



 **Watson  
& Associates**  
ECONOMISTS LTD.

# Asset Management Plan

## Town of Cobourg

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June 20, 2025

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# Report



# Chapter 1

## Introduction





# 1. Introduction

## 1.1 Overview

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

The project has been completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of Ontario Regulation 588/17 (O. Reg. 588/17) for core<sup>1</sup> assets and was completed in June 2022. The second phase focused on complying with the July 1, 2024 requirements of O. Reg. 588/17 for non-core<sup>2</sup> assets and was completed in June 2024. The third and final phase of the project built on the work completed through the previous phases, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the third phase and brings the Town into full compliance with the 2025 requirements of O. Reg. 588/17.

It should be noted that the information presented in this asset management plan is based on the best data available to the Town at this time. While best efforts have been taken to ensure the accuracy and completeness of the data used to develop this asset management plan, the plan is best viewed as a living document that will continue to be refined as newer/better information becomes available.

The total replacement cost of the Town's infrastructure assets is estimated to be approximately \$508.1 million. Transportation represents the largest share of the replacement cost at \$257.5 million (50.7%), followed by buildings at \$186.1 million (36.6%), parks and recreation at \$33.0 million (6.5%), fleet at \$17.5 million (3.4%), equipment at \$7.7 million (1.5%), municipal parking at \$3.9 million (0.8%), and lastly,

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<sup>1</sup> Core infrastructure assets are defined by O. Reg. 588/17 as being roads, bridges, culverts, and any asset that is utilized in the provision of water, wastewater, and stormwater services.

<sup>2</sup> Non-core infrastructure assets are any other assets owned and managed by a municipality that are not included within the definition of core infrastructure assets.

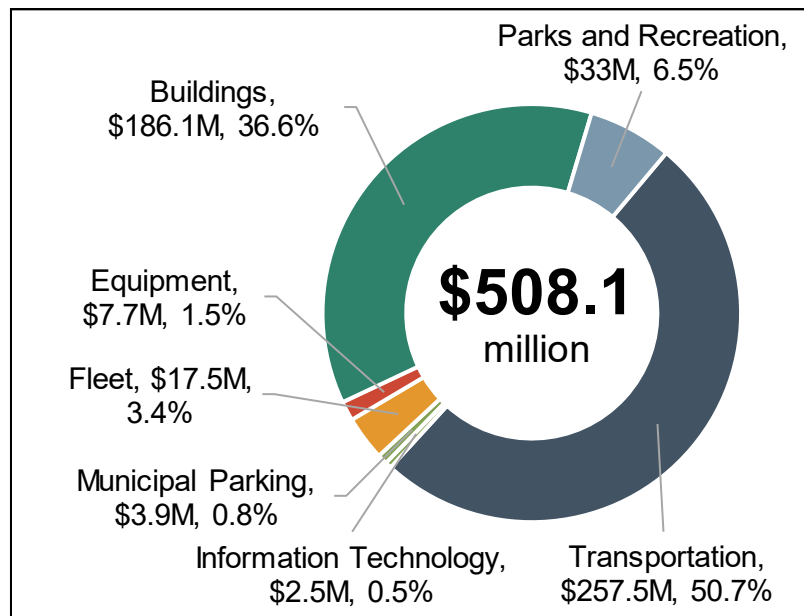


information technology at \$2.5 million (0.5%). A breakdown of the total replacement cost by asset class is provided in Table 1-1 and is further illustrated in Figure 1-1.

Table 1-1: Asset Classes and Replacement Costs

Asset Class	Replacement Cost (2025\$)
Transportation	\$257,490,102
Information Technology	\$2,503,000
Municipal Parking	\$3,864,000
Fleet	\$17,473,000
Equipment	\$7,678,000
Buildings	\$186,106,000
Parks and Recreation	\$32,978,000
<b>Total</b>	<b>\$508,092,102</b>

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





## 1.2 Legislative Context for the Asset Management Plan

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

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

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

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

As noted earlier, the asset management plan presented herein brings the Town into full compliance with the 2025 requirements of O. Reg. 588/17.





## 1.3 Asset Management Plan Development

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The development of this asset management plan was guided by asset management strategies and objectives identified through discussions with the Town's staff, information gathered through reviews of various background documents and studies, and detailed analysis of the Town's capital asset data and financial information.

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

1. Compile asset information into complete inventories that contain relevant asset attributes such as size, quantity, age, useful service life expectations, and replacement cost. As part of this step, replacement costs were updated to 2025 dollars, where required, using a combination of the Town's recent procurement data and/or applicable inflationary indices.
2. Define and assess the current condition of assets using a combination of staff input, existing background reports and studies (e.g. Road Needs Study, OSIM Bridge Inspections), and age-based condition analysis.
3. Define and document current levels of service based on the analysis of available data and consideration of various background reports.
4. Identify proposed levels of service for all performance measures.
5. Develop lifecycle management strategies that identify the activities required to sustain the proposed levels of service. The outputs of these strategies are summarized in the forecast of annual capital and operating expenditures required to achieve these levels of service outcomes.
6. Develop a financial strategy to support the lifecycle management strategy. The financial strategy informs how the capital and operating expenses arising from the asset management strategy will be funded over the forecast period, and how any existing funding gaps will be managed.
7. Document the comprehensive asset management plan in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.



# Chapter 2

## State of Local Infrastructure and Levels of Service



## 2. State of Local Infrastructure and Levels of Service

### 2.1 Transportation

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#### 2.1.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support the provision of transportation services and that contribute to the overall level of service provided by the Town. Transportation assets comprise roads, sidewalks, and bridges.

The Town's road network consists of roads with various surface types, including asphalt and surface treatment. The estimated replacement cost of roads is \$224.2 million. Sidewalks have been included in the replacement costs of roads and are not presented separately in this plan. Asphalt roads represent the largest share of replacement cost at \$220.0 million (98%) followed by surface treated roads at \$4.2 million (2%).

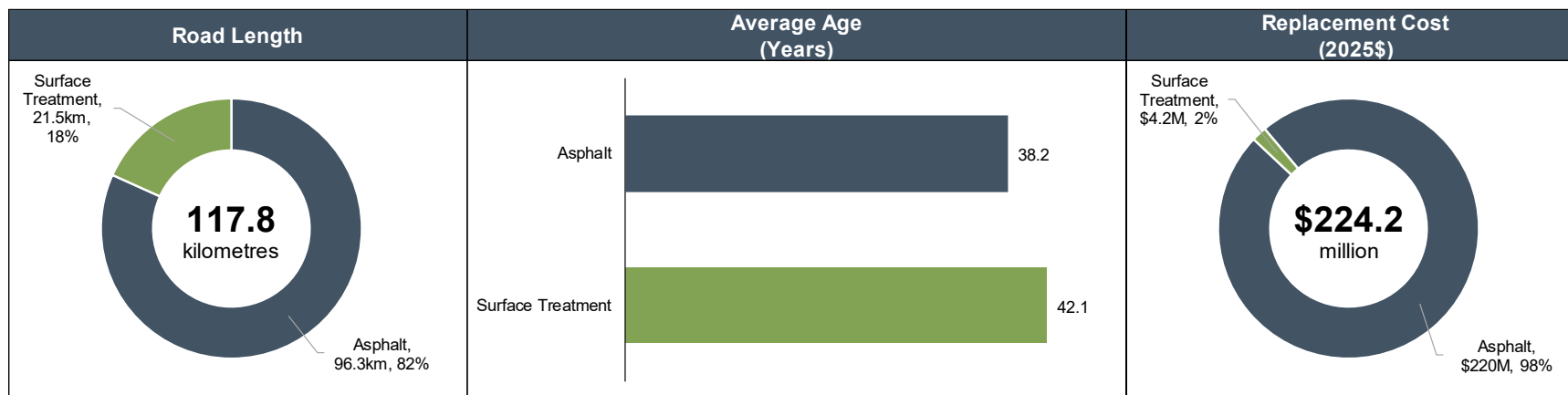
Table 2-1 provides a breakdown of the road network by surface type, showing centreline length, average age, and replacement cost. A visual rendering of the data presented in Table 2-1 is provided in Figure 2-1. A spatial illustration of the Town's road network and its extent is provided in Map 2-1.

Table 2-1: Road Network – Length, Age, and Replacement Cost by Surface Type

Surface Type	Centreline-kilometres	Average Age (years)	Replacement Cost (2025\$)
Asphalt	96.3	38.2	\$220,036,000
Surface Treatment	21.5	42.1	\$4,150,000
<b>Total</b>	<b>117.8</b>	<b>38.9</b>	<b>\$224,186,000</b>



Figure 2-1: Road Network – Length, Age, and Replacement Cost by Surface Type







The Town has 19 vehicular bridges, seven pedestrian bridges, and two structural culverts (diameter  $\geq 3\text{m}$ ) with an estimated combined replacement cost of \$35.5 million. Vehicle bridges represent the largest share of replacement cost at \$28.1 million (79%), followed by, pedestrian bridges at \$4.0 million (11%), and lastly, structural culverts at \$3.3 million (9%). The average age of these structures is 43.7 years

Table 2-2 provides a breakdown of the quantities, average ages, and replacement costs by structure type. A visual rendering of the data presented in Table 2-2 is provided in Figure 2-2.

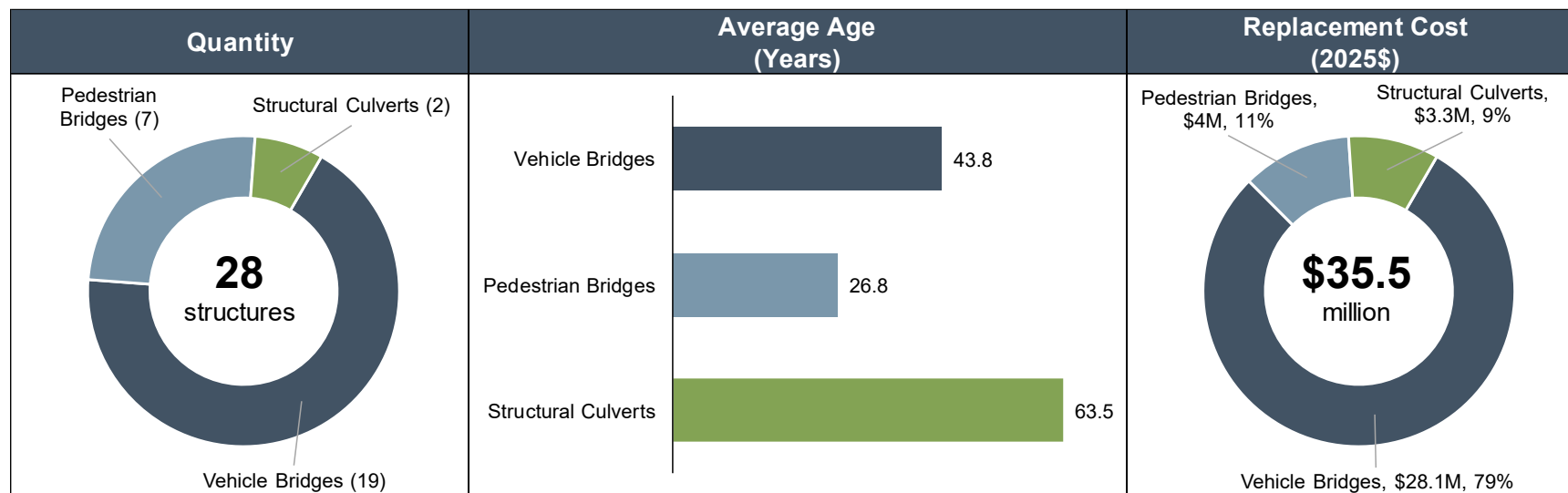
Table 2-2: Structures – Quantity, Age, and Replacement Cost by Structure Type

Structure Type	Quantity	Average Age (years)	Replacement Cost (2025\$)
Vehicle Bridges	19	43.8	\$28,111,000
Pedestrian Bridges	7	26.8	\$4,048,000
Structural Culverts	2	63.5	\$3,335,000
<b>Total</b>	<b>28</b>	<b>43.7</b>	<b>\$35,494,000</b>





Figure 2-2: Structures – Quantity, Age, and Replacement Cost by Structure Type





### **2.1.2 Condition**


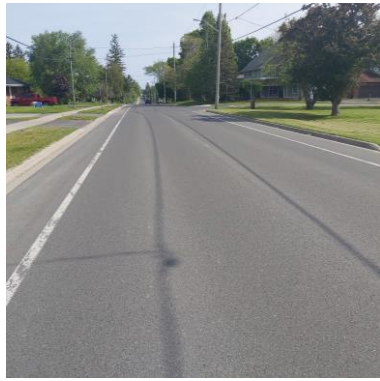

The Town staff assess the condition of its roads on a regular basis. The overall condition rating is reported using the Pavement Condition Rating (P.C.R.). The P.C.R. is measured on a scale from 0 to 100, with 100 being an asset in as-new condition and 0 being a failed asset. During condition assessments, Town staff first drive each road segment at the posted speed limit to determine the ride condition rating. A second pass through the road section is then undertaken to identify various deficiencies and the severity of distress, using a pavement evaluation form developed by the Ministry of Transportation. This information is then used to calculate the P.C.R. for each road segment.

The most recent P.C.R. currently available is based on assessments completed in 2022. The field work for updating the P.C.R. was conducted in May 2025, however the results have not yet been finalized. Once available, the updated P.C.R. will be utilized to review and update rehabilitation priorities and will be included in the next update of the asset management plan.

To better communicate the condition of the Town's paved roads, P.C.R. scores have been segmented into qualitative condition states as summarized Table 2-3



Table 2-3: Paved Road – Condition States based on Pavement Condition Rating

Condition State	Example Photos	Description
<b>Very Good</b> $85 < \text{P.C.R.} \leq 100$		Pavement is in excellent condition with few cracks. The Ride Condition Rating is smooth and pleasant.
<b>Good</b> $70 < \text{P.C.R.} \leq 85$		The pavement is in good condition with frequent very slight or slight cracking. The Ride Condition Rating is comfortable with a few slightly rough and uneven sections.
<b>Fair</b> $55 < \text{P.C.R.} \leq 70$		The pavement is in fair condition with intermittent slight to moderate cracking, distortion, alligating. The Ride Condition Rating is uncomfortable with intermittent rough and uneven sections.



Condition State	Example Photos	Description
<b>Poor</b> $40 < \text{P.C.R.} \leq 55$		<p>The pavement is in poor to fair condition with frequent moderate cracking and distortion, and intermittent moderate alligatoring. The Ride Condition Rating is uncomfortable and the surface is moderately rough and uneven.</p>
<b>Very Poor</b> $25 < \text{P.C.R.} \leq 40$		<p>The pavement is in poor condition with frequent moderate alligatoring and extensive moderate cracking and distortion. The Ride Condition Rating is uncomfortable and the surface is very rough and uneven.</p>
<b>Failed</b> $0 \leq \text{P.C.R.} \leq 25$		<p>The pavement is in poor to very poor condition with extensive severe cracking, alligatoring and distortion. The Ride Condition Rating is very uncomfortable and the surface is very rough and uneven.</p>

The overall average P.C.R of the Town's road network is estimated to be 77.5, which corresponds to a 'Good' condition state. The Town's asphalt roads are estimated to have an average P.C.R. of 79.7, indicating that they are in a 'Good' condition state. The Town's surface treatment roads are estimated to have an average P.C.R of 67.6, indicating that they are in a 'Fair' condition state.

Table 2-4 summarizes the average P.C.R and associated condition states of the Town's roadways by surface type.



Table 2-4: Road Network – Average P.C.R by Surface Type

Surface Type	Centreline-kilometres	Average P.C.R.	Average Condition State
Asphalt	96.3	79.7	Good
Surface Treatment	21.5	67.6	Fair
<b>Total</b>	<b>117.8</b>	<b>77.5</b>	<b>Good</b>

The distribution of the Town's roads by condition state and surface type is illustrated in Figure 2-3. The distribution of the Town's roads by P.C.R range is illustrated in Figure 2-4.

Figure 2-3: Distribution of Paved Roads by Condition State and Surface Type

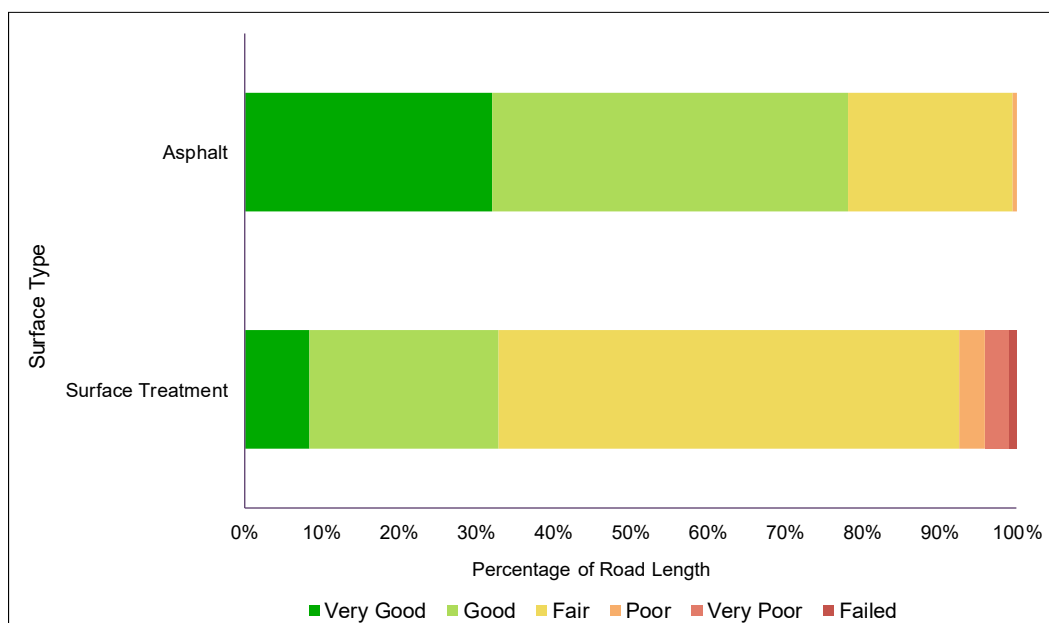
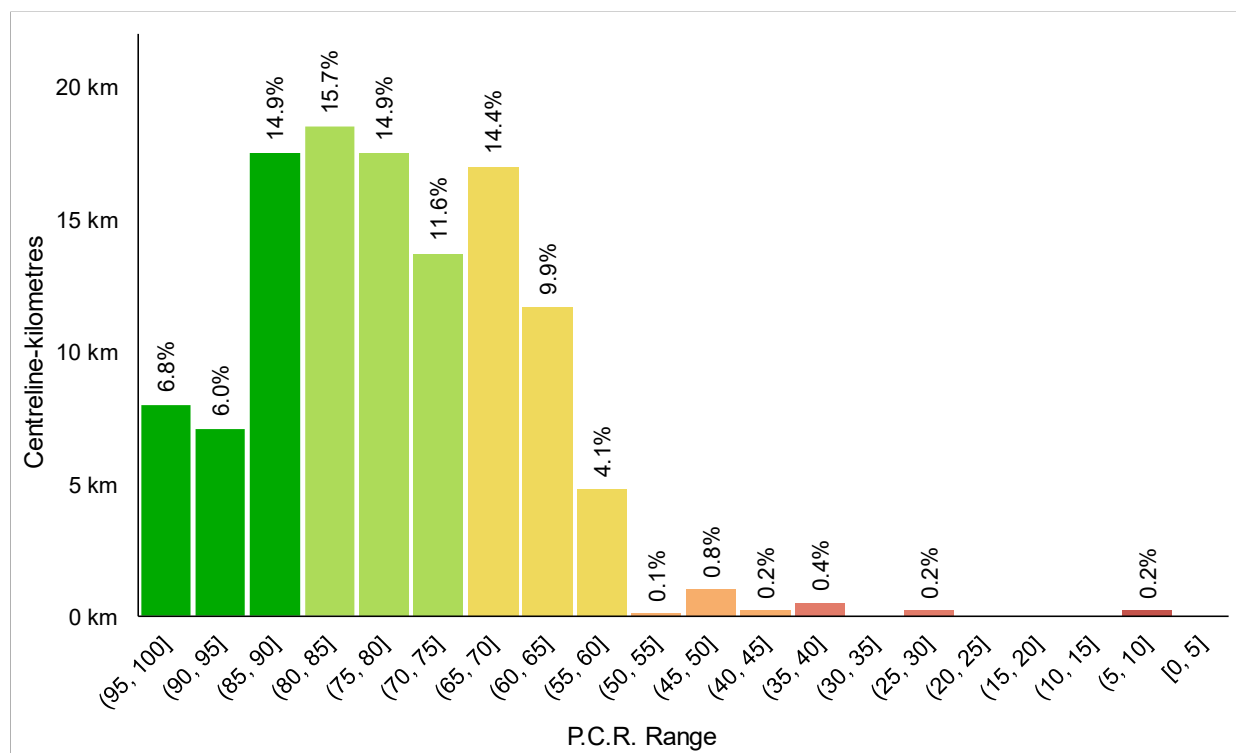




Figure 2-4: Distribution of Paved Roads by P.C.R. Range







In accordance with Ontario Regulation 104/97: Standards for Bridges (O. Reg. 104/97), the Town completes biennial inspections of its bridges and structural culverts based on the Ontario Structure Inspection Manual (OSIM). To provide an overall measure of the condition of bridges and structural culverts, Bridge Condition Index (BCI) ratings are calculated for each inspected structure. BCI ratings are calculated by assigning weighted values to the condition of various structural elements (e.g., deck, foundation, superstructure, substructure, girders/beams, bearings, etc.) and non-structural elements (e.g., sidewalks, curbs, handrails, barriers, signage, etc.) of the structure being assessed. BCI ratings are typically represented on a scale of 0 to 100, with 100 being a structure in new or as-new condition. To better communicate the condition of the Town's structures, BCI ratings have been segmented into qualitative condition states as summarized in Table 2-5.









Table 2-5: Descriptions of Structure Condition States

Condition State	Bridge Photos	Structural Culvert Photos	Description
<b>Excellent</b> $80 \leq \text{B.C.I.} \leq 100$			<ul style="list-style-type: none"> <li>• This refers to an element (or part of an element) that is in “new” (as constructed) condition.</li> <li>• No visible deterioration type defects are present and remedial action is not required.</li> <li>• Minor construction defects do not count as visible deterioration type defects.</li> <li>• Asset is physically sound and is performing its function as originally intended.</li> </ul>
<b>Good</b> $70 \leq \text{B.C.I.} < 80$			<ul style="list-style-type: none"> <li>• This refers to an element (or part of an element) where the first sign of “Light (minor) defects are visible. This usually occurs after the structure has been in service for a number of years. These types of defects would not normally trigger any remedial action since the overall performance of the element is not affected.</li> <li>• Asset is physically sound and is performing its function as originally intended.</li> </ul>



Condition State	Bridge Photos	Structural Culvert Photos	Description
<b>Fair</b> $60 \leq \text{B.C.I.} < 70$			<ul style="list-style-type: none"> <li>This refers to an element (or part of an element) where medium defects are visible. These types of defects may trigger a “preventative maintenance” type of remedial action (e.g., Sealing, coating, etc.) where it is economical to do so.</li> <li>Asset is showing signs of deterioration and is performing at a lower level than originally intended.</li> </ul>
<b>Poor</b> $0 \leq \text{B.C.I.} < 60$			<ul style="list-style-type: none"> <li>This refers to an element (or part of an element) where severe and very severe defects are visible. In concrete any type of spalling or delamination would be considered “poor” since these defects usually indicate more serious underlying problems in the material (e.g. corroding reinforcing steel). These types of defects would normally trigger rehabilitation or replacement if the extent and location affect the overall performance of that element.</li> <li>Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended.</li> </ul>



The overall average BCI rating of all structures in the Town is estimated to be 70.7, indicating that the Town's structures are currently in an overall 'Good' condition state. The Town's vehicle bridges are estimated to have an average BCI rating of 72.1, indicating that they are currently in a 'Good' condition state. Similarly, the Town's pedestrian bridges are estimated to have an average BCI rating of 79.0, indicating that they are currently in a 'Good' condition state. Lastly, the Town's structural culverts are estimated to have an average BCI rating of 49.4, indicating that they are currently in a 'Poor' condition state. It should be noted that the average condition state of structural culverts is anticipated to increase to 'Good' following the replacement of the King Street West structural culvert in 2025.

Table 2-6 summarizes the average BCI rating and associated condition states of the Town's structures by structure type.

Table 2-6: Structures – Average BCI Rating by Structure Type

Structure Type	Quantity	Average BCI	Average Condition State
Vehicle Bridges	13	72.1	Good
Pedestrian Bridges	7	79.0	Good
Structural Culverts	2	49.4	Poor
<b>Total</b>	<b>22</b>	<b>70.7</b>	<b>Good</b>

The distribution of replacement cost of the Town's structures by condition state and structure type is illustrated in Figure 2-5. The distribution of replacement cost of the Town's structures by BCI rating is illustrated in Figure 2-6.



Figure 2-5: Distribution of Structures by Condition State and Structure Type

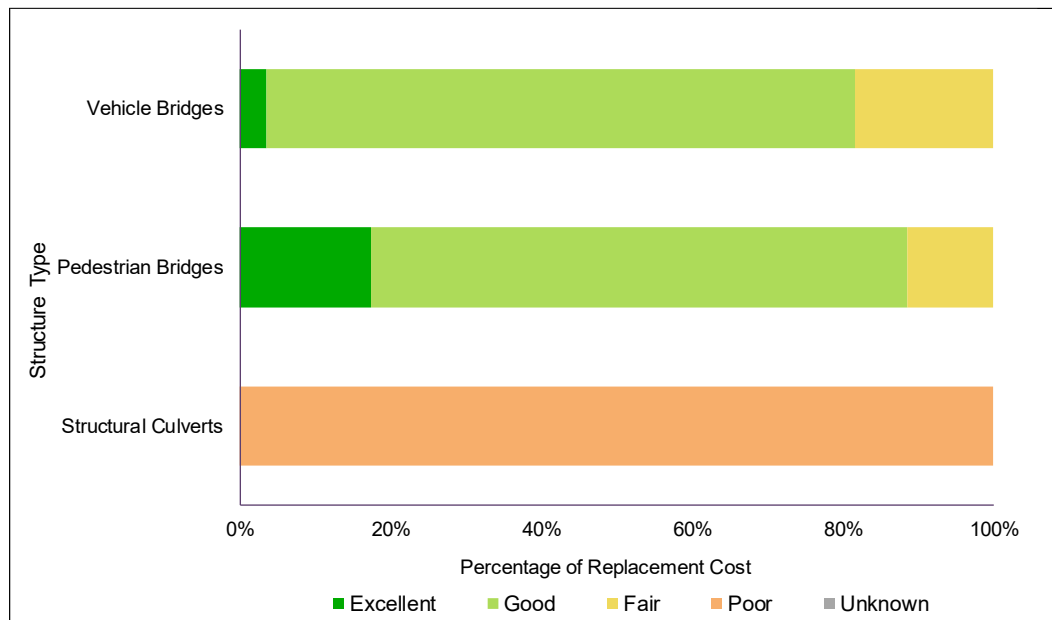
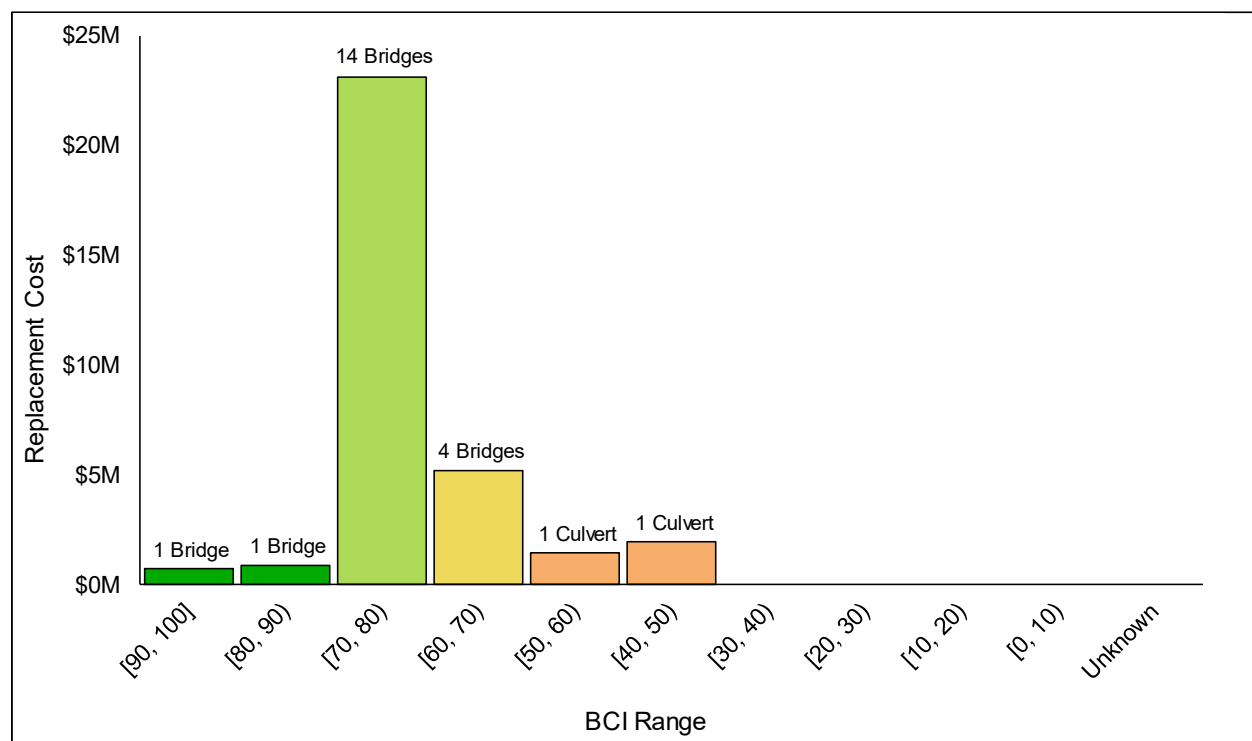


Figure 2-6: Distribution of Structures by BCI Range





### **2.1.3 Levels of Service**

The levels of service currently provided by the Town's transportation assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework presented in this subsection defines both the levels of service that assets are currently assisting in providing as well as the target levels of service that assets will be expected to provide over the long-term.

There are prescribed levels of service reporting requirements under O. Reg. 588/17 for some transportation assets (i.e., roads) that are included in Table 2-7 and Table 2-8.

The levels of service framework is presented as follows:

- The Service Attribute headings and columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-7 explains the Town's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-8 describes the measure(s) connected to the identified service attribute;
- The Current Performance column in Table 2-8 identifies the current level of service with respect to each performance measure; and
- The Proposed Performance column in Table 2-8 identifies the proposed level of service with respect to each performance measure.



Table 2-7: Transportation – Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Town's transportation assets enable the movement of people and goods within the Town and provide connectivity to regional roads. The Town's transportation assets are used by pedestrians, cyclists, passenger vehicles, commercial truck traffic, and emergency vehicles.
	The scope of the Town's road network is illustrated by Map 2-1. This map shows the geographical distribution of the Town's roads.
Quality	To aid in interpreting condition states, photos of roads, bridges, and structural culverts in different condition states are provided in Table 2-3 and Table 2-5. A general description of how each condition state may affect the use of these assets is also provided in these tables.

Table 2-8: Transportation – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the Town.	1.246 lane-km/km <sup>2</sup>	N/A
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Town.	1.803 lane-km/km <sup>2</sup>	N/A
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Town.	7.468 lane-km/km <sup>2</sup>	N/A
	Percentage of bridges in the Town with loading or dimensional restrictions.	15.4%	0%
Quantity	For paved roads in the Town, the average pavement condition index value. <sup>[1]</sup>	77.5	70
	For unpaved roads in the Town, the average surface condition.	N/A <sup>[2]</sup>	N/A

<sup>[1]</sup> As noted in subsection 2.1.2, the Town utilizes the P.C.R. as a measure of overall condition.

<sup>[2]</sup> There are no unpaved roads in the Town.





Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
	For bridges in the Town, the average bridge condition index value.	72.1	70
	For structural culverts in the Town, the average bridge condition index value.	49.4	70
	For pedestrian bridges in the Town, the average bridge condition index value.	79.0	70

## 2.2 Information Technology

### 2.2.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support the provision of Information Technology services. The estimated replacement cost of these assets is \$2.5 million. Applications and software represent the largest share of replacement cost at \$1.4 million (55%), followed by infrastructure and systems at \$560,000 (22%) and lastly, equipment at \$556,000 (22%). The average age of these assets is 6.0 years.

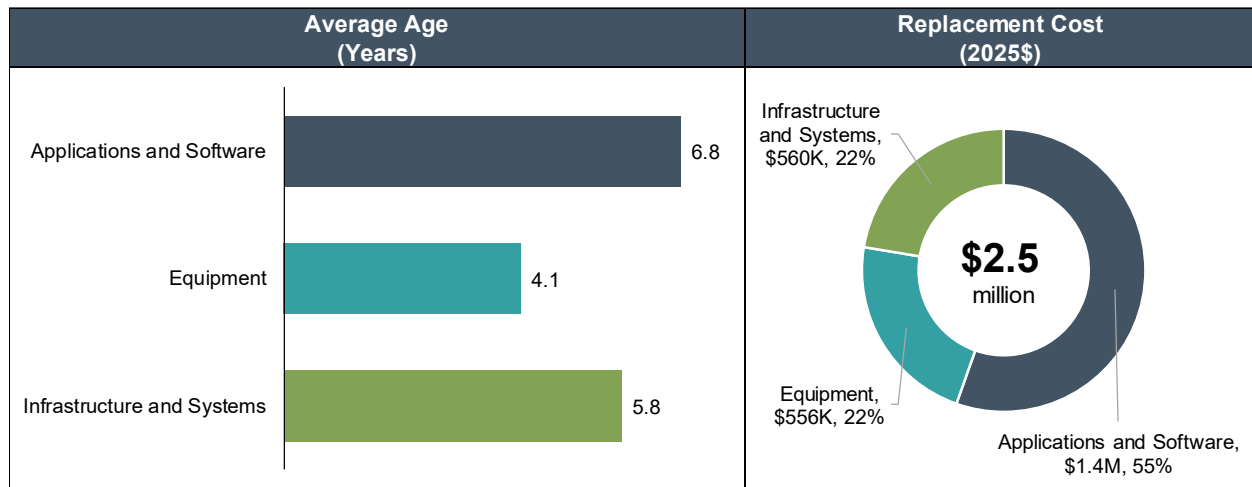
Table 2-9 provides a breakdown of the average ages, and replacement costs by asset category. A visual rendering of the data presented in Table 2-9 is provided in Figure 2-7.

Table 2-9: Information Technology – Description, Average Age, and Replacement Cost

Asset Category	Description	Average Age (years)	Replacement Cost (2025\$)
Applications and Software	Various software	6.8	\$1,387,000
Equipment	Computers, monitors, projectors, printers, security cameras, etc.	4.1	\$556,000
Infrastructure and Systems	Security systems, servers, phone systems, UPS backups, switches, etc.	5.8	\$560,000
<b>Total</b>		<b>6.0</b>	<b>\$2,503,000</b>



Figure 2-7: Information Technology – Average Age, and Replacement Cost



### 2.2.2 Condition

The condition of the Town's Information Technology assets has been evaluated has using a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor), based on a combination of asset age relative to useful life and staff input. Table 2-10 shows the average condition ratings for information technology assets by asset category. Figure 2-8 shows the distribution of information technology assets by category and by condition. Figure 2-9 shows the overall distribution of these assets (measured by replacement cost) by condition.

Table 2-10: Condition Summary – Information Technology

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



Figure 2-8: Distribution of Information Technology Assets by Condition and Asset Category

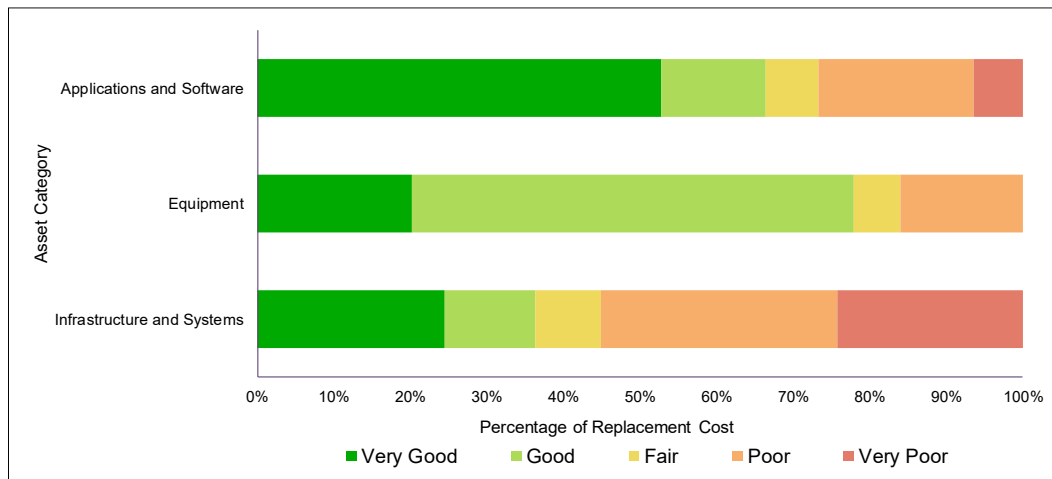
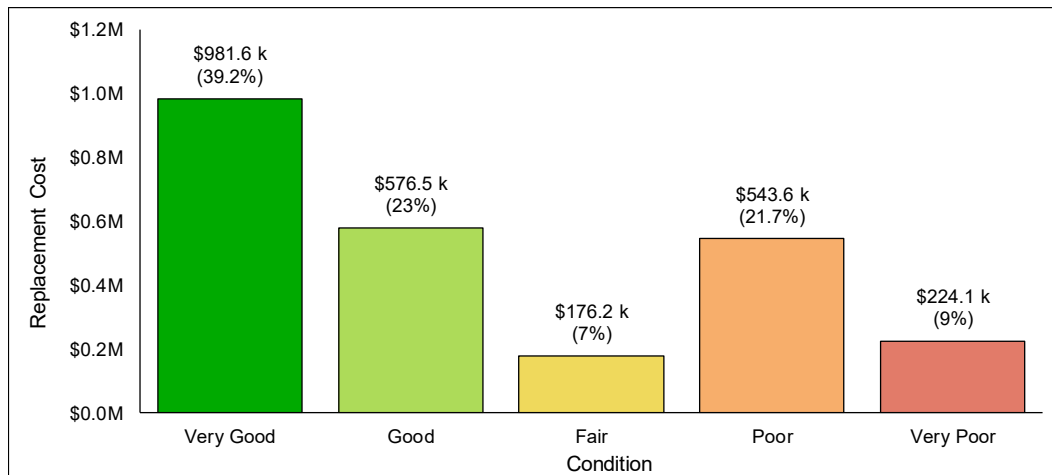


Figure 2-9: Distribution of Information Technology Assets by Condition



### 2.2.3 Levels of Service

This subsection presents the Town's levels of service framework for its Information Technology assets. Table 2-11 presents the Service Attributes and Community Levels of Service while Table 2-12 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to section 2.1.3 for further details on the Town's levels of service framework.



Table 2-11: Information Technology – Community Levels of Service

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

Table 2-12: Information Technology – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
Quality	Percentage of infrastructure and systems within optimal service life.	45%	100%
	Percentage of equipment within optimal service life.	84%	100%

## 2.3 Municipal Parking

### 2.3.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support municipal parking services. The estimated replacement cost of these assets is \$3.9 million. Infrastructure and system represent the largest share of replacement cost at \$3.4 million (89%), followed by equipment at \$305,000 (8%) and lastly, applications and software at \$112,000 (3%). Table 2-13 provides a breakdown of municipal parking assets by asset category, showing descriptions, average age, and replacement cost. A visual rendering of the data presented in Table 2-13 is provided in Figure 2-10.

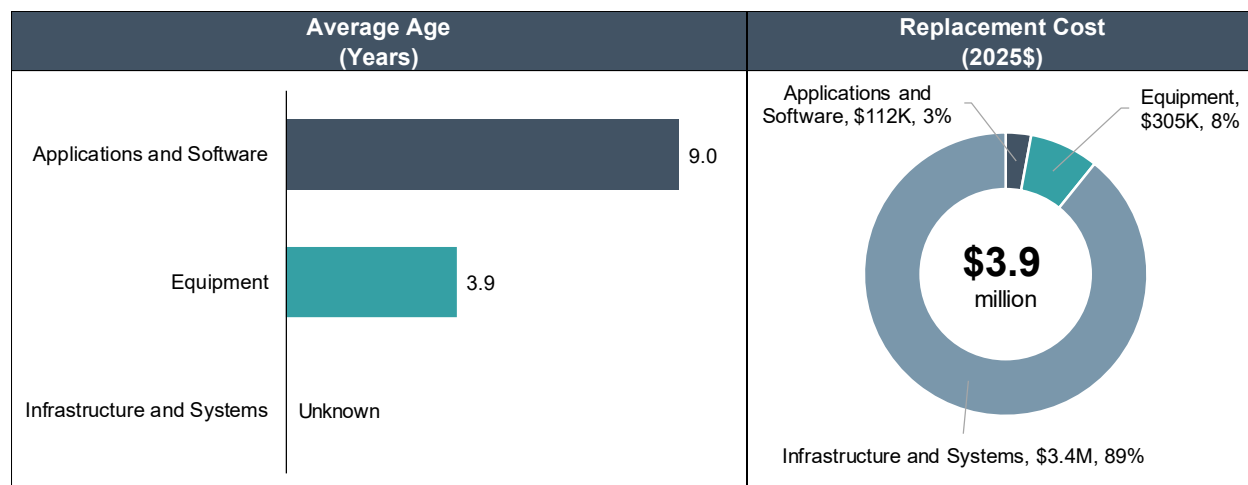
Table 2-13: Municipal Parking – Description, Average Age, and Replacement Cost

Asset Category	Description	Average Age (years)	Replacement Cost
Applications and Software	Parking Software	9.0	\$112,000
Equipment	Pay & Display machines, meter mechanisms, printers, coin sorting/counting machine	3.9	\$305,000



Infrastructure and Systems	Parking spaces in lots <sup>[1]</sup>	N/A	\$3,447,000
<b>Total</b>			<b>\$3,864,000</b>

Figure 2-10: Municipal Parking – Average Age, and Replacement Cost



### 2.3.2 Condition

The condition of the Town's municipal parking assets has been evaluated using a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor), based on a combination of asset age relative to useful life and staff input. Table 2-14 shows a summary of the condition for municipal parking assets by asset category. Figure 2-11 shows the distribution of these assets (measured by replacement cost) by condition state and asset category. Figure 2-12 provides the distribution of these assets by condition state.

Table 2-14: Condition Summary – Municipal Parking

Asset Category	Average Condition
Applications and Software	Unknown
Equipment	Good
Infrastructure and Systems	Fair

<sup>[1]</sup> The Town also maintains approximately 450 parking spots on roads. Those parking spots are included in the replacement cost of roads (as reported in the asset management plan for the Town's core infrastructure).



Figure 2-11: Distribution of Municipal Parking Assets by Condition State and Asset Category

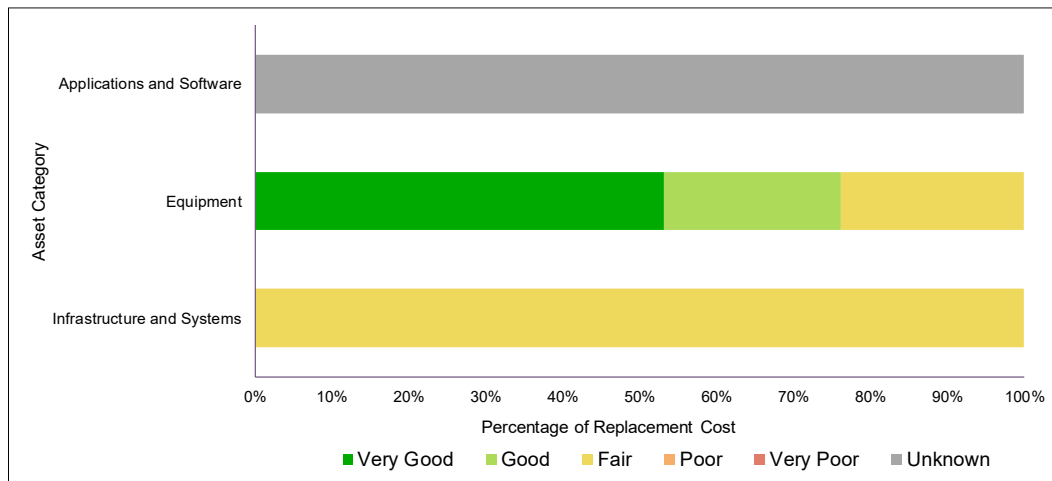
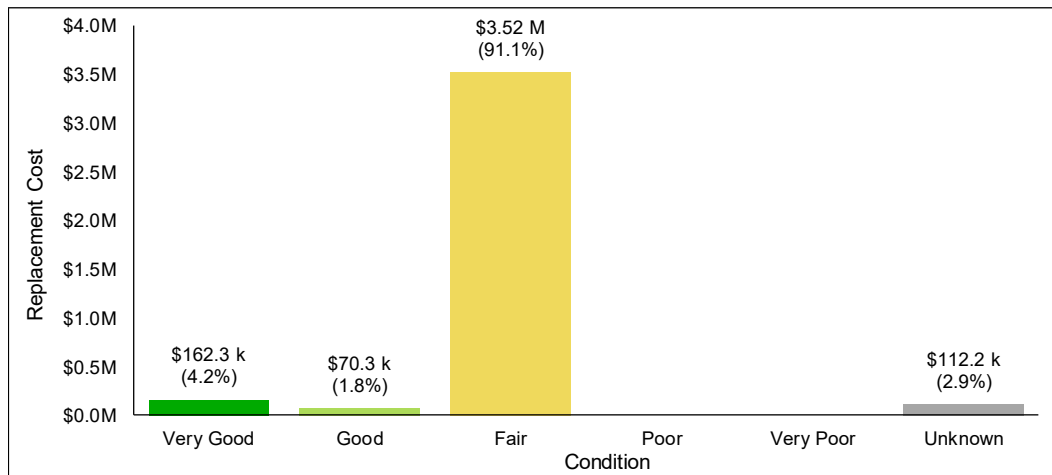


Figure 2-12: Distribution of Municipal Parking Assets by Condition State



### 2.3.3 Levels of Service

This subsection presents the Town's levels of service framework for its Municipal Parking assets. Table 2-15 presents the Service Attributes and Community Levels of Service while Table 2-16 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to section 2.1.3 for further details on the Town's levels of service framework.





Table 2-15: Municipal Parking – Community Levels of Service

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

Table 2-16: Municipal Parking – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
<b>Quality</b>	Percentage of equipment within optimum service life.	97%	100%
<b>Capacity</b>	Number of available parking spaces (on-street and in municipal lots).	1,337	1,337 (minimum)
<b>Accessibility</b>	Number of parking spaces that are accessible.	53	N/A <sup>1</sup>

## 2.4 Fleet

### 2.4.1 State of Local Infrastructure

The Town owns and manages fleet of 92 vehicles that support the provision of various municipal services. The estimated replacement cost of these assets \$17.5 million. Fleet assets supporting fire represent the largest share of replacement cost at \$6.7 million (38%), followed by roads & sewers at \$6.0 million (34%), and all other departments at \$4.8 million (33%). Table 2-17 provides a breakdown of fleet and equipment assets by department, showing quantity, average age, and replacement cost.

<sup>1</sup> The Town is not setting a specific target for this measure. It is noted that The Town currently has more than the required number of accessible public parking spaces. All new development has requirements for the number of accessible parking spaces to be provided.



Table 2-17: Fleet Assets – Quantity, Average Age, and Replacement Cost

Department	Quantity	Average Age (years)	Replacement Cost (2025\$)
Building Department	2	1.0	\$126,000
Building Maintenance	2	14.0	\$140,000
By-Law Enforcement	3	5.1	\$231,000
Engineering	2	13.0	\$140,000
Facilities	2	6.0	\$140,000
Fire	9	11.9	\$6,661,000
Marina	2	3.2	\$117,000
Parks	16	10.3	\$1,725,000
Roads & Sewers	23	7.1	\$5,978,000
Transit <sup>[1]</sup> <sup>[2]</sup>	9	1.0	\$531,000
Police <sup>[3]</sup>	22	2.6	\$1,684,000
<b>Total</b>	<b>97</b>	<b>8.6</b>	<b>\$17,473,000</b>

### 2.4.2 Condition

The condition of the Town's fleet assets has been evaluated using a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor), based on a combination of asset age relative to useful life and staff input.

Table 2-18 shows the average condition ratings of fleet assets by department. Figure 2-13 illustrates the distribution of fleet assets within each department by condition.

Figure 2-14 shows the overall distribution of these assets (measured by replacement cost) by condition.

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<sup>[1]</sup> For Transit vehicles, the total quantity of 9 includes vehicles that have been approved though the budget and are expected to be received by the Town later in 2025.

<sup>[2]</sup> For Transit vehicles, the replacement cost only reflects the Town's share, assuming that approximately 70% of replacement costs will be covered by grants.

<sup>[3]</sup> Quantities and replacement costs exclude two leased vehicles.



Table 2-18: Average Condition of Fleet Assets by Department

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

Figure 2-13: Distribution of Fleet Assets by Condition and by Department

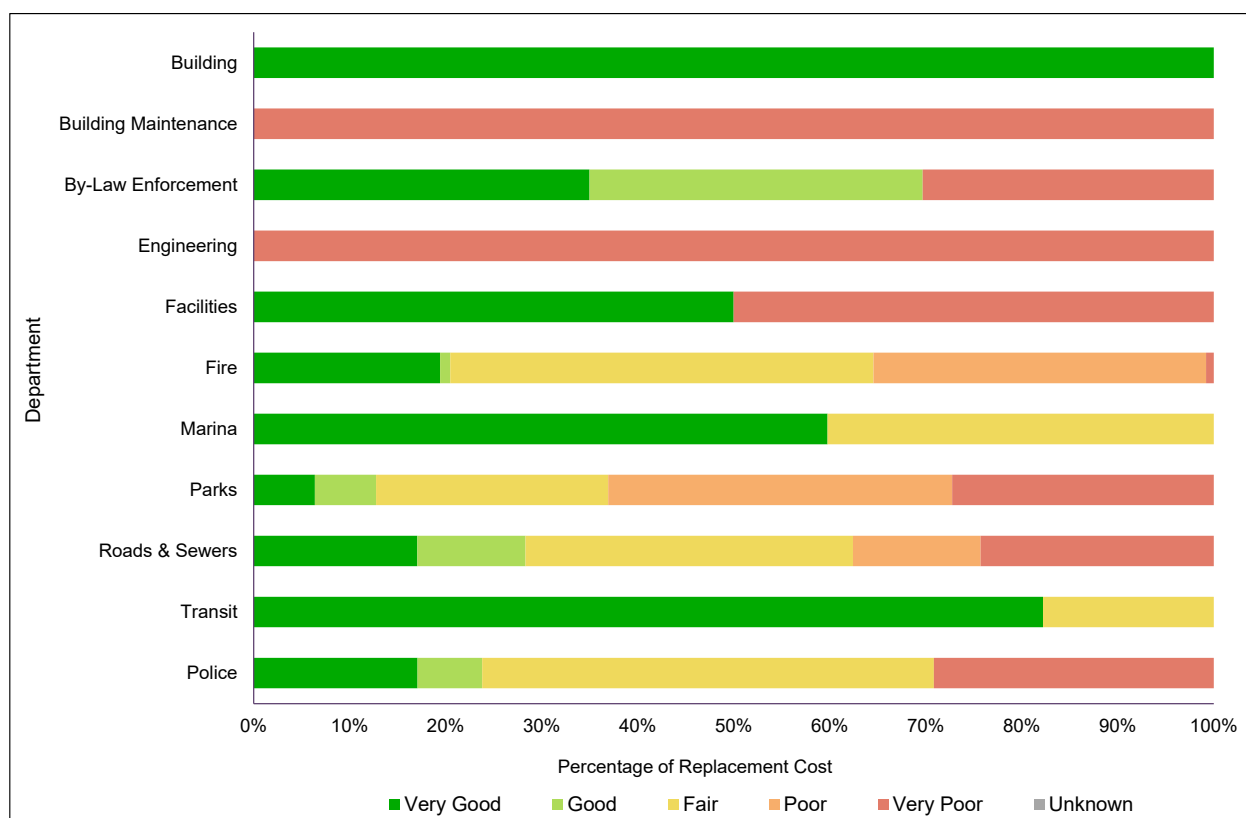
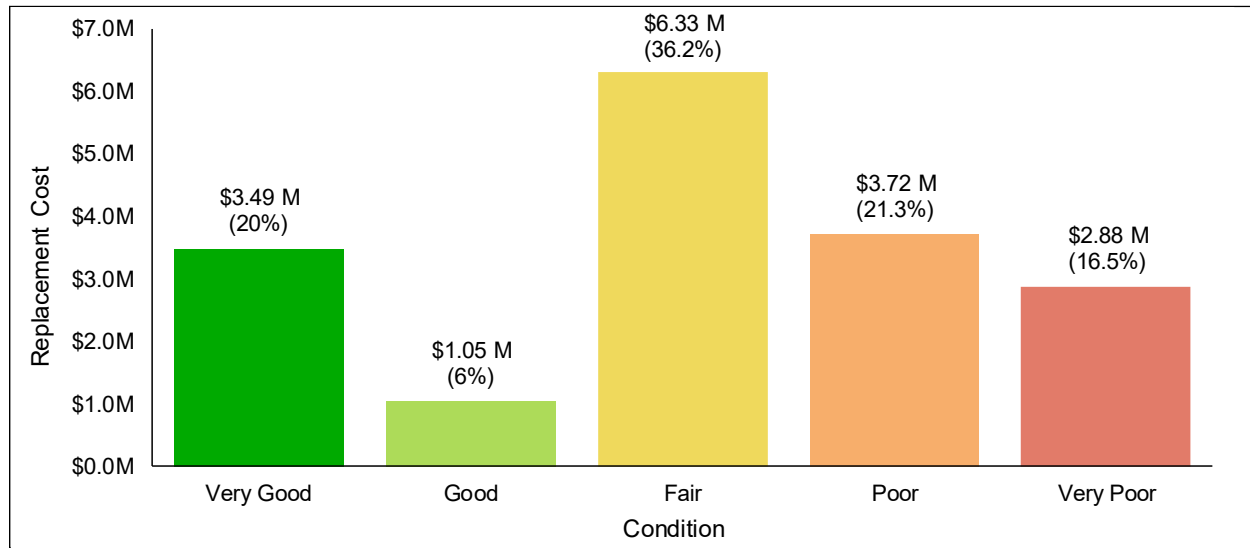




Figure 2-14: Distribution of Fleet Assets by Condition



### 2.4.3 Levels of Service

This subsection presents the Town's levels of service framework for its Fleet assets. Table 2-19 presents the Service Attributes and Community Levels of Service while Table 2-20 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to Section 2.1.3 for further details on the Town's levels of service framework.

Table 2-19: Fleet – Community Levels of Service

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



Table 2-20: Fleet – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
<b>Quality</b>	Percentage of corporate fleet assets within optimum service life (excluding essential and critical fleet).	32%	100%
<b>Capacity</b>	Percentage of required transit fleet owned by Town.	100% <sup>[1]</sup>	100%
<b>Accessibility</b>	Percentage of transit fleet complying with AODA requirements.	100%	100%
<b>Environmental Resiliency and Stewardship</b>	Percentage of eligible vehicles that are electric or hybrid.	32%	100%
<b>Safety</b>	Percentage of critical and essential fleet operating within optimum service life.	43%	100%

## 2.5 Equipment

### 2.5.1 State of Local Infrastructure

The Town owns and manages approximately 1,600 pieces of equipment that support the provision of various municipal services. The estimated replacement cost of these assets is \$7.8 million. Police equipment represents the largest share of replacement cost at \$3.7 million (47%), followed by fire equipment at \$1.9 million (25%), parks equipment at \$1.1 million (14%), and all other departments at \$1.1 million (14%). Table 2-21 provides a breakdown of equipment assets by department, showing quantity, average age, and replacement cost.

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<sup>[1]</sup> Assumes that all budget approved vehicles are delivered in 2025.



Table 2-21: Equipment Assets – Quantity, Average Age, and Replacement Cost by Department

Department	Quantity	Average Age (years)	Replacement Cost (2025\$)
Building Maintenance	2	15.3	\$31,000
Roads & Sewers	26	14.2	\$557,000
By-Law Enforcement	15	2.2	\$108,000
Fire	680	13.3	\$1,927,000
Marina	2	16.0	\$47,000
Parks	44	9.3	\$1,096,000
Police	786	6.8	\$3,687,000
Transit	26	11.0	\$225,000
<b>Total</b>	<b>1,581</b>		<b>\$7,678,000</b>

### 2.5.2 Condition

The condition of the Town's equipment assets has been evaluated using a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor), based on a combination of asset age relative to useful life and staff input. Table 2-22 shows the average condition ratings of equipment assets by department. Figure 2-15 illustrates the distribution of equipment assets within each department by condition. Figure 2-16 shows the overall distribution of these assets (measured by replacement cost) by condition.

Table 2-22: Average Condition of Equipment Assets by Department

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



Figure 2-15: Distribution of Equipment Assets by Condition and by Department

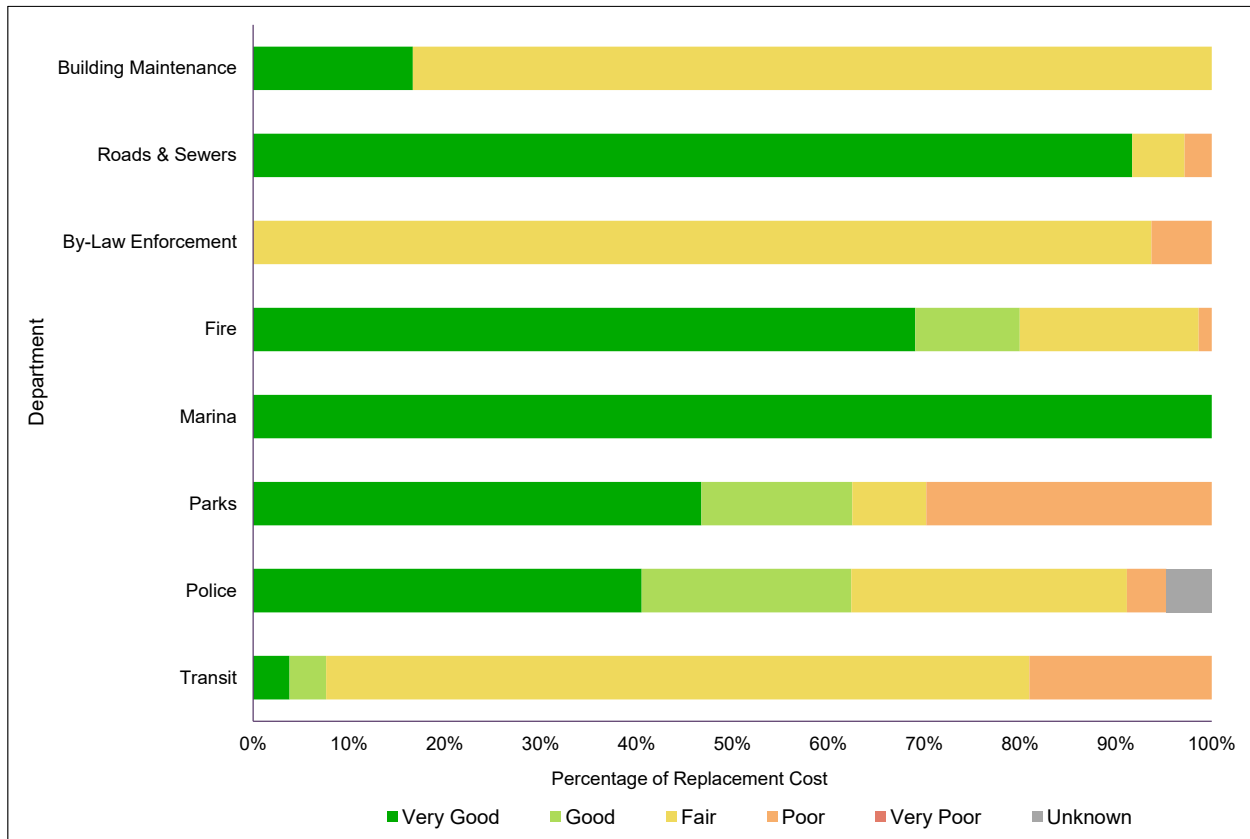
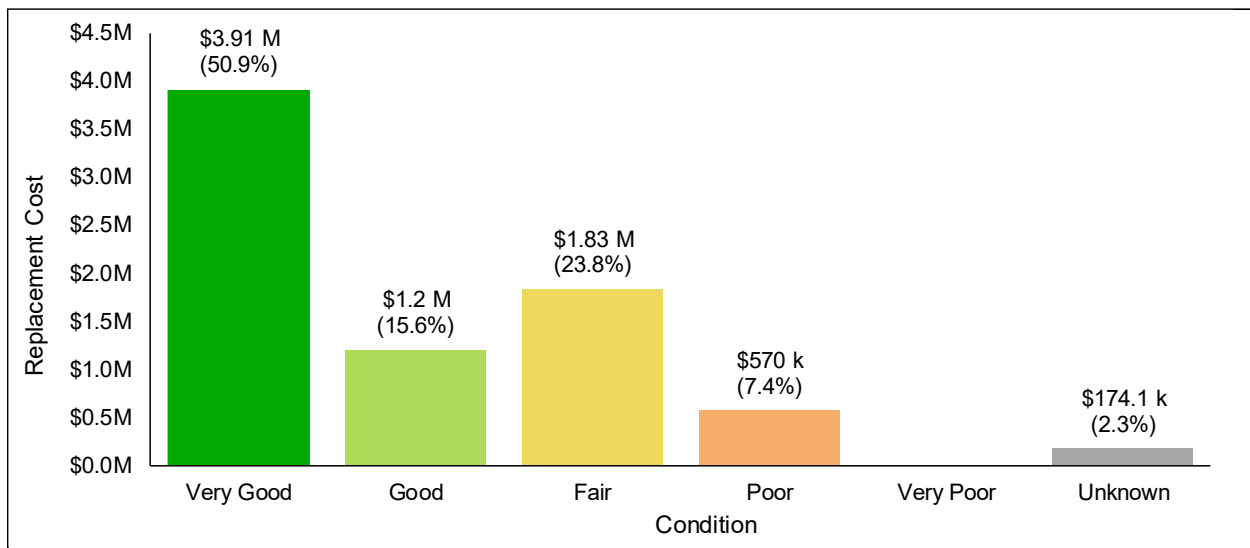


Figure 2-16: Distribution of Equipment Assets by Condition State







### 2.5.3 Levels of Service

This subsection presents the Town's levels of service framework for its Equipment assets. Table 2-23 presents Service Attributes and Community Levels of Service while Table 2-24 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to Section 2.1.3 for further details on the Town's levels of service framework.

Table 2-23: Equipment – Community Levels of Service

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

Table 2-24: Equipment – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
Quality	Percentage of equipment within optimum service life.	68%	100%
Safety	Percentage of fire/police/by-law equipment asset classes meeting required standards.	58%	100%
Accessibility	Percentage of transit stops complying with AODA requirements.	88%	100%

## 2.6 Buildings

### 2.6.1 State of Local Infrastructure

The Town owns and manages a variety of facilities that support the provision of various municipal services. The estimated replacement cost of these assets \$186.1 million. Administration buildings represent the largest share of replacement cost at \$71.2 million (38.2%), followed by community centres at \$37.0 million (19.9%), recreation centres at \$19.4 million (10.4%), police stations at \$13.4 million (7.2%), cultural centres at \$13.2



million (7.1%), fire halls at \$8.0 million (4.3%), and all other facilities at \$23.9 million (12.9%).

Table 2-25 provides a breakdown of facilities by asset category, showing quantities, estimated gross floor area, average age, and replacement cost.

Table 2-25: Buildings – Quantities, Gross Floor Area, Average Age, and Replacement Cost

Asset Category	Number of Buildings	Gross Floor Area (ft <sup>2</sup> )	Average Age (Years)	Replacement Cost (2025\$)
Administration Buildings	4	60,296	118	\$71,204,000
Community Centres	1	126,042	13	\$37,000,000
Cultural Centres or Facilities	5	25,141	38	\$13,168,000
Fire Halls	1	13,713	50	\$8,000,000
Libraries	1	11,971	30	\$6,000,000
Maintenance and Operations Yards	3	28,879	58	\$5,012,000
Marinas <sup>[1]</sup>	3	7,371	36	\$2,579,000
Parks	2	N/A	29	\$40,000
Police Stations	1	29,000	121	\$13,405,000
Pools	1	7,663	58	\$3,434,000
Public Washrooms	6	8,572	47	\$3,204,000
Recreation Centres	10	70,905	59	\$19,432,000
Storage Facilities	8	6,577	26	\$2,053,000
Structures <sup>[2]</sup>	13	18,690	51	\$1,576,000
<b>Total</b>	<b>59</b>	<b>414,820</b>		<b>\$186,106,000</b>

<sup>[1]</sup> One of the three buildings in this category is a heritage lighthouse. No gross floor area or replacement cost is reported for this building.

<sup>[2]</sup> This category includes four lifeguard towers and a kiosk at Victoria Park. No gross floor area is reported for these five buildings.



## 2.6.2 Condition

Condition assessments were completed for some of the Town's facilities by CIMA+. For other facilities, Town staff assigned an overall condition rating on a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor). Table 2-26 shows a summary of the average condition state of buildings by asset class. Figure 2-17 provides a distribution of the condition state by asset category.

Figure 2-18 shows the overall distribution of these assets (measured by replacement cost) by condition state.

Table 2-26: Condition Summary – Buildings

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



Figure 2-17: Distribution of Buildings by Condition State and by Asset Category

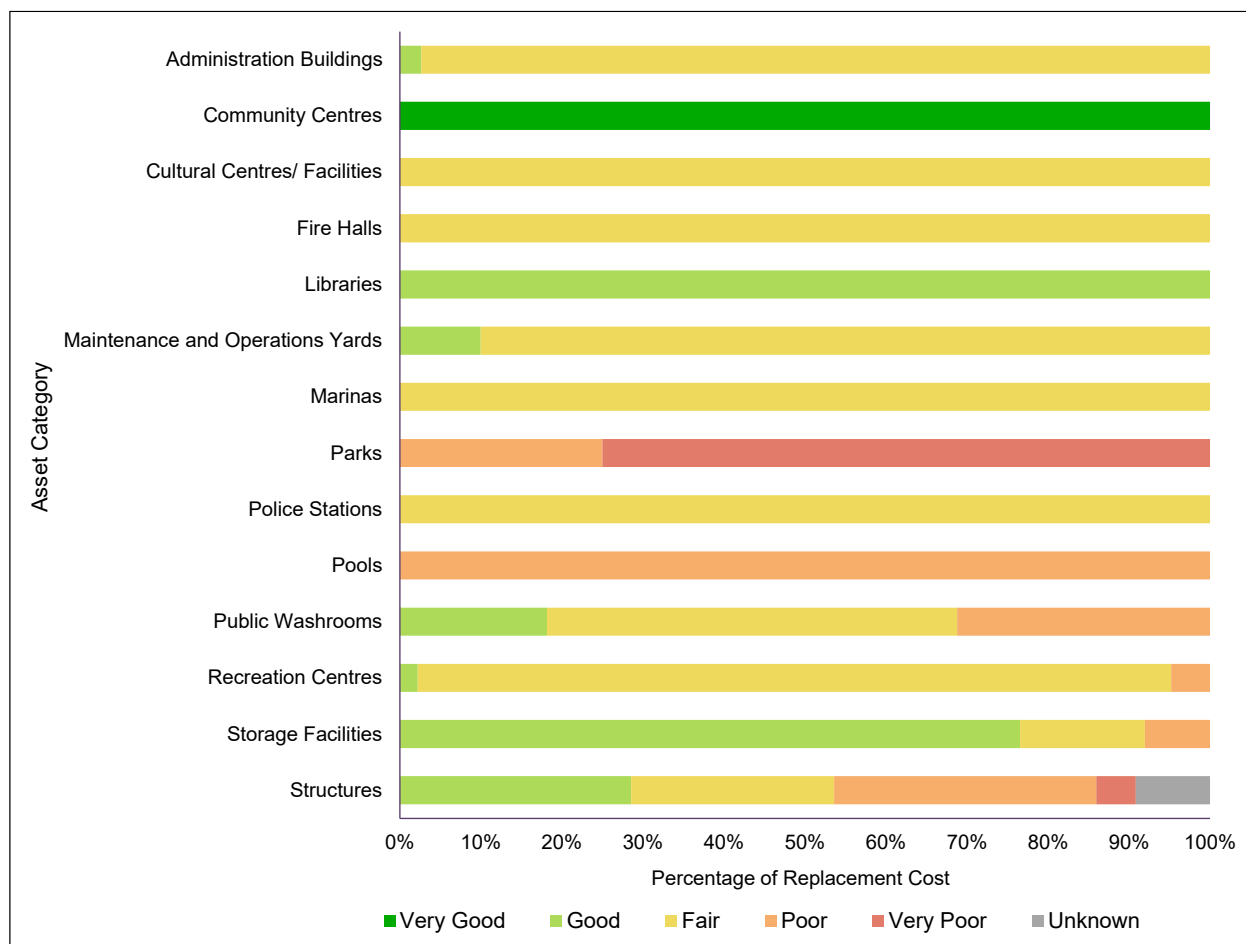
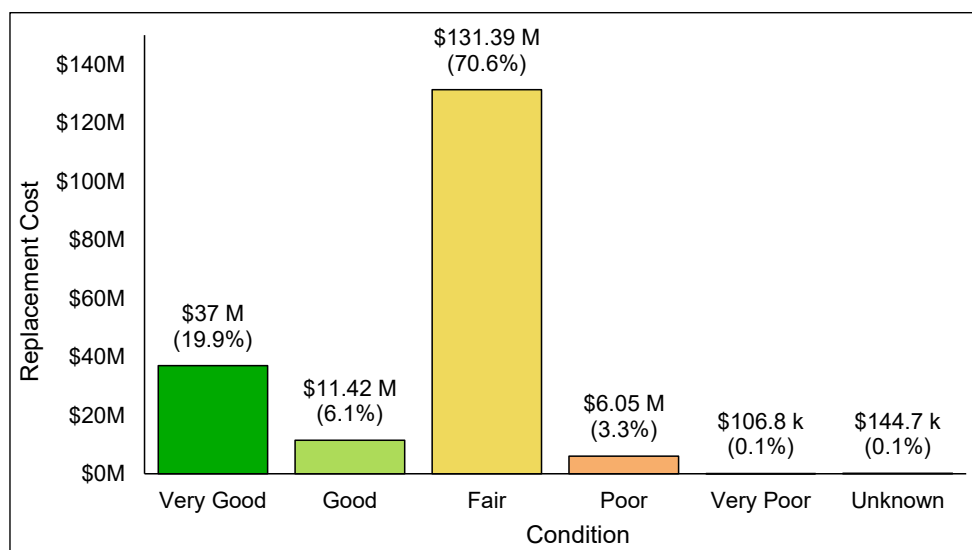


Figure 2-18: Distribution of Buildings by Condition State





### 2.6.3 Levels of Service

This subsection presents the Town's levels of service framework for its Buildings. Table 2-27 presents the Service Attributes and Community Levels of Service while Table 2-28 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to Section 2.1.2 for further details on the Town's levels of service framework.

Table 2-27: Buildings – Community Levels of Service

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

Table 2-28: Buildings – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
<b>Quality</b>	Percentage of assets (by replacement cost) that are in fair or better condition.	97%	100%
<b>Environmental Resiliency and Stewardship</b>	Percentage of eligible facilities with electric vehicle charging stations.	40%	100%
	Annual natural gas consumption per square foot.	N/A <sup>[1]</sup>	Minimize
	Annual electric energy consumption per square foot.	N/A <sup>[1]</sup>	Minimize
	Annual water consumption per square foot.	N/A <sup>[1]</sup>	Minimize
<b>Accessibility</b>	Percentage of facilities that have had an accessibility audit.	N/A <sup>[1]</sup>	Minimize

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



## 2.7 Parks and Recreation

### 2.7.1 State of Local Infrastructure

The Town owns and manages a variety of assets that support the provision of Parks and Recreation services. The estimated replacement cost of these assets is \$33.0 million. Waterfront infrastructure represent the largest share of replacement cost at \$19.1 million (57.8%), followed by footpaths at \$2.8 million (8.4%), marina dock at \$2.3 million (7.1%), playground equipment at \$2.3 million (7.0%), park light at \$2.0 million (6.2%), and all other assets at \$4.5 million (13.5%). Table 2-29 provides a breakdown of parks and recreation assets by category, showing quantity, average age, and replacement cost.

Table 2-29: Parks and Recreation Assets – Quantity, Average Age, and Replacement Cost

Asset Category	Number of Assets	Average Age (Years)	Replacement Cost (2025\$)
Footpath	79	21.0	\$2,774,000
Boardwalk	1	0.0 <sup>[1]</sup>	\$600,000
Waterfront Infrastructure	14	112.9	\$19,067,000
Playground Equipment	29	17.9	\$2,309,000
Staircase	5	47.6	\$325,000
Tennis Court	3	53.6	\$529,000
Basketball Court	1	30.0	\$31,000
Marina Dock	7	29.8	\$2,328,000
Bike Rack	61	11.9	\$56,000
Irrigation System	10	21.9	\$376,000
Bench	351	21.6	\$924,000
Parks Garbage Can	81	19.7	\$197,000
Park Light	182	30.9	\$2,047,000
Pole Base	8	16.0	\$14,000
Electric Points	16	7.5	\$95,000

<sup>[1]</sup> Town's boardwalk is a brand-new asset installed in 2025.



Asset Category	Number of Assets	Average Age (Years)	Replacement Cost (2025\$)
Electric Line	10	14.5	\$13,000
Rotary Fountain Rink	1	16.0	\$40,000
Baseball Diamond	12	35.8	\$329,000
Backstop	12	33.9	\$448,000
Soccer	11	26.5	\$451,000
Rugby	1	10.0	\$25,000
<b>Total</b>	<b>895</b>		<b>\$32,978,000</b>

### **2.7.2 Condition**

The condition of the Town's parks and recreation assets has been assessed by Town's staff using a five-point scale (i.e., Very Good, Good, Fair, Poor, Very Poor).

Table 2-30 shows the average condition ratings of parks and recreation assets by category. Figure 2-19 provides a distribution of parks and recreation assets by condition and by asset category. Figure 2-20 shows the overall distribution of these assets (measured by replacement cost) by condition.





Table 2-30: Condition Summary – Parks and Recreation

Asset Category	Average Condition Rating
Footpath	Good
Boardwalk	Very Good
Waterfront Infrastructure	Very Poor
Playground Equipment	Good
Staircase	Poor
Tennis Court	Fair
Basketball Court	Poor
Marina Dock	Fair
Bike Rack	Good
Irrigation System	Fair
Bench	Fair
Parks Garbage Can	Good
Park Light	Fair
Pole Base	Good
Electric Points	Good
Electric Line	Poor
Rotary Fountain Rink	Unknown
Baseball Diamond	Fair
Backstop	Good
Soccer	Good
Rugby	Good



Figure 2-19: Distribution of Parks and Recreation Assets by Condition and Asset Category

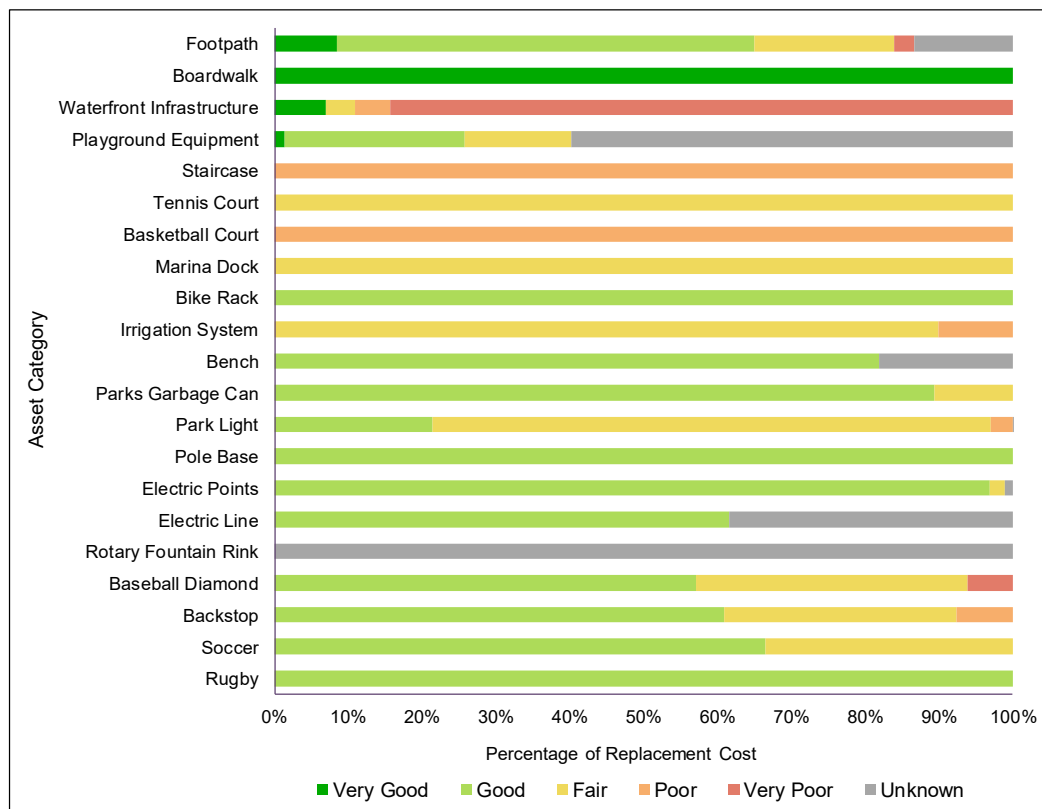
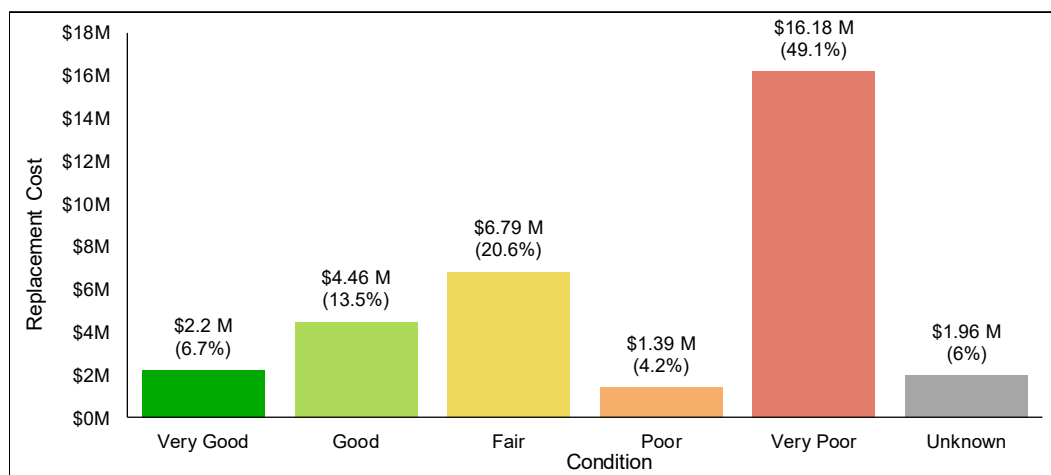


Figure 2-20: Distribution of Parks and Recreation Assets by Condition





### 2.7.3 Levels of Service

This subsection presents the Town's levels of service framework for its Parks and Recreation assets. Table 2-31 presents the Service Attributes and Community Levels of Service while Table 2-32 presents the Technical Levels of Service (i.e., performance measures), including their current and target performance. Please refer to Section 2.1.2 for further details on the Town's levels of service framework.

Table 2-31: Parks and Recreation – Community Levels of Service

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



Table 2-32: Parks and Recreation – Technical Levels of Service

Service Attribute	Performance Measure	Current Performance (2025)	Target Performance (2035)
<b>Quality</b>	Percentage of waterfront infrastructure that is in fair or better condition.	11%	100%
	Percentage of park amenities in fair or better condition.	75%	100%
	Percentage of recreational amenities in fair or better condition.	97%	100%
<b>Capacity</b>	Percentage of parks with over 75% of primary facility requirement targets met.	27%	Maintain
<b>Environmental Resiliency and Stewardship</b>	Total parkland (ha) per 1,000 residents	7.35	7.35
	Nature parks (ha) per 1,000 residents	2.73	2.20
	Athletic parks (ha) per 1,000 residents	1.81	1.40
	Leisure parks (ha) per 1,000 residents	0.89	1.20
	Cultural parks (ha) per 1,000 residents	0.63	0.60
	Landmark parks (ha) per 1,000 residents	0.47	0.60
<b>Safety</b>	Percentage playgrounds achieving CSA compliance based on monthly inspections.	100%	100%

## 2.8 Population and Employment Growth

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

This growth in population is expected to result in incremental service demands that may impact the current level of service. These growth-related needs are summarized in the



Town's 2021 Development Charges Background Study and are funded through development charges imposed on new development. Utilizing development charges helps reduce the effects that future population and employment growth have on the cost of maintaining levels of service for existing tax and rate payers.



# Chapter 3

## Lifecycle Management Strategies



## 3. Lifecycle Management Strategies

### 3.1 Introduction

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

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

The following sections summarize the ten-year forecasts of lifecycle activities and associated costs that would be required for the Town to achieve and sustain the proposed levels of service identified in Chapter 2. The 10-year lifecycle expenditure forecasts are estimates generated based on the lifecycle management models and current condition/age profile of the assets. For asset classes where it is known that there is a capital backlog of improvements/replacements that are past due, an allowance has been made to address the backlog over five to ten years in addition to annual forecasted capital requirements.

### 3.2 Transportation

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#### 3.2.1 Roads and Sidewalks

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's roads and sidewalks, developed using

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<sup>[1]</sup> The full lifecycle of an asset includes activities such as initial planning and maintenance which are typically addressed through master planning studies and maintenance management, respectively.

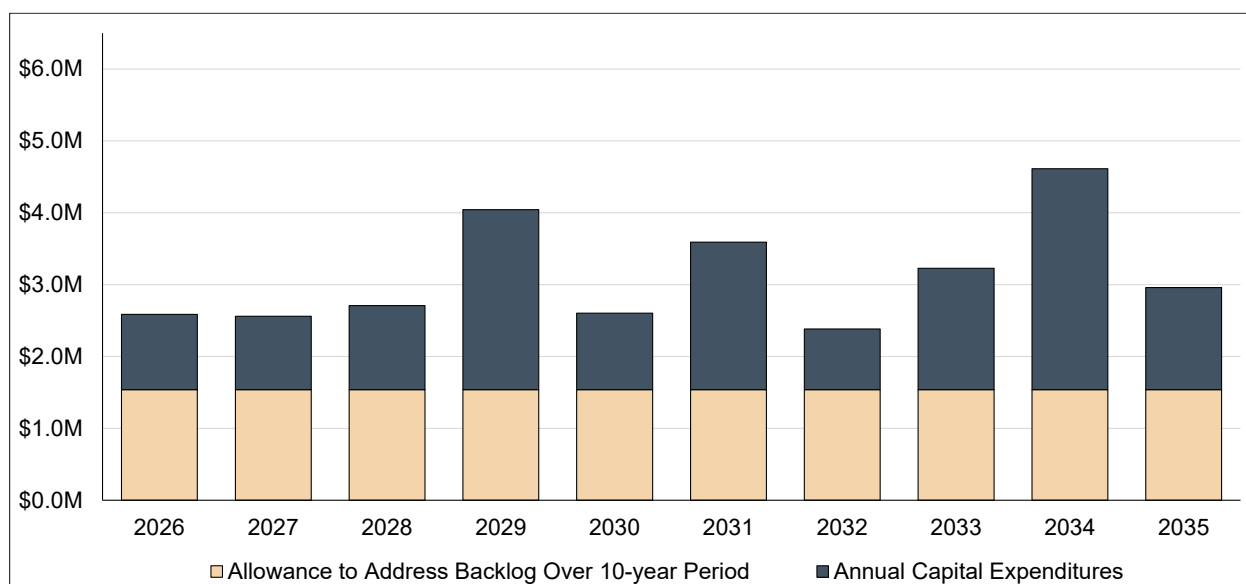
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output from the Town's decision support tool. The ten-year lifecycle expenditure forecast is summarized in Figure 3-1 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at approximately \$3.1 million.

Figure 3-1: Roads and Sidewalks – Lifecycle Expenditure Forecast (2025\$)



### 3.2.2 Structures

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's structures. The ten-year lifecycle expenditure forecast is summarized in Figure 3-2 and provided in tabular form in Table 3-1. Average annual expenditures over the forecast period have been estimated at approximately \$297,000.



Figure 3-2: Structures – Lifecycle Expenditure Forecast (2025\$)

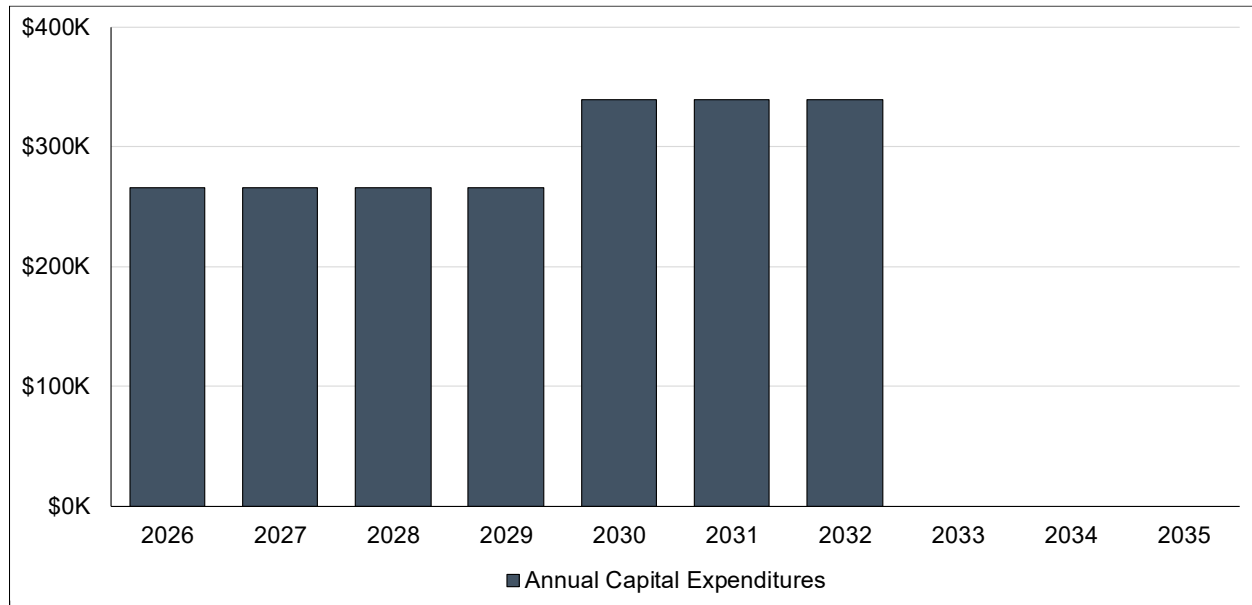




Table 3-1: Transportation – Lifecycle Expenditure Forecast (2025\$)

Asset Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Roads	\$845,011	\$977,221	\$1,139,163	\$1,631,805	\$930,661	\$1,311,477	\$846,538	\$1,689,914	\$3,075,865	\$1,421,137
Sidewalks	\$204,474	\$46,136	\$30,865	\$874,218	\$134,979	\$743,442	\$-	\$-	\$-	\$-
Bridges	\$265,500	\$265,500	\$265,500	\$265,500	\$339,667	\$339,667	\$339,667	\$-	\$-	\$-
Allowance to Address Backlog Over 10-year Period	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037	\$1,538,037
<b>Total Capital Expenditures</b>	<b>\$2,587,522</b>	<b>\$2,561,395</b>	<b>\$2,708,066</b>	<b>\$4,044,061</b>	<b>\$2,603,678</b>	<b>\$3,592,956</b>	<b>\$2,384,575</b>	<b>\$3,227,952</b>	<b>\$4,613,902</b>	<b>\$2,959,175</b>



### 3.3 Information Technology

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's information technology assets. The ten-year lifecycle expenditure forecast is summarized in Figure 3-3 and provided in tabular form in Table 3-2. Average annual expenditures over the forecast period have been estimated at approximately \$557,000.

Figure 3-3: Information Technology – Lifecycle Expenditure Forecast (2025\$)

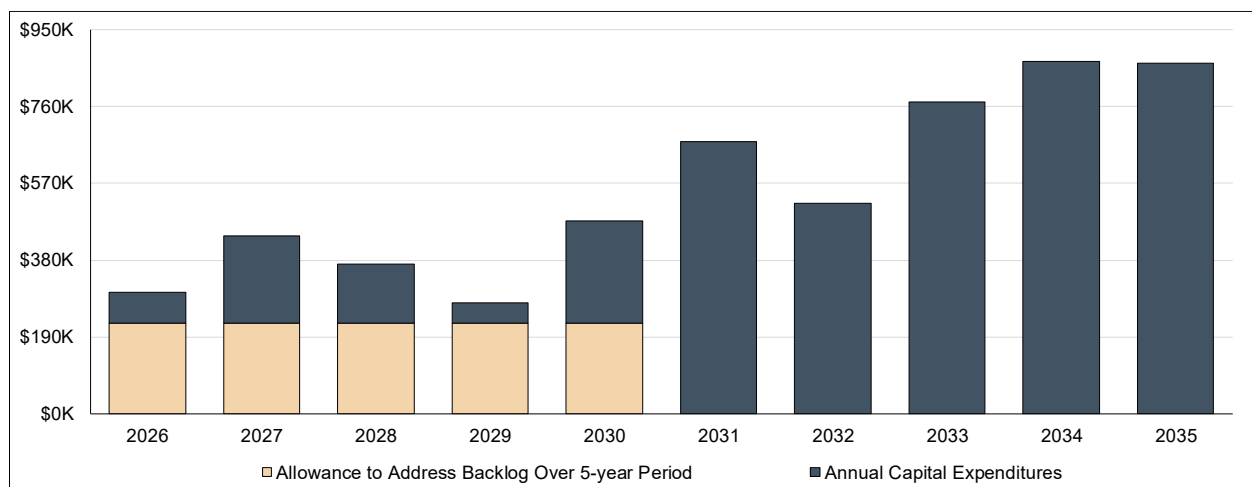




Table 3-2: Information Technology – Lifecycle Expenditure Forecast (2025\$)

Asset Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Applications and Software	\$-	\$94,858	\$33,474	\$-	\$-	\$312,319	\$257,905	\$749,658	\$436,466	\$599,967
Equipment	\$25,355	\$-	\$112,340	\$-	\$70,746	\$327,728	\$91,424	\$-	\$419,152	\$70,746
Infrastructure and Systems	\$51,204	\$120,202	\$-	\$48,424	\$181,172	\$33,438	\$171,324	\$22,835	\$16,678	\$197,850
Allowance to Address Backlog Over 5-year Period	\$224,876	\$224,876	\$224,876	\$224,876	\$224,876	\$-	\$-	\$-	\$-	\$-
<b>Total Capital Expenditures</b>	<b>\$301,434</b>	<b>\$439,936</b>	<b>\$370,690</b>	<b>\$273,300</b>	<b>\$476,794</b>	<b>\$673,485</b>	<b>\$520,654</b>	<b>\$772,493</b>	<b>\$872,296</b>	<b>\$868,563</b>



## 3.4 Municipal Parking

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's municipal parking assets. The ten-year lifecycle expenditure forecast is summarized in Figure 3-4 and provided in tabular form in Table 3-3. Average annual expenditures over the forecast period have been estimated at approximately \$40,000.

Figure 3-4: Municipal Parking – Lifecycle Expenditure Forecast (2025\$)

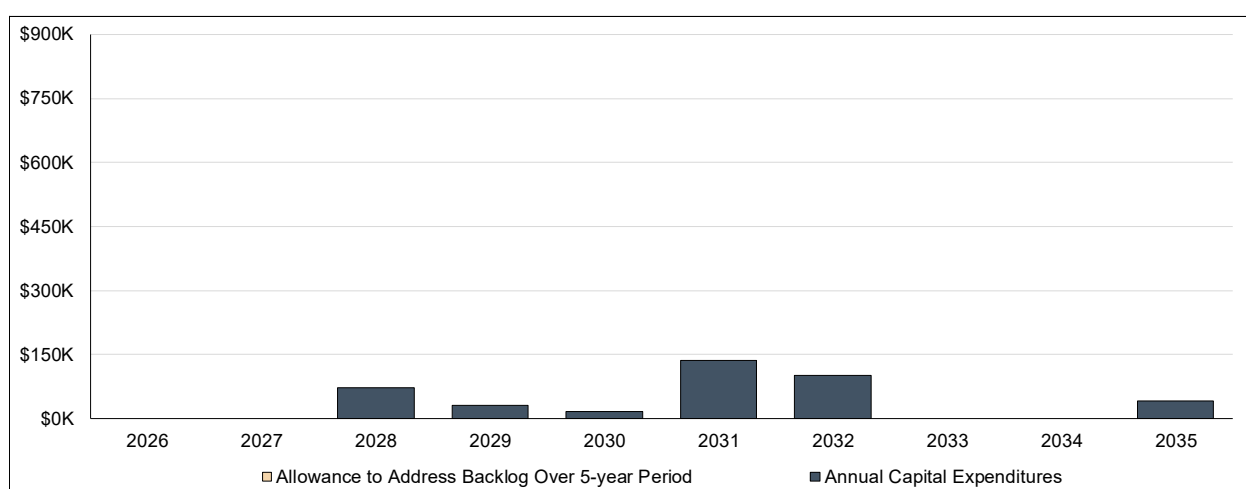




Table 3-3: Municipal Parking – Lifecycle Expenditure Forecast (2025\$)

Asset Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Applications and Software	\$-	\$-	\$-	\$-	\$-	\$112,245	\$-	\$-	\$-	\$-
Equipment	\$-	\$-	\$72,673	\$31,239	\$15,619	\$23,429	\$101,525	\$-	\$-	\$41,435
Infrastructure and Systems	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total Capital Expenditures</b>	<b>\$-</b>	<b>\$-</b>	<b>\$72,673</b>	<b>\$31,239</b>	<b>\$15,619</b>	<b>\$135,674</b>	<b>\$101,525</b>	<b>\$-</b>	<b>\$-</b>	<b>\$41,435</b>





## 3.5 Fleet

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's fleet assets. The ten-year lifecycle expenditure forecast is summarized in Figure 3-5 and provided in tabular form in Table 3-4. Average annual expenditures over the forecast period have been estimated at approximately \$1.9 million.

Figure 3-5: Fleet – Lifecycle Expenditure Forecast (2025\$)

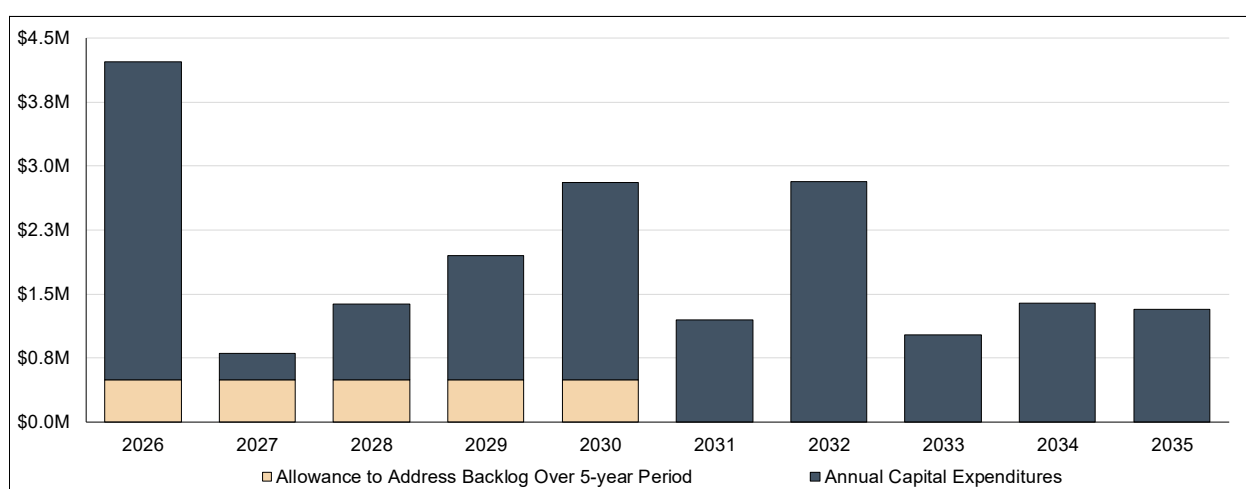




Table 3-4: Fleet – Lifecycle Expenditure Forecast (2025\$)

Department	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Building Department	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$125,800	\$-	\$-
Building Maintenance	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
By-Law Enforcement	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$80,200	\$80,800
Engineering	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Facilities	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$70,000	\$-	\$-
Fire	\$2,307,700	\$-	\$-	\$-	\$1,119,000	\$70,000	\$1,888,200	\$70,000	\$-	\$-
Marina	\$-	\$-	\$-	\$-	\$47,100	\$-	\$-	\$-	\$70,000	\$-
Parks	\$538,300	\$190,000	\$217,800	\$-	\$269,300	\$-	\$-	\$-	\$110,000	\$250,000
Roads & Sewers	\$199,300	\$-	\$665,000	\$555,000	\$625,000	\$789,200	\$-	\$604,500	\$673,800	\$-
Transit	\$-	\$-	\$-	\$-	\$94,500	\$-	\$146,317	\$-	\$114,136	\$176,454
Police	\$679,200	\$113,200	\$-	\$898,100	\$155,900	\$339,600	\$783,800	\$147,800	\$339,600	\$809,500
Allowance to Address Backlog Over 5-year Period	\$496,960	\$496,960	\$496,960	\$496,960	\$496,960	\$-	\$-	\$-	\$-	\$-
<b>Total Capital Expenditures</b>	<b>\$4,221,460</b>	<b>\$800,160</b>	<b>\$1,379,760</b>	<b>\$1,950,060</b>	<b>\$2,807,760</b>	<b>\$1,198,800</b>	<b>\$2,818,317</b>	<b>\$1,018,100</b>	<b>\$1,387,736</b>	<b>\$1,316,754</b>



## 3.6 Equipment

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's equipment assets. The ten-year lifecycle expenditure forecast is summarized in Figure 3-6 and provided in tabular form in Table 3-5. Average annual expenditures over the forecast period have been estimated at approximately \$954,000.

Figure 3-6: Equipment – Lifecycle Expenditure Forecast (2025\$)

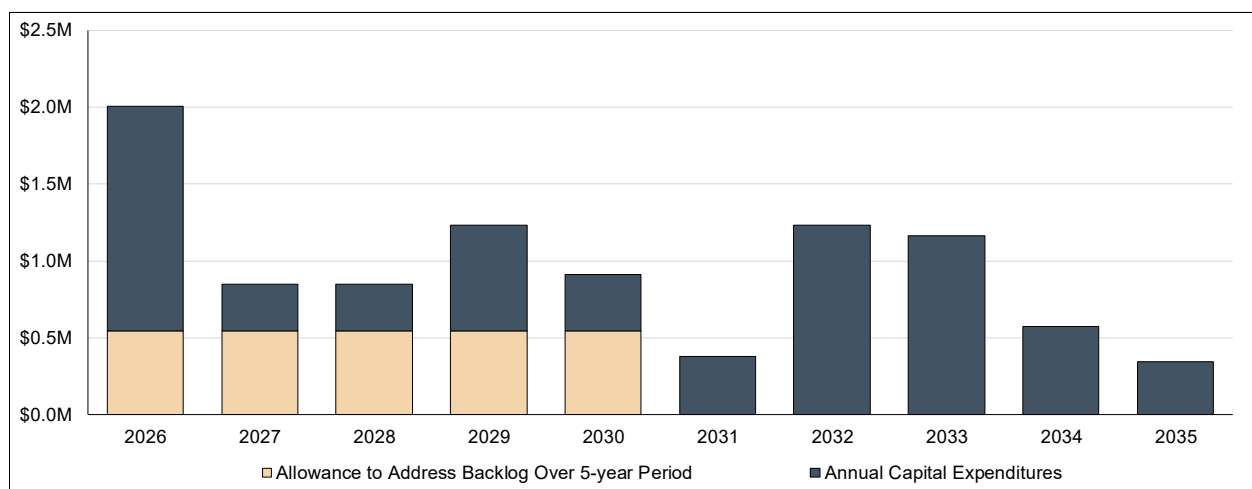




Table 3-5: Equipment – Lifecycle Expenditure Forecast (2025\$)

Department	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Building Maintenance	\$-	\$-	\$5,245	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Roads & Sewers	\$5,245	\$-	\$-	\$52,449	\$-	\$-	\$14,686	\$15,735	\$-	\$-
By-Law Enforcement	\$-	\$22,029	\$73,428	\$-	\$6,172	\$-	\$22,029	\$73,428	\$-	\$-
Fire	\$728,515	\$160,985	\$2,806	\$201,993	\$15,430	\$210,844	\$17,823	\$17,780	\$2,591	\$11,364
Marina	\$-	\$-	\$-	\$26,224	\$20,980	\$-	\$-	\$-	\$-	\$-
Parks	\$83,918	\$19,931	\$-	\$50,875	\$149,479	\$-	\$342,071	\$-	\$35,665	\$83,918
Police	\$646,911	\$99,327	\$219,860	\$354,746	\$164,602	\$164,957	\$836,256	\$1,059,453	\$526,532	\$245,426
Transit	\$-	\$-	\$-	\$-	\$8,565	\$-	\$-	\$-	\$8,565	\$-
Allowance to Address Backlog Over 5-year Period	\$545,672	\$545,672	\$545,672	\$545,672	\$545,672	\$-	\$-	\$-	\$-	\$-
<b>Total Gross Capital Expenditures</b>	<b>\$2,010,260</b>	<b>\$847,943</b>	<b>\$847,011</b>	<b>\$1,231,959</b>	<b>\$910,900</b>	<b>\$375,801</b>	<b>\$1,232,865</b>	<b>\$1,166,396</b>	<b>\$573,353</b>	<b>\$340,708</b>



## 3.7 Buildings

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's buildings. The ten-year lifecycle expenditure forecast is summarized in Figure 3-7 and provided in tabular form in Table 3-6. Average annual expenditures over the forecast period have been estimated at approximately \$99,800.

Figure 3-7: Buildings – Lifecycle Expenditure Forecast (2025\$)

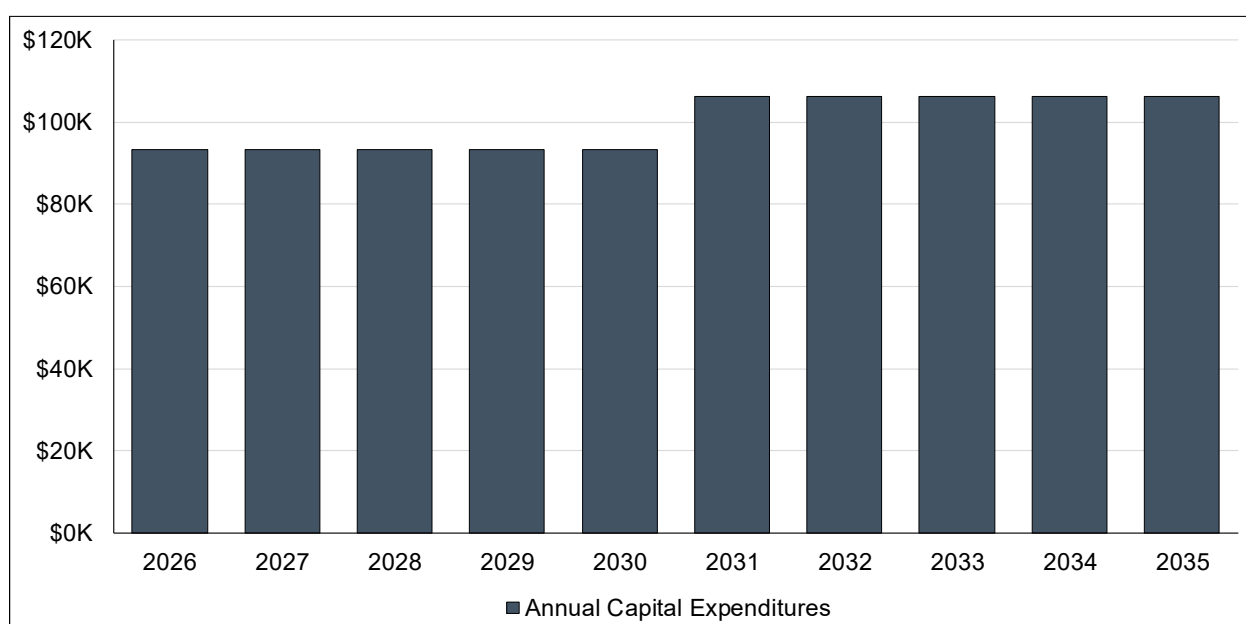




Table 3-6: Buildings – Lifecycle Expenditure Forecast (2025\$)

Asset Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Administration Buildings	\$63,344	\$63,344	\$63,344	\$63,344	\$63,344	\$28,420	\$28,420	\$28,420	\$28,420	\$28,420
Community Centres	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Cultural Centres or Facilities	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Fire Halls	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Libraries	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$35,800	\$35,800	\$35,800	\$35,800	\$35,800
Maintenance and Operations Yards	\$-	\$-	\$-	\$-	\$-	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Marinas	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Parks	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Police Stations	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Pools	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Public Washrooms	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Recreation Centres	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Storage Facilities	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Structures	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total Gross Capital Expenditures</b>	<b>\$93,344</b>	<b>\$93,344</b>	<b>\$93,344</b>	<b>\$93,344</b>	<b>\$93,344</b>	<b>\$106,320</b>	<b>\$106,320</b>	<b>\$106,320</b>	<b>\$106,320</b>	<b>\$106,320</b>



## 3.8 Parks and Recreation

This section presents an estimate of the costs associated with achieving and sustaining the proposed level of service for the Town's parks and recreation assets. The ten-year lifecycle expenditure forecast is summarized in Figure 3-8 and provided in tabular form in Table 3-7. Average annual expenditures over the forecast period have been estimated at approximately \$488,000.

Figure 3-8: Parks and Recreation – Lifecycle Expenditure Forecast (2025\$)

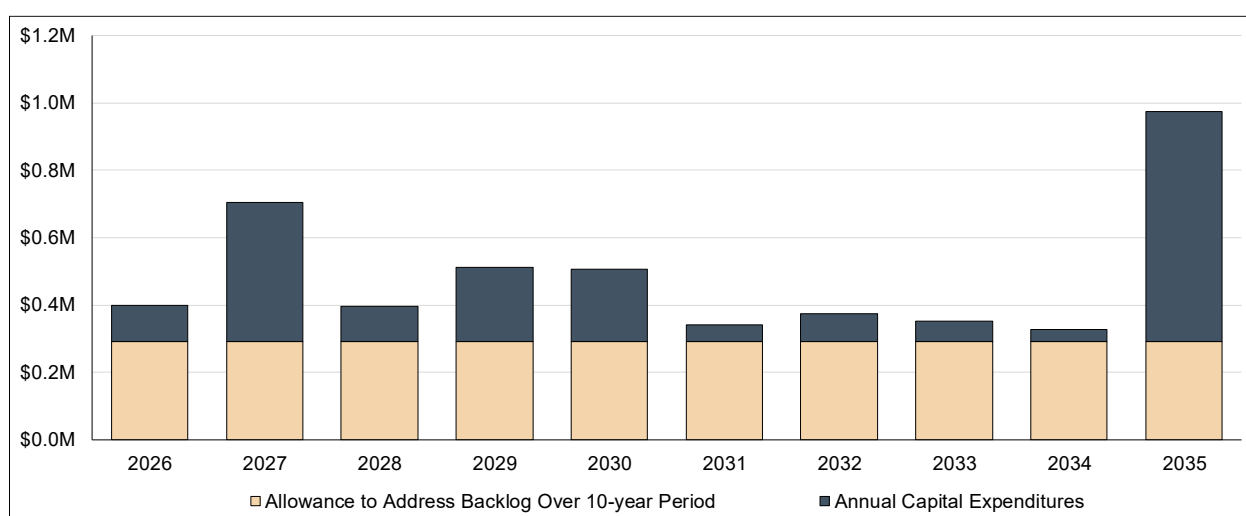




Table 3-7: Parks and Recreation – Lifecycle Expenditure Forecast (2025\$)

Asset Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Footpath	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Boardwalk	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Waterfront Infrastructure	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Playground Equipment	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Staircase	\$5,000	\$5,000	\$5,000	\$5,000	\$-	\$-	\$-	\$-	\$-	\$-
Tennis Court	\$6,250	\$6,250	\$6,250	\$6,250	\$6,667	\$6,667	\$6,667	\$-	\$-	\$-
Basketball Court	\$8,750	\$8,750	\$8,750	\$8,750	\$-	\$-	\$-	\$-	\$-	\$-
Marina Dock	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Bike Rack	\$-	\$-	\$-	\$-	\$-	\$-	\$35,100	\$-	\$-	\$-
Irrigation System	\$49,104	\$-	\$57,288	\$-	\$34,100	\$-	\$-	\$13,640	\$-	\$42,916
Bench	\$19,299	\$20,599	\$19,699	\$82,999	\$48,599	\$35,799	\$41,199	\$26,299	\$21,999	\$35,299
Parks Garbage Can	\$19,444	\$464	\$9,524	\$9,424	\$40,924	\$444	\$464	\$524	\$424	\$31,924
Park Light	\$43	\$373,643	\$43	\$18,543	\$43	\$7,043	\$43	\$43	\$43	\$51,780
Pole Base	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$14,000	\$-
Electric Points	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Electric Line	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Rotary Fountain Rink	\$-	\$-	\$-	\$40,000	\$-	\$-	\$-	\$-	\$-	\$-
Baseball Diamond	\$-	\$-	\$-	\$-	\$44,232	\$-	\$-	\$20,000	\$-	\$124,278
Backstop	\$-	\$-	\$-	\$-	\$42,000	\$-	\$-	\$-	\$-	\$174,300
Soccer	\$-	\$-	\$-	\$50,000	\$-	\$-	\$-	\$-	\$-	\$200,000
Rugby	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$25,000
Allowance to Address Backlog Over 10-year Period	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035	\$290,035
<b>Total Gross Capital Expenditures</b>	<b>\$397,925</b>	<b>\$704,741</b>	<b>\$396,589</b>	<b>\$511,001</b>	<b>\$506,600</b>	<b>\$339,988</b>	<b>\$373,508</b>	<b>\$350,541</b>	<b>\$326,501</b>	<b>\$975,532</b>





# Chapter 4

## Financial Strategy



## 4. Financial Strategy

### 4.1 Introduction

---

This chapter outlines the financial strategy that would sustainably fund the lifecycle management strategies presented in Chapter 3. This financial strategy focuses on examining how the Town can fund the lifecycle activities required to achieve the proposed levels of service, as identified in Chapter 2. The strategy presented is a suggested approach which should be examined and re-evaluated during the annual budgeting processes to ensure the sustainability of the Town's financial position as it relates to its assets.

O. Reg. 588/17 requires, at minimum, a 10-year capital plan that forecasts the costs of implementing the lifecycle management strategy and the lifecycle activities required therein. The financial strategy in this asset management plan has been developed for a 10-year forecast period to be in compliance with this requirement.

Various financing options, including reserve funds, debt, and grants, were considered during the process of developing the financial strategy and are described in more detail in section 4.4 below.

### 4.2 Annual Contribution and Lifecycle Funding Target

---

An annual lifecycle funding target represents the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the Town would theoretically be able to fully fund capital works as they arise. In practice, capital expenditures often fluctuate year-to-year based on the asset replacement and renewal/rehabilitation projects being undertaken in a particular year. By planning to achieve the lifecycle funding target over the long term, however, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs. The annual lifecycle funding target is \$12.7 million. A breakdown of the lifecycle funding target by asset class is provided in Table 4-1.



Table 4-1: Average Annual Lifecycle Cost by Asset Category

Asset Class	Average Annual Lifecycle Cost (2025\$)
Roads (incl. sidewalks)	\$4,103,363
Structures	\$416,301
Information Technology	\$685,399
Municipal Parking	\$112,280
Fleet	\$1,638,638
Equipment	\$824,808
Buildings	\$3,908,232
Parks and Recreation	\$1,012,352
<b>Total</b>	<b>\$12,701,372</b>

In comparison, the Town budgeted to contribute approximately \$5.4 million from the tax levy and other current revenue sources towards capital-related needs in 2025. Included in this are budgeted contributions to capital-related reserves and reserve funds, the dedicated capital levy, debt servicing costs related to outstanding debt (excluding portions of debt servicing costs funded from development charges), and ongoing federal and provincial grants (i.e., Canada Community-Building Fund (CCBF) and Ontario Community Infrastructure Fund (OCIF)).

The difference between the annual lifecycle funding target and current annual contribution is referred to as the lifecycle funding gap. Based on this analysis, the Town is currently facing an annual lifecycle funding gap of approximately \$7.3 million.

### 4.3 Capital Expenditure Forecast

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The combined 10-year (2026 to 2035) capital expenditure forecast for the Town's assets is presented in Table A-1 in Appendix A. This expenditure forecast is based on the Town's 2025 capital budget and the lifecycle activities identified in preceding sections of this plan for 2026 and onwards (see Chapter 3 for details).



The expenditure forecast presented in Appendix A includes a capital inflation factor of 4.5% annually, which is based on the historical 20-year annual average rate of inflation as witnessed in Statistics Canada's Non-residential Building Construction Price Index.

## 4.4 Funding

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Table A-6 in Appendix A summarizes the recommended strategy to finance the asset lifecycle costs identified in Table A-1. This funding forecast was based on the funding sources identified in the Town's 2025 budget.

The lifecycle costs required to sustain established level of service targets are being partially recovered through several external funding sources:

- OCIF formula-based funding is maintained based on the Town's 2025 allocation (i.e., approximately \$1.8 million). It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Town's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by Town staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding has been shown as a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Town's allocations for 2026 and 2027, and held constant thereafter (approximately \$700,000 annually from 2027 onwards).

This financial strategy has been developed to be fully funded, and therefore no funding shortfall has been identified. This means, however, that if identified grants are not received at expected amounts, shortfalls may present themselves. In such an event, the difference could be made up through increases to the tax levy/user rates over and above those presented hereafter.

It is noted that this fully funded financial strategy phases in annual contributions towards capital such that the Town reaches full lifecycle funding levels by 2035.



## 4.5 Tax Levy Impact

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As discussed in section 4.2, while the extent of capital expenditures will fluctuate from year to year, it is important for the Town to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Table A-5 in Appendix A presents a summary of the impacts on the tax levy as a result of this financial strategy.

In order to fund the recommended lifecycle management strategy using the Town's own available funding sources (i.e., using taxation, CCBF funding, OCIF funding, and additional application-based grant funding), an increase in the Town's taxation levy of 10.00% in 2026 and 4.89% annually thereafter until 2035 would be required.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all capital-related reserves/reserve funds related to assets can be found in Table A-3 in Appendix A.

Layering on assessment increases resulting from new assessment growth, assumed to be 1.18% annually, the impacts on individual property tax bills resultant from the financial strategy are estimated to be increases of 8.72% in 2026 and 3.67% annually from 2027 to 2035.

The taxation impacts identified above include inflationary adjustments to the Town's operating costs and revenues as identified in its 2025 budget (i.e., general operating inflation of 2.23% annually). If, however, other funding sources become available (as mentioned above), or if increased maintenance practices allow for the deferral of capital works, the impact on the Town's taxation levy would potentially decrease.

Further detail on the Financial Strategy is presented in Appendix A.



# Chapter 5

## Recommendations



## 5. Recommendations and Next Steps

### 5.1 Recommendations

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The following recommendations are provided for the Town's consideration:

- That the Town of Cobourg Asset Management Plan be received and approved by Council; and
- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the asset management plan.

### 5.2 Next Steps

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Following the approval of this asset management plan by Council, the Town's asset management journey will transition from developing the plan to its operationalization. The Town will need to establish processes and implement systems to keep asset information (e.g., condition, replacement costs, etc.) updated and relevant, so that it can be relied on to identify capital priorities and inform the annual budget process. Furthermore, the Town will need to establish a format and process for the annual updates to Council on asset management progress, as required by O. Reg. 588/17.

The asset management plan should be updated as the strategic priorities and capital needs of the Town change. This can be accomplished in conjunction with specific legislative requirements (i.e., five-year review of the asset management plan as required by O. Reg. 588/17), as well as the Town's annual budget process.



# Appendix A

## Financial Strategy Tables





Table A-1  
Town of Cobourg  
Financial Strategy  
Capital Budget Forecast  
Inflated \$

Description	Total (2026-2035)	Budget 2025	Forecast									
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Capital Expenditures</b>												
Roads (incl. sidewalks)	40,626,000		2,704,000	2,797,000	3,090,000	4,823,000	3,245,000	4,679,000	3,245,000	4,590,000	6,857,000	4,596,000
Bridges	2,514,000		277,000	290,000	303,000	317,000	423,000	442,000	462,000	-	-	-
Facilities - Tax-supported	1,291,000		98,000	102,000	107,000	111,000	116,000	138,000	145,000	151,000	158,000	165,000
Information Technology	7,469,000		315,000	480,000	423,000	326,000	594,000	877,000	709,000	1,099,000	1,297,000	1,349,000
Parking	518,000		-	-	83,000	37,000	19,000	177,000	138,000	-	-	64,000
Fleet	23,641,000		4,412,000	874,000	1,575,000	2,326,000	3,500,000	1,561,000	3,836,000	1,448,000	2,063,000	2,046,000
Equipment	11,805,000		2,101,000	926,000	967,000	1,469,000	1,135,000	489,000	1,678,000	1,659,000	852,000	529,000
Parks and Recreation	6,330,000		416,000	770,000	453,000	609,000	631,000	443,000	508,000	499,000	485,000	1,516,000
<b>Total Capital Expenditures</b>	<b>94,194,000</b>	<b>70,607,945</b>	<b>10,323,000</b>	<b>6,239,000</b>	<b>7,001,000</b>	<b>10,018,000</b>	<b>9,663,000</b>	<b>8,806,000</b>	<b>10,721,000</b>	<b>9,446,000</b>	<b>11,712,000</b>	<b>10,265,000</b>
<b>Capital Financing</b>												
<b>Tax Supported</b>												
Contributions from Capital Reserves & Reserve Funds	72,077,824	4,611,928	3,898,522	3,718,500	4,612,666	5,595,030	6,453,817	7,516,954	8,859,335	9,446,000	11,712,000	10,265,000
Contributions from Operating Reserves & Reserve Funds	-	175,000	-	-	-	-	-	-	-	-	-	-
Grants & Other External Funding	-	6,027,366	-	-	-	-	-	-	-	-	-	-
Non-Growth Related Debenture Requirements	22,116,176	59,793,651	6,424,478	2,520,500	2,388,334	4,422,970	3,209,183	1,289,046	1,861,665	-	-	-
<b>Total Capital Financing</b>	<b>94,194,000</b>	<b>70,607,945</b>	<b>10,323,000</b>	<b>6,239,000</b>	<b>7,001,000</b>	<b>10,018,000</b>	<b>9,663,000</b>	<b>8,806,000</b>	<b>10,721,000</b>	<b>9,446,000</b>	<b>11,712,000</b>	<b>10,265,000</b>



**Table A-2**  
**Town of Cobourg**  
**Financial Strategy**  
**Schedule of Debenture Repayments - Tax Supported**  
Inflated \$

Debenture Year	New Debt (Inflated)	Forecast										
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2025	59,793,651		4,457,578	4,457,578	4,457,578	4,457,578	4,457,578	4,457,578	4,457,578	4,457,578	4,457,578	4,457,578
2026	6,424,478			640,042	640,042	640,042	640,042	640,042	640,042	640,042	640,042	640,042
2027	2,520,500				251,106	251,106	251,106	251,106	251,106	251,106	251,106	251,106
2028	2,388,334					237,939	237,939	237,939	237,939	237,939	237,939	237,939
2029	4,422,970						440,641	440,641	440,641	440,641	440,641	440,641
2030	3,209,183							319,717	319,717	319,717	319,717	319,717
2031	1,289,046								128,422	128,422	128,422	128,422
2032	1,861,665									185,469	185,469	185,469
2033	-										-	-
2034	-											-
2035	-											
Total Annual Debt Repayments		81,909,827	-	4,457,578	5,097,620	5,348,727	5,586,666	6,027,307	6,347,024	6,475,446	6,660,915	6,660,915

**Table A-3**  
**Town of Cobourg**  
**Financial Strategy**  
**Schedule of Capital Reserves & Reserve Funds Continuity - Tax Supported**  
Inflated \$

Description	Budget 2025	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	195,605	628,425	-	-	-	-	-	-	-	952,391	1,434,046
Transfer from Operating	2,605,759	818,540	1,252,631	2,146,797	3,129,161	3,987,948	5,051,085	6,393,466	7,932,522	9,708,739	11,472,888
OCIF	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989	1,766,989
CCBF	672,000	672,000	698,880	698,880	698,880	698,880	698,880	698,880	698,880	698,880	698,880
LESS: Transfer to Capital	4,611,928	3,898,522	3,718,500	4,612,666	5,595,030	6,453,817	7,516,954	8,859,335	9,446,000	11,712,000	10,265,000
Interest Earned	-	12,569	-	-	-	-	-	-	-	19,048	28,681
Closing Balance	628,425	-	-	-	-	-	-	-	952,391	1,434,046	5,136,485



**Table A-4**  
**Town of Cobourg**  
**Financial Strategy**  
**Operating Budget Forecast - Tax Supported**  
Inflated \$

Description	Budget 2025	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures											
Operating Expenditures											
Baseline Operating Expenditures (excluding Asset-related O&M Expenditures)											
General Government	6,241,885	6,380,900	6,523,012	6,668,288	6,816,800	6,968,620	7,123,821	7,282,478	7,444,669	7,610,472	7,779,968
Protection	7,301,961	7,464,586	7,630,833	7,800,782	7,974,516	8,152,120	8,333,679	8,519,281	8,709,017	8,902,979	9,101,261
Public Works	5,475,730	5,597,682	5,722,350	5,849,795	5,980,078	6,113,263	6,249,413	6,388,597	6,530,879	6,676,331	6,825,022
Social and Family	-	-	-	-	-	-	-	-	-	-	-
Parks and Recreation	8,215,497	8,398,468	8,585,513	8,776,725	8,972,194	9,172,018	9,376,291	9,585,114	9,798,588	10,016,816	10,239,904
Culture and Community	2,710,313	2,770,675	2,832,382	2,895,463	2,959,949	3,025,871	3,093,261	3,162,153	3,232,578	3,304,572	3,378,170
Planning and Development	1,242,004	1,269,665	1,297,942	1,326,849	1,356,400	1,386,609	1,417,490	1,449,060	1,481,332	1,514,324	1,548,050
Commercial and Economic Development	690,852	706,238	721,967	738,046	754,483	771,286	788,464	806,024	823,976	842,327	861,086
LESS: Asset-related O&M Expenditures	(2,779,863)	(2,841,774)	(2,905,065)	(2,969,764)	(3,035,905)	(3,103,519)	(3,172,639)	(3,243,298)	(3,315,530)	(3,389,372)	(3,464,858)
Subtotal Baseline Operating Expenditures	29,098,379	29,746,440	30,408,934	31,086,183	31,778,515	32,486,267	33,209,781	33,949,409	34,705,509	35,478,449	36,268,603
Asset-related O&M Expenditures											
Facilities	855,640	874,696	894,177	914,092	934,450	955,261	976,536	998,285	1,020,518	1,043,246	1,066,481
Vehicles	1,078,932	1,102,961	1,127,526	1,152,637	1,178,308	1,204,551	1,231,378	1,258,802	1,286,837	1,315,497	1,344,795
Equipment	460,160	470,408	480,885	491,595	502,544	513,736	525,177	536,874	548,831	561,054	573,549
Other	385,131	393,708	402,477	411,441	420,604	429,971	439,547	449,337	459,344	469,574	480,032
Subtotal Asset-related O&M Expenditures	2,779,863	2,841,774	2,905,065	2,969,764	3,035,905	3,103,519	3,172,639	3,243,298	3,315,530	3,389,372	3,464,858
Police	15,534,229	15,880,198	16,233,872	16,595,422	16,965,025	17,342,860	17,729,110	18,123,961	18,527,607	18,940,242	19,362,068
Transfer to Operating Reserves	674,453	689,474	704,830	720,527	736,574	752,979	769,749	786,892	804,417	822,333	840,647
Subtotal Operating Expenditures	48,086,924	49,157,886	50,252,700	51,371,897	52,516,020	53,685,625	54,881,278	56,103,560	57,353,064	58,630,396	59,936,176
Capital Related Expenditures											
Debt Payments - Existing Debt	276,036	276,036	276,036	276,036	276,036	276,036	276,036	276,036	115,015	-	-
Debt Payments - New Debt	-	4,457,578	5,097,620	5,348,727	5,586,666	6,027,307	6,347,024	6,475,446	6,660,915	6,660,915	6,660,915
Transfer to Capital Reserves	1,944,725	818,540	1,252,631	2,146,797	3,129,161	3,987,948	5,051,085	6,393,466	7,932,522	9,708,739	11,472,888
Transfer to Capital Reserves (Capital Levy)	661,034	-	-	-	-	-	-	-	-	-	-
Transfer to Development Charges Reserve	50,000	-	-	-	-	-	-	-	-	-	-
Subtotal Capital Related Expenditures	2,931,795	5,552,154	6,626,287	7,771,560	8,991,863	10,291,291	11,674,145	13,144,948	14,708,452	16,369,654	18,133,804
Total Expenditures	51,018,719	54,710,040	56,878,988	59,143,457	61,507,884	63,976,916	66,555,423	69,248,508	72,061,516	75,000,050	78,069,979
Revenues											
General Government	1,477,340	1,510,242	1,543,877	1,578,261	1,613,411	1,649,344	1,686,078	1,723,629	1,762,016	1,801,259	1,841,375
Protection	1,820,396	1,860,939	1,902,384	1,944,753	1,988,066	2,032,343	2,077,606	2,123,877	2,171,178	2,219,534	2,268,966
Public Works	975,210	996,929	1,019,132	1,041,829	1,065,032	1,088,752	1,113,000	1,137,788	1,163,128	1,189,033	1,215,514
Social and Family	-	-	-	-	-	-	-	-	-	-	-
Parks and Recreation	3,376,403	3,451,600	3,528,472	3,607,056	3,687,390	3,769,513	3,853,466	3,939,288	4,027,021	4,116,708	4,208,393
Culture and Community	330,969	338,340	345,875	353,579	361,453	369,503	377,733	386,145	394,745	403,537	412,524
Planning and Development	429,944	439,520	449,308	459,315	469,545	480,002	490,693	501,621	512,793	524,213	535,888
Commercial and Economic Development	208,102	212,737	217,475	222,318	227,269	232,331	237,505	242,795	248,202	253,730	259,381
Police	5,149,117	5,263,795	5,381,027	5,500,870	5,623,382	5,748,622	5,876,652	6,007,533	6,141,329	6,278,105	6,417,927
Transfer from Operating Reserves	3,256,434	3,328,959	3,403,100	3,478,892	3,556,371	3,635,577	3,716,546	3,799,319	3,883,935	3,970,435	4,058,862
Other Revenue	350,000	357,795	365,764	373,910	382,237	390,750	399,453	408,349	417,443	426,741	436,245
Other Taxation	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
OMPF	30,100	30,100	30,100	30,100	30,100	30,100	30,100	30,100	30,100	30,100	30,100
Other Grants	50,600	50,600	50,600	50,600	50,600	50,600	50,600	50,600	50,600	50,600	50,600
Total Revenues	18,054,615	18,441,556	18,837,115	19,241,483	19,654,857	20,077,438	20,509,430	20,951,043	21,402,492	21,863,995	22,335,776



Table A-5  
Town of Cobourg  
Financial Strategy  
Target Tax Levy  
Inflated \$

Description	Budget	Forecast									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Target Tax Levy	32,971,349	36,268,484	38,041,873	39,901,974	41,853,026	43,899,478	46,045,993	48,297,464	50,659,024	53,136,055	55,734,203
Tax Levy Increase %		10.00%	4.89%	4.89%	4.89%	4.89%	4.89%	4.89%	4.89%	4.89%	4.89%
Real Weighted Assessment Growth		1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%
Estimated Tax Bill Increase		8.72%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%