THE CORPORATION OF THE TOWN OF COCHRANE

BY-LAW NUMBER 2026-77

BEING A BY-LAW TO ADOPT THE 2025 ASSET MANAGEMENT PLAN FOR THE CORPORATION OF THE TOWN OF COCHRANE

WHEREAS *Section 5 of the Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, states the powers of a municipality shall be exercised by its council;

AND WHEREAS *Section 8 of the Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, states that the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS *Section 9 of the Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, states that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this any other Act;

AND WHEREAS *Section 10 (2)* of the *Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, permits a single tier municipality to pass by-laws respecting accountability and transparency of the municipality and its operations and of its local boards and their operations;

AND WHEREAS *Section 10 (3) of the Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, permits a single tier municipality to pass by-laws respecting the financial management of the municipality and its local boards;

AND WHEREAS *Section 10 (4) of the Municipal Act, 2001, S.O. 2001, Chapter 25,* as amended, permits a single tier municipality to pass by-laws respecting the public assets of the municipality acquired for the purpose of exercising its authority under this or any other Act;

AND WHEREAS *Section 3 of the Infrastructure for Jobs Prosperity Act, 2015, S.O. 2015 c. 15,* as amended, establishes principles to guide infrastructure planning and investment in Ontario;

AND WHEREAS *Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure,* as amended, requires municipalities to prepare and adopt asset management plans that address municipal infrastructure assets, level of service, lifecycle management, financial strategies, and other matters prescribed by the *Regulation*;

AND WHEREAS the Council of the Corporation of the Town of Cochrane recognizes the importance of long-term asset management planning to support sustainable municipal services, responsible financial planning, infrastructure investment, and informed decision-making;

AND WHEREAS Council of the Corporation of the Town of Cochrane has reviewed the 2025 Asset Management Plan and deems it advisable to adopt the Plan as a guiding document for infrastructure planning, budgeting, and asset management decision-making;

NOW THEREFORE BE IT RESOLVED THAT the Municipal Council of the Corporation of the Town of Cochrane **ENACTS AS FOLLOWS**:

1. **THAT** the 2025 Asset Management Plan for the Corporation of the Town of Cochrane, attached hereto as "Schedule A" and forming part of this By-Law, is hereby adopted.

2. **THAT** all previous by-laws and resolutions adopting an Asset Management Plan for the Corporation of the Town of Cochrane are hereby repealed and deemed null and void as of the effective date of this By-Law.

3. **THAT** the Clerk is hereby authorized to make minor administrative, numerical, grammatical, or descriptive corrections to the by-law and schedules, provided such modifications do not alter its intent.

4. **THAT** this By-Law shall come into full force and effect upon final passing.

READ a first, second, and third time, and finally passed this 8th day of September 2026.

_____
MAYOR

_____
CLERK

2025 Asset Management Plan

Town of Cochrane, ON

Acknowledgements

This Asset Management Plan was developed through the collaborative efforts of the Town of Cochrane's Infrastructure Services Department. The Plan reflects contributions from staff across multiple service areas, including Public Works, Water and Wastewater, Facilities, Finance, and Administration, whose knowledge of the Town's infrastructure, operations, and long-term planning was essential to its preparation.

Certification

We certify that this Asset Management Plan has been prepared in accordance with Ontario Regulation 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015* and reflects the collaborative efforts of the Town of Cochrane's Infrastructure Services Department in support of the sustainable management of municipal infrastructure.

Prepared by

Jennifer Sisco
Asset Management Coordinator

Sumair Gomez, PMP
Manager of Infrastructure Services

On behalf of the Infrastructure Services Department

Endorsed by

Daniel Gagnon
Chief Administrative Officer

Approved by

This Asset Management Plan is approved by the Council of the Corporation of the Town of Cochrane in accordance with Ontario Regulation 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015*.

Council Resolution No.: _____ **Approval Date:** _____

_____
Mayor

_____	_____	_____	_____	_____	_____
Councillor	**Councillor**	**Councillor**	**Councillor**	**Councillor**	**Councillor**

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List of Acronyms and Abbreviations

AM	Asset Management
AMP	Asset Management Plan
BCA	Building Condition Assessment
BCI	Bridge Condition Index
CCBF	Canada Community-Building Fund, formerly known as the Gas Tax Fund
CLOS	Community Level of Service
CPI (ON)	Consumer Price Index – Ontario
DWQMS	Ontario's Drinking Water Quality Management Standard
ECA	Environmental Compliance Approval
EUL	Estimated Useful Life
HCB	High Class Bituminous
LCB	Low Class Bituminous
LOS	Levels of Service
MMS	Minimum Maintenance Standards under Ontario Regulation 239/02
O. Reg. 588/17	Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure
OCIF	Ontario Community Infrastructure Fund
OSIM	Ontario Structure Inspection Manual
PCI	Pavement Condition Index
TCA	Tangible Capital Asset
TLOS	Technical Level of Service

1. Executive Summary

This Asset Management Plan (AMP) for the Town of Cochrane updates the Town's infrastructure information and builds on previous versions of the plan. It was developed to meet the requirements of Ontario Regulation 588/17 (O. Reg. 588/17) and describes the state of the Town's core and non-core assets. The AMP also supports long-term decision-making by identifying current and proposed levels of service and outlining future priorities.

The plan includes the following asset categories:

- Bridges and Culverts
- Buildings and Facilities
- Land Improvements
- Machinery and Equipment
- Road Network
- Sanitary Sewer Network
- Stormwater Network
- Vehicles and Heavy Equipment
- Water Network

Table 1 - Summary of Key Results, for in scope Assets

Item	Value
Total Replacement Cost	$467,419,280
Average Overall Condition	47 (Fair)
Annual Requirement	$11,911,920
Target Reinvestment Rate	2.5%
Actual Reinvestment Rate	0.68%

The estimated current replacement cost of the Town's assets is $467 million, expressed in 2025 dollars.

Figure 1 - All Assets - Total Replacement Cost

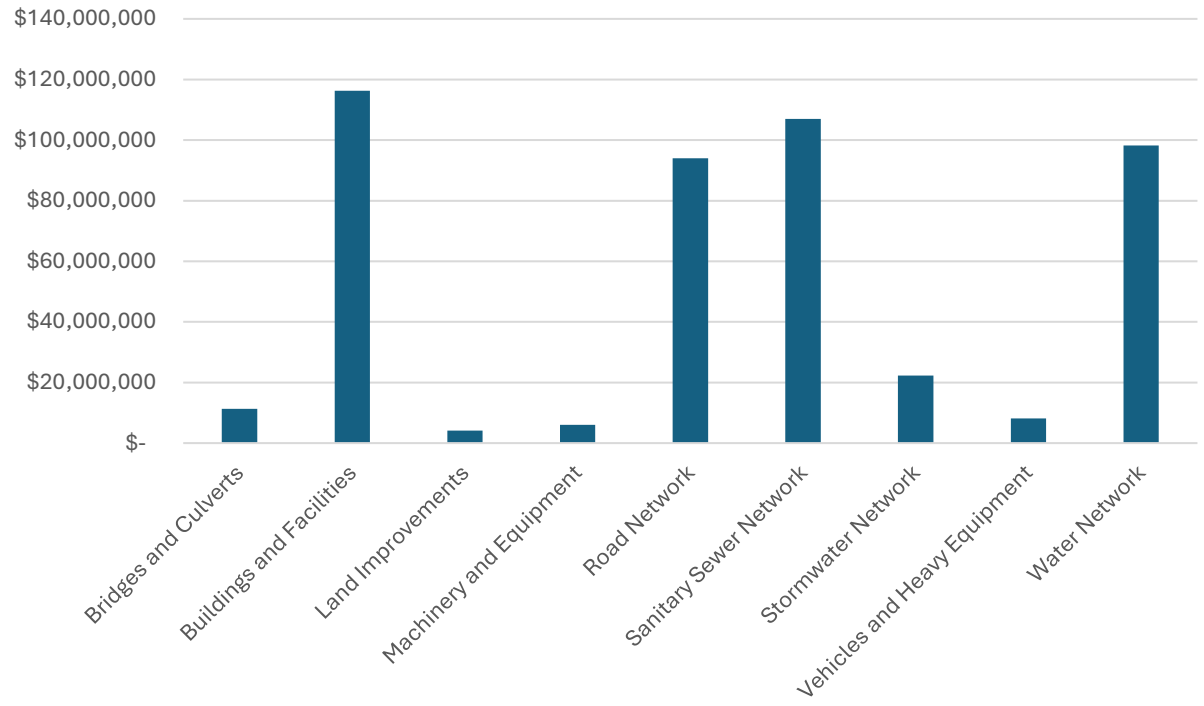
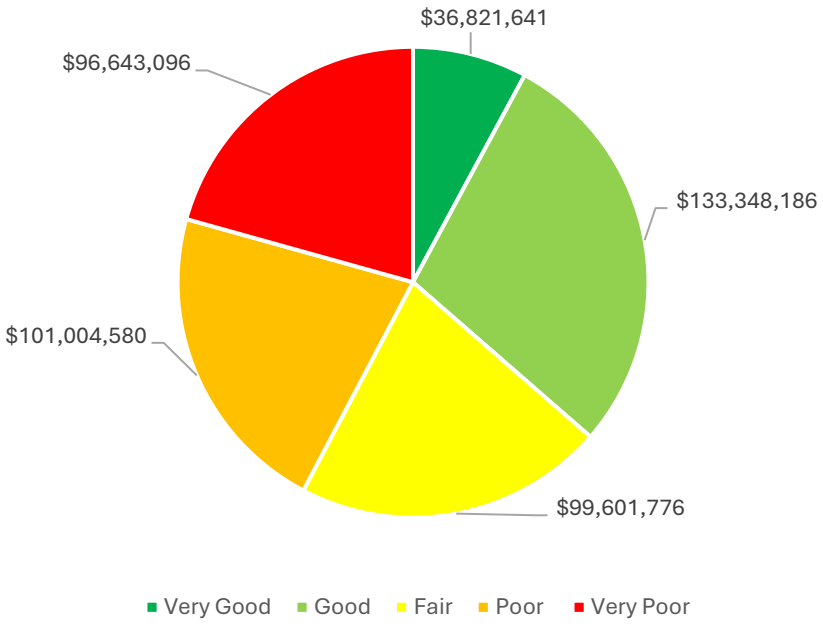


Figure 2 - All Assets - Condition Rating Summary



Condition data is available for 55% of the assets included in this AMP. For the remaining 45%, condition was estimated based on asset age. Because age may not accurately reflect actual condition, the Town will prioritize condition assessments to improve data quality and increase confidence in future AMP updates.

Overall, 58% of assets are in fair or better condition, while 21% are in very poor condition. Assets in poor or very poor condition should generally be prioritized in future capital renewal programs and budget planning. Targeted condition assessments will help confirm which assets require immediate action, while risk should also be considered when setting priorities.

Table 2 - All Assets - Financial Summary

Asset Category	Replacement Cost	Annual Requirement	Average Annual Funding – Capital Budget	Annual Shortfall
Bridges and Culverts	$11,342,343	$293,634	$89,043	$204,591
Buildings and Facilities	$116,307,568	$3,275,906	$385,144	$2,890,762
Land Improvements	$4,158,432	$263,454	$27,736	$235,718
Machinery and Equipment	$5,990,564	$480,288	$35,540	$444,748
Road Network	$93,994,129	$3,583,364	$656,528	$2,926,836
Sanitary Sewer Network	$106,963,668	$1,336,900	$156,561	$1,180,339
Stormwater Network	$22,280,227	$278,699	$4,488	$274,211
Vehicles and Heavy Equipment	$8,124,438	$434,987	$61,290	$373,697
Water Network	$98,257,911	$1,964,688	$93,619	$1,871,069
Reserves			$1,652,605	($1,652,605)
Total	**$ 467,419,280**	**$11,911,920**	**$3,162,554**	**$8,749,366**

On average, the Town requires $11.9 million in annual capital investment to meet replacement needs, reduce infrastructure backlogs, and support long-term sustainability across its asset portfolio. This represents an annual target reinvestment rate of 2.5% of the Town's total current replacement cost.

Based on historical trends, the Town has approximately $3.16 million in average annual available funding for capital projects and reserves. This estimate includes only sustainable funding sources, such as the tax levy, water and sewer rates, the Canada Community-Building Fund (CCBF), and the Ontario Community Infrastructure Fund (OCIF). At current funding levels, the Town funds approximately 27% of its annual capital requirements, equivalent to an actual reinvestment rate of 0.68%. This leaves an estimated annual infrastructure funding gap of approximately $8.75 million.

2. Introduction

The Town of Cochrane is a wonderfully unexpected town that supports a culturally diverse and vibrant northern way of life. This quaint, northeastern municipality is situated on the Trans Canada Highway 11 and is surrounded by an array of lakes, woodlands, fertile soils, and mining lands. These resources are fundamental to Cochrane's economic growth and support a unique lifestyle. Cochrane is a single-tier municipality situated within the Cochrane District. It is composed of an urban settlement area (Cochrane Settlement Area), two hamlets (Genier and Clute), and a surrounding rural area.

Population 2021	5,390
Total Private Dwellings	2,540
Land Area	537.9 km^2
Population Density	10.0 people per km^2

In December 2017, the Province of Ontario passed the Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015 to strengthen the role of asset management within the municipal planning and budgeting. As a result, the municipality is required to create and maintain an asset management plan to support the sustainable management of all infrastructure. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value and levels of service ratepayers receive from the asset portfolio. The Asset Management Plan is a strategic document that reports on the Town's plan to achieve this goal.

The AMP is a working and living document, continuously reviewed and updated to reflect changing needs and emerging priorities. This document will be reviewed yearly with a full re-evaluation every five years.

3. Alignment with Strategic Goals and Asset Management Policy

The Town's 2023 Strategic Asset Management Policy takes into consideration the Council's mandate and direction for 2022-2026 and sets out the following vision and mission:

Vision – To create a vibrant and progressive municipality, where community engagement thrives, efficient governance drives sustainable development, valuable partnerships foster growth and regional collaboration strengthens collective impact.

Mission – To actively work towards the vision by fostering community engagement, implementing efficient governance practices, driving sustainable socio-economic development, nurturing valuable partnerships, and promoting regional collaboration.

In 2024, the Town also published its Strategic Plan, which established the following six strategic goals and pillars for the Town of Cochrane:

Strategic Pillar	Supporting Goals
Way of Life	• Commit to and enhance the unique character and well-being of the Town • Ensure inclusivity and accessibility for all residents
Communication and Engagement	• Empower the community to actively participate • Provide diverse opportunities through local events, environmental initiatives, and support services • Ensure accountability and transparency
Healthcare	• Create age-friendly physical and social environments
Infrastructure	• Update and improve infrastructure, with a focus on roads • Ensure community spaces are well maintained, so that they remain safe, inviting and functional • Emphasize a balanced approach to prioritizing needs, focusing on both social and economic needs
Diversity	• Create programs to foster an inclusive environment where all cultural backgrounds are respected and can thrive
Economic Development	• Downtown Revitalization to promote growth • Support the services that will help our community grow

These pillars align with the objectives that are set out in the Asset Management Policy and have been considered when establishing current and proposed Levels of Service.

4. Scope and Methodology

The Asset Management Plan is a dynamic and living document that focuses on the effective management of assets in the Town of Cochrane, Ontario. The AMP complies with the requirements as outlined in the Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

This updated Asset Management Plan for the Town of Cochrane offers a comprehensive inventory and analysis of both core and non-core assets, which include:

Asset Categories	
Core Assets	**Non-Core Assets**
Bridges and Culverts	Buildings and Facilities
Road Network	Vehicles and Heavy Equipment
Sanitary Sewer Network	Land Improvements
Stormwater Network	Machinery and Equipment
Water Network	

As set out in O. Reg. 588/17, the Town is required to report on the following:

1. State of Local Infrastructure, which includes the age, condition, and replacement costs of the Town's assets
2. The current and proposed Levels of Service being provided to the community, as well as the lifecycle activities required to achieve these objectives
3. Financial Strategy, which will summarize the financial requirements to meet these levels of service and will quantify the gap between planned spending and forecasted expenditures

The AMP will also discuss the impacts that potential growth and climate change will have on our community.

4.1 State of Local Infrastructure

The State of Local Infrastructure will provide information regarding the assets contained in each category, as well as their replacement cost, average age, and condition. This section will also describe the municipality's approach to assessing the condition of the assets in each category.

Replacement Cost

The replacement cost of an asset is the cost to rebuild or replace the asset with an equivalent asset, at current market rates. This value should include all costs associated with rebuilding or replacing the asset with a comparable one. This may include design and engineering, project management, labour and materials and demolition or removal costs. These values do not include assumptions for growth or upgrades.

There are a range of methods that can be used to determine the replacement cost of an asset. This asset management plan relies on the following methodologies:

- Local Price Indices – User-Defined Cost and Cost/Unit: Based on costs provided by municipal staff, average costs from recent contracts, information from reports and assessments and staff estimates based on relevant information and experience
- Insurance Values - Insurance values, although often low, are a good benchmark or reasonability test
- Inflated Historical Costs - Historical cost inflated to current dollars, using the Ontario Consumer Price Index (CPI ON). This approach is best used for assets recently acquired or for low value assets which represent a small share of total replacement cost.

Inflated historical costs are typically used in the absence of reliable replacement cost data. The Town will continue to work towards using other methods of determining replacement cost, when possible.

Age

Estimated Useful Life (EUL) is the estimated expected life of an asset, in years, that an asset is anticipated to remain in service. It is expected that once an asset reaches its end of EUL, it will no longer meet its performance objectives. By using an asset's age and EUL, the Town can more accurately forecast when an asset will require replacement.

The AMP will provide a summary of the average age and EUL of the assets for each asset class. This average is calculated by averaging the age and EUL of each individual asset, weighted by replacement cost.

Condition

An incomplete or limited understanding of asset condition can mislead long term planning and decision making. Accurate and reliable condition data allows the Town to prioritize maintenance and repair projects, optimize limited budgets, forecast future conditions, and justify funding requests.

When available, the Town has used specialist reports to update the assets condition information. The Town also relies on the expertise of staff to monitor the condition of assets. When assessed condition is not available, service life remaining can be used to approximate asset condition.

Table 3 - Condition Assessment Rating System

Condition Rating	Service Life Remaining (%)	Bridge Condition Index (BCI)	Pavement Condition Index (PCI)	Building Condition Assessment (BCA)	Definition
Very Good	80 to 100		80 to 100	5	Well maintained, good condition, new or recently rehabilitated asset
Good	61 to < 80	70 to 100	60 to < 80	4	Good condition, few elements exhibit existing deficiencies
Fair	41 to < 60	60 to 69	40 to < 60	3	Some elements exhibit significant deficiencies. Asset requires attention.
Poor	21 to < 40	0 to 59	20 to < 40	2	A large portion of the system exhibits significant deficiencies. Asset mostly below standard and approaching end of service life.
Very Poor	0 to < 20		0 to < 20	1	Widespread signs of deterioration, some assets may be unusable. Service is affected.

The AMP will provide a summary of the average condition of the assets for each asset class. This value is calculated by averaging the condition of each individual asset, weighted by replacement cost.

4.2 Lifecycle Management Strategies

As per O. Reg. 588/17, lifecycle activities are activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating, and decommissioning, and all engineering and design work associated with those activities. By establishing a lifecycle management strategy, the Town will be able to proactively manage asset deterioration and enable the Town's assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of the following categories: non-infrastructure activities, maintenance, rehabilitation, and replacement. The following table provides a description of each type of activity:

Table 4 - Lifecycle Activities and Descriptions

Lifecycle Activity	Description
Non-infrastructure Activities	Policy based or administrative approaches that contribute to asset management without direct capital investment. This includes policies, processes, or strategies that reduce asset related costs and/or improve asset performance.
Operations and Maintenance	Activities that prevent defects or deteriorations from occurring. This includes inspections, regular maintenance, and emergency repairs.
Rehabilitation	Activities that rectify defects or deficiencies that may be affecting asset performance and are aimed at extending the useful life of an asset or improving performance
Replacement	Asset end of life activities that often involve the complete replacement of assets

The Town's current approach to lifecycle management is described within each asset category in this AMP.

4.3 Risk Management Strategies

An asset's level of risk influences how closely it is monitored and maintained and helps determine the level of ongoing investment it requires. Some assets are also more critical to the community because of their financial and economic value, their role in delivering essential services, the consequences of failure for public health and safety, and their contribution to overall quality of life.

A risk-based approach to infrastructure spending helps prioritize capital projects by directing funds to the areas of greatest need. Rather than relying on a worst-first method, it considers asset condition, performance, and criticality to support more informed decision-making.

This AMP includes a high-level assessment of risk and criticality. Based on the available data, each asset has been assigned a probability of failure score and a consequence of failure score. These numbers are then used to find the risk score.

Probability of Failure x Consequence of Failure = Risk Rating

Probability of Failure: This is directly linked to the condition of the asset. An asset that is in very poor condition has a higher probability of failing in the short term than an asset that is in good condition.

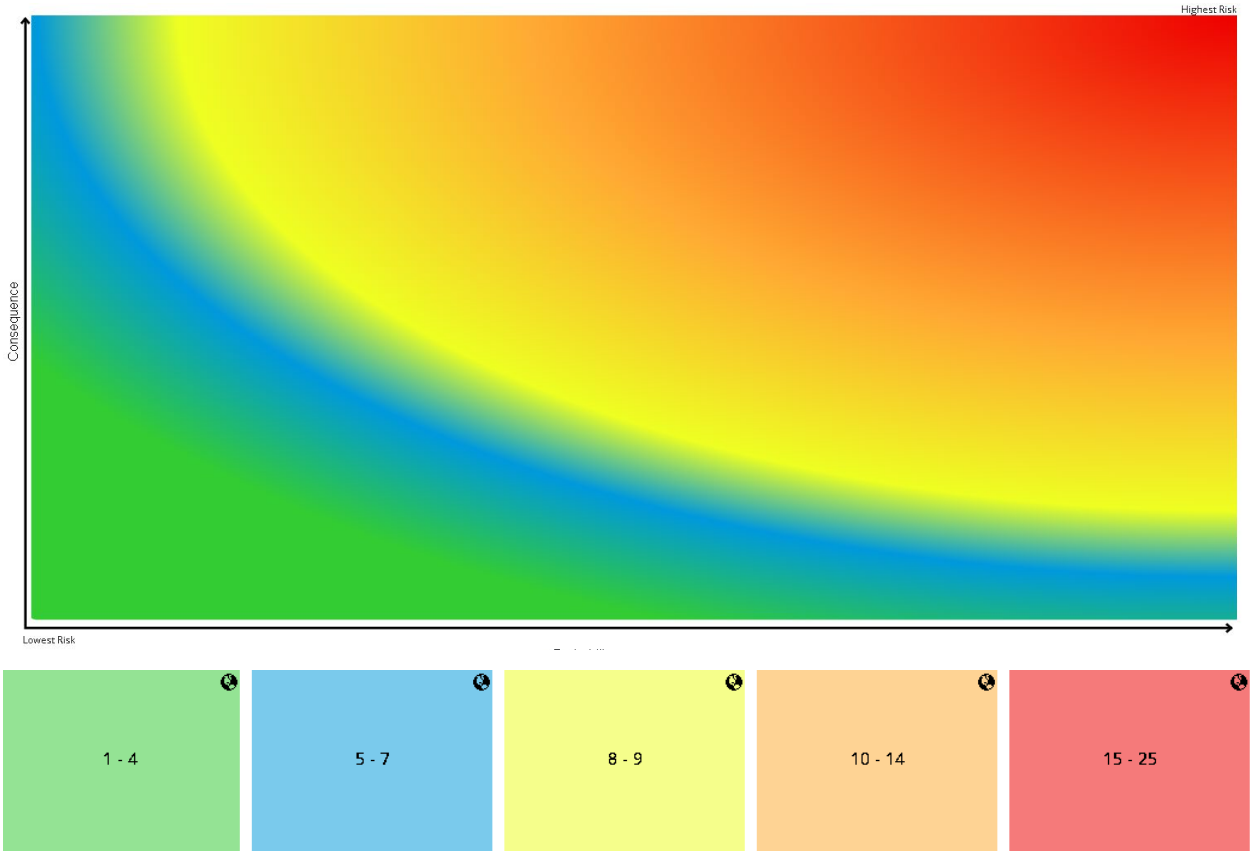
Condition Rating	Probability of Failure	Description
Very Good	1	Rare
Good	2	Unlikely
Fair	3	Possible
Poor	4	Likely
Very Poor	5	Almost Certain

Consequence of Failure: This refers to the impact that an asset would have if it were to fail. For this AMP, each asset category was assigned its own criteria to help determine each assets consequence of failure rating. The data used for each asset category will be further described in each asset section.

Consequence of Failure Rating	Consequence of Failure
1	Minor
2	Moderate
3	Serious
4	Very Serious
5	Major

Risk Rating: Once an asset has been given a probability of failure rating and a consequence of failure rating, these two values are multiplied and a risk rating can be given to the asset.

Probability of Failure	Consequence of Failure	Risk Rating
1 – Rare	1 – Minor	1-4 - Lowest
2 – Unlikely	2 – Moderate	5-7 – Low
3 – Possible	3 – Serious	8-9 – Medium
4 – Likely	4 – Very Serious	10-14 - High
5 – Almost Certain	5 – Major	15-20 - Highest



4.4 Levels of Service

Levels of Service (LOS) are specific parameters that describe the quality, functionality, and reliability of services that the municipality provides to users. They are used to evaluate which assets are meeting the needs and expectations of the community.

The Town's Level of Service framework is broken down into the following two categories:

Community Levels of Service (CLOS) – A qualitative description or image of the services experienced by the people using the asset. These Levels of Service will help the Town monitor how the community experiences the services that are provided through the Town's assets.

Technical Levels of Service (TLOS) – A quantitative figure that describes the level of service provided by the asset. These Levels of Service are used to measure asset performance, condition and operational requirements that ensure customer expectations are met and services are delivered efficiently.

O. Reg. 588/17 sets out both community and technical levels of service for the core assets, which include Bridges and Culverts, Road Network, Sanitary Sewer Network, Wastewater Network and Water Network. The Town has established their own metrics for non-core assets and additional metrics for the core assets. These metrics identify the quality and reliability of the Town's assets now, as well as how the Town would like these assets to perform in the future. This is known as the Current and Proposed Levels of Service.

The Town's goal is to review these Levels of Service annually and to continuously review and improve these targets. The Town will also consider impacts of external factors, which can include changing regulations, growth, and climate change impacts.

4.5 Financial Strategy

The Financial Strategy sets out the average annual spending required to carry out lifecycle activities and achieve the proposed levels of service. By comparing these needs with current funding levels, the Town can identify potential funding gaps, support future budget planning, and develop a plan to address any shortfall.

This financial strategy is based on two key inputs: average annual capital requirements and the average annual funding typically available for capital purposes. Annual requirements are based on the asset's replacement cost and estimated useful life. Combining these two values produces the average amount per year that the Town should allocate towards funding replacement needs. Comparing these two amounts results in the reinvestment rate, calculated as follows:

Target Reinvestment Rate = Annual Capital Requirement / Total Replacement Cost

Actual Reinvestment Rate = Annual Capital Funding / Total Replacement Cost

Average annual funding is determined by reviewing historical capital expenditures on infrastructure, including allocations to reserves for capital purposes. For this AMP, five years of actual results (2020–2024) were used to calculate average annual funding levels.

Only reliable and predictable funding sources are used to estimate the funds likely to be available in a typical year. For this AMP, these sources include:

- Revenue from taxation used for capital works or allocated to reserves
- Revenue from rates used for capital works or allocated to reserves
- Canada Community-Building Fund (CCBF), formerly the federal Gas Tax Fund
- Ontario Community Infrastructure Fund (OCIF)

Although provincial and federal infrastructure programs may change over time, the above are considered stable and predictable funding sources.

5. State of Local Infrastructure and Levels of Service

5.1 Bridges and Culverts

The Town's transportation network includes critical structures that support connectivity and safety, and consists of 6 road bridges, 1 pedestrian bridge and 277 culverts. The Town does not have any structural culverts. All bridges and culverts are maintained by the Infrastructure Services department.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current condition of the bridges and culverts owned by the Town.

Asset Summary

Structural inspections of all bridges and structural culverts must be done every 2 years. This report provides an updated replacement cost estimate for each bridge in the Town of Cochrane. The last Ontario Structure Inspection Manual (OSIM) inspection was done in 2024, and these values were used for this AMP. The replacement cost for the culverts has been determined using 2022 replacement costs, which have been adjusted to 2025 values using CPI (ON).

The Estimated Useful Life for bridges and culverts has been assigned based on established industry standards and staff knowledge. The Average Age is based on the number of years that the asset has been in service. Both values have been weighted by the replacement cost of individual assets.

The age data for culverts is currently incomplete and will be re-examined by staff. The data for bridges does show that some assets have exceeded their estimated useful life. It is important to note that asset age can be useful for future planning, however condition assessments offer a more reliable view of an asset's performance.

Table 5 - Bridges and Culverts - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age (Years)	Average EUL (Years)
Bridges	7	$9,138,051.00	55	50
Culverts	277	$2,204,292.00	23	20
Total		**$11,342,343.00**		

Figure 3 – Bridges and Culverts – Total Replacement Cost

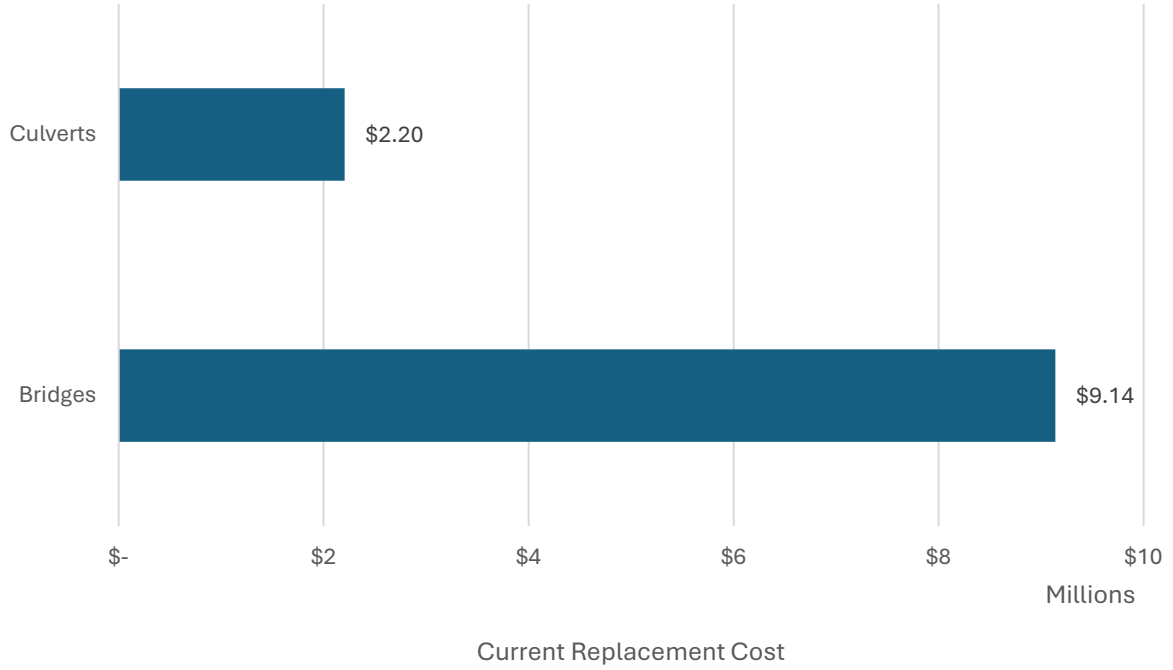
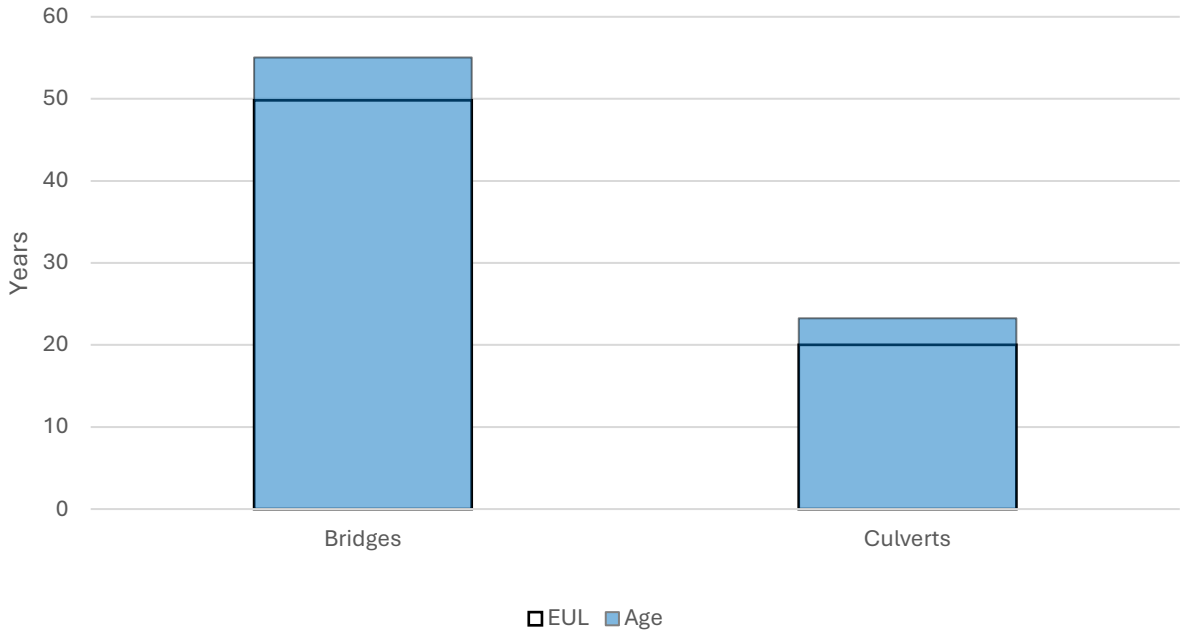


Figure 4 – Bridges and Culverts – Estimated Useful Life vs. Asset Age



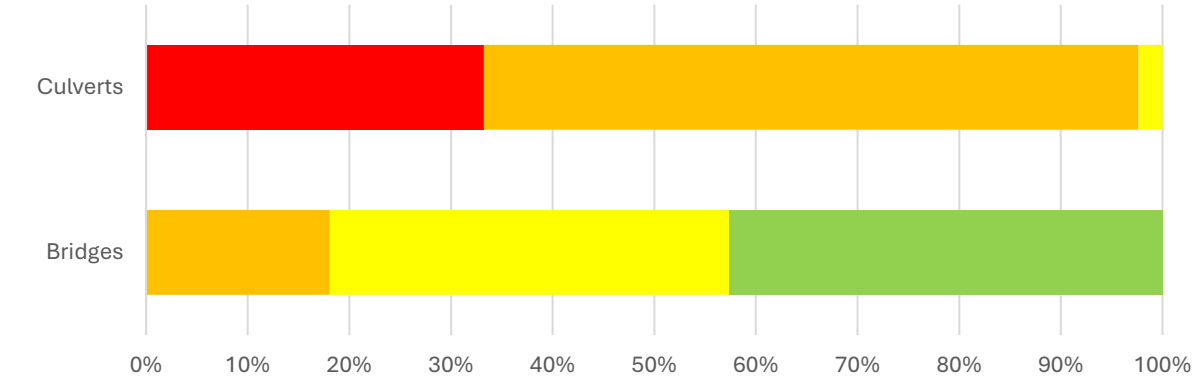
Asset Condition

The table below identifies the current average condition of the bridges and culverts owned by the Town. The average condition is a weighted value based on replacement cost. Structural inspections of all the Town's bridges are done every two years by an external consultant, and a condition rating is provided for each bridge. 86% of culverts were inspected by staff in 2021 while the remainder of the culverts have been given a condition rating based on age.

Table 6 - Bridges and Culverts - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Bridges	70	Good
Culverts	30	Poor

Figure 5 – Bridges and Culverts - Asset Condition



	Bridges	Culverts
Very Poor	0	$732,314.00
Poor	$1,652,000.00	$1,420,212.00
Fair	$3,589,000.00	$51,766.00
Good	$3,897,051.00	$-
Very Good	0	$-

Lifecycle Management Strategy

The following outlines the Town's current lifecycle management strategy for Bridges and Culverts.

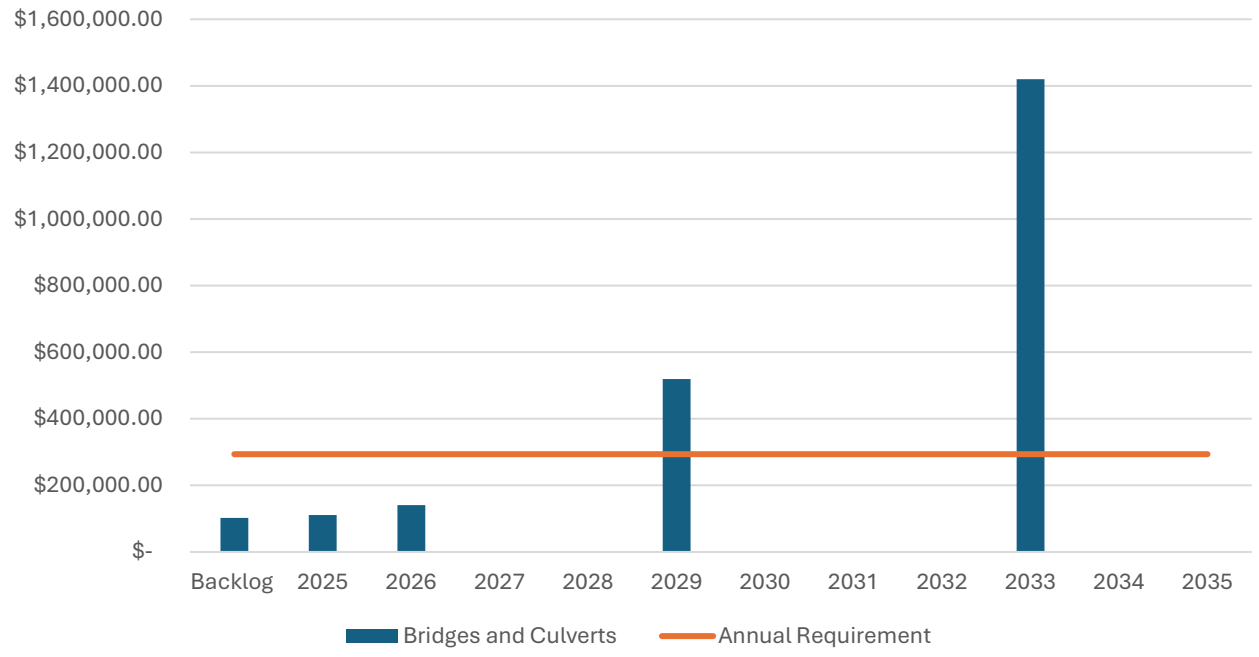
Activity Type	Description of Current Strategy
Non-infrastructure Activities	• OSIM Inspections for all bridges, completed every two years by external consultants
Operations & Maintenance	Bridges • Inspected as part of regular road patrols • Maintenance done as per recommendations from OSIM. This can include asphalt surface repairs, cleaning, deck drainage, spot repairs, erosion control, flow obstruction removal, regrade approaches and vegetation/debris removal Culverts • Inspected as part of regular road patrols. • Maintenance and blockage clearing is done as required
Rehabilitation	• Rehabilitation done as per recommendations from OSIM. This can include deck, barriers, or railing replacement.
Replacement & Disposal	Bridges • Bridge replacements are completed as condition deteriorates and funding becomes available Culverts • Culverts are replaced when they fail (corroded, damaged, clogged) or as a part of road reconstruction • End of life replacement is the primary strategy

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for bridges and culverts over the next ten years, along with the annual capital requirement. The OSIM inspection that was completed in 2024 recommended some rehabilitation activities, which have been included when creating this graph.

The backlog shown in this graph consists of culverts however, their condition has not yet been assessed, and replacement may not be required at this time.

Figure 6 - Bridges and Culverts - Forecasted Capital Requirements

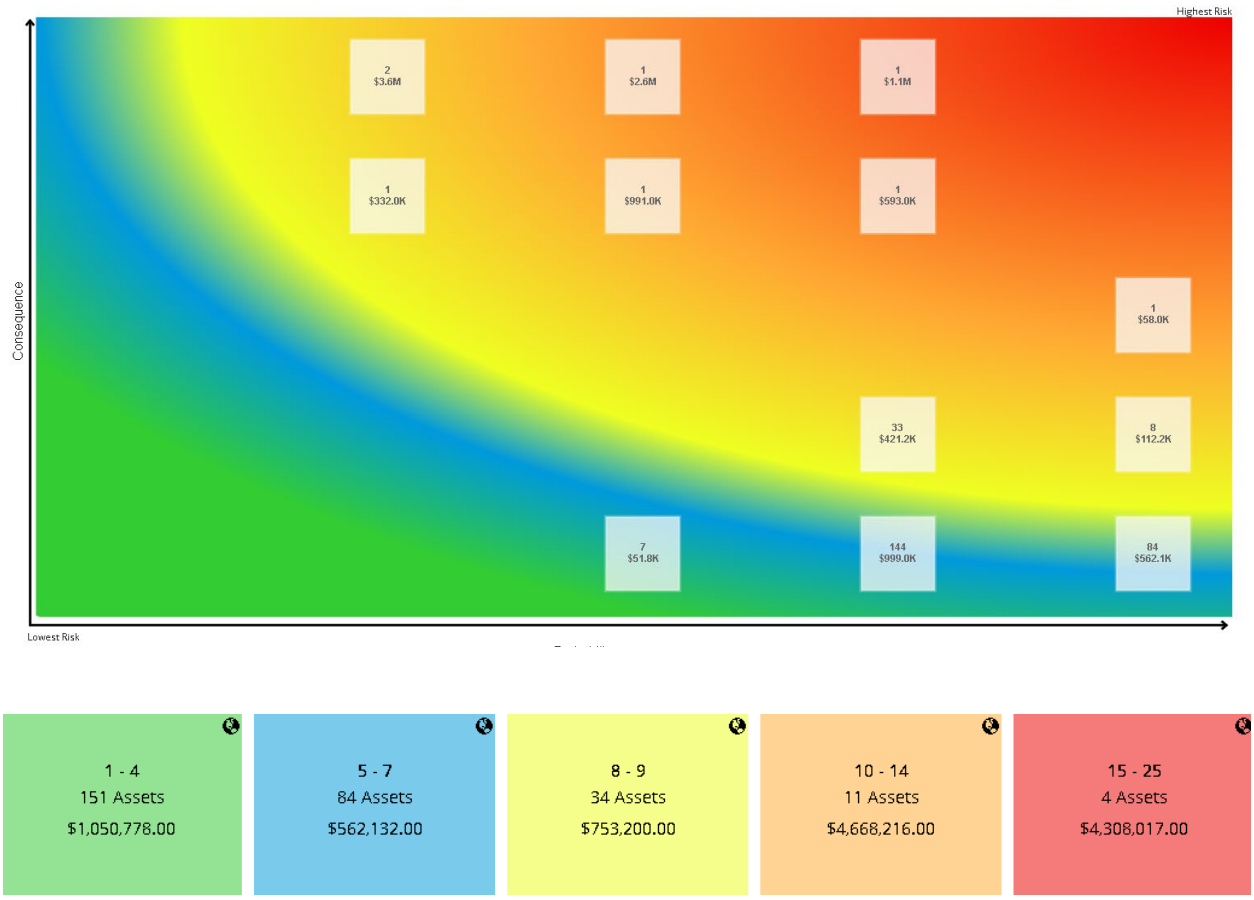


Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's bridges and culverts. The attributes used to assess risk are listed below:

Probability of Failure	Consequence of Failure
Condition	Replacement Cost

Figure 7 – Bridges and Culverts – Risk Rating



Four assets have a very high-risk rating, including three bridges and one culvert. Staff are developing plans to mitigate the risks associated with the bridges. The culvert has not yet been assessed, so its condition rating is currently based on age.

Culverts generally have lower risk ratings because their replacement costs are lower. Even when the probability of failure is high, the consequence of failure is typically lower, which reduces the overall risk rating. By contrast, the Town's bridges have higher replacement costs, increasing the consequence of failure and, in turn, the overall risk rating. Ongoing condition monitoring is important to reduce the probability of failure and keep bridge risk within an acceptable range.

Levels of Service

The following tables identify the Town's current Levels of Service provided by bridges and culverts.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists). (O. Reg. 588/17)	Of the 7 bridges owned by the Town, 1 bridge is closed, 1 has a load restriction of 38/27/25 for vehicle trans, two unit vehicles and single unit vehicles, and 1 bridge is a pedestrian bridge. The remaining bridges have no restrictions and can support heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists.
Quality	Description or images of the condition of bridges and how this would affect use of the bridges. (O. Reg. 588/17)	Every bridge is given a condition rating from 0-100. **Good (70 to 100):** Repair and maintenance work is not usually required within the next five years. **Fair (60 to 69):** Repair and maintenance work is usually scheduled within the next five years. This may represent an ideal time to schedule major rehabilitation, from an economic perspective. **Poor (<60):** Repair and maintenance work is usually scheduled within approximately one year.
	Description or images of the condition of culverts and how this would affect use of the culverts. (O. Reg. 588/17)	The Town does not own any structural culverts.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	Percentage of bridges in the municipality with loading or dimensional restrictions. (O. Reg. 588/17)	29% (2 of 7)	Maintain
Quality	1. For bridges in the municipality, the average bridge condition index value. (O. Reg. 588/17)	70 (Good)	Maintain
	2. For structural culverts in the municipality, the average bridge condition index value. (O. Reg. 588/17)	N/A	N/A
	For culverts in the municipality, the average culvert condition index value	30 (Poor)	Maintain
Performance	Reinvestment Rate	0.79%	2.9%

5.2 Buildings and Facilities

The Town currently owns and maintains a number of buildings and facilities that provide key services to our community. For the purposes of this AMP, they have been broken down into the following departmental categories:

- Community Services (includes Recreation facilities, Child Care Centre, Library and Polar Bear Habitat and Heritage Village)
- Fire Services
- General Government (includes Town Hall, rentals, and animal control buildings)
- Public Works (includes airport, landfill, cemetery, and other buildings used by Public Works)
- Water (includes Water Treatment Plant, Wells, Water Tower)
- Wastewater (includes Wastewater Treatment Plant and lift stations)

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Buildings and Facilities owned by the Town.

Asset Summary

A Building Condition Assessment was completed for a majority of the Town's buildings and facilities in 2021. This assessment broke these buildings into components and provided a replacement cost for each asset. These values were inflated to 2025 values using CPI (ON). For the buildings which were not assessed in 2021, replacement costs were determined using the insured replacement costs.

The Building Condition Assessment also provided information on the age and Estimated Useful Life of the buildings and their components. The remaining buildings and facilities use information based on established industry standards and staff knowledge. These values have been weighted by replacement cost to determine averages for each building and each department.

Table 7 - Buildings and Facilities - Replacement Cost and Age

Asset Segment	Quantity (# of Facilities)	Replacement Cost	Average Age (Years)	Average EUL (Years)
Community Services	38	$55,473,958.00	19	46
Fire Services	2	$3,650,557.00	40	48
General Government	10	$22,583,627.00	28	47
Public Works	12	$13,799,194.00	26	45
Water	6	$12,111,520.00	28	44
Wastewater	7	$8,688,712.00	28	40
Total	**75**	**$116,307,568.00**		

Figure 8 – Buildings and Facilities – Total Replacement Cost

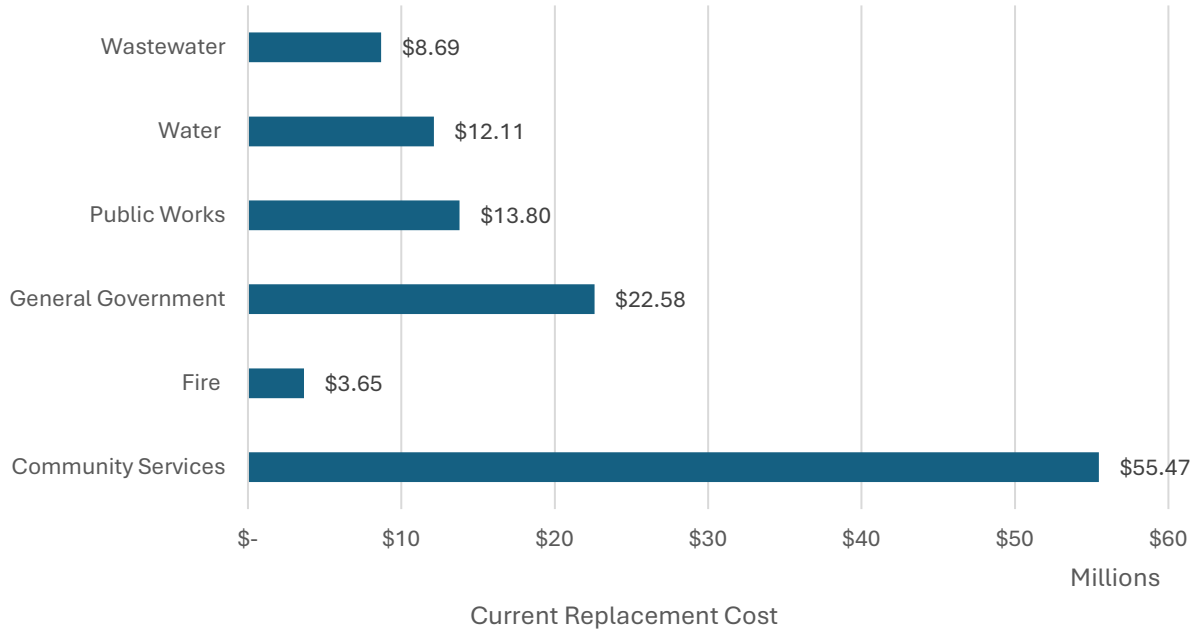
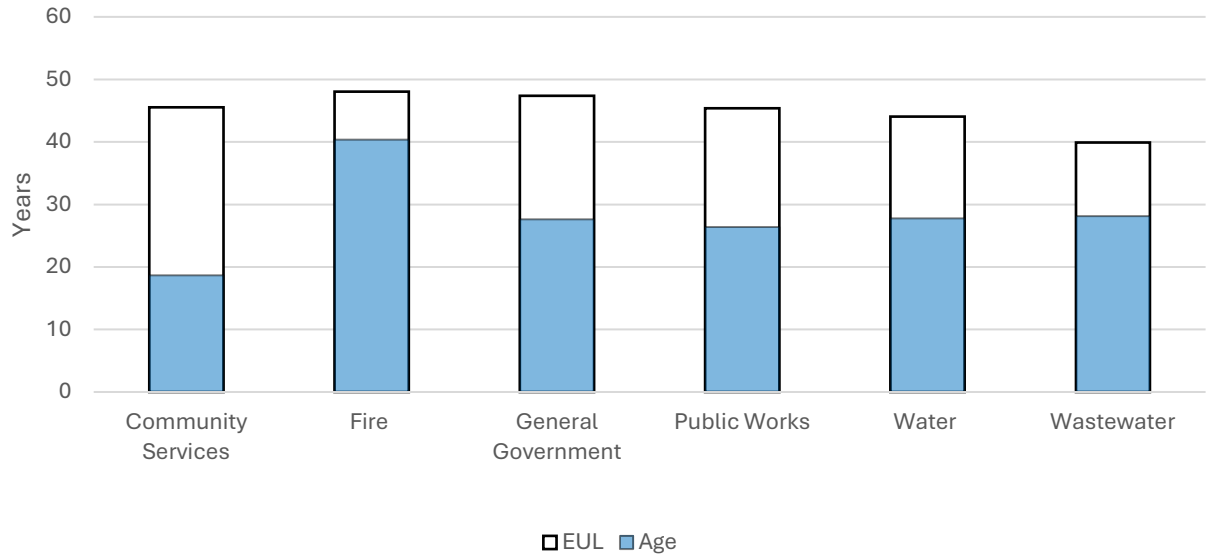


Figure 9 – Buildings and Facilities – Estimated Useful Life vs. Asset Age



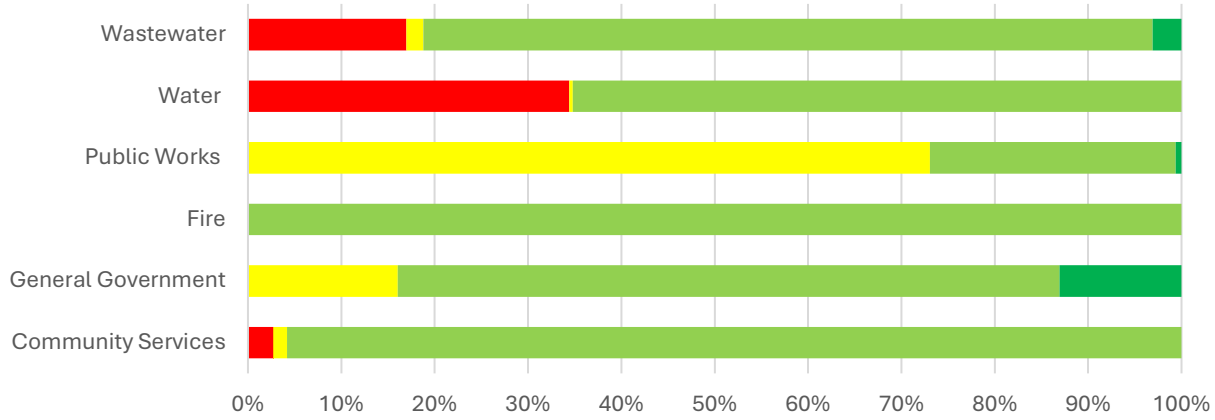
Asset Condition

The table below identifies the current average condition of the buildings and facilities owned by the Town. The average condition is a weighted value based on replacement cost. While only 47% of buildings and facilities were formally assessed, these buildings account for 94% of the total value of the Town's buildings and facilities.

Table 8 - Buildings and Facilities - Average Condition

Department	Average Condition	Average Condition Rating
Community Services	3.2	Good
Fire	3.8	Good
General Government	3.3	Good
Public Works	2.9	Fair
Water	2.3	Fair
Wastewater	2.8	Fair

Figure 10 – Buildings and Facilities – Asset Condition



	Community Services	General Government	Fire	Public Works	Water	Wastewater
Very Poor	$1,517,000.00	$-	$-	$3,820.00	$4,169,394.00	$1,473,946.00
Poor	$34,276.00	$-	$-	$-	$-	$-
Fair	$774,705.00	$3,625,763.00	$-	$10,075,484.00	$44,039.00	$159,202.00
Good	$53,147,977.00	$16,007,450.00	$3,650,557.00	$3,632,776.00	$7,898,087.00	$6,785,404.00
Very Good	$-	$2,950,414.00	$-	$87,114.00	$-	$270,160.00

Lifecycle Management Strategy

The following outlines the Town's current lifecycle management strategy for Buildings and Facilities.

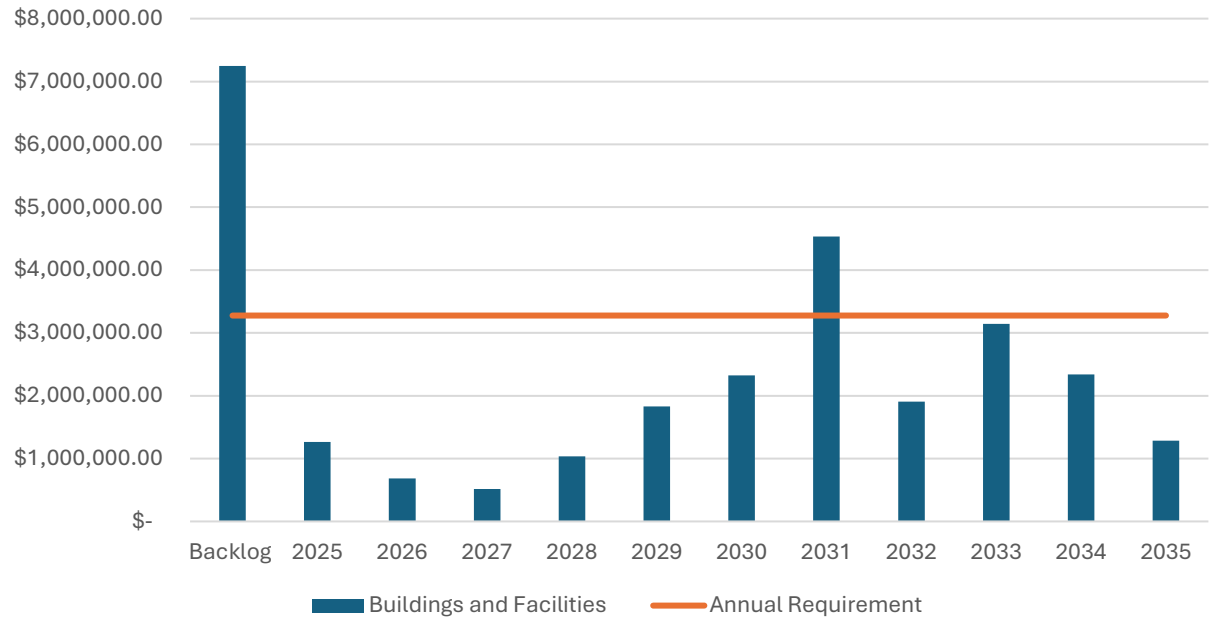
Activity Type	**Description of Current Strategy**
Non-infrastructure Activities	• Building Condition Assessments, which was last completed in 2021 • 2022 Parkland and Recreation Master Plan
Operations & Maintenance	• Monthly Health and Safety inspections identify deficiencies, which are addressed as needed. • Some components, such as HVAC systems and elevators, are regularly inspected and repaired. • Fire inspections done annually • Security system inspected annually • Service Requests are regularly monitored and completed, as necessary
Rehabilitation	• Major component rehabilitations are carried out as needed and funding allows
Replacement & Disposal	• Building components are replaced as needed.

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for buildings and facilities over the next ten years, along with the annual capital requirement. The building assessment that was completed in 2021 gave recommended rehabilitation and replacement costs and dates, and this has been included in the forecasted capital requirements.

Most of the backlog shown in the chart below relates to assets that were not formally assessed in 2021, including many Heritage Village buildings and some water facilities. Completing condition assessments for these buildings and facilities would improve the accuracy of the backlog and may significantly affect the results shown below.

Figure 11 – Buildings and Facilities - Forecasted Capital Requirements

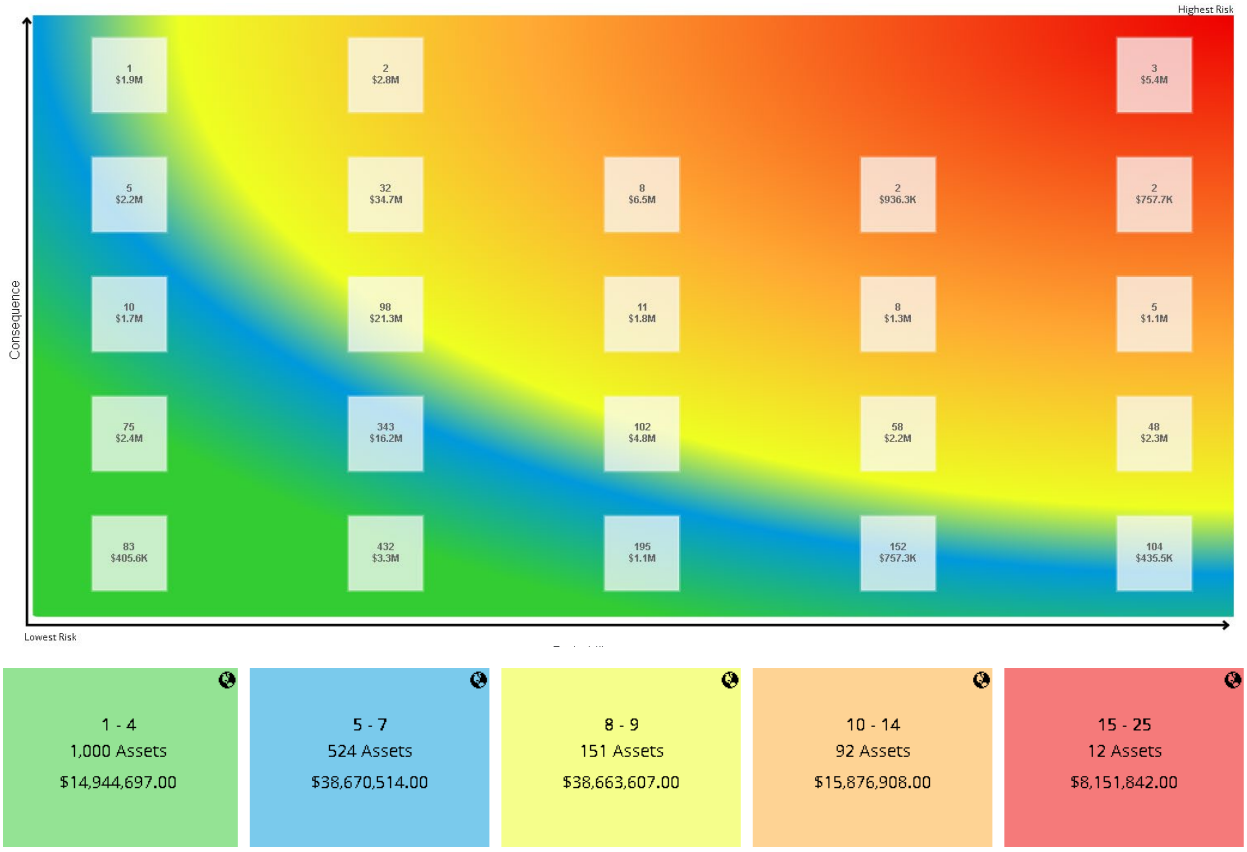


Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's buildings and facilities. The attributes used to assess risk are listed below:

Probability of Failure	Consequence of Failure
Condition	Replacement Cost
	Department

Figure 11 - Buildings and Facilities – Risk Rating



The three highest-risk assets are water and wastewater facilities that have not yet been formally assessed. Their higher replacement costs and association with higher-risk departments increase their consequence of failure. Their probability of failure is currently rated high because they are shown in very poor condition however, future condition assessments may change these ratings. Ongoing monitoring is needed to confirm risk levels and keep risk within an acceptable range.

Levels of Service

The following table identifies the Town's Levels of Service provided by buildings and facilities.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description of the types of facilities that the Town operates and maintains	The Town currently owns seventy-five buildings and facilities, which include a recreation center, pavilion and stage, the Polar Bear Habitat and Heritage Village, Child Care Centre, Library, two Fire Halls, Town Hall, Public Works Garage and related buildings, rentals and the Water and Wastewater Treatment Plants.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	Average Condition of Buildings and Facilities	3.07 (Good)	Maintain
Quality	% of buildings in fair or better condition	69%	Maintain
	% of buildings in poor or worse condition	31%	Maintain
Performance	Reinvestment Rate	0.33%	2.8%

5.3 Land Improvements

The Town currently owns several assets that are considered land improvements. Land improvements include park structures, fencing, trails, cemetery, and landfill improvements. For this AMP, these assets have been summarized by department.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Land Improvement assets owned by the Town.

Asset Summary

The replacement cost method primarily used for land improvements was historical costs inflated to 2025 values using CPI (ON). This approach works well for the recently acquired assets but is unreliable for the larger, more complex assets. When possible, insurance values have been used to determine replacement cost.

The Estimated Useful Life for Land Improvements has been assigned based on established industry standards and staff knowledge. The Average Age is based on the number of years that the asset has been in service. Both values have been weighted by the replacement cost of individual assets.

Table 9 - Land Improvements - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age (Years)	Average EUL (Years)
Community Services	33	$1,400,918.00	9	14
General Government	2	$721,031.00	9	23
Public Works	10	$1,997,345.00	15	18
Wastewater	1	$39,138.00	2	10
Total		**$4,158,432.00**		

Figure 12 – Land Improvements – Total Replacement Cost

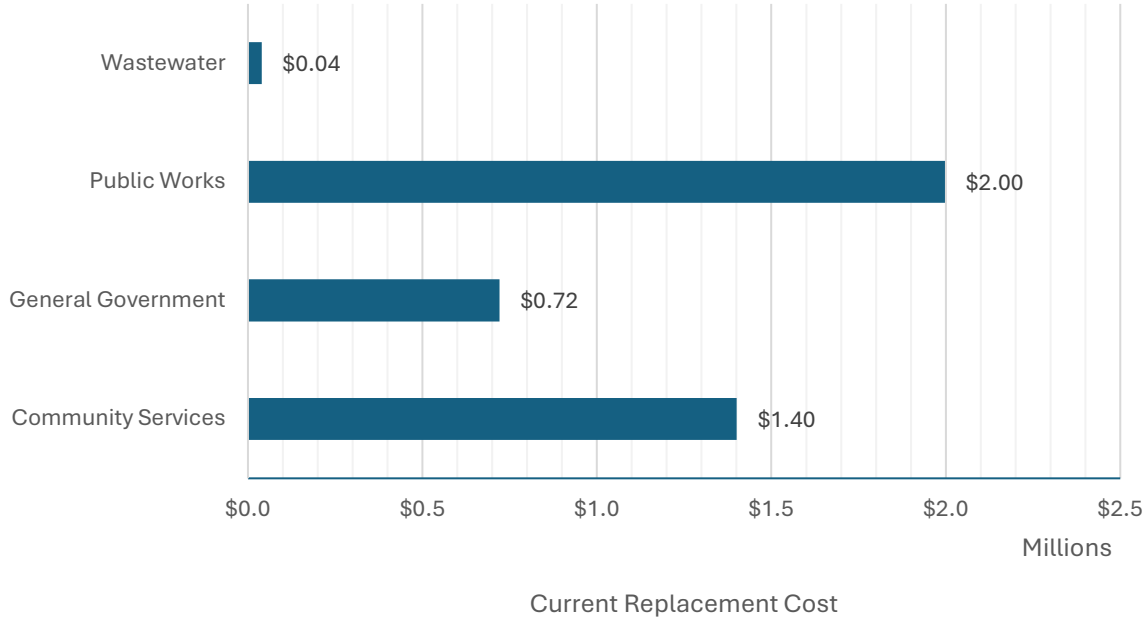
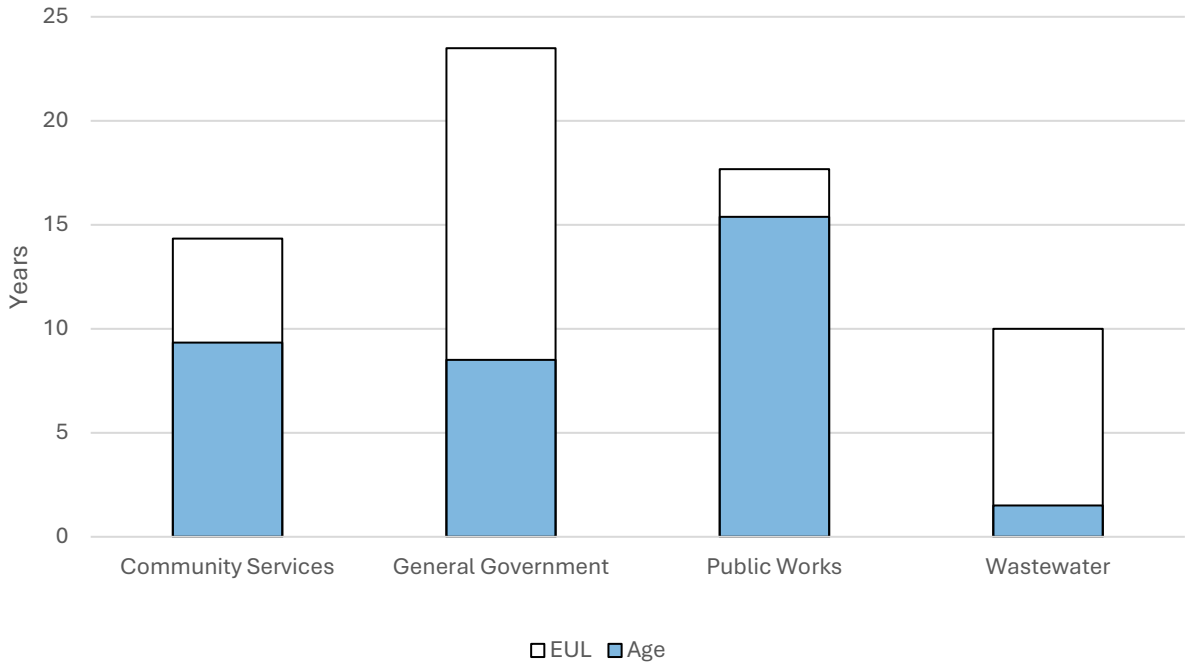


Figure 13 – Land Improvements – Estimated Useful Life vs. Asset Age



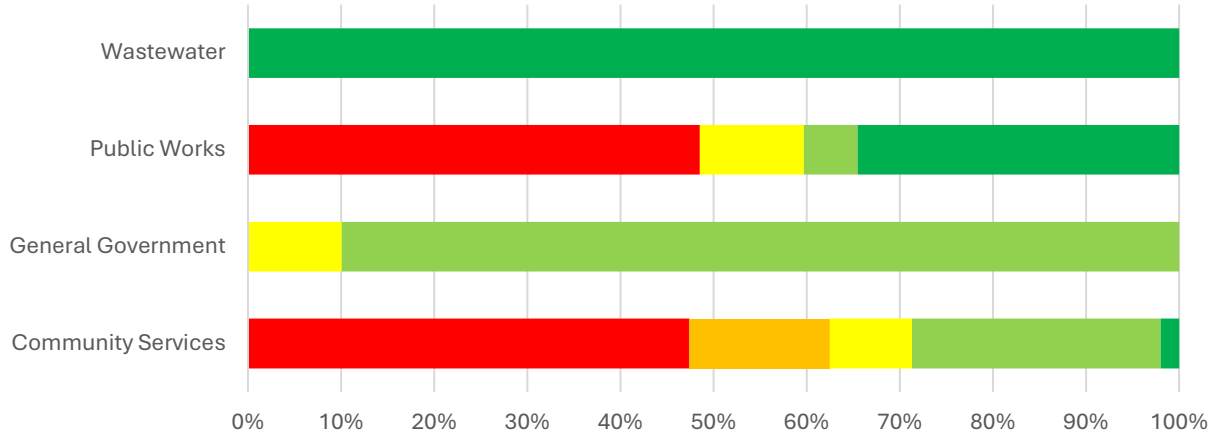
Asset Condition

The table below identifies the current average condition of the land improvements owned by the Town. The average condition is a weighted value based on replacement cost. The condition of the land improvements has been determined based on their age and remaining useful life.

Table 10 - Land Improvements - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Community Services	33	Poor
General Government	64	Good
Public Works	40	Fair
Wastewater	85	Very Good

Figure 14 – Land Improvements – Asset Condition



	Community Services	General Government	Public Works	Wastewater
Very Poor	$664,337.00	$-	$969,537.00	$-
Poor	$210,822.00	$-	$-	$-
Fair	$123,827.00	$72,533.00	$223,065.00	$-
Good	$374,294.00	$648,498.00	$115,166.00	$-
Very Good	$27,638.00	$-	$689,577.00	$39,138.00

Lifecycle Management Strategy

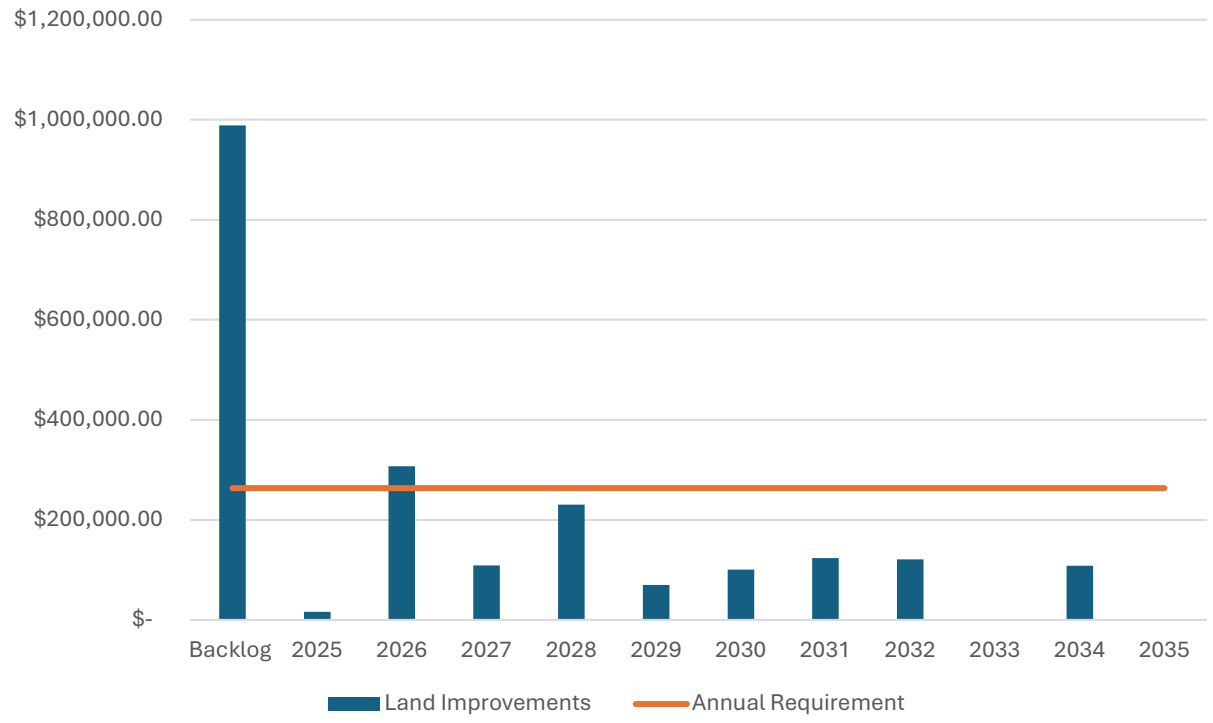
The following outlines the Town's current lifecycle management strategy for Land Improvements.

Activity Type	Description of Current Strategy
Non-infrastructure Activities	• 2022 Parkland and Recreation Master Plan • 2024 Active Transportation Master Plan
Operations & Maintenance	• Playground equipment and sports fields are inspected daily throughout the summer months. Repairs are done as required • Grass is mowed on municipal properties once every two weeks in summer months, or as needed • Playgrounds inspected annually • Component replacement, painting, and repair/cleaning of furniture, signs, playgrounds, swings, docks, walkways, courts, etc. on an as-needed basis based on inspection results • Crack sealing and cleaning of asphalt and concrete surfaces and courts as needed • Clearing of snow from pathways, trails, and driving surfaces daily and as needed
Rehabilitation	• Guiderails are repaired as needed • Small structure/equipment replaced as needed
Replacement & Disposal	• Replaced as condition deteriorates and funding is available

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for Land Improvements over the next ten years, along with the annual capital requirement.

Figure 15 – Land Improvements - Forecasted Capital Requirements

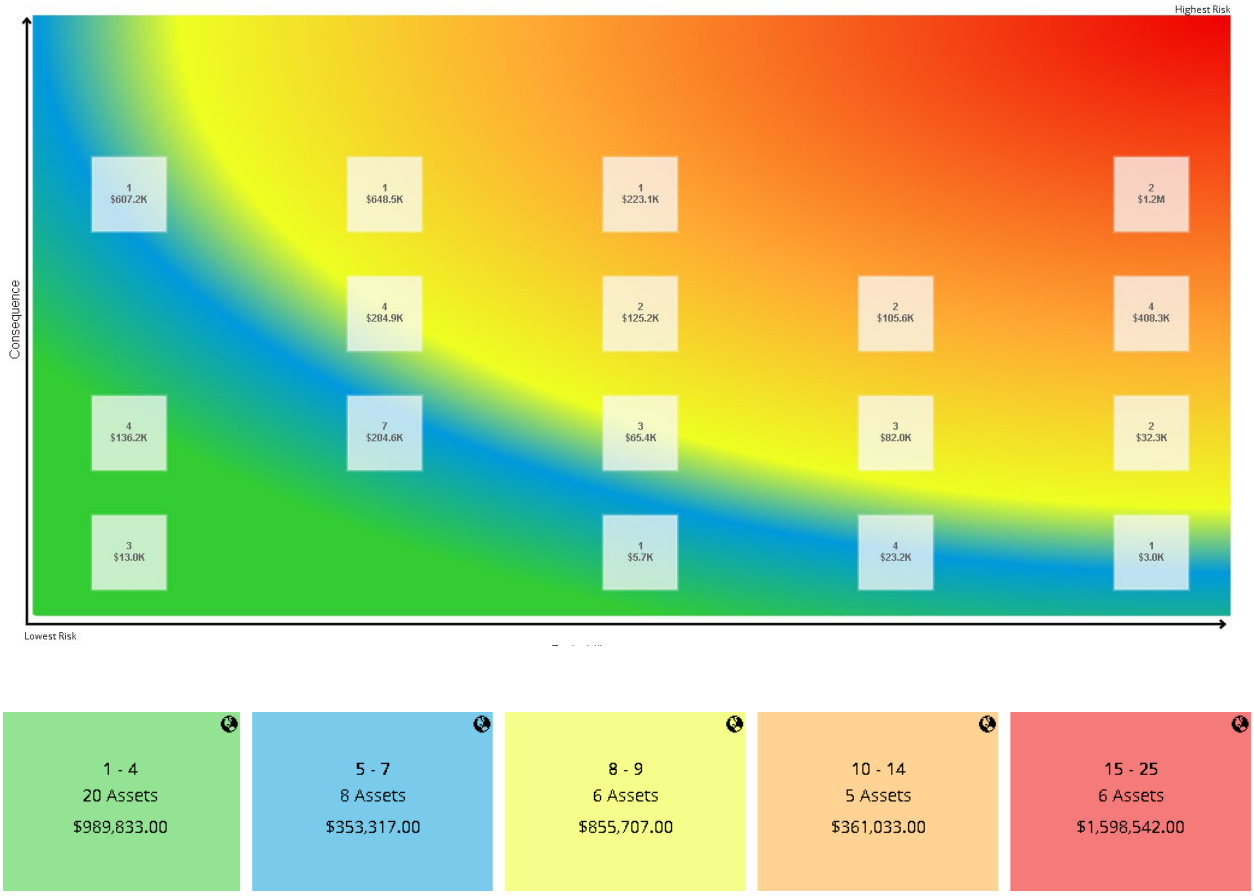


Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Land Improvements. The attributes used to assess risk are listed below:

Probability of Failure	Consequence of Failure
Condition	Replacement Cost

Figure 16 – Land Improvements – Risk Rating



The assets with the highest risk ratings for Land Improvements include the Fournier Landfill Site and the fencing at the Polar Bear Habitat. Both assets base their condition on their age and have not had a condition assessment performed. A formal condition assessment of all Land Improvements is recommended in order to have an accurate view of the risk ratings for this asset group.

Levels of Service

The following tables identify the Town's Levels of Service provided by land improvements.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description of the land improvements that the Town operates and maintains	Land improvements include park structures, fencing, trails, cemetery, and landfill improvements.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	Average condition of municipal land improvements	42 (Fair)	Maintain
Quality	% of land improvements in fair or better condition	48%	Maintain
	% of land improvements in poor or worse condition	52%	Maintain
Performance	Reinvestment Rate	0.67%	6.3%

5.4 Machinery and Equipment

The Town currently owns a wide range of machinery and equipment which are essential for daily operations. For the purposes of this AMP, they have been broken up into the following departmental categories:

- Community Services (includes mowers, appliances, etc.)
- Fire Services (includes fire equipment, bunker gear, etc.)
- Public Works (includes light duty machinery, airport equipment, landfill equipment, etc.)
- Water Network (water meters, etc.)
- Wastewater Network (monitoring systems, machinery attachments, etc.)

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the machinery and equipment assets owned by the Town.

Asset Summary

The replacement cost method primarily used for machinery and equipment was historical costs inflated to 2025 values using CPI (ON). When possible, insurance values have been used to determine replacement cost.

The Estimated Useful Life for machinery and equipment has been assigned based on established industry standards, the Town's Tangible Capital Asset (TCA) Policy, and staff knowledge. The Average Age is based on the number of years that the asset has been in service. Both values have been weighted by the replacement cost of individual assets.

Table 11 - Machinery and Equipment - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age	Average EUL
Community Services	70	$1,631,977.00	12	14
Fire	33 (includes pooled assets)	$1,081,868.36	17	14
Public Works	33	$1,195,019.00	10	16
Water Network	15 (includes pooled assets)	$1,782,630.00	12	19
Wastewater Network	10	$299,070.00	14	15
Total		**$5,990,564.36**		

Figure 17 – Machinery and Equipment – Total Replacement Cost

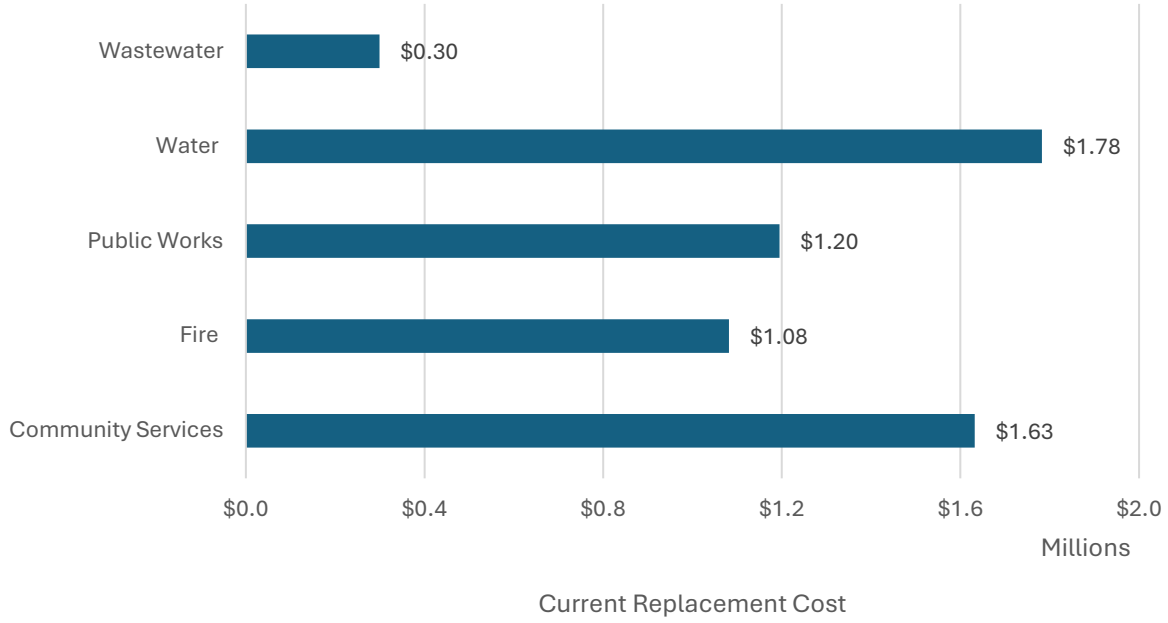
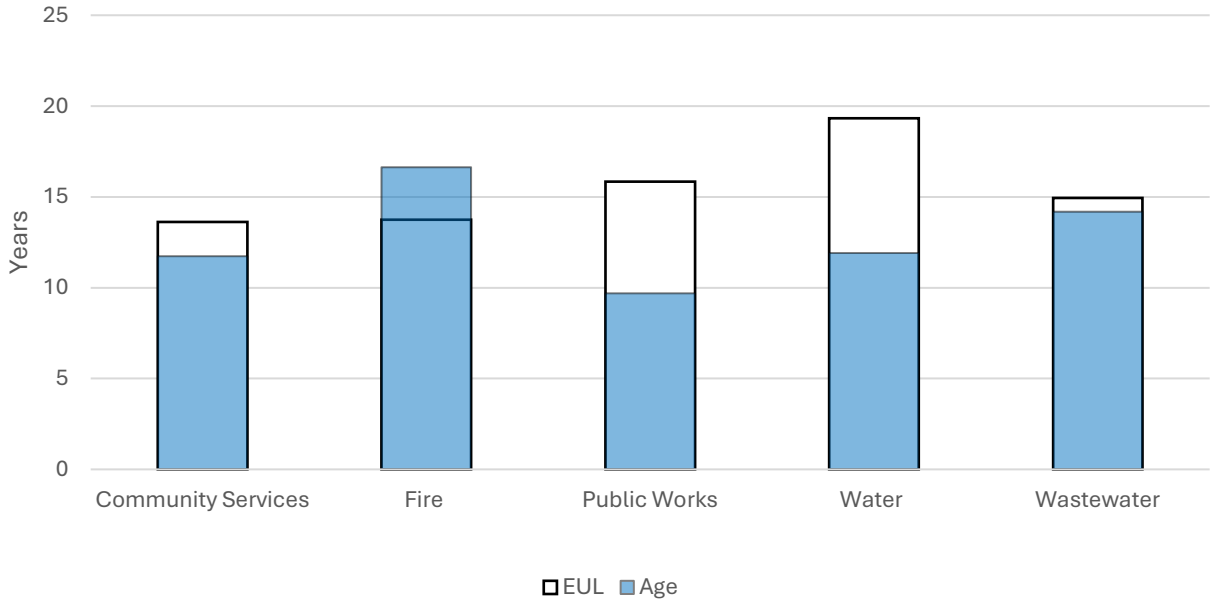


Figure 18 – Machinery and Equipment - Estimated Useful Life vs. Asset Age



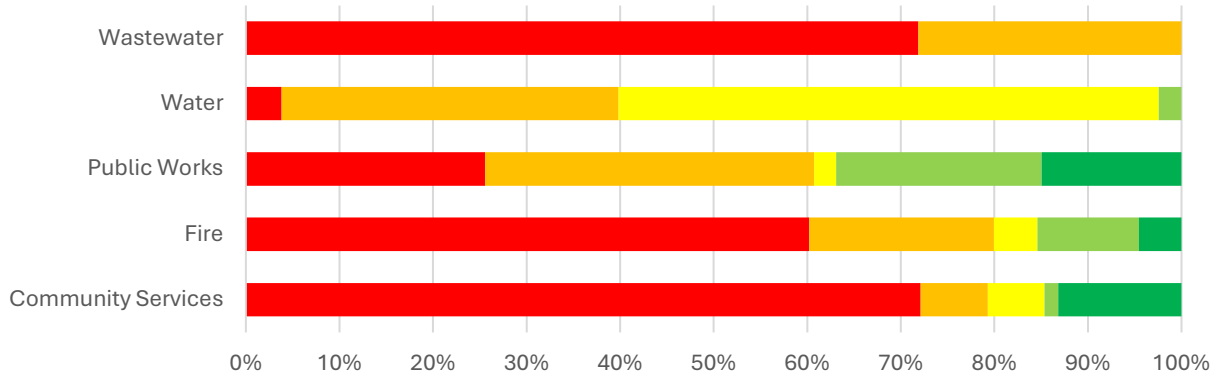
Asset Condition

The table below identifies the current average condition of the machinery and equipment owned by the Town. The average condition is a weighted value based on replacement cost. There is currently no formal condition evaluation in place for machinery and equipment, therefore the condition of these assets has been determined based on their age and remaining useful life.

Table 12 - Machinery and Equipment - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Community Services	20	Poor
Fire Services	21	Poor
Public Works	39	Poor
Water Network	42	Fair
Wastewater	10	Poor

Figure 19 – Machinery and Equipment – Asset Condition



	Community Services	Fire	Public Works	Water	Wastewater
Very Poor	$1,176,876.00	$651,586.00	$305,471.00	$68,287.00	$214,988.00
Poor	$117,065.00	$213,467.00	$420,218.00	$641,500.00	$84,082.00
Fair	$99,254.00	$50,065.92	$28,429.00	$1,029,220.00	$-
Good	$23,799.00	$117,599.00	$262,090.00	$43,623.00	$-
Very Good	$214,983.00	$49,150.44	$178,811.00	$-	$-

Lifecycle Management Strategy

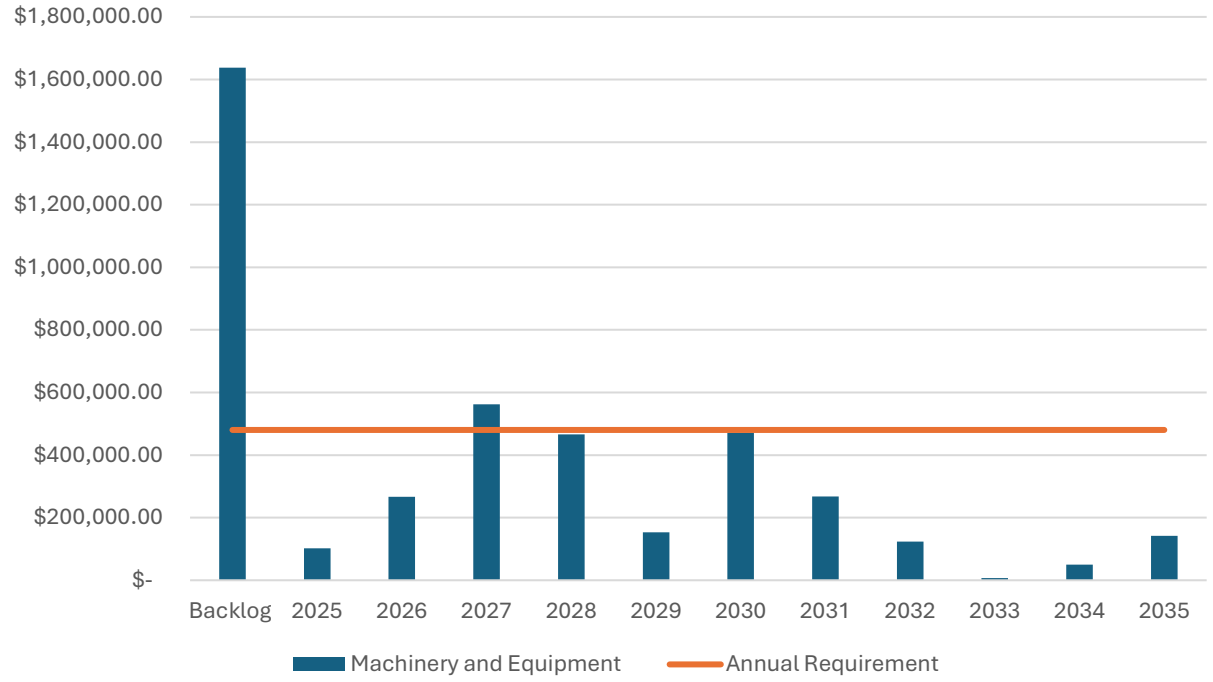
The following outlines the Town's current lifecycle management strategy for machinery and equipment.

Activity Type	**Description of Current Strategy**
Non-infrastructure Activities	
Operations & Maintenance	Fire • Inspected daily PW/CS • Machinery and equipment are inspected prior to use • Repairs are completed as needed • Landfill Truck Scale is inspected and calibrated semi-annually • Automated Weather Observing System is inspected and maintained annually • Seasonal inspections on seasonal equipment • Hoists are inspected annually
Rehabilitation	• Major rebuilds of engines, pumps, etc.
Replacement & Disposal	Replaced as condition deteriorates and funding is available Fire Fire equipment and protective gear is replaced as needed or as legislated

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for machinery and equipment over the next ten years, along with the annual capital requirement. Because condition assessments have not been completed for these assets, the backlog may be overstated, as some assets may not require replacement at this time.

Figure 20 – Machinery and Equipment - Forecasted Capital Requirements

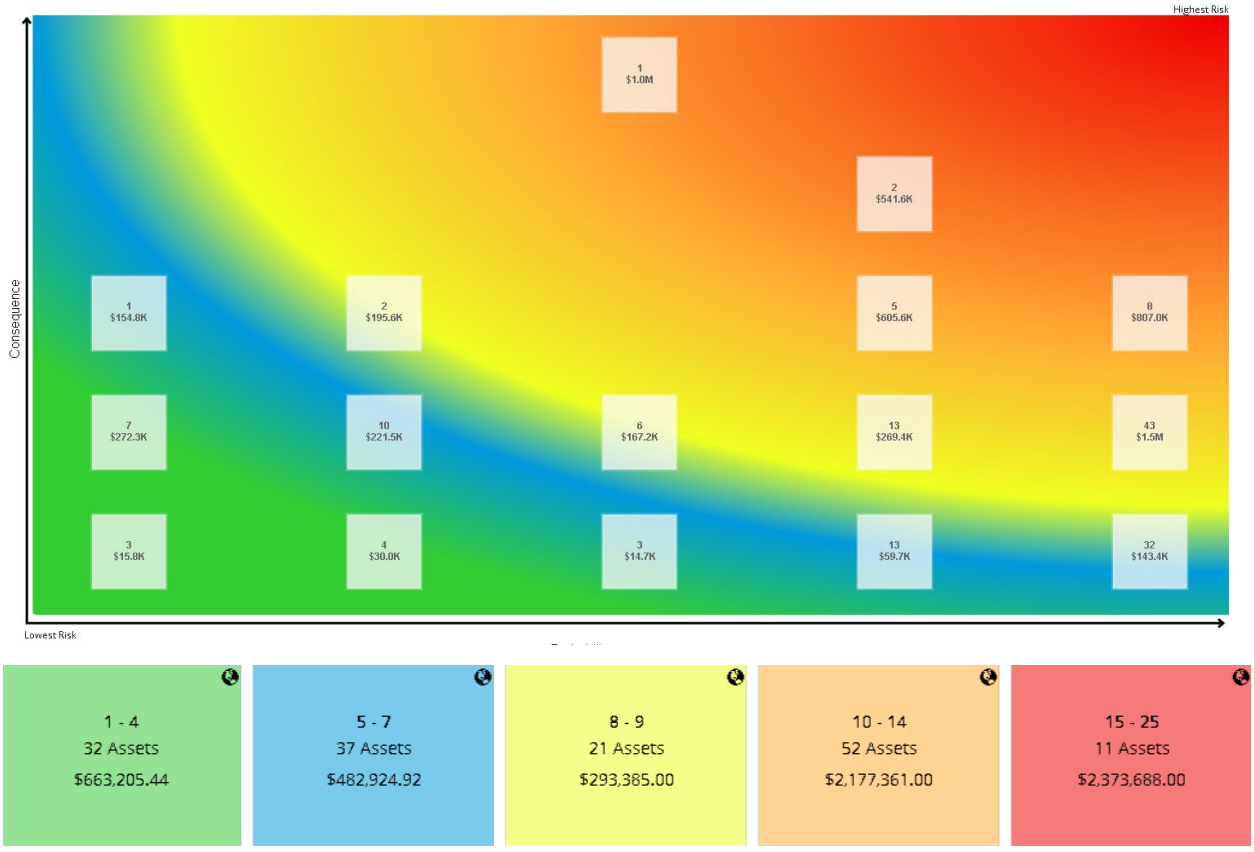


Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's machinery and equipment. The attributes used to assess risk are listed below:

Probability of Failure	Consequence of Failure
Condition	Replacement Cost
	Department

Figure 21 - Machinery and Equipment – Risk Rating



The majority of the higher risk assets in machinery and equipment are related to the Fire and Water department. Prioritizing condition assessments for these assets would support a more accurate and informed risk assessment.

Levels of Service

The following table identifies the Town's Levels of Service provided by machinery and equipment.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description or images of the types of equipment that the Town operates and the services that they help to provide to the community	Machinery and equipment assets are essential for the daily operational needs of the water, wastewater, community services, and fire departments.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	Average condition of municipal machinery and equipment	30 (Poor)	Maintain
Quality	% of machinery and equipment in fair or better condition	25%	Maintain
	% of machinery and equipment in poor or worse condition	75%	Maintain
Performance	Reinvestment Rate	0.59%	8.0%

5.5 Road Network

The Town's Road Network is a critical component of the provision of safe and efficient transportation services. This network includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure. These assets are maintained by the Infrastructure Services department.

The Town's Road Network is made up of 193 km of road surface. 72% of these roads are gravel, while the remaining 28% are categorized as hard surface roadway. Hard surface roadway can be categorized as either high class bituminous (HCB – asphalt) or low class bituminous (LCB – surface treated). The Town also owns and maintains 31 km of sidewalks and 27 km of curbs and gutters.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Road Network assets owned by the Town.

Asset Summary

Replacement costs for the Asphalt Roads have been determined using 2025 construction quotes, while the gravel roads, sidewalks and curbs and gutters used 2025 construction costs. Surface treated and gravel road replacement costs used 2022 construction costs, which were then increased to 2025 values using CPI (ON).

The Estimated Useful Life for the Road Network has been assigned using the Town's Capital Asset Policy and staff knowledge. The Average Age is based on the number of years that the assets have been in service. Both values have been weighted by the replacement cost of the individual asset.

The figures below illustrate that most assets have exceeded their estimated useful life. It is important to note that asset age can be useful for future planning, however condition assessments offer a more reliable view of an asset's performance.

Table 13 - Road Network - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age	Average EUL
Asphalt (HCB)	35 km	$68,380,389.00	34	25
Surface Treated (LCB)	20 km	$2,245,476.00	20	25
Gravel	138 km	$5,464,789.00	24	25
Sidewalks	31 km	$12,467,475.45	35	38
Curbs and Gutters	27 km	$5,436,000.00	46	30
Total		**$93,994,129.45**		

Figure 22 – Road Network – Total Replacement Cost

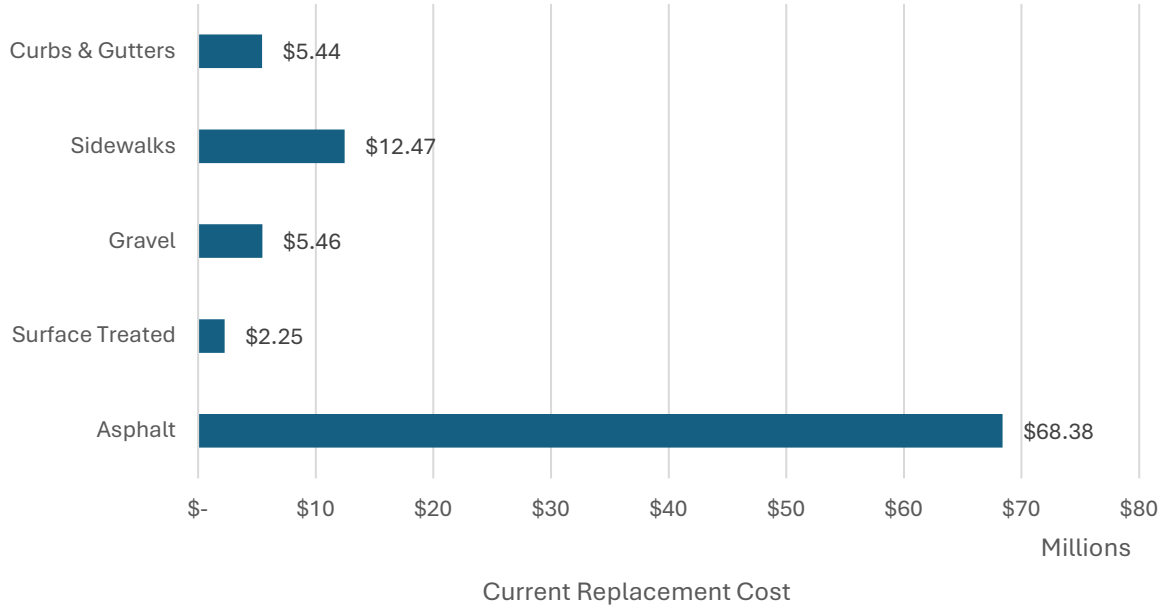
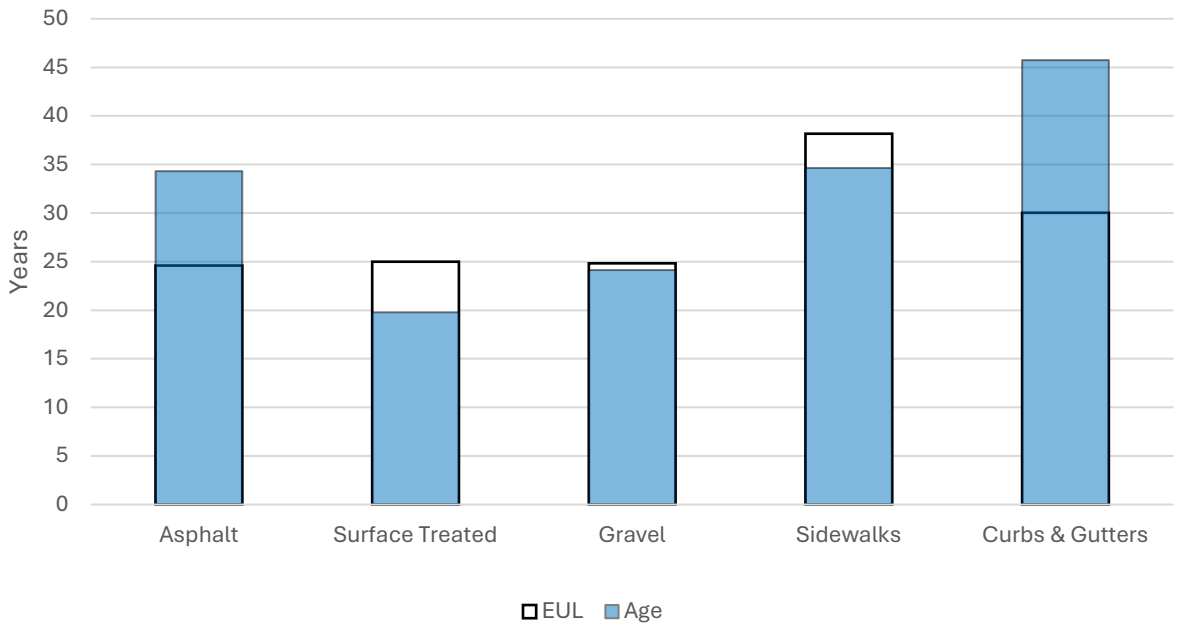


Figure 23 – Road Network - Estimated Useful Life vs. Asset Age



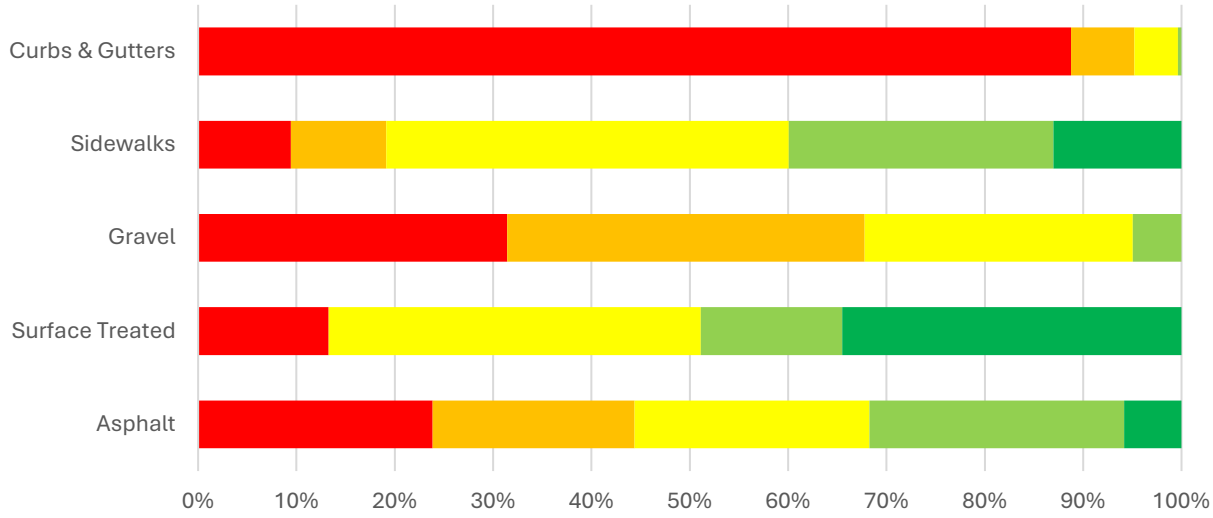
Asset Condition

The table below identifies the current average condition of the road network. The average condition is a weighted value based on replacement cost. A Road Needs Study was completed in 2023. This study provided a condition score for all asphalt and surface treated roads, as well as a majority of sidewalks. Gravel roads were assessed by staff in 2024. Curbs and gutters have not been formally assessed, and condition data is based on the age of the assets.

Table 14 - Road Network - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Asphalt (HCB)	42	Fair
Surface Treated (LCB)	59	Fair
Gravel	33	Poor
Sidewalks	54	Fair
Curbs & Gutters	5	Very Poor

Figure 24 – Road Network – Asset Condition



	Asphalt	Surface Treated	Gravel	Sidewalks	Curbs & Gutters
Very Poor	$16,317,315.00	$297,907.00	$1,718,202.00	$1,175,310.00	$4,825,200.00
Poor	$14,036,211.00	$-	$1,986,367.00	$1,210,998.60	$349,800.00
Fair	$16,319,268.00	$850,277.00	$1,488,723.00	$5,101,866.00	$240,800.00
Good	$17,727,381.00	$322,733.00	$271,497.00	$3,355,655.85	$20,200.00
Very Good	$3,980,214.00	$774,559.00	$-	$1,623,645.00	$-

Lifecycle Management Strategy

The following table outlines the Town's current Lifecycle Management Strategy for the Road Network.

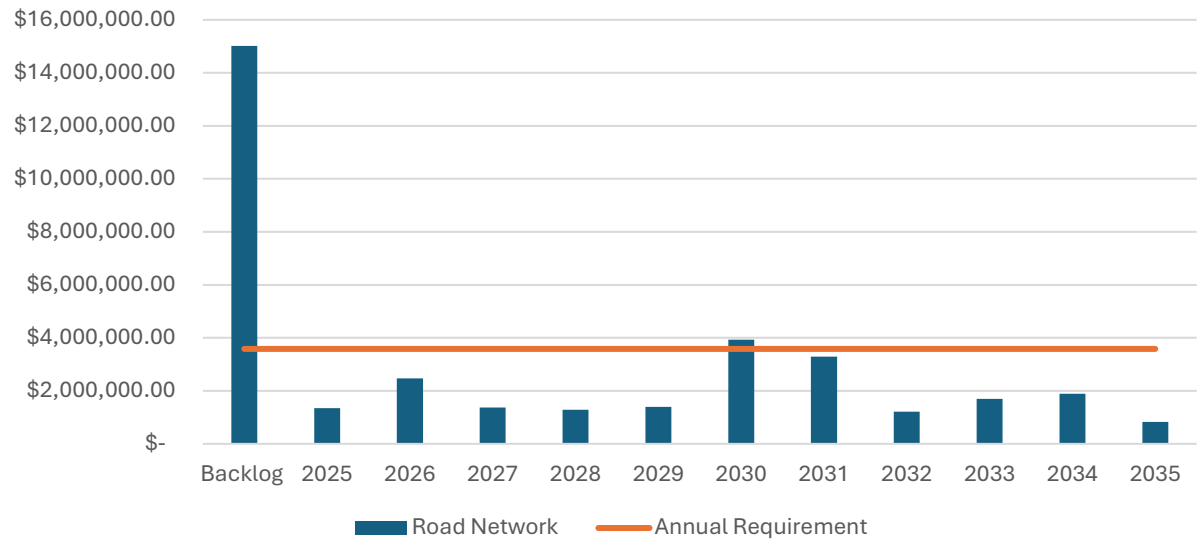
Activity Type	Description of Current Strategy
Non-infrastructure Activities	Roads • Road Needs Study was completed in 2023 • Half-Load Season on roads to manage roadway deterioration • Inspections per the Minimum Maintenance Standards (MMS) under Ontario Regulation 239/02. Sidewalks • Annual visual inspection, as per MMS
Operations & Maintenance	Roads • Localized asphalt repairs, pothole repairs, and crack sealing done as needed • Ditching and brushing are completed when budget allows. • Line marking and painting done annually • Sweeping done on all urban roads and sidewalk once annually, and as needed. Gravel Roads • Dust control (calcium chloride) and grading as needed Sidewalks • Inspections, as per MMS • Eliminating tripping hazards on sidewalks includes grinding, asphalt ramping, and mortar repairs Snow and Ice Removal • Snow removal, salting and sanding, as per MMS (O. Reg. 239/02)
Rehabilitation	Roads • Resurface road segments as needed Gravel Roads • Annual Rural Gravel Lift Program – allocates an annual capital budget investment, as determined by staff and council. The Infrastructure Department determines which assets will be rehabilitated. Sidewalks • Single Panel/Partial Panel Replacement as needed
Replacement & Disposal	Roads • Gravel Roads are not anticipated to be fully reconstructed • Full road reconstruction is completed as needed and coordinated with sub-surface infrastructure when feasible. This could include

	asphalt replacement, base repairs, drainage improvements, curb, and gutter replacements. • All new paved roads to have cement curbs, as per resolution 517-2024 Sidewalks • Annual Sidewalk Program - allocates an annual capital budget investment, as determined by staff and council.

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for the Road Network over the next ten years, along with the annual capital requirement.

Figure 25 - Road Network - Forecasted Capital Requirements



A majority of the backlog indicated in the above figure is for asphalt roads and curbs and gutters. An updated condition assessment is recommended for most of the road network assets to accurately assess if replacement is required at this time. The Town is currently working on a plan to address this backlog.

Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Road Network. The attributes used to assess risk for road assets are listed below:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost
	MMS Rating

The remaining road network assets, sidewalks and curbs and gutters, used the following criteria when determining the risk rating:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost

Figure 26 - Road Network – Risk Rating

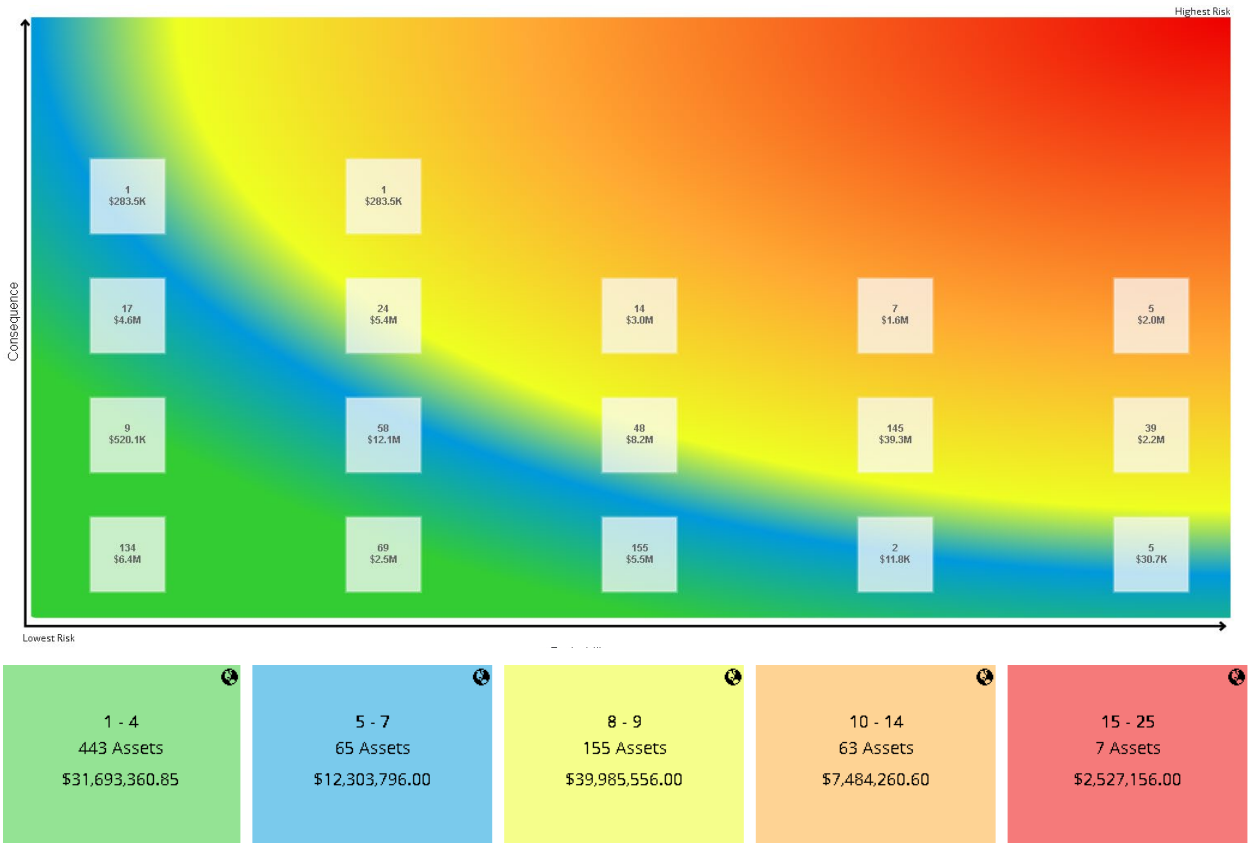


Figure 26 identifies seven Road Network assets as high risk. Four of these assets have not yet been condition assessed; completing assessments may revise their condition ratings and, in turn, affect their overall risk ratings.

Levels of Service

The Town currently does not have any plans for significant construction of new roads. The Town will continue to monitor demand and if required, new construction will occur, however it is not anticipated to have a large effect on the number of lane-kilometers.

The following tables identify the Town's current Levels of Service provided by the Road Network.

Community Levels of Service

Service Attribute	**Community LOS**	**Current LOS (2025)**
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity. (O. Reg. 588/17)	The Town's road network consists of gravel, surface treated and asphalt roads. Approximately 5% of roads are collector and 95% are local. See Appendix 1 – Rural Road Network Map and Appendix 2 – Urban Road Network Map
Quality	Description or images that illustrate the different levels of road class pavement condition. (O. Reg. 588/17)	A Roads Study was performed in 2023 on all hard surface roads in the Town. Roads which were assessed were given a rating between 0 and 100. 0 to <20 = Very Poor 20 to <40= Poor 40 to <60= Fair 60 to <80=Good 80 to 100= Excellent

Technical Levels of Service

Service Attribute	**TLOS**	**Current LOS (2025)**	**Proposed LOS**
Scope	Number of lane-kilometres of each of arterial roads, collector roads. and local roads) as a proportion of square kilometres of land area of the municipality. (O. Reg. 588/17)	Arterial: 0 Collector: 0.04 Local: 0.68	Maintain
Quality	1. For paved roads in the municipality, the average pavement condition index value. (O. Reg. 588/17)	HCB: 42 (Fair) LCB: 59 (Fair)	Maintain

	2. For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair, or poor). (O. Reg. 588/17)	Poor	Maintain
Performance	Reinvestment Rate	0.7%	3.8%

5.6 Sanitary Sewer Network

The wastewater division within the Infrastructure Services department is responsible for operating and maintaining the Town's Sanitary Sewer assets. These municipal sanitary sewer services are provided to both residential and commercial properties within the urban settlement area. The asset inventory includes wastewater mains, manholes, lift stations, a lagoon, and the Wastewater Treatment Plant.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Sanitary Sewer assets owned by the Town.

Asset Summary

Replacement costs for the Sanitary Sewer Network were determined using recent construction costs.

The Estimated Useful Life for Wastewater mains and manholes have been determined using the Town's TCA and updated using staff knowledge. The Average Age is based on the number of years that the asset has been in service, as recorded in our Asset Register. Both values have been weighted by the replacement cost of individual assets. The age data for the wastewater manholes is currently incomplete and will be re-examined by staff.

Table 15 - Sanitary Sewer - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age (Years)	Average EUL (Years)
Wastewater Mains	30 km	$99,185,827.50	48	80
Wastewater Manholes	380	$7,777,840.00	13	80
Total		**$106,963,667.50**		

Figure 27 - Sanitary Sewer Network - Total Replacement Cost

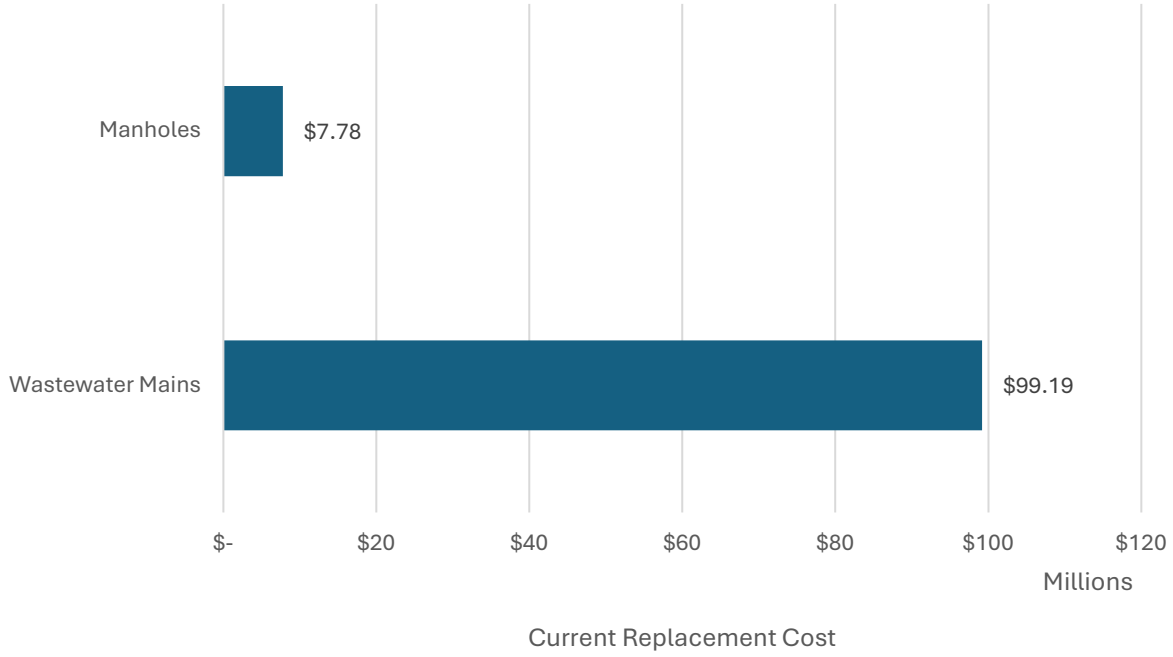
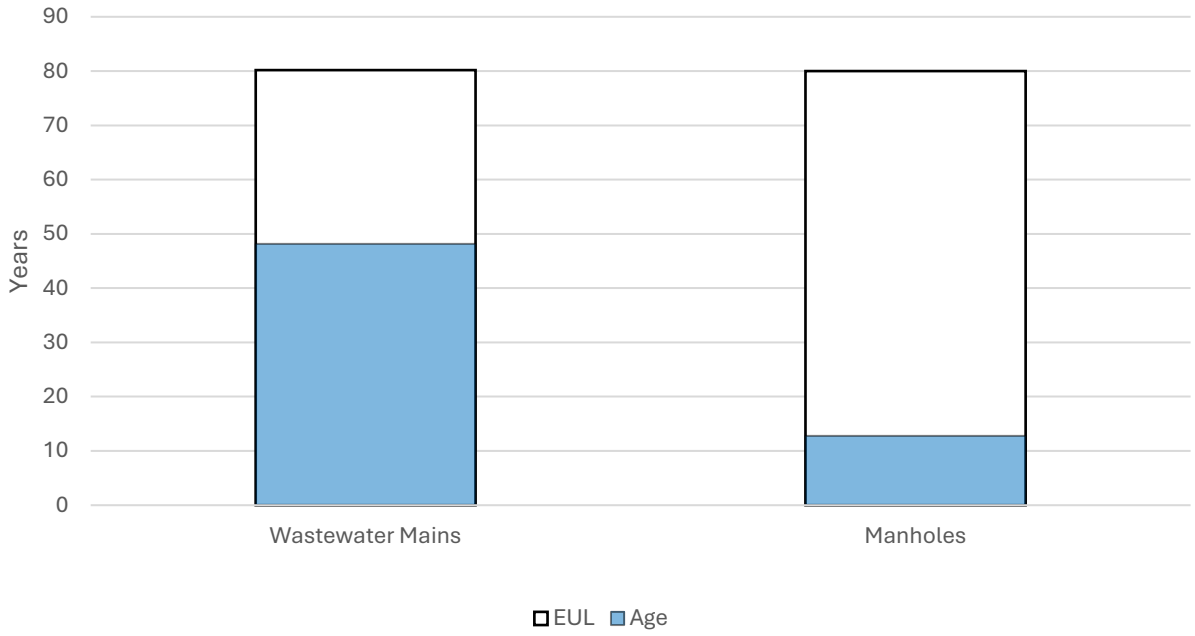


Figure 28 - Sanitary Sewer Network - Estimated Useful Life vs. Asset Age



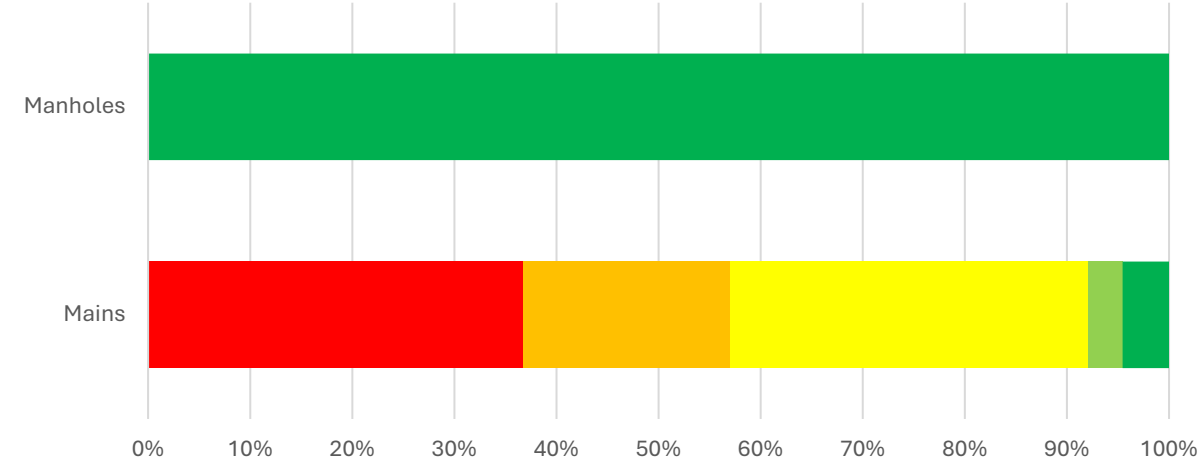
Asset Condition

The table below identifies the current average condition of the Sanitary Sewer network. The average condition is a weighted value based on replacement cost. Wastewater mains were assessed in 2021 by staff. Wastewater manholes have not been formally assessed, and their condition is currently based on in-service dates recorded in the asset register. These dates are inaccurate and a formal condition assessment is recommended to provide a more reliable understanding of asset condition.

Table 16 - Sanitary Sewer Network - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Wastewater Mains	35	Poor
Wastewater Manholes	84	Very Good

Figure 29 - Sanitary Sewer Network - Asset Condition



	Mains	Manholes
Very Poor	$36,443,163.75	$-
Poor	$20,156,831.25	$-
Fair	$34,726,687.50	$-
Good	$3,356,857.50	$-
Very Good	$4,502,287.50	$7,777,840.00

Lifecycle Management Strategy

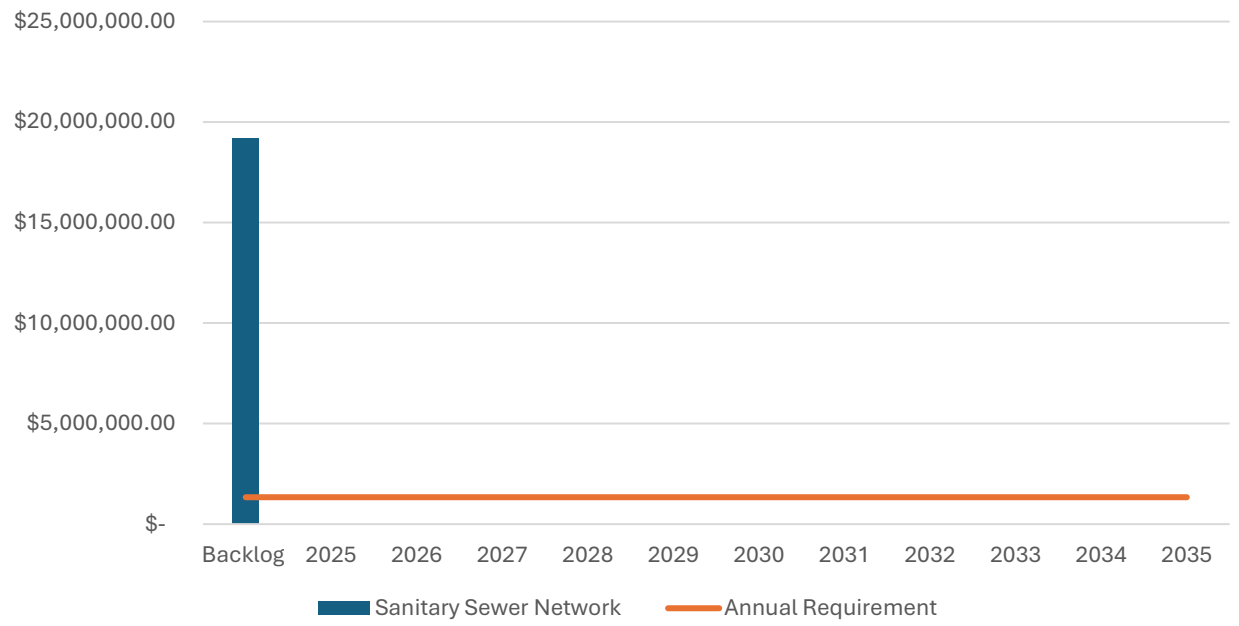
The following table outlines the Town's current lifecycle Management Strategy for the Sanitary Sewer Network.

Activity Type	**Description of Current Strategy**
Non-infrastructure Activities	• Flow and level monitoring, as needed
Operations & Maintenance	Mains • Sanitary sewer flushing • Repair break and leaks, as needed • Clearing of blockages, as required Manholes • Manhole inspections and repairs
Rehabilitation	Mains • Short partial pipe segment replacements, and new or replacement service connections, as needed
Replacement & Disposal	Mains and Manholes Replacement is done as needed. Often considered in conjunction with replacement of nearby assets, such as road reconstruction

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for the Sanitary Sewer Network over the next ten years, along with the annual capital requirement.

Figure 30 - Sanitary Sewer Network - Forecasted Capital Requirements



The backlog shown in Figure 31 consists of wastewater mains. The 2021 condition assessment identified a number of mains in very poor condition, and these assets remain due for replacement. No manholes are forecasted for replacement over the next ten years because they are currently recorded as being in very good condition however, this is believed to be inaccurate, and a condition assessment of all manholes is recommended.

Risks

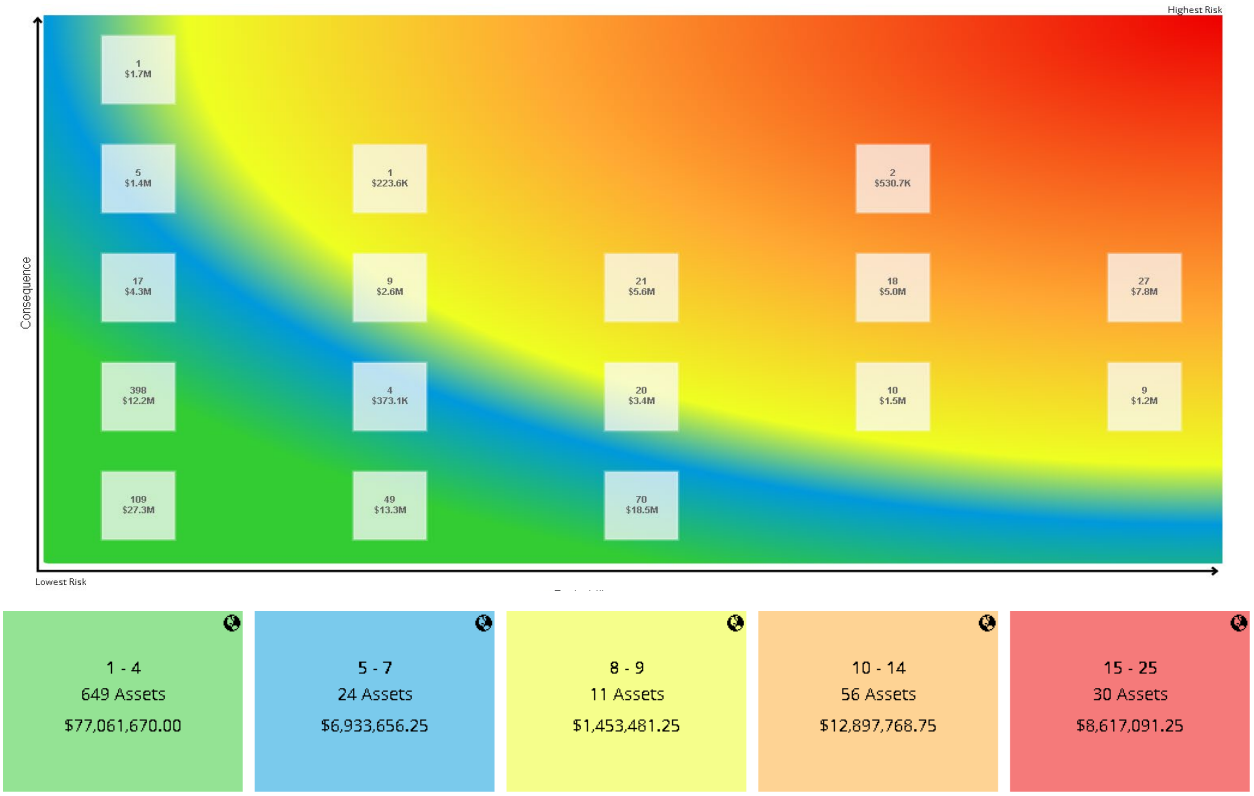
The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Sanitary Sewer Network. The attributes used to assess risk for wastewater mains are as follows:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost
	Diameter

Wastewater manholes used the following criteria when determining the risk rating:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost

Figure 31 - Sanitary Sewer Network - Risk Rating



Thirty sanitary sewer assets are currently considered high risk, all of which are wastewater mains rated in very poor condition. Staff are aware of these assets and continue to monitor them closely.

Levels of Service

The following tables identify the Town's current Levels of Service provided by the Sanitary Sewer Network.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system. (O.Reg. 588/17)	All residential and commercial properties within the urban settlement area are connected to the municipal wastewater system. The Town currently has 1358 residential users and 234 commercial users. See Appendix 3 – Sanitary Sewer Network Map
Reliability	1. Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes. (O.Reg. 588/17)	N/A – The Town does not have any combined sanitary sewer assets.
	2. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches. (O.Reg. 588/17)	N/A
	3. Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes. (O.Reg. 588/17)	Stormwater can enter the sanitary sewer system through inflows or infiltration causing sewage to overflow. Infiltration can occur at poor joints and at leaky or faulty pipes.
	4. Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described in paragraph 3. (O.Reg. 588/17)	A sewer flushing program is completed to eliminate sewer back ups. Repairs are also completed when sewers have collapsed or cracked.
	5. Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system. (O.Reg. 588/17)	The Wastewater Treatment Plant's Environmental Compliance Approval (ECA) sets out the effluent criteria, which may include suspended solids, total phosphorus, and biological oxygen demand.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	Percentage of properties connected to the municipal wastewater system. (O.Reg. 588/17)	63%	Maintain
Reliability	1. The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system. (O.Reg. 588/17)	N/A – The Town does not have any combined sanitary sewer assets.	N/A
	2. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system. (O.Reg. 588/17)	The Town experienced 4 wastewater backups during 2025.	Maintain
	3. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system. (O.Reg. 588/17)	0	Maintain
Performance	Reinvestment Rate	0.15%	1.2%

5.7 Stormwater Network

The stormwater division within the Infrastructure Services department is responsible for operating and maintaining the Town's stormwater assets. These municipal stormwater sewer services are provided to both residential and commercial properties within the urban settlement area. The asset inventory consists of Stormwater Mains and Catchbasins.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Stormwater assets owned by the Town.

Asset Summary

Replacement costs for the stormwater network were determined using recent construction costs.

The Estimated Useful Life for stormwater mains and catch basins has been determined using the Town's TCA and updated using staff knowledge. The Average Age is based on the number of years that the asset has been in service, as recorded in our Asset Register. Both values have been weighted by the replacement cost of individual assets. The age data for the Town's catch basins is currently incomplete and will be re-examined by staff.

Table 17 - Stormwater Network - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age (Years)	Average EUL (Years)
Storm Mains	13 km	$17,484,322.50	37	80
Catchbasins	512	$4,795,904.00	5	80
Total		**$22,280,226.50**		

Figure 32 - Stormwater Network - Total Replacement Cost

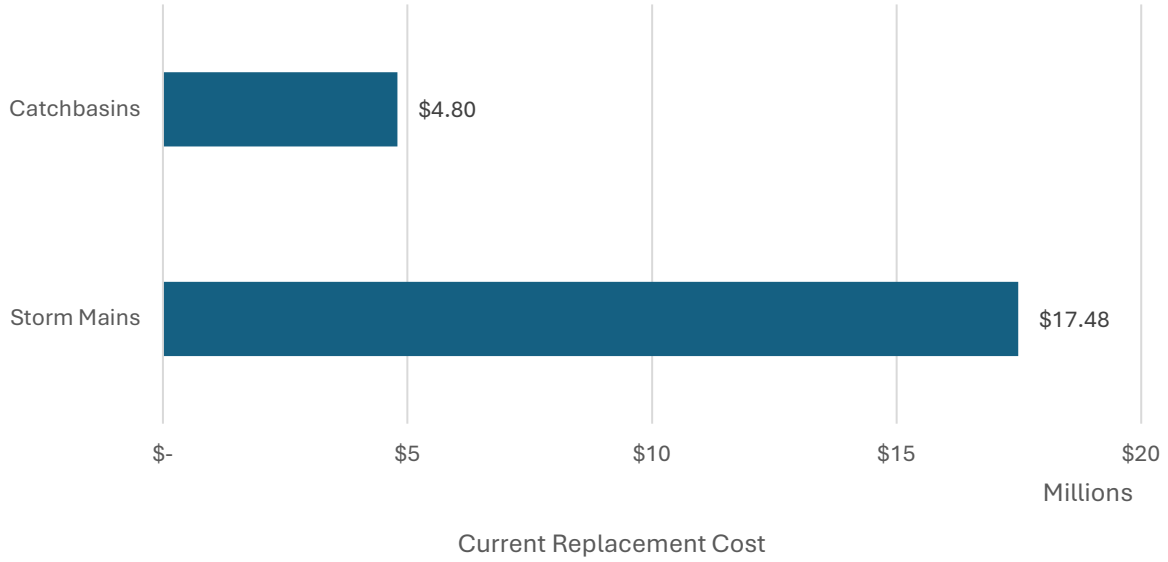
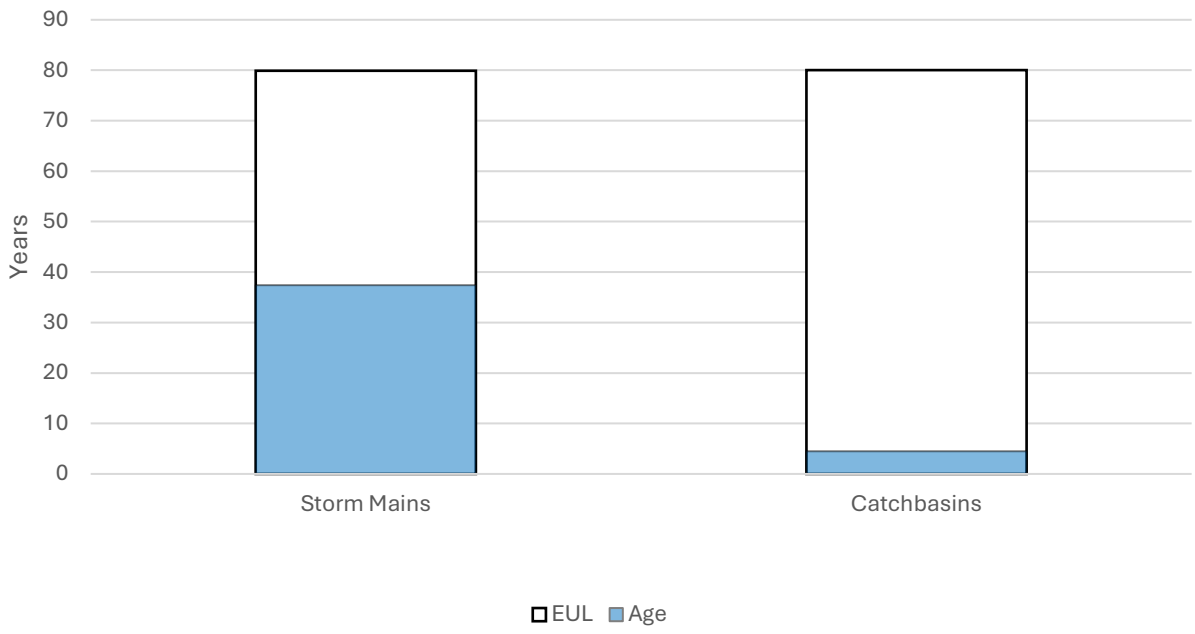


Figure 33 - Stormwater Network - Estimated Useful Life vs. Asset Age



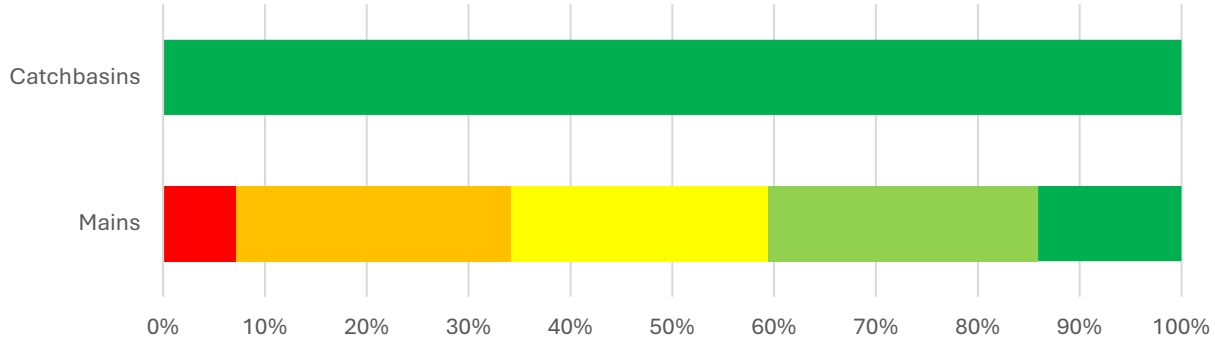
Asset Condition

The table below identifies the current average condition of the Town's stormwater network. The average condition is the weighted value based on replacement cost. The condition for the entire stormwater network is currently based on age. As previously mentioned, the age data is limited and inaccurate, and the Town plans to prioritize condition assessments for this asset category.

Table 18 - Stormwater Network - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Stormwater Mains	53	Fair
Catchbasins	94	Very Good

Figure 34 - Stormwater Network - Asset Condition



	Mains	Catchbasins
Very Poor	$1,251,450.00	$-
Poor	$4,715,550.00	$-
Fair	$4,422,600.00	$-
Good	$4,633,200.00	$-
Very Good	$2,461,522.50	$4,795,904.00

Lifecycle Management Strategy

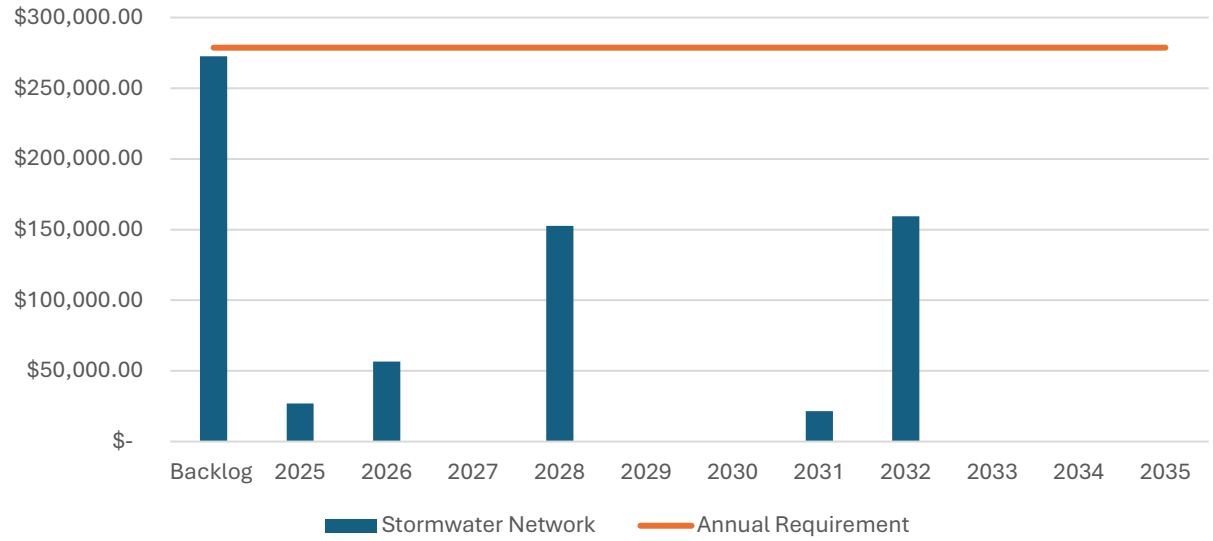
The following table outlines the Town's current lifecycle Management Strategy for the Stormwater Network.

Activity Type	Description of Current Strategy
Non-infrastructure Activities	
Operations & Maintenance	Catch basins • Catch basins flushed/cleaned annually • Catch basin repairs done as needed
Rehabilitation	Mains • Short partial pipe segment replacements, and new or replacement service connections, as needed
Replacement & Disposal	Mains • Replacement is done as needed Catch basins • Replaced during full road reconstruction, when required • End of life replacement is the primary strategy

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for the Stormwater Network over the next ten years, along with the annual capital requirement.

Figure 35 - Stormwater Network - Forecasted Capital Requirements



The backlog identified in Figure 35 consists of stormwater mains that have not been inspected, with condition currently estimated based on age. A condition assessment is recommended to confirm their actual condition and determine whether replacement is required at this time.

Risks

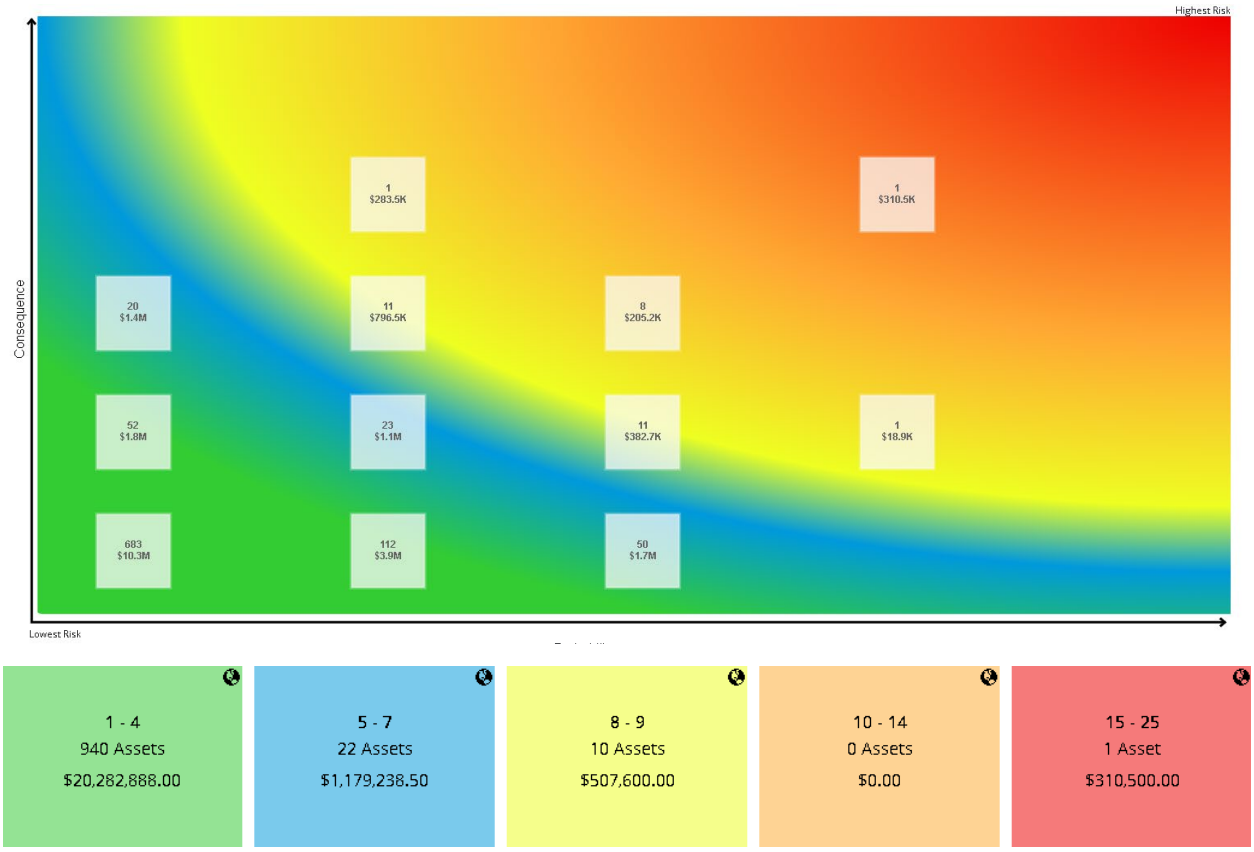
The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Stormwater Network. The attributes used to assess risk for stormwater mains are as follows:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost
	Diameter

Catch basins used the following criteria when determining the risk rating:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost

Figure 36 - Stormwater Network - Risk Matrix



The above figure identifies one Stormwater Network asset with a very high-risk rating. This asset is a stormwater main currently rated in poor condition based on age however, its actual condition may differ. Staff will continue to monitor the asset, and a condition assessment is recommended.

Levels of Service

The following tables identify the Town's current Levels of Service provided by the Stormwater Network.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system. (O.Reg. 588/17)	See Appendix 4 – Stormwater Network Map. This map details which properties in the urban settlement area are protected by the stormwater management system.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	1. Percentage of properties in municipality resilient to a 100-year storm. (O.Reg. 588/17)	The Town does not currently monitor this level of service.	N/A
	2. Percentage of the municipal stormwater management system resilient to a 5-year storm. (O.Reg. 588/17)	The Town does not currently monitor this level of service.	N/A
Performance	Reinvestment Rate	0.02%	1.3%

5.8 Vehicles and Heavy Equipment

The Town currently owns a wide range of vehicles and heavy equipment which are essential for daily operations. For the purposes of this AMP, they have been broken up into the following asset categories:

- Light and Medium Vehicles
- Heavy Vehicles (includes plow trucks, sander, and waste disposal vehicles)
- Heavy Equipment (includes graders, loaders, tractors, etc.)
- Heavy Emergency Vehicles
- Trailers
- Off-Road Vehicles

In 2024, the Town entered into an agreement with a vehicle leasing program for our light and medium vehicles. This program is used to maintain and replace these vehicles.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Vehicles and Heavy Equipment assets owned by the Town.

Asset Summary

The Estimated Useful Life for the vehicles and heavy equipment has been assigned based on the Town's Capital Asset Policy and staff knowledge. The average age is based on the number of years that the assets have been in service. Due to the previously mentioned vehicle leasing program, the majority of the Town's light and medium fleet will be replaced through this program, which results in the replacement cost of these vehicles being $0. Due to this, the average age and EUL for light and medium vehicles has been determined using the average rather than the weighted average. The remaining vehicles and heavy equipment both use values for age and EUL, weighted by the replacement cost of individual assets

Table 19 - Vehicles and Heavy Equipment - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age	Average EUL
Light and Medium	25	$94,292.00	4	12
Heavy Vehicles	7	$2,511,256.43	5	16
Heavy Equipment	11	$3,326,208.00	18	23
Heavy Emergency	6	$1,927,606.00	18	25
Trailers	13	$224,324.00	9	13
Off-Road	2	$40,752.00	16	20
Total		**$8,124,438.43**		

Figure 37 – Vehicles and Heavy Equipment – Total Replacement Cost

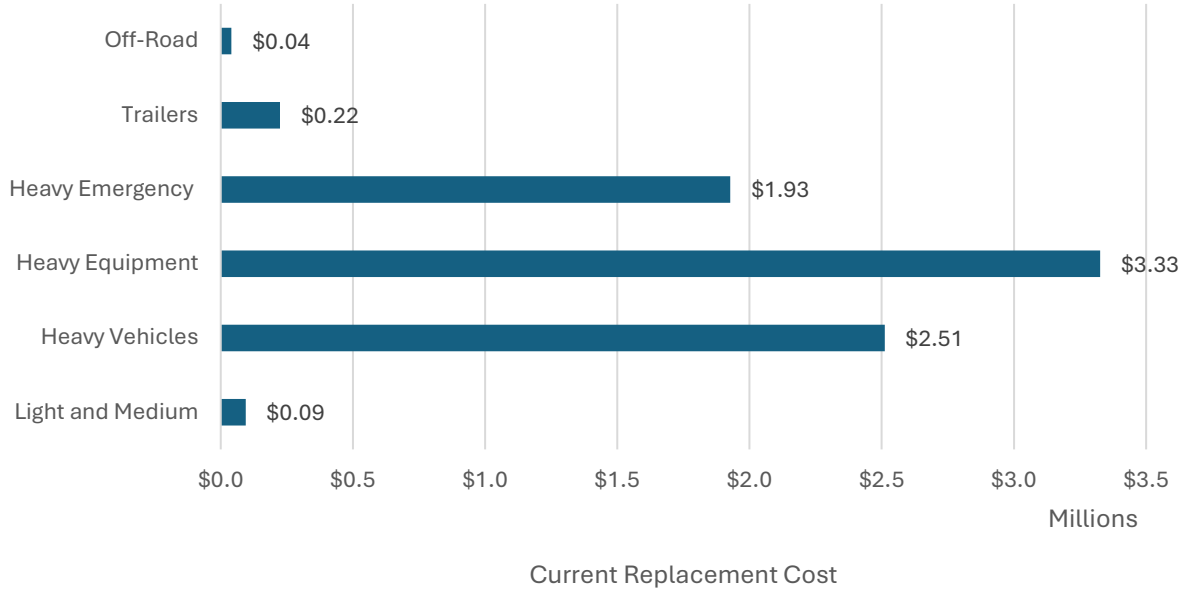
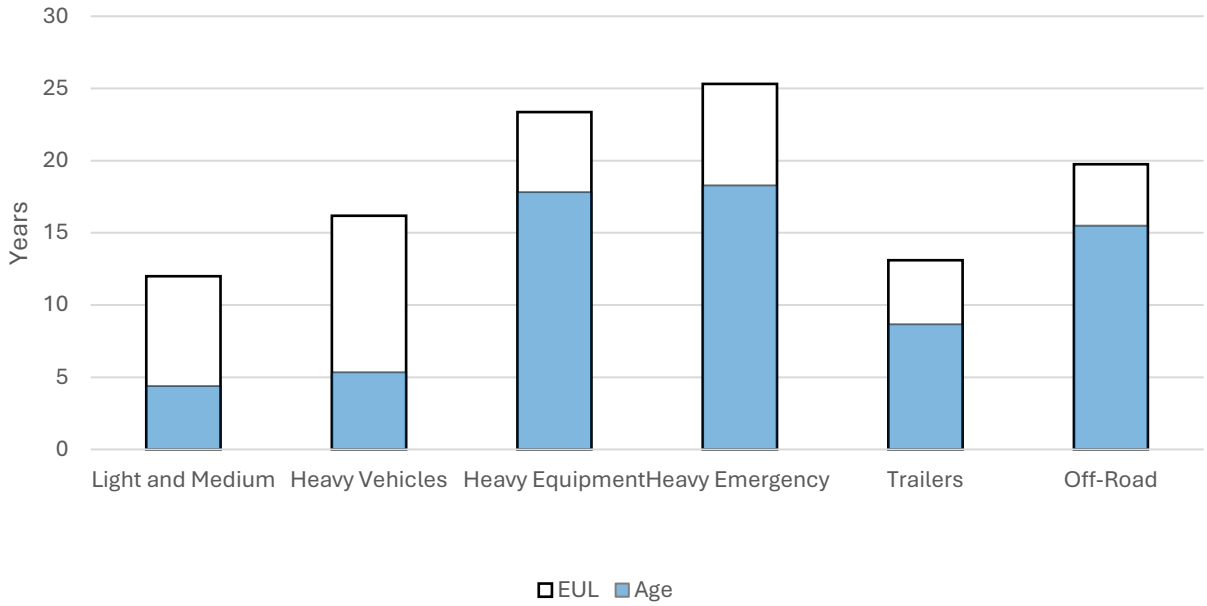


Figure 38 – Vehicles and Heavy Equipment - Estimated Useful Life vs. Asset Age



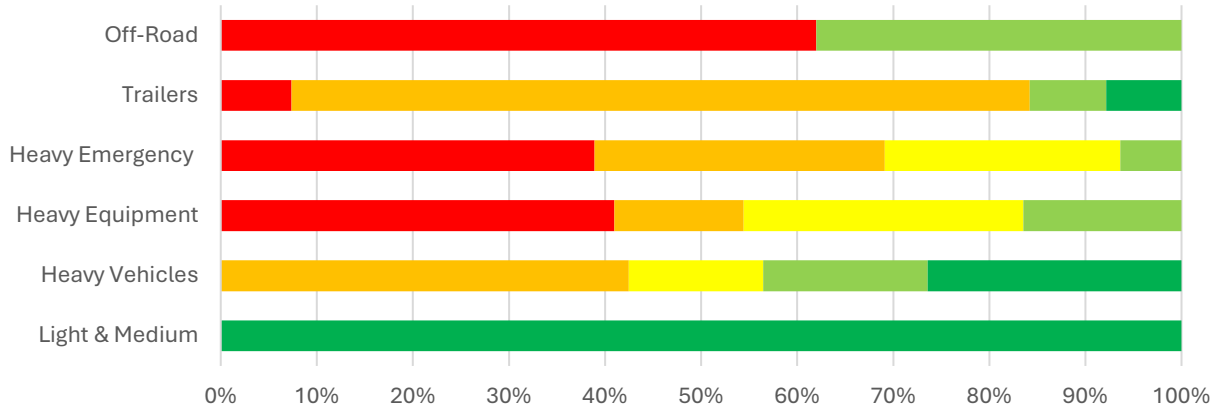
Asset Condition

The table below identifies the current average condition of the vehicles and heavy equipment owned by the Town. The average condition is a weighted value based on replacement cost. Condition ratings have been determined by asset age.

Table 20 - Vehicles and Heavy Equipment - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Light and Medium Vehicle	64	Good
Heavy Vehicles	56	Fair
Heavy Equipment	30	Poor
Heavy Emergency Vehicles	27	Poor
Trailers	35	Poor
Off-Road	27	Poor

Figure 39 – Vehicles and Heavy Equipment – Asset Condition



	Light & Medium	Heavy Vehicles	Heavy Equipment	Heavy Emergency	Trailers	Off-Road
Very Poor	$-	$-	$1,363,313.00	$750,000.00	$16,496.00	$25,256.00
Poor	$-	$1,066,811.00	$446,601.00	$582,515.00	$172,415.00	$-
Fair	$-	$351,288.00	$968,251.00	$472,074.00	$-	$-
Good	$-	$429,989.00	$548,043.00	$123,017.00	$17,853.00	$15,496.00
Very Good	$94,292.00	$663,168.43	$-	$-	$17,560.00	$-

Lifecycle Management Strategy

The following table outlines the Town's current lifecycle Management Strategy for Vehicles and Heavy Equipment.

Activity Type	Description of Current Strategy
Non-infrastructure Activities	• EFM Leasing Program
Operations & Maintenance	• Visual inspections completed and documented daily • Vehicles and Heavy Equipment are checked before each use • Repairs are completed as needed • Annual safety inspections done as required by legislation • Preventative maintenance, such as oil changes, are done when required
Rehabilitation	• Major rebuilds of engines, pumps, etc.
Replacement & Disposal	• Vehicles that are part of the EFM program are not expected to be replaced • All other vehicles and heavy equipment are replaced based on condition, capacity concerns, and funding availability

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for the Vehicles and Heavy Equipment over the next ten years, along with the annual capital requirement.

Figure 40 – Vehicles and Heavy Equipment - Forecasted Capital Requirements

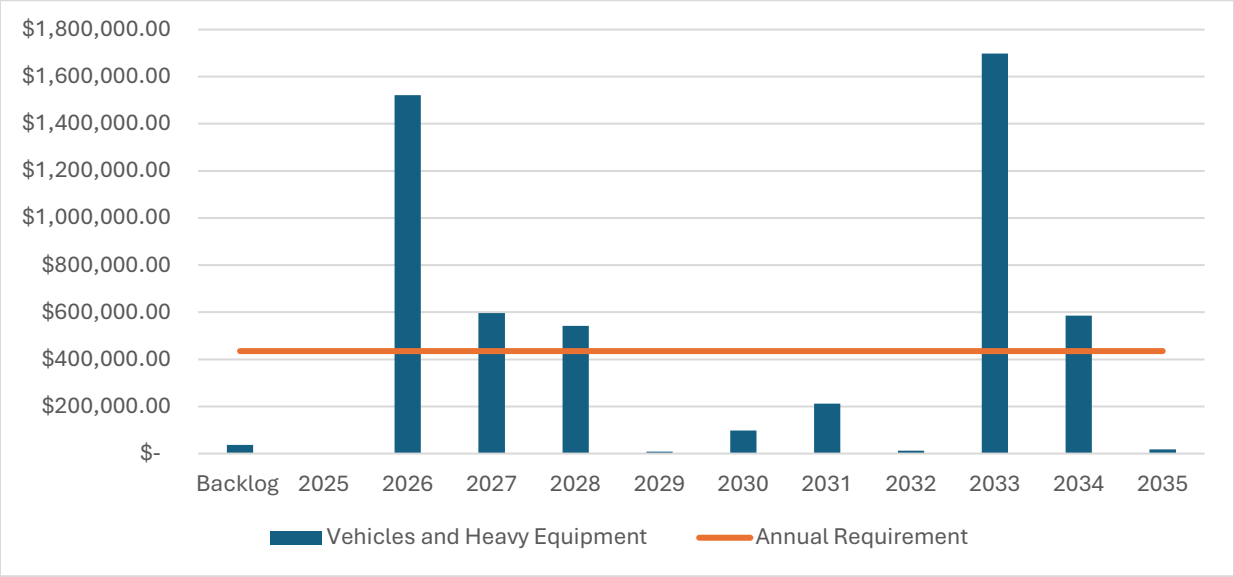


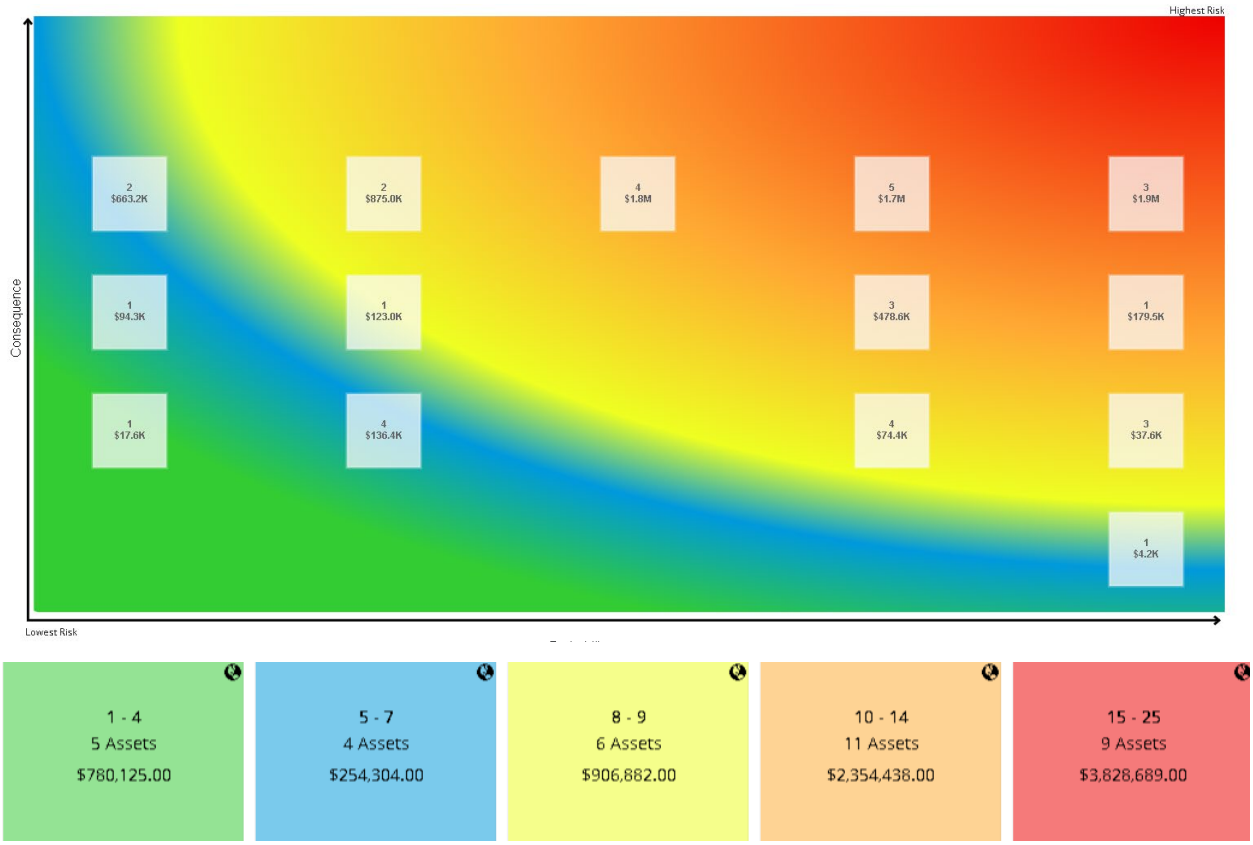
Figure 40 identifies a backlog made up of one trailer and one off-road vehicle. Because their condition is currently based on age and has not been formally assessed, replacement may not be required at this time.

Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Vehicles and Heavy Equipment. The attributes used to assess risk are listed below:

Probability of Failure	Consequence of Failure
Condition	Replacement Cost
	Department

Figure 41 - Vehicles and Heavy Equipment – Risk Rating



Of the thirty-five assets included in this risk assessment, nine have been identified as high risk. These assets are all considered heavy vehicles and equipment, and therefore, their consequence of failure is higher due to higher replacement costs. These assets are also in poor to very poor condition which results in a higher probability of failure. Staff have identified that these assets are aging and have increased monitoring of these assets.

Levels of Service

The following tables identify the Town's current Levels of Service provided by vehicles and heavy equipment.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	Descriptions or images the types of vehicles that the Town operates and the services that they help to provide to the community	The Town owns a variety of vehicles and heavy equipment which are essential for the Polar Bear Habitat and Fire, Public Works, Recreation, and the Water and Wastewater departments. These assets are used for services such as snow removal, maintenance, fire protection, and environmental services.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	# of light duty vehicles per 1000 households	9.84	Maintain
	# of heavy-duty vehicles per 1000 households	2.76	Maintain
Quality	Average condition of municipal vehicles	38 (Poor)	Maintain
	% of vehicles in poor or worse condition	47%	Maintain
	% of vehicles in fair or better condition	53%	Maintain
	Percentage of fleet assets that are past their optimal service lives	17%	Maintain
Performance	Reinvestment Rate	0.75%	5.4%

5.9 Water Network

The water division within the Infrastructure Services department is responsible for operating and maintaining the Town's Water assets. These municipal water services are provided to both residential and commercial properties within the urban settlement area. The asset inventory includes water mains, valves, and hydrants.

State of Infrastructure

This section summarizes the asset inventory, estimated replacement cost, age and current conditions of the Water Network assets owned by the Town.

Asset Summary

Replacement costs for the Water Network were determined using recent construction costs.

The Estimated Useful Life for water mains, valves and hydrants have been determined using the Town's TCA and updated using staff knowledge. The Average Age is based on the number of years that the asset has been in service, as recorded in our Asset Register. Both values have been weighted by the replacement cost of individual assets. The age data for the valves and hydrants is currently incomplete and will be re-examined by staff.

Table 21 - Water Network - Replacement Cost and Age

Asset Segment	Quantity	Replacement Cost	Average Age	Average EUL
Water Mains	40 km	$93,186,211.64	42	50
Watermain Valves	431	$4,202,250.00	13	49
Hydrants	203	$869,449.00	74	50
Total		$**98,257,910.64**		

Figure 42 - Water Network - Total Replacement Cost

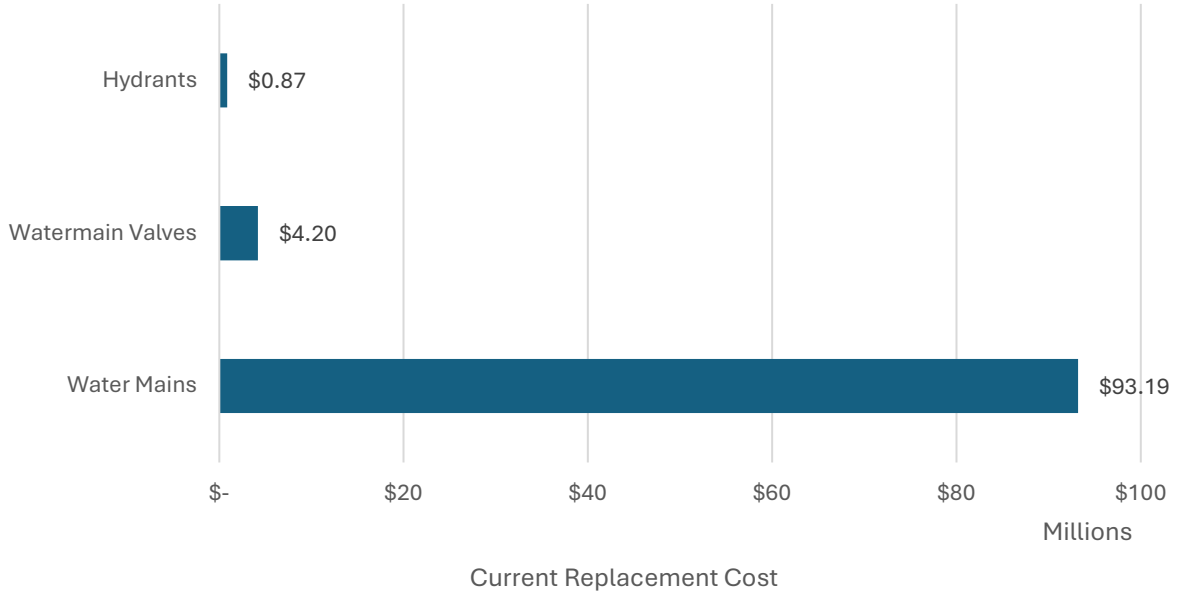
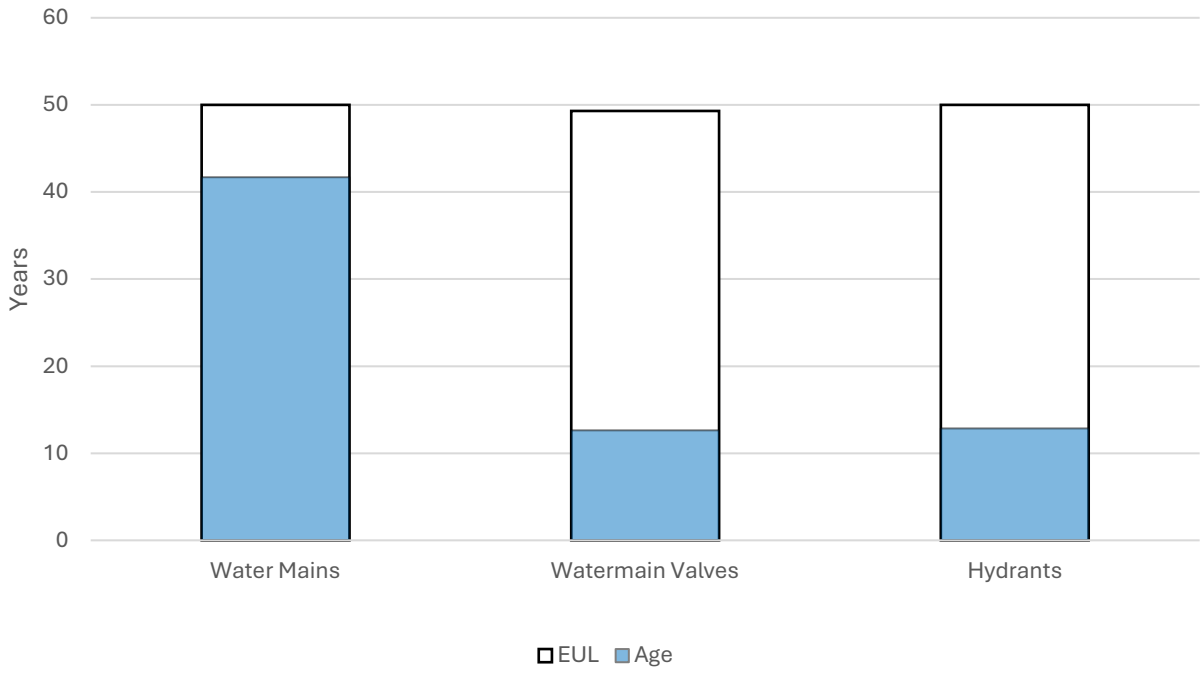


Figure 43 - Water Network - Estimated Useful Life vs. Asset Age



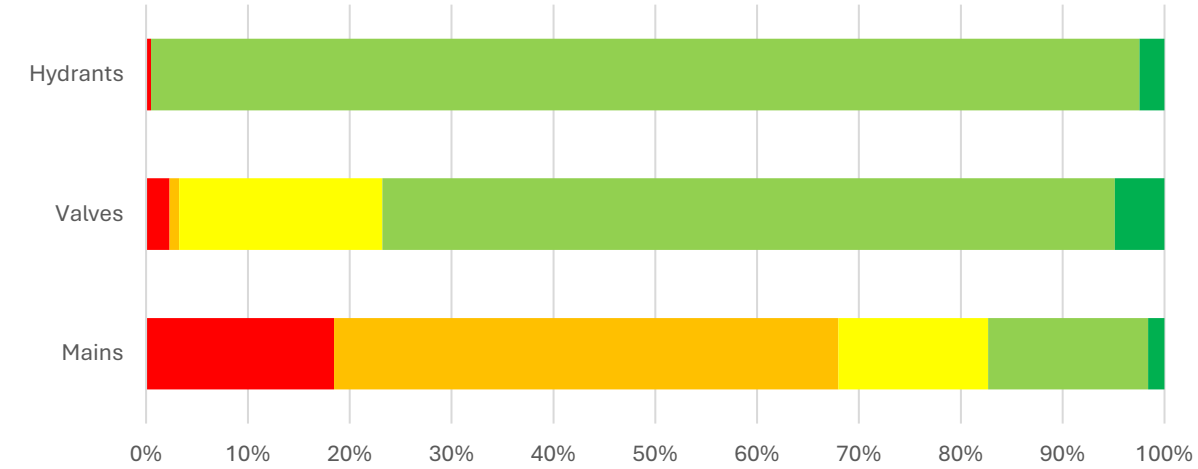
Asset Condition

The table below identifies the current average condition of the Water Network assets owned by the Town. The average condition is a weighted value based on replacement cost. 94% of watermains were assessed and given a condition rating in 2023. The condition for the watermain valves and hydrants is currently based on age. The age data is limited and inaccurate, and the Town plans to prioritize condition assessments for this asset category.

Table 22 - Water Network - Average Condition

Asset Segment	Average Condition	Average Condition Rating
Water Mains	40	Fair
Watermain Valves	67	Good
Hydrants	74	Good

Figure 44 - Water Network - Asset Condition



	Mains	Valves	Hydrants
Very Poor	$17,202,600.00	$97,500.00	$4,283.00
Poor	$46,152,900.00	$39,000.00	$-
Fair	$13,700,520.00	$838,500.00	$-
Good	$14,620,831.64	$3,022,500.00	$843,751.00
Very Good	$1,509,360.00	$204,750.00	$21,415.00

Lifecycle Management Strategy

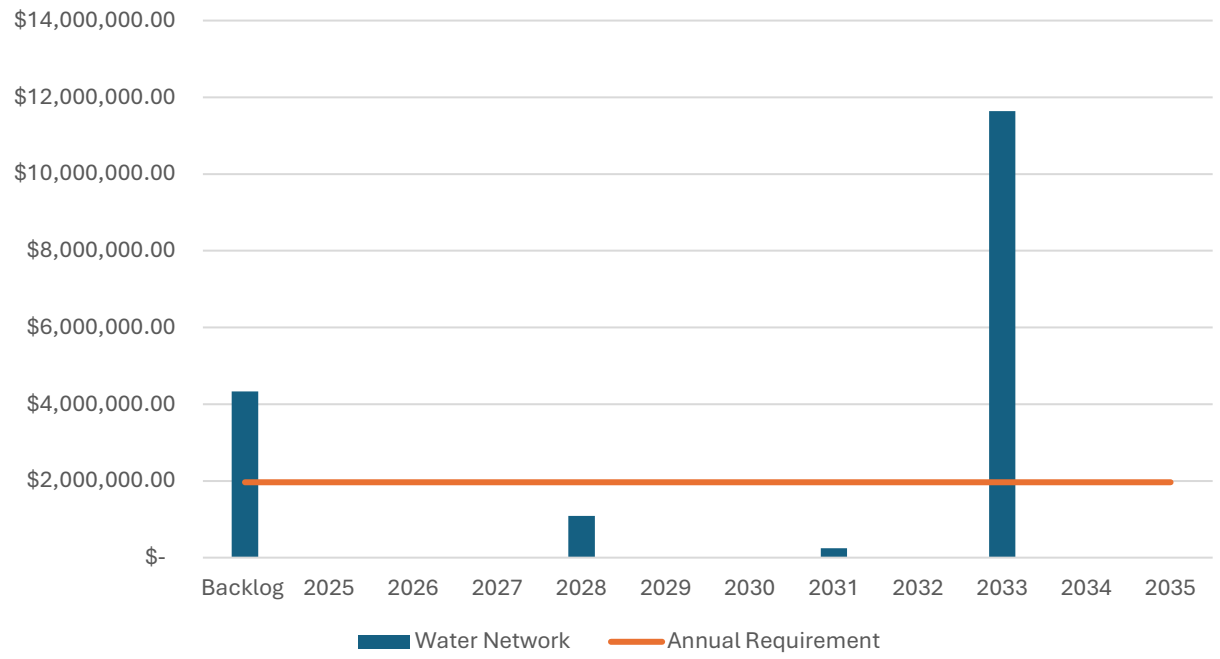
The following table outlines the Town's current Lifecycle Management Strategy for the Water Network.

Activity Type	Description of Current Strategy
Non-infrastructure Activities	• Water Financial Plan 2026-2031 • DWQMS Risk Assessment, which is completed annually
Operations & Maintenance	Mains and Valves • Annual valve inspection/exercising • Repair breaks and leaks in mains to the property lines, as needed Hydrants • Annual hydrant flushing • Annual hydrant inspection/flagging • Hydrant painting • Winterizing, done annually • Annual pressure testing
Rehabilitation	Mains and Valves • Valve replacements, short partial pipe segment replacements, and new or replacement service connections, as needed Hydrants • Internal components can be rebuilt to extend life
Replacement & Disposal	Mains and Valves • Replacement is done as needed. Often considered in conjunction with replacement of nearby assets, such as road reconstruction Hydrants • Limited installation dates exist for hydrants. Condition would be the deciding factor in replacing or rehabilitating hydrants.

Forecasted Capital Requirements

The following graph shows the Town's expected capital requirements for the Water Network over the next ten years, along with the annual capital requirement.

Figure 45 - Water Network - Forecasted Capital Requirements



The backlog identified in Figure 45 consists of watermains which have been assessed and were determined to be in very poor condition. The Water Department staff are monitoring these assets closely.

Risks

The following risk matrix shows how probability of failure and consequence of failure combine to determine risk for the Town's Water Network. The attributes used to assess risk for water mains are listed below:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost
	Diameter

The remaining water network assets, water valves and hydrants, used the following criteria when determining the risk rating:

Probability of Failure	**Consequence of Failure**
Condition	Replacement Cost

Figure 46 - Water Network – Risk Rating

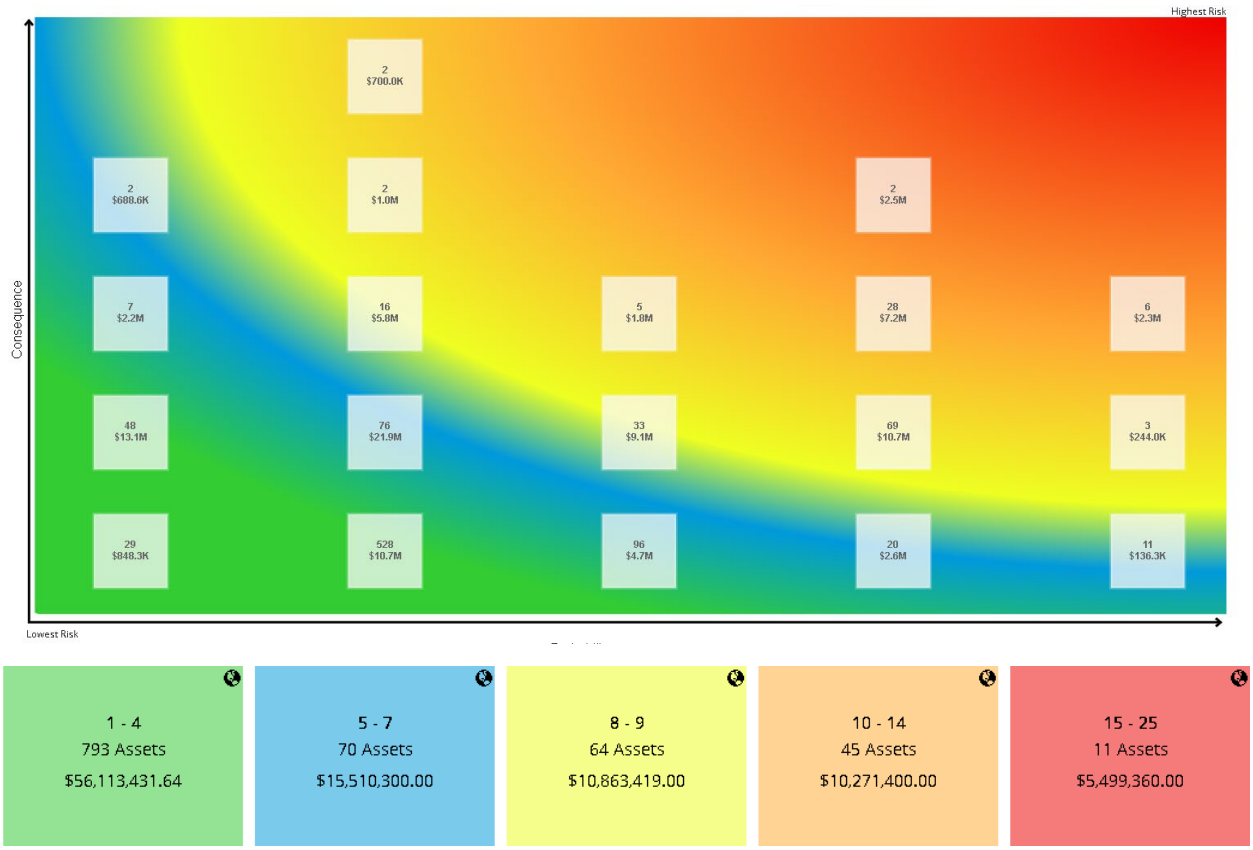


Figure 46 identifies 11 Water Network assets with very high-risk ratings. All are watermains, many of which were previously identified as being in very poor condition and continue to be closely monitored by staff. Valves and hydrants have been given low to very low risk ratings due to their lower replacement costs.

Levels of Service

The following tables identify the Town's current Levels of Service provided by the Water Network.

Community Levels of Service

Service Attribute	Community LOS	Current LOS (2025)
Scope	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system. (O. Reg. 588/17)	All residential and commercial properties within the urban settlement area are connected to the municipal water system. The Town currently has 1358 residential users and 234 commercial users. See Appendix 5 – Water Network Map
	2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	See Appendix 5 – Water Network Map. The areas which are connected to municipal water also have fire flow.
Reliability	Description of boil water advisories and service interruptions. (O. Reg. 588/17)	In 2025, there were 0 boil water advisories and 7 water main breaks.

Technical Levels of Service

Service Attribute	TLOS	Current LOS (2025)	Proposed LOS
Scope	1. Percentage of properties connected to the municipal water system. (O. Reg. 588/17)	63%	Maintain
	2. Percentage of properties where fire flow is available. (O. Reg. 588/17)	63%	Maintain
Reliability	1. The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system. (O. Reg. 588/17)	0	Maintain

Reliability	2. The number of connection-days per year where water Is not available due to water main breaks compared to the total number of properties connected to the municipal water system. (O. Reg. 588/17)	There were 7 water breaks in 2025. The length of time was not recorded but will be moving forward.	Maintain
Performance	Reinvestment Rate	0.1%	2.0%

6. Financing Strategy

Each year, the Town of Cochrane makes important decisions regarding its infrastructure investments so that assets remain in a state of good repair and service level objectives are achieved. However, as is the case for most municipalities across Ontario, needs often exceed capacity.

The Financing Strategy identifies the average annual investment needed to complete lifecycle activities and achieve the Town's proposed levels of service. Comparing these needs with current funding levels helps the Town identify funding gaps, support future budget planning, and plan for any shortfalls.

This strategy uses two key inputs: average annual capital requirements and average annual capital funding. Annual requirements are calculated from each asset's replacement cost and estimated useful life, then summarized by asset category. Comparing annual requirements with the total replacement cost determines the reinvestment rate, calculated as follows:

Target Reinvestment Rate = Annual Capital Requirement / Total Replacement Cost

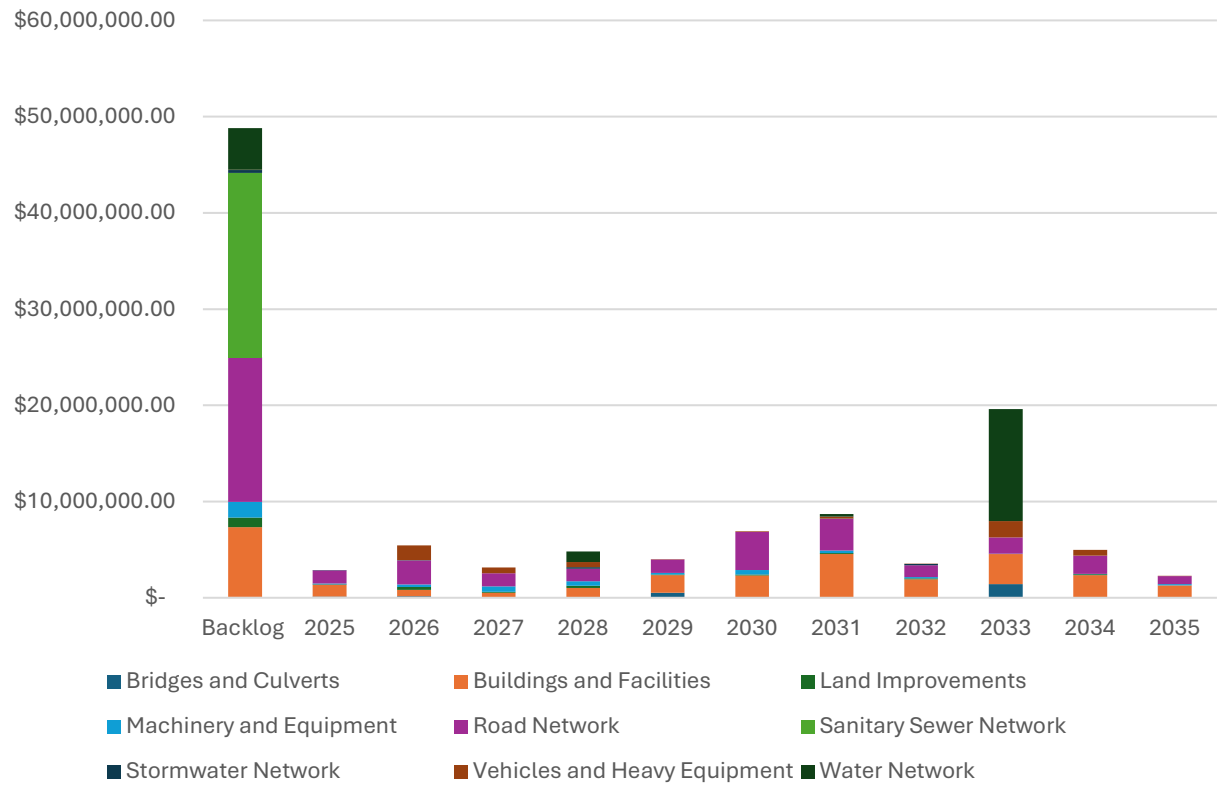
6.1 Annual Capital Requirements

Annual requirements are the amounts the Town should set aside each year for each asset category to fund replacements as needed, avoid infrastructure backlogs, and support long-term sustainability. The following table outlines the total average annual capital requirements for existing assets in each asset category:

Asset Category	Replacement Cost	Annual Capital Requirement	Target Reinvestment Rate
Bridges and Culverts	$11,342,343	$293,634	2.6%
Buildings and Facilities	$116,307,568	$3,275,906	2.8%
Land Improvements	$4,158,432	$263,454	6.3%
Machinery and Equipment	$5,990,564	$480,288	8.0%
Road Network	$93,994,129	$3,583,364	3.8%
Sanitary Sewer Network	$106,963,668	$1,336,900	1.2%
Stormwater Network	$22,280,227	$278,699	1.3%
Vehicles and Heavy Equipment	$8,124,438	$434,987	5.4%
Water Network	$98,257,911	$1,964,688	2.0%
Total	**$ 467,419,280**	**$11,911,920**	**2.5%**

The following graph projects long-term capital requirements for all asset groups over the next ten years. Formal condition assessments could change this outlook, as some assets currently identified for replacement based on age and estimated useful life may still be in acceptable condition.

Figure 47 - All Assets - 10 Year Capital Requirements



6.2 Current Infrastructure Funding Framework

Average annual available funding was calculated by reviewing historical infrastructure capital expenditures, including transfers to capital reserves. This AMP uses five years of actual results, from 2020 to 2024, to estimate the funding the Town can reasonably expect to have available in a typical year.

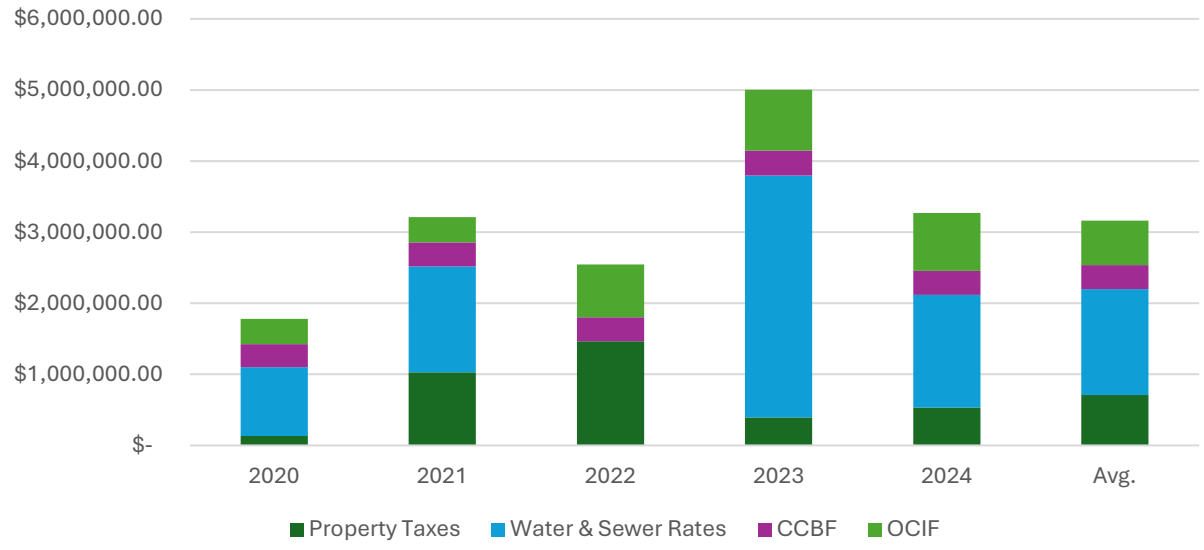
Only reliable and predictable funding sources are included in this estimate. These sources reflect recurring revenues and senior-government transfers that are typically available for capital works or contributions to capital reserves. For this AMP, they include:

- Revenue from taxation used for capital works or allocated to reserves
- Revenue from rates used for capital works or allocated to reserves
- Canada Community-Building Fund (CCBF), formerly the federal Gas Tax Fund
- Ontario Community Infrastructure Fund (OCIF)

Although provincial and federal infrastructure programs may change over time, the sources listed above are treated as stable and predictable for long-term planning purposes. Alternative funding sources, such as one-time grants, grants without long-term commitments, NORDS, OMPF, and debt, are excluded from the average annual funding calculation. Debt remains an important financing tool for capital assets however, it is not considered a funding source because it must be repaid from future revenues.

The following figure shows the infrastructure funding historically available each year from 2020 to 2024, along with the five-year average used in this AMP.

Figure 48 - Historical Infrastructure Funding



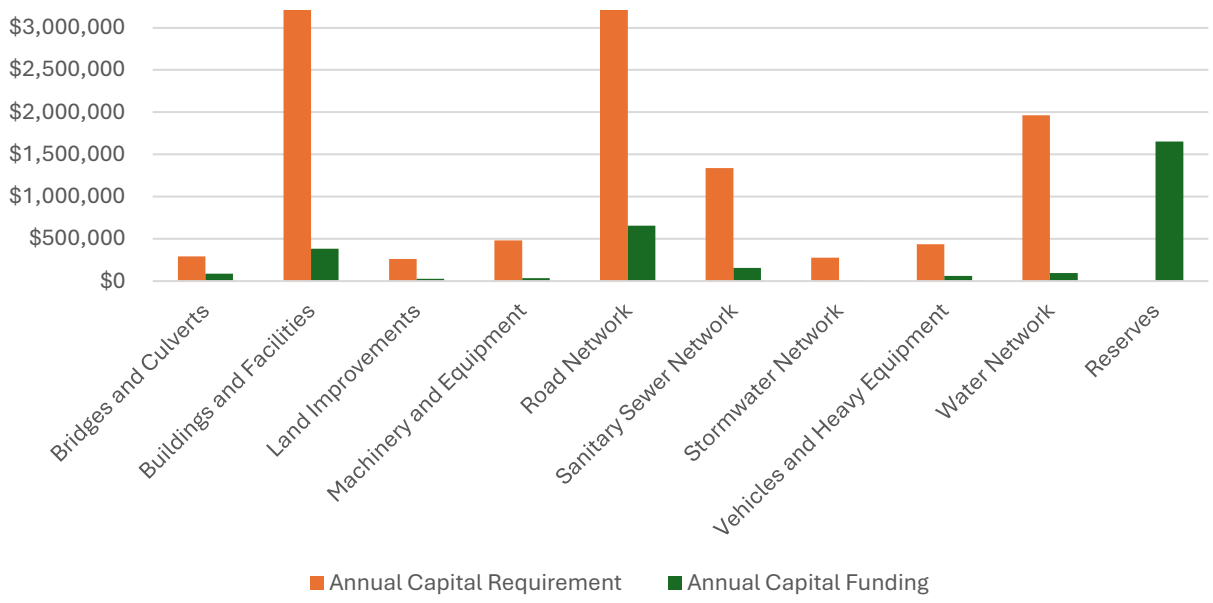
Comparing annual capital funding with the total replacement cost determines the reinvestment rate, calculated as follows:

Actual Reinvestment Rate = Annual Capital Funding / Total Replacement Cost

Table 23 - Actual Reinvestment Rate

Asset Category	Replacement Cost	Annual Capital Funding	Actual Reinvestment Rate
Bridges and Culverts	$11,342,343	$89,043	0.79%
Buildings and Facilities	$116,307,568	$385,144	0.33%
Land Improvements	$4,158,432	$27,736	0.67%
Machinery and Equipment	$5,990,564	$35,540	0.59%
Road Network	$93,994,129	$656,528	0.70%
Sanitary Sewer Network	$106,963,668	$156,561	0.15%
Stormwater Network	$22,280,227	$4,488	0.02%
Vehicles and Heavy Equipment	$8,124,438	$61,290	0.75%
Water Network	$98,257,911	$93,619	0.10%
Reserves		$1,652,605	
Total	**$ 467,419,280**	**$3,162,554**	0.68%

Figure 49 - Annual Capital Requirement vs. Annual Capital Funding



Total Replacement Cost	$ 467,419,280
Average Annual Capital Requirement	$11,911,920
Average Annual Capital Funding	$3,162,554
Annual Funding Shortfall	$8,749,366

The average annual available funding for capital projects over the 2020–2024 period is approximately $3.16 million. Compared with the Town's annual capital requirement of approximately $11.91 million, current average annual available funding of $3.16 million addresses approximately 27% of annual capital needs. This leaves an estimated annual infrastructure funding shortfall of approximately $8.75 million.

The following tax and rate increase scenarios show the estimated revenue increases that would be required to fully close the annual infrastructure funding gap if the Town relied only on taxation and water and sewer rate revenues. The analysis separates tax-supported assets from rate-supported water and sewer assets because these services are funded through different revenue sources and are generally considered separately during budget deliberations.

The first table identifies the additional annual revenue required to eliminate the current funding shortfall. For tax-supported assets, this includes infrastructure funded primarily through the tax levy, such as roads, bridges and culverts, some buildings and facilities, land improvements, machinery and equipment, stormwater, and vehicles and heavy equipment. For rate-supported assets, this includes the water and sanitary sewer networks, as well as facilities and buildings required for water

and sanitary services. The percentage increase represents the total additional revenue required compared with 2025 budgeted revenues.

Table 24 – Total Revenue Increase Required for Annual Capital Needs

	2025 Revenues	Additional Revenues Needed	% Increase Needed
Taxes	$10,023,168	$6,276,993	62.6%
Water and Sewer	$3,932,170	$2,472,373	62.9%

The second table converts the total increase into equivalent annual increases over 5-, 10-, 15-, and 20-year phase-in periods. These scenarios illustrate how the Town could gradually increase dedicated infrastructure funding rather than addressing the full shortfall in a single year. A shorter phase-in period would close the funding gap more quickly but would create greater annual affordability pressures. A longer phase-in period would reduce annual budget impacts but would extend the period during which the Town remains below its target reinvestment rate.

Table 25 – Equivalent Revenue Increases Required for Annual Capital Needs

Total % Increase Needed	Equivalent increase over 5 years	Equivalent increase over 10 years	Equivalent increase over 15 years	Equivalent increase over 20 years
62.6%	10.2%	5.0%	3.3%	2.5%
62.9%	10.3%	5.0%	3.3%	2.5%

These scenarios should be interpreted as planning estimates rather than fixed recommendations. They do not account for changes in assessment growth, inflation, grant funding, debt financing, reserve balances, project deferrals, service level changes, or updated condition assessment results. Council may choose to close the gap using a combination of phased tax and rate increases, dedicated capital levies, reserve contributions, grants, debt for major long-lived assets, and risk-based project prioritization. This approach would allow the Town to improve long-term infrastructure sustainability while continuing to consider affordability for taxpayers and ratepayers.

6.3 Long-Term Financial Planning Strategy

The Long-Term Financial Planning Strategy provides a framework for strengthening the Town's long-term financial sustainability while identifying the revenue increases that would be required to address the annual infrastructure funding gap. It connects asset management planning with financial decision-making by balancing three related pillars: financial sustainability, financial vulnerability, and financial flexibility.

Together, these pillars help the Town plan infrastructure investments, manage risk, and make informed decisions about funding, service levels, and long-term affordability.

Financial Sustainability

Financial sustainability refers to the Town's ability to provide planned service levels and maintain infrastructure assets over time without relying on unexpected rate increases or service reductions.

Financial Vulnerability

Financial vulnerability reflects the extent to which the Town depends on external funding sources that are outside its control, and the potential risk this creates for meeting financial obligations and maintaining services.

Financial Flexibility

Financial flexibility refers to the Town's ability to adjust debt levels, taxation, or utility rates to meet future obligations while maintaining affordability and supporting intergenerational equity.

The Town's financial strategy should focus on gradually narrowing the annual infrastructure funding shortfall while maintaining affordability, managing risk, and protecting existing levels of service. The current annual capital requirement is approximately $11.91 million, compared with average annual available funding of approximately $3.16 million. This leaves an estimated annual infrastructure funding shortfall of approximately $8.75 million. If the Town were to fully close this gap using only taxation and water and sewer rate revenues, additional annual revenues of approximately $6.28 million from taxation and $2.47 million from water and sewer rates would be required. This represents an estimated total increase of 62.6% to tax-supported revenues and 62.9% to water and sewer rate revenues based on 2025 budgeted revenues. Eliminating this gap in a single budget cycle is not considered practical; therefore, the Town should use a phased and risk-based approach.

To support affordability, the required revenue increases should be considered over a multi-year phase-in period rather than as one-time adjustments. Based on the scenarios presented above, the tax-supported increase could be phased in through equivalent annual increases of approximately 10.2% over 5 years, 5.0% over 10 years, 3.3% over 15 years, or 2.5% over 20 years. Similarly, the water and sewer rate-supported increase could be phased in through equivalent annual increases of approximately 10.3% over 5 years, 5.0% over 10 years, 3.3% over 15 years, or 2.5% over 20 years. These figures are planning estimates and should be reviewed annually as part of the budget process.

The following actions are recommended to support long-term financial sustainability:

- Prioritize capital investment using asset condition, risk, criticality, service impacts, and available funding, rather than relying only on asset age or estimated useful life.
- Focus available funding on assets that are in poor or very poor condition, high-risk assets, legislated requirements, and assets that support essential services such as water, wastewater, transportation, fire protection, and facility operations.
- Continue to improve condition data before committing to major replacement projects where condition is currently estimated by age. Better condition data may reduce the apparent backlog and improve the accuracy of long-term capital forecasts.
- Use annual budget deliberations to review the infrastructure funding gap and determine how much of the required tax and water/sewer revenue increases can be phased in each year through dedicated capital contributions, reserve transfers, or capital levies.
- Maintain stable use of predictable grant funding, including CCBF and OCIF, for eligible infrastructure renewal projects, while continuing to pursue one-time or application-based funding for priority projects where appropriate.
- Strengthen reserve contributions to improve the Town's ability to respond to future renewal needs, reduce reliance on reactive spending, and support intergenerational equity.
- Use debt strategically for large, long-lived capital projects where the cost of the asset can be reasonably shared by current and future users, while ensuring debt levels remain affordable and consistent with the Town's financial capacity.
- Coordinate infrastructure renewal with growth, climate change adaptation, and road reconstruction projects to reduce lifecycle costs and avoid replacing assets in isolation when bundled projects would provide better long-term value.

A phased approach should be used to improve the Town's actual reinvestment rate from the current 0.68% toward the target reinvestment rate of 2.5%. The phase-in scenarios provide a starting point for determining the annual tax and rate increases needed to close the gap over time; however, the selected approach should reflect affordability, Council priorities, reserve balances, debt capacity, grant opportunities, and updated capital needs. Progress should be reviewed annually through the budget process and updated during each AMP review. The Town should also consider setting interim reinvestment targets, supported by reserve policies and long-term capital planning, so that revenue increases are gradual, transparent, and affordable.

The financial strategy should remain flexible. As condition assessments, growth forecasts, service level targets, project costs, and funding programs change, the Town should update its capital forecasts and funding strategy to ensure that investment decisions continue to reflect the most current information available.

7. Impact of Growth

The Town of Cochrane retained Watson & Associates Economists Ltd. to prepare a Population, Employment and Housing Projections Study in 2023. The study provides long-term forecasts for population, housing, and employment growth, along with an assessment of related residential land needs. It projects that Cochrane's population will increase from 5,880 in 2024 to approximately 9,400 by 2051, representing average annual growth of approximately 1.7%.

The following table identifies the past population for the Town, as calculated by Statistics Canada. The population predictions for 2024 and 2051 were determined by Watson & Associates Economists Ltd., as part of the Population, Employment and Housing Projections Study.

Table 26 - Historical and Projected Population Trend

	2006	2011	2016	2021	2024	2051
Population	5,487	5,340	5,321	5,390	5,880	9,400
Population Percentage Change	-	-2.7%	-0.4%	1.3%	9.1%	59.9%

The study also forecasts 1,790 new housing units between 2024 and 2051. This growth is expected to gradually increase demand for municipal services and may affect the Town's ability to maintain current levels of service. It will also place additional pressure on existing assets, particularly water and wastewater infrastructure, which must be able to accommodate future demand. Some assets may require earlier replacement due to increased use, and lifecycle activities will need to be monitored and adjusted over time to respond to these changing needs.

The Community Improvement Plan Program supports this anticipated growth by identifying areas within the Cochrane Settlement Area where development should be encouraged to help accommodate future needs.

The Town is also currently updating its Official Plan, which will guide future development and land use planning. The previous plan anticipated annual growth of 1.3% and recommended ongoing monitoring of actual growth. It also indicated that municipal water and sewer services in the Municipal Settlement Area were sufficient to support the projected growth. The Town will continue to monitor growth and assess its impact on infrastructure assets and the levels of service they support.

To manage these growth-related impacts, the Town will incorporate growth assumptions into asset management decision-making, including capacity assessments, risk reviews, lifecycle planning, and capital prioritization. As development occurs, the Town will review whether existing

infrastructure has sufficient capacity, identify where upgrades or expansion may be required, and update future AMP iterations to reflect new assets, changing service demands, and any growth-related lifecycle costs.

8. Climate Change

Climate change presents risks to municipal services by increasing the likelihood of service disruptions from severe weather events. These disruptions can make it more difficult to maintain expected levels of service and may increase costs for preventative measures, emergency response, and repairs following climate-related events.

Cochrane currently experiences long, cold winters with significant snowfall and warm, rainy summers. Over time, the Town is expected to experience shorter winters with fewer extreme cold days and longer, warmer summers. According to Climate Atlas of Canada, the number of days above 25 °C is projected to increase by 19 days, reaching a total of 51 days by 2050. The number of winter days, defined as days when temperatures fall to at least -15 °C, is projected to decrease by 16 days, resulting in 79 winter days.

Potential infrastructure impacts of these projected changes include:

- Higher temperatures may soften pavement, particularly asphalt, increasing the risk of rutting, distortion, and accelerated deterioration.
- Building, facility, and land improvement surfaces may deteriorate more quickly, leading to higher maintenance costs.
- Demand for HVAC and air conditioning systems may increase.

Climate change will be considered as part of the Town of Cochrane's lifecycle management strategy. This approach will assess climate-related vulnerabilities, identify adaptation opportunities, and consider mitigation measures such as greenhouse gas reduction goals, disaster planning, and contingency funding. Climate impacts will also be considered when determining asset replacement needs and costs.

Although some climate-related damage may be unavoidable, the Town's goal is to proactively manage climate risks to its infrastructure. This includes increasing condition assessments for assets most vulnerable to climate impacts, considering climate risks when acquiring or replacing assets, and identifying infrastructure most likely to be affected by changing climate conditions.

9. Improvement Plan

Continuous improvement is central to asset management. While this AMP meets O. Reg. 588/17 requirements, the Town will strengthen future updates by improving data quality, standardizing practices, and applying consistent condition assessment, inspection, and risk-based methods.

State of Infrastructure

- Maintain and update the asset registry, including quantities, ages, useful lives, replacement costs, and lifecycle costs.
- Use a consistent condition assessment methodology and rating format.
- Review Levels of Service and adjust targets or measures as needed.
- Develop a public engagement strategy to inform Levels of Service.
- Add a data confidence rating scale for future AMP updates.
- Incorporate remaining service life as condition data improves.

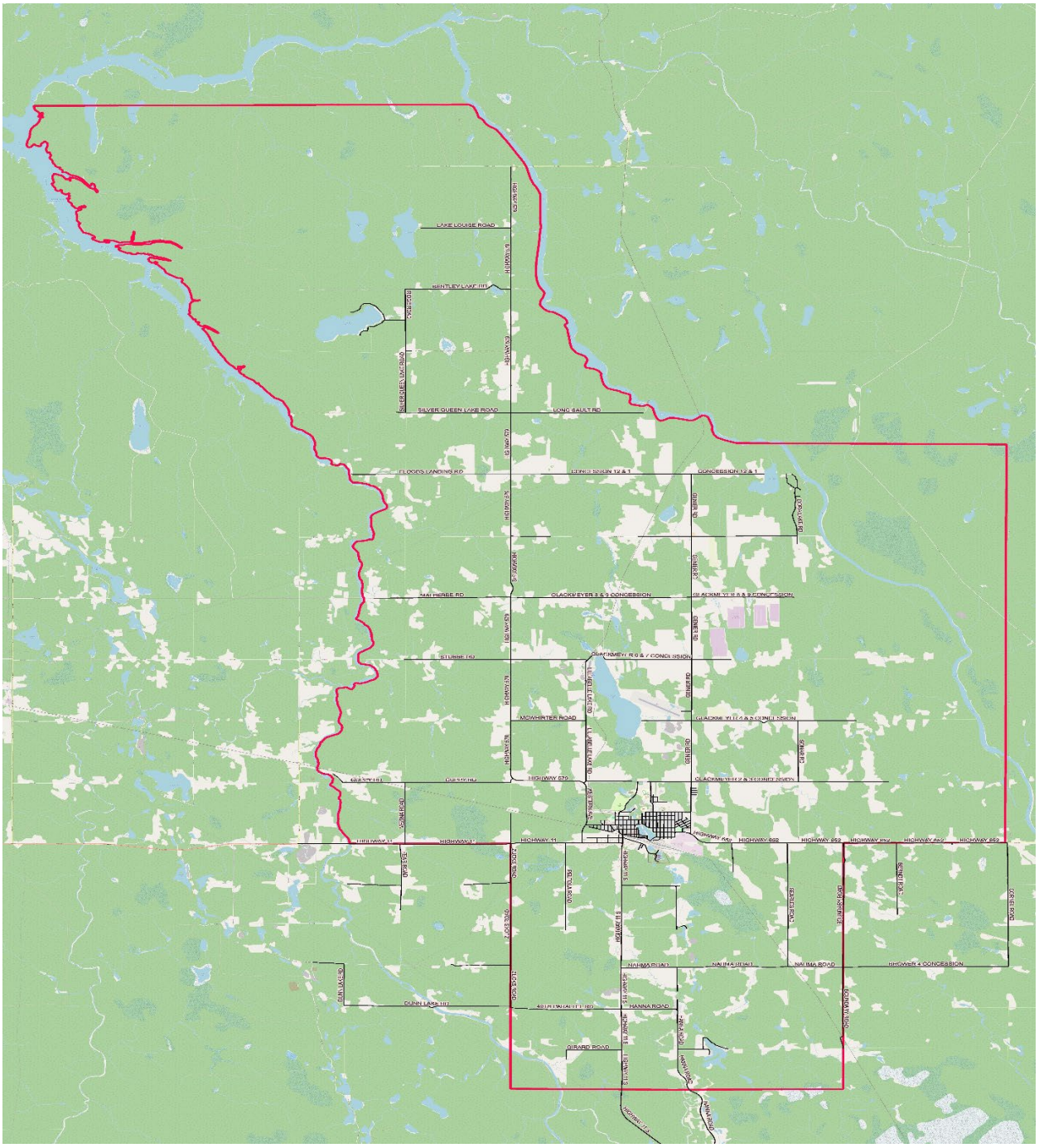
Lifecycle Management Strategy

- Update lifecycle strategies where Levels of Service are not being met.
- Develop preventative maintenance strategies to support current service levels.
- Include growth and service enhancement needs in future AMP updates.

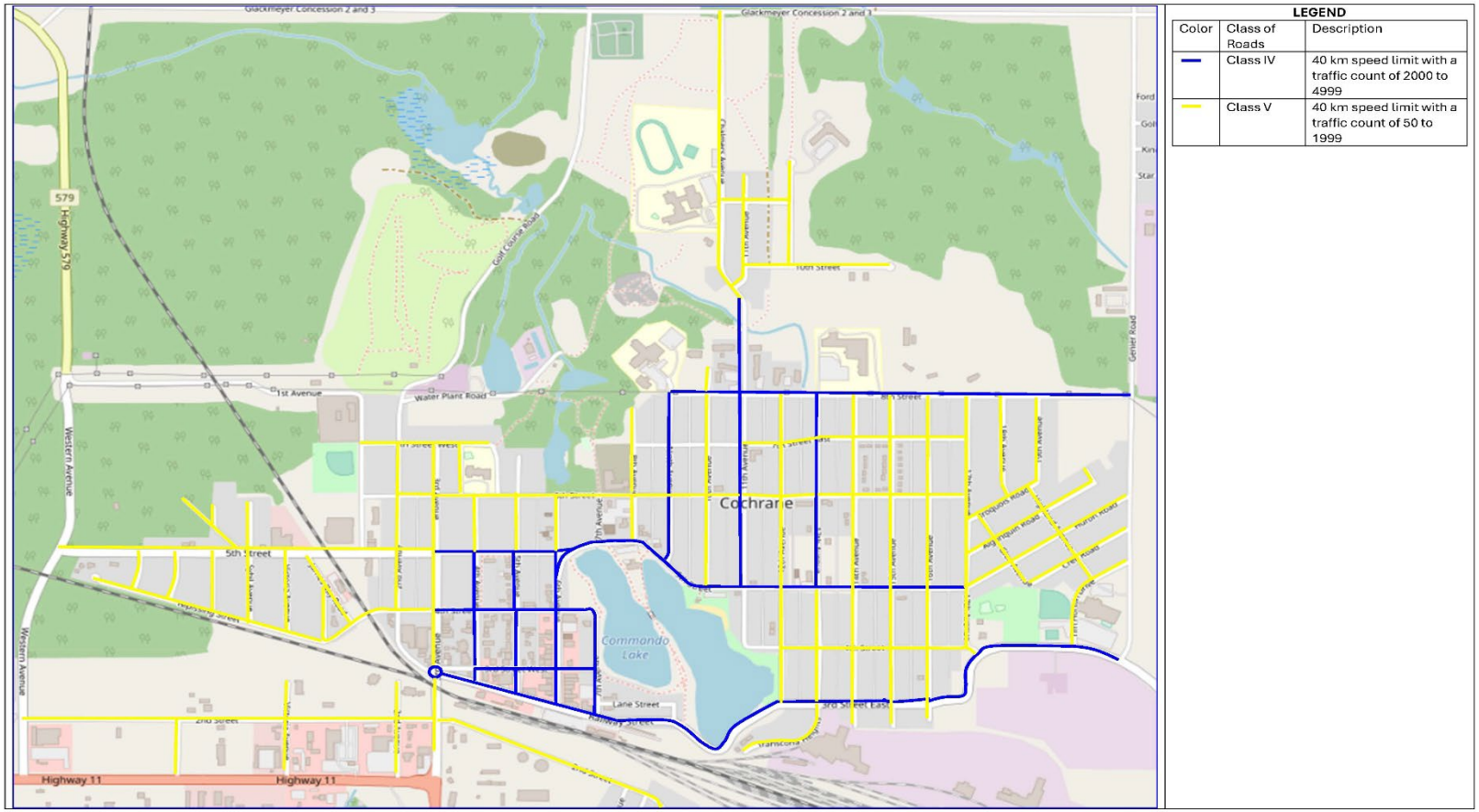
Risk

- Update the risk framework for each asset category to improve consistency and support risk-based prioritization.

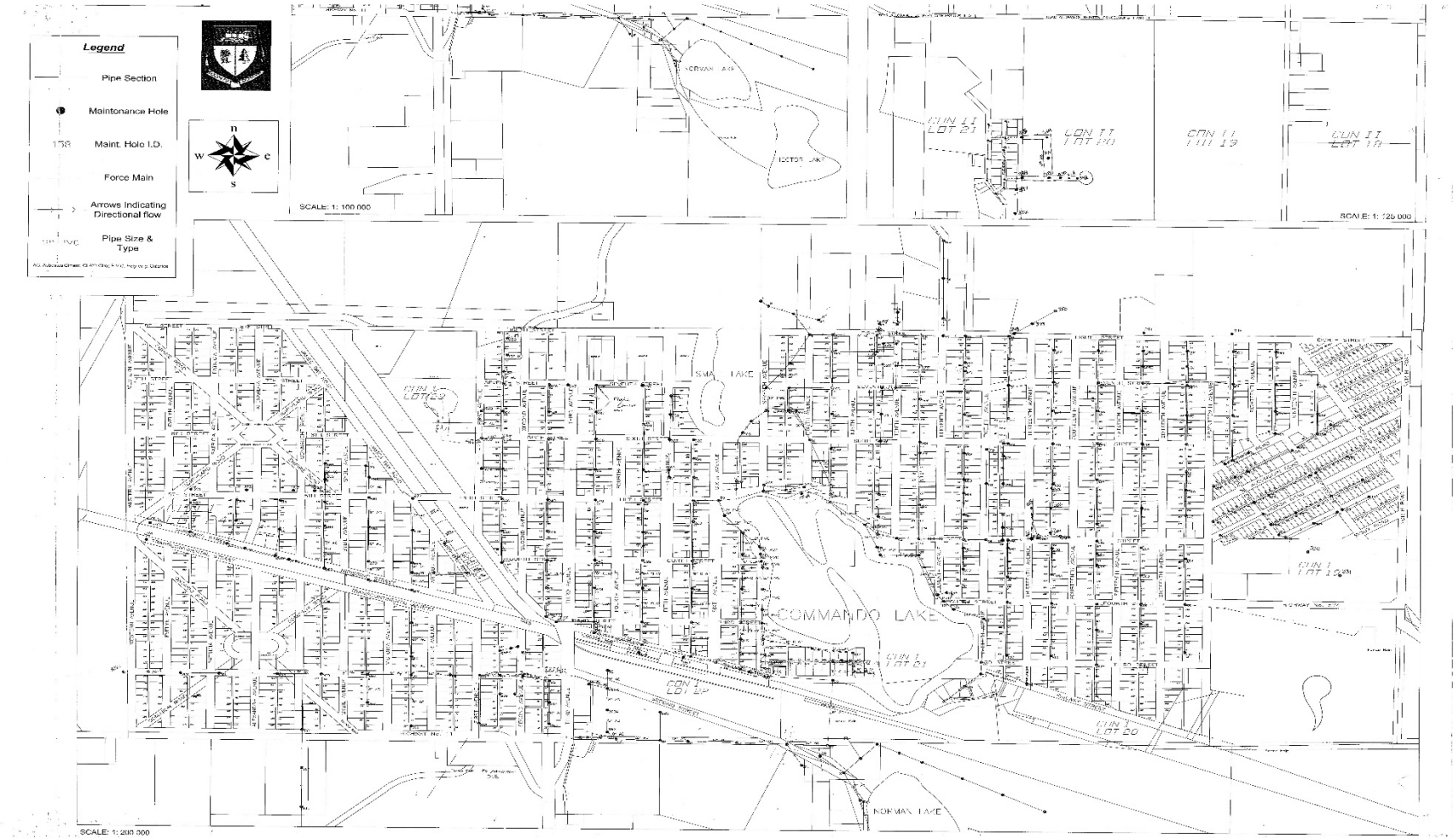
Appendices



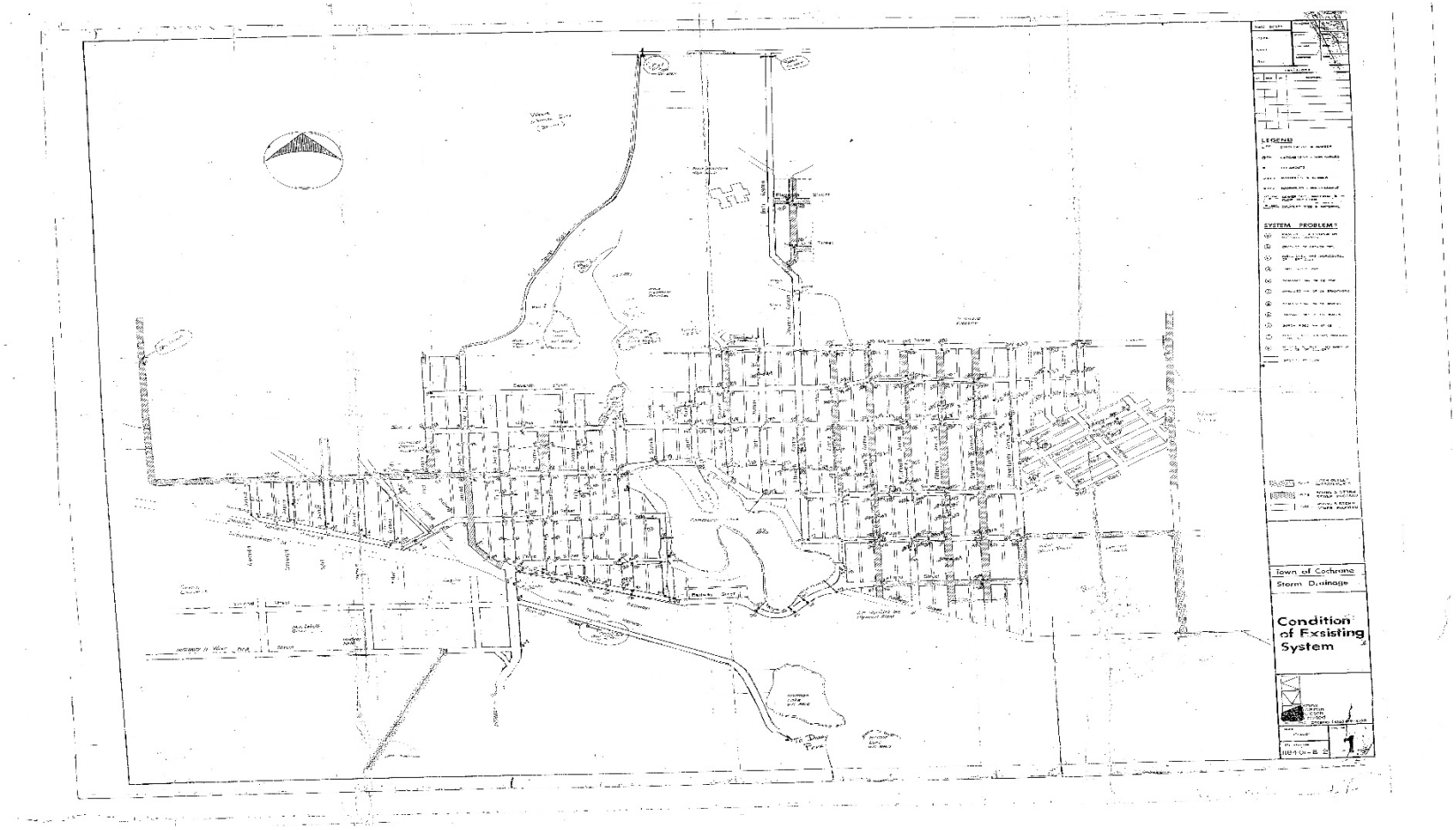
Appendix 1 – Rural Road Network Map



Appendix 2 – Urban Road Network Map



Appendix 3 – Sanitary Sewer Network Map



Appendix 4 – Stormwater Network Map



Appendix 5 – Water Network Map