2024

ASSET MANAGEMENT PLAN:
NON-CORE INFRASTRUCTURE

orangeville.ca/assetmanagement

Orangeville
Historic Charm Dynamic Future

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1 Executive Summary

1.1 Introduction

The Town of Orangeville is an inclusive community that relies on a wide range of assets to deliver a variety of services to its residents, businesses, and visitors. As these assets age and demands on the infrastructure increase, the Town manages the challenge of ensuring the needs of the community are effectively met with the limited resources available. The 2024 Asset Management (AM) Plan describes the actions required for the Town to manage its non-core portfolio of assets in a way that supports current service levels while managing risks and costs. It establishes transparency and prudent financial management of the Town's limited resources to deliver services, and therefore directly supports four priorities from the Town's Strategic Plan:

- Corporate Capacity
- Future Readiness
- Community Vitality
- Economic Resilience

The Town's goals and objectives of transparent and responsible decision making align with Ontario Regulation (O.Reg.) 588/17 Asset Management Planning for Municipal Infrastructure, which requires municipalities to demonstrate financial sustainability through the AM Plan by identifying the forecasted expenditures to maintain current services levels. This AM Plan fulfils year 2024 requirements for non-core assets, which covers remaining municipal infrastructure not covered in the 2022 Core AM Plan. These remaining assets include Facilities, Parks, Library, Cemetery, Transit, Traffic, Fire, Information Technology, and Fleet and Equipment assets.

1.2 State of the Infrastructure

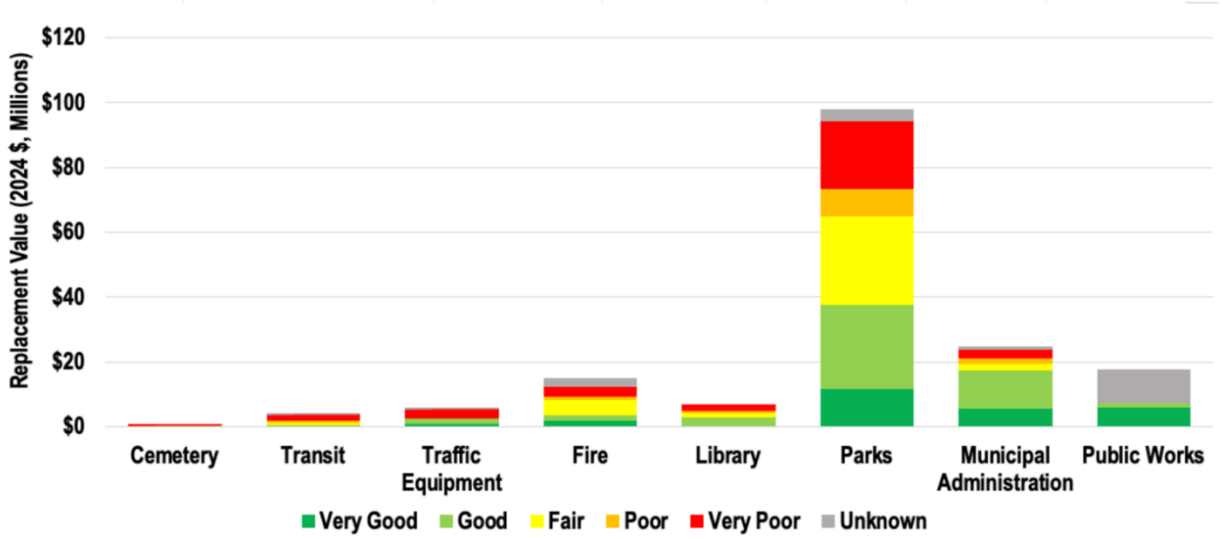
The Town's first step in developing the AM Plan is understanding the assets that it owns. As shown in Table 1-1, the estimated replacement value of the Town's non-core assets is $171.5 million, with parks assets accounting for 57.4% of the non-core asset portfolio. Facilities and fleet are included under the applicable Service Area or division.

Table 1-1: Replacement Value of Town Non-Core Assets ($M)

Service Area / Division	Sub-Service Area	Replacement Value	Percentage of Total
Cemetery		$0.6	0.3%
Traffic and Transportation	Transit	$3.7	2.1%
	Traffic Equipment	$5.6	3.3%
Fire		$14.8	8.6%
Library		$6.6	3.8%
Parks		$97.7	57.4%
Public Works		$17.6	10.2%
Municipal Administration		$24.7	14.3%
Total		$171.5	100.0%

The Town's assets are generally in good condition, as shown in the condition distribution in Figure 1-1. 63.7% of the Town's non-core assets are estimated to be in Fair condition or better. Understanding an asset's current condition informs the timing of required lifecycle activities to maintain reliability service levels, with assets in Very Poor condition generally overdue for rehabilitation or replacement. Park assets currently have a higher proportion of assets in Very Poor condition based on age and estimated service life. These assets include playgrounds, heavy duty equipment and various facility components. These estimates will be improved in accuracy as the Town continues to implement its inspection and assessment programs that document observed conditions.

Figure 1-1: Condition Overview – All Service Areas



1.3 Levels of Service

Levels of Service (LOS) builds on the State of Infrastructure by defining the performance that the Town's assets are intended to deliver over their service lives. LOS measures include those defined by O.Reg.588/17, as well as measures defined by the Town to support achievement of the Town's higher level strategic objectives and sustainable infrastructure goals. In general, the LOS measures can be classified into the following three categories:

- Capacity & Use LOS demonstrate if services have enough capacity and are accessible to the customers.
- Functional LOS demonstrate if services meet the community's needs and meet their intended or required purpose.
- Reliability LOS demonstrate if services are reliable and responsive to customers. These LOS measures focus on ensuring that assets are kept in a state of good repair.

In general, LOS are guided by a combination of customer expectations; legislative requirements; internal guidelines, policies, and procedures; and affordability. Effective asset management requires that LOS be formalized and supported through a framework of performance measures, targets, and timeframes to achieve targets, and that the costs to deliver the documented LOS be understood.

1.4 Risk Management Strategy

A key asset management principle for the Town is to manage risk while meeting service levels and minimizing lifecycle costs. Understanding the risk exposure from each asset informs prioritization of lifecycle strategies across asset classes and service areas. To understand the current risk exposure of its assets, the Town's preliminary risk strategy estimates the reliability-related risk exposure of its assets, determined from the multiplication of two factors:

Risk Exposure = Consequence of Failure x Probability of Failure

Consequence of Failure, or criticality, is evaluated based on an asset failure's impact on service delivery, health and safety, the environment, the Town's financial position, and the Town's reputation. Probability of failure (PoF) is the likelihood that an asset failure may occur and is highly based on the condition of the asset.

For this AM Plan, the Town completed a high-level risk assessment, $22.1 million (14.7%) of the Town's assets are currently in the Very High-risk category. These assets consist of facility components and fire and transit fleet that have reached their end-of-life based on their age. The Town mitigates this risk through renewal, replacement and upgrade of assets as part of its Lifecycle Management Strategy.

Through its Climate Change Adaptation Plan, the Town has recognized the urgency to begin adaptation planning and implementation to build capacity to address projected local climate impacts, as these impacts will have a significant impact on the Town's ability to maintain service levels. The Town has developed infrastructure-related action items to address potential risks due to climate change, and these initiatives will help the Town better understand its service levels related to prevention and resiliency.

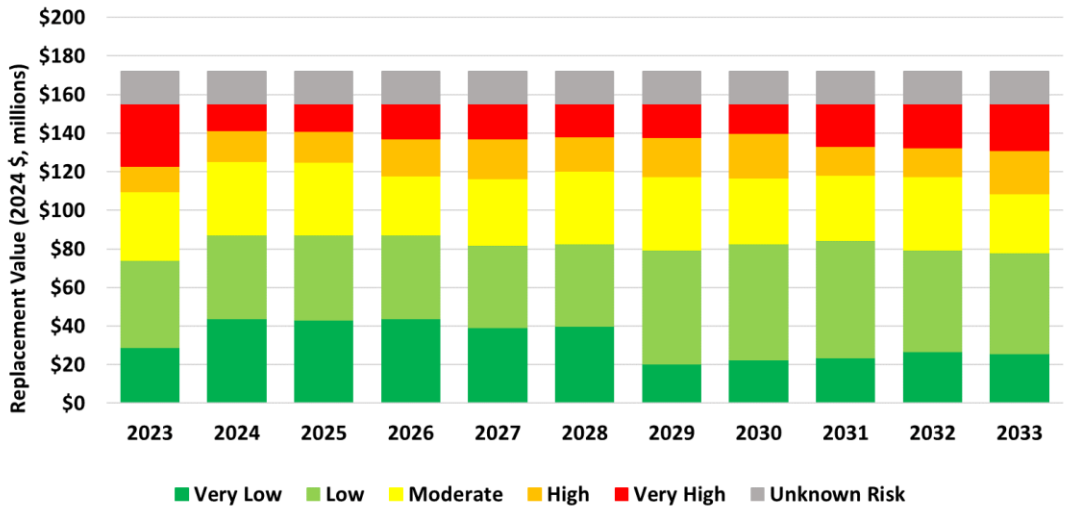
1.5 Lifecycle Management Strategy

Asset lifecycle management strategies are the planned activities that enable assets to provide service levels in a sustainable way, while managing risks and cost. Lifecycle strategies include new infrastructure assets to meet capacity needs, asset upgrades to meet functional needs, and repairing and renewing existing assets to maintain asset reliability.

The Town performs a wide range of inspections, and repair activities to ensure that its infrastructure continues to perform reliably. These operations and maintenance (O&M) activities are funded through the Town's Operating Budget. Lifecycle activities also include rehabilitation and replacement activities funded through the Capital Budget, such as facility reconstructions and fleet replacements that mitigate risks to acceptable levels. Rehabilitation strategies prior to replacements also extend asset service lives and are used to lower overall lifecycle costs.

If the Town does not invest in renewing its infrastructure, there is a significant deterioration in asset condition over time. The recommended strategy ensures that the Town's non-core assets are maintained and renewed in a state of good repair, as shown in Figure 1-2.

Figure 1-2: Asset Condition Forecast



1.6 Financial Strategy

The financial strategy is informed by the preceding sections of the AM Plan: the value and condition of the assets, the current levels of service, the risks to service delivery, and the lifecycle activities needed to reduce the risks to acceptable levels. The Financing strategy considers how the Town will fund the recommended asset lifecycle strategies, and the affordability of maintaining current service levels.

For growth and upgrade needs, there is a gap of $11.4 million, mainly due to the Alder Library expansion which is currently unfunded. As the Town completes Master Plans across some of its Service Areas, additional growth and upgrade needs will be identified.

For renewal of existing assets, the total renewal funding available over the next 10 years is $33.2 million, or $3.3 million averaged annually. This results in an estimated average annual funding gap of $26.7 million ($2.7 million per year) compared to the estimated $59.9 million ($6.0 million per year) renewal need and indicates that the asset portfolio for these assets is approximately 55.4% funded based on currently available data (refer to Table 1-2).

Table 1-2: Capital Renewal Funding Gap

Service Area	Needs	Funded	Renewal Funding Gap
Cemetery	$0.18	$0.02	$0.16
Transit	$3.33	$2.67	$0.66
Traffic Equipment	$2.62	$1.95	$0.68
Fire	$6.44	$5.88	$0.56
Library	$3.35	$2.98	$0.37
Parks	$7.99	$4.17	$3.82
Public Works	$8.52	$5.89	$2.63
Facilities	$24.39	$6.60	$17.80
Municipal Administration	$3.03	$2.99	$0.03
Total	**$59.9**	**$33.2**	**$26.7**

The Town's goals and objectives of transparent and responsible decision-making aligns with O.Reg. 588/17, which requires municipalities to demonstrate financial sustainability through the AM. This AM Plan is proactive in setting the stage for meeting O.Reg. 588/17 requirements for year 2025 by identifying the potential funding shortfalls above. This proactive approach enables the Town to start the needed discussions on the affordability of current service levels such that it will be able to determine the appropriate service levels for the Town by year 2025 that effectively balances the associated costs and risks.

Climate change impacts are adding significant pressures to the existing funding gaps, and municipalities generally do not have enough funding sources to address both the infrastructure gap and climate change risks. To manage the risks of the funding shortfall, this AM Plan suggests three main categories of options to be considered:

- Increased Funding from Existing Sources: Special Asset Management Levy (Property Taxes), Debt, Grants, and Third-Party Contributions
- Reduced Capital Need: Additional data collection on the condition of the assets through inspection programs to increase the accuracy of estimated needs; also new and less expensive renewal technologies to extend asset life and lower overall lifecycle costs.
- Reduced Service Levels: deferring capital renewal projects on lower risk assets.

The Town can consider elements of each approach to close or accept the funding gap.

1.7 Monitoring and Improvement

Improvements for continuing to increase the accuracy of the AM Plan include a more granular and accurate inventory for some asset areas and developing data governance across all assets. These inventory improvements should be supported by leveraging Town investments in Asset Management software and establishing regular condition assessment programs for assets such as facilities and playgrounds. Business practices should be formalized to align the AM program with long-term capital planning and key performance indicators should be developed to measure the success of the AM program. The next AM Plan should also consider the recommendations from on-going and future projects such as various initiatives from the Town's Climate Change Adaptation Plan and upcoming Master Plans.

These and other improvements will continue to refine the 10-year forecasted needs for non-core assets. Development of AM Plans is an iterative process that includes improving data, processes, systems, staff skills, and organizational culture over time, and the Town will continue to work on these initiatives to support the Town's financial sustainability goals and provide continued service delivery to the community.

2 Introduction

The Town of Orangeville (the Town) provides a range of services to its residents, businesses and visitors, including parks, fire protection, library services and municipal administration services such as by-law enforcement and development planning.

As infrastructure ages and demands on the infrastructure increase, the Town manages the challenge of ensuring the needs of the community are effectively met with the limited resources available. This Asset Management Plan (AM Plan) seeks to address that concern by providing a framework for prioritizing Asset Management (AM) efforts and providing direction for effective management of the Town's assets to best achieve expected goals and objectives. As an integrated Plan, it considers the lifecycles and needs of the infrastructure assets within the AM Plan's scope, providing a sustainable and holistic view of the Town's asset portfolios. Development of AM Plans is an iterative process that requires improving processes, data, systems, and staff skills over time to continuously increase confidence in the outputs and forecasts of the AM Plan.

The AM Plan directly supports four priorities from the Town's Strategic Plan:

- Corporate Compliance
- Community Vitality
- Future Readiness
- Economic Resilience

2.1 Purpose of the Plan

The 2024 AM Plan describes the actions required to manage the Town's portfolio of "non-core" assets in a way that supports established service levels, while managing risks and costs. It establishes transparency and prudent financial management of limited resources. The Town's non-core assets include the remaining assets not covered in the Core AM Plan, which included roads, bridges and culverts, stormwater management infrastructure, and water and wastewater systems. The remaining 'non-core' assets in this AM Plan include facilities, fleet, traffic, cemetery, transit, fire, parks, library, and information technology assets. The AM Plan focuses on the asset management needs over the 10-year period from 2024 to 2033 and provides a framework for continuously improving the Town's AM practices.

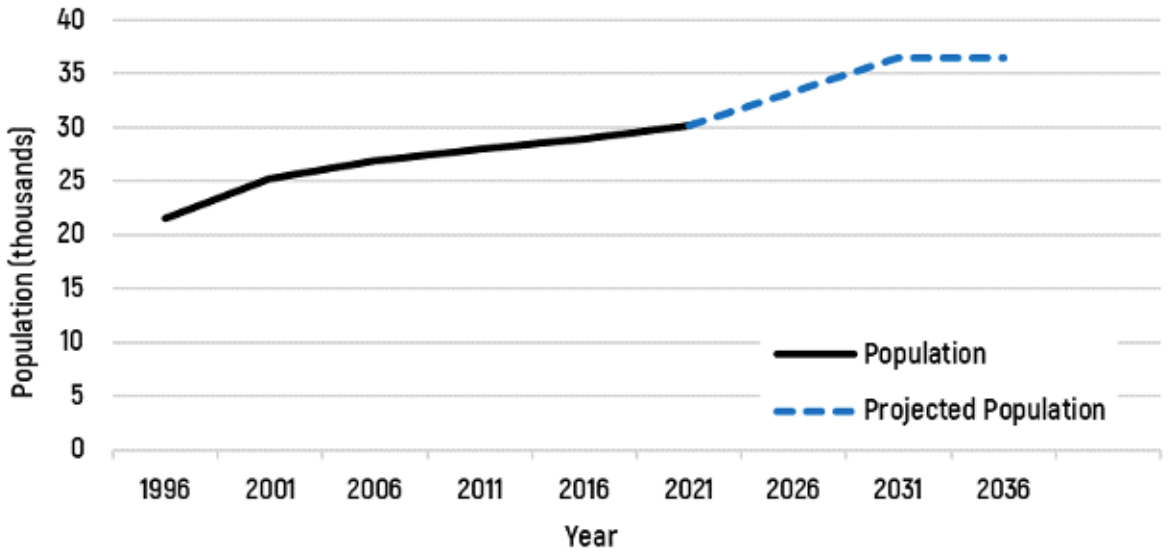
2.2 Alignment with Regulatory Requirements

This AM Plan fulfils the Phase 1 requirements of Ontario Regulation (O.Reg.) 588/17 Asset Management Planning for Municipal Infrastructure for AM Plans for non-core assets. Specifically, this AM Plan establishes current Levels of Service (LOS) and recommends actions on lifecycle activities and financial strategies to maintain current service levels within a manageable level of risk over the next 10 years. For details on how this AM Plan complies with content requirements defined by O.Reg. 588/17, refer to Section 8.

2.3 Growth at the Town

The Town monitors trends in its population to ensure that its impacts on service levels are well understood and strategies are developed to address additional demands due to growth and changes in demographics. Per the Town's Official Plan (2020), its population is expected to increase to 36,490 in 2031, as shown in Figure 2-1. Employment was at 14,681 in 2011 and is expected to reach 14,740 jobs by 2031. Per the Town's 2024 Development Charge Draft Study, the population is expected to increase to 32,773 (lower than projected in the 2020 Official Plan) and employment is expected to reach 15,323 jobs (including No Fixed Place of Work) by 2034.

Figure 2-1: Town Population History and Forecast to 2031



2.4 Relationship with Other Municipal Documents

The AM Plan provides a framework to validate the Town's budgeting processes and assists in prioritizing work activities, including capital projects, based on risk while supporting the Town's strategic priorities. AM Planning is a key tactical (medium term) planning activity that relies on input from strategic planning activities and informs shorter-term decision making. The AM Plan is aligned with other Town planning documents, including the following:

- Town Official Plan
- Town of Orangeville Corporate Strategic Plan
- Corporate Climate Change Adaptation Plan (2021)
- Operating and Capital Budgets

2.5 Scope

This AM Plan includes all non-core assets owned by the Town and for which asset data was available, and provides recommendations for the period 2024-2033, inclusive. Where data gaps were encountered, recommendations for closing data gaps are provided. These recommendations will enable the Town to continually improve its AM planning capabilities. All values are estimated in 2024 dollars.

2.6 Asset Hierarchy and Data Sources

The AM Plan discusses the Town's assets by the service areas the assets support. Table 2-1 summarizes the service areas and their link to associated assets. It also summarizes the main data sources used for the asset inventory, replacement cost, and condition data.

Table 2-1: Asset Hierarchy and Data Sources

Service Area	Sub-Service Area	Asset Category	Inventory Source	Replacement Cost	Condition
Cemetery		Columbarium	Staff Inventory	Staff Provided	Age-based
		Monument	Staff Inventory	Staff Provided	Age-based
		Enclosures	Staff Inventory	Staff Provided	Age-based
		Shed	Staff Inventory	Staff Provided	Age-based
		Flagpoles	Staff Inventory	Staff Provided	Age-based
		Road	Staff Inventory	Staff Provided	Age-based
		Fence	Staff Inventory	Staff Provided	Age-based
		Water Infrastructure & Appurtenances	Staff Inventory	Staff Provided	Observed
Traffic and Transportation	Transit	Fleet	Staff Inventory	Staff Provided	Age-based
		Transit Shelters	Staff Inventory	Staff Provided	Observed
		Transit Signs	Staff Inventory	Staff Provided	Area of Improvement
		Transit Hub	Staff Inventory	Staff Provided	Age-based
	Traffic Equipment	Signs	Staff Inventory	Staff Provided	Observed
		Noise Attenuation	Staff Inventory	Staff Provided	Age-based
	Transportation Parking Lots***	Parking Lots	Area of Improvement	Area of Improvement	Area of Improvement
Fire		Communications	Staff Inventory	Staff Provided	Area of Improvement
		Equipment	Staff Inventory	Staff Provided	Area of Improvement
		Personal Protective Equipment	Staff Inventory	Staff Provided	Area of Improvement
		Fleet	Staff Inventory	Staff Provided	Age-based
Parks		Light/Medium/Heavy Duty Equipment	TCA	TCA	Age-based
		Park Amenities	TCA	TCA	Age-based

Service Area	Sub-Service Area	Asset Category	Inventory Source	Replacement Cost	Condition
		Sports Amenities and Equipment	TCA	TCA	Age-based
Library		Collections	Staff Inventory	Staff Provided	Observed
		Furniture/Fixtures	Staff Inventory	Staff Provided	Observed
		Shelving	Staff Inventory	Staff Provided	Observed
		Library IT	Staff Inventory	Staff Provided	Observed
Facilities		Town Owned Facilities	TCA/Insurance Valuation Report	TCA/Insurance Valuation Report	Age-based
		Parking Lots	TCA	TCA	Age-based
Corporate Fleet and Equipment*		Light/Medium/Heavy Duty Vehicles	Staff Inventory	Staff Provided	Age-based
		Trailers	Staff Inventory	Staff Provided	Age-based
		Attachments	Staff Inventory	Staff Provided	Age-based
		Light/Medium/Heavy Duty Equipment	Staff Inventory	Staff Provided	Age-based
		Shop Equipment	Staff Inventory	Staff Provided	Age-based
		Winter Equipment	Staff Inventory	Staff Provided	Age-based
Information Technology**		IT Equipment	Staff Inventory	Staff Provided	Age-based
		Network	Staff Inventory	Staff Provided	Observed
		Server Hardware	Staff Inventory	Staff Provided	Age-based
		Switches	Staff Inventory	Staff Provided	Observed

* Corporate Fleet and Equipment assets are covered under Parks, Municipal Administration and Public Works Divisions
**Information Technology assets are covered under the Municipal Administration Division
***The Transportation & Development division manages and maintains Mill Street, 8082 Broadway and the Hutchinson parking lots; however further work to delineate the governance of all Town parking lots is identified as a future improvement. Inventory and asset management data is currently not available on these lots, and will be included as part of future updates to the AM Plan.

2.7 Organization of the Document

The AM Plan is organized to meet the requirements of Ontario Regulation 588/17 (Current Levels of Service) and the Province's "Guide for Municipal Asset Management Plans". The contents of this AM Plan follow the recommended elements of a detailed AM Plan:

- **Chapter 1 - Executive Summary:** Summarizes key findings and recommendations of the AM Plan.
- **Chapter 2 – Introduction:** Outlines scope, background information, relationship to other Municipal documents and plans, and applicable legislation
- **Chapter 3 – State of Infrastructure Summary:** Summarizes the inventory, valuation, condition and remaining life of the assets in the inventory by service and asset type
- **Chapter 4 – Levels of Service:** Defines levels of service through performance indicators and outlines current performance
- **Chapter 5 – Risk Management Strategy:** Defines the framework for identifying critical assets and quantifies risk exposure to enable prioritization of lifecycle activities
- **Chapter 6 –Lifecycle Management Strategy:** Summarizes the planned activities to manage the assets that will enable them to provide the required levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost
- **Chapter 7 – Financing Strategy:** Summarizes the available funding for the asset management strategies and any forecast funding gaps
- **Chapter 8 – AM Plan Monitoring and Improvement:** Summarizes the next steps including monitoring of AM Plan implementation progress and improving future iterations of the AM Plan.
- **Chapter 9 - Divisional Summaries:** Summarizes the Contents of the AM Plan at the division level. Each division chapter summarizes the State of Infrastructure, Levels of Service, Risk Management Strategy, and Lifecycle and Financial Management Strategy.

3 State of Infrastructure

3.1 Replacement Value

The Town provides a range of services to its residents, businesses and visitors, including services such as the Cemetery, Library, Fire Protection, Transit and Parks. Understanding the assets the Town owns is the starting point for a municipality to develop a plan for managing them. The replacement value of an asset represents the expected cost to replace an asset to the same functional standard with a 'like for like' new version based on current market conditions and construction standards. Replacement value estimates assume that replacements are conducted as part of planned and bundled capital projects where applicable, rather than as individual unplanned replacements, which would typically be more costly. Table 3-1 provides a breakdown of the replacement value of assets by service area. The inventory for transportation parking lots (not associated to parks or facilities) is identified as a future improvement initiative.

The Town's portfolio of non-core assets has an estimated replacement value of $171.5 million. Parks, including recreation facilities, accounts for 57.4% of the non-core asset portfolio.

Table 3-1: Replacement Value of Town Non-Core Assets ($M)

Service Area	Sub-Service Area	Replacement Value	Percentage of Overall Value
Cemetery		$0.6	0.3%
Traffic and Transportation	Transit	$3.7	2.1%
	Traffic Equipment	$5.6	3.3%
Fire		$14.8	8.6%
Library		$6.6	3.8%
Parks		$97.7	57.4%
Public Works		$17.6	10.2%
Municipal Admin		$24.7	14.3%
Total		**$171.5**	**100.0%**

3.2 Asset Condition

Understanding an asset's remaining life and current condition informs the timing of required lifecycle activities to maintain quality and reliability-related service levels. Observed condition provides a higher degree of confidence in the state of the assets than an age-based analysis and is used in this AM Plan where such data is available. When observed condition data is not available, the remaining life is determined by estimating a useful life for each asset and comparing this value to its age. The observed condition, or age-based condition, is then expressed on a Very Good to Very Poor rating scale as defined in

Table 3-2, aligned with the International Infrastructure Management Manual's (IIMM) 5-point condition scale.

Table 3-2: Condition Grading Criteria

Condition Grade	Condition Score	Condition Criteria
Very Good	1	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are well within standards & norms. Typically, asset is new or recently rehabilitated.
Good	2	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are within acceptable standards and norms but are increasing. Typically, asset has been used for some time but is within mid-stage of its expected life.
Fair	3	Asset is showing signs of deterioration and is performing at a lower level than originally intended. Some components of the asset are becoming physically deficient. Required maintenance costs exceed acceptable standards and norms and are increasing. Typically, asset has been used for a long time and is within the later stage of its expected life.
Poor	4	Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended. A major portion of the asset is physically deficient. Required maintenance costs significantly exceed acceptable standards and norms. Typically, asset is approaching the end of its expected life.
Very Poor	5	Asset is physically unsound and/or not performing as originally intended. Asset has higher probability of failure or failure is imminent. Maintenance costs are unacceptable, and rehabilitation is not cost effective. Replacement / major refurbishment is required.

Table 3-3 summarizes how the five-point scores from Very Good to Very Poor were determined for assets with condition estimated based on age and useful life.

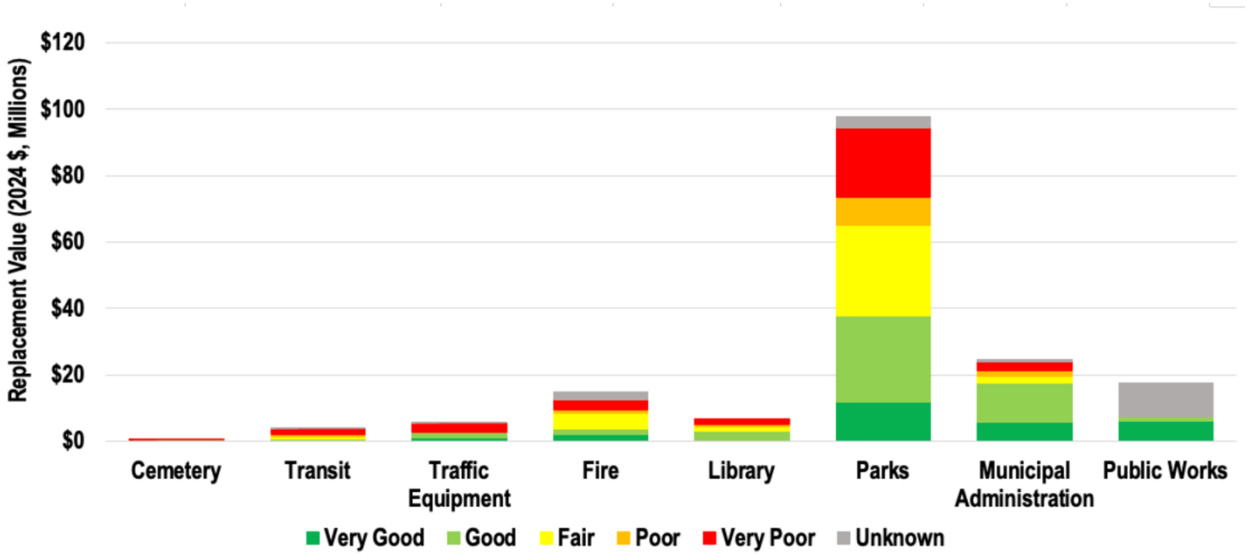
Table 3-3: Conversion Table for Condition Grades

Condition Grade	Condition Score	% Remaining Useful Life (all asset types)
Very Good	1	>75 – 100%
Good	2	>50 – 75%
Fair	3	>25 – 50%
Poor	4	>0 – 25%
Very Poor	5	<= 0%

The condition distribution of the Town's non-core assets is shown in

Figure 3-1. 64.0% of the Town's assets are estimated to be in Fair condition or better and conversely, 26.4% of assets are estimated in Poor or Very Poor condition. Assets in Very Poor condition are overdue or due in the current year (2024) for rehabilitation or replacement. 9.7% ($16.8 million) of assets were not assessed for condition due to missing condition ratings or installation dates. Assets with an unknown condition are represented in grey.

Figure 3-1: Condition Overview by Services



4 Levels of Service

In the State of Infrastructure Section, the value, age, and condition of the City's non-core infrastructure assets were discussed. The Levels of Service (LOS) chapter builds on the State of Infrastructure by defining the performance the Town's assets are intended to deliver over their service lives. For example, the Town's recreation facilities are expected to be maintained in a state of good repair such that residents can access suitable facilities and participate in various sports activities.

LOS are statements that describe the outputs and objectives the Town intends to deliver to its residents, businesses, and other stakeholders. Developing, monitoring, and reporting on LOS are all integral parts of an overall performance management program which is aimed at improving service delivery and demonstrating accountability to the Town's residents, businesses, and other stakeholders.

In general, LOS are guided by a combination of customer expectations; legislative requirements; internal guidelines, policies, and procedures; and affordability. Effective asset management requires that LOS be formalized and supported through a framework of performance measures, targets, and timeframes to achieve targets, and that the costs to deliver the documented LOS be understood.

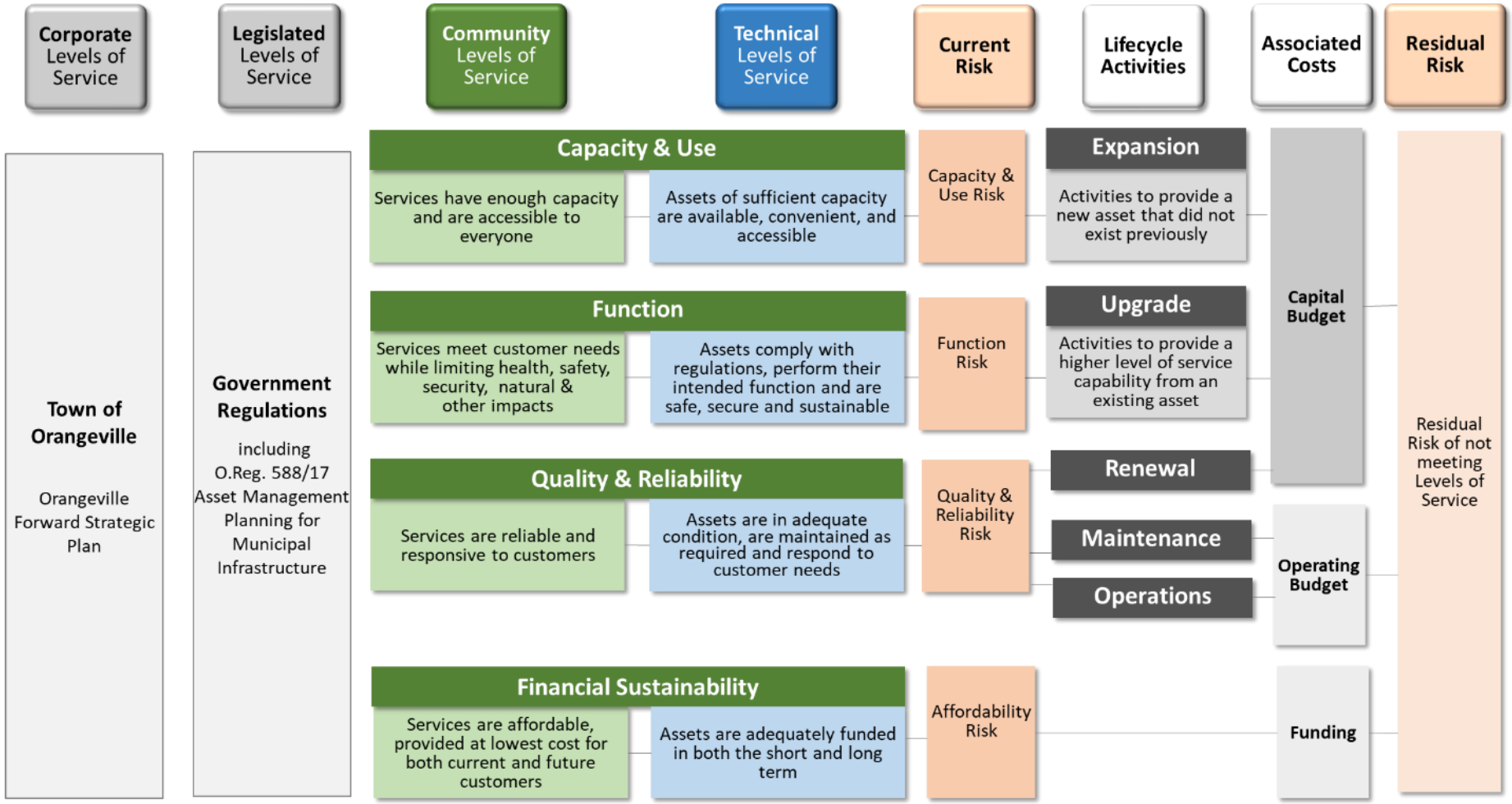
4.1 Levels of Service Framework

Figure 4-1 shows the LOS framework and line of sight from high-level corporate initiatives to detailed asset-specific Technical LOS. Corporate commitments, along with legislated LOS drive the definition of more specific Community LOS that describe the services that the assets need to deliver to the Town's residents which drive the Technical LOS that measure asset performance levels. As shown in Figure 4-1, LOS can be categorized into the following categories:

- **Capacity and Use**: Services have enough capacity and are accessible to the customers. Capacity and Use LOS informs **Growth** needs
- **Function**: Services meet customer needs while limiting health, safety, security, natural and heritage impacts. Function LOS informs **Upgrade** needs
- **Quality and Reliability**: Services are reliable and responsive to customers. Quality and Reliability LOS informs **Renewal, Operations and Maintenance** needs
- **Financial Sustainability**: Services are affordable and provided at the lowest cost for both current and future customers. Financial Sustainability LOS informs **Funding** needs

This Line of Sight establishes the connection of how the day-to-day management of Town assets contributes to the success of achieving corporate strategic goals.

Figure 4-1: Condition Overview by Services



4.2 Corporate Strategic Goals

The Corporate, or Strategic LOS establish service levels that describe the main vision or objective of service delivery at the Town. The Town's Strategic Plan, defines a common vision for the municipality, identifying priority areas and providing Council and staff with a framework for decision-making. Orangeville Council identified four key goals during the plan's development to drive the municipality forward over several years. The four Strategic Plan goals, shown in the Town's financial viability.

Figure 4-2, sets a framework for the objectives and actions to be pursued to maintain and grow Orangeville as a safe, prosperous, and healthy community, and to ensure decisions set a course for the desired future.

In particular, the goal of Future-Readiness has a direct influence on driving transparent asset management processes at the Town. These processes foster fiscal sustainability and the Town's financial viability.

Figure 4-2: 2023 to 2037 Strategic Plan Goals

Corporate Capacity	An effective level of corporate capacity means that the Town is organized, resourced, positioned, and ready to deliver its current mandate.
Future Readiness	The Town can prepare itself to meet the needs of tomorrow throguh thoughful policymaking, robust financing planning, and well-prepared infrastructure.
Community Vitality	The Town nutures the liveability of its community through pride of place and by supporting groups that cultivate positive, supportive connections across society. The Town wants to reinforce a tangible feeling of belonging among those who live, work, and play here.
Economic Resilience	The Town wants to ensure the relience of its economy by providing an ecosystem of support and flexibilty. The Town works to meet the changing needs of developers and entrepreneurs and to take an active role in economic development.

4.3 Legislated Levels of Service

Legislated requirements define the standards according to which the Town is legally obligated to provide services to the community, and these standards (or Legislated LOS) typically relate to asset safety, reliability, or function. Examples of legislated requirements impacting the service levels provided to the community in relation to the non-core assets include:

- **Energy consumption and greenhouse gas (GHG) emissions reporting requirements** per O.Reg. 507/18 (Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans) under the Electricity Act, 1998, S.O. 1998, c. 15, Sched. A
- **Accessibility requirements per O.Reg. 191/11 (Integrated Accessibility Standards)** under the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11
- **Cemetery services requirements per O.Reg 30/11** (General) under the Funeral, Burial and Cremation Services Act, 2002, SO 2002, c 33
- Signage and winter control service levels per **O.Reg. 239/02 (Minimum Maintenance Standards for Municipal Highways)** under the Municipal Act, 2001, S.O. 2001, c. 25

- **Fleet and equipment inspection requirements per O.Reg. 174/22** (Classes of Vehicles Requiring Annual and Semi-Annual Inspections), **O.Reg. 611** (Safety Inspections), **O.Reg. 199/07** (Commercial Motor Vehicle Inspections), and **O.Reg. 587** (Equipment) under the Highway Traffic Act, R.S.O. 1990, c. H.8.
- **NFPA 1, Fire Code**, advances fire and life safety for the public and first responders as well as property protection by providing a comprehensive, integrated approach to fire code regulation and hazard management. The **NFPA standard** includes guidance around establishing lifecycle timelines for some fire asses such as fleet.

4.4 Community and Technical Levels of Service

The Community and Technical LOS discussed in this AM Plan are focused on measures developed to support achievement of the Town's higher level strategic priorities. This AM Plan summarizes performance on the current measures for 2023, unless otherwise noted. Table 4-1 details the Town's Technical LOS for facilities and fleet and equipment, which apply across non-core service areas. For LOS specific to each Service Area, refer to Section 3. The Town will be completing key planning documents for establishing Proposed LOS (LOS targets) aligned with O.Reg.588/17 requirements in 2025. The Town will also be considering additional measures in future updates of this AM Plan. For fleet, the Town will strive to include measures related to work orders completed, work orders outsourced, and vehicle downtime. For facilities, it is recommended that the Town complete accessibility audits to understand needs related to upgrading facilities for AODA requirements. The Town will also be considering advancing the current measure related to the backlog (Very Poor assets) by considering the risk of facilities with certain Facility Condition Index (FCI) ratings. The FCI will be determined for each facility based on future building condition assessments.

Table 4-1: Technical LOS, Town Wide

Community Levels of Service	Asset Type	Technical Levels of Service	
		Description	Current Performance (2023)
Function			
The Town strives to meet the needs of its employees and customers with disabilities and continues to work toward removing and preventing barriers to accessibility.	Facilities	Percentage of facilities meeting AODA requirements	Future
Municipal Administration facilities are energy efficient	Facilities	Total annual energy consumption	Future
Reliability and Quality			
Assets are maintained in a state of good repair	Fleet and Equipment	% of workorders completed on time	Future
	Fleet and Equipment	Number of work orders outsourced	Future
	Fleet and Equipment	Vehicle downtime (including PM)	Future

LEVELS OF SERVICE

Community Levels of Service	Asset Type	Technical Levels of Service	
		Description	Current Performance (2023)
	Fleet and Equipment	% of outstanding operations work orders in an annual reporting basis	Future
Assets are maintained in a state of good repair	Facilities	% of Facility assets in renewal backlog (very poor condition)	9.6%
	Fleet	% of Fleet and Equipment assets in renewal backlog (very poor condition)	11.4% (based on age) 0% (based on condition ratings)

5 Risk Management Strategy

A key asset management principle for the Town is to meet service levels and manage risk, while minimizing lifecycle costs. The relative importance of the assets to support service delivery, referred to as asset criticality, is the key driver in the selection of the most appropriate asset management strategy for each asset. Critical assets include assets that are key contributors to performance, expensive in terms of lifecycle costs, and most prone to deterioration or in need of ongoing maintenance investment.

Risk events, such as an asset's failure in capacity, function, or reliability, are events that may compromise the delivery of the Town's strategic priorities. Lifecycle activities are used to manage the risk of failure by reducing the likelihood of asset failure to acceptable levels. The impact of asset failure on the Town's ability to meet its strategic priorities informs the type and timing of the lifecycle activities.

The Town's preliminary risk strategy estimates the risk exposure of its assets to inform prioritization of projects across asset classes and service areas. Risk exposure is the multiplication of two factors:

Risk Exposure = Consequence of Failure x Probability of Failure

The criticality or consequence of failure (CoF) is the direct and indirect impact on the Town if an asset failure were to occur, and the probability of failure (PoF) is the likelihood that an asset failure may occur.

5.1 Consequence of Failure

Asset criticality or consequence of failure reflects the importance of an asset to the Town's delivery of services. The following impacts of a potential asset failure are considered:

- **Financial**: damages to Town infrastructure or private property, loss of revenue and fines.
- **Health and Safety**: the ability to meet health and safely related regulatory requirements, as well as the degree and extent of potential injury, ranging from negligible injuries to loss of life.
- **Service Delivery:** covers the number of customers affected by service disruption, the type of service lost (essential versus non-essential), and the length of service disruption.
- **Reputational**: consists of negative media, and or reduced trust / confidence in the Town
- **Environmental**: acknowledges the length and extent of damages to the natural environment.

Table 5-1 summarizes the above listed impacts against an asset criticality rating scale from 1 to 5, with a higher score reflecting a higher consequence of failure.

Table 5-1: Asset Criticality (Consequence of Failure) Rating Scale

Consequence Categories		1	2	3	4	5
(Triple Bottom Line)		Insignificant	Minor	Moderate	Major	Extreme
Economic	Financial	Insignificant financial impact. Absorbed in normal business operation.	Low financial impact. Absorbed in normal business operation.	Moderate financial impact. Notable change to operating budget.	Significant financial impact requiring additional funding.	Significant financial impact requiring additional current and future expenditures.
Social	Health & Safety	Potential for minor injury or affects to health with no medical attention needed.	Minor injury or a few isolated cases affected health with minor short-term medical attention required.	Potential for moderate injury or affects to health. May affect many individuals and / or hospitalization may be required for a short period of time.	Potential for serious injury or affects to health such as long-term disability. Emergency hospitalization required for one or more individuals.	Potential for death or multiple deaths with probable permanent damage; or Emergency and long-term hospitalization required for several individuals.
	Service Delivery	Negligible service impact	Some customers affected but adverse impact is low and for a short period of time.	A notable number of people adversely affected for a short period of time.	Significant number of customers adversely affected for a short period of time, or a smaller number of customers affected for a long period. Or loss of essential service for short period of time.	Majority of customers adversely affected, or loss of services for a very long period of time. Or loss of essential service for moderate or long periods of time.
	Reputational	No Media Exposure	Minor public concern that can be handled within normal business operation.	Moderate public concern, with media release likely required.	Involvement of Provincial government but no legal issues.	Provincial (or Federal) involvement and possible legal issues.
Environmental	Environment	Negligible impact to natural environment.	Minor recoverable impact to natural environment.	Some environmental damage, with short term impacts.	Medium to long-term environmental damage requiring immediate intervention.	Significant environmental damages with long-term effects.

The above criticality profiles enable risk to be incorporated into the development of the asset management strategies. More critical assets are prioritized for expansion, inspection, cleaning, maintenance, and renewal, depending on their current and forecasted performance.

5.2 Risk to Levels of Service

Asset risk may be associate to one of more aspects of failure across the levels of service attributes discussed in Section 4:

- **Capacity and Use:** Asset may have failed to provide sufficient capacity in terms of availability, convenience, or accessibility.
- **Function:** Asset may have failed to comply with regulations, perform its indented function, or is no longer considered sustainable due to factors such as obsolescence.
- **Quality / Reliability:** Asset may have filed due to deteriorated physical condition.

5.2.1 Risk to Capacity LOS

As indicated in Section 2.3 over the past few years, the Town has experienced steady growth, and carefully plans for continued growth to provide and preserve a welcoming environment for residents, businesses and visitors. The Town mitigates capacity-related risks by assessing the need for additional infrastructure and planning for additional infrastructure assumed by the Town through developments. Additional infrastructure needs are assessed through studies such as the 2019 Development Charges Background Study (currently scheduled for update in 2024) and service area plans such as the Town's planned Transportation Master Plan. Projects to address known capacity issues are currently scheduled in the Town's 10-year Capital Budget, such as the new Fire Station. These Projects and other lifecycle activities to address capacity service levels are discussed further in Section 6.1.

5.2.2 Risk to Function LOS

The Town also plans for service improvements to functional service levels while balancing these risks against capacity and reliability-related needs. Upgrades or service enhancements currently planned over the next 10 years include upgrades to the Tony Rose Recreation Centre.

5.2.3 Risk to Service Reliability

The Town's aim is to ensure that its assets are kept in a state of good repair to reduce the incidence of unplanned service disruptions due to poor asset conditions. Depending on the asset, unplanned failures can have wide-ranging consequences including service disruption, damage to surrounding infrastructure and property, risks to public safety, and environmental impacts. Probability of Failure is estimated based on the condition of the asset, from the State of Infrastructure, as shown in Table 5-2.

Table 5-2: Probability of Failure Ratings

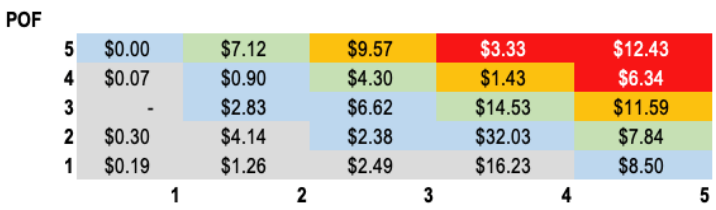
PoF Rating	PoF Description	Corresponding Asset Condition
1	Rare	Very Good
2	Unlikely	Good
3	Moderate	Fair
4	Probably	Poor
5	Almost Certain	Very Poor

After estimating the asset criticality and probability of failure, the results were plotted on a risk map (Figure 5-1) to show a visual representation of risk exposure across the Town's assets. Colours on the map denote various levels of risk and help to prioritize the Town's resources, time, and effort for renewal activities.

- **Very High risks** in the light red zone are significant to the Town and therefore should be actively managed and monitored in a more comprehensive and/or immediate manner than other risks (i.e., prioritized).
- **High and Medium risks** in the orange (high) or green (medium) zones should also be actively managed or be identified for potential mitigation soon.
- **Low and Very Low** risks that appear in the light blue (low) or grey (very low) zones are acceptable without significant mitigation strategies being implemented, although monitoring may still be beneficial.

Based on those assets with known conditions, Figure 5-1 shows that $22.1 million or 14.1% of the Town's non-core assets are in the Very High-risk exposure category. These assets consist of park amenities, various facility components, emergency and conventional fleet and wooden noise attenuation fencing that have reached or are past their end-of-life based on their age or observed condition. Details by service area are provided in the following sub-sections. This excludes approximately $17 million of assets with unknown condition. The Town mitigates its exposure to the risks through the renewal lifecycle strategies discussed in Section 6.

Figure 5-1: Risk Exposure of Town's Non-Core Assets ($M)



Risk Category	Replacement Value	%
Very High	$22.10	14.1%
High	$22.59	14.4%
Moderate	$33.78	21.6%
Low	$53.25	34.0%
Very Low	$24.68	15.8%
TOTAL	$156.41	100.0%

5.3 Climate Change Risk Considerations

Climate change risks pose an additional challenge to managing Town assets and maintaining service levels. Climate change events can play a role in increasing the probability of an asset failure, as well as increasing the consequence of failure or impact on social, economic, and environmental factors due to the potential magnitude of an extreme weather event. Therefore, climate change considerations increase the Town's risk exposure and the proportion of assets in the high and very high-risk categories that will need to be addressed through various recovery strategies.

RISK MANAGEMENT STRATEGY

The Town's Climate Change Adaptation Plan was developed based on the International Council for Local Environmental Initiatives (ICLEI) Canada's Building Adaptive and Resilient Communities (BARC) Program. Climate impact statements were reviewed and validated with localized climate change projections, and 53 actions were developed in response to the higher risk impact statements. The Town is progressing on the actions outlined in the Climate Change Adaptation Plan such as considering extreme heat risks during redesign and retrofits of parks and providing cooling areas, water features, and shade structures. The Town recognizes that though these actions will require additional costs that will need to be incorporated into future forecasts, the long-term cost of not acting is greater than the planned investments being made today.

6 Lifecycle Management

To achieve its objectives, the Town builds new infrastructure assets to meet capacity needs, upgrades assets to meet new functional needs, and manages existing assets to meet reliability needs – all with limited funds. Asset lifecycle management strategies are planned activities that enable assets to provide the defined levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost. Asset lifecycle management strategies are typically organized into the categories listed in Table 6-1 and are driven by the levels of services defined for each Service Area.

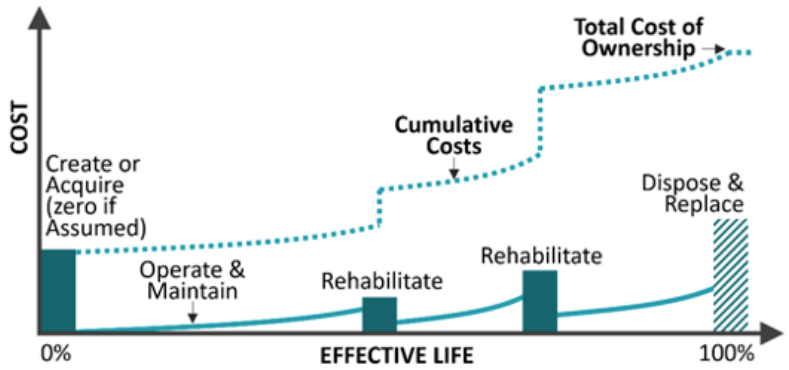
Table 6-1: Asset Lifecycle Management Categories

Lifecycle Management Category	Description	Examples of Associated Activities
Operate	Regular activities to provide services	Inspections, cleaning, energy usage
Maintain	Activities to retain asset condition to enable it to provide service for its planned life	Repairs, component replacements
Renew	Activities that return the original service capability of an asset	Rehabilitate (minor), rehabilitate (major), replace
Upgrade	Activities to provide a higher level of service capability from an existing asset to achieve better fit for purpose or meet regulatory requirements	Update system to become more energy efficient, improve environmental sustainability
Grow	Activities to provide a new asset that did not exist previously or an expansion to an existing asset	Acquire new asset, expand existing asset

In addition to the above asset strategies, non-asset solutions are also considered which are actions or policies that can lower costs, lower demands, or also extend asset life. Examples of non-asset solutions include better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, and education of the public.

The Town reviews the costs of potential lifecycle activities to determine the lowest lifecycle cost strategy while still meeting service levels. The total cost of ownership is the sum of lifecycle activity costs to sustain an asset over its lifecycle. (See Figure 6-1 for a conceptual lifecycle cost model). Sufficient investment of the right type of asset intervention at the right time minimizes the total cost of ownership for each asset and mitigates other potential risks such as interruption to service delivery or failure that causes damage to other nearby infrastructure. Operations, maintenance, and renewal activities are timed to reduce the risk of service failure from deterioration in asset condition and all contribute to the total cost of ownership.

Figure 6-1: Conceptual Lifecycle Cost Model



The Town uses its understanding of risks associated with different service levels to inform the timing and level of investments needed in infrastructure assets. The Town plans for additional assets as required to provide sufficient service capacity and manages the upgrade, operations, maintenance, and renewal of assets to meet defined service levels, including legislated and other corporate requirements. This section of the AM Plan outlines the Town's expansion and upgrade strategies to support capacity and functional service levels, and the operations, maintenance, and renewal activities to support reliability service levels.

6.1 Capital Growth and Upgrade Needs

The Town carefully plans for growth and service improvements based on community needs, and has key initiatives planned over the next 10 years. Year 1 to 5 growth needs are understood with more certainty. The scope for years 6 to 10 will be supplemented with additional projects pending recommendations from upcoming studies such as the Transportation Study and the Cemetery Study. The growth and upgrade needs over the next ten years is estimated to cost a total of $42.3 million, or $4.2 million averaged annually over the next 10 years, as summarized in Table 6-2. The Town is currently updating various Master Plans which will identify new infrastructure needed to support growth. Recommendations from these plans will be considered in a future update to this AM Plan. The Town has several projects planned over the next 10 years that benefit both existing customers as well as future development. An overall summary of the growth projects is listed in Table 7-2.

Table 6-2: Growth and Upgrade Expenditure Needs – 2024-2033 ($M)

Division / Service Area	Needs
Cemetery	$0.08
Transit	$0.20
Traffic Equipment	-
Fire	$22.55
Library	$11.23
Parks	$0.48
Public Works	$3.25
Facilities	$2.80
Municipal Administration	$1.72
Total	**$42.3**

6.2 Capital Renewal Needs

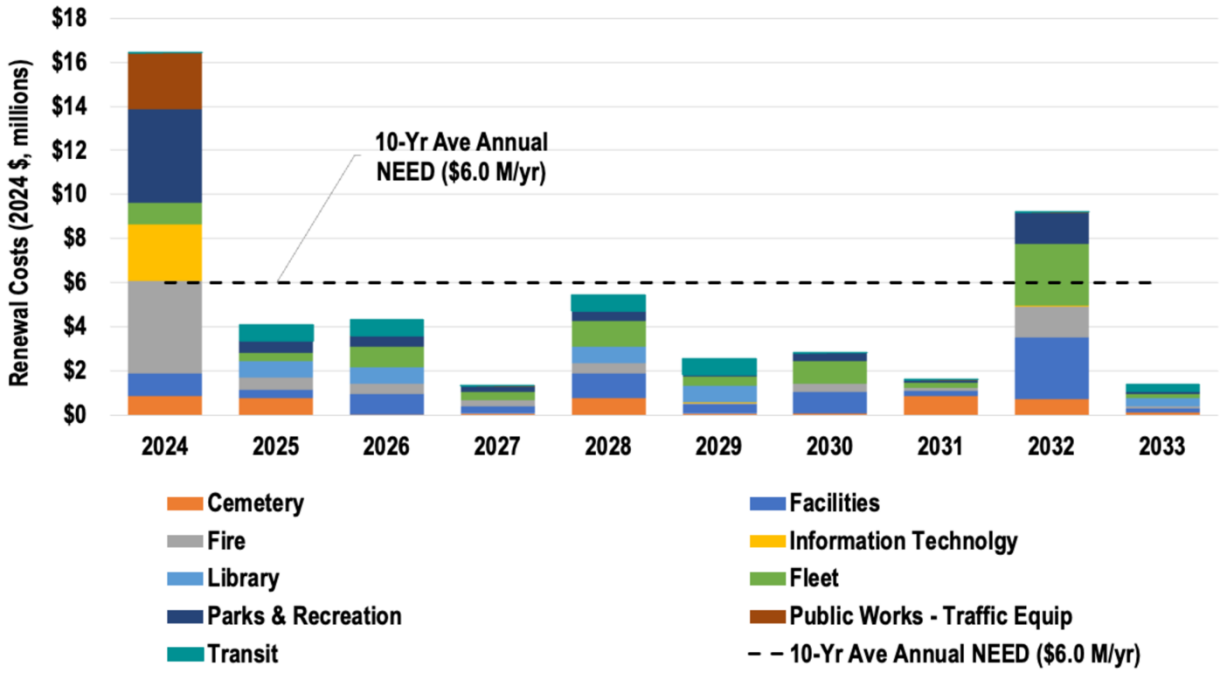
Renewal efforts focus on rehabilitation and replacement activities to enable the Town to meet its quality and reliability service levels. The renewal activities forecasted in this AM Plan maintain asset condition over the next 10 years. Over time, as the Town refines the asset management strategies through tracking of actual condition, costs, and benefits of the strategies, the Town will improve its understanding of the deterioration rates and the lowest lifecycle cost for each asset type. Where appropriate, the Town considers coordinating multiple activities across asset areas through project bundling to reduce total costs.

Rehabilitation activities extend the life of an asset and reduce its risk of failure. These activities and associated benefits are deemed more cost effective than allowing the asset to reach its end of life.

At a certain point in an asset's lifecycle, it is no longer cost-effective to rehabilitate the asset, and replacement is required. The Town has identified estimated service lives for each of its assets. These replacement intervals are developed to minimize lifecycle costs while considering service levels and the associated risk. The renewal forecast considers the asset's current condition or age, the planned rehabilitation and replacement activities.

Figure 6-2 shows the forecasted average annual need over the next ten years of $6.0 million per year (dashed black line).

Figure 6-2: 10-Year Capital Renewal Needs Forecast



7 Financial Strategy

The financial strategy is informed by the preceding sections of the Asset Management Plan: the value and condition of the assets, the current levels of service, the risks to service delivery, and the lifecycle activities needed to reduce the risks to acceptable levels. The Financing strategy considers how the Town will fund the planned asset management actions to meet the current service levels.

A municipality is in a financially sustainable position if it:

- Provides a level of service commensurate with willingness and ability to pay
- Can adjust service levels in response to changes in economic conditions
- Can adjust its implementation plans in response to changes in the rate of growth
- Has sufficient reserves and/or debt capacity to replace infrastructure when it needs to be replaced to keep its infrastructure in a state of good repair.

The key challenge to financial sustainability is the discrepancy between level of service decisions and fiscal capacity. Additional challenges include changes in the cost of infrastructure investments and unforeseen impacts to funding. In advance of the 2025 O.Reg. 588/17 requirements, this section of the AM Plan compares the annual funding projected to be available to undertake the recommended lifecycle activities to the needs forecasted in Section 6 to provide a preliminary funding shortfall estimate. Continuous improvements in data will refine forecasts in the next AM Plan update.

7.1 Funding Sources

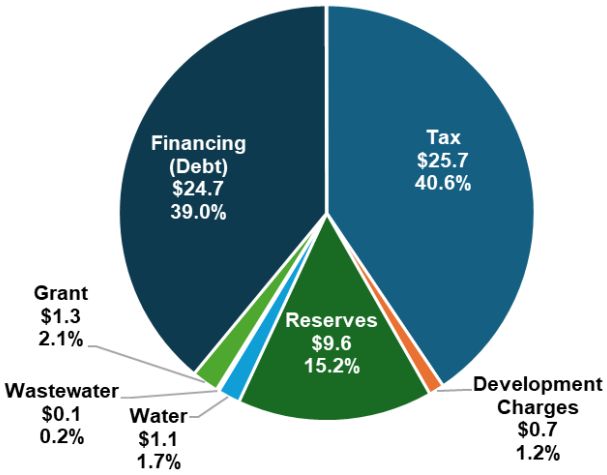
Through the Town's annual budget process, capital project and operating activity expenditure information is gathered from each service area, including investment needs, trends, and priorities to enable preparation of the capital and annual operating plans. Once the expenditure plans are finalized, a financing plan is developed which includes several key sources of funding as outlined in the table below.

Table 7-1: Key Sources of Funding and Financing

Funding Source	Description
Property Tax	Town property owners pay an annual tax to the County
Debt	Long term borrowing, to be paid for by future taxpayers
Canada Community Building Fund (formerly Federal Gas Tax)	A long-term grant agreement with the Association of Municipalities of Ontario (AMO), that provides a portion of the Federal gas tax revenues to municipalities for revitalization of infrastructure that achieves positive environmental results
OCIF	Ontario Community Infrastructure Fund for small, rural and northern communities to develop and renew their infrastructure
Grants	Project specific grants / subsidies

Funding Source	Description
User Fees	Funds collected for the use of Town services or infrastructure (e.g., water/wastewater rates)
Development Charges	Fees collected from developers to help pay for the cost of infrastructure required to provide municipal services to new development
Third Party Contributions	Donations from an individual or group outside of the Town

Figure 7-1: 10-Year Total Capital Funding Available ($M), 2024-2033 (By Funding Source)



Development Charges (DCs) are fees collected from builders and developers to pay for the capital cost of infrastructure required to provide municipal services to new development. The intent is to ensure that "growth pays for growth". The Development Charges Act (DCA) outlines statutory exemptions and credits related to the collection of DCs for specific types of development. The DC Background Study is currently under development.

In addition to the sources in Figure 7-1, capital reserves are established as a source of pay-as-you-go funding for the Town's capital program. Funding for these reserves is obtained through annual contributions. These annual reserve contributions sustain reserve balances at appropriate levels to address infrastructure replacement costs in the future and inherent uncertainties in capital funding needs. Reserve contributions are evaluated annually to ensure adequate funds are raised to meet future capital requirements and to smooth out the impact on the annual operating budget. The Town also minimizes impacts on residents through maximizing other revenue sources such as grants.

7.2 Financial Sustainability for Growth and Upgrade

Table 7-2 shows the forecasted need for growth and upgrades over the next ten years of **$42.3 million** compared to the annual funding of **$30.1 million**. This results in an estimated funding gap of **$12.2 million** over the next ten years, mainly consisting of the $11 million unfunded cost for the Library Expansion.

Table 7-2: Growth and Upgrade Funding Gap – 2024-2033 ($M)

Service Area	Needs	Funded	Funding Gap
Cemetery	$0.08	$0.08	
Transit	$0.20	$0.20	
Traffic Equipment	-	-	
Fire	$22.55	$22.50	$0.05
Library	$11.23	$0.23	$11.00
Parks	$0.48	$0.48	
Public Works	$3.25	$2.36	$0.89
Facilities	$2.80	$2.50	$0.30
Municipal Administration	$1.72	$1.72	
Total	**$42.3**	**$30.1**	**$12.2**

7.3 Financial Sustainability for Renewal

Table 7-3 shows the forecasted need for renewal over the next ten years of **$59.9 million** compared to the funding of **$33.2 million**. This results in an estimated funding gap of **$26.7 million** over the next ten years ($2.7 million per year) and indicates that the asset portfolio for these assets is approximately **55.4% funded** based on currently available data.

Table 7-3: Renewal Funding Gap – 2024-2033 ($M)

Service Area	Needs	Funded	Funding Gap
Cemetery	$0.18	$0.02	$0.16
Transit	$3.33	$2.67	$0.66
Traffic Equipment	$2.62	$1.95	$0.68
Fire	$6.44	$5.88	$0.56
Library	$3.35	$2.98	$0.37
Parks	$7.99	$4.17	$3.82
Public Works	$8.52	$5.89	$2.63
Facilities	$24.39	$6.60	$17.80
Municipal Administration	$3.03	$2.99	$0.03
Total	**$59.9**	**$33.2**	**$26.7**

7.4 Forecast and Funding Gap Limitations

The forecasts and funding gap estimates are based on currently available data. The Town has already made significant achievements in building its inventories for non-core assets and continues to improve data by implementing programs such as condition assessments on its facilities. As the Town continues to improve on data collection and implements condition assessment protocols, the forecast and funding gap estimates will also improve.

7.5 Strategies to Manage the Funding Gap

As indicated in the Introduction in Section 2, the AM Plan directly supports the Town's Strategic Plan and key strategic priorities: corporate capacity, future readiness, community vitality and economic resilience. The Town's goals and objectives of transparent and responsible decision making aligns with O.Reg. 588/17 which requires municipalities to demonstrate financial sustainability through the AM Plan by identifying the forecasted expenditures to maintain current services levels.

This AM Plan is proactive in setting the stage for meeting O.Reg. 588/17 requirements for year 2025 by identifying potential funding shortfalls and options with which the Town may manage the risks associated with the shortfall. This proactive approach enables the Town to start the needed discussions on the affordability of current service levels such that it will be able to determine the appropriate service levels for the Town that effectively balances the associated costs and risks.

Based on currently available data, there are estimated funding gaps for renewing and growing the Town's assets, and as described in this AM Plan, climate change impacts are only adding to this gap. Municipalities generally do not have enough funding sources to address both the infrastructure gap and climate change risks. To manage the risks of the funding shortfall, this AM Plan suggests three main categories of options to be considered, summarized in Figure 7-2.

Figure 7-2: Managing the Funding Gap

Options for Managing the Funding Gap

Increased Funding from Existing Sources

This strategy reduces the funding gap by increasing funding from existing sources.

Assessment growth from **Property Taxes** may be sufficient to authorize a **Special Asset Management Levy** that does not impact individual property owners.

Debt allows intergenerational equity through borrowing and having future taxpayers contribute to the cost of necessary infrastructure investments.

The Town will continue to maximize opportunities for **Grant** funding from other levels of government and donations from **Third Party Contributions.**

Reduced Service Levels

Deferring capital renewal projects on lower risk assets ensures that critical infrastructure meets required service levels and allows less critical assets to deteriorate to **lower service levels**. Note that this may increase overall lifecycle costs in the long-term.

For example, a deferral of a leaking roof project may potentially result in more expensive reconstruction costs if the leak results in other facility damages. This deferral strategy may still be appropriate on low criticality assets that do not have much impact to the community even at reduced service levels.

Reduced Capital Need

Additional data collection on the condition of the assets through inspection programs will increase the accuracy of the state of infrastructure and may reduce the forecasted capital need if assets are found to be in better condition than expected compared to the age-based assessment.

Consideration of new and less expensive renewal technologies can also extend asset life and lower overall lifecycle costs, thereby reducing the investment forecast to maintain the same service levels.

8 AM Plan Monitoring and Improvement

8.1 Overview

Development of AM Plans is an iterative process that includes improving data, processes, systems, staff skills, and organizational culture over time. This section provides an overview of the compliance of this AM Plan with Ontario Regulation 588/17 for current levels of service and recommends improvements to the Town's asset management practices.

Table 8-1: O.Reg. 588/17 Compliance Status and Other Opportunities

AM Plan Section	O.Reg. 588/17 Compliance (Current LOS)	Priority	Proposed Timeframe
State of Local Infrastructure	**Compliance:** For each asset category, the AM Plan provides a summary of the assets, the replacement cost of the assets, the average age of the assets, the condition of the assets, and the approach to assessing condition of assets.		
	General Improvements:		
	– Continue to improve knowledge of asset replacement costs and current condition of the assets. Target efforts on highest risk assets and assets with unknown condition.	High	On-going
	– Develop data governance across all assets	High	Medium-term
	– Implement AM software to support single source of truth inventory management	High	Long-term
	Specific improvements:		
	– Facilities:		
	▪ Complete regular building condition audits and develop standardized inventory based on Uniformat Standard	High	Short-term
	▪ Standardize the naming convention of buildings to improve record keeping of completed work for each facility	Moderate	Short-term
	– Parks: Continue to improve parks inventory that is currently based on TCA data. Update asset construction and installation years and move towards current unit construction and purchase costs	Moderate	Short-term
	– Information Technology:		
	▪ Develop inventory for assets such as iPADs used in specific divisions that are responsibility of Corporate IT	Low	Medium-term
	▪ Develop inventory of software assets	Moderate	Short-term

MONITORING AND IMPROVEMENT

AM Plan Section	O.Reg. 588/17 Compliance (Current LOS)	Priority	Proposed Timeframe
	– Fire: Consider documenting purchase year for critical equipment assets	Low	Medium-term
	– Library: Develop a centralized data source for all Library assets (including digital collections)	Moderate	Medium-term
	– Parking Lots: Develop governance for parking lots which would outline the responsibilities of parking lots for Facilities, Parks, and Transportation	Moderate	Short-term
	– Fleet: Develop governance for fleet assets which would outline responsibilities of fleet between divisions such as Transportation, Cemetery, and Public Works	Moderate	Short-Term
	– Develop regular condition assessment protocols for assets such as facilities and playgrounds.	High	Short-term
Levels of Service	**Compliance:** For each asset category, the AM Plan reports the current LOS performance. For non-core assets, the 2024 AM provides the qualitative community descriptions and technical metrics and the current performance.		
	General Improvements:		
	– For 2025 O.Reg. 588/17, develop Proposed LOS (target performance for each measure over each of the next 10 years)	High	Short-term
	Specific improvements:		
	– Complete facility accessibility audits and develop a level of service measure associated to accessibility initiatives	Moderate	Medium-term
	– Improve the reporting of annual energy and gas consumption for facilities	Moderate	Medium-term
	– For Information Technology, select LOS measures and establish current performance	High	Short-term
Risk & Lifecycle Management Strategy	**Compliance:** The AM Plan provides the population and employment forecasts as set out in Schedule 3 to the 2017 Growth Plan. For each asset category, the AM Plan provides the lifecycle activities that would need to be undertaken to maintain the current LOS for each of the next 10 years, based on risk and lowest lifecycle cost analyses.		
	General Improvements:		
	– Continue to optimize the lifecycle activities of various operations, maintenance and renewal activity and timing options, and determine the lowest cost option to maintain service delivery	Moderate	On-going

MONITORING AND IMPROVEMENT

AM Plan Section	O.Reg. 588/17 Compliance (Current LOS)	Priority	Proposed Timeframe
	– Establish general Data Governance to reduce gaps such as tracking of completed projects and updating associated construction year data for replaced and upgraded assets	High	Short-term
	– Implement a work order management system to improve tracking of activities and costs on asset repair and maintenance. Leverage City-Wide for planning and maintenance management.	High	Long-term
	– Improve the Capital Budgeting process through more formalized documentation and also improve planning timelines to address risks due to long equipment replacement lead times	High	Medium-term
	Specific improvements:		
	– Improve understanding of growth and upgrade needs by incorporating recommendations from future plans and studies, such as Transportation, Fleet, IT, and Cemetery Master Plans	Moderate	On-going
	– Review and incorporate additional strategies as applicable from Climate Change Adaptation Plan initiatives as they are completed	Moderate	On-going
	– To address the high criticality of snow plows due to lack of backup capacity, consider the need for additional fleet to address risks to essential services	Moderate	Short-term
	– Continue to monitor service life and lifecycle activities for transit buses, which are not lasting as long as originally expected	Low	Long-term
	– Incorporate the renewal needs related to digital collections to fully understand the total expenditures required for renewal of all Library collections	Moderate	Medium-term
	– Continue to improve understanding of operating activity costs for specific asset types through more detailed operating accounts in the Operating Budget, such as for traffic signals, line painting, noise attenuation walls	Moderate	Medium-term
Financial Strategy	**Compliance:** The AM Plan provides the estimated funding gaps in advance of the next O.Reg.588/17 July 2025 requirement.		
	General Improvements:		

MONITORING AND IMPROVEMENT			
AM Plan Section	**O.Reg. 588/17 Compliance (Current LOS)**	**Priority**	**Proposed Timeframe**
	– Update Operating budget forecast as impact of on-going pressures, such as increasing costs are better understood. Also monitor the current and expected stresses on the budget and review need for additional funding as required.	Moderate	On-going
	– Incorporate impacts of growth on Operations Budget. For example, the new Fire Station will increase operations and maintenance activities for the Facilities division	Moderate	Medium-term
	– Continue to maximize funding sources such as grants to mitigate funding shortfalls	Moderate	On-going
	– Prepare 10-year operating and capital plans and budgets as required by O.Reg. 588/17 for AM Plans for Proposed LOS (due by July 1, 2025), and evaluate the funding shortfall to the Proposed LOS	High	Short-term
	– Business practices should be formalized to align the AM program with long-term capital planning	High	Medium-term

8.2 Monitoring and Review Procedures

The AM Plan will be updated every five years to ensure it reports an updated snapshot of the Town's asset portfolio and its associated value, age, and condition. It will ensure that the Town has an updated 10-year outlook including the proposed service levels by year 2025, the costs of the associated lifecycle strategies and an assessment of funding shortfalls. Per O.Reg. 588/17, the Town will conduct an annual review of its asset management progress in implementing this AM Plan and will discuss strategies to address any factors impeding its implementation.

9.0 Divisional Details

EVERY KID'S PARK SPLASHPAD, ORANGEVILLE

9.1 Cemetery Services

9.1.1 Overview

Municipal cemeteries are burial grounds owned and operated by local government authorities. The Greenwood Cemetery serves as final resting places for deceased individuals within a specific community or municipality. Cemetery infrastructure services in the Town play a vital role for providing dignified care for those buried within its grounds and to be a comforting place for visitors and mourners who attend the cemetery to remember, pay tribute, and honour departed members of the community.

9.1.2 State of the Infrastructure

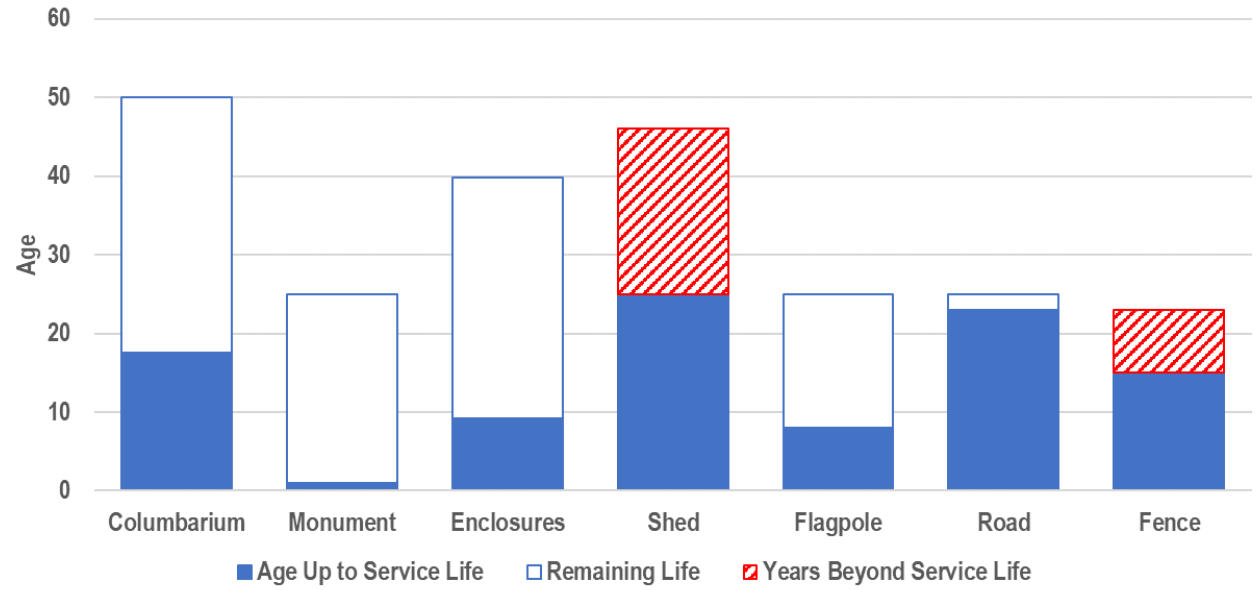
Assets that support the Greenwood Cemetery are columbariums, enclosures, the shed and the legion monument. Table 9-1 below shows a detailed breakdown of the quantity and estimated replacement value of each asset type within the Town's Cemetery asset portfolio. By value, the road accounts for $191K (32.5%) of the $588k estimated replacement value of the Town's Cemetery asset portfolio.

Table 9-1: Inventory Summary - Cemetery Assets

Asset Category	Replacement Value ($K)	Quantity	Percent of Value
Columbarium	60.0	2	10.3%
Monument	50.0	1	8.5%
Enclosures	44.0	2	7.5%
Shed	100.0	1	17.0%
Flagpole	10.0	2	1.7%
Road	191.25	3825 sq.m.	32.5%
Fence	62.5	625m	10.6%
Water Infrastructure and Appurtenances	70.0	-	11.9%
Total	**$587.8**		**100.0%**

The average age and estimated service life of the Town's Cemetery assets, weighted by replacement value, is summarized in Figure 9-1. The shed and fence are well beyond its useful life and requires replacement.

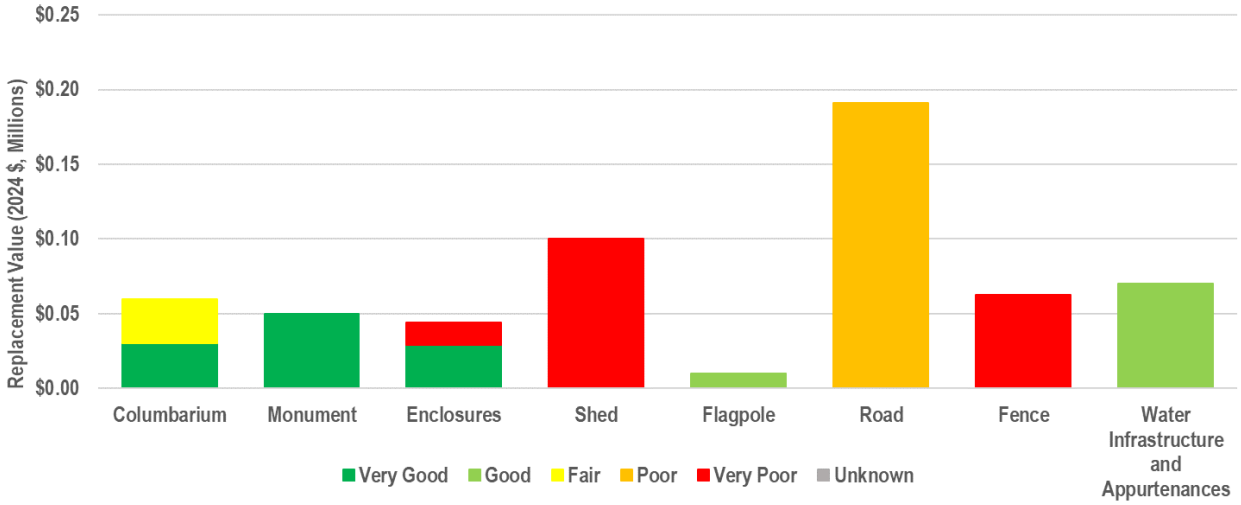
Figure 9-1: Average Age – Cemetery*



*Water infrastructure installation year is not documented

The condition distribution for the Town's Cemetery assets is summarized in Figure 9-2. The condition for these assets is estimated based on condition ratings by Town staff where available, and age and service life. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade .

Figure 9-2: Condition Distribution by Replacement Value - Cemetery



9.1.3 Levels of Service

Table 9-2: provides the community and technical LOS for the Town's Cemetery assets. The existing 30.2% in renewal backlog is due to the shed which is past its service life. In future updates of this AM Plan, the Cemetery division is considering measures to support capacity-related decisions, such as the time remaining before the inventory of ground plots and columbaria niches are depleted. Service delays due to lack of backhoe availability is also being considered as there are competing resources for backhoe equipment between Cemetery and other Town services.

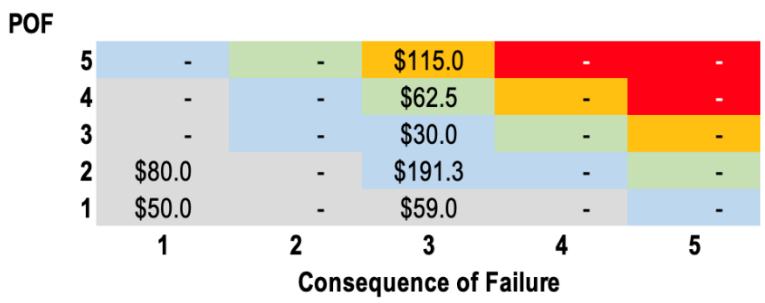
Table 9-2: Technical LOS - Cemetery Services

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
Cemetery accommodates community needs for burial services.	Forecast time to deplete inventory of ground plots	Future metric.
	Forecast time to deplete inventory of columbaria niches	Future metric.
	Number of service delays due to insufficient backhoe availability	Future metric.
Reliability and Quality		
Assets are maintained in a state of good repair (fit for service)	% of assets in renewal backlog (very poor condition)	30.2%

9.1.4 Risk Management Strategy

The risk map in Figure 9-3 combines the criticality (CoF) ratings with the condition (PoF) ratings for all infrastructure represented within the Service Area. No assets are currently estimated to have a Very High-risk exposure.

Figure 9-3: Risk Exposure – Cemetery ($ thousands)*



	Replacement Value	%
Very High	$0.0	0.0%
High	$115.0	19.6%
Moderate	$62.5	10.6%
Low	$221.3	37.6%
Very Low	$189.0	32.2%
Total	**$587.8**	**100.0%**

*Risk map does not include assets not assessed for condition

9.1.5 Lifecycle and Financial Management Strategy

9.1.5.1 Renewal Needs

Figure 9-4 shows the forecasted renewal needs of Cemetery assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The average renewal need is estimated at $18,000 per year (dashed black line) and the average annual funding is estimated at $2000 per year (dashed orange line). This results in an estimated average funding gap of $16,000 per year over the next 10 years. **Figure** 9-5 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $18,000 per year. The main funding source for Cemetery renewal is tax.

Figure 9-4: Forecasted Renewal Needs – Cemetery

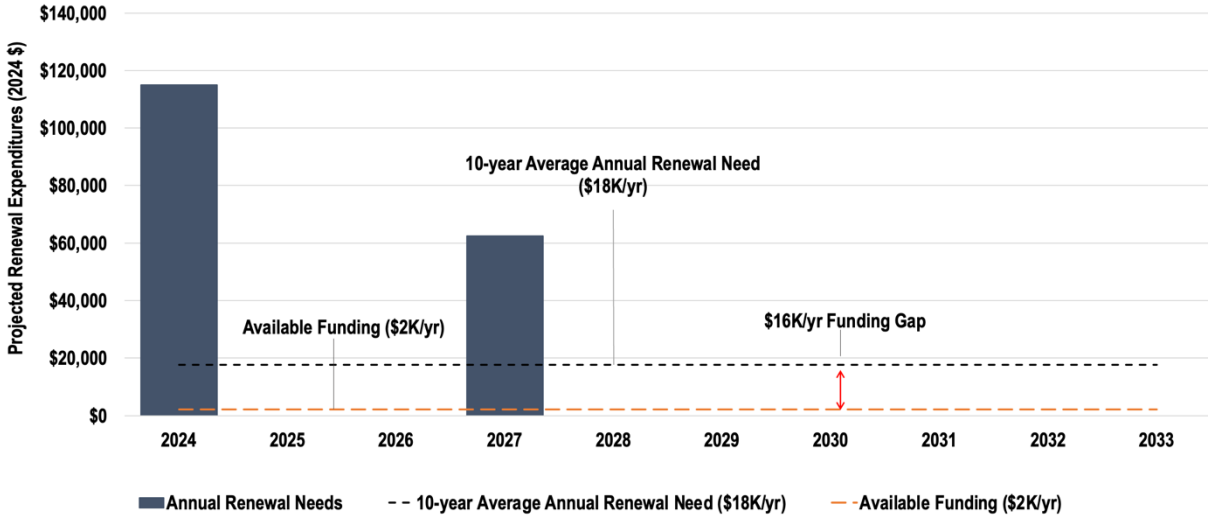
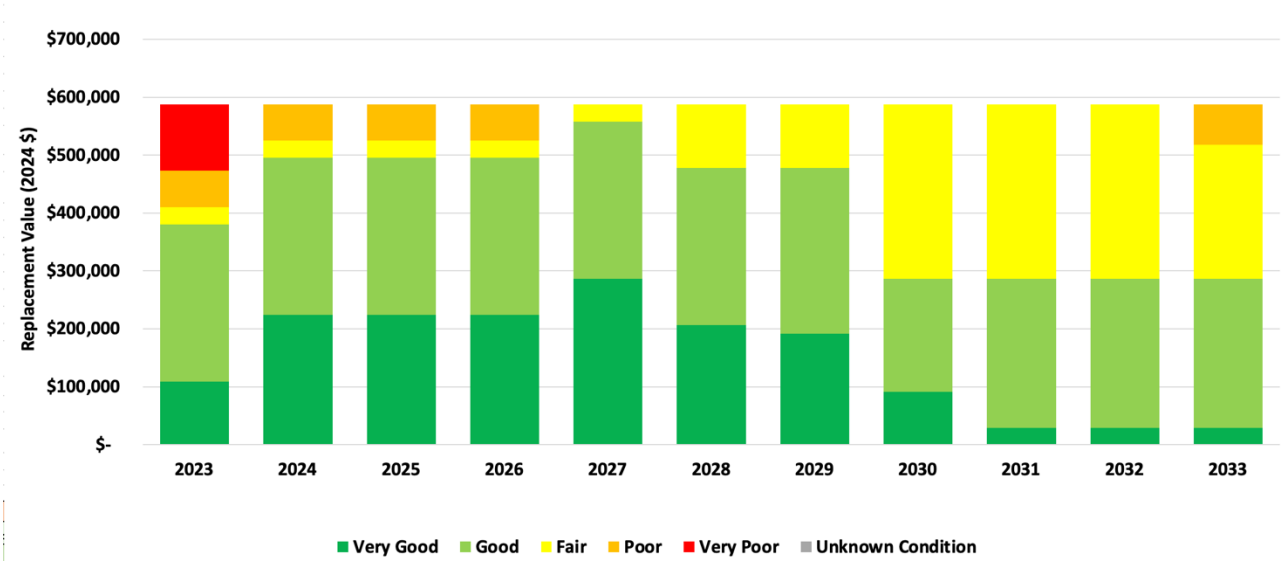


Figure 9-5: Asset Condition Forecast – Cemetery



9.1.5.2 Growth and Upgrade Needs

Table 9-3 outlines the 10-year growth and upgrade projects for Cemetery Services. A funding gap is not currently identified for growth and upgrade projects, but the next Cemetery Master Plan will identify potential growth and upgrade needs. Funding sources for currently funded growth projects are tax and reserves.

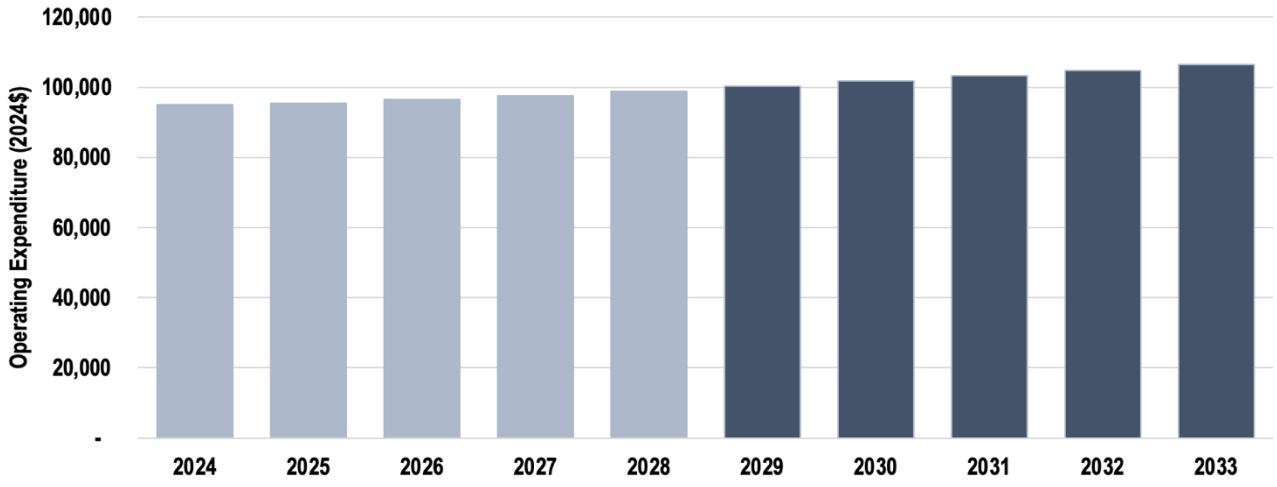
Table 9-3: Growth and Upgrade Needs - Cemetery

Year	Project Name	Needs	Funded	Funding Gap
2024	New Benches	$5,000	$5,000	-
2029	Third Columbarium	$40,000	$40,000	-
2024	Fourth Columbarium	$30,000	$30,000	-
	TOTAL	**$75,000**	**$75,000**	**-**

9.1.5.3 Operating Needs

Figure 9-6 shows the operating and maintenance costs of Cemetery assets, excluding programming costs. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio continues to grow.

Figure 9-6: Operating Needs Forecast – Cemetery



9.2 Traffic and Transportation – Transit Services

9.2.1 Overview

The Orangeville Transit System provides reliable, convenient and seamless travel across the Town through both conventional and specialized mobility transit services.

9.2.2 State of the Infrastructure

Assets that support the Town's Transit System include conventional and on-demand fleet, transit shelters and signs, and transit hub enclosures.

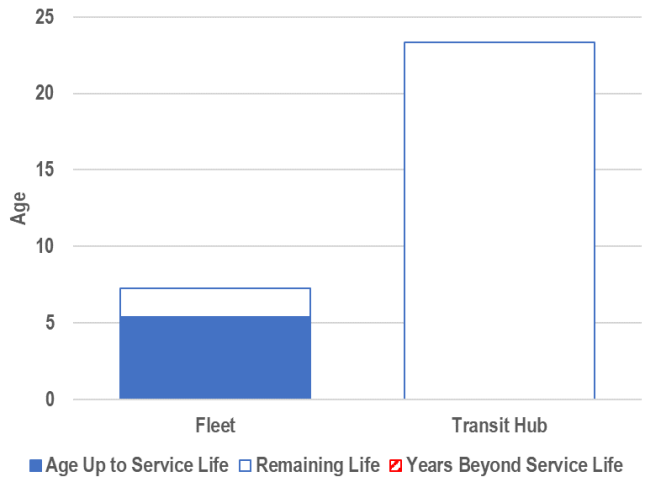
Table 9-4 below shows a detailed breakdown of the quantity and estimated replacement value of each asset type within the Town's Transit asset portfolio. By value, the fleet account for $3.33 million (91.0%) of the $3.66 million estimated replacement value of the Town's Transit inventory.

Table 9-4: Inventory Summary - Transit Assets

Asset Category	Replacement Value ($M)	Quantity	Percent of Value
Fleet	$3.33	7	91.0%
Transit Shelters	$0.20	11	5.5%
Transit Signs*	$0.02	70	0.5%
Transit Hub	$0.11	5	3.0%
Total	**$3.66**		**100.0%**

The average age and estimated service life of the Town's Transit assets, weighted by replacement value, is summarized in Figure 9-7. Install dates are not currently documented for Transit shelters or Transit signs. The Transit Hub is new and launched operations in October of 2023.

Figure 9-7: Average Age – Transit



The condition distribution for the Town's Cemetery assets is summarized in Figure 9-8. The condition for these assets is estimated based on condition ratings by Town staff where available, and age and service life. Assets that are past their planned service lives are represented as very poor condition. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The 45% of fleet assets in very poor condition by value is due to two conventional buses past their service life.

Figure 9-8: Condition Distribution by Replacement Value - Transit

9.2.3 Levels of Service

Table 9-5 provides the technical LOS for the Towns Transit Services infrastructure. The Town currently has 1.33 conventional fleet available per route, but for sufficient backup capacity would like to plan to have at least 1.5 conventional fleet per route. This target will be set in the next AM Plan as part of Proposed LOS. The current transit system operates on a 30 minute loop across the 3 routes, and provides over 4000 operating hours per year.

Table 9-5: Technical LOS - Transit Services

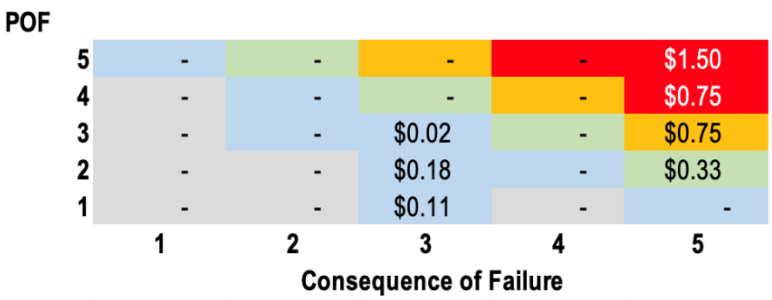
Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
The public transit network is available to and considers accessibility for all City residents.	% of urban area residents within 400m of a bus stop	Approximately 67%
	Annual operating hours	4,056 annual operating hours
	Frequency of buses	Buses operate on a 30-minute loop (27 min on route and 3 min at the Transit Hub)
Function		
The public transit network is available to and considers accessibility for all City residents	% of bus stops meeting AODA standards	95%
	% of buses that are accessible	100%

Reliability and Quality		
Provide adequate backup buses to support continuous service delivery on all routes.	Number of buses available for simultaneous operation	1.33 buses per route

9.2.4 Risk and Finance Management Strategy

The risk map in Figure 9-9 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area. The assets shown as Very High risk exposure (red) consist of critical conventional fleet in poor or very poor condition. The Town is in the process of replacing two conventional buses to address this risk.

Figure 9-9: Risk Exposure – Transit Services ($M)*



	Replacement Value	%
Very High	$2.25	61.9%
High	$0.75	20.6%
Moderate	$0.33	9.1%
Low	$0.20	5.4%
Very Low	$0.11	3.1%
Total	**$3.64**	**100.0%**

*Risk map does not include assets not assessed for condition

9.2.5 Lifecycle and Financial Management Strategy

9.2.5.1 Renewal Needs

Figure 9-10 shows the forecasted renewal needs of Transit assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The average renewal need is estimated at $0.33M per year (dashed black line) and the average annual funding is estimated at $0.27M/year (dashed orange line). This results in an estimated average funding gap of $0.06 million per year over the next 10 years. Figure **9-11** shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.33 million per year. The main funding source for Transit renewal is tax.

Figure 9-10: Forecasted Renewal Needs – Transit Services

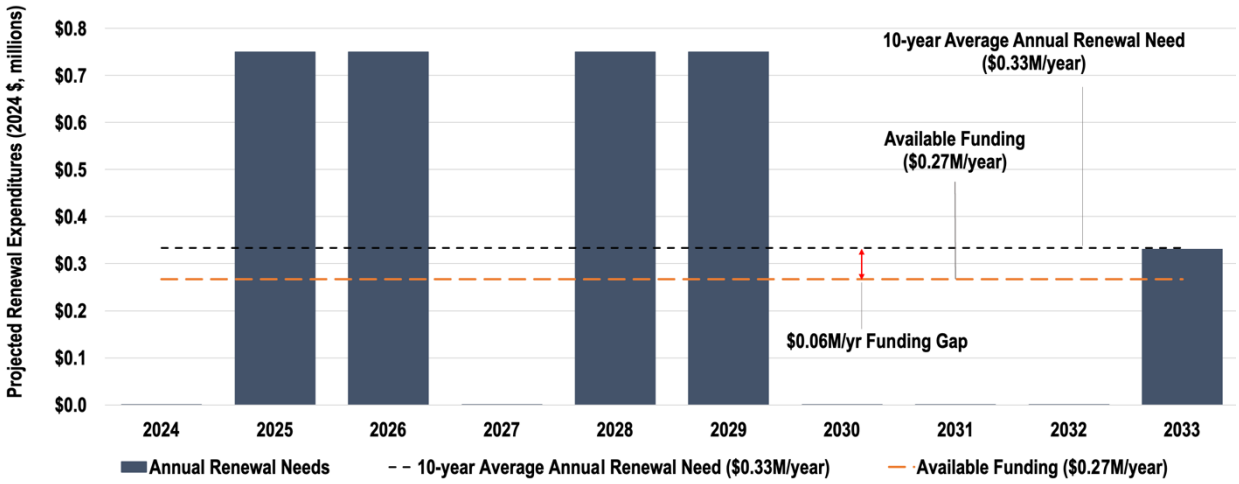
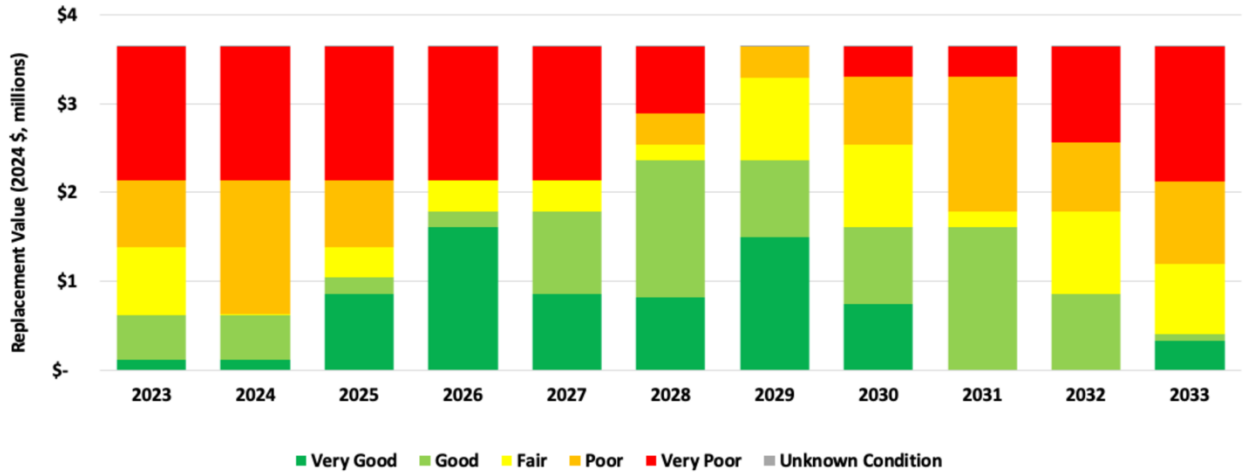


Figure 9-11: Asset Condition Forecast – Transit Services



9.2.5.2 Growth and Upgrade Needs

Table 9-6 outlines the 10-year growth and upgrade projects for Transit services, which includes additional transit shelters and bus stops. No funding gap is currently identified for growth and upgrade projects. In the future, Transit Services may require additional purchases of specialized services and on-demand vehicles as the Town moves ahead with Transit programs, which will be identified in the Transportation Master Plan update. Funding sources for currently funded growth projects are from tax and grants.

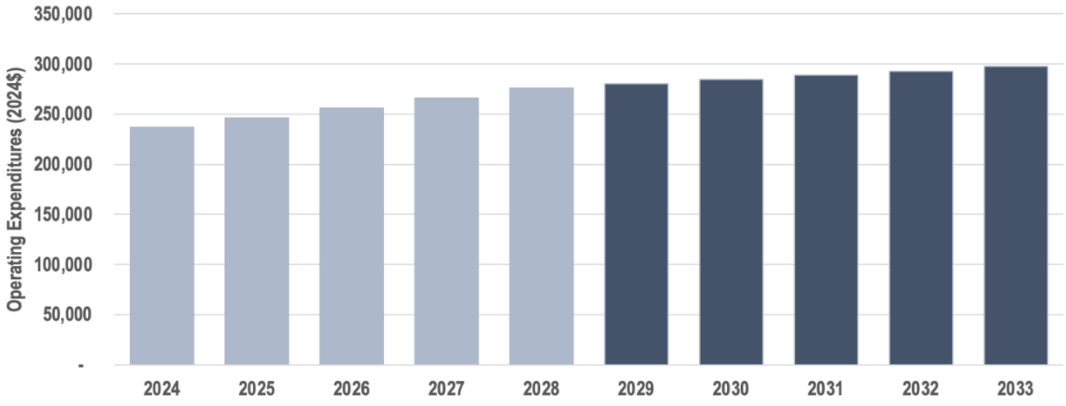
Table 9-6: Growth and Upgrade Needs – Transit Services

Year	Project Name	Needs	Funded	Funding Gap
2024	Transit Shelters and Bus Stop	$130,408	$130,408	-
2024	Bus Stop Equipment and Kiosks	$30,000	$30,000	-
2024	Rest Room Facilities for Operators at New Transfer Point	$35,000	$35,000	-
	Total	**$195,408**	**$195,408**	**-**

9.2.5.3 Operating Needs

Figure 9-12 shows the operating and maintenance costs of Transit assets. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-12: Operating Needs Forecast – Transit Services



9.3 Traffic and Transportation – Traffic Equipment

9.3.1 Overview

Traffic Services maintains various traffic equipment such as parking control signs and noise attenuation fencing. Traffic signals and other regulatory, warning, informational, and priority signs were covered in the 2022 Core AM Plan.

9.3.2 State of the Infrastructure

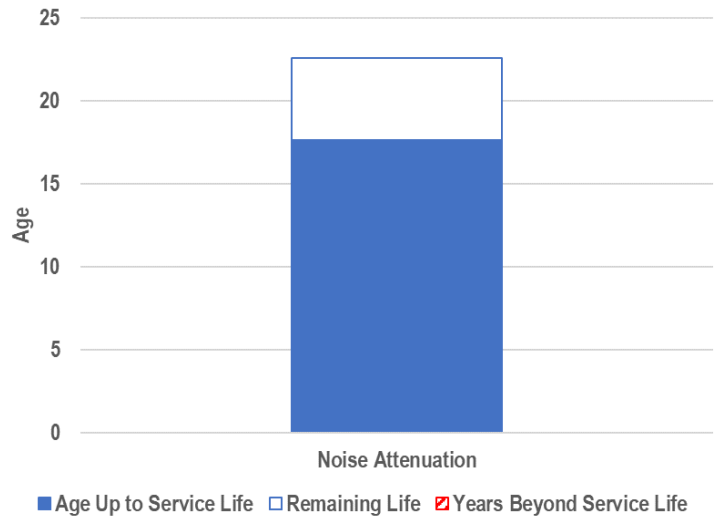
The Town's Traffic equipment covered in this AM Plan consists of parking control signs and noise attenuation fencing. Table 9-7 below shows a detailed breakdown of the quantity and estimated replacement value. The fencing value is based on the costs of PVC fencing, as the Town is planning on replacing all wooden fencing with PVC material.

Table 9-7: Inventory Summary - Traffic Equipment Assets

Asset Category	Replacement Value ($M)	Quantity	Percent of Value
Signage	$1.27	3,641	22.6%
Fencing	$4.37	2916 m	77.4%
Total	**$5.64**		**100.0%**

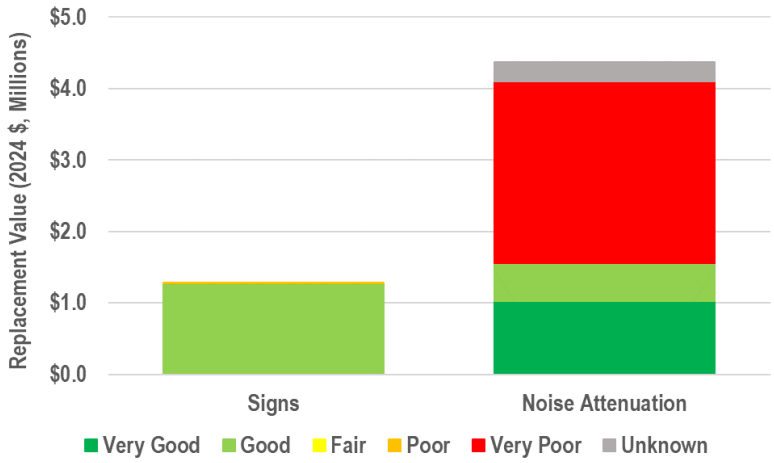
The average age and estimated service life of the Town's Traffic equipment assets, weighted by replacement value, is summarized in Figure 9-13. Installation dates are not documented for parking control signs.

Figure 9-13: Average Age – Traffic Equipment



The condition distribution for the Traffic Equipment assets is summarized in Figure 9-14. The condition for noise attenuation walls is estimated based on age and service life, and signs are estimated by Town staff condition ratings. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The portion of very poor assets consists of the wooden noise attenuation fencing.

Figure 9-14: Condition Distribution by Replacement Value - Traffic Equipment



9.3.3 Levels of Service

Table 9-8 provides the community and technical LOS for Traffic Equipment. From 2015 to present, the Town has been proactively replacing 1000m of wood noise attenuation fencing with PVC. The goal is to have all wooden noise attenuation fencing replaced within the next 10 years. The 45% renewal backlog for traffic equipment relates to the wood fencing that requires replacement. The Town will consider a future measure related to tracking the installation of sound barriers in locations identified as requiring noise attenuation.

Table 9-8: Technical LOS - Traffic Equipment

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
Provide adequate noise attenuation as traffic in and around the Town increases	% locations with installed sound barriers where required	Future metric.
Function		
Provide robust and longer lasting noise attenuation infrastructure.	% of noise attenuation fencing that are PVC	41.8%
Reliability and Quality		
Assets are maintained in a state of good repair.	% of assets in renewal backlog (very poor condition)	45.0%

9.3.4 Risk and Finance Management Strategy

The risk map in Figure 9-9 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area. The assets shown as a High-risk exposure (orange) consists of wooden noise attenuation fencing.

Figure 9-15: Risk Exposure – Traffic Equipment ($M)*

POF	1	2	3	4	5
5	-	-	$2.54	-	-
4	-	-	-	-	-
3	-	-	-	-	-
2	-	-	$0.54	$1.27	-
1	-	-	$1.02	-	-

Consequence of Failure

	Replacement Value	%
Very High	$0.00	0.0%
High	$2.54	47.3%
Moderate	$0.00	0.0%
Low	$1.81	33.7%
Very Low	$1.02	19.0%
Total	**$5.38**	**100.0%**

*Risk map does not include assets not assessed for condition

9.3.5 Lifecycle and Financial Management Strategy

9.3.5.1 Renewal Needs

Figure 9-16 shows the forecasted renewal needs of Traffic Equipment assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The average renewal need is estimated at $0.26 million per year (dashed black line) and the average annual funding estimated at $0.19 million per year (dashed orange line). This results in an estimated average funding gap of $0.07 million per year over the next 10 years. Figure 9-17 shows the forecasted asset condition over the next 10 years, under the recommended renewal investment of $0.26 million per year. The main funding source for Traffic Equipment renewal is tax.

Figure 9-16: Forecasted Renewal Needs – Traffic Equipment

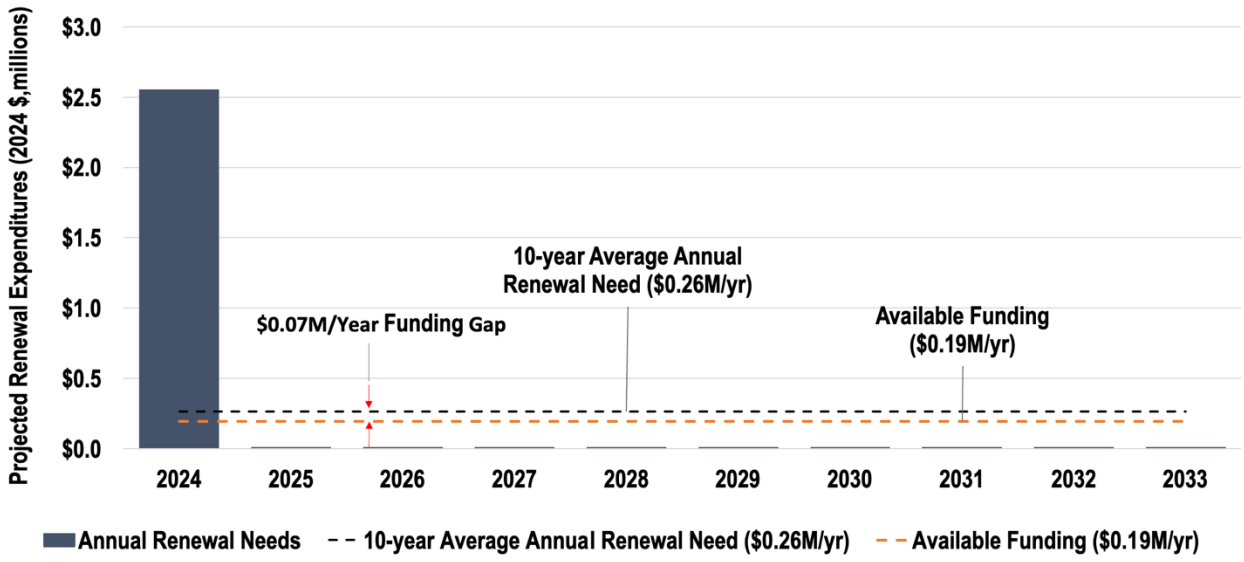
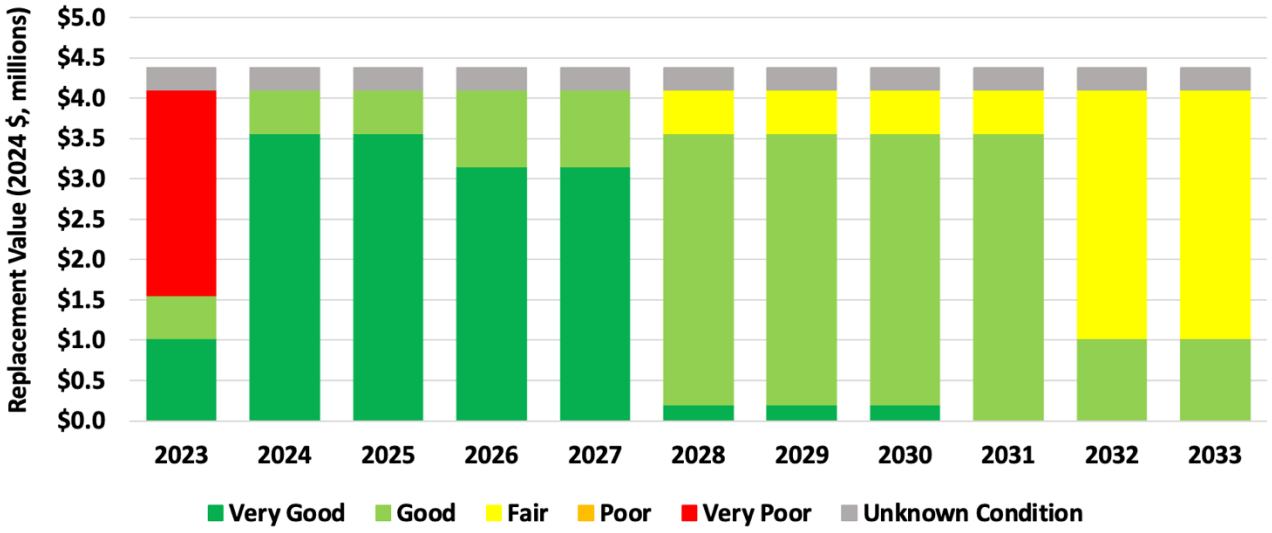


Figure 9-17: Asset Condition Forecast – Traffic Equipment



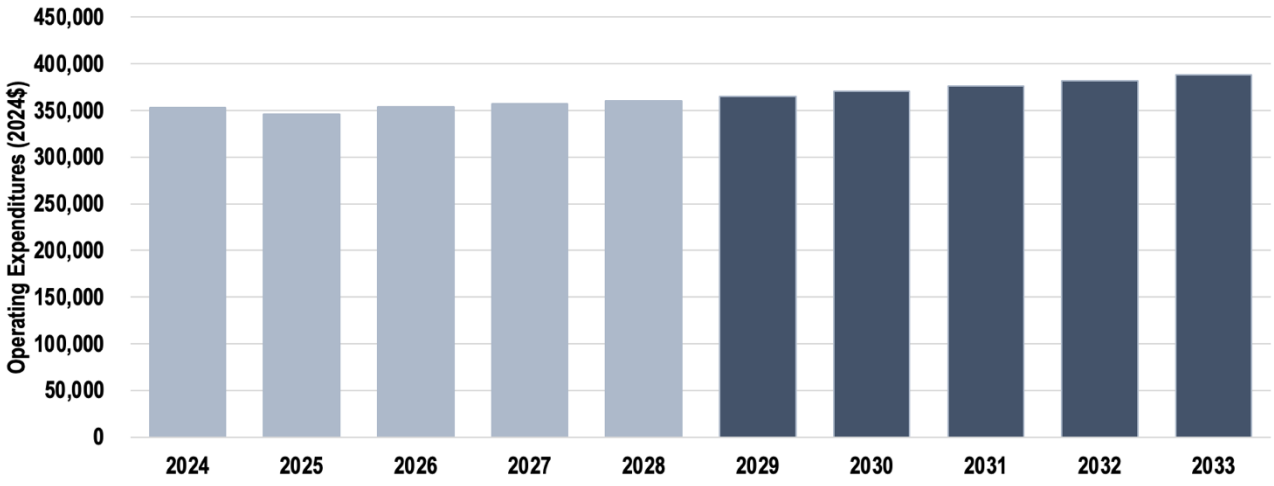
9.3.5.2 Growth and Upgrade Needs

The Town currently does not have growth and upgrade projects pertaining to the signs and noise attenuation walls aside from the upgrade to PVC noise fencing included in the renewal forecast. The Town expects that additional noise attenuation may be required in the future to accommodate continued increases in traffic.

9.3.5.3 Operating Needs

Figure 9-18 shows the operating and maintenance costs of Transit assets and is estimated based on the operating account for 'safety devices, signs, and railroads'. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. The Town currently replaces approximately 1% of signs every year. The Transportation and Development Division is working to improve details within the operating accounts to clearly identify operating costs associated to different Traffic assets such as noise attenuation walls as well as streetlights and traffic signals. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio continues to grow.

Figure 9-18: Operating Needs Forecast – Traffic Equipment



9.4 Parks

9.4.1 Overview

Parks services play a vital role in enhancing the quality of life for residents and contributing to the overall well-being of the community. Parks assets include the physical components and facilities that make up public recreational spaces. The design and development of this infrastructure aims to provide diverse and accessible spaces for community members to engage in indoor and outdoor activities, connect with nature, and enjoy a range of recreational opportunities while promoting physical fitness and social interaction. The parks infrastructure portfolio includes assets such as:

- Playgrounds: Equipped with structures for children's play, often including swings, slides, and climbing structures.
- Sports Fields and Courts: Areas designated for organized sports such as soccer, baseball, basketball and tennis.
- Shelters and Pavilions: Covered areas for protection from elements during gatherings

Natural infrastructure such as open grassed areas, meadows, trees, and forested areas are not included in this AM Plan.

9.4.2 State of the Infrastructure

The Town currently owns 35 parks and 2 recreation centres. Assets that support parks include park amenities, sports amenities, facilities, fleet, equipment, and park parking lots. Table 9-9 shows the $99.1 million estimated replacement value for the parks asset portfolio and includes a breakdown of the inventory by asset category. The two recreation centres represent a significant portion of the overall portfolio value. The tennis club and Rotary Park pavilion and washroom are not included as their replacement value and construction year are identified as data gaps.

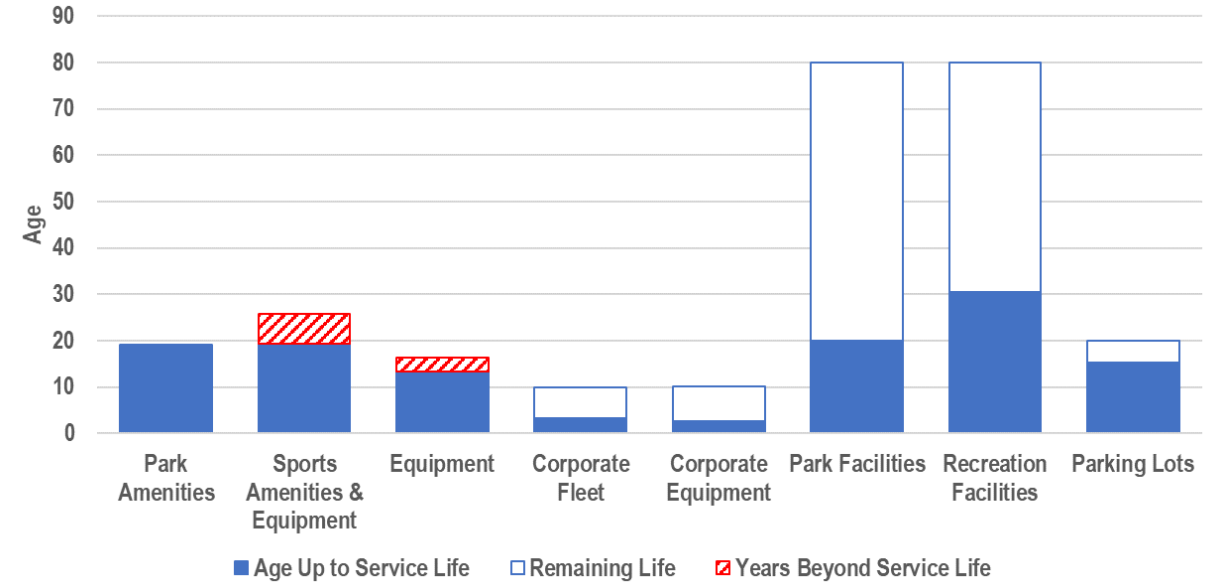
Table 9-9: Inventory Summary - Park Assets

Asset Category	Asset Subcategory	Replacement Value ($M)	Quantity	Percent of Value
Park Amenities	Playgrounds, Splashpads, bleachers, fencing, signage, structures, trailways, walkways, furniture, landscaping, materials, pedestrian bridge	$13.81	192	13.9%
Sports Amenities & Equipment	Baseball diamonds, basketball courts, skate park, soccer fields, sports pad, tennis courts, sports equipment	$4.47	51	4.5%
Equipment	Light, Medium and Heavy-duty equipment	$2.73	57	2.8%
Corporate Equipment	Light, Medium and Heavy-duty equipment	$0.82	15	0.8%
Corporate Fleet	Light, Medium and Heavy-duty vehicles	$0.98	15	1.0%
Facilities	Parks and Recreation	$73.78	26	74.4%
Parking Lots	Parks parking lots	$2.53	8	2.6%
	Total	**$99.1**		**100.0%**

PARKS SERVICES

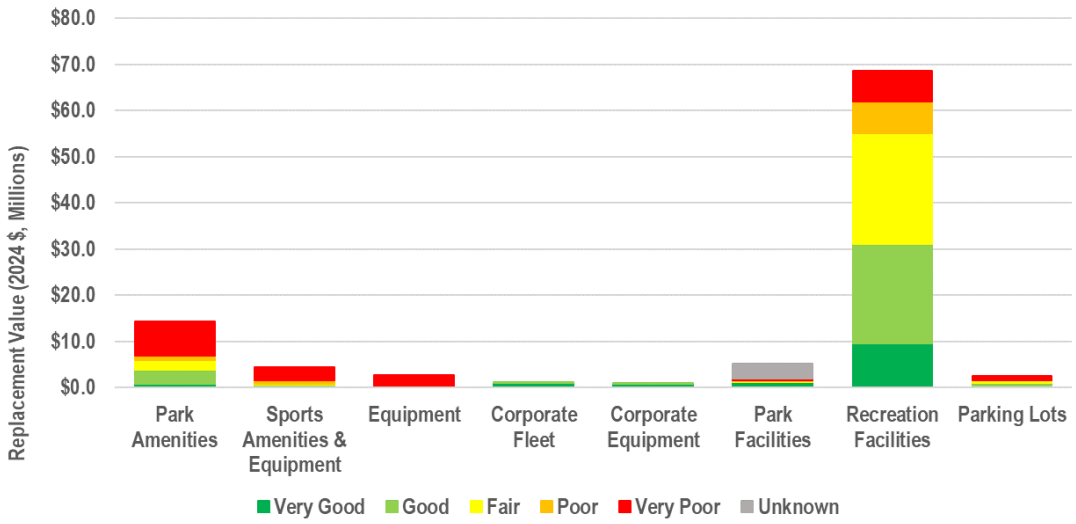
The average age and estimated service life of the Town's Park assets, weighted by replacement value, is summarized in Figure 9-19.

Figure 9-19: Average Age – Parks



The condition distribution for the Parks assets is summarized in Figure 9-20. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The condition for corporate fleet and equipment used by the Parks division is rated based on Town staff condition ratings. All other park asset condition is estimated based on age and service life. The age and condition of sports amenities such as ball diamonds and tennis courts are based on the age of the overall asset and not its individual components (i.e. fencing, lights, surface). 67.1% of Park assets are in fair or better condition, 8.6% of assets are in poor condition and 20.9% of assets are in very poor condition. A significant portion of park amenities, sports amenities, and parks equipment are past their service life and therefore reported in very poor condition.

Figure 9-20: Condition Distribution by Replacement Value - Parks



Note: Sports Amenities are viewed as whole assets and not by its individual components.

9.4.3 Levels of Service

Table 9-10 provides the community and technical LOS for the Town's Park Services. In the 2020 Recreation & Parks Master Plan, the Town documented a provision of 1.8 hectares of parkland per 1000 residents, including major parks, community parks, neighbourhood parks, urban greens, and natural areas. This measure will be more fully integrated with measures associated to natural assets as the Town continues to work on developing its asset management initiatives for those assets. The Town also has approximately 22 km of multi-use trails connecting various parks and neighbourhoods.

Table 9-10: Technical LOS - Park Services

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
Deliver high-quality parks, facilities and programs, that form the foundation of an inclusive, active and healthy community and environment.	# of hectares of Parkland per 1,000 residents	1.8 ha / 1000 residents
	Number of residents per Community Centre	15,083 residents per community centre (2 total centres)
	Utilization of community amenities	Sports fields - 4,942 hours Ice - 6,276 hours Tony Rose Pool - 1,271 hours
Function		
Build capacity in the trails network by creating multi-use trails that connect places throughout the Town and fill in gaps in the existing network.	# of kilometers of Multi-Use Trails	22 km
Reliability and Quality		
Assets are maintained in a state of good repair	% of park assets in renewal backlog (excluding Park facilities and parking lots): Very Poor condition)	53.7%
	% of park assets with very high-risk ratings in renewal backlog (excluding Park facilities and parking lots)	20.9%
Maintenance is completed in a timely and responsive manner to provide reliable service delivery	% of outstanding maintenance work orders (for park and sport amenities)	Future metric.

9.4.4 Risk Management Strategy

The risk map in Figure 9-21 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area, excluding facilities. For facilities risk, refer to Section 9.9.4. The assets shown as a Very High-risk exposure (red) consist of some of the critical medium and heavy-duty Parks equipment and older playgrounds.

Figure 9-21: Risk Exposure – Parks* ($M)

POF	1	2	3	4	5
5	-	$7.12	$3.85	$1.68	$1.22
4	-	$0.63	$0.68	$0.31	$0.00
3	-	$2.31	$0.27	$0.30	-
2	-	$3.39	$0.54	$0.91	$0.07
1	-	$0.35	$0.00	$1.89	$0.33

Consequence of Failure

	Replacement Value	%
Very High	$2.90	11.2%
High	$4.16	16.1%
Moderate	$8.16	31.6%
Low	$4.99	19.3%
Very Low	$5.62	21.7%
Total	**$25.83**	**100.0%**

*Note: does not include Park facilities. Risk map does not include assets not assessed for condition.

9.4.5 Lifecycle and Financial Management Strategy

9.4.5.1 Renewal Needs

Figure 9-22 shows the forecasted renewal needs of Park assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The Parks facilities renewal needs are covered separately in Section 9.9. The average renewal need for Park amenities, fleet, and equipment is estimated at $0.80 million per year (dashed black line) and the average annual funding is estimated at $0.42 million per year (dashed orange line). This results in an estimated average funding gap of $0.38 million per year over the next 10 years.

Figure 9-23 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.80 million per year. The main funding sources for renewal of Parks assets is tax, debt and reserves.

Figure 9-22: Forecasted Renewal Needs – Parks

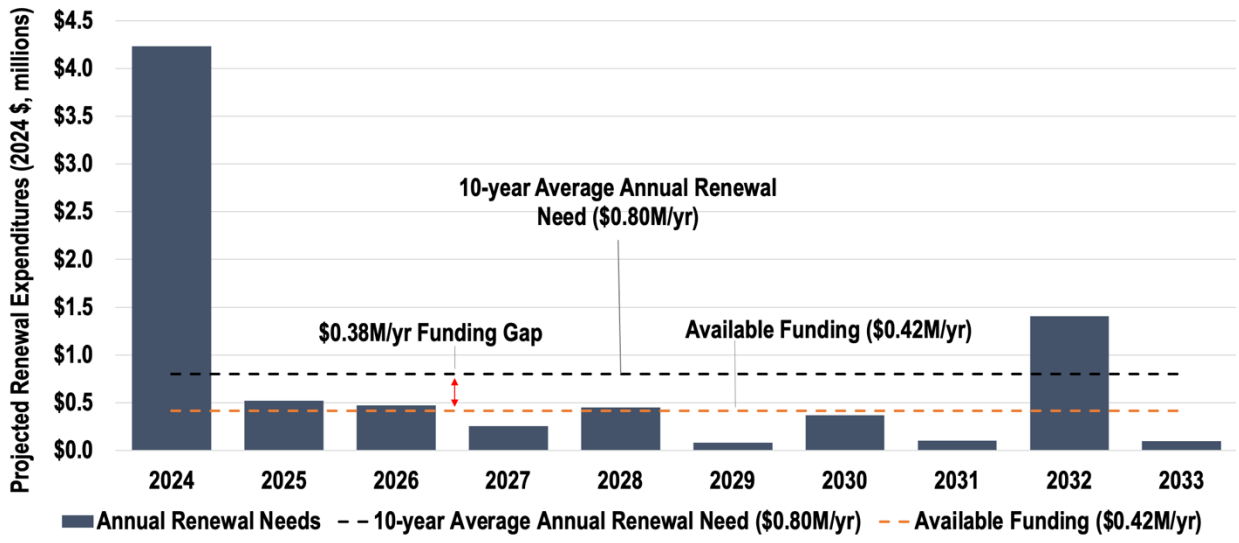
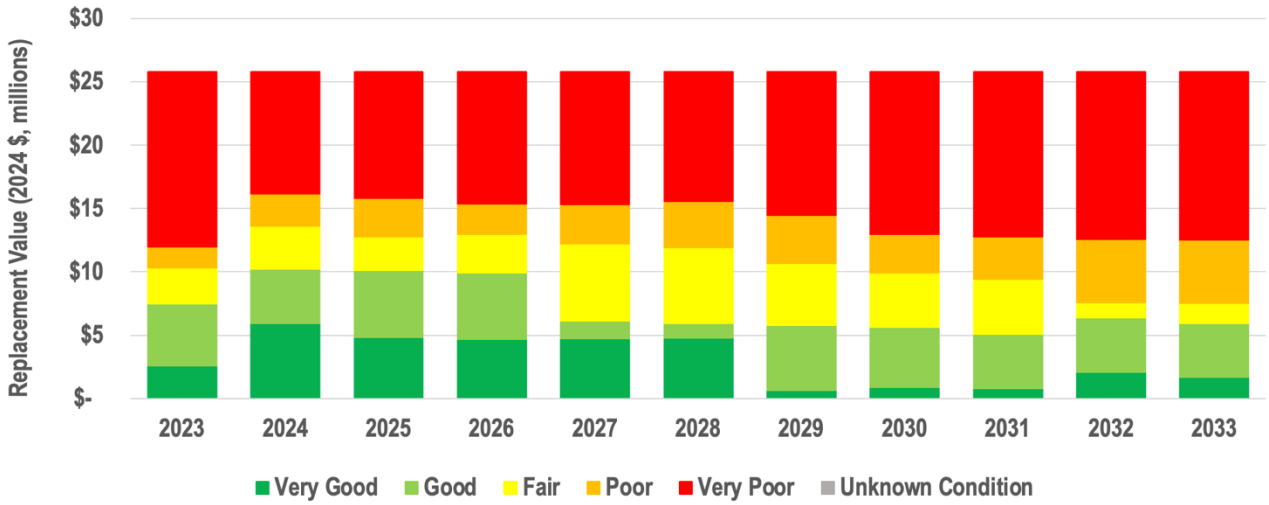


Figure 9-23: Asset Condition Forecast – Parks



9.4.5.2 Growth and Upgrade Needs

Table 9-11 outlines the 10-year growth and upgrade projects for Parks. Upgrades for Rotary Park are presented to Council in phases each year as required for approval. The next phase of improvements is for pickleball and tennis courts and an artificial skating loop. A funding gap is not currently identified for park growth and upgrade projects, but possible future projects include Alexandra Park renovations which will be presented to Council for approval. Ice resurfacers may also be upgraded from natural gas to electric. Funding sources for currently funded growth projects is tax and reserves.

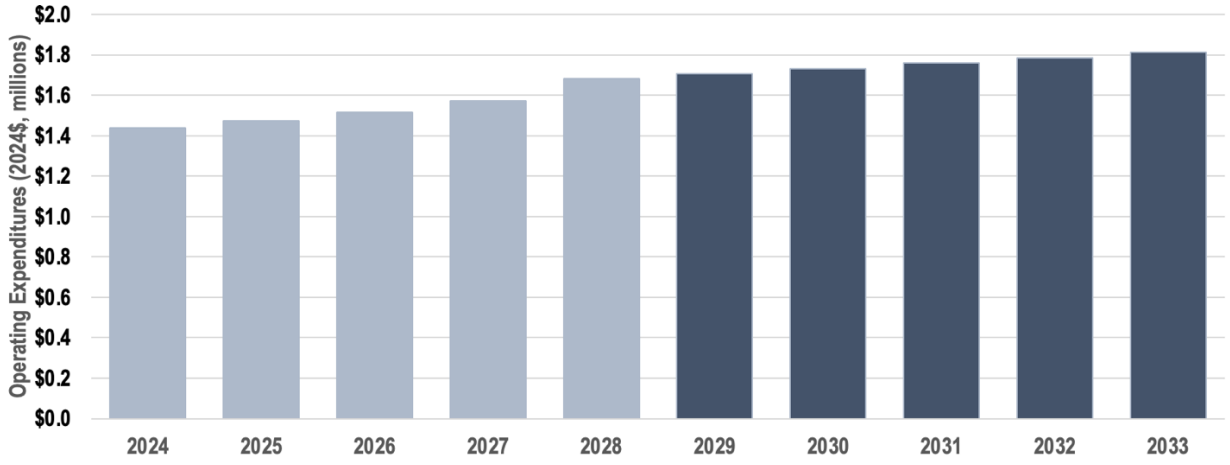
Table 9-11: Growth and Upgrade Needs - Parks

Year	Project Name	Needs	Funded	Funding Gap
2024	Dog Park	$50,000	$50,000	-
2024	BMX Park Consultant	$30,000	$30,000	-
2024	Shade Shelters	$70,000	$70,000	-
2024	Lions Sports Park – Multi-Court Improvements	$25,000	$25,000	-
2024	Flat Deck Roll Off (Parks)	$28,000	$28,000	-
2026	Expansion to Parks Operation Facility	$280,000	$280,000	-
	TOTAL	**$483,000**	**$483,000**	**-**

9.4.5.3 Operating Needs

Figure 9-24 shows the operating and maintenance costs of Parks assets, excluding programming costs. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-24: Operating Needs Forecast - Parks



9.5 Fire

9.5.1 Overview

Orangeville Fire Services strive to operate as efficiently and effectively as possible while maintaining what is most important; the safety of its firefighters and those who live, work and visit the Town. Orangeville Fire consists of 20 full-time firefighters and 32 volunteer firefighters who serve the residents of Orangeville, and parts of East Garafraxa, Amaranth and Mono.

9.5.2 State of the Infrastructure

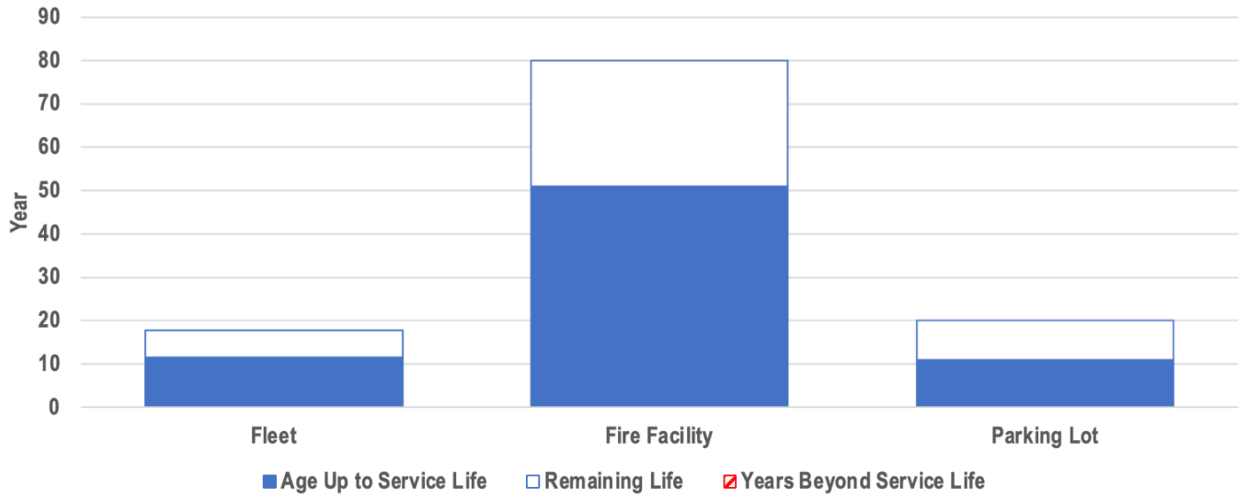
Assets that support Fire Services include fleet, equipment, and the Fire Station. Table 9-12 shows the estimated replacement value of $14.8 broken down by asset category.

Table 9-12: Inventory Summary - Fire Services

Asset Category	Asset Subcategory	Replacement Value ($M)	Quantity	Percent of Assets
Communications	Radios and Pagers	$0.48	88	3.2%
Equipment	Extrication, Hoses, Ladders, Trailers, Cameras, Gas Monitors, Gas Tests	$0.52	251	3.5%
Personal Protective Equipment	Bunker Gear, Boots, Helmets, Gear Washer / Extractor, SCBA, Air Cylinders, Ice Water Rescue Kit, Air Fill Station, Compressor, Cascade	$1.29	446	8.7%
Fleet	Emergency and Non-Emergency vehicles	$8.73	11	58.8%
Fire Facility		$3.70	1	24.9%
Parking Lot		$0.12	1	0.8%
Total		**$14.8**		**100.0%**

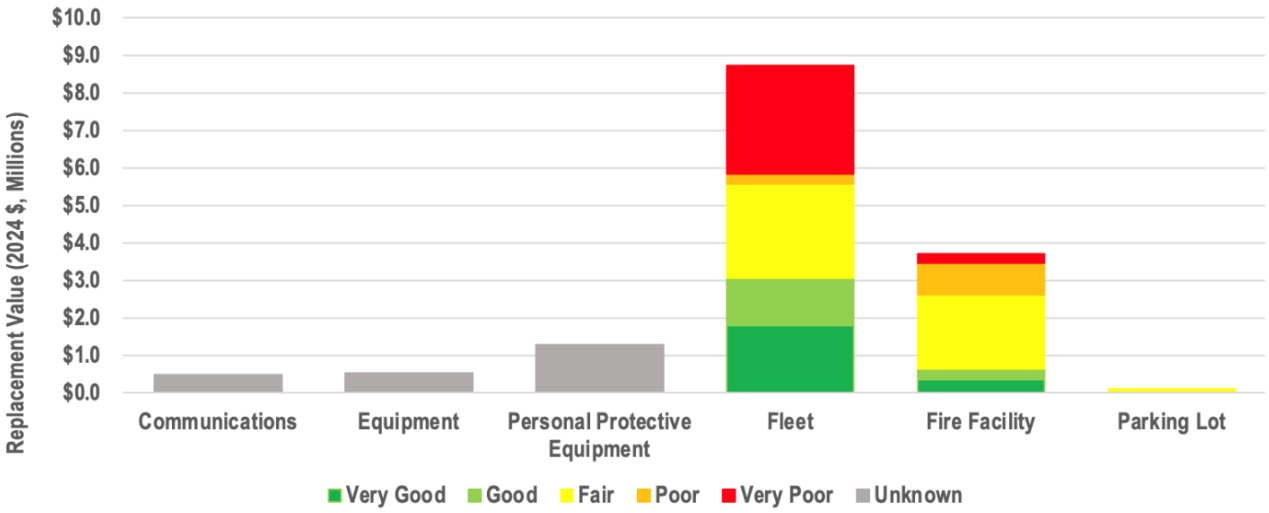
The average age and estimated service life of the Town's Fire assets, weighted by replacement value, is summarized in Figure 9-25. Purchase years for radios/pagers, equipment and personal protective equipment (PPE) is currently not documented.

Figure 9-25: Average Age – Fire Services



The condition distribution for the Fire assets is summarized in Figure 9-26. The condition for these assets is estimated based on age and service life. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The fleet asset in Very Poor condition is a 2003 Aerial Truck for which a replacement has already been ordered with approximately $1.4 million value of the overall $2.6 million cost spent in 2023. The truck is expected to be delivered in late 2025 or early 2026.

Figure 9-26: Condition Distribution by Replacement Value, Fire Services



9.5.3 Levels of Service

Table 9-13 provides the community and technical LOS for the Towns Fire Services. As part of annual reporting, the Fire division tracks the number of responses from each of the four municipalities, as well as measures relating to firefighter training, public education, and completed inspections.

Table 9-13: Technical LOS - Fire Services

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
Provide prompt emergency response to emergencies in the Town of Orangeville, Town of Mono, East Garafraxa and Amaranth Townships.	Number of responses: Orangeville Town of Mono Amaranth Township East Garafraxa Township	Orangeville – 1444 Town of Mono – 226 Amaranth Township – 76 East Garafraxa Township – 59
	Number of firefighter training hours	13,278 hours
Function		
Meet the requirements of the Fire Protection and Prevention Act as it relates to the provision of the Fire Prevention and Public Education	Percentage of schools reached for public education	100%
	Number of request and complaint inspections completed	23 request inspections 136 complaint inspections
Reliability and Quality		
Assets are maintained in a state of good repair	% of Fire assets in renewal backlog (very poor condition)	21.1% (Note: mainly due to the 2003 Pierce Aerial Truck for which a replacement has already been ordered)

9.5.4 Risk Management Strategy

The risk map in Figure 9-27 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area, excluding the facility. For facilities risk, refer to Section 9.9.4. The assets shown as Very High-risk exposure (red) consists of emergency fleet approaching or at the end of their estimated service life. The Town is in the process of replacing the 2003 Pierce Aerial Truck ($2.7 million). Emergency fleet are considered critical and the Town has built in redundancy in its Fire fleet to mitigate this risk.

Figure 9-27: Risk Exposure – Fire* ($M)

POF	1	2	3	4	5		Replacement Value	%
5	-	-	$0.20	-	$2.70	Very High	$2.88	32.6%
4	-	-	$0.09	-	$0.18	High	$2.70	30.5%
3	-	$0.12	-	-	$2.50	Moderate	$1.37	15.5%
2	-	-	-	-	$1.29	Low	$1.90	21.5%
1	-	-	-	-	$1.79	Very Low	$0.00	0.0%
	1	2	3	4	5	**Total**	**$8.85**	**100.0%**

Consequence of Failure

*Note: does not include Fire facility. Risk map does not include assets not assessed for condition.

9.5.5 Lifecycle and Financial Management Strategy

9.5.5.1 Renewal Needs

Figure 9-28 shows the forecasted renewal needs of Fire assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The Fire facility renewal needs are covered separately in Section 9.9. As discussed in Section 9.5.2, the fire truck asset in Very Poor condition is a 2003 Aerial Truck for which a replacement has already been ordered. The forecast in 2024 includes the remaining $1.2 million unpaid portion for this asset. The average renewal need is estimated at $0.64 million per year (dashed black line) compared to the average annual funding of $0.59 million per year (dashed orange line). This results in an estimated average funding gap of $0.05 million per year over the next 10 years.

Figure 9-29 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.64 million per year. The main funding sources for renewal of Fire assets are tax and reserves.

Figure 9-28: Forecasted Renewal Needs – Fire

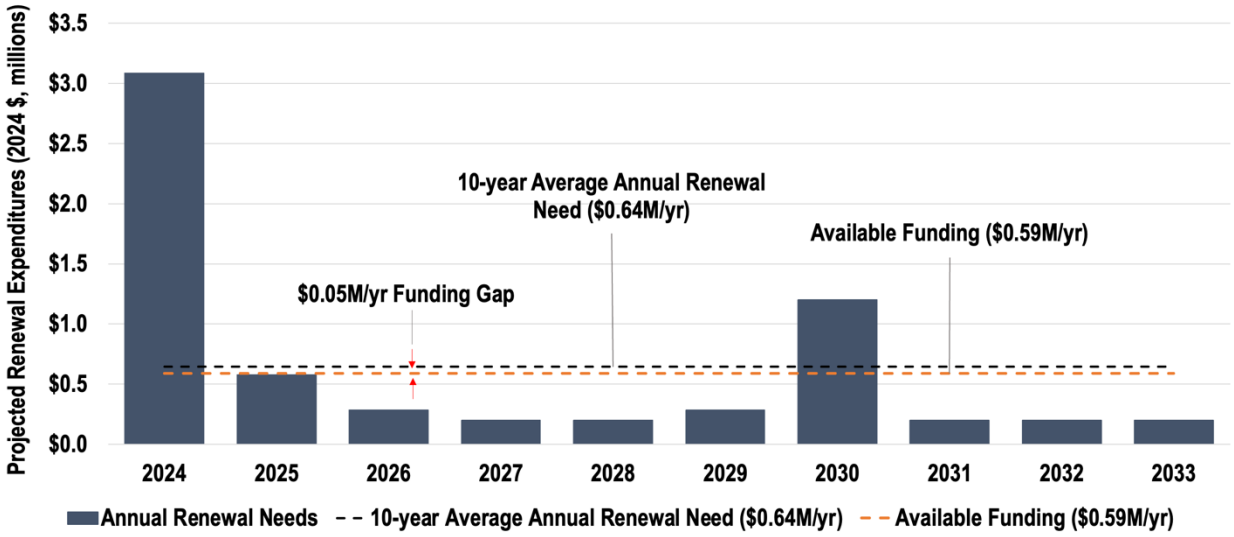
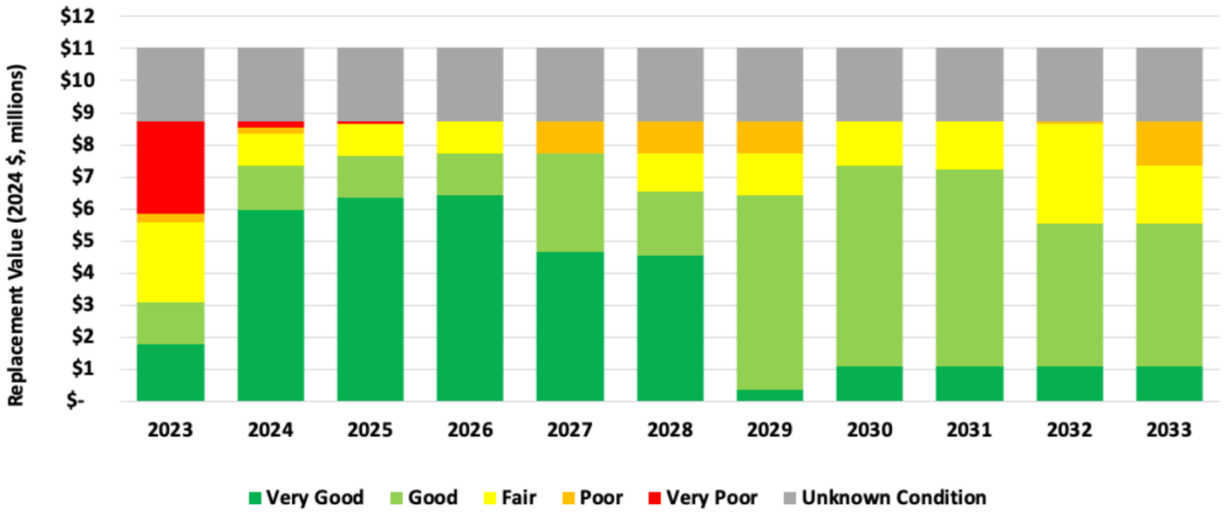


Figure 9-29: Asset Condition Forecast – Fire



9.5.5.2 Growth and Upgrade Needs

Table 9-14 outlines the 10-year growth and upgrade projects for Fire Services. The Town is in the process of conducting a study to confirm furniture and fixture needs for the new fire station, and the unfunded portion is currently estimated to be $50,000. Funding sources for the currently funded growth projects are tax and reserves.

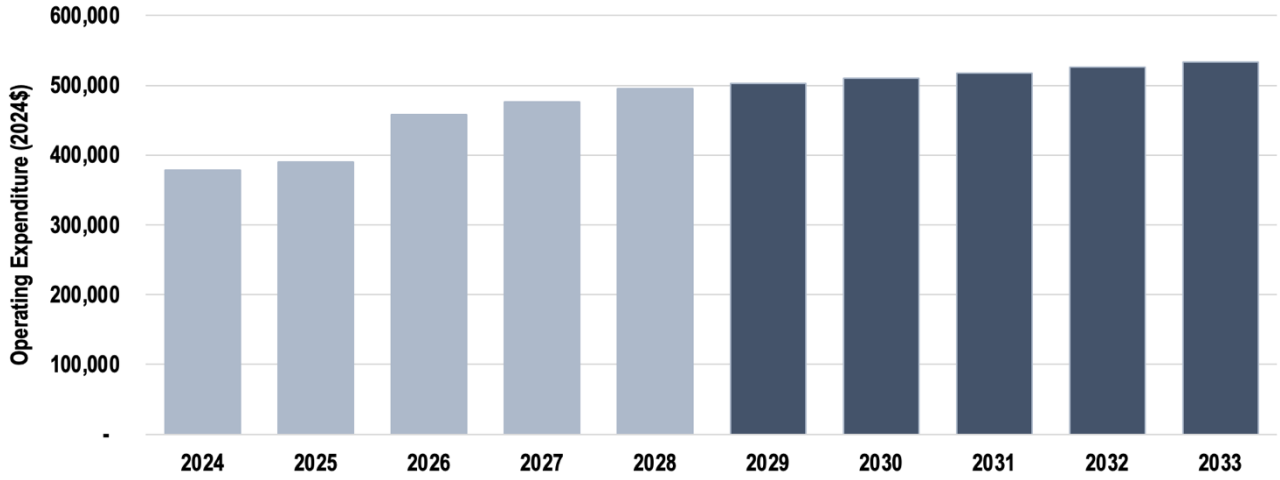
Table 9-14: Growth and Upgrade Needs - Fire

Year	Project Name	Needs ($M)	Funded ($M)	Funding Gap ($M)
2024	New Fire Station	$13.55	$13.55	-
2025	New Fire Station	$8.50	$8.50	-
2025-2026	New Station Furniture and Fixtures	$0.50	$0.45	$0.05
	Total	**$22.55**	**$22.50**	**$0.05**

9.5.5.3 Operating Needs

Figure 9-30 shows the operating and maintenance costs of Fire assets, excluding programming costs. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. The operating costs for the new and larger fire station may increase needed expenditures beyond the Town's current 5-year forecast. The increase currently planned in 2026 is due to implementation of the Land Mobile Radio System. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-30: Operating Needs Forecast – Fire



9.6 Library

9.6.1 Overview

The Orangeville Public Library system consists of two branches: Mill Street and Alder Street. Dedicated to serving the needs of all residents, the Town is committed to providing a complete range of traditional services as well as access to new technologies and innovations. The Orangeville Public Library is committed to their vision that the library is a place for everyone to connect and discover, where learning and possibility allow each member to soar. It is integral to sustaining and enhancing the educational and cultural fabric of the Town.

9.6.2 State of the Infrastructure

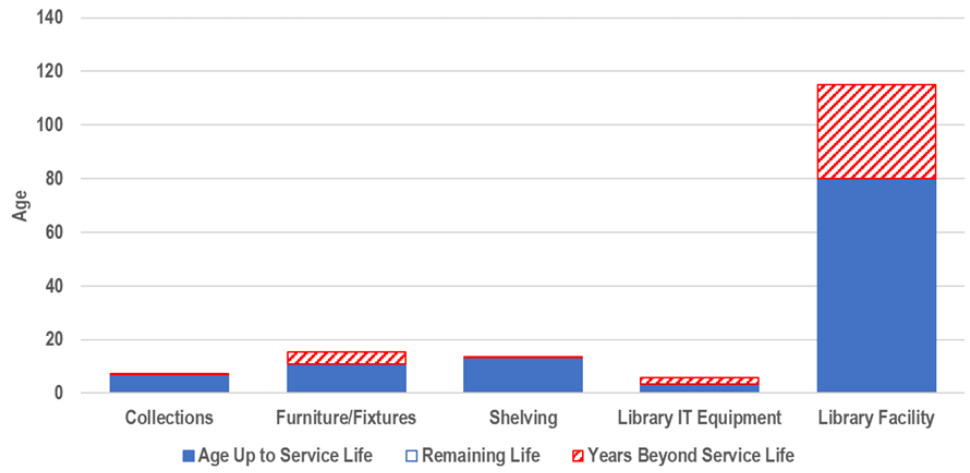
Assets that support Library Services include collections, furniture/fixtures, shelving, and technology. Table 9-15 shows the estimated replacement value of $6.5 million for Library assets broken down by asset category. Digital collections are not included in this AM Plan and an inventory will be developed as part of continuous improvement for future AM Plan updates.

Table 9-15: Inventory Summary - Library

Asset Category	Asset Subcategory	Replacement Value ($M)	Quantity	Percent of Value
Collections	Physical / Circulating	$2.18	81,740	32.8%
Furniture/Fixtures	Programming, Public, Staff	$0.28	519	4.3%
Collections Shelving		$0.14	490	2.2%
Library IT Equipment		$0.03	28	0.4%
Library Facility		$4.01	1	60.3%
	Total	**$6.52**		**100.0%**

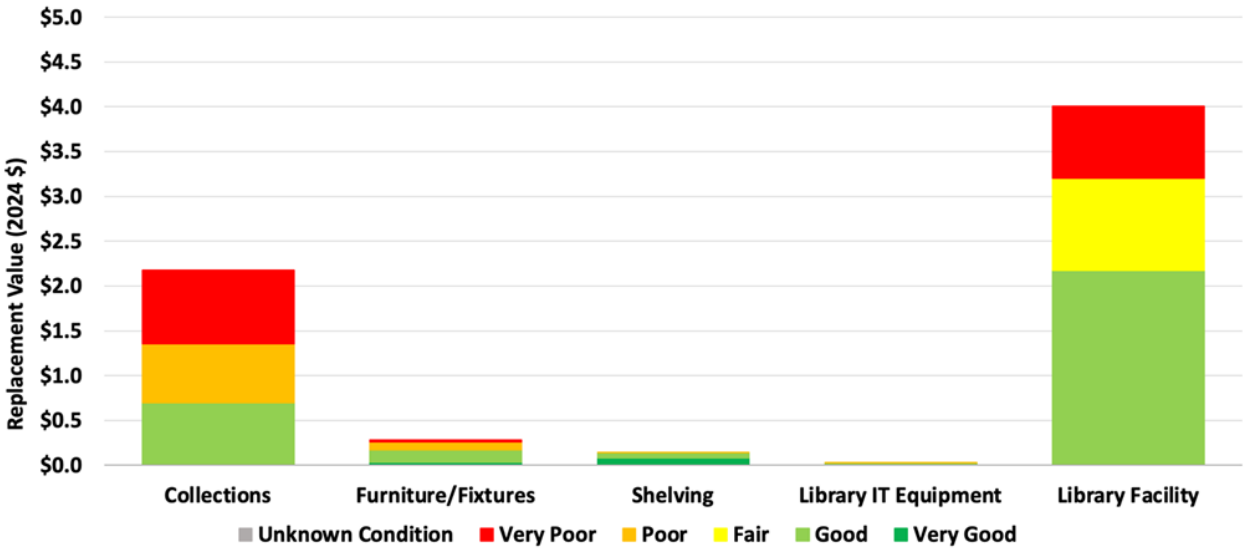
The average age and estimated service life of the Town's Library assets, weighted by replacement value, is summarized in Figure 9-31. The Mill Street Public Library has undergone renovations and upgrades which is not reflected in the age of the facility shown in the figure. The original structure of the facility is from 1908.

Figure 9-31: Average Age – Library



The condition distribution for the Library assets is summarized in Figure 9-32. The condition for these assets is estimated based on condition ratings provided by Town staff. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. Excluding the facility, 33.1% of library assets are in very poor condition, mainly consisting of library collections from 2011 that are overdue for replacement.

Figure 9-32: Condition Distribution by Replacement Value, Library Services



9.6.3 Levels of Service

Table 9-16 provides the technical LOS for the Towns Library Services. The Library's strategic directions to connect, discover, and soar drive the need for maintaining library spaces for the community to gather as well as the need to provide an adequate number of circulations and titles. These collections need to be updated at a regular interval to ensure that the community is inspired for personal growth and life-long learning. The number of circulations in 2023 were 140,000.

Table 9-16: Technical LOS - Library

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Capacity and Use		
Offer collections, programs and services that are responsive to community needs and interests. Provide a place to gather and make connections to the community, to information and ideas, and to each other.	Number of items per household (or per capita)	3.1
	Number of circulations	140,000
	Social return on investment	327% ($3.27 for every dollar invested)
Reliability and Quality		

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance (2023)
Assets are maintained in a state of good repair (fit for service)	% of library assets within service life (excluding facility)	60.2%
	% of library assets in renewal backlog (excluding facility)	32.3% (does not include Mill Street Library)

9.6.4 Risk Management Strategy

The risk map in Figure 9-33 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area, excluding the facility. For facilities risk, refer to Section 9.9.4. The assets shown as a High-risk exposure (orange) consists of furniture and fixtures used by the public and collections which are due for replacement.

Figure 9-33: Risk Exposure – Library* ($M)

POF	1	2	3	4	5
5	-	-	$0.85	-	-
4	$0.01	-	$0.67	$0.07	-
3	-	-	-	-	-
2	$0.03	$0.06	$0.80	$0.03	-
1	-	$0.08	$0.03	-	-

Consequence of Failure

	Replacement Value	%
Very High	$0.00	0.0%
High	$0.92	35.1%
Moderate	$0.67	25.4%
Low	$0.83	31.7%
Very Low	$0.20	7.8%
Total	**$2.63**	**100%**

*Note: does not include Mill Street Library. Risk map does not include assets not assessed for condition.

9.6.5 Lifecycle and Financial Management Strategy

9.6.5.1 Renewal Needs

Figure 9-34 shows the forecasted renewal needs of Library assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The renewal needs for the Library facility are covered separately in Section 9.9. The average renewal need is estimated at $0.42 million per year (dashed black line) compared to the average annual funding of $0.30 million per year (dashed orange line). This results in an estimated average funding gap of $0.12 million per year over the next 10 years. The needs for digital collections are not included in this AM Plan, and therefore the funding gap identified is a minimum shortfall for Library Services.

Figure 9-35 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.42 million per year. The main funding source for renewal of Library assets is reserves.

Figure 9-34: Forecasted Renewal Needs – Library

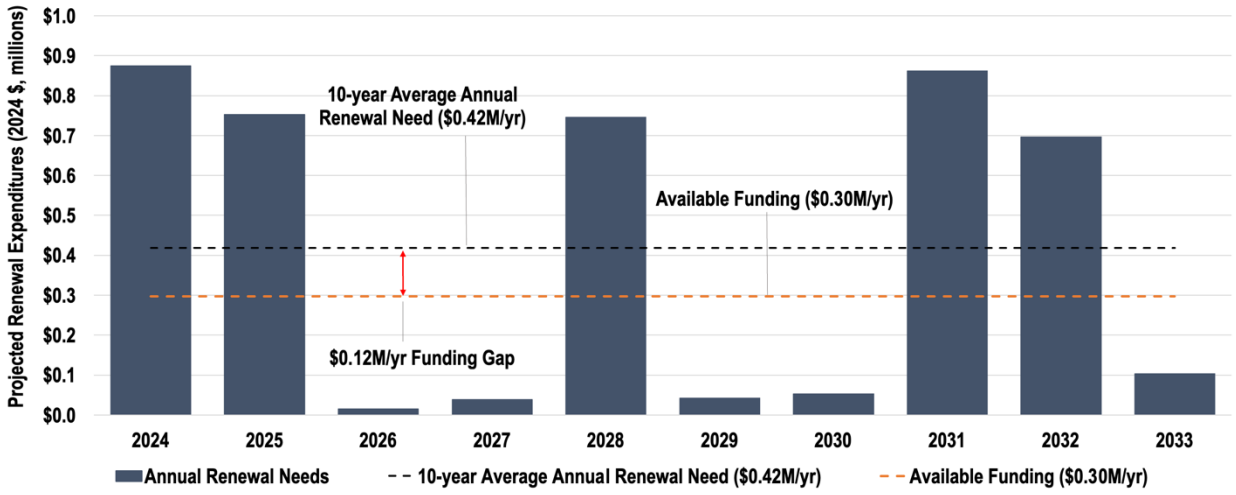
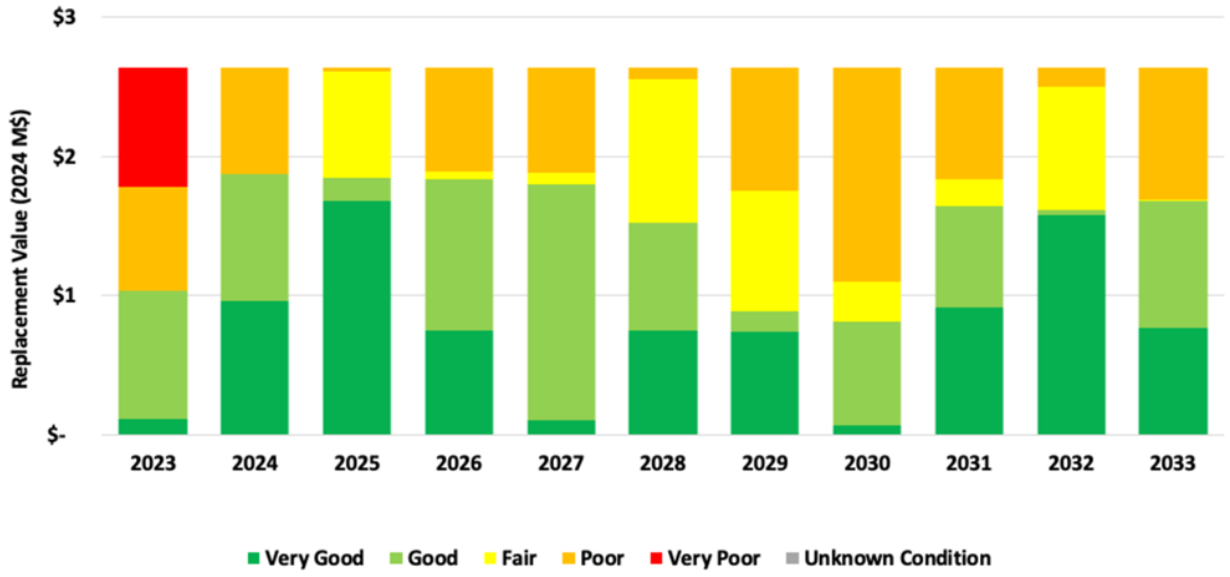


Figure 9-35: Asset Condition Forecast – Library



9.6.5.2 Growth and Upgrade Needs

Table 9-17 outlines the 10-year growth and upgrade projects for Library Services. The estimated $11.0 million cost for the Alder Library expansion is not currently funded. The main funding source for currently funded growth and upgrade projects is tax.

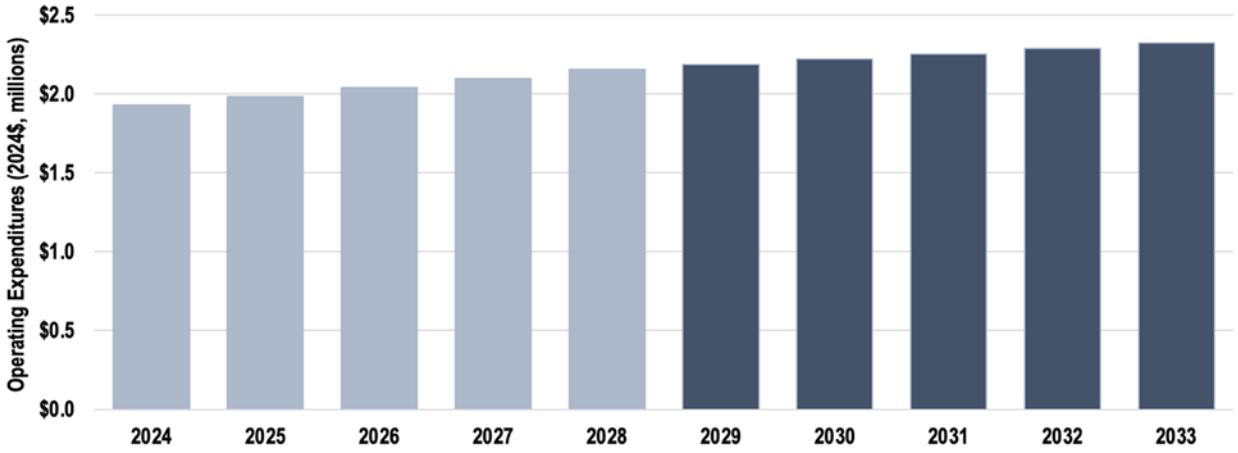
Table 9-17: Growth and Upgrade Needs – Library

Year	Project Name	Needs ($M)	Funded ($M)	Funding Gap ($M)
2024	Furniture	$0.01	$0.01	-
2024-2031	RFID Security Inventory System	$0.12	$0.12	-
2024-2033	Makerspace Upgrades	$0.05	$0.05	-
2026-2027	New Service Delivery Lockers/Kiosk	$0.05	$0.05	-
2028	Alder Library Expansion	$11.00	-	$11.00
	TOTAL	**$11.23**	**$0.23**	**$11.00**

9.6.5.3 Operating Needs

Figure 9-36 shows the operating and maintenance costs of Library Services. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-36: Operating Needs Forecast – Library



9.7 Municipal Administration

9.7.1 Overview

Municipal administration plays a crucial role in the effective functioning and development of a municipality. The term "municipal administration" refers to the organizational structure, processes, and activities involved in managing the affairs of a local government or municipality. The role of municipal administration is multifaceted and includes corporate Information Technology (IT). Corporate IT is critical for efficient operations, service delivery, and overall governance across the Town. Corporate IT encompasses the use of technology to support various municipal functions, enhance communication, and streamline processes.

9.7.2 State of the Infrastructure

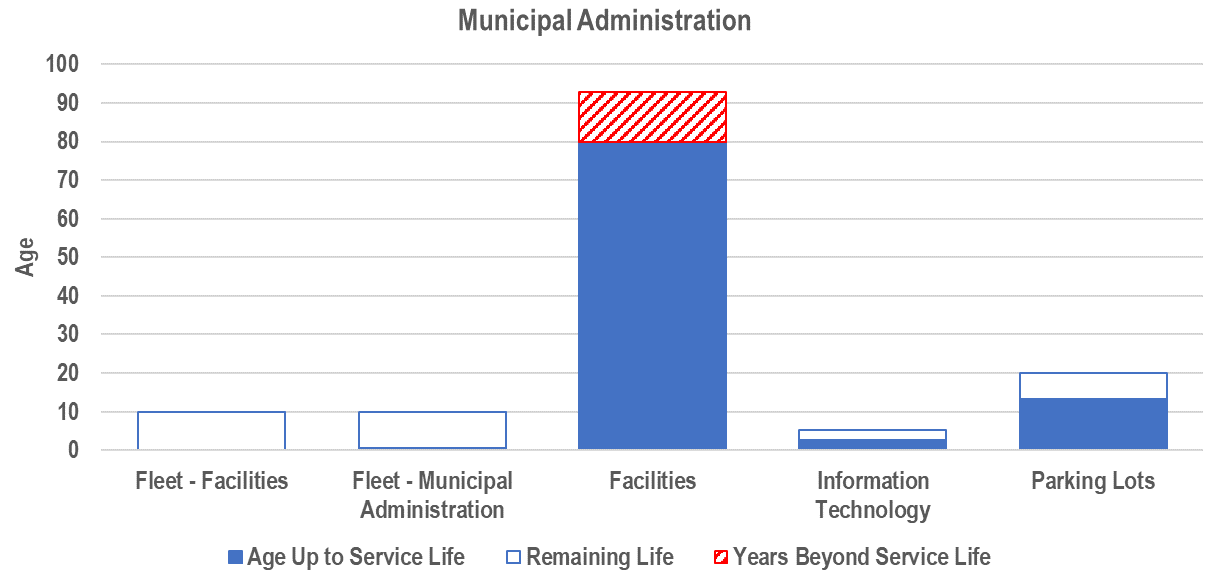
Assets that support Municipal Administration include information technology, fleet and facilities. Table 9-15 shows the estimated replacement value of $24.7 million and includes a breakdown of the inventory by asset category. Major facilities such as the Town Hall and the OPP building make up most of the portfolio value. Software assets are not currently included under the information technology portfolio and is identified as a future improvement initiative.

Table 9-15: Inventory Summary, Municipal Administration

Asset Category	Asset Subcategory	Replacement Value ($M)	Quantity	Percent of Value
Fleet	Light Duty Vehicles	$0.18	6	0.7%
Facilities		$16.89	6	68.3%
Parking Lots		$0.60	7	2.4%
Information Technology	Network, Server Hardware, Switches, IT Equipment	$7.04	393	28.5%
	Total	**$24.7**		**100.0%**

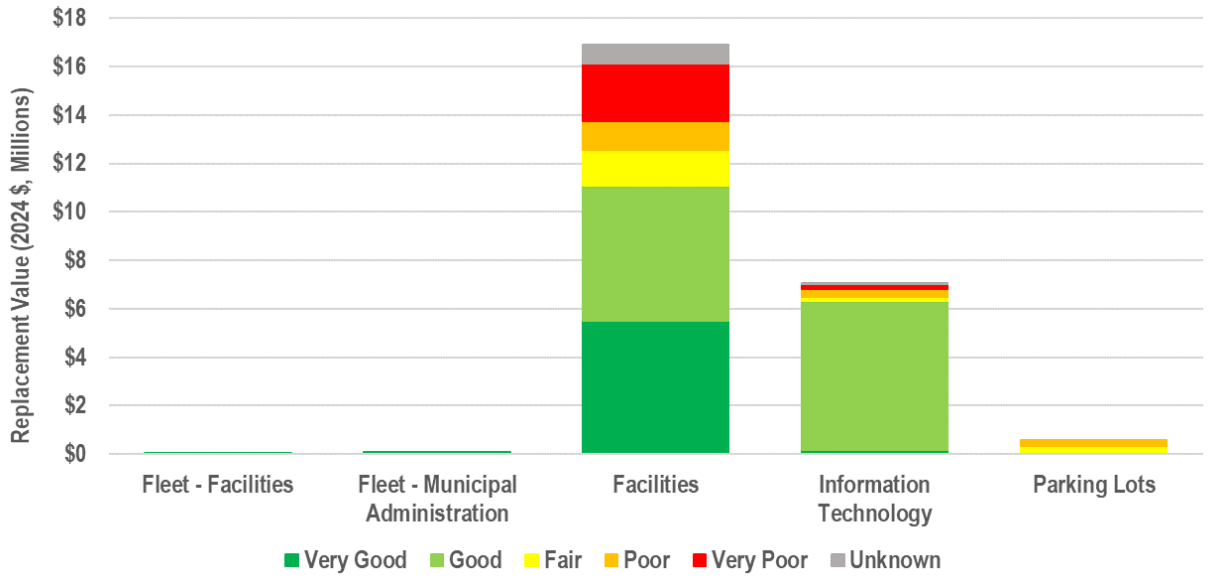
The average age and estimated service life of the Town's Municipal Administration assets, weighted by replacement value, is summarized in Figure 9-31. The age of facilities is shown as past service life due to Town Hall, which has an original construction year of 1875. The facility has undergone renovations in recent years that are not reflected in Figure 9-31. The average age of fibre, which is a much longer service life asset than other IT assets, is not included as part of the IT average age of 2.6 years. Approximately 50% of the fibre network was installed in 2001 and the expansion in 2016. The fibre is expected to have a service life of 50 years.

Figure 9-31: Average Age – Municipal Administration



The condition distribution for Municipal Administration assets is summarized in Figure 9-32. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The condition profiles for fleet, IT switches, and IT network assets are based on condition ratings while the condition profile for facilities and other IT assets are estimated based on age and service life. Overall, 81.8% of Municipal Administration assets are in fair or better condition.

Figure 9-32: Condition Distribution by Replacement Value - Municipal Administration



9.7.3 Levels of Service

Table 9-16 provides the technical LOS for the Town's Information Technology division which will be reported in future updates of this AM Plan. General fleet LOS such as the percentage of fleet in the renewal backlog and facilities LOS related to accessibility and energy consumption are discussed from a corporate perspective in Section 4.4.

Table 9-16: Community and Technical LOS - Municipal Administration

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance
Capacity and Use		
IT support services are accessible to all users within the Town	% of IT tickets resolved within 1 day	Future Metric
Data security and management systems can handle all City data securely and efficiently	# of Data Breach incidents per year	Future Metric
IT project management services ensure that all City projects have IT support when needed	% of IT Projects completed on time every year	Future Metric
Function		
IT systems meet Towns operational needs while ensuring user safety and data security	% of time that system is functional	Future Metric
IT services that are responsive and meet the Town's operational service delivery standards	% of user survey requests fulfilled within 1 day	Future Metric
Emergency communication systems that meet needs for rapid response and resiliency	% redundancy in Emergency Systems	Future Metric
Reliability and Quality		
IT security services that are reliable and respond promptly to threats and incidents	# hours average incident / ticket response time	Future Metric
Responsive customer support for IT-related inquires with minimal downtime	% Customer satisfaction rate	Future Metric
Vital statistics databases that are accurate and maintain data integrity	% Vital statistics Database backup and recovery success rate	Future Metric
IT Infrastructure maintained to ensure continuous operations and responsiveness	% of hardware assets within warranty period	Future Metric

9.7.4 Risk Management Strategy

The risk map in Figure 9-33 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all infrastructure represented within the Service Area, excluding facilities. For facilities risk, refer to Section 9.9.4. The $0.23 million of assets shown as a Very High-risk exposure (red) consists of switches and servers that have reached the end of their service life.

Figure 9-33: Risk Exposure – Municipal Administration* ($M)

POF	1	2	3	4	5
5	-	-	-	$0.23	-
4	$0.06	-	-	$0.24	-
3	-	-	-	$0.19	-
2	$0.19	-	$0.13	$5.82	-
1	$0.13	$0.18	-	$0.03	-

Consequence of Failure

	Replacement Value	%
Very High	$0.23	3.2%
High	$0.24	3.3%
Moderate	$0.19	2.7%
Low	$5.95	82.5%
Very Low	$0.60	8.3%
Total	**$7.22**	**100.0%**

*Note: Includes corporate IT, and corporate Fleet and Equipment. Excludes Facilities and Parking Lots. Risk map does not include assets not assessed for condition.

9.7.5 Lifecycle and Financial Management Strategy

9.7.5.1 Renewal Needs

Figure 9-34 shows the forecasted renewal needs of Municipal Administration assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The renewal needs for facilities are covered separately in Section 9.9. The average renewal need is estimated at $0.30 million per year (dashed black line) which aligns with the average annual funding available (dashed orange line), indicating that fleet and IT assets within Municipal Administration is adequately funded in the Capital Plan over the next 10 years. Figure 9-34 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.30 million per year. The main funding sources for renewal of Municipal Administration assets are tax and reserves.

Figure 9-34: Forecasted Renewal Needs – Municipal Administration

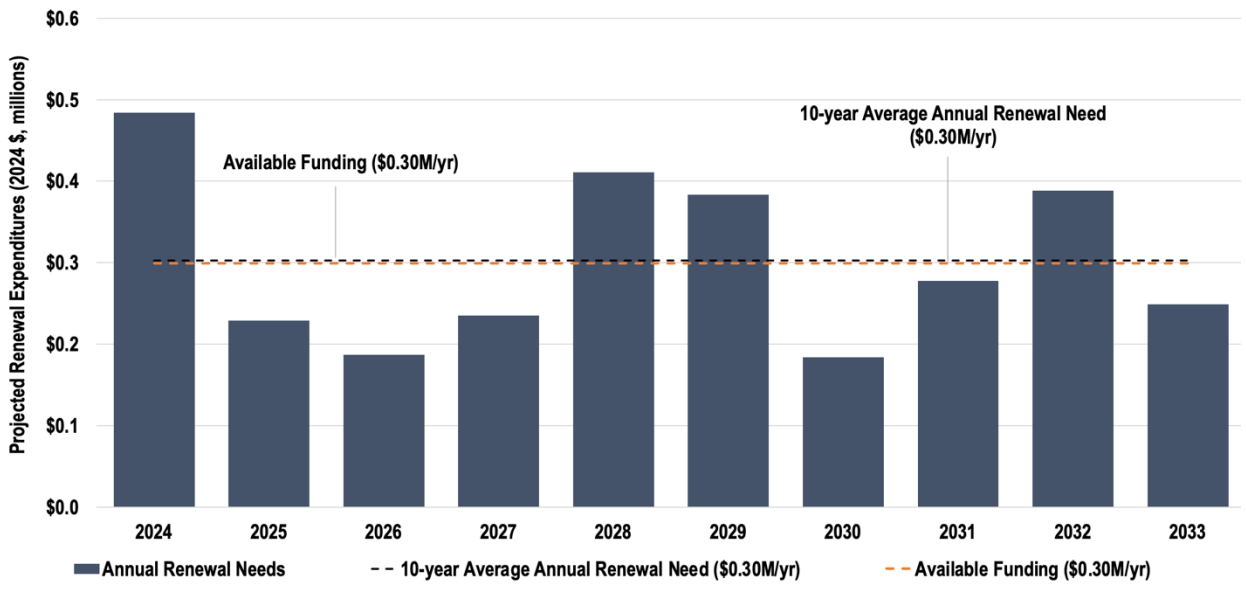
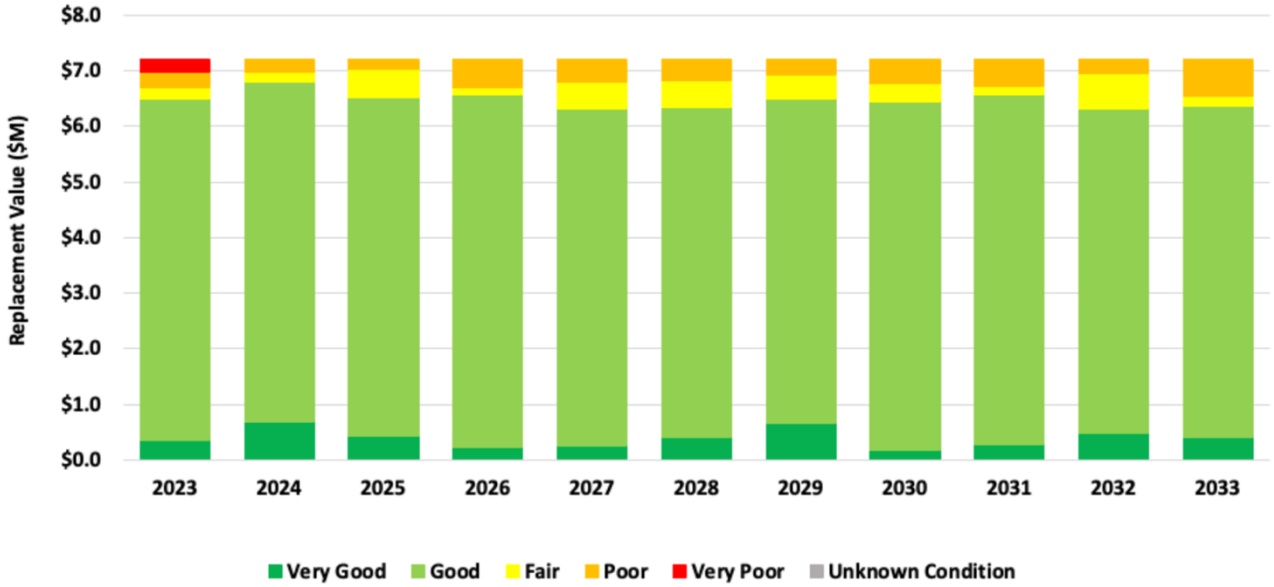


Figure 9-35: Asset Condition Forecast – Municipal Administration



9.7.5.2 Growth and Upgrade Needs

Table 9-17 outlines the 10-year growth and upgrade projects for Municipal Administration This AM Plan does not include software assets in the State of Infrastructure summary, but planned growth projects related to software are known and reported in this section. Though all identified growth and upgrade projects are funded for Municipal Administration assets, the costs for the new park security cameras will likely be considerably higher than currently budgeted due to the need to install approximately 3km of network fiber. The Enterprise Asset Management (EAM) software project is also anticipated to cost closer to $400,000. It is expected that additional funding for the EAM will come from water/wastewater rate reserves and building reserve funds. Funding sources for the currently funded growth projects are tax and reserves.

Table 9-17: Growth and Upgrade Needs – Municipal Administration

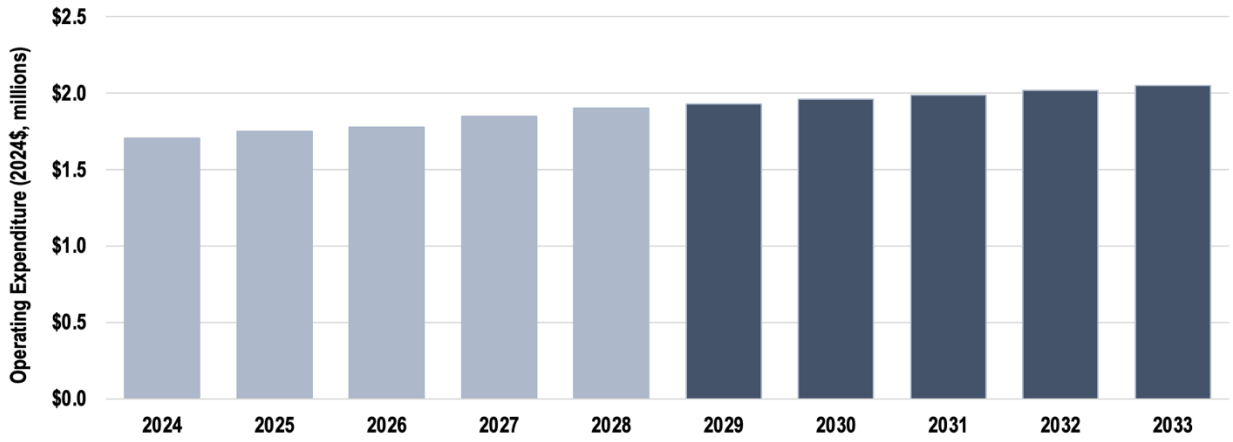
Year	Project Name	Needs ($M)	Funded ($M)	Funding Gap ($M)
2024	Land Mobile Radio and Public Safety Broadband Network	$0.65	$0.65	-
2024	Park Security Cameras	$0.04	$0.04	-
2024-2033	Record Information Management Software Application	$0.60	$0.60	-
2024	Parking Mgmt. System Software	$0.15	$0.15	-
2024	Enterprise Asset Mgmt. Software	$0.18	$0.18	-
2024	Customer Relationship Management System Upgrade	$0.10	$0.10	-
	TOTAL	**$1.72**	**$1.72**	**-**

9.7.5.3 Operating Needs

Figure 9-36 shows the operating and maintenance costs of Municipal Administration assets, excluding programming costs and facilities. Operations and maintenance costs for Municipal Administration facilities are covered in Section 9.9.5.3. The first five years are based on the 5-year Operating Budget developed as part of the Town's annual

budgeting process. Operating costs will continue to increase as new software is implemented by the Town. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-36: Operating Needs Forecast – Municipal Administration



9.8 Public Works

9.8.1 Overview

Public Works provides services to the residents of the Town of Orangeville by operating and maintaining Public Works infrastructure. The majority of public works assets, including roads, water and wastewater treatment facilities, water distribution, wastewater collection systems, and stormwater management systems were covered in the Core AM Plan. This AM Plan covers the facilities and fleet that support the five groups within the Public Works division: administration, water, wastewater, roads and environmental compliance.

9.8.2 State of the Infrastructure

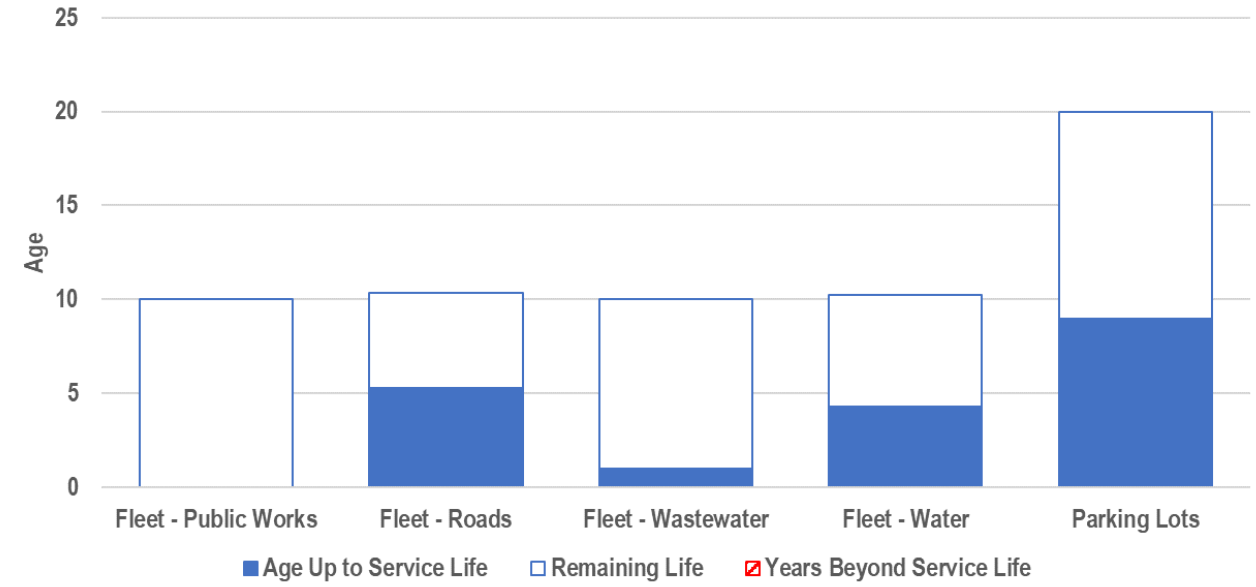
Assets that support Public Works include fleet, facilities, and associated facility parking lots. Table 9-18 shows the estimated replacement value of $17.6 million and includes a breakdown of the inventory by asset category. Corporate facilities including the Operations Centre and other operations-related facilities, School Board Building, and Bell Tower represent most of the portfolio ($10.2 million).

Table 9-18: Inventory Summary, Public Works

Asset Category	Asset Subcategory	Replacement Value ($M)	Quantity	Percent of Value
Fleet - Public Works	Light Duty Vehicle	$0.02	1	0.1%
Fleet & Equipment-Roads	Light, Medium and Heavy-Duty Vehicles and Equipment, Attachments, Winter and Shop Equipment	$4.74	37	26.9%
Fleet & Equipment - Wastewater	Medium Duty Vehicles	$0.16	2	0.9%
Fleet & Equipment - Water		$1.78	18	10.1%
Facilities		$10.18	9	57.9%
Parking Lots		$0.70	2	4.0%
	Total	**$17.58**		

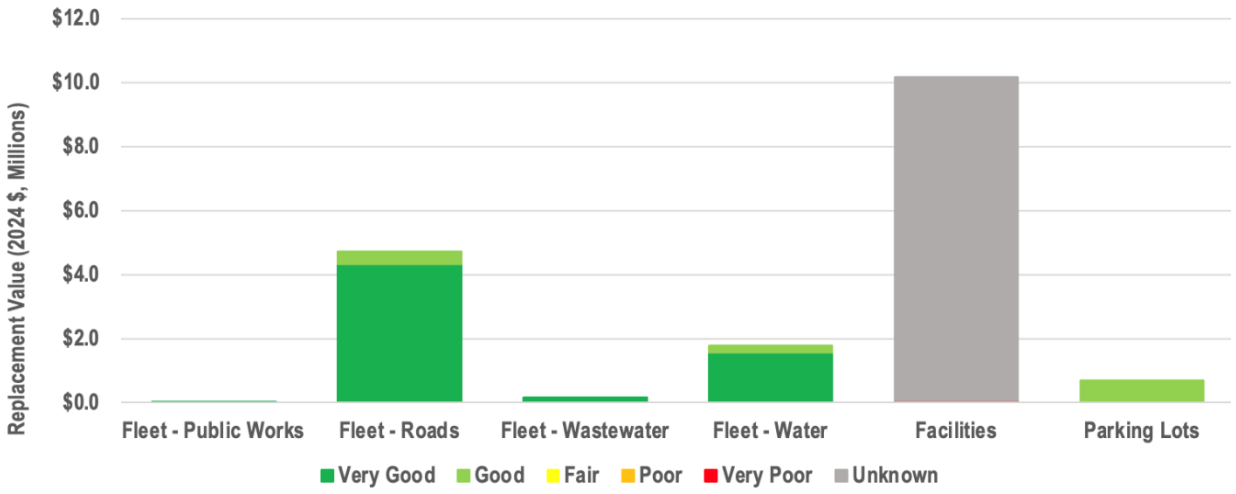
The average age and estimated service life of the Town's Public Work assets, weighted by replacement value, is summarized in Figure 9-37. The age of Public Works facilities is a data gap identified for future improvement.

Figure 9-37: Average Age – Public Works



The condition distribution for Public Work assets is summarized in Figure 9-38. The figure shows the relative replacement value by asset category, and the proportion of assets by condition grade. The condition for fleet assets is estimated based on condition ratings provided by Town staff, and parking lots are based on age and service life. Facility age and condition data is to be developed for future updates to this AM Plan. Overall, fleet and parking lots associated with Public Works facilities are in Good or Very Good condition.

Figure 9-38: Condition Distribution by Replacement Value - Public Works



9.8.3 Levels of Service

Table 9-19 provides the technical LOS for fleet in Public Works. General fleet and facilities LOS related to renewal backlog, accessibility and energy consumption are discussed from a corporate perspective in Section 4.4. The Town currently has 1 snowplow per route and therefore does not have backup capacity for winter control.

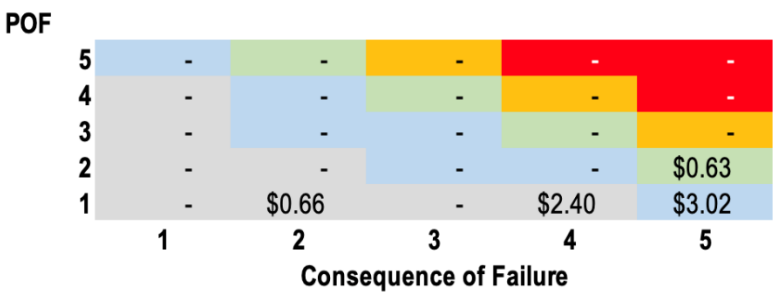
Table 9-19: Community and Technical LOS - Public Works

Community Levels of Service	Technical Levels of Service	
	Description	Current Performance
Capacity and Use		
Provide sufficient capacity for winter control to meet Minimum Maintenance Standards	Ratio of snowplows / routes	1:1 (5 plows, 5 routes)
	Ratio of snowplows / lane km of roads	53 lane-km per snowplow (based on 264.3 lane km)

9.8.4 Risk Management Strategy

The risk map in Figure 9-39 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for Public Works assets. Currently, fleet and equipment are estimated to be in lower risk as assets are in good condition. For facilities risk, refer to Section 9.9.4.

Figure 9-39: Risk Exposure – Public Works* ($M)



	Replacement Value	%
Very High	$0.00	0.0%
High	$0.00	0.0%
Moderate	$0.63	9.4%
Low	$3.02	45.1%
Very Low	$3.06	45.6%
Total	**$6.70**	**100.0%**

9.8.5 Lifecycle and Financial Management Strategy

9.8.5.1 Renewal Needs

Figure 9-40 shows the forecasted renewal needs of Public Work assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The renewal needs for facilities are covered separately in Section 9.9. The average renewal need is estimated at $0.66 million per year (dashed black line) and the average annual funding is estimated at $0.59 million per year (dashed orange line). This results in an average $0.07 million per year funding gap.

Figure 9-41 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $0.66 million per year. The main funding source for renewal of Public Works assets is tax, reserves and water rates.

Figure 9-40: Forecasted Renewal Needs – Public Works

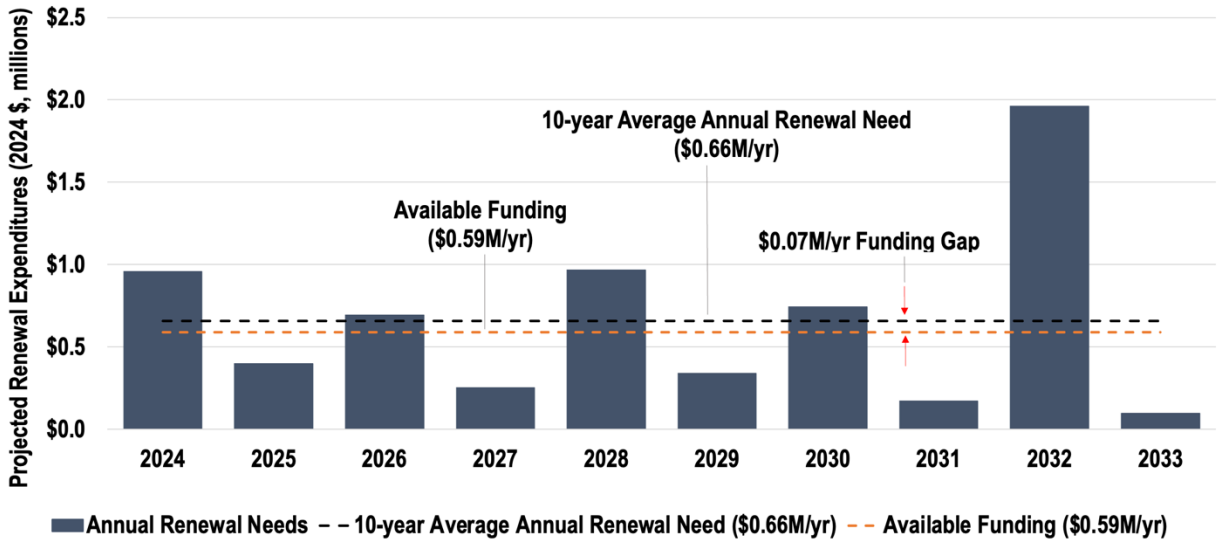
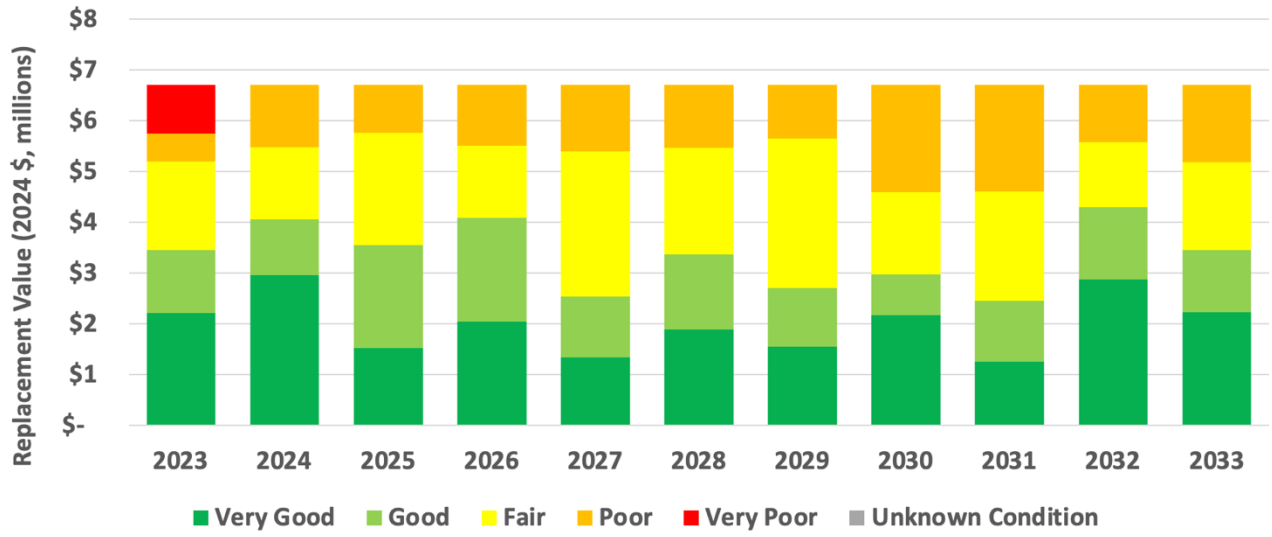


Figure 9-41: Asset Condition Forecast – Public Works



9.8.5.2 Growth and Upgrade Needs

Table 9-20 outlines the 10-year growth needs for Public Works fleet and facilities. A funding gap of $0.89 million is estimated based on the unfunded portion of the Operations Centre expansion. Funding sources for currently funded projects are development charges and tax. In addition to the capital costs in Table 9-20, the Town has leased five new vehicles in 2024 to accommodate increases in Town staff and services.

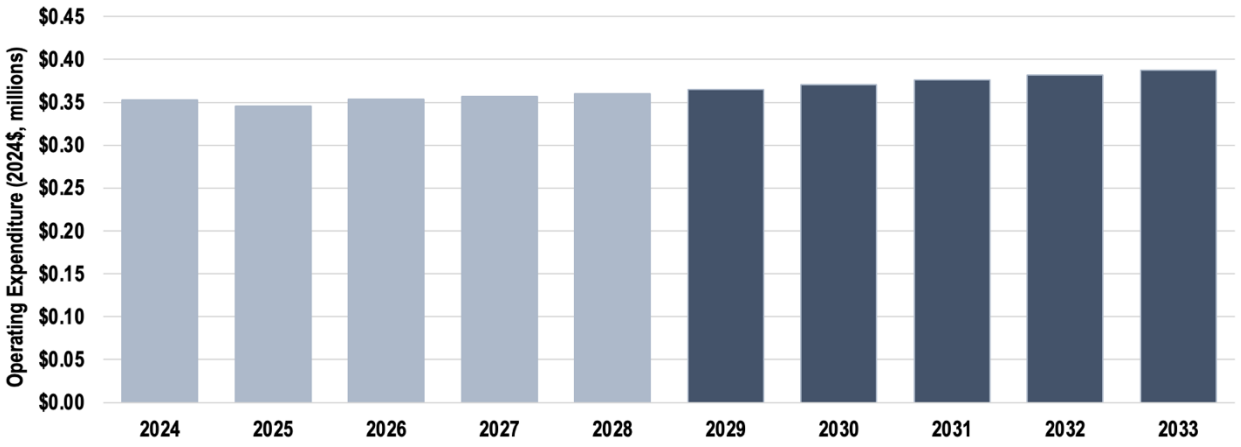
Table 9-20: Growth and Upgrade Needs – Public Works

Year	Project Name	Needs ($M)	Funded ($M)	Funding Gap ($M)
2024	Covered Trailer	$0.028	$0.028	-
2024	Operations Center – 3 Bay Expansion	$2.44	$1.55	$0.89
2025	Street Sweeper	$0.60	$0.60	-
2026	Crane Truck	$0.18	$0.18	-
	Total	**$3.25**	**$2.36**	**$0.89**

9.8.5.3 Operating Needs

Figure 9-42 shows the operating and maintenance costs of fleet and equipment for Public Works, excluding programming costs and facilities. Operations and maintenance costs for Public Works facilities are covered in Section 9.9.5.3. The first five years of the forecast are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow. Long lead times between ordering and receiving vehicles is causing the Town to spend an increased amount on maintenance while waiting for replacement vehicles and equipment, resulting in increasing pressures on the operating budget.

Figure 9-42: Operating Needs Forecast – Public Works (Fleet and Equipment)



9.9 Facilities

9.9.1 Overview

The Facilities division is responsible for maintaining all facilities across Town divisions. This AM Plan covers all facilities except water and wastewater facilities, which were discussed in the Town's 2022 Core AM Plan.

9.9.2 State of Infrastructure

The State of Infrastructure for Town facilities is covered in each division as applicable in Sections 9.4.2 (Parks), 9.5.2 (Fire), 9.6.2 (Library), 9.7.2 (Municipal Administration), and 9.8.2 (Public Works).

9.9.3 Levels of Service

For Levels of Service for facility assets, refer to Town-wide measures discussed in Section 4.

9.9.4 Risk Management Strategy

The risk map in Figure 9-43 combines the Criticality (CoF) ratings with the Condition (PoF) ratings for all facilities across Town divisions. 14.5% of facilities are estimated to be in Very High risk. This risk assessment will change as the Town completes building condition assessments to improve its understanding of the condition and probability of failure of its facility assets.

Figure 9-43: Risk Exposure – Facilities* ($M)

POF	1	2	3	4	5
5	-	-	$2.0	$1.4	$7.0
4	-	$0.3	$2.8	$0.8	$5.4
3	-	$0.4	$6.3	$14.0	$8.3
2	-	$0.7	-	$24.0	$5.5
1	-	-	$1.3	$11.9	$3.4

Consequence of Failure

	Replacement Value	%
Very High	$13.84	14.5%
High	$11.16	11.7%
Moderate	$22.37	23.4%
Low	$34.33	35.9%
Very Low	$13.88	14.5%
Total	**$95.57**	**100%**

*Note: does not include the shed in Cemetery

9.9.5 Lifecycle and Financial Management Strategy

9.9.5.1 Renewal Needs

Figure 9-44 shows the forecasted renewal needs of Facility assets over the next 10 years for the Town to maintain its current level of service and prevent the renewal backlog of Very Poor assets from increasing. The average renewal need is estimated at $2.44 million per year (dashed black line) and the average annual funding of $0.66 million per year (dashed orange line). This results in an average estimated funding gap of $1.78 million per year over the next 10 years. Figure 9-44 shows the forecasted asset condition over the next 10 years under the recommended renewal investment of $2.4 million per year. The main funding sources for renewal of facilities are tax and debt.

Figure 9-44: Forecasted Renewal Needs – Facilities

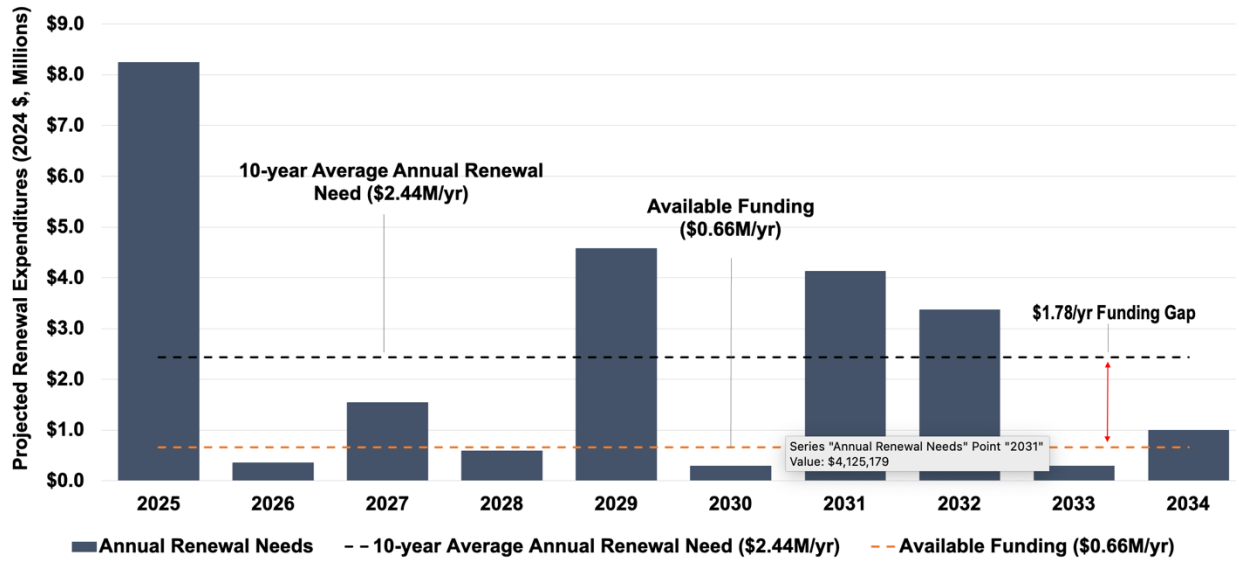
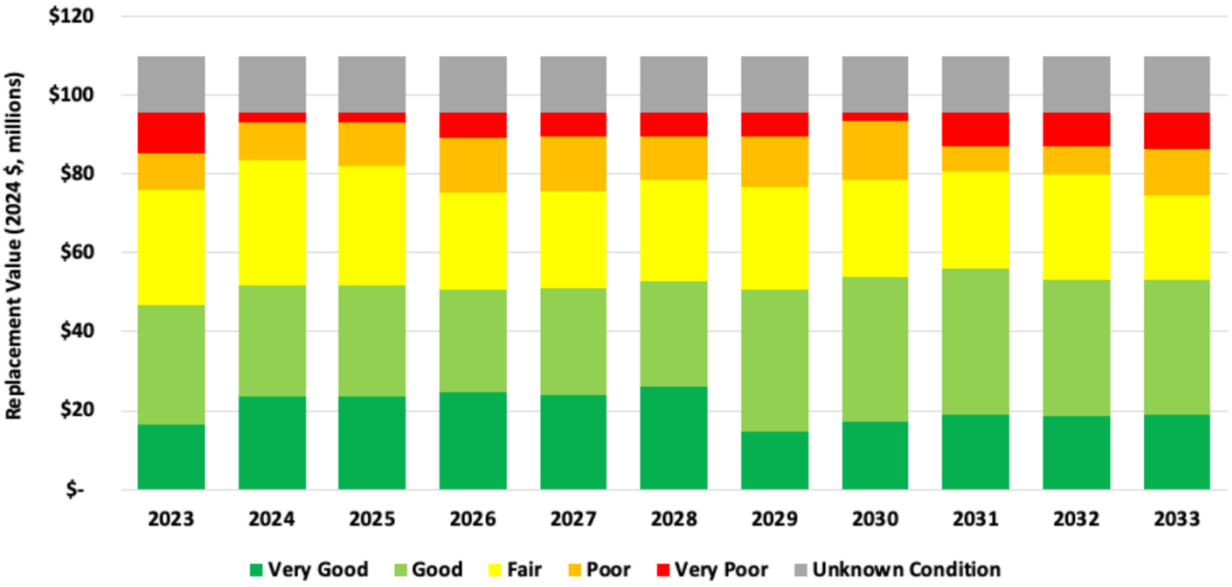


Figure 9-45: Asset Condition Forecast – Facilities



9.9.5.2 Growth and Upgrade Needs

Table 9-21 outlines the 10-year growth and upgrade projects for Facilities. The funding gap is related to a $300,000 portion of the upgrades needed at Tony Rose Recreation Centre. Funding sources for currently funded growth projects are tax and debt.

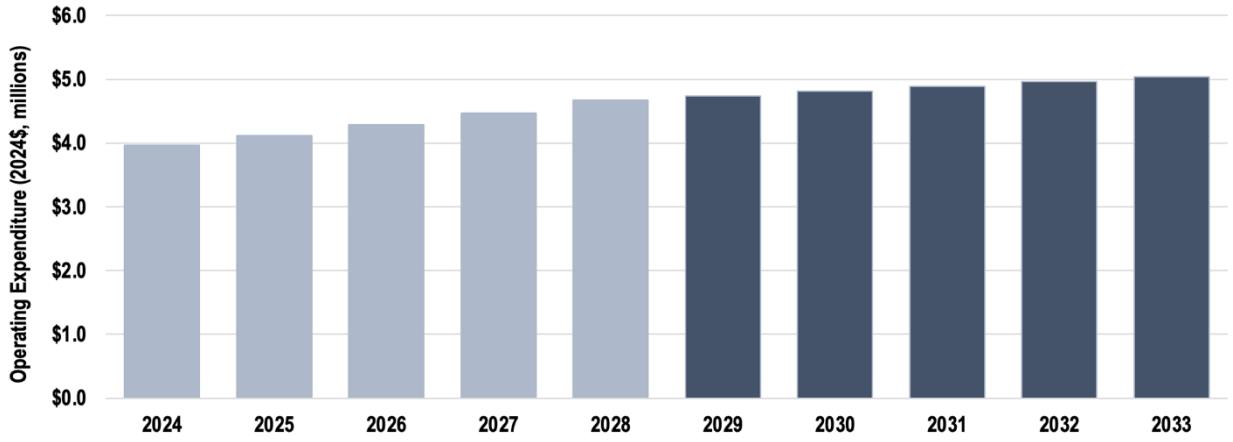
Table 9-21: Growth and Upgrade Needs – Facilities

Year	Project Name	Needs	Funded	Funding Gap
2024	Patio Furniture for Alder	$40,000	$40,000	-
2024-2026	Project Manager	$450,000	$450,000	-
2024	Furniture for Train Station	$10,000	$10,000	-
2026	Tony Rose Facility Upgrades	$2,300,000	$2,000,000	$300,000
	TOTAL	**$2,800,000**	**$2,500,000**	**$300,000**

9.9.5.3 Operating Needs

Figure 9-46 shows the operating and maintenance costs of facility assets, excluding the fire facility and library facility. The operating costs for the fire and library facilities are covered in Sections 9.5.5.3 and 9.6.5.3, respectively. The first five years in Figure 9-46 are based on the 5-year Operating Budget developed as part of the Town's annual budgeting process. A nominal growth rate of 1.5% is forecasted from years 2029 to 2033 reflecting increasing needs as the Town's asset portfolio is continues to grow.

Figure 9-46: Operating Needs Forecast – Facilities



Acknowledgements

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The process of assembling this AM Plan required significant effort and co-ordination across different service areas and we thank everyone involved in the process for their hard work. We are also sincerely thankful to the global management team and Town Council for their continued support throughout the development of the AM Plan.

Thank you once again for your valuable contributions and ongoing efforts. Your efforts are crucial in realizing the best value from assets. This AM Plan helps the Town find the right balance between levels of service, cost, and risk.

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2024 Asset Management Plan

Orangeville
Historic Charm Dynamic Future