NON-CORE ASSET MANAGEMENT PLAN 2024

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1.1	June 2024	Approved	DY	SLT	Council

The structure and content of this template is aligned to the International Infrastructure Management Manual and the ISO 55000 and 31000 series of standards.

This Asset Management Plan should be prepared in line with the Strategic Asset Management Plan (also referred to as an AM Strategy) and AM Policy and used to inform the Long-Term Financial Plan.

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

All Municipalities in Ontario are required to complete an Asset Management Plan (AMP) in accordance with Ontario Regulation 588/17 (O, Reg. 588/17). Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about Non-Core assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 10 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets that provide Non-Core Services for the Municipality.

1.2 Asset Description

The Non-Core Assets network comprises:

- Facilities
- Fire
- Fleet
- Information Technology
- Parks and Trails
- Sidewalks
- Road Signs
- Streetlights

The above infrastructure **Non-Core Assets** have significant total renewal value estimated at **$290,338,294**.

1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current service levels in the medium term.

The main service consequences of the Planned Budget are:

- Population growth will increase the Levels of Service requirements.
- Additional Staff may be required.
- Climate Change.
- Population Demographics.
- Some core assets have exceeded the "end of Useful Life" as stipulated.
- Some core assets need replacing due to non-compliant with current Regulations.

1.4 Future Demand

The main demands for new services are created by:

- Increased population and traffic in the Town.
- Age of the Facilities.
- Increased usage based on Development.

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Maintenance Plan for all Non-Core Assets.
- A regular inspection program for all key sub-assets.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the Non-Core Assets is estimated as **$221,540,864** or **$22,154,086** on average per year.

1.6 Financial Summary

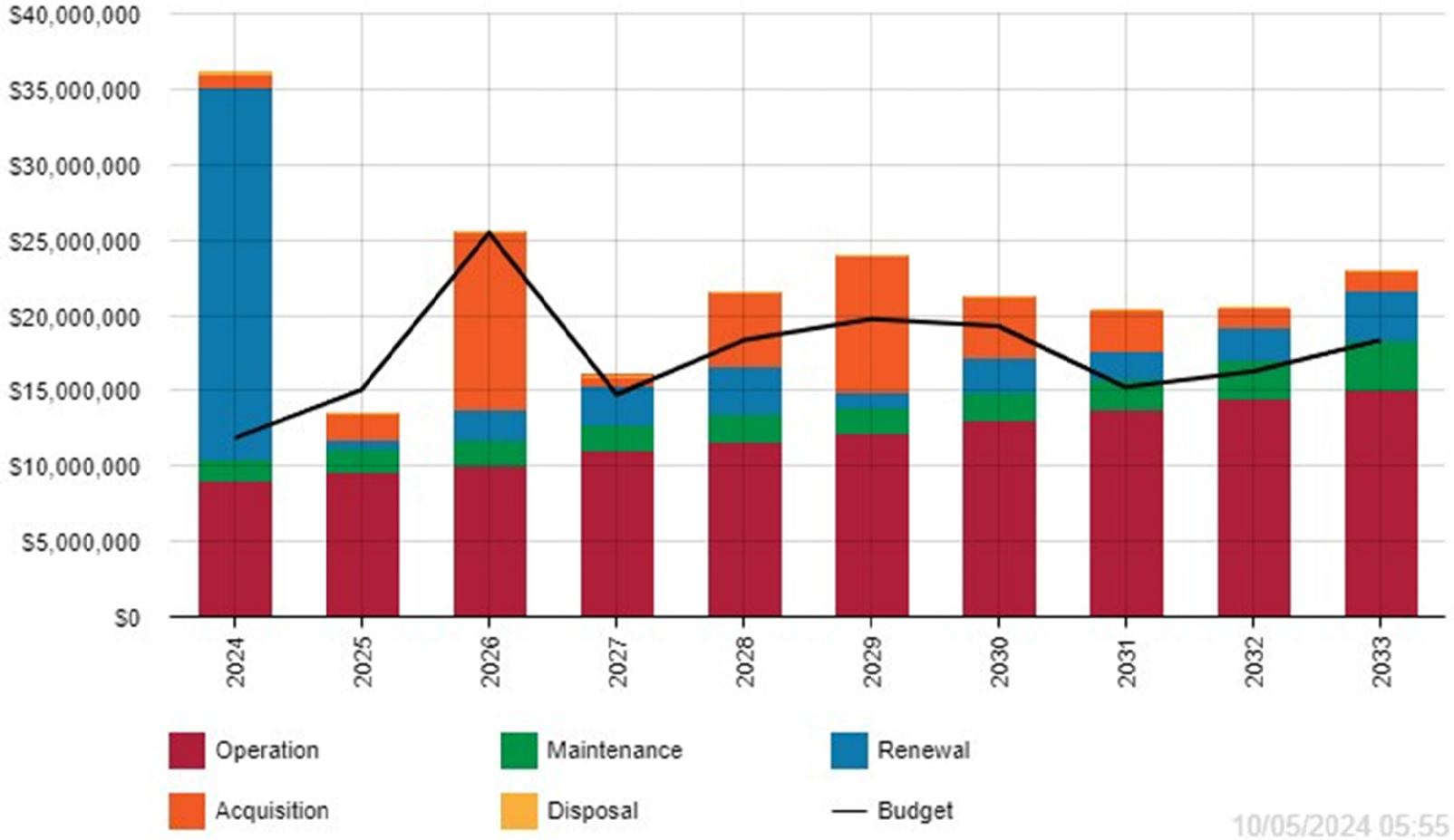
1.6.1 What we will do

Estimated available funding for the 10 year period is **$174,316,112** or **$17,431,610** on average per year as per the Long-Term Financial Plan or Planned Budget. This is **78.68%** of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasizing the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Non-Core Assets leaves a shortfall of **$4,722,474** average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan.

This is shown in the figure on the following page.



Forecast Lifecycle Costs and Planned Budgets

Figure Values are in current dollars.

We plan to provide the Non-Core Asset services for the following:

- Operation, maintenance, renewal and upgrade of Facilities, Fire, Information Technology, Parks and Trails, Road Signs, Sidewalks and Paved Paths and Streetlights to meet service levels set in annual budgets.
- New Facilities, Land acquisition and additional Fleet have been included within the 10 year planning period.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Increase maintenance levels to extend useful life.
- Increase the revenue source to fund the required maintenance.
- Replacement of ALL existing Fleet that has reached "end of useful life".
- Remove from service the existing Fleet that has reached the "end of useful life".
- Replacement of the non-compliant concrete sidewalks.
- Reduce the current allocated budget for the sidewalks in the Operating Budget.

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- That most of the Non-Core Assets are in fair to good condition.
- The projected Maintenance Costs for some assets have a 5% annual increase to the Planned Budget.
- The projected Operational Costs for some assets have a 5% annual increase to the Planned Budget.
- The Replacement Costs for all Facilities is based on $650/sq ft.
- Some of the Fleet have had significant work completed to extend "end of useful life".
- A 3% Fleet increase has been included for growth in the Town.

- The land value for Parks and Trails is estimated at $250,000 per acre.
- The Parks and Trails Acquisitions dates are subject to change.
- The current Road Sign Replacement Costs are set at $500 per sign.
- The current Streetlight Renewal Costs are based on the Construction Costs at the time of install.

The Asset Register Method was used to forecast the renewal life cycle costs for this Asset Management Plan, this is done using the acquisition year and the useful life.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Generate a continuous Maintenance Plan for all Facilities.
- Establish a regular inspection program for all key sub-assets.
- Carry out routine inspection on all Structural Components of the Facility.
- Continue with routine inspections of the equipment.
- Continue to keep itemized component list up to date.
- Continue to update the maintenance schedule for all items included in the Fleet.
- Ensure all routine maintenance on the Fleet is carried out.
- Update the Fleet list in the AMP when replacement or new assets are received.
- Continue to update the Asset Register with new assets.
- Continue routine maintenance to extend Useful Life of the Assets.
- Continue with the Retro Reflectivity Assessment.
- Continue to replace Road Signs that are in poor condition.
- Continue to keep the Road Signs Asset list up to date when new signs are added.
- Continue with the Annual Inspection Program.
- Carry out sidewalk and paved pathway repairs as required.
- Remove trip hazards when identified.
- Replace non-compliant sidewalks with Capital Projects.

2.0 Introduction

2.1 Background

This Non-Core Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the long term planning period.

The Asset Management Plan is to be read with the Town's Official Planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- The Town of Pelham Strategic Plan
- Town of Pelham Cultural Master Plan
- East Fonthill Secondary Plan
- East Fenwick Secondary Plan
- The Town of Pelham Official Plan

The Town of Pelham is currently updating the Non-Core Asset Management Plan to include additional details of assets, that were not included in the Core AMP, to gain a better understanding of the current status of the Towns Non-Core Assets. This will then be aligned with the Core AMP, long term Financial and Strategic Plans to ensure a more informed budget forecast is put in front of Council for approval.

The infrastructure assets covered by this Asset Management Plan include Facilities, Fire, Information Technology, Parks and Trails, Road Signs, Sidewalks and Paved Paths and Streetlights. For a detailed summary of the assets covered in this Non-Core Asset Management Plan refer to Appendix G.

These assets are used to provide an agreed level of service in the most cost-effective manner while outlining associated risks.

The infrastructure assets included in this plan have a total replacement value of **$290,338,304**.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Town of Pelham Council	▪ Represent needs of community/shareholders, ▪ Ensure service sustainable.
Senior Leadership Team	▪ Allocate resources to meet planned objectives in providing services while managing risks. ▪ Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services.
Corporate Services	▪ Consolidating the asset register and ensuring the asset valuations are accurate. ▪ Development of supporting policies such as capitalisation and depreciation. ▪ Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. ▪ AM and GIS support and admin.
Planning Department	▪ Updates the Towns Official Plan, provides Secondary Plans for areas of Development Expansion where existing Non-Core Assets will be impacted and additional Non-Core Asset acquisitions will occur.
Public Works Department	▪ Updates the Asset Register with replacement Non-Core Assets and any additional Non-Core Assets acquired. ▪ This list includes Replacement Costs and Renewal Costs for future budgeting purposes.

2.2 Goals and Objectives of Asset Ownership

Our goal in managing Non-Core Assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

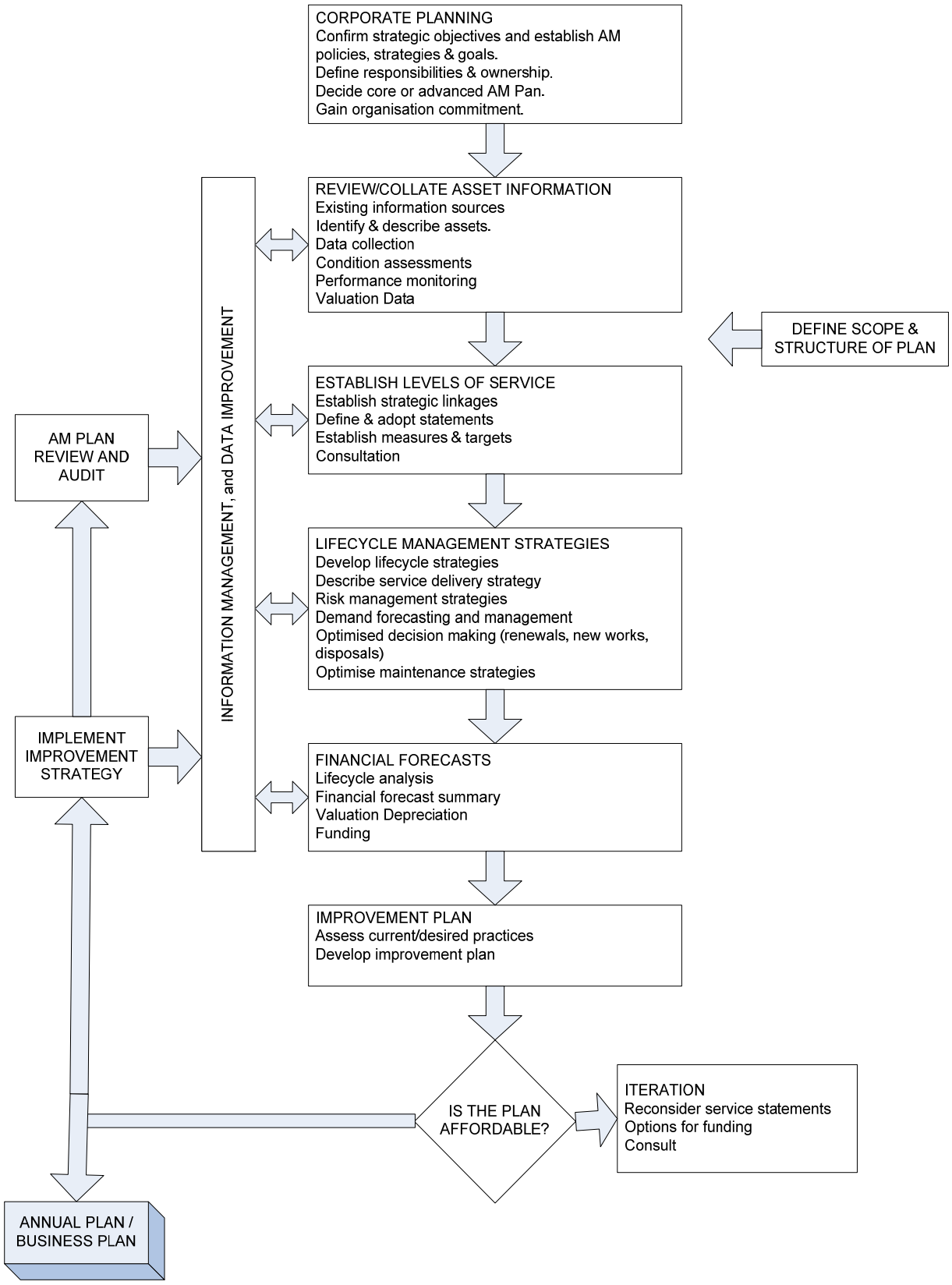
A road map for preparing an Asset Management Plan is shown below.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

[2] ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This Non-Core Asset Management Plan is prepared to facilitate consultation prior to adoption of levels of service by the Town of Pelham. Future revisions of the Non-Core Asset Management Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Town and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Currently, the Town has little or no research on customer expectations. This will be investigated for future updates of the Non-Core Asset Management Plan.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Council for the Town of Pelham's vision, mission, goals and objectives.

Our vision is:

Pelham promotes an exceptional quality of life and values its people, their experiences and the environment.

Our mission is:

Pelham – a caring, active and sustainable community.

Strategic goals have been set by the Council for the Town of Pelham. The relevant goals and objectives and how these are addressed in this Non-Core Asset Management Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
Environmental & Climate Adaptation	To protect and conserve the natural heritage and resources	Priorities in this area will provide the foundation for a clean, safe, and sustainable environment for present and future generations.
Community Development & Growth	Determine how development and growth pressures are managed.	To achieve measured growth of the community while protecting the high quality of life presently enjoyed by residents.

Infrastructure Investment & Renewal	Maintain the network of roads, trails, parks, and community infrastructure that supports the residents.	To ensure that funding resources are sufficient to meet the maintenance, replacement, and future needs of Pelham's infrastructure.
Enhancing Capacity & Future Readiness	Ensures that the municipal corporation will be able to meet the future needs of the community.	A proactive approach with progressive Management and utilization of technology
Financial Health	Financial reserves, levels of debt and property taxes collectively form the Town's financial health.	Continuous improvement of these financial metrics builds the foundation for a brighter future in Pelham.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Some of the Legislative requirements that impact the delivery of the Non-Core Assets service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Planning Act	Legislation that establishes the "ground rules" for land use planning in Ontario. It enables municipalities to control land use and provides for the mechanisms through which this control is exercised.
Occupational Health and Safety Act	Sets out minimum health and safety standards to protect workers against hazards on the job. It applies to almost every worker, supervisor, employer and workplace, including constructors, workplace owners, and suppliers of equipment or materials to workplaces that are covered by the OHSA.

Public Transportation and Highway Improvement Act	Requires that all provincial and municipal bridges be inspected every two years under the direction of a professional engineer using the Structure Inspection Manual (Inspection Manual).
Environment Protection Act	Protects the environment from pollution and its effects. The Act provides the regulatory framework to help reduce and eliminate the discharge of pollutants into the air, land and water.
Minimum Maintenance Standards	The purpose of this regulation is to clarify the scope of the statutory defence available to a municipality under clause 44 (3) (c) of the Act by establishing maintenance standards which are non-prescriptive as to the methods or materials to be used in complying with the standards but instead describe a desired outcome.
ATSM Standard Guide for Property Condition Assessments: Baseline property Condition Assessment Process (ASTM E2018-15)	The ASTM E2018 Standard is the industry standard for baseline Property Condition Assessments. Updated to "ASTM E2018-24 Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process" on Jan. 1, 2024, the Standard outlines the purpose and scope of the Property Condition Assessment including the walk-through survey, document reviews, and interviews, as well as the contents of the Property Condition Report.
Fire Protection and Prevention Act	The Fire Protection and Prevention Act, 1997 creates the framework for fire protection in Ontario. This act addresses the following subjects: municipal responsibilities for fire protection services. the appointment and powers of the Fire Marshal.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,

- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision.

Table 3.4: Customer Values

Service Objective:

Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Facilities	Customer Surveys (to be implemented in the future).	Lack of data currently.	This is expected to remain unchanged based on the location of the of the respondents to the survey.
Fire	Response Times.	Meets or Exceeds Response times.	This is expected to remain unchanged based on the location of the of the Fire Stations.
Fleet	Down time due to breakdowns or age.	Budget Constraints.	This is expected to remain unchanged based on the current Budget allocation.
Information Technology	User Feedback.	Parts shortages delay repairs.	This is expected to remain unchanged based on the current lack of availability of parts.
Parks and Trails	Complaints.	Limited to low number of complaints received.	Complaints generally decrease when grass cutting season begins each year.
Road Signs	Complaints.	Currently the Town is replacing all defective Road Signs with new.	Complaints should decrease when project is completed this year.

Sidewalks	Complaints.	High number of complaints due to weather conditions and increased volume in traffic.	Complaints should decrease when the Sidewalk Repair project is completed this year.
Streetlights	Complaints.	Currently the Town is replacing all streetlights with new LED’s.	Complaints should decrease when project is completed this year.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are to be established.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

4.4 Asset Programs to meet Demand.

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Town to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1.

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme Weather Events	Increased intensity, duration, and frequency of heavy rainfall, winter precipitation (i.e., freezing rain) and events such as thunder, hail or windstorms.	Number of wet days likely to increase; maximum precipitation on a single day likely to increase and more freeze-thaw cycles.	Review and update the construction requirements to include Climate Adaptation strategies.
Precipitation	Extreme changes in precipitation projected for the spring and winter months.	Number of wet days likely to increase; maximum precipitation on a single day likely to increase.	Increase the maintenance on the non-core assets and additional clearing of leaves that cause blockages.
Temperature	Warming across seasons with severe warming occurring over fall and winter months.	More freeze-thaw cycles impacting the non-core assets.	Ensure construction methodology is suitable for a more adapting climate.

Additionally, the way in which we construct new assets should recognize that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 4.5.2 summarizes some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Extreme Weather Events	Increased intensity, duration, and frequency of heavy rainfall, winter precipitation (i.e., freezing rain) and events such as thunder, hail or windstorms.	Develop a comprehensive strategy to manage extreme weather events and emergencies.
Precipitation	Number of wet days likely to increase; maximum precipitation on a single day likely to increase.	Foster adaptive capacity in the design, construction, and maintenance of Town-owned infrastructure. Cultivate resiliency to heavy rainfall and flooding events.
Temperature	Warming across seasons with severe warming occurring over fall and winter months.	Create an extreme weather policy to minimize risks to Town's staff during extreme events including heavy rainfall, extreme heat, and extreme cold.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Town plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Inclusions	Replacement Value
Facilities	14 Facilities	$143,989,300
Fire	12 Categories	$1,605,514
Fleet	7 Categories	$15,779,200
Information Technology	6 Categories	$839,500
Parks and Trails	15 Parks, 3 Trails & 2 Cemeteries	$62,830,000
Road Signs	6 Categories	$1,300,500
Sidewalks	9 Categories	$58,659,280
Streetlights	12 Categories	$5,335,000
TOTAL		**$290,338,294**

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

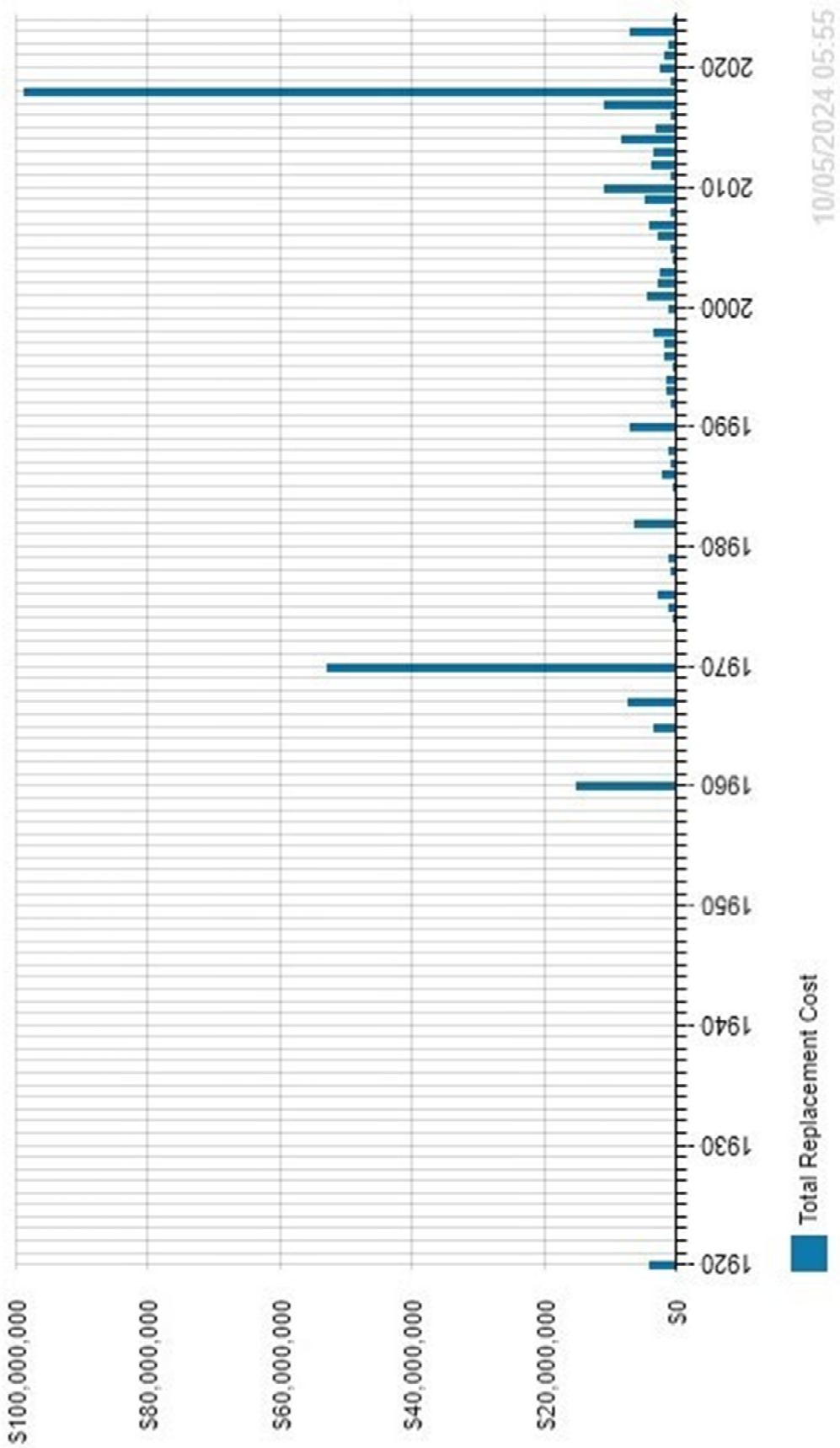


Figure 5.1.1: Asset Age Profile

All figure values are shown in current day dollars.

Add discussion about the age asset profile. Outline how past peaks of investment that may require peaks in renewals in the future. Comment on the overall age versus useful lives of the assets.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. These can be included in the future AMP.

5.1.3 Asset condition

Condition is currently monitored throughout the year on all Non-Core Assets to ensure Structural Stability, Condition and Functionality.

Condition is measured using a 1 – 5 grading system[3] as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

[3] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

The condition profile of our assets is shown in Figure 5.1.3.

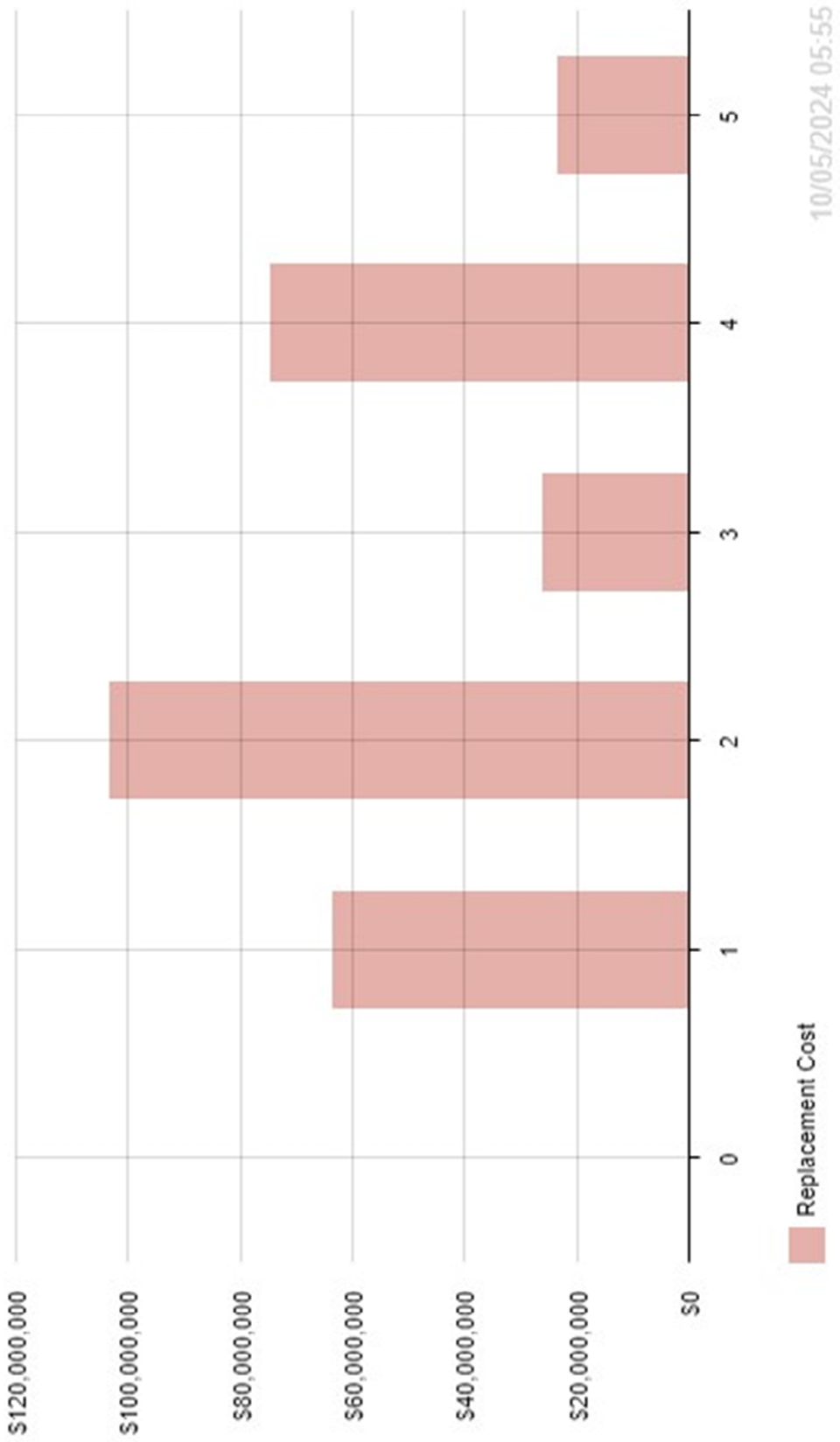


Figure 5.1.3: Asset Condition Profile

The current overall condition of the Towns Non-Core Assets is considered to be Fair to Good and the Town should consider adopting a formal monitoring program to assist in keeping assets in good condition. This would require an evaluation of all the Non-Core Assets with a preservation techniques and trigger values. Without this preservation plan, the levels of service for the Non-Core Assets will continue to deteriorate.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget $
2023	$6,077,160
2024	$6,831,046
2025	$7,678,453

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the Non-Core asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

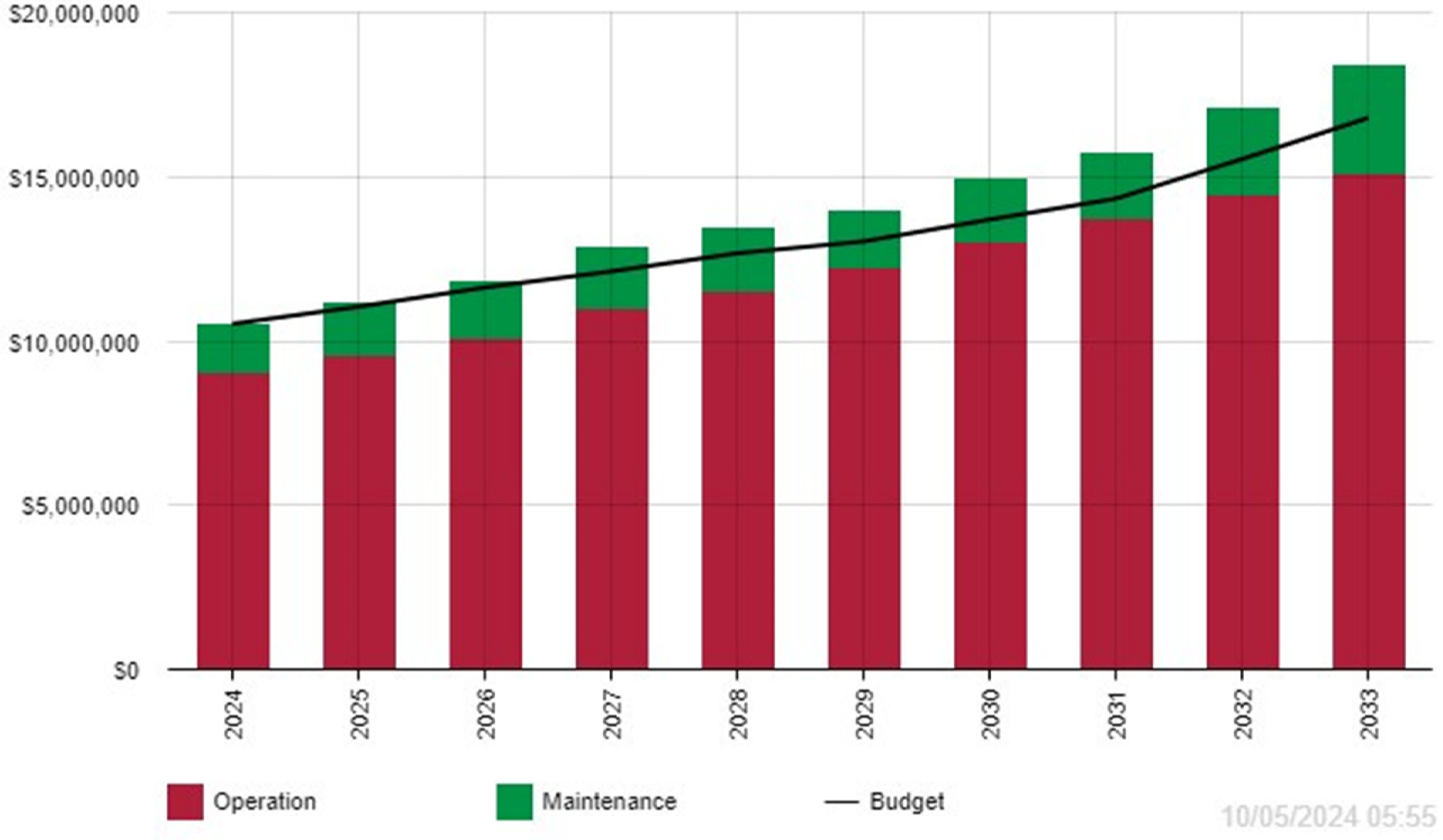


Figure 5.2: Operations and Maintenance Summary

All figure values are shown in current day dollars.

Over the next decade, the Town will experience significant growth due to the development of East Fonthill and East Fenwick and the surrounding area. Currently, the Town is able to meet its expected level of service given its current resource structure; however, the anticipated growth will strain the Town's resources – particularly during the next five years – including staffing and Non-Core Assets such as Fleet and Equipment. The Town is completing this Asset Management Plan to ensure it has sufficient resources to meet service level expectations of the Town's Non-Core Assets both currently, and into the future, efficiently and at the lowest life-cycle cost.

5.3 Renewal Plan

Renewal is major works which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Non-Core Asset useful lives were last reviewed in 2023.[4]

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Facilities	75 Years
Fire	Various Years
Fleet	Various Years
Information Technology	4 Years

[4] Based on the data provided for Useful Life of Assets

Parks and Trails	75 Years to 100 Years
Road Signs	15 Years
Sidewalks	20 Years or 25 Years
Streetlights	25 Years

The estimates for renewals in this Asset Management Plan were based on the Asset Register Method.

5.3.1 Renewal ranking criteria.

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).[5]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[6]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

[5] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

[6] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Fire & Fleet	40%
Facilities	30%
IT & Streetlights	20%
Parks and Trails, Road Signs & Sidewalks	10%
Total	**100%**

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.

A detailed summary of the forecast renewal costs is shown in Appendix D.

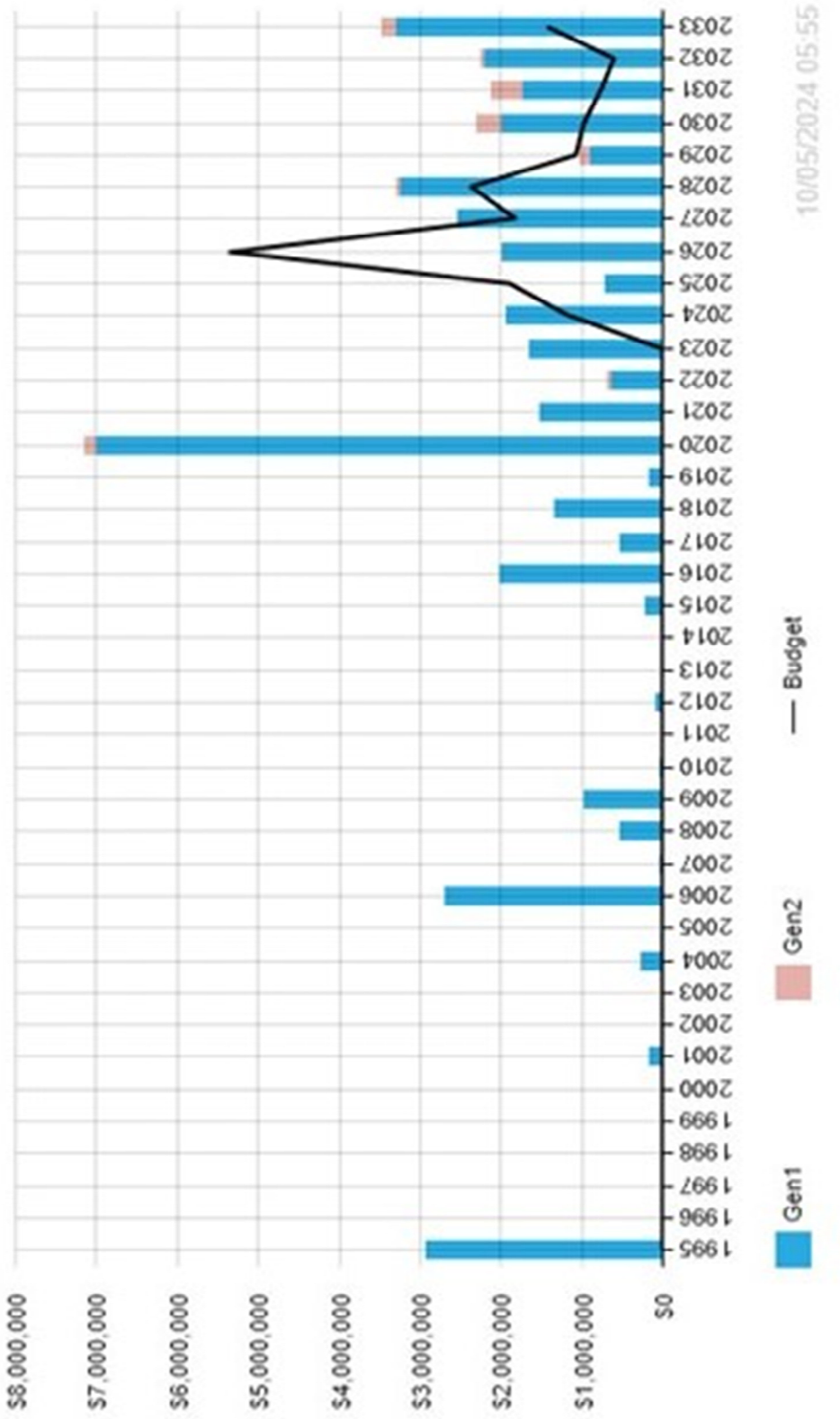


Figure 5.4: Forecast Renewal Costs

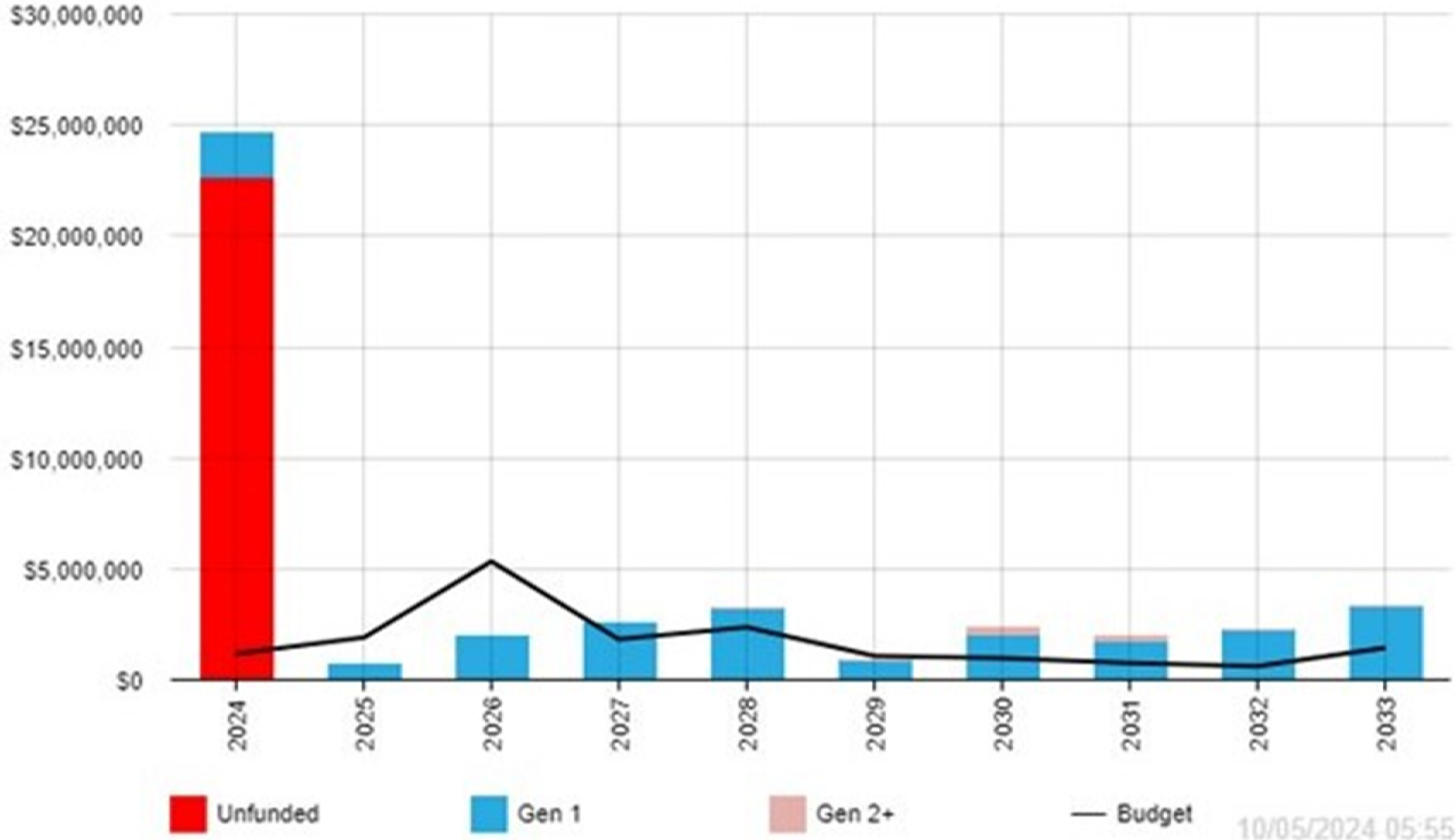


Figure 5.4: Budget Forecast Renewal

All figure values are shown in current day dollars.

Based on the future availability for the Renewal Budget compared to the Forecast Renewal Costs, the current levels of service standards may need to be lowered as a result and the reduction to the trigger levels for the life cycle activities and thereby extending the useful life of the Non-Core Assets. The risk levels would increase because the average condition level for the assets would decrease below the intended replacement trigger level.

The Unfunded items that have reached the "end of useful life" and are continuing to function in a useful way, such as the MSSP Building that was constructed in 1920 and continues to function.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Town.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programs. The priority ranking criteria is detailed in Table 5.4.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Growth Related	30%
DC Study	10%
Meets Town Standards	40%
Replacement Costs	20%
Total	**100%**

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

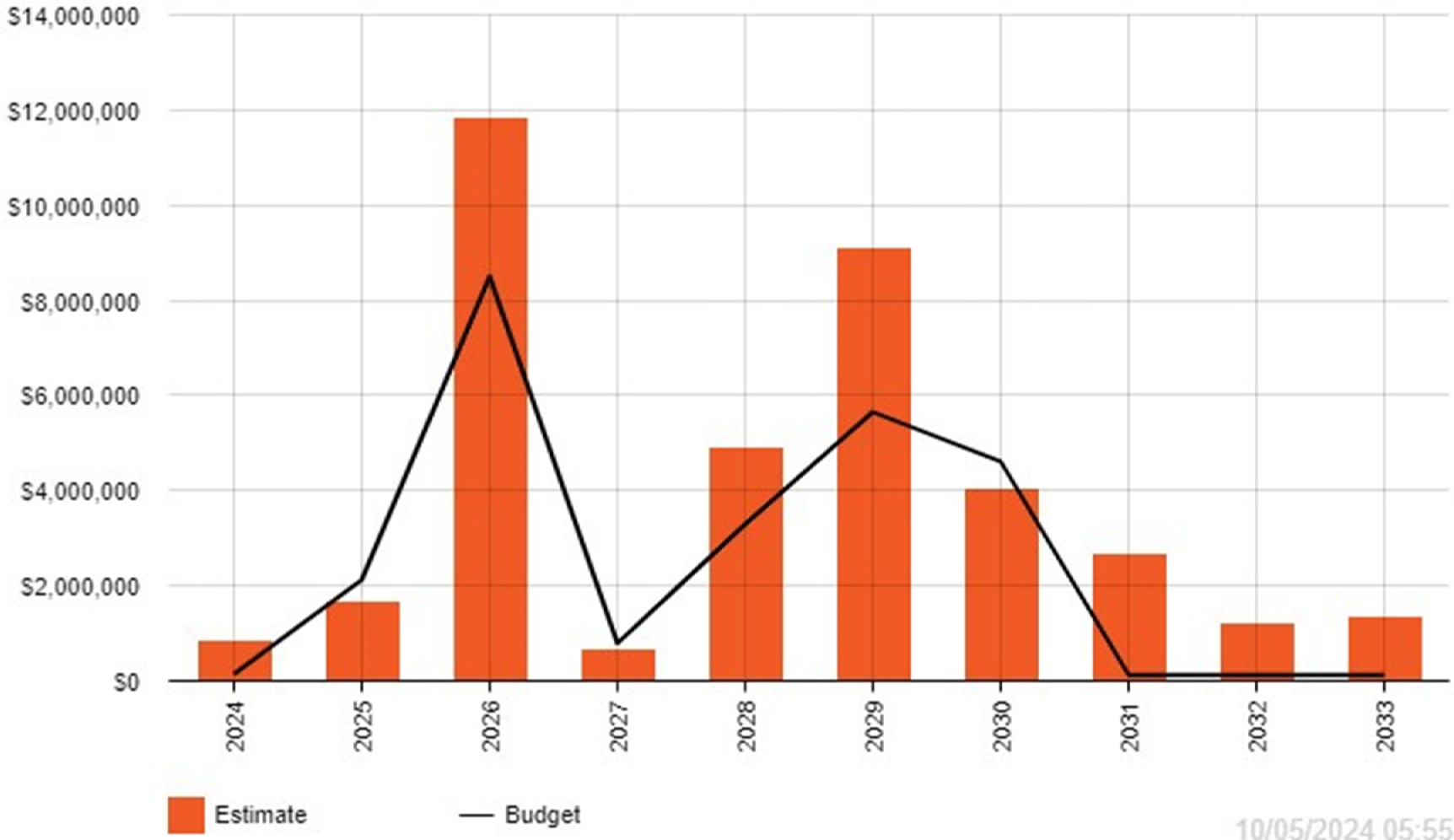


Figure 5.5.1: Acquisition (Constructed) Summary

All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

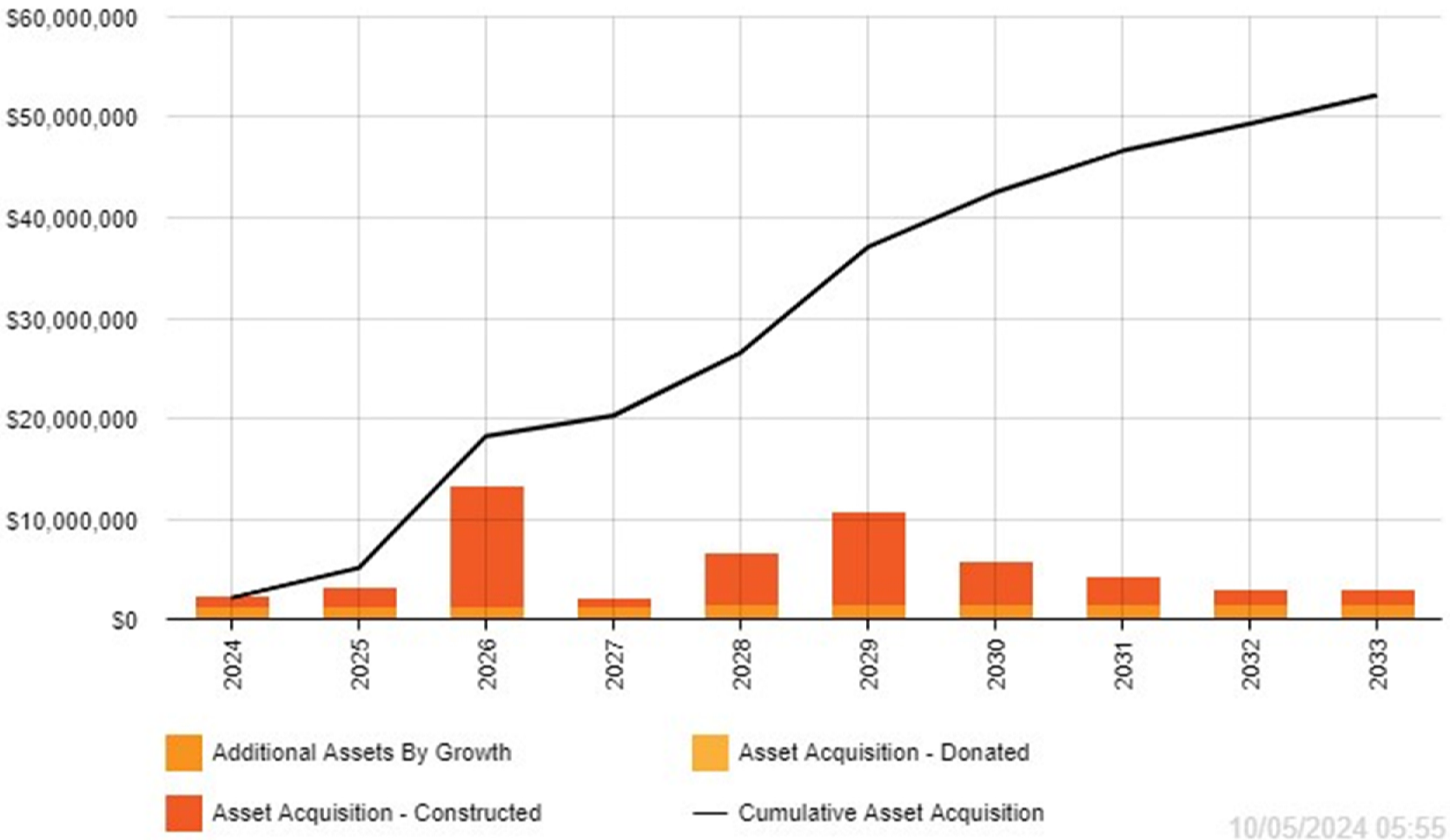


Figure 5.5.2: Acquisition Summary

All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

With the ongoing development expansion area of East Fonthill progressing over the next five to six years, with a significant number of additional assets being donated to the Town, there will need to be additional operating and maintenance costs included in the future years budgets for these new Acquisitions. There will also need to be a future cost associated with the East Fenwick Expansion Area, which is forecast to commence within the planning period, where the Town will be required to Renew some existing assets. The East Fenwick expansion area will also include a significant number of additional assets being donated to the Town, there will need to be additional operating and maintenance costs included in the future years budgets.

Summary of asset forecast costs.

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

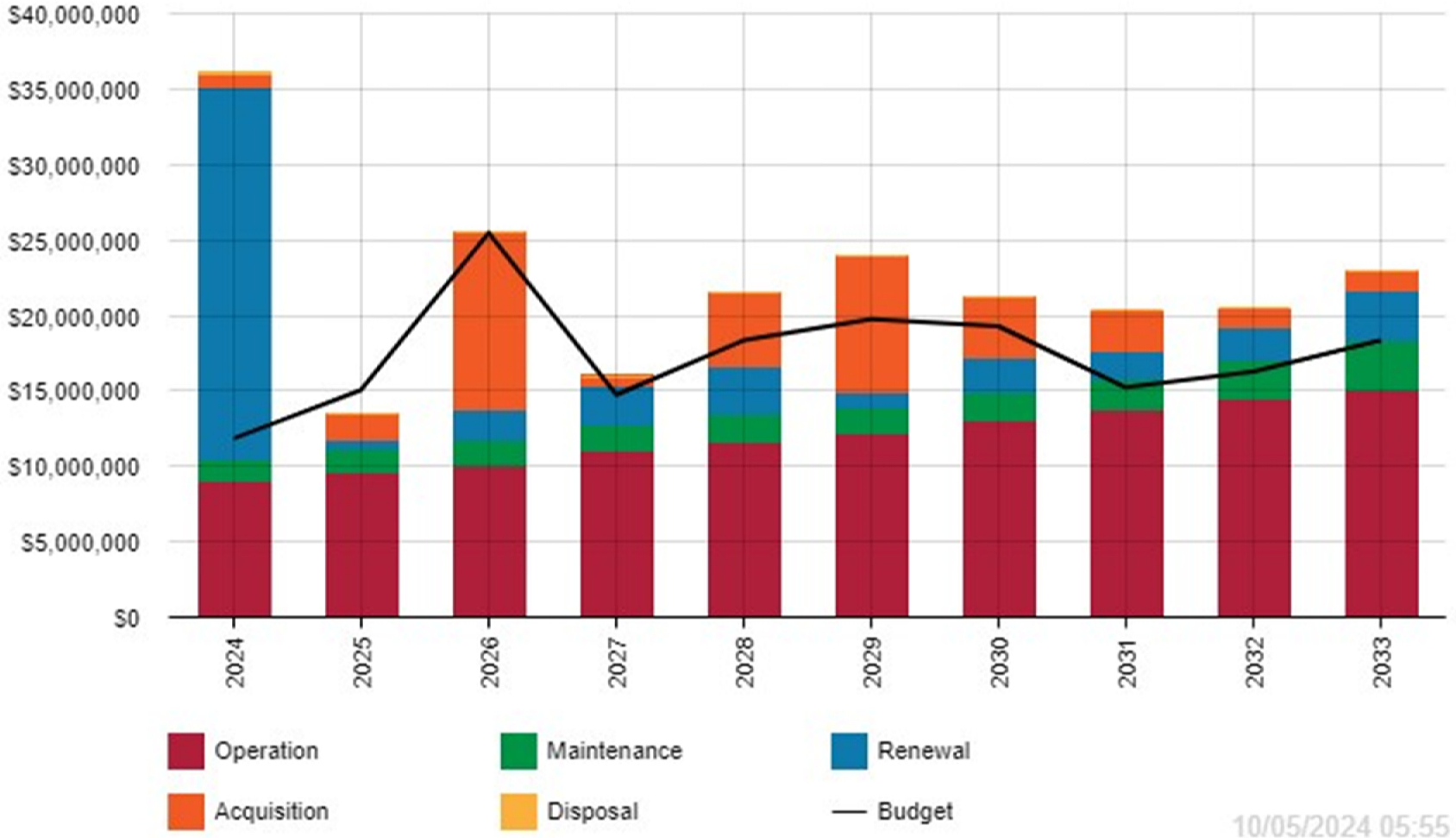


Figure 5.5.3: Lifecycle Summary

All figure values are shown in current day dollars.

The Lifecycle Summary indicates that the planned budget is sufficient to meet and maintain the Levels of Service expected for the Non-Core Assets. The renewal requirements are heavily biased towards the renewal of certain Non-Core Assets that are all reaching the end of useful life.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

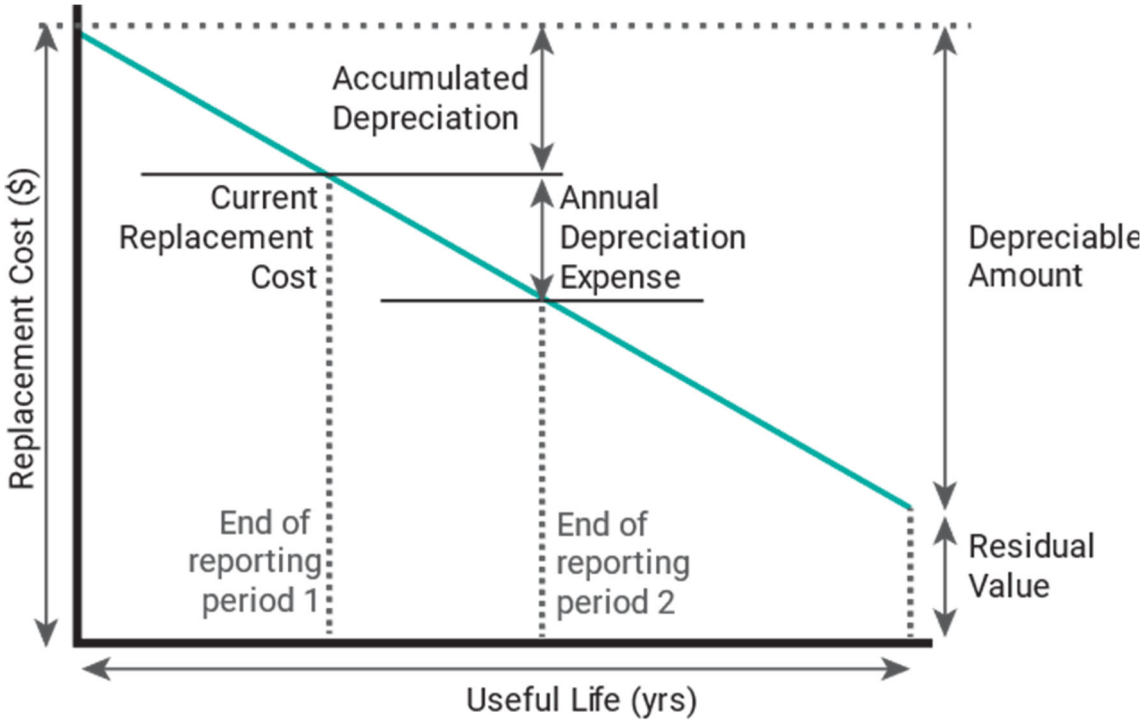
6.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

6.1 Financial Statements and Projections

6.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value at cost to replace.



Replacement Cost (Gross)	**$290,338,304**
Depreciable Amount	**$199,278,320**
Current Replacement Cost[7]	**$161,258,800**
Depreciation	**$6,247,283**

[7] Also reported as Written Down Value, Carrying or Net Book Value.

6.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[8] **39.85%**

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have **39.85%** of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is **$18,350,086** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **$14,882,391** on average per year giving a 10 year funding shortfall of **$3,467,695** per year. This indicates that **0%** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. This excludes acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

[8] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

6.1.3 Forecast Costs (outlays) for the long-term financial plan.

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2024 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Forecast Disposal
2024	$830,000	$9,076,378	$1,444,965	$24,578,088	$89,605
2025	$1,650,000	$9,561,309	$1,558,880	$701,300	$0
2026	$11,800,000	$10,097,537	$1,722,154	$1,971,285	$0
2027	$650,000	$10,990,398	$1,799,552	$2,533,131	$0
2028	$4,880,000	$11,548,252	$1,872,544	$3,267,633	$0
2029	$9,080,000	$12,250,402	$1,724,162	$955,991	$0
2030	$4,000,000	$13,049,416	$1,870,572	$2,281,465	$0
2031	$2,650,000	$13,776,329	$1,970,476	$1,943,072	$0
2032	$1,200,000	$14,434,062	$2,593,117	$2,224,109	$0
2033	$1,300,000	$15,122,934	$3,225,231	$3,356,109	$0

6.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term Financial Plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

6.3 Valuation Forecasts

Asset values are forecast to decrease as additional assets are added or removed from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to

future renewals. Any additional assets will also add to future depreciation forecasts.

6.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

Facilities:

- That most of the Town Facilities are in reasonably good condition.
- The projected Maintenance Costs have a 5% annual increase to the Planned Budget.
- The projected Operational Costs have a 5% annual increase to the Planned Budget.
- The current Renewal Costs are based on the Construction Costs at the time of construction.
- The Replacement Costs for all the Facilities is based on $650/sq ft.

Fire:

- That most of the equipment is in fair to good condition.
- The projected Maintenance Costs are in accordance with the10 year Planned Budget.
- The projected Operational Costs have a 5% annual increase to the Planned Budget.
- The current Renewal Costs are based on the Construction Costs at the time of construction.

Fleet:

- That the Fleet are in Fair to Good condition.
- Some of the Fleet have had significant work completed to extend "end of useful life".
- A 3% increase has been included for growth in the Town.
- The list of items on the list include some that will be disposed of at the end of 2024.

Information Technology:

- That all or most of the assets are in good to very good condition.
- There is a 5% annual increase in the Maintenance Budget.

- There is a 5% annual increase in the Operating Budget.
- The Renewal costs are based on the Replacement Costs at time of purchase.

Parks and Trails:

- The land value is estimated at $250,000 per acre.
- The Maintenance budget is in line with the 10 forecasts.
- The Operating budget is in line with the 10 forecasts.
- The Acquisitions dates are subject to change.

Road Signs:

- That most of the Road Signs are in a Fair Condition.
- That currently the Road Sign Inventory can be maintained at the current Level of Service.
- The Retro Reflectivity Assessment will continue throughout the Planning Period.
- The current Replacement Costs are set at $500 per sign.

Sidewalks:

- That most of the Concrete Sidewalks and Paved Walkways are in good condition.
- The projected Maintenance Costs are in accordance with the10 year Planned Budget.
- The projected Operational Costs are in accordance with the10 year Planned Budget.
- The current Renewal Costs are based on the Construction Costs at the time of construction.

Streetlights and Signals:

- That most of the equipment is in fair to good condition.
- The projected Maintenance Costs are in accordance with the10 year Planned Budget.
- The projected Operational Costs are in accordance with the10 year Planned Budget.
- The current Renewal Costs are based on the Construction Costs at the time of construction.

6.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[9] in accordance with Table 6.5.1.

Table 6.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 6.5.2.

[9] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Table 6.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Data received from an Internal & External sources
Growth projections	C	Based on anticipated development
Acquisition forecast	B	Based on anticipated "End of Useful Life"
Operation forecast	B	Included in Long Term Financial Plans
Maintenance forecast	B	Included in Long Term Financial Plans
Renewal forecast:		
- Asset values	B	Included in Long Term Financial Plans
- Asset useful lives	C	Estimates in the Asset Register
- Condition modelling	B	Based on Information provided by others
Disposal forecast	C	Noted in the AMP

The estimated confidence level for and reliability of data used in this AM Plan is considered to be **Reliable**.

7.0 PLAN IMPROVEMENT AND MONITORING

7.1 Status of Asset Management Practices

7.1.1 Accounting and financial data sources

This Asset Management Plan utilizes accounting and financial data. The source of the data is from the Town's Financial Systems and the Budget Forecasts.

7.1.2 Asset management data sources

This Asset Management Plan also utilizes asset management data. The source of the data is through various Internal and External sources.

7.2 Improvement Plan

It is important that an entity recognize areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 7.2.

Table 7.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	All Non-Core Assets	All Departments	Internal and External	2 Years
2	Levels of Service Review	Senior Leadership Team	Council	1 year
3	Review Budget Forecasts	All Departments	Finance Dept.	1 year
4	Operations & Maintenance Budget Review	All Departments	Finance Dept.	1 year
5	Future Development & Growth	Planning Dept.	All Departments	2 years
6	Review of the Useful Life of Assets	All Departments	Finance Dept.	2 years

7	Generate the Risk Register	Asset Management Department	All Departments	2 years

7.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within the first year of the election of a new Council.

7.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

8.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
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- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Strategic Plan 2023 – 2027
- Federation of Canadian Municipalities Asset Management Training
- NAMS+ Canada in conjunction with IPWEA
- Capital and Operating Budgets
- Climate Adaptation Plan
- Official Plan
- East Fonthill Secondary Plan
- East Fenwick Secondary Plan

9.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

There are developments currently being constructed and going through the planning process for approvals that will be donating additional Non-Core Assets to the AMP, these developments are outlined in the Table below. The dates indicate the anticipated year that the Town will be assuming and becoming responsible for the additional assets. There are also items identified for growth due to the additional development.

The Constructed Forecast is based on the average cost sharing amount the Town will be paying out as part of the Development Charge Study/Policy for the 10-year plan.

A.2 – Acquisition Project Summary

The project titles included in the lifecycle forecast are included here.

Table A2 - Acquisition Forecast Summary

Year	Constructed	Contributed
2024	River Estates Ph 2	$830,000
2025	Combination Snow Plow & Spreader - (Growth Related)	$350,000
2025	East Fonthill Parkland Development	$1,300,000
2025	Centennial Park South Soccer Field	$350,000
2026	NEW Fire Station #1	$7,000,000
2026	60” Mower - (Growth Related)	$25,000
2026	48” Mower - (Growth Related)	$22,000
2026	Landscape Trailer - (Growth Related)	$13,000
2026	Pickup Truck - (Growth Related)	$57,000
2026	16ft Mower Deck - (Growth Related)	$26,000
2026	50hp Tractor for bulk moving - (Growth Related)	$55,000
2026	Forestry Truck (Boom & Chip Box) - (Growth Related)	$480,000

2026	Small Compactor Truck (Garbage Pick-up) - (Growth Related)	$240,000
2026	Saffron meadows Park Development	$500,000
2026	Replace Outdoor Pool	$4,000,000
2026	Emerald Trails	$300,000
2027	Kunda Park Development	$400,000
2027	MSSP Playground	$250,000
2028	Additional Land for Tice Road Operations Centre	$2,000,000
2028	Playground Equipment (3 sets)	$480,000
2028	Oak Haven Estates	$900,000
2028	Tanner Extension	$300,000
2028	Centennial Park Washroom	$1,200,000
2029	NEW Tice Road Operations Centre	$5,300,000
2029	Tractor with Snow Plow & Salt Spreader – Addition	$190,000
2029	Summersides Village	$1,350,000
2029	Park Place South	$1,300,000
2029	Forest Park - PH 1&4	$1,130,000
2030	Small Grader for Shouldering and snow removal – Addition	$200,000
2030	Street Sweeper with Hydro-vac Capability - Addition	$300,000
2030	Civic Square Construction	$4,000,000
2031	Forest Park - PH 3	$1,400,000
2031	Park Place West	$1,250,000
2032	Kunda Park Ph 4	$1,200,000
2033	East Fenwick Parkland	$1,300,000

A.3 – Acquisition Forecast Summary

Table A3 - Acquisition Forecast Summary

Year	Constructed	Contributed	Growth
2024	$830,000	$0	$1,294,606
2025	$1,650,000	$0	$1,320,304
2026	$11,800,000	$0	$1,346,590
2027	$650,000	$0	$1,373,477
2028	$4,880,000	$0	$1,400,983
2029	$9,080,000	$0	$1,429,121
2030	$4,000,000	$0	$1,457,909
2031	$2,650,000	$0	$1,487,363
2032	$1,200,000	$0	$1,517,502
2033	$1,300,000	$0	$1,548,341

Appendix B Operation Forecast

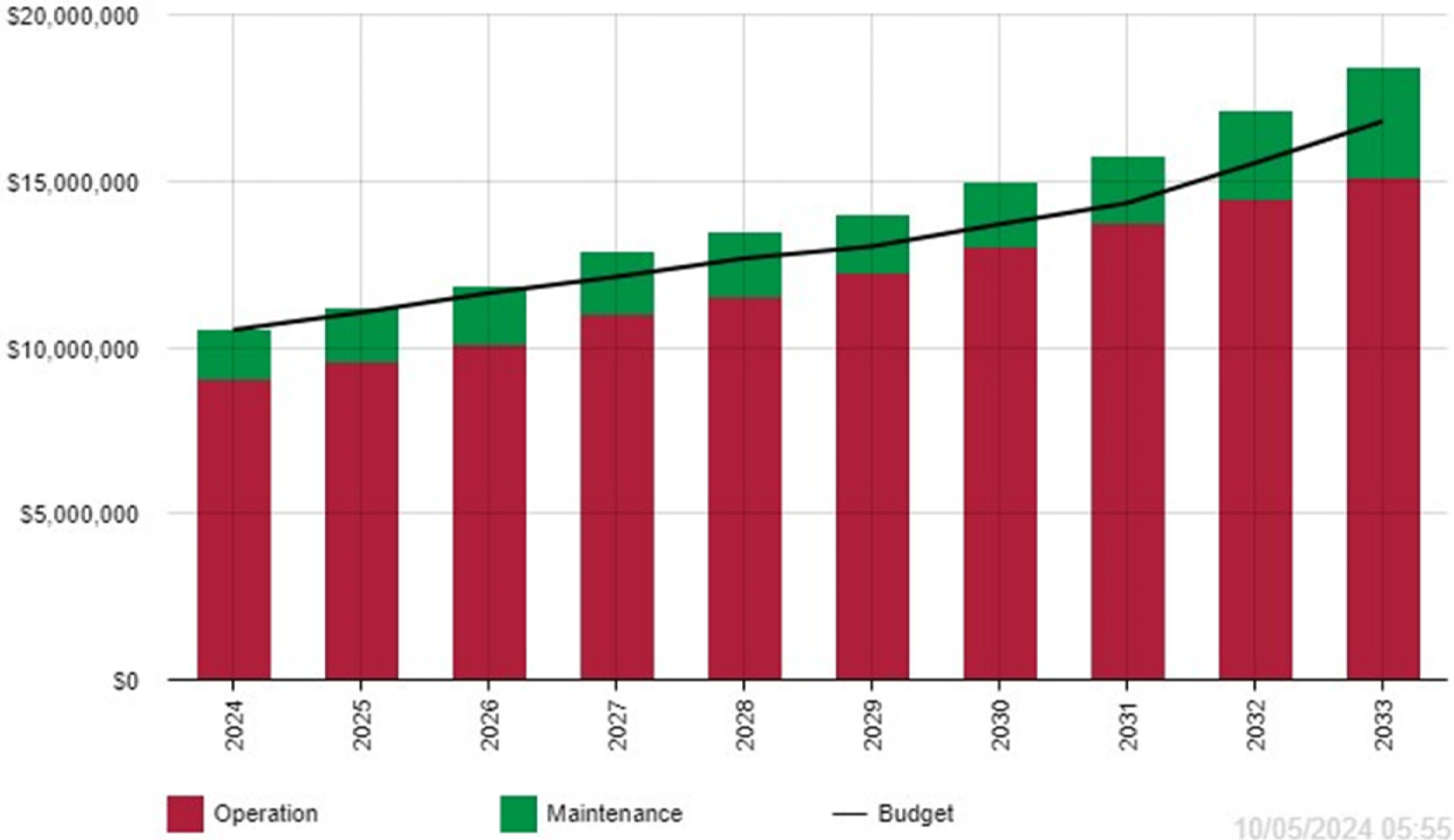
B.1 – Operation Forecast Assumptions and Source

The Operational forecast is based on a rate of increase set by the Finance Department and is based on prior years actual costs.

B.2 – Operation Forecast Summary

Table B1 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024	$9,076,378	$38,790	$9,076,378
2025	$9,561,309	$81,430	$9,561,309
2026	$10,097,537	$415,549	$10,097,537
2027	$10,990,398	$58,423	$10,990,398
2028	$11,548,252	$174,996	$11,548,252
2029	$12,250,402	$243,502	$12,250,402
2030	$13,049,416	$147,378	$13,049,416
2031	$13,776,329	$48,469	$13,776,329
2032	$14,434,062	$49,152	$14,434,062
2033	$15,122,934	$49,152	$15,122,934



Graph B1 - Operation Forecast Summary

Appendix C Maintenance Forecast

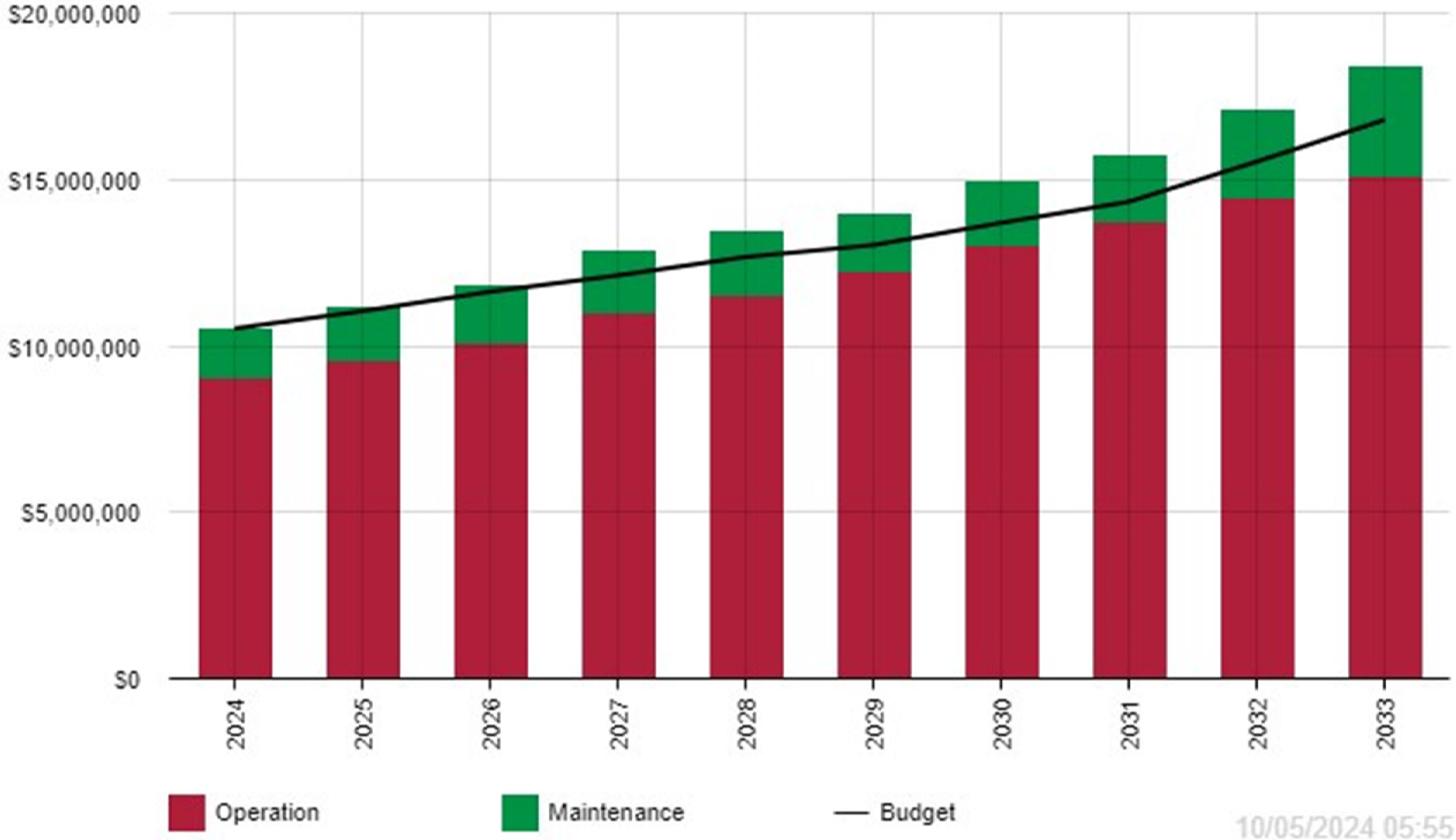
C.1 – Maintenance Forecast Assumptions and Source

The Maintenance forecast is based on a rate of increase set by the Finance Department and is based on prior years actual costs.

C.2 – Maintenance Forecast Summary

Table C1 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024	$1,444,965	$12,915	$1,444,965
2025	$1,558,880	$24,793	$1,558,880
2026	$1,722,154	$63,602	$1,722,154
2027	$1,799,552	$17,791	$1,799,552
2028	$1,872,544	$25,886	$1,872,544
2029	$1,724,162	$31,007	$1,724,162
2030	$1,870,572	$44,711	$1,870,572
2031	$1,970,476	$18,018	$1,970,476
2032	$2,593,117	$16,397	$2,593,117
2033	$3,225,231	$16,397	$3,225,231



Graph C1 - Operation Forecast Summary

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The renewals forecast is based on the Long-Term Financial Plan and with Federal and Provincial Grant Funding opportunities available to small municipalities. The Town carries out a various study to establish the condition of the Non-Core Assets and provides a rating of Good, Fair and Poor. This report considers all rehabilitation works carried out in the previous years and the addition of any new assets. This information is critical and assists with the future forecast for renewals and rehabilitation programs.

D.2 – Renewal Project Summary

This is based on the assets that have reached the "End of Useful Life" or the use has been extended due to the observed condition of the Non-Core Assets.

D.3 – Renewal Forecast Summary

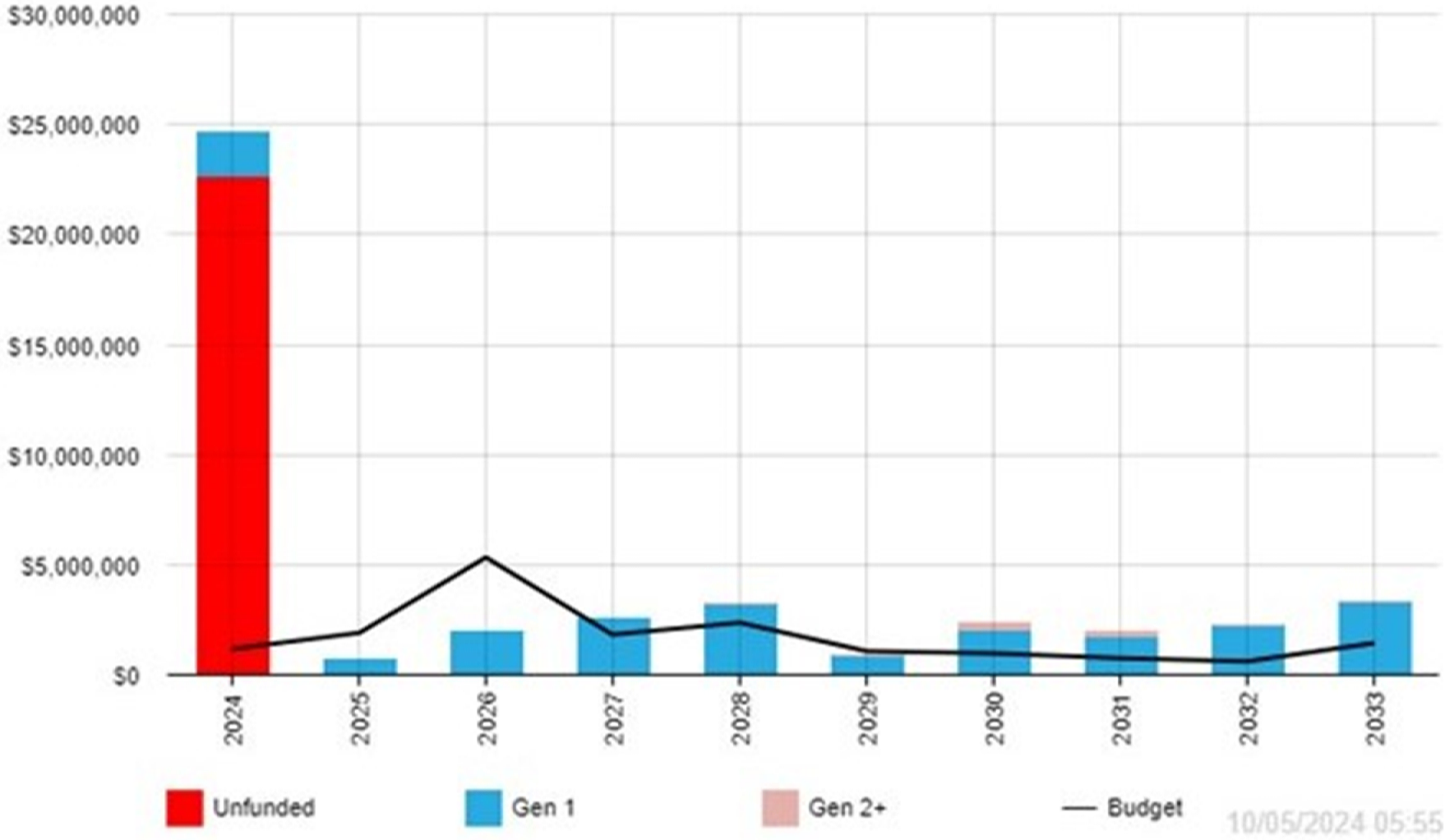
Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2024	$24,578,088	$1,172,000
2025	$701,300	$1,898,100
2026	$1,971,285	$5,346,025
2027	$2,533,131	$1,822,776
2028	$3,267,633	$2,372,155
2029	$955,991	$1,073,763
2030	$2,281,465	$977,001
2031	$1,943,072	$763,071
2032	$2,224,109	$602,775
2033	$3,356,109	$1,430,613

D.4 –Renewal Plan

Table D4 - Renewal Plan Summary

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2024	$24,578,088	$1,172,000	-$23,406,088	-$23,406,088
2025	$701,300	$1,898,100	$1,196,800	-$22,209,288
2026	$1,971,285	$5,346,025	$3,374,740	-$18,834,548
2027	$2,533,131	$1,822,776	-$710,355	-$19,544,904
2028	$3,267,633	$2,372,155	-$895,478	-$20,440,382
2029	$955,991	$1,073,763	$117,772	-$20,322,610
2030	$2,281,465	$977,001	-$1,304,464	-$21,627,074
2031	$1,943,072	$763,071	-$1,180,001	-$22,807,074
2032	$2,224,109	$602,775	-$1,621,334	-$24,428,408
2033	$3,356,109	$1,430,613	-$1,925,496	-$26,353,906



Graph D4 - Renewal Plan Summary

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

The Town currently has some Non-Core Assets for disposal from the Fleet, the listed amount is based on the remaining asset value based on the depreciated amount.

E.2 – Disposal Project Summary

Table E1 – Disposal Activity Summary

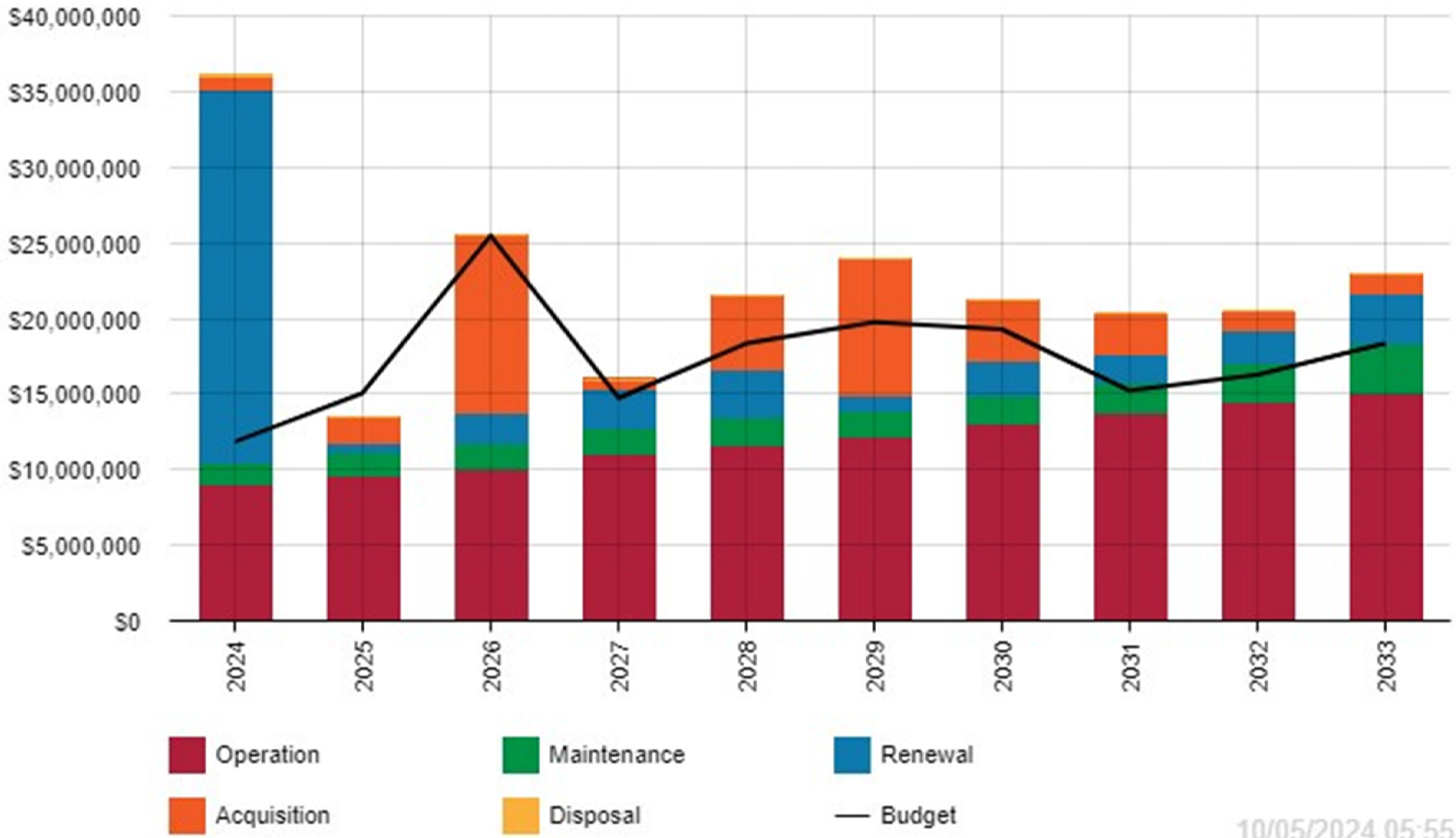
Year	Disposal Forecast	Disposal Budget
2024	$89,605	

Appendix F Budget Summary by Lifecycle Activity

There are identifiers in the data that clearly indicate when some of the Non-Core Assets were acquired by the Town, dating back to the 1920's. These assets are still currently being used; however, they have exceeded the "End of Useful Life" which is subsequently indicated in Table D4 – Renewal Plan Summary.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquis.	Operating	Maint.	Renewal	Disp.	Total
2024	$144,000	$9,076,378	$1,444,965	$1,172,000	$89,605	$11,837,343
2025	$2,123,000	$9,506,368	$1,533,155	$1,898,100	$0	$15,060,623
2026	$8,501,000	$9,960,358	$1,670,995	$5,346,025	$0	$25,478,378
2027	$792,000	$10,436,823	$1,684,120	$1,822,776	$0	$14,735,719
2028	$3,295,000	$10,935,363	$1,738,615	$2,372,155	$0	$18,341,134
2029	$5,651,000	$11,461,583	$1,563,605	$1,073,763	$0	$19,749,950
2030	$4,608,600	$12,016,113	$1,678,230	$977,001	$0	$19,279,944
2031	$129,000	$12,594,618	$1,732,605	$763,071	$0	$15,219,294
2032	$124,000	$13,202,798	$2,336,370	$602,775	$0	$16,265,943
2033	$124,600	$13,841,383	$2,951,185	$1,430,613	$0	$18,347,782



Graph F1 – Budget Summary by Lifecycle Activity

Appendix G Individual Non-Core Asset Management Information

G.1 – Facilities Non-Core Assets

This contributing section of the Non-Core AMP covers Town Facilities that provide services to the public or provide a storage element.

The following is a list of Facility Non-Core Assets:

- Municipal Building
- Tice Road Operations Centre
- Centennial Park Kiosk Stand
- Harold Black Park Kiosk Stand
- Maple Acres Library
- Meridian Community Centre
- Marlene Stewart Streit Park Changing Rooms
- Park Lane Water Building
- Fire Station #1
- Fire Station #2
- Fire Station #3
- Fonthill Public Library
- Old Pelham Town Hall
- Model Railway Building

The above Facilities assets have replacement value estimated at **$143,989,300**.

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
0%	**92%**	**89%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$143,989,300
Current Replacement Costs	$105,961,408
Annual Depreciation Expense	$ 1,921,157

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$7,248,250
Lifecycle Forecast	$7,921,240
Shortfall	$ -672,990

Acquisition

Annual Average first 10 yrs.

Planned Budget	$1,550,000
Lifecycle Forecast	$1,550,000

Operation

Annual Average first 10 yrs.

Planned Budget	$5,362,500
Lifecycle Forecast	$5,683,164

Maintenance

Annual Average first 10 yrs.

Planned Budget	$335,750
Lifecycle Forecast	$355,576

Renewal

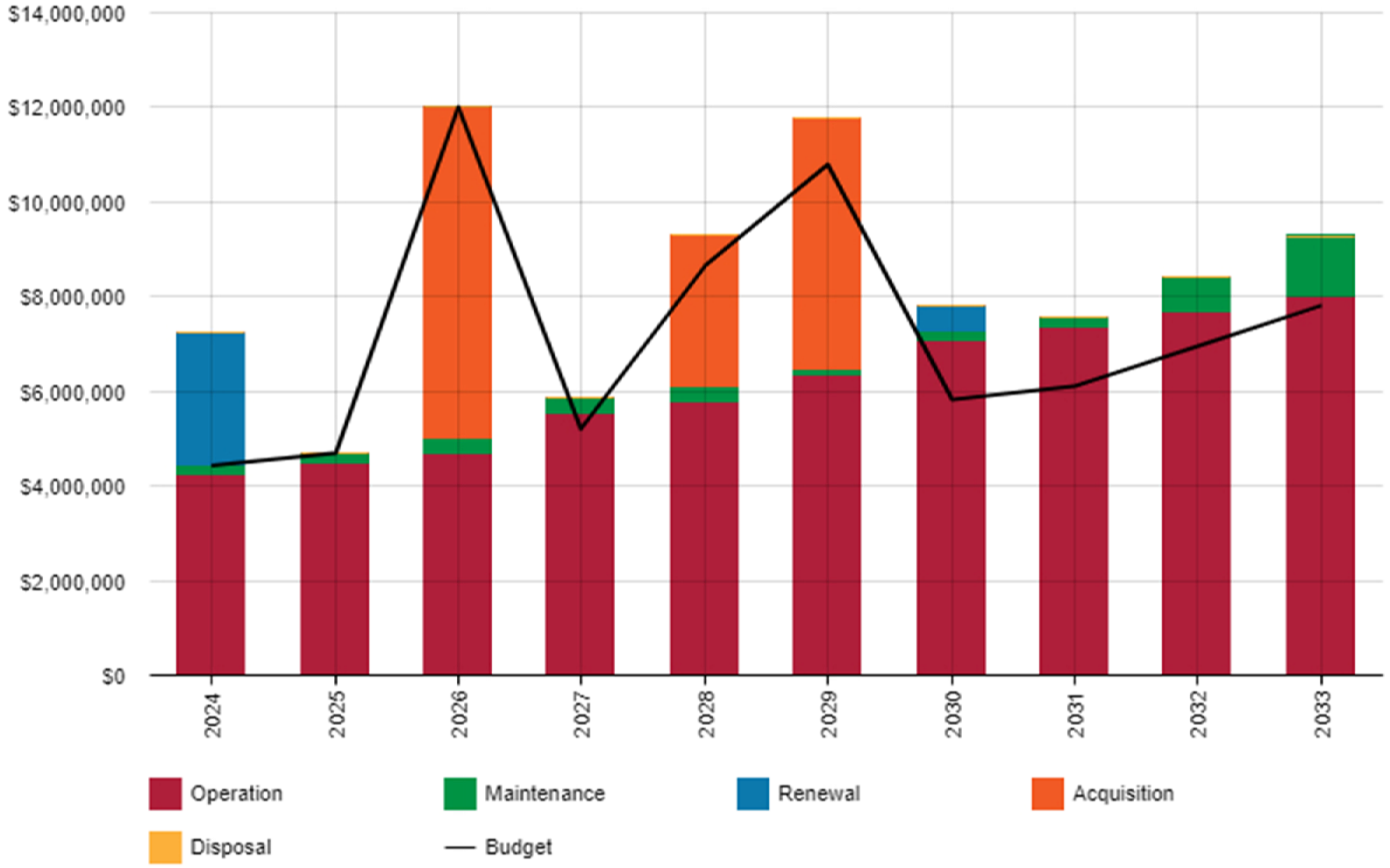
Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$332,500

Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph

State of the Assets

G.2 – Fire Non-Core Assets

This contributing section of the Non-Core AMP covers the Town Fire Department.

The following is a list of Fire Non-Core Assets:

- Digital Pagers
- Bunker Gear (Helmets, Coats & Pants)
- SCBA Packs
- Hoses (44mm, 65mm & 100mm)
- Thermal Imaging Cameras
- SCBA Fill Stations
- Hurst Jaws
- Gear Extractors
- Radios (Portable, Mobile & Base Units)
- Air Bags
- Gas Detection Monitors
- Bump Station

The above infrastructure assets have replacement value estimated at **$1,605,514**.

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
69%	**98%**	**98%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$1,605,514
Current Replacement Costs	$ 780,940
Annual Depreciation Expense	$ 103,808

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$3,043,295
Lifecycle Forecast	$3,107,202
Shortfall	$ -63,907

Acquisition

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0

Operation

Annual Average first 10 yrs.

Planned Budget	$2,649,991
Lifecycle Forecast	$2,649,991

Maintenance

Annual Average first 10 yrs.

Planned Budget	$251,245
Lifecycle Forecast	$251,245

Renewal

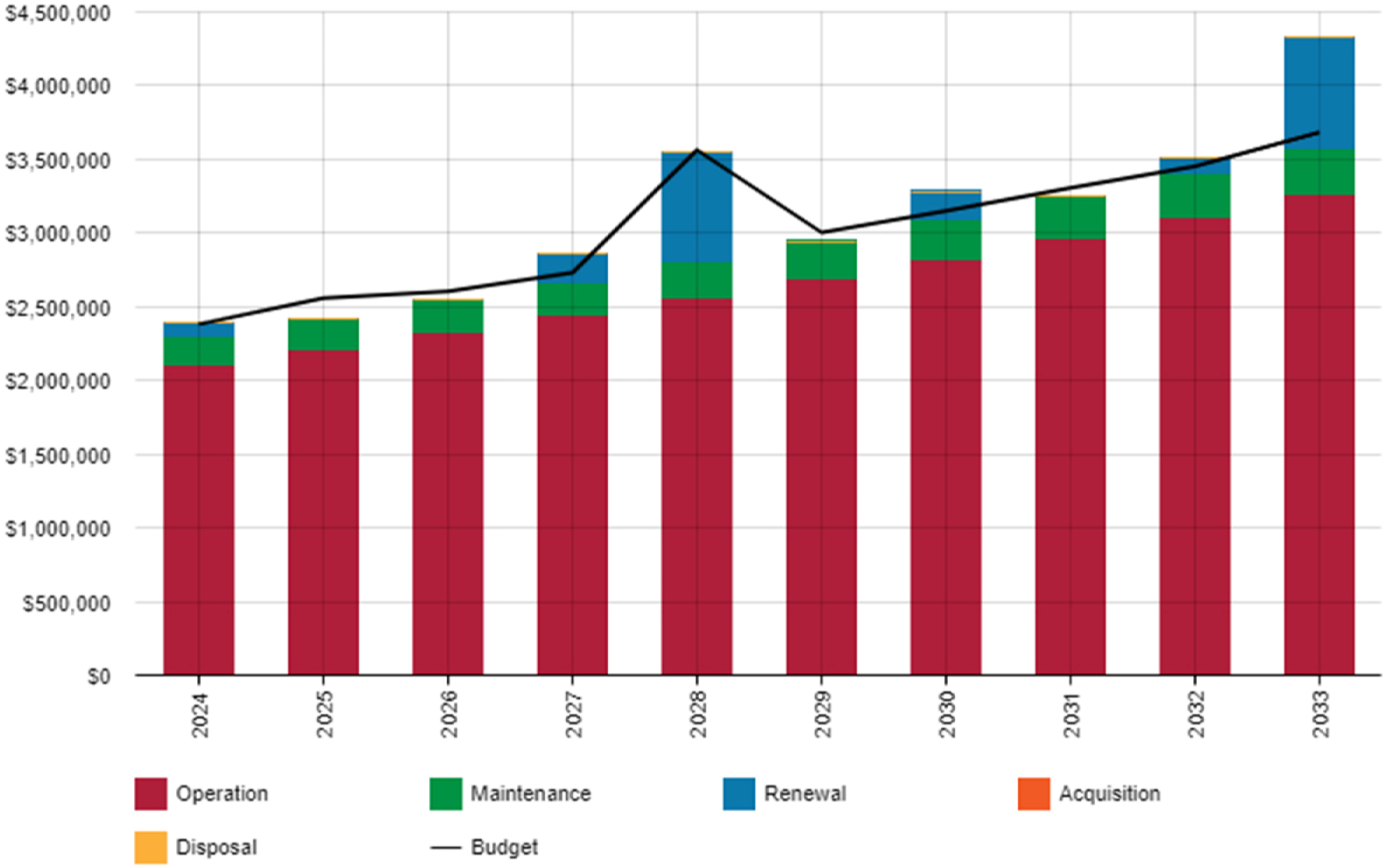
Annual Average first 10 yrs.

Planned Budget	$142,060
Lifecycle Forecast	$205,967

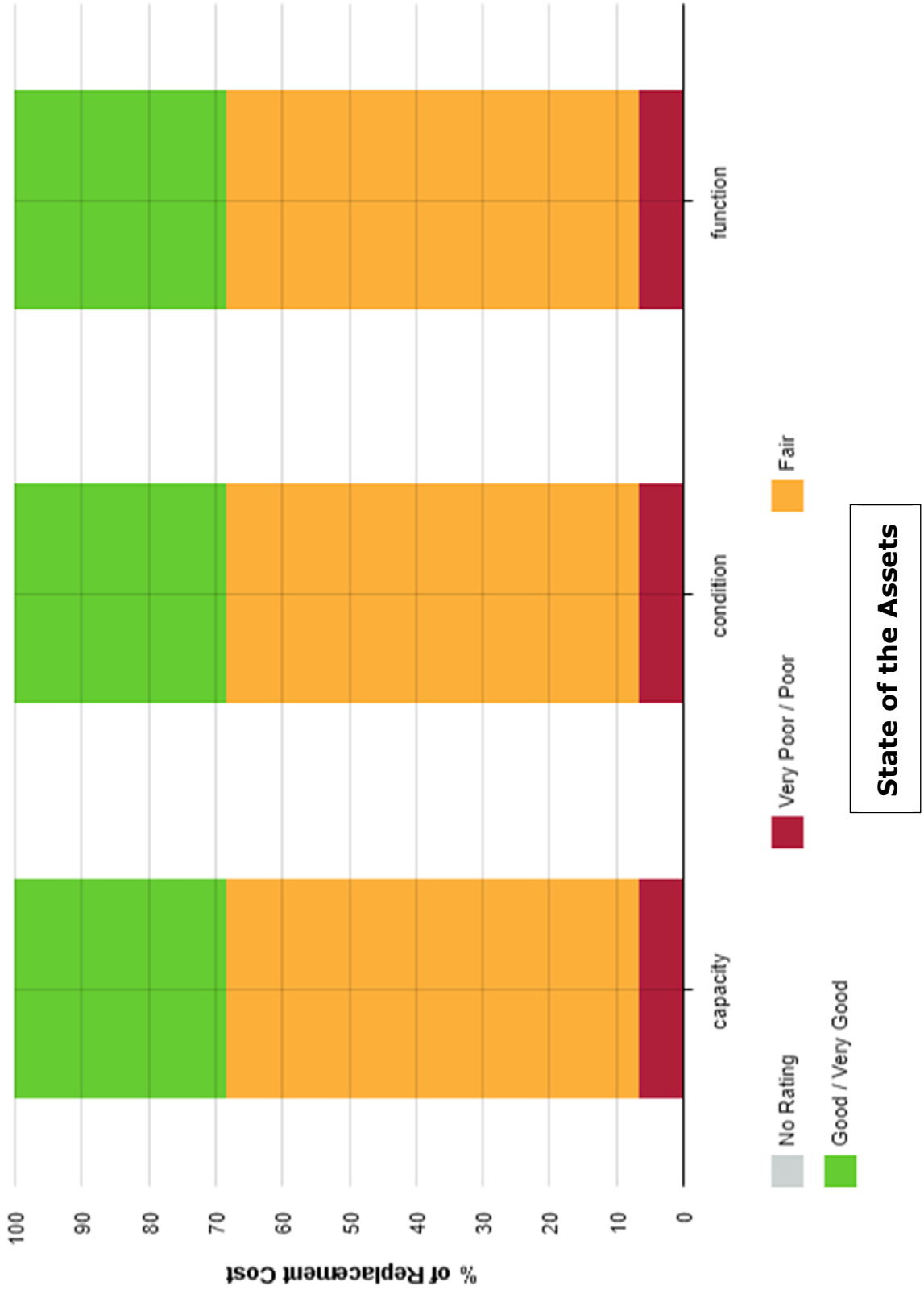
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph


% of Replacement Cost
100
90
80
70
60
50
40
30
20
10
0
capacity
condition
function
No Rating
Good / Very Good
Very Poor / Poor
Fair
State of the Assets

G.3 – Fleet Non-Core Assets

This contributing section of the Non-Core AMP covers the Fleet for all departments of the Town.

The Fleet network comprises:

SUV’s & Pickup Trucks

Electric Vehicles

Vans (with utility bodies) & Work Trucks

Backhoe’s, wood chippers and trailers

Lawn mowers and tractors

Snow Plows and Spreaders and Loader

Hydro-Vac and Leaf vacuum trailer

The above infrastructure assets have replacement value estimated at **$15,779,200**.

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
70%	**91%**	**83%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$15,779,200
Current Replacement Costs	$ 3,539,900
Annual Depreciation Expense	$ 968,613

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$2,233,746
Lifecycle Forecast	$2,458,109
Shortfall	$ -224,363

Acquisition

Annual Average first 10 yrs.

Planned Budget	$195,800
Lifecycle Forecast	$0

Operation

Annual Average first 10 yrs.

Planned Budget	$1,265,956
Lifecycle Forecast	$1,451,209

Maintenance

Annual Average first 10 yrs.

Planned Budget	$353,440
Lifecycle Forecast	$405,181

Renewal

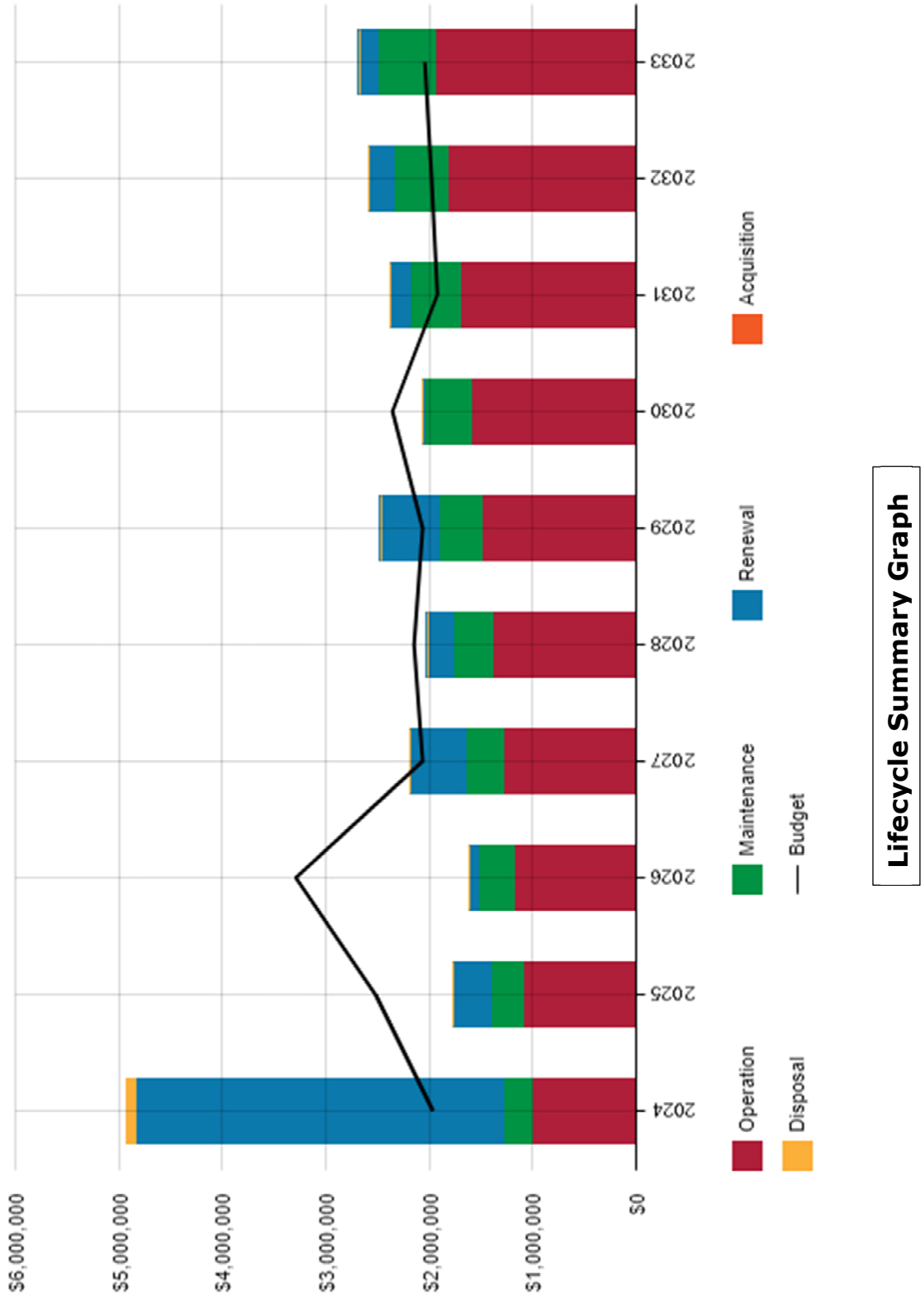
Annual Average first 10 yrs.

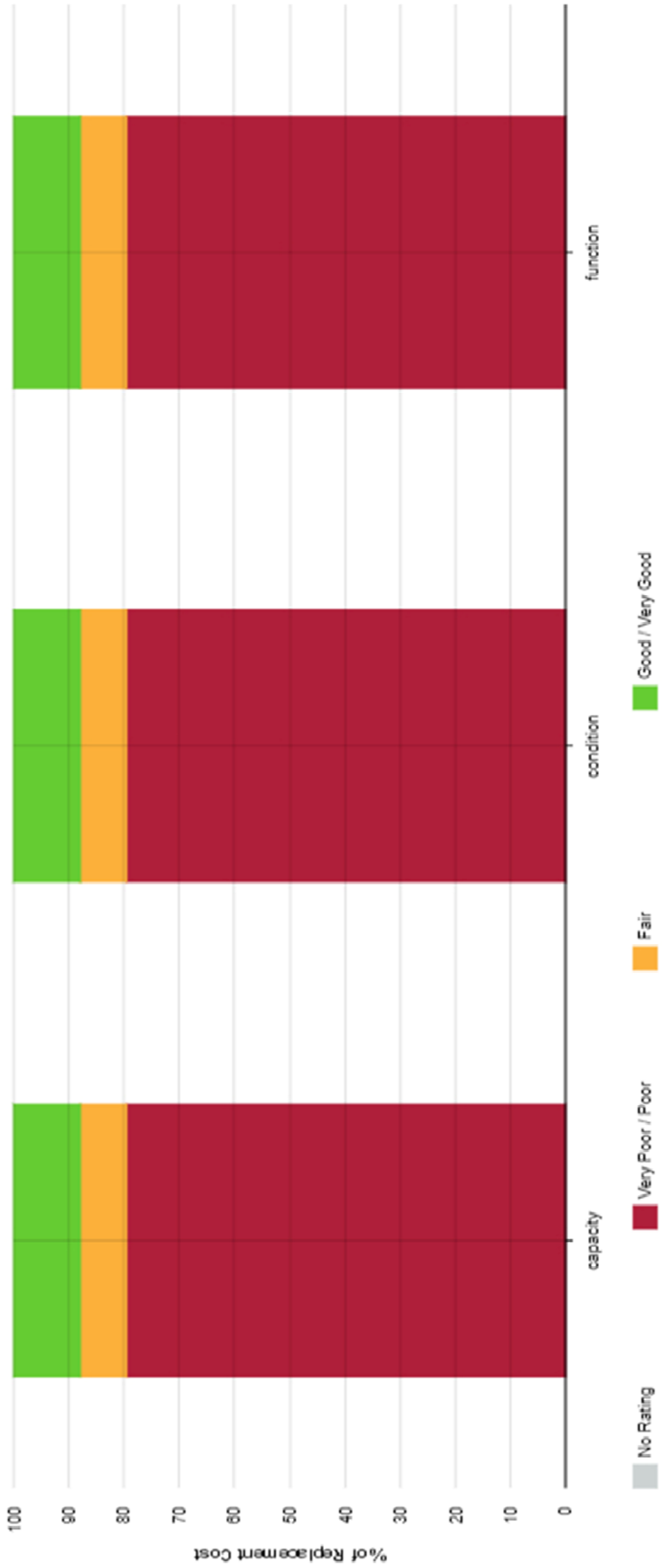
Planned Budget	$418,550
Lifecycle Forecast	$601,719

Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$8,960


Lifecycle Summary Graph
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2024
2025
2026
2027
2028
2029
2030
2031
2032
2033
Operation
Disposal
Maintenance
Budget
Renewal
Acquisition



State of the Assets

G.4 – Information Technology Non-Core Assets

This contributing section of the Non-Core AMP covers the IT assets such as Laptops, Audio Visual, Computer Hardware, Servers, a Generator, etc.

The Information Technology network comprises:

Computer Hardware and Software

Audio Visual Equipment

Cell Phones and Tablets

Workstations and Laptops

Switch Gear and Cloud Managed Network Security

Backup Generators

The above infrastructure assets have replacement value estimated at **$839,500**.

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
87%	**110%**	**93%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$ 893,500
Current Replacement Costs	$ 455,465
Annual Depreciation Expense	$ 164,105

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$ 826,073
Lifecycle Forecast	$ 753,447
Shortfall	$ 72,626

Acquisition

Annual Average first 10 yrs.

Planned Budget	$123,420
Lifecycle Forecast	$0

Operation

Annual Average first 10 yrs.

Planned Budget	$ 323,013
Lifecycle Forecast	$ 340,822

Maintenance

Annual Average first 10 yrs.

Planned Budget	$ 256,200
Lifecycle Forecast	$ 270,325

Renewal

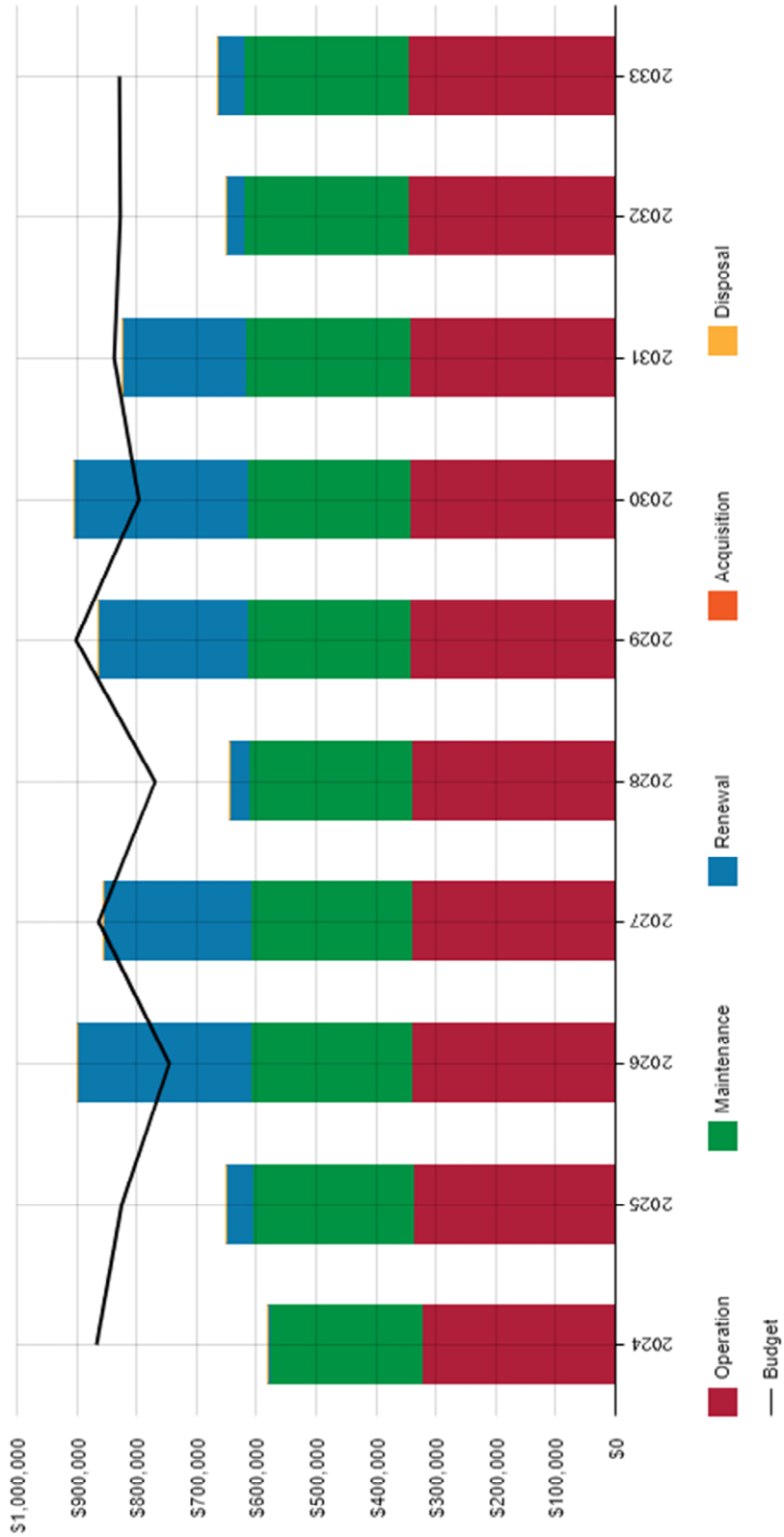
Annual Average first 10 yrs.

Planned Budget	$ 123,440
Lifecycle Forecast	$ 142,300

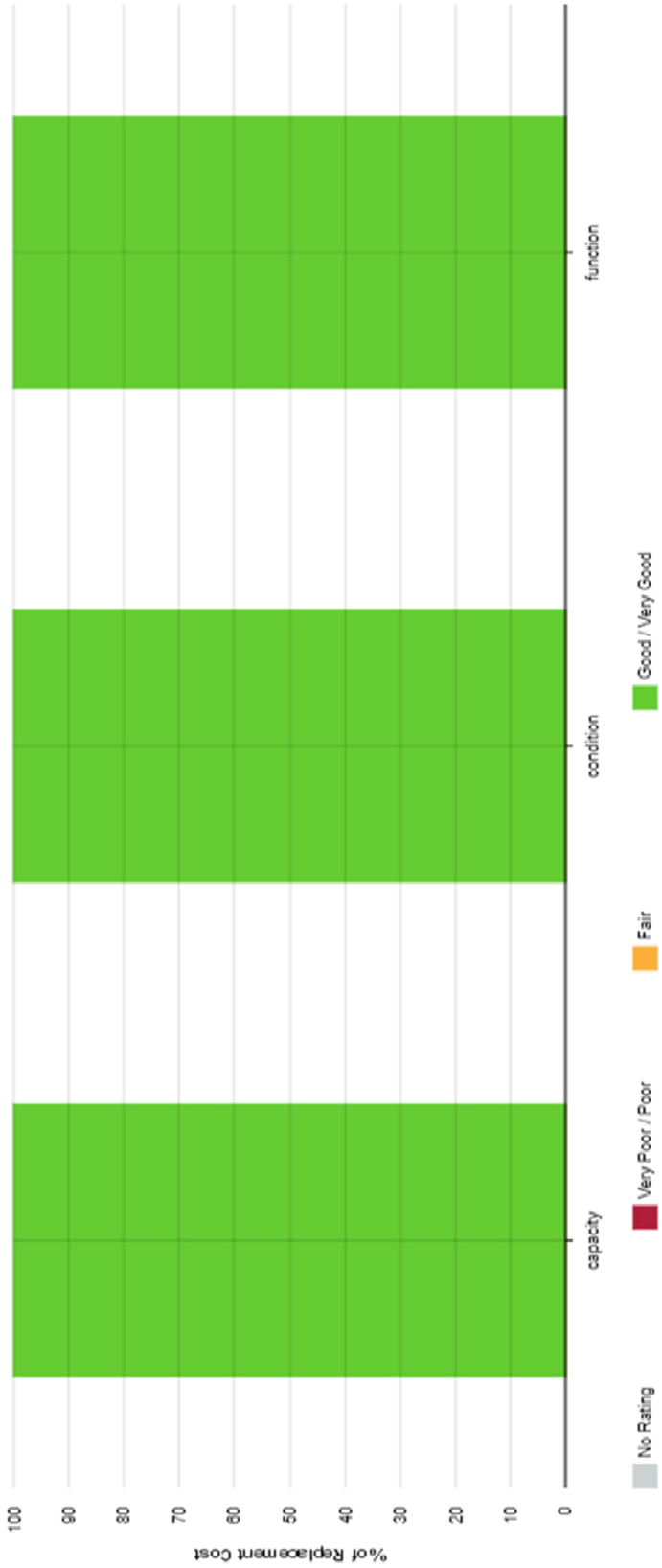
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph



State of the Assets

G.5 – Parks, Trails and Cemeteries Non-Core Assets

This contributing section of the Non-Core AMP covers Parks, Trail and Cemeteries that provide Open Spaces, Walking Trails and Cemeteries for the Town's residents.

The Parks, Trails and Cemeteries network comprises:

Centennial Park

Cherry Ridge Park

Marlene Stewart Streit Park

Harold Black Park

Hillcrest Park

Hurleston Community Park

Lookout Park

North Pelham Park

Pelham Corners Park

Peace Park

Woodstream Park

Rolling Meadows Park

Harold S. Bradshaw Memorial Park

Weiland Heights Park

River Estates Park

Steve Bauer Trail

Gerry Berkhout Trail

Jane Haist Trail

Fonthill Cemetery

Hillside Cemetery

The above infrastructure assets have replacement value estimated at **$62,830,000**

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
119%	**107%**	**135%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$62,830,000
Current Replacement Costs	$24,384,034
Annual Depreciation Expense	$ 815,150

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$3,774,669
Lifecycle Forecast	$3,541,999
Shortfall	$ 232,670

Acquisition

Annual Average first 10 yrs.

Planned Budget	$ 680,000
Lifecycle Forecast	$1,258,000

Operation

Annual Average first 10 yrs.

Planned Budget	$1,593,719
Lifecycle Forecast	$1,753,739

Maintenance

Annual Average first 10 yrs.

Planned Budget	$ 481,750
Lifecycle Forecast	$ 530,260

Renewal

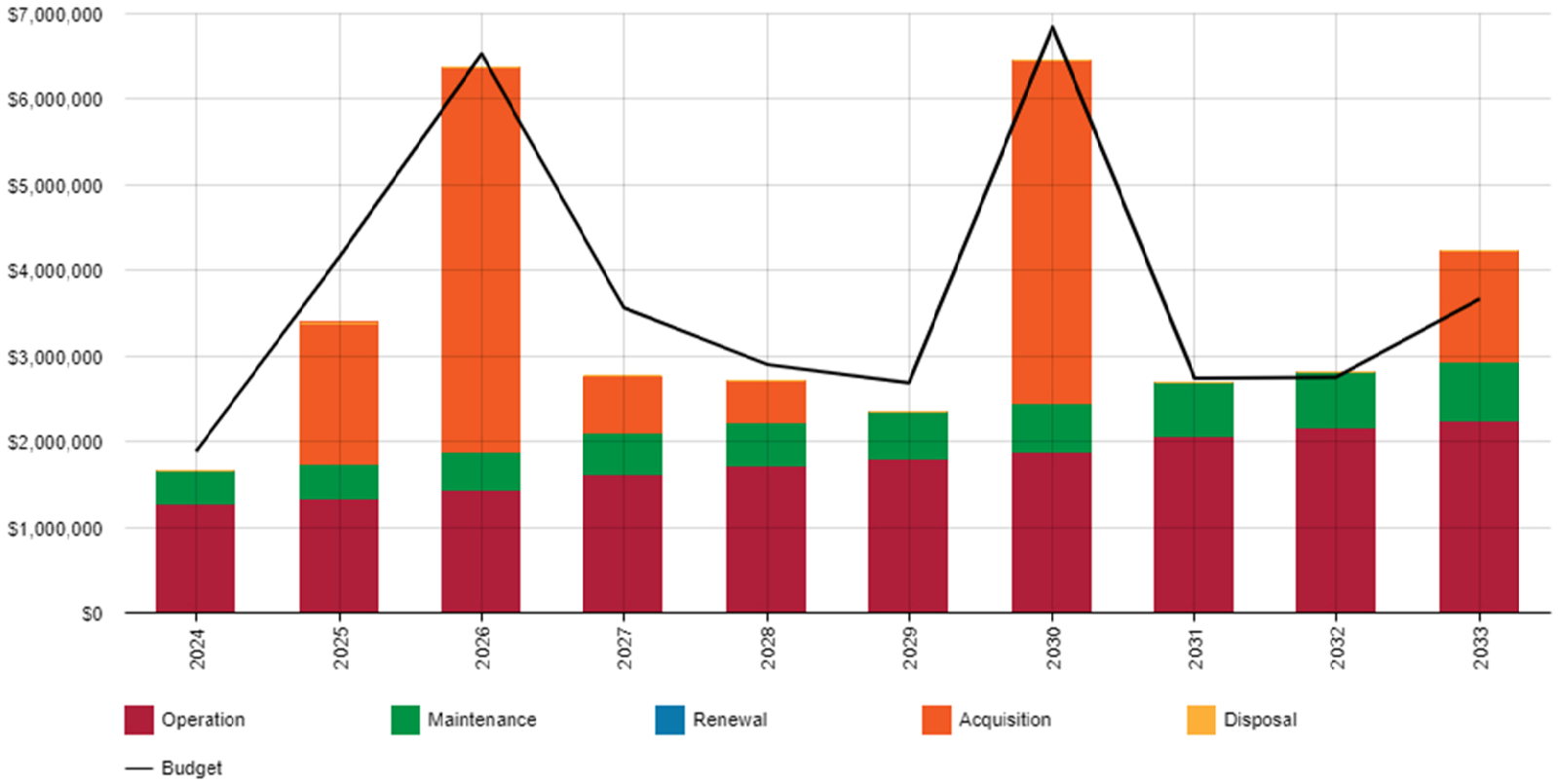
Annual Average first 10 yrs.

Planned Budget	$1,019,200
Lifecycle Forecast	$0

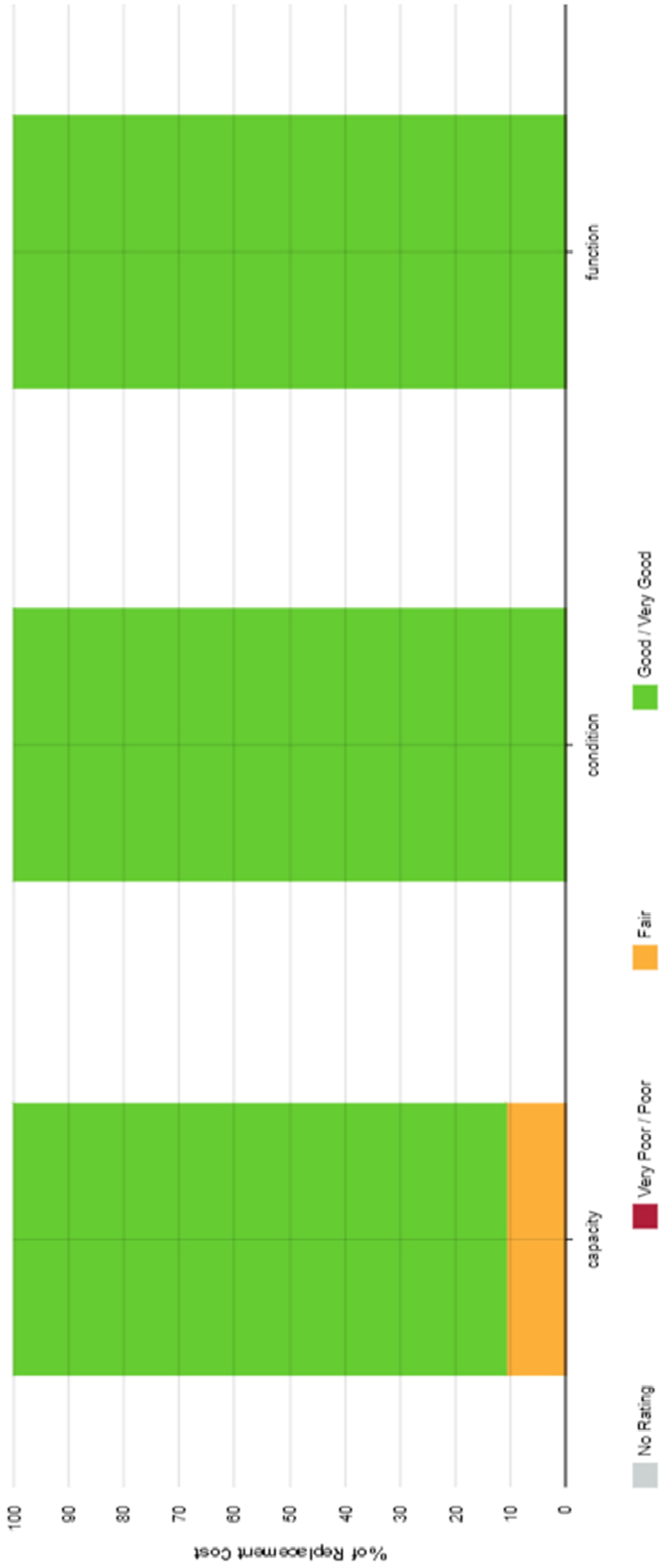
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph



State of the Assets

G.6 – Road Signs Non-Core Assets

This contributing section of the Non-Core AMP covers the Road Sign core assets that provide Regulatory and Information to drivers throughout the Town using the Road Network.

The Road Sign network comprises:

Regulatory Signs

Warning Signs

Temporary Condition Signs

Information and Direction Signs

Emergency Response Signs

Other Signs as required.

The above infrastructure assets have replacement value estimated at **$1,300,500**.

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
63%	**80%**	**80%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$1,300,500
Current Replacement Costs	$ 832,672
Annual Depreciation Expense	$ 86,700

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$ 70,000
Lifecycle Forecast	$ 87,950
Shortfall	$ -17,950

Acquisition

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0

Operation

Annual Average first 10 yrs.

Planned Budget	$ 15,000
Lifecycle Forecast	$ 15,000

Maintenance

Annual Average first 10 yrs.

Planned Budget	$ 25,000
Lifecycle Forecast	$ 25,000

Renewal

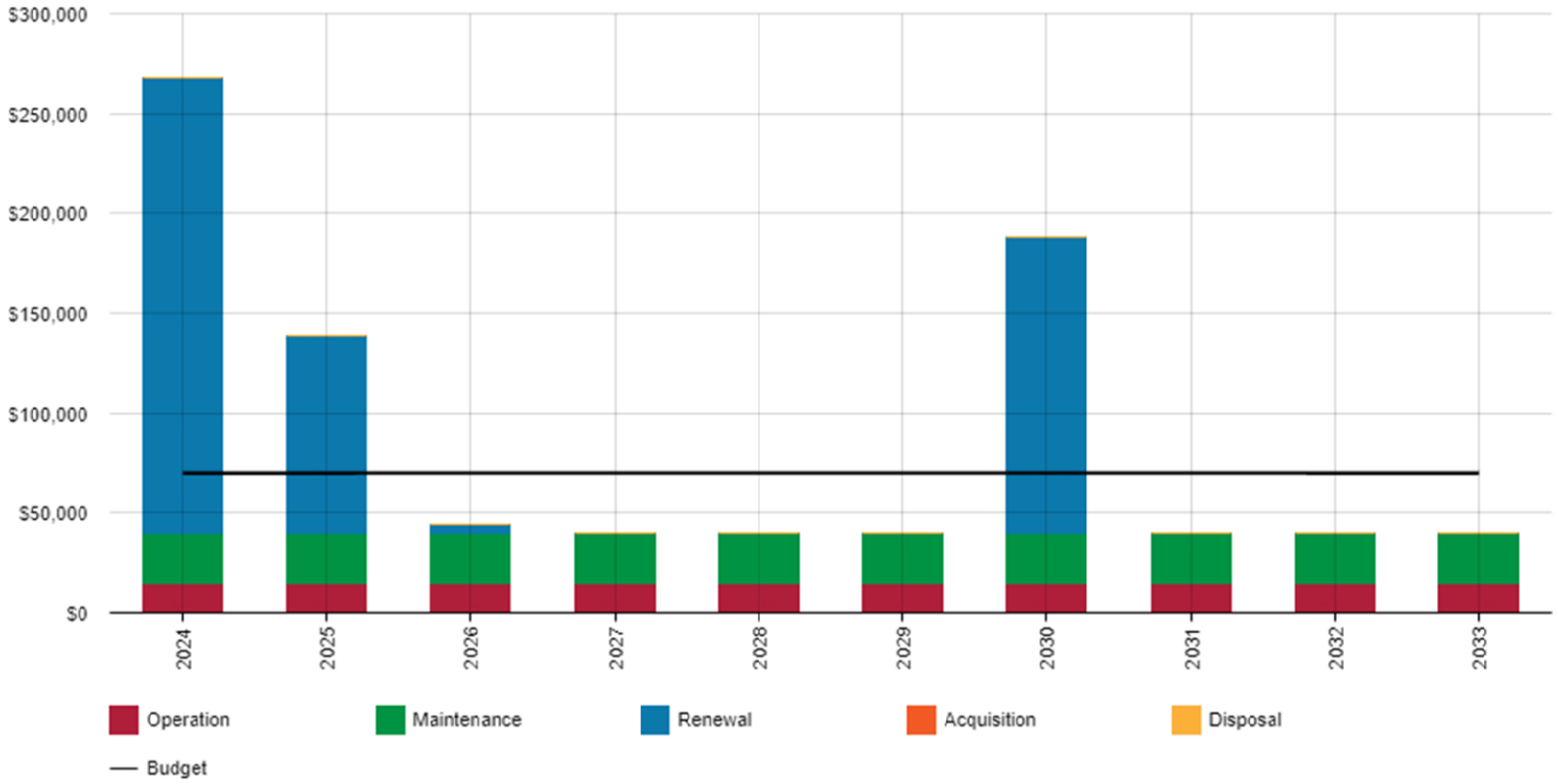
Annual Average first 10 yrs.

Planned Budget	$ 30,000
Lifecycle Forecast	$ 47,950

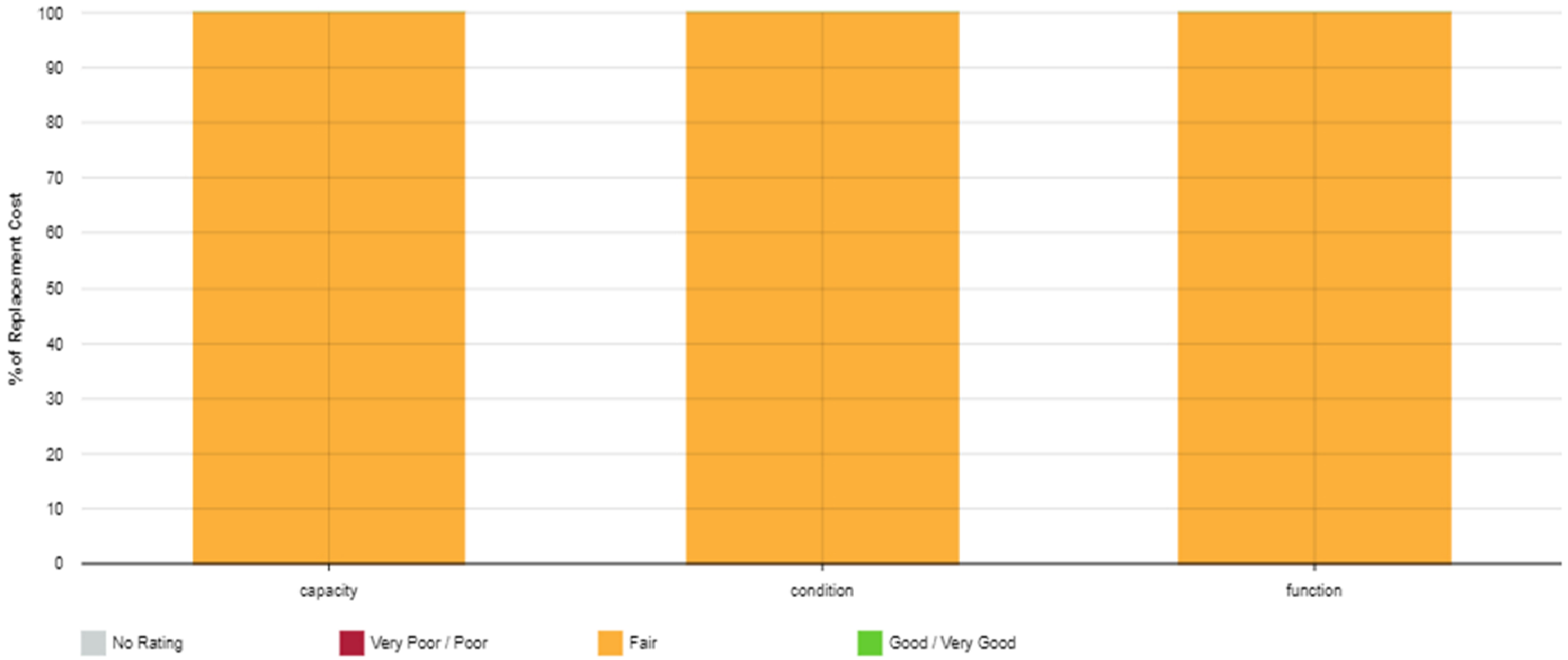
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph



State of the Assets

G.7 – Sidewalk Non-Core Assets

This contributing section of the Non-Core AMP covers the Sidewalk core assets that provide safe and accessible sidewalks to the Residents throughout the Town.

The Sidewalk network comprises:

1.2m Concrete Sidewalks

1.5m Concrete Sidewalks

1.8m Concrete Sidewalks

3.0m Concrete Sidewalks

3.6m Concrete Sidewalks

1.5m Asphalt Paved Walkway

3.0m Asphalt Paved Walkway

3.6m Asphalt Paved Walkway

4.0m Asphalt Paved Walkway

The above infrastructure assets have replacement value estimated at **$58,659,280**

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
0%	**3%**	**3%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$58,659,280
Current Replacement Costs	$20,330,286
Annual Depreciation Expense	$ 1,962,784

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$ 110,000
Lifecycle Forecast	$4,157,639
Shortfall	$-4,047,639

Acquisition

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$ 996,000

Operation

Annual Average first 10 yrs.

Planned Budget	$ 30,000
Lifecycle Forecast	$ 33,778

Maintenance

Annual Average first 10 yrs.

Planned Budget	$ 80,000
Lifecycle Forecast	$ 90,578

Renewal

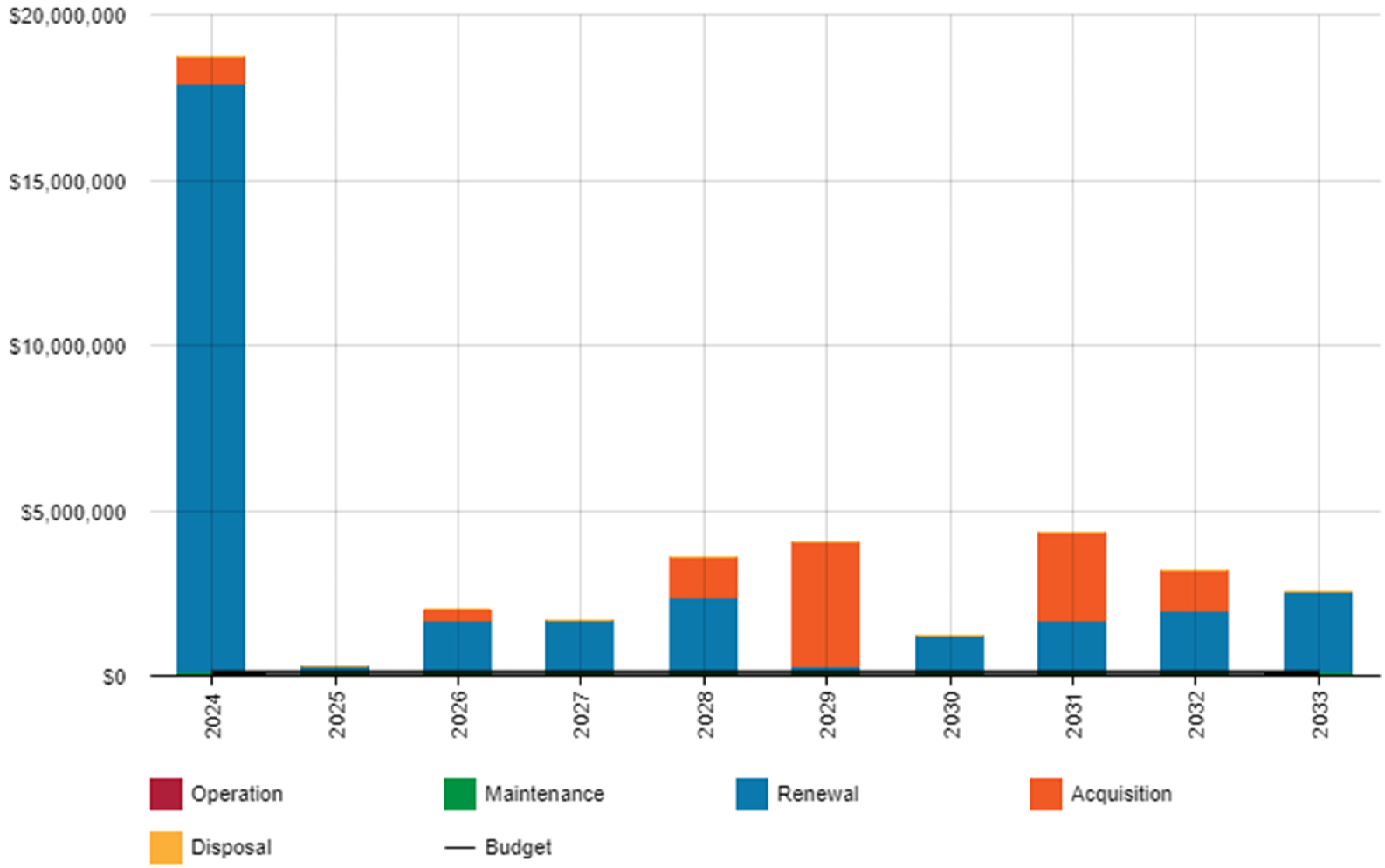
Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$3,037,283

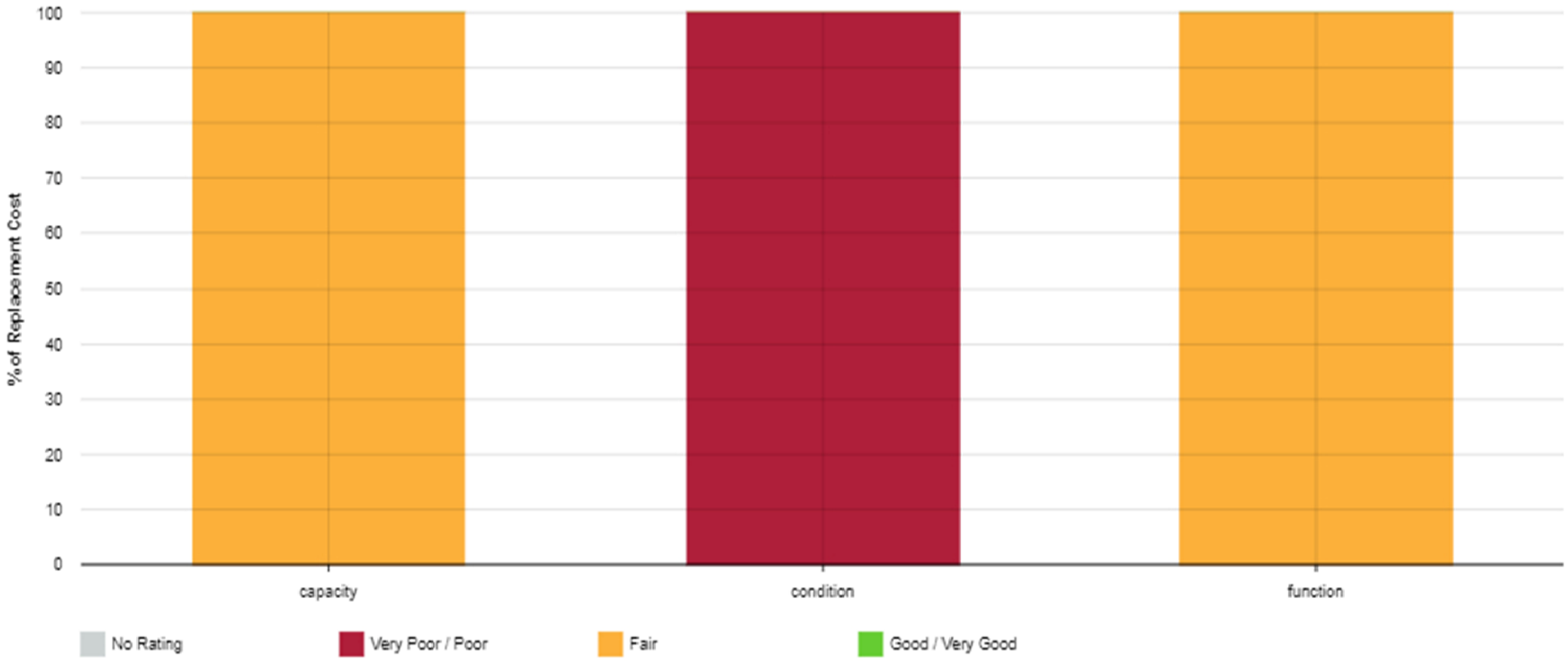
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph



State of the Assets

G.7 – Streetlights and Signals Non-Core Assets

This contributing section of the Non-Core AMP covers the Streetlighting, Traffic Signals and School Flashers throughout the Town.The Sidewalk network comprises:

The Streetlights and Signals network comprises:

Cobrahead on Concrete Pole

Cobrahead on Hydro Pole

Cobrahead on OTHER Pole

Decorative - Lantern Post Top - Concrete

Decorative - Lantern Post Top - Wood

Decorative - Other Post Top

Decorative - Top Hat - Metal Round

Decorative - Top Hat - Concrete

Traffic Signals

Crosswalk Signals

PXO Crossings

School Flashers

The above infrastructure assets have replacement value estimated at **$5,335,000**

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
93%	**99%**	**99%**

The indicative range for the 10-year asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%

Valuation Summary

Replacement Costs	$5,335,000
Current Replacement Costs	$4,974,100
Annual Depreciation Expense	$ 224,966

Lifecycle Summary

Annual Average first 10 yrs.

Planned Budget	$ 125,578
Lifecycle Forecast	$ 126,500
Shortfall	$ -922

Acquisition

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0

Operation

Annual Average first 10 yrs.

Planned Budget	$ 63,000
Lifecycle Forecast	$ 63,000

Maintenance

Annual Average first 10 yrs.

Planned Budget	$ 50,000
Lifecycle Forecast	$ 50,000

Renewal

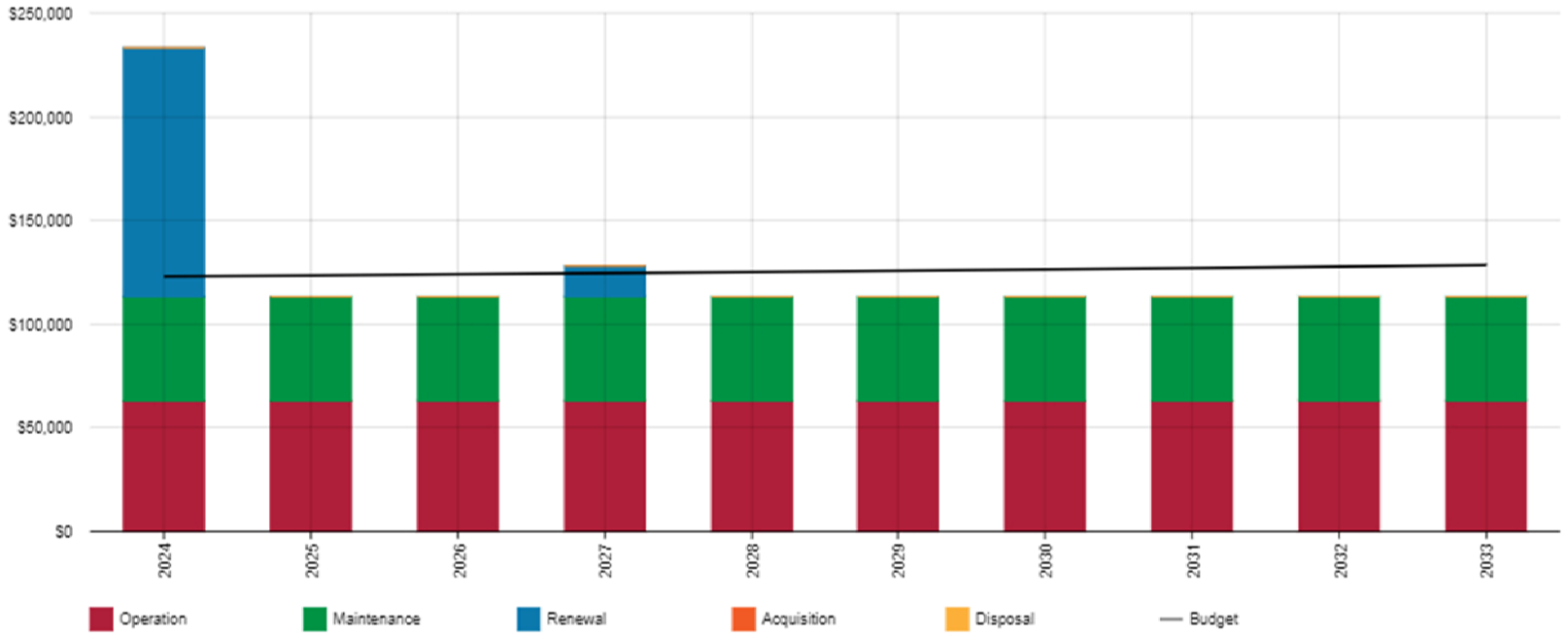
Annual Average first 10 yrs.

Planned Budget	$ 12,578
Lifecycle Forecast	$ 13,500

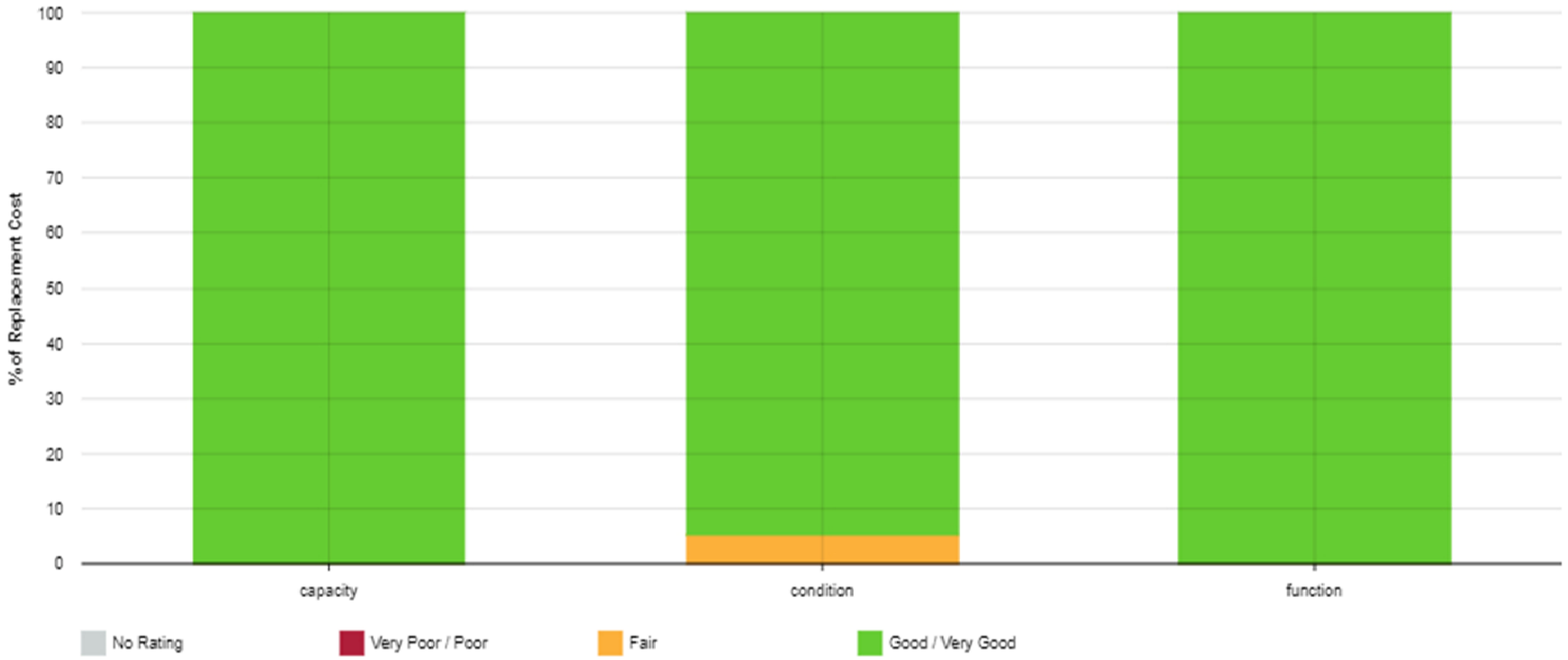
Disposal

Annual Average first 10 yrs.

Planned Budget	$0
Lifecycle Forecast	$0



Lifecycle Summary Graph



State of the Assets