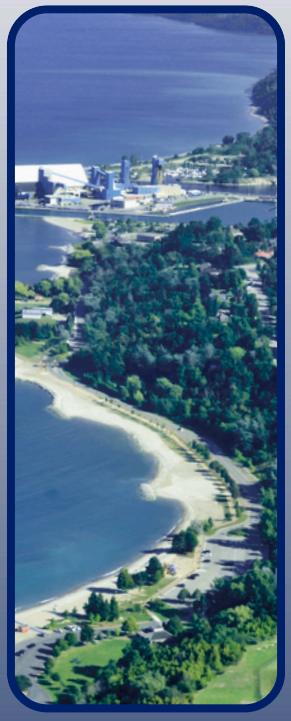
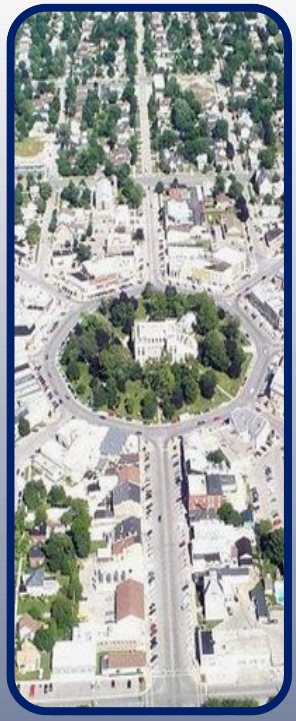
Town of Goderich
2025 Asset Management Plan





TOWN OF GODERICH

2025 ASSET MANAGEMENT PLAN

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1.0 EXECUTIVE SUMMARY

Reliable, well-maintained infrastructure assets are essential for the delivery of critical core and non-core municipal services. The goal of asset management is to provide a framework to deliver expected levels of service in the most cost-effective manner. This is achieved by implementing asset management strategies, collecting and analyzing asset data, considering risk and criticality, and developing a long-term financial plan.

This Asset Management Plan is provided to achieve compliance with the requirements of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* (O. Reg. 588/17) and is considered in conjunction with the Town's Asset Management Policy. The plan encompasses all categories of infrastructure assets owned by the Town. Data within the plan represents a snapshot in time as of December 31, 2024.

The plan includes the following elements:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

State of Infrastructure

Overall, the Town's infrastructure assessment indicates that approximately 58% of assets are in good to very good condition, approximately 24% are in fair condition, and approximately 18% are in poor to very poor condition.

Asset condition is a key driver of lifecycle activities like maintenance strategies and the timing of asset replacement. The Town's plan includes assessed condition data for the sanitary sewer network, roads and sidewalks. In the absence of assessed condition, age is used as an estimate for condition. Many municipalities have the same information gap regarding condition assessment and are working toward expanding the proportion of assets with assessed condition as an element of plan improvement over time.

The total replacement value of the Town's infrastructure assets is $685,526,565 (Figure 1). Replacement cost is based on two estimation methods: current purchase prices/contracts or historic cost incremented annually by the Consumer Price Index (CPI). The Town updates the replacement cost of its roads, water and sewer linear assets each year to reflect current costing assisted by the Town engineers. The replacement cost of most other assets is calculated at inflated cost.

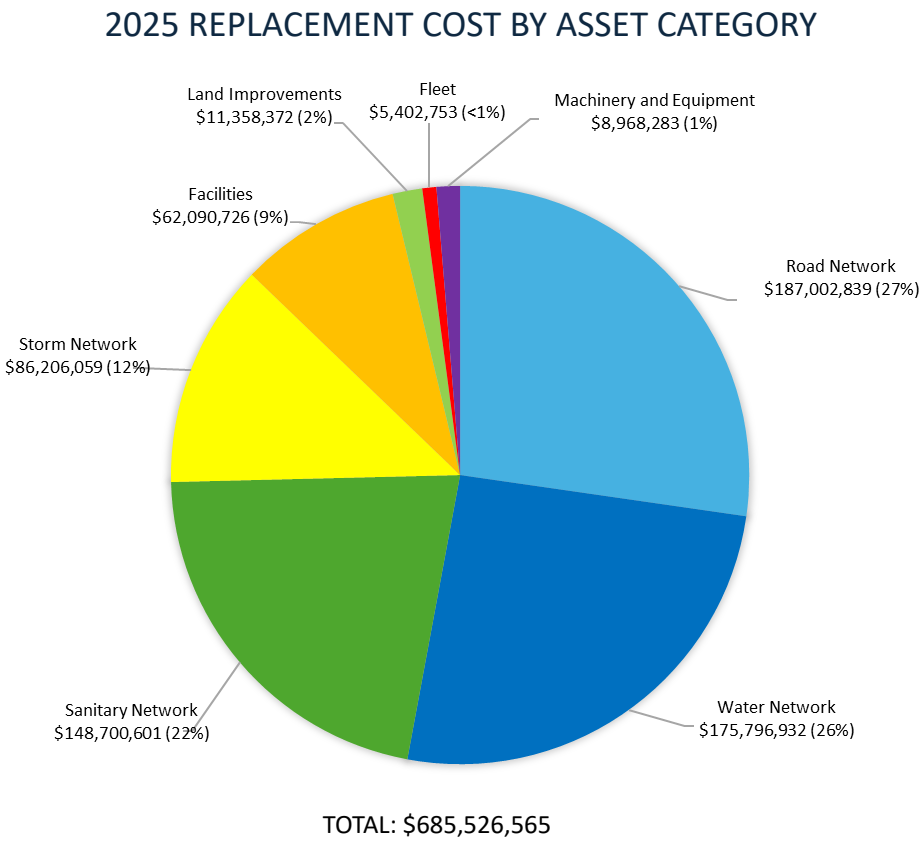


Figure 1. The 2025 total replacement value of the eight asset categories that represent the Town of Goderich's asset inventory is $685,526,565. Replacement cost is calculated by using a cost per unit calculation, or by using CPI Tables.

Asset Management Strategies

Establishing a lifecycle management strategy is important to proactively manage asset deterioration and maximize the service potential of municipal assets. These strategies assist the Town in making the right investment in the right asset at the right time. They include maintenance plans to monitor and manage assets, often extending useful life, as well as planning for eventual replacement. The Asset Management Plan outlines the strategies currently in place for each asset category. Overall, these approaches are intended to maintain current levels of service and mitigate risk while minimizing cost.

Level of Service

The Town's Asset Management Plan identifies key qualitative and technical level of service (LoS) factors used to assess asset performance. A public engagement survey was conducted to gather input on satisfaction with current service levels, which helped inform service targets.

In developing the Plan, the Town has set a proposed LoS target of 40+ (fair condition) for the majority of its infrastructure assets, with a broader range of condition targets for the road network to reflect the various road classes. These targets directly influence the required annual investment and are intended to support the continuation of current service levels.

Financial Strategy

The optimal annual investment required to financially sustain the Town's infrastructure and meet capital replacement needs is currently $17,128,229. Currently, the Town allocates $6,607,374 in annual funding to infrastructure, resulting in an annual funding shortfall of $10,520,855.

The 2025 Asset Management Plan recommends a phased approach to reach optimal annual investment level over several years, balancing asset management needs with manageable impact on the community. A 30-year phase-in is proposed for water and sewer, supported by a 2.5% annual rate increase. For all other assets, the recommended phase-in period is 34 years, supported by a 1.5% annual tax increase. This approach is intended to maintain infrastructure assets at an overall fair condition over the long term. However, it carries higher risk in the near term when available funding remains limited and unexpected failures may occur. Asset risk and criticality analysis will therefore be essential for prioritizing projects and allocating funds.

The municipality will also continue to advocate for additional support from other levels of government, emphasizing the scale of municipal infrastructure responsibilities and limited local revenue tools. While grants are not identified as a dedicated funding source in the Plan, pursuing grant opportunities may still help advance priority projects.

Next Steps

The Plan is based on the best data and technology currently available and will continue to evolve. Effective asset management requires ongoing data updates and sustained resourcing. The Plan will be updated regularly to enable the Town to re-evaluate the condition of its infrastructure and to track the progress and effectiveness of its asset management strategies and long-term financial plan.

This Asset Management Plan is a critical tool for advancing the Town's strategic priorities and supporting long-term service delivery. It enables evidence-based decision-making to optimize investment and provides a sustainable approach to managing approximately $685 million in infrastructure. The Plan also provides a roadmap for addressing aging assets, climate change, and community growth and expectations, while maintaining fiscal responsibility.

2.0 INTRODUCTION

2.1 What Is Asset Management?

Asset management is an ongoing and long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets. This integrated business approach minimizes the lifecycle costs of owning, operating, maintaining, and replacing assets, with an acceptable level of risk, while continuously delivering expected levels of service for present and future residents.

Asset management includes the planning, construction, operation, maintenance, renewal, replacement, and disposal of infrastructure used to provide municipal services. Infrastructure needs can be prioritized over time by utilizing asset management planning, while also ensuring timely investments to minimize repair and rehabilitation costs in order to maintain current municipal assets.

The foundation of asset management planning involves seven key questions, as outlined within the Federation of Canadian Municipalities' National Guide for Sustainable Municipal Infrastructure:

1. What assets do you own? (Inventory)
2. What are the assets worth? (Valuation/Replacement Cost)
3. What is the asset's condition and expected service life? (Function/Performance)
4. What needs to be done to the assets to meet the level of service expectation? (Maintain/Rehabilitate/Replace)
5. What is the time frame for preventative maintenance, rehabilitation and/or replacement of the asset? (Useful Life Analysis)
6. How much will the remedial works cost and what is the acceptable level of risk? (Investment Requirements)
7. What are the long-term financing needs? (Long-Term Financial Plan)

2.2 Importance of Infrastructure and Asset Management Planning

Ontario municipalities own more of the public sector infrastructure assets than both the provincial and federal government combined. These assets provide services that are essential to economic prosperity, health, and quality of life.

The Town of Goderich is responsible for a diverse array of capital assets essential to the delivery of services to residents, businesses, and visitors. The operation, maintenance, renewal, rehabilitation, and replacement of such infrastructure has always been a very significant responsibility for the Town of Goderich. Asset management is vital to address current infrastructure and funding challenges. As an example, a large portion of the Town's underground infrastructure network was installed prior to the 1930's, 1940's and 1950's, and

are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

2.3 Asset Management Plan Overview

The 2025 Town of Goderich Asset Management Plan addresses all municipal assets used in the delivery of services with associated inventory information, risk assessment, level of service, asset management strategies and funding strategies required for a sustainable long-term plan. The Town's Asset Management Plan is a living document, with asset information being stored on Citywide software; the Town's asset management database. Evaluation of the Town's Asset Management Plan is required at least every (5) years, with updates to Council annually, as mandated under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*.

2.4 Purpose of the Asset Management Plan

The purpose of the Town of Goderich Asset Management Plan is to provide a detailed scope of the Town's current infrastructure (including replacement needs and annual funding requirements), how the Town manages its assets to satisfy desired service levels and how the Town plans to invest in its assets for future needs. The Town of Goderich is constantly updating its asset data to be more comprehensive, improving risk analysis capabilities, which result in better decision making, financial planning and long-term sustainability.

2.5 Development of the Asset Management Plan

The 2025 Asset Management Plan was developed following the requirements outlined in Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. Information regarding the current infrastructure was compiled from current asset inventory information maintained in Citywide software. This software aids in calculating replacement costs, amortization, tracking condition and lifecycle events, analyzing risk, and calculating funding scenarios. The 2025 Asset Management Plan has been developed by the Director of Corporate Service/Treasurer and Asset Management/Environmental Services Manager. However, since this plan involves an overview of all municipal services, support for this plan was provided across all departments, with particular emphasis on Operations and Environmental Services.

2.6 Supporting the Asset Management Policy

The Town of Goderich Asset Management Policy was passed by Council in December of 2018, as required under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. The Town's 2025 Comprehensive Asset Management Plan supports the policy statements, goals and principles outlined within the Asset Management Policy. The Town of Goderich follows an asset capitalization threshold outlined within the asset management policy to determine which assets are to be included within its asset management plans.

Additionally, financial forecasting, climate change resiliency and community planning are all considered as part of the asset management planning process. As outlined in the policy, Goderich Town Council and staff are committed to utilizing asset management tools for decision making to improve the Town's infrastructure assets.

2.7 Linkages to Strategic Documents

The Town of Goderich strives to maintain a safe community, a healthy environment, and sustainable growth, which requires aligning the municipality's many concurrent initiatives. This alignment ensures that the levels of service supported by existing and planned assets remain consistent with the Town's asset management goals set out in the Asset Management Policy.

Asset management planning should be undertaken in the context of the Town's broader plans and policies. An integrated approach helps ensure asset management plans are practical and aligned with the community's priorities, expectations, and accountability requirements.

- **Town of Goderich Strategic Plan -** the Strategic Plan provides overall direction for the activities of the municipality, which are supported by municipal assets
- **Town of Goderich Official Plan -** the Official Plan outlines regulatory criteria and can provide parameters surrounding asset decision making practices, specifically allocation of land use and provision of municipal services and facilities.
- **Town of Goderich Emergency Management Plan -** the Emergency Management Plan involves the usage of assets specifically designed for use in times of emergency. It is vital for these assets to meet regulatory compliance and meet all maintenance requirements.
- **Town of Goderich Energy Conservation and Demand Management Plan -** the Energy Conservation and Demand Management Plan is a strategy for the Town to implement energy efficiency measures within its facilities and infrastructure, as well as improve energy conservation through green procurement and other awareness measures.
- **Town of Goderich Operational and Capital Budgets -** the Town's capital budget focuses on infrastructure needs and financing of future projects, whereas the Town's operating budget aligns municipal priorities with service delivery and operations, both are crucial to asset management outcomes.
- **Town of Goderich By-Laws, Policies and Department Plans –** there are numerous by-laws, policies and departmental plans that directly and indirectly effect Town infrastructure. Specifically, the Town's Tangible Capital Asset Policy states the cost threshold for assets that are included within the Asset Management Policy and reflected in the asset management database. Further, the Preventative Maintenance Policy is a proactive plan to inspect, service, repair and rehabilitate infrastructure to prevent unexpected failures, reduce downtime and extend asset life.

2.8 Supporting the Town of Goderich's Vision, Mission, and Priorities

The development of the 2025 Asset Management Plan follows the vision, mission, and approach outlined in the Town of Goderich Strategic Plan 2023-2027[1].

> **Vision:** *Live, work and play in a progressive, welcoming, and vibrant community.*
>
> **Mission:** *To provide sustainable services, be environmental leaders and to promote and maintain an exceptional quality of life.*
>
> **Approach:** *Recognize past experiences, progressively face current challenges, and prepare for future opportunities and growth.*

Within the Town of Goderich Strategic Plan, priorities and activities of the municipality are categorized under five goals, found below:

1. **Goal 1: Safe & Reliable Infrastructure**- Build, maintain, and continuously improve our municipally owned infrastructure.
2. **Goal 2: Welcoming & Caring Community**- Strengthen a sense of belonging among everyone who makes Goderich home.
3. **Goal 3: Strong Local Economy**- Build a strong and resilient local economy by retaining and attracting economic investment and jobs.
4. **Goal 4: Good Government**- Provide citizen-focused services in an effective, transparent, and responsible manner, and provide an exceptional working environment for all our employees.
5. **Goal 5: Environmental Stewardship-** Take care of our natural resources demonstrating environmental leadership and providing opportunities for healthy living.

These goals are both directly and indirectly linked to asset management planning, which further supports the linkage between asset management and corporate strategic planning for the municipality.

2.9 Climate Change

Climate change presents a significant challenge and an essential focus for municipal asset management programs. For the Town of Goderich, integrating climate change considerations into decision-making processes and project prioritization is vital to enhance sustainability and resilience. Some examples of how climate change is considered in strategic planning and operations include:

- **Energy-Efficient Replacements**: Prioritizing the procurement of energy-efficient equipment to reduce overall energy consumption and emissions.

[1] Information obtained from the Town of Goderich 2023-2027 Strategic Plan prepared by Linton Consulting Services Inc.

- **Transition to Electric Equipment**: Shifting from gas-powered tools to electric alternatives, where feasible, to lower greenhouse gas emissions and support clean energy goals.
- **Electric Vehicle Integration**: Incorporating electric vehicles into the municipal fleet to minimize reliance on fossil fuels and decrease the fleet's carbon footprint.
- **Low Impact Development (LID) and Natural-Based Solutions**: Emphasizing LID practices and natural-based solutions in project planning to manage stormwater, reduce urban heat effects, and enhance ecological integrity.
- **Protection of Natural Assets**: the municipality manages and maintains numerous street and park trees, as well as urban forests. Other responsibilities include shoreline and bluff stabilization, water quality protection and invasive species management, to name a few.

The incorporation of climate change priorities into asset management reflects a commitment to environmental stewardship and adaptation. It ensures that infrastructure investments and operational activities not only meet current needs but also contribute to a sustainable and resilient future. By embedding these considerations into municipal plans, policies, and programs, the Town of Goderich can better anticipate and mitigate climate-related risks, demonstrating leadership in sustainable urban management.

2.10 Growth and Demand

Growth is a critical driver for most municipal services. Accordingly, the Town of Goderich accounts for the lifecycle cost of its existing asset inventory, as well as any assets needed for forecasted growth-related capital projects, usually addressed within Development Charge Study updates. The Town of Goderich has experiences slow growth since the mid 1980's[2], and the municipality's infrastructure investments and expansion of services over time reflect this trend.

[2] Growth information obtained from the 2021 Development Charges Background Study prepared by B. M. Ross & Associates.

3.0 STATE OF THE INFRASTRUCTURE

The Town of Goderich is located in southwestern Ontario, along the coast of Lake Huron, with a population of approximately 8,000 people. A portion of the Town's infrastructure assets, specifically its underground infrastructure, were installed prior to the 1970's and are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

This section provides a summary of the key elements within the Town of Goderich's eight asset categories. This includes a detailed outline of the asset inventory, historical cost, estimated useful life, replacement cost, condition of the assets and risk assessment. Where assessed condition data (i.e., by an engineer or third-party contractor) was unavailable, age-based condition was used to estimate the condition of the asset.

3.1 Approach

3.1.1 Objective and Scope

Objective: to identify the current state of the Town of Goderich's infrastructure and the projected state in the future if the current funding levels and management practices remain status quo.

Scope: within the state of the local infrastructure section, a high-level review will be undertaken of the following asset classes:

- **Road Network:** roads, sidewalks, streetlights, and traffic signals
- **Water Network:** watermains, fire hydrants, water treatment plant, booster pumping station and water tower
- **Sanitary Network:** sanitary sewer mains, pollution control plant and sewage pumping stations
- **Storm Network:** storm water mains and stormwater management
- **Facilities:** all Town-owned buildings
- **Land Improvements:** runways, driveways, walkways, parking lots, park lights, fencing, guiderails, recreation amenities, archways, pillars, walls and concrete structures, entrance features and signs
- **Fleet:** all Town-owned motor vehicles
- **Machinery and Equipment:** furniture, appliances, fire equipment, medical equipment, recreation equipment, playground equipment, operating equipment, computer equipment, off-road vehicles and generators

Although the asset classes above reflect the current asset inventory and known condition for this Asset Management Plan, the Town is constantly updating its asset information. Therefore, the Town of Goderich will update infrastructure data on an annual basis, as more detailed condition assessments and attribute data become available.

3.1.2 Asset Hierarchy

The Town of Goderich's asset inventory consists of eight major classes: road network, water network, sanitary network, storm network, facilities, land improvements, fleet, as well as machinery and equipment. The asset hierarchy below (Figure 2) illustrates the relationship between each of the asset categories or groups that make up an asset class. Asset categories can be further broken down to the individual asset level. Figure 2 shows the expansive network of assets the Town of Goderich manages and maintains to provide services for its residents.

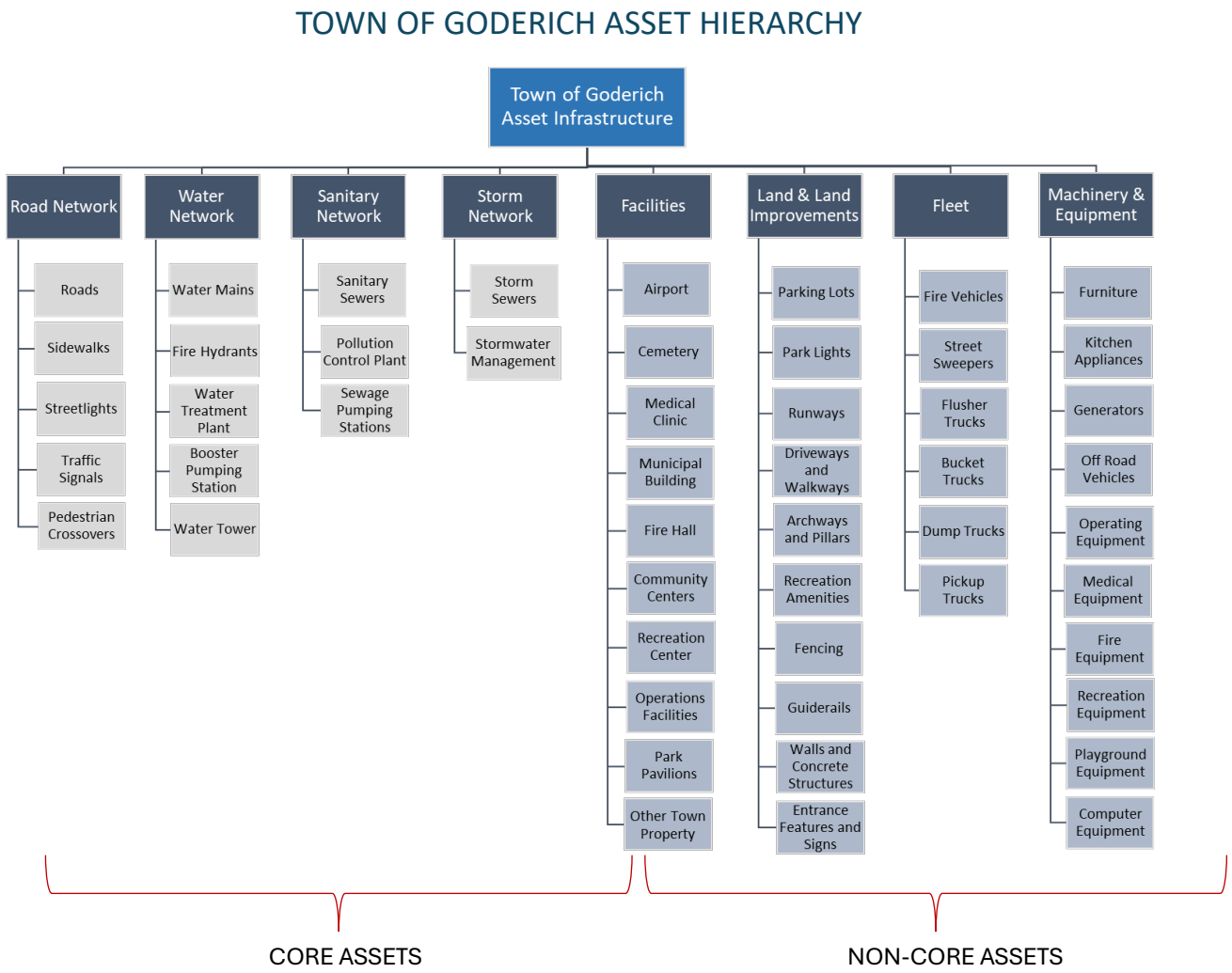


Figure 2. Town of Goderich asset hierarchy of the eight (8) asset classes, further organized into respective asset categories (or groups) nested below each asset class. The road, water, sanitary, and storm asset classes are often referred to as core assets, while the remaining asset classes are referred to as non-core assets.

3.1.3 Useful Life and Condition

The estimated useful life of an asset is the projected lifespan of which an asset is likely to remain in service. Using the age of an asset is usually the starting point to estimate an asset's

remaining years of service and performance. In many cases, asset age does not accurately reflect how an asset is actually performing, which is why assessed condition is a more accurate indicator of asset performance and remaining service life. Particularly, infrastructure assets undergo a continual process of repair, rehabilitation and refurbishment in order to maintain their intended use. Therefore, assessing the condition of the asset will be a more suitable indicator of how the asset is performing and future asset management planning. Condition assessments have been completed as follows: facilities completed in 2017, water treatment plant and booster pumping station completed in 2019, pollution control plant and sewage pumping stations completed in 2020, all roads and sidewalks completed in 2020, and approximately 78% of the sanitary sewer mains throughout Town have been assessed by the end of 2024 (a portion assessed every year as a standing budget item).

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the municipality's asset inventory. Table 1 below outlines the condition rating system used by the Town of Goderich to determine asset condition. When assessed condition data is not available, service life remaining (asset age) is used to approximate asse condition.

CONDITION RATING SCALE

Condition	Description	Criteria	Service Life Remaining
Very Good (80-100)	Fit for the future	Well maintained, very good condition, new or recently rehabilitated	≥80% of service life remaining
Good (60-79)	Adequate for now	Acceptable condition, generally approaching mid-stage of expected service life	60%-79% of service life remaining
Fair (40-59)	Requires attention	Signs of deterioration, some elements exhibit deficiencies	40%-59% of service life remaining
Poor (20-39)	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20%-39% of service life remaining
Very Poor (0-19)	Unfit for sustained service	Near or beyond expected service life, widespread signed of advanced deterioration, some assets may be unusable	0%-19% of service life remaining

Table 1. Condition rating scale used to determine asset condition. Table adapted from PSD Citywide.

In 2025, the Town of Goderich completed a Road and Sidewalk Condition Assessment Study to update the pavement condition index (PCI) and sidewalk condition index (SCI) from previous road and sidewalk data, respectively. As part of this study, consultants will also be completing condition assessments of municipal parking lots, as well as capturing a portion of the municipally owned boulevard trees as the Town begins to build its municipal tree inventory.

Additionally, in 2026, the Town of Goderich is completing condition assessments of its municipally owned buildings (excluding sheds, gazebos, rental properties, and facilities within the Water Network (i.e., Water Treatment Plant, Booster Pumping Station, Water Tower) and the Sanitary Network (i.e., all Wastewater Treatment Plant buildings)). The 2025 (Phase 1) and 2026 (Phase 2) Facilities Condition Study will assess the structural components of each building, as well as the mechanical, electrical and plumbing components as well. Finally, the Town of Goderich is continuing its annual sanitary sewer condition assessments, with the hopes to assess the sanitary sewer assets that have not yet been assessed.

3.1.4 Risk Analysis

Municipalities generally take a 'worst-first' approach to infrastructure replacement and spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition (i.e., poor to very poor age-based on performance-based condition rating) are replaced first, regardless of their criticality. However, not all assets are equally important to the community, and some assets pose a greater risk to service delivery if they fail. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk compared to a low volume residential street servicing a handful of properties. Asset risk and criticality is a key component of both short and long-term planning.

Risk Rating = *Probability of Failure* x *Consequence of Failure*

Risk within the asset management industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure. The likelihood of failure relates to the current performance of each asset, whether they are in excellent, good, fair, poor or critical condition, as this is a good indicator regarding their future risk of failure. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. Consequence of failure is assessed based on the impact that failure would have on the following metrics:

- Economic development
- Environment
- Finance
- Operational
- Health and safety

Each asset is assigned a probability of failure score and consequence of failure score, based on available asset attribute data. Analysis of this data, as well as adding weights to each probability of failure and consequence of failure score allows each asset to be given a risk value that can assist the Town of Goderich in decision-making and project prioritization. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

Risk matrices are useful tools to not only visualize risk across a group of assets but also explore various strategies to extend the useful life of assets at reasonable costs and ensure service

delivery is being optimized (Figure 3). Risk matrices for each asset network within the Town of Goderich asset inventory can be found in Section 5.0: Asset Management Strategy.

RISK HEAT MAP EXAMPLE

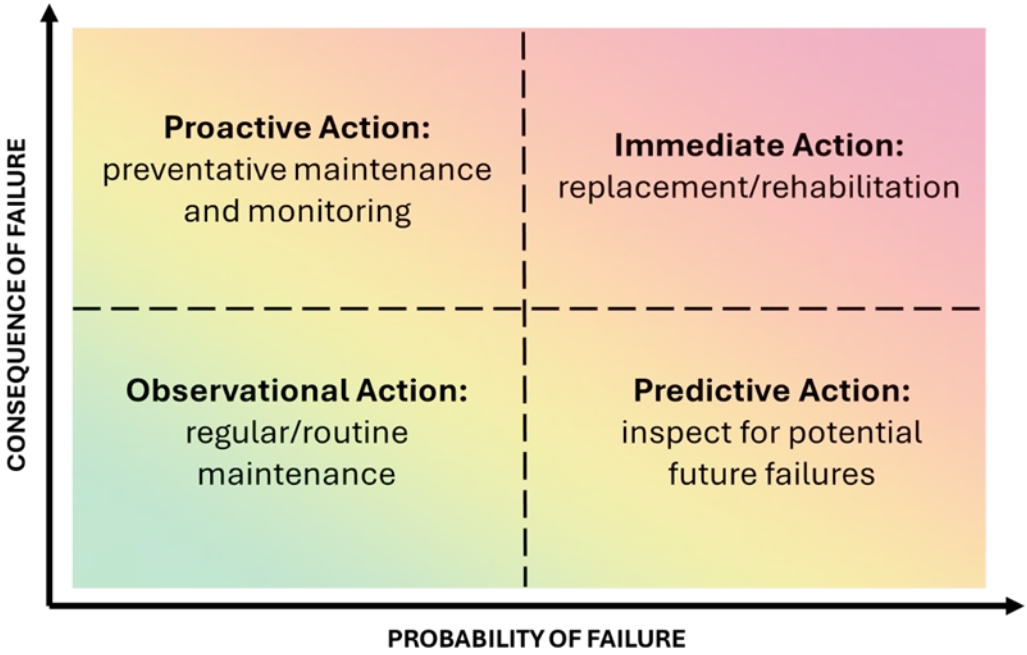


Figure 3. An example of a risk heat map for a group of assets based on probability of failure and consequence of failure scores. Each asset is given a risk rating that can be used to prioritize the maintenance, rehabilitation, and replacement strategies based on criticality. Figure adapted from PSD Citywide.

3.1.5 Lifecycle Optimization

Lifecycle management refers to how assets are managed over their useful lives from construction to disposal. Determining and implementing the optimal type and timing of proactive maintenance, repair, renewal and rehabilitation treatments maximizes the value of the asset at its lowest possible cost over its life span. Eventually, the asset will require replacement and disposal once it reaches the end of its useful service life. Table 2 summarizes these lifecycle activities.

LIFECYCLE MANAGEMENT ACTIVITIES

Activity Type	Description
Condition / Performance Indicators	Includes reports, inspections or examinations that inform operating budgets, communications to relevant departments when work is completed, as well as potential adjustments to service levels
Maintenance	Regular scheduled inspections and preventative maintenance, or repair activities associated with unexpected events
Renewal and Rehabilitation	Major repairs designed to extend asset life, restore level of service and/or defer the need for replacement
Replacement	Replacement is expected to occur when the asset has reached the end of its useful life and renewal and/or rehabilitation activities are no longer considered an option
Expansion	Includes planned activities that are required to extend or expand services to enhance service levels or meet growth demands
Disposal	Includes activities associated with disposing of an asset

Table 2. Lifecycle activities to maximize the value of an asset at the lowest cost over its life span.

Asset lifecycle optimization is important to determine operational and cost impacts related to the implementation of these maintenance, renewal, rehabilitation, replacement, disposal and expansion activities. Proper life cycle assessment improves the ability to predict, plan and include the necessary activities into the municipal budget for short- and long-term financial planning. Further information regarding asset lifecycle management can be found in Section 5.2.

Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure* requires that life cycle management be considered in asset management planning, as well as life cycle activities, options and estimated costs to maintain current and future service levels at lowest possible costs. The Town of Goderich will continue to consider life cycle options including, expanding preventative maintenance and repair treatments, replacement when assets come due, re-examining useful life assumptions, and technical assessments as compared to using age to determine condition ratings.

3.2 Road Network

3.2.1 Inventory

The Town of Goderich's Road Network consists of five categories: roads, sidewalks, streetlights, traffic signals, and pedestrian crossovers. A detailed breakdown of each category can be found in Table 3. The Town of Goderich owns and maintains approximately 76 center lane kilometers of roadway (excluding rural legally open assets), of which approximately 94% is considered urban roadways (i.e., connecting link, urban collector, semi-urban, urban local high class and low class) and 6% is considered rural roadways (i.e., low class bituminous and rural gravel). Figure 4 shows the percentage breakdown of all road and sidewalk categories found within the Town of Goderich. Please note that these quantities do not yet reflect the assets being disposed

and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Rebuilding Downtown Infrastructure Project.

ROAD NETWORK INVENTORY

Asset Class	Asset Category	Quantity
Road Network	Roads: Connecting Link	4.86 km
	Roads: Urban Collector	3.66 km
	Roads: Semi-Urban	2.07 km
	Roads: Urban Local H.C.	58.00 km
	Roads: Urban Local L.C.	3.16 km
	Roads: L.C. Bituminous	4.00 km
	Roads: Rural Gravel	0.48 km
	Roads: Rural Legally Open	2.63 km
	Sidewalks: Concrete	64.52 km
	Sidewalks: Asphalt	1.03 km
	Sidewalks: Paving Stone	1.51 km
	Sidewalks: Wood	1.75 km
	Streetlights	1,481 units
	Traffic Signals	33 units
	Pedestrian Crossovers	2 units

Table 3. Fifteen (15) asset categories that encompass the Road Network inventory with quantity displayed in center lane kilometers or units.

ROAD AND SIDEWALK PERCENT DISTRIBUTION

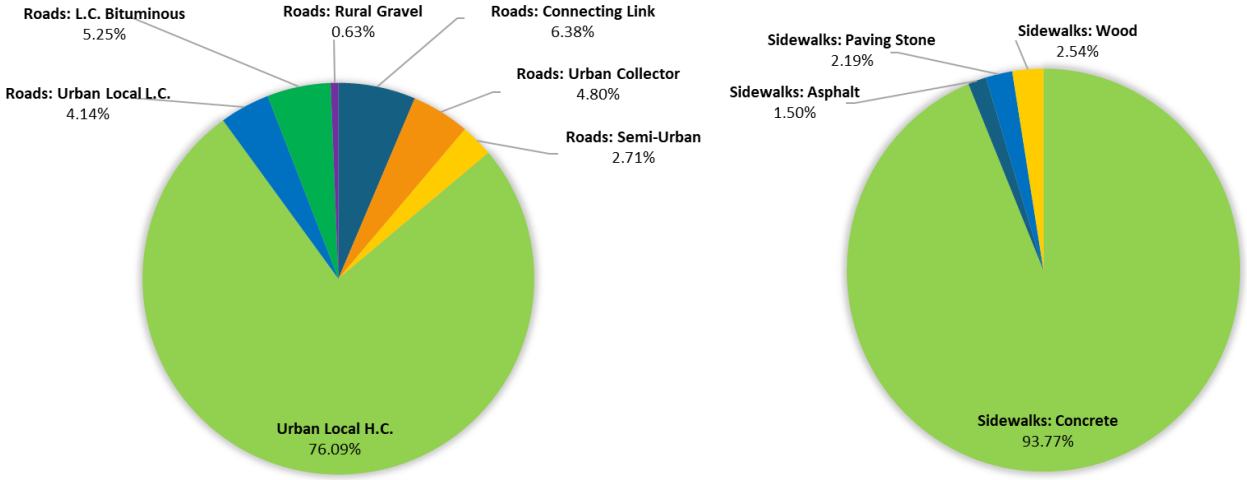


Figure 4. The road distribution within the Town of Goderich consists of connecting link (6.38%), urban collector (4.80%), semi-urban (2.71%), urban local high-class (76.09%), urban local low-class (4.14%), low-class bituminous (5.25%) and rural gravel (0.63%) roads. Rural legally open roads have been excluded as these green spaces are land assets with potential planning for roadways in the future. The Town of Goderich sidewalk distribution consists of concrete (93.77%), asphalt (1.50%), paving stone (2.19%), and wood (2.54%) sidewalks.

3.2.2 Valuation and Replacement Cost

The road network consists of segments of road divided into land, subgrade, and topcoat assets, with replacement values given for subgrade and topcoat only (land assets are not planned for replacement and non-amortized). Similarly, sidewalks are divided into segments consisting of land assets and concrete, asphalt, paving stone, or wood assets. Table 4 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the road network. The Town uses replacement cost projections from B.M. Ross & Associates for road and concrete sidewalk assets, while consumer price inflation (CPI) tables are used as the replacement cost method for the remaining sidewalks assets, streetlighting, traffic signals, and pedestrian crossovers. Total replacement cost of the road network is approximately $187,002,839 (Figure 5). Please note that these replacement costs do not yet reflect the assets being disposed and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Downtown Rebuilding Infrastructure Project.

ROAD NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Roads: Connecting Link	30	21	Cost/Unit	$11,907,000	6.36%
Roads: Urban Collector	30	35	Cost/Unit	$9,127,925	4.88%
Roads: Semi-Urban	30	41	Cost/Unit	$5,059,250	2.71%
Roads: Urban Local H.C.	30	31	Cost/Unit	$137,112,038	73.32%
Roads: Urban Local L.C.	15	30	Cost/Unit	$7,023,600	3.76%
Roads: L.C. Bituminous	15	26	Cost/Unit	$820,000	0.44%
Roads: Rural Gravel	100	133	Cost/Unit	$1,077,600	0.58%
Sidewalks: Concrete	50	47	Cost/Unit	$9,049,771	4.84%
Sidewalks: Asphalt	30	21	CPI Tables	$173,753	0.09%
Sidewalks: Paving Stone	50	34	CPI Tables	$527,847	0.28%
Sidewalks: Wood	25	11	CPI Tables	$1,944,399	1.04%
Streetlights	30	10	CPI Tables	$2,285,582	1.22%
Traffic Signals	25	16	CPI Tables	$790,685	0.43%
Pedestrian Crossovers	50	1	CPI Tables	$103,389	0.06%
TOTAL				**$187,002,839**	**100%**

Table 4. Complete road network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

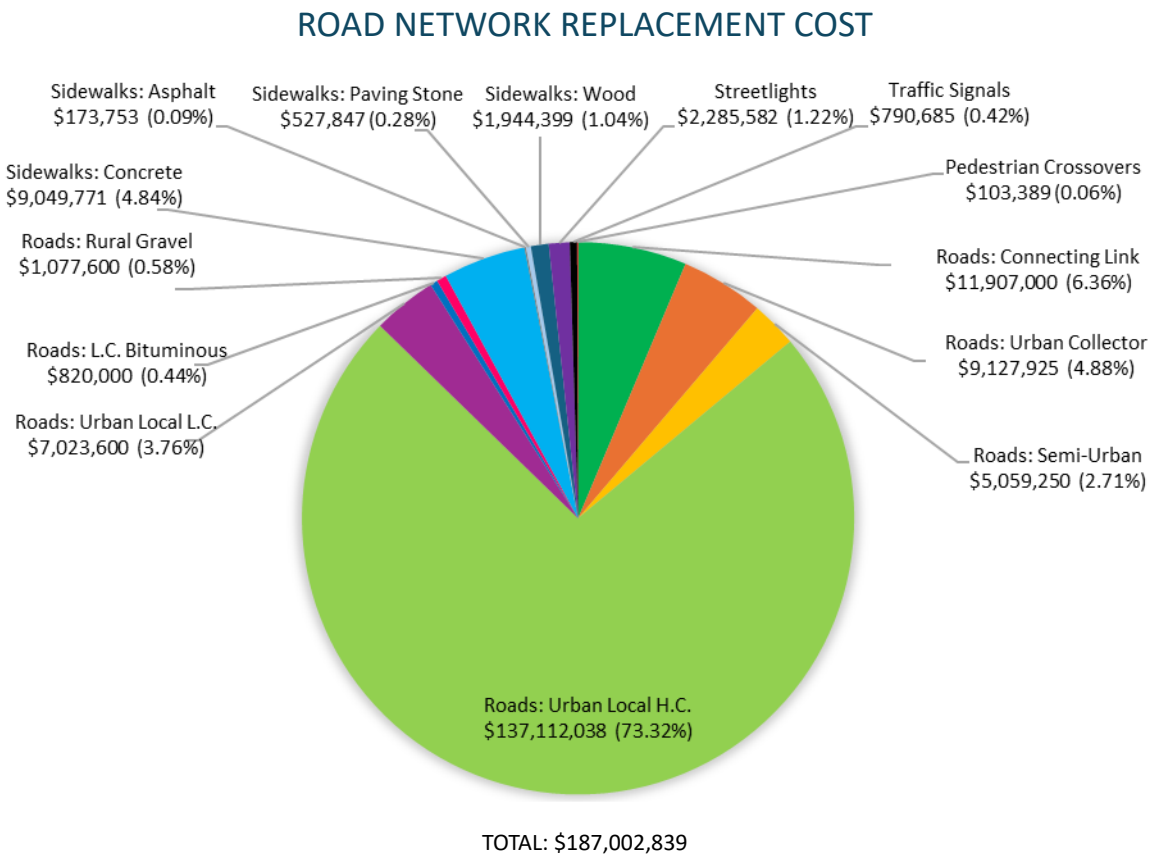


Figure 5. Estimated replacement cost broken down by asset category within the road network. Total replacement value of all road network assets is valued at approximately $187,002,839.

3.2.3 Condition

The Town of Goderich completed a road and sidewalk network condition assessment in 2020, with condition data represented in Figure 6. The Town of Goderich is currently undergoing a condition assessment of the road and sidewalk network. The results from the 2025 road and sidewalk condition assessment will be incorporated into the next version of the Town's Asset Management Plan. To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its road and sidewalk networks on an ongoing basis, with public works completing road patrols every week for Class 3 roads, and biweekly for Class 4, 5 and 6 roads, as per minimum maintenance standards. Furthermore, annual sidewalk inspections and streetlight inspections are completed once every year by public works staff, as per minimum maintenance standards. Table 5 shows each asset category within the road network, how condition has been determined and the average condition pertaining to each category.

ROAD NETWORK AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Road Network	Roads: Connecting Link	Assessed	68 - Good
	Roads: Urban Collector	Assessed	51 - Fair
	Roads: Semi-Urban	Assessed	25 - Poor
	Roads: Urban Local H.C.	Assessed	56 - Fair
	Roads: Urban Local L.C.	Assessed	19 - Very Poor
	Roads: L.C. Bituminous	Assessed	45 - Fair
	Roads: Rural Gravel	Assessed	31 - Poor
	Sidewalks: Concrete	Assessed	77 - Good
	Sidewalks: Asphalt	Assessed	72 - Good
	Sidewalks: Paving Stone	Assessed	71 - Good
	Sidewalks: Wood	Age-Based	80 - Very Good
	Streetlights	Age-Based	60 - Good
	Traffic Signals	Age-Based	38 - Poor
	Pedestrian Crossovers	Age-Based	98 - Very Good

Table 5. Average condition of each road asset category within the road network. The assessed condition for the roads and sidewalks is using the pavement condition index (PCI) data from the condition assessment completed in 2016, while the condition of the Town's wood staircases, streetlights and traffic signals use an age-based condition metric. Updated condition data for the roads and sidewalks was collected during the summer of 2025, which will be incorporated in the next version of the Town's Asset Management Plan.

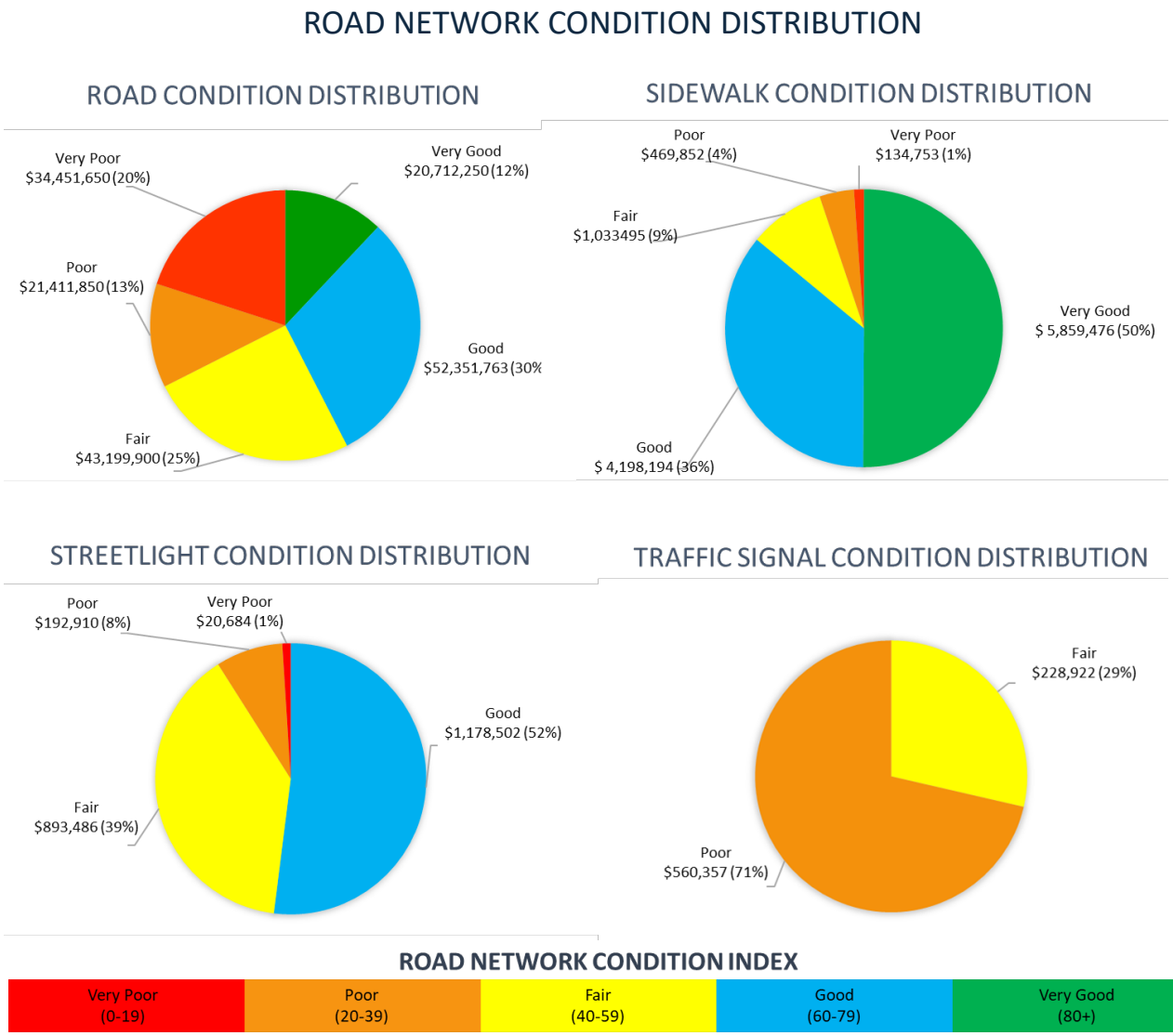


Figure 6. Road condition is measured by the pavement condition index (PCI). Approximately 42% of municipally owned roads have a PCI of 60 or greater (good to very good condition). Approximately 33% of roads have a PCI of 39 or below (poor to very poor condition). Sidewalk condition is measured by the sidewalk condition index (SCI). Approximately 86% of sidewalks have a SCI of 60 or greater (good to very good condition). The majority of the Town's streetlights have a condition rating between 60 and 79 (good condition), while approximately 70% of the traffic signals have a condition rating between 20 and 39 (poor condition). It should be noted that the condition data obtained for the streetlight and traffic signal asset categories is based on asset age. Pedestrian crosswalks have not been included in the above condition graphs as both assets were constructed in 2024 and are in very good condition.

3.3 Water Network

3.3.1 Inventory

The Town of Goderich water network consists of four main categories: watermains, fire hydrants, booster pumping station (BPS) and water treatment plant (WTP). A detailed breakdown of each category can be found in Table 6. The Town of Goderich owns approximately 70 km of watermains,

of which approximately 42% are PVC, 35% are ductile iron, 22% are cast iron and less than 1% are steel material. The Town of Goderich contracts water treatment and distribution to an Operating Authority, who maintain the Town's water treatment plant, booster pumping station, water tower, watermains and fire hydrant assets.

WATER NETWORK INVENTORY

Asset Class	Asset Category	Quantity
Water Network	Watermains: PVC	29.52 km
	Watermains: Steel	0.17 km
	Watermains: Ductile Iron	24.70 km
	Watermains: Cast Iron	15.35 km
	Fire Hydrants	282 units
	Water Treatment Plant: Building Components	18 units
	Water Treatment Plant: Concrete Tankage	8 units
	Water Treatment Plant: Mechanical Equipment	25 units
	Water Treatment Plant: Pumps and Motors	21 units
	Water Treatment Plant: Electrical Power	9 units
	Water Treatment Plant: Electrical Controls	12 units
	Water Treatment Plant: Sitework	3 units
	Booster Pumping Station: Building Components	4 units
	Booster Pumping Station: Concrete Tankage	7 units
	Booster Pumping Station: Mechanical Equipment	2 units
	Booster Pumping Station: Pumps and Motors	7 units
	Booster Pumping Station: Electrical Power	2 units
	Booster Pumping Station: Electrical Controls	2 units
	Booster Pumping Station: Sitework	2 units

Table 6. Nineteen (19) asset categories that comprise the water network inventory with quantity displayed in kilometers or units.

3.3.2 Valuation and Replacement Cost

The Town of Goderich Water Network consists of the water treatment plant (WTP) and its components (which includes the water tower), the booster pumping station (BPS) and its components, as well as segments of watermains that form the drinking water distribution system. The Town obtains replacement cost data from B.M. Ross & Associates for watermain assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the water treatment plant, water tower and booster pumping station components, as well as the fire hydrants. Table 7 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the water network. Total replacement cost of the Town of Goderich Water Network is approximately $175,796,932 (Figure 7).

WATER NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Watermains: PVC	100	20	Cost/Unit	$60,734,507	34.55%
Watermains: Steel	100	45	Cost/Unit	$560,521	0.32%
Watermains: Ductile Iron	100	41	Cost/Unit	$53,866,196	30.64%
Watermains: Cast Iron	100	73	Cost/Unit	$34,004,069	19.34%
Fire Hydrants	50	30	CPI Tables	$1,744,264	0.99%
WTP: Building Components	100	53	CPI Tables	$3,793,409	2.16%
WTP: Concrete Tankage	100	52	CPI Tables	$4,457,429	2.54%
WTP: Mechanical Equipment	100	32	CPI Tables	$3,803,477	2.16%
WTP: Pumps and Motors	25	42	CPI Tables	$708,814	0.40%
WTP: Electrical Power	60	52	CPI Tables	$2,307,523	1.31%
WTP: Electrical Controls	25	44	CPI Tables	$2,592,052	1.47%
WTP: Sitework	100	41	CPI Tables	$4,406,598	2.51%
BPS: Building Components	100	39	CPI Tables	$904,678	0.51%
BPS: Concrete Tankage	100	18	CPI Tables	$760,410	0.43%
BPS: Mechanical Equipment	100	27	CPI Tables	$222,933	0.13%
BPS: Pumps and Motors	25	24	CPI Tables	$241,277	0.14%
BPS: Electrical Power	60	27	CPI Tables	$208,264	0.12%
BPS: Electrical Controls	25	27	CPI Tables	$117,909	0.07%
BPS: Sitework	100	27	CPI Tables	$362,602	0.21%
TOTAL				**$175,796,932**	**100%**

Table 7. Complete water network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

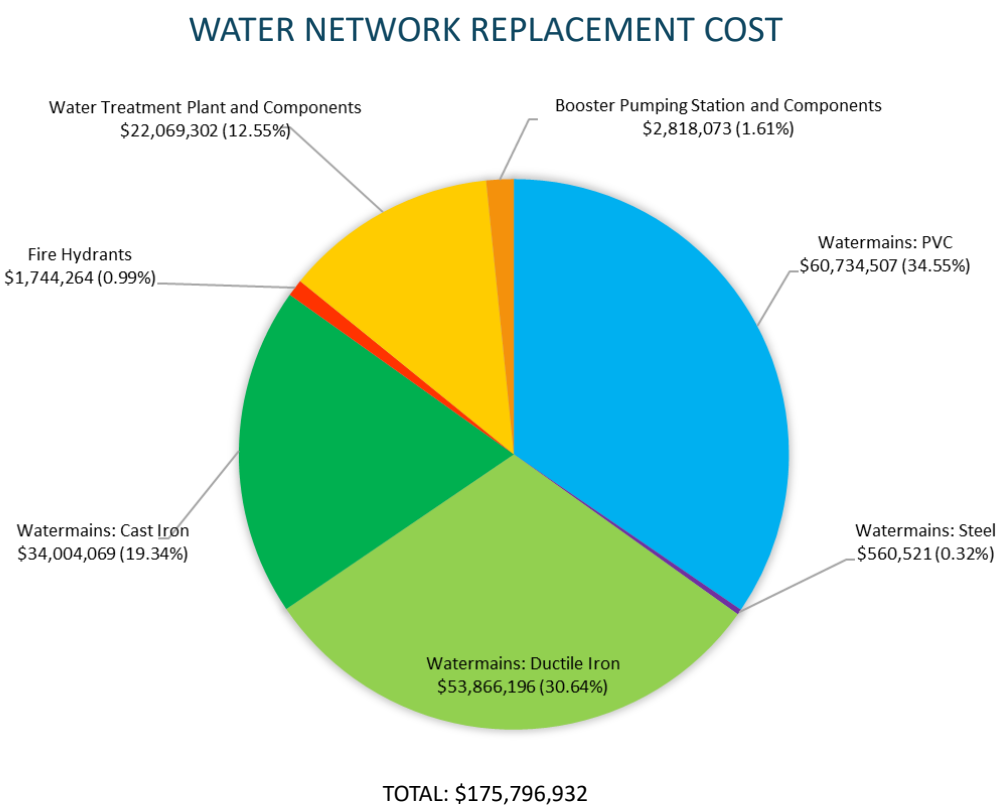


Figure 7. Estimated replacement cost broken down by asset category within the water network. Components of the water treatment plant and booster pumping station have been combined for easier visualization. Total replacement value of all Town of Goderich Water Network is valued at approximately $175,796,932.

3.3.3 Condition

The water treatment plant and booster pumping station were assessed for performance in 2019 by B.M. Ross & Associates (Figure 8). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its water treatment plant and booster pumping station on an ongoing basis. All watermain assets follow an age-based condition rating (Figure 8). Table 8 shows each asset category within the water network, the condition assessment method, and the average performance rating pertaining to each category.

WATER NETWORK AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Water Network	Watermains: PVC	Age-Based	80 - Very Good
	Watermains: Steel	Age-Based	36 - Poor
	Watermains: Ductile Iron	Age-Based	58 - Fair
	Watermains: Cast Iron	Age-Based	32 - Poor
	Fire Hydrants	Age-Based	46 - Fair
	WTP: Building Components	Assessed	54 - Fair
	WTP: Concrete Tankage	Assessed	63 - Good
	WTP: Mechanical Equipment	Assessed	47 - Fair
	WTP: Pumps and Motors	Assessed	39 - Poor
	WTP: Electrical Power	Assessed	51 - Fair
	WTP: Electrical Controls	Assessed	45 - Fair
	WTP: Sitework	Assessed	48 - Fair
	BPS: Building Components	Assessed	74 - Good
	BPS: Concrete Tankage	Assessed	74 - Good
	BPS: Mechanical Equipment	Assessed	54 - Fair
	BPS: Pumps and Motors	Assessed	43 - Fair
	BPS: Electrical Power	Assessed	50 - Fair
	BPS: Electrical Controls	Assessed	36 - Poor
	BPS: Sitework	Assessed	63 - Good

Table 8. Average condition of each asset category within the water network. The condition of the Town's water treatment plant and booster pumping station were assessed in 2019, while the condition of the Town's watermains and fire hydrants use an age-based condition metric.

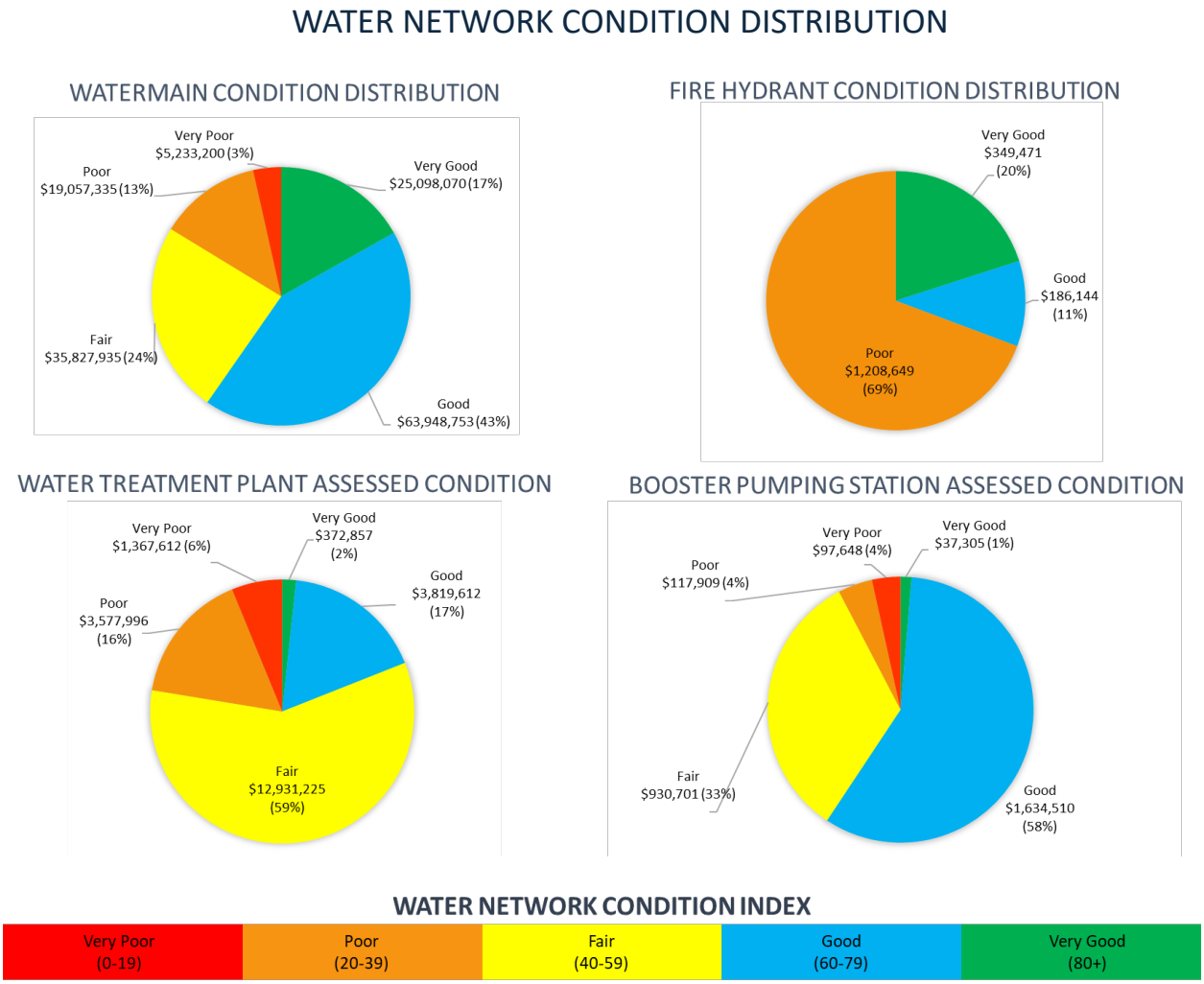


Figure 8. Approximately 60% of watermain assets have a condition rating of 60 or greater (good to very good condition), while approximately 69% of the municipal fire hydrants have a condition rating between 20 and 39 (poor condition). The condition of the water treatment plant indicates approximately 59% of its components are in fair condition, while 59% of the booster pumping station components have a performance rating of 60 or greater (good to very good condition). It should be noted that the condition rating for both the watermains and fire hydrants is based on asset age.

3.4 Sanitary Network

3.4.1 Inventory

The Town of Goderich sanitary network consists of three main categories: sanitary sewer mains, six sewage pumping stations and a pollution control plant. A detailed breakdown of each category can be found in Table 9. The Town of Goderich owns approximately 59 km of sanitary sewer mains, of which approximately 43% are vitrified clay, 33% are PVC, 15% are asbestos cement, 9% are concrete and less than 1% are ductile iron sewer mains. The Town of Goderich contracts wastewater collection and treatment to its Operating Authority, who maintain the Town's wastewater treatment plant and sewage pumping stations, while the Town's operations staff maintain all sanitary sewer mains.

SANITARY NETWORK INVENTORY

Asset Class	Asset Category	Quantity
Sanitary Network	Sanitary Sewer: PVC	19.32 km
	Sanitary Sewer: Concrete	5.62 km
	Sanitary Sewer: Vitrified Clay	25.38 km
	Sanitary Sewer: Ductile Iron	0.21 km
	Sanitary Sewer: Asbestos Cement	8.87 km
	Sanitary Sewer: Manhole Liners	2 units
	Pollution Control Plant: Building Components	16 units
	Pollution Control Plant: Concrete Tankage	16 units
	Pollution Control Plant: Mechanical Equipment	27 units
	Pollution Control Plant: Pumps and Motors	33 units
	Pollution Control Plant: Electrical Power	23 units
	Pollution Control Plant: Electrical Controls	25 units
	Pollution Control Plant: Sitework	25 units
	Sewage Pumping Stations: Concrete Tankage	7 units
	Sewage Pumping Stations: Mechanical Equipment	7 units
	Sewage Pumping Stations: Pumps and Motors	7 units
	Sewage Pumping Stations: Electrical Power	7 units
	Sewage Pumping Stations: Electrical Controls	7 units
	Sewage Pumping Stations: Sitework	7 units

Table 9. Nineteen asset categories that comprise the sanitary network inventory with quantity displayed in kilometers or units.

3.4.2 Valuation and Replacement Cost

The Town of Goderich Sanitary Network consists of the wastewater treatment plant (WWTP) and its components, six sewage pumping stations (SPS) and their components, as well as segments of sanitary sewer mains that form the wastewater collection system. The Town obtains replacement cost data from B.M. Ross & Associates for sanitary sewer assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the wastewater treatment plant and sewage pumping station components. Table 10 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the sanitary network. Total replacement cost of the Town of Goderich Sanitary Network is approximately $148,700,601 (Figure 9).

SANITARY NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Sanitary Sewer: PVC	100	17	Cost/Unit	$39,738,891	26.72%
Sanitary Sewer: Concrete	100	69	Cost/Unit	$13,338,269	8.97%
Sanitary Sewer: Vitrified Clay	100	115	Cost/Unit	$55,793,353	37.52%
Sanitary Sewer: Ductile Iron	100	47	Cost/Unit	$425,952	0.29%
Sanitary Sewer: Asbestos Cement	100	49	Cost/Unit	$18,067,614	12.15%
Sanitary Sewer: Manhole Liners	80	1	CPI Tables	$43,912	0.03%
WWTP: Building Components	100	38	CPI Tables	$1,998,612	1.34%
WWTP: Concrete Tankage	100	40	CPI Tables	$7,854,674	5.28%
WWTP: Mechanical Equipment	100	37	CPI Tables	$3,581,316	2.41%
WWTP: Pumps and Motors	25	33	CPI Tables	$632,108	0.43%
WWTP: Electrical Power	60	42	CPI Tables	$1,327,542	0.89%
WWTP: Electrical Controls	25	39	CPI Tables	$753,439	0.51%
WWTP: Sitework	100	39	CPI Tables	$3,072,825	2.07%
SPS: Concrete Tankage	100	24	CPI Tables	$441,781	0.30%
SPS: Mechanical Equipment	100	19	CPI Tables	$207,774	0.14%
SPS: Pumps and Motors	25	24	CPI Tables	$405,209	0.27%
SPS: Electrical Power	60	24	CPI Tables	$399,094	0.27%
SPS: Electrical Controls	25	19	CPI Tables	$155,470	0.10%
SPS: Sitework	100	24	CPI Tables	$462,766	0.31%
TOTAL:				**$148,700,601**	**100%**

Table 10. Complete sanitary network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to calculate replacement cost.

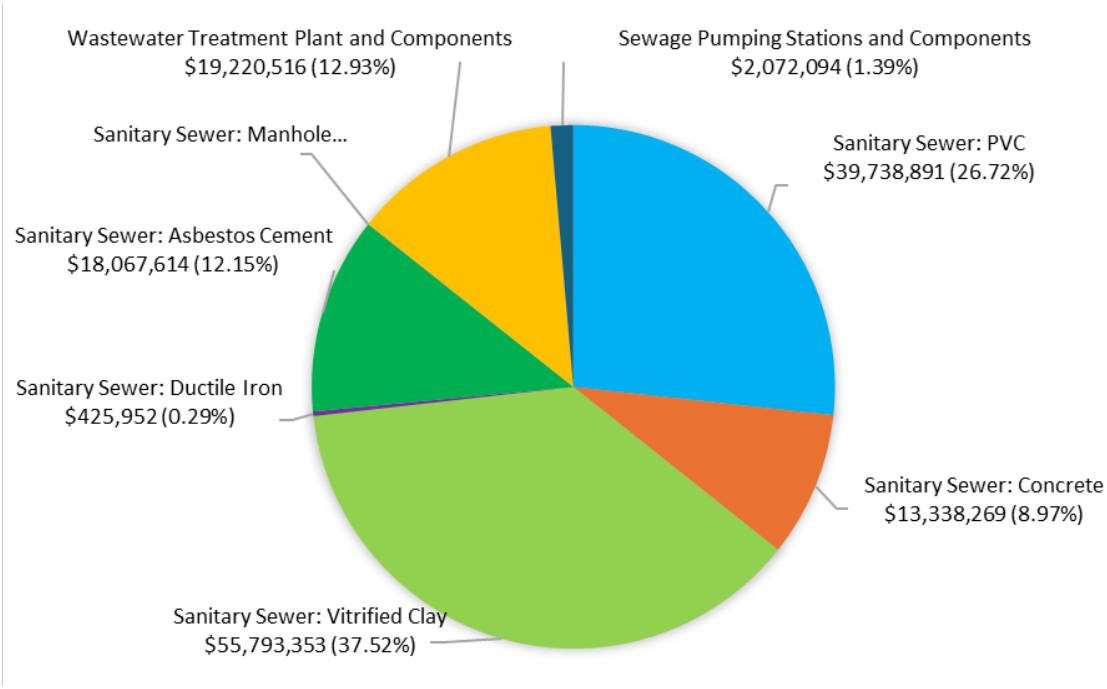


Figure 9. Estimated replacement cost broken down by asset category within the sanitary network. Components of the wastewater treatment plant and sewage pumping stations have been combined for easier visualization. Total replacement value of all Town of Goderich Sanitary Network is valued at approximately $148,700,601.

3.4.3 Condition

The wastewater treatment plant and sewage pumping stations were assessed for performance in 2020 by B. M. Ross & Associates (Figure 10). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its wastewater treatment plant and sewage pumping stations on an ongoing basis.

The municipality has been budgeting for a portion of its sanitary sewer mains to be assessed over the past eight (8) years. To date, assessed condition has been obtained for approximately 78% of the Town's sanitary sewer mains (Figure 10). The municipality will continue budgeting for sanitary sewer condition assessments on an annual basis to complete the entire network. Table 11 shows each asset category within the sanitary network, the condition assessment method and the average performance rating pertaining to each category.

SANITARY NETWORK AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Sanitary Network	Sanitary Sewer: PVC	Assessed	86 - Very Good
	Sanitary Sewer: Concrete	Assessed	77 - Good
	Sanitary Sewer: Vitrified Clay	Assessed	62 - Good
	Sanitary Sewer: Ductile Iron	Assessed	90 - Very Good
	Sanitary Sewer: Asbestos Cement	Assessed	69 - Good
	Sanitary Sewer: Manhole Liners	Age-Based	99 - Very Good
	WWTP: Building Components	Assessed	55 - Fair
	WWTP: Concrete Tankage	Assessed	67 - Good
	WWTP: Mechanical Equipment	Assessed	58 - Fair
	WWTP: Pumps and Motors	Assessed	43 - Fair
	WWTP: Electrical Power	Assessed	66 - Good
	WWTP: Electrical Controls	Assessed	41 - Fair
	WWTP: Sitework	Assessed	69 - Good
	SPS: Concrete Tankage	Assessed	70 - Good
	SPS: Mechanical Equipment	Assessed	81 -Very Good
	SPS: Pumps and Motors	Assessed	54 - Fair
	SPS: Electrical Power	Assessed	71 - Good
	SPS: Electrical Controls	Assessed	70 - Good
	SPS: Sitework	Assessed	62 - Good

Table 11. Average condition of each sanitary asset category within the sanitary network. The condition of the Town's wastewater treatment plant and sewage pumping stations were assessed in 2020, while the condition of the Town's sanitary sewers have been assessed on an on-going basis over the past eight (8) years.

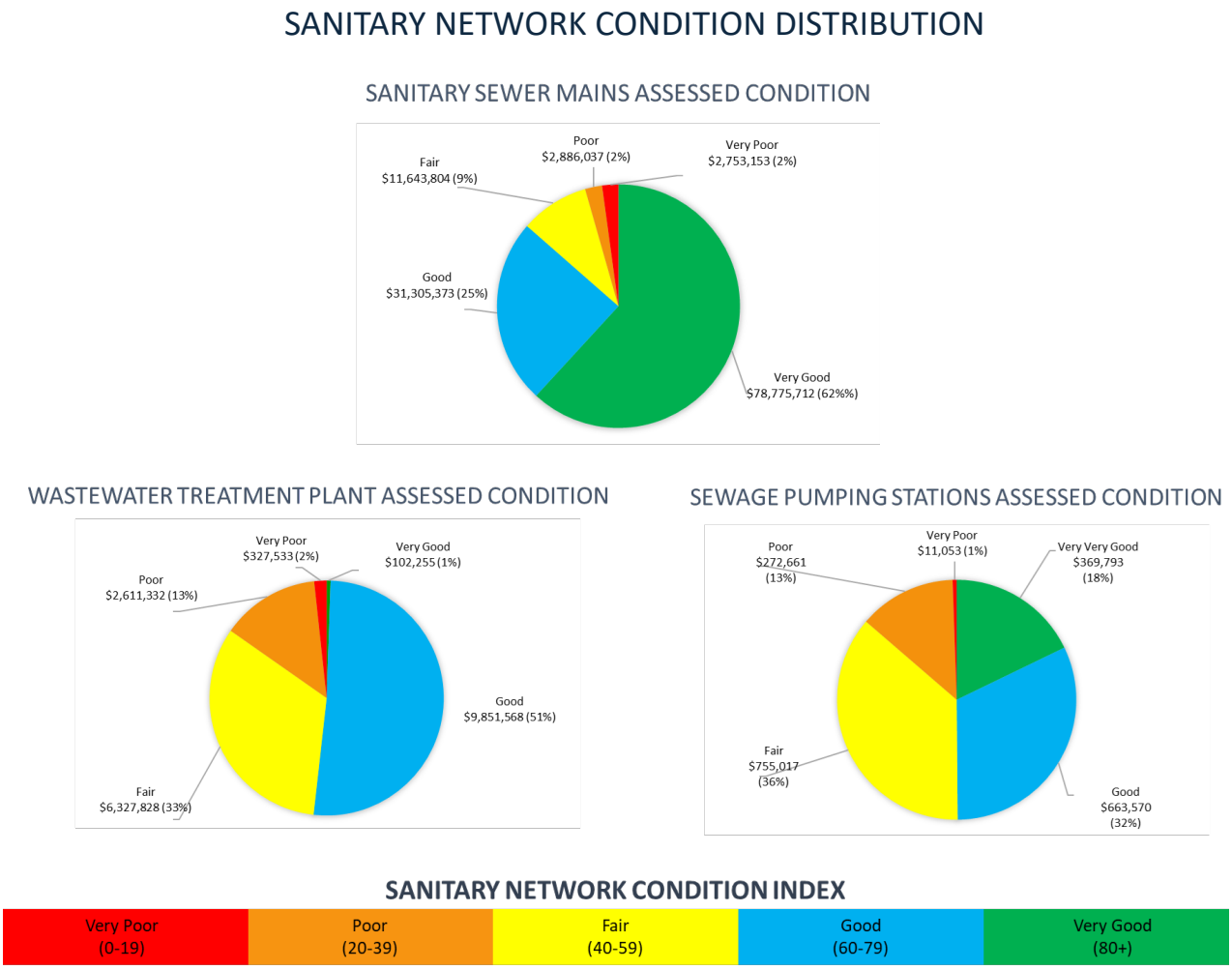


Figure 10. Approximately 87% of the sanitary sewer assets have a NASSCO condition rating of 2.99 or less (good to very good condition), with approximately 4% of the sanitary sewer mains falling within the poor to very poor category. The condition data for the wastewater treatment plant indicate 52% of its components have a condition rating of 60 or greater (good to very good condition). Approximately 36% of the sewage pumping station components have a fair condition rating, with approximately 50% of sewage pumping station components falling in the very good to good condition rating.

3.5 Storm Network

3.5.1 Inventory

The Town of Goderich storm network consists of six types of storm sewers: PVC, concrete, clay, steel, asbestos cement, and open ditch. A detailed breakdown of each category can be found in Table 12. The Town of Goderich owns approximately 52 km of storm sewers, of which approximately 78% are concrete, 17.5% are PVC, 4% are steel, and the combination of clay, asbestos cement and open ditch make up the remaining 0.5%. Town operations staff maintain all storm sewer assets.

STORM NETWORK INVENTORY

Asset Class	Asset Category	Quantity
Storm Network	Storm Sewer: PVC	9.16 km
	Storm Sewer: Concrete	40.73 km
	Storm Sewer: Clay	0.023 km
	Storm Sewer: Steel	2.23 km
	Storm Sewer: Asbestos Cement	0.006 km
	Storm Sewer: Open Ditch	0.20 km

Table 12. Six types of storm sewers that encompass the storm sewer network with quantity displayed in kilometers.

3.5.2 Valuation and Replacement Cost

The Town of Goderich Storm Sewer Network consists of six types of storm sewer mains, where replacement cost data is obtained from B.M. Ross & Associates based on pipe diameter. Table 13 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the storm sewer network. Total replacement cost of the Town of Goderich Storm Sewer Network is approximately $86,206,059 (Figure 11).

STORM NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Storm Sewer: PVC	100	13	Cost/Unit	$13,294,663	15.42%
Storm Sewer: Concrete	100	43	Cost/Unit	$67,461,637	78.26%
Storm Sewer: Clay	100	42	Cost/Unit	$32,315	0.04%
Storm Sewer: Steel	100	48	Cost/Unit	$5,304,785	6.15%
Storm Sewer: Asbestos Cement	100	57	Cost/Unit	$8,430	0.01%
Storm Sewer: Open Ditch	100	46	Cost/Unit	$104,229	0.12%
TOTAL:				**$86,206,059**	**100%**

Table 13. Complete storm sewer network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

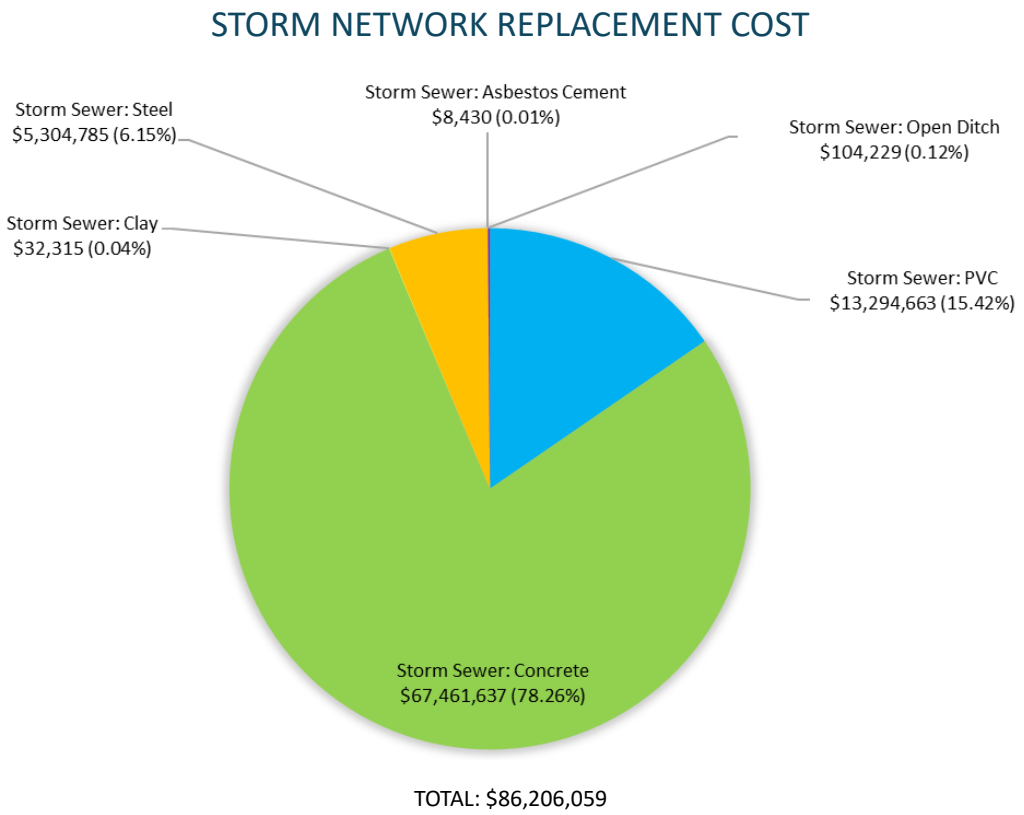


Figure 11. Estimated replacement cost broken down by asset category within the storm sewer network. Total replacement value is approximately $86,206,059.

3.5.3 Condition

The municipality's condition data for its storm sewer assets is based on asset age (Figure 12). However, the Town plans to begin scheduling condition assessments for the storm sewer network in conjunction with sanitary sewer condition assessments on an annual basis. Table 14 shows each asset category within the storm network, the condition assessment method, and the average performance rating pertaining to each category.

STORM NETWORK AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Storm Network	Storm Sewer: PVC	Age-Based	84 - Very Good
	Storm Sewer: Concrete	Age-Based	56 - Fair
	Storm Sewer: Clay	Age-Based	58 - Fair
	Storm Sewer: Steel	Age-Based	45 - Fair
	Storm Sewer: Asbestos Cement	Age-Based	43 - Fair
	Storm Sewer: Open Ditch	Age-Based	45 - Fair

Table 14. Average condition of each storm sewer main category within the storm sewer network.

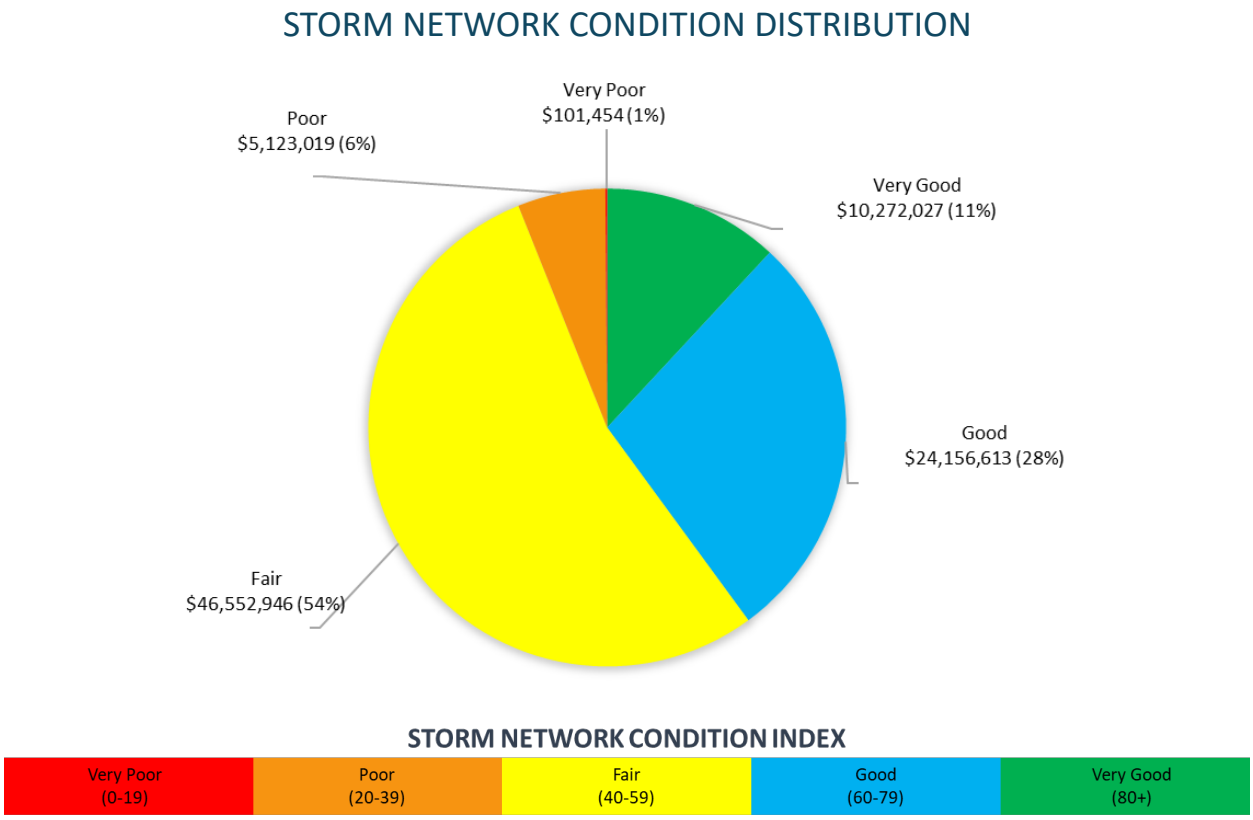


Figure 12. Approximately 54% of the storm sewer assets have a performance rating between 40 and 59 (fair condition), indicating most of these storm assets will require attention in the short-term.

3.6 Facilities

3.6.1 Inventory

The Town of Goderich owns and maintains thirty-four facilities and thirty-two additional structures, including seven buildings associated with the municipal airport, seven buildings/structures associated with the cemetery (three being columbariums), nine pavilions/outdoor washroom facilities, municipal childcare center, fire hall, library, medical center, town hall, two operations buildings, seniors community center, two recreation centers, six commercial/rental properties, nine storage sheds, seven gazebos, eight shade structures, two performance stages and a lighthouse. It should be noted that the fifty-six facilities found within this section excludes all facility data pertaining to the water treatment plant and wastewater treatment plant, as this data analysis has been captured in section 3.3 and section 3.4, respectively. Each facility is further broken down into four categories: structure, roof, mechanical and elevators. Table 15 provides an outline of the Town's facility inventory components.

FACILITIES INVENTORY

Asset Class	Asset Category	Quantity
Facilities	Structure	66 units
	Roof	56 units
	Mechanical	93 units
	Elevators	5 units

Table 15. Four asset categories that encompass the facilities asset class, with quantity displayed in units. Please note that certain structures (e.g., sheds, gazebos, etc.) do not categorize the roof component as a separate asset.

3.6.2 Valuation and Replacement Cost

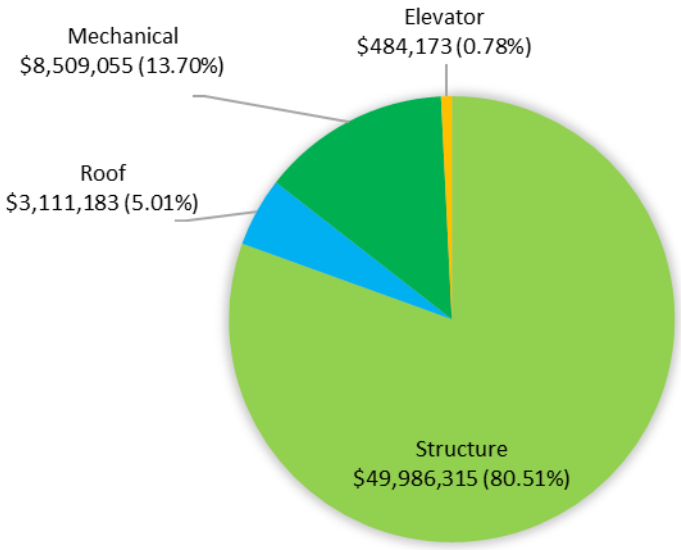
Estimated replacement cost for all town-owned facilities/structures and their components is obtained using CPI tables. Table 16 displays the estimated useful life (EUL), average age and approximate replacement cost of all facility components. Figure 13 shows the percent distribution of estimated replacement cost for all facility components, totaling $62,090,726.

FACILITIES REPLACEMENT COST BY ASSET COMPONENT

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Structure	50 - 100	29	CPI Tables	$49,986,315	80.51%
Roof	25	24	CPI Tables	$3,111,183	5.01%
Mechanical	15 - 30	18	CPI Tables	$8,509,055	13.70%
Elevators	25	20	CPI Tables	$484,173	0.78%
TOTAL:				**$62,090,726**	**100%**

Table 16. Four asset categories of the facilities asset class with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

FACILITIES REPLACEMENT COST BY ASSET COMPONENT



TOTAL: $62,090,726

Figure 13. Estimated replacement cost of all Town-owned facilities and their associated components. Total estimated replacement cost is approximately $62,090,726.

3.6.3 Condition

All Town-owned facilities and their components (i.e., roof, mechanical, electrical and plumbing) are undergoing Building Condition Assessments (BCA) which began during the fall of 2025 and will be continuing into 2026. The condition data found in the table and graphs below are the results of the 2017 BCA by B. M. Ross & Associates, which included assessments of the structural and roof components only. The mechanical and elevator components follow an age-based asset condition. Facility network condition data presented by asset component is outlined in Figure 14. To keep the municipality's condition data current, the Town of Goderich aims to complete condition studies for its facilities, including collecting data for all facility components, on an ongoing basis. Table 17 shows facility components, the condition assessment method, and the average performance rating for each building component.

FACILITIES AVERAGE CONDITION BY ASSET COMPONENT

Asset Class	Asset Category	Condition Method	Average Condition
Facilities	Structure	Assessed	72 - Good
	Roof	Assessed	40 - Fair
	Mechanical	Age-Based	28 - Poor
	Elevators	Age-Based	39 - Poor

Table 17. Average condition of the four asset categories within the facilities asset class.

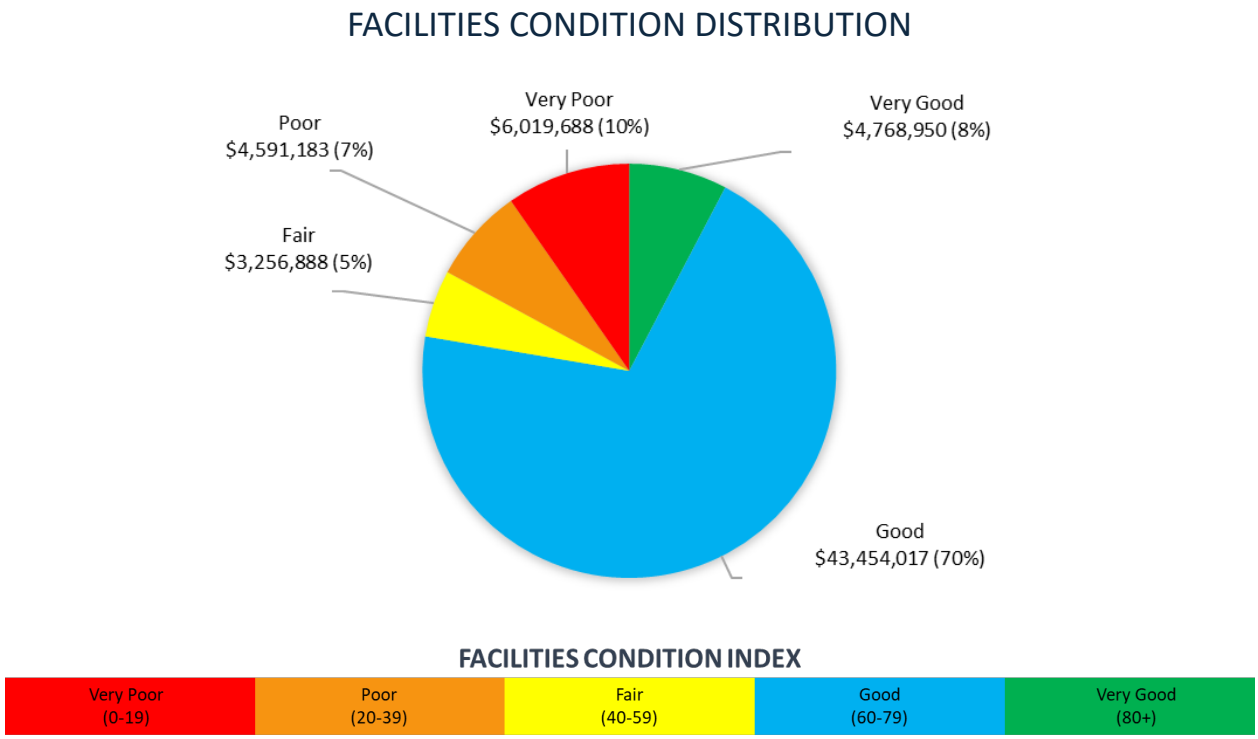


Figure 14. Approximately 78% of Town-owned facilities and their components have a condition rating of 60 or above (good to very good). It should be noted that condition for the facilities asset class is comprised of both age-based and assessed condition data.

3.6.4 Facility by Service

A different way to present data contained within the facility network is to organize the asset components (i.e., structure, roof, mechanical and elevators) into the various services each facility provides. The below gives further detail into the structures and components contained within certain groups of facility services:

- Cemetery: Office and Equipment Depot, Storage Building, Mausoleum and Chapel, Columbarium and Residence
- Commercial Rental Properties: Lawn Bowling Property, Snug Harbour DFRP Property, Service Club Storage, Huckins Street Property, South Street Property, Huron Road Residential Property
- Goderich Regional Airport: Terminal, Maintenance Garage, Clubhouse and Weather Station, Pumphouse, Hangar #1, Hangar #2 and Hangar #3
- Municipal Park Facilities: Harbour Park, Victoria Park, Lighthouse Park, Courthouse Park, Columbus Park, Dutch Park, Gaol Bank Lookout and Coast Park.
- Operations Facilities: Public Works and Parks Department Garages
- Recreation Facilities: Maitland Recreation Centre, Memorial Community Centre, Bannister Park
- Waterfront Pavilions/Washrooms: Main Beach Hut and Concession, Pavilion #2, Pavilion #3 and Rotary Cove Pavilion.

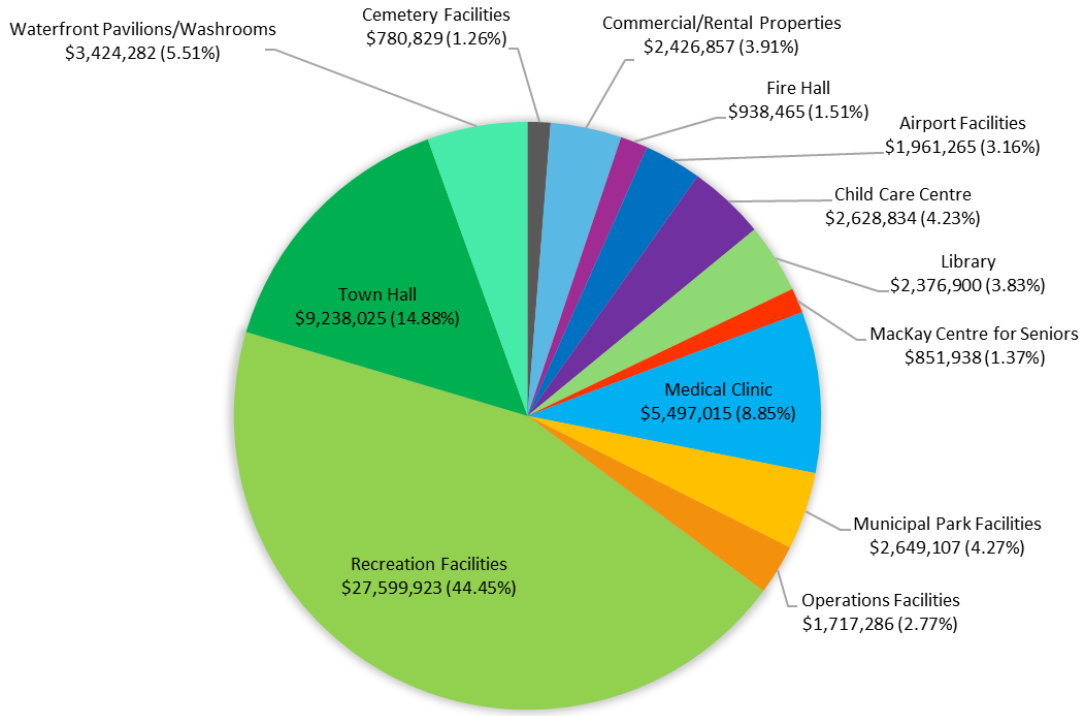
Table 18 displays the average age and approximate replacement cost of facility components organized by facility service. Figure 15 shows the percent distribution of estimated replacement cost for all facility components by facility service. Table 19 displays the average condition by facility service, while Figure 16 shows the distribution of condition for each facility service.

FACILITIES REPLACEMENT COST BY FACILITY SERVICE

Facility Service	Avg Age (Yrs.)	Replacement Cost	Percent Distribution
Cemetery Facilities	59	$780,829	1.26%
Commercial/Rental Properties	18	$2,426,857	3.91%
Fire Hall	21	$938,465	1.51%
Goderich Regional Airport	38	$1,961,265	3.16%
Goderich Municipal Child Care Centre	13	$2,628,834	4.23%
Library	17	$2,376,900	3.83%
MacKay Centre for Seniors	24	$851,938	1.37%
Maitland Valley Medical Clinic	11	$5,497,015	8.85%
Municipal Park Facilities	59	$2,649,107	4.27%
Operations Facilities	33	$1,717,286	2.77%
Recreation Facilities	18	$27,599,923	44.45%
Town Hall	18	$9,238,025	14.88%
Waterfront Pavilions/Washrooms	26	$3,424,282	5.51%
TOTAL:		**$62,090,726**	**100%**

Table 18. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service showing average age and estimated replacement cost. Please note that in some cases the age of certain structures might reflect when the facility was incorporated into the municipality's asset inventory and not when initially constructed.

FACILITIES REPLACEMENT COST BY FACILITY SERVICE



TOTAL: $62,090,726

Figure 15. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service.

FACILITIES AVERAGE CONDITION BY FACILITY SERVICE

Asset Network	Facility Service	Average Condition
Facility Network	Cemetery Facilities	61 - Good
	Commercial/Rental Properties	67 - Good
	Fire Hall	61 - Good
	Goderich Regional Airport	63 - Good
	Goderich Municipal Child Care Centre	65 - Good
	Library	62 - Good
	MacKay Centre for Seniors	67 - Good
	Maitland Valley Medical Centre	69 - Good
	Municipal Park Facilities	64 - Good
	Operations Facilities	69 - Good
	Recreation Facilities	27 - Poor
	Town Hall	65 - Good
	Waterfront Pavilions/Washrooms	67 - Good

Table 19. Average condition of the facility asset class organized by facility service.

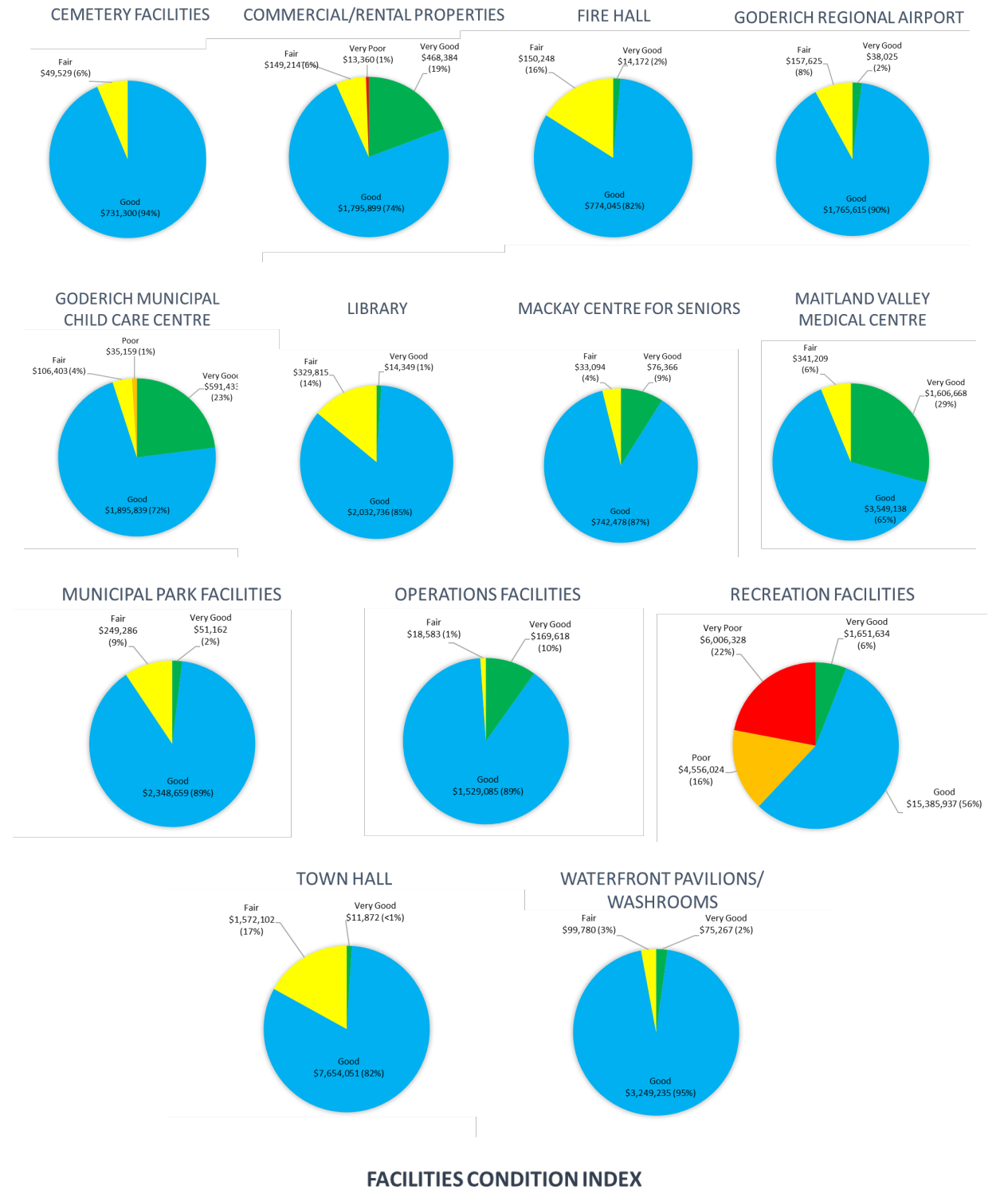


Figure 16. Condition of the facilities asset class grouped by facility service. It should be noted that condition for the facilities inventory is comprised of both age-based and assessed condition data.

3.7 Land Improvements

3.7.1 Inventory

The assets found within the land improvements asset class are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. The complete list of categories found within the land improvements asset class is outlined in Table 20.

LAND IMPROVEMENTS INVENTORY

Asset Class	Asset Category	Quantity
Land Improvements	Archways and Pillars	3 units
	Driveways, Walkways and Pedestrian Bridges	13 units
	Electrical	4 units
	Entrance Features and Signs	6 units
	Fencing and Gates	19 units
	Guard Rails	1 unit
	Park Lights	4 units
	Parking Lots	6 units
	Recreational Courts, Splash Pad and Skate Park	5 units
	Runways	5 units
	Sports Field Amenities	10 units
	Walls and Concrete Structures	5 units

Table 20. Twelve asset categories that encompass the land improvements asset class, with quantity displayed in units.

3.7.2 Valuation and Replacement

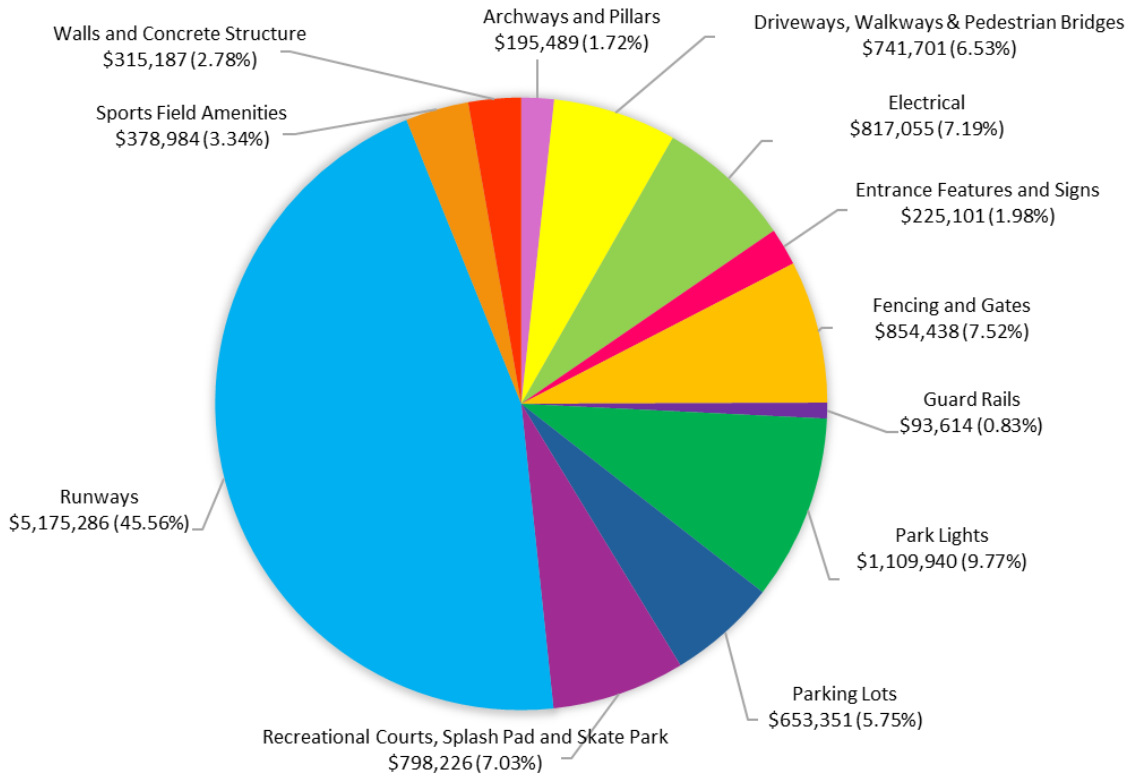
Estimated replacement cost for land improvement assets is obtained using CPI tables. Table 21 displays the estimated useful life (EUL) for each land improvements asset category and approximate replacement cost. Figure 17 shows the percent distribution of estimated replacement cost for the land improvement network, totaling $11,358,372.

LAND IMPROVEMENTS ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Method	Replacement Cost	Percent Distribution
Archways and Pillars	50 - 100	34	CPI Tables	$195,489	1.72%
Driveways, Walkways, etc.	30 - 75	17	CPI Tables	$741,701	6.53%
Electrical	50	7	CPI Tables	$817,055	7.19%
Entrance Features, Signs	20 - 50	11	CPI Tables	$225,101	1.98%
Fencing and Gates	50	19	CPI Tables	$854,438	7.52%
Guard Rails	30	36	CPI Tables	$93,614	0.83%
Park Lights	30	7	CPI Tables	$1,109,940	9.77%
Parking Lots	30	19	CPI Tables	$653,351	5.75%
Recreational Courts, etc.	30 - 50	14	CPI Tables	$798,226	7.03%
Runways	25 - 40	21	CPI Tables	$5,175,286	45.56%
Sports Field Amenities	10 - 25	4	CPI Tables	$378,984	3.34%
Walls, Concrete Structures	50 - 100	20	CPI Tables	$315,187	2.78%
TOTAL:				**$11,358,372**	**100%**

Table 21. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the land improvements asset class.

LAND IMPROVEMENTS REPLACEMENT COST



TOTAL: $11,358,372

Figure 17. Estimated replacement cost broken down by asset category within the land improvements asset class. Total replacement value is approximately $11,358,372.

3.7.3 Condition

The condition data for the majority of the Town's land improvements network is based on the age of each asset, except for the runway asset category, which was assessed in 2023 (Figure 18). Table 22 indicates the average performance rating for each asset category within the land improvements network. The Town of Goderich is currently undergoing a condition assessment of its parking lots, one of the asset categories within the land improvements asset class. The results from the 2025 parking lot condition assessment will be incorporated into the next version of the Town's Asset Management Plan.

LAND IMPROVEMENTS AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Land Improvements	Archways and Pillars	Age-Based	45 – Fair
	Driveways, Walkways, etc.	Age-Based	72 - Good
	Electrical	Age-Based	82 – Very Good
	Entrance Features, Signs	Age-Based	68 - Good
	Fencing and Gates	Age-Based	65 - Good
	Guard Rails	Age-Based	0 - Very Poor
	Park Lights	Age-Based	76 - Good
	Parking Lots	Age-Based	52 - Fair
	Recreational Courts, etc.	Age-Based	75 - Good
	Runways	Assessed	67 - Good
	Sports Field Amenities	Age-Based	62 - Good
	Walls, Concrete Structures	Age-Based	66 - Good

Table 22. Average condition of each asset category within the land improvements asset class.

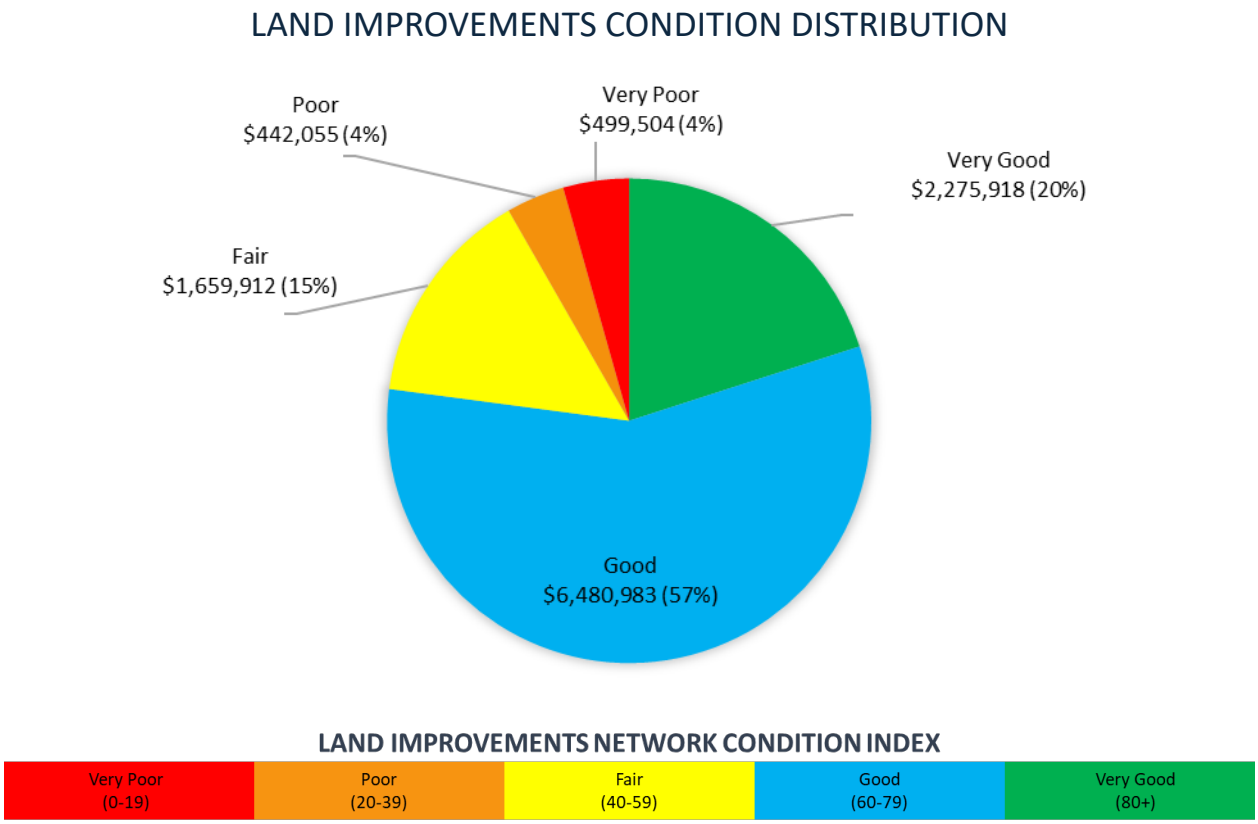


Figure 18. Approximately 77% of assets within the land improvements asset class have a condition rating of 60 or above (good to very good condition). It should be noted that condition for the land improvements asset class is comprised of both age-based and assessed condition data.

3.8 Fleet

3.8.1 Inventory

The Town of Goderich's fleet inventory includes a total of 36 vehicles. The vehicles used by the operations department (public works, parks, airport, recreation and facilities) include one bucket truck, one flusher truck, one street sweeper, five dump trucks and twenty pickup trucks. All operations fleet is maintained by Town operations staff. The fleet inventory also includes three electric vehicles, utilized by the building and by-law departments. The five vehicles located at the fire hall include one ladder truck, one rescue truck, one tanker truck, one pumper truck and one pickup truck. A detailed breakdown of each vehicle category can be found in Table 23.

FLEET INVENTORY

Asset Class	Asset Category	Quantity
Fleet	Bucket Truck	1 unit
	Cars (Electric Vehicles)	3 units
	Dump Truck	5 units
	Flusher Truck	1 unit
	Ladder Truck	1 unit
	Pickup Truck	21 units
	Pumper Truck	1 unit
	Rescue Truck	1 unit
	Street Sweeper	1 unit
	Tanker Truck	1 unit

Table 23. Ten types of vehicles that encompass the fleet asset class, with quantity displayed in number of vehicles. Please note that the quantity displayed is as of December 31, 2024, and does not consider vehicles sold in 2025.

3.8.2 Valuation and Replacement Cost

Estimated replacement cost for municipal vehicles is obtained using CPI tables. Table 24 displays the estimated useful life (EUL), average age and approximate replacement cost of all vehicles within the fleet network. Figure 19 displays the total replacement cost of the Town of Goderich, which is approximately $5,402,753.

FLEET ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Method	Replacement Cost	Percent Distribution
Bucket Truck	15	2	CPI Tables	$253,578	4.69%
Cars (Electric Vehicles)	7	4	CPI Tables	$114,905	2.13%
Dump Truck	7 - 10	9	CPI Tables	$1,067,460	19.76%
Flusher Truck	10	1	CPI Tables	$197,390	3.65%
Ladder Truck	25	5	CPI Tables	$1,420,949	26.30%
Pickup Truck	7	7	CPI Tables	$906,862	16.79%
Pumper Truck	20	14	CPI Tables	$488,992	9.05%
Rescue Truck	20	22	CPI Tables	$264,744	4.90%
Street Sweeper	10	13	CPI Tables	$261,284	4.83%
Tanker Truck	25	2	CPI Tables	$426,589	7.90%
TOTAL:				**$5,402,753**	**100%**

Table 24. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the fleet asset class.

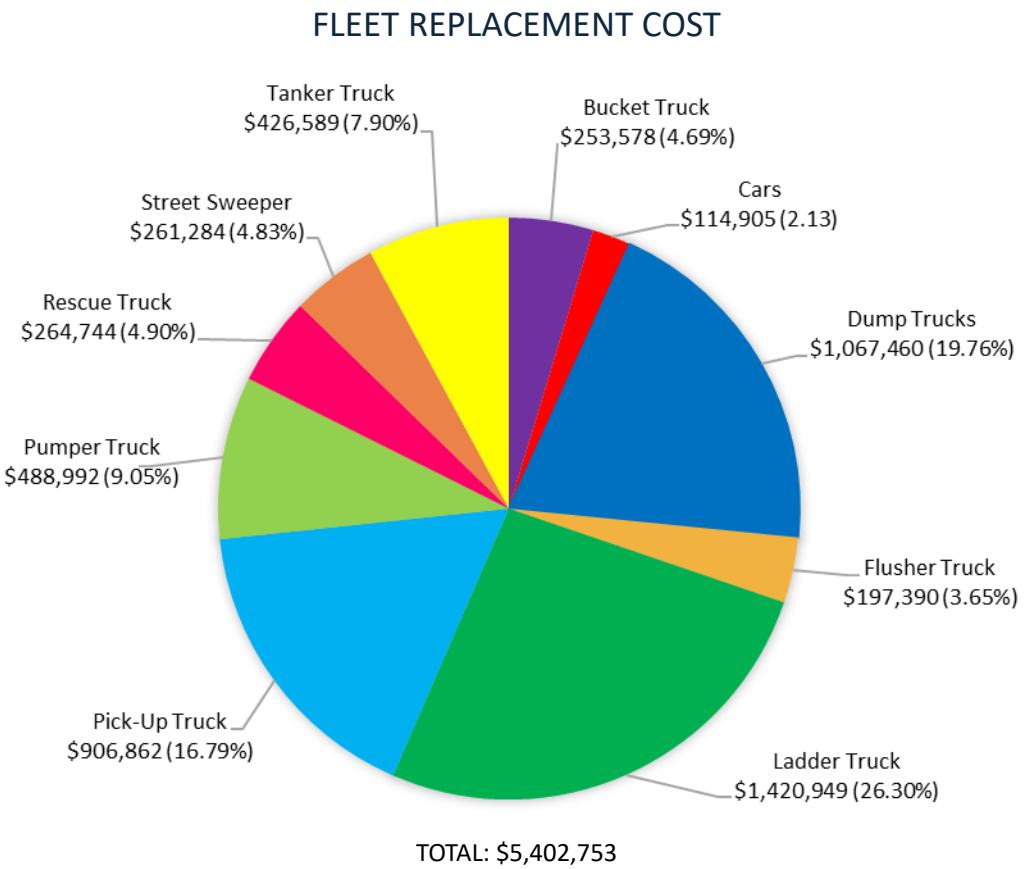


Figure 19. Estimated replacement cost of the fleet inventory using CPI Tables. Total estimated replacement cost of all vehicles in the fleet inventory is approximately $5,402,753.

3.8.3 Condition

Currently, the condition data for the Town's fleet inventory is based on the age of each asset (Figure 20). Operations vehicles are subject to regular and comprehensive annual inspections by the fleet technician to remain in compliance with MTO Safety Standards. Table 25 indicates the average performance rating based on asset age for each type of vehicle within the fleet inventory.

FLEET AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Fleet	Bucket Truck	Age-Based	86 – Very Good
	Cars (Electric Vehicles)	Age-Based	45 - Fair
	Dump Truck	Age-Based	36 - Poor
	Flusher Truck	Age-Based	89 – Very Good
	Ladder Truck	Age-Based	79 - Good
	Pickup Truck	Age-Based	38 - Poor
	Pumper Truck	Age-Based	32 - Poor
	Rescue Truck	Age-Based	0 – Very Poor
	Street Sweeper	Age-Based	0 – Very Poor
	Tanker Truck	Age-Based	91 – Very Good

Table 25. Average condition of each vehicle type within the fleet inventory.

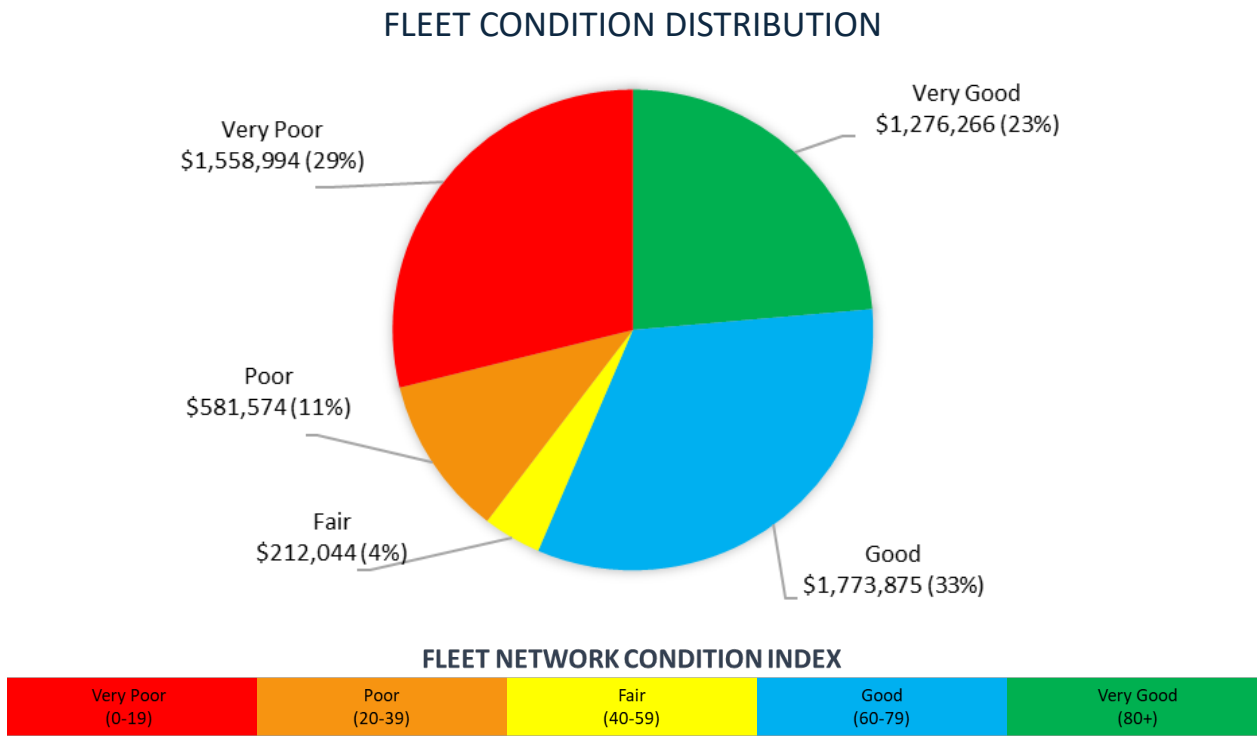


Figure 20. Approximately 56% of the fleet inventory have an age-based performance rating of 60 and above (good to very good condition). Saying this, 29% of the fleet inventory have surpassed their estimated useful life (condition rating of 0), indicating that these assets will require full replacement in the short-term.

3.9 Machinery and Equipment

3.9.1 Inventory

Similar to the land improvements inventory, the assets found within the machinery and equipment inventory are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. Table 26 includes a summary of the type of categories within the machinery and equipment asset class. It should be noted that only assets that meet the tangible capital asset threshold outlined in the Town's Asset Management Policy are included in PSAB reporting and the 2025 Asset Management Plan.

MACHINERY AND EQUIPMENT INVENTORY

Asset Class	Asset Category	Quantity
	Fire Fighting Equipment	36 units
	Furniture	23 units
	Generator	9 units
	Grounds	8 units
	Kitchen and Canteen Equipment	7 units
	Medical Equipment	8 units
	Off Road Vehicles	31 units
	Operating Equipment	71 units
	Playground Equipment	30 units
	Recreation Equipment	22 units
	Rink Boards, Glass and Flooring	4 units
	Technical Equipment	22 units

Table 26. A summary of the types of asset categories within the machinery and equipment asset class, with quantity displayed in units.

3.9.2 Valuation and Replacement Cost

Estimated replacement cost for the machinery and equipment asset class is obtained using CPI tables. Table 27 displays the estimated useful life (EUL) and average age for each asset category, as well as the approximate replacement cost. Figure 21 shows the percent distribution of estimated replacement cost for the machinery and equipment asset class, totaling approximately $8,968,283.

MACHINERY AND EQUIPMENT ESTIMATED USEFUL LIFE AND REPLACEMENT COST

Asset Category	EUL (Yrs.)	Avg Age (Yrs.)	Replacement Cost Method	Replacement Cost	Percent Distribution
Fire Fighting Equipment	10 - 50	12	CPI Tables	$465,076	5.19%
Furniture	15 - 50	22	CPI Tables	$448,522	5.00%
Generator	50	21	CPI Tables	$1,093,606	12.19%
Grounds	15 - 50	17	CPI Tables	$688,569	7.68%
Kitchen/Canteen Equipment	15 - 35	14	CPI Tables	$272,157	3.03%
Medical Equipment	10 - 15	11	CPI Tables	$112,209	1.25%
Off Road Vehicles	5 - 30	10	CPI Tables	$1,868,850	20.84%
Operating Equipment	5 - 30	12	CPI Tables	$1,799,899	20.07%
Playground Equipment	20 - 25	18	CPI Tables	$1,183,158	13.19%
Recreation Equipment	10 - 20	5	CPI Tables	$369,737	4.12%
Rink Boards/Glass/Flooring	10 - 25	18	CPI Tables	$127,869	1.43%
Technical Equipment	10 - 25	11	CPI Tables	$538,631	6.01%
TOTAL:				**$8,968,283**	**100%**

Table 27. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution, average age and method used to calculate replacement cost for the machinery and equipment asset class.

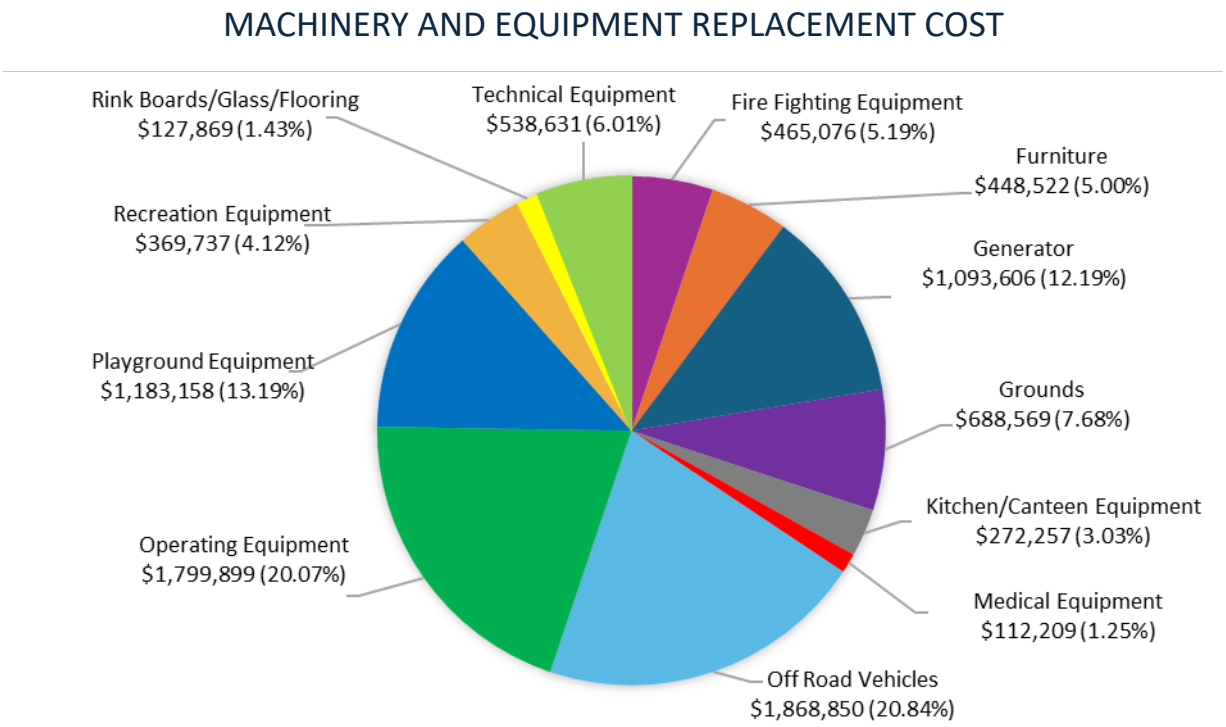


Figure 21. Estimated replacement cost of the machinery and equipment inventory using CPI Tables. Total estimated replacement cost of all machinery and equipment is approximately $8,968,283.

3.9.3 Condition

Currently, the condition data for the Town's machinery and equipment network is based on the age of each asset (Figure 22). Several types of machinery and equipment in this asset class require equipment-specific regulatory inspections. For example, playground equipment is inspected monthly, while generators undergo annual inspections. Table 28 indicates the average performance rating based on asset age for each type of asset within the machinery and equipment network.

MACHINERY AND EQUIPMENT AVERAGE CONDITION

Asset Class	Asset Category	Condition Type	Average Condition
Machinery & Equipment	Fire Fighting Equipment	Age-Based	51 - Fair
	Furniture	Age-Based	23 - Poor
	Generator	Age-Based	66 - Good
	Grounds	Age-Based	51 - Fair
	Kitchen/Canteen Equipment	Age-Based	9 - Very Poor
	Medical Equipment	Age-Based	16 - Very Poor
	Off Road Vehicles	Age-Based	34 - Poor
	Operating Equipment	Age-Based	30 - Poor
	Playground Equipment	Age-Based	68 - Good
	Recreation Equipment	Age-Based	57 - Fair
	Rink Boards/Glass/Flooring	Age-Based	12 - Very Poor
	Technical Equipment	Age-Based	29 - Poor

Table 28. Average condition of various categories within the machinery and equipment network.

MACHINERY AND EQUIPMENT CONDITION DISTRIBUTION

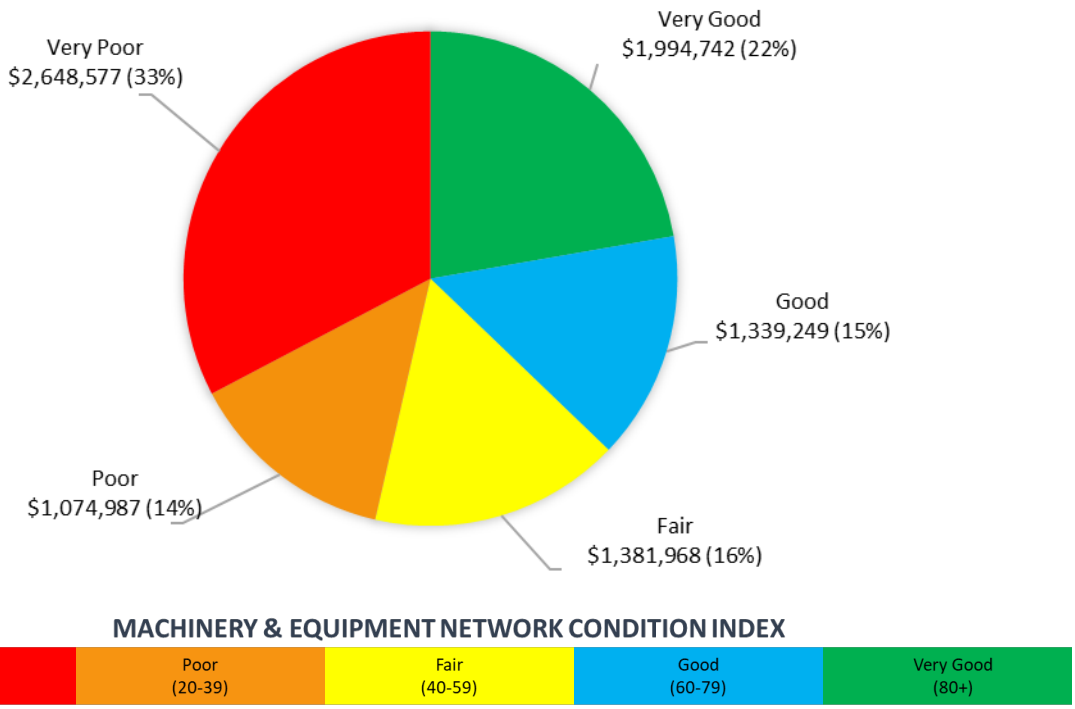


Figure 22. Approximately 47% of the machinery and equipment network have an age-based performance rating of 39 or below (poor to very poor), indicating most of these assets will require replacement in the short-term.

3.10 Natural Assets

In Ontario, municipal asset management planning explicitly recognizes green infrastructure, which includes natural assets, as part of the infrastructure portfolio. Figure 23 illustrates a range of green infrastructure, from natural assets (e.g., wetlands, forests, meadows, streams, lakes and ponds, soils) to enhanced green assets that add or cultivate natural features in built areas (e.g., rain gardens, green

roofs/walls, bioswales, street and park trees, naturalized stormwater ponds) to engineered green assets that mimic natural functions (e.g., permeable pavement, rain barrels, cisterns, perforated pipes, infiltration trenches). This framing clarifies how nature, nature-enhanced features, and engineered systems work together with traditional "grey" infrastructure (roads, pipes and parking lots) to deliver municipal services to the public[3].

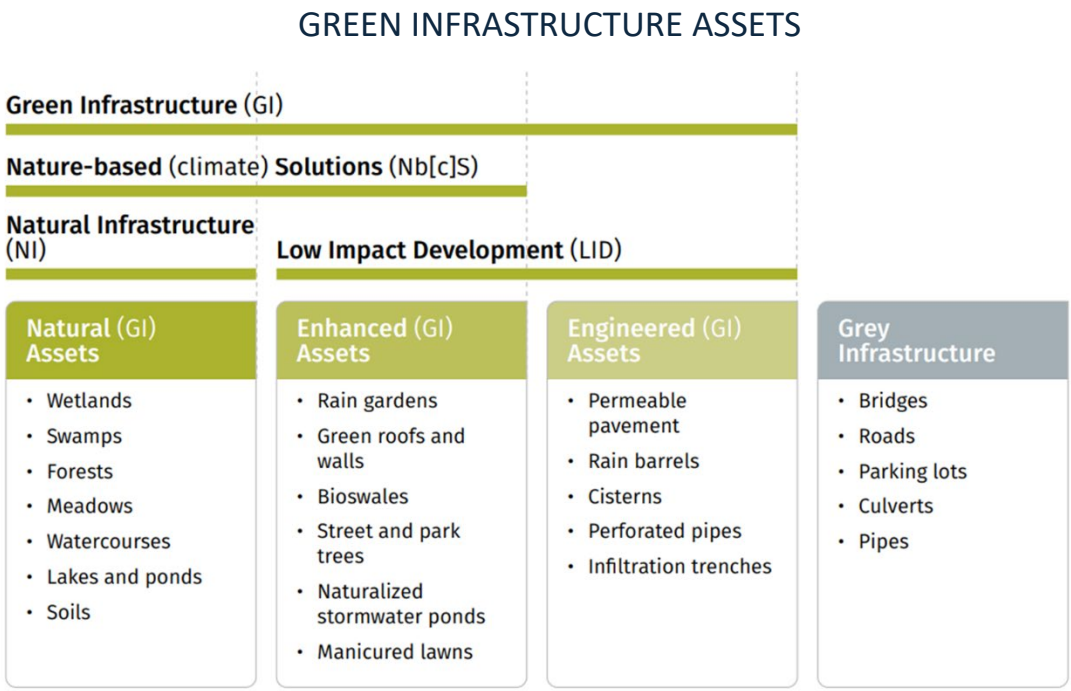


Figure 23. Range of green infrastructure assets that local governments may potentially manage, from natural to enhanced and engineered assets. Figure obtained from *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans,* presented by the Natural Asset Initiative (NAI).

Currently, the 2025 Asset Management Plan includes parks/greenspaces and stormwater management ponds as green infrastructure assets. In 2025, a phased inventory of urban trees began—starting with boulevard trees and expanding into an inventory for trees located in municipal parks as well. This multi-year effort will be incorporated into future updates of the Asset Management Plan to inform levels of service, maintenance and capital planning. Over the longer term, the Town aims to incorporate additional green infrastructure assets, including trail systems, urban forest, shoreline and beach assets that support recreation, habitat, and coastal flood and erosion protection along Lake Huron.

[3] Information obtained from Natural Asset Initiative (NAI) *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans*, First Edition, April 2024

4.0 LEVELS OF SERVICE

Beyond meeting regulatory requirements through compliance measures, established levels of service (LoS) should support the intended purpose of the asset and its anticipated impact on the community and the municipality. Established LoS supports the municipality's strategic goals and are based on customer expectations, regulatory requirement compliance, Ministry standards, and financial capacity of the municipality to deliver such service levels. As per O. Reg 588/17, LOS are a necessary component of the 2025 Town of Goderich Asset Management Plan and will continue to evolve over time.

Levels of service can be used as a measurement of the state of the infrastructure within a municipality. On a corporate level, determining the benefits of having a service along with the associated costs will assist Council and staff to determine the feasibility of providing or making changes to the current LoS. Levels of service are directly affected by cost and risk, which means both the associated costs and risk factors should be evaluated before potential changes in service levels. However, determining what is a sustainable service level for the community in the long term can be a delicate balance of the associated costs to the taxpayer and risks to the municipality. Figure 24 shows the relationship between LoS, cost and risk, and the potential outcomes with changes in LoS.

RELATIONSHIP BETWEEN LEVELS OF SERVICE, COST, AND RISK

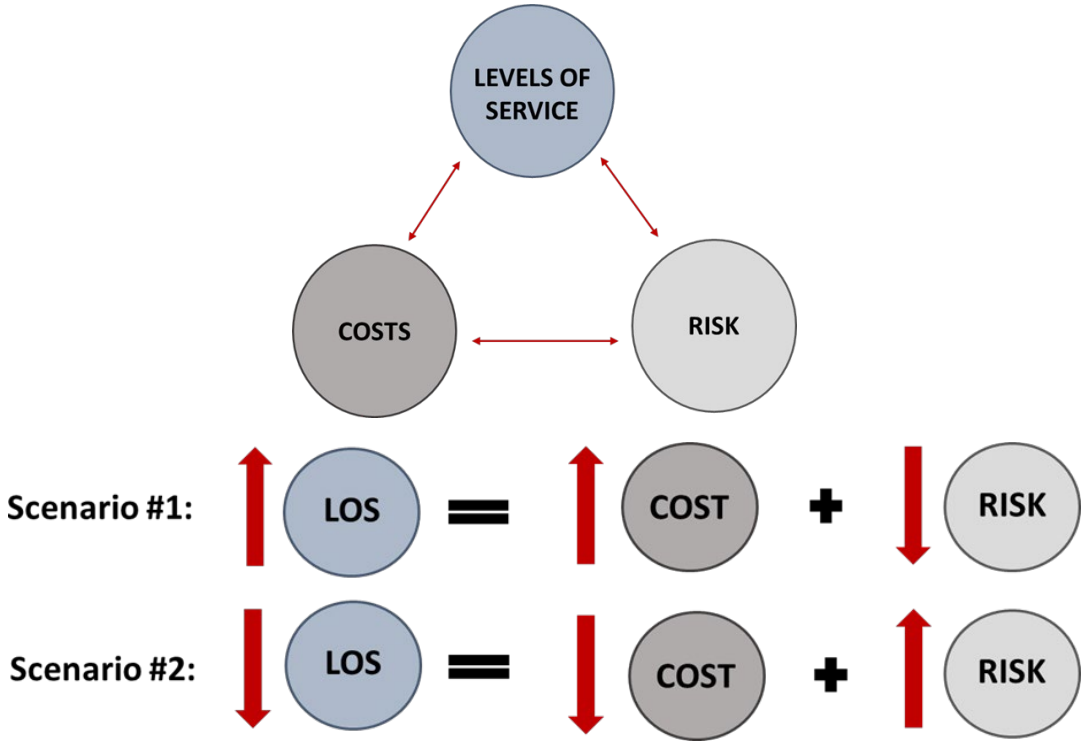


Figure 24. Relationship between levels of service, cost and risk. With a proposed increase in service level, associated costs will also increase but potential for risk decreases. Conversely, a decrease in service level is associated with lower cost to the taxpayer but the municipality could be exposed to higher risks.

4.1 Key Factors Impacting Levels of Service

When determining LoS, several factors must be considered, and any combination of these factors will be used as they best apply to each asset network. This will provide a framework from which the Town of Goderich can define LoS for each asset class/category for future versions of the Asset Management Plan. Appendix A outlines the current and proposed LoS for the Town of Goderich, a requirement of Asset Management Plans, as per Ontario Regulation 588/17.

Key factors affecting LoS include:

- Strategic Levels of Service and Community Expectations
- Technical Levels of Service and Performance Measures
- Legislative Requirements
- Funding Requirements

4.1.1 Strategic Levels of Service and Community Expectations

Levels of service are directly related to expectations of the community. The public is able to provide an opinion in determining how tax dollars are utilized, directly affecting municipal infrastructure, assets and service levels. The annual budget process is a public process whereby service information is provided to Council and capital priorities are discussed.

The following guiding principles have been established for the qualitative descriptions of the Town's strategic LoS outlining what the municipality should strive to provide internally to the Corporation of the Town of Goderich and externally to residents and visitors (Appendix A).

- **Accessible:** services are provided to all individuals of the community, regardless of abilities.
- **Available:** services of sufficient capacity are convenient and accessible to the entire community.
- **Capacity:** maximum level of service production.
- **Cost Effective:** services are provided at the lowest possible cost for both current and future taxpayers, for required level of service, and are affordable.
- **Functional:** services are suitable for the intended function (fit for purpose)
- **Efficient:** services are performed at a consistent rate and quality
- **Reliable:** services are predictable and continuous.
- **Responsive:** users are treated fairly and consistently, within acceptable time frames.
- **Safe:** services are delivered such that they minimize health, safety, and security risks.
- **Sustainable:** services respect the natural and heritage environment.

4.1.2 Technical Levels of Service and Performance Measures

In addition to the community levels of service using a qualitative description, service levels are measured by quantitative metrics as well. The 2025 Town of Goderich Asset Management Plan utilizes average condition as the performance measure to determine levels of service. Performance measures track current levels of service and should be specific, measurable, achievable, relevant

and time restricted. Other performance measures included for environmental services include the following: water main breaks, boil water advisories, bypass incidents and effluent violations. The information gathered by analyzing these performance measures is necessary to assess whether assets within the service function are performing at the current level of service. The performance of an asset takes into consideration the current condition of the asset and its ability to meet its legislative requirements, as well as ensuring that an asset provides the service in a safe manner within capacity obligations. The entire life cycle costs associated with an asset (i.e., design, maintenance, repair, rehabilitation and/or replacement) are all critical factors that affect the level of service that the municipality can provide to its community. Clarifying the benefits of a service and the costs required to fund the service will assist Council and municipal staff in deciding whether the current level of service is practical or whether it should be adjusted. Maps of the essential core services provided to residents of the Town of Goderich (i.e., road and sidewalk network for transportation services, water, sanitary and storm networks for environmental services) can be found in Appendix B[4].

4.1.3 Legislative Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. Within the road network, roads and sidewalks must adhere to Minimum Maintenance Standards outlined in *O. Reg 239/02*. The Operating Authority managing the drinking water distribution system and sanitary collection system within the water and sanitary networks ensure compliance with the *Safe Drinking Water Act, 2002* and *Wastewater Systems Effluent Regulations (SOR 2012-139)*. All vehicles within the municipal fleet follow MTO Safety Standards, while playground inspections are performed in accordance with *CSA Group Regulation Z614/14*. All municipal facilities have numerous inspections for various components to ensure compliance with the *Ontario Building Code* and the various safety standards outlined under the *Occupational Health and Safety Act* (OHSA).

4.1.4 Funding Requirements

The availability of financing will directly impact levels of service, as previously discussed in Figure 23. Ideally, funds would be available to meet all legislative requirements, finance all required asset life cycle needs, as well as satisfy community expectations. Levels of service is influenced by availability of funds, the ability to increase funds if there is public demand to increase service levels, and the community's willingness to pay.

4.1.5 Public Engagement

In accordance with Ontario Regulation 588/17 and the Town of Goderich's Asset Management Policy, the municipality is required to gather public input on asset management planning to better understand the future expectations of the community. Two *Municipal Levels of Service Surveys*—targeting Core and Non-Core Infrastructure—were approved by Goderich Town Council on

[4] Service maps prepared by B.M. Ross & Associates.

November 12, 2024, and were available for public participation from December 2, 2024, to February 28, 2025.

The *Municipal Levels of Service Survey for Core Infrastructure* included questions relating to roads, sidewalks, and storm sewers. In contrast, the *Municipal Levels of Service Survey for Non-Core Infrastructure* addressed municipal facilities, public parks and playgrounds, as well as administrative services. Both surveys were distributed online through the Town's website, promoted via social media, and shared through the Lillio App used by the Municipal Child Care Centre. Additional distribution methods included paper copies available at Town Hall and the MacKay Centre for Seniors, targeted email distributions to local retirement residences and the local high school, and radio advertisements.

There was significant participation, with the Core Infrastructure Assets survey receiving 504 responses and the Non-Core Infrastructure Assets survey gathering 321 responses. The majority of respondents for both surveys were aged 65 years or older, had resided in the Town of Goderich for 21 years or longer, and generally expressed satisfaction with the quality of core and non-core municipal services provided. Survey results were presented to the public through a delegation at the May 20, 2025, Goderich Council meeting.

The results of the surveys led to departmental stakeholder engagement sessions being held with core members involved in the operations and management of each municipal service outlined in the surveys. These sessions reviewed service gaps and challenges, aligning staff perspectives with organizational goals and community feedback, thereby fostering the continuous improvement of the Town’s municipal services provided to the public. The combination of survey results and stakeholder engagement sessions assisted in developing the required proposed level of service reporting for the 2025 Asset Management Plan.

An additional outcome from the surveys was the need to provide asset management education and awareness for Council, municipal staff and the public. Currently, staff provide Council will annual asset management updates in compliance with O. Reg 588/17 and have begun promoting asset management education and awareness through the Town’s website and social media platforms. However, survey results indicated a need for a more direct connection to the municipal asset management plan. Consequently, similar to how staff reports detail their alignment with Council’s Strategic Plan priorities, a section has been developed within the staff report template that allow Town staff to demonstrate how their report content supports the Town of Goderich Asset Management Plan and municipal asset management program.

Survey responses can be found in Appendix C of the 2025 Asset Management Plan. This detailed feedback plays a crucial role in guiding the determination of service levels and in fostering strategic planning efforts for the 2025 Asset Management Plan.

4.2 Proposed Level of Service

The proposed level of service in an asset management plan defines the desired quality and functionality of municipal assets. Clearly defined proposed LoS guide asset management strategies by setting performance targets.

The proposed LoS target for all asset categories, with the exception of the road network, is to maintain all assets at a fair condition and above (a minimum condition rating of 40+). For the road network, unique targets are set as follows:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

Setting these service levels directly influences the timing of asset replacement and long-term financial planning by driving the annual funding requirement. Higher level of service targets generally require assets to be renewed earlier and more frequently to maintain desired condition and performance, which increases the annualized capital and lifecycle renewal needs and can shift spending forward in the forecast. Conversely, lower service level targets may defer renewal work, reduce near-term annual requirements but increasing the risk of condition decline, service disruption, and higher future rehabilitation or replacement costs. As a result, service level targets must be carefully integrated into the Town's financial planning to align capital program timing, reserve contributions, and funding strategies with available resources and overall fiscal responsibility.

Further discussion of the proposed level of service is provided in Section 6.5, Proposed Levels of Service Analysis. This section outlines scenarios for incorporating LoS into financial planning. The proposed LoS will be continuously evaluated, with ongoing public and departmental stakeholder engagement to ensure community needs and priorities are met effectively.

5.0 ASSET MANAGEMENT STRATEGY

5.1 Asset Management Strategy Objective

The objective of the asset management strategy within the Town of Goderich 2025 Asset Management Plan is to outline and establish a set of planned actions, based on best practices, that will enable Town-owned assets to provide a sustainable level of service to the taxpayers of the Town of Goderich, while managing risk in a cost-effective manner.

The Town of Goderich's asset management strategy is constantly evolving. However, the asset management strategy's core goal is to consider the Town's full asset inventory, along with non-infrastructure solutions, and establish an implementation process to identify asset needs (renewal, levels of service, growth, legislative compliance, and efficiency initiatives). It also prioritizes lifecycle interventions that extend useful life, whether funded through operating or capital budgets. This will assist in the production of robust and defensible long-term plans, including growth projections, to ensure the best overall performance of municipal infrastructure.

The asset management strategy includes an overview of the Town's approach to managing the asset inventory, including scheduled condition assessments and the identification of lifecycle interventions. Furthermore, prioritization factors, including risk, help to determine which projects should be given priority above others and included in the annual budget.

5.2 Asset Lifecycle Management

A comprehensive approach to managing Town-owned assets does not end after an asset has been purchased. Conversely, certain types of assets (i.e., core assets) require planning and design before construction or installation (Figure 25). From there, an asset may undergo periods of maintenance and/or modifications before its end-of-life or disposal (Figure 25). Life cycle management involves maximizing the performance of an asset while minimizing costs throughout its service life, enabling the municipality to make better investment decisions. This cost-benefit balance takes into consideration a range of parameters, including asset age, condition, historic performance, and current capacity.

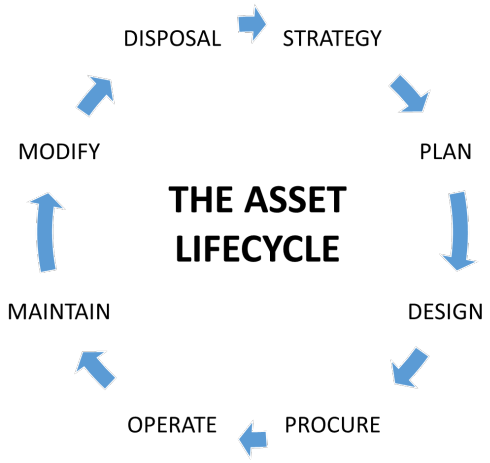


Figure 25. Various stages of the lifecycle of an asset, from planning to purchase, potential modifications to end-of-life.

5.2.1 Key Components of Asset Lifecycle Management

Asset lifecycle management brings together operational, maintenance, financial, and decision-support activities to ensure municipal assets deliver intended levels of service safely and reliably, while managing risk and total lifecycle cost.

1) Operational strategies: optimize utilization and day-to-day performance

Operational strategies are the regular tasks and practices that ensure an asset is used appropriately and achieves its service potential. Examples may include:

- inspections and system monitoring
- condition assessments
- evaluation, utilization, capacity, and demand
- emergency response planning and readiness

Strong operational practices can help defer renewals and upgrades by identifying issues early, optimizing use, and improving system performance. Like maintenance strategies, operational strategies support levels of service, risk mitigation, and cost control.

2) Funding strategies: align lifecycle needs with financial capacity

Funding strategies describe how the municipality values assets and plans for the short- and long-term funding required to sustain them, including:

- valuation approaches
- short- and long-term funding plans
- long-term financial forecasts
- external funding opportunities (e.g., grants)

3) Investment planning: define and scope capital needs and priorities

Investment planning identified and scopes capital projects and capital maintenance requirements, considering:

- asset renewal and rehabilitation needs
- growth-related demands and capacity constraints
- efficiency opportunities
- legislative and regulatory requirements
- improvements to levels of service

4) Decision-making techniques: select best-value actions across services

Decision-making techniques support transparent, defensible prioritization of work across asset classes and service areas. This typically includes multi-criteria analysis that considers:

- risk and consequence of failure
- lifecycle costs
- climate change and resiliency considerations

- level of service requirements
- optimization of investment across the municipality

5) Maintenance strategies: maintain performance and manage risk

Maintenance strategies include activities that enable existing assets to operate to their service potential over their useful life. Maintenance is typically delivered through a mix of the following:

a) *Unplanned (Reactive) Maintenance:* work completed in response to reported issues or failures (e.g., asset breakdown, service interruptions, emergency repair)
b) *Planned (Scheduled) Maintenance:* work completed according to a pre-determined program or schedule, generally informed by inspections and condition information
c) *Preventative Maintenance:* routine programs intended to slow deterioration and reduce failures (e.g., ditching, crack-sealing, regularly scheduled vehicle maintenance, roof patching)

A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance, supported by regular inspections and timely interventions, while also accounting for unexpected failures. Overall, maintenance strategies are intended to maintain current levels of service, mitigate risk, minimize cost, and may be adjusted as service levels change. Table 29 illustrates how operational activities and maintenance approaches (planned and unplanned) work together to sustain asset performance and manage risk over the asset lifecycle.

MAINTENANCE STRATEGIES BY ASSET CATEGORY

ASSET CATEGORY	OPERATIONS	UNPLANNED MAINTENANCE	PLANNED MAINTENANCE
Road Network	Municipal roads are maintained in accordance with *Ontario Regulation 239/02* (Minimum Maintenance Standards (MMS)), including snow and ice control. Operations patrol Class 3 roads weekly and Class 4-6 roads bi-weekly, per the MMS. Patrols verify that signage and traffic control devices are functioning; any deficiencies are addressed promptly. Luminaires are inspected annually, and any outages are reported to the utility for repair. All deficiencies identified during patrols are logged in MESH for tracking to resolution. To keep	Operations staff regularly identify and repair potholes. Any pothole deeper than eight centimeters is repaired within 7 days of identification. Repair frequency varies with weather, traffic volumes, and asphalt age throughout the year.	The Town completed its most recent road network condition study in 2025. Ongoing road needs studies are planned to support accurate long-term rehabilitation forecasts, ROI-based prioritization and multi-year budgeting. The Town created a Road Maintenance Program adopted by Council on July 7, 2025 (By-Law 95 of 2025). While the Town's formal preventative maintenance program is still in the early development and implementation stages,

	condition data current, the Town conducts road needs studies on an ongoing basis.		practices such as crack sealing are already being applied to help extend pavement service life and defer full reconstruction where appropriate.
Water Network	The municipal water system complies with Ontario's *Safe Drinking Water Act, 2002*. An external Operating Authority operates the water treatment plant, booster pumping station and water tower.	Unplanned water repairs or deficiencies (e.g., water main breaks, lead service replacements) are assessed on site by the Operating Authority and reported to Municipal Operations staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to available budget; non-urgent items are scheduled for the following year during the annual budget review.	The Operating Authority schedules routine inspections for the water treatment plant, booster pumping station and water tower, as well as completes all MECP-required regulatory sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates and conducts ongoing condition assessments for all facilities involved in the municipal water treatment system.
Sanitary Network	The Town's sanitary network complies with the Wastewater Systems Effluent Regulations (SOR/2012-139). The Operating Authority manages the wastewater treatment plant and sewage pumping stations. Municipal operations staff flush all sanitary mains annually. Any issues found are logged and prioritized for CCTV inspection. To keep condition data current, the Town runs an annual CCTV program for sewer mains and conducts ongoing condition assessments of	Municipal operations staff assess unplanned sanitary sewer repairs on site. The Operating Authority assesses unplanned maintenance at the wastewater treatment plant and sewage pumping stations and reports to Town staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to budget. Non-urgent work is scheduled for the following year during the annual budget review.	The Operating Authority schedules routine inspections of the wastewater treatment plant and sewage pumping stations and completes all MECP-mandated sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates. Wastewater treatment plant and sewage pumping station condition assessments are ongoing, and sanitary

	the wastewater treatment plant and sewage pumping stations.		sewer CCTV scoping occurs annually.
Storm Network	Ontario currently has no stormwater-specific regulation. The municipality complies with relevant legislation that supports climate change adaptation, including the *Ontario Water Resources Act* and the *Environmental Protection Act*. To improve the accuracy of storm sewer main condition data, the Town will implement ongoing CCTV inspections. Catch basins are cleaned annually by Town Operations staff.	Operations staff assess unplanned stormwater repairs or deficiencies on site. Urgent issues are investigated for root cause and completed within available annual funds. Non-urgent work is scheduled for the following year and included in the following budget season.	Assets are replaced as needed through annual road capital projects.
Sidewalk Network	Sidewalks must comply with Ontario Regulation 239/02 (Minimum Maintenance Standards (MMS)), including ice and snow requirements. Operations staff conduct annual sidewalk patrols per the MMS, and any deficiencies are logged in MESH for correction. To keep data current, the Town will complete ongoing sidewalk condition assessments.	Operations staff repair sidewalk deficiencies identified during patrols on a regular basis. Some sections require full replacement due to factors such as adjacent construction, tree root damage, or water/sanitary sewer work.	In 2025, the Town completed a sidewalk condition assessment. The municipality will conduct recurring assessments to maintain accurate long-term maintenance and replacement forecasts.
Facilities	All Town-owned buildings must meet regulatory safety standards and are routinely inspected for deficiencies and maintenance. Facilities with critical components (e.g., the water treatment plant and wastewater treatment plant) are inspected more frequently. The Town will conduct ongoing facilities condition assessments.	Town staff assess unplanned building deficiencies on site. Senior management staff determine repair or replacement. Urgent issues are root-cause assessed and completed within available annual funds.	The Town schedules routine inspections for facility components (e.g., elevators) and required audits (e.g., health and safety).
Fleet	All Town vehicles must comply with MTO Safety Standards and are inspected at regular maintenance intervals. Operations	Failed items are evaluated for repair versus replacement based on cost-effectiveness, considering age, mileage, maintenance history and	Vehicles that remain serviceable at end of useful life are often retained to extend asset value.

	vehicles receive routine and comprehensive annual inspections by the fleet technician. Specialized service for emergency and electric vehicles is outsourced as required.	overall condition.	
Playgrounds	Playgrounds must comply with CSA Z614/14. From April to November, the Parks Supervisor conducts daily visual inspections and logs reports in MESH. Deficiencies are fixed immediately, or the play area is closed until repaired.	Repairs are completed as soon as defects are identified and reported. If immediate repair is not possible, access is restricted to the affected playground, or area of the playground, until repair work is completed.	Playgrounds that are safe and serviceable at end of life may be retained to maximize asset value.
Other Land Improvement and Machinery & Equipment Assets	Assets in the Land Improvements and Machinery & Equipment categories are inspected case by case to determine whether refurbishments or replacement is required.	Failed or failing assets are evaluated to determine whether repair or full replacement is most cost-effective.	Equipment is maintained at intervals tailored to each asset's requirements.

Table 29. Planned and unplanned maintenance based on asset category to maintain service levels.

5.2.2 Planned Strategies for Lifecycle Optimization

Various strategies that aim to optimize an assets total lifecycle include planned maintenance, renewal/rehabilitation, replacement, expansion, disposal and other non-infrastructure related solutions. A summary of these strategies can be found within Table 2 of Section 3.1.5. Summary tables are provided below that outline the planned strategies associated with each asset category within the Town's Asset Management Plan. These strategies are implemented to ensure that assets are maintained to perform at their expected level of service. Strategies may be adjusted with changing service levels.

Generally, planned maintenance associated with the road, storm, land improvements, facilities, fleet, and machinery/equipment networks are funded through the tax base. The estimated total cost of maintenance performed on tax-funded core assets (road and storm networks) was $758,926, while the estimated total maintenance cost for tax-funded non-core assets (facilities, fleet, land improvements, machinery and equipment networks) was $1,009,510.

Operation and maintenance costs for the water and sanitary networks are funded through user fees. The estimated total operation and maintenance costs for the water and sanitary networks were $768,806 and $706,774, respectively.

ROAD NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular maintenance including road sweeping and dust control, leaf collection, roadside ditch cleanout and clearing, as well as snow removal • Continued maintenance of roads in compliance with *Ontario Regulation 239/02* Minimum Maintenance Standards for Municipal Highways • Maintain winter roads based on standards for ice and snow removal
Renewal/Rehabilitation	• Resurfacing of fair to poor conditioned paved roads • Regular repairs based on inspections
Replacement	• Annual road reconstruction based on condition assessments and other capital needs
Disposal	• Convert surface treated roads to high class bituminous, where necessary
Expansion	• Short and long-term capital planning to identify needs • Service improvements made, where possible (i.e., environmental impacts) • Identify needs through regular capital planning and scheduled condition assessments
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Regularly scheduling road repair work • Continue to conduct road inspections and maintain road inventory database • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Adjust service levels if necessary

Table 30. Lifecycle strategies and associated implementation plan for the Road Network.

SIDEWALK NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular seasonal maintenance to fix deficiencies to ensure safety of pedestrians • Maintain winter sidewalks based on standards for ice and snow removal. Winter maintenance generally occurs from mid-November to end of March every year
Renewal/Rehabilitation	• Sidewalk repairs as needed
Replacement	• Components replaced based on needs
Disposal	• Conversion to more accessible sidewalks, where necessary
Expansion	• Continue to track needs based on growth identified in Development Charges Studies • Service improvements made, where possible (i.e., environmental impacts) • Identify needs through regular capital planning and scheduled condition assessments
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Regularly scheduling sidewalk repair work • Continue to conduct sidewalk inspections and maintain sidewalk inventory database • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Adjust service levels if necessary

Table 31. Lifecycle strategies and associated implementation plan for the Sidewalk Network

WATER NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular safety inspections • Inspections performed as identified and needed
Renewal/Rehabilitation	• Regular repairs to components of the water system based on need
Replacement	• Replacement of components of the water system based on evidence of deterioration (e.g., watermains breaks)
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Ensure capital costs due to expansion are identified in Development Charges • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and distribution systems • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Continue to provide Water Treatment Plant Annual Reports, as per regulatory requirements • Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system • Annual review of practices and policies • Adjust service levels if necessary

Table 32. Lifecycle strategies and associated implementation plan for the Water Network.

SANITARY NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular maintenance, including sewer flushing • CCTV inspections performed as identified and needed
Renewal/Rehabilitation	• Regular repairs to components of the sanitary system based on need
Replacement	• Replacement of components of the sanitary system based on evidence-based assessments
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Ensure capital costs due to expansion are identified in Development Charges • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and collection systems • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Continue to provide Wastewater Treatment Plant Annual Reports, as per regulatory requirements • Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system • Annual review of practices and policies • Adjust service levels if necessary

Table 33. Lifecycle strategies and associated implementation plan for the Sanitary Network.

STORM NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular maintenance, including clean out of catch basins • CCTV inspections performed as identified and needed
Renewal/Rehabilitation	• Regular repairs to components of the storm system based on need
Replacement	• Replacement of components of the storm system based on needs
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Ensure capital costs due to expansion are identified in Development Charges • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Continue investing capital and operational funds to provide upgrades and rehabilitations to management ponds and collection systems • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Adjust service levels if necessary

Table 34. Lifecycle strategies and associated implementation plan for the Storm Network.

FACILITIES NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Recurring inspections in accordance with Occupational Health and Safety regulations • Regularly inspect HVAC, heating systems and plumbing • Maintain electrical systems to Electrical Safety Authority Standards • Regularly inspect fire alarms, fire extinguishers and emergency lighting
Renewal/Rehabilitation	• Regular repairs to components based on inspections
Replacement	• Replacement of components based on inspections
Disposal	• Selling or demolishing facilities that are no longer in use or underutilized • Re-use or sell land not in use
Expansion	• Short and long-term capital planning to identify needs • Assumptions on required facility space through development agreements if necessary
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Continue investing capital and operational funds to provide upgrades and rehabilitations • Perform business studies and consult with stakeholders when constructing a new facility or making modifications to an existing facility • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Adjust service levels if necessary

Table 35. Lifecycle strategies and associated implementation plan for the Facilities Network.

LAND IMPROVEMENTS NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Inspection of assets on a regular basis to comply with safety standards
Renewal/Rehabilitation	• Regular repairs to components based on inspections
Replacement	• Replacement of components based on inspections
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) • Continue to track future needs based on demands placed on infrastructure by the public
Non-Infrastructure Related Solutions	• Operating budgets should be informed by condition assessments and inspections as needed • Continue investing capital and operational funds to provide upgrades and rehabilitations • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Review policies and procedures regarding the accounting and reporting of the Town's tangible capital assets • Adjust service levels if necessary

Table 36. Lifecycle strategies and associated implementation plan for the Land Improvements Network.

FLEET NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular inspections of all municipal vehicles. Emergency vehicles should be inspected in accordance with industry and regulatory guidelines • Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements • Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained • Preventative maintenance program for all municipal vehicles
Renewal/Rehabilitation	• Regular repairs to components based on inspections • Mid-life component replacements are usually common for larger vehicles and can be scheduled accordingly (e.g., engine rebuilds)
Replacement	• Vehicle replacement based on inspections
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)
Non-Infrastructure Related Solutions	• Operating budgets should be informed by regular inspections as needed • Vehicle replacement forecast reviewed with annual budget discussions • Training for staff to ensure safe and efficient operation of vehicles • Continue investing capital and operational funds to provide upgrades and rehabilitations • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required • Adjust service levels if necessary

Table 37. Lifecycle strategies and associated implementation plan for the Fleet Network.

MACHINERY AND EQUIPMENT NETWORK LIFECYCLE STRATEGIES

Type of Strategy	Implementation Plan
Maintenance	• Regular inspections of all applicable municipal machinery and equipment • Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements • Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained
Renewal/Rehabilitation	• Regular repairs to components based on inspections
Replacement	• Equipment replacement based on inspections
Disposal	• Dispose or sell assets that are no longer in use
Expansion	• Short and long-term capital planning to identify needs • Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)
Non-Infrastructure Related Solutions	• Operating budgets should be informed by inspections as needed • Machinery and equipment replacement forecast reviewed with annual budget discussions • Training for staff to ensure safe and efficient operation of equipment • Continue investing capital and operational funds to provide upgrades and rehabilitations • Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities • Adjust service levels if necessary

Table 38. Lifecycle strategies and associated implementation plan for the Fleet Network.

5.3 Risk Management Strategies

Asset risk is calculated for each asset by multiplying its probability of failure by its consequence of failure, resulting in a weighted score. The asset management software analyzes these weighted scores to develop a risk rating (low risk of 1, non-critical (green), to high risk of 5, critical (red)) for each asset. For example, using condition as a risk measure, if an asset's condition is very poor, the software calculates the probability of failure as very high. Metrics included in the risk analysis for each asset network are described in the applicable subsections below. The Town of Goderich utilizes various network attributes as risk metrics for its core infrastructure, while replacement cost and condition are used as risk metrics for non-core assets.

The risk heat map in Figure 26 incorporates all assets within the Town of Goderich inventory based on consequence of failure (vertical axis) and probability of failure (horizontal axis). The colour coding indicates the risk level and ranges from red (critical) to green (non-critical). The eleven highest risk assets highlighted in the risk heat map are listed in Table 39.

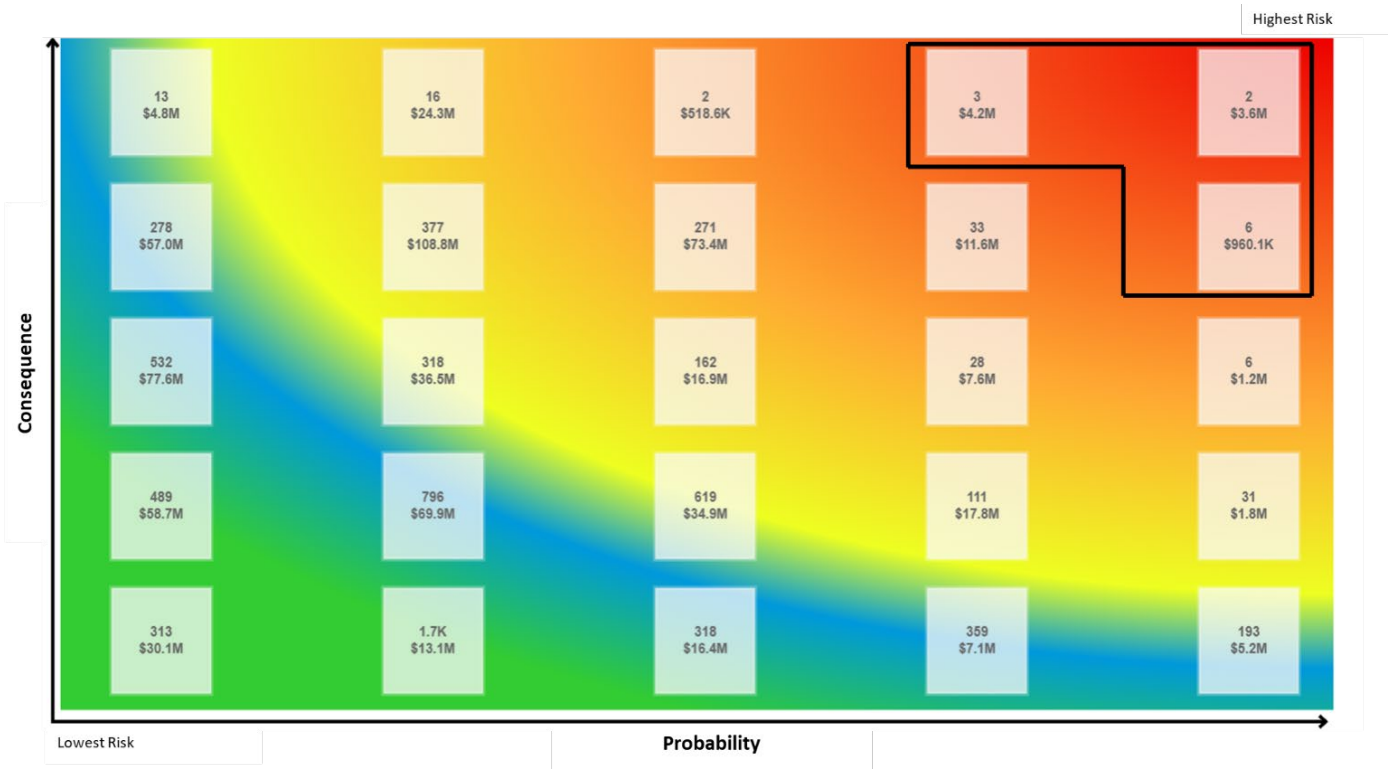


Figure 26. Risk heat map for all Town of Goderich assets.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #28 - Airport John Deere Wheel Loader	2011	15	14	$146,944	$197,464	CPI Tables
Asset #47 - Cemetery 2003 Tractor Loader/Backhoe	2003	15	22	$41,634	$66,175	CPI Tables
Asset #151 - Fire Hall 2011 Spartan Pumper Truck	2012	20	13	$361,248	$483,050	CPI Tables
Asset #152 - Fire Hall 2004 International Rescue Truck	2004	20	21	$167,435	$261,527	CPI Tables
Asset #1529 - Public Works 2014 Trackless	2010	15	16	$121,520	$170,779	CPI Tables
Asset #1544 - Public Works 2012 Street Sweeper	2012	10	13	$193,344	$258,109	CPI Tables
Asset #4762 - WTP Generator	1988	50	37	$130,590	$299,069	CPI Tables
Asset #5458 - Parks Dept 2011 New Holland Tractor	2011	15	14	$43,248	$58,650	CPI Tables
Asset #5595 - Memorial Community Centre Building	1949	100	76	$259,008	$3,452,724	CPI Tables
Asset #5659 - MRC Mechanical Components	2003	25	22	$2,133,367	$3,390,865	CPI Tables
Asset #5726 - MRC Kitchen Appliances	2004	15	22	$121,320	$144,815	CPI Tables

Table 39. List of critical assets (highest probability of failure and consequence of failure metrics) within the entire Town of Goderich asset inventory.

5.3.1 Road Network Risk Heat Map

The probability of failure metrics for the risk analysis of the road network includes condition, road class, and surface material. The consequence of failure metrics for the risk analysis of the road network includes replacement cost, number of lanes, road speed, as well as the external environment. The heat map for the road network is shown in Figure 27. The five highest risk road network assets highlighted in the risk heat map are listed in Table 40. Please note that the three road segments on Suncoast Drive were part of the 2025 Suncoast Drive Road Construction project.

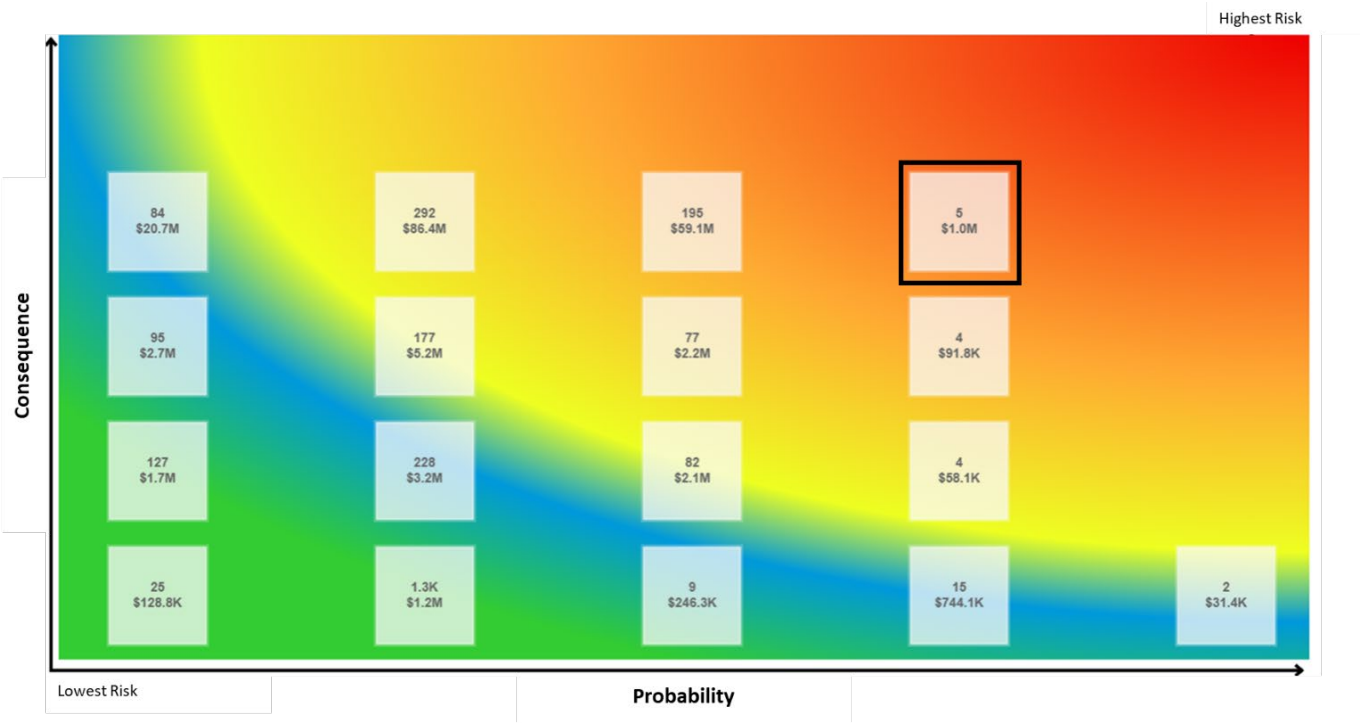


Figure 27. Risk heat map for the Town of Goderich Road Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #651 - Suncoast Drive (Bayfield to Gibbons)	1977	30	48	$31,894	$493,900	Cost / Unit
Asset #652 - Suncoast Drive (Gibbons to Krohmer)	1977	30	48	$13,772	$213,275	Cost / Unit
Asset #653 - Suncoast Drive (Krohmer to South)	1977	30	48	$14,497	$224,500	Cost / Unit
Asset #2484 - Caledonia Terrace Stairs	2000	25	25	$40,249	$68,672	CPI Tables
Asset #2485 - Harbour Park Stairs	2006	25	19	$24,915	$37,064	CPI Tables

Table 40. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Road Network inventory.

5.3.2 Water Network Risk Heat Map

The probability of failure metrics for the risk analysis of watermains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), pipe distribution, as well as the external environment. For the remaining assets within the water network (e.g., fire hydrants, water treatment plant (including the water tower) and booster pumping station), condition is the only metric determining the probability of failure, while replacement cost is the singular metric driving the consequence of failure. The heat map for the water network is shown in Figure 28. The seven highest risk water network assets highlighted in the risk heat map are listed in Table 41.

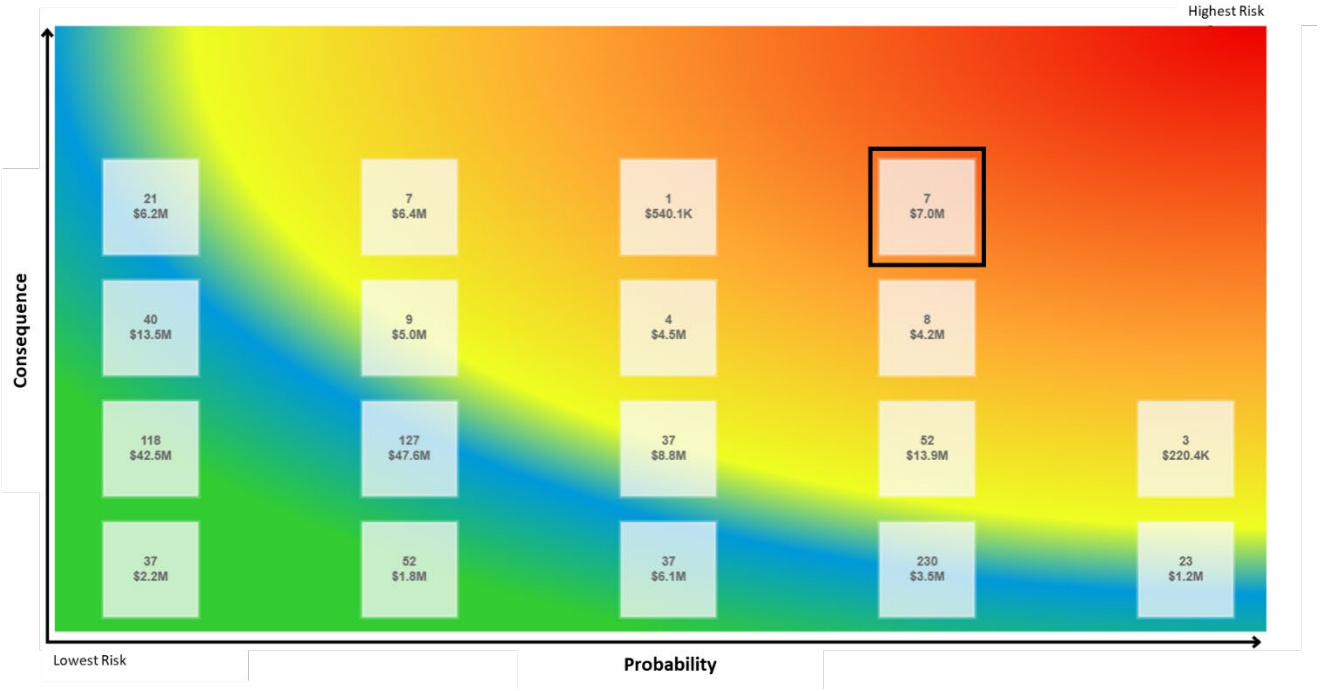


Figure 28. Risk heat map for the Town of Goderich Water Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #4754 - Water Treatment Plant Building	1961	100	64	$129,051	$1,325,855	CPI Tables
Asset #5042 - Picton Street (Toronto to Victoria)	1963	100	62	$72,809	$1,077,088	Cost / Unit
Asset #5043 - Picton Street (Victoria to South)	1963	100	62	$63,588	$940,512	Cost / Unit
Asset #5044 - Picton Street (South to Waterloo)	1963	100	62	$63,588	$940,512	Cost / Unit
Asset #5045 - Picton Street (Waterloo to Wellington)	1963	100	62	$61,490	$909,472	Cost / Unit
Asset #5046 - Picton Street (Wellington to Wellesley)	1963	100	62	$60,440	$893,952	Cost / Unit
Asset #5047 - Picton Street (Wellesley to Essex)	1963	100	62	$60,219	$890,848	Cost / Unit

Table 41. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Water Network inventory.

For facilities included in the Water Network, these assets are organized into the following asset categories: structure, tankage, mechanical equipment, mechanical pumps/motors/compressors, and electrical equipment.

Please note that Asset #4754 - Water Treatment Plant Building refers only to the structural components of the plant's main building. It does not include any associated concrete tanks, or any mechanical or electrical equipment required for the operation of the water treatment plant.

5.3.3 Sanitary Network Risk Heat Map

The probability of failure metrics for the risk analysis of sanitary sewer mains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), as well as the external environment. For the remaining assets within the sanitary network (i.e., wastewater treatment plant and sewage pumping stations, condition is the only metric determining the probability of failure, while replacement cost is the only factor assuming to be influencing the consequence of failure. The heat map for the sanitary network is shown in Figure 29. The nine highest risk sanitary network assets highlighted in the risk heat map are listed in Table 42. Please note that the one sanitary segment on The Square will be part of the 2026 Rebuilding Downtown Infrastructure Project.

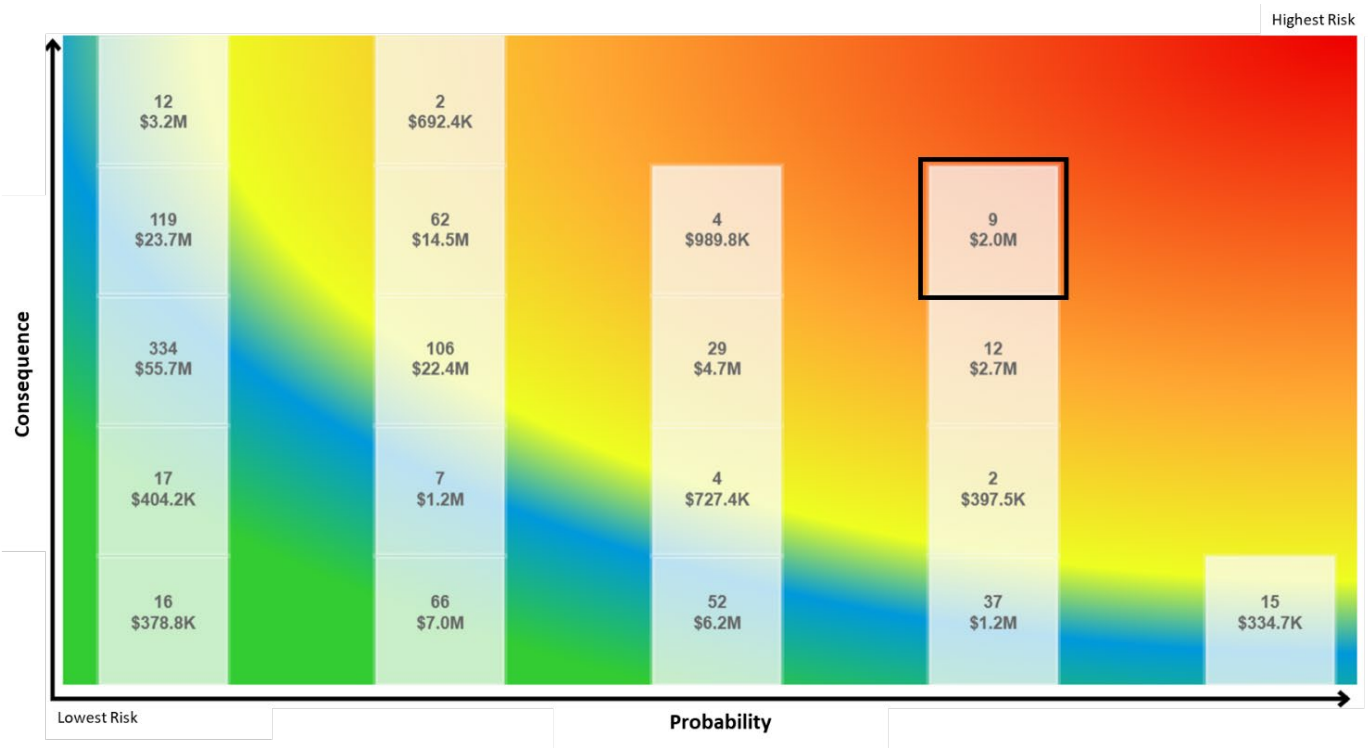


Figure 29. Risk heat map for the Town of Goderich Sanitary Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #2509 - Nelson Street (Church to Colborne)	1896	100	129	$3,249	$322,392	Cost / Unit
Asset #2511 - Huron Road (Suncoast to Bennett)	1922	100	103	$2,292	$141,306	Cost / Unit
Asset #2572 - Eldon Street (Britannia to Cayley)	1896	100	129	$9,647	$527,151	Cost / Unit
Asset #2617 - Huron Road (Maple to Walnut)	1922	100	103	$3,959	$244,074	Cost / Unit
Asset #2633 - Wellesley St (Cobourg to Lighthouse)	1897	100	128	$1,452	$134,883	Cost / Unit
Asset #2640 - Huron Road (Bennett to Maple)	1922	100	103	$2,084	$128,460	Cost / Unit
Asset #2649 - McDonald Street (Raglan to Blake)	1920	100	105	$1,637	$86,961	Cost / Unit
Asset #2717 - The Square (Colborne to North)	1896	100	129	$1,432	$142,107	Cost / Unit
Asset #2749 - Huron Road (Maple to Walnut)	1922	100	103	$3,959	$244,074	Cost / Unit

Table 42. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Sanitary Network inventory.

5.3.4 Storm Network Risk Heat Map

The probability of failure metrics for the risk analysis of the storm network includes condition and pipe material. The consequence of failure metrics for the risk analysis of the storm network includes replacement cost, pipe size (diameter), as well as the external environment. The heat map for the storm network is shown in Figure 30. The twelve highest risk storm network assets highlighted in the risk heat map are listed in Table 43.

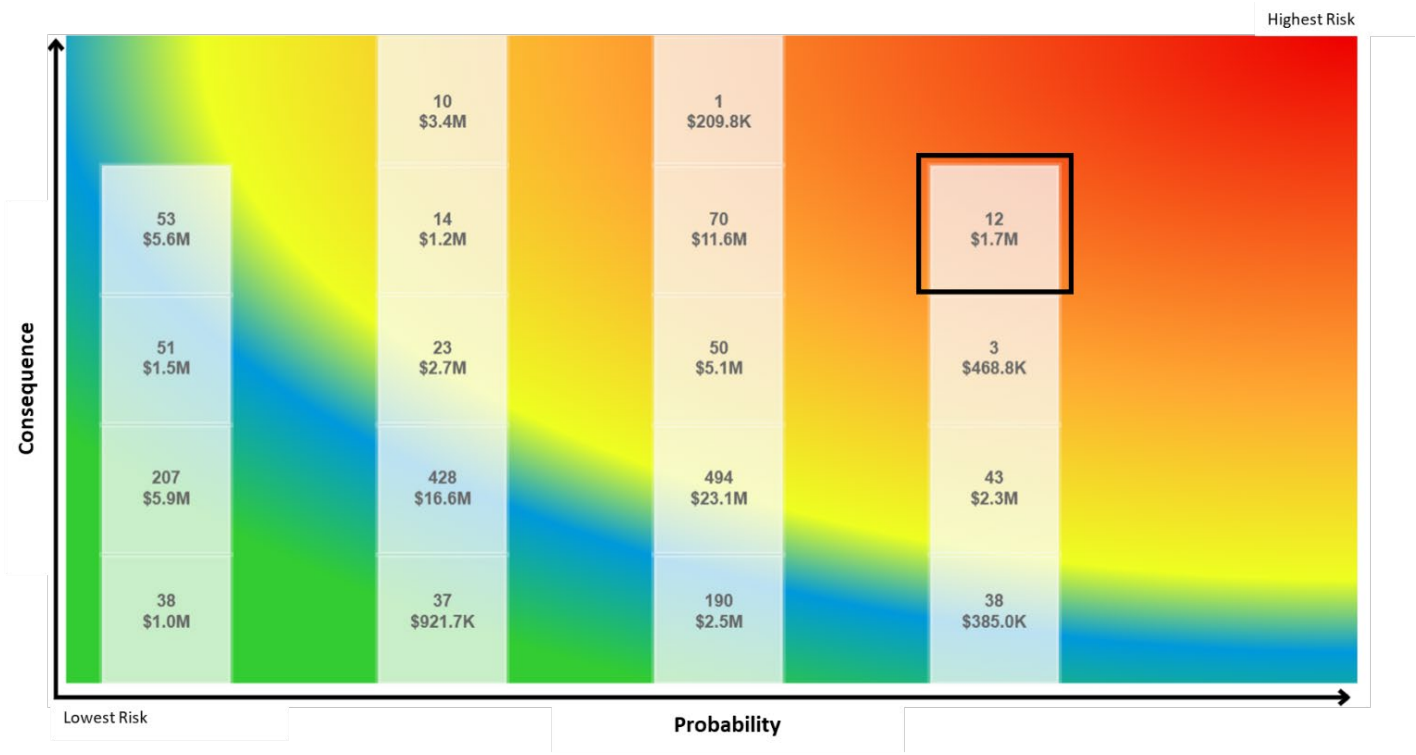


Figure 30. Risk heat map for the Town of Goderich Storm Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #4425 - Britannia Road (Cambridge to Huron)	1965	100	60	$9,312	$117,059	Cost / Unit
Asset #4427 - Britannia Road (Cambridge to Huron)	1965	100	60	$1,985	$24,947	Cost / Unit
Asset #4430 - Britannia Road (Regent to Cambridge)	1965	100	60	$14,519	$187,176	Cost / Unit
Asset #4434 - Britannia Road (Park to Regent)	1965	100	60	$16,727	$204,192	Cost / Unit
Asset #4436 - Britannia Road (Park to Regent)	1965	100	60	$17,250	$210,573	Cost / Unit
Asset #4440 - Britannia Road (Maitland to River)	1965	100	60	$3,136	$38,286	Cost / Unit
Asset #4441 - Britannia Road (Maitland to River)	1965	100	60	$2,962	$36,159	Cost / Unit
Asset #4486 - Huron Road (Walnut to Oxford)	1965	100	60	$6,740	$90,193	Cost / Unit
Asset #4489 - Huron Road (Walnut to Oxford)	1965	100	60	$13,910	$186,143	Cost / Unit
Asset #4492 - Huron Road (Walnut to Oxford)	1965	100	60	$12,976	$163,115	Cost / Unit
Asset #4493 - Huron Road (Oxford to Britannia)	1065	100	60	$16,792	$211,090	Cost / Unit
Asset #4496 - Huron Road (Oxford to Britannia)	1965	100	60	$15,418	$193,819	Cost / Unit

Table 43. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Storm Network inventory. Please note that Asset #4425 and Asset #4427 are different segments of storm sewer mains along Britannia Road (between Cambridge Street and Huron Road).

5.3.5 Facilities Network Risk Heat Map

To date, condition data is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the facilities network. The heat map for the facilities network is shown in Figure 31. The three highest risk facility assets highlighted in the risk heat map are listed in Table 44.

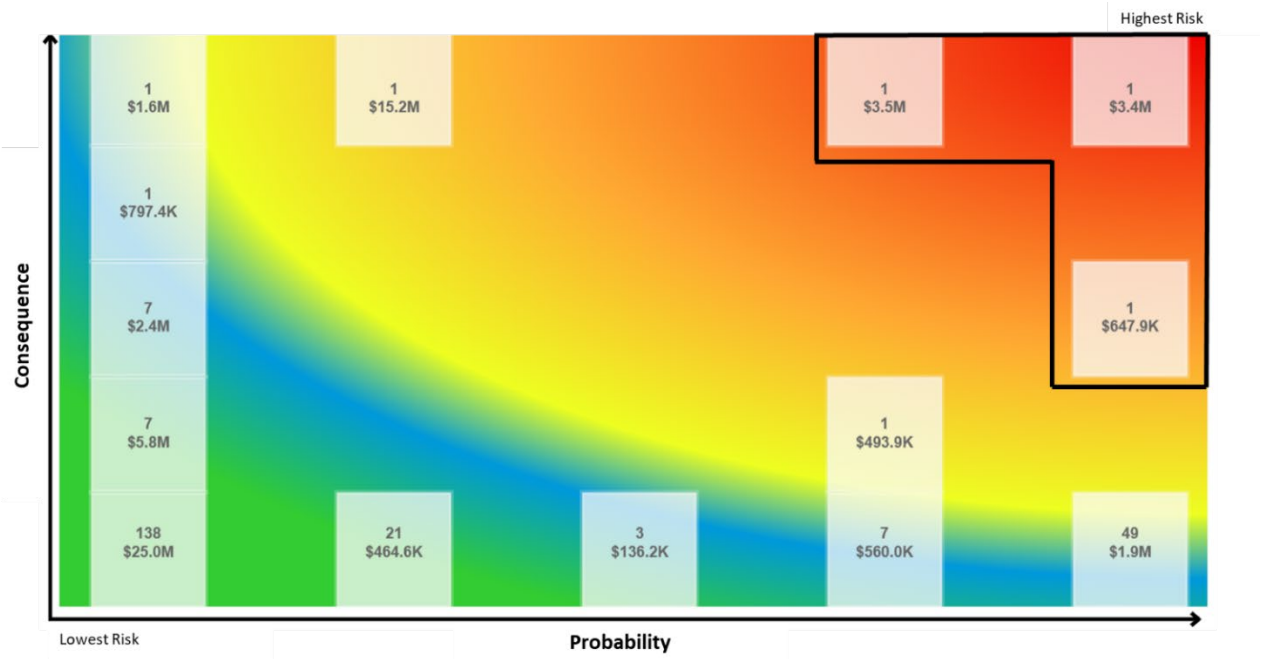


Figure 31. Risk heat map for Town of Goderich Facilities Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #5595 - Memorial Community Centre Structure	1949	100	76	$259,008	$3,452,724	CPI Tables
Asset #5601 - Maitland Recreation Centre Roof	2003	25	22	$407,650	$647,937	CPI Tables
Asset #5659 - MRC Mechanical Components	2003	25	22	$2,133,367	$3,390,865	CPI Tables

Table 44. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Facilities Network.

For the Facilities Network, assets are organized into the following categories: structure, roof, mechanical and elevators.

Please note that Asset #5595 - Memorial Community Centre Structure refers only to the structural components of the Memorial Community Centre building. It does not include any other building components associated with this facility, including the roof system, mechanical systems, or elevator.

5.3.6 Land Improvements Risk Heat Map

For the land improvements network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the land improvements network is shown in Figure 32. The two highest risk land improvements assets highlighted in the risk heat map are listed in Table 45.

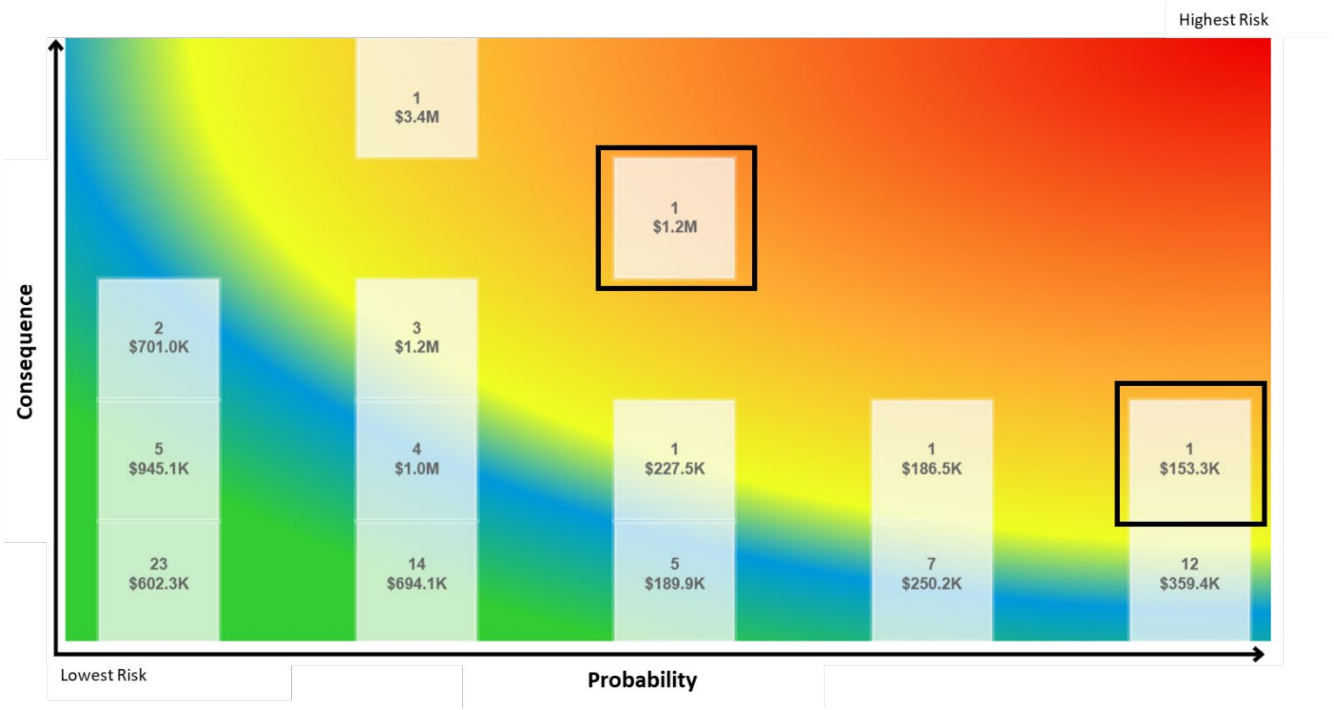


Figure 32. Risk heat map for Town of Goderich Land Improvements Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #16 - Airport Runway 10/28 (including lights)	1995	25	30	$600,000	$1,222,410	CPI Tables
Asset #19 - Airport Fencing	1980	50	45	$40,459	$153,348	CPI Tables

Table 45. List of somewhat critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Land Improvements Network.

5.3.7 Fleet Network Risk Heat Map

Similarly, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the fleet network. The heat map for the fleet network is shown in Figure 33. The four highest risk fleet assets highlighted in the risk heat map are listed in Table 46.

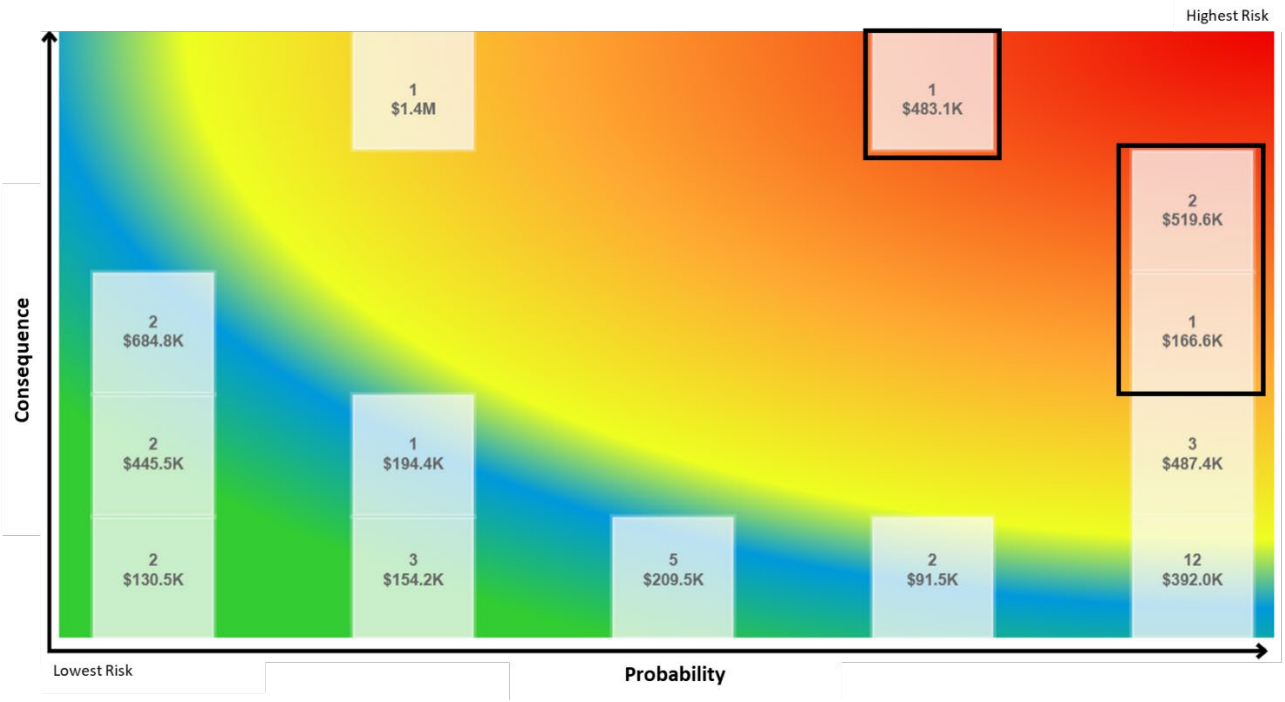


Figure 33. Risk heat map of the Town of Goderich fleet inventory.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #151 - Fire Hall 2011 Spartan Pumper Truck	2012	20	13	$361,248	$483,050	CPI Tables
Asset #152 - Fire Hall 2004 International Rescue Truck	2004	20	21	$167,435	$261,527	CPI Tables
Asset #1540 - Public Works 2007 Dump Truck	2006	10	19	$111,816	$166,648	CPI Tables
Asset #1544 - Public Works 2012 Street Sweeper	2012	10	13	$193,344	$258,109	CPI Tables

Table 46. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Fleet Network.

5.3.8 Machinery and Equipment Risk Heat Map

For the machinery and equipment network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the machinery and equipment network is shown in Figure 34. The ten highest risk machinery and equipment assets highlighted in the risk heat map are listed in Table 47.

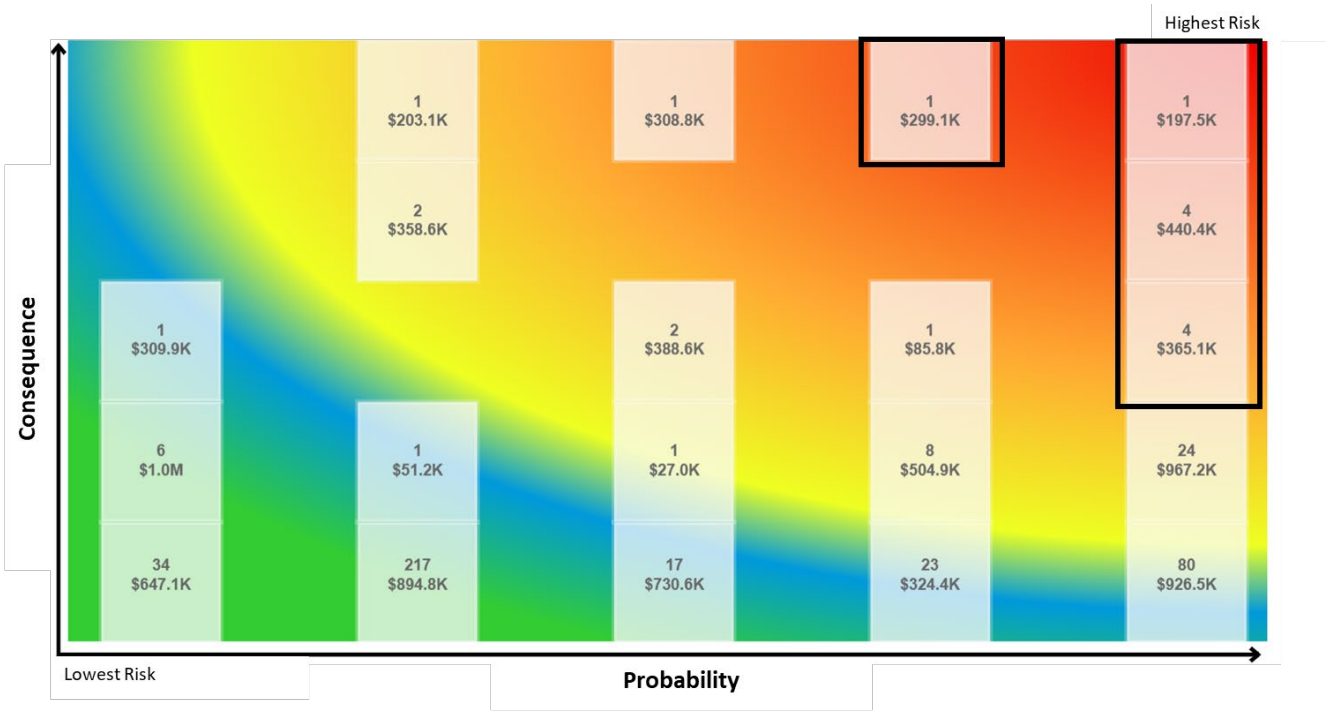


Figure 34. Risk heat map of the Town of Goderich Machinery and Equipment Network.

Asset Description	In-Service Year	EUL (Yrs.)	Asset Age (Yrs.)	Historical Cost	Replacement Cost	Replacement Cost Method
Asset #28 - Airport John Deere Wheel Loader	2011	15	14	$146,944	$197,464	CPI Tables
Asset #47 - Cemetery 2003 Tractor Loader/Backhoe	2003	15	22	$41,634	$66,175	CPI Tables
Asset #76 - Town Hall Telephone System	2010	10	15	$69,555	$95,926	CPI Tables
Asset #1529 - Public Works 2014 Trackless	2010	15	16	$121,520	$170,779	CPI Tables
Asset #4762 - Water Treatment Plant Generator	1988	50	37	$130,590	$299,069	CPI Tables
Asset #5443 - Victoria Park Playground Equipment	2008	20	17	$69,360	$98,756	CPI Tables
Asset #5458 - Parks Dept New Holland Tractor	2011	15	14	$43,248	$58,650	CPI Tables
Asset #5725 - Memorial Community Centre Kitchen Appliances	1995	35	30	$34,834	$65,104	CPI Tables
Asset #5726 - MRC Kitchen Appliances	2004	15	22	$121,320	$144,815	CPI Tables
Asset #5728 - MRC Olympia Ice Resurfacer	2003	15	22	$66,739	$105,356	CPI Tables

Table 47. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Machinery and Equipment Network.

6.0 FINANCIAL STRATEGY

6.1 Financial Strategy Objective

The objective of a financial strategy in the 2025 Asset Management Plan for the Town of Goderich is to become an informing document for the municipality's financial planning and budgeting process and enhance financial decision-making through improved data analysis, which is critical to putting an asset management plan into action. The financial strategy will outline current funding resources and provide options to address any funding gap. This strategy will provide a basis for sustainable asset management planning for current capital asset inventories and provide a plan to provide the financial resources needed to achieve the proposed level of service.

6.2 Financial Obligations and Funding Tools

The report is a starting point to determine the financial obligations for existing assets at proposed service levels.

Obligations:

- Existing assets
- Proposed level of service
- Requirement for potential growth (none currently identified)
- Impact of any change in service level being considered

Overall strategy for responsible financial management of infrastructure obligations includes the following guiding principles:

- Make strategic investment based on reliable data
- Adopt proven asset management techniques (e.g., maintenance, lifecycle events)
- Contain costs
- Intergenerational equity – long-term infrastructure will be financed with tools that share costs with future users
- Transparency and accountability with decisions documented and justified
- Ensure investment is guided by risk assessments and the criticality of services

Available funding tools:

- Property taxes
- User rates (water and sanitary sewer)
- Development charges
- Reserves and reserve funds
- Debt

6.3 Annual Funding Requirement for Capital Replacement and Rehabilitation

The annual requirement is the amount that the Town should ideally allocate on an annual basis to meet replacement needs, prevent backlogs, achieve proposed level of service targets and long-term sustainability.

This metric represents the annual funding that is needed to perform any lifecycle events, and the replacement of the asset over an asset's estimated useful life. The proposed level of service directly impacts the calculated annual requirement by determining what condition the asset is when replacement or major capital investment is considered necessary. The proposed level of service target for all assets is a rating within the range of fair. This goal represents the threshold where an asset is highlighted for replacement and is set to maintain the current level of service. These replacements result in the value used in the annual replacement cost calculation driving the annual funding requirement.

The annual funding requirement is an average over the entire life of the asset. This calculation does not consider the relative risks associated with a particular asset. Regular condition assessments and a strong risk framework will ensure the critical assets receive proper and timely lifecycle intervention, including replacement. The optimal annual funding requirement is calculated as follows:

$$\frac{\textit{Total Replacement Cost + All Lifecycle Events}}{\textit{Estimated Useful Life of the Asset}}$$

Some asset categories require more significant lifecycle costs such as roads while other assets are used until a full replacement with limited investment in lifecycle cost. The Town has recently increased its road maintenance allocation and is monitoring the success of these strategies. The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance. Co-ordination of roadwork with water and sewer asset needs adds a further level of complexity when prioritizing projects.

Most of the lifecycle event strategies implemented by the Town are funded within the operating budget. The annual requirement used for the financial strategy reflects asset replacement only. The requirement is driven by the stated goal of fair condition to successfully provide the proposed level of service.

In total, this calculation results in the following annual requirement by asset class (Table 48):

ANNUAL FUNDING REQUIREMENT BY ASSET CLASS

Asset Class	*Annual Requirement*
Road Network	$8,070,651
Water Network	2,842,487
Sanitary Network	2,491,876
Storm Network	1,436,751
Facilities	1,019,811
Land Improvements	374,821
Fleet	453,230
Machinery & Equipment	524,870
TOTAL	**$17,214,497**

Table 48. Annual funding requirement for each asset class (including amount in capital investment backlog) within the Town of Goderich asset inventory.

Aligning assets with specific services facilitates decision making and more easily fits the way the public views and provides feedback regarding levels of service they are experiencing. Table 49 groups Town's assets by service:

ANNUAL FUNDING REQUIREMENT BY MUNICIPAL SERVICE

Service	*Annual Requirement*
Airport	$284,348
Cemetery	99,616
Facilities	351,606
Fire	168,921
Medical Centre	111,483
Parks	210,397
Public Works	354,137
Recreation	797,581
Roads and Storm	9,086,878
Sewer	2,490,773
Water	2,858,108
Waterfront	400,649
TOTAL	**$17,214,497**

Table 49. Annual funding requirement (including amount in capital investment backlog) for each service category within the Town of Goderich asset inventory.

6.4 Funding Objective and Options

Strategies to address the annual funding requirement are separated into two categories:

- **Tax Funded Assets**: Road Network, Storm Sewers, Facilities, Land Improvements, Fleet and Machinery & Equipment. These assets are grouped by the service they provide.
- **Rate Funded Assets:** Water Network and Sanitary Sewer Network

6.4.1 Current Funding Model and Strategies for Tax Funded Services

CURRENT FUNDING MODEL FOR TAX FUNDED SERVICES

Service Category	Annual Funding Requirement	Taxes	Other Revenue	Canada Community Building Fund (CCBF)	Ontario Community Infrastructure Fund (OCIF)	Total Available	Deficiency
Airport	$284,347	$-	$-	$-	$-	$-	$284,347
Cemetery	99,616	5,000	-	-	-	5,000	94,616
Facilities	351,606	322,040	-	-	-	322,040	29,566
Fire	168,921	85,000	85,000	-	-	170,000	(1,079)
Medical Clinic	111,483	-	16,477	-	-	16,477	95,006
Parks	210,397	150,000	-	-	-	150,000	60,397
Public Works	354,137	280,000	-	-	-	280,000	74,137
Recreation	711,314	250,000	-	-	-	250,000	461,314
Roads and Storm	9.086,878	302,512	150,000	1,533,501	258,104	2,244,117	6,842,761
Waterfront	400,649	-	570,450	-	-	570,450	(169,801)
Total	**$11,779,348**	**$1,394,552**	**$821,927**	**$1,533,501**	**$258,104**	**$4,008,084**	**$7,771,264**

Table 50. The current funding model for tax funded assets. Note: The Roads and Storm Service include roadway, sidewalks, streetlights, traffic signals, pedestrian crossovers and storm sewers.

Current Strategies - Tax Funded Services:

The Town has implemented specific reserve fund contribution strategies within its operational budget for its Medical Centre, Roads, Waterfront services and the Fire department for future capital asset needs. These strategies involve redirecting non-tax and other revenues to reserve to provide for future needs.

A reserve fund has been established for each service area. This approach creates an envelope of funding specific to the service-related assets. Utilizing separate reserve funds assists in highlighting impacts and trade offs of proposed asset additions or reactive service changes. An element of flexibility is still available as Council can reallocate funds among reserve funds at their discretion.

In addition, there are annual budget allocations for ongoing asset maintenance funded by taxation adjusted for inflation.

Individual projects are analyzed based on actual condition and risk as part of the prioritization process at the time of budget submission to determine how best to utilize available funding.

The Town actively pursues available grants to assist with offsetting capital project costs.

For any proposed service improvements or enhancement resulting in capital asset investment, a business case is required that fully demonstrates the benefit and/or need as well as the full financial consequences of the upgrade from future replacement, annual maintenance, lifecycle costs and any other resources needed.

The Town generally allocates a portion of any annual surplus to asset management reserve funds to provide additional funding resources as the available annual funding increases over time.

Reserve Fund Balances:

Although there is no clear guideline or prescribed level of reserves for municipalities, they are a key financial tool to provide financial flexibility and prepare for future known expenditures. Consideration of the services provided by the municipality, the age and condition of its infrastructure and economic conditions form part of the decision making for reserve planning.

The Town has the following reserve funds designated for capital replacement of the assets that provide the services:

RESERVE FUND BALANCES FOR TAX-FUNDED SERVICES

Reserve Fund	*Balance as of December 2024*
Airport	$906,426
Cemetery	92,702
Facilities	1,602,631
Fire	58,888
Medical Centre	1,359,773
Parks	686,842
Public Works	755,529
Recreation	1,232,792
Roads and Storm	1,063,550
Waterfront	566,662
TOTAL	**$8,325,795**

Table 51. Reserve fund balances for tax-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purposes of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

Debt:

The maximum amount of debt that a Municipality can carry is set by Provincial legislation. The Ministry of Municipal Affairs sets a Municipality's annual debt repayment limit at 25% of own source revenues. The Town does not currently have any external debt.

The Town has used internal borrowing from its reserve funds for several capital projects on a short-term and mid-term basis**.** Principal and interest repayments are funded by taxation over the term of the loans.

Table 52 identifies capital borrowing that is nearing maturity:

ANNUAL DEBT REPAYMENT FOR TAX-FUNDED SERVICES

Service	*Annual Debt Repayment*	*Maturity Date*
Medical Centre	$63,870	2032
Recreation	200,000	2031
Roads	200,000	2031
Other	100,000	2036
	$563,870	

Table 52. Annual debt repayment and maturity date for certain tax-funded services.

Redirection of the above repayments has been factored into the financial plan to assist in funding the annual requirement.

Financial Strategy – Funding Shortfall:

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates as shortfall for all services except for Fire and Waterfront service categories. A total annual funding shortfall of $7,771,264 is identified.

The recommended strategy to move the Town toward the optimal annual funding requirement is as follows:

- Gradual increase in taxation
- Reallocation of debt payment once matured

Three scenarios have been analysed (Section 6.5). While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding proposed levels of service. This scenario is reflected in the recommended financial strategy. This recommended scenario proposes a 1.5% annual tax increase directly related to asset management over a period of 34 years. It is the most appropriate option as an annual tax increase of 1.5% was determined to be subjectively manageable to implement, while creating a more sustainable future for the Town's infrastructure. The use of a long phase-in window, however, may have consequences in terms of infrastructure failure as the funding shortfall continues for many years impacting asset replacement backlogs.

Risk models and matrices play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. This will assist in allocating limited funding over the term of the financing strategy. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize taxation and user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option.

The strategy also utilizes debt payment reallocation once current borrowings are repaid. This provides for $563,870 in annual funding mitigating the ongoing tax increase to some extent.

All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Analysis by service is provided that highlights the average condition and risk of a service's asset portfolio at year 20 and year 34 for each scenario. See section 6.5.4 Proposed Level of Service Results.

Growth:

A strategy to allocate a proportion of taxation revenue generated through assessment growth to reserve funds established for services expected to provide additional needs related to growth should be considered. These funds could be added to Development Charges collected to implement asset requirements related to changes in the community. The Town will be updating tis Development Charges Background Study in 2026.

6.4.2 Current Funding Model and Strategies for User Rate Funded Services

CURRENT FUNDING MODEL FOR RATE FUNDED SERVICES

Asset Category	Annual Funding Requirement	Funding from Rates	Used in Operations	Total Available	Annual Deficiency
Water Network	$2,858,108	$3,209,660	$1,754,356	$1,455,304	$1,402,804
Sanitary Network	2,490,773	2,200,000	1,056,014	1,143,986	1,346,787
Total	**$5,348,881**	**$5,409,660**	**$2,810,370**	**$2,599,290**	**$2,749,591**

Table 53. The current funding model for rate funded assets within the water and sanitary sewer services.

Current Strategies:

The Town currently has approximately 69% of its rate supported assets in very good to good condition, approximately 19% in fair condition and approximately 12% in poor to very poor condition.

The Town updates their water and sewer rates annually guided by a financial plan that is revisited every 5 years. The Towns' current plan runs from 2025 to 2030. The approved plan provides for annual rate increases of 1.2% for water and 8.5% for sewer over its term.

The Town actively pursues grant opportunities to assist with the capital needs of these critical services. As an example, the Town was successful in receiving a $3,218,844 Provincial grant under the Housing Enabling Water Systems Fund in 2025. This grant provides substantial funding toward the upgrade of filters, replacement of the Master Control System and HVAC at the Town's water plant. This project is currently underway, however, the condition improvement resulting from the project has not yet been reflected in the relevant assets.

The Town has implemented an annual investment in the assessment of the sanitary sewer network condition. This provides a more accurate measure of the state of these assets directly impacting the annual requirement.

Reserve Funds:

RESERVE FUND BALANCES FOR RATE-FUNDED SERVICES

Reserve Fund	*Balance as of December 2024*
Water	$9,371,609
Water Tower	1,252,357
Sewer	3,869,007
TOTAL	**$14,492,973**

Table 54. Reserve fund balances for rate-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purpose of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

Financial Strategy – Funding Shortfall:

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates a total annual funding shortfall of $2,749,591.

Three funding scenarios have been analysed. While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding the proposed levels of service. This scenario is reflected in the financial strategy. This scenario proposes a 2.5% annual rate increase over a period of approximately 20 years for sanitary sewer services and approximately 30 years for water services. This rate change would be considered in 2030 in conjunction with the update of the water and wastewater financial plans completed in compliance with the Town's Municipal Drinking Water Licence and O. Reg. 453/07.

Risk models and matrices can play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. Risk analysis will continue to be utilized in the prioritization of projects and allocation of available funding.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize tax & user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a financing option when sufficient funding is not immediately available or for major infrastructure investments. However, the use of debt financing requires a long-term financial plan to ensure future debt payment commitments can be funded in the future. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise

6.5 Proposed Levels of Service Analysis

6.5.1 Ontario Regulation 588/17 Proposed Levels of Service Requirements

Under Ontario Regulation 588/17: *Asset Management Planning for Municipal Infrastructure,* municipal asset management plans are required to evaluate levels of service that include:

- Proposed LoS options and the risks associated with these options
- How the proposed LoS may differ form current LoS
- Whether the proposed LoS are achievable
- The municipality's ability to afford proposed LoS

Additionally, a financial strategy to support the proposed LoS must be identified for a period of ten (10) years, specifically reporting on:

- Identification of lifecycle activities needed to provide the proposed LoS
- Annual costs over the next ten (10) years to achieve the proposed LoS
- Identification of proposed funding projected to be available

6.5.2 Considerations

Proposed LoS for the Town of Goderich have been developed based on public engagement (Section 4.1.5) and input from municipal staff. To support achievement of the proposed level of service goals, the following considerations should be addressed:

Infrastructure Condition Assessments

- Regularly assess the condition of critical infrastructure components
- Use standardized condition assessment protocols (i.e., pavement condition index for roads and NASSCO ratings for sanitary sewers) to assess infrastructure condition and confirm how assets are performing in the field
- Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- Use current condition metrics to benchmarks to gauge feasibility of large adjustments to LoS

Infrastructure Condition Enhancements

- Identify assets where preventative maintenance can be applied proactively to extend the service life of an asset while reducing lifecycle costs and failure risk by shifting work from reactive repairs to planned, predictable maintenance
- Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

Financial Impact Assessments

- Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increase service levels

- Consider implications of LoS adjustments on other services and other infrastructure programs (i.e., trade-offs)
- Evaluate associated costs and risk factors before applying changes in service levels (Figure 24)
- Implement cost-saving measures where possible, without compromising safety, regulatory compliance, or service levels

Risk Management

- Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- Develop contingency plans to address unforeseen challenges without compromising service quality
- Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

Service Metrics and Impacts

- Measure user satisfaction, response times, and other relevant indicators for specific services
- Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

Key Lifecycle Activities

- Implement routine maintenance, inspections, and regularly update preventative maintenance schedules to maximize useful life
- Monitor and optimize operational processes to improve efficiency
- Prioritize and upgrade critical infrastructure components to improve reliability and reduce rick of service disruption
- Invest in technology, innovation, and process improvements to enhance maintenance efficiency and drive continuous improvement

Stakeholder Engagement

- Review and regularly update strategies for managing and communicating service impacts to stakeholders
- Consultation with various stakeholder groups is encouraged under Ontario Regulation 588/17. Consultation may include, as appropriate: departmental managers, service users, residents, and Council.

Timelines and Flexibility

- Although Ontario Regulation 588/17 requires evaluation of expenditures over a ten-year period in pursuit of proposed LoS, the Regulation does not require municipalities to achieve the LoS within this ten-yar time frame (e.g., a municipality may set a targeted condition by 2050, however the requirement of the asset management plan is to review the first ten (10) years of the strategy to reach this target).
- Careful consideration should be given to setting realistic targets for when proposed level of service targets can be achieved
- Priorities may change over time due to a variety of factors, such as:

- Financial state of the municipality
- Availability of grants
- Changes in population of the municipality
- Changes in legislation
- Changes in political or property owner priorities
- New technologies

- Any proposed changes to LoS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

6.5.3 Scenario Analysis

Three scenarios (Figure 35) were analyzed as options for proposed service levels for the 2025 Asset Management Plan. Each scenario is reviewed below. Scenario #3 is recommended as the preferred and most achievable target service level.

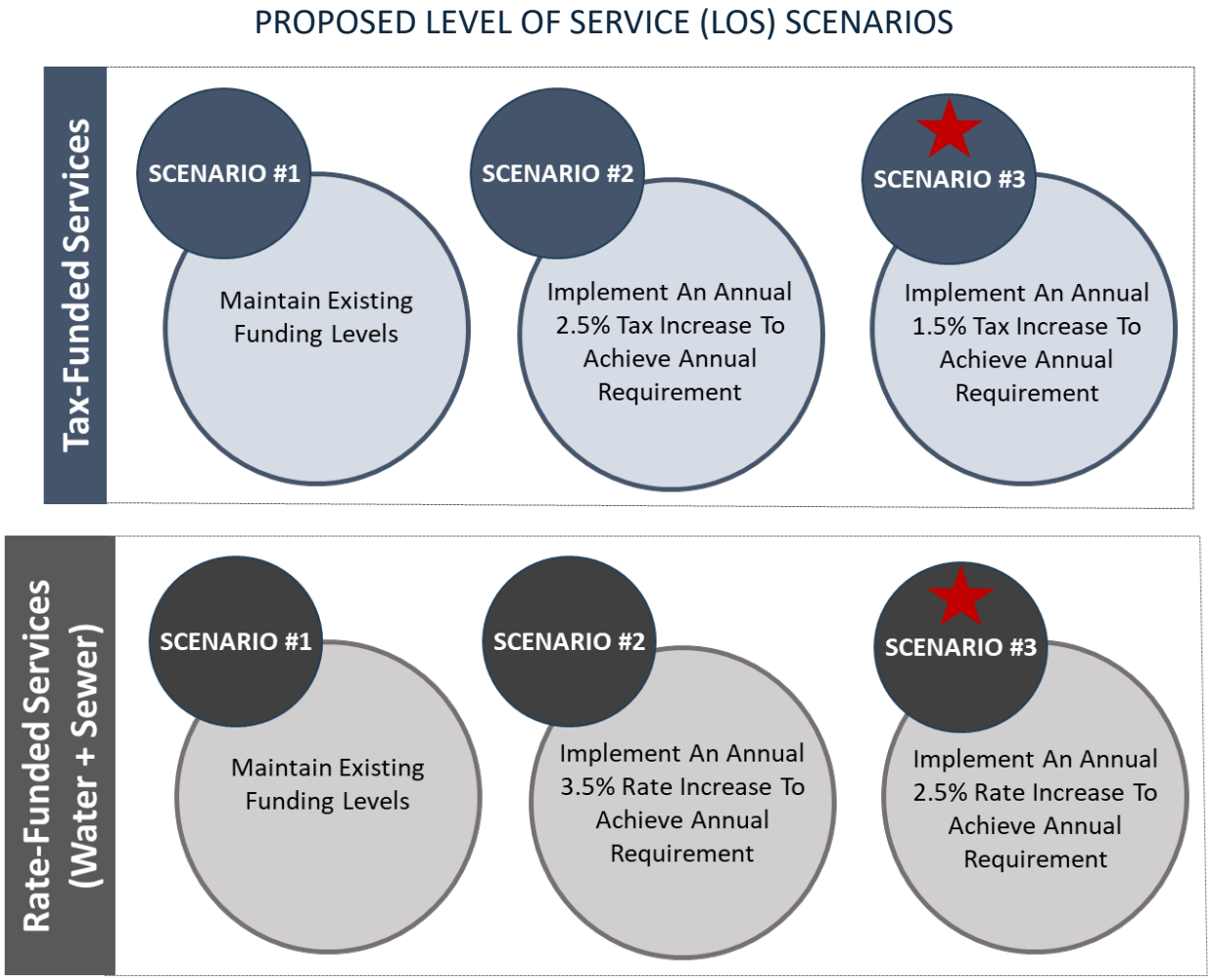


Figure 35. Three scenarios analyzing proposed service levels, with the Town of Goderich identifying Scenario #2 as its preferred and most achievable LoS target.

SCENARIO #1: Maintain Existing Funding Levels

This scenario assumes no tax or rate increases for the purpose of increasing reserve fund contributions:

- Annual capital allocations for tax-funded assets: $4,008,084
- Annual capital allocation for water rate-funded assets: $1,455,304
- Annual capital allocations for sanitary sewer rate-funded assets: $1,143,986

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

Scenario #1: Lifecycle Strategies

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #1. However, if the annual funding requirement is not met, the Town will be unable to deliver all planned lifecycle events. Over time, deferred renewals and replacements will result in assets deteriorating in condition, and unfunded lifecycle events will shift from the forecast into the infrastructure backlog.

Scenario #1: Affordability/Achievability

Of the three scenarios analyzed, Scenario #1 is the least expensive option. Maintaining existing reserve fund contribution levels would require no tax or rate increases. The available capital funding over the next ten (10) years for Scenario #1 would remain consistent as indicated in Figure 36 for tax-funded services, Figure 37 for water services and Figure 38 for sanitary sewer services:

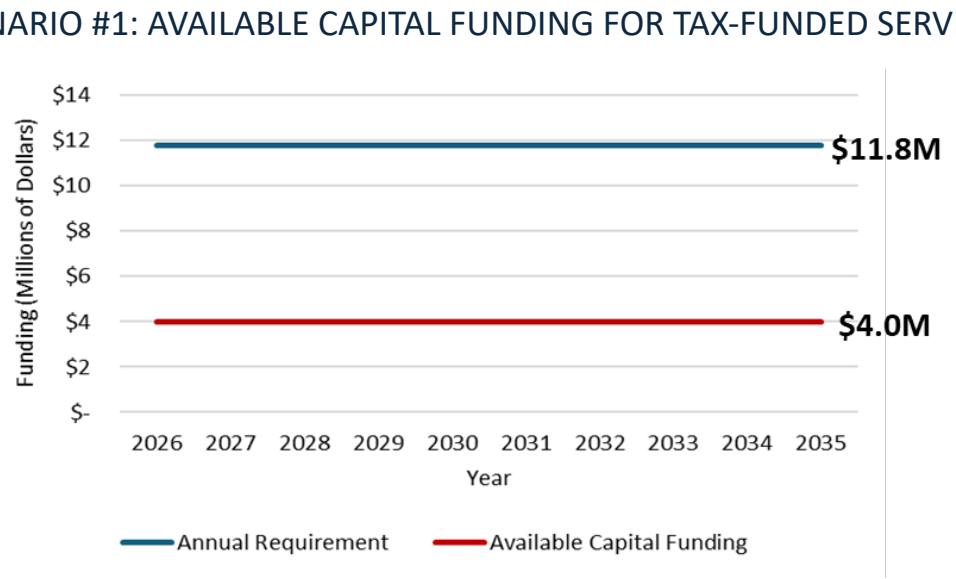


Figure 36. Available capital funding for tax-funded services is approximately $4.0 million per year, compared to an annual requirement of approximately $11.8 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

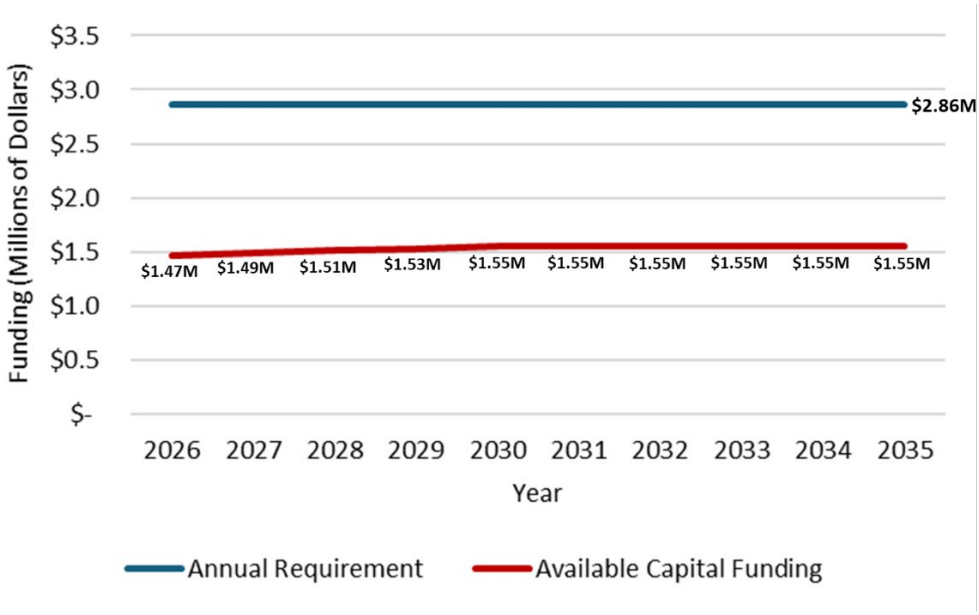


Figure 37. Available capital funding for water services begins at approximately $1.47 million per year, with a 1.2% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Water Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.55 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.86 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

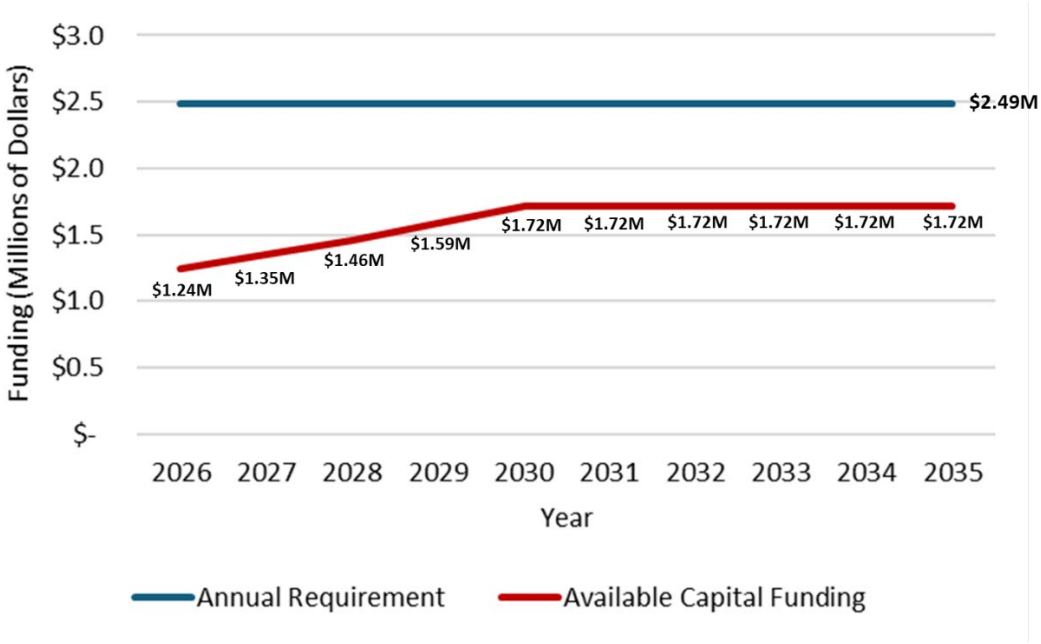


Figure 38. Available capital funding for sanitary sewer services begins at approximately $1.24 million per year, with a 8.5% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Wastewater Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.72 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.49 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

Scenario #1: Changes to Community and Technical Levels of Service

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

Scenario #1: Risks Analysis

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #1, the following risks have been identified:

- Increased infrastructure backlog:
    - While assuming no financial increases benefits residents and businesses in the short term, continuing with insufficient infrastructure funding commits the municipality to sub-optimal lifecycle management. Inability to complete planned interventions and replacement can

lead to more asset failures, reduced reliability, increased resident complaints, and costly unbudgeted repairs to maintain services
    - Maintaining funding at 42% of the annual requirement under Scenario #1 increases the likelihood that services will be impacted as asset conditions deteriorate
- Missed opportunities for efficiencies:
    - Under Scenario #1, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
    - Since Scenario #1 maintains funding at approximately 42% of the annual requirement, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax/rate burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.

SCENARIO #2: Achieve Funding Levels with 2.5% Tax Increase and 3.5% Rate Increase

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately twenty (20) years for tax-funded services, sixteen (16) years for sanitary sewer services, and twenty-three (23) years for water services.

- Annual tax increase: ~ 2.5%
- Annual water rate increase: ~ 3.5%
- Annual sanitary sewer rate increase: ~ 3.5%

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

Scenario #2: Lifecycle Strategies

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #2. In future versions of the asset management plan, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

Scenario #2: Affordability/Achievability

Of the three proposed level of service scenarios, Scenario #2 is the most expensive. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2045 and would require an average annual tax increase of 2.5% (Figure 39). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2048 with a 3.5% rate increase (Figure 40) and would reach the annual funding requirement for sanitary sewer services in 2041 with a 3.5% rate increase (Figure 41). Given the scale and pace of the proposed tax- and rate-supported increases, the municipality does not recommend proceeding with Scenario #2.

The Town's water services show a longer timeframe to meet the annual funding requirement primarily because its watermains are managed on an age-based basis (i.e., renewal need is inferred largely from

installation year and expected service life). By contrast, the municipal sanitary sewer services reach its funding requirement earlier because sanitary sewer mains are condition-assessed (CCTV inspection data provides direct evidence of defects and performance in the field), allowing renewal needs to be identified with greater certainty and often sooner. Watermains are inherently more difficult to condition-rate because CCTV cameras generally cannot be used in pressurized, in-service potable water pipes, and direct internal inspection is limited and disruptive. As a result, municipalities typically rely more on risk-based approaches and hydraulic modelling (supported by watermain break history, pressure/flow data, and operations experience) to prioritize watermain renewal and confirm system performance.

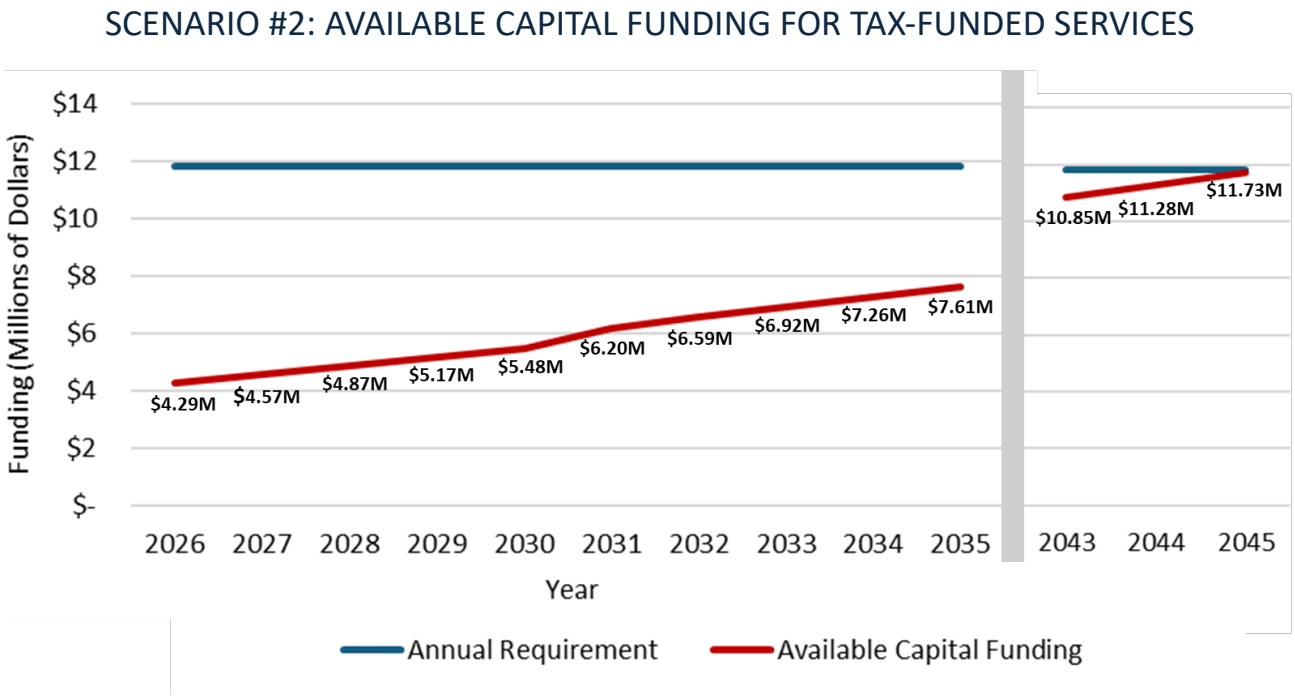


Figure 39. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 20 years (Scenario #2). The available capital funding will approach the annual requirement by 2045 with a tax increase of 2.5%.

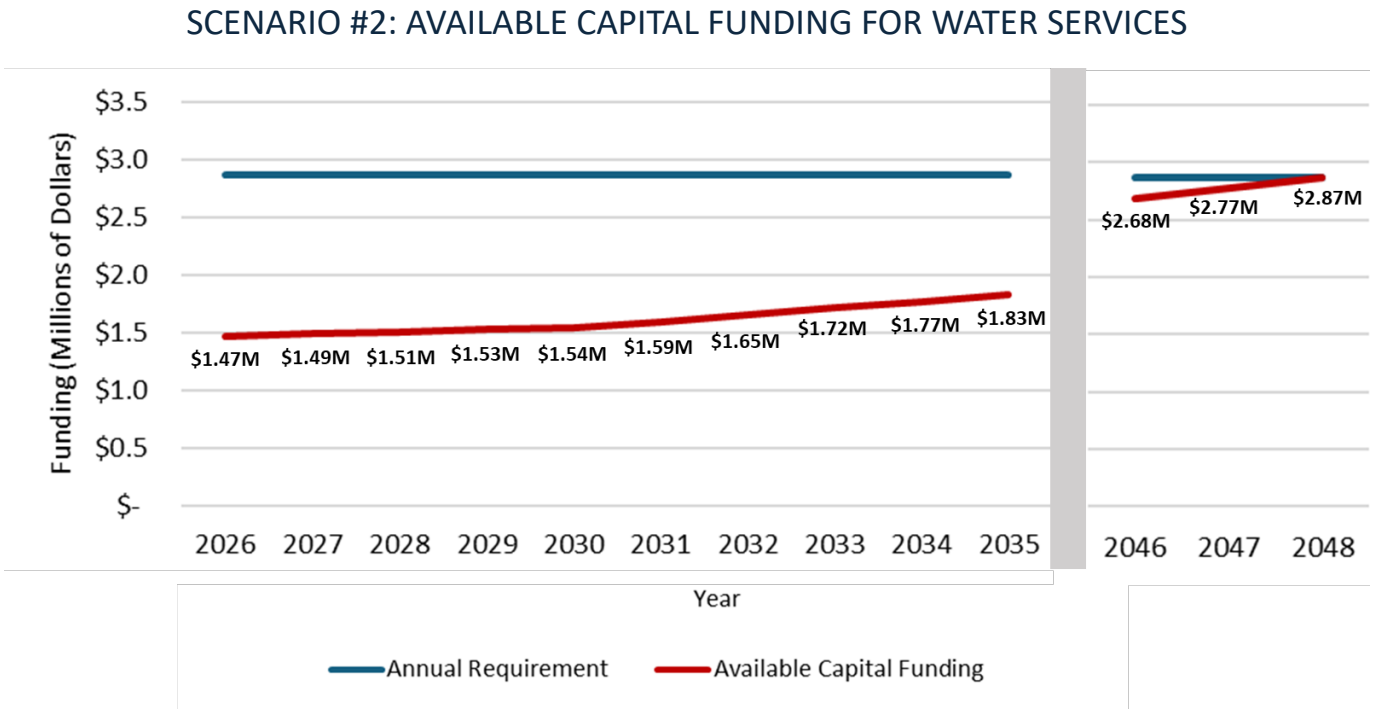


Figure 40. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 3.5% rate increases over the next twenty-three (23) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2048.

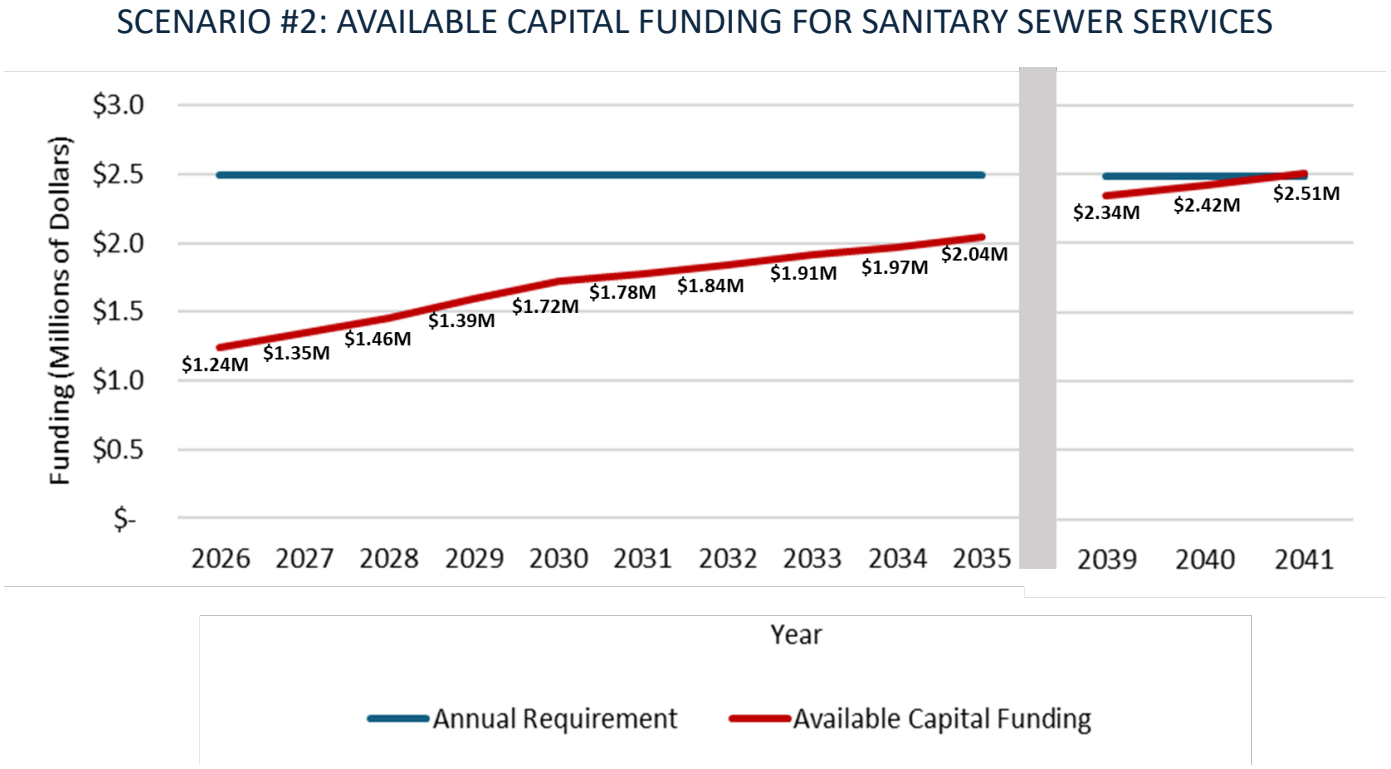


Figure 41. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 3.5% rate increases over the next sixteen (16) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2041.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

Scenario #2: Changes to Community and Technical Levels of Service

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

Scenario #2: Risk Analysis

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #2, the following risks have been identified:

- Increased infrastructure backlog during 20-year implementation:
    - While Scenario #2 helps reduce the immediate impact of rate increases on property owners, taking twenty (20) years to reach the target funding levels could potentially mean two decades of sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
    - Under Scenario #2, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory
- Political resistance to tax/rate increases:
    - Scenario #2 is the most expensive option analyzed in this asset management plan. Implementing a strategy that would require annual tax increase of 2.5% would likely generate stakeholder pushback and place significant pressure on Council to reduce the tax burden on property owners.

SCENARIO #3: Achieve Funding Levels with 1.5% Tax Increase and 2.5% Rate Increase

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately thirty-four (34) years for tax-funded services, twenty (20) years for sanitary sewer services, and thirty (30) years for water services.

- Annual tax increase: ~ 1.5%
- Annual water rate increase: ~ 2.5%
- Annual sanitary sewer rate increase: ~ 2.5%

Scenario #3: Lifecycle Strategies

Across all asset classes, no changes to lifecycle strategies are required to achieve Scenario #3. However, the longer it takes to reach the annual funding requirement, the more challenging it may be for the Town

to deliver all planned lifecycle activities. Over time, deferred renewals and replacements will accelerate asset deterioration, and unfunded lifecycle work will shift from the forecast into the Town's infrastructure backlog.

Scenario #3: Affordability/Achievability

Of the three proposed level of service scenarios, Scenario #3 mitigates the financial impact on taxpayers while making measurable progress toward the recommended funding levels. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2060 and would require an average annual tax increase of 1.5% (Figure 42). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2055 with a 2.5% rate increase (Figure 43) and would reach the annual funding requirement for sanitary sewer services in 2045 with a 2.5% rate increase (Figure 44). Given the scale and pace of the proposed tax- and rate-supported increases, staff considers Scenario #3 a reasonable and achievable long-term approach and therefore recommends proceeding with Scenario #3.

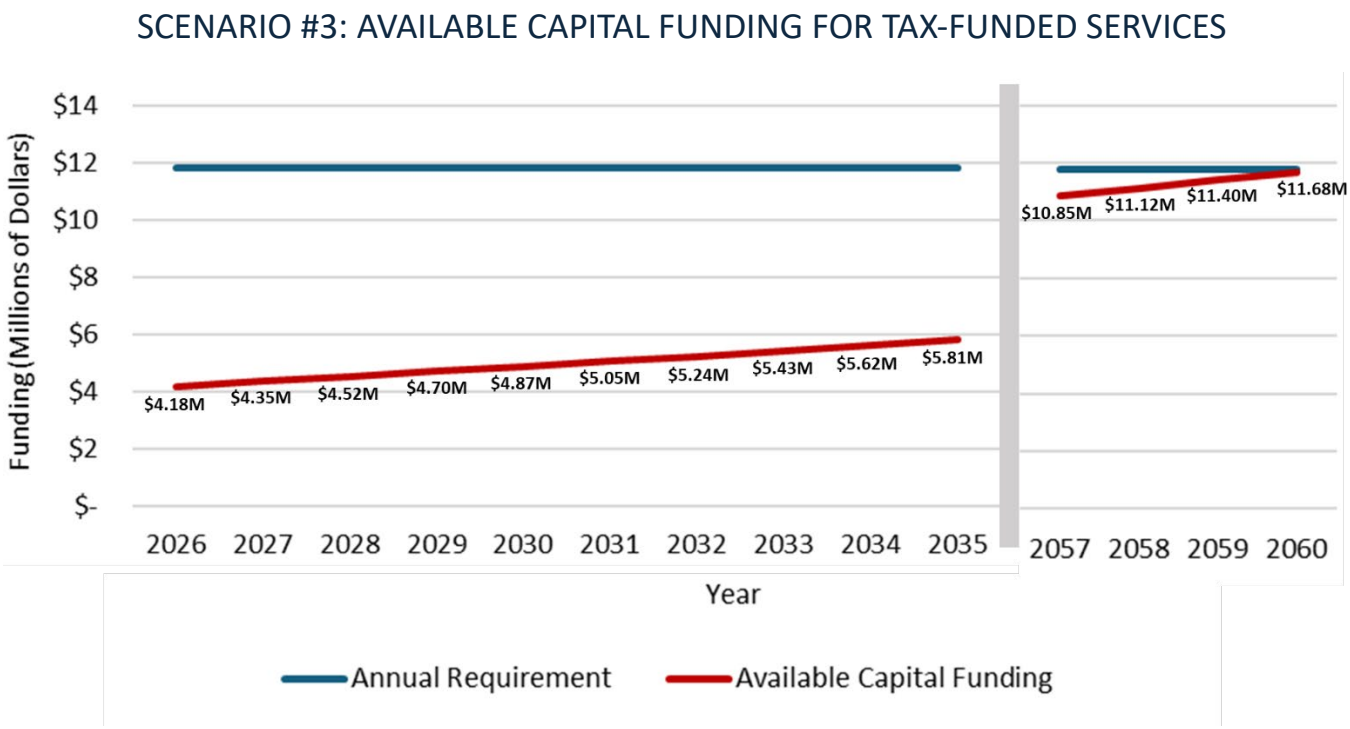


Figure 42. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 35 years (Scenario #3). The available capital funding will approach the annual requirement by 2060 with a tax increase of 1.5%.

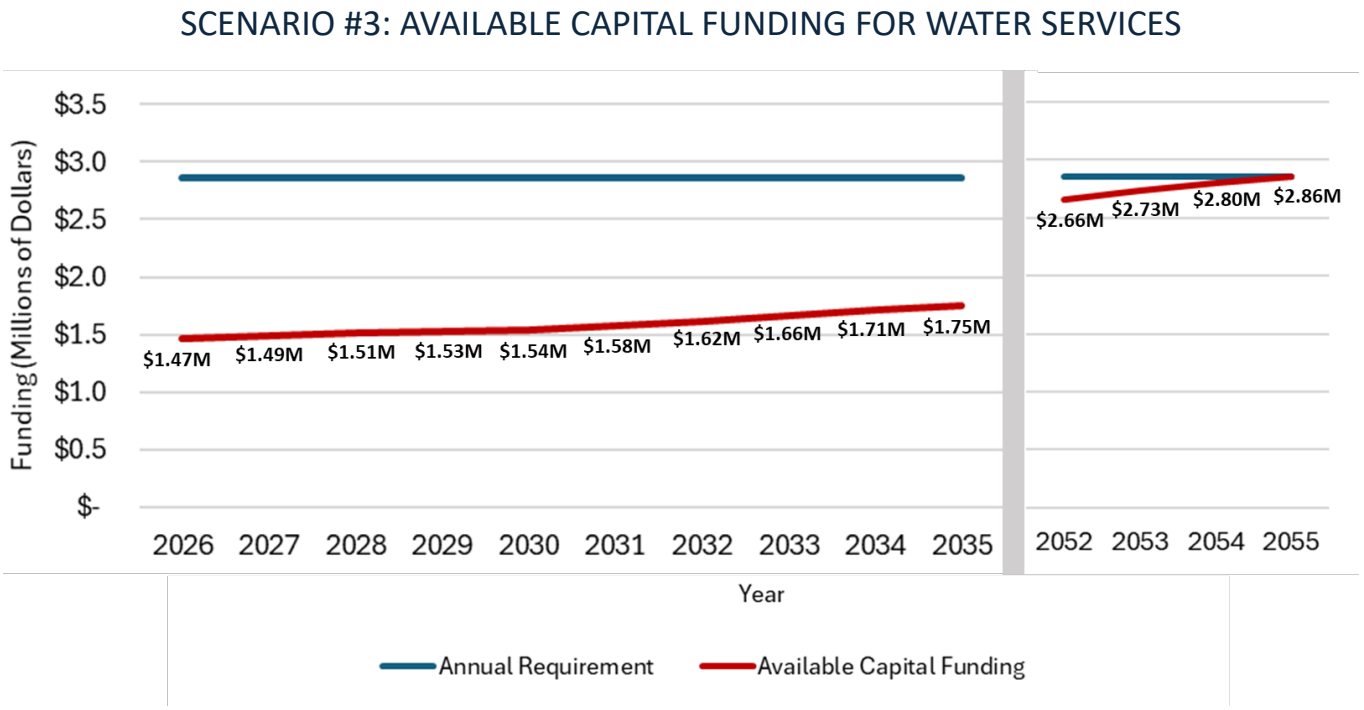


Figure 43. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 2.5% rate increases over the next twenty-three (30) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2055.

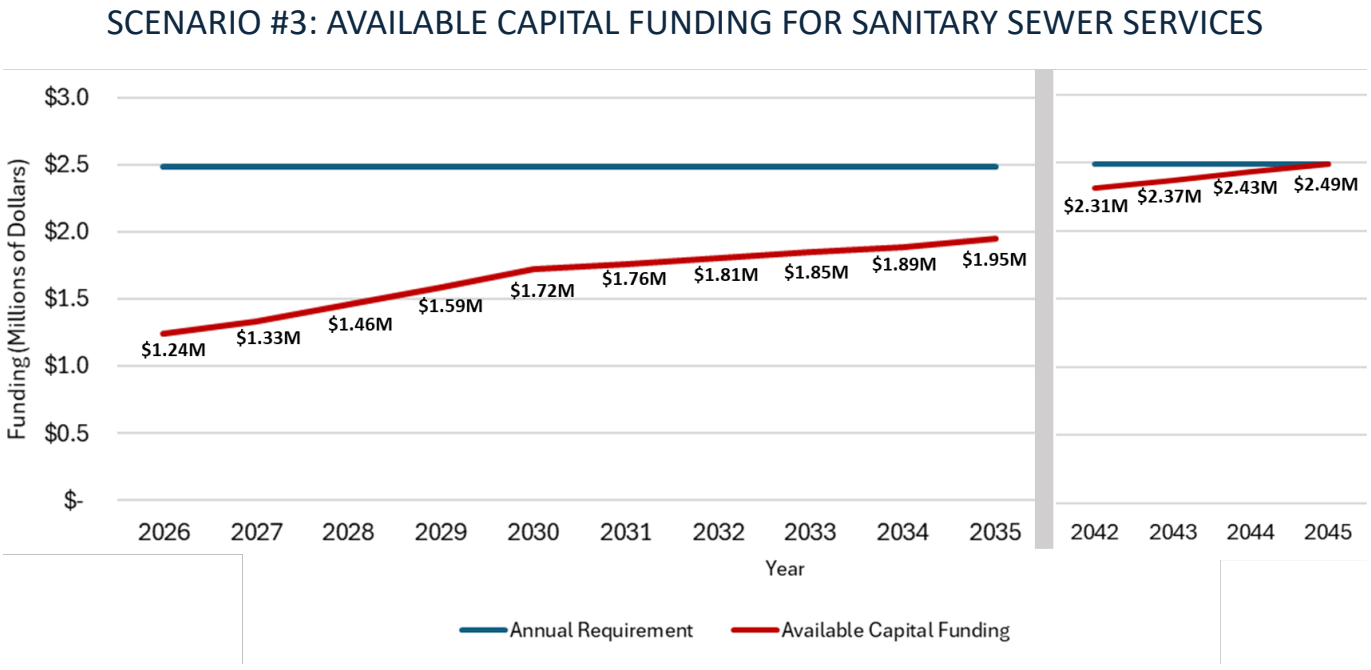


Figure 44. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 2.5% rate increases over the next sixteen (20) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2045.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

Scenario #3: Changes to Community and Technical Levels of Service

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

Scenario #3: Risk Analysis

- Increased infrastructure backlog:
    - While Scenario #3 helps reduce the immediate impact of rate increases on property owners, taking thirty-five (35) years for tax-funded services to reach the target funding levels could result in sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
    - Under Scenario #3, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
    - Since Scenario #3 reaches the desired funding levels gradually, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.
- Political resistance to tax/rate increases:
    - Although Scenario #3 balances community service level expectations with the funding required to deliver those services, it may still face political resistance, particularly because implementation would require an average annual tax increase of 1.5%. While this represents a lower tax burden than Scenario #2, it still could generate stakeholder concern and place pressure on Council to limit the tax burden on property owners.

Scenario #3: Recommended Proposed Level of Service Option

Municipal staff emphasized the importance of balancing community service level expectations with the funding required to deliver those services and the risks associated with deferring renewal work. Town staff also highlighted the need to mitigate financial impacts on property owners while acknowledging the current condition and performance of the Town's infrastructure.

After reviewing all three scenarios, Scenario #3 is recommended as the more appropriate option. An average annal tax increase of 1.5% was considered subjectively manageable to implement, while still moving the municipality toward a more sustainable long-term funding position for its infrastructure. Staff also considered the risks associated with relying on conditional external funding sources and other grant opportunities, including the potential for an increased asset replacement backlog, and determined that this risk is manageable in the context of maintaining reasonable tax and utility rates.

6.5.4 Proposed Level of Service Results

This section summarizes the proposed LoS results for each municipal service area under three funding scenarios, showing the impact of different funding levels on forecast asset condition and risk over the planning horizon. The scenarios include a “maintain current funding” baseline (Scenario #1) and options that introduce additional revenues through tax-supported increases for applicable municipal services (e.g., 2.5% (Scenario #2) and 1.5% (Scenario #3) tax rate increase) and rate-supported increases for the water and wastewater systems (e.g., 3.5% (Scenario #2) and 2.5% (Scenario #3) rate increases).

For the purpose of the scenario calculations, additional revenues were allocated proportionally based on each service area’s annual requirement. Where reserve funding was available, the reserve fund balance was applied to offset the forecast backlog to the greatest extent feasible., recognizing that reserve balances are finite and therefore reduce, but do not necessarily eliminate, unfunded renewal needs. Under the tax-supported scenarios, incremental taxation revenue was distributed across applicable service areas using this proportional approach, and for water and wastewater, the incremental revenue generated by the rate increase was applied within the respective utility to improve long-term sustainability and LoS outcomes.

Airport

The total replacement cost of the municipal airport service is approximately $7,976,055, represented by the following asset categories:

- Buildings: terminal, maintenance garage, pumphouse, clubhouse, three (3) hangars, and all associated roof and mechanical assets
- Land Improvements: three (3) runways, a taxiway, an apron, fencing and gates
- Vehicles: pick-up truck
- Machinery & Equipment: fuel system, off road vehicles and operating equipment

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	12 - Very Poor	8 - Very Poor
	Average Risk	16 - Very High	17 - Very High
	Average Annual Investment	$ 0	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	23 - Poor	35 - Poor
	Average Risk	15 - Very High	13 - High
	Average Annual Investment	$ 138,640	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	19 - Very Poor	24 - Poor
	Average Risk	16 - Very High	14 - High
	Average Annual Investment	$94,177	

Table 55. Airport services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

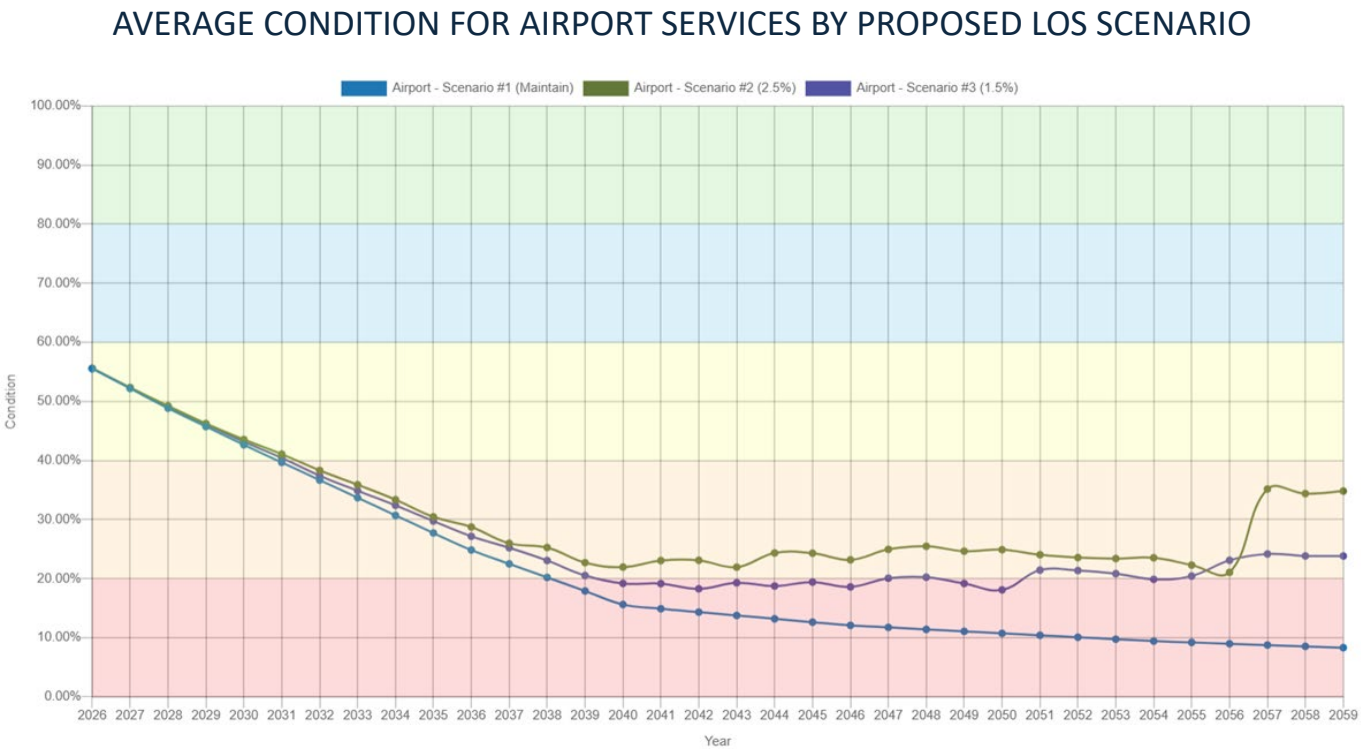


Figure 45. Condition results for each of the three proposed level of service scenarios related to the municipality's airport services.

The airport is the only municipal service area where the tax-funded increases modelled - a 2.5% tax increase (Scenario #2) and a 1.5% tax increase (Scenario #3) - do not improve the average asset condition to the proposed level of service target of 40. As shown in Figure 45, the average condition falls below 40 by the early 2030s under all scenarios and remains below the target throughout the planning period, with Scenario #2 and #3 only providing modest stabilization relative to Scenario #1. This is primarily driven by the high replacement costs of major assets, particularly runway infrastructure.

Since the three scenarios do not include external funding, the results indicate that federal government funding would be required to maintain airport assets and achieve an average LoS of 40 or higher; tax increases alone are insufficient. Given the scale of runway renewal costs and the reliance on external

funding, a runway-usage based (needs-based) assessment will likely be required to confirm whether the current number of runways should continue to be supported over the long term. This type of evidence is typically critical to demonstrate that proposed runway investments and replacements are warranted based on demand and operational need, an important success factor where eligibility and competitiveness for federal grant funding are dependent on documented usage and demonstrated need.

Another funding opportunity is to pursue regional partner contributions, including surrounding municipalities and other regional stakeholders, through inter-municipal cost-sharing to reflect the broader regional benefit of the airport and help address high-cost renewal requirements.

Cemetery

The total replacement cost of the municipal cemetery service is approximately $1,736,164, represented by the following asset categories:

- Buildings: mausoleum/chapel, office/equipment depot, storage building, resident, three (3) columbariums, and all associated roof and mechanical assets
- Vehicles: pickup truck
- Machinery & Equipment: tractor loader and backhoe
- Linear Network: water lines and taps

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	24 - Poor	19 - Very Poor
	Average Risk	8 - Moderate	8 - Moderate
	Average Annual Investment	$5,000	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	30 - Poor	51 - Fair
	Average Risk	7 - Low	8 - Moderate
	Average Annual Investment	$67,688	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	28 - Poor	54 - Fair
	Average Risk	7 - Low	6 - Low
	Average Annual Investment	$52,111	

Table 56. Cemetery services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

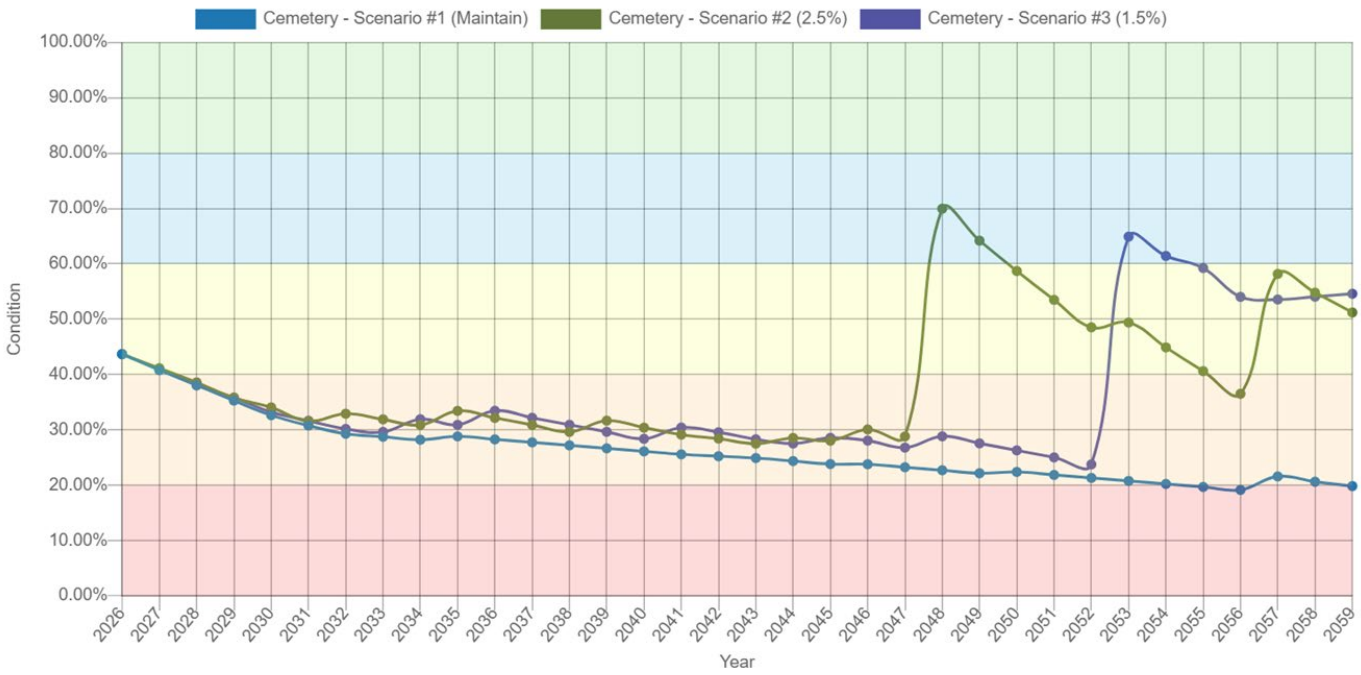


Figure 46. Condition results for each of the three proposed level of service scenarios related to the municipality's cemetery services.

Scenarios #2 and #3 both achieve the target of fair condition (40+), with Scenario #3 being the more affordable option. Scenario #1 (current funding) steadily declines from low-fair condition in 2026 to very poor condition by 2059, indicating ongoing deterioration without increased funding. Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) follow a similar path in the short term, then show major improvements in 2047 and 2052, respectively. Scenario #3 gradually declines and somewhat stabilizes, ending with a slightly higher average condition than Scenario #2 by 2059 (Figure 46).

Without increased investment, the average condition continues to fall. With increased funding, periodic major renewals significantly improve condition, though gains erode between renewal cycles. Replacements will be prioritized based on risk, and lifecycle interventions (e.g., rehabilitation/repair) will be used where appropriate to extend service life and optimize renewal timing.

Facilities

The total replacement cost of the municipal facilities service is approximately $19,154,350, represented by the following asset categories:

- Buildings: various structures (with associated roof and mechanical assets), some of which include the library, municipal town hall, child care centre, MacKay Hall, OneCare building, as well as commercial and rental properties
- Land Improvements: archways and pillars, entrance features and signs, fencing and gates, electrical services

- Vehicles: a facilities pick-up truck and three electric vehicles utilized by the building and by-law departments
- Machinery & Equipment: furniture, computer servers/equipment/software, generators, child care centre kitchen equipment, operating equipment (electric vehicle charging stations), child care centre playground equipment, technical equipment and trailers

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	55 - Fair	46 - Fair
	Average Risk	1.8 - Very Low	2 - Very Low
	Average Annual Investment	$322,040	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	56 - Fair	49 - Fair
	Average Risk	1.8 - Very Low	2 - Very Low
	Average Annual Investment	$356,902	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	56 - Fair	48 - Fair
	Average Risk	1.8 - Very Low	2 - Very Low
	Average Annual Investment	$352,441	

Table 57. Facility services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

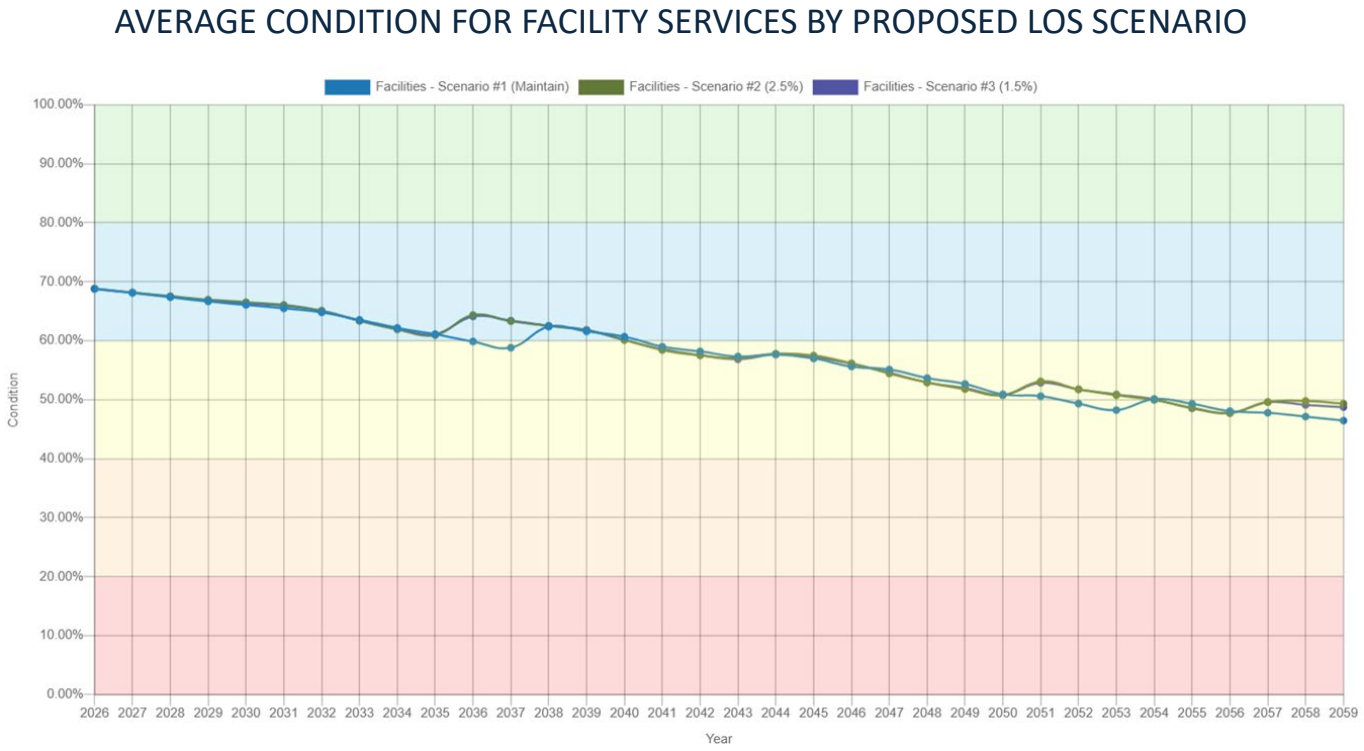


Figure 47. Condition results for each of the three proposed level of service scenarios related to the municipality's facility services.

Facilities average condition declines gradually from the high 60 range in 2026 to the high 40 range by 2059, with all three scenarios tracking very closely and only minor separation between them (Scenario #2 shows small, temporary uplifts at a few points, but the overall downward trend remains similar). All three scenarios achieve the proposed level of service target of fair condition (40+), although they finish closer to

the threshold by the end of the forecast period (Figure 47). Since current facilities funding is already very close to the annual requirement (i.e., near "optimal" funding to achieve the target LoS), the municipality could consider reallocating a portion of future taxation increases to other service areas with larger funding gaps, while still maintaining the proposed facilities LoS target of fair condition (40+) over the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

Fire

The total replacement cost of the municipal fire service is approximately $4,194,329, represented by the following asset categories:

- Buildings: fire hall (with associated roof and mechanical assets)
- Land Improvements: parking lot
- Vehicles: ladder, tanker, pumper and rescue trucks
- Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	30 - Poor	51 - Fair
	Average Risk	13 - High	11 - High
	Average Annual Investment	$170,000	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	30 - Poor	51 - Fair
	Average Risk	13 - High	11 - High
	Average Annual Investment	$170,000	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	30 - Poor	51 - Fair
	Average Risk	13 - High	11 - High
	Average Annual Investment	$170,000	

Table 58. Fire services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

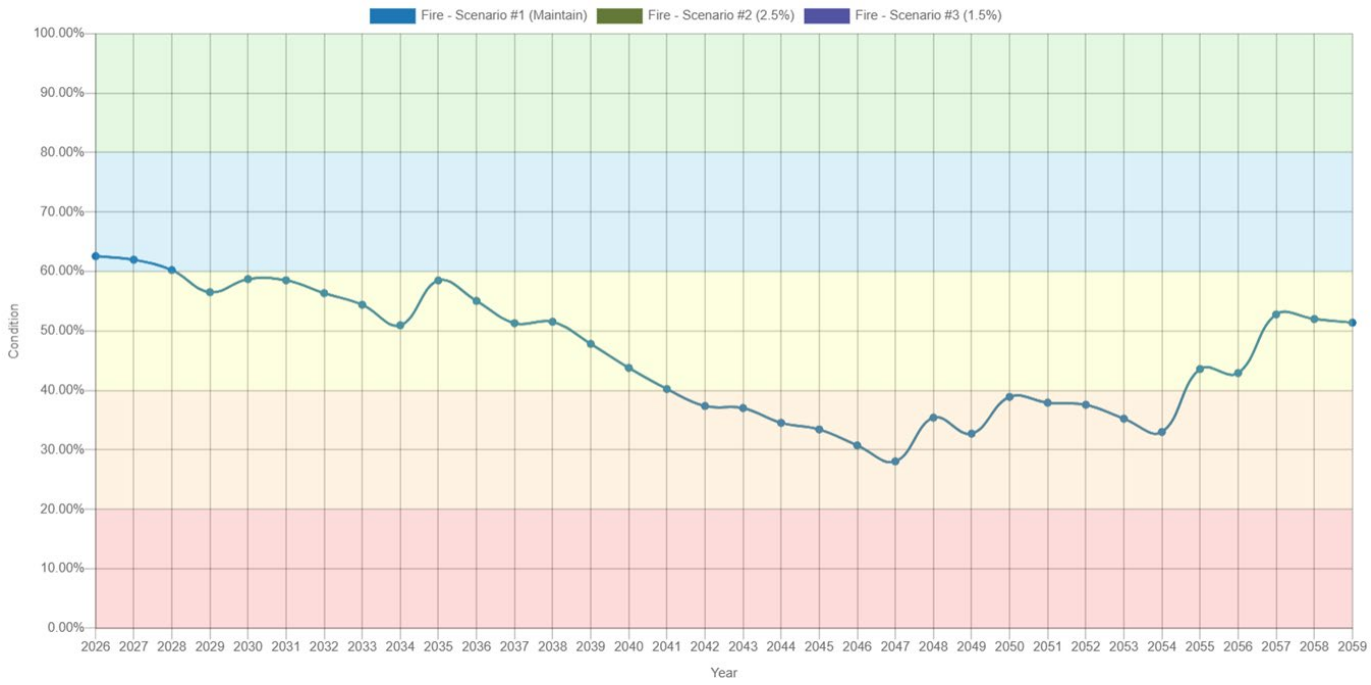


Figure 48. Condition results for each of the three proposed level of service scenarios related to the municipality's fire services.

Fire services are already funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 48). Since this municipal service is already funded at the required level, funding is the same across all three scenarios, and as a result the condition trajectory is identical in each case (i.e., the funding level and condition outcome do not change between scenarios). In 2026, the average condition is good (just above 60), then trends downward into the high fair condition range through the 2030s before declining more sharply to below the fair threshold around 2041, reaching a low point around 2047. Condition then fluctuates in the poor range before improving and returning to fair in 2055, remaining above 40 through 2059. Given the essential nature of fire services (emergency/protection services), the municipality may also consider borrowing as a financing tool if a key frontline asset, particularly a vehicle, does not perform adequately to meet operational requirements and must be replaced sooner than planned to maintain service reliability and response capability.

During the period when assets fall into the poor range (approximately 2041-2055), replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and, where possible, avoid deterioration below a fair condition.

Maitland Valley Medical Centre

The total replacement cost of the Maitland Valley Medical Centre is approximately $6,670,603, represented by the following asset categories:

- Buildings: medical clinic facility (with associated roof and mechanical assets)
- Land Improvements: parking lot

- Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment
- Linear Network: streetlights, PVC sanitary main, PVC storm mains, PVC watermains

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	50 - Fair	39 - Poor
	Average Risk	4 - Very Low	5 - Low
	Average Annual Investment	$16,477	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	58 - Fair	49 - Fair
	Average Risk	3 - Very Low	5 - Low
	Average Annual Investment	$123,432	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	59 - Fair	48 - Fair
	Average Risk	3 - Very Low	5 - Low
	Average Annual Investment	$98,304	

Table 59. Maitland Valley Medic Clinic services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

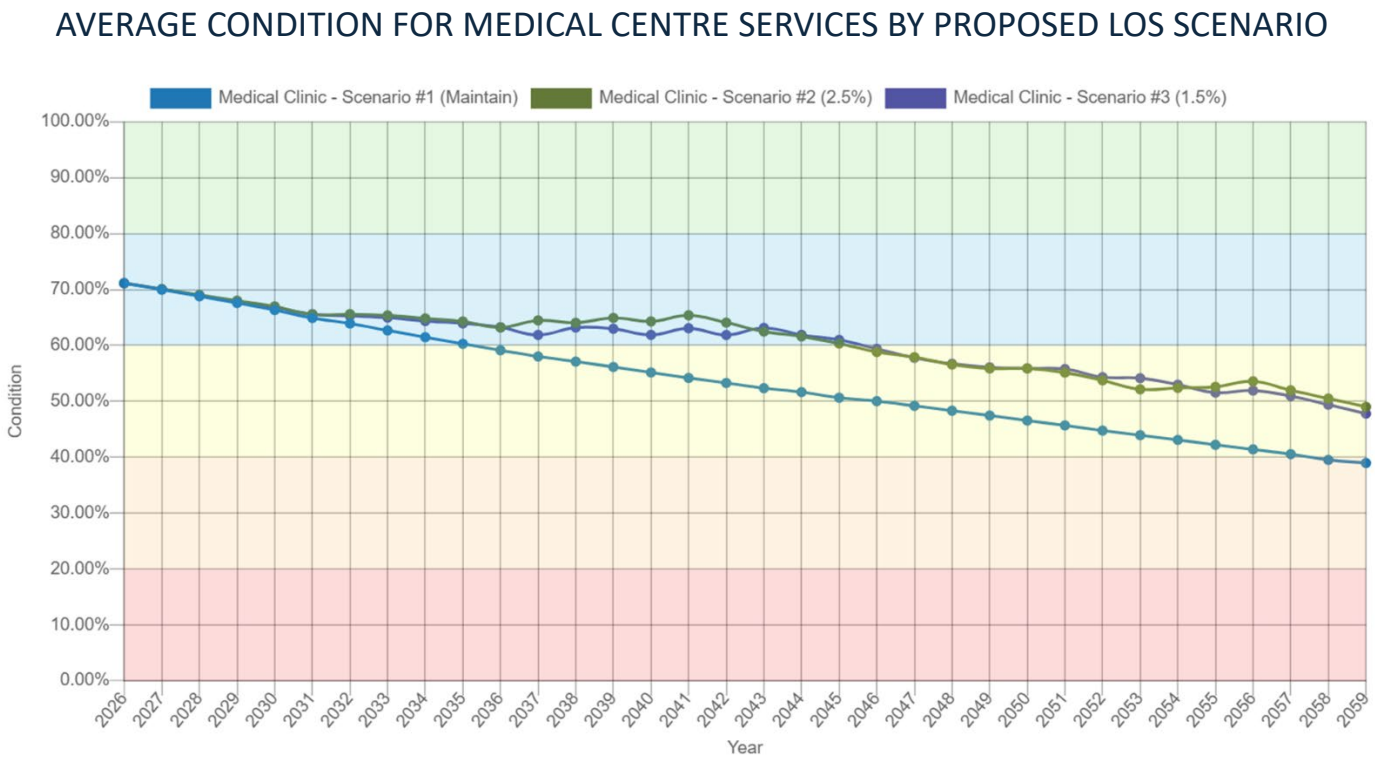


Figure 49. Condition results for each of the three proposed level of service scenarios related to the municipality's Maitland Valley Medica Centre services.

Maitland Valley Medical Centre assets are currently meeting the proposed LoS target of fair condition (40+) in 2026. Under Scenario #1 (maintain current funding), the average condition declines steadily from good condition and falls just below fair condition by 2059. In contrast, Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) track closely together, remaining in good condition through much of the 2030s and early 2040s (with minor fluctuations) before gradually declining over the remainder of the period, ending in fair condition by 2059 (Figure 49). As a result, both scenarios achieve and maintain the fair

condition LoS target (40+) throughout the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

Parks

The total replacement cost of the municipal parks service is approximately $5,674,160, represented by the following asset categories:

- Buildings: parks department garage, various pavilions/washrooms, gazebos and performance stages, and all associated roof and mechanical assets
- Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures
- Vehicles: pickup trucks
- Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	41 - Fair	31 - Poor
	Average Risk	4 - Very Low	5 - Low
	Average Annual Investment	$150,000	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	48 - Fair	42 - Fair
	Average Risk	4 - Very Low	4 - Very Low
	Average Annual Investment	$202,091	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	47 - Fair	41 - Fair
	Average Risk	4 - Very Low	4 - Very Low
	Average Annual Investment	$196,913	

Table 60. Park services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

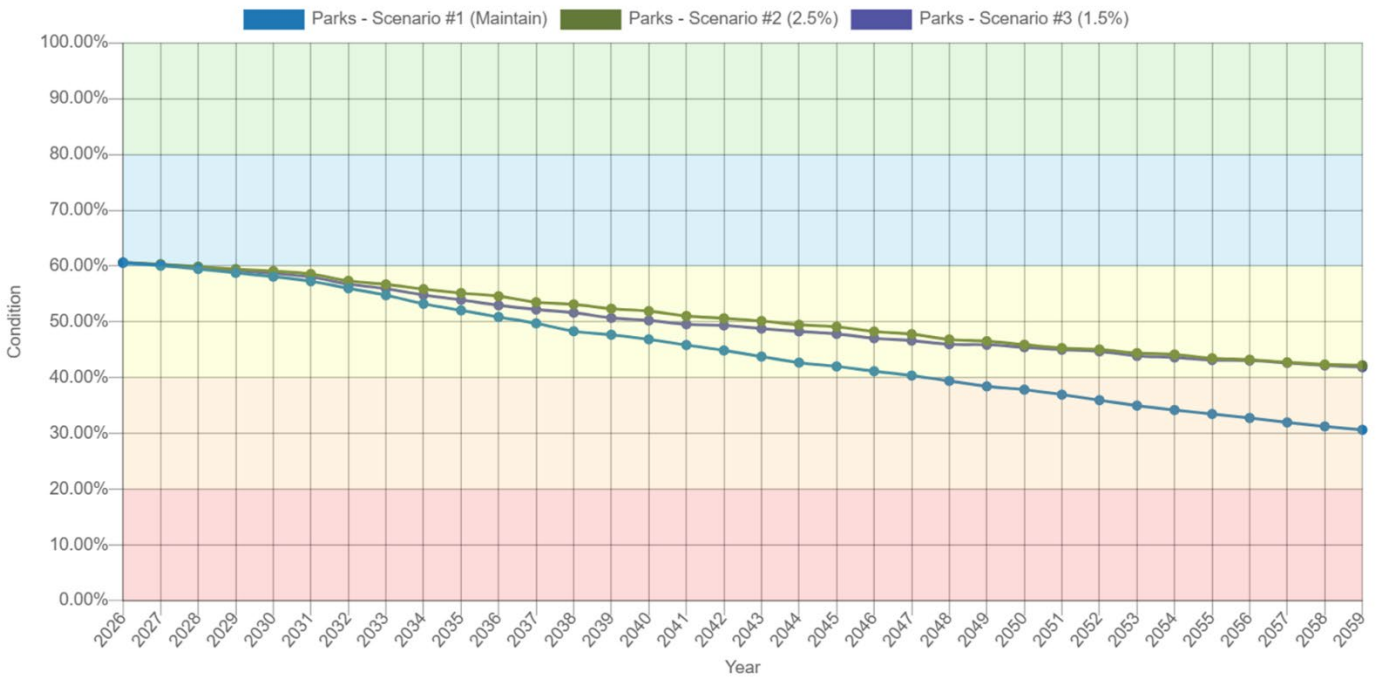


Figure 50. Condition results for each of the three proposed level of service scenarios related to the municipality's park services.

Parks services are meeting the proposed LoS target of fair condition (40+) in 2026, with average condition of approximately 60 (good condition) but begins to decline over time at different rates depending on the scenario. Under Scenario #1 (maintain current funding), condition steadily deteriorates to poor condition by 2059 and does not sustain the proposed LoS target of fair condition (40+). Under Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase), the decline is much more gradual, and the average condition remains above 40+ (fair condition) throughout the full forecast period (Figure 50). Scenario #3 tracks between Scenarios #1 and #2 earlier in the period and converges closer to Scenario #2 by 2059, indicating improved long-term stability relative to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

Public Works

The total replacement cost of the municipal public works service is approximately $5,169,155, represented by the following asset categories:

- Buildings: public works garage and shed (with associated roof and mechanical assets)
- Land Improvements: fencing, automatic gate, parking lot
- Vehicles: street sweeper, flusher truck, forestry bucket truck, dump trucks, pick-up trucks
- Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	39 - Poor	36 - Poor
	Average Risk	6 - Low	6 - Low
	Average Annual Investment	$280,000	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	49 - Fair	44 - Fair
	Average Risk	5 - Low	5 - Low
	Average Annual Investment	$350,197	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	49 - Fair	44 - Fair
	Average Risk	5 - Low	5 - Low
	Average Annual Investment	$342,836	

Table 61. Public Works services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

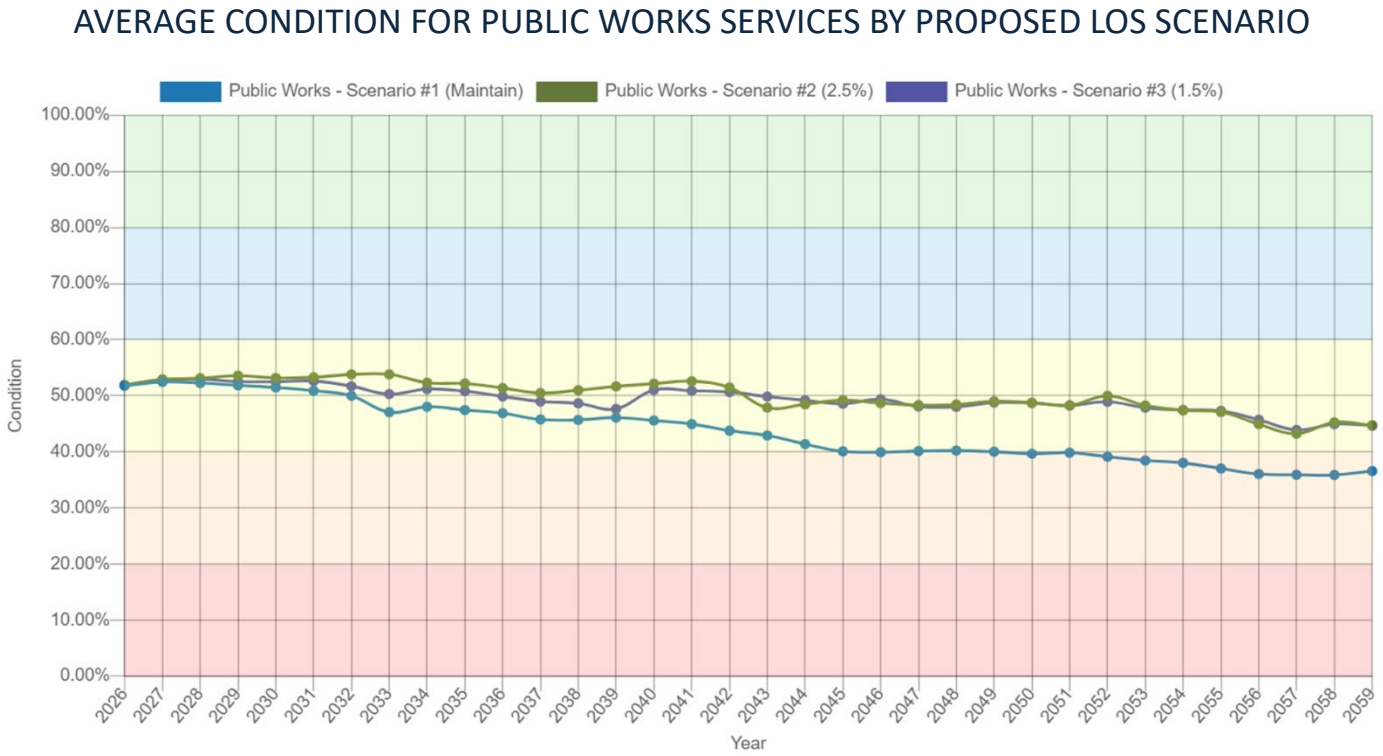


Figure 51. Condition results for each of the three proposed level of service scenarios related to the municipality's public works services.

Public Works is meeting the proposed LoS target in 2026, starting with an average condition of approximately 52 (fair condition). Scenario #1 (maintain current funding) shows a steady decline, ending in poor condition by 2059, and therefore does not sustain the 40+ target over the long-term. Scenario #2 (2.5% increase) remains relatively stable within the fair condition range through the late 2020s/early 2030s, then gradually declines but stays above 40+ throughout the forecast period. Scenario #3 (1.5% increase) follows a similar pattern as Scenario #2, but is modestly lower at points while remaining above 40+ for the full forecast (Figure 51). Overall, Scenarios #2 and #3 provide improved long-term stability compared to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

Recreation

The total replacement cost of the municipal recreation service is approximately $29,534,961, represented by the following asset categories:

- Buildings: Maitland Recreation Centre, Bannister Park Pavilion, and all associated roof and mechanical assets, including elevators
- Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities
- Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment
- Linear Network: streetlights, PVC sanitary mains, PVC storm mains, PVC watermains

It should be noted that this analysis excludes Memorial Community Centre, which has a replacement cost of approximately $4,707,426.

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	44 - Fair	34 - Poor
	Average Risk	13 - High	14 - High
	Average Annual Investment	$250,000	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	54 - Fair	55 - Fair
	Average Risk	12 - High	10 - High
	Average Annual Investment	$767,407	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	54 - Fair	47 - Fair
	Average Risk	12 - High	12 - High
	Average Annual Investment	$607,074	

Table 62. Recreation services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

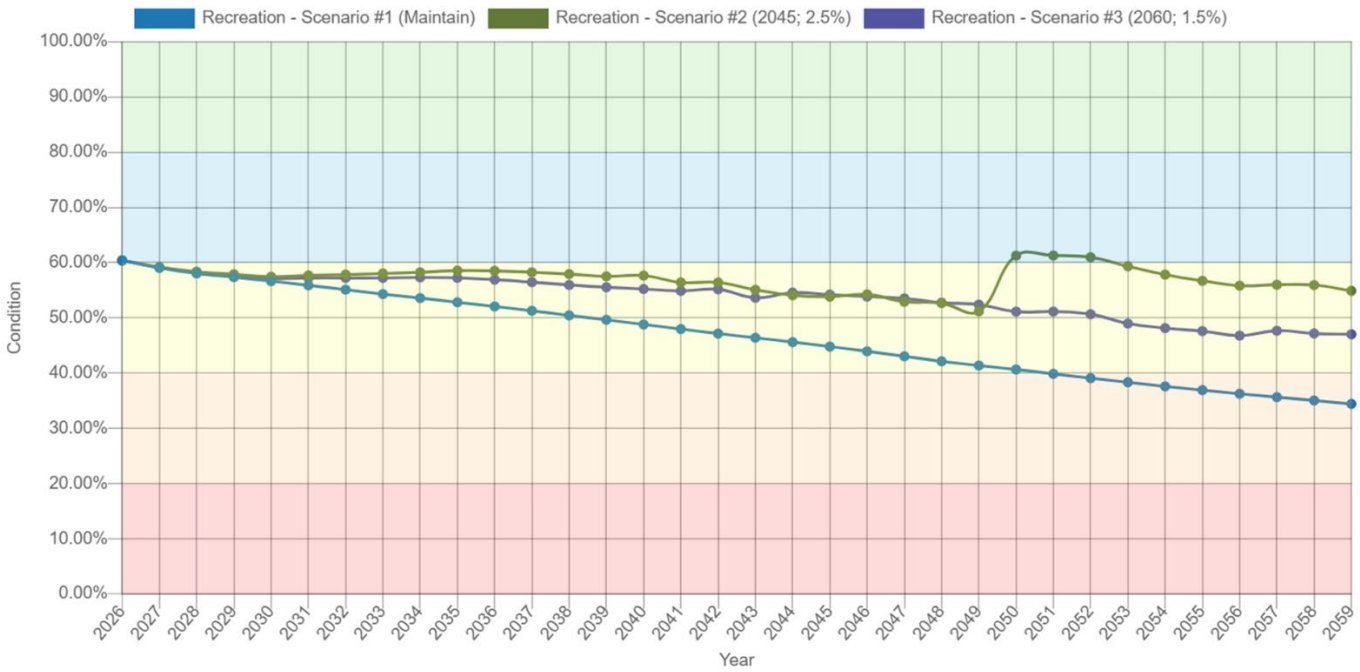


Figure 52. Condition results for each of the three proposed level of service scenarios related to the municipality's recreation services.

Recreation services are meeting the proposed LoS target (40+) in 2026, beginning the forecast with an average condition of approximately 60 (good condition). Under Scenario #1 (maintain current funding), average condition declines steadily from good condition in 2026 to poor condition by 2059, falling below the 40+ (fair) target in the early 2050s. Scenario #2 (2.5% increase) remains generally stable in the fair range through the 2030s and 2040s, shows a notable improvement around 2050, and then gradually tapers while remaining above 40+ through 2059. Scenario #3 (1.5% increase) follows a more moderate path, staying in the fair range through much of the 2030s and early 2040s before trending downward, but remaining above the 40+ target for the full forecast period, indicating better long-term service stability than Scenario #1 (Figure 52). Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing. It should be noted that this analysis does not include Memorial Community Centre assets.

Road and Storm

The total replacement cost of the municipal road and storm service is approximately $263,749,561, represented by the following asset categories:

- Road Network: roads, sidewalks, streetlights, traffic signals, pedestrian crossovers
- Storm Network: storm sewer mains
- Land Improvements: guard rails, parking lots, retaining walls

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	28 - Poor	23 - Poor
	Average Risk	12 - High	12 - High
	Average Annual Investment	$2,244,117	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	49 - Fair	61 - Good
	Average Risk	10 - High	9 - Moderate
	Average Annual Investment	$6,901,710	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	40 - Fair	52 - Fair
	Average Risk	11 - High	10 - High
	Average Annual Investment	$5,480,779	

Table 63. Road and storm services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

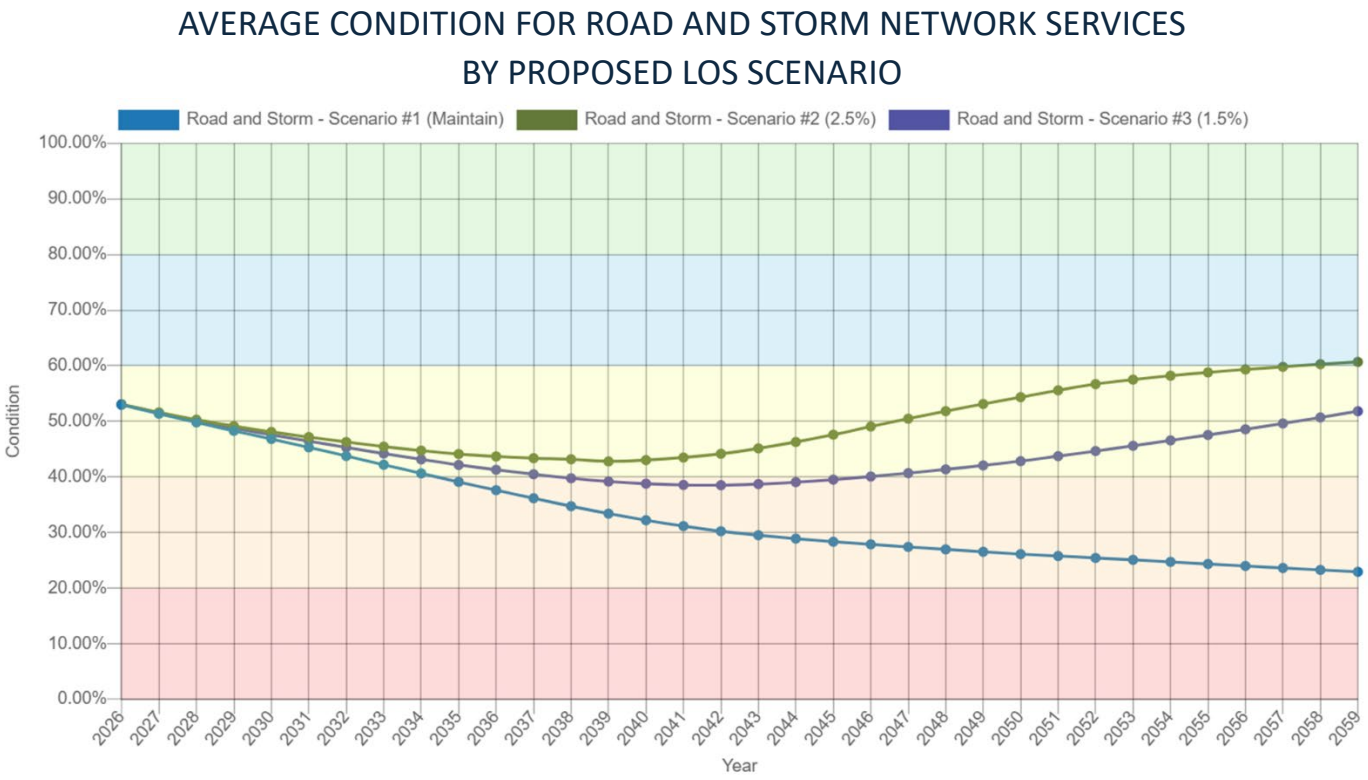


Figure 53. Condition results for each of the three proposed level of service scenarios related to the municipality's road and storm network services.

Road and Storm Network services begin the forecast within the fair condition range in 2026. Scenario #1 (maintain current funding) shows a continuous decline, dropping below fair condition by the mid 2030s and approaching the low end of the poor condition range by 2059. Scenario #1 does not sustain the LoS target long term. Scenario #2 (2.5% increase) remains within the fair condition range and then improves steadily from the early 2040s onward, ending in the good condition range by 2059. Scenario #3 (1.5% increase) initially declines further than Scenario #2, dipping to approximately 38-39 condition (poor) in the early 2040s, (briefly below the 40+ target), then gradually recovers and climbs back above 40, remaining in the fair condition range to 2059, indicating stronger long-term performance than Scenario #1 but less consistent LoS achievement than Scenario #2 (Figure 53).

To support prioritization and address higher risk ratings shown in Figure 53, it is important to note that the road network includes multiple road classes with different proposed LoS targets, reflecting differences in usage and criticality:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

The risk rating presented in Figure 53 represents an average across all assets within this service category. Therefore, individual road classes may have materially different condition, risk, and intervention timing. By setting different LoS triggers by road class, the Town can better manage and prioritize risk- higher-use routes (e.g., Connecting Links) are planned to trigger renewal earlier than lower-volume local roads, aligning investment timing with service demand and community impact.

Additionally, the Town's Road Maintenance Program and the continued development of a structured preventative maintenance program will further assist in managing risk by improving the ability to distinguish which segments warrant full reconstruction versus those that can be addressed through targeted preventative maintenance to extend useful life and optimize renewal timing.

During the period when assets fall into the poor range (approximately 2038-2046), planned project replacements will be prioritized based on risk and coordination with other underground infrastructure needs (water and sewer mains), and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

Sewer

The total replacement cost of the municipal sewer service is approximately $148,078,194, represented by the following asset categories:

- Sanitary Network: wastewater treatment plant, sewage pumping stations, sanitary sewer mains

Scenario	Technical LoS Quantitative Metric	Year 20	Year 30
Scenario #1 (Maintain)	Average Condition	62 - Good	58 - Fair
	Average Risk	6 - Low	6 - Low
	Average Annual Investment	$1,143,986	
Scenario #2 (3.5% Rate Increase)	Average Condition	69 - Good	69 - Good
	Average Risk	5 - Low	5 - Low
	Average Annual Investment	$2,197,056	
Scenario #3 (2.5% Rate Increase)	Average Condition	68 - Good	68 - Good
	Average Risk	5 - Low	5 - Low
	Average Annual Investment	$2,129,492	

Table 64. Sanitary sewer services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

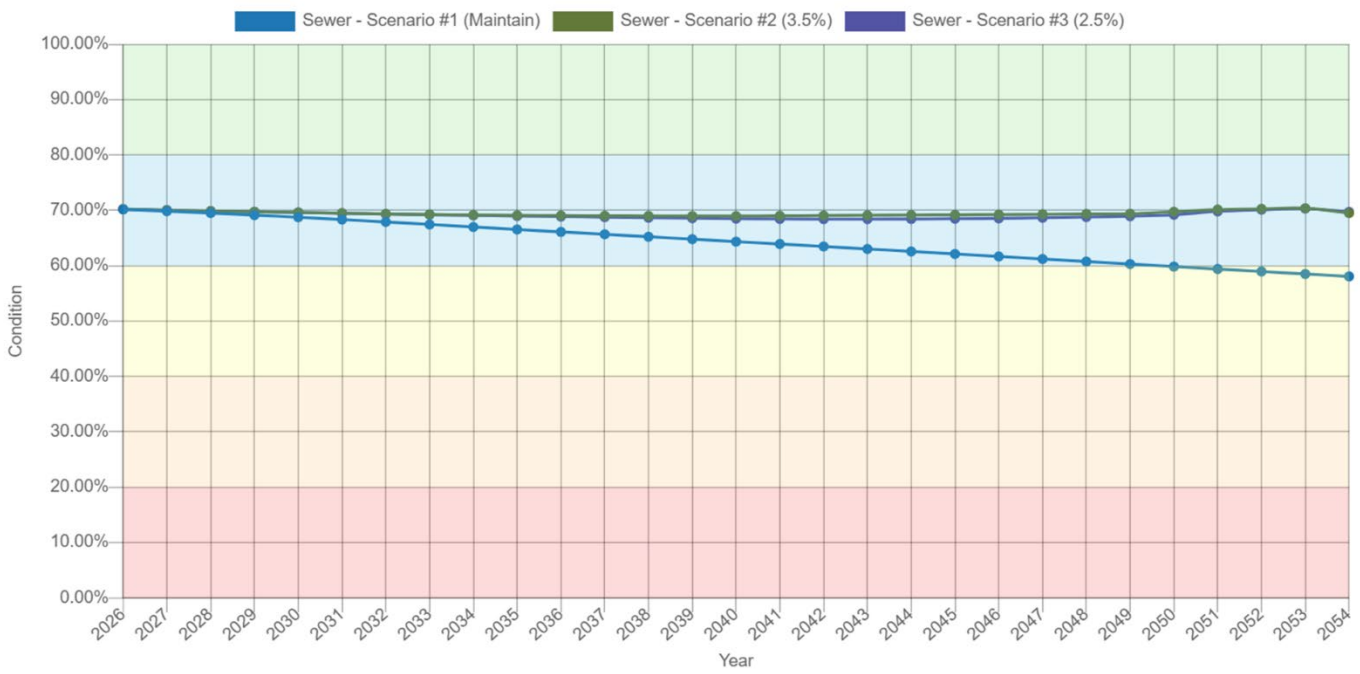


Figure 54. Condition results for each of the three proposed level of service scenarios related to the municipality's sanitary sewer services.

Sanitary sewer services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning within the good condition range, with all three scenarios remaining well above the 40+ threshold over the full forecast period. Scenario #1 (maintain current funding) shows a gradual decline into the fair range by 2050, but still maintains the LoS target through 2059. Scenario #2 (3.5% increase) is the most stable, ending with an average condition of approximately 69 (good). Scenario #3 (2.5% increase) performs similarly, tracking slightly below Scenario #2 for much of the period and finishing with an average condition of approximately 68 (good), also sustaining the target.

The sanitary network has the largest share of assets assessed condition data in the Town's asset management inventory, which strengthens the analysis by reducing reliance on age-based assumptions. As reflected in Figure 54, this higher coverage of condition assessment data is associated with a higher confidence level in the forecast results, improving the Town's ability to plan renewals and prioritize investments based on demonstrated need rather than generalized deterioration curves.

It is also important to recognize that the sanitary sewer is a long-lived asset class (e.g., sanitary sewer mains commonly have an assumed lifespan of approximately one hundred (100) years). As a result, the annual requirement is calculated by spreading renewal needs across the one hundred (100) year lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase was already adopted through the Wastewater Financial Plan, yet additional rate increases can still be required to align with the annual requirement over the long-term, particularly to ensure that funding keeps pace with the full lifecycle renewal profile and avoids deferring costs to later years.

Planned project replacements will be prioritized based on risk, coordinated with road and other underground infrastructure needs (water and storm mains), and supported by lifecycle interventions (e.g., targeted rehabilitation/repair) where appropriate to extend service life and optimize renewal timing.

Water

The total replacement cost of the municipal water service is approximately $175,993,741, represented by the following asset categories:

- Water Network: water treatment plant, booster pumping station, water tower, watermains, fire hydrants

Scenario	Technical LoS Quantitative Metric	Year 20	Year 30
Scenario #1 (Maintain)	Average Condition	52 - Fair	48 - Fair
	Average Risk	6 - Low	7 - Low
	Average Annual Investment	$1,455,304	
Scenario #2 (3.5% Rate Increase)	Average Condition	56 - Fair	57 - Fair
	Average Risk	6 - Low	6 - Low
	Average Annual Investment	$2,226,615	
Scenario #3 (2.5% Rate Increase)	Average Condition	55 - Fair	56 - Fair
	Average Risk	6 - Low	6 - Low
	Average Annual Investment	$2,054,227	

Table 65. Water services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

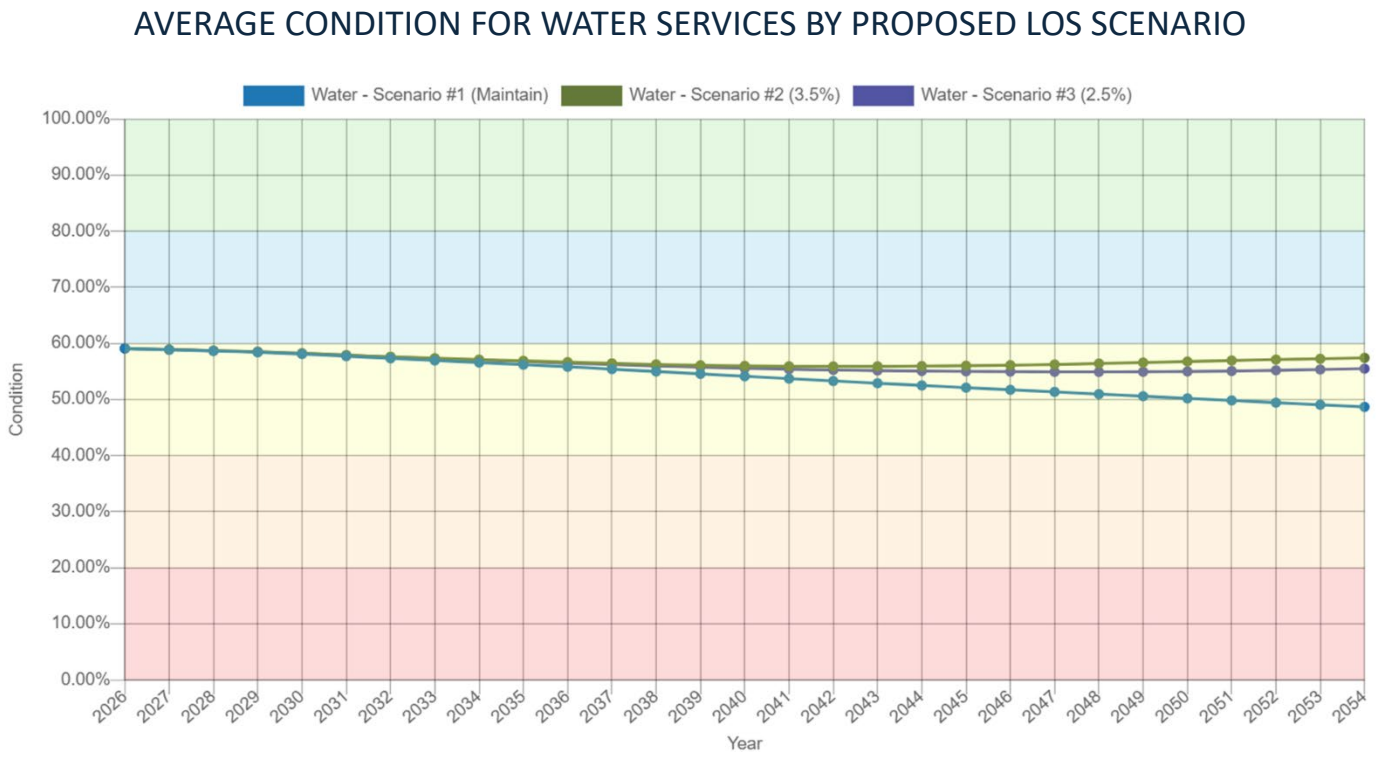


Figure 55. Condition results for each of the three proposed level of service scenarios related to the municipality's water services.

Water services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning at the upper end of the fair range, with an average condition of approximately 59. Scenario #1 (maintain current funding) gradually declines over time but remains above the 40+ target. Scenario #2 (3.5% increase) is generally stable and consistently above 40+ for the full forecast. Scenario #3 (2.5% increase) follows the same stable pattern but tracks slightly lower than Scenario #2 in most years, while still remaining above 40+ throughout (Figure 55).

It is also important to recognize that water is a long-lived asset class (e.g., watermains commonly have an assumed lifespan of approximately one hundred (100) years). The annual requirement is therefore calculated by spreading renewal needs across that full lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase may already have been adopted through the Water Financial Plan, while additional rate increases can still be warranted to fully align ongoing revenues with the long-term annual requirement and avoid deferring renewal costs to later decades.

Planned project replacements will be prioritized based on risk and coordinated with road and other underground infrastructure needs (sewer and storm mains), and lifecycle interventions (e.g., targeted rehabilitation/repairs) will be incorporated where appropriate to extend service life and optimize renewal timing.

Since water mains and fire hydrants are primarily age-based condition assets, the water services average condition tends to be lower (and less responsive to observed field performance) than the sanitary sewer analysis, where CCTV-based assessed condition provides direct evidence of defects and performance, and supports more certain (and often earlier) renewal identification. By contrast, age-based water assets rely more on installation year and expected service life, which can depress the average condition rating relative to sanitary sewers, even when the system is performing well operationally. For watermains, internal inspection is limited and disruptive in pressurized, in-service pipes, so prioritization typically relies more on risk-based methods and hydraulic modeling, supported by break history, pressure/flow data, and operational experience.

Waterfront

The total replacement cost of the waterfront service is approximately $11,914,332, represented by the following asset categories:

- Buildings: pavilions/washrooms, gazebos and sheds located at the waterfront and harbour (with associated roof and mechanical assets)
- Land Improvements: rotary cove wooden archway, flag poles, walls and concrete structures
- Machinery & Equipment: parking meters, waterfront playground equipment, Wi-Fi routers, accessibility mats
- Linear Network: roads, sidewalks, storm sewers

Scenario	Technical LoS Quantitative Metric	Year 20	Year 34
Scenario #1 (Maintain)	Average Condition	62 - Good	78 - Good
	Average Risk	7 - Low	6 - Low
	Average Annual Investment	$570,450	
Scenario #2 (2.5% Tax Rate Increase)	Average Condition	62 - Good	78 - Good
	Average Risk	7 - Low	6 - Low
	Average Annual Investment	$570,450	
Scenario #3 (1.5% Tax Rate Increase)	Average Condition	62 - Good	78 - Good
	Average Risk	7 - Low	6 - Low
	Average Annual Investment	$570,450	

Table 66. Waterfront services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

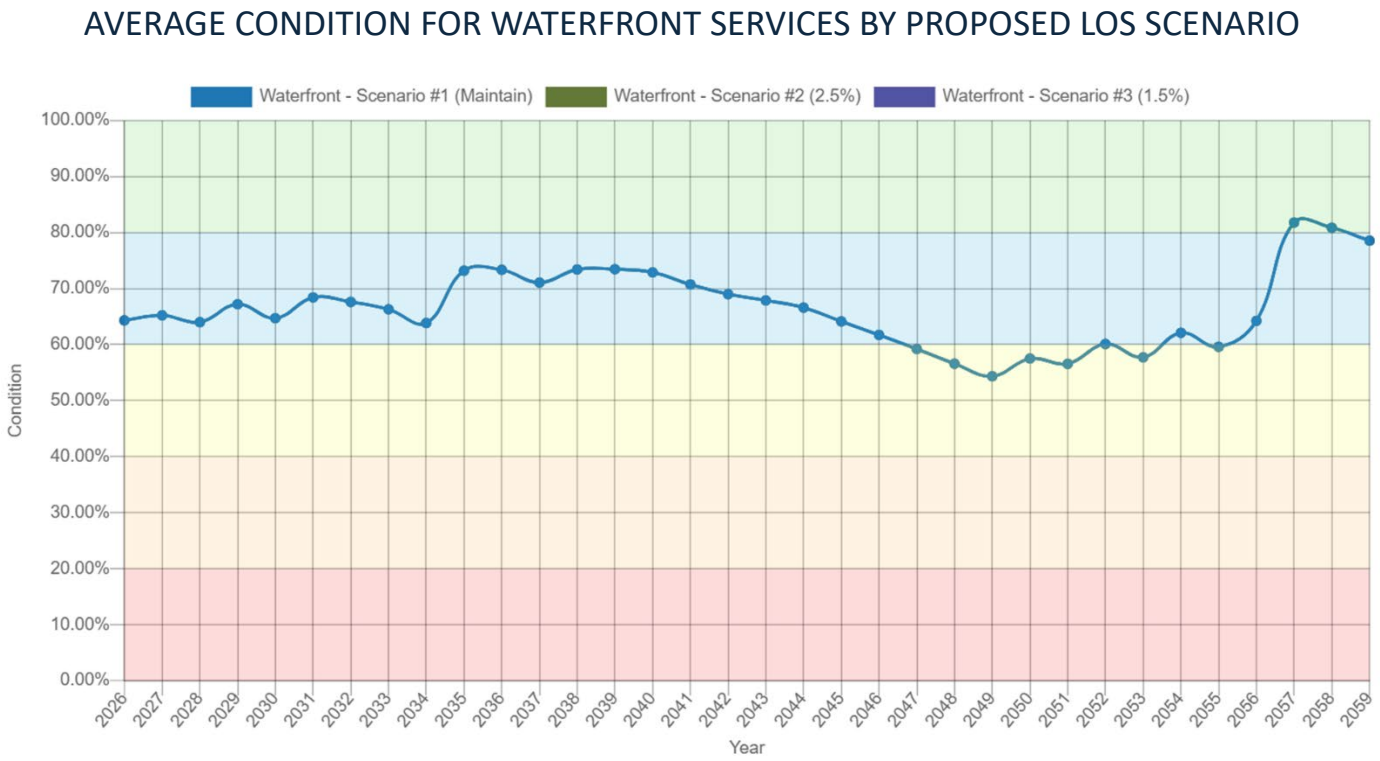


Figure 56. Condition results for each of the three proposed level of service scenarios related to the municipality's waterfront services.

Waterfront services are funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 56). Since this municipal service is already funded at the required level, the funding allocation is the same across all three scenarios, and the condition trajectory is identical in each case (i.e., neither the funding approach not the resulting condition outcome changes between scenarios). Condition remains generally stable through the late 2020s and 2030s, then declines through the 2040s to a low point in 2049, before recovering modestly and showing a more significant improvement around 2057, finishing in the good condition range by 2059. Overall, waterfront services remain well above the 40+ threshold for the full forecast period, with no scenario-driven differences because the service is already funded at the required level.

6.6 Financial Forecast by Municipal Service

The Town of Goderich has completed financial forecasts for each municipal service area (airport, cemetery, facilities, fire, medical centre, parks, public works, recreation, road and storm networks, sewer, water, and waterfront). The recreation forecast excludes the Memorial Community Centre, which is forecast separately. These financial forecasts do not take into consideration risk or available funding. Table 67 summarizes the financial forecast across all municipal services:

MUNICIPAL SERVICES	Backlog	2025	2026	2027	2028	2029
Airport	15,410	524,908	1,283,250	162,018	-	38,619
Cemetery	123,536	-	-	50,936	870,191	-
Facilities	324,487	177,528	-	2,295,050	70,277	243,470
Fire	459,273	107,049	4,317	154,419	-	-
Medical Centre	145,790	318,203	-	350,680	-	13,215
Memorial Arena	312,609	4,240,249	-	-	-	-
Parks	287,268	457,171	90,590	325,229	448,476	179,995
Public Works	997,238	499,474	647,890	19,099	18,826	53,580
Recreation	1,320,597	6,078,081	30,680	255,259	185,524	83,901
Road and Storm	1,403,959	45,344,256	6,891,848	4,448,226	8,241,476	15,560,286
Sewer	3,057,387	17,420,241	55,981	1,111,614	750,607	1,197,782
Water	5,592,373	25,377,582	3,753,578	478,826	1,057,791	1,715,311
Waterfront	-	1,110,293	799,680	1,140,846	212,281	-
TOTAL	**14,039,927**	**101,655,035**	**13,557,812**	**10,792,203**	**11,855,448**	**19,086,160**

MUNICIPAL SERVICES	2030	2031	2032	2033	2034	2035
Airport	56,663	4,020,266	40,983	-	241,016	43,491
Cemetery	-	-	65,890	-	79,085	-
Facilities	124,962	240,189	55,116	17,772	508,784	25,249
Fire	-	371,476	558,305	103,941	42,029	-
Medical Centre	6,500	125,710	240,770	9,079	77,934	35,081
Memorial Arena	119,933	19,191	-	15,768	53,862	-
Parks	18,499	278,191	304,262	155,239	321,390	69,520
Public Works	309,690	195,563	669,933	306,602	1,061,050	1,047,438
Recreation	259,853	362,902	363,155	194,609	1,488,778	100,513
Road and Storm	11,851,899	4,143,987	11,163,845	17,082,485	13,089,379	19,456,386
Sewer	1,070,269	3,656,128	239,656	1,054,099	605,267	2,324,900
Water	-	6,422,991	1,533,167	10,144,909	1,841,924	1,883,861
Waterfront	15,095	40,578	340,713	2,349,888	47,819	-
TOTAL	**13,833,363**	**19,877,172**	**15,575,794**	**31,434,391**	**19,458,318**	**24,986,441**

Table 67. Financial forecast from 2025 to 2035, including backlog, across all municipal services.

Airport:

Approximately $6,426,623 is needed for replacement, including backlog, over the next ten years for assets within the municipal airport services (Table 68). In 2023, runway 10/28 received a fair condition rating and is identified as a high-risk asset in the risk heat maps from section 5.3.6. To maintain the proposed level of service of keeping assets as or above a fair condition, replacement or rehabilitation of runway 10/28 is recommended within the next one to two years. Similarly, in the 2023 condition assessment, runway 14/32 was given a good condition rating. However, to sustain the proposed level of service, rehabilitation or replacement of runway 14/32 should be planned within the next five years.

AIRPORT SERVICES	Backlog	2025	2026	2027	2028	2029
Buildings	-	-	-	162,018.37	-	-
Land Improvements	-	164,622.00	1,246,858.20	-	-	-
Vehicles	-	-	-	-	-	-
Machinery & Equipment	15,410.00	360,286.00	36,391.56	-	-	38,619.01
TOTAL	**$ 15,410.00**	**$ 524,908.00**	**$ 1,283,249.76**	**$ 162,018.37**	**$ -**	**$ 38,619.01**

AIRPORT SERVICES	2030	2031	2032	2033	2034	2035
Buildings	-	-	-	-	-	-
Land Improvements	-	3,862,056.90	-	-	-	-
Vehicles	56,662.53	-	-	-	-	-
Machinery & Equipment	-	158,208.92	40,982.81	-	241,015.51	43,491.28
TOTAL	**$ 56,662.53**	**$ 4,020,265.82**	**$ 40,982.81**	**$ -**	**$ 241,015.51**	**$ 43,491.28**

Table 68. Financial forecast from 2025 to 2035, including backlog, for airport services.

Cemetery:

The replacement needs for the assets within the municipal cemetery services total approximately $1,189,638 over the next ten years (Table 69). Notably, the cemetery tractor/loader/backhoe is identified in the risk heat maps as being about seven years past its useful life. Additionally, rehabilitation of the cemetery roadway may be necessary over the next five to ten years, along with the replacement of all roofs in the cemetery facility inventory (office/equipment depot, mausoleum/chapel, residence and storage buildings).

CEMETERY SERVICES	Backlog	2025	2026	2027	2028	2029
Road Network	-	-	-	-	870,190.56	-
Buildings	-	-	-	50,935.90	-	-
Vehicles	57,361.00	-	-	-	-	-
Machinery & Equipment	66,175.00	-	-	-	-	-
TOTAL	**$ 123,536.00**	**$ -**	**$ -**	**$ 50,935.90**	**$ 870,190.56**	**$ -**

CEMETERY SERVICES	2030	2031	2032	2033	2034	2035
Road Network	-	-	-	-	-	-
Buildings	-	-	-	-	-	-
Vehicles	-	-	65,889.76	-	-	-
Machinery & Equipment	-	-	-	-	79,085.25	-
TOTAL	**$ -**	**$ -**	**$ 65,889.76**	**$ -**	**$ 79,085.25**	**$ -**

Table 69. Financial forecast from 2025 to 2035, including backlog, for cemetery services.

Facilities:

Facility services require approximately $4,082,885 for replacements over the next ten years (Table 70). Major expenses include the replacement of elevators at the library and Town Hall, various roof replacements (Town Hall, Municipal Child Care Centre, MacKay Hall, Library, Lighthouse, Lawn Bowling building, Service Club storage building, Huckins Street building), and mechanical equipment at Town Hall.

FACILITIES SERVICES	Backlog	2025	2026	2027	2028	2029
Buildings	13,198.00	34,731.00	-	2,251,552.53	14,005.82	10,296.09
Land Improvements	19,070.00	-	-	-	20,237.24	70,536.69
Machinery & Equipment	292,219.00	142,797.00	-	-	36,034.38	85,028.30
Vehicles	-	-	-	43,497.04	-	77,609.31
TOTAL	**$ 324,487.00**	**$ 177,528.00**	**$ -**	**$ 2,295,049.57**	**$ 70,277.44**	**$ 243,470.39**

FACILITIES SERVICES	2030	2031	2032	2033	2034	2035
Buildings	-	14,863.09	36,425.97	17,771.72	33,567.75	25,249.03
Land Improvements	-	21,475.92	-	-	22,790.42	-
Machinery & Equipment	67,302.56	203,850.04	18,690.26	-	402,461.78	-
Vehicles	57,659.52	-	-	-	49,964.43	-
TOTAL	**$ 124,962.08**	**$ 240,189.05**	**$ 55,116.23**	**$ 17,771.72**	**$ 508,784.38**	**$ 25,249.03**

Table 70. Financial forecast from 2025 to 2035, including backlog, for facilities services.

Fire:

Approximately $1,800,809 is needed for replacements, including backlog, over the next ten years for assets within the municipal fire services (Table 71). Many hoses, hydraulic units, and the portable generator have reached end of life and are currently in backlog. The municipality must also prepare for the replacement of another fire vehicle (identified in the risk heat map), the fire hall building's roof, and many of the self-contained breathing apparatus (SCBA) equipment over the next ten years as well.

FIRE SERVICES	Backlog	2025	2026	2027	2028	2029
Buildings	-	-	-	154,419.29	-	-
Land Improvements	-	-	-	-	-	-
Vehicles	261,527.00	-	-	-	-	-
Machinery & Equipment	197,746.00	107,049.00	4,316.64	-	-	-
TOTAL	**$459,273.00**	**$107,049.00**	**$ 4,316.64**	**$154,419.29**	**$ -**	**$ -**

FIRE SERVICES	2030	2031	2032	2033	2034	2035
Buildings	-	-	-	-	-	-
Land Improvements	-	-	-	103,941.42	-	-
Vehicles	-	97,541.43	554,872.61	-	-	-
Machinery & Equipment	-	273,934.53	3,432.27	-	42,029.01	-
TOTAL	**$ -**	**$371,475.96**	**$558,304.88**	**$103,941.42**	**$42,029.01**	**$ -**

Table 71. Financial forecast from 2025 to 2035, including backlog, for fire services.

Maitland Valley Medical Centre:

The assets within the Maitland Valley Medical Centre have approximately $1,322,964 in capital replacement needs over the next ten years, with most costs associated with roof upgrades, HVAC renewals, and various machinery and equipment replacements (Table 72).

MEDICAL CENTRE SERVICES	Backlog	2025	2026	2027	2028	2029
Street Lighting	-	83,952.00	-	-	-	-
Buildings	-	-	-	350,680.35	-	-
Land Improvements	-	186,473.00	-	-	-	-
Machinery & Equipment	145,790.00	47,778.00	-	-	-	13,215.41
TOTAL	**$145,790.00**	**$318,203.00**	**$ -**	**$350,680.35**	**$ -**	**$13,215.41**

MEDICAL CENTRE SERVICES	2030	2031	2032	2033	2034	2035
Street Lighting	-	-	-	-	-	-
Buildings	-	-	228,894.01	9,079.19	-	35,081.44
Land Improvements	-	-	-	-	-	-
Machinery & Equipment	6,499.72	125,710.12	11,876.26	-	77,934.38	-
TOTAL	**$ 6,499.72**	**$125,710.12**	**$240,770.27**	**$ 9,079.19**	**$77,934.38**	**$35,081.44**

Table 72. Financial forecast from 2025 to 2035, including backlog, for the Maitland Valley Medical Centre.

Memorial Community Centre:

The assets within the Memorial Community Centre have approximately $4,761,612 in ten-year capital replacement needs, including backlog (Table 73). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Memorial Community Centre structure. Facility renewal and replacement projects represent approximately 87% of the total ten-year capital requirement.

As of March 2026, Goderich service groups assumed responsibility for the operations, management, and maintenance of the Memorial Community Centre. However, the Town of Goderich remains the owner of the facility.

MEMORIAL COMMUNITY CENTRE	Backlog	2025	2026	2027	2028	2029
Building	143,323.00	3,977,924.00	-	-	-	-
Machinery and Equipment	169,286.00	262,325.00	-	-	-	-
TOTAL	**$ 312,609.00**	**$ 4,240,249.00**	**$ -**	**$ -**	**$ -**	**$ -**

MEMORIAL COMMUNITY CENTRE	2030	2031	2032	2033	2034	2035
Building	-	-	-	15,768.19	-	-
Machinery and Equipment	119,932.99	19,190.93	-	-	53,861.63	-
TOTAL	**$ 119,932.99**	**$ 19,190.93**	**$ -**	**$ 15,768.19**	**$ 53,861.63**	**$ -**

Table 73. Financial forecast from 2025 to 2035, including backlog, for the Memorial Community Centre.

Parks:

Approximately $2,935,831 is needed for replacements, including backlog, over the next ten years for assets within the municipal parks services (Table 74). Key fleet and operating equipment (e.g., mowers and pickup trucks) will require phased renewal across multiple years within the ten-year period. The risk heat maps also show that several playground assets, as well as roofs on many pavilions, washrooms, gazebos, and performance stages, are nearing end of life and should be prioritized for renewal within the next decade.

PARKS SERVICES	Backlog	2025	2026	2027	2028	2029
Street Lighting	-	20,433.00	14,110.68	-	-	10,567.79
Buildings	-	-	-	256,143.39	-	-
Land Improvements	16,819.00	71,527.00	-	-	-	-
Vehicles	142,834.00	-	59,655.72	51,653.78	-	95,545.20
Machinery & Equipment	127,615.00	365,211.00	16,823.88	17,431.90	448,476.05	73,882.49
TOTAL	**$287,268.00**	**$457,171.00**	**$ 90,590.28**	**$325,229.07**	**$448,476.05**	**$179,995.48**

PARKS SERVICES	2030	2031	2032	2033	2034	2035
Street Lighting	-	-	-	-	-	-
Buildings	-	-	-	-	-	-
Land Improvements	-	-	-	67,082.19	-	49,414.38
Vehicles	-	-	164,071.36	68,525.67	59,333.96	-
Machinery & Equipment	18,498.87	278,191.39	140,190.19	19,631.15	262,056.32	20,106.09
TOTAL	**$ 18,498.87**	**$278,191.39**	**$304,261.55**	**$155,239.01**	**$321,390.28**	**$ 69,520.47**

Table 74. Financial forecast from 2025 to 2035, including backlog, for parks services.

Public Works:

The replacement needs for the assets within public works services total approximately $5,826,382 over the next ten years (Table 75). Of this total, 56% relates to vehicles, with a further 41% allocated to machinery and equipment. These assets will require phased renewal across multiple years within the ten-year period.

PUBLIC WORKS SERVICES	Backlog	2025	2026	2027	2028	2029
Buildings	-	-	-	19,098.62	-	-
Land Improvements	145,826.00	-	-	-	-	-
Vehicles	783,763.00	-	266,915.64	-	-	53,580.39
Machinery & Equipment	67,649.00	499,474.00	380,974.08	-	18,825.83	-
TOTAL	**$ 997,238.00**	**$ 499,474.00**	**$ 647,889.72**	**$ 19,098.62**	**$ 18,825.83**	**$ 53,580.39**

PUBLIC WORKS SERVICES	2030	2031	2032	2033	2034	2035
Buildings	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-
Vehicles	309,690.25	49,397.99	342,311.78	306,602.17	547,802.95	592,138.73
Machinery & Equipment	-	146,164.61	327,621.23	-	513,246.84	455,299.29
TOTAL	**$ 309,690.25**	**$ 195,562.60**	**$ 669,933.01**	**$ 306,602.17**	**$ 1,061,049.79**	**$ 1,047,438.02**

Table 75. Financial forecast from 2025 to 2035, including backlog, for public works services.

Recreation:

The assets within recreation services have approximately $10,723,853 in ten-year capital replacement needs, including backlog (Table 76). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Maitland Recreation Centre roof and various mechanical components at the facility. Facility renewal and replacement projects represent approximately 70% of the total ten-year capital replacement. Mechanical components are expected to be renewed in phases over the ten-year period, with major work anticipated early in the planning horizon and again near the end of the financial forecast.

RECREATION SERVICES	Backlog	2025	2026	2027	2028	2029
Street Lighting	-	106,614.00	-	-	-	-
Buildings	768,117.00	5,550,662.00	-	-	-	-
Land Improvements	-	83,418.00	-	236,641.06	-	-
Machinery and Equipment	552,480.00	337,387.00	30,679.56	18,617.96	185,523.57	83,901.48
TOTAL	**$ 1,320,597.00**	**$ 6,078,081.00**	**$ 30,679.56**	**$ 255,259.02**	**$ 185,523.57**	**$ 83,901.48**

RECREATION SERVICES	2030	2031	2032	2033	2034	2035
Street Lighting	-	-	-	-	-	-
Buildings	35,745.72	8,728.88	214,058.72	45,277.61	908,707.76	-
Land Improvements	16,836.12	35,761.29	-	128,364.66	37,662.15	-
Machinery and Equipment	207,271.30	318,412.28	149,095.97	20,966.84	542,408.29	100,513.41
TOTAL	**$ 259,853.14**	**$ 362,902.45**	**$ 363,154.69**	**$ 194,609.11**	**$ 1,488,778.20**	**$ 100,513.41**

Table 76. Financial forecast from 2025 to 2035, including backlog, for recreation services.

Road and Storm:

Approximately $158,678,032 is forecast to be required for asset replacement (including backlog) over the next ten years for assets funded through the municipal road and storm services (Table 77). This financial forecast schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, the capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and additional “human factor” considerations are still required to incorporate external drivers when setting priorities such as public safety, growth and development pressures, climate change impacts, coordination with other capital works, and operational constraints.

Of the approximately $158.7M forecast over the ten-year period, roughly $30M is associated with assets rated very low to low risk. For these assets, preventative maintenance strategies will be applied to extend useful life and defer full replacement where appropriate. Additionally, regularly scheduled condition assessments can help confirm whether these assets continue to perform at a high condition rating (i.e., good to very good condition), allowing planned replacements to be deferred when warranted. Continual condition monitoring also strengthens project prioritization by directing available funding to the locations where it is most needed, based on current condition, risk and other operational or service-level considerations.

Road reconstruction projects are typically prioritized by upgrading surface treated roadways to an urban high-class bituminous (HCB) surface. However, project selection also considers factors such as adjacent development and available grant funding. Most importantly, capital roadwork should be coordinated with underground infrastructure needs (i.e., sanitary, water and storm systems) to maximize cost efficiencies and reduce repeat disruptions. This approach allows the Town to target specific sections of the following roads for future reconstruction: Oxford Street, Hincks Street, Huron Road, Toronto Street, Elgin Street, Courthouse Square, Britannia Road, Victoria Street, Maitland Road, St. David Street, Horton Street, East Street, Jones Street and North Harbour Road.

In addition, streetlight replacement will require phased renewals over multiple years, primarily near the end of the ten-year period.

Most storm sewer infrastructure was installed beginning in the 1950s and has an assumed service life of 100 years. At present, most storm assets have an age-based condition rating, as the Town began incorporating a limited number of storm assets into its annual CCTV condition assessment in 2021, with a focus being on the older sanitary system. For example, a condition assessment completed on a section of storm sewer on Suncoast Drive identified defects that have been included in the 2026 budget for repair, demonstrating the value of condition-based assessments in better understanding how assets are performing. The Town will continue to expand storm sewer CCTV inspections annually to develop more reliable condition and performance data for the storm network.

ROAD AND STORM SERVICES	Backlog	2025	2026	2027	2028	2029
Road Network	1,274,000	38,930,500	5,872,650	4,409,735	7,713,322	10,475,237
Sidewalk Network	16,204	586,614	74,919	27,050	117,536	61,962
Street Lighting and Traffic Signals	10,996	553,549	11,216	11,440	11,669	-
Storm Network	10,282	5,213,307	933,063	-	398,948	5,023,087
Land Improvements	92,477	60,286	-	-	-	-
TOTAL	**1,403,959**	**45,344,256**	**6,891,848**	**4,448,226**	**8,241,476**	**15,560,286**

ROAD AND STORM SERVICES	2030	2031	2032	2033	2034	2035
Road Network	10,890,101	3,159,167	9,258,981	11,886,602	8,447,631	10,161,964
Sidewalk Network	114,824	90,037	165,755	196,320	298,318	170,354
Street Lighting and Traffic Signals	846,973	382,934	138,009	1,023,634	176,156	13,404
Storm Network	-	511,850	1,601,100	3,975,930	4,167,273	9,110,663
Land Improvements	-	-	-	-	-	-
TOTAL	**11,851,899**	**4,143,987**	**11,163,845**	**17,082,485**	**13,089,379**	**19,456,386**

Table 77. Financial forecast from 2025 to 2035, including backlog, for road and storm network services.

Sewer:

The assets within the sanitary sewer services have approximately $32,543,931 in capital replacement needs (including backlog) over the next ten years (Table 78). Over the ten-year forecast, about 82% of the replacement need relates to sanitary mains**,** and approximately 16% is attributed to the wastewater treatment plant**.**

The Town has assessed approximately 78% of its sanitary mains, providing a more reliable understanding of system performance than age-based condition ratings alone.

When considering sanitary main replacement needs in isolation (i.e., not factoring in road condition or other underground infrastructure), the Town generally prioritizes replacement of vitrified clay mains**.** However, as with the road network, sanitary renewal priorities are coordinated with road and other underground infrastructure needs (i.e., roads, watermains, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for sanitary sewer services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. Of the approximately $32.5M forecast over the ten-year period, roughly $8M is associated with sanitary network assets rated very low to low risk. For these assets, preventative maintenance and targeted rehabilitation strategies will be applied to extend useful life and defer full replacement where appropriate (e.g., cleaning and inspections, targeted lining/repairs, etc.).

SEWER SERVICES	Backlog	2025	2026	2027	2028	2029
Pollution Control Plant	296,078.00	2,610,135.00	-	52,403.91	294,421.54	-
Sewage Pumping Station	-	280,265.00	-	-	-	-
Sanitary Sewer Mains	2,753,153.00	14,529,841.00	-	1,059,210.43	447,530.52	1,197,781.55
Land Improvements	-	-	55,980.66	-	-	-
Machinery & Equipment	8,156.00	-	-	-	8,655.21	-
TOTAL	**$ 3,057,387.00**	**$ 17,420,241.00**	**$ 55,980.66**	**$ 1,111,614.34**	**$ 750,607.27**	**$ 1,197,781.55**

SEWER SERVICES	2030	2031	2032	2033	2034	2035
Pollution Control Plant	579,623.68	775,829.06	190,774.86	-	331,566.48	-
Sewage Pumping Station	270,743.80	-	48,881.17	-	-	-
Sanitary Sewer Mains	219,901.98	2,871,113.91	-	1,054,098.59	263,952.93	2,324,900.28
Land Improvements	-	-	-	-	-	-
Machinery & Equipment	-	9,184.98	-	-	9,747.17	-
TOTAL	**$ 1,070,269.46**	**$ 3,656,127.95**	**$ 239,656.03**	**$ 1,054,098.59**	**$ 605,266.58**	**$ 2,324,900.28**

Table 78. Financial forecast from 2025 to 2035, including backlog, for sanitary sewer services.

Water:

Approximately $59,802,312 in replacements (including backlog) is forecast over the next ten years for assets funded through the municipal water services (Table 79). Over the ten-year period, about 78% of the replacement need relates to watermains, while approximately 19% is associated with the water treatment plant and water tower. Fire hydrant replacements will likely require a phased renewal approach over multiple years.

When considering watermain needs alone (excluding road condition and other underground infrastructure), the Town generally prioritizes replacement of 100 mm cast iron watermains. Locations with a history of repeated watermain breaks are also high priority. However, as with the road network, watermain renewal priorities are ultimately coordinated with road and underground infrastructure needs (i.e., roads, sanitary, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for water services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. For water network assets, continuing condition assessments and preventative maintenance can support deferring replacement where appropriate, not only for facilities such as the water treatment plant and booster pumping station, but also through targeted rehabilitation and proactive programs for watermains (e.g., leak detection, spot repairs) and fire hydrants (e.g., inspection and rebuilds). Of the approximately $59M forecast over the ten-year period, roughly $25M is associated with water network assets rated very low to low risk, where these strategies may be applied to extend useful life and defer full replacement when performance and condition remain acceptable.

WATER SERVICES	Backlog	2025	2026	2027	2028	2029
Watermains	5,233,200.00	19,057,335.00	3,753,577.56	281,363.70	1,057,790.91	1,102,548.08
Fire Hydrants	-	1,194,063.00	-	-	-	-
Water Treatment Plant	348,271.00	4,544,487.00	-	80,013.00	-	558,605.36
Booster Pumping Station	-	267,936.00	-	87,238.58	-	54,157.33
Land Improvements	-	14,692.00	-	2,142.18	-	-
Machinery & Equipment	10,902.00	299,069.00	-	28,068.95	-	-
TOTAL	**$ 5,592,373.00**	**$ 25,377,582.00**	**$ 3,753,577.56**	**$ 478,826.41**	**$ 1,057,790.91**	**$ 1,715,310.77**

WATER SERVICES	2030	2031	2032	2033	2034	2035
Watermains	-	5,670,727.79	1,533,166.84	5,017,392.26	1,816,516.81	1,883,860.79
Fire Hydrants	-	-	-	-	-	-
Water Treatment Plant	-	488,501.12	-	5,127,516.55	25,407.67	-
Booster Pumping Station	-	239,636.10	-	-	-	-
Land Improvements	-	11,848.35	-	-	-	-
Machinery & Equipment	-	12,277.42	-	-	-	-
TOTAL	**$ -**	**$ 6,422,990.78**	**$ 1,533,166.84**	**$ 10,144,908.81**	**$ 1,841,924.48**	**$ 1,883,860.79**

Table 79. Financial forecast from 2025 to 2035, including backlog, for water services.

Waterfront:

The assets within the waterfront services have approximately $6,057,193 in capital replacement needs over the next ten years, with no backlog items identified (Table 80). The largest requirements, representing 84% of the total, are within the Road Network asset category, including roadwork, sidewalks and streetlighting along Cove Road. Other capital needs include parking meter renewals and roof replacements at several waterfront pavilions and washroom facilities.

WATERFRONT SERVICES	Backlog	2025	2026	2027	2028	2029
Road Network	-	980,000.00	799,680.00	1,038,277.58	-	-
Sidewalk Network	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-
Storm Sewer Network	-	-	-	-	-	-
Buildings	-	-	-	102,568.87	-	-
Land Improvements	-	94,261.00	-	-	-	-
Machinery & Equipment	-	36,032.00	-	-	212,280.86	-
TOTAL	**$ -**	**$ 1,110,293.00**	**$ 799,680.00**	**$ 1,140,846.45**	**$ 212,280.86**	**$ -**

WATERFRONT SERVICES	2030	2031	2032	2033	2034	2035
Road Network	-	-	-	2,296,452.39	-	-
Sidewalk Network	-	-	242,206.12	-	-	-
Street Lighting	-	-	-	53,435.71	-	-
Storm Sewer Network	-	-	-	-	-	-
Buildings	-	-	-	-	-	-
Land Improvements	15,094.99	-	-	-	-	-
Machinery & Equipment	-	40,577.89	98,506.65	-	47,819.23	-
TOTAL	**$ 15,094.99**	**$ 40,577.89**	**$ 340,712.77**	**$ 2,349,888.10**	**$ 47,819.23**	**$ -**

Table 80. Financial forecast from 2025 to 2035, including backlog, for waterfront services.

7.0 CONCLUSION AND RECOMMENDATIONS

The objective of the 2025 Town of Goderich Asset Management Plan is to provide the information needed to make informed decisions that support sustainable management of the Town's capital assets, now and into the future. It should be noted that this data reflects the status of the Town's assets in 2025 and will evolve with maintenance needs, condition assessments, as well as external factors (e.g., development priorities, climate change).

7.1 Summary of Key Findings:

- The total replacement cost of all assets within the Town of Goderich inventory is approximately $685,526,565.
- The condition distribution of all assets within the asset inventory includes the following: 58% (approximately $399 million) are in good to very good condition, 24% (approximately $167 million) are in fair condition, and 18% (approximately $120 million) are in poor to very poor condition.
- The assets in poor to very poor condition occur across all asset classes and will be considered as priorities for future capital budgets and forecasts.
- The following activities have assisted in addressing the information gap regarding the Town's assets:
    - The following asset networks have undergone condition studies to reflect actual performance of assets: roads, sidewalks, buildings (including water treatment plant, wastewater treatment plant, booster pumping station, and sewage pumping stations), as well as sanitary and some storm sewer mains.
    - Contributions to the capital replacement reserves and reserve funds are required on an annual basis by the municipality, with funding increases a gradual phase-in of.
    - Critical issues and assets in need of repair and/or replacement will continue to be assessed and prioritized through the annual capital budget process by the municipality.
- Maintaining existing infrastructure at the expected level of service of the public can be a financial challenge and has resulted in a considerable and challenging infrastructure funding gap.
- Continue to seek funding from other sources (e.g., Federal and Provincial Governments) when available to assist in capital related projects.

7.2 Next Steps for the Asset Management and Capital Programs:

- Continue to update and refine asset data within the asset inventory database. The asset management manager should regularly update the inventory to account for asset replacements, upgrades and disposals, as well as asset condition after each assessment is complete.

- Review and refine allocation of additional taxation revenue among municipal services based on further analysis of asset need, risks and strategic priorities.
- Further develop lifecycle events (preventative maintenance) schedules for core assets to extend service life of infrastructure and reduce replacement costs.
- Repair and replacement of capital assets should be prioritized based on a risk assessment. For example, assets identified as critical (i.e., upper right quadrant of the risk heat maps, high probability of failure and consequence of failure) should be prioritized first. Additionally, capital assets with a fair condition rating should be targeted for maintenance to ensure they continue to perform at current levels of service.
- Continue to schedule condition assessments for the following asset networks: roads, sidewalks, sanitary, storm and buildings. Ideally, these assessments would occur every 2- 3 years, but no longer than 5 years. A plan should be developed to gather more accurate data on the watermain infrastructure. Assessed condition should begin to be gathered for other asset networks (e.g., fleet, machinery and equipment).
- Development of targeted public engagement surveys for each individual service area (i.e., a survey focusing on transportation services, another survey focusing on recreation services, etc.), available year-round on the municipal website to better gauge public satisfaction.
- Provide education to staff and Council in order to implement the asset management and financial strategy, prioritize projects and support current service levels.

7.3 Summary of Recommendations

- Therefore, it is recommended that Goderich Town Council adopts the selected level of service target range for roads (by road class) and a level of service target of fair (40+) for all remaining assets
- Additionally, it is recommended that Goderich Town Council accepts the Proposed Level of Service Scenario #3, outlined in the Financial Strategy, which proposes the implementation of an annual 1.5% tax increase for tax-funded services, as well as a 2.5% rate increase for rate-funded services, to be confirmed annually during the budget process.
- The Town of Goderich should update the Asset Management Plan at a minimum of every five years, as per O. Reg 588/17, and ensure it follows the standards and principles outlined in the Asset Management Policy.

APPENDIX A:

Levels of Service Table

Function	Service Expectations	Strategic Level of Service (Qualitative Descriptions)	Proposed Level of Service (Quantitative Descriptions)	Action Plan	Performance Measures	Current Levels of Service Using Average Condition (Jan 1 2024 to Dec 31 2024)	Percentage Below Proposed Level of Service	Financial Requirement to Achieve Proposed Levels of Service and Above
	"Reasonably smooth roads that transport all types of vehicles without congestion"	Safe, reliable roads with adequate capacity	All areas of the Town of Goderich are connected to the municipal road network. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all road network assets with the exception of streetlight poles which are owned by ERTH Power (formally Goderich Hydro)			TOTAL CENTRE LANE KILOMETRES: Connecting Link: 4.86 km Urban Collector: 3.66 km Semi-Urban: 2.07 km Urban Local HC: 58.00 km Urban Local LC: 3.16 km LC Bituminous: 4.00 km Rural Gravel: 0.48 km		
			Connecting Link: **50+** Urban Collector: **40+** Semi-Urban: **40+** Urban Local HC: **30+** Urban Local LC: **30+** LC Bituminous: **20+** Rural Gravel: **20+** Land Improvements: **40+**	1. Schedule road pavement condition assessments on an ongoing basis	Condition Rating (Pavement Condition Index (PCI))	Connecting Link: **68** (Fair) Urban Collector: **51** (Fair) Semi-Urban: **25** (Poor) Urban Local HC: **56** (Fair) Urban Local LC: **19** (Very Poor) LC Bituminous: **45** (Fair) Rural Gravel: **31** (Poor) Land Improvements: **74** (Good)	Connecting Link Roads PCI <50: **0%** Urban Collector Roads PCI <40: **33% (~1.2 km)** Semi-Urban Roads PCI <40: **75% (~1.5 km)** Urban Local H.C. Roads PCI <30: **22% (~12 km)** Urban Local L.C. Roads PCI <30: **93% (~2.9 km)** LC Bituminous Roads PCI <20: **0%** Rural Gravel Roads PCI <20: **0%** Land Improvements Condition <40: **19%**	Urban Collector: $3,013,500 Semi-Urban: $3,773,000 Urban Local H.C.: $29,506,500 Urban Local L.C.: $6,543,750 Land Improvements: $92,477 **TOTAL: $42,929,227**
			Compliance with Provincial Minimum Maintenance Standards	1. Continue weekly/biweekly road patrols 2. Continue with surface treated (Urban Local L.C.) road replacement program, incorporated in annual road reconstruction capital planning 3. Budget for annual road reconstruction capital projects (Class 1-3 roads) and annual preventative maintenance program of Class 4-5 roads	Number of minimum maintenance standard non-compliance events	Compliant with provincial minimum maintenance standards		
			Minimize complaints		Service requests	Response to service requests		
	"Sidewalks that allow access to key areas of the community"	Safe, accessible sidewalks, with access from residential, commercial/institutional areas to downtown and waterfront	The majority of the Town of Goderich is connected via sidewalks, with very little gaps in services. This includes residential, commercial and institutional customers			TOTAL KILOMETRES: Concrete: 64.52 km Asphalt: 1,03 km Paving Stone: 1.51 km Wood: 1.75 km		
			Concrete Sidewalk: **40+** Asphalt Sidewalk: **40+** Wood Sidewalk: **40+** Paving Stone Sidewalk: **40+**	1. Schedule sidewalk condition assessments on an ongoing basis	Condition Rating (Sidewalk Condition Index (SCI))	Concrete Sidewalk: **77** (Good) Asphalt Sidewalk: **72** (Good) Wood Sidewalk: **80** (Very Good) Paving Stone Sidewalk: **71** (Good)	Concrete Sidewalk <40: **5% (~3.5 km)** Asphalt Sidewalk <40: **23% (~0.6 km)** Wood Sidewalk <40: **8% (~0.2 km)** Paving Stone Sidewalk <40: **0%**	Concrete Sidewalk: $457,600 Asphalt Sidewalk: $39,482 Wood Sidewalk: $105,736 **TOTAL: $602,818**
			Compliance with Provincial Minimum Maintenance Standards	1. Continue sidewalk inspections once every year (as per Minimum Maintenance Standards) 2. Continue annual repair and replacement of sidewalk segments (accessibility requirements where necessary) 3. Budget for sidewalk replacement where necessary during annual road reconstruction capital projects	Number of minimum maintenance standard non-compliance events	Compliant with provincial minimum maintenance standards		
			Minimize complaints		Service requests	Response to service requests		

Transportation Services	"Streetlights that keep the roadway (and sidewalk, if applicable) illuminated"	Reliable, energy efficient LED streetlights	All areas of Town contain LED streetlights that provide the required illumination for road and sidewalk safety			Number of streetlights associated with roadway transportation services: 1,481 units		
			Streetlighting: **40+**		Condition Rating	Streetlighting: **60** (Good)	Streetlighting <40: **0%**	
			Compliance with Provincial Minimum Maintenance Standards	1. Continue streetlight inspections once every year, as per minimum maintenance standards	Number of minimum maintenance standard non-compliance events	Compliant with provincial minimum maintenance standards		
			Minimize complaints		Service requests	Response to service requests		
	"Traffic signals are placed where needed to ensure smooth and safe traffic flow and safe pedestrian crossing"	Reliable, energy efficient LED traffic signals	The Town of Goderich contains traffic signals along connecting link roads, where warranted			Number of traffic signals: 33 units (7 sets of 4 signals, 1 set of 5 signals)		
			Traffic Signals: **40+**		Condition Rating	Traffic Signals: **38** (Poor)	Traffic Signals <40: **71%**	Traffic Signals: $564,545 **TOTAL: $564,545**
			Minimize complaints	1. Continue traffic signal inspections (performed by ERTH Power)	Service requests	Response to service requests		
	"Pedestrian crossings are placed where needed to ensure safe and accessible street crossings, promoting active transportation and fostering a connected, inclusive community."	Safe, accessible pedestrian crossings, with access from residential areas to schools zones, the downtown core and waterfront.	The Town of Goderich contains pedestrian crossings, where warranted by traffic studies.			Number of pedestrian crossings: 2 units		
			Pedestrian Crossings: **40+**		Condition Rating	Pedestrian Crossings: **98** (Very Good)	Pedestrian Crossings <40: **0%**	
			Minimize complaints		Service requests	Response to service requests		
	"Ability to drive on roads and access sidewalks throughout the year, despite seasonal conditions"	Clean and safe roads and sidewalks during the winter, spring, summer and fall seasons	All roads maintained by the Town of Goderich are plowed and salted as per Provincial Winter Road Maintenance Standards. Additionally, the Town of Goderich Operations Department provides curbside leaf collection, sewer flushing and street sweeping services to residents of the municipality			Buildings: 2 structures (with associated roof and mechanical assets) Land Improvements: fencing, automatic gate, parking lot Vehicles: 1 street sweeper, 1 flusher truck, 1 forestry bucket truck, 5 dump trucks, 8 pick-up trucks Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture		
			Buildings: **40+** Land Improvements: **40+** Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **65** (Good) Land Improvements: **32** (Poor) Vehicles: **36** (Poor) Machinery & Equipment: **29** (Poor)	Buildings <40: **0%** Land Improvements <40: **77%** Vehicles <40: **49%** Machinery & Equipment: **46%**	 Land Improvements: $145,826 Vehicles: $1,019,845 Machinery & Equipment: $584,772 **TOTAL: $1,750,443**
			Compliance with Provincial Minimum Maintenance Standards	1. Continue preventative maintenance program on winter maintenance vehicles and machinery	Number of minimum maintenance standard non-compliance events	Compliant with provincial minimum maintenance standards		
			Minimize complaints		Service requests	Response to service requests		

	"Waterfront property on the shoreline of Lake Huron for all residents and visitors to enjoy"	Accessible, clean and safe waterfront for residents and visitors to enjoy the environmental and social benefits	The Goderich waterfront, located on the shoreline of Lake Huron, is a significant feature of the Town of Goderich. Consisting of three beaches and approximately 1.6 km of boardwalk, the waterfront is a valuable place, economically, socially and environmentally, for the Goderich community as well as visiting tourists. The waterfront plays a key role in economic development and tourism while serving as a valuable recreational and cultural amenity to local residents. Additionally, the Goderich Water Treatment Plant, as well as private commercial and industrial businesses are located along the waterfront.			Buildings: Snug Harbour DRFP Building, Rotary Cove Gazebo, Main Beach Accessibility Shed Land Improvements: Dock 8 Electrical Service, North Harbour Road Transformer, Pedestrian Bridge, Flag Pole Machinery & Equipment: 15 parking meters and 2 Wi-Fi routers		
			Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **88** (Very Good) Land Improvements: **87** (Very Good) Machinery & Equipment: **73** (Good)	Buildings <40: **0%** Land Improvements <40: **0%** Machinery & Equipment <40: **14%**	Machinery & Equipment: $18,368 **TOTAL: $18,368**
			Minimize complaints		Service requests	Response to service requests		
	"Ability to accept load factor of five aircrafts and satisfy round the clock pilot re-fueling needs"	Clean, safe and reliable aircraft movement areas	The Goderich Regional Airport (CYGD) is a registered fair size general aviation (GA) facility with three runways, three hangars, a terminal and all supporting infrastructure (fuel farm, equipment garage, taxiways, apron and ramp). The airport is owned and managed by the Town of Goderich and is a recognized Airport of Entry for up to 15 passengers and crews (AOE-15) on board the same aircraft			Buildings: 7 structures (with associated roof and mechanical assets) Land Improvements: 3 runways, 1 taxiway, 1 apron, fencing and gates Vehicles: 1 pick-up truck Machinery & Equipment: fuel system, off road vehicles and operating equipment		
			Buildings: **40+** Land Improvements: **40+** Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **63** (Good) Land Improvements: **54** (Fair) Vehicles: **70** (Good) Machinery & Equipment: **21** (Poor)	Buildings <40: **0%** Land Improvements <40: **3%** Vehicles <40: **0%** Machinery & Equipment: **52%**	Land Improvements: $164,622 Machinery & Equipment: $375,696 **TOTAL: $540,318**
			Meet federal legislative requirements		Number of non-compliance events	Compliant with federal regulation		
			Minimize complaints		Service requests	Response to service requests		
	"Clean, tasteful water at a normal pressure that is constantly available at a reasonable cost to all residential, commercial, institutional and industrial facilities"	Quality and efficient municipal water supply system with adequate capacity	The Goderich Drinking Water System is classified as a large municipal residential system. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Town of Goderich owns a Class III conventional design Water Treatment Plant, as well as a Class III water distribution system consisting of a Booster Pumping Station and Water Tower. All areas of the Town of Goderich are connected to the municipal drinking water system. This includes residential, commercial, institutional and industrial customers Additionally, all areas of the Town of Goderich have access to a fire hydrant in case of an emergency. This includes urban areas, as well as commercial, institutional and industrial businesses. The Town of Goderich owns all fire hydrant assets			Percent of properties that are connected to the municipal water system: **99.9%** Percent of properties where fire flow is available: **99.9%** TOTAL KILOMETRES OF WATERMAINS: Cast Iron: 15.35 km Ductile Iron: 24.70 km PVC: 29.52 km Steel: 0.17 km		

			PVC : **40+** Cast Iron: **40+** Ductile Iron: **40+** Steel: **40+**	1. Continue replacement of cast iron, ductile iron and steel pipe material with PVC material watermain	Condition Rating	PVC: **80** (Very Good) Cast Iron: **32** (Poor) Ductile Iron: **58** (Fair) Steel: **36** (Poor)	PVC <40: **0%** Cast Iron <40: **70% (~10.5 km)** Ductile Iron <40: **0%** Steel <40: **100% (~0.17 km)**	 Cast Iron: $23,750,439 Steel: $540,096 **TOTAL: $24,290,535**
			Water Treatment Plant: **40+** Booster Pumping Station: **40+** Water Tower: **40+** Fire Hydrants: **40+**	1. Continue condition assessments for the Water Treatment Plant, Booster Pumping Station and Water Tower facilities (including all components) 2. Water Treatment Plant Electrical Upgrades (MCC/HVAC replacement project) 3. Water Treatment Plant Capacity Expansion	Condition Rating	Water Treatment Plant: **48** (Fair) Booster Pumping Station: **55** (Fair) Water Tower: **57** (Fair) Fire Hydrants: **46** (Fair)	Water Treatment Plant< 40: **23%** Booster Pumping Station <40: **7%** Water Tower <40: **25%** Fire Hydrants <40: **69%**	Water Treatment Plant: $3,468,197 Booster Pumping Station: $212,937 Water Tower: $1,734,532 Fire Hydrants: $1,194,063 **TOTAL: $6,609,729**
			Meet legislative requirements	1. Future consideration and possible implementation of residential water meters	Number of non-compliance events	Compliant with legislative requirements		
			In general, there have been a low number of service disruptions within the Town of Goderich. During a water main break, Town staff are notified and Veolia Canada is sent to the site to fix the break immediately		Number of water main breaks	Water main breaks: **8**		
			In general, there have been a low number of boil water advisories and precautionary boil water notices (PBWN) within the Town of Goderich. Veolia Canada notifies Town of Goderich staff if a PBWN and/or boil water advisory is in effect. Veolia Canada distributes notification letters to all customers who could be effected by the potential PBWN and/or boil water advisory		Number of days per year where a boil water advisory is in place	Boil water advisories: **None**		
			Unaccounted for water to remain under 20% based on the American Water Works Association's (AWWA) standard benchmark		Percentage of unaccounted for water	Unaccounted for water: **10%**		
			Minimize complaints		Service requests	Response to service requests		
	"Municipal wastewater systems that removes biological waste from residential, commercial, institutional and industrial facilities and treats waste with minimal harm to the environment"	Quality municipal wastewater collection system, with adequate capacity and little to no environmental impacts	All areas of the Town of Goderich are connected to the municipal wastewater system. This includes residential, commercial, institutional and industrial customers. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Goderich Wastewater Treatment Plant has been classified as a Class III facility, while the wastewater collection system has been classified as a Class II collection system consisting of six sewage pumping stations			Percent of properties that are connected to the municipal wastewater system: **99.9%** TOTAL KILOMETRES SANITARY MAIN: Asbestos Cement: 8.87 km Concrete: 5.62 km Ductile Iron: 0.21 km PVC: 19.32 km Vitrified Clay: 25.38 km		
Environmental Services			PVC: **40+** Asbestos Cement: **40+** Concrete: **40+** Ductile Iron: **40+** Vitrified Clay: **40+**	1. Continue replacement of asbestos cement, ductile iron and vitrified clay pipe material with PVC and/or concrete material sanitary sewer 2. Continue annual condition assessment of sanitary sewer network	Condition Rating	PVC: **86** (Very Good) Asbestos Cement: **69** (Good) Concrete: **77** (Good) Ductile Iron: **90** (Very Good) Vitrified Clay: **62** (Good) Manhole Liners: **99** (Very Good)	PVC <40: **2% (~0.35km)** Asbestos Cement <40: **5% (~0.48 km)** Concrete <40: **3% (~0.17 km)** Ductile Iron <40: **0%** Vitrified Clay <40: **6% (~1.6 km)** Manhole Liners <40: **0%**	PVC: $725,679 Asbestos Cement: $982,891 Concrete: $335,240 Vitrified Clay: $3,595,380 **TOTAL: $5,639,190**

			Wastewater Treatment Plant: **40+** Sewage Pumping Stations: **40+**		Condition Rating	Wastewater Treatment Plant: **56** (Fair) Sewage Pumping Stations: **64** (Good)	Wastewater Treatment Plant <40: **15%** Sewage Pumping Stations <40: **14%**	Wastewater Treatment Plant: $2,914,369 Sewage Pumping Stations: $280,265 **TOTAL: $3,194,634**
			In general, there have been a low number of service disruptions within the Town of Goderich. During a sewer main backup, Town staff are notified and repair the break immediately		Number of main incidents (i.e., sanitary sewer main backups)	Sewer main incidents (backups): **None**		
			The Town of Goderich no longer contains any combined sanitary and stormwater sewers. The wastewater treatment plant contains two combined sewer overflow (CSO) tanks. Bypasses may occur at the wastewater treatment plant when there is a heavy rainfall event		Number of incidents of bypass	Bypass incidents: **None**		
			All monitoring and sampling for effluent quality assurance is completed quarterly as required by the Goderich Wastewater Treatment Plant Certificate of Approval. As of 2016, the Goderich Wastewater Treatment Plant has been found to be below the Ministry standards for effluent discharge, decreasing sampling to once a year			Effluent violations: **None**		
			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
"Minimal flooding on streets or properties"	Stormwater system with adequate capacity		All areas of the Town of Goderich are connected to the municipal stormwater system. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all stormwater assets, including municipal stormwater ponds	Condition study of storm sewer infrastructure		**88%** of municipal stormwater management system resilient to a 5-year storm **91%** of properties within the Town of Goderich that are resilient to a 100-year storm TOTAL KILOMETRES STORM MAIN: Asbestos Cement: 0.006 km Clay: 0.023 km Concrete: 40.73 km Open Ditch: 0.20 km PVC: 9.16 km Steel: 2.23 km		
			PVC: **40+** Asbestos Cement: **40+** Clay: **40+** Concrete: **40+** Open Ditch: **40+** Steel: **40+**	1. Continue replacement of asbestos cement, clay and steel pipe material with PVC and/or concrete material storm sewer 2. Condition assessment of storm sewer infrastructure	Condition Rating	PVC: **84** (Very Good) Asbestos Cement: **43** (Fair) Clay: **58** (Fair) Concrete: **56** (Fair) Open Ditch: **45** (Fair) Steel: **45** (Fair)	PVC <40: **0%** Asbestos Cement <40: **0%** Clay <40: **0%** Concrete <40: **7% (~2.8 km)** Open Ditch <40: **81% (~0.19 km)** Steel <40: **8% (~0.25 km)**	 Concrete: $4,731,167 Open Ditch: $83,886 Steel: $408,536 **TOTAL: $5,223,589**
			Minimize flooding incidents	Stormwater management ponds	Number of flooding incidents	Response to flooding incidents		
			Minimize complaints		Service requests	Response to service requests		
"Curbside waste collection to be divided into three waste streams (solid waste, organic waste and recyclable material), to be processed with minimal harm to the environment and support waste diversion. Organic waste to be collected on a weekly basis, while solid waste and recyclables are collected on a bi-weekly basis, on alternating weeks."	Responsive, cost effective and efficient solid waste, organics and recycling collection and disposal system		Service provided by Waste Management Inc. and Bluewater Recycling	No municipal capital assets pertaining to this service		Current service provider: Waste Management Inc. and Bluewater Recycling		
			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
			Minimize complaints		Service requests	Response to service requests		

	"Collection site to sort non-curbside waste into individual bins (i.e., shingles, construction material, yard waste, white goods, bulk items, electronic waste, tires, batteries and other hazardous waste) in efforts to support waste diversion and provide minimal harm to the environment"	Efficient, cost effective collection of non-curbside waste with adequate capacity and little to no environmental impacts	Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron	No municipal capital assets pertaining to this service		Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron		
			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
			Minimize complaints		Service requests	Response to service requests		
	"Collection site for yard waste (i.e., garden waste, grass, twigs, spring and fall yard cleanup) from April to November in efforts to support waste diversion and provide minimal harm to the environment"	Efficient, cost effective collection of yard waste with adequate capacity and little to no environmental impacts	Minimize complaints	No municipal capital assets pertaining to this service	Service requests	Response to service requests		
	"Arrival at emergencies as quick as possible with trained, competent firefighters"	Responsive, capable and equipped fire services	The Goderich Fire Department, composed of dedicated volunteer Firefighters, respond to fire related emergencies, motor vehicles accidents, HAZMAT emergencies to an awareness level, shore-based water rescues, dangerous public hazards, and any other emergencies deemed necessary . The Goderich Fire Department covers an area of roughly 218 sq km through service agreements, and protects the lives of property owners as well as thousands of seasonal visitors			Buildings: 1 structure (with associated roof and mechanical assets) Land Improvements: parking lot Vehicles: ladder, tanker, pumper and rescue trucks Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment		
			Buildings: **40+** Land Improvements: **40+** Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **61**(Good) Land Improvements: **66** (Good) Vehicles: **58** (Fair) Machinery & Equipment: **47** (Fair)	Buildings <40: **0%** Land Improvements <40: **0%** Vehicles <40: **28%** Machinery & Equipment <40: **58%**	 Vehicles: $744,577 Machinery & Equipment: $304,795 **TOTAL: $1,049,372**
			Minimize response times		Response times	Response times within requirements		
			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
			Minimize complaints		Service requests	Response to service requests		
	"Police will respond to emergencies in a timely manner"	Responsive, capable and equipped police services	Service provided by the Ontario Provincial Police			Machinery & Equipment: CCTV cameras located at the waterfront and computer server		
			Machinery & Equipment: **40+**		Condition Rating	Machinery & Equipment: **88** (Very Good)	Machinery & Equipment <40: **0%**	
	"Ability to ensure by-laws are being adhered to"	Responsive, equipped and capable by-law enforcement services	Municipal By-Law Enforcement Officers are responsible for enforcing matters such as parking enforcement, property standards, animal control services, and other regulations related to municipal by-laws			Vehicles: 2 electric vehicles Machinery & Equipment: Operating Equipment		
			Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Vehicles: **42** (Fair) Machinery & Equipment: **86** (Very Good)	Vehicles <40: **46%** Machinery & Equipment <40: **0**%	Vehicles: $41,808 **TOTAL: $41,808**
Protection Services			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
			Minimize complaints		Service requests	Response to service requests		

	"Providing back-up power to key municipally-owned buildings in case of emergency"	Responsive and capable generators located at all water distribution facilities (water treatment plant, water tower, booster pumping station), pollution control plant, medical clinic, fire hall, town hall, MacKay hall and public works garage	Ontario Regulation 380/04 establishes the minimum standards for emergency management programs required by municipalities and provincial ministries and supports the requirement in the Emergency Management and Civil Protection Act for mandatory emergency management programs			Machinery & Equipment: generators		
			Machinery & Equipment: **40+**		Average Condition Rating	Machinery & Equipment: **49** (Fair)	Machinery & Equipment <40: **59%**	Machinery & Equipment: $46,161 **TOTAL: $46,161**
			Meet legislative requirements		Number of non-compliance events	Compliant with legislative requirements		
			Follow basic generator maintenance program		Number of non-compliance events	Meeting generator maintenance requirements		
			Minimize complaints		Service requests	Response to service requests		
	"Ability to ensure the Ontario Building Code rules and regulations are being adhered to"	Responsive, equipped and capable building inspection services	The Building Department reviews all building plans to ensure compliance with the Ontario Building Code. Additionally, the Building Department processes and administers building and development applications for the Town of Goderich and inspects all ongoing construction for compliance with the Building Code			Vehicles: 1 electric vehicle Machinery & Equipment: building furniture		
			Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Vehicles: **56** (Fair) Machinery & Equipment: **30** (Poor)	Vehicles <40: **0%** Machinery & Equipment <40: **100%**	 Machinery & Equipment: $7,022 **TOTAL: $7,022**
			Minimize complaints		Service requests	Response to service requests		
	"Recreation facilities to meet the demands of the community and are available and accessible for community functions"	Sustainable quantity and quality of recreation facilities and community halls	The Maitland Recreation Centre, Memorial Arena & Community Centre and Bannister Park are owned and operated by the Town of Goderich, while recreational programming is provided by the Goderich Huron YMCA. The Maitland Recreation Centre contains a single ice pad arena, public pool, gymnasium, fitness centre and community space. Memorial Arena & Community Centre contains space that can be utilized by service groups or rented for large community events, equipped with a kitchen facility. Bannister Park contains one hard ball diamond, two soft ball diamonds, a soccer field, skate park, playground and pavilion with washroom facilities			Buildings: 3 structures (with associated roof and mechanical assets, including two elevators) Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain		
			Maitland Recreation Centre Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+** Road Network: **40+** Sanitary Network: **40+** Storm Network: **40+** Water Network: **40+**		Condition Rating	Maitland Recreation Centre Buildings: **13** (Very Poor) Land Improvements: **84** (Very Good) Machinery & Equipment: **36** (Poor) Linear Network: **74** (Good)	Maitland Recreation Centre Buildings <40: **28%** Land Improvements <40: **0%** Machinery & Equipment <40: **64%** Linear Network: **5%**	Maitland Recreation Centre Buildings: $6,318,779 Machinery & Equipment: $854,812 Linear Network: $106,614 **TOTAL: $7,280,205**
			Memorial Arena & Community Centre Buildings: **40+** Machinery & Equipment: **40+**		Condition Rating	Memorial Arena & Community Centre Buildings: **20** (Poor) Machinery & Equipment: **14** (Very Poor)	Memorial Arena & Community Centre Buildings <40: **99.7%** Machinery & Equipment <40: **75%**	Memorial Arena & Community Centre Buildings: $4,121,247 Machinery & Equipment: $431,611 **TOTAL: $4,552,858**
			Bannister Park Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+**		Condition Rating	Bannister Park Buildings: **92** (Very Good) Land Improvements: **78** (Good) Machinery & Equipment: **65** (Good)	Bannister Park Buildings <40: **0%** Land Improvements <40: **0%** Machinery & Equipment <40: **0%**	

			Meet membership and enrollment requirements	Future consideration of an additional ice pad based on need	Facility capacity utilized	Facility capacity utilized; membership and enrollment of programs		
			Follow preventative maintenance plan and basic facility maintenance program		Number of non-compliance events	Meeting preventative maintenance plan and facility maintenance requirements		
			Minimize complaints		Service requests	Response to service requests		
Recreation and Cultural Services	"Municipally-owned parks that are clean, safe and accessible, with playgrounds and green space"	Sustainable quantity and quality of municipal parks	The Town of Goderich Parks Department maintains all pavilions, public washroom facilities, waterfront assets (i.e., boardwalk, wooden staircases), public parks and greenspaces (i.e., grass cutting, landscaping, tree pruning and garbage collection). Additionally, the Parks Department is responsible for planting and ongoing seasonal maintenance of all municipal flower beds, hanging baskets and planters. The Parks Supervisor is responsible for regulatory inspections of all municipally-owned playground equipment			Buildings: 17 structures (with associated roof and mechanical assets) Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures Vehicles: nine pickup trucks Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring		
			Bingham Park: **40+** Cannon Park: **40+** Columbus Park: **40+** Courthouse Park: **40+** Delbar Park: **40+** Dutch Park: **40+** Gaol Bank Lions Lookout: **40+** Gloucester Park: **40+** Harbour Park: **40+** Krohmer Park: **40+** Lakeside Park: **40+** Lighthouse Park: **40+** Main Beach Park: **40+** Rotary Cove Park: **40+** Sunset Park: **40+** Taylor Morrison Park: **40+** Victoria Park: **40+** Water Tower Park: **40+** Waterworks Park: **40+** Young Park: **40+**		Condition Rating	Bingham Park: **0** (Very Poor) Cannon Park: **0** (Very Poor) Coast Park: **95** (Very Good) Columbus Park: **61** (Good) Courthouse Park: **59** (Fair) Delbar Park: **0** (Very Poor) Dutch Park: **59** (Fair) Gaol Bank Lions Lookout: **59** (Fair) Gloucester Park: **0** (Very Poor) Harbour Park: **54** (Fair) Krohmer Park: **8** (Very Poor) Lakeside Park: **5** (Very Poor) Lighthouse Park: **49** (Fair) Main Beach: **62** (Fair) Rotary Cove Beach: **70** (Good) St. Christopher's Beach: **55** (Fair) Sunset Park: **0** (Very Poor) Taylor Morrison Park: **0** (Very Poor) Victoria Park: **56** (Fair) Water Tower Park: **1** (Very Poor) Waterworks Park: **55** (Fair) Young Park: **26** (Poor)	Bingham Park <40: **100%** Cannon Park <40: **100%** Coast Park <40: **0%** Columbus Park <40: **25%** Courthouse Park <40: **2%** Delbar Park <40: **100%** Dutch Park <40: **0%** Gaol Bank Lions Lookout <40: **0%** Gloucester Park <40: **100%** Harbour Park <40: **3%** Krohmer Park <40: **100%** Lakeside Park <40: **100%** Lighthouse Park <40: **0.4%** Main Beach <40: **0%** Rotary Cove Beach <40: **0%** St Christopher's Beach <40: **0%** Sunset Park <40: **100%** Taylor Morrison Park <40: **100%** Victoria Park <40: **16%** Water Tower Park <40: **100%** Waterworks Park <40: **0%** Young Park <40: **100%**	Bingham Park: $2,069 Cannon Park: $2,069 Columbus Park: $85,287 Courthouse Park: $30,502 Delbar Park: $8,360 Gloucester Park: $1,034 Harbour Park: $38,325 Krohmer Park: $20,379 Lakeside Park: $26,372 Lighthouse Park: $2,069 Sunset Park: $2,069 Taylor Morrison Park: $1,034 Victoria Park: $142,530 Water Tower Park: $6,368 Young Park: $33,447 **TOTAL: $401,914**
			Buildings: **40+** Land Improvements: **40+** Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **72** (Good) Land Improvements: **46** (Fair) Vehicles: **18** (Very Poor) Machinery & Equipment: **20** (Poor)	Buildings <40: **0%** Land Improvements <40: **59%** Vehicles <40: **74%** Machinery & Equipment <40: **68%**	Land Improvements: $154,547 Vehicles: $250,968 Machinery & Equipment: $335,828 **TOTAL: $741,343**
			Provide 1 park per 1,000 residents		Number of parks per 1,000 residents	Approximately 3 parks per 1,000 residents		
			Follow playground inspection program		Number of non-compliance events	Compliant with playground inspection program and legislative		
			Minimize complaints		Number of service requests	Response to service requests		
	"Library facility that is accessible to the community"	Safe and functional facility	The Library facility is owned and maintained by the Town of Goderich, while Library services are provided by the County of Huron			Buildings: 1 structure (with associated roof and mechanical assets, including an elevator)		
			Buildings: **40+**		Condition Rating	Buildings: **62** (Good)	Buildings <40: **0%**	
			Follow facility maintenance program		Number of non-compliance events	Meeting facility maintenance requirements		

			Minimize complaints		Number of service requests	Response to service requests		
Health Services	"Access to health services to enhance quality of life"	Available, quality health care	The Maitland Valley Medical Clinic facility is owned and maintained by the Town of Goderich, while medical services are provided by the Maitland Valley Family Health Team			Buildings: 1 structure (with associated roof and mechanical assets) Land Improvements: parking lot Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain		
			Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+** Linear Network: **40+**		Condition Rating	Buildings: **69** (Good) Land Improvements: **25** (Poor) Machinery & Equipment: **23** (Poor) Linear Network: **74** (Good)	Buildings <40: **0%** Land Improvements <40: **100%** Machinery & Equipment <40: **74%** Linear Network <40: **11%**	Land Improvements: $186,473 Machinery & Equipment: $193,568 Linear Network: $83,952 **TOTAL: $463,993**
			Meet legislative requirements		Number of non-compliance events	Meeting legislative requirements		
			Follow facility maintenance program		Number of non-compliance events	Meeting facility maintenance requirements		
			Minimize complaints		Service requests	Response to service requests		
	"Availability of a well-maintained and private site for internment needs"	Available, well-maintained cemetery	The Maitland Cemetery is owned and operated by the Town of Goderich. The Parks Department is responsible for full burials and cremations at the site, maintaining the mausoleum and columbariums, as well as general ground maintenance (i.e., tree trimming and landscaping) while lawn maintenance is completed by an outside contractor. The Town of Goderich owns the cemetery house and fulfills landlord responsibilities for the rental property			Buildings: 7 structures (with associated roof and mechanical assets) Vehicles: pickup truck Machinery & Equipment: tractor loader and backhoe Linear Network: water lines and taps		
			Buildings: **40+** Vehicles: **40+** Machinery & Equipment: **40+** Linear Network: **40+**		Condition Rating	Buildings: **61** (Good) Vehicles: **0** (Very Poor) Machinery & Equipment: **0** (Very Poor) Linear Network: **49** (Fair)	Buildings <40: **0%** Vehicles <40: **100%** Machinery & Equipment <40: **100%** Linear Network <40: **0%**	Vehicles: $57,361 Machinery & Equipment: $66,175 **TOTAL: $123,536**
			Minimize complaints		Service requests	Response to service requests		
Social Services	"Availability of child care services so parents/caregivers can pursue careers"	Available, safe child care service location	The Goderich Municipal Child Care Centre is owned, operated and maintained by Town of Goderich staff. The Centre offers programs for infants (3 months to 18 months), toddlers (18 months to 2.5 years) and pre-schoolers (2.5 years to 5 years). The Centre is equipped with a full kitchen for meal preparation, and three outdoor playground areas			Buildings: 5 structures (with associated roof and mechanical assets) Land Improvements: fencing and gates Machinery & Equipment: building furniture, children's furniture, kitchen/canteen equipment, office furniture, playground equipment		
			Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **65** (Good) Land Improvements: **90** (Very Good) Machinery & Equipment: **44** (Fair)	Buildings <40: **1%** Land Improvements <40: **0%** Machinery & Equipment <40: **26%**	Buildings: $34,731 Machinery & Equipment: $123,141 **TOTAL: $157,872**
			Meet legislative requirements		Number of non-compliance events	Meeting legislative requirements		
			Follow playground inspection program		Number of non-compliance events	Compliant with playground inspection program		
			Minimize complaints		Service requests	Response to service requests		

	"Accessible and well-maintained community hall for senior citizen activities and functions"	Available, accessible location for senior citizens	The MacKay Centre for Seniors is a non-profit organization offering social, recreational and volunteer opportunities for older adults in Goderich and the surrounding area. The Town of Goderich owns and maintains MacKay Hall, where programming is provided			Buildings: 1 structure (with associated roof and mechanical assets, including an elevator)		
			Buildings: **40+**		Condition Rating	Buildings: **67** (Good)	Buildings <40: **0%**	
			Follow facility maintenance program		Number of non-compliance events	Meeting facility maintenance requirements		
			Minimize complaints		Service requests	Response to service requests		
Planning and Development Services	"Land made ready for development, as needed"	Available serviced land for development	The Town of Goderich provides land use planning services in conjunction with the County of Huron Planning and Development Department. Assets within this service function relate to properties owned by the Town of Goderich and rented by a third party, as well as tourism-related equipment			Buildings: 6 structures (with associated roof and mechanical assets) Land Improvements: fencing and gates, leasehold improvements Machinery & Equipment: tourism trailer and 3 dual electric vehicle charging stations		
			Buildings: **40+** Land Improvements: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **68** (Good) Land Improvements: **14** (Very Poor) Machinery & Equipment: **52** (Fair)	Buildings <40: **1%** Land Improvements <40: **100%** Machinery & Equipment <40: **7%**	Buildings: $13,198 Land Improvements: $33,762 Machinery & Equipment: $4,040 **TOTAL: $51,000**
			Minimize complaints		Service requests	Response to service requests		
General Government Services	"A Town Hall that allows attendance at Council meetings, the payment of taxes, as well as a public space where questions about the municipality can be directed"	Safe and functional equipment and facilities	Many municipal services are provided at Town Hall, some of which include payment of taxes, lottery licensing, purchases of waterfront parking passes, issuing of marriage licenses, purchases of cemetery plots and renewal of dog tags. The general public are able to have inquiries addressed by municipal staff from the following departments: Clerk's office, Treasury, Operations and Environmental Services, Economic Development, Building and Planning, as well as Municipal By-Law Enforcement. Additionally, the Council Chambers are located within Town Hall. Goderich Town Council consists of one Mayor, one Deputy Mayor and five Councillors			Buildings: 4 structures (with associated roof and mechanical assets, including an elevator) Vehicles: 1 pickup truck Machinery & Equipment: building and office furniture, computer equipment/software, operating equipment, and technical equipment		
			Buildings: **40+** Vehicles: **40+** Machinery & Equipment: **40+**		Condition Rating	Buildings: **65** (Good) Vehicles: **70** (Good) Machinery & Equipment: **23** (Poor)	Buildings <40: **0%** Vehicles <40: **0%** Machinery & Equipment <40: **50%**	Machinery & Equipment: $237,003 **TOTAL: $237,003**
			Follow facility maintenance program		Number of non-compliance events	Meeting facility maintenance requirements		
			Minimize complaints		Service requests	Response to service requests		

APPENDIX B:

Service Maps

N

0 125 250 500

METRES

Goderich Boundary

Road Classification

Expressway / Highway

Arterial

Collector

Local / Street

MAITLAND RIVER

LAKE HURON

N HARBOUR RD W

N HARBOUR RD E

CALEDONIA TERR

GLOUCESTER TERR

NAPIER ST

MONTCALM ST

WOLFE ST

ANGLESEA ST

TRAFALGAR ST

BRUCE ST E

BRUCE ST W

NELSON ST W

NELSON ST E

BROCK ST

NEWGATE ST

EAST ST

ST DAVID ST

PARK ST

ST VINCENT ST

ST GEORGES CRES

BEACH ST

HARBOUR ST

COBOURG ST

ST PATRICK ST

WEST ST

LIGHTHOUSE ST

QUEBEC ST

ELGIN AVE W

ELGIN AVE E

PICTON ST W

PICTON ST E

BRITANNIA RD W

COLBORNE ST

CHURCH ST

NORTH ST

ST ANDREW ST

HAMILTON ST

VICTORIA ST N

ARTHUR ST

WELLINGTON ST N

COURTHOUSE SQ

VICKERS LANE

WATERLOO ST S

MONTREAL ST

MARKET ST

STANLEY ST

KINGSTON ST

VICTORIA ST S

CAMBRIA RD N

ALBERT ST N

ALBERT ST S

CAMBRIA RD S

HORTON ST

MAITLAND RD N

MAITLAND RD S

BRITANNIA RD E

TORONTO ST

OXFORD ST

WALNUT ST

CYPRESS ST

CAMBRIDGE ST

MARY ST

MAPLE ST

REGENT ST

HURON RD

ESSEX ST

COVE RD

WILSON ST

WARREN ST

WIDDER ST

ELIZABETH ST

WELLINGTON ST S

CAYLEY ST

MCDONALD ST

KEAYS ST

RAGLAN ST W

RAGLAN ST E

CAMERON ST

STRANG CRT

STONEHOUSE ST

PALMERSTON ST

HINCKS ST

BLAKE ST W

BLAKE ST E

WELLS ST

JONES ST

TILT ST

BINGHAM DR

SHORE CRES

ELDON ST

CATHERINE ST

SOUTH ST

GIBBONS ST

CHARTINA CRT

BENNETT ST W

BENNETT ST E

MARTHA ST

DELBART CRT

DAWNROSE DR

WALNUT ST S

RICH ST

SUNSET DR

LAKESIDE DR

COMOX CRES

YOUNG ST

LEONARD DR

DOOLITTLE LANE

KROHMER DR

SUNCOAST DR E

VALERIE CRT

JOHN ST

OAK ST

BEILBY ST

SUNCOAST DR W

BRIMICOMBE CRES

BALVINA DR W

BALVINA DR E

LEE CRES

BETHUNE CRES

SHEARWATER TRAIL

HERON CRT

SEVERN DR

KINGFISHER LN

MEADOWLARK LN

WOODRIDGE DR

WARREN ST

COAST DR

BOARDWALK DR

SANDPIPER TRAIL

SEABREEZE DR

LAKEHAVEN BLVD

LARGO WOODS LN

DECHERT RD

BAYFIELD RD

MACEWAN ST

PARSONS CRT

HUCKINS ST

MOONEY ST

MITCHELL ST

Road Network	km	Lane-km	Lane-km per Town area (km/sq km)	Lane-km per household
Arterial (Connecting Link)	4.74	18.96	2.14	0.0049
Collector	3.73	7.46	0.84	0.0019
Local / Street	65.5	131	14.79	0.0340
	73.97	**157.42**	**17.77**	**0.04**

Infrastructure and property information as of January 1, 2025.

BMROSS engineering better communities

ASSET MANAGEMENT PLAN

MUNICIPAL ROAD NETWORK

TOWN OF GODERICH

DATE FEB. 2026

PROJECT No. 22184

SCALE 1:15,000

FIGURE No. B1

N

0 125 250 500
METRES

Goderich Boundary

Sidewalk Type

- Asphalt
- Concrete
- Paving Stone
- Wood Stairs
- Wood

MAITLAND RIVER
LAKE HURON
N HARBOUR RD W
N HARBOUR RD E
GLOUCESTER TERR
CALEDONIA TERR
ST VINCENT ST
ST GEORGES CRES
BEACH ST
HARBOUR ST
COBOURG ST
COVE RD
ESSEX ST
NAPIER ST
MONTCALM ST
WOLFE ST
ANGLESEA ST
TRAFALGAR ST
BRUCE ST E
BRUCE ST W
NELSON ST W
NELSON ST E
BROCK ST
NEWGATE ST
EAST ST
ST DAVID ST
PARK ST
ELGIN AVE E
ELGIN AVE W
PICTON ST E
PICTON ST W
BRITANNIA RD W
BRITANNIA RD E
TORONTO ST
MAITLAND RD N
MAITLAND RD S
OXFORD ST
WALNUT ST
CYPRESS ST
CAMBRIDGE ST
MAPLE ST
REGENT ST
MARY ST
MARTHA ST
HURON RD
MILL RD
ALBERT ST N
CAMBRIA RD N
ALBERT ST S
CAMBRIA RD S
HORTON ST
COURTHOUSE SQ
COLBORNE ST
CHURCH ST
NORTH ST
ST ANDREW ST
HAMILTON ST
VICTORIA ST N
WELLINGTON ST N
ARTHUR ST
ST PATRICK ST
WEST ST
VICKERS LANE
LIGHTHOUSE ST
WATERLOO ST S
MONTREAL ST
MARKET ST
STANLEY ST
KINGSTON ST
VICTORIA ST S
QUEBEC ST
ELGIN AVE W
PICTON ST W
BRITANNIA RD W
MCDONALD ST
KEAYS ST
RAGLAN ST W
RAGLAN ST E
CAMERON ST
STRANG CRT
PALMERSTON ST
STONEHOUSE ST
HINCKS ST
WELLS ST
JONES ST
TILT ST
CHRISTINA CRT
GIBBONS ST
SOUTH ST
CATHERINE ST
ELDON ST
WILSON ST
WARREN ST
WIDDER ST
ELIZABETH ST
WELLINGTON ST S
CAYLEY ST
BLAKE ST W
BLAKE ST E
BINGHAM DR
SHORE CRES
BENNETT ST W
BENNETT ST E
RICH ST
SUNSET DR
LAKESIDE DR
LEONARD DR
DOOLITTLE LANE
BEILBY ST
KROHMER DR
YOUNG ST
COMOX CRES
OAK ST
VALERIE CRT
JOHN ST
SUNCOAST DR W
SUNCOAST DR E
WALNUT ST S
DELBAR CRT
DAWNROSE DR
PARSONS CRT
MACEWAN ST
BRIMICOMBE CRES
BETHUNE CRES
BALVINA DR W
BALVINA DR E
LEE CRES
BAYFIELD RD
HUCKINS ST
MOONEY ST
SHEARWATER TRAIL
WARREN ST
HERON CRT
SEVERN DR
COVE CT
KINGFISHER LN
WOODRIDGE DR
MEADOWLARK LN
BOARDWALK DR
SANDPIPER TRAIL
LAKEHAVEN BLVD
SEABREEZE DR
LARGO WOODS LN
DECHERT RD
MITCHELL ST

Sidewalk Network	Length (km)
Asphalt	1.58
Concrete	69.61
Paving Stone	1.49
Wood	1.45
Wood Stairs	0.35
	74.48

Infrastructure and property information as of January 1, 2025.

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ASSET MANAGEMENT PLAN

MUNICIPAL SIDEWALK NETWORK

TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE	FIGURE No.
1:15,000	B2

N

0 125 250 500
METRES

- Watermain
- Road
- Serviced with Water
- Parcel
- Goderich Boundary

Potable Water Network	Number	Percent of properties
Serviced Properties	3336	92%

Infrastructure and property information as of January 1, 2025.

This map/report/publication was created using County of Huron Geographic Information System digital data. This map/report/publication is a secondary product which has not been verified by the County of Huron.

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ASSET MANAGEMENT PLAN

MUNICIPAL WATER DISTRIBUTION SYSTEM AND SERVICED PROPERTIES

TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE	FIGURE No.
1:15,000	B3

N

0 125 250 500
METRES

- Hydrant
- Hydrant 90m Buffer
- Hydrant 180m Buffer
- Watermain
- Road
- Goderich Boundary
- Parcel

Fire Protection	Number	Percent of properties
Properties within 90m of a hydrant	3437	95%
Properties within >90m to 180m of a hydrant	172	5%
Properties within >180m from a hydrant	1	0.03%

Infrastructure and property information as of January 1, 2025.

This map/report/publication was created using County of Huron Geographic Information System digital data. This map/report/publication is a secondary product which has not been verified by the County of Huron.

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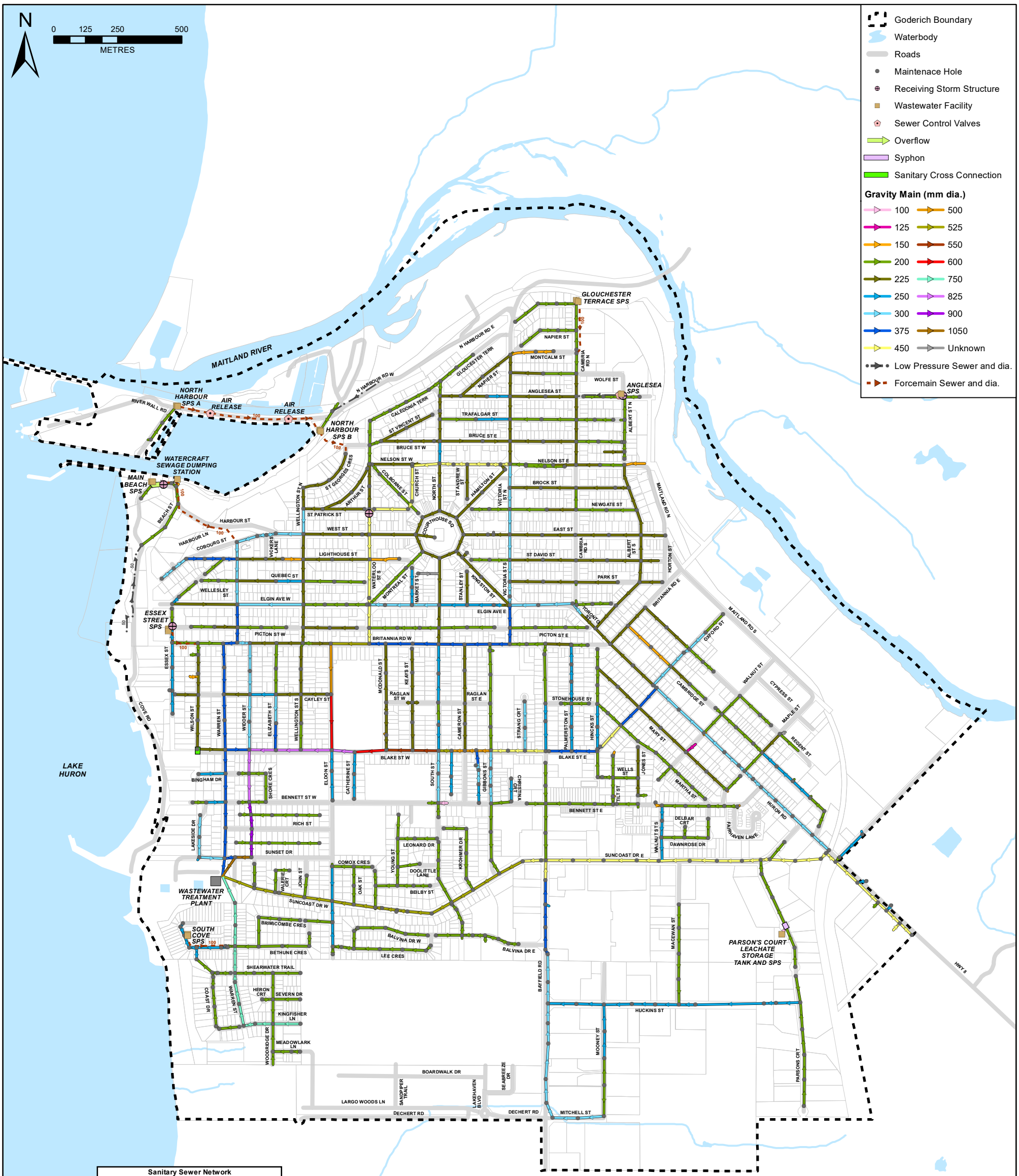
ASSET MANAGEMENT PLAN

MUNICIPAL WATER DISTRIBUTION SYSTEM
FIRE FLOW
TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE	FIGURE No.
1:15,000	B4



Sanitary Sewer Network

Type	Diameter (mm)	Number of Segments	Length (m)
Gravity Main	Unknown	5	128
Gravity Main	100	4	113
Gravity Main	125	2	51
Gravity Main	150	24	834
Gravity Main	200	332	22265
Gravity Main	225	169	16152
Gravity Main	250	80	5883
Gravity Main	300	68	5725
Gravity Main	375	45	3018
Gravity Main	450	44	3344
Gravity Main	500	4	352
Gravity Main	525	17	1449
Gravity Main	550	2	204
Gravity Main	600	2	342
Gravity Main	750	11	823
Gravity Main	825	6	616
Gravity Main	900	4	216
Gravity Main	1050	2	154
		821	**61.7 km**
Low Pressure	100	6	429
Low Pressure	50	4	370
Forcemain	100	20	1847

Infrastructure and property information as of January 1, 2025.

Sanitary Sewer Cross Connections

Connection Number	Location	Diameter (mm)	Number of Segments	Length (m)	Sanitary Source	Receiving Stormwater Structure			Receiving Waterbody
						Description	Easting	Northing	
4	Blake St W & Wilson	225	1	10	MH 51	380mm storm sewer west of 2-MH-87	441789	4842734	Lake Huron
12	St. Patrick & Waterloo	525	1	2	MH 171	5-MH-39	442459	4843664	Maitland River

Sanitary Sewer Overflow Locations

Diameter (mm)	Number of Segments	Length (m)	Source	Receiving Stormwater Structure			Receiving Watercourse
				Description	Easting	Northing	
200	1	55	Main Beach SPS	4-MH-3	441656	4843779	Lake Huron
200	1	9	Glouchester Terrace SPS	Railside ditch	443270	4844507	Maitland River
200	1	20	Essex Street SPS	3-MH-13	441692	4843224	Lake Huron
150	1	11	Anglesea SPS	Catchbasin	443453	4844126	Maitland River

UTM NAD83 Zone 17N

Sanitary Sewage Facilities: ECA Number 084-W601 Issue Number 1 (Oct.25, 2022)

Name	Asset ID	ECA	Northing	Easting
Main Beach SPS		Issue 1	4843788	441609
North Harbour SPS A		Issue 1	4844084	441707
North Harbour SPS B		Issue 1	4843990	442267
Glouchester Terrace SPS		Issue 1	4844498	443271
South Cove SPS		Issue 1	4842020	441751
Essex Street SPS		Issue 1	4843213	441675
Parson's Court Leachate Storage Tank and SPS		Issue 1	4842020	444074
Anglesea SPS		FormSS2- 2023	4844138	443435

UTM NAD83 Zone 17N

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ASSET MANAGEMENT PLAN

MUNICIPAL WASTEWATER COLLECTION SYSTEM

TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE	FIGURE No.
1:15,000	B5

N

0 125 250 500
METRES

- Sanitary Gravity Main
- Forcemain Sewer and dia.
- Low Pressure Sewer and dia.
- Roads
- Serviced by Sanitary Sewer
- Goderich Boundary
- Parcel

MAITLAND RIVER
LAKE HURON
WASTEWATER TREATMENT PLANT
RIVER WALL RD
N HARBOUR RD W
N HARBOUR RD E
CALEDONIA TERR
GLOUCESTER TERR
NAPIER ST
MONTCALM ST
WOLFE ST
ANGLESEA ST
TRAFALGAR ST
CAMBRIA RD N
ST VINCENT ST
BRUCE ST E
BRUCE ST W
NELSON ST W
NELSON ST E
ALBERT ST N
ST GEORGES CRES
COLBORNE ST
CHURCH ST
NORTH ST
ST ANDREW ST
HAMILTON ST
VICTORIA ST N
BROCK ST
NEWGATE ST
MAITLAND RD N
BEACH ST
HARBOUR ST
HARBOUR LN
COBOURG ST
ARTHUR ST
WELLINGTON ST N
ST PATRICK ST
WEST ST
COURTHOUSE SQ
EAST ST
VICKERS LANE
LIGHTHOUSE ST
ST DAVID ST
CAMBRIA RD S
ALBERT ST S
HORTON ST
QUEBEC ST
WATERLOO ST S
MONTREAL ST
MARKET ST
STANLEY ST
KINGSTON ST
PARK ST
ELGIN AVE W
ELGIN AVE E
VICTORIA ST S
TORONTO ST
BRITANNIA RD E
PICTON ST W
PICTON ST E
BRITANNIA RD W
OXFORD ST
MAITLAND RD S
ESSEX ST
MCDONALD ST
KEAYS ST
RAGLAN ST W
RAGLAN ST E
GIBBONS ST
WALNUT ST
CAYLEY ST
STONEHOUSE ST
CAMBRIDGE ST
CYPRESS ST
MAPLE ST
COVE RD
WILSON ST
WARREN ST
WIDDER ST
ELIZABETH ST
WELLINGTON ST S
CAMERON ST
STRANG CRT
PALMERSTON ST
HINCKS ST
REGENT ST
MARY ST
BLAKE ST W
BLAKE ST E
WELLS ST
JONES ST
BINGHAM DR
SHORE CRES
ELDON ST
CATHERINE ST
SOUTH ST
CHRISTINA ST
TILT ST
MARTHA ST
HURON RD
BENNETT ST W
BENNETT ST E
RICH ST
LAKESIDE DR
DELBART CRT
WALNUT ST S
DAWNROSE DR
SUNSET DR
LEONARD DR
KROHMER DR
COMOX CRES
YOUNG ST
DOOLITTLE LANE
SUNCOAST DR E
WALKER CRT
JOHN ST
OAK ST
BEILBY ST
SUNCOAST DR W
PARSONS CRT
BRIMICOMBE CRES
BALVINA DR W
BALVINA DR E
MACEWAN ST
BETHUNE CRES
LEE CRES
SHEARWATER TRAIL
BAYFIELD RD
HUCKINS ST
HWY 8
HERON CRT
COAST DR
WARREN ST
SEVERN DR
KINGFISHER LN
MEADOWLARK LN
WOODRIDGE DR
MOONEY ST
BOARDWALK DR
SEABREEZE DR
SANDPIPER TRAIL
LAKEHAVEN BLVD
LARGO WOODS LN
DECHERT RD
MITCHELL ST

Sanitary Network	Number	Percent of properties
Serviced Properties	3312	92%

Infrastructure and property information as of January 1, 2025.

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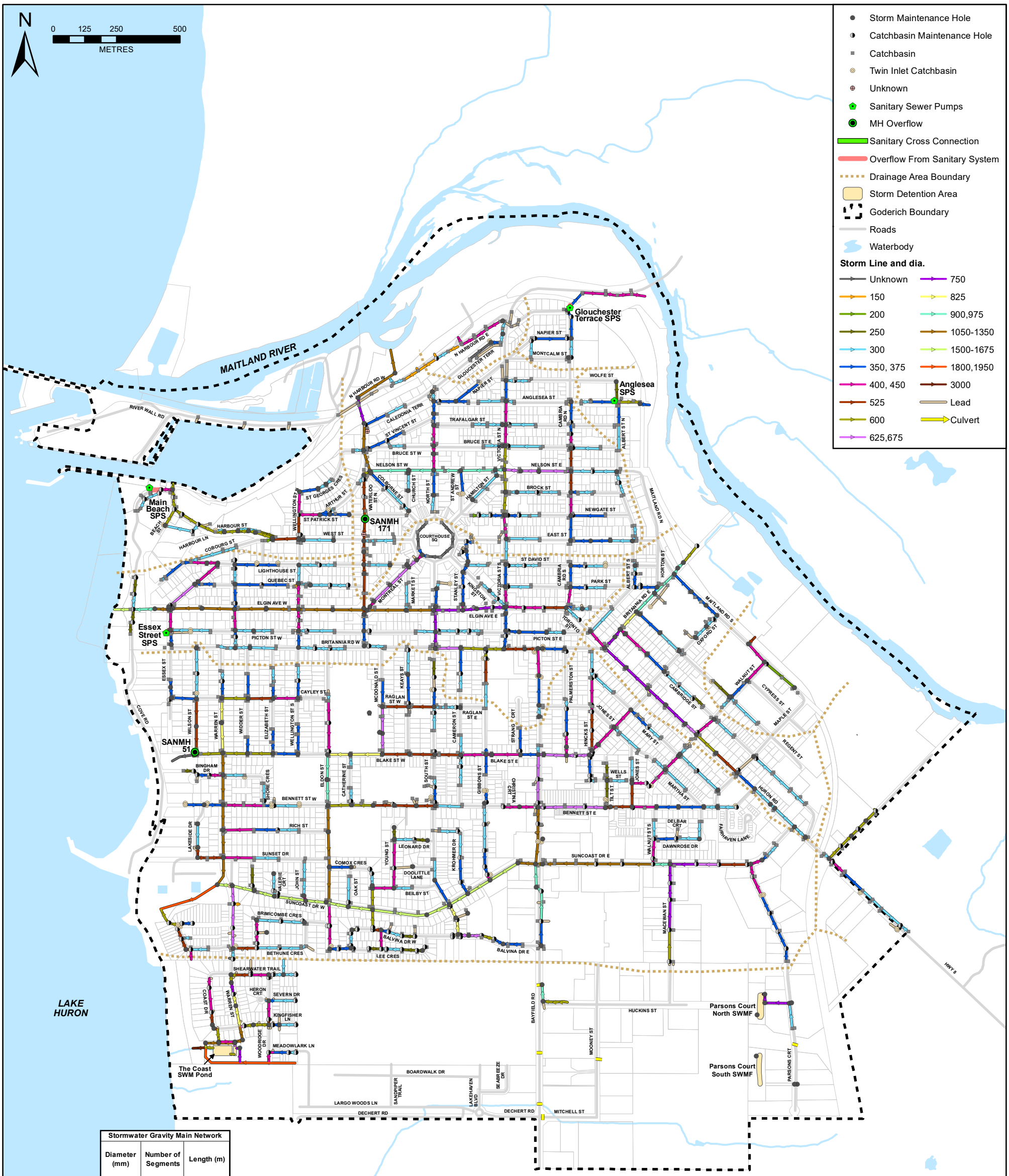
ASSET MANAGEMENT PLAN

MUNICIPAL WASTEWATER COLLECTION SYSTEM AND SERVICED PROPERTIES

TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE	FIGURE No.
1:15,000	B6



Stormwater Gravity Main Network		
Diameter (mm)	Number of Segments	Length (m)
150	8	273
200	10	296
250	30	1214
300	281	14466
350	2	49
375	171	9427
400	2	23
450	115	6375
525	52	3484
600	61	3037
625	3	202
675	29	1946
750	26	1696
825	13	788
900	14	935
975	5	531
1050	23	1812
1200	15	1572
1350	1	70
1500	2	69
1525	7	816
1675	5	437
1800	1	400
1950	1	245
3000	1	51
Unknown	26	694
	904	**50.9 km**

Sanitary Sewer Cross Connections									
Connection Number	Location	Diameter (mm)	Number of Segments	Length (m)	Sanitary Source	Receiving Stormwater Structure			Receiving Waterbody
						Description	Easting	Northing	
4	Blake St W & Wilson	225	1	10	MH 51	380mm storm sewer west of 2-MH-87	441789	4842734	Lake Huron
12	St. Patrick & Waterloo	525	1	2	MH 171	5-MH-39	442459	4843664	Maitland River

Sanitary Sewer Overflow Locations							
Diameter (mm)	Number of Segments	Length (m)	Source	Receiving Stormwater Structure			Receiving Watercourse
				Description	Easting	Northing	
200	1	55	Main Beach SPS	4-MH-3	441656	4843779	Lake Huron
200	1	9	Glouchester Terrace SPS	Railside ditch	443270	4844507	Maitland River
200	1	20	Essex Street SPS	3-MH-13	441692	4843224	Lake Huron
150	1	11	Anglesea SPS	Catchbasin	443453	4844126	Maitland River
						UTM NAD83 Zone 17N	

Stormwater Management Facilities: ECA Number 084-S701 Issue Number 1 (Oct.26, 2022)				
Name	Asset ID	ECA	Easting	Northing
Parsons Court North SWMF		Issue 1	444023	4841740
Parsons Court South SWMF		Issue 1	444018	4841490
The Coast SWMF		3163-C5JRDC	441896	4841565
				UTM NAD83 Zone 17N

Infrastructure and property information as of January 1, 2025.

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ASSET MANAGEMENT PLAN

MUNICIPAL STORMWATER MANAGEMENT SYSTEM

TOWN OF GODERICH

DATE	PROJECT No.
MAR. 2026	22184
SCALE	FIGURE No.
1:15,000	B7

N

0 125 250 500
METRES

- Sewer Not Resilient based on Modeling
- Sewer Assumed Not Resilient based on Age
- Sewer Resilient based on Modeling
- Sewer Assumed Resilient based on Age
- Unknown Resilience-Age Unknown
- Storm Additions
- Stormwater Management Facility
- Goderich Boundary
- Parcel
- Roads

Total length of storm sewer system (sewer mains only)	**50,908 m**
Total length of trunk sewer system modeled in 2022	13,181 m
Length of storm sewer system without identified capacity issues for 5 year storm from trunk sewer system modeling. 5,039m (11%) of storm system have identified capacity issues and excessive surface ponding for 5 year storm.	8,142 m
Length of storm sewer constructed since 2021 that were approriately sized for the 5 year storm.	3,225 m
Precent Resilient (Capacity only)	*24%*
Length of storm sewer system constructed after 1958 and assumed to have been designed for the 5 year storm (excluding trunk sections with capacity assessment). 345m (1%) of system constructed pre 1958.	30,725 m
Precent Resilient (Age Only)	*65%*
Percentage of municipal stormwater management system resilient to 5-year storm	**88%**
Total length of storm sewer system unassessed due to unknown age (excluding trunk sections with capacity assessment) or 7% of system	3,567 m

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ASSET MANAGEMENT PLAN

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
5-YEAR STORM RESILIENCE

TOWN OF GODERICH

DATE	PROJECT No.
MARCH 2026	22184
SCALE	FIGURE No.
1:15,000	B8

N

0 125 250 500

METRES

100 Year Lake Huron Flood Level
Storm Sewer Main
Regional Maitland River Flood Level
Stormwater Management Facility
Goderich Boundary
Parcel

Properties Subject to 100 Year Flooding

Flood Source

Lake Huron
Lake Huron & Urban Modeled
100Yr Lake Huron & Regional Maitland River
Regional Maitland River
Urban Modeled

MAITLAND RIVER
RIVER WALL RD
LAKE HURON
COVE RD
ESSEX ST
BEACH ST
HARBOUR ST
HARBOUR LN
COBOURG ST
VICKERS LANE
ST GEORGES CRES
ARTHUR ST
WELLINGTON ST N
ST PATRICK ST
WEST ST
LIGHTHOUSE ST
QUEBEC ST
ELGIN AVE W
PICTON ST W
BRITANNIA RD W
CAYLEY ST
BLAKE ST W
BENNETT ST W
RICH ST
SUNSET DR
SUNCOAST DR W
BRIMICOMBE CRES
BETHUNE CRES
SHEARWATER TRAIL
HERON CRT
SEVERN DR
KINGFISHER LN
MEADOWLARK LN
COAST DR
WARREN ST
WOODRIDGE DR
WILSON ST
WARREN ST
WIDDER ST
ELIZABETH ST
WELLINGTON ST S
BINGHAM DR
SHORE CRES
ELDON ST
CATHERINE ST
MCDONALD ST
KEAYS ST
RAGLAN ST W
RAGLAN ST E
CAMERON ST
SOUTH ST
GIBBONS ST
LAKESIDE DR
LEONARD DR
COMOX CRES
YOUNG ST
DOOLITTLE LANE
KROHMER DR
VALERIE CRT
JOHN ST
OAK ST
BEILBY ST
BALVINA DR W
BALVINA DR E
LEE CRES
BAYFIELD RD
N HARBOUR RD E
GLOUCESTER TERR
CALEDONIA TERR
N HARBOUR RD W
ST VINCENT ST
NAPIER ST
MONTCALM ST
VICTORIA ST N
ANGLESEA ST
WOLFE ST
CAMBRIA RD N
TRAFALGAR ST
BRUCE ST W
BRUCE ST E
NELSON ST W
NELSON ST E
ALBERT ST N
COLBORNE ST
CHURCH ST
NORTH ST
ST ANDREW ST
COURTHOUSE SQ
HAMILTON ST
BROCK ST
NEWGATE ST
EAST ST
ST DAVID ST
CAMBRIA RD S
ALBERT ST S
MAITLAND RD N
HORTON ST
PARK ST
WATERLOO ST S
MONTREAL ST
MARKET ST
STANLEY ST
KINGSTON ST
VICTORIA ST S
ELGIN AVE E
TORONTO ST
BRITANNIA RD E
OXFORD ST
MAITLAND RD S
REGENT ST
WALNUT ST
CAMBRIDGE ST
CYPRESS ST
MAPLE ST
PICTON ST E
STONEHOUSE ST
STRANG CRT
PALMERSTON ST
HINCKS ST
MARY ST
BLAKE ST E
WELLS ST
JONES ST
TILT ST
MARTHA ST
CHRISTINA CRT
BENNETT ST E
HURON RD
DELAHEY CRT
WALNUT ST S
DAWNROSE DR
SUNCOAST DR E
PARSONS CRT
MACEWAN ST
HUCKINS ST
MOONEY ST
BOARDWALK DR
SANDPIPER TRAIL
LAKEHAVEN BLVD
SEABREEZE DR
LARGO WOODS LN
DECHERT RD
DECHERT RD
MITCHELL ST

Total number of properties in Regional floodplain	7
Total number of properties in 100 yr Lake Huron flooding	16
Total number of properties in Regional Riverine and 100 yr Lake Huron flooding	3
Total number of properties vulnerable to 100 yr flooding within the urban storm system	276
Total number of properties vulnerable to 100 yr flooding within the urban storm system and 100 yr Lake Huron flooding	3
Percentage of properties in municipality resilient to a 100 year storm	**92%**

Infrastructure and property information as of January 1, 2025.

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ASSET MANAGEMENT PLAN

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
100-YEAR STORM RESILIENCE

TOWN OF GODERICH

DATE	PROJECT No.
FEB. 2026	22184
SCALE 1:15,000	FIGURE No. B9

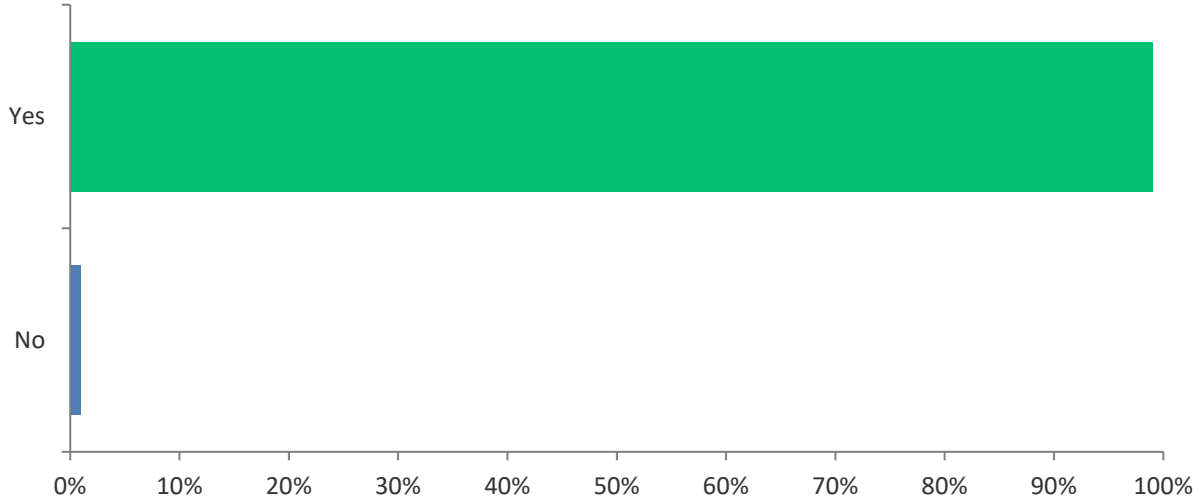
APPENDIX C:

Public Engagement Survey Results

Town of Goderich Municipal Levels of Service Public Engagement Survey for Core Infrastructure Assets

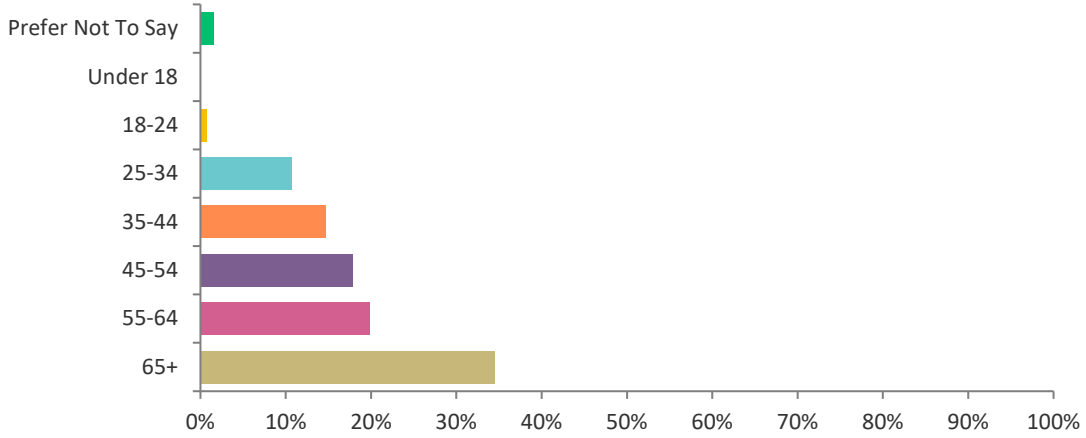
Tuesday, May 20, 2025

Q1: Are you a current resident/property owner within the Town of Goderich?



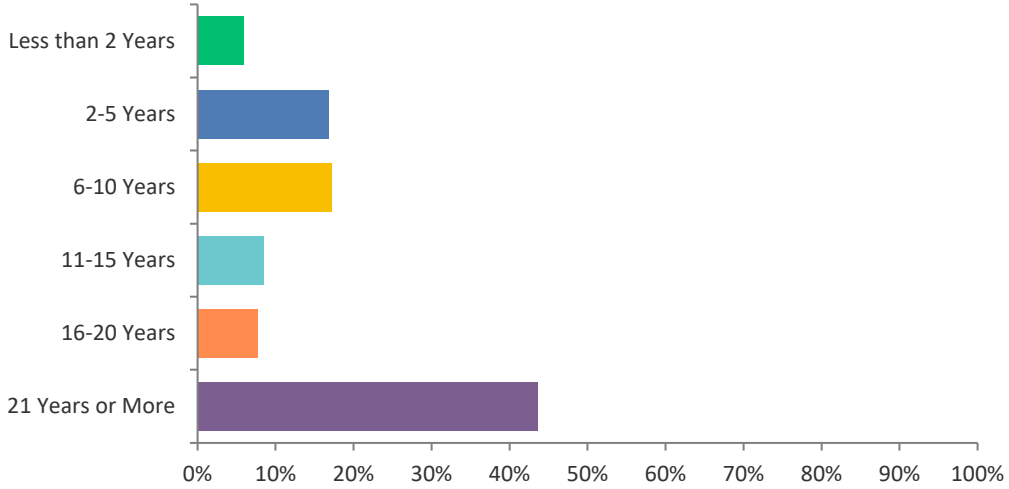
ANSWER CHOICES	RESPONSES	
Yes	99.01%	499
No	0.99%	5
TOTAL		504

Q2: Please select your age range:



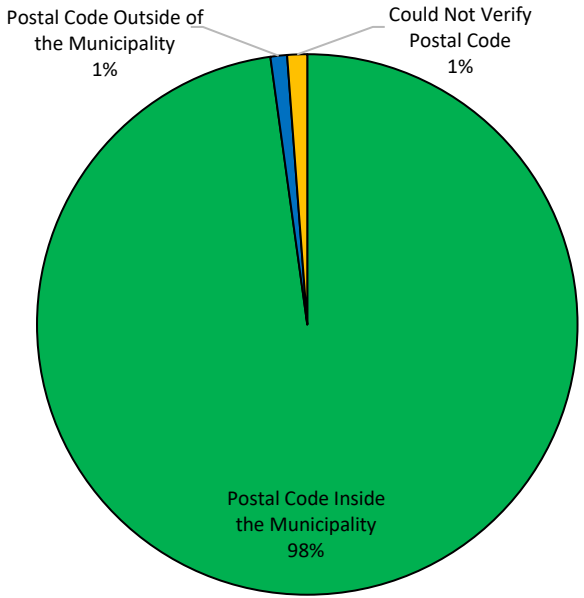
ANSWER CHOICES	RESPONSES	
Prefer Not To Say	1.59%	8
Under 18	0.00%	0
18-24	0.79%	4
25-34	10.71%	54
35-44	14.68%	74
45-54	17.86%	90
55-64	19.84%	100
65+	34.52%	174
TOTAL		504

Q3: How long have you lived/owned property in the Town of Goderich?

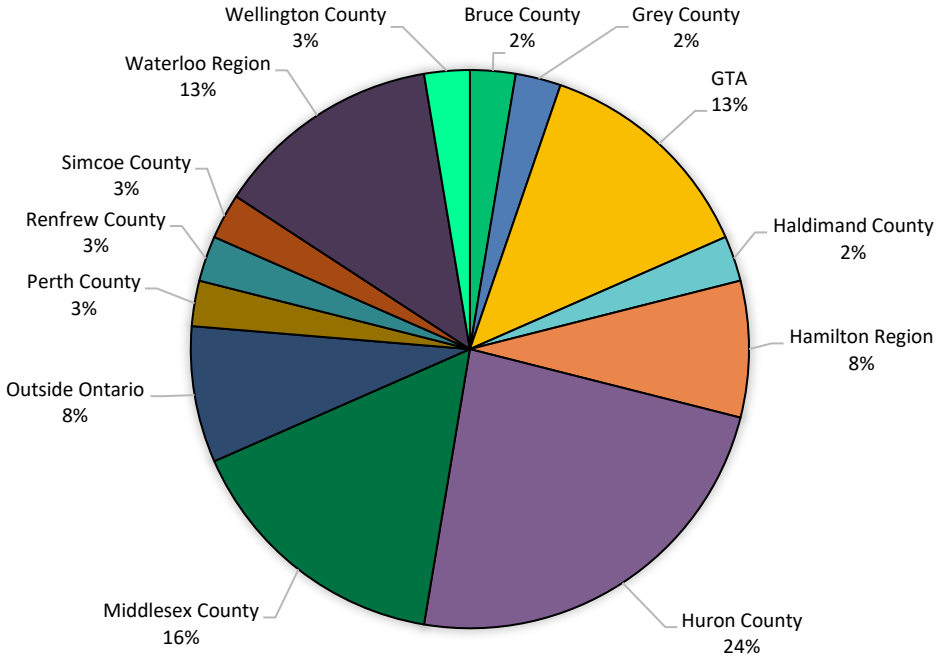


ANSWER CHOICES	RESPONSES	
Less than 2 Years	5.95%	30
2-5 Years	16.87%	85
6-10 Years	17.26%	87
11-15 Years	8.53%	43
16-20 Years	7.74%	39
21 Years or More	43.65%	220
TOTAL		504

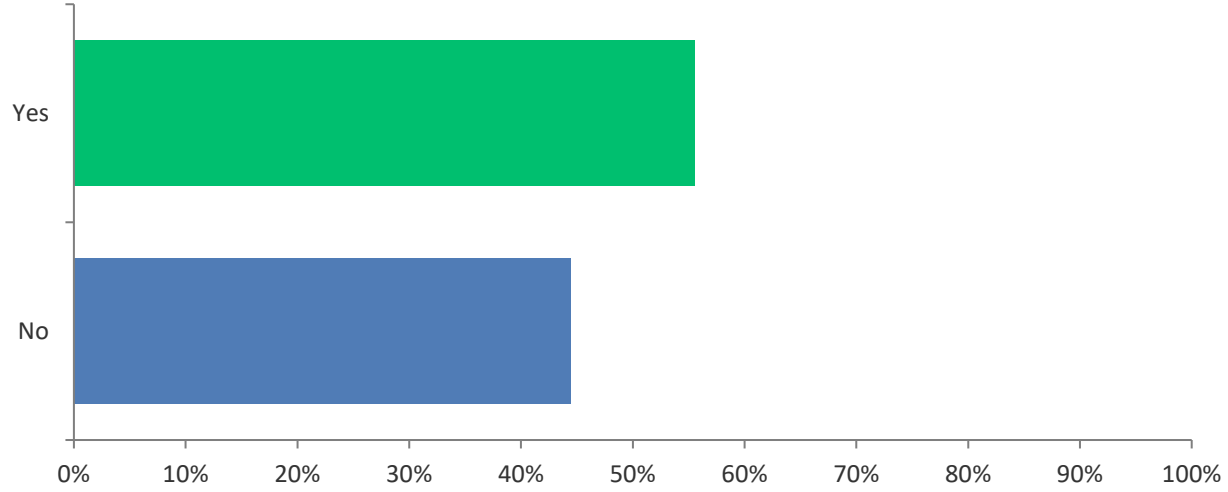
Q4: Please provide your postal code:



Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?

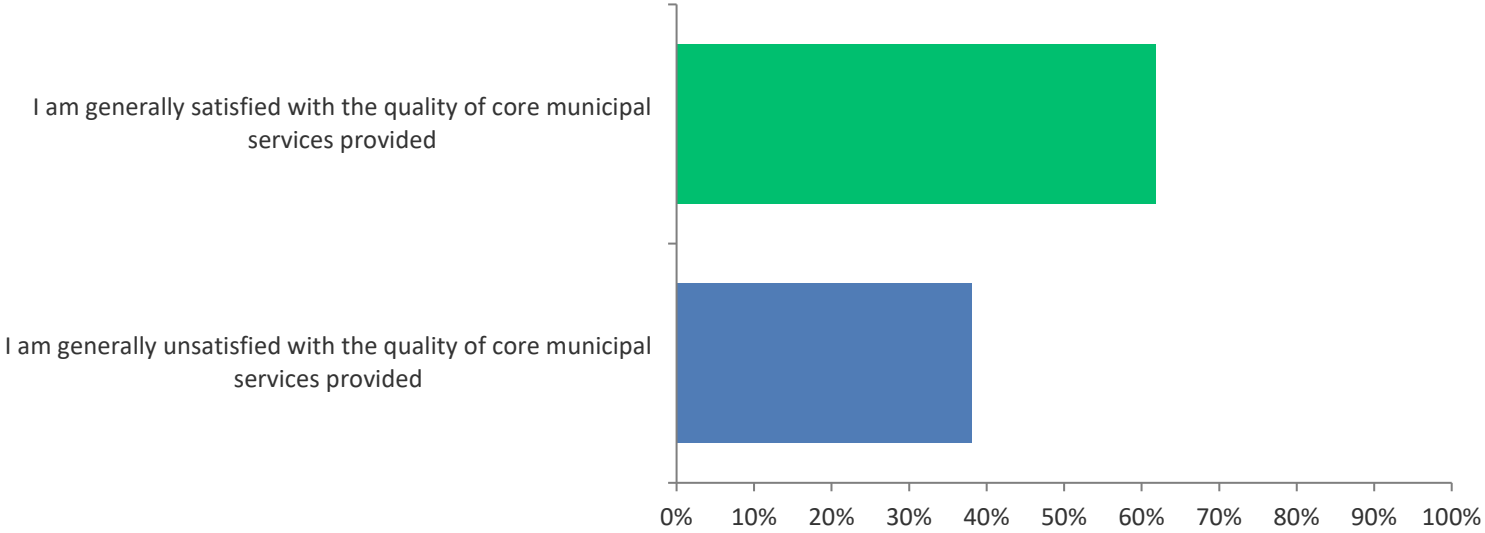


Q6: Do you know that the Town of Goderich has an Asset Management Plan?



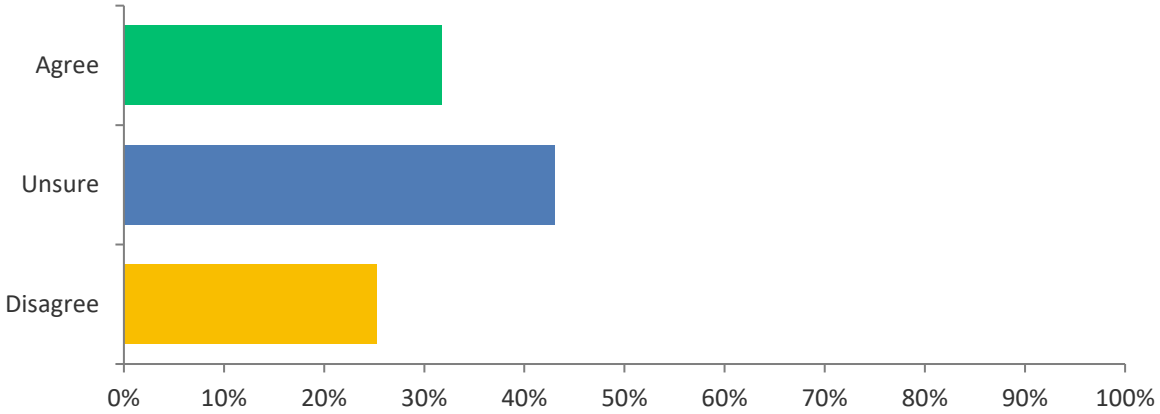
ANSWER CHOICES	RESPONSES	
Yes	55.56%	280
No	44.44%	224
TOTAL		504

Q7: Which of the following statements best describes your daily experiences with core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.)?



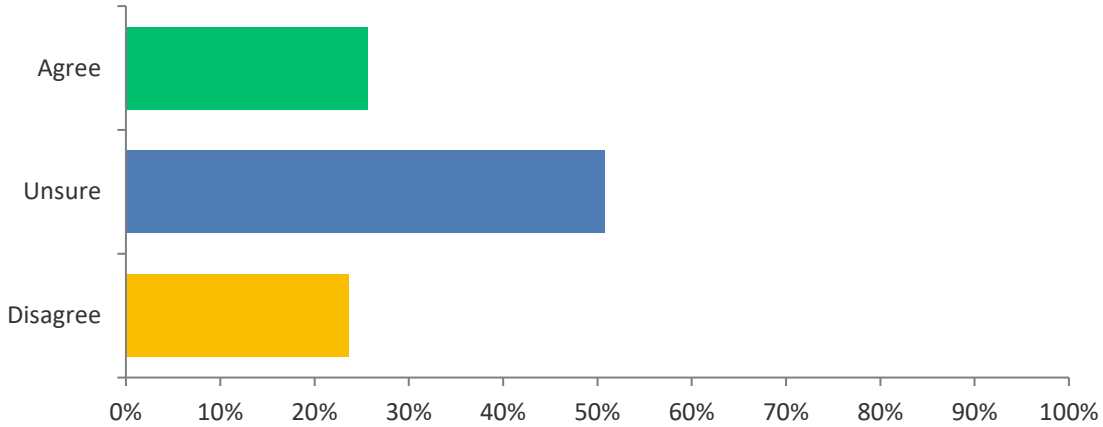
ANSWER CHOICES	RESPONSES	
I am generally satisfied with the quality of core municipal services provided	61.90%	312
I am generally unsatisfied with the quality of core municipal services provided	38.10%	192
TOTAL		504

Q8: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):
"The Town of Goderich is making the right infrastructure investments for its current residents."



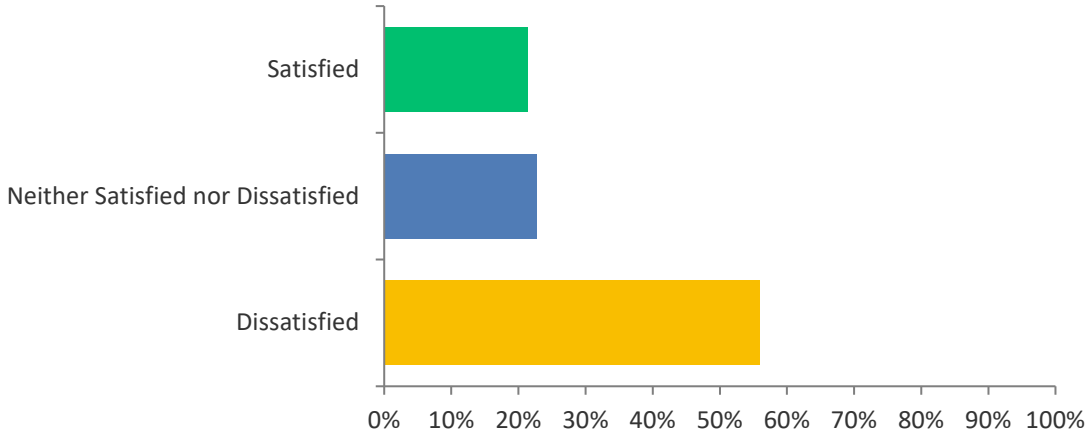
ANSWER CHOICES	RESPONSES	
Agree	31.75%	160
Unsure	43.06%	217
Disagree	25.20%	127
TOTAL		504

Q9: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):
"The Town of Goderich is making the right infrastructure investments for the future."



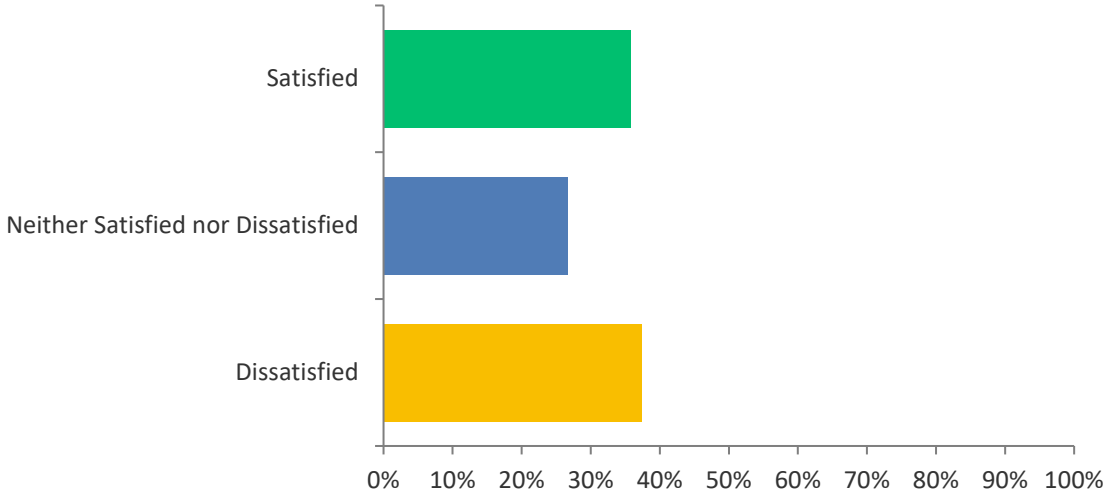
ANSWER CHOICES	RESPONSES	
Agree	25.60%	129
Unsure	50.79%	256
Disagree	23.61%	119
TOTAL		504

Q10: How satisfied are you with the current pavement conditions within the Town of Goderich?



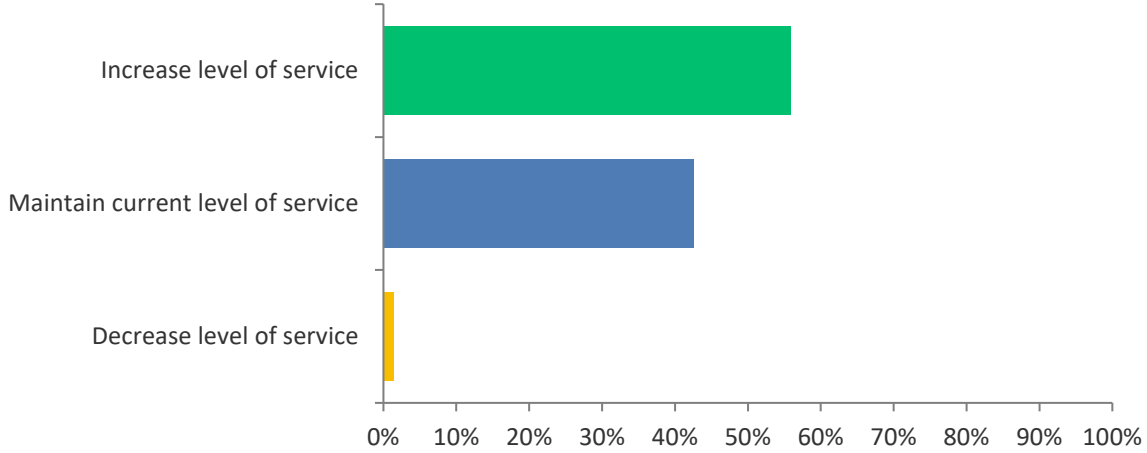
ANSWER CHOICES	RESPONSES	
Satisfied	21.33%	106
Neither Satisfied nor Dissatisfied	22.74%	113
Dissatisfied	55.94%	278
TOTAL		497

Q11: How satisfied are you with the current road maintenance service (e.g., snow removal, pothole repairs, etc.) within the Town of Goderich?



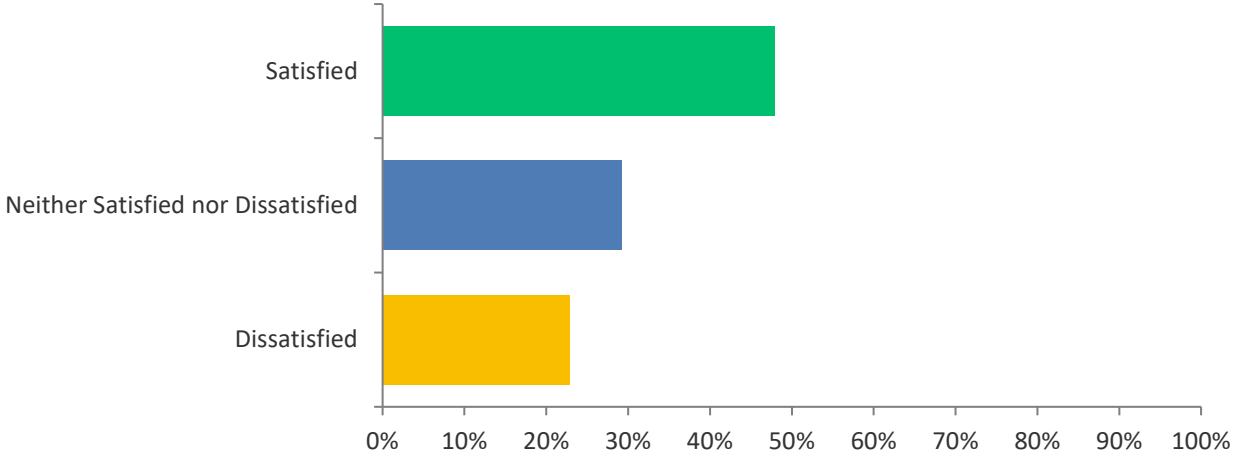
ANSWER CHOICES	RESPONSES	
Satisfied	35.81%	178
Neither Satisfied nor Dissatisfied	26.76%	133
Dissatisfied	37.42%	186
TOTAL		497

Q12: In your opinion, should the level of service of the Town's Road Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.



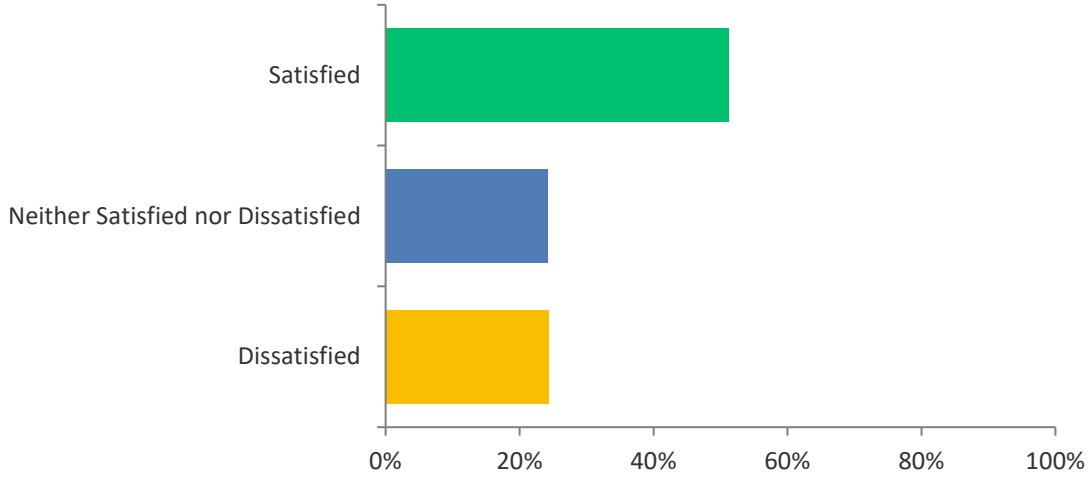
ANSWER CHOICES	RESPONSES	
Increase level of service	55.94%	278
Maintain current level of service	42.66%	212
Decrease level of service	1.41%	7
TOTAL		497

Q13: How satisfied are you with the current sidewalk conditions (e.g., cracking, stresses) within the Town of Goderich?



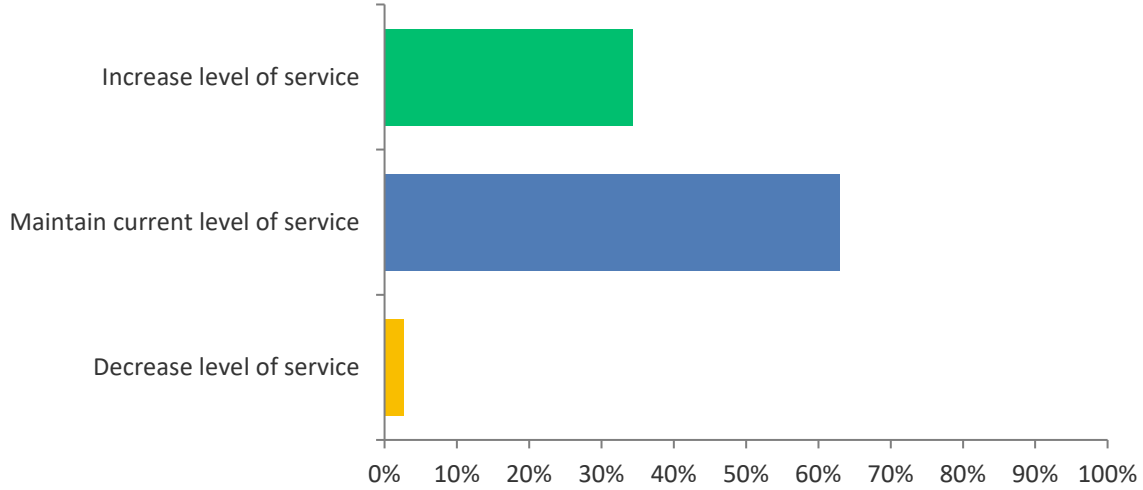
ANSWER CHOICES	RESPONSES	
Satisfied	47.88%	237
Neither Satisfied nor Dissatisfied	29.29%	145
Dissatisfied	22.83%	113
TOTAL		495

Q14: How satisfied are you with the current sidewalk maintenance service (e.g., snow removal and general sidewalk maintenance) within the Town of Goderich?



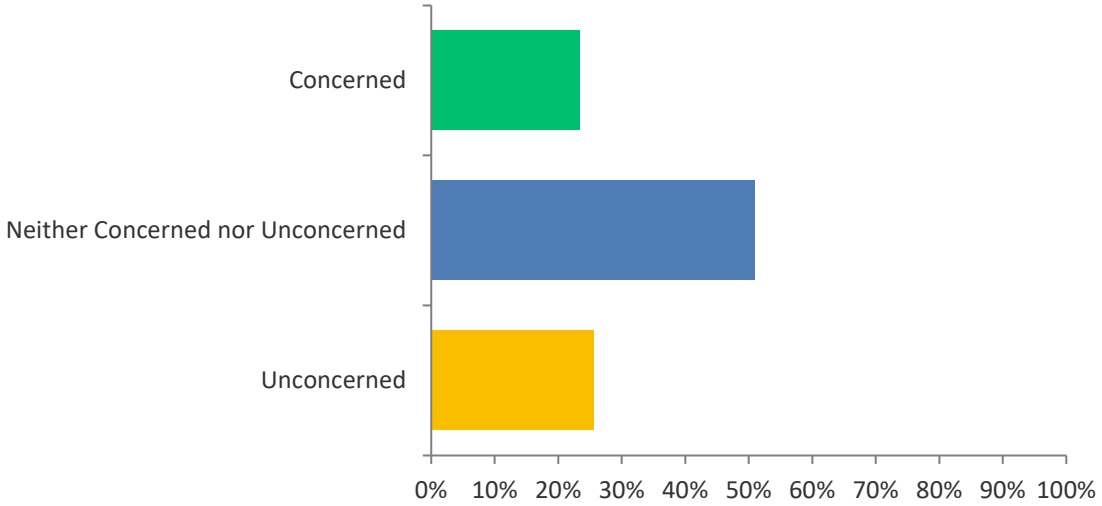
ANSWER CHOICES	RESPONSES	
Satisfied	51.31%	254
Neither Satisfied nor Dissatisfied	24.24%	120
Dissatisfied	24.44%	121
TOTAL		495

Q15: In your opinion, should the level of service of the municipality's Sidewalk Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.



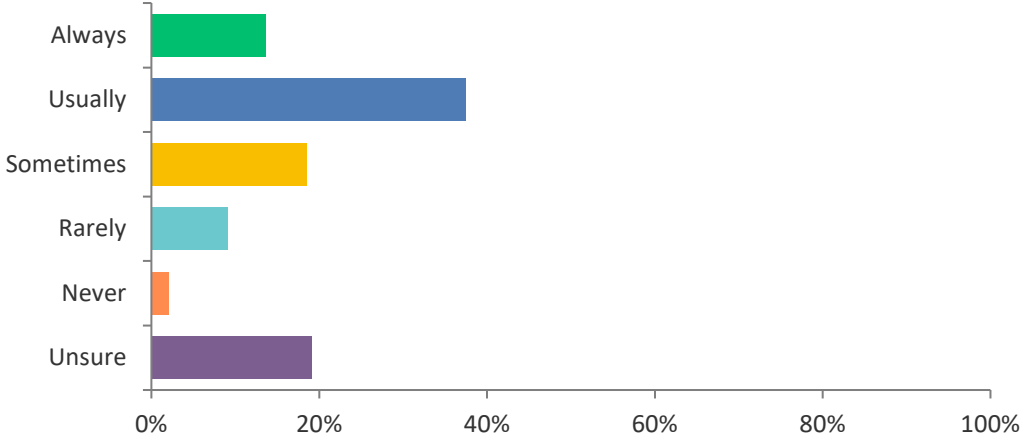
ANSWER CHOICES	RESPONSES	
Increase level of service	34.34%	170
Maintain current level of service	63.03%	312
Decrease level of service	2.63%	13
TOTAL		495

Q16: How concerned are you about the condition of stormwater management infrastructure (e.g., catch basins, stormwater management ponds) within the Town of Goderich?



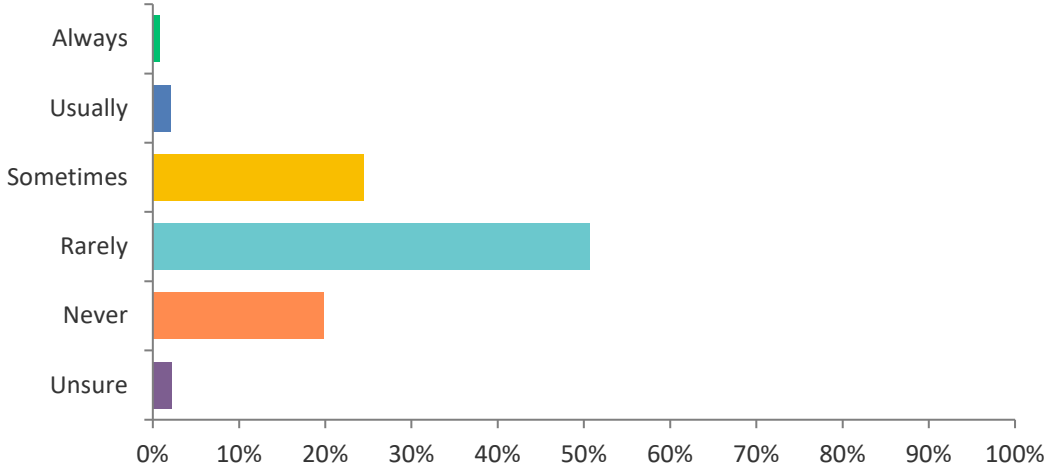
ANSWER CHOICES	RESPONSES	
Concerned	23.42%	115
Neither Concerned nor Unconcerned	50.92%	250
Unconcerned	25.66%	126
TOTAL		491

Q17: How frequently are the catch basins in your neighbourhood clear of debris during the fall and spring seasons?



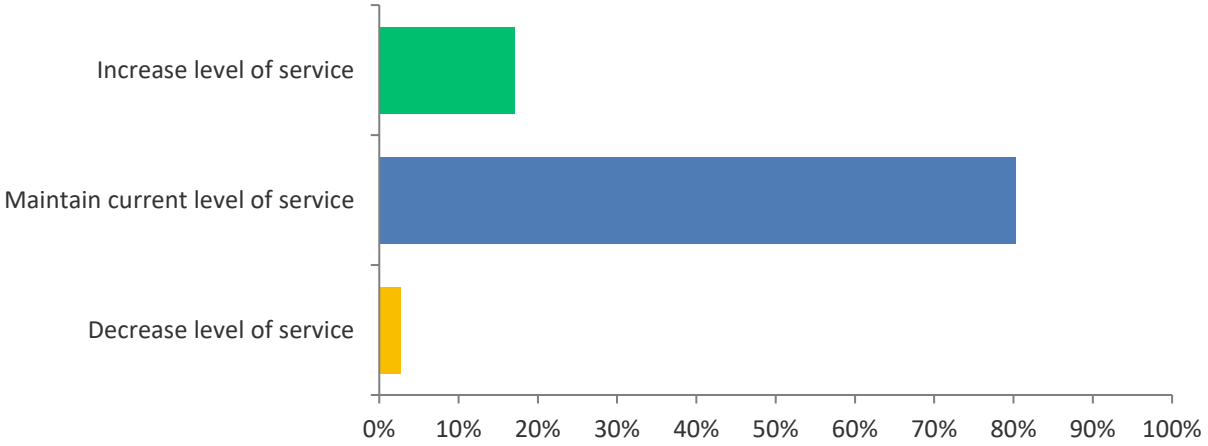
ANSWER CHOICES	RESPONSES	
Always	13.65%	67
Usually	37.47%	184
Sometimes	18.53%	91
Rarely	9.16%	45
Never	2.04%	10
Unsure	19.14%	94
TOTAL		491

Q18: How often do you see flooding of roads in the Town of Goderich?



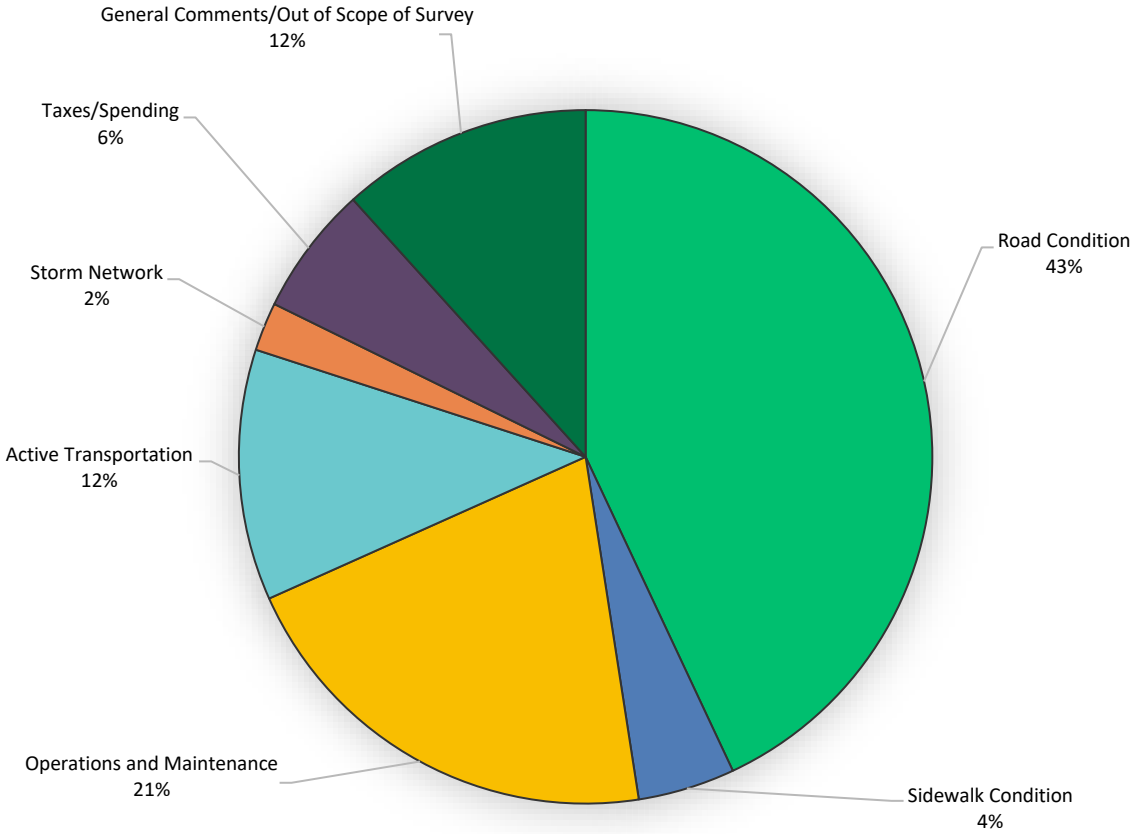
ANSWER CHOICES	RESPONSES	
Always	0.81%	4
Usually	2.04%	10
Sometimes	24.44%	120
Rarely	50.71%	249
Never	19.76%	97
Unsure	2.24%	11
TOTAL		491

Q19: In your opinion, should the level of service of the Town's Storm Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.



ANSWER CHOICES	RESPONSES	
Increase level of service	17.11%	84
Maintain current level of service	80.24%	394
Decrease level of service	2.65%	13
TOTAL		491

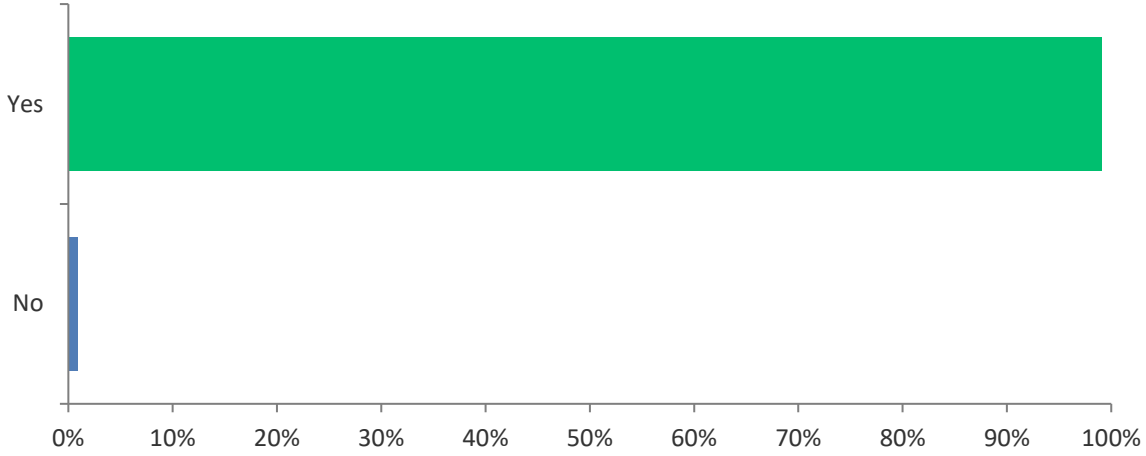
Q20: Is there anything else you would like to comment on with respect to the Town's core infrastructure (e.g., road network, sidewalk network, storm network)?



Town of Goderich Municipal Levels of Service Public Engagement Survey for Non-Core Infrastructure Assets

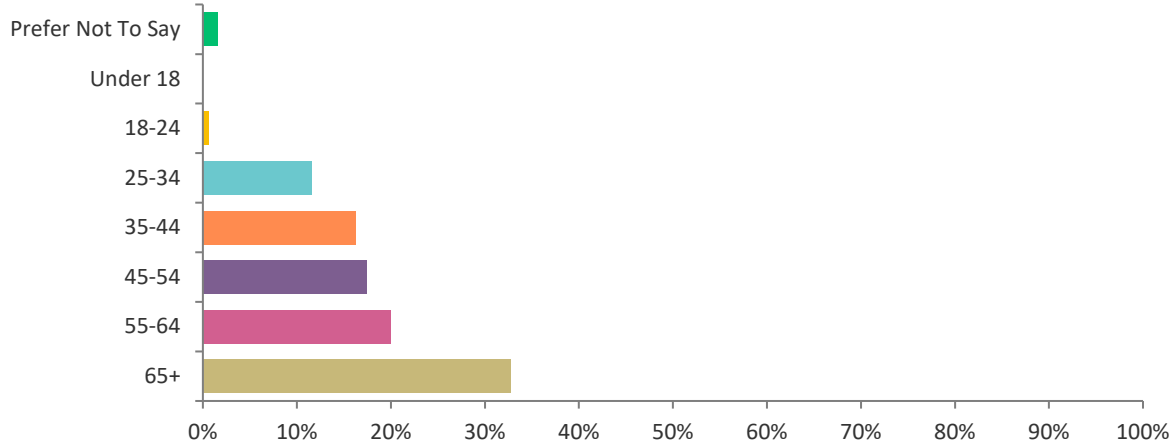
Tuesday, May 20, 2025

Q1: Are you a resident/property owner within the Town of Goderich?0



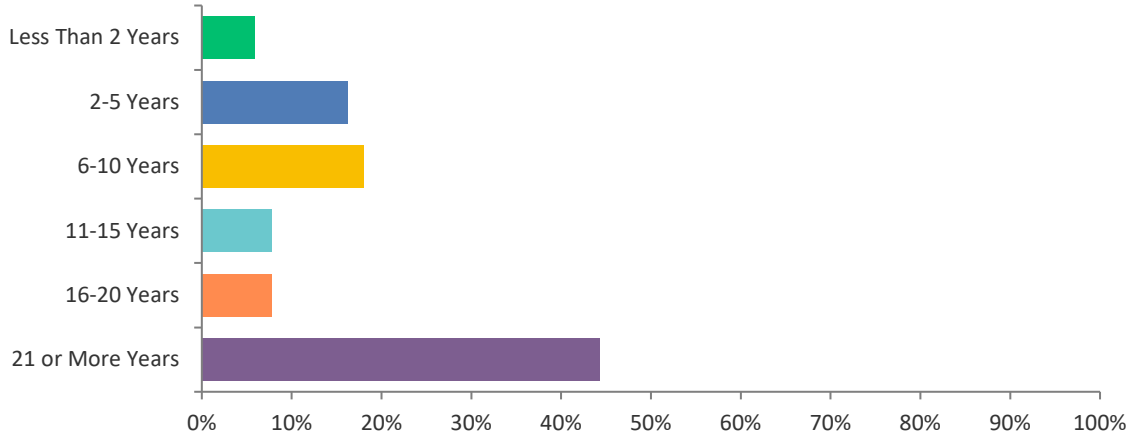
ANSWER CHOICES	RESPONSES	
Yes	99.07%	318
No	0.93%	3
TOTAL		321

Q2: Please select your age range:



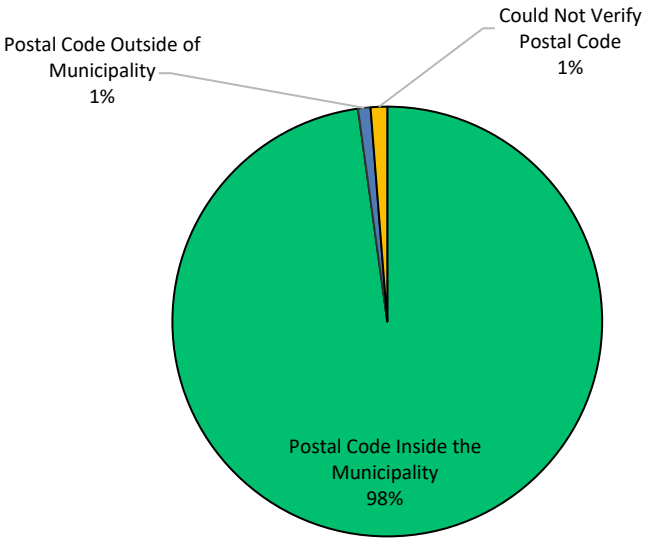
ANSWER CHOICES	RESPONSES	
Prefer Not To Say	1.56%	5
Under 18	0.00%	0
18-24	0.62%	2
25-34	11.53%	37
35-44	16.20%	52
45-54	17.45%	56
55-64	19.94%	64
65+	32.71%	105
TOTAL		321

Q3: How long have you lived/owned property in the Town of Goderich?

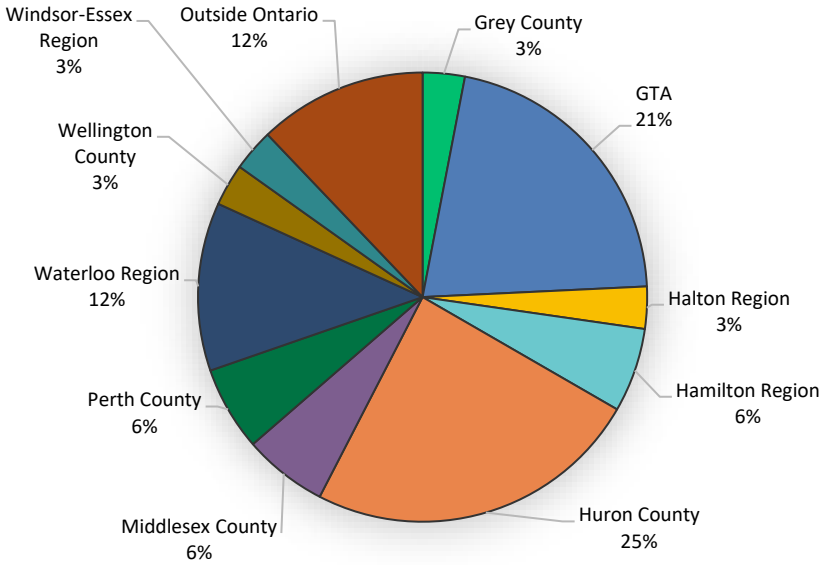


ANSWER CHOICES	RESPONSES	
Less Than 2 Years	5.92%	19
2-5 Years	16.20%	52
6-10 Years	18.07%	58
11-15 Years	7.79%	25
16-20 Years	7.79%	25
21 or More Years	44.24%	142
TOTAL		321

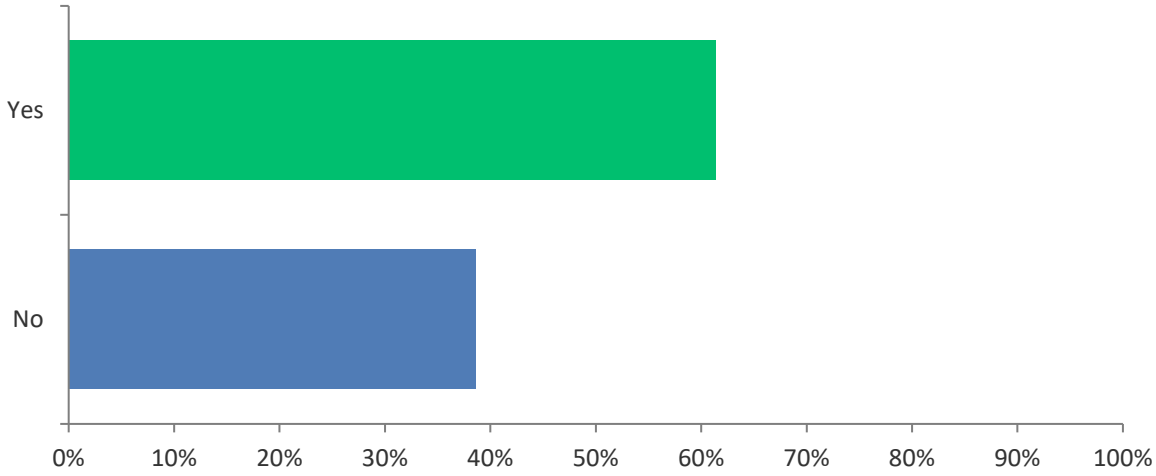
Q4: Please provide your postal code:



Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?

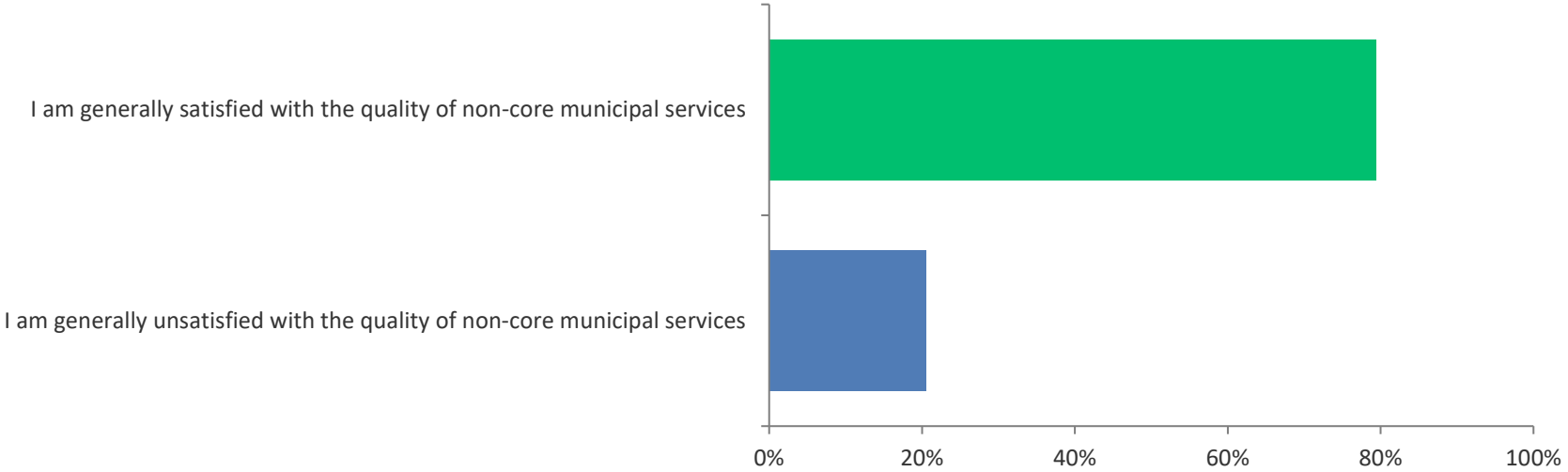


Q6: Do you know that the Town of Goderich has an Asset Management Plan?



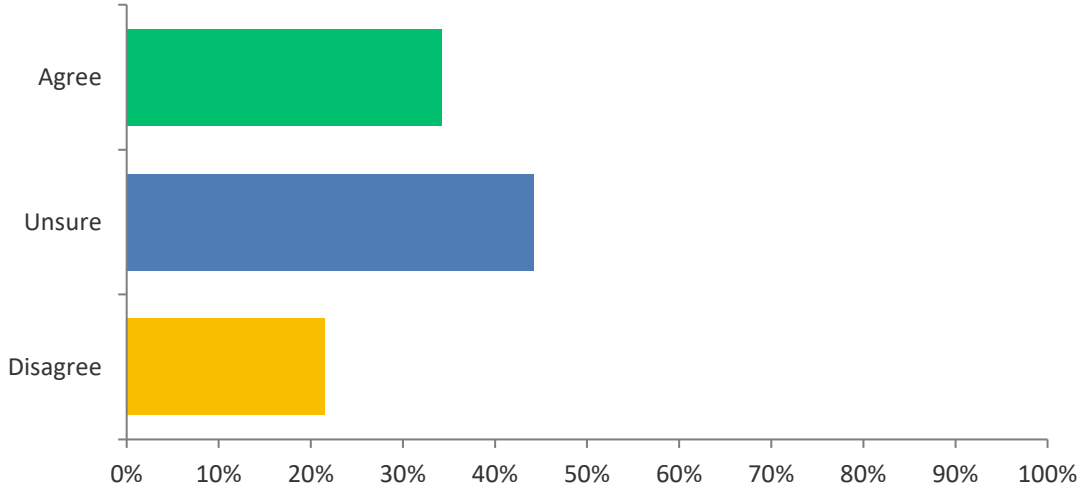
ANSWER CHOICES	RESPONSES	
Yes	61.37%	197
No	38.63%	124
TOTAL		321

Q7: Which of the following statements best describes your daily experiences with non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?



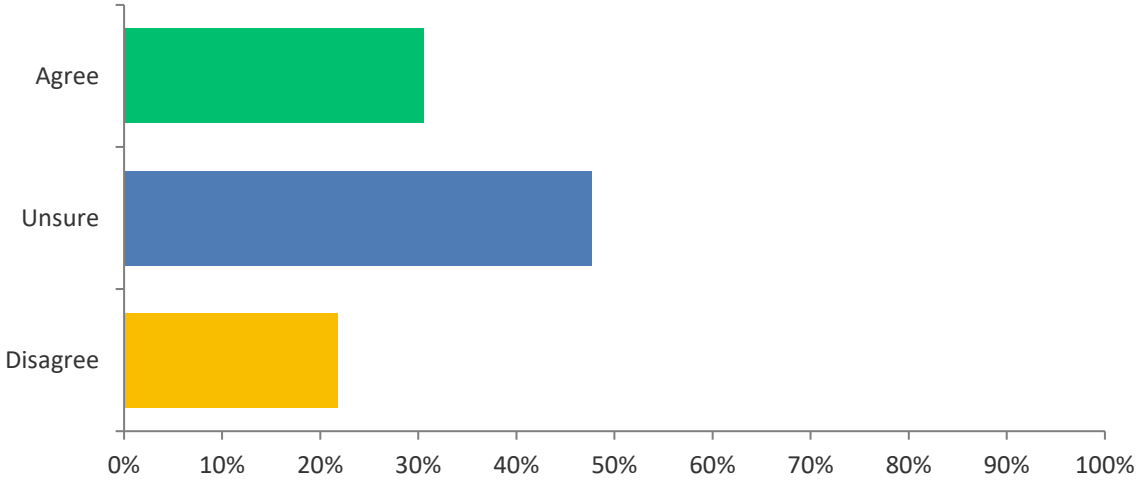
ANSWER CHOICES	RESPONSES	
I am generally satisfied with the quality of non-core municipal services	79.44%	255
I am generally unsatisfied with the quality of non-core municipal services	20.56%	66
TOTAL		321

Q8: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):
"The Town of Goderich is making the right infrastructure investments for its current residents."



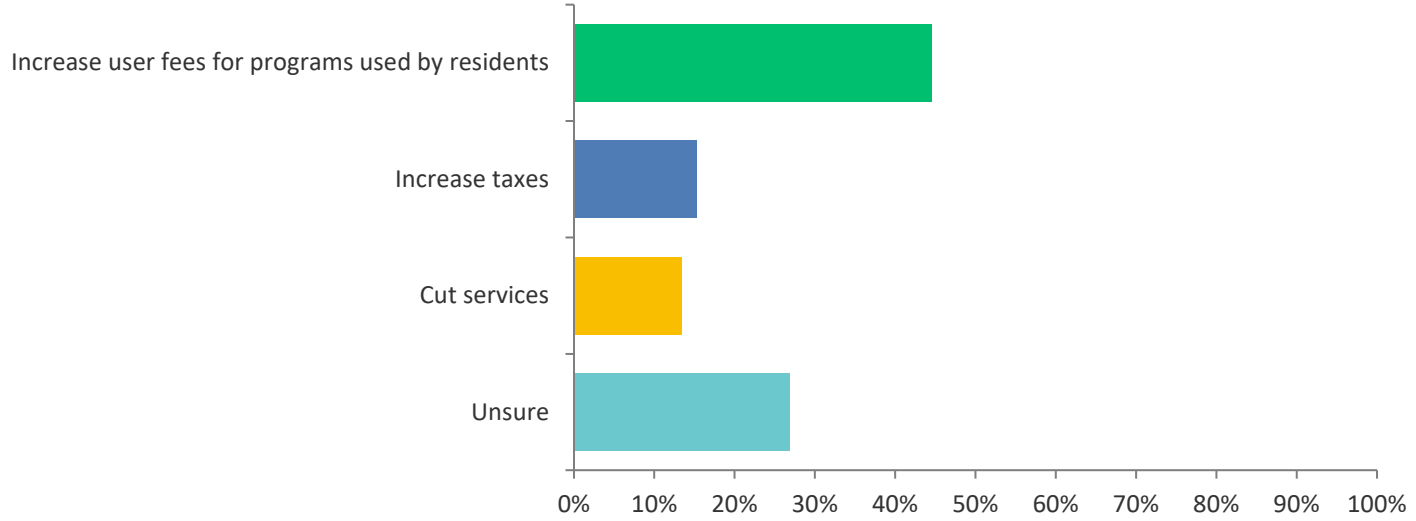
ANSWER CHOICES	RESPONSES	
Agree	34.27%	110
Unsure	44.24%	142
Disagree	21.50%	69
TOTAL		321

Q9: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):
"The Town of Goderich is making the right infrastructure investments for the future."



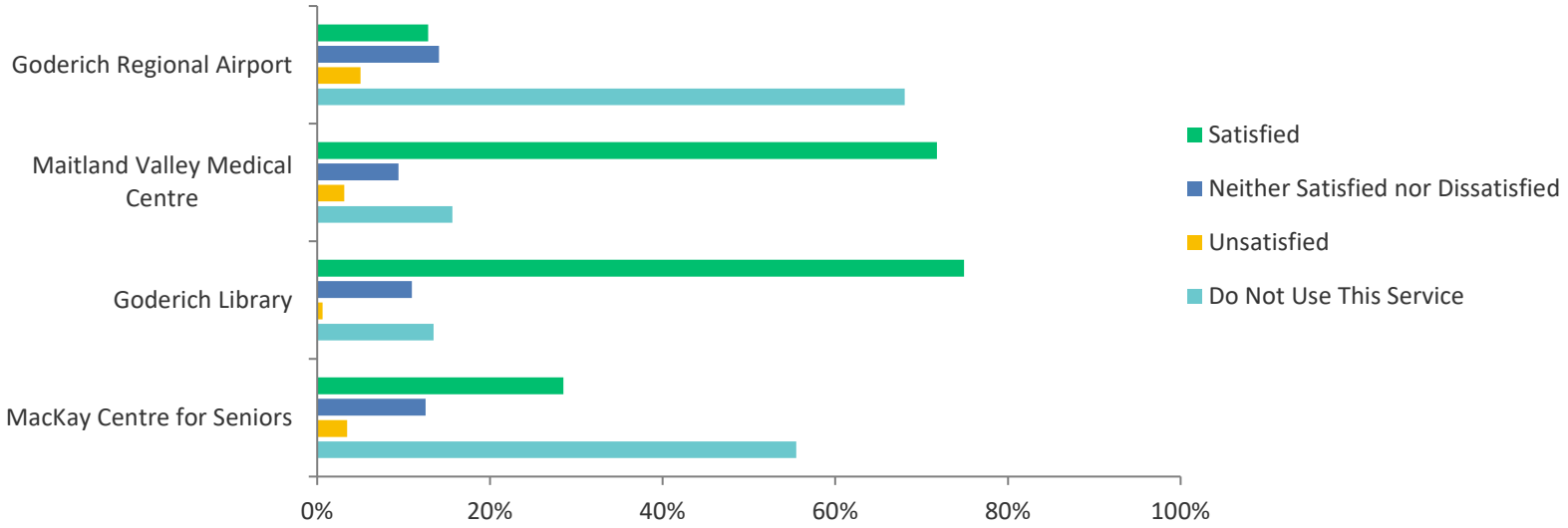
ANSWER CHOICES	RESPONSES	
Agree	30.53%	98
Unsure	47.66%	153
Disagree	21.81%	70
TOTAL		321

Q10: What options do you believe the Town of Goderich should pursue to pay for the increasing costs of non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?



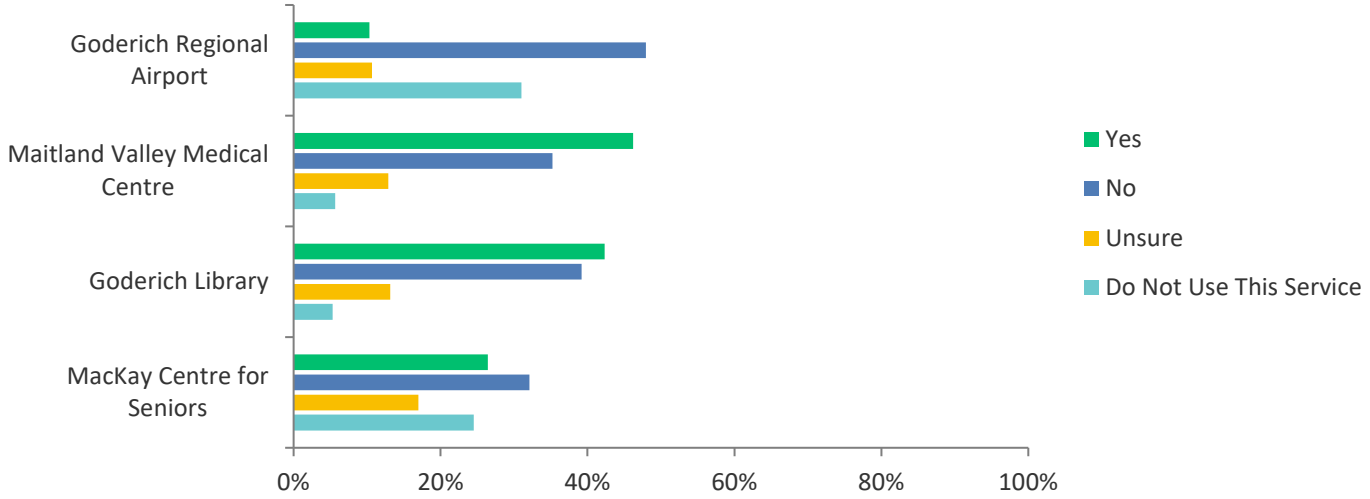
ANSWER CHOICES	RESPONSES	
Increase user fees for programs used by residents	44.55%	143
Increase taxes	15.26%	49
Cut services	13.40%	43
Unsure	26.79%	86
TOTAL		321

Q11: How satisfied are you with the overall physical condition of the following municipal facilities?



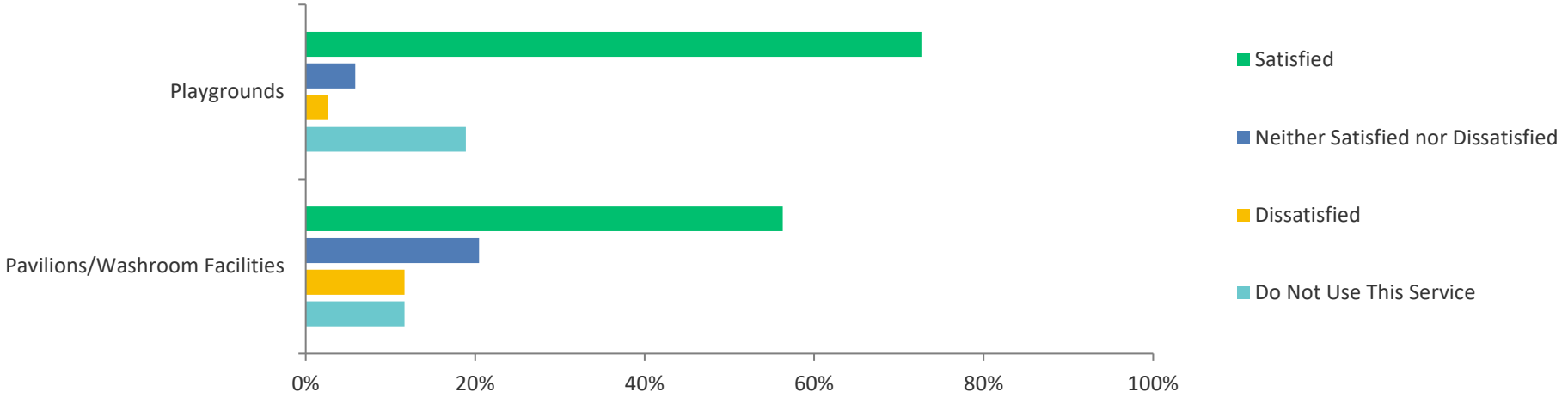
	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	UNSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Goderich Regional Airport	12.85% 41	14.11% 45	5.02% 16	68.03% 217	319
Maitland Valley Medical Centre	71.79% 229	9.40% 30	3.13% 10	15.67% 50	319
Goderich Library	74.92% 239	10.97% 35	0.63% 2	13.48% 43	319
MacKay Centre for Seniors	28.53% 91	12.54% 40	3.45% 11	55.49% 177	319

Q12: Would you support an increase in taxation to improve the overall physical condition of the following municipal facilities?



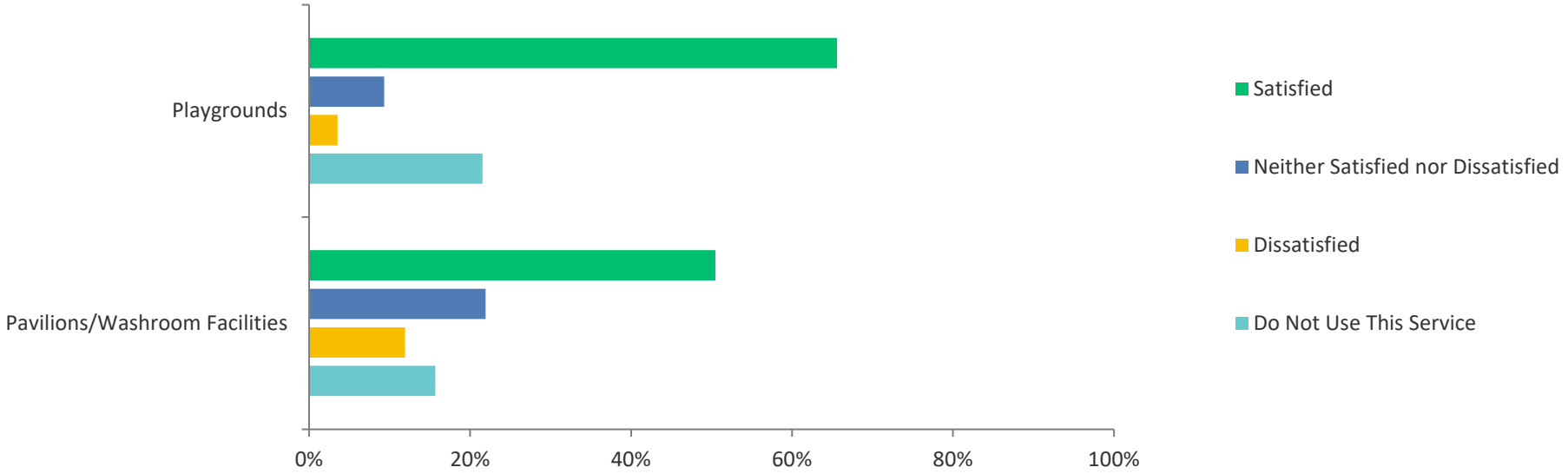
	YES	NO	UNSURE	DO NOT USE THIS SERVICE	TOTAL
Goderich Regional Airport	10.34% 33	47.96% 153	10.66% 34	31.03% 99	319
Maitland Valley Medical Centre	46.23% 147	35.22% 112	12.89% 41	5.66% 18	318
Goderich Library	42.32% 135	39.18% 125	13.17% 42	5.33% 17	319
MacKay Centre for Seniors	26.42% 84	32.08% 102	16.98% 54	24.53% 78	318

Q13: How satisfied are you with the overall physical condition of the park assets located at the waterfront?



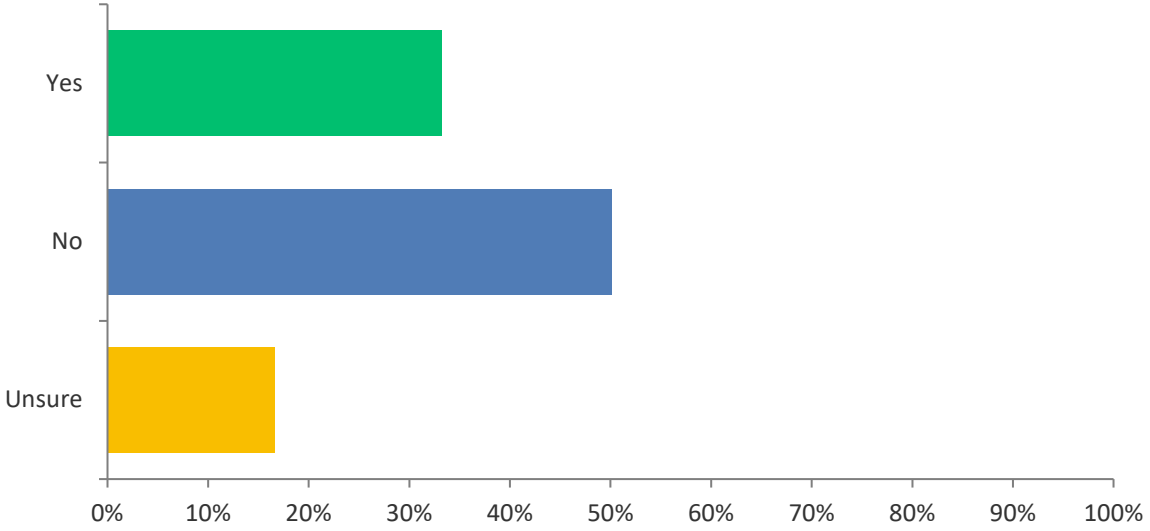
	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Playgrounds	72.64% 223	5.86% 18	2.61% 8	18.89% 58	307
Pavilions/Washroom Facilities	56.29% 179	20.44% 65	11.64% 37	11.64% 37	318

Q14: How satisfied are you with the overall physical condition of the park assets located throughout the Town of Goderich (excluding those located at the waterfront)?



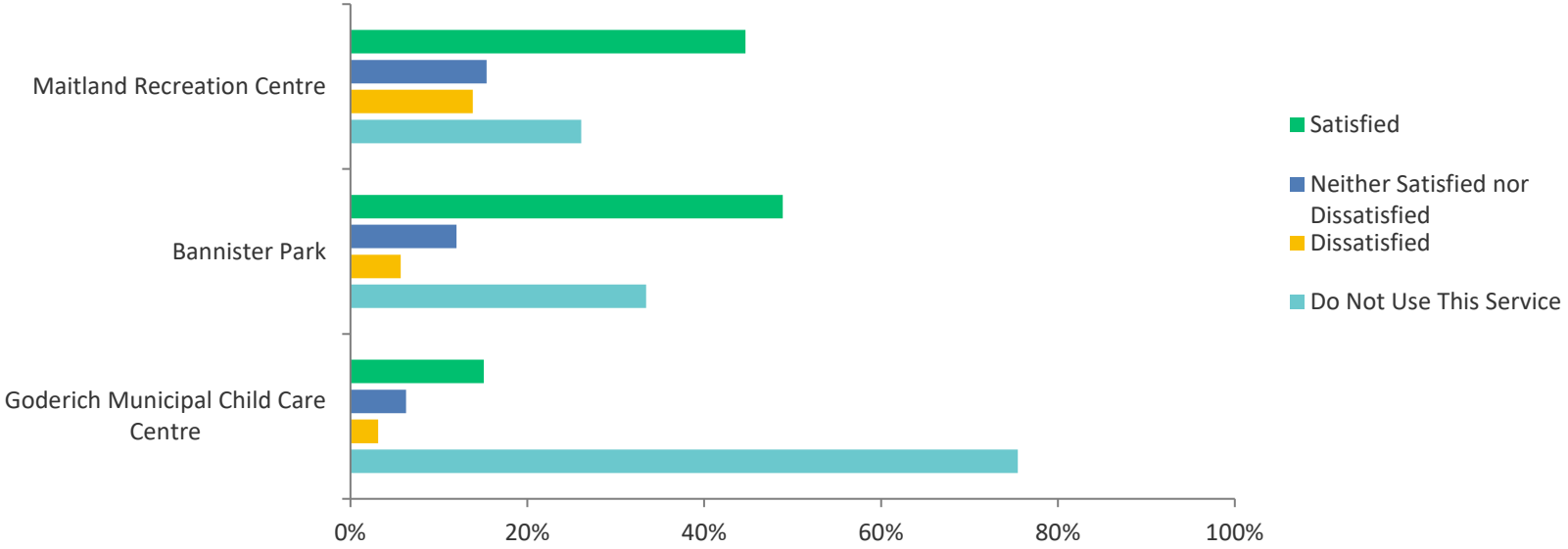
	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Playgrounds	65.59% 204	9.32% 29	3.54% 11	21.54% 67	311
Pavilions/Washroom Facilities	50.47% 161	21.94% 70	11.91% 38	15.67% 50	319

Q15: Would you support an increase in taxation to improve the overall physical condition of outdoor facilities (e.g., parks, pavilions, playgrounds)?



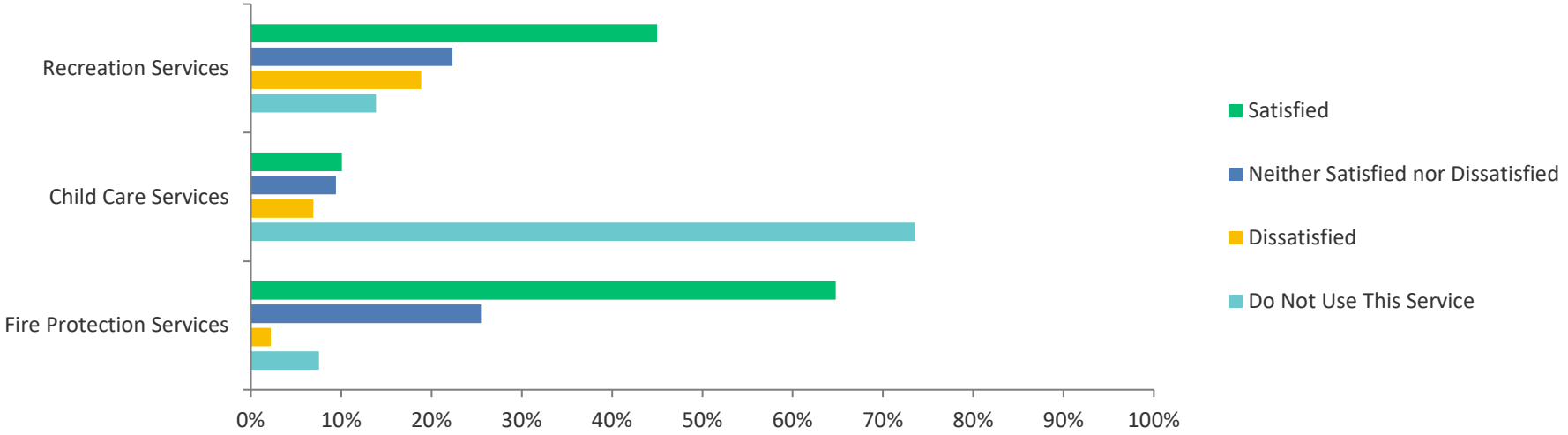
ANSWER CHOICES	RESPONSES	
Yes	33.23%	106
No	50.16%	160
Unsure	16.61%	53
TOTAL		319

Q16: How satisfied are you with the physical condition of the following community service facilities?



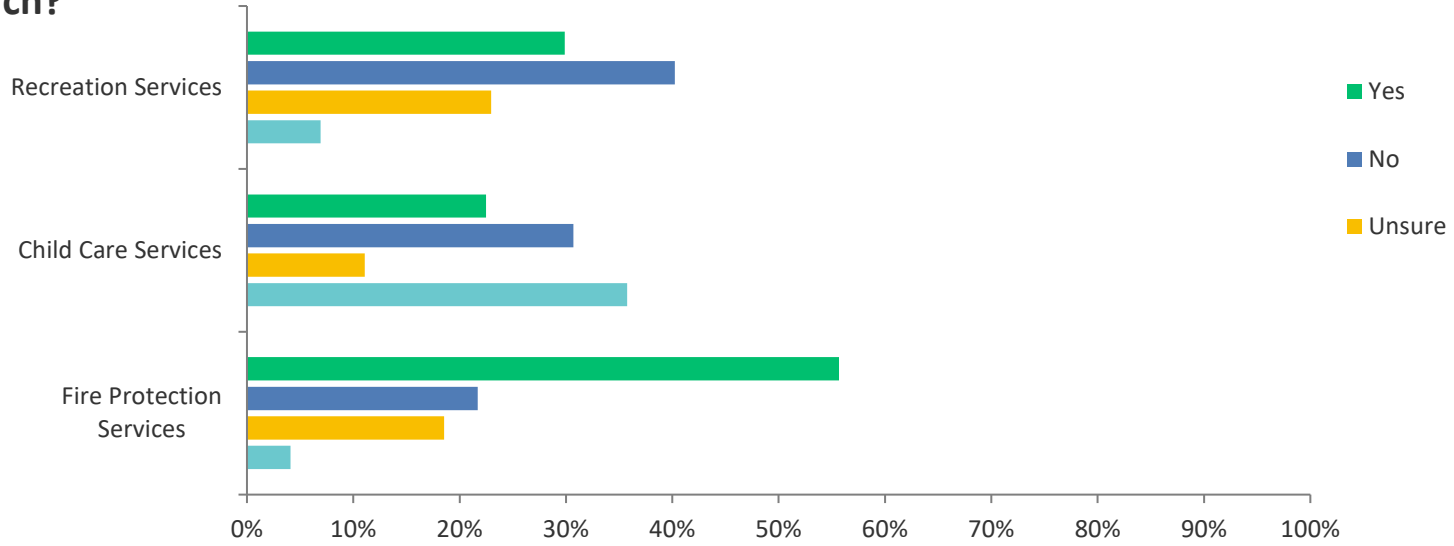
	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Maitland Recreation Centre	44.65% 142	15.41% 49	13.84% 44	26.10% 83	318
Bannister Park	48.90% 155	11.99% 38	5.68% 18	33.44% 106	317
Goderich Municipal Child Care Centre	15.09% 48	6.29% 20	3.14% 10	75.47% 240	318

Q17: How satisfied are you with the availability of the following community services?



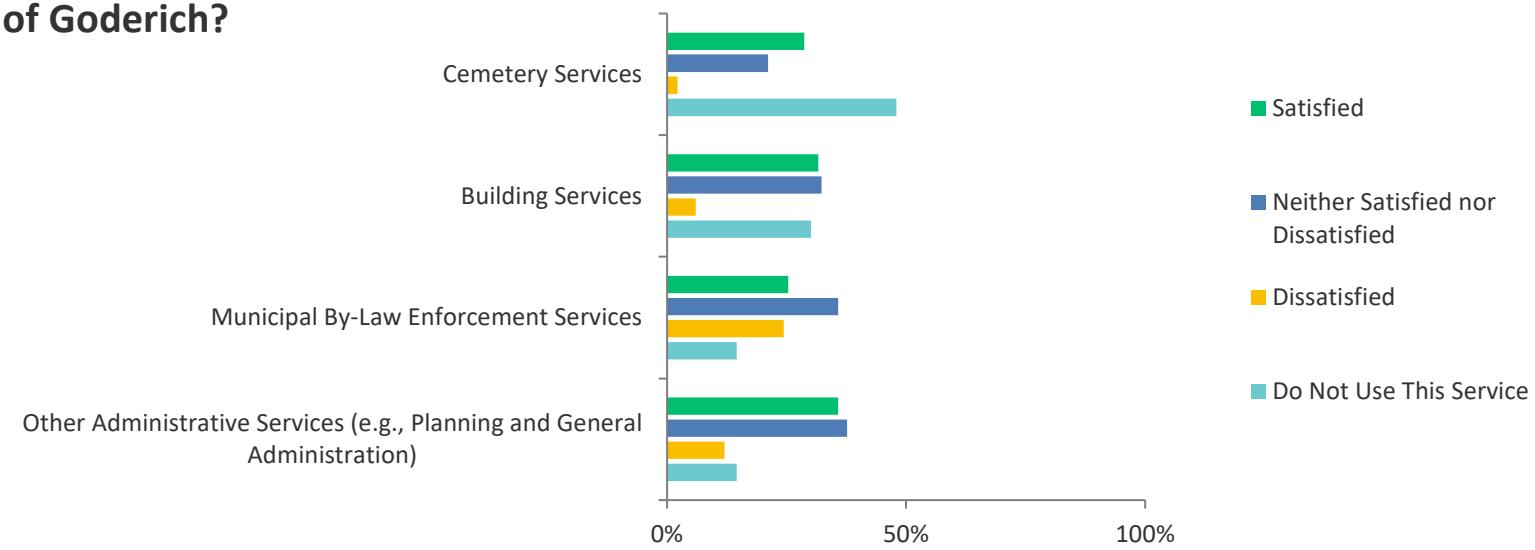
	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Recreation Services	44.97% 143	22.33% 71	18.87% 60	13.84% 44	318
Child Care Services	10.06% 32	9.43% 30	6.92% 22	73.58% 234	318
Fire Protection Services	64.78% 206	25.47% 81	2.20% 7	7.55% 24	318

Q18: Would you support an increase in taxation to improve community services within the Town of Goderich?



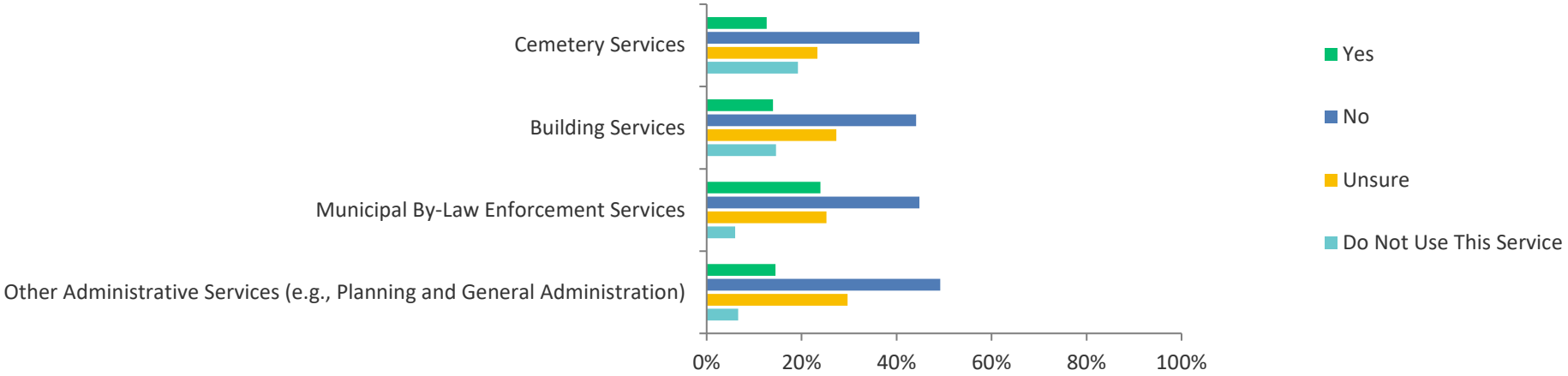
	YES	NO	UNSURE	DO NOT USE THIS SERVICE	TOTAL
Recreation Services	29.87% 95	40.25% 128	22.96% 73	6.92% 22	318
Child Care Services	22.47% 71	30.70% 97	11.08% 35	35.76% 113	316
Fire Protection Services	55.66% 177	21.70% 69	18.55% 59	4.09% 13	318

Q19: How satisfied are you with the availability of the following administrative services provided by the Town of Goderich?



	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	DO NOT USE THIS SERVICE	TOTAL
Cemetery Services	28.71% 91	21.14% 67	2.21% 7	47.95% 152	317
Building Services	31.65% 100	32.28% 102	6.01% 19	30.06% 95	316
Municipal By-Law Enforcement Services	25.32% 80	35.76% 113	24.37% 77	14.56% 46	316
Other Administrative Services (e.g., Planning and General Administration)	35.76% 113	37.66% 119	12.03% 38	14.56% 46	316

Q20: Would you support an increase in taxation to improve the below administrative services provided by the Town of Goderich?



	YES	NO	UNSURE	DO NOT USE THIS SERVICE	TOTAL
Cemetery Services	12.62% 40	44.79% 142	23.34% 74	19.24% 61	317
Building Services	13.97% 44	44.13% 139	27.30% 86	14.60% 46	315
Municipal By-Law Enforcement Services	23.97% 76	44.79% 142	25.24% 80	5.99% 19	317
Other Administrative Services (e.g., Planning and General Administration)	14.51% 46	49.21% 156	29.65% 94	6.62% 21	317

Q21: Is there anything else you would like to comment on with respect to the municipality's non-core infrastructure assets (e.g., municipal facilities, community services, administrative services, etc.)?