Asset Management Plan
Non-core Assets

Town of Cobourg

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June 20, 2024

Table of Contents

Table of Contents (Cont'd)

Page

Report

Chapter 1
Introduction

1. Introduction

1.1 Overview

The main objective of an asset management plan is to use a municipality's best available information to develop a comprehensive long-term plan for capital assets. In addition, the plan should provide a sufficiently documented framework that will enable continual improvement and updates of the plan, to ensure its relevancy over the long term.

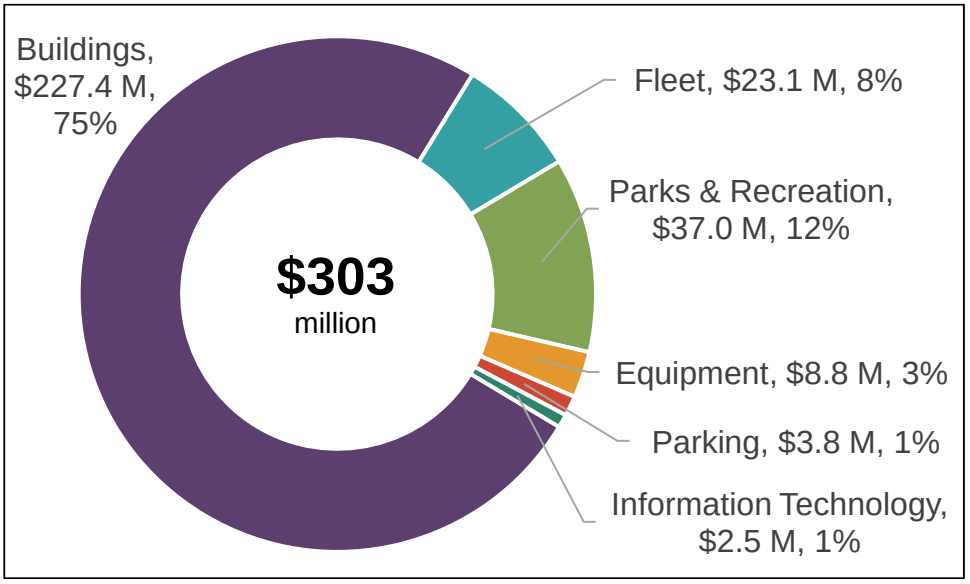
The Town of Cobourg (Town) retained Watson & Associates Economists Ltd. (Watson) to develop an asset management plan for the Town's non-core assets. The main objectives of this plan include building a solid information basis for the next phase of the Town's asset management journey, and ensuring the Town's compliance with the July 1, 2024 requirements of Ontario Regulation 588/17. Watson previously assisted the Town with the development of asset management plans for core assets in 2022 – one plan for stormwater infrastructure and another plan for all other core infrastructure assets. Following the completion of this asset management plan for non-core assets, the Town will shift its focus to developing a comprehensive asset management plan to meet the July 1, 2025 requirements of O. Reg. 588/17, building upon the asset management work that has been completed to date. Core elements of the comprehensive asset management plan will include filling remaining data gaps, identifying proposed levels of service, establishing lifecycle management strategies to achieve those service levels, developing a financial strategy that incorporates financial sustainability and affordability factors specific to the Town, and assessing asset criticality through a risk management lens.

The total replacement cost of the Town's non-core assets has been estimated at approximately $303 million. A breakdown of the total replacement cost by asset class is provided in Table 1-1.

Table 1-1: Asset Classes and Replacement Costs

Asset Class	Replacement Cost (2024$)
Buildings	$227,400,000
Fleet	$23,100,000
Parks & Recreation	$37,000,000
Equipment	$8,800,000
Parking	$3,800,000
Information Technology	$2,500,000
Total	**$302,600,000**

Figure 1-1: Distribution of Replacement Cost by Asset Class



1.2 Legislative Context for the Asset Management Plan

Asset management planning in Ontario has evolved significantly over the past decade.

Before 2009, capital assets were recorded by municipalities as expenditures in the year of acquisition or construction. The long-term issue with this approach was the lack of a capital asset inventory, both in the municipality's accounting system and financial statements. As a result of revisions to section 3150 of the Public Sector Accounting Board (PSAB) handbook, effective for the 2009 fiscal year, municipalities were required to capitalize tangible capital assets, thus creating an inventory of assets.

In 2012, the Province launched the municipal Infrastructure Strategy. As part of that initiative, municipalities and local service boards seeking provincial funding were required to demonstrate how any proposed project fits within a detailed asset management plan. In addition, asset management plans encompassing all municipal assets needed to be prepared by the end of 2016 to meet Federal Gas Tax (now the Canada Community-Building Fund) agreement requirements. To help define the components of an asset management plan, the Province produced a document entitled Building Together: Guide for Municipal Asset Management Plans. This guide documented the components, information, and analysis that were required to be included in municipal asset management plans under this initiative.

The Province's *Infrastructure for Jobs and Prosperity Act, 2015* (IJPA) was proclaimed on May 1, 2016. This legislation detailed principles for evidence-based and sustainable long-term infrastructure planning. The IJPA also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced O. Reg. 588/17 under the IJPA. The intent of O. Reg. 588/17 is to establish standard content for municipal asset management plans. Specifically, the regulation requires that asset management plans be developed that define the current levels of service, identify the lifecycle activities that will be undertaken to achieve these levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

As noted earlier, this asset management plan was developed to bring the Town into compliance with the July 1, 2024 requirements of O. Reg. 588/17. Over the coming months the Town will be developing the final phase of its asset management plan, which will identify level of service targets and a financial strategy. The final phase of the

asset management plan will bring the Town into full compliance with the 2025 requirements of O. Reg. 588/17.

1.3 Asset Management Plan Development

This asset management plan was developed using an approach that leverages the Town's asset management principles as identified within its strategic asset management policy, capital asset data, and staff input.

The development of the Town's asset management plan is based on the steps summarized below:

1. Compile available information pertaining to the Town's capital assets to be included in the plan, including attributes such as size, material type, useful life, age, and current replacement cost. Update the current replacement cost, where required, using benchmark costing data or applicable inflationary indices.

2. Define and assess current asset conditions, based on a combination of input from Town staff, and existing background reports and studies.

3. Define and document current levels of service based on analysis of available data, Staff knowledge and consideration of various background reports.

4. Develop lifecycle management strategies that identify the activities required to sustain the levels of service discussed above. The outputs of these strategies are summarized in the forecast of annual capital and operating expenditures required to achieve these levels of service outcomes.

5. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.

Chapter 2
State of Local Infrastructure and Levels of Service

2. State of Local Infrastructure and Levels of Service

2.1 Information Technology

2.1.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support the provision of Information Technology services. The replacement cost of these assets is approximately $2.5 million.

Table 2-1: Summary of Assets, Age, and Replacement Cost by Asset Class – Information Technology

Asset Class	Description	Replacement Cost	Average Age (years)
Applications and Software	Various software	$1,363,000	7
Equipment	Computers, monitors, projectors, printers, security cameras, etc.	$546,000	4
Infrastructure and Systems	Security systems, servers, phone systems, UPS backups, switches, etc.	$550,000	6
Total		**$2,459,000**	

2.1.2 Condition

The condition of the Town's Information Technology assets was evaluated based on age relative to the expected useful life (i.e., based on the percentage of useful life consumed (ULC%)). A brand-new asset would have a ULC% of 0%, indicating that zero percent of the asset's life expectancy has been utilized. On the other hand, an asset that has reached its life expectancy would have a ULC% of 100%. It is possible for assets to have a ULC% greater than 100%, which occurs if an asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that assets that are near or beyond their

typical life expectancy are likely to require replacement or rehabilitation in the near term, may be unreliable and at risk of failure.

To better communicate the condition of Information Technology assets, the ULC% ratings have been segmented into qualitative condition states as summarized in Table 2-2. The scale is set to show that as an asset ages and reaches its useful life, its performance/reliability is expected to gradually deteriorate. Beyond 100% of useful life, the probability of failure is assumed to have increased to a point where performance would be characterized as Very Poor.

Table 2-2: Condition States Defined with Respect to ULC%

ULC%	Condition State
0% ≤ ULC% ≤ 40%	**Very Good**
40% < ULC% ≤ 60%	**Good**
60% < ULC% ≤ 75%	**Fair**
75% < ULC% ≤ 100%	**Poor**
100% < ULC%	**Very Poor**

Table 2-3 shows a summary of the age-based condition for Information Technology assets by asset type. Figure 2-1 shows the distribution of these assets (measured by replacement cost) by condition state. Figure 2-2 provides a further breakdown by asset class.

Table 2-3: Condition Analysis – Information Technology

Asset Class	Average Condition
Applications and Software	Good
Equipment	Good
Infrastructure and Systems	Fair

Figure 2-1: Distribution of Information Technology Assets by Condition State

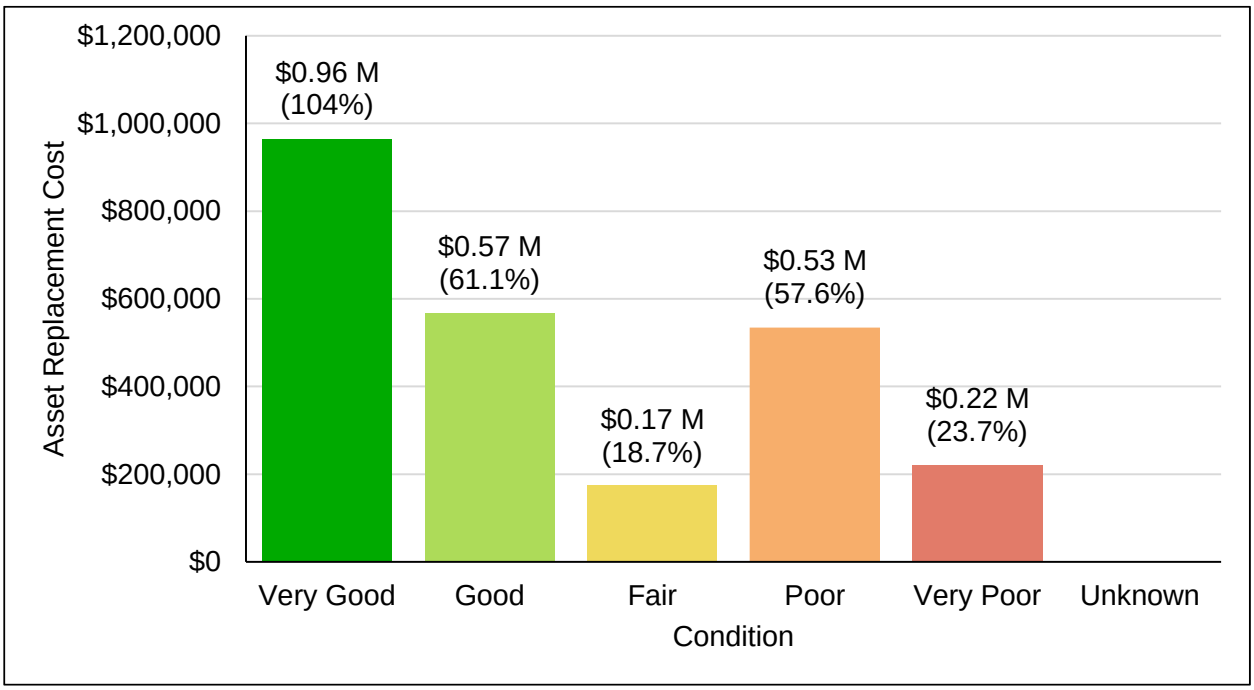
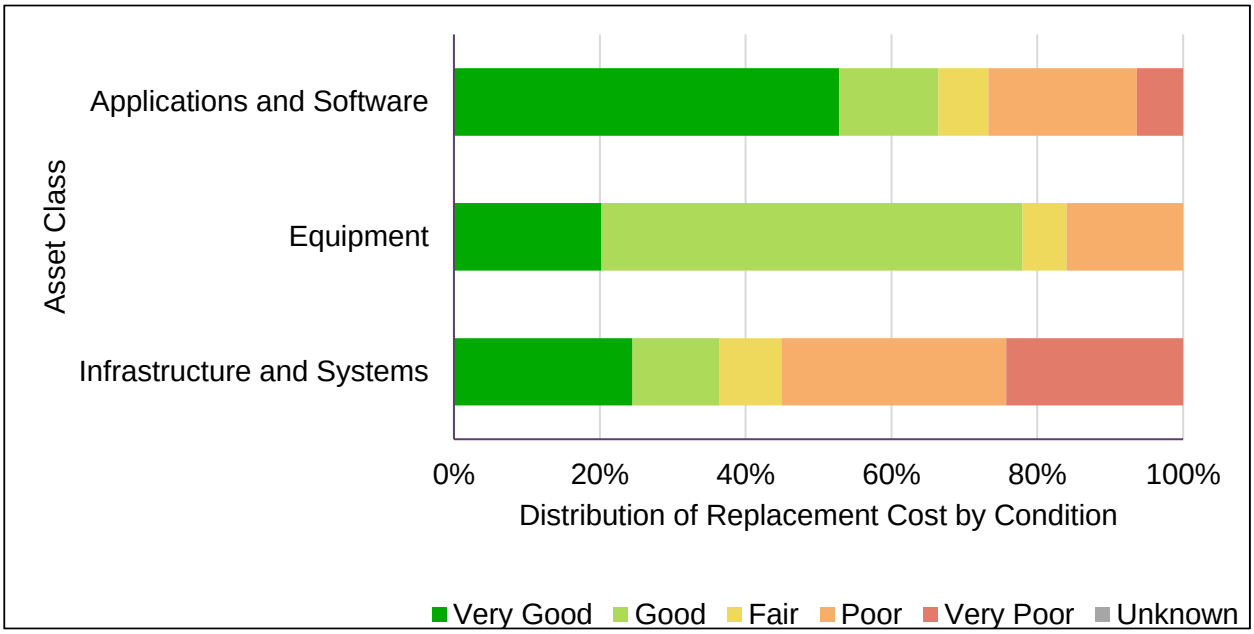


Figure 2-2: Distribution of Information Technology Assets by Condition State and Asset Class



2.1.3 Current Levels of Service

The levels of service currently provided by the Town's Information Technology assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will track over time for its Information Technology assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-4 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-5 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-5 reports current performance for the performance measure.

Table 2-4: Community Levels of Service – Information Technology

Service Attribute	Community Levels of Service
Quality	Information Technology assets are kept in a good state of repair.
Safety	Information Technology assets are safe and secure.

Table 2-5: Technical Levels of Service – Information Technology

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of infrastructure and systems within optimal service life.	45%
	Percentage of equipment within optimal service life.	84%
Safety	Percentage of Information Technology assets equipped with critical security patches according to best practice.	N/A [1]

2.2 Municipal Parking

2.2.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support municipal parking services. The replacement cost of these assets is approximately $3.8 million, Table 2-6 provides a breakdown of municipal parking assets by asset class, showing descriptions, average age, and replacement cost.

Table 2-6: Description of Assets, Average Age, and Replacement Cost by Asset Category – Municipal Parking Services

Asset Class	Description	Replacement Cost	Average Age (years)
Applications and Software	Parking Software	$110,000	8
Equipment	Pay & Display machines, meter mechanisms, printers, coin sorting/counting machine	$300,000	3
Infrastructure and Systems	Parking spaces in lots [2]	$3,388,000	N/A
Total		**$3,798,000**	

[1] Data to report on performance measure is currently not available. Performance anticipated to be reported in future iterations of the asset management plan.
[2] The Town also maintains approximately 450 parking spots on roads. Those parking spots are included in the replacement cost of roads (as reported in the asset management plan for the Town's core infrastructure).

2.2.2 Condition

The condition of the Town's municipal parking assets was evaluated based on age relative to the expected useful life, as was done with Information Technology assets (see section 2.1.2). Table 2-7 shows a summary of the age-based condition for Information Technology assets by asset type. Figure 2-3 shows the distribution of these assets (measured by replacement cost) by condition state. Figure 2-4 provides a further breakdown by asset class.

Table 2-7: Condition Analysis – Information Technology

Asset Class	Average Condition
Applications and Software	N/A
Equipment	Good
Infrastructure and Systems	Fair

Figure 2-3: Distribution of Municipal Parking Assets by Condition State

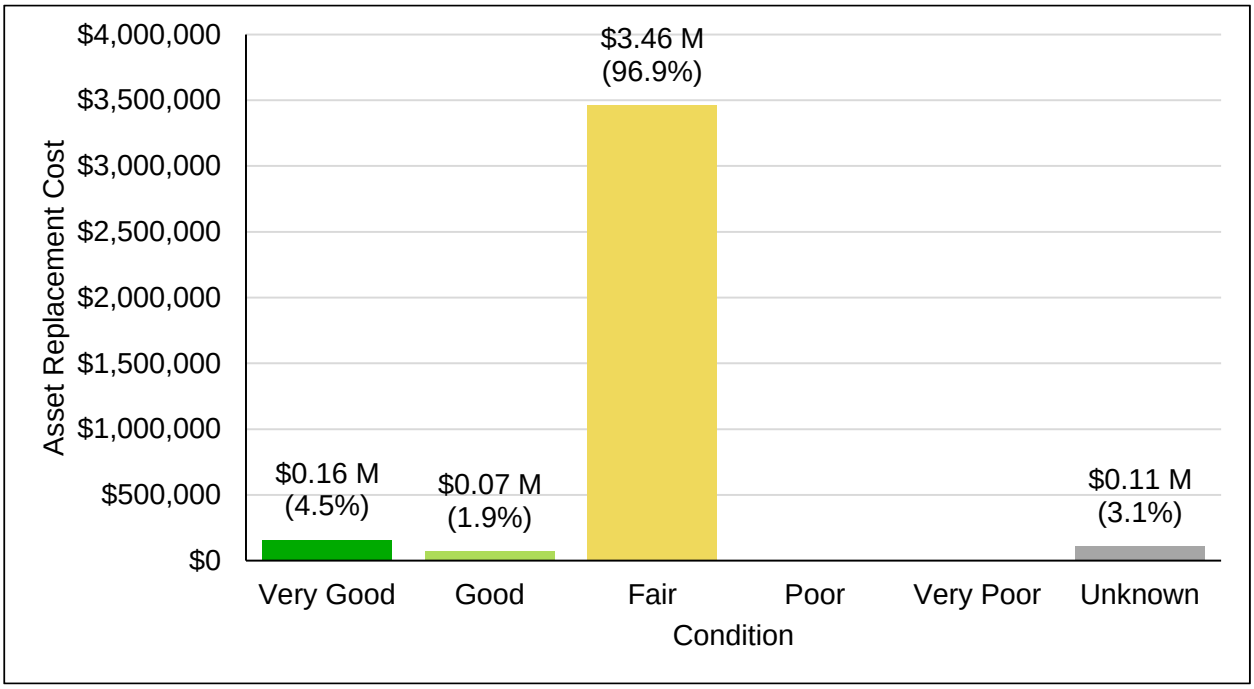
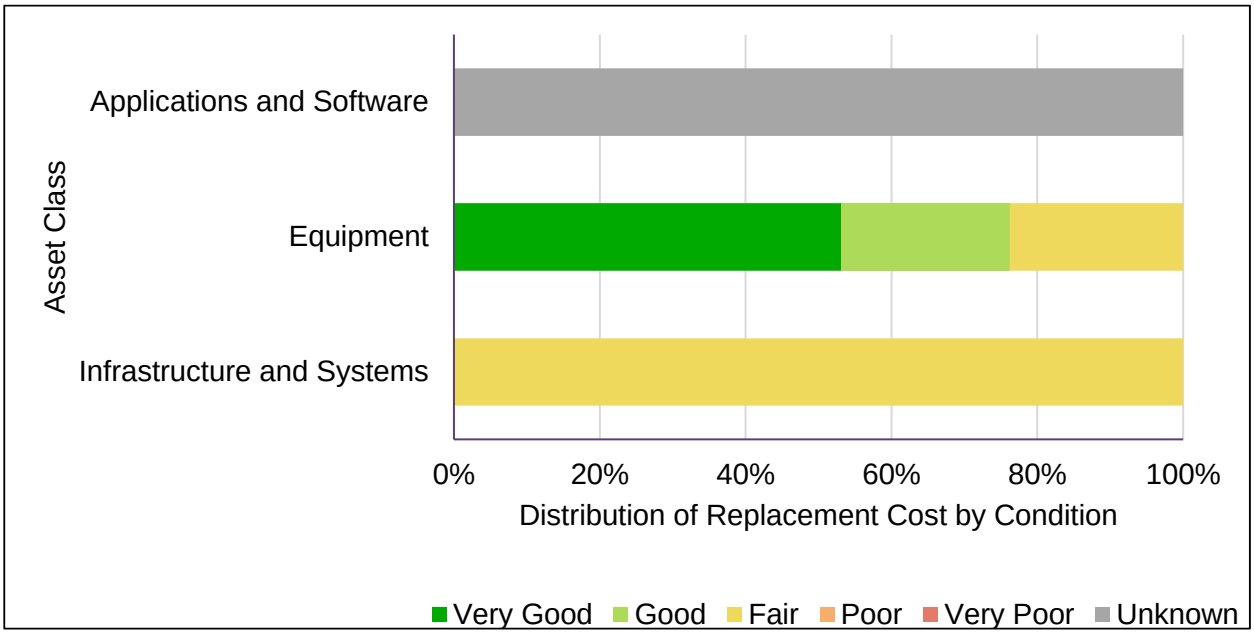


Figure 2-4: Distribution of Municipal Parking Assets by Condition State and Asset Class



2.2.3 Current Levels of Service

The levels of service currently provided by the Town's municipal parking assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will track over time for its municipal parking assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-8 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-9 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-9 reports current performance for the performance measure.

Table 2-8: Community Levels of Service – Municipal Parking

Service Attribute	Community Levels of Service
Quality	Parking equipment is kept in a state of good repair
Capacity	Parking spaces are adequately available
Accessibility	Accessible parking spaces are adequately available

Table 2-9: Technical Levels of Service – Municipal Parking

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of equipment within optimum service life	100%
Capacity	Number of available parking spaces (on-street and in municipal lots)	1,337
Accessibility	Percentage of parking spaces that are accessible	4%

2.3 Fleet

2.3.1 State of Local Infrastructure

The Town owns and manages fleet of 116 vehicles that support the provision of various municipal services. The replacement cost of these assets is approximately $23.1 million. Fleet assets supporting roads & sewers accounting for the largest share of the replacement cost (30%), followed by Fire (28%), Lakefront Utilities (13%), Parks (8%), Police (7%), Environmental Services (6%), Transit (4%), and all other departments (4%). Table 2-10 provides a breakdown of fleet and equipment assets by department, showing quantity, average age, and replacement cost.

Table 2-10: Fleet Assets – Quantity, Average Age, and Replacement Cost by Department

Department	Quantity	Average Age (years)	Replacement Cost
Arena	1	10	$72,000
Building Department	2	4	$103,000
Building Maintenance	1	13	$72,000
By-Law Enforcement	2	6	$158,000
Engineering	1	18	$64,000
Environmental Services	7	9	$1,294,000
Fire	10	14	$6,557,000
LUSI	21	9	$2,988,000
Marina	3	16	$217,000
Parks	18	11	$1,959,000
Police [1]	21	2	$1,594,000
Roads & Sewers	26	11	$7,016,000
Transit	3	6	$1,031,000
Total	**116**		**$23,125,000**

2.3.2 Condition

The condition of the Town's fleet assets was evaluated based on age relative to the expected useful life, as was done with Information Technology assets (see section 2.1.2). Table 2-11 shows the average condition ratings of fleet assets by department. Figure 2-5 shows the overall distribution of these assets (measured by replacement cost) by condition state. Figure 2-6 provides a further breakdown of the asset condition distribution by department.

[1] Quantities and replacement costs exclude six leased vehicles.

Table 2-11: Average Condition of Fleet Assets by Department

Department	Average Condition
Arena	Poor
Building Department	Good
Building Maintenance	Very Poor
By-Law Enforcement	Good
Engineering	Very Poor
Environmental Services	Poor
Fire	Fair
LUSI	Poor
Marina	Poor
Parks	Poor
Police	Good
Roads & Sewers	Fair
Transit	Good

Figure 2-5: Distribution of Fleet Assets by Condition State

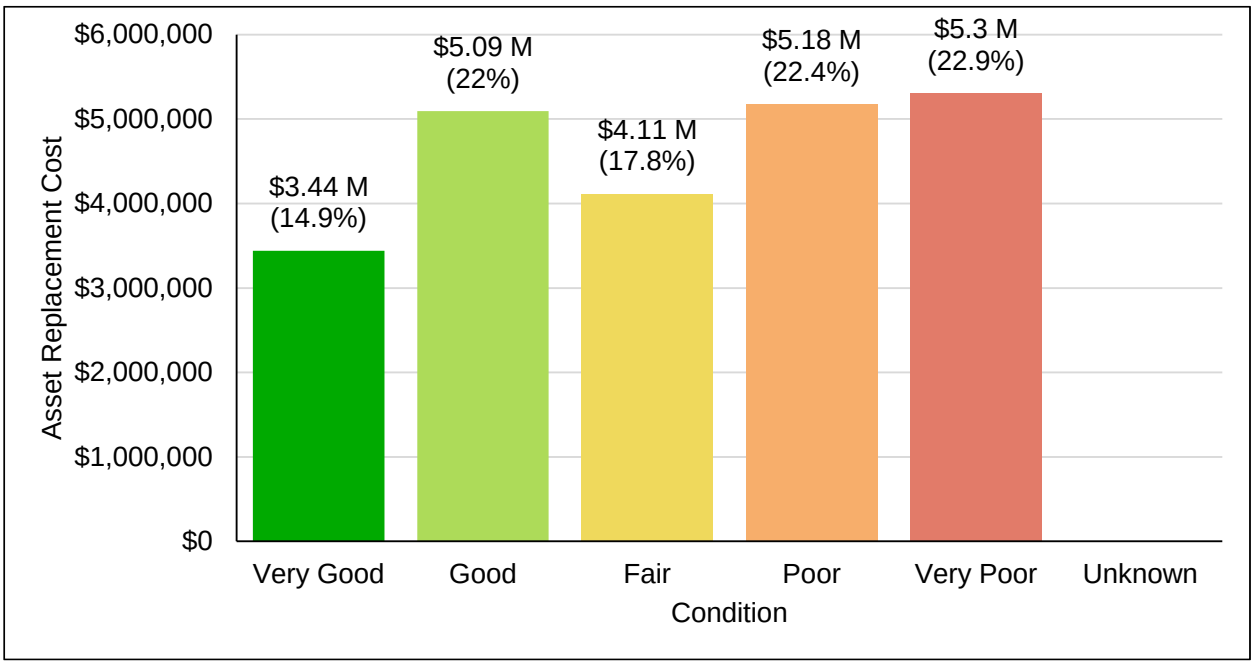
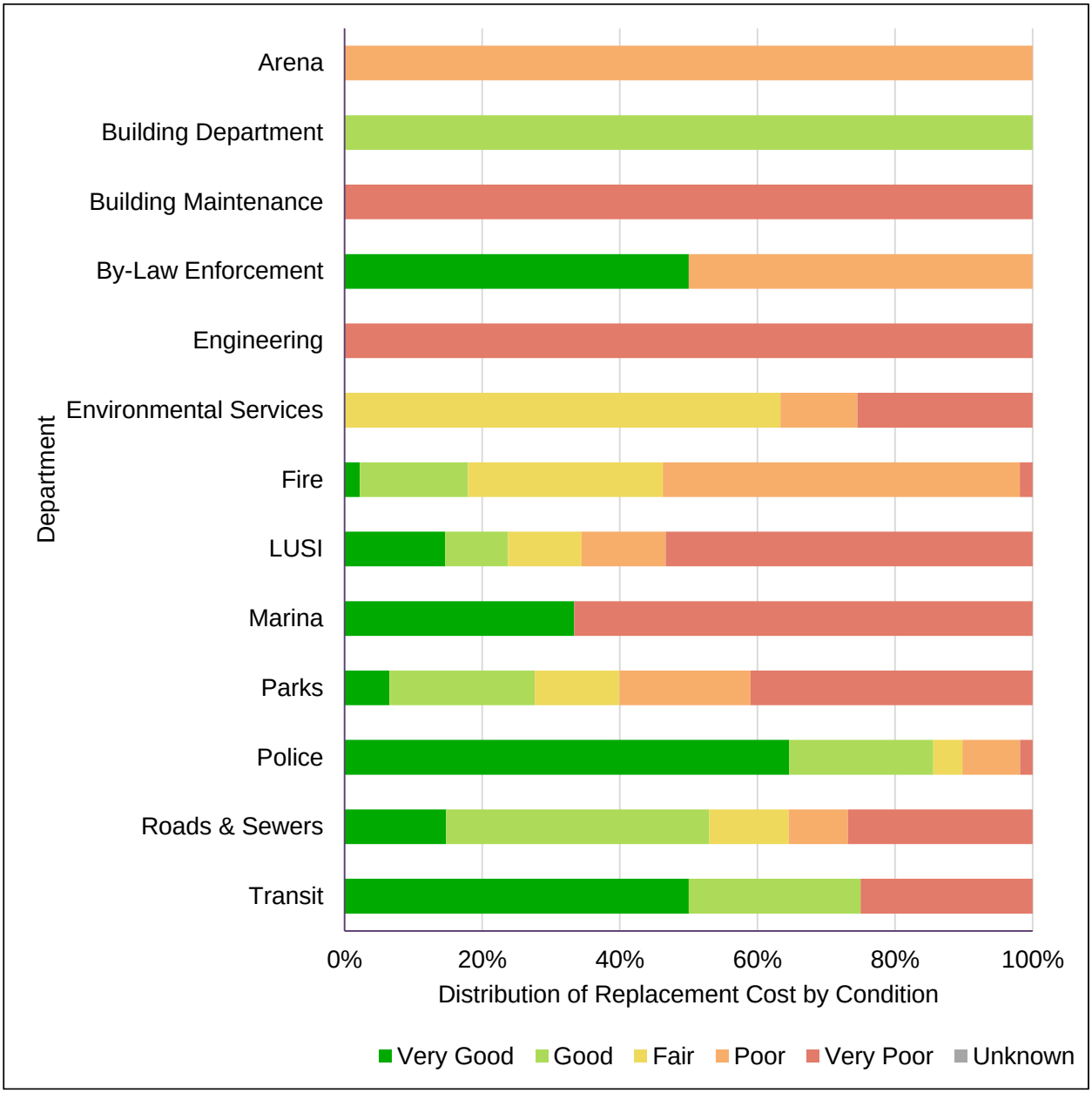


Figure 2-6: Distribution of Fleet Assets by Condition State and by Department



2.3.3 Current Levels of Service

The levels of service currently provided by the Town's fleet assets, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will track over time for its fleet and equipment assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-12 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-13 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-13 reports current performance for the performance measure.

Table 2-12: Community Levels of Service – Fleet

Service Attribute	Community Levels of Service
Quality	Fleet assets are kept in a state of good repair
Capacity	Transit has enough buses to deliver consistent service
Accessibility	Transit buses are accessible
Environmental Resiliency and Stewardship	Town vehicles minimize natural impacts
Safety	Emergency response vehicles can respond reliably to emergencies

Table 2-13: Technical Levels of Service – Fleet

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of corporate fleet assets within optimum service life	37%
Capacity	Percentage of required transit fleet owned by Town	50%
Accessibility	Percentage of transit fleet complying with AODA requirements	100%
Environmental Resiliency and Stewardship	Percentage of light vehicles that are electric	0%
Safety	Percentage of fire and police fleet assets meeting required standards and best practices	100%

2.4 Equipment

2.4.1 State of Local Infrastructure

The Town owns and manages approximately 1,600 pieces of equipment that support the provision of various municipal services. The replacement cost of these assets is approximately $8.8 million. Equipment supporting emergency services accounts for the largest share of the replacement cost (Police at approximately 40.7% and Fire at approximately 21.4%), followed by Roads and Sewers (14.7%), Parks (12.2%), and all other departments (11.0%). Table 2-14 provides a breakdown of fleet and equipment assets by department, showing quantity, average age, and replacement cost.

Table 2-14: Equipment Assets – Quantity, Average Age, and Replacement Cost by Department

Department	Quantity	Average Age (years)	Replacement Cost
Building Maintenance	2	14	$31,000
Roads & Sewers	32	7	$1,299,000
By-Law Enforcement	15	1	$107,000
Environmental Services	2	19	$119,000
Fire	680	12	$1,894,000
Marina	2	15	$46,000
Parks	44	8	$1,077,000
Police	786	6	$3,599,000
LUSI	8	17	$454,000
Transit	26	10	$221,000
Total	**1,597**		**$8,847,000**

2.4.2 Condition

The condition of the Town's equipment assets was evaluated based on age relative to the expected useful life, as was done with Information Technology assets (see section 2.1.2). Table 2-15 shows the average condition ratings of equipment assets by department. Figure 2-7 shows the overall distribution of these assets (measured by replacement cost) by condition state. Figure 2-8 provides a further breakdown of the asset condition distribution by department.

Table 2-15: Average Condition of Equipment Assets by Department

Department	Average Condition
Building Maintenance	Good
Roads & Sewers	Fair
By-Law Enforcement	Very Good
Environmental Services	Poor
Fire	Fair
Marina	Fair
Parks	Fair
Police	Fair
LUSI	Poor
Transit	Good

Figure 2-7: Distribution of Equipment Assets by Condition State

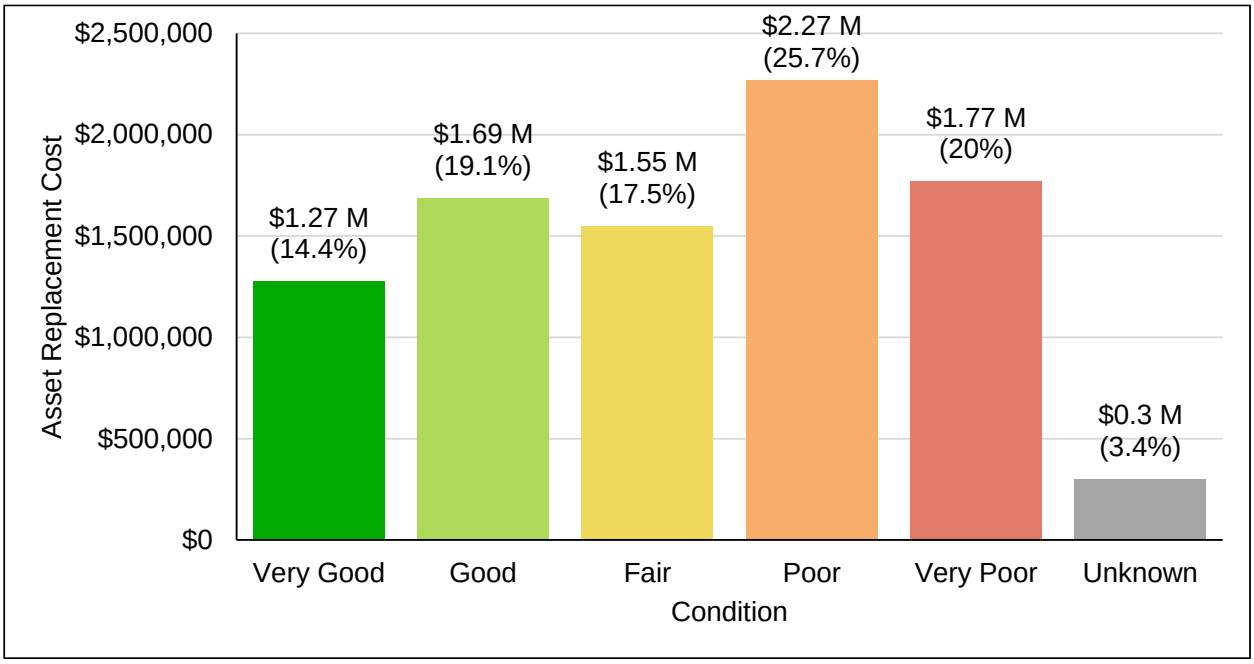
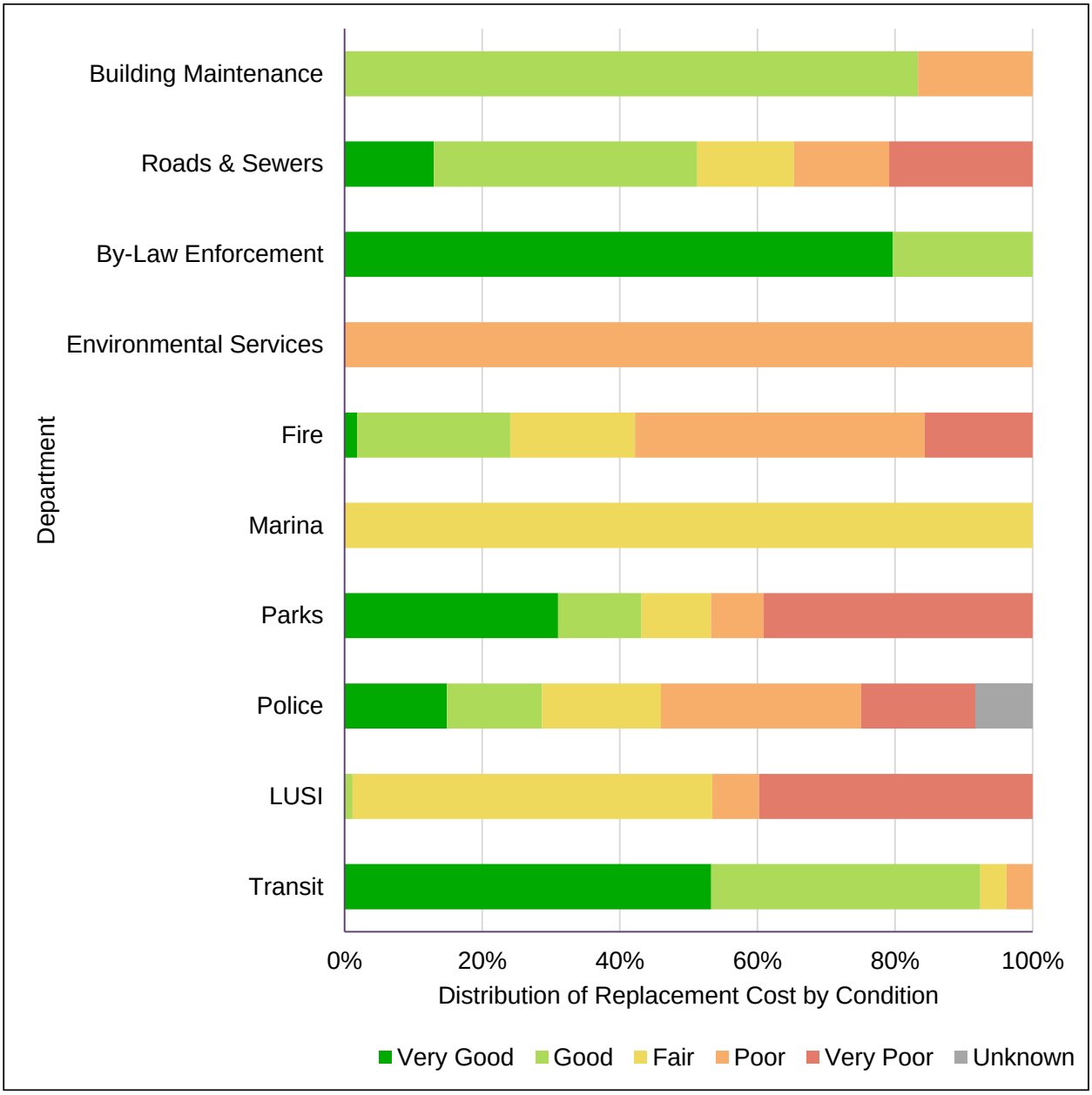


Figure 2-8: Distribution of Equipment Assets by Condition State and by Department



2.4.3 Current Levels of Service

The levels of service currently provided by the Town's equipment are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will track over time for its fleet and equipment assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-16 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-17 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-17 reports current performance for the performance measure.

Table 2-16: Community Levels of Service – Equipment

Service Attribute	Community Levels of Service
Quality	Town equipment is kept in a state of good repair
Safety	Protection Services equipment is reliable and safe
Accessibility	Transit stops are accessible

Table 2-17: Technical Levels of Service – Equipment

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of equipment within optimum service life	39%
Safety	Percentage of fire/police/by-law equipment asset classes meeting required standards	84%
Accessibility	Percentage of transit stops complying with AODA requirements	88%

2.5 Buildings

2.5.1 State of Local Infrastructure

The Town owns and manages a variety of facilities that support the provision of various municipal services. The replacement cost of these facilities has been estimated at approximately $227 million. Administration facilities account for approximately 49.7% of

the replacement cost, followed by Community Centres (16.3%), Recreation Centres (6.5%), Cultural Centres and Facilities (5.4%), Police Stations (5.0%), Maintenance and Operations Yards (4.6%), and all other facilities (12.6%). Table 2-18 provides a breakdown of facilities by asset class, showing quantities, estimated gross floor area, average age, and replacement cost.

Table 2-18: Summary of Buildings – Quantities, Gross Floor Area, Average Age, and Replacement Cost by Asset Class

Asset Class	Number of Buildings	Gross Floor Area (ft^2)	Average Age	Replacement Cost (2024$)
Administration	6	107,691	37	$112,916,000
Community Centres	1	126,042	12	$37,000,000
Cultural Centres or Facilities	4	22,923	35	$12,215,000
Fire Halls	1	13,713	49	$8,000,000
Libraries	1	11,971	29	$6,000,000
Maintenance and Operations Yards	6	41,032	36	$10,555,000
Marinas [1]	3	7,371	35	$1,469,000
Parks	2	N/A	28	$40,000
Police Stations	1	29,000	120	$11,358,000
Pools	1	7,663	57	$3,434,000
Public Washrooms	6	8,572	46	$3,204,000
Recreation Centres	10	70,905	55	$14,806,000
Storage Facilities	10	13,162	18	$5,006,000
Structures [2]	12	9,046	39	$1,432,000
Total	**64**	**469,092**		**$227,435,000**

[1] One of the three buildings in this category is a heritage lighthouse. No gross floor area or replacement cost is reported for this building.
[2] This category includes four lifeguard towers and a kiosk at Victoria Park. No gross floor area is reported for these five buildings.

2.5.2 Condition

Condition assessments were completed for some of the Town's facilities by CIMA+. For other facilities, Town staff assigned an overall condition rating on a scale of 1 (Very Good) to 5 (Very Poor). Table 2-19 summarizes the overall condition ratings and corresponding condition states.

Table 2-19: Condition Ratings and Condition States for Buildings

Condition Rating	Condition State
1	**Very Good**
2	**Good**
3	**Fair**
4	**Poor**
5	**Very Poor**

Table 2-20 shows a summary of the average condition state of buildings by asset class. Figure 2-9 shows the overall distribution of these assets (measured by replacement cost) by condition state. Figure 2-10 provides a further breakdown of the asset condition distribution by asset class.

Table 2-20: Condition Analysis – Buildings

Asset Class	Average Condition State
Administration	Good
Community Centres	Very Good
Cultural Centres or Facilities	Fair
Fire Halls	Fair
Libraries	Good
Maintenance and Operations Yards	Good
Marinas	Fair
Parks	Very Poor
Police Stations	Poor
Pools	Poor
Public Washrooms	Fair
Recreation Centres	Fair
Storage Facilities	Good
Structures	Fair

Figure 2-9: Distribution of Buildings by Condition State

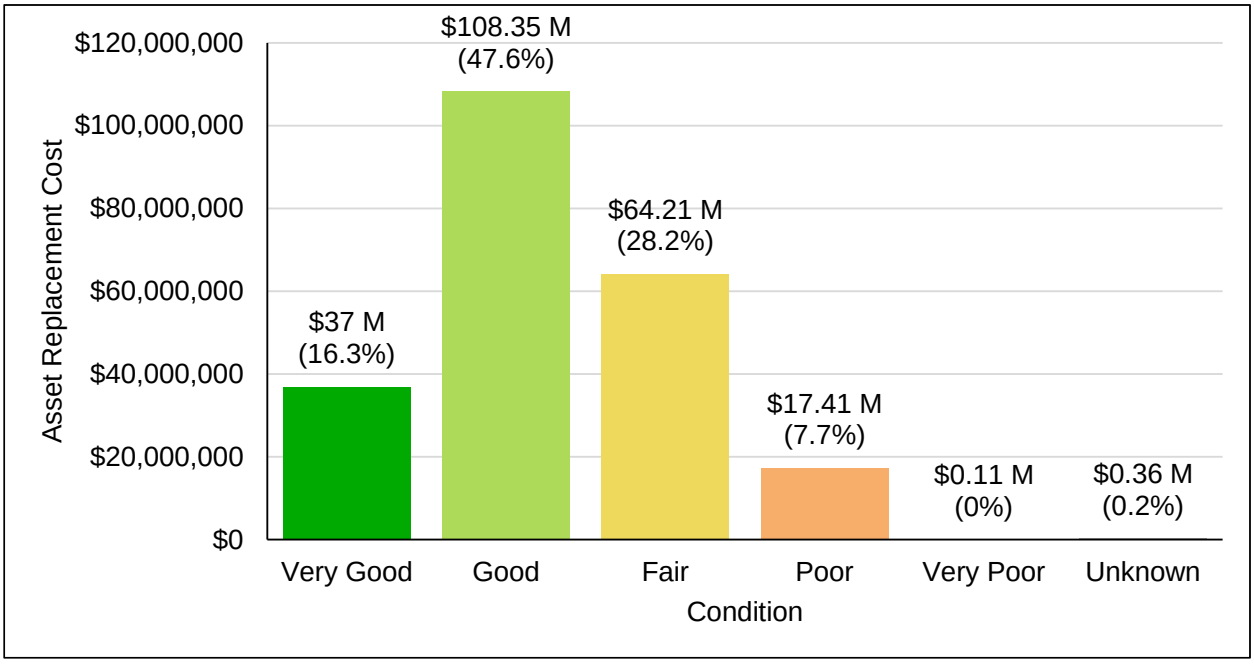
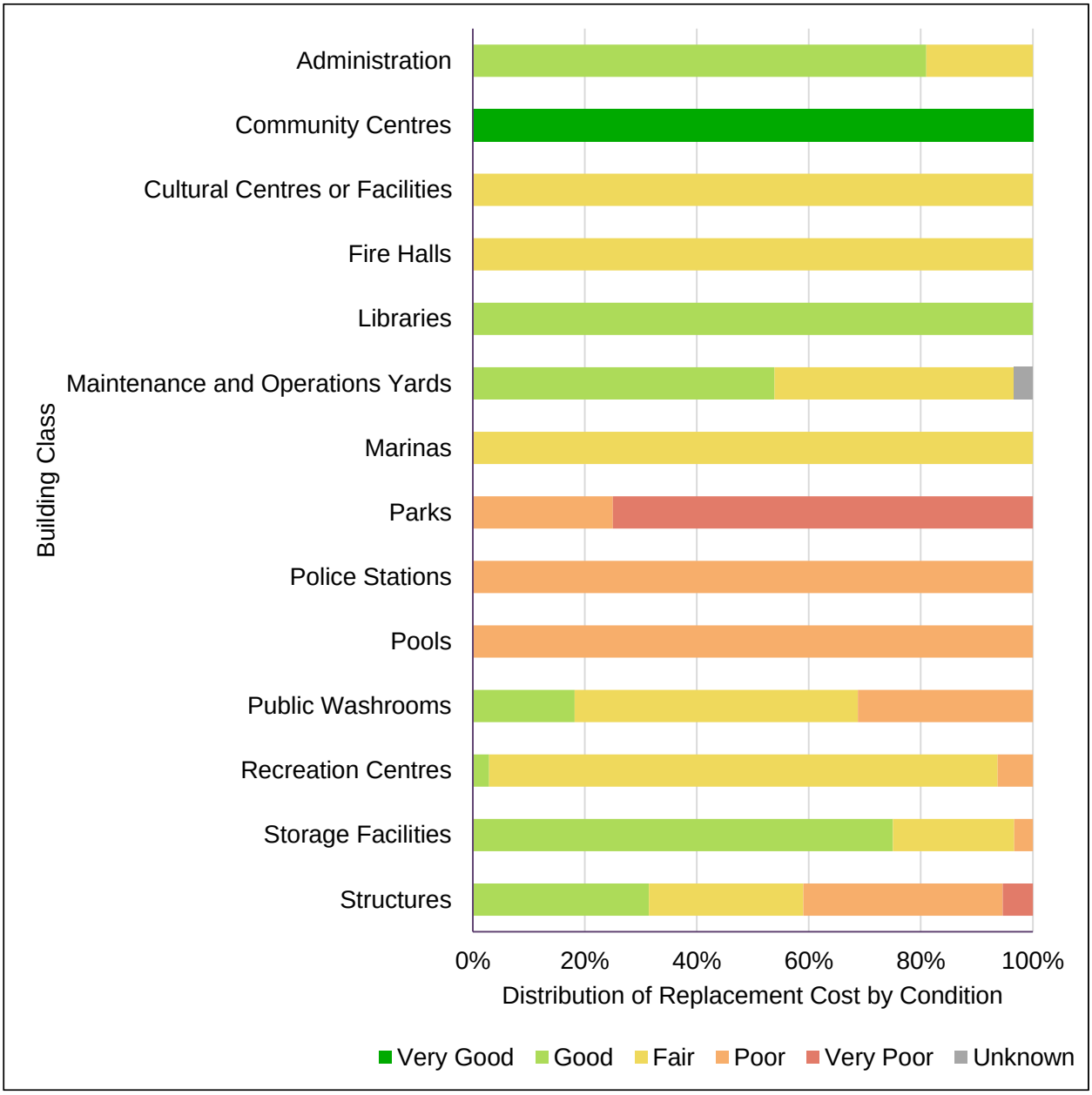


Figure 2-10: Distribution of Buildings by Condition State and by Asset Class



2.5.3 Current Levels of Service

The levels of service currently provided by the Town's buildings are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will track over time for its facility assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-21 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-22 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-22 reports current performance for the performance measure.

Table 2-21: Community Levels of Service – Buildings

Service Attribute	Community Levels of Service
Quality	Facilities are kept in a state of good repair
Environmental Resiliency and Stewardship	Facilities are managed to support energy conservation and efficiency improvements
Accessibility	Public facilities are Accessible

Table 2-22: Technical Levels of Service – Buildings

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of assets are in fair or better condition	92%
Environmental Resiliency and Stewardship	Percentage of facilities with electric vehicle charging stations	0%
	Annual natural gas consumption per square foot	N/A [1]
	Annual electric energy consumption per square foot	N/A [1]
	Annual water consumption per square foot	N/A [1]
Accessibility	Percentage of facilities that have had an accessibility audit	N/A [1]

[1] Data to report on performance measure is currently not available. Performance anticipated to be reported in future iterations of the asset management plan.

2.6 Parks and Recreation

2.6.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support the provision of Parks and Recreation services. The replacement cost of these assets is approximately $37 million, with waterfront infrastructure accounting for just over half of the replacement cost (52.4%). The five other most significant categories (based on replacement cost) are docks (11.3%), footpaths (7.5%), playground equipment (6.2%), pedestrian bridges (5.9%), and park lighting (5.5%). Table 2-23 provides a breakdown of parks and recreation assets by category, showing quantity, average age, and replacement cost.

Table 2-23: Summary of Parks and Recreation Assets – Quantity, Average Age, and Replacement Cost by Category

Category	Number of Assets	Average Age	Replacement Cost (2024$)
Backstop	12	33	$448,000
Baseball Diamond	12	35	$329,000
Basketball Court	1	29	$31,000
Bench	351	15	$924,000
Bike Rack	61	11	$56,000
Boardwalk	1	N/A	$750,000
Dock	7	28	$4,200,000
Footpath	79	17	$2,774,000
Irrigation	9	21	$359,000
Park Light	182	30	$2,047,000
Parks Electric	16	6	$95,000
Parks Garbage Can	81	18	$197,000
Pedestrian Bridges	7	27	$2,177,000
Playground Equipment	28	17	$2,279,000
Pole Base	8	25	$14,000
PW Garbage Can	38	N/A	$76,000
Rugby Field	1	9	$25,000

Staircase	5	47	$325,000
Tennis Court	3	53	$529,000
Waterfront Infrastructure	14	104	$19,379,000
Total	**12**		**$37,014,000**

2.6.2 Condition

The condition of the Town's Parks and Recreation assets was assessed by Town staff using the same 5-point condition rating scale used for buildings (see Table 2-19).

Table 2-24 shows the average condition ratings of parks and recreation assets by category, along with the corresponding condition state. Figure 2-11 shows the overall distribution of these assets (measured by replacement cost) by condition state. Figure 2-12 provides a further breakdown of the asset condition distribution by category.

Table 2-24: Condition Analysis – Parks and Recreation

Category	Average Condition Rating	Average Condition State
Backstop	2.5	Good
Baseball Diamond	2.6	Fair
Basketball Court	3.0	Fair
Bench	1.1	Very Good
Bike Rack	2.0	Good
Boardwalk	5.0	Very Poor
Dock	3.0	Fair
Footpath	1.9	Good
Irrigation	3.1	Fair
Park Light	2.8	Fair
Parks Electric	2.0	Good
Parks Garbage Can	2.1	Good
Pedestrian Bridges	2.0	Good
Playground Equipment	2.3	Good
Pole Base	2.0	Good
PW Garbage Can	0.0	N/A
Rugby Field	2.0	Good
Staircase	2.6	Fair
Tennis Court	3.0	Fair
Waterfront Infrastructure	4.6	Very Poor

Figure 2-11: Distribution of Parks and Recreation Assets by Condition State

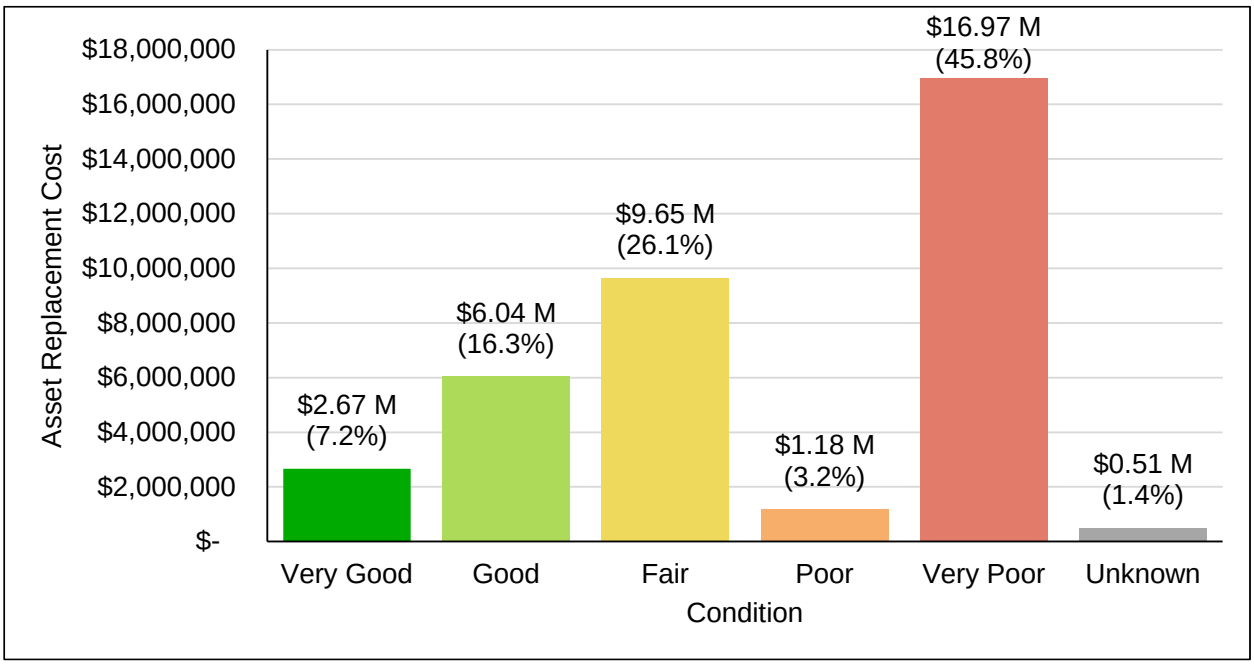
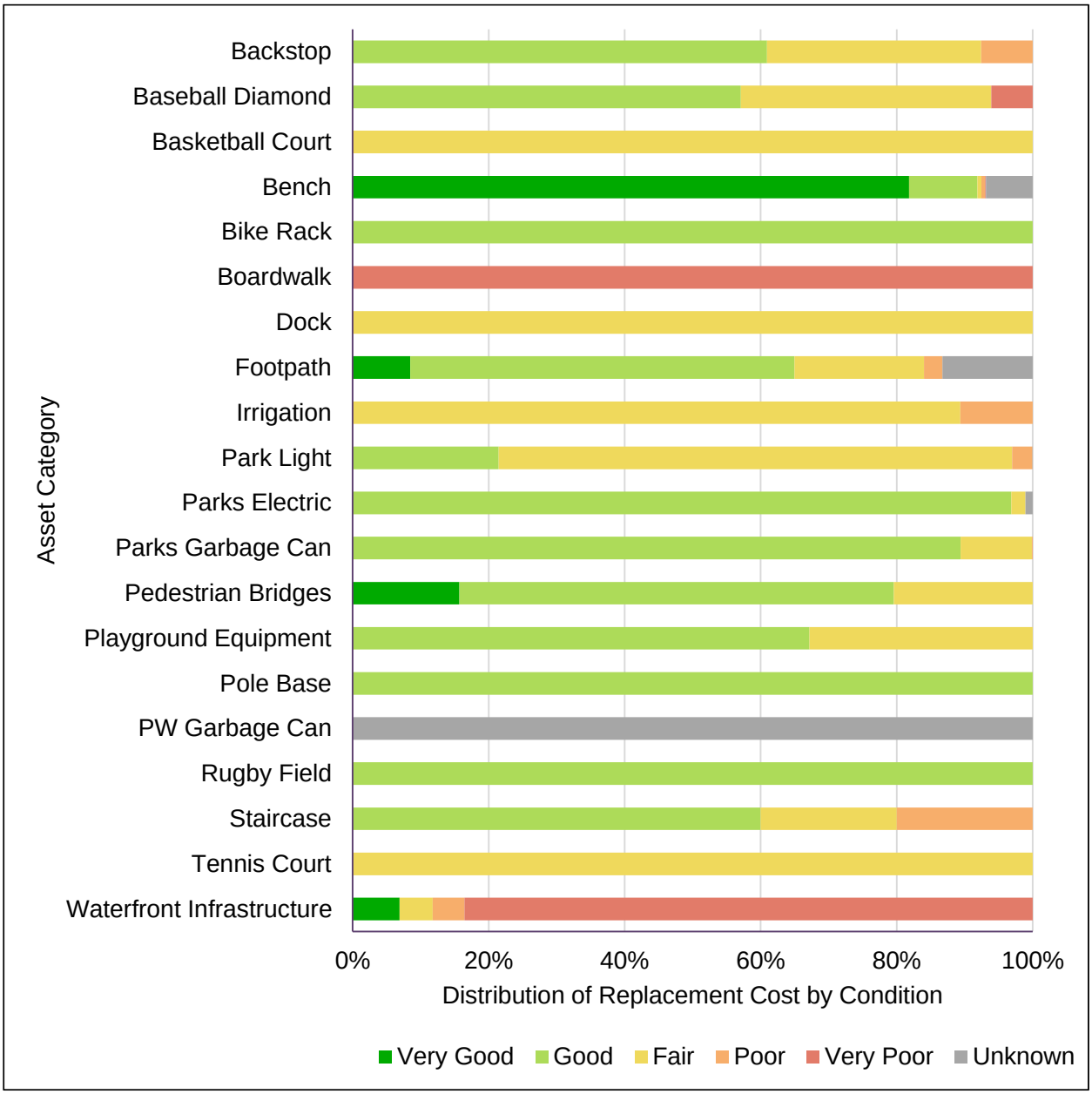


Figure 2-12: Distribution of Parks and Recreation Assets by Condition State and by Category



2.6.3 Current Levels of Service

The levels of service currently provided by the Town's parks and recreation assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines the levels of service that the Town will

track over time for its fleet and equipment assets. It is noted that O. Reg. 588/17 does not prescribe any levels of service for non-core assets.

The levels of service framework is presented as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-25 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-26 describes the performance measure(s) connected to the identified service attribute; and
- The 2023 Performance column in Table 2-26 reports current performance for the performance measure.

Table 2-25: Community Levels of Service – Parks and Recreation

Service Attribute	Community Levels of Service
Quality	Waterfront Infrastructure, park amenities, and recreational amenities are kept in a state of good repair
Capacity	Park amenities meet the needs of their neighbourhoods
Environmental Resiliency and Stewardship	Parklands are sufficiently available for use
Safety	Ensuring that Parks are safe for visitors

Table 2-26: Technical Levels of Service – Parks and Recreation

Service Attribute	Performance Measure	2023 Performance
Quality	Percentage of waterfront infrastructure that is in fair or better condition	12%
	Percentage of park amenities in fair or better condition	91%
	Percentage of recreational amenities in fair or better condition	98%
Capacity	Percentage of parks with over 75% of primary facility requirement targets met	38%
Environmental Resiliency and Stewardship	Parkland as percentage of total land area	6.25%
Safety	Percentage playgrounds achieving CSA compliance based on monthly inspections	N/A [1]

2.7 Population and Employment Growth

According to the 2021 census, the Town's 2021 population was 20,519. Based on the growth forecast contained in the Town's 2021 Development Charges Background Study, the Town's population is anticipated to reach 23,936 by 2031.

This growth in population is expected to result in incremental service demands that may impact the current level of service. These growth-related needs are summarized in the Town's 2021 Development Charges Background Study and are funded through development charges imposed on new development. Utilizing development charges helps reduce the effects that future population and employment growth have on the cost of maintaining levels of service for existing tax and rate payers.

It is noted that the Town is currently in the process of updating the development charges study.

[1] Data to report on performance measure is currently not available. Performance anticipated to be reported in future iterations of the asset management plan.

Chapter 3
Lifecycle Management Strategies

3. Lifecycle Management Strategies

3.1 Introduction

The lifecycle management strategies in this asset management plan identify the lifecycle activities that would need to be undertaken to maintain the current levels of service presented in Chapter 2.[1] Within the context of this asset management plan, lifecycle activities are the specified actions that can be performed on an asset in order to ensure it is performing at an appropriate level, and/or to extend its service life.[2] These actions can be carried out on a planned schedule in a prescriptive manner, or through a dynamic approach where the lifecycle activities are only carried out when specified conditions are met.

O. Reg. 588/17 requires that all potential lifecycle activity options be assessed, with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to maintain current levels of service. Asset management plans must include a ten-year capital forecast, identifying the lifecycle activities resulting from the lifecycle management strategy.

The following sections show summaries of the lifecycle models developed for the Town's assets and detail the ten-year forecasts of lifecycle activities and associated costs that would be required for the Town to maintain current levels of service. The 10-year lifecycle expenditure forecasts are preliminary estimates generated based on the lifecycle management models and current condition/age profile of the assets. Further adjustments may be made in the next phase of the asset management plan when level of service targets are going to be established.

[1] Future iterations of the Town's asset management plan will include proposed levels of service and the lifecycle management strategies will identify the lifecycle activities that would need to be undertaken to provide the proposed levels of service.
[2] The full lifecycle of an asset includes activities such as initial planning and maintenance which are typically addressed through master planning studies and maintenance management, respectively.

3.2 Information Technology

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's Information Technology assets.

The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets. For assets where age data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost (i.e., replacement cost divided by expected useful life).

The 10-year lifecycle expenditure forecast for Information Technology assets is summarized in Figure 3-1 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at approximately $679,000.

Figure 3-1: Lifecycle Expenditure Forecast for Information Technology

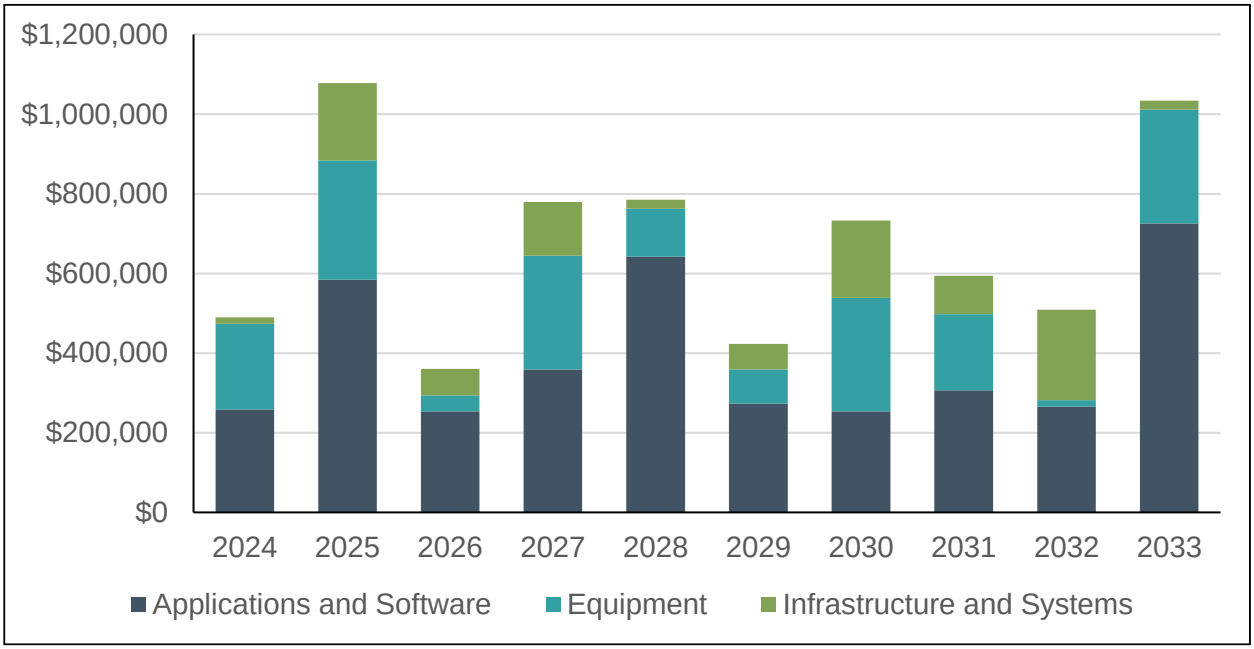


Table 3-1: Lifecycle Expenditure Forecast for Information Technology (2024$)

Asset Class	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Applications and Software	$258,246	$584,133	$253,484	$358,958	$642,451	$273,041	$253,484	$306,966	$265,726	$726,091
Equipment	$215,497	$299,945	$40,600	$285,873	$120,155	$86,056	$285,030	$190,532	$15,680	$285,873
Infrastructure and Systems	$16,392	$194,459	$66,718	$134,534	$22,444	$63,986	$194,459	$97,010	$227,970	$22,444
Total Gross Capital Expenditures	**$490,135**	**$1,078,537**	**$360,803**	**$779,365**	**$785,050**	**$423,083**	**$732,974**	**$594,508**	**$509,375**	**$1,034,408**

3.3 Municipal Parking

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's parking assets.

The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets. For assets where age data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost (i.e., replacement cost divided by expected useful life).

The ten-year lifecycle expenditure forecast is summarized in Figure 3-2 and Table 3-2. Average annual expenditures over the forecast period have been estimated at approximately $112,000.

Figure 3-2: Lifecycle Expenditure Forecast for Municipal Parking

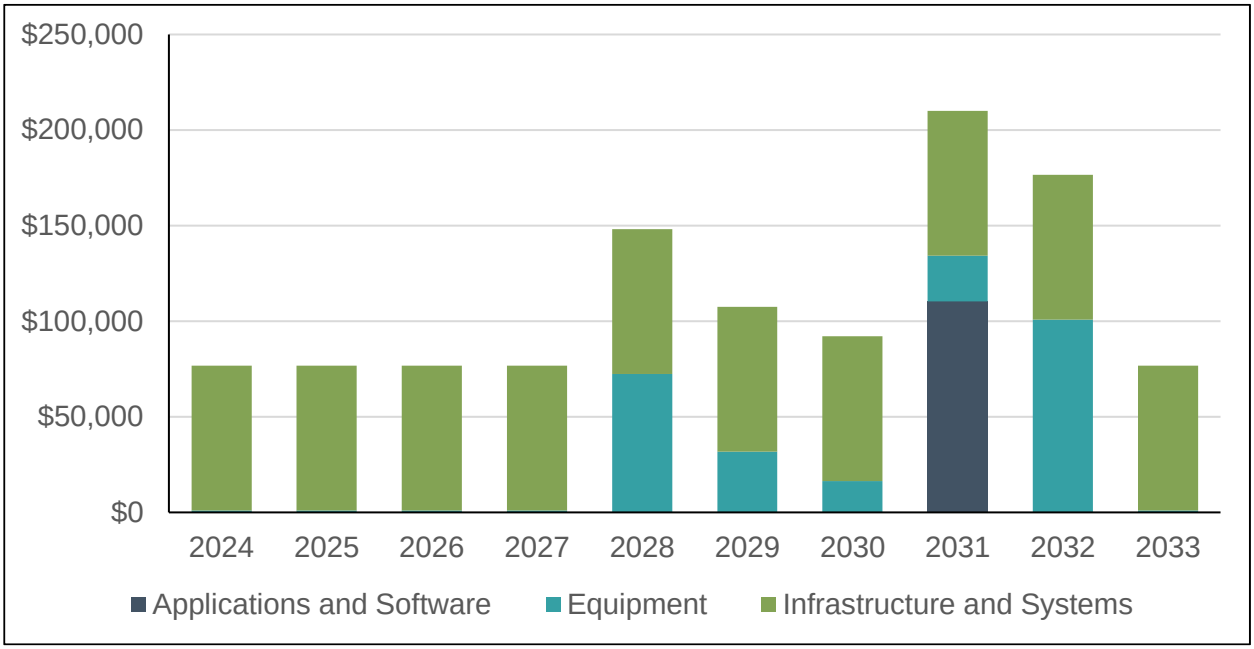


Table 3-2: Lifecycle Expenditure Forecast for Municipal Parking (2024$)

Asset Class	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Applications and Software	$0	$0	$0	$0	$0	$0	$0	$110,321	$0	$0
Equipment	$1,047	$1,047	$1,047	$1,047	$72,474	$31,750	$16,398	$24,074	$100,832	$1,047
Infrastructure and Systems	$75,732	$75,732	$75,732	$75,732	$75,732	$75,732	$75,732	$75,732	$75,732	$75,732
Total Gross Capital Expenditures	$76,779	$76,779	$76,779	$76,779	$148,207	$107,482	$92,131	$210,127	$176,564	$76,779

3.4 Fleet

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's fleet assets.

The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets. For assets where age data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost (i.e., replacement cost divided by expected useful life).

The ten-year lifecycle expenditure forecast is summarized in Figure 3-3 and Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately $2.6 million.

Figure 3-3: Lifecycle Expenditure Forecast for Fleet

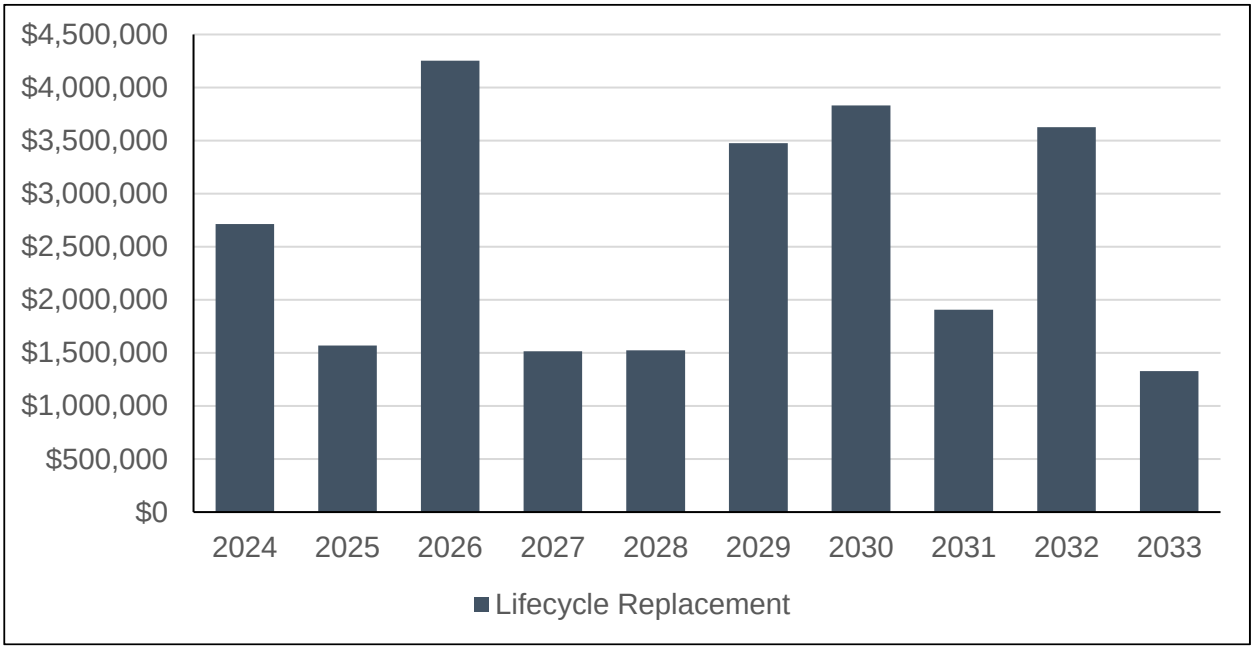


Table 3-3: Lifecycle Expenditure Forecast for Fleet (2024$)

Department	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Arena	$0	$0	$72,200	$0	$0	$0	$0	$0	$0	$0
Building Department	$0	$0	$0	$0	$0	$103,000	$0	$0	$0	$0
Building Maintenance	$0	$0	$0	$0	$0	$72,200	$0	$0	$0	$0
By-Law Enforcement	$0	$0	$0	$0	$78,900	$0	$0	$0	$0	$0
Engineering	$63,900	$0	$0	$0	$0	$0	$0	$0	$0	$63,900
Environmental Services	$51,500	$72,200	$206,200	$72,200	$0	$819,700	$0	$0	$0	$0
Fire	$1,134,100	$0	$2,268,200	$0	$0	$72,200	$1,103,200	$72,200	$1,907,300	$0
LUSI	$0	$366,000	$577,400	$232,000	$309,300	$216,500	$433,100	$134,000	$663,000	$0
Marina	$0	$0	$0	$0	$0	$72,200	$0	$0	$72,200	$0
Parks	$0	$394,000	$263,900	$185,600	$0	$92,800	$373,200	$422,700	$226,800	$0
Police	$395,300	$198,700	$667,800	$333,900	$140,400	$894,700	$375,900	$152,100	$755,200	$367,900
Roads & Sewers	$811,900	$537,200	$195,900	$433,000	$994,900	$615,000	$1,545,400	$867,100	$0	$898,000
Transit	$257,700	$0	$0	$257,700	$0	$515,500	$0	$257,700	$0	$0
Total Gross Capital Expenditures	**$2,714,400**	**$1,568,100**	**$4,251,600**	**$1,514,400**	**$1,523,500**	**$3,473,800**	**$3,830,800**	**$1,905,800**	**$3,624,500**	**$1,329,800**

3.5 Equipment

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's equipment assets.

The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets. For assets where age data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost (i.e., replacement cost divided by expected useful life).

The ten-year lifecycle expenditure forecast is summarized in Figure 3-4 and Table 3-4. Average annual expenditures over the forecast period have been estimated at approximately $436,000.

Figure 3-4: Lifecycle Expenditure Forecast for Equipment

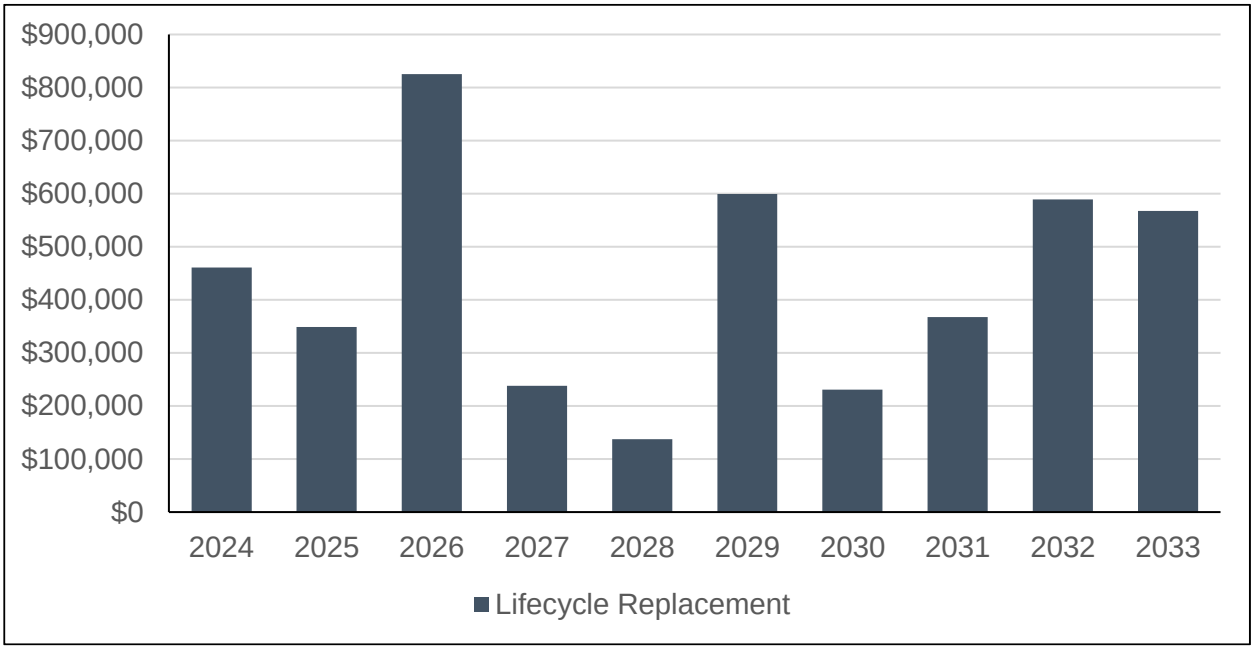


Table 3-4: Lifecycle Expenditure Forecast for Equipment (2024$)

Department	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Building Maintenance	$0	$0	$0	$0	$5,155	$0	$0	$0	$0	$0
Roads & Sewers	$5,490	$180,032	$10,645	$5,490	$10,645	$308,088	$5,490	$33,459	$33,482	$139,520
By-Law Enforcement	$0	$0	$0	$21,651	$72,170	$0	$6,066	$0	$21,651	$72,170
Environmental Services	$0	$118,565	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$158,466	$16,672	$731,979	$191,345	$18,708	$215,203	$31,116	$334,132	$156,466	$34,148
Marina	$0	$0	$0	$0	$0	$25,775	$20,620	$0	$0	$0
Parks	$296,927	$33,507	$82,480	$19,589	$0	$50,003	$159,289	$0	$346,518	$115,472
Police	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
LUSI	$0	$0	$0	$0	$30,930	$0	$0	$0	$30,930	$206,200
Transit	$0	$0	$0	$0	$0	$0	$8,418	$0	$0	$0
Total Gross Capital Expenditures	**$460,884**	**$348,776**	**$825,104**	**$238,075**	**$137,608**	**$599,069**	**$230,999**	**$367,591**	**$589,047**	**$567,509**

3.6 Buildings

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's building assets.

The lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost. The average annual lifecycle cost is calculated at 2.1% of total replacement cost, based on guidance from the 2016 Canadian Infrastructure Report Card.

The ten-year lifecycle expenditure forecast is summarized in Figure 3-5 and Table 3-5. Average annual expenditures over the forecast period have been estimated at approximately $4.8 million.

Figure 3-5: Lifecycle Expenditure Forecast for Buildings

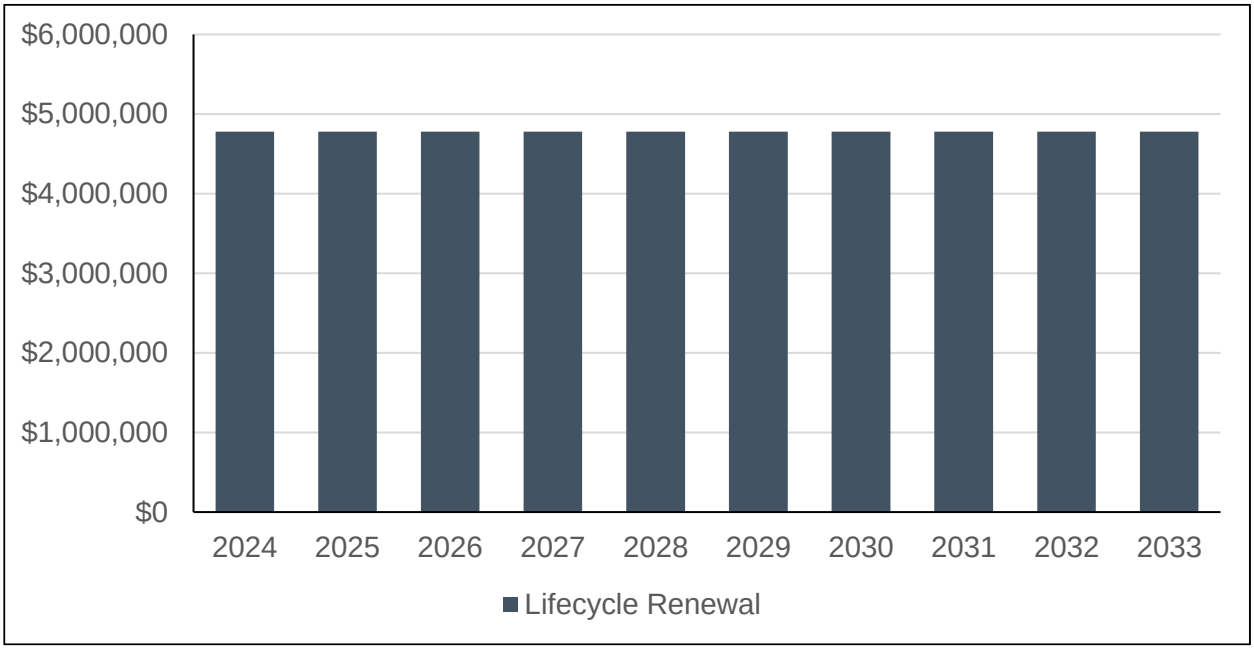


Table 3-5: Lifecycle Expenditure Forecast for Buildings (2024$)

Asset Class	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Administration	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236	$2,371,236
Community Centres	$777,000	$777,000	$777,000	$777,000	$777,000	$777,000	$777,000	$777,000	$777,000	$777,000
Cultural Centres or Facilities	$256,515	$256,515	$256,515	$256,515	$256,515	$256,515	$256,515	$256,515	$256,515	$256,515
Fire Halls	$168,000	$168,000	$168,000	$168,000	$168,000	$168,000	$168,000	$168,000	$168,000	$168,000
Libraries	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000
Maintenance and Operations Yards	$221,655	$221,655	$221,655	$221,655	$221,655	$221,655	$221,655	$221,655	$221,655	$221,655
Marinas	$30,849	$30,849	$30,849	$30,849	$30,849	$30,849	$30,849	$30,849	$30,849	$30,849
Parks	$840	$840	$840	$840	$840	$840	$840	$840	$840	$840
Police Stations	$238,518	$238,518	$238,518	$238,518	$238,518	$238,518	$238,518	$238,518	$238,518	$238,518
Pools	$72,114	$72,114	$72,114	$72,114	$72,114	$72,114	$72,114	$72,114	$72,114	$72,114
Public Washrooms	$67,284	$67,284	$67,284	$67,284	$67,284	$67,284	$67,284	$67,284	$67,284	$67,284
Recreation Centres	$310,926	$310,926	$310,926	$310,926	$310,926	$310,926	$310,926	$310,926	$310,926	$310,926
Storage Facilities	$105,126	$105,126	$105,126	$105,126	$105,126	$105,126	$105,126	$105,126	$105,126	$105,126
Structures	$30,072	$30,072	$30,072	$30,072	$30,072	$30,072	$30,072	$30,072	$30,072	$30,072
Total Gross Capital Expenditures	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135	$4,776,135

3.7 Parks and Recreation

This section presents a preliminary estimate of the costs associated with maintaining current level of service for the Town's parks and recreation assets.

The lifecycle expenditure forecast is based on ages and expected useful lives of individual assets, but also taking into account the assessed condition of individual assets. For assets where age or condition data is not available, the lifecycle expenditure forecast includes an annual allowance which is based on the average annual lifecycle cost (i.e., replacement cost divided by expected useful life).

The ten-year lifecycle expenditure forecast is summarized in Figure 3-6 and Table 3-6. Average annual expenditures over the forecast period have been estimated at approximately $3.2 million. This average is significantly influenced by approximately $18 million in investment needs related to waterfront infrastructure that is currently in a very poor condition.

Figure 3-6: Lifecycle Expenditure Forecast for Parks and Recreation

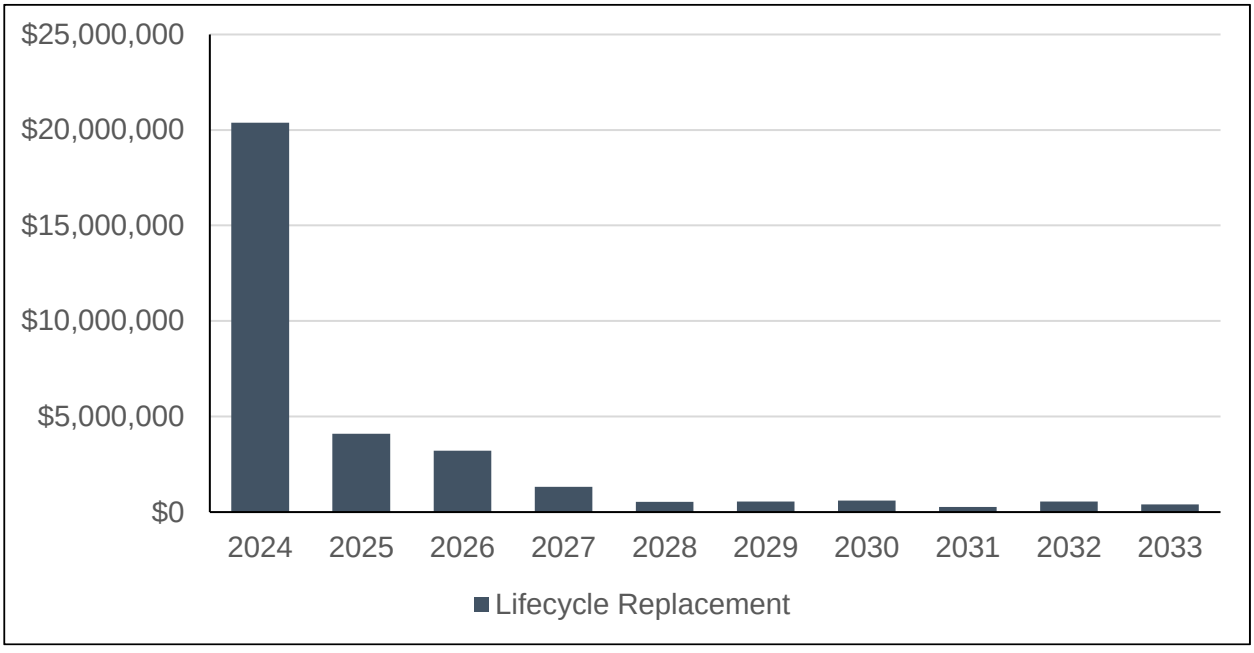


Table 3-6: Lifecycle Expenditure Forecast for Parks and Recreation (2024$)

Department	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Backstop	$76,000	$15,700	$0	$83,300	$0	$58,100	$58,100	$0	$0	$0
Baseball Diamond	$117,542	$0	$0	$0	$23,760	$41,425	$0	$41,428	$0	$0
Basketball Court	$30,900	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bench	$27,254	$11,954	$10,254	$6,854	$15,854	$29,554	$40,454	$32,554	$30,354	$47,854
Bike Rack	$0	$0	$1,800	$4,500	$3,700	$7,400	$3,600	$6,500	$8,200	$9,100
Boardwalk	$750,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dock	$1,200,000	$1,200,000	$1,800,000	$0	$0	$0	$0	$0	$0	$0
Footpath	$190,769	$524,152	$304,830	$132,505	$201,058	$81,671	$171,767	$91,225	$354,696	$124,771
Irrigation	$92,752	$134,347	$132,308	$0	$0	$0	$0	$0	$0	$0
Park Light	$344,900	$816,200	$325,200	$208,400	$73,579	$37,500	$18,000	$51,000	$49,579	$83,200
Parks Electric	$1,000	$1,000	$0	$81,000	$2,000	$1,000	$4,000	$1,000	$1,000	$0
Parks Garbage Can	$140	$11,640	$4,640	$33,140	$17,140	$12,640	$13,640	$13,140	$18,140	$8,140
Pedestrian Bridges	$197,698	$0	$0	$0	$0	$247,141	$0	$0	$0	$0
Playground Equipment	$23,796	$297,933	$427,730	$737,201	$184,785	$27,300	$285,480	$24,380	$88,870	$119,135
Pole Base	$0	$1,750	$1,750	$1,750	$1,750	$5,250	$1,750	$0	$0	$0
PW Garbage Can	$7,600	$7,600	$7,600	$7,600	$7,600	$7,600	$7,600	$7,600	$7,600	$7,600
Rugby Field	$0	$0	$0	$25,000	$0	$0	$0	$0	$0	$0
Staircase	$65,000	$65,000	$0	$0	$0	$0	$0	$0	$0	$0
Tennis Court	$269,100	$259,500	$0	$0	$0	$0	$0	$0	$0	$0
Waterfront Infrastructure	$16,983,460	$750,000	$200,000	$0	$0	$0	$0	$0	$0	$0
Total Gross Capital Expenditures	**$20,377,911**	**$4,096,776**	**$3,216,112**	**$1,321,250**	**$531,226**	**$556,581**	**$604,391**	**$268,827**	**$558,439**	**$399,800**

Chapter 4
Summary

4. Summary

This asset management plan has been developed to address the July 1, 2024 requirements of O. Reg. 588/17. The plan provides summary information for the Town's infrastructure assets (including replacement cost valuation and condition), identifies current levels of service, and includes a 10-year forecast of lifecycle activities and associated costs that would be required for the Town to maintain current levels of service. The plan is based on the best information available to the Town at this time. The Town is actively working to have targets set for levels of service performance measures, and to include a detailed financial strategy. The ongoing development of the AMP will ensure the Town's compliance with the July 1, 2025 requirements of O. Reg. 588/17.

Beyond regulatory compliance, the Town should continue working on integrating asset management planning with other municipal financial and planning documents. Furthermore, the Town will need to establish processes for reviewing and updating assumptions underlying the asset management plan on a regular basis to keep the plan relevant and reliable