Corporation of the Town of Wasaga Beach

Asset Management Plan

2025

Strategic Roadmap of Core and Non-Core Municipal Assets

July 2025

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Executive Summary

In 2008/2009, changes to municipal financial reporting helped highlight the aging infrastructure in communities and the difficulty local governments face in funding the upkeep and growth of these systems. To help address these challenges, asset management practices were introduced.

What is Asset Management?

Asset management is a structured approach to managing a municipality's infrastructure—such as roads, water systems, buildings, and other public assets—in a way that ensures they continue to deliver services reliably and cost-effectively. It involves tracking the condition, performance, and value of assets, and planning for their maintenance, repair, replacement, and funding over time. The goal is to provide residents with safe, sustainable, and high-quality services, while making the best use of public funds.

The Town's Policy

The Town of Wasaga Beach has a Strategic Asset Management Policy. This policy commits to developing a plan that includes all essential municipal infrastructure—even some smaller assets that might not usually be tracked. The plan will be reviewed every year and fully updated at least every five years, as required by Ontario regulations.

Provincial Guidance

According to Ontario's Building Together Guide, asset management planning means making the best decisions about building, maintaining, renewing, and replacing infrastructure. The goal is to balance benefits, risks, and service levels in a sustainable way. A solid financial plan is key to making it all work.

Town's Infrastructure

Wasaga Beach has invested over $469 million in infrastructure. This Asset Management Plan focuses on renewing existing assets, and all costs are shown in current dollars.

What's in the Asset Management Plan?

1. **Introduction** – Overview of the plan.
2. **Mission and Goals** – What the plan aims to achieve.
3. **State of Local Infrastructure** – Current condition, age, and value of assets.
4. **State of Other Assets** – Information on additional town assets.
5. **Desired Levels of Service** – What service levels the town wants to maintain and how they're measured.
6. **Asset Management Strategy** – Planned actions over the next 10 years to maintain services efficiently.
7. **Financing Strategy** – How the town plans to fund repairs and maintenance in a responsible way.
8. **Summary and Conclusions** – Wrap-up of key points and next steps.

Purpose of the Plan

This plan is a decision-making tool for staff and Council. It helps guide budget planning and long-term financial forecasting. It's supported by other documents like the Roads Needs Study and the bi-annual Ontario Structure Inspection Manual (OSIM) reports.

Introduction

The Asset Management Process provides a structured framework to guide informed decision-making regarding the planning, operation, maintenance, and renewal of municipal infrastructure. This process addresses the following key questions:

What assets do we own?

A detailed and up-to-date **asset inventory** is maintained to track all municipal infrastructure, including asset types, quantities, locations, and attributes.

What are these assets worth?

Assets are **valued** using consistent methodologies that reflect their replacement cost and inform financial planning and risk assessment.

Where are the assets located?

Asset locations are recorded and managed using a **Geographic Information System (GIS)**, enabling spatial analysis and informed infrastructure planning.

How do we operate and manage these assets?

Levels of service are established to define performance targets, ensure compliance with regulations, and meet community expectations.

What is the current condition of our assets?

Regular **condition assessments** and analysis of the **risk and consequence of failure** support prioritization and proactive maintenance strategies.

What actions are required?

Based on asset condition and performance, strategies are developed to **construct, maintain, rehabilitate, or replace** infrastructure assets in a timely and cost-effective manner.

What will it cost, and how will it be funded?

A long-term **financial strategy** is developed to estimate lifecycle costs and ensure sustainable funding through appropriate budgeting and reserve management.

The Town of Wasaga Beach is responsible for managing infrastructure assets with an estimated replacement value of approximately $727 million. These assets support the delivery of essential municipal services including water, wastewater, stormwater management, and transportation for a population of over 24,862 permanent and seasonal residents.

Currently, the Town continues to provide a high level of service, supported by an asset portfolio that is composed largely of assets that are less than halfway through their expected useful life. However, as infrastructure ages, the cost of renewal and replacement will place increasing pressure on the Town's long-term financial capacity. Proactive asset management planning is therefore essential to ensure the sustainable delivery of services.

To support this, the Town adopted a Strategic Asset Management Policy on June 25, 2019, in accordance with Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015. This policy demonstrates the Town's commitment to the continuous improvement of its asset management program and establishes a formal framework to guide decision-making.

Key components of the Strategic Asset Management Policy include:

- **Policy Statements** outlining the Town's vision and objectives for asset management
- **Clear Definitions** to ensure consistency and understanding across the organization
- **Alignment with the Town's Strategic Direction**, ensuring that asset decisions support broader community goals
- **Roles and Responsibilities** for staff, Council, and stakeholders involved in asset management
- **Guiding Principles** such as sustainability, affordability, and risk management

This document outlines the Town's strategic approach to asset management and should be read in conjunction with the Strategic Asset Management Policy, which is provided in Appendix A of this Asset Management Plan.

Like many municipalities across Canada, the Town of Wasaga Beach is tasked with maintaining a wide range of infrastructure assets in a sustainable, cost-effective, and reliable manner. This Asset Management Plan provides a strategic framework to guide the responsible management of the Town's diverse infrastructure, including:

Storm Sewer Assets

- Sewer Mains
- Manholes
- Oil/Grit Separators
- Catchbasins
- Storm Ponds

Sanitary Sewer Assets

- Sanitary Sewer Mains and Force Mains
- Sanitary Sewer Manholes
- Wastewater Treatment Facilities
- Pumping Stations

Water Infrastructure Assets

- Water Mains
- Air Release Valve Chambers
- Water Treatment Facilities and Drilled Wells
- Fire Hydrants

Bridges and Culverts

- Bridge Surface
- Bridge Deck
- Culverts

Road Assets

- Road Surface
- Road Base
- Road Shoulders and Curbs
- Sidewalks
- Guide Rails

Vehicles and Equipment Assets

- Fleet
- Streetlighting
- Library Collection
- Water Meters and Parts
- Office Furniture
- Computer Hardware
- Scoreboards and Etc.

Building Assets

- General Capital Buildings:
  - Town Hall
  - Public Works Buildings
  - Library & Arena
  - Fire Stations
  - RecPlex
  - Youth Centre
  - Etc.
- Infrastructure Capital Buildings:
  - Pumping Stations
  - Water & Wastewater Treatment Plants
  - Storm Water Management Structures

Plan Development and Implementation

This Asset Management Plan was developed through a collaborative effort involving the Public Works Department, Treasury Department, Ontario Clean Water Agency (OCWA), and external engineering consultants, who contributed through the Road Needs Study and the Ontario Structure Inspection Manual (OSIM) report.

At this stage, the plan does not include detailed condition evaluations of underground infrastructure, where asset information is primarily based on age and expected service life.

A conservative approach has been applied to renewal and replacement planning for these assets in the absence of more detailed data.

The plan serves as a valuable resource in the annual budgeting process, supporting informed decisions by both staff and Council. It highlights the alignment between infrastructure needs and financial planning, while identifying areas requiring improvement.

To meet the requirements of Ontario Regulation 588/17, the Town implemented the use of PSD CityWide, a new Enterprise Asset Management Software System in early 2024. This system supports comprehensive asset tracking and reporting, offering functionality to record:

- Asset inventory and attributes
- Expected useful life and replacement values
- Condition assessments
- Maintenance, repairs, and replacements
- Financial forecasts and lifecycle costing

The software enhances the Town's ability to manage assets proactively and assists with ongoing compliance with regulatory requirements.

Mission and Goals

The purpose of asset management is to guide the systematic, coordinated, and sustainable management of the Town's assets across all departments. This approach ensures the efficient and effective delivery of municipal services, both now and in the future, in alignment with the needs and expectations of the community.

The goals of the plan include:

1. **Service Delivery –** To provide levels of service that meets the needs of the community.
2. **Process Efficiency –** To provide an asset management process that is practical, efficient, and achievable.
3. **Information Management –** To facilitate the collection, integration, and communication of accurate and timely asset information across the organization.
4. **Financial Planning –** To develop operating, maintenance and capital financial plans that supports the defined levels of service.
5. **Sustainability –** To manage the Town's assets in a manner that is environmentally, socially, and financially sustainable over the long term.

State of Local Infrastructure

This section of the Asset Management Plan details the Town's capital assets and summarizes the information into tables that include:

- A comprehensive asset database documenting asset types and sub-types, along with key attributes such as quantities, materials, and other relevant characteristics;
- Financial accounting valuations, where available;
- Replacement cost estimates for each asset class;
- Analysis of asset age distribution and the proportion of each asset's age relative to its expected useful life;
- Asset condition information, where available;

The foundation of this asset information is a detailed inventory initially developed in response to the implementation of Public Sector Accounting Board (PSAB) Standard 3150 in 2009. This inventory has been maintained and updated annually, providing critical data that supports the Town's capital planning and financial reporting processes. This was the starting point for the asset management plan document. It includes financial valuations such as historical cost, accumulated amortization, and net book value, as well as asset-specific details including age, useful life, and replacement cost.

In addition to the Town's internal asset inventory, the following studies and reports were utilized to inform and support the development of this Asset Management Plan:

- 2021 Water and Wastewater Rate Study
- 2020 Development Charge Study
- Facility Condition Assessment – Arena
- Ontario Clean Water Agency (OCWA) – WWTP/SPS/WTP – 10 Year Capital Forecast
- 2018 Roads Needs Study
- 2020 Ontario Structure Inspection Manual (OSIM) Report.

These resources collectively enhance the quality and reliability of the asset data and provide critical context for the assessment of current asset performance, future needs, and long-term capital planning.

Capital Asset Summary – Tax Supported

The Town currently owns and manages a total of approximately $262 Million in tax supported capital assets (excluding land), with an estimated replacement value of approximately $418 Million.

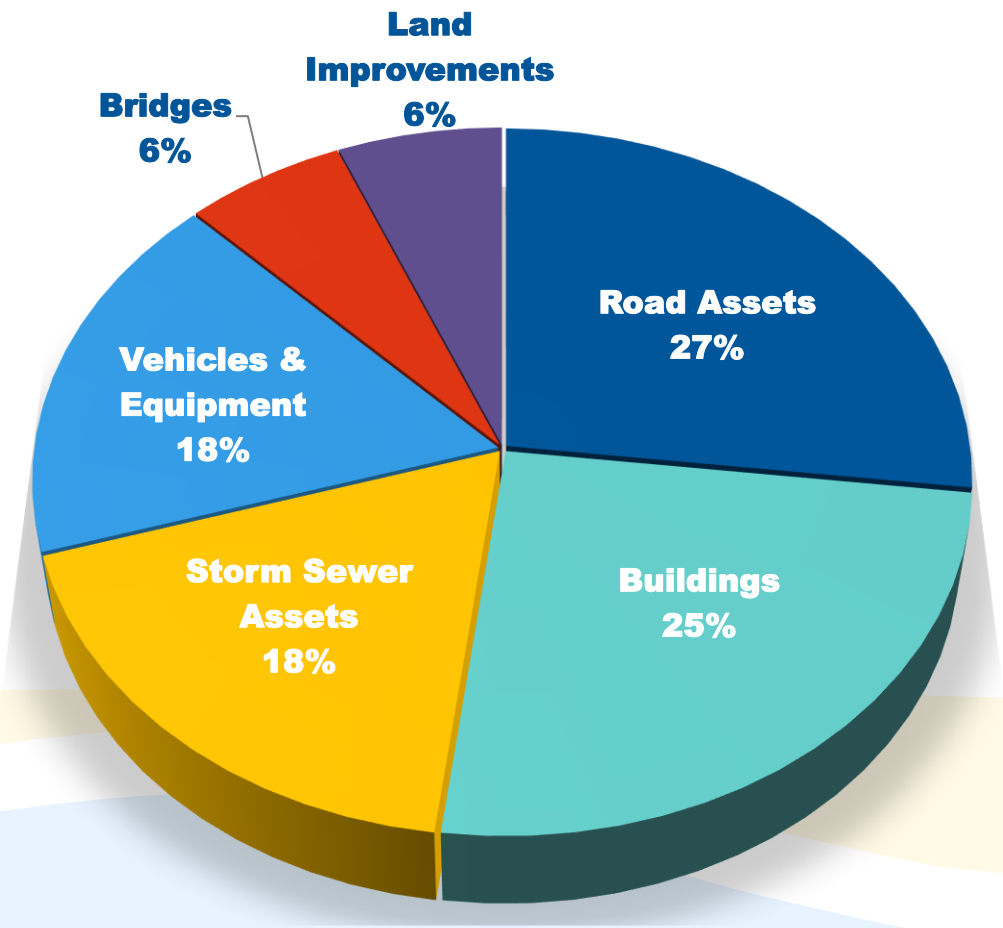
Table 1.1 and Figure 1.1 below provide a breakdown of the Town's tax-supported assets by asset class, presenting both historical cost and estimated replacement cost values. This information supports strategic planning by illustrating the scale and composition of the Town's infrastructure

portfolio and highlighting the financial investment required to maintain service levels over the long term.

Table 1.1 - Summary Tax Supported Assets

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024
Road Assets	$69,583,762	$36,372,846	$33,210,916	$209,296,056
Storm Sewer Assets	$47,750,870	$9,394,357	$38,356,513	$61,306,332
Vehicles & Equipment	$45,392,710	$21,178,859	$24,213,851	$30,875,286
Buildings	$65,799,683	$11,567,452	$54,232,231	$73,841,385
Bridges	$16,780,107	$3,477,642	$13,302,464	$35,209,044
Land Improvements	$16,366,191	$5,721,356	$10,644,835	$7,460,778
Total Tax Supported Assets	**$261,673,323**	**$87,712,513**	**$173,960,811**	**$417,988,881**

Figure 1.1 - Tax Supported Assets



The following sections provide detailed information for each asset type, using available data from various sources. Each asset class includes the following key metrics:

- **Asset Inventory and Historical Value**
  Asset values are presented at historical cost, consistent with the Town's Public Sector Accounting Board (PSAB) records. A comprehensive inventory of all assets is maintained through the Town's asset management system and supplemented by spatial data in the Geographic Information System (GIS).
- **Estimated Replacement Cost**
  Replacement cost estimates are derived from engineering data for linear infrastructure assets. For all other asset types, estimates are calculated using a standard annual inflationary adjustment factor of 1.5%.
- **Remaining Useful Life**
  Where condition assessments are available – such as roads and bridges – an assets useful life is calculated based on that information, however where condition assessments are not available, the expected useful life of an asset is based on industry standards..
- **Weighted Average Remaining Useful Life**
  Calculated based on the weighted replacement value of the asset in comparison to the entire class and the remaining useful life for assets without condition ratings only.
- **Estimated Annual Replacement Cost**
  This value represents the average annual investment required to replace assets over their expected life cycles. It is typically calculated by dividing the replacement cost by the asset's useful life. For certain asset classes—such as roads—this estimate is adjusted to reflect the impact of regular maintenance and rehabilitation programs, which can extend asset life without full replacement.
- **Current Investment**
  Indicates the average annual funding the Town has invested in the last three to five years. This funding is primarily from the capital budget but also includes operating budget expenditures that help maintain or extend asset life.

This information provides a foundation for lifecycle analysis, financial planning, and risk management within the Town's asset management framework.

Road Assets

The road asset class includes a range of components such as road surfaces, granular base layers, shoulders, curbs, sidewalks, and guiderails. These assets differ in both expected service life and maintenance requirements. Preventative and routine maintenance activities—such as crack sealing and pothole repairs—funded through the annual operating budget play a critical role in extending the functional life of road infrastructure.

The most recent comprehensive condition assessment of the road network was completed as part of the 2018 Roads Needs Study, conducted by an external engineering consultant. According to

the study, the Town's road network comprises of approximately 1,071 kilometers of roads. Over 80% of the road segments assessed received a Pavement Condition Index (PCI) rating between 70 and 100, indicating good to excellent condition. The overall average PCI score for the Town was calculated at 90.43. A summary of the condition ratings is presented in the table below.

Pavement Condition Index (PCI)	Sections	% of total sections	Centre Line Length (kms)	% of total length
90 to 100	747	70%	137.0	67%
80 to 90	165	15%	31.9	16%
70 to 80	96	9%	15.4	8%
60 to 70	25	2%	5.6	3%
50 to 60	20	2%	7.4	4%
40 to 50	13	1%	4.2	2%
30 to 40	3	0%	1.4	1%
20 to 30	1	0%	0.9	0%
10 to 20	1	0%	0.1	0%
0 to 10	0	0%	0.0	0%
Total	**1071**	**100%**	**203.8**	**100%**
Average	**90.43**		**87.65**	

* The above table does not include gravel roads.

Additionally an overall ride condition rating shows that more than 80% of the Town's roads are in good to excellent condition as shown in the table below.

Ride Condition Rating	Sections	% of total sections	Length	% of total length
8-10: Excellent	191	18%	39.8	19%
6-8: Good	774	71%	138.4	67%
4-6: Fair	115	11%	28.1	14%
2-4: Poor	6	1%	0.6	0%
0-2: Very Poor	1	0%	0.1	0%
Total	**1087**	**100%**	**206.9**	**100%**
Average	**7.6**		**7.6**	

These results are indicative of both the age of the Town's assets as well as the preventative maintenance program that has been followed.

Finally, the Roads Need Study also identified where improvement was necessary to ensure continued good performance of the Towns roads and the cost of those works.

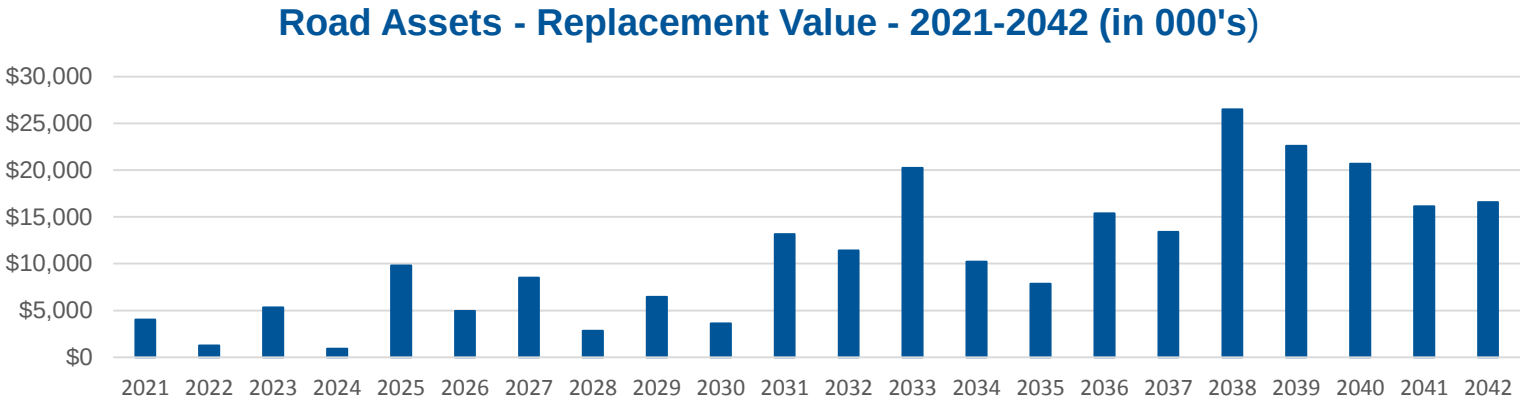
Improvement Type	Sections	% of total sections	Length	% of total length	Cost	Cost/km
Do Nothing	885	81%	164.3	79%	$ -	$ -
Sand Maintenance	4	0%	0.9	0%	$ -	$ -
Gravel Maintenance	12	1%	2.3	1%	$ 28,300	$ 13,000
Routine Maintenance	90	8%	14.6	7%	$ 364,900	$ 26,000
Preventative Maintenance	50	5%	9.4	5%	$ 533,000	$ 57,000
Resurface	26	2%	5.8	3%	$ 823,300	$ 142,000
Rehabilitate	19	2%	9.6	5%	$2,835,800	$ 297,000
Reconstruct	1	0%	0.1	0%	$ 48,000	$ 640,000
Total	**1087**	**100%**	**206.9**	**100%**	**$4,633,300**	

Below table 1.2 details the historical costs, estimated replacement costs and remaining useful life based on PSAB standards and the Roads Need Study.

Table 1.2 Road Assets

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Condition %	Estimated Annual Replacement Cost
Road Assets	$69,583,762	$36,372,846	$33,210,916	$209,296,056	34	90%	$6,120,862

The graph below depicts the replacements required, by year, over the next 20 years.



Storm Sewer Assets

The storm sewer asset class includes infrastructure such as storm mains, catch basins, stormwater management ponds, and manholes. These assets vary in expected useful life and maintenance needs, depending on factors such as material type, installation method, and environmental conditions.

To date, formal condition assessments have not been completed for this asset class. As a result, the remaining useful life and projected replacement timelines have been estimated based primarily on asset age and standard lifecycle assumptions. Replacement costs have been calculated using engineering benchmarks and reflect a 2% annual inflationary adjustment to account for cost escalation over time.

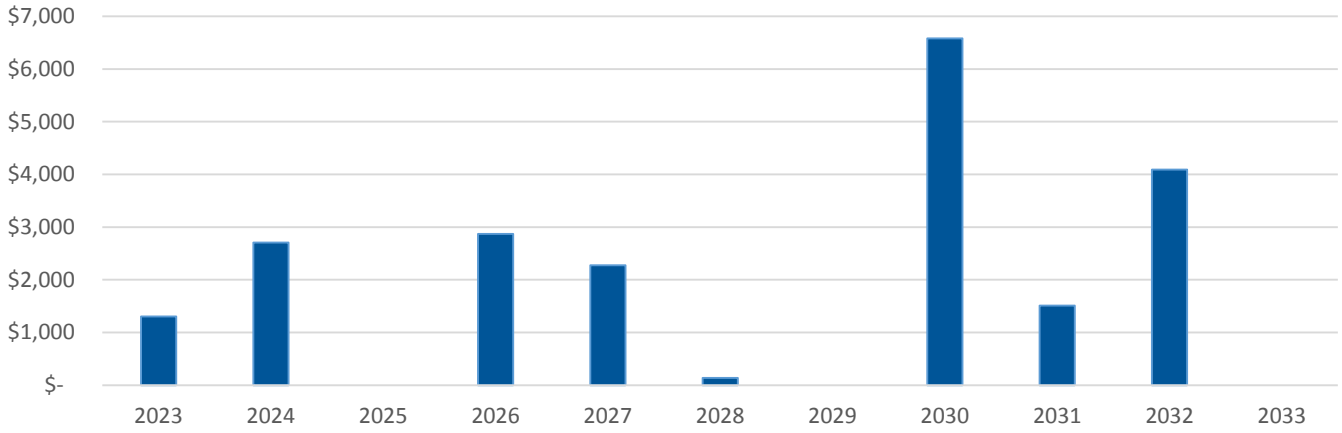
Table 1.3 illustrates the details and historical costs, estimated replacement costs, and remaining useful life based on PSAB standards.

Table 1.3 Storm Sewer Assets

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Storm Mains	$32,035,559	$6,387,211	$25,648,348	$43,819,657	80	60	$547,746
Catch Basins	$5,512,242	$983,208	$4,169,035	$6,819,708	80	59	$85,246
Manholes	$8,155,476	$1,410,593	$6,744,883	$8,528,584	80	60	$106,607
Storm Ponds	$2,407,592	$613,345	$1,794,247	$2,140,406	40	25	$53,510
	$47,750,870	**$9,394,357**	**$38,356,513**	**$61,308,356**	**70**	**51**	**$793,110**

Based on the available information, the storm sewer assets are not expected to require significant replacement over the next 10 to 20 years. However, consistent annual contributions to the Capital Replacement Reserve are recommended to ensure sufficient funding is available when future replacements become necessary. In the interim, these assets require ongoing maintenance, including regular cleaning of stormwater management (SWM) ponds and oil grit separators (OGS), to maintain proper function and extend asset life.

Storm Sewer Asset Capital Forecast 2023-2033 (in 000's)



Planned and Forecasted Stormwater Capital Projects

The Town has identified several stormwater-related capital projects in its current and future budgets to address drainage improvements, infrastructure renewal, and system capacity. Key projects include:

- Bay Sands North Drainage Improvements
- Zoo Park Road North Urbanization
- River Road East, Santos Lane, and Hiawatha Avenue Drainage Improvements
- Shore Lane Drainage Improvements
- West End Drainage Improvements – George Avenue, Marilyn Avenue, and Robert Street
- Marl Creek Culvert Replacement
- 71st Street Canal – Cast-in-Place Wall Replacement
- Wesley Avenue North – Storm Sewer
- Deerbrook Drive Culvert Replacement

These projects support the long-term functionality and resilience of the Town's stormwater management system by addressing areas of concern and upgrading aging infrastructure.

Vehicles and Equipment

The Vehicles and Equipment asset class includes a wide range of items such as tractors, snowplows, fire trucks, pickup trucks, passenger vehicles, scoreboards, office furniture, computer hardware, library materials, and streetlighting. These assets have different lifespans and maintenance needs depending on their type and use.

Currently, formal condition assessments have not been completed for this asset class. As a result, the estimated remaining useful life and replacement timing are based on the age of each asset. Replacement costs have been calculated using an annual inflation rate of 1.5%.

It is important to note that the Town's mechanics evaluate vehicles in their scheduled replacement year to determine whether continued use is economically viable. Where maintenance costs remain reasonable and the asset continues to perform its intended function effectively, vehicles may be retained beyond their typical service life.

Table 1.4 provides a summary of historical costs, estimated replacement costs, and remaining useful life in accordance with Public Sector Accounting Board (PSAB) standards.

Table 1.4 Vehicles and Equipment

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Vehicles	$18,923,442	$10,154,979	$8,768,463	$17,562,973	10	2	$1,837,996
General Equipment	$11,243,254	$3,465,558	$7,777,696	$6,062,337	12	5	$501,880
Infrastructure Equipment	$15,226,015	$7,558,323	$7,667,692	$7,249,975	20	10	$362,499
	$45,392,710	**$21,178,859**	**$24,213,851**	**$30,875,286**	**16**	**8**	**$2,702,375**

Some tax supported vehicles and equipment due for replacement within the next 10 years include:

- Light duty pickup trucks
- SUV's
- ¾ Ton pickup truck
- Full size work vans
- Ice resurfacers
- Pumper fire trucks
- Marine vehicles
- Aerial platform truck
- Park equipment tractors and mowers
- Various trailers and dump trailers
- Plow trucks and sanders
- Computer equipment
- Office furniture

Buildings

The Buildings asset class includes all municipally owned facilities, excluding water and wastewater facilities, which are addressed under the Water and Wastewater Systems asset category. This class covers a variety of structures such as the Wasaga Stars Arena, Town Hall, Library, RecPlex, Public Works buildings, Fire Stations, and other operational facilities.

Replacement costs for these assets have been estimated using an annual inflation rate of 1.5%.

Table 1.5 provides a summary of historical costs, estimated replacement costs, and remaining useful life in accordance with Public Sector Accounting Board (PSAB) standards.

Table 1.5 Buildings

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Buildings	$65,799,683	$11,567,452	$54,232,231	$73,841,385	37	13	$1,996,846

The Wasaga Stars Arena and Library was capitalized as of December 31, 2023, and is now reflected in the Town's asset values.

Other notable buildings being planned for in the next 5 years include:

- West End Works Depot
- Town Hall

Shared-Use Facilities – Wasaga Beach Public School

In alignment with the Town's strategic objective to expand access to community recreation and programming infrastructure, the Town of Wasaga Beach has entered into a Joint Use and Cost Sharing Agreement with the Simcoe County District School Board for the development of Wasaga Beach Public School, located in the Sunnidale subdivision. The school officially opened in Fall 2024.

Under this agreement, the Town has committed to a capital contribution toward purpose-built enhancements within the school and assumes a share of ongoing operating costs associated with the joint-use portions of the facility. While ownership of the building remains with the School Board, this partnership ensures the Town has guaranteed access to key spaces for the delivery of municipal and community programming outside of regular school hours.

The floorplan identifies approximately 1,300 m² (roughly 30% of the total school area) as shared-use space. These areas include:

- A public lobby and accessible washrooms
- A large multi-purpose room
- A kitchenette

- A divisible double gymnasium with opening partitions and a portable stage system

As part of the agreement, the Town funded the construction of 449 m² of additional space specifically designed to support community use. These enhancements include:

Feature	Area (m²)
Enlarged Gymnasium	267
Kitchenette	17
Gym Storage	46
Public Washrooms	8
Gross-Up Factor	144

These spaces were not required for the school board's educational mandate and were added specifically to support the Town's programming needs. Notable features include a hardwood gym floor**,** dedicated kitchen facilities**,** purpose-built storage for municipal and community equipment, and accessible washrooms located within the main lobby.

In addition to interior enhancements, the Town also funded the enlargement of the shared-use parking lot, adding 35 additional spaces. When school is not in session, over 100 parking spaces will be available for community use. The school's construction contractor also coordinated site works to complete an adjacent playing field on the park block, supporting outdoor programming and recreational use.

Shared-Use Facilities – Wasaga Beach Secondary School

The Town of Wasaga Beach has entered into a significant partnership with the Simcoe Muskoka Catholic District School Board (SMCDSB) to support the development of a new Kindergarten to Grade 12 (K–12) school within the community, expected to open in 2029. As part of this initiative, the Town will have shared access to key amenities, including a 300-seat community theatre and a high-quality sports field and track.

This collaboration reflects a strategic and cost-effective approach to community asset development, maximizing public value by leveraging shared infrastructure. The Town's participation ensures these facilities will be available for public programming and community events, strengthening local recreation, arts, and cultural services. This project represents a forward-looking model of integrated asset planning and community investment, aligning with the Town's broader goals for sustainable growth, inclusive access, and efficient resource utilization.

Bridges

The Bridges asset class includes bridge superstructures and bridge decks. The Town is responsible for 19 bridge and culvert structures, including two that are classified as major structures. In accordance with provincial standards, the Town conducts inspections under the Ontario Structure Inspection Manual (OSIM) every two years.

The most recent condition assessment is based on the 2020 OSIM report. According to the report, the average Bridge Condition Index (BCI) across all structures is 80, indicating an overall condition rating of very good. Notably, the rehabilitation of the Main Street Bridge was completed in 2021.

The 2020 OSIM report also outlines recommended maintenance and rehabilitation activities over a five-year period starting in 2020.

Bridge Name	BCI	Maintenance Needs	Urgent / 2020	2021	2022	2023	2024	2025+	Total
William Avenue Bridge	82.5	Replace south timber curb Remove vegetation growing against wingwall		$ 2,500					$ 2,500
James Avenue Bridge	76.7	Replace north hand railing Replace timber curbs	$ 3,000	$ 3,000					$ 6,000
Cedar Grove Bridge	64.7	Replace broken reflectors on TCB's Replace missing bolts and correct SBGR lap Rehabilitation		$ 750				$ 24,500	$ 25,250
Schoonertown Bridge	88.7	Replace expansion joint seals			$ 24,000				$ 24,000
Freethy Road Bridge #2	67.1	Install "Object Marker" (Wa-33l & Wa-33r) signs Clean debris from deck top and both barrier curbs	$ 1,500	$ 1,000					$ 2,500
Freethy Road Bridge #3	68.4	Clean debris from deck top and barrier curbs Remove vegetation growing against and over wingwalls, curbs and barriers Install roadside protection (SBGR)		$ 49,000					$ 49,000
Main Street Bridge	60.5	Rehabiltation completed in 2021							$ -
Sturgeon Creek Bridge	83.3	Replace snow plow marker at southeast Remove tree overhanging bridge at northeast	$ 500	$ 1,500					$ 2,000
Meadowlark Boulevard Box Culvert	93.1	Remove fallen tree from watercourse		$ 1,500					$ 1,500
Northwood Drive Box Culvert	91.7	Remove upstream blockage		$ 1,000					$ 1,000
41st Street South Box Culvert	91.4	Remove downstream blockage Remove vegetation growing against structure at southeast Remove debris on inlet		$ 3,000					$ 3,000
Deerbrook Drive Box Culvert	75	Correct snow plow marker installation at northwest	$ 200						$ 200
Flos Road 10 Culvert	59.9	Tighten loose cables of guide rail Remove and replace structure	$ 500	$ 105,000	$ 810,000				$ 915,500
Ryther Road Culvert	75.5	Install roadside protection (SBGR)		$ 45,000					$ 45,000
		Total:	**$5,700**	**$ 213,250**	**$ 834,000**	**$ -**	**$ -**	**$ 24,500**	**$ 1,077,450**

Table 1.6 below illustrates the details of the historical costs, estimated replacement costs and remaining useful life.

Table 1.6 Bridges

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Bridges	$16,015,736	$3,472,399	$12,543,337	$5,209,044	64	28	$553,927

Land

The Land asset class comprises all land owned by the Town. These assets have an infinite life, are not subject to amortization, and no useful life is assigned. As a result, land assets do not have a replacement value included in the asset management framework.

Table 1.7 Land – Tax Supported

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Land	$44,729,159	-	$44,729,159	-	-	-	-

Land Improvements

The Land Improvements asset class includes items such as fencing, irrigation systems, park equipment, and transit shelters. These assets have varying lifespans and maintenance needs depending on their type and usage. Formal condition assessments have not yet been conducted for this asset class; therefore, estimates of remaining useful life and replacement timing are based on asset age. Replacement costs have been projected using an annual inflation rate of 1.5%.

Table 1.8 Land Improvements – Tax Supported

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Land Improvements	$16,366,191	$5,721,356	$10,644,835	$7,460,778	26	11	$286,953

Capital Asset Summary – Water/Wastewater User Fee Supported

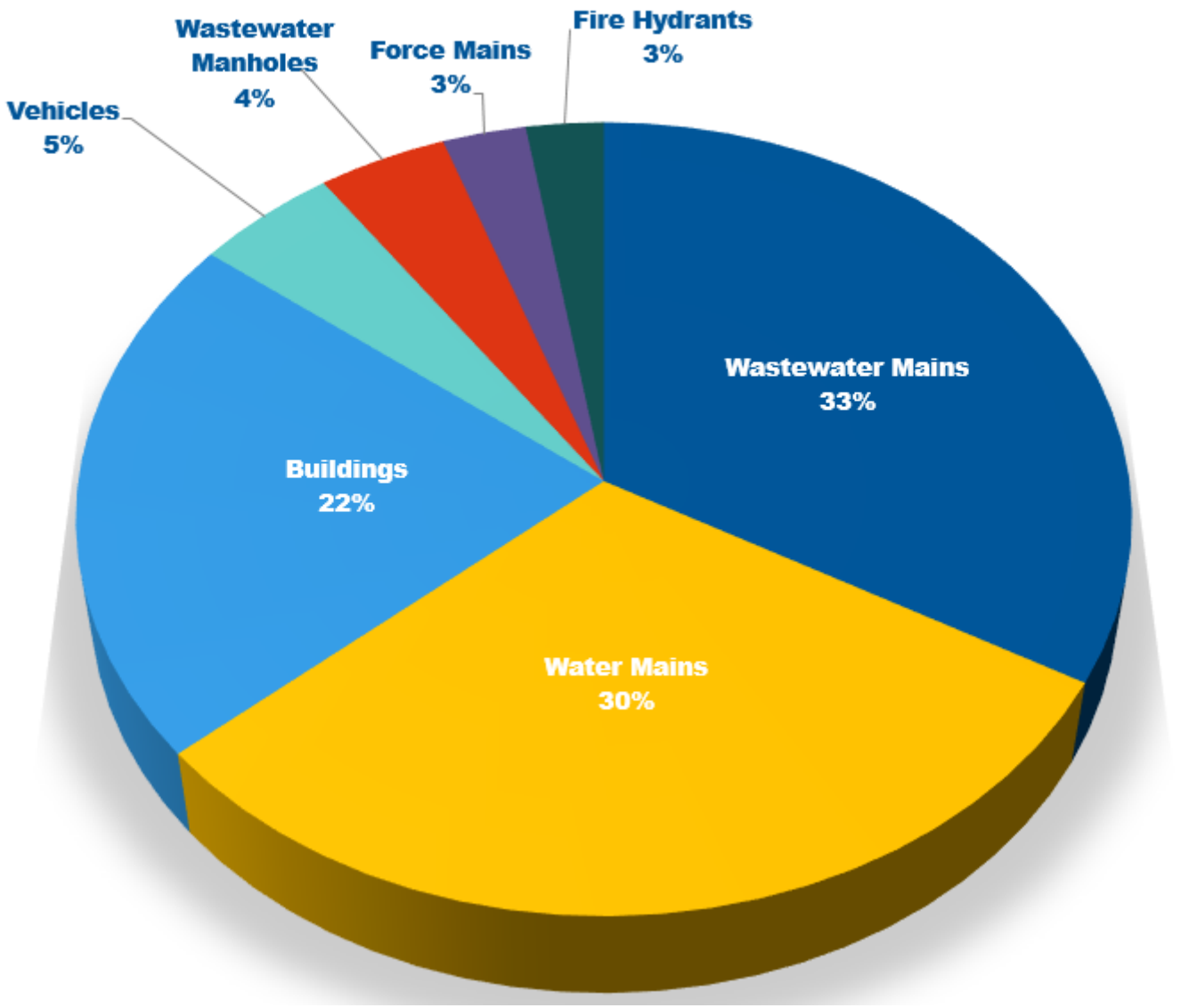
The Town currently owns and manages approximately $171 million in water and wastewater capital assets, supported through user fees. This total excludes land and land improvements. The estimated replacement value of these assets is approximately $288 million.

Table 2.1 and Figure 2.1 provide a breakdown of these assets by asset class, including historical cost and estimated replacement cost.

Table 2.1 - Summary Water/Wastewater User Fee Supported Assets

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024
Buildings	$37,245,017	$17,598,219	$19,646,798	$52,397,164
Vehicles & Equipment	$8,178,386	$4,219,933	$3,958,453	$6,744,881
Wastewater Mains	$56,813,617	$16,567,222	$40,246,395	$109,859,520
Force Mains	$4,824,499	$1,089,837	$3,734,662	$9,008,647
Wastewater Manholes	$7,435,955	$1,944,428	$5,491,527	$13,181,638
Water Mains	$52,467,293	$13,551,273	$38,916,020	$89,297,301
Fire Hydrants	$4,469,062	$2,042,105	$2,426,957	$7,967,532
Total	**$171,433,830**	**$57,013,019**	**$114,420,811**	**$288,456,682**

Table 2.1 -Summary Water/Wastewater User Fee Supported Assets



Buildings – Water/Wastewater User Fee Supported

This asset class includes key water and wastewater facilities such as the Wastewater Treatment Plant (WWTP), Sewage Pumping Stations (SPS), Water Treatment Plant (WTP), and water towers.

A 10-Year Capital Plan was completed by the Ontario Clean Water Agency (OCWA) in 2021, and its findings have been used to inform the assessment of asset condition and replacement cost estimates.

Table 2.2 provides a summary of historical costs, estimated replacement costs, and remaining useful life, based on both Public Sector Accounting Board (PSAB) standards and condition assessment data.

Table 2.2 Buildings

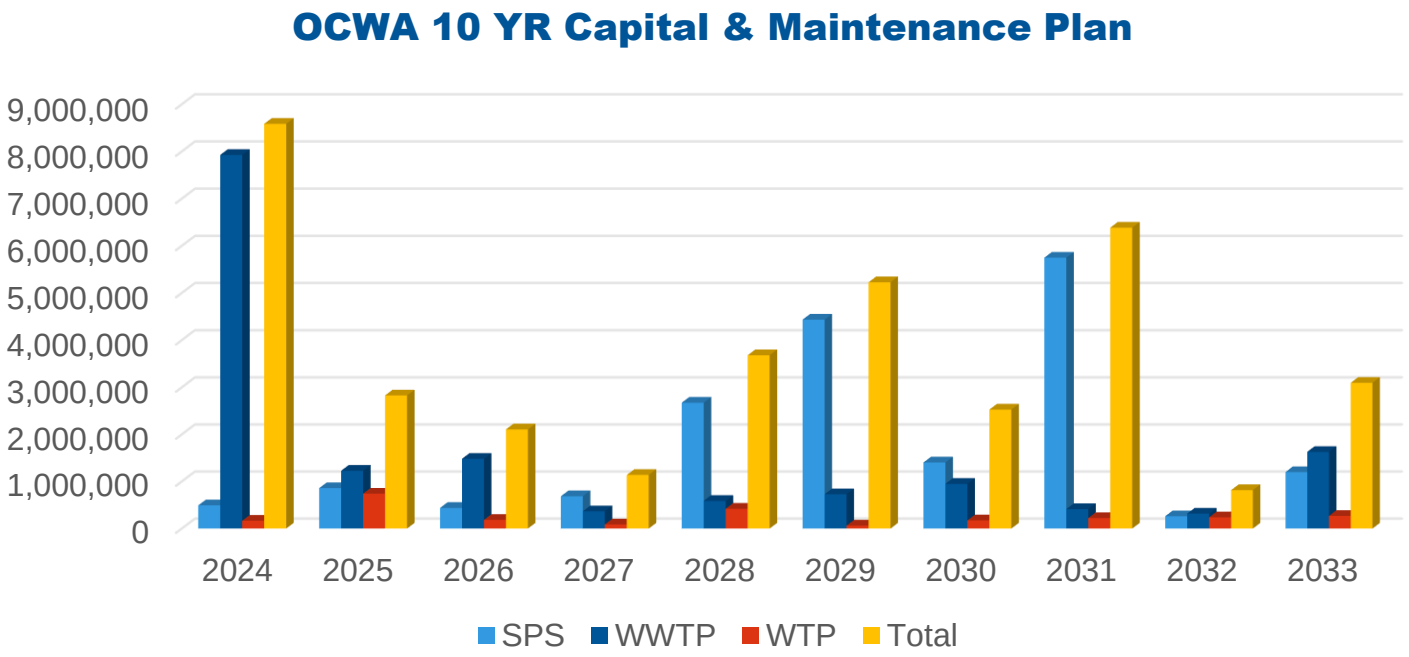
Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Buildings	$37,245,017	$17,598,219	$19,646,798	$52,397,164	51	27	$1,027,395

In the summer of 2016, the Ontario Clean Water Agency (OCWA) conducted a comprehensive inspection of all water and wastewater facilities to support the Town in identifying capital needs over a 10-year period. This 10-year capital forecast is reviewed and updated annually by OCWA to reflect changing conditions and priorities.

As illustrated in the accompanying chart and table, approximately $36 million in investment will be required over the forecast period to maintain and upgrade these facilities, with the most significant capital needs projected for the year 2024.

To ensure sufficient funding is available, these projections are incorporated into the Town's annual Water and Wastewater Rates Update. This update also considers the financial capacity of residents to support these investments.

	Sewage Pumping Station	Wastewater Treatment Plant	Water Treatment Plant	Water Tower	Total
2024	493,250	7,925,796	166,250	0.00	**8,585,296**
2025	859,250	1,227,26	740,750	500,000	**2,100,000**
2026	438,250	1,482,500	185,000	2,129,410	**4,235,160**
2027	686,250	365,993	87,500	3,980,865	**5,120,608**
2028	2,672,870	586,723	420,500	4,228,570	**7,908,663**
2029	4,434,350	729,000	63,000	2,753,625	**7,979,975**
2030	1,404,010	949,500	174,000	5,011,841	**7,539,351**
2031	5,747,550	413,000	223,500	5,011,841	**11,395,891**
2032	261,250	316,500	238,500	0.00	**816,250**
2033	1,198,750	1,628,000	268,500	0.00	**3,095,250**



Vehicles and Equipment – Water/Wastewater User Fee Supported

The Vehicles and Equipment asset class for the water and wastewater systems includes items such as flusher trucks, service trucks, small tools, and water meters. These assets have varying service lives and maintenance requirements, depending on their function and frequency of use.

Formal condition assessments have not been conducted for this asset class. As a result, estimates for remaining useful life and replacement timing are based primarily on asset age. Replacement costs have been projected using an annual inflation rate of 1.5%.

Vehicles are reviewed by the Town's mechanics during their scheduled replacement year. Where it is economically feasible—such as when maintenance costs remain reasonable—vehicles may be retained in service until they can no longer effectively perform their intended function.

Table 2.3 provides a summary of historical costs, estimated replacement costs, and remaining useful life in accordance with Public Sector Accounting Board (PSAB) standards.

Table 2.3 Vehicles and Equipment

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Vehicles and Equipment	$8,178,386	$4,219,933	$3,958,453	$6,744,881	17	8	$395,594

Wastewater Infrastructure – Water/Wastewater User Fee Supported

The Wastewater Infrastructure asset class includes components such as mains, force mains, and manholes. These assets have varying service lives and maintenance requirements, depending on their function and material. As formal condition assessments have not yet been completed for this asset class, estimates for remaining useful life and replacement timing are based on asset age. Replacement cost estimates are informed by engineering standards and assumptions provided by the Ontario Clean Water Agency (OCWA).

Table 2.4 outlines the historical costs, estimated replacement values, and remaining useful life based on Public Sector Accounting Board (PSAB) standards.

Table 2.4 Wastewater Infrastructure – Water/Wastewater User Fee Supported

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Wastewater	$69,074,072	$19,601,487	$49,472,584	$132,049,805	80	53	$1,650,623

Although significant replacements are not expected within the next 10 to 20 years, regular contributions to the Capital Replacement Reserve are recommended to ensure funds are available when future investments are required.

Water Infrastructure – Water/Wastewater User Fee Supported

The Water Infrastructure asset class includes components such as water mains and fire hydrants. These assets have varying lifespans and maintenance needs depending on their material, location, and usage. As condition assessments have not yet been completed for this asset class, estimates for remaining useful life and replacement timing are based on asset age. Replacement costs have been developed using engineering standards and assumptions provided by the Ontario Clean Water Agency (OCWA).

Table 2.5 provides a summary of historical costs, estimated replacement values, and remaining useful life, in accordance with Public Sector Accounting Board (PSAB) standards.

Table 2.5 Water Infrastructure – Water/Wastewater User Fee Supported

Asset Class	Historical Cost December 31, 2024	Accumulated Amortization December 31, 2024	Net Book Value December 31, 2024	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Water	$56,936,335	$15,593,379	$41,342,976	$117,827,052	78	51	$1,510,603

Although significant replacements are not expected within the next 10 to 20 years, regular contributions to the Capital Replacement Reserve are recommended to ensure funds are available when future investments are required.

Desired Levels of Service

Levels of Service (LOS) are a foundational component of asset management and play a critical role in guiding the Town's infrastructure planning and investment decisions. Conducting a LOS analysis enables the Town to assess current service delivery, identify performance gaps, and set realistic service expectations.

Several key factors influence expected levels of service, including:

1. Resident expectations
2. Council and staff priorities
3. Financial constraints, including tax rate flexibility
4. Legislative and technical requirements

This analysis helps establish achievable service targets and assess associated risks. To support this process, the Town engaged the Ontario Clean Water Agency (OCWA), which manages the Town's water and wastewater treatment facilities, to assist in developing service level assessments.

In Appendix B to this report is a summary chart prepared by OCWA consultants, detailing current performance metrics for the Town's core assets: roads, bridges and culverts, water, wastewater, and stormwater systems. Both **Community Levels of Service** (qualitative measures) and **Technical Levels of Service** (quantitative performance indicators) are presented, in accordance with provincial guidelines.

The following tables are extracted from the OCWA Asset Management Report (2021), prepared for the Town of Wasaga Beach.

Asset Portfolio Summary

System / Asset Group	Current Replacement Value (millions)
Roads	$194.3
Sidewalks and Guard Rails	$3.4
Bridges and Culverts	$32.9
Watermains	$91.1
Water Facilities	$19.0
Sewers and Force Mains	$123.6
Wastewater Facilities	$110.8
Storm Sewers	$53.4
Stormwater Management	$2.0
Total	$630.5

Note: Actual costing values are subject to market forces at the time of infrastructure construction/improvement activity, above values are based on historical averages and industry standards.

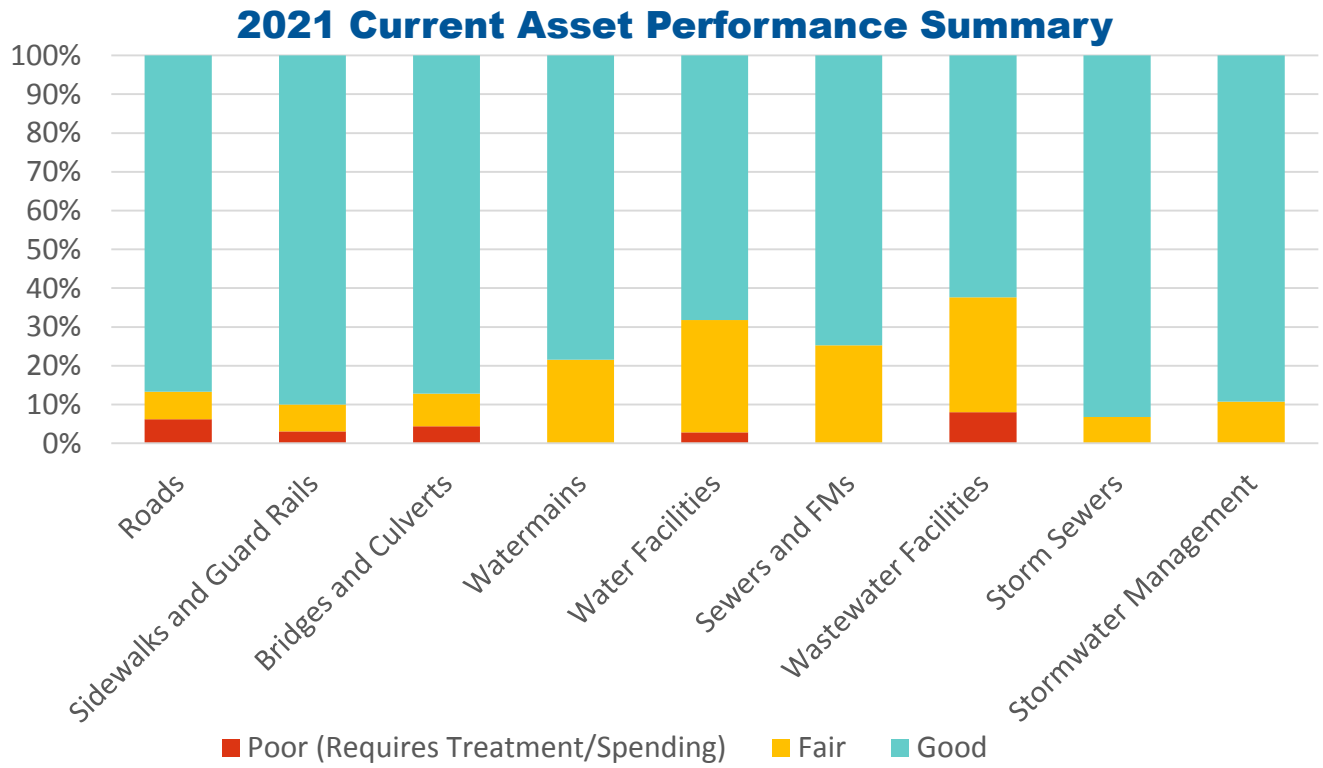
Asset Performance Rating Descriptions

Performance Category	Description	State of Assets
Good	Asset performance meets or exceeds its objectives/requirements.	No Deficiencies
Fair	Asset performance is nearing the point where it will not meet its objectives/requirements.	Has Deficiencies
Poor	Asset performance is not meeting its objectives/requirements.	Requires Treatment (Spending)

Assets are categorized into three performance levels based on their condition and ability to meet service objectives:

- **Good Performance**: Assets in this category are operating as intended, with no known deficiencies. They are fully meeting established service expectations and objectives.
- **Fair Performance**: Assets in this category exhibit some deficiencies but remain functional and do not currently require capital investment for rehabilitation or replacement.
- **Poor Performance**: Assets in this category are not meeting performance expectations or service objectives. These assets require investment to be restored to a good condition.

A review of the current asset inventory indicates that the highest proportion of assets in the poor performance category is found within the roads and wastewater facilities asset groups. The estimated total replacement cost of assets in this category is approximately $22.4 million**,** representing about 3.5% of the total asset portfolio**.**



Levels of Service (LOS) for Core Infrastructure Asset

This section outlines the current and proposed Levels of Service (LOS) for the Town of Wasaga Beach's core infrastructure assets, in alignment with the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

Under the regulation, municipalities are required to define and report both Community LOS (qualitative measures based on user experience) and Technical LOS (quantitative performance metrics) for the five core infrastructure categories:

- Roads
- Bridges and Culverts
- Water Distribution Systems
- Wastewater Collection Systems
- Stormwater Management Systems

Defining Levels of Service provides a structured framework for:

- Understanding how assets support service delivery to residents and businesses,
- Monitoring performance and identifying service gaps,
- Informing long-term capital planning and resource allocation,
- Aligning infrastructure decisions with community expectations, safety standards, and legislative obligations.

The LOS tables that follow describe the current performance of each core asset class, based on available condition, usage, and compliance data; and the proposed service targets that the Town aims to maintain or achieve over time, based on asset criticality, affordability, and growth trends.

These targets serve as benchmarks for tracking service delivery and asset reliability. Where condition data is limited, level of service targets are based on lifecycle assumptions, regulatory compliance, and available operating experience. As asset data quality improves and performance monitoring becomes more robust, level of service targets will be refined to support a more dynamic and performance-driven asset management approach.

Table 3.1 and Table 3.2 outline the community level of service and the technical level of service for the Town's core infrastructure assets. Meeting these targeted levels of service is dependent on the Town's financial ability to invest as required to meet target.

3.1 Core Infrastructure Assets – Community Levels of Service

Asset Class	Community Level of Service Metric (Qualitative)	Metric Description	Level of Service Target
Roads	Pavement Condition Description	Pavement condition is assessed using a Pavement Condition Index (PCI). Roads rated 90–100 appear smooth with no visible defects; 70–89 may show minor wear such as surface cracks; roads below 70 may exhibit potholes, rutting, or uneven surfaces noticeable to drivers and pedestrians	≥ 80% of paved roads with PCI > 70
	Condition Assessment Method	Condition determined through PCI scores from Roads Needs Study and routine inspections. Gravel roads monitored via grading logs and staff inspection.	Update Roads Needs Study every 5 years; maintain >75% gravel roads in good condition
Bridges and Culverts	Traffic Supported	Structures support vehicular traffic, emergency services, pedestrians, and cyclists.	All major transportation corridors accessible via bridge and culvert structures
	Condition Assessment Method	Inspected every 2 years following Ontario Structure Inspection Manual (OSIM) standards.	Maintain ≥ 90% of bridges and ≥ 85% of culverts with BCI > 70
Water Distribution System	Service Coverage Description	All serviced properties in developed areas are connected to the municipal water system.	100% coverage in developed service areas
	Condition Assessment Method	Based on age, material type, break history, and capital plans by OCWA. Monitored through SCADA and manual inspections.	SCADA monitoring operational; OCWA 10-year capital plan updated annually

Wastewater System	Service Coverage Description	All serviced areas, including residential and institutional properties, are connected to the municipal sanitary system.	100% coverage in developed service areas
	Condition Assessment Method	Based on pipe age and material. OCWA inspections and maintenance records used. CCTV inspections to be phased in.	Annual OCWA review; full system CCTV inspection every 5 years (planned)
Stormwater Management System	Flood Protection Area Description	Storm infrastructure protects developed areas from 1-in-100-year storm events.	≥ 95% of serviced area resilient to 1:100 year storm events
	Condition Assessment Method	Based on age and material. Visual inspections of surface infrastructure; no formal underground condition assessments completed.	Formal condition assessments of storm ponds and critical assets planned within 5 years

3.2 Core Infrastructure Assets – Technical Levels of Service

Asset Class	Technical Level of Service Metric (Quantitative)	Metric Description	Level of Service Target
Roads	Paved roads in good to very good condition (PCI > 70)	% of paved roads with PCI >70	≥ 80%
	Unpaved roads in good to very good condition	% of gravel roads with acceptable grading index	≥ 75%
Bridges and Culverts	Bridges with BCI >70	% of bridges in good to very good condition (BCI > 70)	≥ 90%
	Culverts with BCI >70	% of culverts in good to very good condition (BCI > 70)	≥ 85%
Water System	# of water main breaks per 100 km/year	Annual breaks per 100 km of water main	≤ 10

	% of properties connected to water system	Coverage of municipal water supply	100% in serviced area
Wastewater System	# of sewer backups per 100 km/year	Annual backups/blockages per 100 km	≤ 5
	% of properties connected to wastewater system	Coverage of municipal sewer system	100% in serviced area
Stormwater Management System	% of properties resilient to 100-year storm event	% of area protected by storm infrastructure for 1:100 year storm	≥ 95%
	% of stormwater system with sufficient capacity	% of pipes/channels sized for design standard	≥ 90%

Levels of Service (LOS) for Non-Core Asset

In addition to core infrastructure, the Town of Wasaga Beach maintains a wide range of non-core municipal assets that are essential to delivering high-quality community services. These include buildings, vehicles and equipment, and parks and land improvements

By defining Levels of Service for non-core assets, the Town is able to:

- Monitor performance of municipal services that residents rely on daily
- Identify maintenance and capital investment needs before service issues arise;
- Prioritize resources based on service impacts and operational risk; and
- Support long-term planning aligned with Council goals and community expectations.

Tables 3.3 and 3.4 in this section outline both the current service levels provided by non-core assets and the performance targets the Town seeks to achieve or maintain. These targets will continue to evolve as additional condition and usage data becomes available, particularly through the Town's Enterprise Asset Management System PSD CityWide and internal reporting processes.

3.3 Non-Core Assets – Community Levels of Service

Asset Class	Community Level of Service Metric (Qualitative)	Metric Description	Level of Service Target
Buildings	Facility Accessibility and Functionality	Town buildings are accessible, safe, and support municipal operations and public programming.	≥ 95% of Town facilities meet AODA and building code standards, and are open for programming as scheduled

	Operational Uptime	Facilities are open and operational during planned hours of service (e.g., RecPlex, Library, and Town Hall).	≥ 98% operational availability during scheduled hours
Land Improvements	Availability and Condition of Park Features	Parks and public spaces (e.g., playgrounds, green spaces, and pavilions) are open, safe, and well-maintained.	100% of parks open during season; ≥ 90% of equipment in fair or better condition
	Park Maintenance Frequency	Frequency of inspections and upkeep activities for parks and land improvements.	All parks maintained and inspected at least annually
Vehicles and Equipment	Reliability of Municipal Services	Town vehicles and equipment (e.g., fire trucks, snowplows, and public works vehicles) are available when needed with minimal service disruption.	≥ 90% of fleet vehicles available for use on during service hours
	Maintenance Responsiveness	Vehicles are repaired and returned to service within target timelines based on criticality.	100% of emergency service vehicles repaired within 48 hours of breakdown

3.4 Non-Core Assets – Technical Levels of Service

Asset Class	Technical Level of Service Metric (Quantitative)	Metric Description	Level of Service Target
Buildings	% of buildings compliant with AODA and fire code	Tracks accessibility and safety compliance across municipal buildings.	≥ 95% of buildings compliant with current code and accessibility standards
	Average facility downtime per year (hours)	Measures how long buildings are closed due	< 50 hours per facility per year

		to maintenance, system failure, or repairs.	
Land Improvements	# of open safety-related work orders	Tracks number of outstanding safety issues (e.g., damaged playgrounds, broken benches).	≤ 5 open safety-related issues town-wide at any time
	Average inspection interval (days)	Frequency of routine park and equipment inspections.	Every 14 days (biweekly) from May to October
Vehicles and Equipment	% of fleet vehicles available during service hours	Measures operational availability across all municipal service vehicles.	≥ 90% fleet availability
	% of vehicles past expected useful life	Percentage of vehicles still in service beyond standard lifecycle.	≤ 15% of fleet

Performance Monitoring

Level of Service targets are monitored annually and reported to Council every two years as part of ongoing asset management updates. Significant variances trigger review and potential adjustments in capital planning or maintenance practices.

Continuous Improvement of Asset Management Planning

The Town of Wasaga Beach strives to ensure comprehensive and informed asset management planning for the future. Ongoing data collection and condition assessments will be utilized to ensure the qualitative and quantitative information in regards to the Towns assets are current and relevant. Staff will also receive training in asset management best practices and asset maintenance reporting to support effective decision making.

To support these efforts, the Town incorporates the following key practices:

- Integration of GIS and enterprise asset management software
- Regular stakeholder engagement and Council reporting
- AMP update every 5 years (next due in 2029)
- Roads need study updated every 5 years
- Bridge assessments completed every 2 years
- Run model for both water distribution and sanitary every 5 years to check running capacity and when to implement upgrades

Risk Assessment – Core Infrastructure Assets

Asset management planning for core infrastructure not only considers asset condition and replacement costs, but also evaluates the risks associated with potential asset failure or service disruption. This ensures that the Town can continue to provide essential services—such as clean drinking water, safe roads, effective drainage, and reliable wastewater collection—even under challenging conditions.

As part of this Asset Management Plan, a risk assessment was completed for each of the core asset classes, including roads, bridges and culverts, water, wastewater, and stormwater systems. The goal is to assess:

- The **likelihood** of failure or underperformance, based on factors such as age, material, and maintenance history; and
- The **impact** of failure, including safety concerns, service interruptions, environmental risks, and financial consequences.

This high-level analysis supports capital planning by helping prioritize asset replacement, condition assessments, and funding allocation. Over time, this risk evaluation will be enhanced with asset-specific data, system modeling, and criticality scoring to support a more advanced risk-based approach.

Asset Class	Risk Description	Likelihood	Impact	Risk Level	Mitigation
Roads	Surface deterioration or structural failure creates safety hazards and higher repair costs.	Medium	High	High	Conduct Roads Needs Study every 5 years; implement proactive maintenance (e.g., crack sealing, resurfacing).
	Poor drainage or winter damage accelerates deterioration.	Medium	Medium	Medium	Ensure proper stormwater integration and seasonal road maintenance.
Bridges and Culverts	Structural failure poses significant safety and financial risks.	Low	High	Medium	Perform biennial OSIM inspections and complete prioritized rehabilitation works.
	Load restrictions impact emergency or commercial vehicle access.	Medium	Medium	Medium	Monitor bridge condition indices and plan upgrades for critical crossings.

Water Distribution System	Watermain break or treatment system failure disrupts service or causes property damage.	Medium	High	High	Maintain SCADA monitoring, complete OCWA inspections, and perform lifecycle replacements.
	Water quality non-compliance due to system degradation	Low	High	Medium	Ensure regular sampling, operator training, and equipment upgrades.
Wastewater System	Sewer backup or overflow due to system failure or blockage.	Medium	High	High	Conduct routine flushing, CCTV inspections, and prioritize high-risk segments for renewal.
	Pumping station failure disrupts flow and risks environmental contamination.	Low	High	Medium	Regular OCWA maintenance and 10-year capital forecast implementation.
Stormwater Management System	Inadequate capacity causes flooding during major rain events.	High	High	High	Design new infrastructure to 1:100 year storm standard and update stormwater models.
	Sediment buildup or infrastructure deterioration reduces system performance.	Medium	Medium	Medium	Clean storm ponds and OGS units; implement inspection schedule for catch basins and mains.

Risk Assessment – Non-Core Assets

Effective asset management requires not only tracking the condition and value of municipal assets, but also understanding the risks that may affect the Town's ability to deliver services. Risk assessments help identify where asset failure or service disruption could have the greatest impact and guide the prioritization of maintenance, renewal, and capital investment.

For non-core municipal assets—such as buildings, vehicles and equipment, and parks and land improvements—the Town of Wasaga Beach has conducted a high-level risk assessment to evaluate both the likelihood of asset-related issues and the potential consequences to operations, public safety, and service delivery. This process supports proactive planning and helps ensure that available resources are allocated where they will have the greatest effect on minimizing service interruptions or safety concerns.

The table below outlines the key risks associated with each non-core asset class, along with assigned risk ratings and recommended mitigation strategies. Risk levels are based on a combination of:

- **Likelihood**: The probability that a failure or issue will occur; and
- **Impact**: The severity of the consequence if the issue does occur.

This analysis will be refined over time as additional condition data, usage statistics, and maintenance records are collected. Future versions of the Asset Management Plan will incorporate evolving risk factors, updated inspection results, and asset-specific criticality models to further strengthen the Town's decision-making process.

Asset Class	Risk Description	Likelihood	Impact	Risk Level	Mitigation
Buildings	Major system failure (e.g., HVAC, roof) disrupts programming or public access.	Medium	High	High	Conduct regular building inspections and maintain capital reserves for urgent repairs.
	Building non-compliance with accessibility or fire codes.	Low	High	Medium	Annual compliance reviews and phased accessibility upgrades.
Land Improvements	Playground or equipment failure causes public safety hazard.	Low	High	Medium	Biweekly inspections during peak season; repair within 48 hours of reported issues.
	Vandalism or misuse leads to park deterioration.	Medium	Medium	Medium	Increase signage, visibility, and coordinate with bylaw enforcement for monitoring.
Vehicles and Equipment	Vehicle breakdown delays critical services (e.g., plowing, fire response).	Medium	High	High	Implement preventive maintenance schedules and keep critical spare vehicles in reserve.
	Inadequate fleet renewal leads to increased downtime and repair costs.	High	Medium	High	Maintain fleet replacement in line with annual evaluations, financial feasibility, lifecycle data, and performance tracking.

Asset Management Strategy

The Town's Asset Management Strategy outlines the planned actions necessary to ensure that municipal assets continue to deliver the desired levels of service in a sustainable, cost-effective, and risk-informed manner. These actions are guided by the key principles set out in the Town's Strategic Asset Management Policy, which inform decision-making across the organization.

In support of these principles, the Town applies a combination of non-infrastructure solutions, maintenance, renewal, replacement, and expansion strategies, as detailed below:

Non-Infrastructure Solutions

The Town will continue to explore and implement non-infrastructure solutions that reduce lifecycle costs or extend asset longevity. These may include improved integration of infrastructure and land use planning, demand management, process optimization, managed risk or failure strategies, and insurance solutions. Key assessment tools supporting these strategies include:

- **Road Needs Study** – conducted every five years to assess pavement condition and prioritize renewal;
- **Bridge Inspections (OSIM)** – performed every two years to evaluate structural integrity in compliance with provincial standards;
- **Building Condition Assessments** – undertaken as required to assess and prioritize facility maintenance and renewal;
- **Vehicle Condition Assessments** – performed regularly by Town mechanics in accordance with the Vehicle Replacement Schedule**.**

Maintenance Activities

Ongoing maintenance activities include scheduled inspections, preventative maintenance, and responsive repairs related to asset wear or unexpected events. Maintenance plans are developed and implemented by the Public Works and Parks, Facilities and Recreation departments, using data from the condition assessments noted above.

Renewal and Rehabilitation

Major repairs and rehabilitation efforts are identified through condition monitoring and prioritized during the annual budget process**.** These activities are typically funded through various sources, including the Capital Replacement Reserve, and aim to restore asset performance while extending useful life.

Replacement and Disposal

Assets are replaced based on condition assessments, performance data, and, where applicable, end-of-life failure. All asset procurements follow the Town's Procurement Policy. When possible, the Town seeks opportunities to collaborate with other municipalities or the County of Simcoe to jointly procure assets and reduce costs through economies of scale.

Expansion Activities

Asset expansion and growth-related investments are planned in alignment with the Town's Development Charges Background Study. Projects proceed where actual growth aligns with

forecasted development, ensuring infrastructure expansion is both timely and financially sustainable.

Procurement Methods

The Town's procurement activities follow Purchasing Bylaw No. 2022-68, as approved by Council. This bylaw establishes the framework for all procurement and contracting processes, ensuring alignment with applicable legislation and trade agreements. The bylaw is scheduled for review and update in September 2027.

The procurement policy is designed to achieve the following key objectives:

1. **Defined Roles and Accountability** - Clearly outline the responsibilities, authorities, and accountabilities of the Chief Administrative Officer (CAO), Treasurer, and other designated staff involved in procurement and contracting activities.
2. **Transparency and Best Value** - Ensure that all procurement processes are conducted with openness, fairness, and integrity, while securing the best overall value for public funds.
3. **Ethical Conduct and Conflict Avoidance** - Promote high standards of ethical behavior and mitigate the risk of real, apparent, or potential conflicts of interest between suppliers and elected officials or municipal staff.
4. **Sustainability and Accessibility** - Support environmental sustainability goals and ensure that all procurement practices comply with applicable accessibility requirements.
5. **Legal and Trade Compliance** - Ensure that procurement activities align with legal obligations and relevant trade agreements to uphold the Town's contractual and regulatory responsibilities.

This policy framework supports sound financial stewardship and reinforces public confidence in the Town's procurement processes.

Funding Strategy and Capital Replacement Planning

The Town has consistently maintained a 10-Year Capital Plan and a 4-Year Operating Forecast, providing a strong foundation for identifying and prioritizing the community's infrastructure needs. This forward-looking planning framework enables staff to proactively assess future demands and allocate resources effectively.

Over recent years, the average annual tax levy allocated to the Capital Program (excluding Water and Wastewater) has been approximately $3.5 million, supporting a total capital investment ranging from $16 million to $39 million annually. Looking ahead, the capital program (excluding Water/Wastewater) is projected to continue in the range of $16 million to $38 million per year. To meet the demands of this program, the required annual tax levy support is expected to increase to $5 million up to $8 million, leaving a funding gap of about $1.5M to $4.5M.

The capital program has traditionally been funded through a combination of the following sources:

1. **Tax Levy Contributions** – averaging approximately $3.5 million per year

2. **Transfers from Reserves** – averaging approximately $4.0 million per year
3. **Grant Funding** – averaging approximately $2.0 million per year
4. **Debenture Financing** – averaging approximately $0.5 million per year
5. **Development Charges (DCs)** – contributing between $5 million and $10 million per year, depending on project eligibility and growth-related needs.

Debt Capacity and Management

The Town's current Annual Repayment Limit (ARL) is approximately $11 million, representing the maximum allowable annual debt servicing cost. Presently, the Town is utilizing about $2.8 million, or 25%**,** of its ARL, leaving additional capacity to support future borrowing needs.

One major capital initiative—the Wasaga Stars Arena and Library—was completed and capitalized in 2023. The project was partially funded through debt financing, with an estimated annual debt servicing cost of approximately $1 million which is included in the $2.8 million annual debt servicing cost. This cost remains well within the Town's available debt-carrying capacity and is accounted for in the Town's long-term financial planning.

Operating Budget and Asset Maintenance

In addition to capital expenditures, the Town continues to fund annual infrastructure maintenance activities through its Operating Budget, averaging approximately $1.0 million per year. This ongoing investment is essential to ensure the continued performance and reliability of municipal assets.

Strategic Capital Projects – Beachfront Redevelopment

The Town has also included in its long-term financial forecast a major, multi-year initiative: the redevelopment of the Beachfront**.** A key component of this project is the reconstruction of Beach Drive, including a new roundabout, with a total estimated cost of $28 million over the period 2025 to 2027. This project is 50% eligible for Development Charges, and the Town is actively exploring options to fund the remaining 50%, which may include:

- Land sales;
- Grant funding opportunities;
- Interim or bridge financing aligned with future cash flow availability.

At the time of this report, project planning and organizational development for the Beachfront redevelopment are ongoing. In 2025, the Town was awarded a $10.9 million grant through the Provincial Municipal Housing and Infrastructure Program (MHIP): Housing Enabling Core Servicing (HECS) Stream, to support the beachfront development project.

Financing Strategy - Tax Supported Assets

As outlined in the previous section, the Town is currently facing a funding gap of approximately $4.5 million. This figure includes the annual contributions to the Capital Replacement Fund, which

currently stands at $1.0 million—reduced from the $1.5 million contribution recommended in the previous Asset Management Plan. Maintaining and ultimately increasing this contribution is critical to the long-term viability and effectiveness of the Asset Management Plan.

Assuming the Town continues its annual contribution of $1.0 million to the Capital Replacement Fund, the following financial strategy is recommended to support tax-supported capital assets and ensure sustainable funding:

1. **Ongoing Annual Contribution**- Maintain an average annual contribution of $1.0 million to the Capital Replacement Fund, with consideration given to overall affordability and operating budget constraints.
2. **Gradual Increase to the Municipal Capital Levy -** Increase the Municipal Capital Levy from the current level of $3.5 million to $8.0 million over the next seven years. In years with lower capital investment requirements, the difference between actual capital spending and the $8.0 million levy should be allocated to reserves. This approach anticipates future capital needs and supports more consistent funding over time.
3. **Utilization of External Funding Sources -** Continue to leverage available grants, including annual federal and provincial funding such as the Federal Gas Tax and Ontario Community Infrastructure Fund (OCIF), with an assumed annual contribution of $1.0 to $2.0 million.
4. **Strategic Use of Debt Financing -** Apply debentures strategically in alignment with the asset replacement schedule. While this will increase the Town's debt levels, they are expected to remain within manageable limits, consistent with the Town's Annual Repayment Limit (ARL).

By implementing this multi-faceted funding approach, the Town can proactively manage its infrastructure needs while maintaining fiscal responsibility and ensuring the long-term sustainability of its capital assets.

Financing Strategy – Water/Wastewater User Fee Supported Assets

As outlined in the previous section, the Town is currently experiencing a funding gap of approximately $2.1 million for water and wastewater infrastructure. This shortfall includes a critical annual contribution of approximately $2.0 million to the Water/Wastewater Replacement Fund. Maintaining this level of investment is essential to ensure the long-term feasibility and sustainability of the Town's Asset Management Plan.

Assuming the Town continues its annual contribution of $2.0 million to the Water/Wastewater Replacement Fund, the following financing strategy is proposed to support ongoing capital renewal and system reliability for water and wastewater assets:

1. **Ongoing Annual Contributions** - Continue the annual contribution of $2.0 million to the Water/Wastewater Replacement Fund, balancing the need for reinvestment with affordability and budgetary constraints.

2. **Planned Rate Increases** - Implement annual utility rate increases of 5.0% for water services and 13.3% for wastewater services. These increases are necessary to align revenues with the true cost of service delivery and long-term capital replacement needs.
3. **Utilization of External Funding Sources** - Pursue and utilize grant opportunities as they become available to supplement the Town's investment and reduce the financial burden on ratepayers.
4. **Strategic Use of Debt Financing** - Employ debenture financing where appropriate, based on the timing and scale of capital projects identified in the asset replacement schedule. This approach will help spread costs over time while preserving reserve balances.

Through this comprehensive funding approach, the Town will position itself to effectively manage and sustain its water and wastewater infrastructure while maintaining fiscal responsibility and regulatory compliance.

Lifecycle Contributions

Sustainable asset management requires ongoing investment in the replacement and rehabilitation of Town infrastructure. This section outlines the recommended annual contributions needed to support asset lifecycle requirements across various service areas. Current funding levels—while proactive in many respects—highlight notable shortfalls between projected reserve contributions and long-term infrastructure needs. Continued strategic financial planning, including regular rate reviews and reserve allocations, will be essential to close these gaps and ensure the long-term viability of the Town's infrastructure.

Tax Supported Assets Lifecycle Contributions

Based on the data presented throughout this Asset Management Plan, the following chart outlines the recommended annual contributions required to adequately fund the lifecycle replacement and/or rehabilitation of the Town's assets.

Table 4.1 - Summary Tax Supported Assets Lifecycle Contributions

Asset Class	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Road Assets	$209,296,056	34	18	$6,120,862
Storm Sewer Assets	$61,308,356	70	51	$875,834
Vehicles & Equipment	$30,875,286	16	8	$1,947,247
Buildings	$73,841,385	37	13	$1,996,846
Bridges	$35,209,044	64	28	$553,928
Land Improvements	$7,460,778	26	11	$286,953
Total Tax Supported Assets ($8M Levy)	**$417,990,905**			**$11,781,670**

As referenced in the Funding Strategy and Capital Replacement Planning section of the Asset Management Plan, the funding gap is in the range of $1.5M to $4.5M. The estimated annual requirement for asset replacement cost is $11.8 million, although some of this cost is not funded through the levy, hence the lower funding gap range.

This gap is inclusive of the Town's average annual contribution of $1.0 million to the Capital Replacement Reserve. Like many municipalities across Canada, the Town faces challenges in fully funding long-term infrastructure needs. Fortunately, the majority of the Town's assets are currently meeting expected service levels.

Council continues to allocate a portion of the Ontario Municipal Partnership Fund (OMPF) grant toward the Capital Replacement Reserve. In 2024, of the $943,100 grant received, a total of $707,325 (representing 75% of the grant) was part of the annual reserve contribution. However, this grant is decreasing at a rate of 15% annually. Recent budgets have included contributions above the OMPF allocation, and future financial planning must continue to prioritize dedicated funding for asset replacement to support long-term asset management sustainability.

Water/Wastewater User Fee Supported Assets Lifecycle Contributions

Based on the analysis presented throughout this Asset Management Plan, the following chart outlines the recommended annual reserve contributions required to support the lifecycle replacement and/or rehabilitation of water and wastewater infrastructure.

Each year, staff review and update the Water and Wastewater rates, incorporating asset management data alongside considerations of affordability for residents. Over the past three years, the average annual contribution to the Lifecycle Reserve has been approximately $2.9 million.

Table 4.2 - Summary Water/Wastewater User Fee Supported Assets

Asset Class	Estimated Replacement Cost in 2024	Average Useful Life (Years)	Average Weighted Useful Life Remaining	Estimated Annual Replacement Cost
Buildings	$52,397,164	51	27	$1,027,395
Vehicles & Equipment	$6,744,881	17	8	$395,594
Wastewater Assets	$132,049,805	80	53	$1,650,622
Water Assets	$117,827,052	78	51	$1,510,603
Total	**$309,018,901**			**$4,584,215**

With several major projects planned in the coming years, the Town has increased water and wastewater rates in accordance with the Water and Wastewater Rate Study to help sustain the necessary reserve contributions. Despite these adjustments, projected contributions are expected

to decrease toward $2.0 million annually, resulting in an estimated annual funding shortfall of $2.6 million.

Summary and Conclusion

Residents of the Town of Wasaga Beach benefit from a wide range of core municipal services supported by the Town's infrastructure, including the road network**,** water distribution system**,** sanitary sewer collection system**,** drainage infrastructure, and community facilities. Like all municipalities across Canada, the Town faces a range of challenges in maintaining these services—such as stricter environmental regulations**,** sustainability demands**,** rising energy and fuel costs**,** population growth**,** and an aging infrastructure base**.**

Over the past three decades, the Town's infrastructure network has expanded significantly to meet the needs of a growing community. Fortunately, much of the asset inventory remains relatively young and is in good condition, providing the Town with a strategic opportunity to begin proactively planning and saving to support long-term asset sustainability.

The Town's long-term financial plans for asset renewal are designed to provide Council with the insights necessary to develop informed and forward-looking funding strategies. Town staff will continue to build internal asset management capacity to support evidence-based decision-making and ensure the Town remains well-positioned to meet future service demands.

As the Town continues to implement its Asset Management Program, future updates will incorporate the next phase of regulatory requirements—ensuring that all assets are accounted for, and that service levels are defined, measured, and targeted as part of a comprehensive, performance-driven approach to infrastructure management.

Appendix A – Town of Wasaga Beach Strategic Asset Management Policy (2020)

THE CORPORATION OF THE TOWN OF WASAGA BEACH
POLICY MANUAL

SECTION NAME: Treasury	**POLICY NUMBER:** 4-7
POLICY: Strategic Asset Management Policy	**REVIEW DATE:** June 2024
EFFECTIVE DATE: June 25, 2019	**REVISIONS**:
ADOPTED BY BY-LAW: 2020 - 24	**ADMINISTERED BY:** Asset Management Committee and Director of Finance and Treasurer

1.0 PURPOSE

The purpose of this policy is to provide leadership in and commitment to the development and implementation of the Town of Wasaga Beach's asset management program. It is intended to guide the consistent use of **asset management** principles across the organization and support the delivery of sustainable community services for now and the future.

By using sound asset management practices, the Town will work to ensure that all municipal infrastructure assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner.

This policy demonstrates a commitment to the good stewardship of municipal infrastructure assets, and to improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

2.0 POLICY STATEMENT

To guide the Town, the following policy statements have been developed:

1. The Town will implement an asset management program through all departments. The program will promote lifecycle and risk management of municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting desired levels of service.

2. The Town will develop and establish its asset investment and financial strategies with a focus on ensuring the lowest overall lifecycle (service life) cost.
3. The Town will implement continuous improvement protocols and adopt best practices regarding asset management planning.
4. The Town will develop and maintain an asset inventory of all municipal infrastructure assets which includes, at a minimum, a unique ID, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life, estimated cost repair, rehabilitation or replacement costs. Moving forward, the Town will strive to enhance their asset inventory by collecting more valuable asset attributes against their infrastructure assets.
5. The Town will develop an asset management plan (AMP) that incorporates all infrastructure categories and municipal infrastructure assets that are necessary to the provision of services. This may include assets that fall below their respective capitalization thresholds as outlined in the Town's Tangible Capital Asset Policy. The scope of these assets will be determined, according to relevance, based on the professional judgment of Town senior staff. The AMP will be reviewed annually to address the Town's progress in implementing its asset management plan and updated at least every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program.
6. The Town will integrate asset management plans, practices and principles with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieve short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing.
7. The Town will explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships (P3), and shared provision of services, as appropriate.
8. The Town will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
9. The Town will consider the risks and vulnerabilities of municipal infrastructure assets to climate change and the actions that may be required including, but not limited to, anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Impacts may include matters relating to operations, levels of service and lifecycle management
10. The Town will ensure that all financial plans are coordinated and align with the established asset management plan and any other applicable legislation.
    i. The Ten-Year Capital Plan details the financial plans related to the Town's water and wastewater assets, including those prepared under the Safe Drinking Water Act, 2002.

11. The Town will align all asset management planning with the Province of Ontario's land-use planning framework to be consistent with and conform to any relevant policy statements issued under section 3(1) of the Planning Act; the provincial plans that are in effect on that date; and with all municipal official plans.
12. The Town will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
13. The Town will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning wherever and whenever possible.

3.0 DEFINITIONS

Unless otherwise noted, the definitions provided in this document align with those outlined in Ontario Regulation 588/17 (O. Reg. 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset management (AM)** – the coordinated activity of an organization to realize value from assets. AM involves the balancing of costs, opportunities and risks against the desired performance of assets, to achieve organizational objectives.

2. **Asset management plan (AMP)** – documented information that specifies how the activities, resources, and timescales required for an individual asset, or a grouping of assets, are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions.

3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a Town will capitalize the value of it and below which it will expense the value of it.

4. **Green infrastructure asset** – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.

5. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the asset or municipality delivers.

6. **Lifecycle activities** – activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.

7. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a Town or included on the consolidated financial statements of a Town, but does not include an infrastructure asset that is managed by a joint municipal board.

4.0 Alignment with the Town's Strategic Direction

This policy aligns with the Town of Wasaga Beach's Official Plan, Council Priorities, and the 10 Year Capital Plan.

1. Town of Wasaga Beach Official Plan 2013

    a) Goals

        i. Maintaining the natural amenity and agricultural function of the rural area of the Town in the short terms, in compliance with Provincial growth management targets.

        ii. Provide policies to ensure that growth and development occur in a manner that will minimize public health and safety issues, including the protection of human life and property from water and related hazards such as flooding and erosion.

        iii. Provide policies in regard to land use decisions that promote water and energy conservation and support the efficient use of water resources on a watershed basis

        iv. Policies to plan for public streets, spaces and facilities to be safe, accessible, meet the needs of pedestrians and facilitate pedestrian movement, including but not limited to walking and cycling.

        v. Ensuring that all development or redevelopment meets a high quality of community and urban design.

2. Council Priorities
    a. Goals
        i. Determine the town's role in the development of the downtown area and beachfront;

        ii. Determine the best location(s) and build a new twin pad arena and library;

        iii. Promote and facilitate the construction of affordable, attainable, and safe housing;

        iv. Support the private sector in growing and diversifying the tax base;

        v. Continue to build a safer and healthier community, mindful of the needs of various neighbourhoods in town;

        vi. Implement changes to Council's governance and structure to improve

accountability and transparency;

vii. Maintain the financial health of the town while meeting the service needs of the community;

viii. Review the town's assets and determine a strategy to deal with them in the best interest of the municipality

ix. Build pride in the community through effective communication, events and initiatives

x. Build an efficient, well-functioning, customer-oriented organization to deliver on Council's priorities.

5.0 ROLES AND RESPONSIBILITIES

The development and continuous support of the Town's asset management program requires a wide range of duties and responsibilities. The following passages outline the persons responsible for these tasks:

Council

i. Approve the AM policy and direction of the AM program through its approval of the Town's asset management plan
ii. Maintain adequate organizational capacity to support the core practices of the AM program
iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and asset management plan
iv. Approve capital and operating budgets delivered by Staff

Leadership Team

i. Development of policy and policy updates
ii. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Town's strategic priorities
iii. Ensure that adequate resources are available to implement and maintain core AM practices
iv. Develop and monitor levels of service and make recommendations to Council
v. Track, analyze and report on AM program progress and results
vi. Provide leadership in AM practices and concepts

Departmental Staff

i. Utilize new business processes and technology tools as they are implemented as part of the AM program

ii. Participate in implementation task teams to carry-out AM activities such as the Asset Planning Steering Committee (APSC)
iii. Implement and maintain defined capital asset levels of service
iv. Manage budgets based on lifecycle activities and financial management strategies

Public

i. Engage and voice level of service expectations and concerns to Council and Staff through surveys and public engagement opportunities

6.0 KEY PRINCIPLES

The Town shall consider the following principles as outlined in section 3 of the Infrastructure for Jobs and Prosperity Act, 2015, when making decisions regarding asset management:

1. Infrastructure planning and investment should take a long-term view, and decision-makers should consider the needs of citizens by being mindful of, among other things, ability to pay, demographic and economic trends.

2. Infrastructure planning and investment should consider any applicable budgets or fiscal plans.

3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.

4. Infrastructure planning and investment should ensure the continued provision of core public services, such as safe drinking water and reliable transportation services.

5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.

6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

7. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.

8. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
    i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
    ii. information with implications for infrastructure planning should be shared between

the Town and broader public sector entities and should factor into investment decisions respecting infrastructure.

9. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Town, as the case may be, the Town should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.

10. Infrastructure planning and investment should promote accessibility for persons with disabilities.

11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.

12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.

13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.

References:

[1] Policy material taken from the Town of Aurora – Strategic Asset Management Policy, with permission.

Appendix B – OCWA O.Reg 588/17 Core Assets Technical Levels of Service

Service Area	Service Attribute	Community Levels of Service (qualitative descriptions)		Technical Levels of Service (technical metrics)		
		Performance Measure	Current Performance	Performance Measure	Current Performance	Comment
Roads	Scope	Road network in the municipality and its level of connectivity	Good connectivity of a range of minor arterial, collector and local roads throughout the City.	# of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	54 lane- kms of Arterial Roads, Town is approximately 90km2	
				# of lane-kilometres of collector roads and local roads as a proportion of square kilometres of land area of the municipality.	65 lane-kms of collector road. Town is approximately 90km2	
				# of lane-kilometres of local roads as a proportion of square kilometres of land area of the municipality	301 lane-kms of local road, Town is approximately 90km2	
	Quality	Description of the different levels of road class pavement condition	Range of minor arterial, collector and local roads, in earth, gravel, surface treated and asphalt, in conditions that are poor, fair, good or excellent.	Average pavement condition index for paved roads	86	
				Average surface condition (e.g. excellent, good, fair or poor) for unpaved roads	Fair	
Bridges and Culvers	Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Bridges support all types of vehicles, as well as pedestrians and cyclists.	Percentage of bridges in the municipality with loading or dimensional restrictions.	0%	
	Quality	Description or images of the condition of bridges and how this would affect use of the bridges.	Degradation of bridge components is assessed every 2 years. A bridge is first restricted in terms of loading/dimensions, and then ultimately closed if the condition degrades to a point where it is not safe for use.	1. For bridges in the municipality, the average bridge condition index value.	74	
				2. For structural culverts in the municipality, the average bridge condition index value.	81	
Water	Scope	User groups or areas of Wasaga Beach that are connected to the municipal water system	Most properties within the Town are connected to the municipal water system.	Percentage of properties connected to the municipal water system	99.7%	2019 Water and Wastewater Rate Study Update for number of customers and Statistics Canada for number of dwellings
		User groups or areas of Wasaga Beach that have fire flow	Most properties within urban area connected to the municipal water system for fire flow	Percentage of properties where fire flow is available	99.7%	Assume properties connected to the municipal water system has access to fire flow
	Quality	Description of boil water advisories and service interruptions	No boil water advisories, few service interruptions due to Town responsibilities.	Number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0	
				Number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system	0	
Wastewater	Scope	User groups or areas of Wasaga Beach that are connected to the municipal wastewater system	Most properties within the Town are connected to the municipal wastewater system.	Percentage of properties connected to the municipal wastewater system	95.5%	2019 Water and Wastewater Rate Study Update for number of customers and Statistics Canada for number of dwellings
	Quality	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place (to prevent backups into homes by allowing overflow during storm events)	N/A - no combined sewers in the Town	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	0	
		Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	N/A - no combined sewers in the Town	Annual number of events where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	0	
		Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Infiltration inflow into sanitary sewers in both groundwater and stormwater which are not intended to be in sanitary system. Infiltration can enter through a variety of sources (cracks in pipes, weeping tile connections, cross connection, catch basins, etc.).			
		Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid sewage overflow into streets or backup into homes	Sanitary sewer systems are designed with appropriate overflows to reduce likelihood of sewer backup events. Overflows are typically found in the collection system or at pumping stations.	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.		
		Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent can be defined as water pollution, such as the outflow from a sewage treatment facility. The effluent from the treatment facility in the Town have documented compliance limits, objectives, and actual performance. The effluent criteria include effluent flow rates, and parameters for suspended solids, Biochemical Oxygen Demand (BOD), phosphorous, ammonia, and E. coli.			
Stormwater Management	Scope	User groups or areas of Wasaga Beach that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system	New subdivisions are designed to provide stormwater quality and quantity control.	Percentage of properties in municipality resilient to a 100-year storm	100%	Resilience has not been defined in the regulation. Assume that all properties can recover to their pre-event state if a 100 year event happens.
				Percentage of the municipal stormwater management system resilient to a 5-year storm	100%	Resilience has not been defined in the regulation. Assume that all properties can recover to their pre-event state if a 5 year event happens.