370**	**0**	**242,500**	**0**	**82,000**	**0**	**30,000**	**0**	**354,500**
Transportation	Pedestrian Crossover - Brock St	500	500						500		500
Transportation	Pedestrian Crossover - Abbott St	500	500						500		500
Transportation	Pedestrian Crossover - Beecher St	500	500						500		500
Transportation	Pedestrian Crossover - Church St	500	500						500		500
Transportation	Pedestrian Crossover - Perth St	30,000	30,000								0
Transportation	Pedestrian Crossover - King St	30,000	30,000								0
Transportation	Pedestrian Crossover - Perth St	500	500						500		500
Transportation	Pedestrian Crossover - St Paul St	500	500						500		500
Transportation	Pedestrian Crossover - Henry St	500	500						500		500
Transportation	Pedestrian Crossover - Cedar St	500	500						500		500
Transportation	Pedestrian Crossover - Blockhouse Island	500	500						500		500
		64,500	**64,500**	**0**	**0**	**0**	**0**	**0**	**4,500**	**0**	**4,500**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion										0
Fleet-Operations	Operations Portion - Units: 00511, 02514	465,631	465,631								0
Fleet-Fire	Fire Portion										0
Fleet-IT	IT Vehicle	60,000	60,000								0
Fleet-Cemetery	Truck and Dump Box	150,000	150,000								0
Fleet-Police	Police Portion - Units: 40123, 40223, 41720, 42024	215,745	215,745								0
		891,376	**891,376**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Alwington Park - Swing Set	4,400	4,400						4,400		4,400
Recreational	Brackenreid Park - Backstop	5,000	5,000						5,000		5,000
Recreational	Lower Brookview Park - Sign	1,100	1,100						1,100		1,100
Recreational	Cockburn Island - Cribs, Anchor, Ramp	8,500	8,500						8,500		8,500
Recreational	Cunningham Park - Sign	1,100	1,100						1,100		1,100
Recreational	Dana Street Park - Bench(es), Table(s), Play Structure, Swingset	41,736	41,736						41,736		41,736
Recreational	Davison Park - Bench(es), Table(s)	1,543	1,543						1,543		1,543
Recreational	Fulford Park - Table(s)	1,586	1,586						1,586		1,586
Recreational	Hardy/Centennial Park - Seawall	125,000	125,000								0
Recreational	John Taylor Park - Pathway	25,160	25,160								0
Recreational	Kensington Park West - Table(s), Swingset	5,986	5,986						5,986		5,986

				2026 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Recreational	Linden Park - Fence	34,262	34,262								0
Recreational	Little Fulford Park - Fence	15,000	15,000								0
Recreational	Matthew Fraser Park - Basketball Court, Swingset	14,400	14,400								0
Recreational	Memorial Park - Soccer Fields - Lighting, Pavillion, Pathway	299,000	299,000								0
Recreational	Memorial Park - Softball Fields - Dugouts (4), Sub Panel, Lighting (2), Baseball Diamond (2)	673,000	673,000								0
Recreational	Museum - Henry St Park - Bench(es), Waste Receptacle	11,096	11,096						11,096		11,096
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	St. Lawrence Park - Play Structure (2)	85,000	85,000								0
Recreational	Schofield Park - Play Structure	65,000	65,000								0
Recreational	Tunnel Bay Harbour/Blockhouse Island - Seawall (2)	165,000	165,000								0
Recreational	Victoria Park - Play Structure	45,000	45,000								0
Recreational	Waverly Park - Play Structure	50,000	50,000								0
		1,757,477	**1,757,477**	**0**	**0**	**0**	**0**	**0**	**161,655**	**0**	**161,655**
Roads	Cemetery-Roadways and Drainage	60,000	60,000								0
Roads	Parkedale Ave Widening -Kent Blvd 160 meters westerly	405,000	405,000								0
Roads	Centennial Road Windsor Drive to CNR (CIP) 1200 m	650,000	650,000								0
Roads	King St E - Sidewalk Repair Bennett Street to Bartholomew Street	200,000	200,000						200,000		200,000
Roads	Bartholomew Street - King Street to James Street	280,000	280,000								0
Roads	Asphalt / Concrete Program	1,300,000	1,300,000								0
		2,895,000	**2,895,000**	**0**	**0**	**0**	**0**	**0**	**200,000**	**0**	**200,000**
Stormsewer											0
Stormsewer	Parkedale Ave Widening -Kent Blvd 160 meters westerly	130,000	130,000								0
Stormsewer											0
		130,000	**130,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	WPCC - SCADA PLC Hardware/Software Upgrades	200,000	200,000								0
Wastewater	Digester #2 Gas/Liquid Membrane - Replace	475,000	475,000								0
Wastewater	Digester Gas Flare - Replace	200,000	200,000								0
Wastewater	Lab Equipment - Replace Countertop Centrifuge	6,000	6,000								0
Wastewater	Screen/Degrit - Replace sump pump and checkvalves	30,000	30,000								0
Wastewater	Screen/Degrit - Replece Grit Bins (2)	3,000	3,000					3,000			3,000
Wastewater	Primary Clarifier - Replace Raw Sludge Pump #1	40,000	40,000								0
Wastewater	Dewatering - Replace Ozone Control Unit	30,000	30,000								0
Wastewater	Dewatering - Replace Cake Bins (2)	22,000	22,000								0
Wastewater	RAS Pump Flow Meters (4) - Replace	10,000	10,000								0
Wastewater	Septage Station - Replace grinder pump	20,000	20,000								0
Wastewater	Digester #2 Cleanout	85,000	85,000					85,000			85,000
Wastewater	Main Pump Station - Pump #2 Refurb/Overhaul	40,000	40,000					40,000			40,000
Wastewater	WPCC - Arch Flash Study	25,000	25,000					25,000			25,000
Wastewater	Lab Equipment - Replace BOD/DO Probe	2,000	2,000					2,000			2,000
Wastewater	Screen/Degrit - Grit Tank Conveyors (2) - Refurb/Overhual	30,000	30,000					30,000			30,000
Wastewater	Screen/Degrit - Replace gear box and motor on compaction conveyor	10,000	10,000					10,000			10,000
Wastewater	Primary Clarifier #1 & #2 Collectors - Replace Long & Cross Flights	60,000	60,000					60,000			60,000
Wastewater	Primary Clarifier #1 & #2 - Replace Long & Cross Wear Strips	14,000	14,000					14,000			14,000
Wastewater	Dewatering - Replace Interior HPS Lighting	10,000	10,000					10,000			10,000
Wastewater	East Service Bldg. - Nat. Gas Boiler #503 Maintenance/Overhual	12,000	12,000					12,000			12,000
Wastewater	East Service Bldg. - Replace Boiler #503 Gas Line, Safety Devices & Valves	8,000	8,000					8,000			8,000
Wastewater	Aeration Tanks - Replace DO Diffusers	25,000	25,000					25,000			25,000
Wastewater	Aeration Tanks - Replace Air Flow Sensors Tank #1 (3)	18,000	18,000					18,000			18,000
Wastewater	RAS Pump #722/723 - Refurb/Overhaul	10,000	10,000					10,000			10,000
Wastewater	Post Aeration Contact Channel - Replace DO Diffusers (50)	30,000	30,000					30,000			30,000
Wastewater	Pump Stations - Refurbish and Paint (8)	40,000	40,000					40,000			40,000
Wastewater	Pump Stations - Refurbish Air Supply and Ventalation Systems (8)	40,000	40,000					40,000			40,000
Wastewater	Leachate Pump Station - Refurbish	30,000	30,000					30,000			30,000
Wastewater	Chelsea Pump Station - New Platform/Landing	20,000	20,000					20,000			20,000
Wastewater	Digester - Replace PLC on grinder pump	5,000	5,000					5,000			5,000
Wastewater	Bartholomew Street - King Street to James Street	400,000	400,000								0
Wastewater	Stewart Blvd - Brockville Shopping Centre MH separation	100,000	100,000								0
Wastewater	Talos Cost Sharing (DCs) Sanitary and Water Mains (2024)	200,000	200,000								0
Wastewater	Sewer Flow Monitoring for Development (Part 2)	100,000	100,000								0
		2,350,000	**2,350,000**	**0**	**0**	**0**	**0**	**517,000**	**0**	**0**	**517,000**
Water	Talos Cost Sharing (DCs) Sanitary and Water Mains (2024)	150,000	150,000								0
Water	Bartholomew Street - King Street to James Street	475,000	475,000								0

				2026 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
		625,000	625,000	0	0	0	0	0	0	0	0
Water	Filter Media Replacement	350,000	350,000				350,000				350,000
Water	Chemical Bulk Storage Upgrades	50,000	50,000								0
Water	WTP highlift Upgrades (Motor#3-VFD phase 2)	80,000	80,000								0
Water	Equipment Maintenance and Replacement	150,000	150,000				75,000				75,000
Water	Lead Service Replacement Program	150,000	150,000				150,000				150,000
Water	Programmable Logic Controllers Replacement Program	50,000	50,000								0
Water Distribution	Parkedale Ave Pump Replacement (Talos)	100,000	100,000								0
Water Distribution	Hwy 401 Reline 1000 Islands Mall - Brookview	300,000	300,000								0
Water Distribution	Master Water Plan Phase 2	100,000	100,000				100,000				100,000
Water Distribution							0				0
Water Distribution							0				0
Water Distribution	Parkedale Reservoir Generator	200,000	200,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000				75,000				75,000
		1,605,000	1,605,000	0	0	0	750,000	0	0	0	750,000
2026 TOTAL		$ 14,283,065.73	$ 14,283,065.73	$ -	$ 242,500.00	$ -	$ 832,000.00	$ 517,000.00	$ 3,066,498.00	$ -	$ 4,657,998.00

				2027 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - Church St. Overpass	818,820	818,820		400,000							400,000
Bridges	Culvert Work - Central Ave Culvert Overpass	737,140	737,140									0
Bridges	Culvert Work - Front Ave Culvert Overpass	810,000	810,000									0
Bridges	Pedestrian Bridge Work - Parkedale Ave.	80,500	80,500									0
Bridges	Pedestrian Bridge Work - Rotary Field House Laurier Park	172,500	172,500									0
		2,618,960	**2,618,960**	**0**	**400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**400,000**
Facilities	City Hall - Server Room - HVAC Condenser (2)	40,000	40,000							40,000		40,000
Facilities	City Hall - Server Room - HVAC Ductless (2)	40,000	40,000							40,000		40,000
Facilities	Memorial Centre - Community Hall - HVAC Rooftop	25,000	25,000							25,000		25,000
Facilities	Memorial Centre - Community Hall - HVAC Furnace	12,000	12,000							12,000		12,000
Facilities	MURF	30,000,000	30,000,000			1,700,000	14,000,000				14,300,000	30,000,000
Facilities	Memorial Centre - Compressor Room - Relief Valve, Ammonia Leak Detector	20,000	20,000							20,000		20,000
Facilities	Youth Arena - Compressor Room - Relief Valve, Ammonia Leak Detector	20,000	20,000							20,000		20,000
Facilities	Cemetery-Office Roof	10,000	10,000									0
Facilities	Cemetery-Office Windows-back room and garage bay	10,000	10,000									0
Facilities	Cemetery-Chapel Restoration	75,000	75,000									0
Facilities	Cemetery-Drainage and Water Valves around office	20,000	20,000									0
Facilities	Airport - Taxiways - Asphalt	100,000	100,000									0
		30,372,000	**30,372,000**	**0**	**0**	**1,700,000**	**14,000,000**	**0**	**0**	**157,000**	**14,300,000**	**30,157,000**
												0
										0		0
										0		0
										0		0
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Transportation	Parkedale Ave Signal Controller	30,000	30,000							30,000		30,000
Transportation	Bus Shelter - Ormond St & Charles St	9,230	9,230				3,692			5,538		9,230
Transportation	Bus Shelter - Front Ave & Park St	9,230	9,230				3,692			5,538		9,230
Transportation	Bus Shelter - Brockville Shopping Centre	9,230	9,230				3,692			5,538		9,230
Transportation	Bus Shelter - King St & Metro	9,230	9,230				3,692			5,538		9,230
		66,920	**66,920**	**0**	**0**	**0**	**14,768**	**0**	**0**	**52,152**	**0**	**66,920**
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 21412A, 22317, 25407, 26413	282,500	282,500								282,500	282,500
Fleet-Operations	Operations Portion - Units: 00717, 01818, 02617, 03417, 03617, 04017, 05417, 07809, 13112	1,236,271	1,236,271								1,236,271	1,236,271
Fleet-Fire	Fire Portion - User: 30117	880,668	880,668								880,668	880,668
Fleet-Police	Police Portion - Units: 41422, 42825	100,000	100,000								100,000	100,000
Fleet-Equipment	Gord Watts Municipal Centre Pressure Washer	6,000	6,000									0
		2,505,439	**2,505,439**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,499,439**	**2,499,439**
Recreational	Battersby Island - Crib, Dock, Anchor, Ramp	28,500	28,500							28,500		28,500
Recreational	Brackenreid Park - Dugout	15,000	15,000							15,000		15,000
Recreational	Upper Brookview Park - Pathway, Basketball Court, Nets	77,251	77,251							77,251		77,251
Recreational	Butterfield Park - Sign	1,100	1,100							1,100		1,100
Recreational	Cockburn Island - Dock	10,800	10,800							10,800		10,800
Recreational	Courthouse Ave 0 Electrical Receptacle	2,000	2,000							2,000		2,000
Recreational	Cunningham Park - Bench(es), Table(s)	4,914	4,914							4,914		4,914
Recreational	Davison Park - Play Structures (2)	160,000	160,000								160,000	160,000
Recreational	De Rottenburgh Island - Crib, Dock, Anchor, Ramp	17,820	17,820							17,820		17,820
Recreational	Hardy/Centennial Park - Lights and Bandshell	240,000	240,000								240,000	240,000
Recreational	John Taylor Park - Waste Receptacle	1,124	1,124							1,124		1,124
Recreational	Kensington Park East - Fence, Table(s)	4,793	4,793							4,793		4,793
Recreational	Kensington Park West - Play Structure	65,000	65,000							65,000		65,000
Recreational	Little Fulford Park - Sign	1,100	1,100							1,100		1,100
Recreational	Little Sheaffe Island - Crib, Dock, Anchor, Ramp	22,140	22,140							22,140		22,140
Recreational	Linden Park - Play Structure	40,000	40,000							40,000		40,000
Recreational	McCoy Island - Crib, Dock, Anchor, Ramp	18,900	18,900							18,900		18,900
Recreational	Memorial Park - Soccer Fields - Table(s), Sign, Gate, Swings	43,237	43,237							43,237		43,237
Recreational	Memorial Park - Skateboard Parks - Waste Receptacle	3,372	3,372							3,372		3,372
Recreational	Memorial Park - Softball Fields - Gate	3,000	3,000							3,000		3,000
Recreational	Railway Tunnel - Enablers, Lighting	101,224	101,224							101,224		101,224
Recreational	Refugee Island - Cribs (2), Docks (2), Anchors (2), Ramps (2)	69,480	69,480							69,480		69,480
Recreational	Rotary Park - Splash Pad Equipment	50,000	50,000							50,000		50,000
Recreational	Scace Park - Fencing	7,500	7,500							7,500		7,500
Recreational	Sheaffe Island - Cribs (3), Docks (3), Anchors (3), Ramps (3)	69,480	69,480							69,480		69,480
Recreational	St Lawrence Park - Upper - Lighting	35,000	35,000							35,000		35,000
Recreational	St Lawrence Park - Lower - Sign	1,100	1,100							1,100		1,100
		1,093,835	**1,093,835**	**0**	**0**	**0**	**0**	**0**	**0**	**693,835**	**400,000**	**1,093,835**

				2027 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
												0
												0
												0
		0	0	0	0	0	0	0	0	0	0	0
Roads	Cemetery-Roadways and Drainage	75,000	75,000	75,000								75,000
Roads	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	120,000	120,000	120,000								120,000
Roads	California Ave - Centennial Rd to Tracks (CIP) 800 m	900,000	900,000		900,000							900,000
Roads	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	120,000	120,000	120,000								120,000
Roads	Asphalt / Concrete Program	1,350,000	1,350,000	1,300,000						50,000		1,350,000
		2,565,000	2,565,000	1,615,000	900,000	0	0	0	0	50,000	0	2,565,000
Stormsewer	St Andrew St - Storm Sewer Separation	265,000	265,000									0
Stormsewer	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	400,000	400,000		400,000							400,000
		665,000	665,000	0	400,000	0	0	0	0	0	0	400,000
Wastewater	Capital Replacement	1,250,000	1,250,000						1,250,000			1,250,000
Wastewater	Maintenance	600,000	600,000									0
Wastewater	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	360,000	360,000						360,000			360,000
Wastewater	Master Sanitary Sewer Study	200,000	200,000						200,000			200,000
		2,410,000	2,410,000	0	0	0	0	0	1,810,000	0	0	1,810,000
Water	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	185,000	185,000					185,000				185,000
Water								0				0
		185,000	185,000	0	0	0	0	185,000	0	0	0	185,000
Water Treatment Plant	Capital Replacements	1,087,500	1,087,500					1,087,500				1,087,500
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Rivers Ave Water Main Secondary Feed - King St to Pineview Cres	400,000	400,000					400,000				400,000
Water Distribution	Rivers Ave - Water Treatment Plant Backwash Diversion	200,000	200,000					200,000				200,000
Water Distribution	Lead Service Replacement	150,000	150,000					150,000				150,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
Water Distribution	Feeder Main - Engineering Design	300,000	300,000					300,000				300,000
Water Distribution	Beeecher Street Creek Crossing	150,000	150,000					150,000				150,000
		2,712,500	2,712,500	0	0	0	0	2,362,500	0	0	0	2,362,500
2027 TOTAL		$ 45,194,653.43	$ 45,194,653.43	$ 1,615,000.00	$ 1,700,000.00	$ 1,700,000.00	$ 14,014,768.00	$ 2,547,500.00	$ 1,810,000.00	$ 952,986.90	$ 17,199,438.53	$ 41,539,693.43

				2027 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies /Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - Church St. Overpass	818820	818820						418820		418820
Bridges	Culvert Work - Central Ave Culvert Overpass	737140	737140						737140		737140
Bridges	Culvert Work - Front Ave Culvert Overpass	810000	810000						810000		810000
Bridges	Pedestrian Bridge Work - Parkedale Ave.	80500	80500						80500		80500
Bridges	Pedestrian Bridge Work - Rotary Field House Laurier Park	172500	172500						172500		172500
		2618960	**2618960**	**0**	**0**	**0**	**0**	**0**	**2218960**	**0**	**2218960**
Facilities	City Hall - Server Room - HVAC Condenser (2)	40000	40000								0
Facilities	City Hall - Server Room - HVAC Ductless (2)	40000	40000								0
Facilities	Memorial Centre - Community Hall - HVAC Rooftop	25000	25000								0
Facilities	Memorial Centre - Community Hall - HVAC Furnace	12000	12000								0
Facilities	MURF	30000000	30000000								0
Facilities	Memorial Centre - Compressor Room - Relief Valve, Ammonia Leak Detector	20000	20000								0
Facilities	Youth Arena - Compressor Room - Relief Valve, Ammonia Leak Detector	20000	20000								0
Facilities	Cemetery-Office Roof	10000	10000						10000		10000
Facilities	Cemetery-Office Windows-back room and garage bay	10000	10000						10000		10000
Facilities	Cemetery-Chapel Restoration	75000	75000						75000		75000
Facilities	Cemetery-Drainage and Water Valves around office	20000	20000						20000		20000
Facilities	Airport - Taxiways - Asphalt	100000	100000						100000		100000
		30372000	**30372000**	**0**	**0**	**0**	**0**	**0**	**215000**	**0**	**215000**
Transportation	Parkedale Ave Signal Controller	30000	30000								0
Transportation	Bus Shelter - Ormond St & Charles St	9230	9230								0
Transportation	Bus Shelter - Front Ave & Park St	9230	9230								0
Transportation	Bus Shelter - Brockville Shopping Centre	9230	9230								0
Transportation	Bus Shelter - King St & Metro	9230	9230								0
		66920	**66920**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Eco Dev	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 21412A, 22317, 25407, 26413	282500	282500								0
Fleet-Operations	Operations Portion - Units: 00717, 01818, 02617, 03417, 03617, 04017, 05417, 07809, 13112	1236270.535	1236270.535								0
Fleet-Fire	Fire Portion - User: 30117	880667.9975	880667.9975								0
Fleet-Police	Police Portion - Units: 41422, 42825	100000	100000								0
Fleet-Equipment	Gord Watts Municipal Centre Pressure Washer	6000	6000						6000		6000
		2505438.532	**2505438.532**	**0**	**0**	**0**	**0**	**0**	**6000**	**0**	**6000**
Recreational	Battersby Island - Crib, Dock, Anchor, Ramp	28500	28500								0
Recreational	Brackenreid Park - Dugout	15000	15000								0
Recreational	Upper Brookview Park - Pathway, Basketball Court, Nets	77251	77251								0
Recreational	Butterfield Park - Sign	1100	1100								0
Recreational	Cockburn Island - Dock	10800	10800								0
Recreational	Courthouse Ave 0 Electrical Receptacle	2000	2000								0
Recreational	Cunningham Park - Bench(es), Table(s)	4914	4914								0
Recreational	Davison Park - Play Structures (2)	160000	160000								0
Recreational	De Rottenburgh Island - Crib, Dock, Anchor, Ramp	17820	17820								0
Recreational	Hardy/Centennial Park - Lights and Bandshell	240000	240000								0
Recreational	John Taylor Park - Waste Receptacle	1124	1124								0
Recreational	Kensington Park East - Fence, Table(s)	4793	4793								0
Recreational	Kensington Park West - Play Structure	65000	65000								0
Recreational	Little Fulford Park - Sign	1100	1100								0
Recreational	Little Sheaffe Island - Crib, Dock, Anchor, Ramp	22140	22140								0
Recreational	Linden Park - Play Structure	40000	40000								0
Recreational	McCoy Island - Crib, Dock, Anchor, Ramp	18900	18900								0
Recreational	Memorial Park - Soccer Fields - Table(s), Sign, Gate, Swings	43237	43237								0
Recreational	Memorial Park - Skateboard Parks - Waste Receptacle	3372	3372								0
Recreational	Memorial Park - Softball Fields - Gate	3000	3000								0
Recreational	Railway Tunnel - Enablers, Lighting	101223.9	101223.9								0
Recreational	Refugee Island - Cribs (2), Docks (2), Anchors (2), Ramps (2)	69480	69480								0
Recreational	Rotary Park - Splash Pad Equipment	50000	50000								0
Recreational	Scace Park - Fencing	7500	7500								0
Recreational	Sheaffe Island - Cribs (3), Docks (3), Anchors (3), Ramps (3)	69480	69480								0
Recreational	St Lawrence Park - Upper - Lighting	35000	35000								0

				2027 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies /Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
Recreational	St Lawrence Park - Lower - Sign	1100	1100								0
		1093834.9	**1093834.9**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Roads	Cemetery-Roadways and Drainage	75000	75000								0
Roads	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	120000	120000								0
Roads	California Ave - Centennial Rd to Tracks (CIP) 800 m	900000	900000								0
Roads	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	120000	120000								0
Roads	Asphalt / Concrete Program	1350000	1350000								0
		2565000	**2565000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	St Andrew St - Storm Sewer Separation	265000	265000						265000		265000
Stormsewer	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	400000	400000								0
		665000	**665000**	**0**	**0**	**0**	**0**	**0**	**265000**	**0**	**265000**
Wastewater	Capital Replacement	1250000	1250000								0
Wastewater	Maintenance	600000	600000					600000			600000
Wastewater	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	360000	360000								0
Wastewater	Master Sanitary Sewer Study	200000	200000								0
		2410000	**2410000**	**0**	**0**	**0**	**0**	**600000**	**0**	**0**	**600000**
Water	Thomas St - & Hartley Street - From River to Ann Street - Phase 1	185000	185000								0
Water											0
		185000	**185000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	1087500	1087500								0
Water Treatment Plant	Capital Maintenance	350000	350000				350000				350000
Water Distribution	Rivers Ave Water Main Secondary Feed - King St to Pineview Cres	400000	400000								0
Water Distribution	Rivers Ave - Water Treatment Plant Backwash Diversion	200000	200000								0
Water Distribution	Lead Service Replacement	150000	150000								0
Water Distribution	Feeder Main Valve Refurbishing	75000	75000								0
Water Distribution	Feeder Main - Engineering Design	300000	300000								0
Water Distribution	Beeecher Street Creek Crossing	150000	150000								0
		2712500	2712500	0	0	0	350000	0	0	0	350000
2027 TOTAL		**$45,194,653.43**	**$45,194,653.43**	**$0.00**	**$0.00**	**$0.00**	**$350,000.00**	**$600,000.00**	**$2,704,960.00**	**$0.00**	**$3,654,960.00**

				2028 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - Abbott St Creek Overpass	56,360	56,360									0
Bridges	Culvert Work - Stewart Blvd	77,430	77,430									0
Bridges	Bridge Work - Brock Street Brock Trail Overpass	24,000	24,000									0
Bridges	Pedestrian Bridge Work - Perth St Brock Trail Overpass	9,000	9,000									0
Bridges	Bridge Work - Water St Tunnel Overpass	1,023,760	1,023,760									0
Bridges	Culvert Work - Oxford Ave	698,900	698,900									0
Bridges	Pedestiran Bridge Work - Upper Brookview Park	69,000	69,000									0
Bridges	Culvert Work - Ferguson Dr. Culvert	33,700	33,700									0
		1,992,150	**1,992,150**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Facilities	City Hall - Room #206 - HVAC Window	20,000	20,000							20,000		20,000
Facilities	Gord Watts Municipal Centre - Works Office Roof	171,000	171,000							171,000		171,000
Facilities	Gord Watts Municipal Centre - 2nd Floor Office Roof	117,000	117,000							117,000		117,000
Facilities	Gord Watts Municipal Centre - Entrance Roof	6,750	6,750							6,750		6,750
Facilities	Gymnastics Building - Rotary Building - HVAC	12,000	12,000							12,000		12,000
Facilities	Fire Station I - Builiding Assembly	7,500,000	1,000,000								1,000,000	1,000,000
Facilities	Cemetery-Columbarium A	75,000	75,000									0
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000									0
Facilities	Cemetery-Archway Restoration	100,000	100,000									0
Facilities	Youth Arena - Compressor Room - Ammonia	35,000	35,000									0
		8,051,750	**1,551,750**	**0**	**0**	**0**	**0**	**0**	**0**	**326,750**	**1,000,000**	**1,326,750**
Transportation	Street Lights	200,000	200,000							200,000		200,000
Transportation	Signal Controller - North Augusta Rd & Pearl St	30,000	30,000	30,000								30,000
Transportation	Signal Controller - Park St & Pearl St	30,000	30,000	30,000								30,000
Transportation	Signal Controller - William St & Pearl St	30,000	30,000	30,000								30,000
Transportation	Signal Controller - Stewart Blvd & 401 Westbound	30,000	30,000	30,000								30,000
Transportation	Signal Controller - Parkedale Ave & Ormond St	30,000	30,000	30,000								30,000
		350,000	**350,000**	**150,000**	**0**	**0**	**0**	**0**	**0**	**200,000**	**0**	**350,000**
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 02418, 12708, 12808	225,598	225,598							225,598		225,598
Fleet-Operations	Operations Portion - Units: 03218, 05218, 09518, 09618, 09918, 10913, 50622, 60118	592,092	592,092							592,092		592,092
Fleet-Fire	Fire Portion - Units: 30403	928,290	928,290								928,290	928,290
Fleet-Police	Police Portion - Units: 50622, 60118	100,000	100,000							100,000		100,000
Fleet-Equipment	Scanner	5,000	5,000							5,000		5,000
		1,850,980	**1,850,980**	**0**	**0**	**0**	**0**	**0**	**0**	**922,690**	**928,290**	**1,850,980**
Recreational	Amrmagh S Price Park - Bench(es), Pathway, Lighting (2), Table(s), Flag Pole	812,586	812,586								812,586	812,586
Recreational	Fulford Park - Fence	60,000	60,000							60,000		60,000
Recreational	Hardy/Centennial Park - Table(s), Shuffle Board Court, Volleyball Court	22,930	22,930									0
Recreational	Kensington Park West - Backstop	3,500	3,500									0
Recreational	Linden Park - Bench(es)	750	750									0
Recreational	Railway Tunnel - Light, Speakers, Ventilation	120,608	120,608									0
Recreational	Sheaffe Island - Crib, Dock, Anchor, Ramp	17,150	17,150							17,150		17,150
		1,037,524	**1,037,524**	**0**	**0**	**0**	**0**	**0**	**0**	**77,150**	**812,586**	**889,736**
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,400,000	1,400,000	1,000,000	400,000							1,400,000
Roads	Ann Street - Hartley Steet to King Street - Phase 2	235,000	235,000		235,000							235,000
		1,710,000	**1,710,000**	**1,075,000**	**635,000**	**0**	**0**	**0**	**0**	**0**	**0**	**1,710,000**
Stormsewer	Ann Street - Hartley Steet to King Street - Phase 2	645,000	645,000		645,000							645,000
		645,000	**645,000**	**0**	**645,000**	**0**	**0**	**0**	**0**	**0**	**0**	**645,000**
Wastewater	Capital Replacement	1,200,000	1,200,000						1,200,000			1,200,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000									0
Wastewater	Ann Street - Hartley Steet to King Street - Phase 2	830,000	830,000						830,000			830,000
		2,730,000	**2,730,000**	**0**	**0**	**0**	**0**	**0**	**2,030,000**	**0**	**0**	**2,030,000**
Water	Ann Street - Hartley Steet to King Street - Phase 2	630,000	630,000					630,000				630,000
		630,000	**630,000**	**0**	**0**	**0**	**0**	**630,000**	**0**	**0**	**0**	**630,000**
Water Treatment Plant	Capital Replacements	572,500	572,500					572,500				572,500
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Water Intake - Engineering Review	75,000	75,000									0
Water Distribution	Feeder Main Twinning - Phase 1 of 3	3,000,000	3,000,000					3,000,000				3,000,000
Water Distribution	Lead Service Replacement	175,000	175,000									0
Water Distribution	Feeder Main Valve Referbish	75,000	75,000									0
		4,247,500	**4,247,500**	**0**	**0**	**0**	**0**	**3,572,500**	**0**	**0**	**0**	**3,572,500**
2028 TOTAL		**$ 23,244,904.43**	**$ 16,744,904.43**	**$ 1,225,000.00**	**$ 1,280,000.00**	**$ -**	**$ -**	**$ 4,202,500.00**	**$ 2,030,000.00**	**$ 1,526,590.50**	**$ 2,740,875.93**	**$ 13,004,966.43**

				2028 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - Abbott St Creek Overpass	56,360	56,360						56,360		56,360
Bridges	Culvert Work - Stewart Blvd	77,430	77,430						77,430		77,430
Bridges	Bridge Work - Brock Street Brock Trail Overpass	24,000	24,000						24,000		24,000
Bridges	Pedestrian Bridge Work - Perth St Brock Trail Overpass	9,000	9,000						9,000		9,000
Bridges	Bridge Work - Water St Tunnel Overpass	1,023,760	1,023,760		1,023,760						1,023,760
Bridges	Culvert Work - Oxford Ave	698,900	698,900						698,900		698,900
Bridges	Pedestiran Bridge Work - Upper Brookview Park	69,000	69,000						69,000		69,000
Bridges	Culvert Work - Ferguson Dr. Culvert	33,700	33,700						33,700		33,700
		1,992,150	**1,992,150**	**0**	**1,023,760**	**0**	**0**	**0**	**968,390**	**0**	**1,992,150**
Facilities	City Hall - Room #206 - HVAC Window	20,000	20,000								0
Facilities	Gord Watts Municipal Centre - Works Office Roof	171,000	171,000								0
Facilities	Gord Watts Municipal Centre - 2nd Floor Office Roof	117,000	117,000								0
Facilities	Gord Watts Municipal Centre - Entrance Roof	6,750	6,750								0
Facilities	Gymnastics Building - Rotary Building - HVAC	12,000	12,000								0
Facilities	Fire Station I - Builiding Assembly	7,500,000	1,000,000								0
Facilities	Cemetery-Columbarium A	75,000	75,000						75,000		75,000
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000						15,000		15,000
Facilities	Cemetery-Archway Restoration	100,000	100,000						100,000		100,000
Facilities	Youth Arena - Compressor Room - Ammonia	35,000	35,000						35,000		35,000
		8,051,750	**1,551,750**	**0**	**0**	**0**	**0**	**0**	**225,000**	**0**	**225,000**
Transportation	Street Lights	200,000	200,000								0
Transportation	Signal Controller - North Augusta Rd & Pearl St	30,000	30,000								0
Transportation	Signal Controller - Park St & Pearl St	30,000	30,000								0
Transportation	Signal Controller - William St & Pearl St	30,000	30,000								0
Transportation	Signal Controller - Stewart Blvd & 401 Westbound	30,000	30,000								0
Transportation	Signal Controller - Parkedale Ave & Ormond St	30,000	30,000								0
		350,000	**350,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 02418, 12708, 12808	225,598	225,598								0
Fleet-Operations	Operations Portion - Units: 03218, 05218, 09518, 09618, 09918, 10913, 50622, 60118	592,092	592,092								0
Fleet-Fire	Fire Portion - Units: 30403	928,290	928,290								0
Fleet-Police	Police Portion - Units: 50622, 60118	100,000	100,000								0
Fleet-Equipment	Scanner	5,000	5,000								0
		1,850,980	**1,850,980**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Amrmagh S Price Park - Bench(es), Pathway, Lighting (2), Table(s), Flag Pole	812,586	812,586								0
Recreational	Fulford Park - Fence	60,000	60,000								0
Recreational	Hardy/Centennial Park - Table(s), Shuffle Board Court, Volleyball Court	22,930	22,930						22,930		22,930
Recreational	Kensington Park West - Backstop	3,500	3,500						3,500		3,500
Recreational	Linden Park - Bench(es)	750	750						750		750
Recreational	Railway Tunnel - Light, Speakers, Ventilation	120,608	120,608						120,608		120,608
Recreational	Sheaffe Island - Crib, Dock, Anchor, Ramp	17,150	17,150								0
		1,037,524	**1,037,524**	**0**	**0**	**0**	**0**	**0**	**147,788**	**0**	**147,788**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,400,000	1,400,000								0
Roads	Ann Street - Hartley Steet to King Street - Phase 2	235,000	235,000								0
		1,710,000	**1,710,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	Ann Street - Hartley Steet to King Street - Phase 2	645,000	645,000								0
		645,000	**645,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,200,000	1,200,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000					200,000			200,000
Wastewater	Ann Street - Hartley Steet to King Street - Phase 2	830,000	830,000								0
		2,730,000	**2,730,000**	**0**	**0**	**0**	**0**	**700,000**	**0**	**0**	**700,000**
Water	Ann Street - Hartley Steet to King Street - Phase 2	630,000	630,000								0
		630,000	**630,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	572,500	572,500								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Water Intake - Engineering Review	75,000	75,000				75,000				75,000
Water Distribution	Feeder Main Twinning - Phase 1 of 3	3,000,000	3,000,000								0
Water Distribution	Lead Service Replacement	175,000	175,000				175,000				175,000
Water Distribution	Feeder Main Valve Referbish	75,000	75,000				75,000				75,000
		4,247,500	**4,247,500**	**0**	**0**	**0**	**675,000**	**0**	**0**	**0**	**675,000**
2028 TOTAL		**$ 23,244,904.43**	**$ 16,744,904.43**	**$ -**	**$ 1,023,760.00**	**$ -**	**$ 675,000.00**	**$ 700,000.00**	**$ 1,341,178.00**	**$ -**	**$ 3,739,938.00**

				2029 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - King St W Creek Overpass	90,370	90,370									0
Bridges	Culvert Work - Parkedale Ave	47,800	47,800									0
Bridges	Bridge Work - St Paul St Creek Overpass	4,335,870	4,335,870								4,335,870	4,335,870
		4,474,040	**4,474,040**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4,335,870**	**4,335,870**
Facilities	Brockville Arts Centre - Tower Roof	113,000	113,000									0
Facilities	City Hall - Room #204 - HVAC Window	20,000	20,000									0
Facilities	Library - HVAC Rooftop	25,000	25,000									0
Facilities	Police Station - Design	9,000,000	1,000,000			2,000,000	300,000				-1,300,000	1,000,000
Facilities	Memorial Centre - Compressor Room - Ammonia (3)	105,000	105,000									0
Facilities	Youth Arena - Compressor Room - Ammonia	35,000	35,000									0
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000									0
Facilities	Airport - Runway Asphalt	1,500,000	1,500,000				500,000			1,000,000		1,500,000
		10,813,000	**2,813,000**	**0**	**0**	**2,000,000**	**800,000**	**0**	**0**	**1,000,000**	**-1,300,000**	**2,500,000**
Transportation	Signal Controller - Stewart Blvd & Central Ave	30,000	30,000	30,000								30,000
		30,000	**30,000**	**30,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**30,000**
Fleet-Economic Development	Economic Development portion - Units: 11919	37,278	37,278				37,278					37,278
Fleet-Cemetery	Tractor Replacement	150,000	150,000								150,000	150,000
Fleet-Engineering	Engineering Portion - Units: 07319, 10410, 23119	124,932	124,932								124,932	124,932
Fleet-Operations	Operations Portion - Units: 02114, 02814A, 06214	193,834	193,834								193,834	193,834
Fleet-Fire	Fire Portion - Units: 30313, 30622	1,841,872	1,841,872								1,841,872	1,841,872
Fleet-Police	Police Portion										0	0
Fleet-Equipment	Gord Watts Municipal Centre 0 Scanner and AC Service Machine	8,500	8,500							8,500		8,500
		2,356,416	**2,356,416**	**0**	**0**	**0**	**37,278**	**0**	**0**	**8,500**	**2,310,638**	**2,356,416**
Recreational	Alwington Park - Table(s)	1,586	1,586									0
Recreational	Armagh S Price Park - Pathway	277,500	277,500							277,500		277,500
Recreational	Ben Tekamp Park - Bench(es), Table(s)	1,543	1,543									0
Recreational	Brackenreid Park - Table(s), Scoreboard	9,172	9,172									0
Recreational	Bramshot Park - Table(s)	2,379	2,379									0
Recreational	Lower Brookview Park - Pathway	108,780	108,780							108,780		108,780
Recreational	Upper Brookview Park - Table(s)	793	793									0
Recreational	Butterfield Park - Bench(es), Table(s)	3,086	3,086									0
Recreational	Cunningham Park - Bench(es)	750	750									0
Recreational	Duke Street Park - Table(s)	793	793									0
Recreational	George Street Park - Bench(es)	1,500	1,500									0
Recreational	Hardy/Centennial Park - Waste Receptacle	7,868	7,868									0
Recreational	Kyle Court Park - Table(s)	793	793									0
Recreational	Little Fulford Park - Bench(es)	750	750									0
Recreational	Matthew Fraser Park - Table(s)	1,586	1,586									0
Recreational	Memorial Park - Soccer Fields - Fixed Goal Nets (6)	30,000	30,000									0
Recreational	Henry Street Park - Table(s)	5,000	5,000									0
Recreational	Pearl Street Park - Bench(es)	750	750									0
Recreational	Railway Tunnel - Lights (2)	159,216	159,216									0
Recreational	Rotary park - Sign	1,100	1,100									0
Recreational	Sparrow Island - Outhouse, Holding Tank	21,750	21,750									0
Recreational	St. Lawrence Park - Dock, Pathway, Lifeguard Stand	89,863	89,863							89,863		89,863
		726,558	**726,558**	**0**	**0**	**0**	**0**	**0**	**0**	**476,143**	**0**	**476,143**
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,450,000	1,450,000	900,000	500,000					50,000		1,450,000
Roads	Hamilton Street & Legion Storm Outlet	170,000	170,000		170,000							170,000
Roads	Stuart Street - Pearl St Northerly	120,000	120,000		120,000							120,000
		1,815,000	**1,815,000**	**975,000**	**790,000**	**0**	**0**	**0**	**0**	**50,000**	**0**	**1,815,000**
Stormsewer	Hamilton Street & Legion Storm Outlet	450,000	450,000		450,000							450,000
Stormsewer	Stuart Street - Pearl St Northerly	260,000	260,000		260,000							260,000
		710,000	**710,000**	**0**	**710,000**	**0**	**0**	**0**	**0**	**0**	**0**	**710,000**
Wastewater	Capital Replacement	1,200,000	1,200,000						1,200,000			1,200,000
Wastewater	Maintenance	600,000	600,000									0
Wastewater	Hamilton Street & Legion Storm Outlet	235,000	235,000						235,000			235,000
Wastewater	Stuart Street - Pearl St Northerly	210,000	210,000						210,000			210,000
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000						400,000			400,000
		2,645,000	**2,645,000**	**0**	**0**	**0**	**0**	**0**	**2,045,000**	**0**	**0**	**2,045,000**
Water	Hamilton Street & Legion Storm Outlet	265,000	265,000					265,000				265,000
Water	Stuart Street - Pearl St Northerly	245,000	245,000					245,000				245,000

				2029 FUNDING OF PROJECTS								
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**OCIF**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants / Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Capital Funding**
		510,000	**510,000**	**0**	**0**	**0**	**0**	**510,000**	**0**	**0**	**0**	**510,000**
Water Treatment Plant	Capital Replacements	695,000	695,000					695,000				695,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Hartley Street - Water Main Secondary Feed from Rivers Ave to Sherwood St	1,600,000	1,600,000					1,600,000				1,600,000
Water Distribution	Sherwood Street - Hartley St to Granite Street	260,000	260,000					260,000				260,000
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		3,155,000	**3,155,000**	**0**	**0**	**0**	**0**	**2,805,000**	**0**	**0**	**0**	**2,805,000**
2029 TOTAL		**$ 27,235,013.98**	**$ 19,235,013.98**	**$ 1,005,000.00**	**$ 1,500,000.00**	**$ 2,000,000.00**	**$ 837,277.96**	**$ 3,315,000.00**	**$ 2,045,000.00**	**$ 1,534,643.00**	**$ 5,346,508.02**	**$ 17,583,428.98**

				2029 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - King St W Creek Overpass	90,370	90,370						90,370		90,370
Bridges	Culvert Work - Parkedale Ave	47,800	47,800						47,800		47,800
Bridges	Bridge Work - St Paul St Creek Overpass	4,335,870	4,335,870								0
		4,474,040	**4,474,040**	**0**	**0**	**0**	**0**	**0**	**138,170**	**0**	**138,170**
Facilities	Brockville Arts Centre - Tower Roof	113,000	113,000						113,000		113,000
Facilities	City Hall - Room #204 - HVAC Window	20,000	20,000						20,000		20,000
Facilities	Library - HVAC Rooftop	25,000	25,000						25,000		25,000
Facilities	Police Station - Design	9,000,000	1,000,000								0
Facilities	Memorial Centre - Compressor Room - Ammonia (3)	105,000	105,000						105,000		105,000
Facilities	Youth Arena - Compressor Room - Ammonia	35,000	35,000						35,000		35,000
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000						15,000		15,000
Facilities	Airport - Runway Asphalt	1,500,000	1,500,000								0
		10,813,000	**2,813,000**	**0**	**0**	**0**	**0**	**0**	**313,000**	**0**	**313,000**
Transportation	Signal Controller - Stewart Blvd & Central Ave	30,000	30,000								0
		30,000	**30,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion - Units: 11919	37,278	37,278								0
Fleet-Cemetery	Tractor Replacement	150,000	150,000								0
Fleet-Engineering	Engineering Portion - Units: 07319, 10410, 23119	124,932	124,932								0
Fleet-Operations	Operations Portion - Units: 02114, 02814A, 06214	193,834	193,834								0
Fleet-Fire	Fire Portion - Units: 30313, 30622	1,841,872	1,841,872								0
Fleet-Police	Police Portion										0
Fleet-Equipment	Gord Watts Municipal Centre 0 Scanner and AC Service Machine	8,500	8,500								0
		2,356,416	**2,356,416**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Alwington Park - Table(s)	1,586	1,586						1,586		1,586
Recreational	Armagh S Price Park - Pathway	277,500	277,500								0
Recreational	Ben Tekamp Park - Bench(es), Table(s)	1,543	1,543						1,543		1,543
Recreational	Brackenreid Park - Table(s), Scoreboard	9,172	9,172						9,172		9,172
Recreational	Bramshot Park - Table(s)	2,379	2,379						2,379		2,379
Recreational	Lower Brookview Park - Pathway	108,780	108,780								0
Recreational	Upper Brookview Park - Table(s)	793	793						793		793
Recreational	Butterfield Park - Bench(es), Table(s)	3,086	3,086						3,086		3,086
Recreational	Cunningham Park - Bench(es)	750	750						750		750
Recreational	Duke Street Park - Table(s)	793	793						793		793
Recreational	George Street Park - Bench(es)	1,500	1,500						1,500		1,500
Recreational	Hardy/Centennial Park - Waste Receptacle	7,868	7,868						7,868		7,868
Recreational	Kyle Court Park - Table(s)	793	793						793		793
Recreational	Little Fulford Park - Bench(es)	750	750						750		750
Recreational	Matthew Fraser Park - Table(s)	1,586	1,586						1,586		1,586
Recreational	Memorial Park - Soccer Fields - Fixed Goal Nets (6)	30,000	30,000						30,000		30,000
Recreational	Henry Street Park - Table(s)	5,000	5,000						5,000		5,000
Recreational	Pearl Street Park - Bench(es)	750	750						750		750
Recreational	Railway Tunnel - Lights (2)	159,216	159,216						159,216		159,216
Recreational	Rotary park - Sign	1,100	1,100						1,100		1,100
Recreational	Sparrow Island - Outhouse, Holding Tank	21,750	21,750						21,750		21,750
Recreational	St. Lawrence Park - Dock, Pathway, Lifeguard Stand	89,863	89,863								0
		726,558	**726,558**	**0**	**0**	**0**	**0**	**0**	**250,415**	**0**	**250,415**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,450,000	1,450,000								0
Roads	Hamilton Street & Legion Storm Outlet	170,000	170,000								0
Roads	Stuart Street - Pearl St Northerly	120,000	120,000								0
		1,815,000	**1,815,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	Hamilton Street & Legion Storm Outlet	450,000	450,000								0
Stormsewer	Stuart Street - Pearl St Northerly	260,000	260,000								0

				2029 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies/Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
		710,000	**710,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,200,000	1,200,000								0
Wastewater	Maintenance	600,000	600,000					600,000			600,000
Wastewater	Hamilton Street & Legion Storm Outlet	235,000	235,000								0
Wastewater	Stuart Street - Pearl St Northerly	210,000	210,000								0
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000								0
		2,645,000	**2,645,000**	**0**	**0**	**0**	**0**	**600,000**	**0**	**0**	**600,000**
Water	Hamilton Street & Legion Storm Outlet	265,000	265,000								0
Water	Stuart Street - Pearl St Northerly	245,000	245,000								0
		510,000	**510,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	695,000	695,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Hartley Street - Water Main Secondary Feed from Rivers Ave to Sherwood St	1,600,000	1,600,000								0
Water Distribution	Sherwood Street - Hartley St to Granite Street	260,000	260,000								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		3,155,000	**3,155,000**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2029 TOTAL		**27,235,014**	**19,235,014**	**0**	**0**	**0**	**350,000**	**600,000**	**701,585**	**0**	**1,651,585**

				2030 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - North Augusta Rd CN Overpass	185,190	185,190									0
Bridges	Culvert Work - Ferguson Dr. Culvert	427,500	427,500									0
Bridges	Culvert Work - Stewart Blvd. Culvert	950,390	950,390			950,390						950,390
Bridges	Pedestrian Bridge Work - Downey St Brock Trail Bridge	18,725	18,725									0
Bridges	Pedestrian Bridge Work - Gilmour St Brock Trail Bridge	6,000	6,000									0
Bridges	Pedestrian Bridge Work - Parkedale Ave Brock Trail Bridge	7,000	7,000									0
Bridges	Pedestrian Bridge Work - Brock St Brock Trail Bridge	276,000	276,000	276,000								276,000
Bridges	Pedestrian Bridge Work - Perth St Brock Trail Bridge	103,500	103,500	103,500								103,500
Bridges	Bridge Work - Abbott St. Bridge	688,190	688,190									0
		2,662,495	**2,662,495**	**379,500**	**0**	**950,390**	**0**	**0**	**0**	**0**	**0**	**1,329,890**
Facilities	Airport - Hangar 1 - Roof	25,000	25,000							25,000		25,000
Facilities	Airport - Hangar 2 - Roof	50,000	50,000							50,000		50,000
Facilities	City Hall - HVAC Window (~30)	300,000	300,000							0		0
Facilities	City Hall - Room #211F - HVAC	50,000	50,000							50,000		50,000
Facilities	Fire Station II - Workout Room - HVAC Rooftop	12,000	12,000							12,000		12,000
Facilities	Fire Station II - Workout Room - HVAC A/C	12,000	12,000							12,000		12,000
Facilities	Fire Station I - Builiding Assembly	6,500,000	6,500,000				1,950,000				4,550,000	6,500,000
Facilities	Gord Watts Municipal Centre - Equipment Storage - Roof	200,000	200,000							200,000		200,000
Facilities	Laurier Park - Rotary Field House - HVAC Furnace	10,000	10,000							10,000		10,000
Facilities	Memorial Centre - Community Hall - HVAC Rooftop	38,000	38,000							38,000		38,000
Facilities	Rotary Park - Outdoor Rink - Ice Plant	500,000	500,000								500,000	500,000
Facilities	Water Pollution Control Centre - Roof	75,000	75,000						75,000			75,000
Facilities	Youth Arena - Zamboni Area Roof	10,000	10,000									0
Facilities	Memorial Centre - Community Hall - Kitchen Equipment	250,000	250,000							0		0
Facilities	Airport - Runway - Grass											0
Facilities	Airport - Fuel Terminal - Fuel Tanks 1 & 2	300,000	300,000								300,000	300,000
Facilities	Memorial Centre - Arena Seating	150,000	150,000							150,000		150,000
Facilities	Airport - Runway - Lights	75,000	75,000							75,000		75,000
		8,557,000	**8,557,000**	**0**	**0**	**0**	**1,950,000**	**0**	**75,000**	**622,000**	**5,350,000**	**7,997,000**
Transportation	Signal Controller - Stewart Blvd & Central Ave	30,000	30,000							30,000		30,000
Transportation	Bus Shelter - Kent St & Jefferson Dr	9,230	9,230							9,230		9,230
Transportation	Bus Shelter - Kensington Pkwy & Kyle Ct	9,230	9,230							9,230		9,230
Transportation	Bus Shelter - Magedoma Blvd & St Lawrence College	9,230	9,230							9,230		9,230
Transportation	Bus Shelter - Strowger Blvd & Schofield Ave	9,230	9,230							9,230		9,230
Transportation	Pedestrian Cross Over - Ormond St & Bramshot Ave	15,000	15,000							15,000		15,000
Transportation	Street Lights	200,000	200,000	200,000								200,000
		281,920	**281,920**	**200,000**	**0**	**0**	**0**	**0**	**0**	**81,920**	**0**	**281,920**
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 27315	55,000	55,000							55,000		55,000
Fleet-Operations	Operations Portion - Units: 05120, 05911A, 11710, 260060A, 31215, 50124, 50224, 50324	843,380	843,380								843,380	843,380
Fleet-Fire	Fire Portion											0
Fleet-Police	Police Portion											0
Fleet-Equipment	Gord Watts Municipal Centre - Scanner	3,500	3,500									0
		901,880	**901,880**	**0**	**0**	**0**	**0**	**0**	**0**	**55,000**	**843,380**	**898,380**
Recreational	Alwington Park - Fence	8,000	8,000							8,000		8,000
Recreational	Armagh S Price Park - Table(s), Caboose	51,895	51,895									0
Recreational	Bi Centennial Park - Bench(es)	17,600	17,600									0
Recreational	Brackenreid Park - Backstop, Club House, Roof, Field	225,500	225,500							200,000		200,000
Recreational	Upper Brookview Park - Fence	4,000	4,000									0
Recreational	Centeen Park - Bench(es), Washroom, Equipment	114,000	114,000							100,000		100,000
Recreational	Courthouse Ave/Green - Fountain, Bench(es), Lights	509,600	509,600			500,000						500,000
Recreational	Duke Street Park - Swingset	4,400	4,400									0
Recreational	Fulford Park - Gate	3,500	3,500									0
Recreational	Hardy/Centennial Park - Bench(es), Bollards, Waste Receptacle	46,250	46,250									0
Recreational	John Taylor Park - Fence	20,000	20,000							20,000		20,000
Recreational	Kelly Park - Bleacher, Sign, Field, Fence	275,100	275,100							274,000		274,000
Recreational	Matthew Fraser Park - Pathway, Sign	16,100	16,100							15,000		15,000
Recreational	Henry Street Park - Bench(es), Bike Rack, Lights, Bollards, Pathway	78,730	78,730							72,030		72,030
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	Refugee Island - Outhouse, Crib, Dock, Anchor, Ramp	45,400	45,400							35,800		35,800
Recreational	Schofield Park - Pole, Table(s)	14,793	14,793							14,000		14,000
Recreational	Sophia Park - Table(s), Fence	7,293	7,293							6,500		6,500

				2030 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Recreational	St Lawrence Park - Plaque, Table(s)	29,169	29,169									0
Recreational	Tunnel Bay Harbour/Blockhouse Island - Sign	1,100	1,100									0
Recreational	Victoria Park - Bench(es), Lights, Table(s), Sign	15,479	15,479							10,500		10,500
Recreational	Waverly Park - Table(s)	793	793									0
		1,568,310	**1,568,310**	**0**	**0**	**500,000**	**0**	**0**	**0**	**755,830**	**0**	**1,255,830**
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Road / Rehab	400,000	400,000	400,000								400,000
Roads	Asphalt / Concrete Program	1,500,000	1,500,000		1,500,000	100,000						1,600,000
Roads	George Street - Gilmour Street to Beecher Street	185,000	185,000	185,000								185,000
		2,160,000	**2,160,000**	**660,000**	**1,500,000**	**100,000**	**0**	**0**	**0**	**0**	**0**	**2,260,000**
Stormsewer	George Street - Gilmour Street to Beecher Street	400,000	400,000	400,000								400,000
		400,000	**400,000**	**400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**400,000**
Wastewater	Capital Replacement	1,000,000	1,000,000						1,000,000			1,000,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	George Street - Gilmour Street to Beecher Street	385,000	385,000						385,000			385,000
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000						400,000			400,000
		2,285,000	**2,285,000**	**0**	**0**	**0**	**0**	**0**	**1,785,000**	**0**	**0**	**1,785,000**
Water	George Street - Gilmour Street to Beecher Street	290,000	290,000					290,000				290,000
		290,000	**290,000**	**0**	**0**	**0**	**0**	**290,000**	**0**	**0**	**0**	**290,000**
Water Treatment Plant	Capital Replacements	750,000	750,000					750,000				750,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Hartley Street - Sherwood St to Ann Street	875,000	875,000					875,000				875,000
Water Distribution	Feeder Main Twinning - Phase 2 of 3	2,500,000	2,500,000					2,500,000				2,500,000
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		4,725,000	**4,725,000**	**0**	**0**	**0**	**0**	**4,375,000**	**0**	**0**	**0**	**4,375,000**
2030 TOTAL		**$ 23,831,604.90**	**$ 23,831,604.90**	**$ 1,639,500.00**	**$ 1,500,000.00**	**$ 1,550,390.00**	**$ 1,950,000.00**	**$ 4,665,000.00**	**$ 1,860,000.00**	**$ 1,514,750.00**	**$ 6,193,379.90**	**$ 20,873,019.90**

				2030 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies /Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - North Augusta Rd CN Overpass	185,190	185,190						185,190		185,190
Bridges	Culvert Work - Ferguson Dr. Culvert	427,500	427,500						427,500		427,500
Bridges	Culvert Work - Stewart Blvd. Culvert	950,390	950,390								0
Bridges	Pedestrian Bridge Work - Downey St Brock Trail Bridge	18,725	18,725						18,725		18,725
Bridges	Pedestrian Bridge Work - Gilmour St Brock Trail Bridge	6,000	6,000						6,000		6,000
Bridges	Pedestrian Bridge Work - Parkedale Ave Brock Trail Bridge	7,000	7,000						7,000		7,000
Bridges	Pedestrian Bridge Work - Brock St Brock Trail Bridge	276,000	276,000								0
Bridges	Pedestrian Bridge Work - Perth St Brock Trail Bridge	103,500	103,500								0
Bridges	Bridge Work - Abbott St. Bridge	688,190	688,190						688,190		688,190
		2,662,495	**2,662,495**	**0**	**0**	**0**	**0**	**0**	**1,332,605**	**0**	**1,332,605**
Facilities	Airport - Hangar 1 - Roof	25,000	25,000								0
Facilities	Airport - Hangar 2 - Roof	50,000	50,000								0
Facilities	City Hall - HVAC Window (~30)	300,000	300,000								0
Facilities	City Hall - Room #211F - HVAC	50,000	50,000								0
Facilities	Fire Station II - Workout Room - HVAC Rooftop	12,000	12,000								0
Facilities	Fire Station II - Workout Room - HVAC A/C	12,000	12,000								0
Facilities	Fire Station I - Builiding Assembly	6,500,000	6,500,000								0
Facilities	Gord Watts Municipal Centre - Equipment Storage - Roof	200,000	200,000								0
Facilities	Laurier Park - Rotary Field House - HVAC Furnace	10,000	10,000								0
Facilities	Memorial Centre - Community Hall - HVAC Rooftop	38,000	38,000								0
Facilities	Rotary Park - Outdoor Rink - Ice Plant	500,000	500,000								0
Facilities	Water Pollution Control Centre - Roof	75,000	75,000								0
Facilities	Youth Arena - Zamboni Area Roof	10,000	10,000					10,000			10,000
Facilities	Memorial Centre - Community Hall - Kitchen Equipment	250,000	250,000								0
Facilities	Airport - Runway - Grass										0
Facilities	Airport - Fuel Terminal - Fuel Tanks 1 & 2	300,000	300,000								0
Facilities	Memorial Centre - Arena Seating	150,000	150,000								0
Facilities	Airport - Runway - Lights	75,000	75,000								0
		8,557,000	**8,557,000**	**0**	**0**	**0**	**0**	**10,000**	**0**	**0**	**10,000**
Transportation	Signal Controller - Stewart Blvd & Central Ave	30,000	30,000								0
Transportation	Bus Shelter - Kent St & Jefferson Dr	9,230	9,230								0
Transportation	Bus Shelter - Kensington Pkwy & Kyle Ct	9,230	9,230								0
Transportation	Bus Shelter - Magedoma Blvd & St Lawrence College	9,230	9,230								0
Transportation	Bus Shelter - Strowger Blvd & Schofield Ave	9,230	9,230								0
Transportation	Pedestrian Cross Over - Ormond St & Bramshot Ave	15,000	15,000								0
Transportation	Street Lights	200,000	200,000								0
		281,920	**281,920**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 27315	55,000	55,000								0
Fleet-Operations	Operations Portion - Units: 05120, 05911A, 11710, 260060A, 31215, 50124, 50224, 50324	843,380	843,380								0
Fleet-Fire	Fire Portion										0
Fleet-Police	Police Portion										0
Fleet-Equipment	Gord Watts Municipal Centre - Scanner	3,500	3,500						3,500		3,500
		901,880	**901,880**	**0**	**0**	**0**	**0**	**0**	**3,500**	**0**	**3,500**
Recreational	Alwington Park - Fence	8,000	8,000								0
Recreational	Armagh S Price Park - Table(s), Caboose	51,895	51,895						51,895		51,895
Recreational	Bi Centennial Park - Bench(es)	17,600	17,600						17,600		17,600
Recreational	Brackenreid Park - Backstop, Club House, Roof, Field	225,500	225,500						25,500		25,500
Recreational	Upper Brookview Park - Fence	4,000	4,000						4,000		4,000
Recreational	Centeen Park - Bench(es), Washroom, Equipment	114,000	114,000						14,000		14,000
Recreational	Courthouse Ave/Green - Fountain, Bench(es), Lights	509,600	509,600						9,600		9,600
Recreational	Duke Street Park - Swingset	4,400	4,400						4,400		4,400
Recreational	Fulford Park - Gate	3,500	3,500						3,500		3,500
Recreational	Hardy/Centennial Park - Bench(es), Bollards, Waste Receptacle	46,250	46,250						46,250		46,250
Recreational	John Taylor Park - Fence	20,000	20,000								0
Recreational	Kelly Park - Bleacher, Sign, Field, Fence	275,100	275,100						1,100		1,100
Recreational	Matthew Fraser Park - Pathway, Sign	16,100	16,100						1,100		1,100
Recreational	Henry Street Park - Bench(es), Bike Rack, Lights, Bollards, Pathway	78,730	78,730						6,700		6,700

				2030 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies /Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	Refugee Island - Outhouse, Crib, Dock, Anchor, Ramp	45,400	45,400						9,600		9,600
Recreational	Schofield Park - Pole, Table(s)	14,793	14,793						793		793
Recreational	Sophia Park - Table(s), Fence	7,293	7,293						793		793
Recreational	St Lawrence Park - Plaque, Table(s)	29,169	29,169						29,169		29,169
Recreational	Tunnel Bay Harbour/Blockhouse Island - Sign	1,100	1,100						1,100		1,100
Recreational	Victoria Park - Bench(es), Lights, Table(s), Sign	15,479	15,479						4,979		4,979
Recreational	Waverly Park - Table(s)	793	793						793		793
		1,568,310	**1,568,310**	**0**	**0**	**0**	**0**	**0**	**312,480**	**0**	**312,480**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Road / Rehab	400,000	400,000								0
Roads	Asphalt / Concrete Program	1,500,000	1,500,000								0
Roads	George Street - Gilmour Street to Beecher Street	185,000	185,000								0
		2,160,000	**2,160,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	George Street - Gilmour Street to Beecher Street	400,000	400,000								0
		400,000	**400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,000,000	1,000,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	George Street - Gilmour Street to Beecher Street	385,000	385,000								0
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000								0
		2,285,000	**2,285,000**	**0**	**0**	**0**	**0**	**500,000**	**0**	**0**	**500,000**
Water	George Street - Gilmour Street to Beecher Street	290,000	290,000								0
		290,000	**290,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	750,000	750,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Hartley Street - Sherwood St to Ann Street	875,000	875,000								0
Water Distribution	Feeder Main Twinning - Phase 2 of 3	2,500,000	2,500,000								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		4,725,000	**4,725,000**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2030 TOTAL		**$ 23,831,604.90**	**$ 23,831,604.90**	**$ -**	**$ -**	**$ -**	**$ 350,000.00**	**$ 510,000.00**	**$ 1,648,585.00**	**$ -**	**$ 2,508,585.00**

				2031 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - King St Kingston Bridge	1,079,220	1,079,220									0
Bridges	Culvert Work - Parkedale Ave Bridge	606,030	606,030									0
		1,685,250	**1,685,250**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Facilities	Brockville Arts Centre - East Addition Roof	76,624	76,624									0
Facilities	City Hall - Room #2113 - HVAC Window	10,000	10,000							10,000		10,000
Facilities	Gord Watts Municipal Centre - Fire Alarm Panel	40,000	40,000							40,000		40,000
Facilities	Library - HVAC Rooftop	25,000	25,000							25,000		25,000
Facilities	Memorial Centre - Fire Sprinkler System	150,000	150,000								150,000	150,000
Facilities	Police Station - Building Assembly	10,000,000	9,000,000			2,000,000	2,700,000				4,300,000	9,000,000
Facilities	Police Station - Shooting Range - HVAC	10,000	10,000							10,000		10,000
Facilities	Police Station - Center Corridor - HVAC	75,000	75,000							75,000		75,000
Facilities	Police Station - Front Office - HVAC	30,000	30,000							30,000		30,000
Facilities	Police Station - Locker Rooms - HVAC	20,000	20,000							20,000		20,000
Facilities	Police Station - West Offices - HVAC	75,000	75,000							75,000		75,000
Facilities	Shelter - Fire Alarm Panel	40,000	40,000							40,000		40,000
Facilities	Cemetery-Mausoleum Restoration & Repairs	15,000	15,000									0
Facilities	Memorial Centre - Concrete Slab	750,000	750,000								750,000	750,000
Facilities	Memorial Centre - Parking Lot - Asphalt	350,000	350,000							350,000		350,000
Facilities	Memorial Centre - Compressor Room - Pump	20,000	20,000							20,000		20,000
Facilities	Memorial Centre - Community Hall - Table(s) & Chairs	20,000	20,000									0
		11,706,624	**10,706,624**	**0**	**0**	**2,000,000**	**2,700,000**	**0**	**0**	**695,000**	**5,200,000**	**10,595,000**
Transportation	Signal Controller - Parkedale Ave & 1000 Islands Mall	30,000	30,000	30,000								30,000
Transportation	Signal Controller - Parkedale Ave & Crocker Cres	30,000	30,000	30,000								30,000
		60,000	**60,000**	**60,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**60,000**
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 12006	47,995	47,995							47,995		47,995
Fleet-Operations	Operations Portion - Units: 01611, 01611A, 01611B, 61823	479,699	479,699								479,699	479,699
Fleet-Fire	Fire Portion - Units: 30821	11,889	11,889							11,889		11,889
Fleet-Police	Police Portion - Units: 41621	45,000	45,000							45,000		45,000
Fleet-Equipment	Gord Watts Municipal Centre - Welder, Tire Balling Machine, Tire Installation Machine	35,000	35,000							35,000		35,000
		619,584	**619,584**	**0**	**0**	**0**	**0**	**0**	**0**	**139,885**	**479,699**	**619,584**
Recreational	Armagh S Price Park - Monument	20,000	20,000									0
Recreational	Battersby Island - Sign	1,545	1,545									0
Recreational	Lower Brookview Park - Bench(es), Table(s)	2,293	2,293									0
Recreational	Upper Brookview Park - Bench(es)	2,250	2,250									0
Recreational	Butterfield Park - Light	3,500	3,500									0
Recreational	Chubb Island - Table(s)	793	793									0
Recreational	Cockburn Island - Table(s)	11,102	11,102									0
Recreational	Cunningham Park - Plaque	500	500									0
Recreational	Dana Street Park - Lights	3,500	3,500									0
Recreational	De Rottenburg Island - Table(s)	10,309	10,309									0
Recreational	Duke Street Park - Bench(es), Playground	5,150	5,150									0
Recreational	Fulford Park - Plaque	500	500									0
Recreational	John Taylor Park - Light	31,500	31,500									0
Recreational	Linden Park - Basketball Equipment	7,200	7,200									0
Recreational	Memorial Park - Soccer Fields - Irrigation	50,000	50,000							50,000		50,000
Recreational	Memorial Park - Softball Fields - Dugout (2), Light, Table(s), Field	335,672	335,672							320,000		320,000
Recreational	Henry Street Park - Lights	52,500	52,500							52,500		52,500
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	Royal Canadian Regiment Park - Bench(es), Sign, Waste Receptacle	6,722	6,722									0
Recreational	Schofield Park - Light, Park Sign	8,100	8,100									0
Recreational	Sheaffe Island - Pathway, Table(s)	39,516	39,516									0
Recreational	Skeleton Island - Outhouse	1,100	1,100									0
		673,360	**673,360**	**0**	**0**	**0**	**0**	**0**	**0**	**422,500**	**0**	**422,500**
Rjoads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,550,000	1,550,000	1,200,000	350,000							1,550,000
Roads	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,000,000	1,000,000		1,000,000							1,000,000
		2,625,000	**2,625,000**	**1,275,000**	**1,350,000**	**0**	**0**	**0**	**0**	**0**	**0**	**2,625,000**
Stormsewer		0	0									0
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,000,000	1,000,000						1,000,000			1,000,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,650,000	1,650,000						1,650,000			1,650,000
		3,150,000	**3,150,000**	**0**	**0**	**0**	**0**	**0**	**2,650,000**	**0**	**0**	**2,650,000**
Water	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,400,000	1,400,000					1,400,000				1,400,000
		1,400,000	**1,400,000**	**0**	**0**	**0**	**0**	**1,400,000**	**0**	**0**	**0**	**1,400,000**
Water Treatment Plant	Capital Replacements	355,000	355,000					355,000				355,000

				2031 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus*	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Water Intake Twinning	2,000,000	2,000,000					2,000,000				2,000,000
Water Distribution	Parkedale Avenue - Stewart Blvd. to Windsor Drive 16" Main	2,000,000	2,000,000					2,000,000				2,000,000
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		4,955,000	4,955,000	0	0	0	0	4,605,000	0	0	0	4,605,000
2031 TOTAL		$ 26,874,817.61	$ 25,874,817.61	$ 1,335,000.00	$ 1,350,000.00	$ 2,000,000.00	$ 2,700,000.00	$ 6,005,000.00	$ 2,650,000.00	$ 1,257,384.61	$ 5,679,699.00	$ 22,977,083.61

				2031 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges	Bridge Work - King St Kingston Bridge	1,079,220	1,079,220		250,000				829,220		1,079,220
Bridges	Culvert Work - Parkedale Ave Bridge	606,030	606,030		606,030						606,030
		1,685,250	**1,685,250**	**0**	**856,030**	**0**	**0**	**0**	**829,220**	**0**	**1,685,250**
Facilities	Brockville Arts Centre - East Addition Roof	76,624	76,624						76,624		76,624
Facilities	City Hall - Room #2113 - HVAC Window	10,000	10,000								0
Facilities	Gord Watts Municipal Centre - Fire Alarm Panel	40,000	40,000								0
Facilities	Library - HVAC Rooftop	25,000	25,000								0
Facilities	Memorial Centre - Fire Sprinkler System	150,000	150,000								0
Facilities	Police Station - Building Assembly	10,000,000	9,000,000								0
Facilities	Police Station - Shooting Range - HVAC	10,000	10,000								0
Facilities	Police Station - Center Corridor - HVAC	75,000	75,000								0
Facilities	Police Station - Front Office - HVAC	30,000	30,000								0
Facilities	Police Station - Locker Rooms - HVAC	20,000	20,000								0
Facilities	Police Station - West Offices - HVAC	75,000	75,000								0
Facilities	Shelter - Fire Alarm Panel	40,000	40,000								0
Facilities	Cemetery-Mausoleum Restoration & Repairs	15,000	15,000						15,000		15,000
Facilities	Memorial Centre - Concrete Slab	750,000	750,000								0
Facilities	Memorial Centre - Parking Lot - Asphalt	350,000	350,000								0
Facilities	Memorial Centre - Compressor Room - Pump	20,000	20,000								0
Facilities	Memorial Centre - Community Hall - Table(s) & Chairs	20,000	20,000						20,000		20,000
		11,706,624	**10,706,624**	**0**	**0**	**0**	**0**	**0**	**111,624**	**0**	**111,624**
Transportation	Signal Controller - Parkedale Ave & 1000 Islands Mall	30,000	30,000								0
Transportation	Signal Controller - Parkedale Ave & Crocker Cres	30,000	30,000								0
		60,000	**60,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 12006	47,995	47,995								0
Fleet-Operations	Operations Portion - Units: 01611, 01611A, 01611B, 61823	479,699	479,699								0
Fleet-Fire	Fire Portion - Units: 30821	11,889	11,889								0
Fleet-Police	Police Portion - Units: 41621	45,000	45,000								0
Fleet-Equipment	Gord Watts Municipal Centre - Welder, Tire Balling Machine, Tire Installation Machine	35,000	35,000								0
		619,584	**619,584**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Armagh S Price Park - Monument	20,000	20,000						20,000		20,000
Recreational	Battersby Island - Sign	1,545	1,545						1,545		1,545
Recreational	Lower Brookview Park - Bench(es), Table(s)	2,293	2,293						2,293		2,293
Recreational	Upper Brookview Park - Bench(es)	2,250	2,250						2,250		2,250
Recreational	Butterfield Park - Light	3,500	3,500						3,500		3,500
Recreational	Chubb Island - Table(s)	793	793						793		793
Recreational	Cockburn Island - Table(s)	11,102	11,102						11,102		11,102
Recreational	Cunningham Park - Plaque	500	500						500		500
Recreational	Dana Street Park - Lights	3,500	3,500						3,500		3,500
Recreational	De Rottenburg Island - Table(s)	10,309	10,309						10,309		10,309
Recreational	Duke Street Park - Bench(es), Playground	5,150	5,150						5,150		5,150
Recreational	Fulford Park - Plaque	500	500						500		500
Recreational	John Taylor Park - Light	31,500	31,500						31,500		31,500
Recreational	Linden Park - Basketball Equipment	7,200	7,200						7,200		7,200
Recreational	Memorial Park - Soccer Fields - Irrigation	50,000	50,000								0
Recreational	Memorial Park - Softball Fields - Dugout (2), Light, Table(s), Field	335,672	335,672						15,672		15,672
Recreational	Henry Street Park - Lights	52,500	52,500								0
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	Royal Canadian Regiment Park - Bench(es), Sign, Waste Receptacle	6,722	6,722						6,722		6,722
Recreational	Schofield Park - Light, Park Sign	8,100	8,100						8,100		8,100
Recreational	Sheaffe Island - Pathway, Table(s)	39,516	39,516						39,516		39,516
Recreational	Skeleton Island - Outhouse	1,100	1,100						1,100		1,100
		673,360	**673,360**	**0**	**0**	**0**	**0**	**0**	**250,860**	**0**	**250,860**
Rjoads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,550,000	1,550,000								0
Roads	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,000,000	1,000,000								0
		2,625,000	**2,625,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer		0	0								0
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

				2031 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Wastewater	Capital Replacement	1,000,000	1,000,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,650,000	1,650,000								0
		3,150,000	**3,150,000**	**0**	**0**	**0**	**0**	**500,000**	**0**	**0**	**500,000**
Water	Parkedale Ave - Reconstruction Millwood to Ormond Street	1,400,000	1,400,000								0
		1,400,000	**1,400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	355,000	355,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Water Intake Twinning	2,000,000	2,000,000								0
Water Distribution	Parkedale Avenue - Stewart Blvd. to Windsor Drive 16" Main	2,000,000	2,000,000								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		4,955,000	**4,955,000**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2031 TOTAL		**$ 26,874,817.61**	**$ 25,874,817.61**	**$ -**	**$ 856,030.00**	**$ -**	**$ 350,000.00**	**$ 500,000.00**	**$ 1,191,704.00**	**$ -**	**$ 2,897,734.00**

				2032 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Bridge Work - North Augusta Rd CN Overpass	2,189,720	2,189,720								2,189,720	2,189,720
Bridges	Bridge Work - Downey St Brock Trail Overpass	17,250	17,250									0
		2,206,970	**2,206,970**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,189,720**	**2,189,720**
Facilities	Brockville Arts Centre - HVAC Rooftop (2)	40,000	40,000							40,000		40,000
Facilities	Fire Station II - IT Room - HVAC Condenser	10,000	10,000							10,000		10,000
Facilities	Gymnastics Building - Rotary Building - HVAC Rooftop	12,000	12,000							12,000		12,000
Facilities	Police Station - Cells - HVAC Rooftop	25,000	25,000							25,000		25,000
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000									0
Facilities	Cemetery-Archway Restoration	25,000	25,000									0
Facilities	Water Pollution Control Centre - Roof 302	50,000	50,000					50,000				50,000
Facilities	Water Pollution Control Centre - Roof 301	125,000	125,000					125,000				125,000
Facilities	Water Pollution Control Centre - Roof 203	75,000	75,000					75,000				75,000
Facilities	Water Pollution Control Centre - Roof 201	111,101	111,101					111,101				111,101
Facilities	Water Treatment Plant - Roof 7	11,000	11,000									0
		499,101	**499,101**	**0**	**0**	**0**	**0**	**361,101**	**0**	**87,000**	**0**	**448,101**
Transportation	Signal Controller - Stewart Blvd & Laurier Blvd	30,000	30,000							30,000		30,000
Transportation	Signal Controller - Stewart Blvd & Jefferson Dr	30,000	30,000							30,000		30,000
Transportation	Signal Controller - Stewart Blvd & Parkedale Ave	30,000	30,000							30,000		30,000
Transportation	Street Lights	200,000	200,000			200,000						200,000
		290,000	**290,000**	**0**	**0**	**200,000**	**0**	**0**	**0**	**90,000**	**0**	**290,000**
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 11812, 20312, 22317A, 26512	130,299	130,299								130,299	130,299
Fleet-Operations	Operations Portion - Units: 02217, 16322, 50517	270,706	270,706								270,706	270,706
Fleet-Fire	Fire Portion - Units: 30517, 31417	1,901,008	1,901,008								1,901,008	1,901,008
Fleet-Police	Police Portion - Units: 42717	15,307	15,307							15,307		15,307
		2,317,320	**2,317,320**	**0**	**0**	**0**	**0**	**0**	**0**	**15,307**	**2,302,013**	**2,317,320**
Recreational	Ben Tekamp Park - Light	3,500	3,500									0
Recreational	Bi Centennial Park - Fountain, Table(s)	50,793	50,793									0
Recreational	Brackenreid Park - Light	3,000	3,000									0
Recreational	Butterfield Park - Light	10,500	10,500									0
Recreational	Centeen Park - Light	39,988	39,988									0
Recreational	Cockburn Island - Table(s)	1,586	1,586									0
Recreational	Courthouse Ave - Light	3,000	3,000									0
Recreational	Fulford Park - Bench(es)	3,172	3,172									0
Recreational	Hardy/Centennial Park - Roof	25,000	25,000									0
Recreational	John Taylor Park - Bench(es)	2,200	2,200									0
Recreational	McCoy Island - Table(s)	5,551	5,551									0
Recreational	Molly's Gut Island - Table(s)	793	793									0
Recreational	North Twin Island - Table(s)	1,586	1,586									0
Recreational	Pearl Street Park - Light	3,500	3,500									0
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	Rotary Park - Skate Board Equipment, Table(s)	31,344	31,344									0
Recreational	Snake Island - Table(s)	793	793									0
Recreational	South Twin Island - Table(s)	793	793									0
Recreational	Sparrow Island - Table(s)	11,895	11,895									0
Recreational	St Lawrence Park - Bench(es), Light	24,000	24,000									0
Recreational	Tunnel Bay Harbour/Blockhouse Island - Dock	145,000	145,000							145,000		145,000
		447,602	**447,602**	**0**	**0**	**0**	**0**	**0**	**0**	**145,000**	**0**	**145,000**
Roads	Cemetery-Roadways & Drainage	75,000	75,000							75,000		75,000
Roads	Asphalt / Concrete Program	1,600,000	1,600,000	1,550,000						50,000		1,600,000
Roads	Road / Rehab	400,000	400,000		400,000							400,000
Roads	Wellington Street - Ormond St to Bartholomew St	195,000	195,000		195,000							195,000
		2,270,000	**2,270,000**	**1,550,000**	**595,000**	**0**	**0**	**0**	**0**	**125,000**	**0**	**2,270,000**
Stormsewer	Wellington Street - Ormond St to Bartholomew St	370,000	370,000		370,000							370,000
		370,000	**370,000**	**0**	**370,000**	**0**	**0**	**0**	**0**	**0**	**0**	**370,000**
Wastewater	Capital Replacement	1,200,000	1,200,000						1,200,000			1,200,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	Wellington Street - Ormond St to Bartholomew St	355,000	355,000						355,000			355,000
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000						200,000			200,000

				2032 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
		2,255,000	2,255,000	0	0	0	0	0	1,755,000	0	0	1,755,000
Water	Wellington Street - Ormond St to Bartholomew St	345,000	345,000					345,000				345,000
		345,000	345,000	0	0	0	0	345,000	0	0	0	345,000
Water Treatment Plant	Capital Replacements	175,000	175,000					175,000				175,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Brookview Cres (Lower) - Ferguson Dr to Creek	690,000	690,000					690,000				690,000
Water Distribution	Brookview Cres (Lower) - Brookview Pl to Sth of Creek	352,064	352,064					352,064				352,064
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		1,817,064	1,817,064	0	0	0	0	1,467,064	0	0	0	1,467,064
2032 TOTAL		$ 12,818,056.73	$ 12,818,056.73	$ 1,550,000.00	$ 965,000.00	$ 200,000.00	$ -	$ 2,173,165.00	$ 1,755,000.00	$ 462,306.66	$ 4,491,733.07	$ 11,597,204.73

				2032 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies /Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
Bridges	Bridge Work - North Augusta Rd CN Overpass	2,189,720	2,189,720								0
Bridges	Bridge Work - Downey St Brock Trail Overpass	17,250	17,250						17,250		17,250
		2,206,970	**2,206,970**	**0**	**0**	**0**	**0**	**0**	**17,250**	**0**	**17,250**
Facilities	Brockville Arts Centre - HVAC Rooftop (2)	40,000	40,000								0
Facilities	Fire Station II - IT Room - HVAC Condenser	10,000	10,000								0
Facilities	Gymnastics Building - Rotary Building - HVAC Rooftop	12,000	12,000								0
Facilities	Police Station - Cells - HVAC Rooftop	25,000	25,000								0
Facilities	Cemetery-Mausoleums-Restoration & Repair	15,000	15,000						15,000		15,000
Facilities	Cemetery-Archway Restoration	25,000	25,000						25,000		25,000
Facilities	Water Pollution Control Centre - Roof 302	50,000	50,000								0
Facilities	Water Pollution Control Centre - Roof 301	125,000	125,000								0
Facilities	Water Pollution Control Centre - Roof 203	75,000	75,000								0
Facilities	Water Pollution Control Centre - Roof 201	111,101	111,101								0
Facilities	Water Treatment Plant - Roof 7	11,000	11,000				11,000				11,000
		499,101	**499,101**	**0**	**0**	**0**	**11,000**	**0**	**40,000**	**0**	**51,000**
Transportation	Signal Controller - Stewart Blvd & Laurier Blvd	30,000	30,000								0
Transportation	Signal Controller - Stewart Blvd & Jefferson Dr	30,000	30,000								0
Transportation	Signal Controller - Stewart Blvd & Parkedale Ave	30,000	30,000								0
Transportation	Street Lights	200,000	200,000								0
		290,000	**290,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 11812, 20312, 22317A, 26512	130,299	130,299								0
Fleet-Operations	Operations Portion - Units: 02217, 16322, 50517	270,706	270,706								0
Fleet-Fire	Fire Portion - Units: 30517, 31417	1,901,008	1,901,008								0
Fleet-Police	Police Portion - Units: 42717	15,307	15,307								0
		2,317,320	**2,317,320**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Ben Tekamp Park - Light	3,500	3,500						3,500		3,500
Recreational	Bi Centennial Park - Fountain, Table(s)	50,793	50,793						50,793		50,793
Recreational	Brackenreid Park - Light	3,000	3,000						3,000		3,000
Recreational	Butterfield Park - Light	10,500	10,500						10,500		10,500
Recreational	Centeen Park - Light	39,988	39,988						39,988		39,988
Recreational	Cockburn Island - Table(s)	1,586	1,586						1,586		1,586
Recreational	Courthouse Ave - Light	3,000	3,000						3,000		3,000
Recreational	Fulford Park - Bench(es)	3,172	3,172						3,172		3,172
Recreational	Hardy/Centennial Park - Roof	25,000	25,000						25,000		25,000
Recreational	John Taylor Park - Bench(es)	2,200	2,200						2,200		2,200
Recreational	McCoy Island - Table(s)	5,551	5,551						5,551		5,551
Recreational	Molly's Gut Island - Table(s)	793	793						793		793
Recreational	North Twin Island - Table(s)	1,586	1,586						1,586		1,586
Recreational	Pearl Street Park - Light	3,500	3,500						3,500		3,500
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	Rotary Park - Skate Board Equipment, Table(s)	31,344	31,344						31,344		31,344
Recreational	Snake Island - Table(s)	793	793						793		793
Recreational	South Twin Island - Table(s)	793	793						793		793
Recreational	Sparrow Island - Table(s)	11,895	11,895						11,895		11,895
Recreational	St Lawrence Park - Bench(es), Light	24,000	24,000						24,000		24,000
Recreational	Tunnel Bay Harbour/Blockhouse Island - Dock	145,000	145,000								0
		447,602	**447,602**	**0**	**0**	**0**	**0**	**0**	**302,602**	**0**	**302,602**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								
Roads	Asphalt / Concrete Program	1,600,000	1,600,000								0
Roads	Road / Rehab	400,000	400,000								0
Roads	Wellington Street - Ormond St to Bartholomew St	195,000	195,000								0
		2,270,000	**2,270,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

				2032 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies /Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
Stormsewer	Wellington Street - Ormond St to Bartholomew St	370,000	370,000								0
		370,000	**370,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,200,000	1,200,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	Wellington Street - Ormond St to Bartholomew St	355,000	355,000								0
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000								0
		2,255,000	**2,255,000**	**0**	**0**	**0**	**0**	**500,000**	**0**	**0**	**500,000**
Water	Wellington Street - Ormond St to Bartholomew St	345,000	345,000								0
		345,000	**345,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	175,000	175,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Brookview Cres (Lower) - Ferguson Dr to Creek	690,000	690,000								0
Water Distribution	Brookview Cres (Lower) - Brookview Pl to Sth of Creek	352,064	352,064								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		1,817,064	**1,817,064**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2032 TOTAL		**$ 12,818,056.73**	**$ 12,818,056.73**	**$ -**	**$ -**	**$ -**	**$ 361,000.00**	**$ 500,000.00**	**$ 359,852.00**	**$ -**	**$ 1,220,852.00**

				2033 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges												0
		0	0	0	0	0	0	0	0	0	0	0
Facilities	City Hall - Clerks Office - HVAC Vent Fan	9,506	9,506							9,506		9,506
Facilities	City Hall - Room #212 - HVAC Chiller/Heater	50,000	50,000							50,000		50,000
Facilities	City Hall - Room #204 - HVAC Window	10,000	10,000							10,000		10,000
Facilities	Gymnastics Building - Rotary Building - HVAC Rooftop	12,000	12,000							12,000		12,000
Facilities	Library - HVAC Rooftop	35,000	35,000							35,000		35,000
Facilities	St Lawrence Park - East Pavilion - Roof	50,000	50,000							50,000		50,000
Facilities	Cemetery-Columbarium C-10 year maintenance	30,000	30,000									0
Facilities	Memorial Park - Outdoor Sign	5,000	5,000							5,000		5,000
Facilities	Memorial Centre - Roof - Solar Panels	500,000	500,000								500,000	500,000
		701,506	701,506	0	0	0	0	0	0	171,506	500,000	671,506
Transportation	Signal Controller - King St & Court House Sq	30,000	30,000	30,000								30,000
Transportation	Street Lights	200,000	200,000	200,000								200,000
		230,000	230,000	230,000	0	0	0	0	0	0	0	230,000
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion											0
Fleet-Cemetery	RTV Replacement	80,000	80,000							80,000		80,000
Fleet-Cemetery	Mower Replacement	27,500	27,500							27,500		27,500
Fleet-Operations	Operations Portion - Units: 01321, 02918, 03323, 03819, 04723, 05023, 05521, 05622, 05622A, 05622B, 06523, 07122, 07122A, 07122B, 09223, 09423, 13423, 14923, 50823, 50923	2,063,008	2,063,008								2,063,008	2,063,008
Fleet-Fire	Fire Portion											0
Fleet-Police	Police Portion - Units: 40923, 41123, 42508	215,948	215,948								215,948	215,948
Fleet-Equipment	Gord Watts Municipal Centre - Hydraulic Press	2,500	2,500									0
		2,388,956	2,388,956	0	0	0	0	0	0	107,500	2,278,956	2,386,456
Recreational	Cockburn Island - Board, Box	1,000	1,000									0
Recreational	Hardy/Centennial Park - Bench(es)	15,400	15,400									0
Recreational	Matthew Fraser Park - Bench(es)	750	750									0
Recreational	Pearl Street Park - Table(s)	1,707	1,707									0
Recreational	Railway Tunnel - Fence, Light	89,608	89,608									0
Recreational	Rotary Park - Light, Glass, Boards	215,662	215,662							215,662		215,662
Recreational	St Lawrence Park - Bench(es)	3,000	3,000									0
Recreational	Tunnel Bay Harbour/Blockhouse Island - Gate	9,000	9,000									0
		336,127	336,127	0	0	0	0	0	0	215,662	0	215,662
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,650,000	1,650,000	950,000	650,000					50,000		1,650,000
Roads	Road / Rehab	500,000	500,000		500,000							500,000
Roads	Front Avenue - Convey Cres to Stewart Blvd	220,000	220,000		220,000							220,000
		2,445,000	2,445,000	1,025,000	1,370,000	0	0	0	0	50,000	0	2,445,000
Stormsewer	Front Avenue - Convey Cres to Stewart Blvd	285,000	285,000		285,000							285,000
		285,000	285,000	0	285,000	0	0	0	0	0	0	285,000
Wastewater	Capital Replacement	1,000,000	1,000,000						1,000,000			1,000,000
Wastewater	Maintenance	400,000	400,000									0
Wastewater	Front Avenue - Convey Cres to Stewart Blvd	265,000	265,000						265,000			265,000
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000						400,000			400,000
		2,065,000	2,065,000	0	0	0	0	0	1,665,000	0	0	1,665,000
Water	Front Avenue - Convey Cres to Stewart Blvd	255,000	255,000					255,000				255,000
		255,000	255,000	0	0	0	0	255,000	0	0	0	255,000
Water Treatment Plant	Capital Replacements	25,000	25,000					25,000				25,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Brookview Cres (Upper) - Ferguson to East Limit Brookview Pl	702,144	702,144					702,144				702,144
Water Distribution	Feeder Main Twinning - Phase 3 of 3	3,500,000	3,500,000					3,500,000				3,500,000
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		4,827,144	4,827,144	0	0	0	0	4,477,144	0	0	0	4,477,144
2033 TOTAL		$ 13,533,732.59	$ 13,533,732.59	$ 1,255,000.00	$ 1,655,000.00	$ -	$ -	$ 4,732,144.00	$ 1,665,000.00	$ 544,668.00	$ 2,778,955.59	$ 12,630,767.59

Category	Projects	Gross cost of Project	Amount required this year	2033 FUNDING FOR MAINTENANCE							
				Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/ Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges											0
		0	0	0	0	0	0	0	0	0	0
Facilities	City Hall - Clerks Office - HVAC Vent Fan	9,506	9,506								0
Facilities	City Hall - Room #212 - HVAC Chiller/Heater	50,000	50,000								0
Facilities	City Hall - Room #204 - HVAC Window	10,000	10,000								0
Facilities	Gymnastics Building - Rotary Building - HVAC Rooftop	12,000	12,000								0
Facilities	Library - HVAC Rooftop	35,000	35,000								0
Facilities	St Lawrence Park - East Pavilion - Roof	50,000	50,000								0
Facilities	Cemetery-Columbarium C-10 year maintenance	30,000	30,000						30,000		30,000
Facilities	Memorial Park - Outdoor Sign	5,000	5,000								0
Facilities	Memorial Centre - Roof - Solar Panels	500,000	500,000								0
		701,506	701,506	0	0	0	0	0	30,000	0	30,000
Transportation	Signal Controller - King St & Court House Sq	30,000	30,000								0
Transportation	Street Lights	200,000	200,000								0
		230,000	230,000	0	0	0	0	0	0	0	0
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion										0
Fleet-Cemetery	RTV Replacement	80,000	80,000								0
Fleet-Cemetery	Mower Replacement	27,500	27,500								0
Fleet-Operations	Operations Portion - Units: 01321, 02918, 03323, 03819, 04723, 05023, 05521, 05622, 05622A, 05622B, 06523, 07122, 07122A, 07122B, 09223, 09423, 13423, 14923, 50823, 50923	2,063,008	2,063,008								0
Fleet-Fire	Fire Portion										0
Fleet-Police	Police Portion - Units: 40923, 41123, 42508	215,948	215,948								0
Fleet-Equipment	Gord Watts Municipal Centre - Hydraulic Press	2,500	2,500						2,500		2,500
		2,388,956	2,388,956	0	0	0	0	0	2,500	0	2,500
Recreational	Cockburn Island - Board, Box	1,000	1,000						1,000		1,000
Recreational	Hardy/Centennial Park - Bench(es)	15,400	15,400						15,400		15,400
Recreational	Matthew Fraser Park - Bench(es)	750	750						750		750
Recreational	Pearl Street Park - Table(s)	1,707	1,707						1,707		1,707
Recreational	Railway Tunnel - Fence, Light	89,608	89,608						89,608		89,608
Recreational	Rotary Park - Light, Glass, Boards	215,662	215,662								0
Recreational	St Lawrence Park - Bench(es)	3,000	3,000						3,000		3,000
Recreational	Tunnel Bay Harbour/Blockhouse Island - Gate	9,000	9,000						9,000		9,000
		336,127	336,127	0	0	0	0	0	120,465	0	120,465
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,650,000	1,650,000								0
Roads	Road / Rehab	500,000	500,000								0
Roads	Front Avenue - Convey Cres to Stewart Blvd	220,000	220,000								0
		2,445,000	2,445,000	0	0	0	0	0	0	0	0
Stormsewer	Front Avenue - Convey Cres to Stewart Blvd	285,000	285,000								0
		285,000	285,000	0	0	0	0	0	0	0	0
Wastewater	Capital Replacement	1,000,000	1,000,000								0
Wastewater	Maintenance	400,000	400,000					400,000			400,000
Wastewater	Front Avenue - Convey Cres to Stewart Blvd	265,000	265,000								0
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000								0
		2,065,000	2,065,000	0	0	0	0	400,000	0	0	400,000
Water	Front Avenue - Convey Cres to Stewart Blvd	255,000	255,000								0
		255,000	255,000	0	0	0	0	0	0	0	0
Water Treatment Plant	Capital Replacements	25,000	25,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Brookview Cres (Upper) - Ferguson to East Limit Brookview Pl	702,144	702,144								0
Water Distribution	Feeder Main Twinning - Phase 3 of 3	3,500,000	3,500,000								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		4,827,144	4,827,144	0	0	0	350,000	0	0	0	350,000
2033 TOTAL		$ 13,533,732.59	$ 13,533,732.59	$ -	$ -	$ -	$ 350,000.00	$ 400,000.00	$ 152,965.00	$ -	$ 902,965.00

				2034 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges												0
		0	0	0	0	0	0	0	0	0	0	0
Facilities	Brockville Arts Centre - Roof 2	110,000	110,000								110,000	110,000
Facilities	City Hall - Room #211B - HVAC Chiller/Heater	50,000	50,000							50,000		50,000
Facilities	City Hall - Planning Room - HVAC Window	10,000	10,000							10,000		10,000
Facilities	Gord Watts Municipal Centre - Transit Bay - HVAC Heater (2)	30,000	30,000							30,000		30,000
Facilities	Library - HVAC Rooftop	12,000	12,000							12,000		12,000
Facilities	Museum - HVAC Rooftop	25,000	25,000							25,000		25,000
Facilities	Police Station - Roof	625,000	625,000								625,000	625,000
Facilities	Police Station - Server Room - HVAC (4)	30,000	30,000							30,000		30,000
Facilities	Police Station - Entrance Roof	40,000	40,000									0
Facilities	Water Treatment Plant - Roof 2	11,000	11,000									0
Facilities	Water Treatment Plant - Roof 5	11,000	11,000									0
Facilities	Water Treatment Plant - Roof 6	11,000	11,000									0
Facilities	Memorial Centre - Canteen - Coffee Maker, Airfryer, Equipment	25,953	25,953							24,953		24,953
Facilities	Youth Arena - Canteen - Coffee Maker, Airfryer, Equipment	25,953	25,953							24,953		24,953
		1,016,906	1,016,906	0	0	0	0	0	0	206,906	735,000	941,906
Transportation	Street Lights	200,000	200,000							200,000		200,000
		200,000	200,000	0	0	0	0	0	0	200,000	0	200,000
Fleet-Economic Development	Economic Development portion											0
Fleet-Engineering	Engineering Portion - Units: 0920109, 21124, 21524, 23424, 23524, 23624, 23719, WPCC Generator Operations Portion - Units: 01514, 01924, 01924A, 01924B, 01924C, 02824, 04314, 04509, 05924,	1,429,502	1,429,502								1,429,502	1,429,502
Fleet-Operations	05924A, 05924B, 06324, 0920109, 13019, 21124, 21524, 23424, 23524, 23624, 23719, 60419A	1,349,718	1,349,718								1,349,718	1,349,718
Fleet-Fire	Fire Portion											0
Fleet-Police	Police Portion											0
		2,779,220	2,779,220	0	0	0	0	0	0	0	2,779,220	2,779,220
Recreational	Bramshot Park - Bench(es)	750	750									0
Recreational	Butterfield Park - Bench(es)	750	750									0
Recreational	Fulford Park - Bench(es), Backstop	6,582	6,582									0
Recreational	Harvey Island - Table(s)	2,379	2,379									0
Recreational	Linden Park - Fence	3,000	3,000									0
Recreational	Little Fulford Park - Fence	43,709	43,709							43,709		43,709
Recreational	Little Sheaffe Island - Table(s)	1,586	1,586									0
Recreational	Matthew Fraser Park - Fence	10,000	10,000							10,000		10,000
Recreational	Memorial Park - Soccer Fields - Fence	100,000	100,000							100,000		100,000
Recreational	Pearl Street Park - Pathway	34,750	34,750									0
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	Rotary Park - Bench(es)	1,500	1,500									0
Recreational	Schofield Park - Tennis Court, Bench(es)	35,750	35,750									0
		320,364	320,364	0	0	0	0	0	0	153,709	0	153,709
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,700,000	1,700,000	1,300,000	350,000					50,000		1,700,000
Roads	Road / Rehab	500,000	500,000		500,000							500,000
Roads	Pine Street - Park Street to Bethune Street	65,000	65,000		65,000							65,000
Roads	Pine Street - Bethune Street to Garden Street	110,000	110,000		110,000							110,000
		2,450,000	2,450,000	1,375,000	1,025,000	0	0	0	0	50,000	0	2,450,000
Stormsewer	Pine Street - Park Street to Bethune Street	185,000	185,000		185,000							185,000
Stormsewer	Pine Street - Bethune Street to Garden Street	175,000	175,000		175,000							175,000
		360,000	360,000	0	360,000	0	0	0	0	0	0	360,000
Wastewater	Capital Replacement	1,000,000	1,000,000						1,000,000			1,000,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	Pine Street - Park Street to Bethune Street	120,000	120,000						120,000			120,000
Wastewater	Pine Street - Bethune Street to Garden Street	125,000	125,000						125,000			125,000
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000						200,000			200,000
		1,945,000	1,945,000	0	0	0	0	0	1,445,000	0	0	1,445,000
Water	Pine Street - Park Street to Bethune Street	155,000	155,000					155,000				155,000
Water	Pine Street - Bethune Street to Garden Street	150,000	150,000					150,000				150,000
		305,000	305,000	0	0	0	0	305,000	0	0	0	305,000
Water Treatment Plant	Capital Replacements	228,000	228,000					228,000				228,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distribution	Brookview Cres (Upper) - Ferguson to West Limit Brookview Pl	338,069	338,069					338,069				338,069
Water Distribution	Somerset Place - Manor Dr westerly (90m)	234,048	234,048					234,048				234,048
Water Distribution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		1,400,117	1,400,117	0	0	0	0	1,050,117	0	0	0	1,050,117
2034 TOTAL		$ 10,776,607.47	$ 10,776,607.47	$ 1,375,000.00	$ 1,385,000.00	$ -	$ -	$ 1,355,117.33	$ 1,445,000.00	$ 610,614.72	$ 3,514,220.42	$ 9,684,952.47

				2034 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Bridges											0
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Facilities	Brockville Arts Centre - Roof 2	110,000	110,000								0
Facilities	City Hall - Room #211B - HVAC Chiller/Heater	50,000	50,000								0
Facilities	City Hall - Planning Room - HVAC Window	10,000	10,000								0
Facilities	Gord Watts Municipal Centre - Transit Bay - HVAC Heater (2)	30,000	30,000								0
Facilities	Library - HVAC Rooftop	12,000	12,000								0
Facilities	Museum - HVAC Rooftop	25,000	25,000								0
Facilities	Police Station - Roof	625,000	625,000								0
Facilities	Police Station - Server Room - HVAC (4)	30,000	30,000								0
Facilities	Police Station - Entrance Roof	40,000	40,000						40,000		40,000
Facilities	Water Treatment Plant - Roof 2	11,000	11,000						11,000		11,000
Facilities	Water Treatment Plant - Roof 5	11,000	11,000						11,000		11,000
Facilities	Water Treatment Plant - Roof 6	11,000	11,000						11,000		11,000
Facilities	Memorial Centre - Canteen - Coffee Maker, Airfryer, Equipment	25,953	25,953						1,000		1,000
Facilities	Youth Arena - Canteen - Coffee Maker, Airfryer, Equipment	25,953	25,953						1,000		1,000
		1,016,906	**1,016,906**	**0**	**0**	**0**	**0**	**0**	**75,000**	**0**	**75,000**
Transportation	Street Lights	200,000	200,000								0
		200,000	**200,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion										0
Fleet-Engineering	Engineering Portion - Units: 0920109, 21124, 21524, 23424, 23524, 23624, 23719, WPCC Generator Operations Portion - Units: 01514, 01924, 01924A, 01924B, 01924C, 02824, 04314, 04509, 05924,	1,429,502	1,429,502								0
Fleet-Operations	05924A, 05924B, 06324, 0920109, 13019, 21124, 21524, 23424, 23524, 23624, 23719, 60419A	1,349,718	1,349,718								0
Fleet-Fire	Fire Portion										0
Fleet-Police	Police Portion										0
		2,779,220	**2,779,220**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Bramshot Park - Bench(es)	750	750						750		750
Recreational	Butterfield Park - Bench(es)	750	750						750		750
Recreational	Fulford Park - Bench(es), Backstop	6,582	6,582						6,582		6,582
Recreational	Harvey Island - Table(s)	2,379	2,379						2,379		2,379
Recreational	Linden Park - Fence	3,000	3,000						3,000		3,000
Recreational	Little Fulford Park - Fence	43,709	43,709								0
Recreational	Little Sheaffe Island - Table(s)	1,586	1,586						1,586		1,586
Recreational	Matthew Fraser Park - Fence	10,000	10,000								0
Recreational	Memorial Park - Soccer Fields - Fence	100,000	100,000								0
Recreational	Pearl Street Park - Pathway	34,750	34,750						34,750		34,750
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	Rotary Park - Bench(es)	1,500	1,500						1,500		1,500
Recreational	Schofield Park - Tennis Court, Bench(es)	35,750	35,750						35,750		35,750
		320,364	**320,364**	**0**	**0**	**0**	**0**	**0**	**166,655**	**0**	**166,655**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,700,000	1,700,000								0
Roads	Road / Rehab	500,000	500,000								0
Roads	Pine Street - Park Street to Bethune Street	65,000	65,000								0
Roads	Pine Street - Bethune Street to Garden Street	110,000	110,000								0
		2,450,000	**2,450,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	Pine Street - Park Street to Bethune Street	185,000	185,000								0
Stormsewer	Pine Street - Bethune Street to Garden Street	175,000	175,000								0
		360,000	**360,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,000,000	1,000,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	Pine Street - Park Street to Bethune Street	120,000	120,000								0
Wastewater	Pine Street - Bethune Street to Garden Street	125,000	125,000								0
Wastewater	Sanitary Sewer Rehabilitation	200,000	200,000								0
		1,945,000	**1,945,000**	**0**	**0**	**0**	**0**	**500,000**	**0**	**0**	**500,000**
Water	Pine Street - Park Street to Bethune Street	155,000	155,000								0
Water	Pine Street - Bethune Street to Garden Street	150,000	150,000								0
		305,000	**305,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	228,000	228,000								0

				2034 FUNDING FOR MAINTENANCE							
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	Tax Reserve Funds / Reserves / Surplus'	Grants/Subsidies/Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Funding
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distribution	Brookview Cres (Upper) - Ferguson to West Limit Brookview Pl	338,069	338,069								0
Water Distribution	Somerset Place - Manor Dr westerly (90m)	234,048	234,048								0
Water Distribution	Lead Service Replacement	175,000	175,000								0
Water Distribution	Feeder Main Valve Refurbishing	75,000	75,000								0
		1,400,117	**1,400,117**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2034 TOTAL		**$ 10,776,607.47**	**$ 10,776,607.47**	**$ -**	**$ -**	**$ -**	**$ 350,000.00**	**$ 500,000.00**	**$ 241,655.00**	**$ -**	**$ 1,091,655.00**

				2035 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Bridges	Culvert Work - North Augusta Rd	402,570	402,570			402,570						402,570
Bridges	Culvert Work - Parkedale Ave West	10,500	10,500									0
Bridges	Pedestrian Bridge Work - Pearl St W Brock Trail Bridge	7,500	7,500									0
		420,570	**420,570**	**0**	**0**	**402,570**	**0**	**0**	**0**	**0**	**0**	**402,570**
Facilities	Blockhouse Island - James Auld Building - HVAC (2)	40,000	40,000							40,000		40,000
Facilities	Brockville Arts Centre - HVAC Rooftop (5)	156,000	156,000			156,000						156,000
Facilities	Brockville Arts Centre - Fire Sprinkler System	35,000	35,000							35,000		35,000
Facilities	City Hall - Roof	65,000	65,000									0
Facilities	Fire Station I - HVAC Space Heater	3,500	3,500									0
Facilities	Fire Station II - HVAC Rooftop	48,000	48,000							48,000		48,000
Facilities	Rotary Park - Outdoor Rink - Roof	250,000	250,000			250,000						250,000
Facilities	Youth Arena - Roof	25,000	25,000									0
		622,500	**622,500**	**0**	**0**	**406,000**	**0**	**0**	**0**	**123,000**	**0**	**529,000**
Transportation	Transit Software	35,000	35,000							35,000		35,000
Transportation	Street Lights	200,000	200,000	184,000						16,000		200,000
		235,000	**235,000**	**184,000**	**0**	**0**	**0**	**0**	**0**	**51,000**	**0**	**235,000**
Fleet-Economic Development	Economic Development portion - Units: 12025	42,000	42,000							42,000		42,000
Fleet-Engineering	Engineering Portion - Units: 21625	75,000	75,000							75,000		75,000
Fleet-Operations	Operations Portion - Units: 00925, 01725, 04310, 04424, 06825, 09025, 09125, 12025, 21625, 9525	1,218,963	1,218,963								1,218,963	1,218,963
Fleet-Fire	Fire Portion											0
Fleet-Police	Police Portion											0
Fleet-Equipment	Gord Watts Municipal Centre - Pressure Washer, Hoist	156,500	156,500			156,500						156,500
		1,492,463	**1,492,463**	**0**	**0**	**156,500**	**0**	**0**	**0**	**117,000**	**1,218,963**	**1,492,463**
Recreational	Upper Brookview Park - Swing	4,400	4,400									0
Recreational	Centeen Park - Cleates, Ladder	5,400	5,400									0
Recreational	Cockburn Island - Holding Tank	13,250	13,250							13,250		13,250
Recreational	Courthouse Green - Bench(es)	13,200	13,200							13,200		13,200
Recreational	Ernie Fox Quay - Gate	5,000	5,000									0
Recreational	Hardy/Centennial Park - Pathway, Table(s)	64,137	64,137									0
Recreational	Kelly Park - Backstop, Equipment	20,000	20,000									0
Recreational	Little Fulford Park - Fountain, Pavillion, Table(s)	9,793	9,793									0
Recreational	Railway Tunnel - Light	79,608	79,608									0
Recreational	Rotary Park - Nets	6,000	6,000									0
Recreational	Scace Park - Retaining Wall	18,000	18,000									0
Recreational	Schofield Park - Cimber, Slide, Swings	17,600	17,600									0
Recreational	Sheaffe Island - Holding Tank	13,250	13,250							13,250		13,250
Recreational	Sparrow Island - Holding Tank	13,250	13,250							13,250		13,250
Recreational	St Lawrence Park - Dock, Parking Lot, Pathway, Slide, Spring Toy, Volleyball Court	197,153	197,153			197,153						197,153
		480,041	**480,041**	**0**	**0**	**197,153**	**0**	**0**	**0**	**52,950**	**0**	**250,103**
Roads	Cemetery-Roadways & Drainage	75,000	75,000	75,000								75,000
Roads	Asphalt / Concrete Program	1,750,000	1,750,000	1,200,000	500,000					50,000		1,750,000
Roads	Road / Rehab	500,000	500,000		500,000							500,000
Roads	Pine Street - Garden Street to Victoria Avenue	125,000	125,000		125,000							125,000
Roads	Pine Street - Victoria Avenue to Court House Square	125,000	125,000		125,000							125,000
		2,575,000	**2,575,000**	**1,275,000**	**1,250,000**	**0**	**0**	**0**	**0**	**50,000**	**0**	**2,575,000**
Stormsewer	Pine Street - Garden Street to Victoria Avenue	150,000	150,000		150,000							150,000
Stormsewer	Pine Street - Victoria Avenue to Court House Square	150,000	150,000		150,000							150,000
		300,000	**300,000**	**0**	**300,000**	**0**	**0**	**0**	**0**	**0**	**0**	**300,000**
Wastewater	Capital Replacement	1,000,000	1,000,000						1,000,000			1,000,000
Wastewater	Maintenance	500,000	500,000									0
Wastewater	Pine Street - Garden Street to Victoria Avenue	120,000	120,000						120,000			120,000
Wastewater	Pine Street - Victoria Avenue to Court House Square	120,000	120,000						120,000			120,000
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000						400,000			400,000
		2,140,000	**2,140,000**	**0**	**0**	**0**	**0**	**0**	**1,640,000**	**0**	**0**	**1,640,000**
Water	Pine Street - Garden Street to Victoria Avenue	150,000	150,000					150,000				150,000

				2035 FUNDING OF PROJECTS								
Category	Projects	Gross cost of Project	Amount required this year	Federal Gas Tax	OCIF	Tax Reserve Funds / Reserves / Surplus'	Grants / Donations / Other	Water Fund	Wastewater Fund	Tax Rate	Debentures	Total Capital Funding
Water	Pine Street - Victoria Avenue to Court House Square	155,000	155,000					155,000				155,000
		305,000	**305,000**	**0**	**0**	**0**	**0**	**305,000**	**0**	**0**	**0**	**305,000**
Water Treatment Plant	Capital Replacements	360,000	360,000					360,000				360,000
Water Treatment Plant	Capital Maintenance	350,000	350,000									0
Water Distriubution	Royal Crescent (lead replacement)	286,059	286,059					286,059				286,059
Water Distriubution	Lead Service Replacement	175,000	175,000					175,000				175,000
Water Distriubution	Feeder Main Valve Refurbishing	75,000	75,000					75,000				75,000
		1,246,059	**1,246,059**	**0**	**0**	**0**	**0**	**896,059**	**0**	**0**	**0**	**896,059**
2035 TOTAL		**$ 9,816,632.67**	**$ 9,816,632.67**	**$ 1,459,000.00**	**$ 1,550,000.00**	**$ 1,162,223.00**	**$ -**	**$ 1,201,058.67**	**$ 1,640,000.00**	**$ 393,950.00**	**$ 1,218,963.00**	**$ 8,625,194.67**

				2035 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies/ Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
Bridges	Culvert Work - North Augusta Rd	402,570	402,570								0
Bridges	Culvert Work - Parkedale Ave West	10,500	10,500						10,500		10,500
Bridges	Pedestrian Bridge Work - Pearl St W Brock Trail Bridge	7,500	7,500						7,500		7,500
		420,570	**420,570**	**0**	**0**	**0**	**0**	**0**	**18,000**	**0**	**18,000**
Facilities	Blockhouse Island - James Auld Building - HVAC (2)	40,000	40,000								0
Facilities	Brockville Arts Centre - HVAC Rooftop (5)	156,000	156,000								0
Facilities	Brockville Arts Centre - Fire Sprinkler System	35,000	35,000								0
Facilities	City Hall - Roof	65,000	65,000						65,000		65,000
Facilities	Fire Station I - HVAC Space Heater	3,500	3,500						3,500		3,500
Facilities	Fire Station II - HVAC Rooftop	48,000	48,000								0
Facilities	Rotary Park - Outdoor Rink - Roof	250,000	250,000								0
Facilities	Youth Arena - Roof	25,000	25,000						25,000		25,000
		622,500	**622,500**	**0**	**0**	**0**	**0**	**0**	**93,500**	**0**	**93,500**
Transportation	Transit Software	35,000	35,000								0
Transportation	Street Lights	200,000	200,000								0
		235,000	**235,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Fleet-Economic Development	Economic Development portion - Units: 12025	42,000	42,000								0
Fleet-Engineering	Engineering Portion - Units: 21625	75,000	75,000								0
Fleet-Operations	Operations Portion - Units: 00925, 01725, 04310, 04424, 06825, 09025, 09125, 12025, 21625, 9525	1,218,963	1,218,963								0
Fleet-Fire	Fire Portion										0
Fleet-Police	Police Portion										0
Fleet-Equipment	Gord Watts Municipal Centre - Pressure Washer, Hoist	156,500	156,500								0
		1,492,463	**1,492,463**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Recreational	Upper Brookview Park - Swing	4,400	4,400						4,400		4,400
Recreational	Centeen Park - Cleates, Ladder	5,400	5,400						5,400		5,400
Recreational	Cockburn Island - Holding Tank	13,250	13,250								0
Recreational	Courthouse Green - Bench(es)	13,200	13,200								0
Recreational	Ernie Fox Quay - Gate	5,000	5,000						5,000		5,000
Recreational	Hardy/Centennial Park - Pathway, Table(s)	64,137	64,137						64,137		64,137
Recreational	Kelly Park - Backstop, Equipment	20,000	20,000						20,000		20,000
Recreational	Little Fulford Park - Fountain, Pavillion, Table(s)	9,793	9,793						9,793		9,793
Recreational	Railway Tunnel - Light	79,608	79,608						79,608		79,608
Recreational	Rotary Park - Nets	6,000	6,000						6,000		6,000
Recreational	Scace Park - Retaining Wall	18,000	18,000						18,000		18,000
Recreational	Schofield Park - Cimber, Slide, Swings	17,600	17,600						17,600		17,600
Recreational	Sheaffe Island - Holding Tank	13,250	13,250								0
Recreational	Sparrow Island - Holding Tank	13,250	13,250								0
Recreational	St Lawrence Park - Dock, Parking Lot, Pathway, Slide, Spring Toy, Volleyball Court	197,153	197,153								0
		480,041	**480,041**	**0**	**0**	**0**	**0**	**0**	**229,938**	**0**	**229,938**
Roads	Cemetery-Roadways & Drainage	75,000	75,000								0
Roads	Asphalt / Concrete Program	1,750,000	1,750,000								0
Roads	Road / Rehab	500,000	500,000								0
Roads	Pine Street - Garden Street to Victoria Avenue	125,000	125,000								0
Roads	Pine Street - Victoria Avenue to Court House Square	125,000	125,000								0
		2,575,000	**2,575,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stormsewer	Pine Street - Garden Street to Victoria Avenue	150,000	150,000								0
Stormsewer	Pine Street - Victoria Avenue to Court House Square	150,000	150,000								0
		300,000	**300,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Wastewater	Capital Replacement	1,000,000	1,000,000								0
Wastewater	Maintenance	500,000	500,000					500,000			500,000
Wastewater	Pine Street - Garden Street to Victoria Avenue	120,000	120,000								0
Wastewater	Pine Street - Victoria Avenue to Court House Square	120,000	120,000								0

				2035 FUNDING FOR MAINTENANCE							
Category	**Projects**	**Gross cost of Project**	**Amount required this year**	**Federal Gas Tax**	**Tax Reserve Funds / Reserves / Surplus'**	**Grants/Subsidies/ Donations / Other**	**Water Fund**	**Wastewater Fund**	**Tax Rate**	**Debentures**	**Total Funding**
Wastewater	Sanitary Sewer Rehabilitation	400,000	400,000								0
		2,140,000	**2,140,000**	**0**	**0**	**0**	**0**	**500,000**	**0**	**0**	**500,000**
Water	Pine Street - Garden Street to Victoria Avenue	150,000	150,000								0
Water	Pine Street - Victoria Avenue to Court House Square	155,000	155,000								0
		305,000	**305,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Water Treatment Plant	Capital Replacements	360,000	360,000								0
Water Treatment Plant	Capital Maintenance	350,000	350,000				350,000				350,000
Water Distriubution	Royal Crescent (lead replacement)	286,059	286,059								0
Water Distriubution	Lead Service Replacement	175,000	175,000								0
Water Distriubution	Feeder Main Valve Refurbishing	75,000	75,000								0
		1,246,059	**1,246,059**	**0**	**0**	**0**	**350,000**	**0**	**0**	**0**	**350,000**
2035 TOTAL		**$ 9,816,632.67**	**$ 9,816,632.67**	**$ -**	**$ -**	**$ -**	**$ 350,000.00**	**$ 500,000.00**	**$ 341,438.00**	**$ -**	**$ 1,191,438.00**

15. Appendix E – Risk and Criticality Assessment

Risk Analysis Event	Description of Risk Impact	Monitoring & Control Measures	Emergency/ Contingency Plan	"A" Likelihood	"B" Consequence	"C" Detectability	Risk Priority Score (AxBxC)
WATER SYSTEM							
Intake/River - Failure of intake pipe.	Pipe failure unable to supply intake well with raw water.	Set up portable pumps to supply intake well.	No procedure in place	1	5	1	**5**
Raw water quality deterioration	Upstream WWTP bypasses	Shutdown low lift station, Clean Water Act 2006, Coast Guard, MECP Spills Action Center (SAC), Cataraquai Regional Conservation Area (CRCA) Source Water Protection Plan, Notification by upstream utilities staff Alarms on SCADA setpoint page Routine lab testing results	In place	5	2	3	**30**
	Chemical Spill, Excessive Agricultural Run-Off		In place	2	5	3	**30**
	Tanker Spill, or Dumping of Ballast Water		In place	2	5	3	**30**
	Illegal Dumping, Act of Terrorism		In place	1	5	5	**25**
Lowlift Pumping Station	Intake screens blocked from debris, weeds, frazil ice, fish (Pumps can't draw; starved wet well)	Manual screens	In place	1	2	1	**2**
	Electrical / mechanical system failure (MCC system failure means no electrical systems can run; main electrical feed to low-lift station could fail; pump failure no water to treatment plant;	Electrical MCC upgraded, 2 new pumps, redundant back-up equipment – diesel driven pump, portable 200 KW standby generator.	No procedure in place	1	4	1	**4**
Raw Water Supply Line & Metering Chamber	Loss of flow/supply (Water plant shut down)	Trunk main repair	In place	1	5	1	**5**
Chemical Feed Line / Feed Pump Failure - Loss Of Chemical Flow; Treatment Process Shut Down	Chemical feed line / feed pump failure - Loss of chemical flow; Treatment process shut down	Redundant chemical feed lines, Redundant pumps, Increase Maintenance and inspection	In place	2	4	2	**16**
Filtration	Filter failure – mechanical, electrical, regulatory treatment requirements,	Restrictions on water use, Regular assessments (operator perform annually)- underdrain system assessed by consulting engineers (3-4 years) Redundant filter.	In place	2	5	1	**10**
Primary Disinfection - Filtrate	Lack of chlorine supply (plant would not meet disinfection requirements)	Redundant chlorination equipment and feed lines, UV as back-up for disinfection	In place	1	5	1	**5**
Reservoir	Structural issues-i.e. baffle curtain failure (Concrete failure [structural], pipe failure, short-circuiting,	Visual inspection, Additional inactivation disinfection credits available by use of UV system	In place	1	2	4	**8**
	Contamination of Reservoir			1	5	4	**20**
Highlift Pumping System	Pump failure mechanical / electrical	Maintenance, replacement programs to keep equipment in a ready state	In place	2	3	1	**6**
Fluoridation	Chemical application – overdosing;	Visual inspection and lab analyses	In place	2	3	4	**24**
Unattended Automatic Controls	SCADA alarming systems operator notification, operator response	Redundancy for SCADA alarms	In place	1	4	1	**4**
Risk Analysis Event	**Description of Risk Impact**	**Monitoring & Control Measures**	**Emergency/ Contingency Plan**	**"A" Likelihood**	**"B" Consequence**	**"C" Detectability**	**Risk Priority Score (AxBxC)**

PLC and SCADA Communications	Not able to operate or monitor the water treatment or distribution process	Operate plant manually 24/7 manned operation, Redundant SCADA computers, PLC spare parts	In place	2	4	1	**8**
Chlorination	Difficulty maintaining chlorine residual in the distribution system	Redundant chlorination equipment Routine adjustment of applied chlorine dosages to maintain adequate residual throughout Treatment Process and Distribution System	In place	1	4	1	**4**
Feeder Main	Lack of redundancy, limited means of isolation	Capital planning redundant feeder main; maintenance and replacement; condition assessment	In place	3	5	1	**15**
	Limited Storage of Potable Water (Approximately 8 Hours under ideal circumstances)	Capital planning redundant feeder main; maintenance and replacement; condition assessment, Increased reservoir storage	In place	3	5	1	**15**
	Main break on feeder main (No water, restriction of water flow)	Restrict construction methods in high risk areas; locates need WS staff on site for verification, on call operator at all times, implementation of inspection program; implement redundancy in the system – update of Master Plan	In place	3	5	1	**15**
Feeder Main Valves	Gate valve failure – age/condition of the valves	Preventative replacement program; preventative valve operational maintenance program.	In place	3	5	2	**30**
SOP 201 Adverse Drinking Water Quality Based Results or Exceedance of Standards	Contamination in the distribution system due to backflow, sabotage	Capital reconstruction program, Leak detection program, Ontario Building Code, Backflow By-Law	In place	3	4	5	**60**
Overhead Tank / Water Tower	Structural, mechanical and electrical failures;	Regular assessment of tower structure and mechanics, cathodic protection/epoxy coating, staffing of WTP (24 hrs)	In place	2	4	1	**8**
	Loss of Communication			2	2	1	**4**
Sunset Booster Station	Mechanical / electrical failure	Maintenance and Inspection program	No procedure in place	2	1	1	**2**
First Avenue Booster Station	Mechanical / electrical failure	Maintenance program	No procedure in place	3	2	2	**12**
		Redundant pump					
Parkedale Booster Station	Mechanical / electrical failure	Redundant back-up equipment	In place	3	3	1	**9**
		Diesel driven pump for Zone 1					
		Portable 200 KW standby generator for Zone 2					
Parkedale Reservoir	Structural Issues	Maintenance and Inspection Program	In place	1	4	2	**8**
	Contamination and water quality issues/fire flow; capacity; supply)	Alarm system; access breach alarms for hatches/ Inspections and maintenance	In place	1	2	2	**4**

Risk Analysis Event	Description of Risk Impact	Monitoring & Control Measures	Emergency/ Contingency Plan	"A" Likelihood	"B" Consequence	"C" Detectability	Risk Priority Score (AxBxC)
Local Distribution System	Water quality issues in the system (Bacteriological contamination; low chlorine residual)	Capital planning, Flushing program	In place	2	3	3	**18**

Watermain Breaks	Break or leak in main	Leak detection Program; Capital replacement program; contingency response	In place	5	3	3	**45**
Unauthorized Fire Hydrant Use	Cross-contamination; ties hydrant up in case of fire; risk of damage-main break; lack of control by City staff (Lack of control by City staff during water taking; surging in system can cause main breaks; fire risk; liability issues; contamination)	Dedicated fill stations with backflow preventers, Education/informed users	No procedure in place	3	3	3	**27**
General Security	Breach of security; lack of security; Terrorist threat / sabotage/Vandalism to system	Contingency plan, security inspections	No procedure in place	1	4	2	**8**
Cyber Security	Breach of security; lack of security; Terrorist threat / sabotage/Vandalism to operating and control systems	Managed internet connectivity and firewall systems. Internet browsing activities are restricted and monitored. Restricted remote access to control systems. Restricted use of portable storage devices (USB sticks). Remote station communications utilize leased line short haul modems and physical telecom connections which are exceptionally difficult to breach remotely.	No procedure in place	2	5	2	**20**
	Public online disclosure of risk assessment, and control measures	Redact section from public access	No procedure in place	1	5	5	**25**
Climate Change	Unknown Emerging Contaminants (Pathogens etc.)	Sampling, HC, ENVCAN, MECP, MOH communications	Procedure Under Development	1	1	5	**5**
	Sustained Extreme Weather Events (e.g., heat wave, deep freeze)	Monitoring Susceptible Areas (frozen services), CRCA watershed levels (drought or flood conditions)	Procedure Under Development	2	2	1	**4**
	Algal blooms	MECP communications, Raw Water Monitoring	Procedure Under Development	1	2	1	**2**

Risk Analysis Event	Description of Risk Impact	Monitoring & Control Measures	Emergency/ Contingency Plan	"A" Likelihood	"B" Consequence	"C" Detectability	Risk Priority Score (AxBxC)
WASTEWATER SYSTEM							
Pumping Station Failure	Potential for flooded basements, public health, environmental	Liquid level alarms, standby power, pump redundancy	In place	2	3	1	**6**
Power Disruption at WPCC	Potential for flooded basements, public health, environmental	Standby power and alarming	In place	1	2	1	**2**

Sanitary Sewer Break	Potential for flooded basements, public health, environmental	Visual observations, public complaints. Dig and repair	In place	2	3	4	**24**
Forcemain Break	Potential for flooded basements, public health, environmental	Visual observations, pump station alarms, portable diesel pump for forcemain bypass	In place	2	3	4	**24**
Failure/Collapse of Incoming Sewer Main	No flow or reduced flow into plant, public health, environmental	Flow measurement at both the Main Pumping Station and Plant, Set-up portable pumping systems to by-pass damaged area	No procedure in place	1	4	4	**16**
Spill/Discharge of Contaminant into Sewer	Contamination of biological community in plant, contaminant discharge to St. Lawrence River, environmental	Colour/Odour detected by staff, notified by outside agencies, ability to isolate tanks if affected. Use of contractor with vacuum truck to remove contaminate	In place	2	4	4	**32**
Screen Failure	Potential for damage to process equipment downstream, force shut down of key plant components, environmental	Alarmed and monitored by SCADA, manual rake of screens, by-pass channel	In place	1	2	1	**2**
Primary clarifier tank structural failure	Leaking into ground, environmental	Operational SCADA alarms would trigger, isolate affected tank	No procedure in place	1	2	4	**8**
PLC Failure at WPCC	Potential for process upset leading to discharge of effluent outside of ECA parameters.	SCADA alarms, ability to run equipment locally	In place	2	2	1	**4**
Failure/Collapse of Discharge Sewer Main	Potential for backup of effluent water causing equipment damage, spill, and process upset	Inspection	In place	1	4	2	**8**
STORM SYSTEM							
Sinkholes - undermining	Property damage	Road Patrols and Maintenance	In place	3	2	1	
Storm Sewer Main Break	Surcharging sewers, potential for flooded basements	Visual observations, community complaints	In place	3	2	1	**6**

Risk Analysis Event	Description of Risk Impact	Monitoring & Control Measures	Emergency/ Contingency Plan	"A" Likelihood	"B" Consequence	"C" Detectability	Risk Priority Score (AxBxC)
ROADS							
Road Surface Icing	Injury to drivers, passengers, vehicle and/or property damage	Road patrols, weather monitoring, treatment	In place	3	3	1	**9**
Road Surface Failure - Poor PCI Rating	Vehicle damage	Road patrols	In place	3	2	1	**6**
Loss of Power/Traffic Signals Malfunction	Injury to drivers, passengers, vehicle and/or property damage	Public complaint, road patrol, temporary stop signs	In place	3	2	5	**30**
Parked Car Hazard	Hindrance to traffic flow, vehicle damage, snow removal hindrance	Public complaint, By-law, Police, Fire	In place	3	2	1	**6**
Sidewalks, trails and walkways	Slip trip and Fall, Personal Injury	Annual Inspections, repair program operations and capital ACPM	In place	3	2	1	**6**
Night Visibility of Regulatory Signage	Injury to drivers, passengers, vehicle and/or property damage	Scheduled life cycle replacement, reflectivity inspections	In place	1	2	1	**2**
BRIDGES & CULVERTS							
Road Surface icing	Injury to drivers, passengers, vehicle and/or property damage	Road patrols, weather monitoring	In place	4	3	1	**12**
Water Blockage Due to Debris	Localized flooding	Road patrols and annual street sweeping, and catch basin cleaning	In place	3	1	1	**3**
Guardrails	Safety, personal injury, property damage, falls of vehicles and pedestrians		In place	1	4	3	**12**
Failing Expansion Joints	Accelerated erosion, vehicle damage			1	2	1	**2**
Load Restriction Due to Poor Condition	Cost, inconvenience of longer travel routes	Bi-annual inspections, close bridges	In place	2	3	3	**18**
Failure of Structure	Injury to drivers, passengers, vehicle and/or property damage	Bi-annual inspections	In place	1	5	3	**15**
FACILITIES							
Failure of Structure, building envelope, plumbing, electrical, doors, windows, flooring, foundation, outside walls	Injury to occupants, interruption of business	Annual inspections, fire inspections, elevator, quarterly inspections on HVAC, ESA & TSSA inspections	In place	1	5	2	**10**
Hazardous Materials Storage or Materials - Refrigeration Rooms	injury, long term health impact,	DSR reviews, Annual Inspections, Compliancy Checks, CIMCO inspections and maintenance, Alarm Systems, SDS for cleaning products replaced annually	In place	1	5	2	**10**
Roof Leak	Damage to business equipment, interruption of business	Annual inspections, replacement program,	In place	2	4	1	**8**

Risk Analysis Event	Description of Risk Impact	Monitoring & Control Measures	Emergency/ Contingency Plan	"A" Likelihood	"B" Consequence	"C" Detectability	Risk Priority Score (AxBxC)
FLEET							
Failure of vehicle safety system	Injury to drivers, passengers, vehicle and/or property damage	Regular inspections	In place	2	2	1	**4**
Fuel System inoperable	Service level drop	Monthly and annually inspected	In place	2	2	4	**16**
Fuel System Failure	Injury, environmental impact, Service level drop	Monthly and annually inspected	In place	1	4	1	**4**
Fleet Staff Shortage	Service level drop	on call schedule and private contractors	In place	1	2	4	**8**
Part Supply Delays	Service level drop	Multiple vendors	In place	1	2	3	**6**
Vehicle inoperable	Interruption of business	Regular inspections	In place	2	3	1	**6**
PARKS & RECREATION							
Failure of Play Structure	Injury to users	Regular inspections, replacement program	In place	2	4	1	**8**
Vandalism	Service level drop, injury, property damage, garbage accumulation	Cameras, inspections, clean-up,	In place	5	3	5	**75**
Homelessness	Service level drop, injury, property damage, garbage accumulation, hazardous unsanitary conditions, staff strain	Cameras, inspections, clean-up,	In place	5	4	5	**100**
Hazardous Tree Damage	Injury or damage to property	Regular inspections and maintenance program	In place	3	4	1	**12**
Failure of Park Amenity	Injury to users	Regular inspections	In place	1	4	1	**4**