



Corporate Asset Management Plan 2026





ASSET MANAGEMENT OVERVIEW

- Evolution of Asset Management Planning in Ontario
- Asset Management Policy and Strategy
- Growth
- SOIR
- Level of Service
- Climate
- Glossary

EVOLUTION OF ASSET MANAGEMENT PLANNING IN ONTARIO

Over the past decade, municipal asset management in Ontario has transitioned from basic cash-accounting practices to a highly structured, regulated framework. Prior to 2009, municipalities treated capital assets as immediate expenditures, leaving local governments without comprehensive asset inventories. This changed dramatically with the introduction of PSAB Section 3150, which mandated the capitalization of tangible assets, followed by the 2012 Municipal Infrastructure Strategy that tied provincial funding to detailed asset management plans.

The framework was further codified under the Infrastructure for Jobs and Prosperity Act, 2015, leading to Ontario Regulation 588/17 which came into effect on January 1, 2017. This regulation provides standard requirements for municipal asset management planning and established, phased timelines for municipalities—such as the Town of Oakville—to report on asset inventories, age, condition, levels of service, lifecycle costs, and long-term strategies. By shifting from reactive spending to evidence-based, sustainable planning, Ontario municipalities are now legally required to maintain sophisticated, data-driven inventories for all core and non-core infrastructure assets.

Key Takeaways

- **Foundation of Asset Accounting (2009):** Adoption of PSAB 3150 established tangible capital asset accounting and inventory.
- **Introduction of Formal Asset Management Planning (2012):** The *Building Together: Guide for Municipal Asset Management* in 2012 advanced Oakville's approach by linking infrastructure funding eligibility to the development of asset management plans.
- **Strategic Policy Alignment (2019):** Approval of Oakville's Strategic Asset Management Policy (Phase 1) formalized the Town's commitment to asset management and aligned it with Ontario Regulation 588/17.
- **Core Asset Planning Milestone (2022):** Completion of Asset Management Plans (AMPs) for core infrastructure (e.g., roads, stormwater) met regulatory requirements Ontario Regulation 588/17.
- **All Assets (2024):** Expansion of AMPs to include all municipal assets (Phase 2B) marked a significant milestone, achieving compliance with O. Reg. 588/17.
- **Level of Service Planning:** Through these milestones, Oakville has evolved from foundational asset tracking to an integrated, data-driven asset management system that supports long-term planning, service delivery, and financial sustainability.

ASSET MANAGEMENT POLICY

Town of Oakville Asset Management Policy

The Town's asset management mission is to protect and enhance the quality of life in Oakville by making the best possible decisions regarding Town of Oakville (town) assets in a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the entire asset life cycle in order to create customer value through enhancing community asset management.

The town will manage infrastructure assets in a strategic, comprehensive, enterprise-wide manner through an integrated business approach that relies on well-devised strategies, trained knowledgeable staff, and good communication with all stakeholders to achieve desired levels of service. This requires that all assets be treated as interrelated components in a unified system, rather than as isolated parts.

This Policy supports our four Key Strategic Directions, as detailed in our Strategic Plan, and defines the principles by which we will develop our asset management capability, ensuring we understand our asset needs and develop effective solutions. Successfully delivering these principles will drive the required service and value from our assets, meeting or exceeding our customer expectations.

The scope of this Policy covers the management of all of the Town's infrastructure asset portfolio. The principles below have been established in line with leading practices.

Our Key Strategic Directions



Create it!
*How we will
create our
community*



Live it!
*How we will
live in our
community*



Preserve it!
*How we will
preserve our
environment*



Afford it!
*How we will
afford our
future*

Our Asset Management Principles

Forward Looking and Sustainable



We will incorporate social, legislative, environmental and financial considerations into decisions, taking into account present and future service commitments, giving due attention to the long-term stewardship of assets

Sound Asset Information



We will collect, collate, control, and circulate the right asset information, at the right time, informing the right asset management decision-making.

Robust, Repeatable, & Transparent Decision-Making



We will utilize a formal but scalable, consistent, and repeatable approach to manage infrastructure assets, enabling services to be provided in the most efficient and cost-effective manner.

Whole Life Cycle Cost Perspective



We will consider the combined impact of all aspects of the asset life-cycle – acquiring, operating, maintaining, renewing, and retiring assets. No new assets will be constructed/acquired without considering future operating and maintenance costs. Asset performance will be monitored throughout the asset life cycle and will be used to inform recommendations on future asset acquisition.

Risk-Based Perspective



We will direct resources, expenditures, and priorities to achieve the agreed service outcomes and benefits, at acceptable levels of risk and proactively plan for climate related impacts that have the potential to compromise town assets.

People-Focused(Customers and Staff)



We will adopt a serviceability-based approach to managing our assets and will only accommodate additional demand for services without detriment to current levels of service. The town will recruit, train, and retain the right staff.

ASSET MANAGEMENT STRATEGY

This Asset Management Strategy is designed to support the effective implementation and ongoing application of the principles outlined in the Town of Oakville’s Asset Management Policy. It aligns with the Town’s overarching vision of “a vibrant and livable community for all” and is guided by strategic documents including the Council Strategic Plan (2023–2026) and the Livable Oakville Official Plan, which provide high-level direction and inform decision-making toward a unified future vision.

The Strategy also plays a key role in advancing the goals of Oakville’s Sustainable Community Framework, ensuring that asset management practices contribute to long-term environmental, social, and economic sustainability.

A core concept in asset management is establishing a clear “line of sight” that connects the Town’s strategic objectives to asset management goals, and ultimately to the specific actions outlined in asset management plans—such as capital investments, operations, and maintenance activities. This alignment ensures that every asset-related decision supports broader community outcomes.

Oakville’s Asset Management Strategy is structured in accordance with the ISO 55000 framework, providing a strong foundation for consistent, transparent, and value-driven asset management practices across the organization.



STRATEGIC ALIGNMENT AND IMPLEMENTATION FRAMEWORK

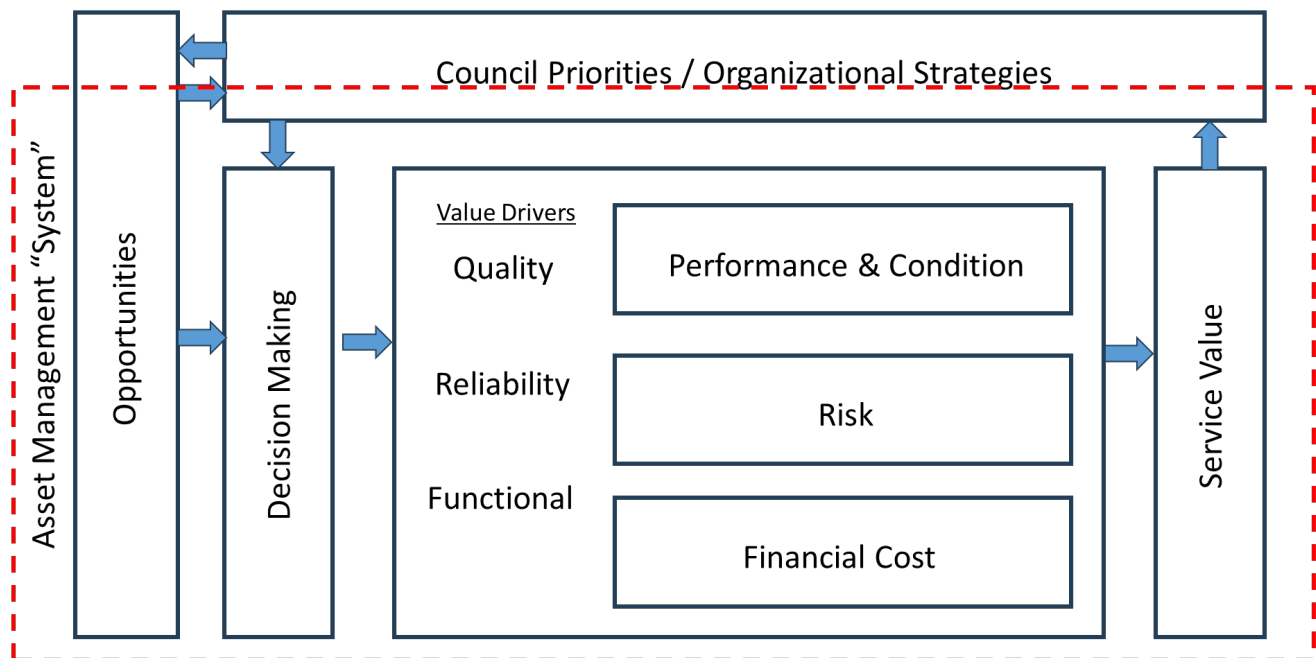
The Town of Oakville's Organizational Strategic Plan is aligned with the Guiding Principles and Strategic Directions outlined in the Sustainable Community Framework, ensuring that all municipal initiatives contribute to a cohesive and forward-looking vision for the community.

The Asset Management Policy translates these organizational goals into actionable principles from an asset management perspective, establishing the foundation for informed and sustainable decision-making.

Building on this foundation, the Asset Management Strategy—as outlined in this document—defines how these principles are operationalized across the organization. It provides a clear framework for translating high-level strategic objectives into specific asset management goals, which in turn guide decisions related to asset planning, investment, and service delivery.

Following the Strategy, Asset Management Plans detail the specific activities, timelines, and resources—both capital and operational—required to achieve the defined asset management objectives. These plans form the operational core of the Town's Asset Management System, ensuring that every asset-related action is purposefully aligned with broader strategic outcomes.

Asset Management Model



GOLDEN HORSESHOE GROWTH PLAN AND ASSET MANAGEMENT

Since the initiation of the Official Plan Review in 2015, Planning staff have responded to a series of evolving provincial policy and legislative changes, including updates to the Growth Plan (2017 and 2020), the Greenbelt Plan (2017), the Provincial Policy Statement (2020), and the introduction of Bills 108, 197, 23, 185, and the Provincial Planning Statement (2024).

These changes significantly altered Ontario’s land use planning framework, resulting in portions of the Livable Oakville Plan becoming outdated. To address these gaps, staff undertook a targeted provincial consistency review to align the Plan with current legislation and policy requirements. This work was prioritized for completion prior to the end of 2025 and culminated in the adoption of Town-initiated Official Plan Amendment (OPA) 73

This Plan provides a land-use planning framework to direct and manage growth to 2051 based on the following population and employment forecasts:

Year	Population	Employment
2031	284,000	138,000
2041	342,000	168,000
2051	388,000	191,000

STATE OF INFRASTRUCTURE

The Corporate Asset Management Plan (CAMP) is the Town’s roadmap for looking after the assets it owns. Over a set period, it explains what assets the Town has, what shape they are in today, and what level of service residents can expect from them. It also sets out the work the Town plans to do over each asset’s life—from routine maintenance to repairs, rehabilitation, and replacement—to keep services running and to improve them where needed. The plan summarizes the actions needed to meet service standards and the funding approach to paying for the work. CAMP covers these asset categories: Storm Network, Road Network, Parks Network, Fleet, Equipment, Information Technology, and Facilities. A full list of the asset categories included in CAMP is shown in table on the following page.



ASSET CATEGORIES OF TOWN'S ASSETS

Asset Class	Asset Category	
Parks Network	▪ Courts and Related Components (e.g. Basketball, Tennis) ▪ Play Amenities and Related Components (e.g. Splash Pads, Playgrounds) ▪ Site Improvements (e.g. Walkways, Irrigation ...) ▪ Trees/Woodlots	▪ Sport fields and Related Components (e.g. Soccer, Baseball, Cricket) ▪ Structures and Related Components (e.g. Shade, Gazebo, Picnic) ▪ Trail System - Bridge & Stairs
Licensed Fleet	▪ Buses ▪ Fire Suppression Vehicles ▪ Heavy Duty Type Vehicles	▪ Light & Medium Duty Type Vehicles ▪ Trailers
Equipment	▪ Earth Moving & Road Equipment ▪ Emergency & Safety Equipment ▪ Facility Operational Equipment ▪ Grounds Maintenance Equipment	▪ Material Handling Equipment ▪ Program Equipment (e.g. Fitness, Floor Scrubbers ...) ▪ Vehicular Service Equipment ▪ Waste Handling Equipment
Facilities	▪ Recreation/Culture ▪ Operations Depot ▪ Administration ▪ Fire Buildings ▪ Washroom/Changeroom/Clubhouse	▪ Storage/Vacant ▪ Leased ▪ Parking Garage ▪ Museum/Heritage ▪ Library
Information and Technology (IT)	▪ Software ▪ Hardware (e.g. Computers, Printers, Servers)	▪ Security and Communication Equipment (e.g. CCTV, Radios, Radio Towers, Fiber Optics)
Storm Network	▪ Storm Mains ▪ Catch basins, Maintenance Holes & Laterals ▪ Seawalls & Piers ▪ Creeks & Shorelines	▪ Inlet – Outlet & Pond Structures ▪ Water Quality Control Devices ▪ Underground Storage Tanks ▪ Storm Water Infiltration Chambers
Road Network	▪ Road ▪ Bridges & Major Culverts ▪ Pedestrian Facilities (e.g. Sidewalks & Multi Use Pathways) ▪ Streetlights	▪ Traffic Signals ▪ Acoustic & Retaining Walls ▪ Transit Shelters ▪ Municipal Parking Lots

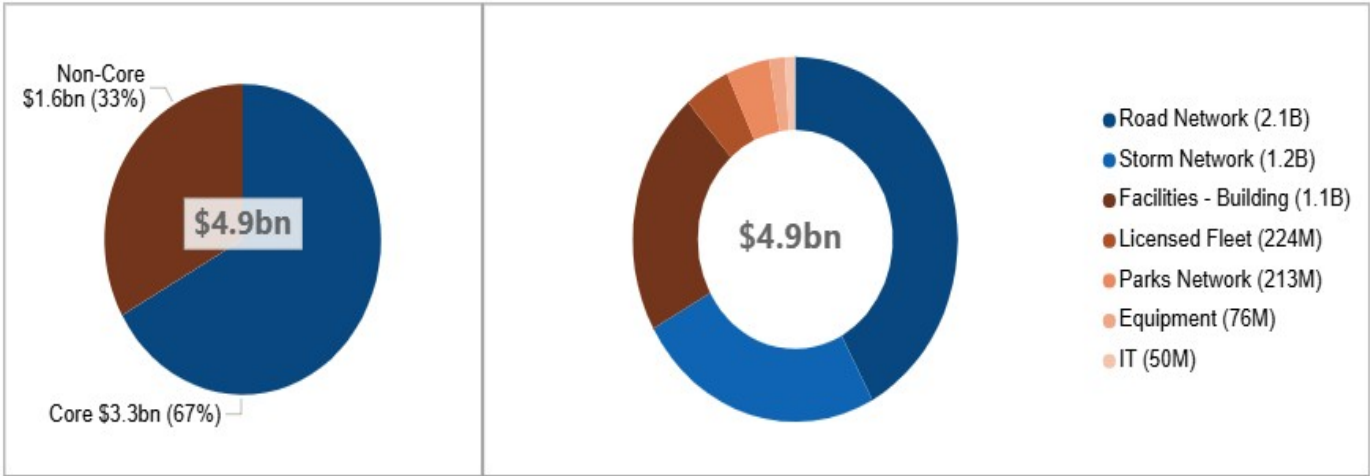
The State of Infrastructure assessment is a check-up of the Town's assets. It looks at what it would cost to replace them today, how old they are, what condition they are in, and where they are in their life cycle. This helps the Town decide what needs to be fixed, renewed, or replaced, and when.

In this Corporate Asset Management Plan (CAMP), the State of Infrastructure results are used to estimate future capital costs and to update the Town's long-term plan for renewing and replacing assets.

CURRENT REPLACEMENT VALUE (CRV 2025\$)

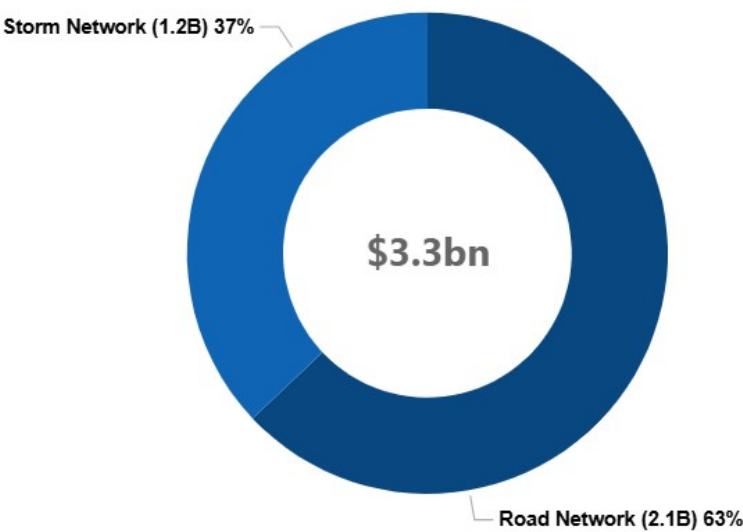
The below figure shows that the town’s assets have an estimated current replacement value of \$4.9 billion. Core assets (Road Network and Storm Network) account for \$3.3 billion, or 67% of total CRV, while non-core assets (Facilities, Fleet, Equipment, and IT) account for \$1.6 billion, or 33%.

Current Replacement Value of the town’s Assets (2025\$)



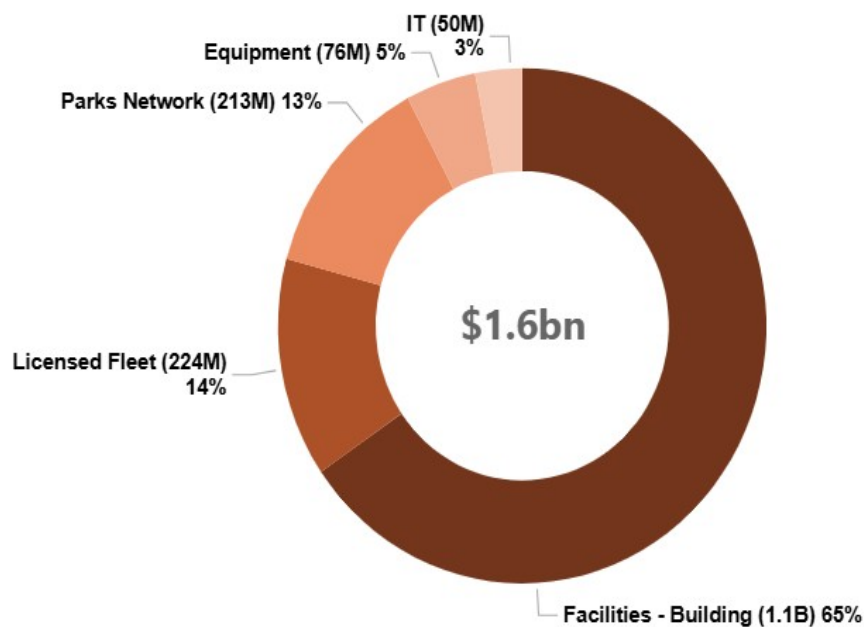
The figure below provides a breakdown of the total CRV by Core asset classes. Road Network accounts for \$2.1 billion of the total CRV. And Storm Network accounts for \$1.2 billion of the CRV.

Core Asset Classes and Current Replacement Value (2025\$)



The figure below provides a breakdown of the total CRV of Non-Core asset classes. Facilities accounts for \$1.1 billion of the total CRV. Equipment and IT account for smaller portions of the total CRV.

Non-Core Asset Classes and Current Replacement Value (2025\$)



CONDITION

Understanding the current condition of assets is important for determining asset performance and developing life cycle activity strategies and planning asset renewals. The condition rating framework used in this CAMP is described and summarized in table below.

- A 5-point grading system is used for condition assessment, with 1 representing 'Very Good' and 5 representing 'Very Poor'. The 5-point ratings correspond to the alphabetical rankings of A, B, C, D, and F, with A representing 'Very Good' and F representing 'Very Poor'.
- The 5-point ratings are grouped into three qualitative condition states of "Good", "Fair", and "Poor", with "Good" representing 1(A) and 2(B), "Fair" representing 3(C) and 4(D), and "Poor" representing 5(F).
- It must be noted that Condition Poor does not represent an asset failure but a substantial decline in meeting the expected asset level of service performance.
- In absence of physical condition information, the asset conditions have been calculated based on the age and expected remaining useful life of the asset.

Condition Rating Frame and Scale

Rank	Age Condition Proxy (Remaining Useful Life)	Description of Condition	General Description	CAMP
A/1	80% - 100%	Very good condition. Only normal maintenance is required	Performing as expected.	Good
B/2	60% - 79%	Minor defects only. Minor maintenance required	Performing as expected with minor deterioration of asset.	
C/3	40% - 59%	Regular maintenance and inspection are required to monitor the asset is still performing as expected	Performing as expected. Deterioration of asset is occurring. Minor breakdowns may occur.	Fair
D/4	20% - 39%	Significant maintenance and/or inspections are required to monitor that the asset is still performing as expected. Planning for renewal is maybe required.	Operational concerns with service interruptions due to breakdowns may occur.	
F/5	0% - 19%	Asset requires renewal planning	Substantial decline in meeting the expected asset service performance.	Poor

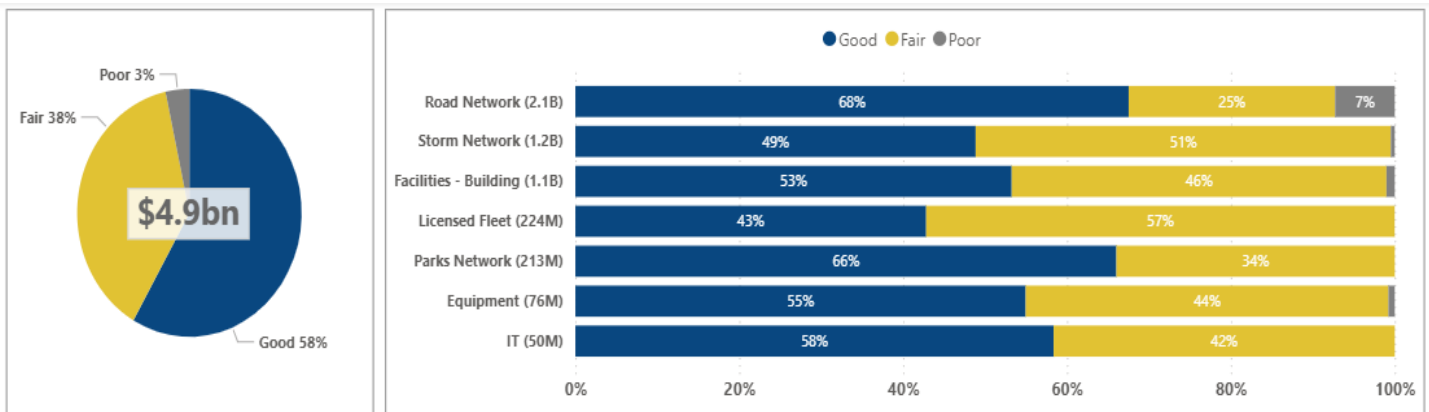
Condition Rating Example

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Number Grade	1	2	3	4	5
	Good		Fair		Poor
					

Assets in good condition are generally new or are supported by robust maintenance schedules. Assets in fair condition are usually midlife to late life and still perform well but may need increased monitoring or minor repairs. Assets in poor condition typically reach end of life and will be planned for renewal in the near term.

The figure below represents the overall condition of the assets summarized by CRV (data extract as of Oct 30, 2025). In general, the assets are largely in Good to Fair condition.

Overall Condition of the Assets by CRV



STAGE OF LIFE

The age of assets assists with long-term planning from a high-level perspective, as well as estimating the timing of future financial outlays particularly for assets with an extremely long useful life.

For many assets, the estimated remaining useful life is considered a good starting point to estimate the overall well-being of an asset. When information on condition or performance is limited, and when interdependencies exist among different assets, age would be primarily used to determine life cycle strategies or facilitate prioritization in asset renewals.

Examples of useful life in relation to maintenance activities are listed as follows.

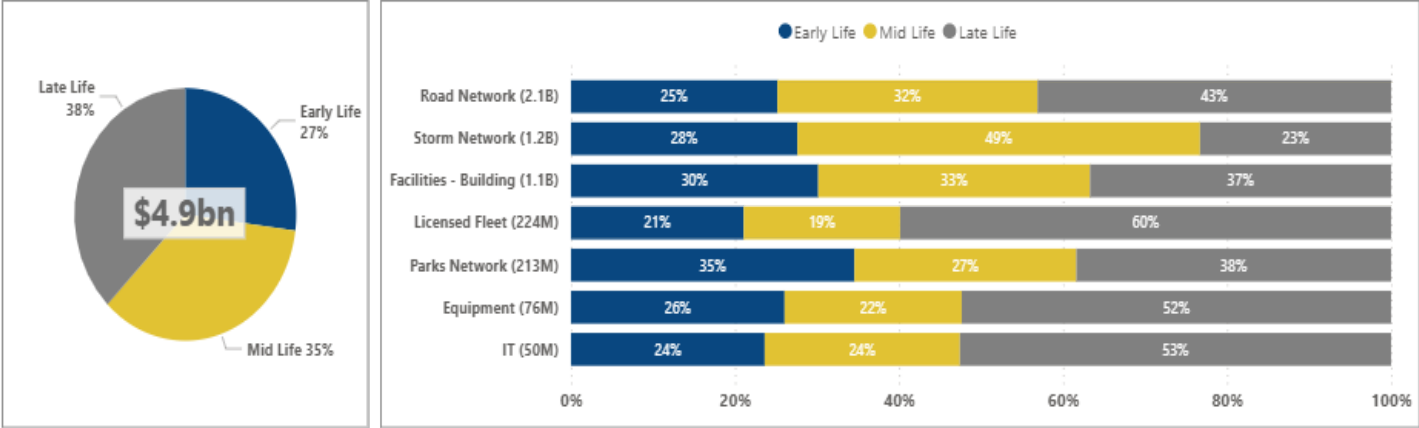
- Certain assets, e.g., buildings categorized as vacant, receive little maintenance and/or rehabilitation throughout the asset life. Therefore, the assets may require replacement or renewal at end or close to end of life.
- Certain assets, e.g., playgrounds, receive proactive maintenance and/or regular rehabilitation to maintain their intended purpose. Therefore, the life of the asset may be prolonged beyond its useful life.
- Some assets, e.g., fleet and equipment, have a very proactive maintenance program with many variables factoring into assessing renewal. Therefore, it would be acceptable to let the asset run beyond its assigned end of life.
- Poor design, quality of build/installation, or improper/incorrect use of the asset would contribute to early asset failure. Therefore, it is necessary to routinely review the condition and performance of an asset.
- Climate factors such as extreme heat, Freeze Thaw cycles, increased participation contribute to assets having a shorter than expected useful life.

Stage of life is calculated as the ratio of age and useful life of an asset. The ratio is characterized into three stages: Early Life represents current age less than 1/3 of its estimated useful life, Mid Life represents current age between 1/3 to 2/3 of its estimated useful life, and Late life represents current age greater than 2/3 of its estimated useful life.

The figure below presents the overall stage of life of assets summarized by CRV. In general, 62% of the assets are in Early and Mid-Life and 38% are in Late Life. Note that Late Stage of Life of an asset does not represent Poor Condition. The assets are on a maintenance program to ensure they continue to function and perform as expected throughout the assets life. Assets that have a expansive useful life

(Storm Mains) traditional spend more time in the later stages of life since they are long lived and deteriorate at a slower pace.

Stage of Life Summary of the Assets



RISK

The risk assessment aims to pinpoint assets that play a more critical role in service delivery. For instance, the impact of a service disruption due to the closure of an individual trail differs significantly from the disruption caused by a bridge failure. Therefore, the town's approach to assessing risks involves evaluating both the Likelihood of Failure (LoF) and the Consequence of Failure (CoF). These factors are then amalgamated into an overall risk score, which guides the determination of risk levels and the identification of suitable risk mitigation actions.

LIKELIHOOD OF FAILURE (LOF)

Physical Condition or percentage of remaining life are an indicator of LoF for an asset. The LoF ratings in this CAMP have been based on the asset condition ratings A-F as outline in the “Condition” section. However, an asset in poor condition or at the end of its useful life does not directly translate into a need for major intervention or capital replacement. The impact on the service, i.e., the consequence, needs to be taken into consideration as well.



CONSEQUENCE OF FAILURE (COF)

The town has developed a scoring system to quantify the CoF based on a set of three (3) main factors in terms of Replacement Effort, Type of Compliance, and Service Delivery. Each factor contains several sub-factors as listed in table below. The score of each criterion is determined for individual asset sub classes, based on available data combined with the experience and knowledge of town staff.

CONSEQUENCE FACTORS AND SCORING SYSTEM

		Rating	Description
Replacement Effort (Percentage weight 35%)			
Replacement Time Percentage Weight		1	Replaced within 0 -12 months
		3	Requires planned Replacement but can be done within 12-18 months
		5	Requires major planned replacement, potentially more than 18 months
Replacement Dollars Percentage Weight		1	Less than \$300K
		2	\$300K - \$750K
		3	\$750K - \$1M
		4	\$1M - \$2M
		5	Greater than \$2M
Single/Multi Point Failure Percentage Weight		1	Single effect: only affect the failed asset
		3	One parent effect: indirect interruption to the parent asset
		5	Multiple/asset network effect: cascading effect to other assets
Type of Compliance (Percentage weight 15%)			
Legislated or Governing Organizational Guideline		1	Town policy/procedure/strategic goals
		3	Governing body's guidelines: e.g. PEO and CFSA
		5	Direct regulatory (legislative effect)
Service Delivery (Percentage weight 50%)			
Service Interruption	Degree of Service Degradation	1	Non-Critical
		2	Low Critical
		3	Moderate Critical
		4	Highly Critical
		5	Mission Critical
	Length of Service Interruption	0	Service interruption acceptable
		2	Short period of time: less than a day
		3	A few days: 1-2 days
		4	Long period of time: a week
		5	Longer than a week
Service Redundancy and Continuity Response	Redundancy	1	Total redundancy in place
		3	Partial redundancy in place
		5	No redundancy
	Continuity	1	Total continuity in place
		3	Partial continuity plan in place
		5	No continuity

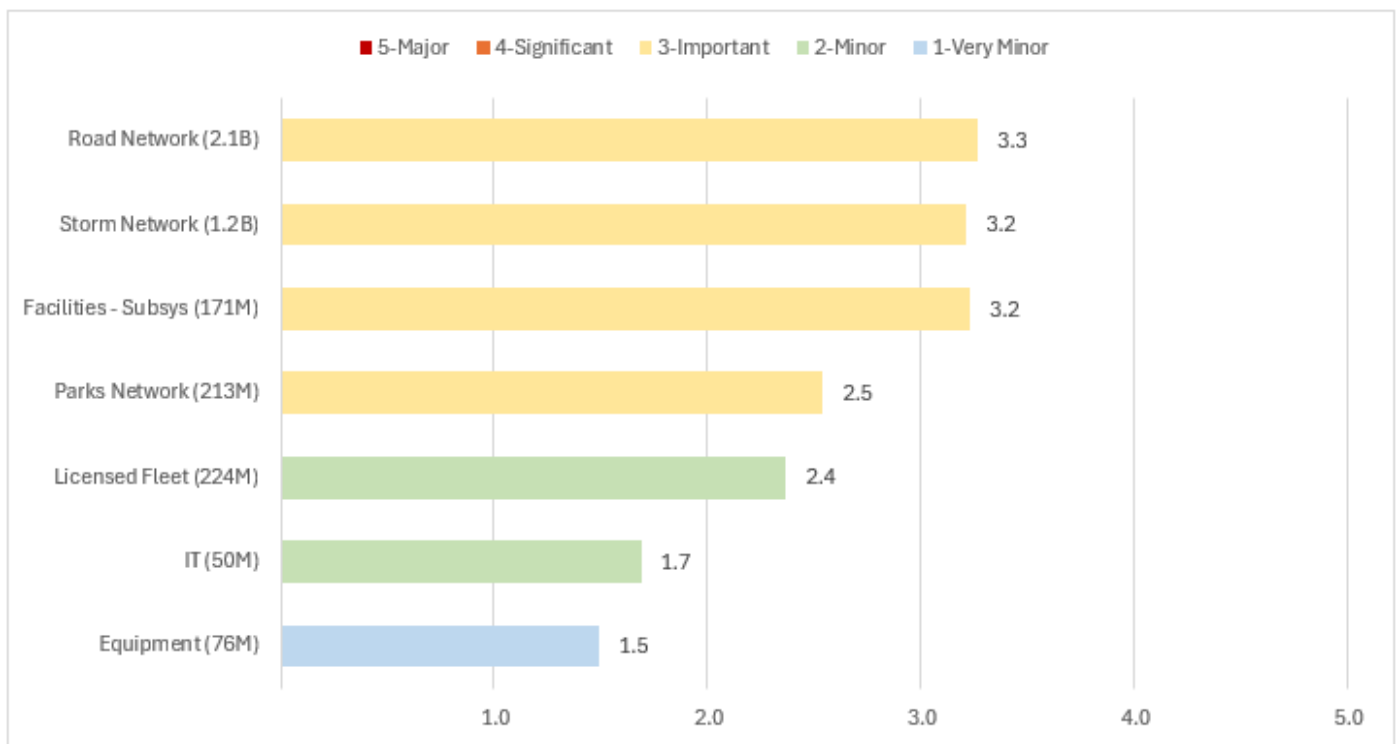
The weighted overall score of the three major criteria represents Criticality, which identifies critical assets that will have greater impact on the service and the relevant importance of an asset over others. The Criticality Score ranges from 1 to 5 for each assessed asset class, with 1 representing very minor criticality and 5 representing major criticality. The criticality levels and the corresponding weighted criteria percent are outlined in table below.

Summary of Criticality Levels

Criticality Level	Criticality Score
Very Minor	1
Minor	2
Important	3
Significant	4
Major	5

This CAMP presents the assessment of the average criticality for each asset category weighted by CRV. The average criticality for each asset class is presented in figure below. The average criticality scores range from 1.5 to 3.4 (Minor to Important Criticality), with the overall mean score of 3 (Important Criticality).

Average Criticality of Asset Classes



OVERALL RISK RATING

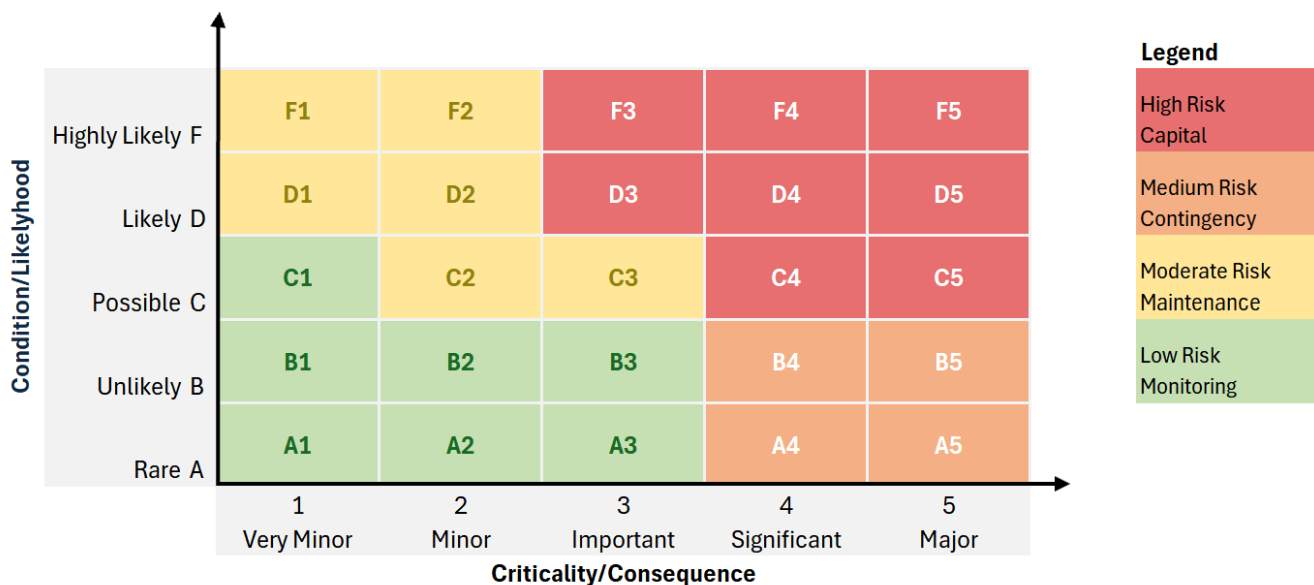
The Overall Risk Rating, i.e., the continuum of LoF (Condition) and CoF (Criticality), is illustrated in figure below. The Matrix can assess impact on service by:

- Identifying critical assets with the highest consequences
- Consider the likelihood of failure(condition) with the consequences to determine most urgent needs.
- Links asset management activities to service levels
- Draw upon institutional knowledge and experience.

As indicated in the matrix, assets in good condition and low criticality would be ranked at the bottom of the scale therefore have a low risk/priority; alternatively, assets in poor condition and high criticality would be ranked at the top of the scale therefore has a high risk/priority. Note that as the asset ages and the condition begin to deteriorate, the priority ranking of the individual asset would increase.

As a direction of the town's asset management strategy, assets that exhibit high risks are typically targeted for action with a higher priority such as capital replacement. Alternative strategies to capital replacement can be considered if the consequence of failure is lower, such as monitoring with increased inspections or undertaking preventative maintenance. If consequence is high but likelihood is low, then contingency plans can be put in place in the event where a service failure occurs.

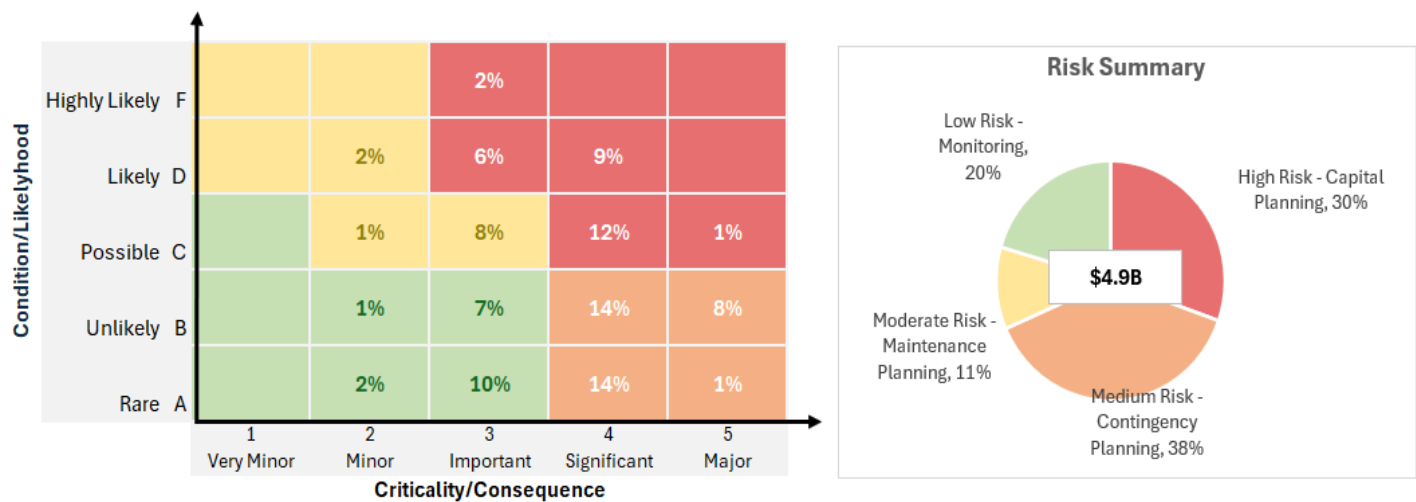
Asset Lifecycle Continuum of Asset Risk Strategies



Currently, asset risk is routinely but informally considered when proposing lifecycle management activities, based on the experience of the town's planning and operational staff. However, as identified as a next step in the Asset Management Improvement Plan, it will become a formal process to incorporate the risk assessment framework into the planning process and assess risk across all town assets.

Based on the town's Asset Lifecycle Continuum of Asset Risk Strategies, the overall risk of the overall assets, summarized by CRV, is presented below.

Overall Risk of Assets Summarized by CRV



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

In general, out of total \$4.9 Billion CRV of the assets, 30% are classified as High Risk and are earmarked for Capital Replacement, 38% fall into the Medium Risk category and are planned for contingency measures, 11% are categorized as Moderate Risk and are slated for Maintenance Planning, and 20% are deemed Low Risk and are designated for Monitoring.



ASSET MANAGEMENT PLANNING

As indicated in the Asset Management Strategy, the principles and practices used to guide the development of Asset Management planning for the town have been built on the foundation of Council's vision "**a vibrant and livable community for all.**" The 2057 Sustainable Community Framework and Council's Strategic plan set out the high-level direction and strategic objectives and provides guidance for decision making towards this unified vision for the future.

Overall, the annual update of the Operating Budget and Long-term capital plan incorporates the various asset life cycle needs to be identified through the asset management plans and processes to ensure current service levels are maintained for the various programs and services offered across the town. The town's budget forecasts not only plan for renewal and replacement of existing infrastructure used to support town services but also takes into consideration future needs.

The risk-based approach and decision-making principles used to identify, evaluate, and prioritize asset replacement, renewal, and maintenance needs. These strategies consider health and safety or legislative requirements, the benefit of the project to the community and alignment of the project with council's strategic goals. These principles have been adopted in the development of the Long-term Capital Forecast.

CURRENT BUDGET PRACTICES

The Town of Oakville's budget is prepared using a performance-based, program-based budgeting (PB2) methodology. PB2 focuses on programs rather than departments, and the emphasis is on the allocation of resources based on desired outcomes and measurement of actual program results against expected outcomes.

In general, asset maintenance activities, including regularly scheduled inspections, preventative maintenance, and minor repairs are planned for and are funded from the town's operating budget. The operating budget is also used to address unplanned repairs where emergency repairs are dealt with through the town's emergency repair policy. The capital budget includes larger life-cycle expenditures to address renewal/rehab activities, major repairs, and replacements for all asset types.

One of the key budget principles included in the annual budget is the need to address "Interdependency" and the need for "Multi-Year Budgets." "Interdependency" means that the operating and capital budgets must be reviewed with a coordinated effort as capital expenditures and financing decisions will impact future operating budgets. "Multi-Year Budgets" means that multi-year budgets will be developed for operating and capital expenditures according to an approved guideline.

Multi-year budgets will incorporate the operating impacts of capital initiatives. As such, it is the town's practice to forecast all anticipated operational costs as part of the capital plan development particularly for growth. These operating impacts include additional personnel, materials and supplies, utilities, contracted services, transfers to reserve for future replacement of assets and any revenues associated with fees for service. As a result, the Long-term Capital Forecast not only outlines the 10-Year capital requirements but also a 10-Year forecast of the operating cost required to support those assets.

In general, the Long-term Capital Forecast is built on a framework based on “drivers” in which the capital projects needs are reviewed and assessed. The projects are characterized into three categories: Infrastructure Renewal, Growth, and Program Initiatives.

Long Term Infrastructure Renewal Planning - The decision support software (DSS) uses predictive condition modelling used for long-term forecasting leveraging asset inventory data from the Corporate Information System (CIS) on age, condition, replacement values, useful life, and criticality data to model future renewal and replacement needs over the 25-year planning horizon. The software applies lifecycle deterioration assumptions and scenario modelling to compare different investment approaches, such as an unlimited funding scenario and an optimized, risk-informed scenario. This allows the Town to assess how funding levels influence asset conditions, reinvestment rates, service risk, and long-term affordability. This system also helps to inform the 10-year capital budget and forecast.

Infrastructure Renewal - The information from the Corporate Information System (CIS) and modeling from the DSS is used to prepare the Infrastructure Renewal Capital Plan for the 10-year budget. Condition of assets identified for renewal in the first few years is then evaluated at the beginning of each budget cycle to confirm timing and optimize the life of the assets while balancing risk of unanticipated failures. During this capital budget development, renewal work is prioritized and alignment across asset groups and other agencies is coordinated to optimize program delivery. It is the town's practice that as a replacement of assets are executed, existing assets are disposed, and any salvage value is transferred into the capital reserves.

Growth – Every 5 years or so, various program area Master Plans are prepared such as the Parks, Recreation and Library Master Plan or Transportation Master Plan which outlines in detail the infrastructure required in order to maintain services as the town's population grows. These studies feed into the Development Charges Background Study which assesses the growth share and financial plan. Detailed projects are included for the various asset classifications that would be required to meet program needs. The asset classifications involve Fire, Library, Recreation, Parks, By-law Enforcement,

Roads, Road Operations and Transit, which have been identified through various Master Plans and assessments of needs. A Community Benefits Charge Strategy is undertaken every 5 years. The Strategy includes detailed projects to meet program needs for services that are ineligible for development charges and involves asset classifications of Parking, Civic Administration and Culture.

Program Initiatives – These projects are for planned expansion activities that support infrastructure requirements to meet various community needs as they evolve over time, as identified through Service Delivery Plans, changes in legislation such as Accessibility for Ontarians with Disabilities Act (AODA), or initiatives such as the Climate Action plan updates and to meet Council’s strategic goals.

For the purpose of identifying the expenditures required to support the asset life cycle activities, the town's operating and capital budgets have been organized to align with the three (3) selected Customer Values (i.e., Quality, Reliable, and Functional) and key asset management programs. Note that these costs represent direct costs only and will not match entirely to the related program budgets in the budget document.

PUBLIC CONSULTATION

The Community Satisfaction Survey provides an important customer perspective on how the Town’s assets and services are performing and where future investment may be needed. From an asset management perspective, the survey results help connect resident expectations with infrastructure planning by identifying which services are meeting community needs, which areas may require improvement, and how asset investment decisions can continue to support quality, reliability, functionality, and long-term affordability. The complete survey is on the Town’s Website.

Community Satisfaction Survey 2026 – Asset Management Perspective

From an asset management lens, the survey indicates that the Town’s infrastructure and municipal service portfolio continue to perform strongly overall, with residents expressing high satisfaction with most community assets and services.

Overall Asset and Service Performance

- Overall satisfaction with Town services remains very strong at 90%, suggesting that the Town's asset base is generally meeting community expectations and delivering value.
- 81% of residents believe they receive good value for their tax dollars, indicating a high level of perceived return on municipal infrastructure and service investments.
- Oakville continues to achieve strong livability outcomes, with 82% of residents rating it as a better place to live than most GTA communities.

High-Performing Asset Classes

Residents expressed the highest satisfaction with the following service areas:

- Parks and green spaces (94% satisfaction).
- Emergency services (90% satisfaction).
- Public library services (89% satisfaction).
- Recreation facilities and programs achieved strong satisfaction levels, reinforcing the value of community infrastructure investments.

These results suggest that investments in parks, recreation facilities, libraries, and emergency services are generating strong community outcomes and supporting Oakville's reputation as a highly livable municipality.

Transportation Assets Remain a Key Challenge

Transportation-related services represent the most significant area of concern:

- Public transit received the lowest satisfaction score (60%).
- Winter road and sidewalk maintenance received 70% satisfaction.
- Traffic congestion remains one of the top issues residents believe the Town should address.

From an asset management planning perspective, these results support continued focus on transportation asset condition, mobility infrastructure, service levels, and lifecycle investment strategies.

Community Use of Assets

Municipal assets continue to experience strong utilization:

- 88% of residents regularly visit parks, trails, or green spaces.
- Community and recreation facilities also continue to attract significant resident use.

This sustained usage demonstrates the importance of maintaining and renewing public realm and recreational assets to support community well-being.

Asset Management Takeaway

The survey demonstrates that Oakville's asset portfolio delivers strong value and supports high levels of resident satisfaction. Parks, recreation facilities, libraries, emergency services, and community amenities are performing exceptionally well. Looking forward, the greatest opportunities to improve resident outcomes appear to be in transportation-related assets and services - particularly winter maintenance, transit, and parking—while continuing to balance growth, neighbourhood character, and long-term infrastructure sustainability.

LEVEL OF SERVICE

The Town's framework aligns with the ISO 55000 standard for Asset Management. Within this structure, the Level of Service (LOS) framework acts as the strategic link between the Town's corporate vision: **"To be a vibrant and livable community for all"**—and day-to-day technical and operational delivery. Service statements outline the objectives the Town aims to achieve and provide a qualitative description of what customers can expect to experience. Performance indicators, by contrast, quantify service expectations, how services will be delivered, and the costs associated with providing that level of performance.

As shown in the figure below, the Level of Service Framework illustrates the Town's approach to service delivery, where the customer values of **quality, reliability, and functionality** form the basis for assessing performance, costs, and service needs. It also supports the justification and prioritization of investments by considering the ability of the Town's asset systems to deliver LOS now and in the future.

This framework is built around three core customer values—**Quality, Reliability, and Functionality**—which are directly linked to specific infrastructure activities.

LEVEL OF SERVICE FRAMEWORK



A service delivery approach involves identifying LOS and then costing how much is required to maintain the LOS. This approach can be used as the basis for assessing the benefits/costs associated with enhancing specific areas of service. It also enables the justification and prioritization of investment, considering the capability of a system of assets to deliver LOS to customers, now and into the future. The LOS framework and associated measures are useful for the town staff as they are used:

- As a basis to inform customers of the LOS to be offered.
- To identify the costs and associated benefits of the services offered – through linking investment to customer outcomes.
- To assess the suitability, affordability and equity of the services offered.
- As a measure of the effectiveness of the AMP and asset management principles.
- As a focus for developing the asset management strategies to deliver the agreed LOS.

Building on the ISO 55000 framework, the town has developed a Service Level Profile Framework which is also aligned with the stipulations of OReg 588/17. The Service Level Profile is outlined in the below table.

LEVEL OF SERVICE PROFILE FRAMEWORK

Customer Expectations	The primary expectations of customers or stakeholders regarding service delivery, i.e.. What is important to them?
Service Commitment	A short statement which sets out at a high level <u>what</u> the town will do, who it will do it for, and why
Service Values	Keywords which identify aspects of importance to Customers. Each service has defined at least 3 Service Values, typically - Quality, Functional, Reliable.
Service Objective	A set of statements for each service value which expand upon the mission statement to clearly state what the town commits to deliver with regards to certain aspects of service
Customer Level of Service Measures	A suite of metrics which allow the town to measure and report upon performance against the service objectives in a way that is meaningful to customers and stakeholders
Asset Life-cycle Programs (capital and operating)	The major capital and operational activities that contribute towards delivery of the Service Objective and associated Level of Service Measures
Technical Level of Service Measures	A range of metrics which allow town staff to track asset and operational performance characteristics, or programs performance.

The figure below is a graphic example of a Level of Service Profile (using Parks Network) and how it cascades from the customer expectation down to the key commitments values.



As of 2023, the town has renewed its Council Strategic Plan (2023 – 2026) with the vision as “**A vibrant and livable community for all**”. In addition to the prescribed LOS metrics identified in O. Reg. 588/17, the town has also established a set of customer LOS and technical LOS measures to quantify the customer service objectives, the objectives are based on the Customer Values (Key Commitments) that relate to service. The three (3) Customer Value words selected for this CAMP are:

- **Quality** - ensures assets remain in a state of good repair by managing overall conditions to continue to support effective delivery of services and minimizing probability of disruption through ongoing lifecycle rehabilitation/renewal activities. These activities are funded entirely through the infrastructure renewal portion of the capital budget.
- **Reliability** - focuses on ensuring day-to-day operational continuity via preventative maintenance, corrective repairs, and inspection programs to ensure assets perform as intended and minimize safety risks. Reliability activities are primarily supported by the annual operating budget.

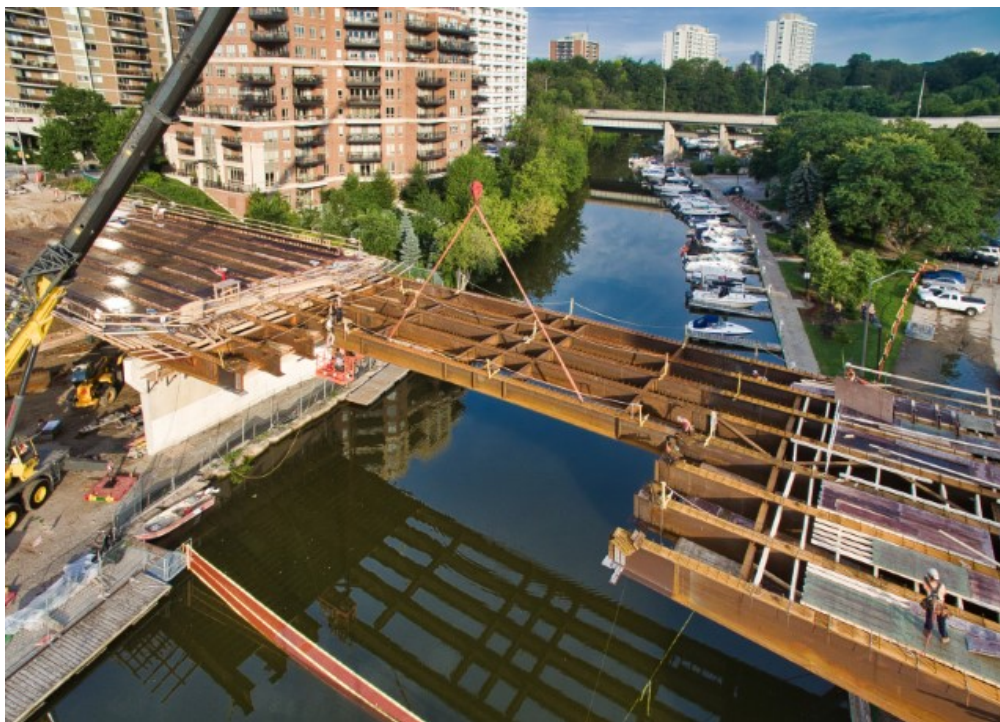
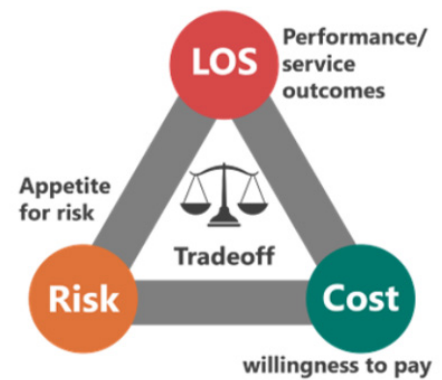
- **Functional** - addresses the community's evolving capacity needs, service standards, and long-term environmental goals to provide sufficient access to services and continued functionality and sustainability. These activities align closely with growth and program initiative portions of the capital budget forecast.

Together, this provides a structured approach to balancing community service expectations with strategic, long-term asset planning and financial sustainability. Assessing performance in these key areas form the basis of decision making for asset investment decisions across the corporation. The figure below outlines our established customer values along with their corresponding budget grouping.

LOS CUSTOMER VALUES AND BUDGET GROUPING



Decision-Making and Trade-offs: Defining LOS forces Town to confront trade-offs between service quality, cost, and risk. Often, higher LOS (better quality or more reliability) comes with higher costs, so asset manager must determine what level can be provided within budget and resource constraints. By explicitly stating LOS options and their costs, decision-makers (like councils) can make informed choices about what level of service to fund. For instance, maintaining all roads at “good” condition might require a certain annual repaving budget – if that budget isn’t available, the LOS target might be adjusted to a more achievable level (such as a higher tolerance for “fair” condition roads). The desired performance/level of service must be balanced with the affordability and risks associated.



LEVEL OF SERVICE MODELLING APPROACH

The Town of Oakville's Quality level of service analysis uses a 25-year lifecycle forecasting model to estimate asset renewal, rehabilitation, and replacement needs. This time horizon was chosen to capture renewal patterns for long-lived assets.

The decision support software was used to model long-term asset needs by combining asset inventory, current condition, age, useful life, replacement value, and criticality data into a single forecasting framework. Using this information, the software modelled expected renewal, rehabilitation, and replacement needs over the 25-year planning period and allowed the Town to test different funding and investment scenarios. The results supported a long-term forecast that balances reinvestments rates and affordability by identifying when assets are expected to require intervention and how different investment approaches affect future conditions and reinvestment needs

For the Core asset categories (Road Network and Stormwater Network), given the higher criticality of these assets, forecast models were created to using criteria specific for the individual assets to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the service level targets, and affordability of the total funding needs over 25-year period to determine the Optimal Scenario model. For the Stormwater Network this work was completed as part of the town's Rainwater Management Plan(RWMP) presented to Council in 2024. More information on the RWMP approach and objectives can be found on Oakville.ca [Oakville Rainwater Management Plan](#)

For Non-Core Assets (Facilities, Equipment, Fleet, Parks) Scenario 1 (Unlimited) assumed no funding constraints and used current asset conditions and useful life assumptions to forecast renewal timing. It served as the technical baseline for quantifying total renewal needs and calibrating reinvestment parameters across asset groups. From this baseline, the Town applied asset criticality scores in the optimized scenario to adjust reinvestment rates, giving priority to higher-risk, higher-consequence assets while allowing lower-criticality assets to be deferred within defined thresholds. This approach created a risk-informed, financially optimized level of service framework that supports state of good repair objectives while maintaining acceptable long-term condition outcomes.

EVALUATION CRITERIA

The modelled outputs were evaluated using a set of decision criteria that considered both the modelled reinvestment rates required to sustain assets over their lifecycle and the relative criticality of each asset group. The purpose of the evaluation was to compare scenario results and identify an investment approach that maintains acceptable asset condition, directs funding to higher-priority assets, and remains financially reasonable over the 25-year forecast period.

- **Modelled reinvestment rates:** Asset renewal needs were compared against annual reinvestment rate target thresholds to determine whether funding levels were aligned with asset useful life, replacement value, and expected lifecycle renewal requirements.
- **Asset criticality:** Low criticality assets were reviewed and reinvestments levels adjusted to reflect on the lower criticality of that asset but maintain an acceptable overall condition outcome.
- **Condition outcomes:** Scenarios were reviewed to confirm that forecasted investment levels would maintain assets with a minimum of 85% Fair or Good condition range overall. This limits the proportion of assets falling into poor condition and minimizes risk of service interruption due to failure.
- **Affordability and risk balance:** Scenario results were compared to identifying a practical balance between long-term funding requirements, service level performance, and the risk of deferring lower-criticality renewal needs.

Within asset renewal planning, the reinvestment rate represents the level of annual funding directed toward renewing or rehabilitating assets relative to their current replacement value and expected useful life. It provides an indication of whether the Town is investing at a pace that is sufficient to sustain assets over time and avoid the accumulation of deferred renewal needs and extending the useful life of an asset beyond its functional ability. A reinvestment rate that is aligned with asset lifecycle requirements helps maintain assets in acceptable condition, reduces the likelihood of service disruption, and supports a more predictable long-term capital program. When used with condition, criticality, and affordability considerations, reinvestment rates provide an important benchmark for assessing whether renewal funding is balanced with service level expectations and long-term financial sustainability.

LEVEL OF SERVICE SUMMARY

The level-of-service scenarios indicate that the Town of Oakville can sustain service outcomes across all asset portfolios through planned, targeted, and risk-informed investment. The approach balances condition, affordability, lifecycle requirements, and risk, while avoiding the higher cost associated with addressing every intervention.

KEY RESULTS

- Assets are generally forecast to remain in fair or better condition under the optimal funding approach.
- Risk-based prioritization directs renewal, rehabilitation, and upgrade activities to assets with the greatest service impact and lifecycle need.
- The approach supports the Town's customer values of Quality, Reliable, and Functional by maintaining performance and reducing the likelihood of service disruption.
- Targeted investment reduces average annual funding requirements relative to the unlimited funding scenario with similar outcomes.

QUALITY - LEVEL OF SERVICE OVERVIEW



To determine the "Quality" customer value, predictive modelling software was utilized that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon. A 25-year horizon provides a clearer renewal picture due to the number of assets that have longer service lives and accounts for future replacement of new assets acquired in the 10-year period (such as vehicles) that have shorter life span. In the development of the QUALITY renewal portion of the CAMP, two scenarios were considered:

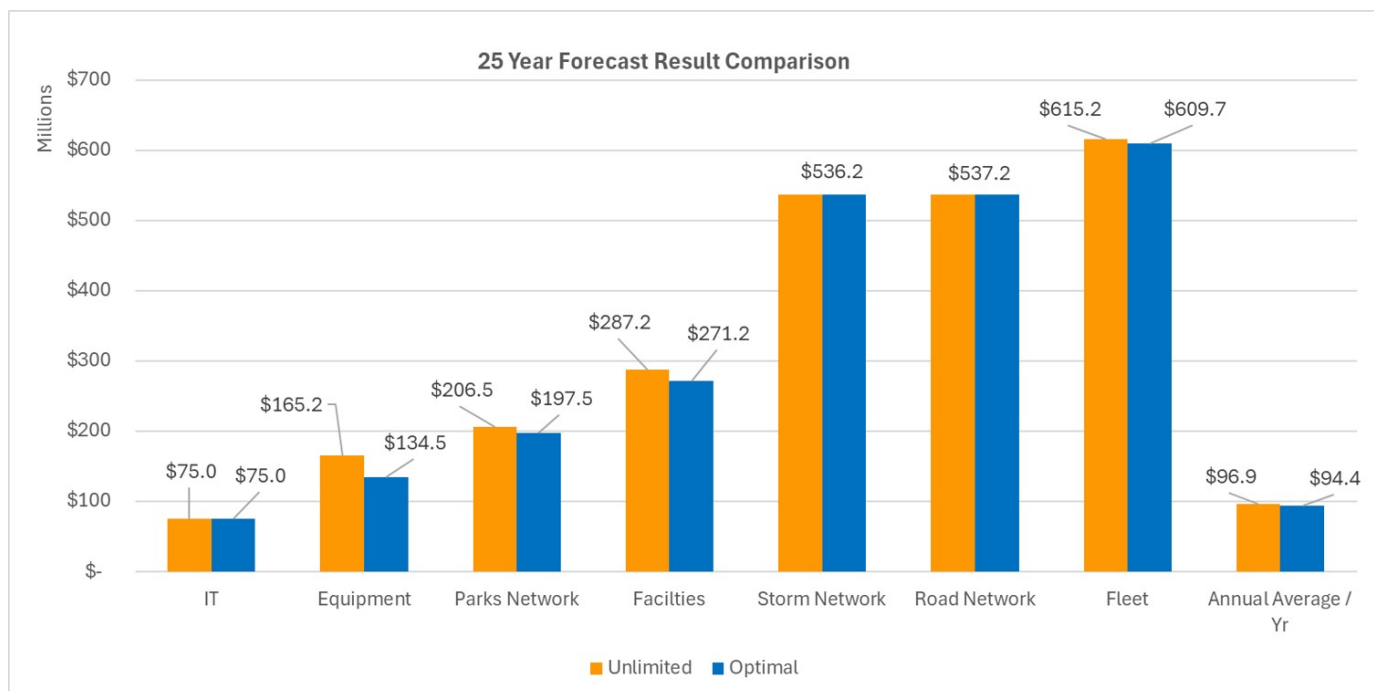
Unlimited Funding Scenario: This scenario estimates the full renewal need for each asset based on its forecasted end of service life and expected deterioration, without funding constraints. It was applied to Core Assets to reflect their criticality and the findings of recently completed Master Plans, and it was used to establish a baseline for Non-Core Assets.

Optimal Scenario: This scenario represents a balanced renewal approach that uses asset criticality to prioritize the highest-priority needs within each asset class. Reinvestment renewal rates are also reviewed to ensure they remain within a reasonable range relative to each asset's expected useful life. This approach was applied to Non-Core Assets, where criticality varied significantly across asset groups.



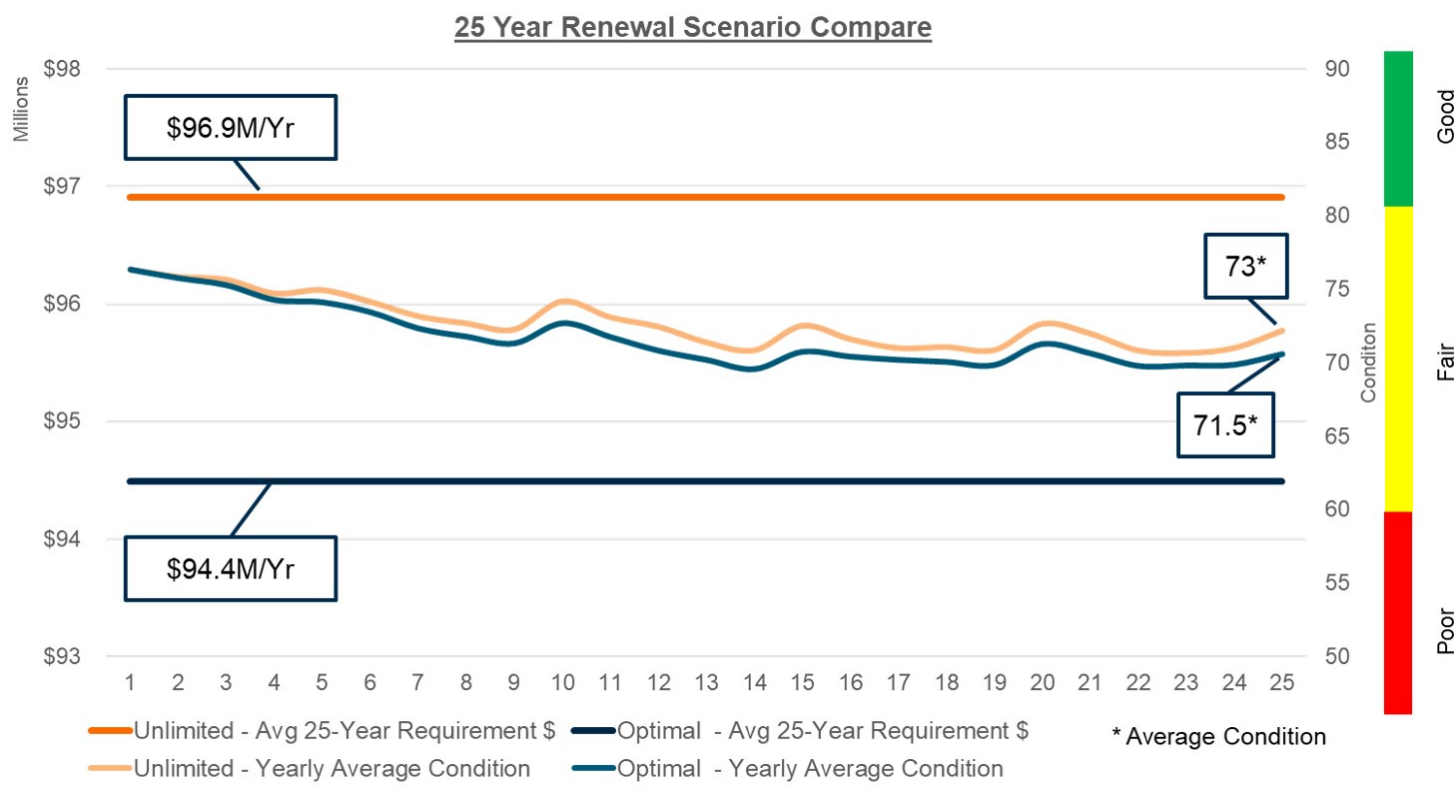
COMPARING QUALITY SCENARIOS

The scenarios were assessed to understand their effects on asset reinvestment renewal rates, forecasted condition, and total funding needs over a 25-year period. The Unlimited Funding Scenario used forecasted condition deterioration without financial constraints, providing an unconstrained baseline for comparing asset condition results and funding requirements. Other models were then created in which asset criticality and asset reinvestment rates thresholds were applied to compare resulting expenditure needs and condition forecasts to develop the Optimal Scenario. As shown in 25 Year Forecast Result Comparison figure below, the Optimal Scenario lowers annual funding requirements from \$96.9 million per year to \$94.4 million, which is \$2.5 million less per year, generating cumulative savings of about \$62 million over 25 years.



The reduced annual investment has only a modest effect on condition outcomes. As shown in the 25 Year Renewal Scenario Compare chart, the Unlimited Scenario requires an average annual investment of \$96.9 million and results in a projected condition score of 73 at the end of the 25-year period. By comparison, the Optimal Scenario reduces the average annual requirement to \$94.4 million, with the overall condition score declining slightly to 71.5, or 1.5 points below the Unlimited Funding Scenario.

Over the 25-year forecast period, the Optimal Scenario provides a financially sustainable renewal strategy while maintaining overall asset condition at an acceptable level, with the asset portfolio remaining in Fair to Good condition throughout the period. This demonstrates that this approach when applied strategically can reduce overall financial need with a small reduction in overall condition of assets.



The Optimal Scenario is Recommended

The Optimal Scenario, which applies the Unlimited Funding approach to Core Assets and the Optimal approach to Non-Core Assets, provides a strong balance of affordability, risk management, and long-term asset performance. It is recommended as the preferred level of service because it achieves the following objectives:

- **Risk-Based Prioritization:** Renewal activities are prioritized based on asset criticality scores, ensuring that vital infrastructure is addressed within average useful life timeframes.
- **Asset Reinvestment Renewal Rate Optimization:** Establishes data-driven reinvestment funding targets across different asset categories that are in line with the average replacement age for that category. This allows the town to prioritize funds to highly critical assets while sustaining renewal rates in line with average useful life for all assets.
- **Condition Level Target:** Capital intervention is carefully balanced so that each asset category maintains a minimum of 85% in fair or good condition over the forecast period. This represents the best practice guideline to limit the number of assets that fall within poor condition to no more than 15%.
- **Affordability:** The optimal scenario achieves a balance of maintaining service level performance, minimizing risk and cost representing a forecast that is financially sustainable.

The Optimal Summary details the 10-year and 25-year expenditure needs across seven asset groups:

- **10-Year Forecast:** Requires **\$827 million (\$82.7M/year)**, remaining consistent with the 2026 forecast.
- **25-Year Optimal Scenario:** Requires **\$2.36 billion (\$94.4M/year)** to maintain 87% of assets in Good/Fair condition, keeping reinvestment rates aligned with typical asset lifespans.

This 25-year outlook ensures the town captures the replacement cycles of both long-term infrastructure and shorter-lived assets like vehicles. Highlighting this **\$11.7 million annual funding gap** early allows the town to begin proactive financial planning.

Asset Group	10 Yr Forecast	25 Yr Forecast	Reinvestment Rate*	Avg Renewal Age	Forecasted Condition %
 Equipment	\$56M	\$134M	7.0%	14	47% 41% 12%
 Fleet	\$205M	\$610M	9.5%	10	46% 44% 10%
 Parks	\$80M	\$198M	3.7%	27	40% 45% 15%
 Road Network	\$159M	\$537M	2.9%	34	39% 47% 15%
 Facilities	\$112M	\$271M	3.8%	26	45% 40% 15%
 Storm Network	\$185M	\$536M	1.8%	57	68% 30% 2%
 Information Technology	\$30M	\$75M			Not Applicable
Total	\$827M	\$2.36B	3.3%	30	44% 43% 13%
Annual Average	\$82.7M	\$94.4M	* Reinvestment rate is the pace at which an organization reinvests in renewing or replacing existing infrastructure assets over time.		

RELIABLE - LEVEL OF SERVICE

To maintain the "Reliable" customer value, service departments leverage daily operations, preventative maintenance, and routine inspections to ensure continuity and minimize disruptions. Under this

Assets are maintained and repaired to ensure assets are operational

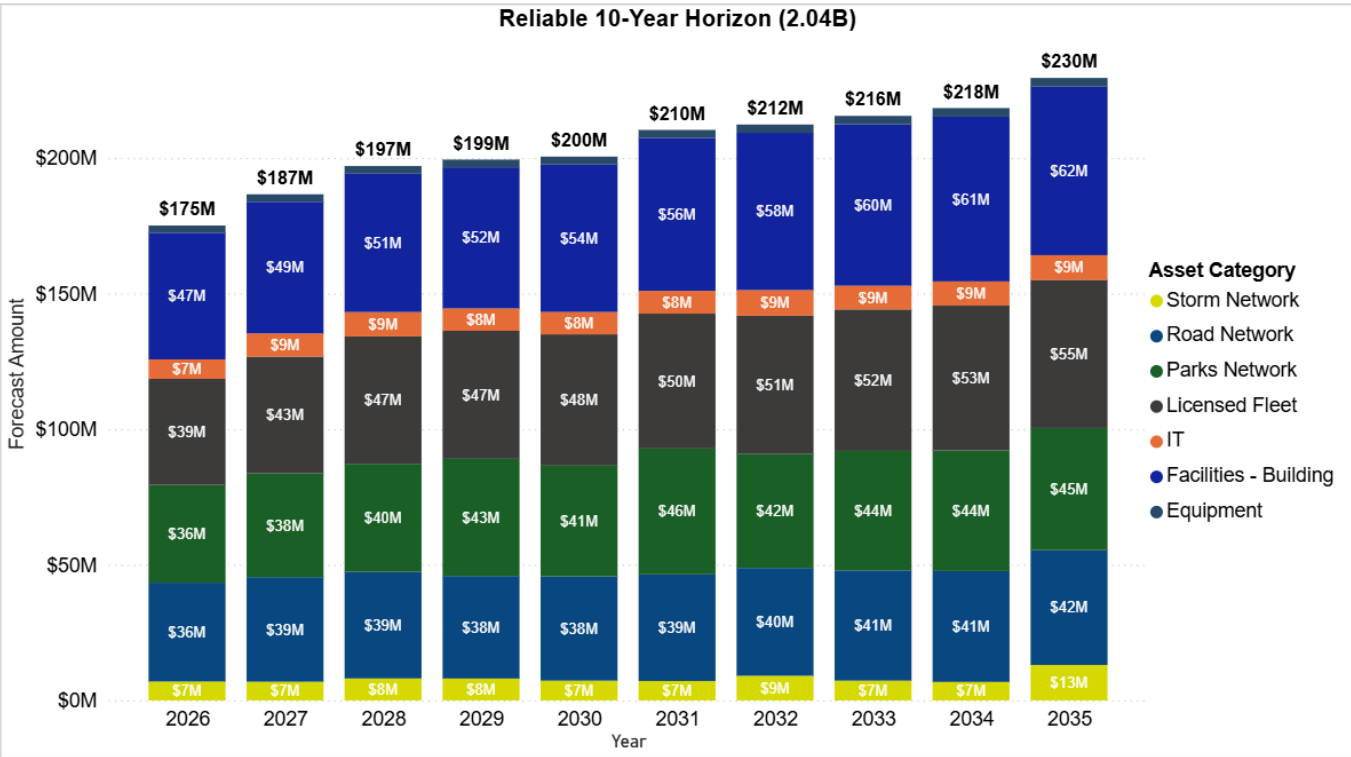


strategy, higher asset criticality dictates a greater need for built-in redundancy and rigorous continuity management to protect the community from service interruptions. Additionally, a 10-year forecast was developed using the 2026–2029 operating budget, factoring in inflationary adjustments for the final seven years alongside projected operating impacts from growth projects.

Key Objectives:

- **Maintenance:** Executes operational and preventative maintenance to keep assets active and fully compliant with legislation, warranty standards, and industry best practices.
- **Inspection Programs:** Implements inspections and condition assessments to proactively detect defects and preserve baseline system health
- **Redundancy and Continuity:** Dictates that higher-criticality assets receive a greater focus on design redundancy and backup systems, ensuring that backup measures are in place to maintain continuous operations if a primary component fails.
- **Service Continuity:** Balances corrective repairs with preventative maintenance to minimize unexpected failures and prevent major service disruptions.

The Reliable LOS 10 Year Forecast figure illustrates a 10-year capital expenditure forecast from 2026 to 2035, projecting a total investment of \$2.0 billion across the seven asset categories.



*Based on 2026-2029 operating forecast with operating impacts for growth capital projects and development impacts identified in the 2026 capital forecast.

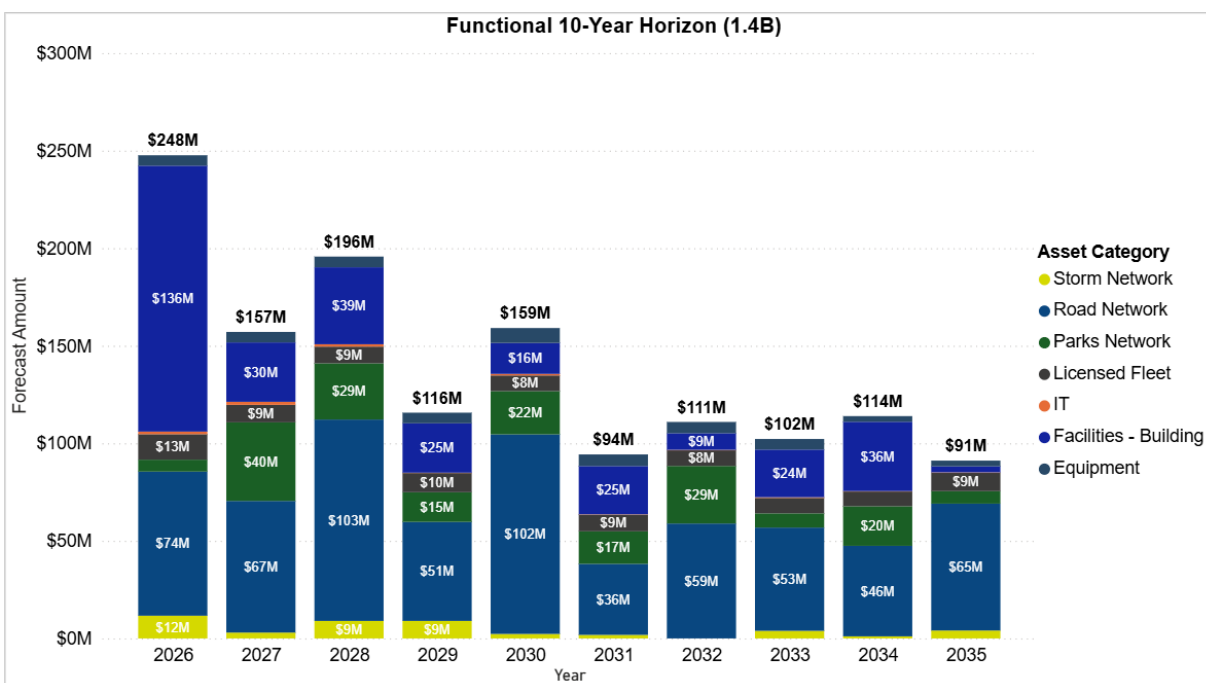
FUNCTIONAL - LEVEL OF SERVICE

The **"Functional"** customer value focuses on aligning asset capacity, efficiency, and suitability with shifting community needs. It guides long-term network adaptation and expansion through the following key objectives:

Assets have sufficient capacity and suitability to meet needs of the community



- **Strategic and Growth-Driven:** Expands infrastructure at the appropriate scale to support population growth, guided by master plans, growth reviews, and development charge studies.
- **Community Capacity and Suitability:** Upgrades infrastructure to meet changing community needs and legislative requirements, informed by service reviews and efficiency assessments.
- **Environmental Sustainability:** Targets infrastructure investments toward climate change adaptation, long-term resilience, and environmental sustainability.
- **Service Delivery Capacity:** Monitors the town's ability to support growth by tracking infrastructure per capita (e.g., kilometers of road or hectares of parkland). Non-growth initiatives are reviewed regularly to ensure master plan programs remain effective. The Functional 10 Year Forecast figure outlines a 10-year capital expenditure forecast from 2026 to 2035, projecting a total investment of \$1.4 billion across seven asset categories.



*Based on 2026 capital forecast for asset related growth, masterplan and program initiative projects in 2026 capital forecast.

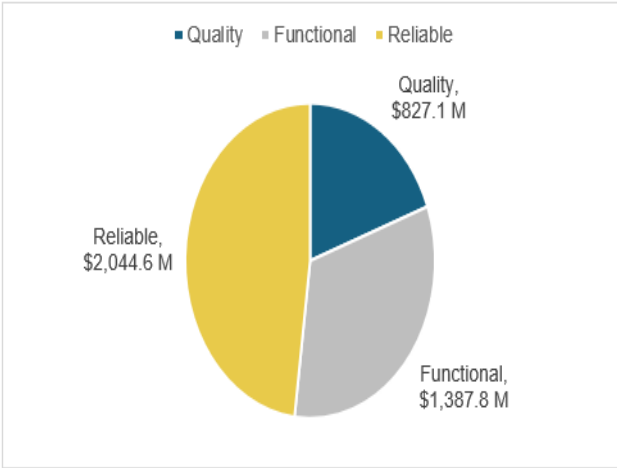
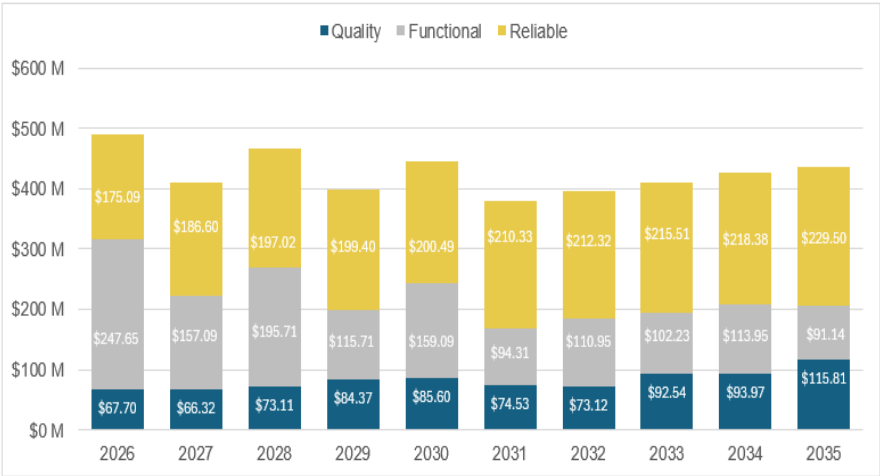
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

The 10-Year Forecast presents a preliminary estimate of the costs associated with maintaining the town's assets at their current level of service, based on information in the 2025 budget and long-term forecast. The cost estimate considers a combination of factors such as:

- deterioration models
- inspection and maintenance programs
- asset treatment strategies
- repair, rehabilitation and replacement recommendations.
- facilitated discussions between town's Finance and Asset Management Departments on the selection of proposed capital investment projects over the long-term planning period.

This CAMP presents the 10-year forecast for each asset class, categorized by the three (3) selected Customer Values (i.e., Quality, Reliable, and Functional) and key asset management programs. The forecast predicts that the total expenditure will amount to \$4.2 billion over the 10-year period. On an annual basis, the average investment expenditure will be \$426 million.

OVERALL LIFECYCLE EXPENDITURE FORECAST BY CUSTOMER VALUE



Additionally, The Table below offers a breakdown of the lifecycle expenditure forecast by programs and asset classes.

Summary of Lifecycle Expenditure Forecast (2025\$)

Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$67.70	\$66.32	\$73.11	\$84.37	\$85.60	\$74.53	\$73.12	\$92.54	\$93.97	\$115.81	\$827.08
Facilities - Buildings	\$7.44	\$11.59	\$8.16	\$14.99	\$12.34	\$5.78	\$9.01	\$12.39	\$14.31	\$16.83	\$112.84
Licensed Fleet	\$19.81	\$10.93	\$19.40	\$16.02	\$25.37	\$14.31	\$20.76	\$22.05	\$24.91	\$31.35	\$204.91
Road Network	\$12.01	\$21.81	\$10.61	\$16.62	\$13.51	\$19.84	\$12.39	\$18.49	\$14.60	\$19.21	\$159.09
Storm Network	\$13.45	\$7.58	\$18.61	\$20.34	\$18.60	\$20.61	\$19.74	\$19.58	\$19.71	\$26.53	\$184.76
Parks Network	\$6.23	\$5.83	\$6.37	\$8.95	\$8.51	\$6.62	\$6.06	\$9.04	\$11.04	\$11.06	\$79.72
Equipment	\$5.38	\$5.31	\$7.13	\$4.88	\$4.29	\$4.58	\$2.43	\$8.18	\$6.64	\$6.88	\$55.70
IT	\$3.37	\$3.26	\$2.83	\$2.57	\$2.98	\$2.80	\$2.72	\$2.82	\$2.74	\$3.96	\$30.07
Functional	\$247.65	\$157.09	\$195.71	\$115.71	\$159.09	\$94.31	\$110.95	\$102.23	\$113.95	\$91.14	\$1,387.83
Facilities - Buildings	\$136.29	\$30.45	\$39.46	\$25.31	\$15.86	\$24.71	\$8.51	\$24.41	\$35.53	\$3.06	\$343.59
Licensed Fleet	\$13.04	\$8.96	\$8.57	\$9.85	\$8.03	\$8.56	\$8.03	\$7.91	\$7.56	\$9.47	\$89.98
Road Network	\$73.86	\$67.48	\$103.22	\$50.73	\$102.29	\$36.41	\$58.90	\$52.94	\$46.38	\$65.01	\$657.22
Storm Network	\$11.64	\$3.00	\$8.98	\$8.98	\$2.30	\$1.81	\$0.00	\$3.90	\$1.07	\$4.07	\$45.76
Parks Network	\$6.12	\$40.26	\$28.80	\$15.21	\$22.17	\$16.66	\$29.50	\$7.28	\$20.30	\$6.40	\$192.71
Equipment	\$5.35	\$5.36	\$5.47	\$5.45	\$7.64	\$5.97	\$5.78	\$5.42	\$2.90	\$2.94	\$52.28
IT	\$1.34	\$1.57	\$1.21	\$0.18	\$0.80	\$0.19	\$0.23	\$0.37	\$0.20	\$0.20	\$6.29
Reliable	\$175.09	\$186.60	\$197.02	\$199.40	\$200.49	\$210.33	\$212.32	\$215.51	\$218.38	\$229.50	\$2,044.64
Facilities - Buildings	\$46.68	\$48.53	\$51.00	\$52.04	\$54.38	\$56.36	\$57.98	\$59.53	\$60.75	\$62.13	\$549.37
Licensed Fleet	\$39.09	\$43.08	\$46.96	\$47.22	\$48.43	\$49.73	\$50.97	\$52.16	\$53.37	\$54.63	\$485.64
Road Network	\$36.44	\$38.57	\$39.30	\$37.82	\$38.45	\$39.30	\$39.75	\$40.65	\$40.88	\$42.29	\$393.47
Storm Network	\$6.97	\$6.89	\$8.10	\$8.07	\$7.29	\$7.16	\$9.09	\$7.30	\$6.82	\$13.08	\$80.78
Parks Network	\$36.06	\$38.23	\$39.84	\$43.19	\$40.81	\$46.40	\$42.00	\$44.05	\$44.48	\$45.06	\$420.13
Equipment	\$2.68	\$2.76	\$2.83	\$2.84	\$2.90	\$2.96	\$3.04	\$3.09	\$3.15	\$3.22	\$29.45
IT	\$7.16	\$8.54	\$8.99	\$8.24	\$8.23	\$8.41	\$9.48	\$8.74	\$8.92	\$9.09	\$85.80

ASSET CATEGORY SUMMARY

Each asset category chapter details what the Town manages for a specific infrastructure group, explaining its current state, role in service delivery, risks, and required funding.

All chapters follow a standard structure:

- **State of Infrastructure & "At a Glance":** Defines the portfolio and summarizes attributes like age, condition, and Current Replacement Value (CRV) -The cost to replace an asset with a modern equivalent. Where physical data is lacking, condition is estimated using age.
- **Criticality & Risk:** Assesses the consequence and likelihood of asset failure to prioritize funding.
- **Levels of Service (LOS):** Explains the breakdown of the Asset Category into the customer values listed:
 - *Quality:* Condition and renewal needs.
 - *Reliability:* Maintenance, Operations and inspections.
 - *Functionality:* Growth, Service Enhancements and Special Initiatives.
- **Lifecycle Management & Financial Forecasts:** Outlines the actions (repairs, renewals, climate initiatives) needed to sustain services and translates them into long-term financial forecasts.

Combined, these chapters provide a clear framework for the responsible stewardship of the Town's infrastructure.

CLIMATE CHANGE

The Town of Oakville has undertaken significant efforts to align asset management decisions with climate change considerations. Recognizing the parallel need for long-term and forward-thinking approaches in both asset management and climate change and given the understanding that climate change introduces chronic stresses impacting both built and natural infrastructure, the town has initiated the integration of climate adaptation activities into its asset life cycle strategies.

This proactive approach is in accordance with O. Reg. 588/17, which mandates municipalities to articulate their commitment to considering actions necessary to address vulnerabilities caused by climate change to the municipality's infrastructure, encompassing

- Adaptation Opportunities;
- Mitigation Approaches; and,
- Disaster Planning and Contingency Funding.

The town's asset management plans address and mitigate the impact of climate change on infrastructure through:

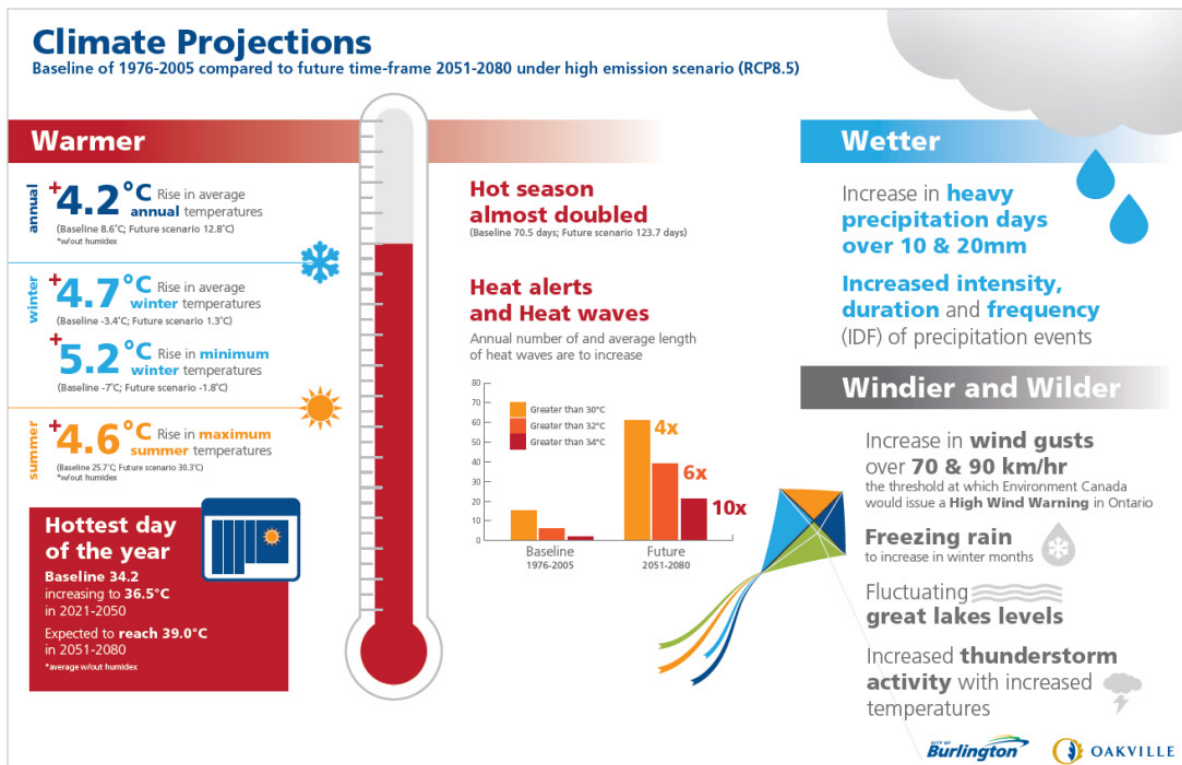
- Acknowledging the imperative to integrate and regularly update our comprehension of climate change and climate prediction models within plans influenced by climate change.
- Evaluating infrastructure performance in alignment with predictive climate models and formulating responsive action plans to address identified needs.
- Adapting and improving infrastructure standards to ensure that new developments meet anticipated demands in the future.
- Amplifying and enhancing natural assets.
- Reducing energy consumption across infrastructure systems.
- Facilitating proactive inspections and maintenance, such as before the occurrence of adverse weather events.
- Enhancing functional redundancy within the infrastructure to bolster resilience.

To achieve the above objectives the town has developed and implemented the following climate adaptation and mitigation plans and programs. In addition, the town's website provides a summary of various sustainable development practices: [Sustainable Development Practices](#)

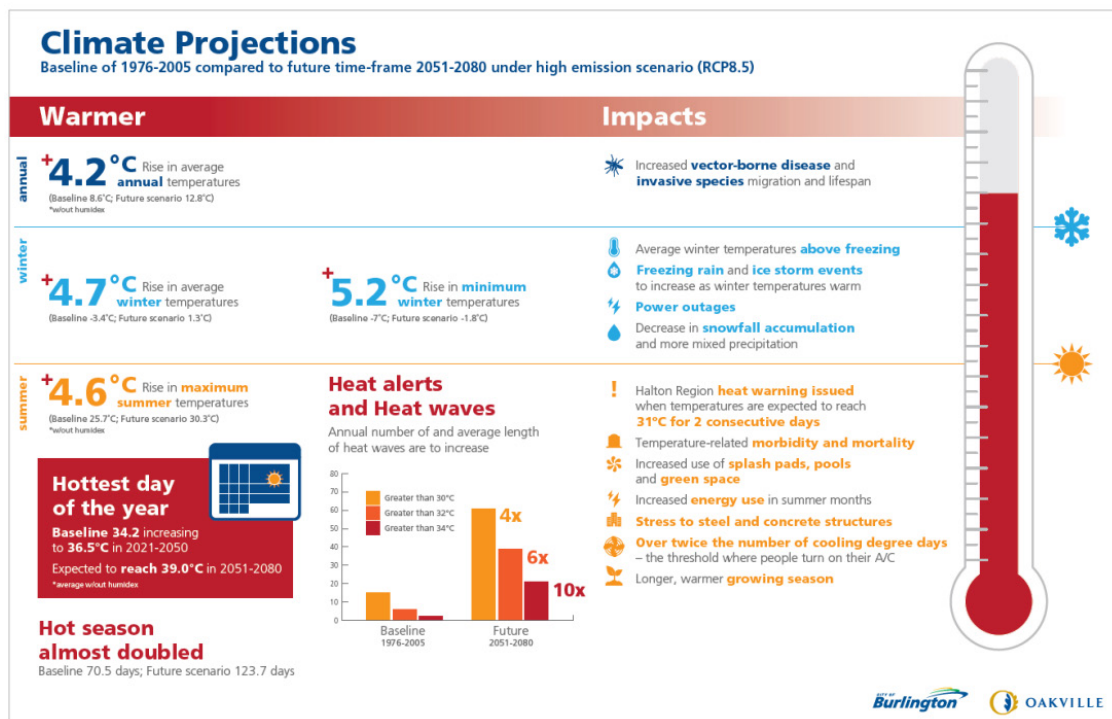
CLIMATE CHANGE: STRATEGIC PLANNING AND RESEARCH

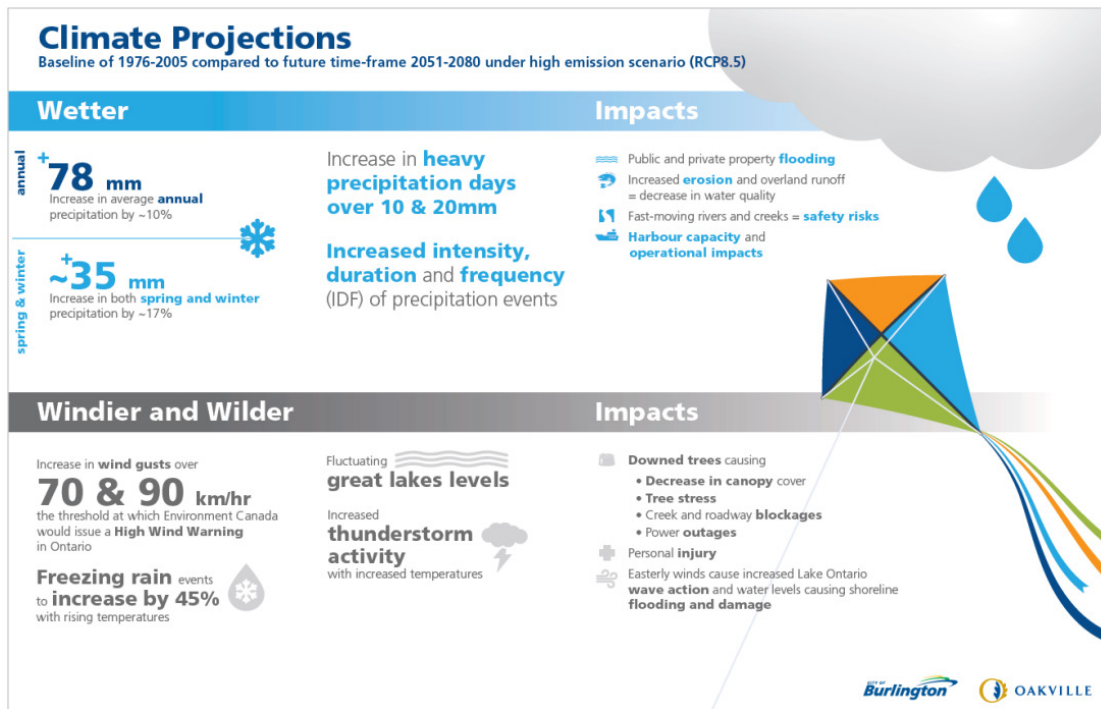
- The 2025 corporate Climate Policy applies to all staff and those hired by the town and states that the town is committed to applying a climate lens to infrastructure, community planning, civic operations, and levels of services. This approach is intended to foster a sustainable and equitable environment for the community and residents of Oakville.
- The town's Climate Change Strategy was approved by Council in 2015 and presents the town's initial climate change risk and vulnerability assessment (CRVA) conducted by an inter-departmental staff team. This report identifies the town's highest vulnerabilities related to climate change and identifies key actions that the corporation can take to mitigate these risks.

The Climate Projections Report updates the climate projections used in the above-mentioned Climate Change Strategy and depicts the expected trends in climate related to temperature, precipitation, wind, snow and ice under both high and low GhG emission scenarios. Each of the over 40 climate variables are compared to the baseline years of 1976-2005 and projected into the two future timeframes of 2021-2050 and 2051-2080. The findings of this report are being used to inform the town's asset and emergency management programs. The following Warmer, Wetter, Windier and Wilder infographic depicts the baseline of 1976 – 2005 compared to future timeframe 2051-20280 under high emissions scenarios.



The following two infographics depict the same climate variables as above but also includes potential impacts on Oakville's built and natural environments.





CLIMATE CHANGE: CLIMATE MITIGATION

Climate change mitigation refers to the actions the town takes to limit the amount of energy and fuel being used which in turn decreases the amount of associated greenhouse gas emissions and other pollutants that get released into the atmosphere, lessening the degree of climate change. The following plans, policies and programs have been implemented to help the town mitigate its contribution to climate change:

- The Town has been striving to be a leader by incorporating energy efficiency and low-carbon solutions into key infrastructure
 - 6 LEED® Silver Certified facilities; 2 LEED® Gold Certified facilities
 - 3 Geothermal Heating/Cooling Systems
 - 4 Air-Source Heat Pump Heating/Cooling Systems
 - 5 Sites with Solar Panels (1 town-owned, 4 town-hosted)
 - 20 EV Charger Locations supplying a total of 62 Charging Ports

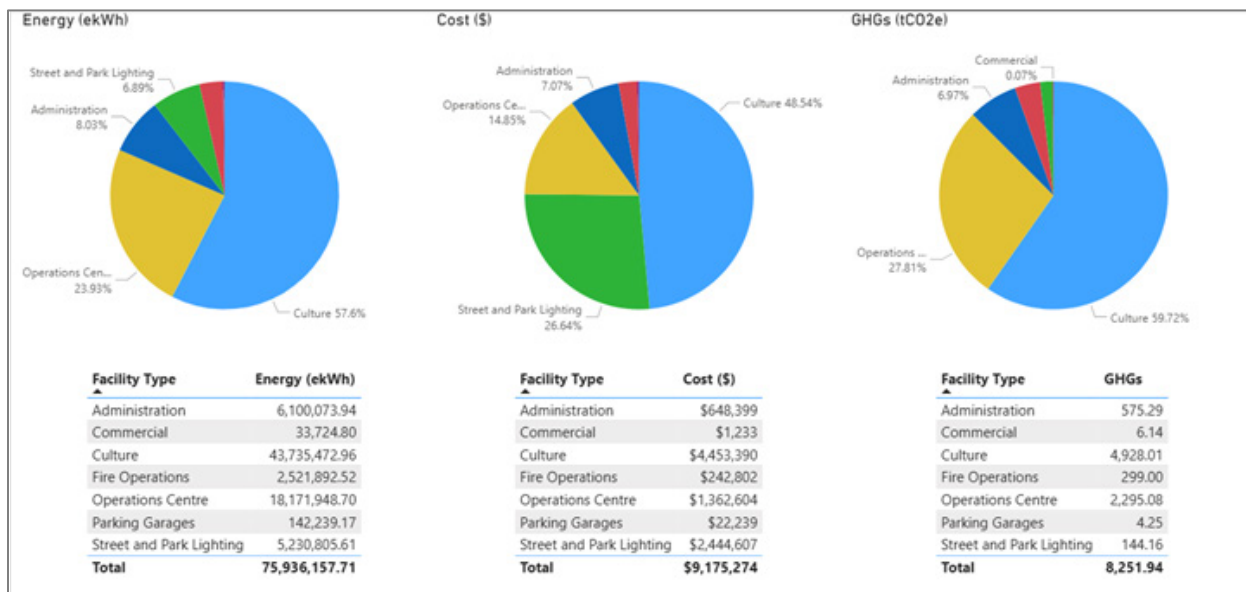
The Town-Owned Buildings Energy and Carbon Plan 2025-2029 (pdf) was prepared in compliance with O. Reg. 25/23: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans and;

1) provides a framework for energy and carbon reduction at town facilities for the next five years in alignment with the Council adopted short and long-term GHG emissions targets for town-owned buildings:

- Short-term: Reduce greenhouse gas emissions by 30 per cent below 2015 levels by 2030
- Long-Term: Net Zero GHG emissions by 2050

2) provides data on energy use and carbon emissions

The following diagram depicts the 2024 town's Energy, Cost and Greenhouse Gas Emissions by category.



3) summarizes the current state and highlights exemplary projects undertaken in the last five-year CDM period.

- The 2024 Annual Service Plan – Oakville Transit provides a roadmap to guide the necessary work on key projects and initiatives for Oakville Transit in the upcoming year. The plan will be finalized in the fall of 2024, which includes the implementation of battery electric buses.
- Recommendations in the iTree Growing Livability Report seek to enhance the growth potential and health of Oakville's urban forest and support the Town's efforts to increase livability and attain the goal of 40% urban forest canopy. The town's 2025 Growing Resilience, A Comprehensive Study of Oakville's Urban Forest provides the following measurables:

Measure	2015	2024
Forest Structure		
Urban tree canopy (%)	25.5%	29.0%
Number of trees in Oakville	2 million	2.7 million
Replacement value of Oakville's Urban Forest	\$1.04 billion	\$1.17 billion
Forest Diversity		
Top 3 tree species by population	Eastern white cedar Sugar maple Common buckthorn	Common buckthorn Eastern white cedar Sugar maple
Top 3 tree species by leaf area	Sugar maple Norway maple Red oak	Sugar maple Red oak Silver maple
Forest health and crown condition		
% trees in good or excellent condition	83%	57%
Average annual tree mortality (%)	5.3%	3.8%
Land cover and Possible Planting Area (PPA)		
% Urban Tree Canopy (UTC)	25.5%	29.0%
% impervious land cover	40%	44%
% possible pervious planting area	31%	21%
% impervious possible planting area	19%	15%
Ecosystem Services		
Pollution removal (tonnes/year and \$/year)	113 \$668,000	166.6 \$2.4 million
Annual home energy savings	\$1.79 million	\$2.19 million
Value of annual gross carbon sequestration (\$)	\$460,000	\$883,000
Annual carbon sequestration (gross tonnes per year)	5,943	7,691
Total carbon storage	148,000 tonnes	199,100 tonnes

In 2024, the trees in Oakville's urban forest perform annual ecosystem services (pollution removal, carbon sequestration, and avoided runoff) valued at ~\$4.64 million. The structural value of Oakville's urban forest is ~\$1.17 billion in 2024, up ~\$1.04 billion from 2015.

- The 2025 Transportation Master Plan is being updated to embed low-carbon initiatives, including the development of transit-supportive urban form, the encouragement of electric vehicle adoption, and the integration of e-scooters and other last-mile mobility solutions. A climate change white paper was added to the project to present the full spectrum of climate risks and opportunities on the town's transportation sector.

CLIMATE CHANGE: ADAPTATION

Climate change adaptation refers to the actions taken to cope with the already present climatic changes such as extreme temperatures or intense precipitation that cause flooding. Examples of adaptation measures the town is taking are:

- The Rainwater Management Financial Plan (RWMP) is a long-term plan to improve resiliency to climate change and protect our stormwater infrastructure and natural assets. This includes developing a financing plan and exploring funding alternatives to create resiliency in an equitable and cost-efficient manner. The Stormwater Fee was approved by Council in September of 2025 and will support priority infrastructure projects and services identified in the RWMP.
- The town's Emergency Plan was updated to recognize the increased severity and frequency of extreme weather events and the projected impacts on emergency preparedness, response and

recovery efforts of the town. Development of specific standard operating procedures and protocols are designed to ensure the protection and safety of people, infrastructure, and the environment.

CLIMATE CHANGE: MONITORING AND REPORTING

In addition to the KPI's noted throughout this Asset Management Plan the town also tracks the progress of the above-mentioned programs in the following ways:

- The Facility Dashboard was developed and is maintained by Facilities Services to monitor carbon emissions and energy use across all town owned facilities.
- Council's Strategic Plan Dashboard tracks the progress made on initiatives that are included in Council's Strategic Plan directives under the categories of Environmental Sustainability, Growth Management, Accountable Government and Community Belonging.
- An annual Climate Emergency Declaration Report is presented to Council to highlight the significant progress the town and community have made towards mitigating and adapting to the effects of climate change.
- The Task-Force on Climate-Related Financial Disclosure (TCFD) released recommendations designed to help companies provide better information to support market transparency and more informed capital allocation to assess climate-related risks and opportunities connected to the four core pillars of Governance, Strategy, Risk management and Metrics and targets. Oakville met 36 of 39 TCFD actions in the town's disclosures. Staff will be concluding formal reporting on the Town's alignment to the TCFD framework. Beginning with the next reporting cycle, the Town will transition to formal reporting through the CDP-ICLEI Track in partnership with Local Governments for Sustainability (ICLEI) in 2027.

GLOSSARY OF KEY TERMS

Term	Definition
Asset Condition	An evaluation of an asset's physical state often measured using a standardized grading system (e.g., Very Good to Very Poor) to inform renewal needs and timing.
Asset Criticality	A measure of the importance of an asset to service delivery, based on the consequence of its failure in terms of service, financial impact, and safety.
Asset Lifecycle	The stages an asset goes through from planning, acquisition, operation and maintenance, rehabilitation or renewal, and eventual disposal.
Customer Levels of Service (LOS)	Measures that describe the quality, reliability, and accessibility of services from the customer's perspective (e.g., availability, safety, affordability).
Levels of Service (LOS)	Statements that describe the quality and performance targets for services provided by infrastructure, typically categorized into customer and technical LOS.
Lifecycle Activities	The set of actions taken throughout the life of an asset, including maintenance, renewal, upgrades, expansion, and disposal, to ensure it meets required LOS.
Lifecycle Cost	The total cost of owning, operating, maintaining, and disposing of an asset over its entire life.
Reinvestment Rate	The annual proportion of the current replacement value of an infrastructure asset portfolio that is reinvested in rehabilitation, renewal, and replacement to maintain assets at the target level of service and manage long-term lifecycle risk.
O.Reg. 588/17	Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, which mandates asset management planning and reporting for municipalities.
Optimal Renewal Strategy	A scenario in which all asset renewal activities are undertaken at the most cost-effective point in time to minimize total lifecycle cost.
Renewal Funding Shortfall	The specific portion of the funding gap related to rehabilitation and replacement (renewal) investments that are not currently funded.
Risk Management	The process of identifying, assessing, and prioritizing risks to service delivery and implementing measures to minimize their impact.
State of Infrastructure (SOI)	A snapshot of the inventory, condition, valuation, and remaining useful life of assets used to deliver services.
Tangible Capital Assets (TCA)	Physical infrastructure or assets with value that the municipality owns and accounts for in its financial records.
Technical Levels of Service	Internal performance measures that relate to how assets are managed and maintained to support the delivery of customer LOS.
Trade-Off Decision Making	Balancing between service levels, cost, and risk in planning and managing infrastructure investments.



CHAPTER 2

FINANCING STRATEGY

The financing strategy serves as a blueprint for effectively managing funds to execute the asset management plan. Drawing upon the latest financial data, as outlined in the comprehensive 2026 Adopted Budget and Business Plans accessible through the Town's official website, ensure informed decision making. Enhancing the caliber of information and planning methodologies stands as a pivotal endeavor for the sustained progress of the Town's Corporate Asset Management Plan (CAMP) in the future.

Ensuring the effective execution of the Corporate Asset Management Plan (CAMP) necessitates strong integration with the municipality's financial planning, long-term budgeting, and departmental strategies. Developing a comprehensive financial blueprint that aligns with asset maintenance schedules enables the Town to accurately assess the funds required for sustainable asset management. This encompasses considerations such as long-term asset needs, agreed-upon Levels of Service (LOS), regulatory obligations, and anticipated growth trajectories.

An effective financial strategy is paramount for implementing the CAMP. It demonstrates the Town's commitment to harmonizing asset management planning with financial planning and budgetary processes. This optimization leverages available financing mechanisms for infrastructure development.

FINANCING POLICIES AND ASSUMPTIONS

Financial sustainability is one of Council's strategic goals. A sustainable long-term financial plan ensures that the following objectives are met:

- Flexibility within the long-term horizon
- Financial risk is limited
- Long-term cost of financing is minimized
- Statutory requirements are met
- Credit agency criteria is considered

The long-term capital forecast and financial strategy is developed annually with the following financing policies and assumptions. These financial strategies form the basis of the Town's strong financial position and are monitored to ensure the Town's long-term financial position is sustained into the future:

- Debt re-payment levels remain within the council approved policy limits.
- Outstanding debt to reserve levels do not exceed the 1:1 ratio to maintain AAA credit rating.
- The annual Capital levy increases are maintained.
- Timing of Growth projects aligns with anticipated residential and non-residential development.
- Capital reserves are maintained at sufficient levels to minimize risk, support future initiatives, and provide for unknown contingencies.
- Asset specific reserves for buildings and equipment are maintained at sufficient levels to support on-going life cycle replacements. As new buildings and equipment are added, contributions are increased.
- Program specific reserve funds are maintained at sufficient levels to support ongoing life-cycle replacements such as harbours, parking and cemeteries.
- The stormwater fee contributions continue to be phased in up to prescribed levels in order to fully support future stormwater program infrastructure needs.

The 10-year capital forecast is built on a framework based on drivers to review and assess capital project needs. As some financing sources are specific for only certain types of projects, all financial tools available to the Town need to be managed with the overall fiscal picture in mind.

The capital investment program is funded from a wide range of sources. Broadly speaking there are six main sources:

- Capital Levy– the annual tax revenue received in the fiscal year that is allocated directly to the capital program.
- Reserves – the Town maintains several reserves that are used to offset fluctuations and stabilize operating and capital budgets. They typically cushion the impact of major expenditure on the tax rate in any one-year period and provide a stable funding source for costs to maintain assets in a state of good repair as guided by the Asset Management Plan (AMP).
- Program specific reserve funds – the Town maintains several program specific reserves that finance self-supported program operations and capital requirements (e.g. Cemetery, Harbours, Parking, Stormwater).

- Growth Funding Tools – such as development charges, community benefits charges and parkland dedications.
- Other levels of government – Provincial and Federal grants, subsidies and programs that may be ongoing or time limited.
- Debt – external borrowing within strict limits.

The following provides more details on the major funding sources that finance the Town's infrastructure renewal capital program.

Capital Levy and Capital reserves

The annual capital levy is a reliable source of funding for the Town's capital program. Historically, the Town has maintained a 1% increase to the levy each year, enabling the levy to keep up with inflation and provide additional funding for growth in the Town's assets. With the 2026 Budget, Council approved an increase to the capital levy to 1.75% until 2030 to provide additional funding and ensure the ten-year capital forecast was fully funded. The Town also has capital reserves that are dedicated to funding the capital program.

Asset Specific reserves

Equipment reserves and the Building Maintenance reserve are asset specific reserves that provide an important source of funding for the on-going life cycle requirements, including replacement of assets, to maintain equipment and buildings in a state of good repair. These funding sources are supported by annual contributions from the operating budget to ensure that funding is in place to maintain assets in a state of good repair. As new assets are constructed or purchased, contributions for the future maintenance and replacement are added to the operating budget.

Program Specific reserve funds

The Town has specific reserve funds for programs that have dedicated revenues to fund their operations and capital requirements. These include the Cemetery, Harbours, Parking and Stormwater programs. The Stormwater reserve fund was established as part of the 2026 Budget with a dedicated user fee that will provide the annual revenue required to fund Stormwater program infrastructure needs.

Growth Funding Tools

The Town utilizes the growth funding tools of development charges, community benefits charges, and parkland dedication to deliver the land and infrastructure required to maintain service levels as the Town grows, while minimizing the financial impact of growth on existing residents and businesses.

External Funding

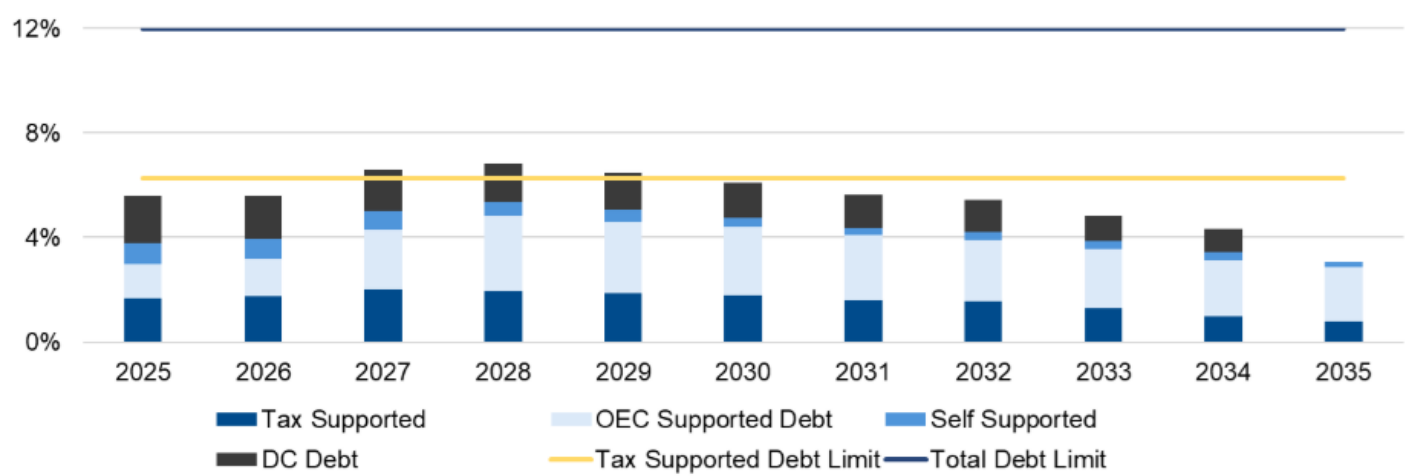
The provincial Gas Tax program and the Community Stream of the federal Build Communities Strong Fund (formerly federal gas tax) provide predictable and sustainable annual funding for both operational and capital needs. The Town will also proactively seek further available grants from senior levels of government for infrastructure needs. Although these grant opportunities are not predictable and should not be relied upon as a consistent future funding source, the Town can leverage them where possible to help address expenditures and alleviate financial pressures.

Debt Financing

Debt financing may be used strategically and is an essential component of long-term financial sustainability when planning for significant assets. The Town may issue new debentures through the Region of Halton provided that the financial charges related to outstanding debt will be within its Annual Repayment Limit (ARL) as prescribed by the Province through O.Reg. 403/02. The ARL is set at 25% of own source revenues, which are primarily property taxes and user fees. The Town has adopted a more conservative Corporate Debt policy which further limits debt capacity.

As illustrated in the below chart, the existing and proposed debt charges are within approved guidelines, resulting in available debt capacity in the future. Debt levels are closely monitored to ensure that a 1:1 debt to reserve financing ratio or better is maintained. This is an indicator of the financial sustainability of the Town and contributes to a high-quality credit rating. The funding of the capital forecast results in a debt to reserve ratio that averages 0.53:1 over the forecast period.

Debt Capacity



The operating budget is primarily financed through the tax levy, which is offset by user fees and external recoveries for specific programs. Below provides an outline of all the sources of funding that may be available to the Town; not all are currently utilized.

Source of Funding

Source	Description
Property Taxation	Each year the Town levies and collects property taxes for the provision of services. These are based on a tax rate applied to assessed values of land and buildings.
User Fees	Charges to residents or the public for use of certain amenities, such as entry fees to recreation centers (swimming pools and ice arenas) and transit fees.
Capital Reserves	Funds that are set aside for future purchases (new and replacement) of assets. These reserves are increased through one-time funding (ex. Sale of land) and through annual operation transfers calculated according to different formulas, such as equivalent to a year's worth of depreciated value of an asset.
Growth Funding Tools	Monies are collected from developers under the Town Bylaws for growth fundings tools. Development Charges, Community Benefit Charges and parkland dedication (Cash in lieu or dedication) are used to finance the development (growth) share of the capital programs and are stored in designated reserve funds until they are needed to pay for growth-related land and infrastructure as prescribed in the by-laws.
Capital Levies	Current revenues, including property taxes collected from residents, are used to finance tax-supported programs. Rate supported budgets which are separate from property tax supported budgets are used finance self-support programs (such as Harbours, Cemeteries and Parking)
Grants & Subsidies	Transfers from Provincial and Federal government, such as Gas Tax Funding. Grants are often the result of a stimulus or other one-time funding events.
Donations	Monies that are given to the organization.
Public-Public Partnerships	A capital project delivery method whereby two or more public entities co-operate for the purpose of delivering public infrastructure
Public Private Partnerships (P3s)	A form of cost sharing. A capital project delivery method whereby the Town (public entity) partners with a private entity for the purpose of delivering public infrastructure. The Federal government may offer grants in support of these shared initiatives.
Contribution from operating	A surplus in the operating fund is re-appropriated towards a capital expense.
Prior years surplus brought forward	Unspent surplus from the operating budget is brought forward as an input to the following year as revenue.
Contingencies	Funds are set aside within the operating budget to address unknown, unbudgeted expenditures that arise during the year.
Stabilization	The utilization of an operating reserve for one-time initiatives that impact the current year's operations only.
Debt Funding/ Debt Management	The province sets a debt-capacity guideline for municipalities which is currently 25% of the individual municipality's operating revenues

FUNDING ALLOCATION

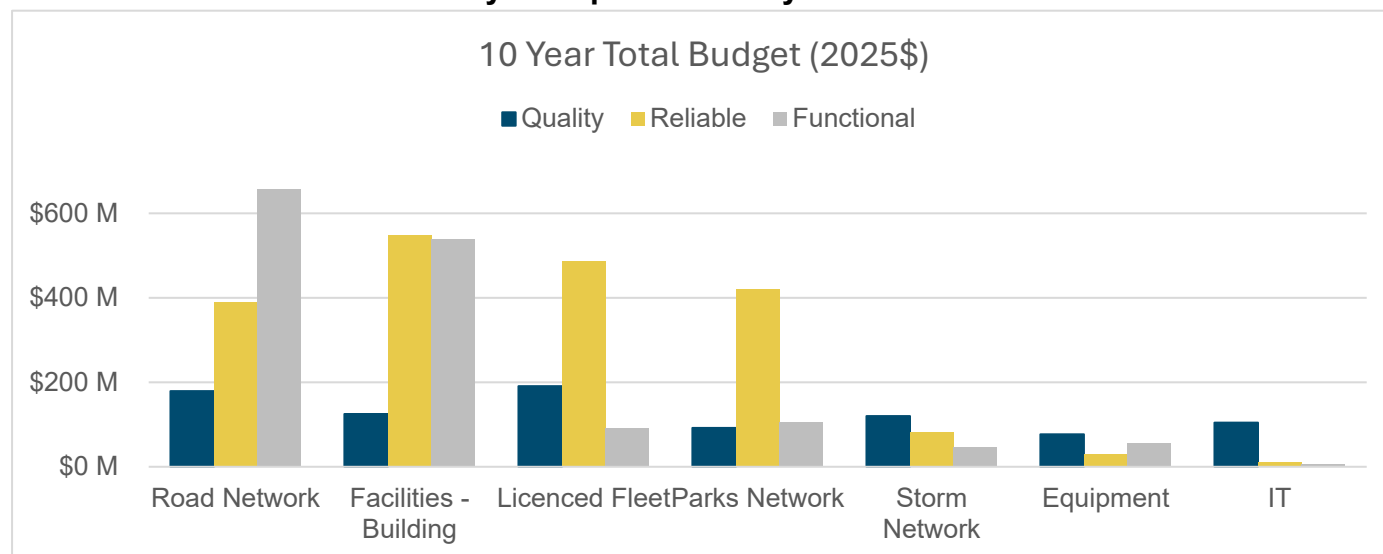
As indicated in the preceding sections, the total 10-year expenditures include the costs to support renewal, operating and growth based on council's strategic priorities. The forecasted 10-year expenditures to provide relevant services is summarized for each asset classification by the three customer values and presented below.

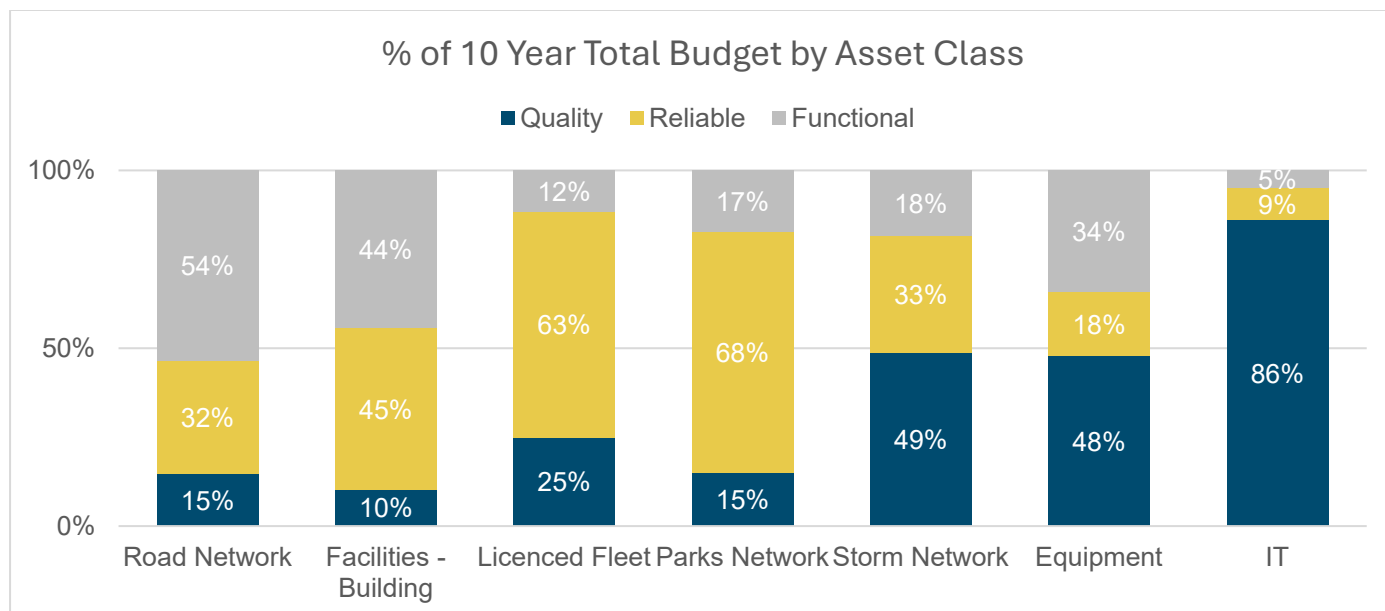
Capital and Operation Expenditures by Customer Value (2025\$)

Asset Class	Quality	Reliable	Functional	Grand Total
Road Network	\$179 M	\$389 M	\$657 M	\$1,225 M
Facilities - Building	\$125 M	\$549 M	\$538 M	\$1,212 M
Licenced Fleet	\$191 M	\$486 M	\$90 M	\$767 M
Parks Network	\$92 M	\$420 M	\$106 M	\$618 M
Storm Network	\$120 M	\$81 M	\$46 M	\$246 M
Equipment	\$77 M	\$29 M	\$55 M	\$161 M
IT	\$105 M	\$11 M	\$6 M	\$122 M
Grand Total	\$888 M	\$1,965 M	\$1,497 M	\$4,351 M

Summary of Expenditures by Customer Value, illustrates the allocation of planned expenditures across asset classes over a 10-year period. Expenditures are grouped into three customer value categories: Quality (renewal), Reliable (operating), and Functional (growth). These categories align with Council's strategic priorities, ensuring that resources are allocated efficiently to maintain services. The figure demonstrates how funding is allocated across asset classes to balance the renewal of existing infrastructure, the delivery of reliable services, and investments required to accommodate future growth. This approach supports the Town's commitment to sustainable asset management and long-term service delivery.

Summary of Expenditures by Customer Value





As noted in the preceding sections, funding is available through various sources to support the required services. It is through the long-term financial plan that future reserve and reserve fund requirements are determined. The [2026 Adopted Budget and Business Plans](#) (pg. 26-30) provides the Capital Financing Summary for this 10-year period.

The financing strategy outlined in this Plan provides a framework for funding the Town's long-term capital forecast and the Corporate Asset Management Plan (CAMP). It is intended to be reviewed and updated regularly to reflect the most current financial information from the annual budget process as well as the various service master plans. The Town remains committed to improving the quality and reliability of financial and asset information to support the long-term sustainability of the Town's Corporate Asset Management Plan.

Key financial policies and assumptions, including debt repayment levels, capital levy increases, and reserve management strategies, are integral to maintaining the Town's strong financial position and supporting future initiatives. The capital investment program relies on various funding sources, such as capital levies, user fees, debt, reserves, government grants, and development charges, to address asset renewal, operational requirements, and growth-related needs.

Through the careful allocation and management of these funding sources, the Town aims to maintain sustainable infrastructure investments, support effective asset management practices, and meet the evolving needs of the community.

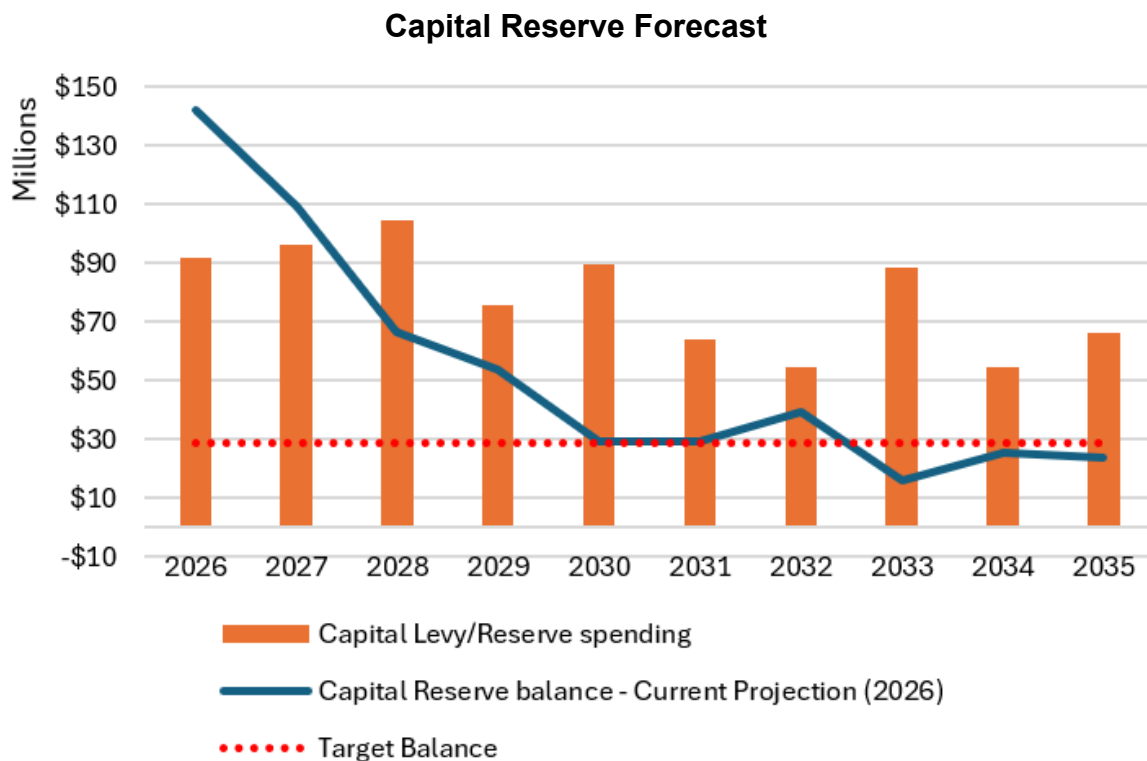
Financial Sustainability

Through the Town's strong financial policies, reserves and reserve funds remain in a healthy position, with sufficient funding projected to be available throughout the 10-year forecast period to address identified capital needs.

In recent years, the Town faced a funding shortfall within its capital program. This shortfall has been addressed through a combination of strategic measures, including:

- Establishing a dedicated stormwater user fee as a new and sustainable revenue source
- Leveraging available debt capacity to fund critical infrastructure investments
- Increasing contributions to asset specific reserves to keep pace with growth and rising costs
- Optimizing reserve and reserve fund balances through the implementation of established funding targets
- Securing grant funding from provincial and federal government programs.

As a result of these measures, the Town's long-term financial sustainability has been significantly strengthened. Figure 8.2 illustrates the significant improvement in the capital reserve balance – one of the Town's primary funding sources for the capital program – and highlights the positive impact of the actions taken to address the funding shortfall.



While the funding anticipated to be available over the 10-Year period based on current financial practices is sufficient to fund expenditures, the level of spending is not sustainable over the longer-term (beyond 10 years), as can be seen by the declining reserve balance in the graph above. Annual capital expenditures are consistently exceeding incoming reserve and capital levy contributions, which is not sustainable over the longer term. This is further illustrated below, which shows an average annual gap of \$15 million for Functional, Quality and Reliable needs. This “gap” is the difference between the average annual needs, and the average annual amount of funding going into reserves, resulting in declining reserve balances. The forecasted needs for Quality in the 25-Year period increase compared to that of the 10-Year period, adding an additional \$5.9 million to the average annual gap. This persistent gap where annual spending outpaces annual contributions results in the long-term depletion of the capital reserve and the Town will need to be proactive in addressing this issue.

Average Annual Funding Gap



It should also be noted that the Development Charges background study is currently underway, this will assess the affordability and financial resources needed to support growth driven capital needs identified with the CAMP. For purposes of this analysis, it has been assumed that development charges continue to finance the same share of growth driven capital as identified in the 2026 Budget. It is also assumed that all Stormwater infrastructure needs are fully funded from the Stormwater fee. Other sources of revenue such as gas tax and grants continue to fund programs at the same level as in the 2026 budget forecast.

FUNDING STRATEGIES AND RECOMMENDATIONS

To support long-term financial sustainability, it is important that the Town continue to implement the financing strategies that have successfully strengthened its financial position in recent years. The goal is to align annual funding contributions with average annual capital investment requirements, to achieve long-term financial sustainability.

To bridge the identified funding gap, further initiatives and funding strategies will need to be considered as outlined below.

- **Consider amending levels of service targets.** The Town may need to consider reviewing and, where appropriate, adjusting its levels of service targets across the three customer value categories - Quality (renewal), Reliable (operations), and Functional (growth) - to ensure infrastructure investments remain aligned with available funding and community priorities. As infrastructure needs, growth pressures, and financial constraints evolve, it may become necessary to re-evaluate the balance between renewing existing assets, maintaining current service levels, and expanding infrastructure to accommodate growth. By regularly assessing service performance, asset condition, risk, and community expectations, the Town can make informed decisions regarding the most appropriate levels of service to provide. This approach will help ensure that investments are directed at areas of greatest value, maintain affordability for residents, and support the long-term sustainability of the Town's infrastructure and asset management program.
- **Prioritize assets based on criticality of service.** The Town will need to continue to evaluate conditions, asset useful life and prioritize capital investments based on the criticality of assets and the services they support. Given that available funding may not be sufficient to address all infrastructure needs immediately, it is important that resources are directed first to assets that are essential to public health and safety, regulatory compliance, service continuity, and the delivery of core municipal services. By applying a risk-based approach that considers asset conditions, likelihood of failure, and potential service impacts, the Town can make informed investment decisions that maximize the value of available funding, minimize service disruptions, and help manage the long-term infrastructure funding gap.
- **Continued annual capital levy increases.** The Town has maintained a dedicated 1.0% capital levy providing a sustainable source of funding for infrastructure renewal and replacement. Recognizing increasing infrastructure demands, inflationary pressures, and the growing investment required to maintain service levels, Council approved an increase to the capital levy to 1.75% as part of the 2026 Budget through 2030. This enhanced contribution will help strengthen reserve balances and provide additional funding to address the Town's long-term capital requirements. While the increase represents an important step toward reducing the infrastructure funding gap, ongoing assessment of capital levy will be necessary as part of the Town's long-term financial strategy.

- **Increasing transfers to reserves in line with forecasted spending requirements.** The Town's reserves play a critical role in funding future infrastructure renewal, replacement, and growth-related capital projects. To ensure adequate funding is available when investments are required, the Town will need to continue increasing transfers to reserves in alignment with forecasted capital spending requirements. As infrastructure assets age, construction costs rise, and service demands evolve, reserve contributions must be regularly reviewed and adjusted to keep pace with anticipated needs. Maintaining appropriate reserve funding levels will help reduce reliance on debt, provide greater financial flexibility, and support the long-term sustainability of the Town's infrastructure and asset management programs.
- **Establish a dedicated Infrastructure Renewal Reserve.** Consideration should be given to establishing a dedicated Infrastructure Renewal Reserve to support the long-term replacement and rehabilitation of Town assets. A dedicated reserve would help address long-term infrastructure funding needs, reduce reliance on debt and one-time funding sources, support service level sustainability, and better align the Town's financial planning with asset lifecycle requirements and asset management best practices. As future updates to the Asset Management Plan refine lifecycle forecasts and funding requirements, the Town can evaluate an appropriate annual contribution strategy and reserve target to ensure infrastructure assets are renewed in a financially sustainable manner.
- **Increase funding through user rates and fees.** As part of its long-term financial strategy, the Town will consider user rates and fees as an important funding tool to help address infrastructure funding needs, particularly for asset renewal and replacement. By aligning revenues with service delivery costs, the Town can strengthen the sustainability of its infrastructure program and reduce reliance on other funding sources.
- **Leveraging available debt capacity for major projects.** The Town will need to continue evaluating opportunities to strategically leverage its available debt capacity to finance major capital projects. Debt can be an effective funding tool for significant infrastructure investments that provide long-term benefits to the community, as it allows costs to be distributed more equitably over the lifespan of the asset and among current and future users. When used prudently, debt financing can help advance critical projects, address infrastructure needs in a timely manner, and reduce pressure on reserves and annual tax-supported funding. The Town will continue to assess debt financing opportunities within its established financial policies and debt affordability limits, ensuring that borrowing remains sustainable while supporting the renewal, replacement, and expansion of municipal infrastructure.
- **Pursuing funding opportunities from senior levels of government.** Provincial and federal grant programs can provide significant financial assistance, reducing the burden on local taxpayers and helping to advance priority projects that may otherwise be delayed or require alternative funding sources.
While grant funding cannot be relied upon as a consistent source of revenue, it remains an important component of the Town's overall financing strategy. The Town will continue to

monitor funding programs, advocate for infrastructure investment, and position projects to maximize eligibility for future funding opportunities. Securing external funding can help accelerate infrastructure improvements, preserve municipal reserves, and contribute to addressing the Town's long-term infrastructure funding gap.

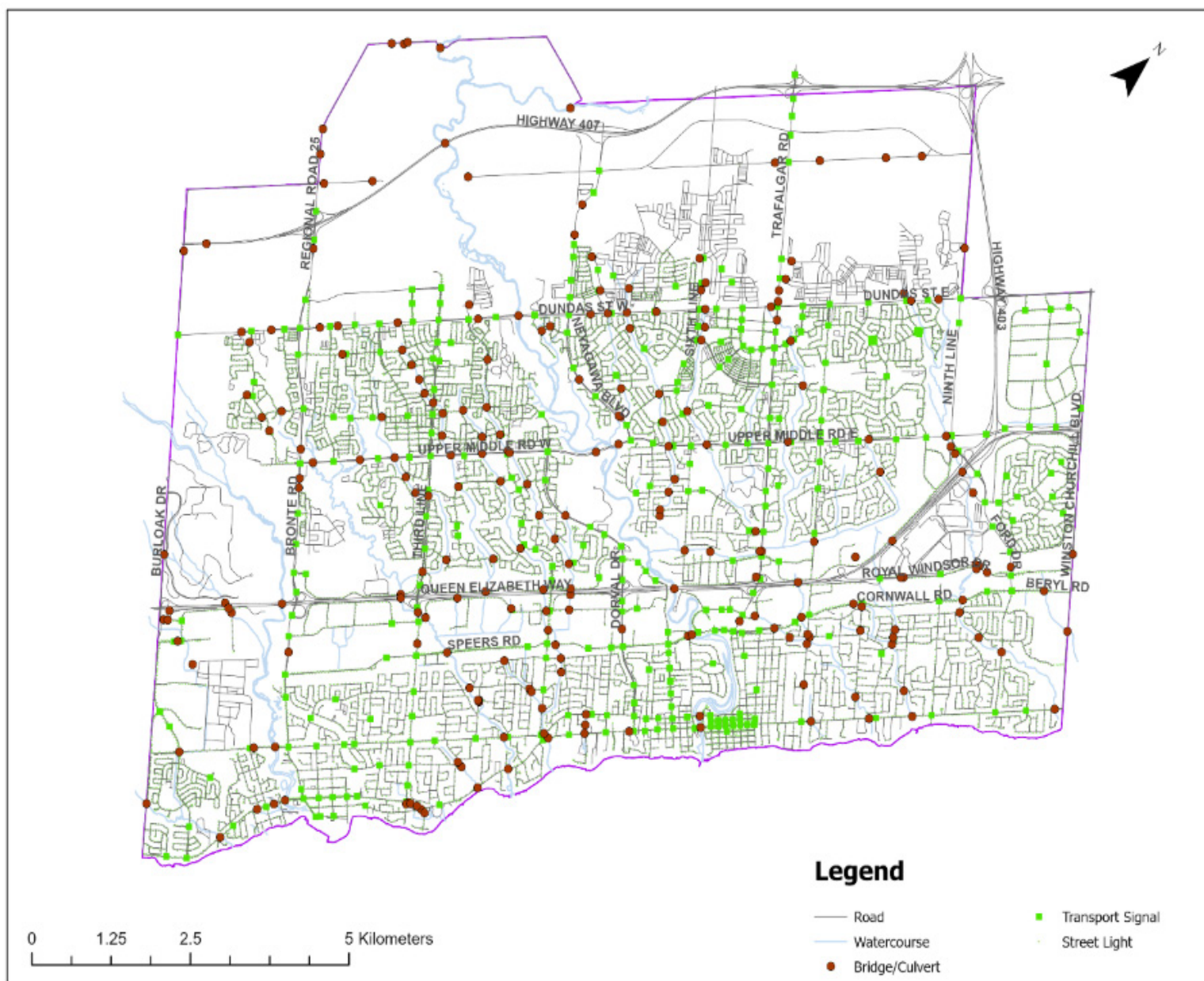
While these measures provide a strong foundation for meeting the Town's current and projected needs, ongoing monitoring of asset conditions, service levels, growth pressures, and economic factors will be required. As circumstances evolve, the Town may need to consider additional funding and financing strategies to address emerging challenges, manage infrastructure demands, and maintain long-term financial and asset management sustainability.



CHAPTER 3

ROAD NETWORK

- ❖ Roads
- ❖ Pedestrian Facilities/Active Transportation Network
- ❖ Bridge/Major Culverts
- ❖ Street Lights
- ❖ Traffic Signals
- ❖ Acoustic/Retaining Walls
- ❖ Transit Shelters
- ❖ Municipal Parking Lots
- ❖ Traffic Radar Signs



STATE OF INFRASTRUCTURE

The Town's major Road Network assets are illustrated in the map above illustrating the scale and scope of the network.

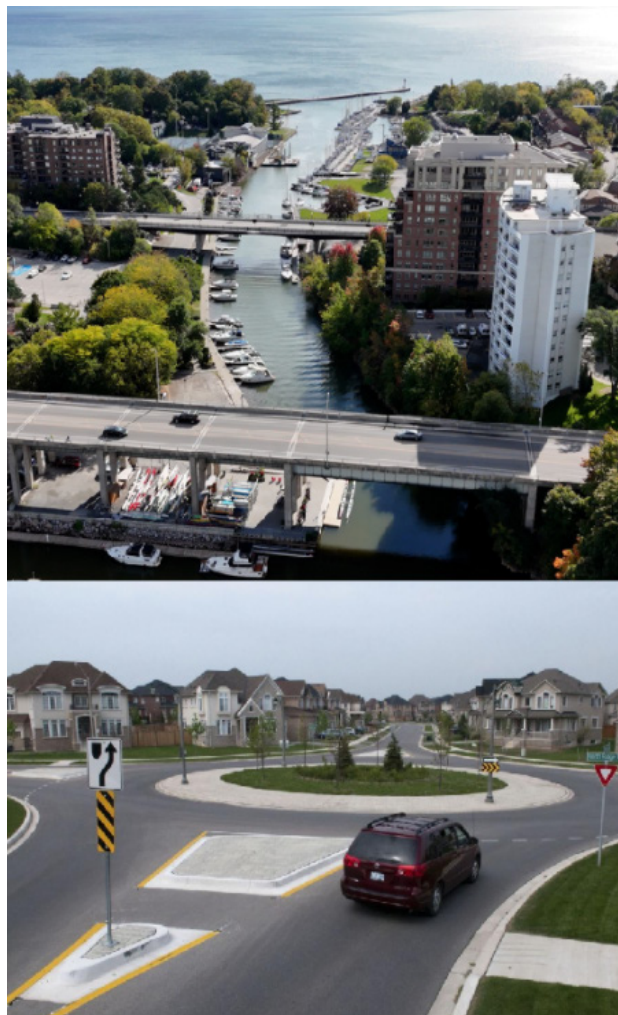
The Road Network is a foundational component of municipal infrastructure, enabling the safe and efficient movement of people, goods, and services across the community. The portfolio includes roads, bridges, traffic signals, pedestrian facilities, and transit-related assets that collectively support connectivity, accessibility, public safety, emergency response, economic activity, and access to public transit. Together, these assets are essential to the Town of Oakville's overall mobility, economy and access.

AT A GLANCE (2025)

The Road Network asset portfolio has an estimated current replacement value (CRV) of approximately \$2.1 billion. Road assets represent 65%, the largest share of the portfolio at approximately \$1.3 billion, followed by Active Transportation Network at \$297 million and bridges and major culverts at \$276 million. Acoustic and retaining walls, transit shelters, and municipal parking lots each account for less than \$10 million of total CRV.

Estimated average useful life across asset categories ranges from 11 to 90 years, while the current average asset age ranges from 9 to 40 years. Overall, 57% of Road Network assets are in the Early- to Mid-Life stages, with the remaining 43% in Late Life. Each asset category includes a meaningful share of assets in Late Life, ranging from 29% to 75%, underscoring the importance of sustained lifecycle investment and renewal planning.

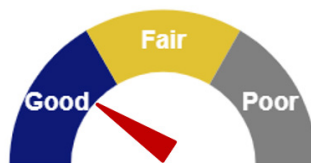
Overall, Road Network assets are in Good or Fair condition with 68% rated Good and 25% rated Fair.



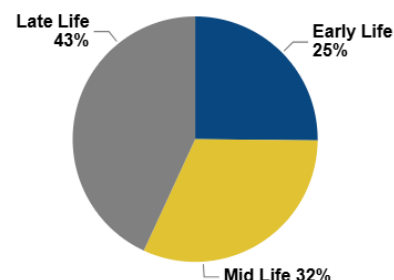
Current Replacement Cost

\$2bn

Overall Condition



Age

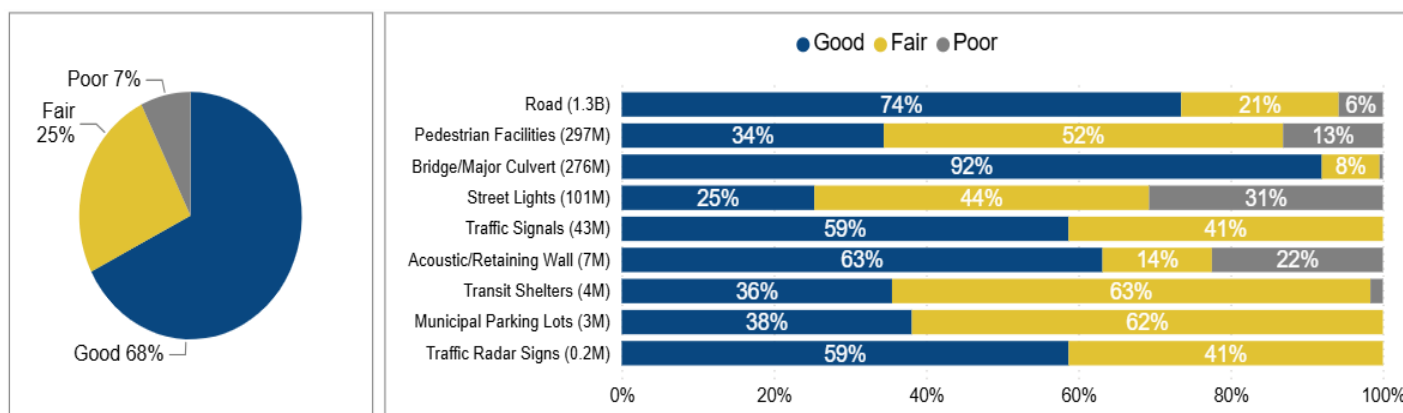


Asset Category	CRV	% Total	Quantity	UofM	Avg. Useful Life	Avg. Age
Road	1.3B	64.7%	7,189,347	SQ.M	45	23
Active Transportation Network	297M	14.4%	1,187,502	LM	39	26
Bridge/Major Culvert	276M	13.3%	129	EA	90	40
Streetlights	101M	4.9%	11,511	EA	25	12
Traffic Signals	43M	2.1%	622	EA	19	10
Acoustic/Retaining Walls	7M	0.3%	7,528	LM	24	27
Transit Shelter	4M	0.2%	279	EA	19	12
Municipal Parking Lot	3M	0.1%	21,517	SQ.M	43	24
Traffic Radar Signs	241K	0.0%	58	EA	11	9
Total	2.1B	100%			35	20

CONDITION

Road Network asset conditions are assessed using asset-specific inspection and evaluation methods summarized below:

- Road surfaces are assessed every three years by a qualified third-party engineering firm using ride quality, traffic volumes, and pavement composition. Surface condition is measured using the Pavement Quality Index (PQI), which rates pavement on a scale from 0 to 100.
- Bridges and major culverts are assessed in accordance with the Ontario Structure Inspection Manual (OSIM) through the biennial inspections required under O. Reg. 104/97. Structural condition is measured using the Bridge Condition Index (BCI), also on a scale from 0 to 100, where 0 represents very poor condition and 100 represents excellent condition.
- Traffic-related assets are inspected regularly from a safety and operational perspective, with replacement generally informed by expected remaining useful life and observed performance.
- Sidewalk facilities are inspected annually in accordance with provincial minimum maintenance standards, and localized repairs or replacements are completed as required.
- Where physical condition data is not available (i.e. streetlights), conditions have been estimated using asset age and expected remaining useful life.



The condition templates below provide a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

The condition templates below provide a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

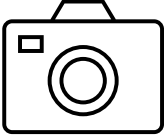
Condition – Road Surface

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Rating	1	2	3	4	5
PQI Rating	100-85	84-70	69-50	49-35	34-0
Good			Fair		Poor
					

Condition – Bridges and Major Culverts

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Rating	1	2	3	4	5
BCI Rating	100-85	84-70	69-50	49-35	34-0
Good			Fair		Poor
					

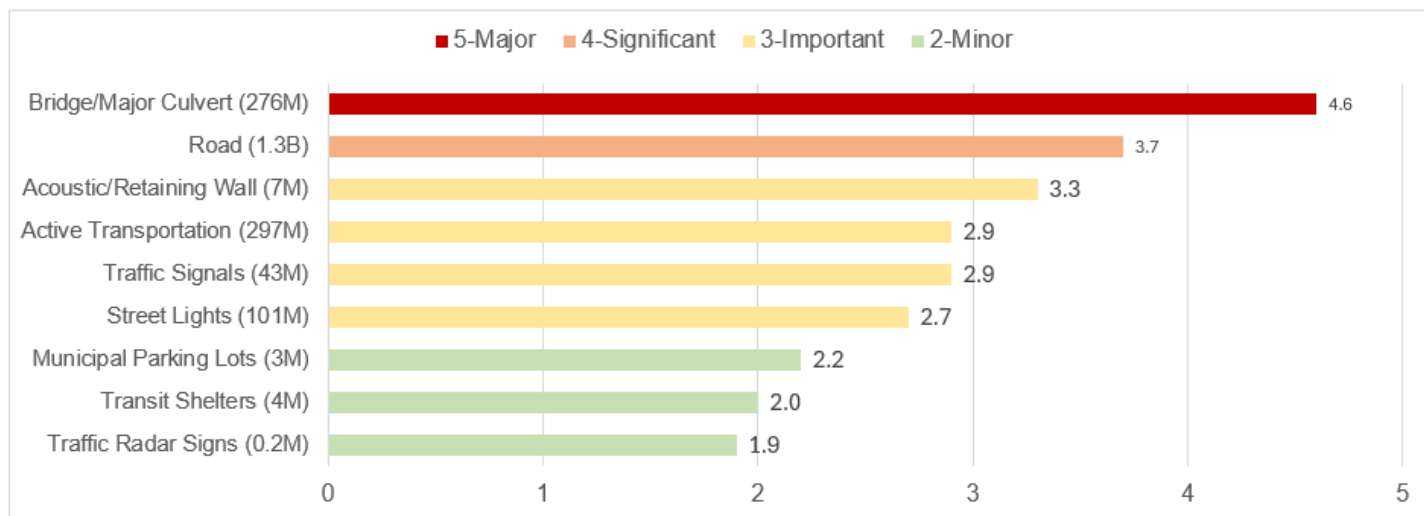
Condition – Transit Shelters

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49*
Good			Fair		Poor
					 Not Available

* Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

CRITICALITY

Asset criticality reflects the consequence of an asset failure on service delivery and is assessed using the Town's criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. The Town's criticality framework evaluates the consequence of asset failure across a range of factors that result in a score from 1 to 5, where 1 represents very minor criticality and 5 represents major criticality. The resulting criticality assessment provides an indication of which asset categories have the greatest potential service, safety, and operational impacts if they fail.



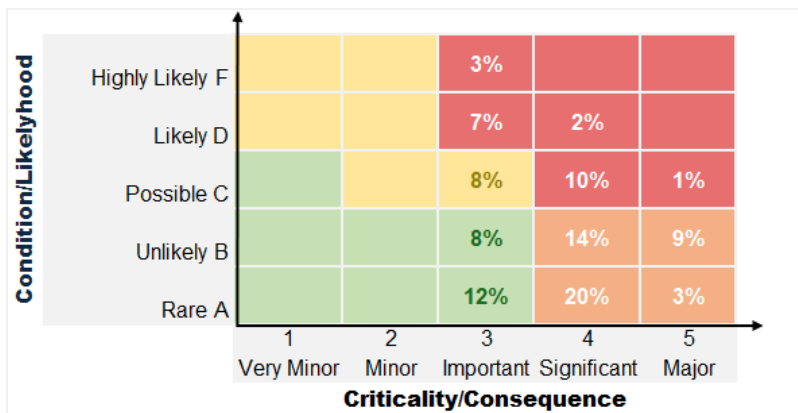
Overall, Road Network assets exhibit a high level of criticality, with an average score of approximately 3.3. Bridges and major culverts rank highest, at approximately 5, reflecting their major criticality and the significant consequences associated with failure. Roads are assessed as having significant criticality, while most other asset categories fall within the important criticality range. Municipal parking lots, transit shelters, and traffic radar signs are comparatively lower in criticality, at approximately 2, reflecting the less severe nature of service impacts in the event of failure.

RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to highlight where investment is most needed across an asset portfolio. An asset that is fairly new in age or in good condition has a low likelihood of failure, as an asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore presenting a low overall risk.

The charts below summarize the 2025 risk assessment for the Road Network assets weighted by current replacement value (CRV).

The figure indicates that 24% of Road Network assets are in the High-Risk category and are candidates for capital replacement in the near-term forecast, while 46% are in Medium Risk requiring contingency plans in the unlikely event of failure. A further 9% are in Moderate Risk and are addressed through maintenance or repair plans, and 22% are in Low Risk and are managed through on-going monitoring and routine maintenance.



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

LEVEL OF SERVICE

The Level of Service objectives for the Road Network are summarized below for both the corporate and customer levels. Customer service objectives are aligned with the three selected customer values: Quality, Reliability, and Functionality. These value categories inform decision-making related to assets condition management, operational performance, and long-term service planning, helping ensure that investments and maintenance activities support the Town's strategic priorities and community service expectations.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Safe and efficient movement of people and goods.	To manage the road network to facilitate the safe and efficient movement of people and goods.

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS)	Risk:
	Managing road infrastructure conditions to provide a reasonable travel quality which minimizes hazards.	• Increased safety hazards • Accelerated asset deterioration • Higher financial and liability exposure
	Customer Level of Service (CLOS)	Risk:
	To take appropriate actions to mitigate disruptions associated with seasonal and unforeseen events within the road network.	• Road network disruptions and reduced mobility • Reduced public confidence and reputational risk • Failure to meet minimum response standards
	Customer Level of Service (CLOS)	Risk:
	To plan, direct and control traffic flows to provide an accessible road network by managing congestion.	• Increased congestion and travel delays • Reduced accessibility and network efficiency

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain established levels of service for road network assets such as roads, bridges, traffic signals, and related transportation infrastructure within the road right-of-way over time. The programs described below show how the Town translates service objectives into practical lifecycle actions, including asset renewal, ongoing maintenance, growth planning, and enhancements that support safe, efficient movement of people and goods.

Customer Value	Program
Quality	Bridge and Culvert Renewal The objective of this program is to maintain bridges and culverts in a state of good repair and ensure the continued safety of roadway users. Because bridges and major culverts are critical assets, their management is governed by O. Reg. 104/97, with inspection practices guided by the Ontario Structure Inspection Manual (OSIM). Bridges and major culverts are inspected every two years, and the Bridge Condition Index (BCI) is used to assess condition and inform capital renewal priorities.
	Roadway & Active Transportation Network (AT) Renewal The objective of this program is to maintain roads and active transportation assets in a state of good repair through a combination of capital renewal projects and minor rehabilitation activities. Road condition assessments are completed every three years, and each road segment is assigned a Pavement Quality Index (PQI) rating.
	Road segments with PQI scores below established thresholds are considered for the resurfacing program. Within that program, projects are prioritized to support efficient investment decisions and, where feasible, enable more complete corridor-based renewal approaches. • Segments with lower PQIs are prioritized first • If adjacent segments also have relatively low PQI and will require re-surfacing within a relatively close time frame, opportunities for bundling projects to achieve economies of scale are reviewed • Coordination with other infrastructure demands identified within the subject road segment (storm sewer, sidewalks, utilities, ditching, historic area challenges) • Coordination with the Region's schedule for underground infrastructure (e.g., replacement of water mains, sanitary sewers).
	Traffic Intersection Renewal The objective of this program is to maintain traffic-related assets in a state of good repair. Each signalized intersection is managed as a collection of key components, including LED signal heads, cabinets, and controllers. LED signal heads are replaced on a seven-year cycle to maintain reliability, while cabinets and controllers are managed through a planned replacement program with a target service life of 12 years, extendable to 14 years where operationally appropriate.

Customer Value	Program
Reliable	Right-of-Way/Active Transportation (ROW/AT) & Road Program Road service operational programs include a range of activities required to maintain provincial minimum maintenance standards for roads, bridges, sidewalks, streetlights, signs, and signals, as outlined in O. Reg. 239/02. In addition, this program includes winter operations for roads and sidewalks, bulk leaf pickup, and One Call services. This also includes the Neighbourhood Traffic Safety Initiative which is designed to implement traffic-calming measures that support the safety of all road users. A process is in place to identify, assess, and implement traffic-calming measures. Needs are identified through staff observations, resident petitions, and Councilor or ServiceOakville requests. Where criteria are met, traffic-calming options are reviewed, a preferred solution is selected, and implementation is considered within the 10-year plan.
Functional	Midtown Implementation The objective of this program is to implement the transportation and active transportation infrastructure improvements associated with the redevelopment of the town's Midtown core area. The town has proposed an Official Plan Amendment (OPA) to help Midtown Oakville become a vibrant, people-oriented, mixed-use community capable of accommodating more than 13,000 residents and 7,000 jobs in the coming decades. The draft OPA amendment is available on the Midtown Oakville Growth Area Review web page. Midtown is Oakville's primary growth area - approximately 103 hectares bounded by the QEW/Highway 403 to the north, Chartwell Road to the east, Cornwall Road to the south, and the Sixteen Mile Creek valley to the west. It is being planned as an urban community where people can live, work, and play in a walkable, mixed-use neighbourhood, connected to the rest of Oakville by pedestrian, cycling, transit, and street networks. Road Urbanization & Streetscape The objective of this program is to enhance the LOS to customers, with a focus on improvements to support multi-modal transportation including transit, cycling and walking. The streets that are included in this program currently have cross-sections with roadside ditches along transit supported routes. The improved urbanized standard includes curb and gutter, underground storm sewers, new or upgraded sidewalks, on-road bike lanes and improved street lighting. This program also includes capital improvements within the right of way such as street-scaping along specific road segments that abut commercial/retail/industrial land. The boulevard space in these areas tends to provide enhanced functionality such as patios, resting space, bike racks, lay-by parking, etc. to support community belonging. Traffic Management & Optimization The objective of this program is to improve traffic and safety through signal optimization, intersection improvements, and road re-purposing. Transportation Master Plan (TMP) Implementation The objective of this program is to develop a practical and sustainable long-term plan to guide the town's transportation system to meet the capacity needs of anticipated growth. The Transportation Master Plan was last updated in 2025.

LEVEL OF SERVICE METRICS

To quantify customer service objectives, a set of technical Level of Service metrics has been established for the three customer values: Quality, Reliable, and Functional. These metrics, along with current performance, are summarized below. The metrics and corresponding 2025 performance results are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Metric Description	Performance			Target
		2023	2024	2025	
Quality	To maintain the road network at an average Pavement Quality Index (PQI) of 70 or better				>70
	Road Surfaces	77.1	76.0	75.6	
	Percentage of bridges and culverts in fair or better rated condition				Minimum 85% of total asset in Fair or Better Condition
	Bridges and culverts assets	95%	100%	100%	
	Asset Reinvestment Rate <i>*Measures asset performance by maintaining reinvestment funding within a sustainable range in line with average useful life for that asset category. (ie. An asset with useful life of 100 years the target is 1%)</i>	N/A	N/A	N/A	Between Range of 2.6% - 2.9%
Reliable	Percentage of winter control response that meets town approved standards				
	Roads	100%	100%	100%	100%
	Sidewalks	100%	100%	100%	100%
	Percentage of repairs for deficiencies treated <i>*As per O.Reg. 239/02 Minimum Maintenance Standards (MMS)</i>				
	Road, Bridge, Culvert, Sidewalk, Street Light, and Traffic sign & signal	100%	100%	100%	100%
Functional	Percentage of Transportation Master Plan (TMP) projects under way or in progress as a total of all TMP projects <i>*The 2025 TMP update has caused a reprioritization of projects thus going forward the percentages will change</i>				
	Road network assets	29.2	31.9	31.9	N/A

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Metric Description	Performance		
		2023	2024	2025
Quality	A maximum of 10% of the overall road network falls below PQI of 70.	10%	9%	9%
Reliable	Percentage of winter control response that meets town approved standards	100%	100%	100%
Functional	Percentage of traffic signal system performance (intersections level of service) at level D on the scale	100%	100%	100%

O. Reg. 588/17 Technical Levels of Service – Roads and Bridges

Customer Value	Metric Description	Performance
		2025
Scope	Number of lane-Kilometres of arterial roads as a proportion of square kilometres of land area of the town.	2.8%
	Number of lane-Kilometres of collectors roads as a proportion of square kilometres of land area of the town	2.7%
	Number of lane-Kilometres of local roads as a proportion of square kilometres of land area of the town	10.0%
	Percentage of bridges in the town with loading or dimensional restrictions	0%
Quality	For paved roads in the town, the average condition index value	78 PQI
	For unpaved roads in the town, the average condition index value	N/A
	For bridges in the town, the average condition index value	77 BCI
	For major culverts in the town, the average condition index value	80 BCI

QUALITY - LEVEL OF SERVICE

To determine the "Quality" customer value, this CAMP utilizes predictive modelling decision-support software that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon.

For the Core asset categories (Road Network and Stormwater Network), models were created using criteria specific for the individual assets to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the service level targets, and affordability of the total funding needs over 25-year period to determine the Optimal Scenario model.

ASSET RENEWAL MODELLING

A decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on inputs and criteria outlined in the table below. Using the software, scenarios can be modeled with different criteria, such as renewal age, types of treatments and funding levels.

For road assets, condition and deterioration are assessed primarily using the Pavement Quality Index (PQI), while bridges and major culverts are evaluated using the Bridge Condition Index (BCI) in accordance with established inspection practices. For Bridges and Major Culverts, minor and major rehab treatments have been scheduled at specific age intervals according to industry best practices for high-level, long-term planning and forecasting. Bridge condition inspections confirm the timing and need for this work as arises in the near term (1-5 year) forecast. These condition indicators enable the model to identify and prioritize investments in assets most at risk of falling below the Town's target level of service and to estimate the average annual funding required to maintain the overall Road Network in Fair or better condition throughout the planning horizon.

Model Criteria

Category	Treatment	Criteria	Model Assumptions
Road Surface	Replacement	PQI; Useful Life	
Bridges/ Major Culverts	Replacement	Useful Life (90 Years)	
	Bridge Rehabilitation	Minor Rehab at 15,40,65 Years	Minor 10% of CRV
	Bridge Rehabilitation	Major Rehab at 25/50 Years	Major 30% of CRV
	Major Culvert Rehabilitation	Major Rehab 25/50	Major 30% of CRV
Multi-use Paths	Replacement	Condition; Useful Life	
Traffic	Replacement	Useful Life	
Acoustic Walls	Replacement	Condition; Useful Life	

OPTIMAL SCENARIO

This scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without any funding constraints similar to an unlimited funding scenario. Under this approach, the decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on the criteria outlined and assumes that renewal and rehabilitation requirements are addressed in the year triggered without deferral.

The following table summarizes the optimal scenario results and how they compare them to the Customer LOS targets identified. As shown in the table, the average annual investment of \$21.5 million would sustain approximately 87% of the Road Network assets in fair or better condition over the 25-year period, which is above the minimum 85% target. The reinvestment rate reflects the proportion of the Road Network's total replacement value that must be reinvested each year, on average, to preserve network condition, maintain PQI and BCI performance within acceptable ranges. The average useful life of Road Network assets is 36 years, indicating the target range for the reinvestment rate should fall between 2.6% to 2.9%. The Optimal (unlimited funding scenario) result of 2.9% is at the upper limit target for the reinvestment rate target range.

Optimal Scenario Customer LOS Results

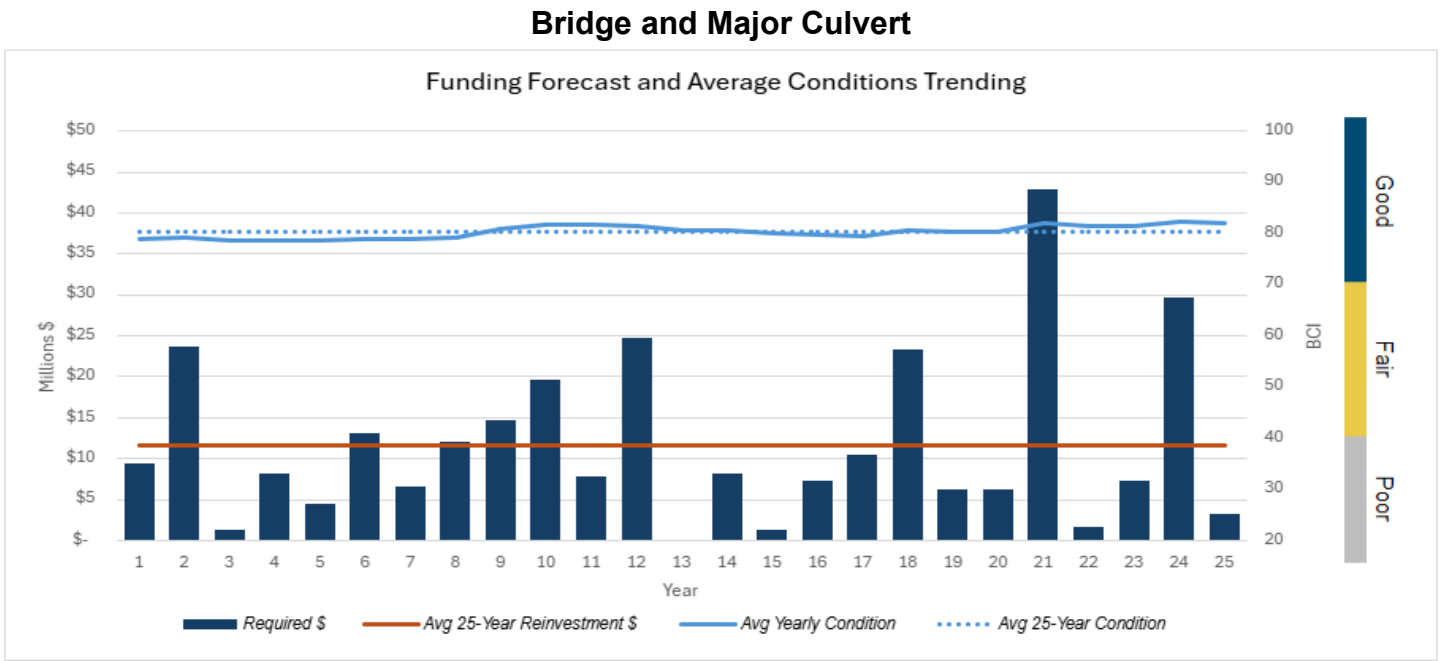
Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Road Surface	\$233,975,893	\$9,359,036	81%	4.0%	3.8%	4.5%
Traffic Signals						
Cabinets	\$11,073,009	\$442,920	89%	8.3%	7.1%	10.0%
Intersection Signal Lights	\$8,233,934	\$329,357	88%	14.8%	11.1%	20.0%
Intersections	\$6,880,701	\$275,228	89%	1.2%	1.9%	2.1%
School Zone	\$386,963	\$15,479	72%	7.5%	8.3%	12.5%
Grand Total	\$260,550,500	\$10,422,020	84%	3.9%	4.4%	5.4%

The following series of graphs illustrate the 25-year investment needs and projected asset conditions for the different categories of the Road Network. Since each individual road asset category uses different criteria and condition data, individual models were created to forecast deterioration and trigger investment renewal needs.

The individual forecast graphs provide a more detailed view of how condition trajectories, reinvestment requirements, and lifecycle performance vary across the broader Road Network portfolio, each reflecting the different deterioration characteristics, intervention triggers, and service expectations associated with roadway surfaces, bridge and culvert structures, Multi Use Pathways (MUPs), and other supporting transportation assets.

Bridge and Major Culvert

The Town manages bridges and major culverts through risk-based asset planning and regulatory inspection compliance that support long-term community growth. Average condition scores are projected to stay within an overall good state, maintaining an average BCI of 80 over the 25-year period. Bridge and Major Culvert assets are one of the highest rated criticality, therefore maintaining a high condition rating is recommended. Achieving this level of service would require a total investment of \$244.3 million with an average annual investment of approximately \$9.8 million per year.



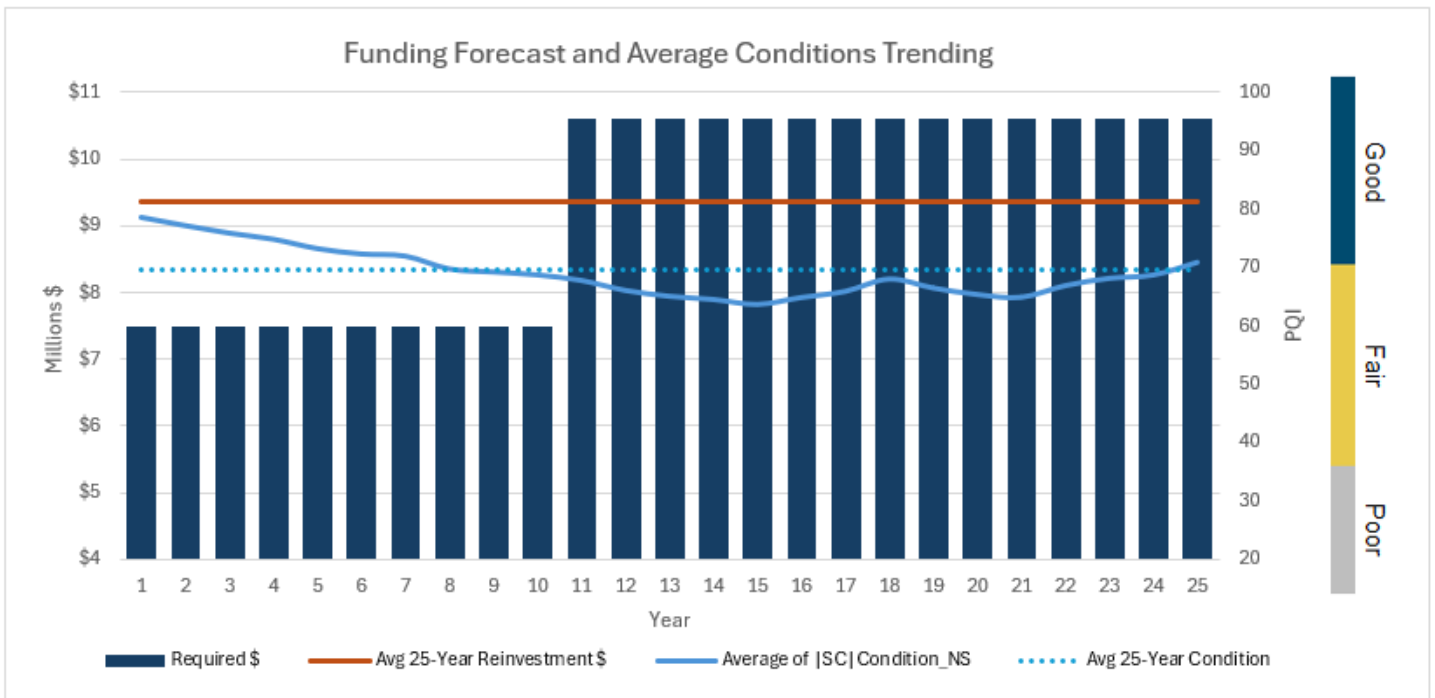
Asset management activities for bridges also integrate climate resilience considerations by recognizing the need for post-event inspections following significant weather events or other environmental emergencies and any associated follow-up actions. Regular visual inspections by operations and maintenance staff indicate that there have been no roadway lane restrictions or reduced lane capacity caused by flooding.

Road Surface

This 25-year plan models asset deterioration for the Road Surface asset category, which includes paved local, collector, and arterial roadways. While all assets are evaluated using a common condition framework, differences in functional class, traffic loading, and service demands result in varying deterioration and renewal patterns across the network.

Average condition scores are projected to stay within the good and fair states ranging from an average PQI of 77 to 71 in year 25, maintaining the network-wide average PQI above 70 over the 25-year period. Achieving this level of service would require a total investment of \$234.0 million with an average annual investment of approximately \$9.4 million per year.

Road Surface



The deterioration modelling approach is based on the following criteria:

- Pavement Quality Index (PQI) as the primary condition metric, providing a standardized, network-wide measure of surface condition.
- Defined intervention thresholds, with rehabilitation typically triggered at PQI 50 or below for local roads and PQI 65 or below for collector and arterial roads.

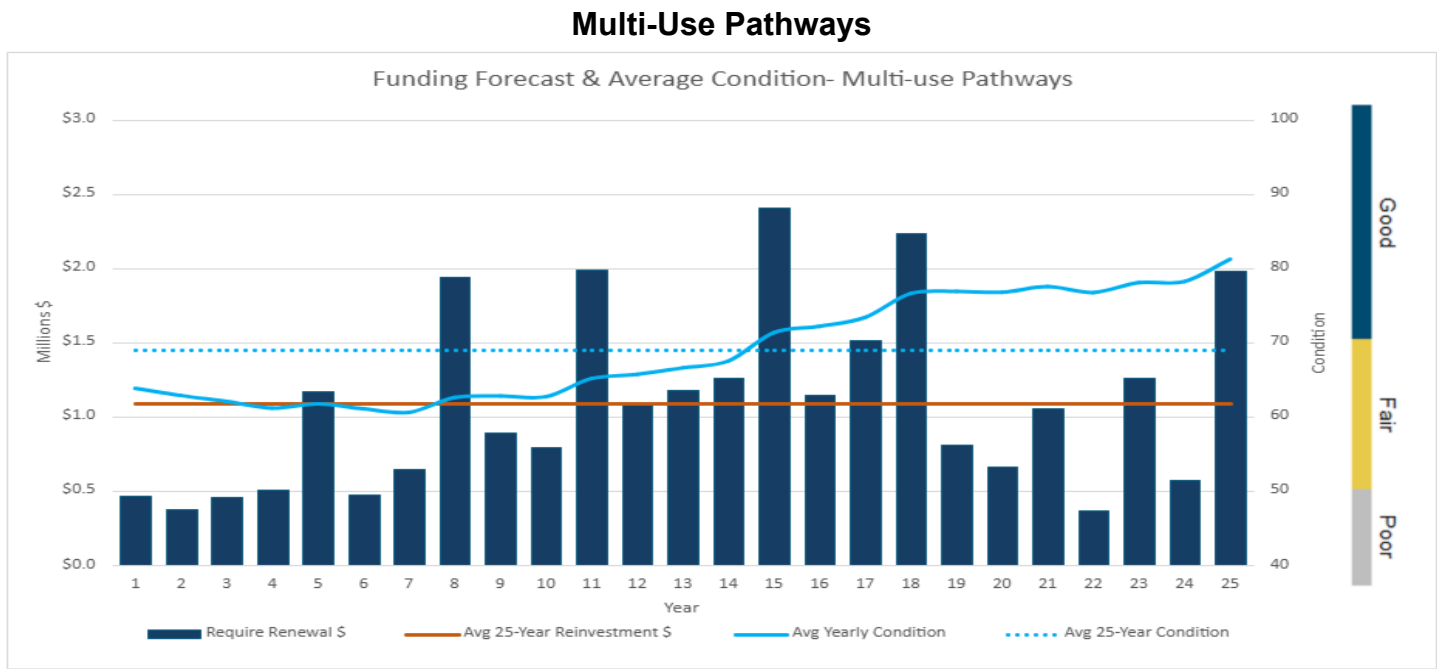
Pedestrian Facilities

This 25-year plan addresses asset deterioration and renewal for the Pedestrian Facilities asset class, which includes sidewalks and multi-use pathways (MUPs). The Pedestrian Facility asset class represents a non-homogeneous group with varying construction types, usage patterns, and service expectations. As a result, deterioration mechanisms, inspection practices, and renewal strategies differ between subgroups.

Sidewalk management activities include regular inspections to meet minimum maintenance standards and are maintained through condition-based repairs, including localized replacement, surface grinding, and mud-jacking. These activities are operational and fall under Reliability LOS. Currently, the town does not have a capital sidewalk replacement program as network-wide sidewalk is planned on a run to fail concept. Individual curb and sidewalk bay needs are addressed through the maintenance program, therefore a Quality LOS renewal model was not developed.

An external condition audit was completed in 2025 for the town's 101.2 kilometres of paved pathways under the MUP asset category. This information was used to populate the model to forecast condition deterioration to develop future renewal treatment needs. As part of the annual capital budget the MUP renewals identified are prioritized based on condition, usage, and lifecycle expectations, and are coordinated with roadway, utility, and streetscape projects where possible.

As illustrated in the graph below, MUP average condition scores are projected to stay within an overall fair or good state. Current condition of the MUP assets is 63, and regular on-going investment is expected to be maintained at an average condition score of 69 over the 25-year period. Achieving this level of service would require a total investment of \$27.3 million, beginning with modest investment of \$0.5 million and increasing over the forecast period resulting in an average annual investment of approximately \$1.1 million per year.

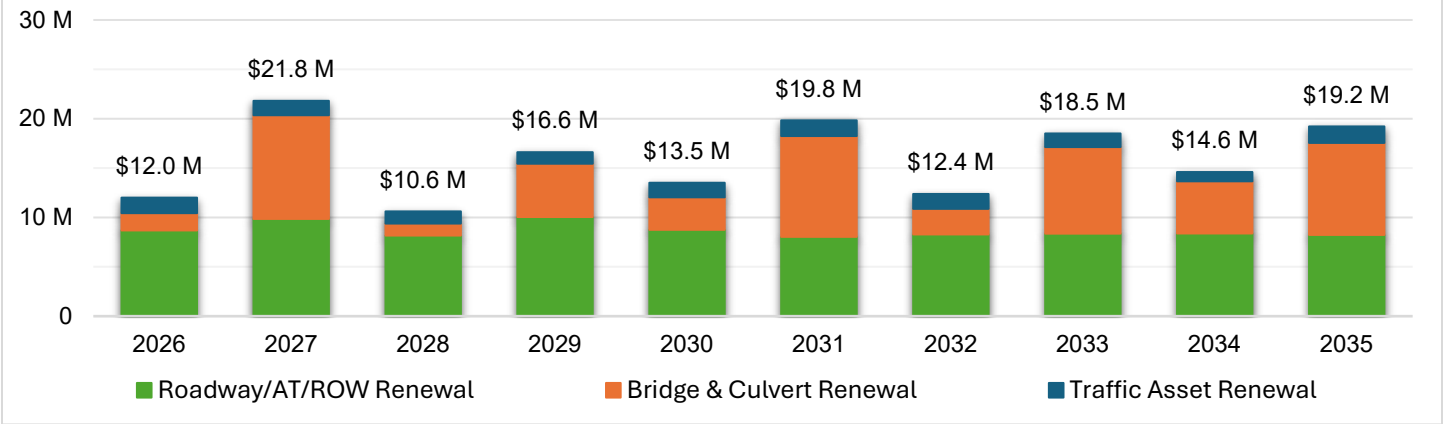


In summary, the analysis indicates that the optimal scenario developed for the Road Network assets achieves the target LOS service outcomes required to maintain Core assets in a good state of repair. Overall, the condition of the Road Network assets is maintained in fair or better condition rating over the forecast period at 87%, reflecting the high criticality nature of these assets. Based on the analysis an average annual reinvestment rate of 2.9% of current replacement value (CRV) is required, resulting in an annual \$21.5 million capital investment necessary to minimize asset deterioration, sustain service performance, and maintain roadway and structural assets at the desired condition standard.

This scenario demonstrates that service outcomes can be preserved through on-going, consistent investments to ensure that higher-risk assets continue to be addressed proactively, and condition levels do not fall below minimum thresholds.

While the 25-year outlook provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future replacements of newly acquired assets in earlier years with shorter life span (i.e., Traffic Cabinets). For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast, a total of \$159 million, averaging \$15.9 million per year, is required.

Quality 10 Year Forecast - \$159.09M

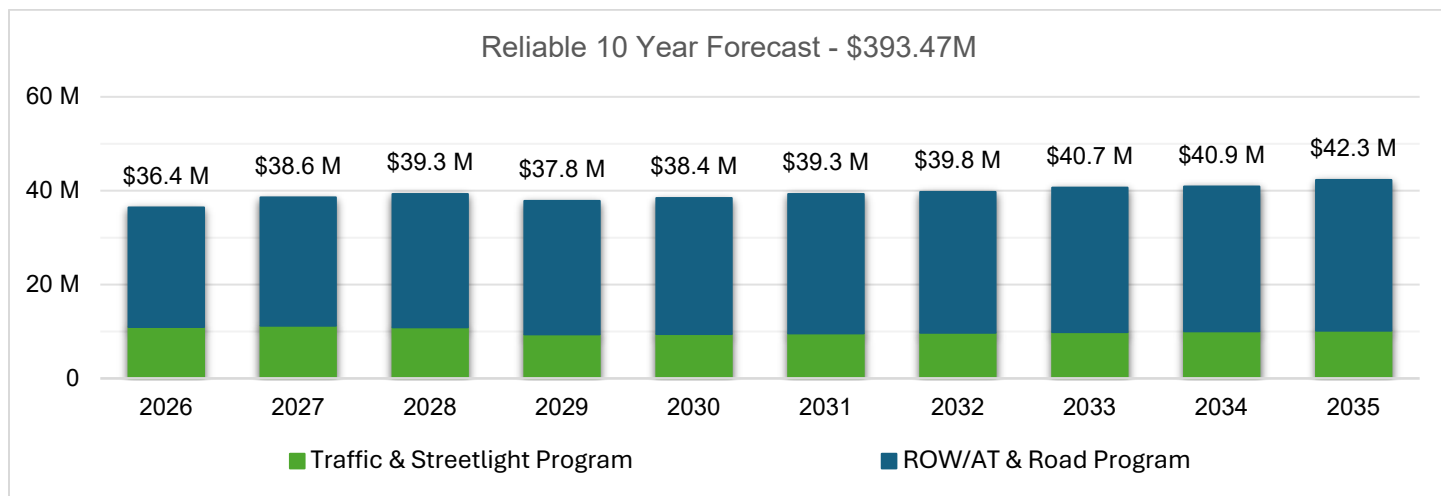


RELIABLE - LEVEL OF SERVICE

Over the 10-year planning period, approximately \$393 million has been allocated to reliability-focused activities that support the ongoing operation, maintenance, safety, and serviceability of the Town's road network. These investments are primarily directed toward preserving existing assets and maintaining compliance with Provincial Minimum Maintenance Standards, ensuring that roads, bridges, sidewalks, traffic signals, streetlights, and related infrastructure continue to operate safely and effectively. The program also supports essential operational services such as winter maintenance, roadway and sidewalk inspections, streetlight and signal repairs, bulk leaf collection, and utility locate services.

The reliability of LOS also includes investments in traffic management and streetlight programs aimed at enhancing road user safety and maintaining network performance. Funding supports the assessment and implementation of traffic calming measures, particularly in residential neighbourhoods and school zones, where speeding and safety concerns have been identified through staff observations, resident requests, and formal evaluations. Failure to maintain adequate funding levels could increase the risk of asset deterioration, reduced service reliability, and an inability to meet Provincial Minimum Maintenance Standards and other regulatory obligations. Over time, deferred maintenance may result in higher lifecycle costs, increased safety risks, greater exposure to liability, and the need for more significant rehabilitation or replacement investments in the future.

A 10-year forecast was prepared using the 2026 - 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included. The chart below illustrates the projected investment required over the next 10 years to maintain the reliable level of service for the Road Network.



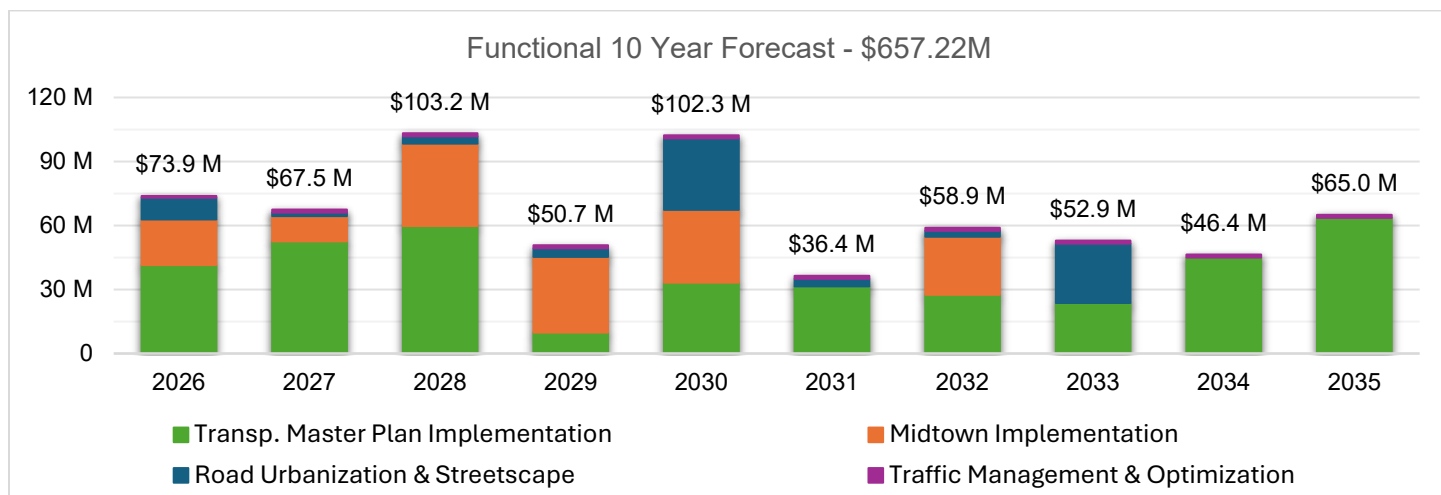
FUNCTIONAL - LEVEL OF SERVICE

The functional customer value focuses on ensuring assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community.

As illustrated in the chart below, over the 10-year planning horizon, approximately \$657 million has been allocated to functional infrastructure programs that support growth, mobility, and complete community objectives across the Town. Much of this investment is directed toward implementing initiatives identified in the Transportation Master Plan (TMP), Midtown Oakville redevelopment, roadway urbanization projects, and traffic management improvements. These programs are intended to ensure that the road network continues to provide safe, efficient, and sustainable mobility options while accommodating projected population and employment growth and climate resiliency objectives.

Together, these investments advance the Town's strategic objective of creating a connected, accessible, resilient, and sustainable road system capable of meeting future growth demands while supporting a complete and livable community. Deferrals of these planned investments could result in increased road network congestion, reduced mobility options, and constrain the ability to accommodate planned population and employment growth. Delays or reductions in funding may also limit progress toward broader environmental and sustainability objectives by slowing the implementation of active transportation facilities, transit-supportive infrastructure, and complete street initiatives intended to reduce reliance on single-occupant vehicle travel.

Town staff regularly review and update transportation plans, growth forecasts and project priorities, to ensure investments are aligned with evolving community needs and available resources. This process helps optimize capital investment, coordinate projects efficiently, and maximize the value of transportation investments over the long term.



Note: A Development Charges study is currently underway and expected to be completed in early 2027, which may change the above 10-year forecast needs

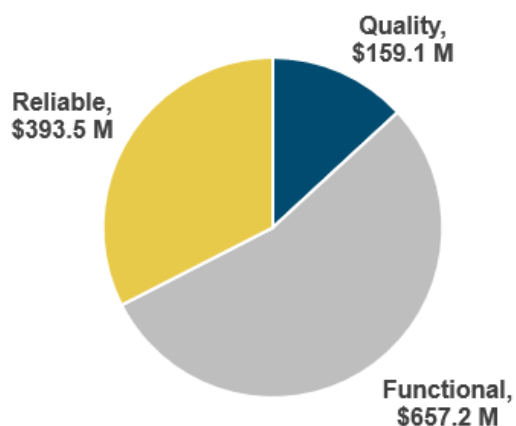
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$1.3 billion over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$159 million, \$393 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$657 million to support Functional related needs to support growth of the town.

The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table.

The Town of Oakville's Road Network is well-positioned for long-term success by strategically managing safe, reliable, and sustainable transportation infrastructure that supports effective service delivery and meets evolving community needs.

10-Year Forecast (\$1,209.78M)



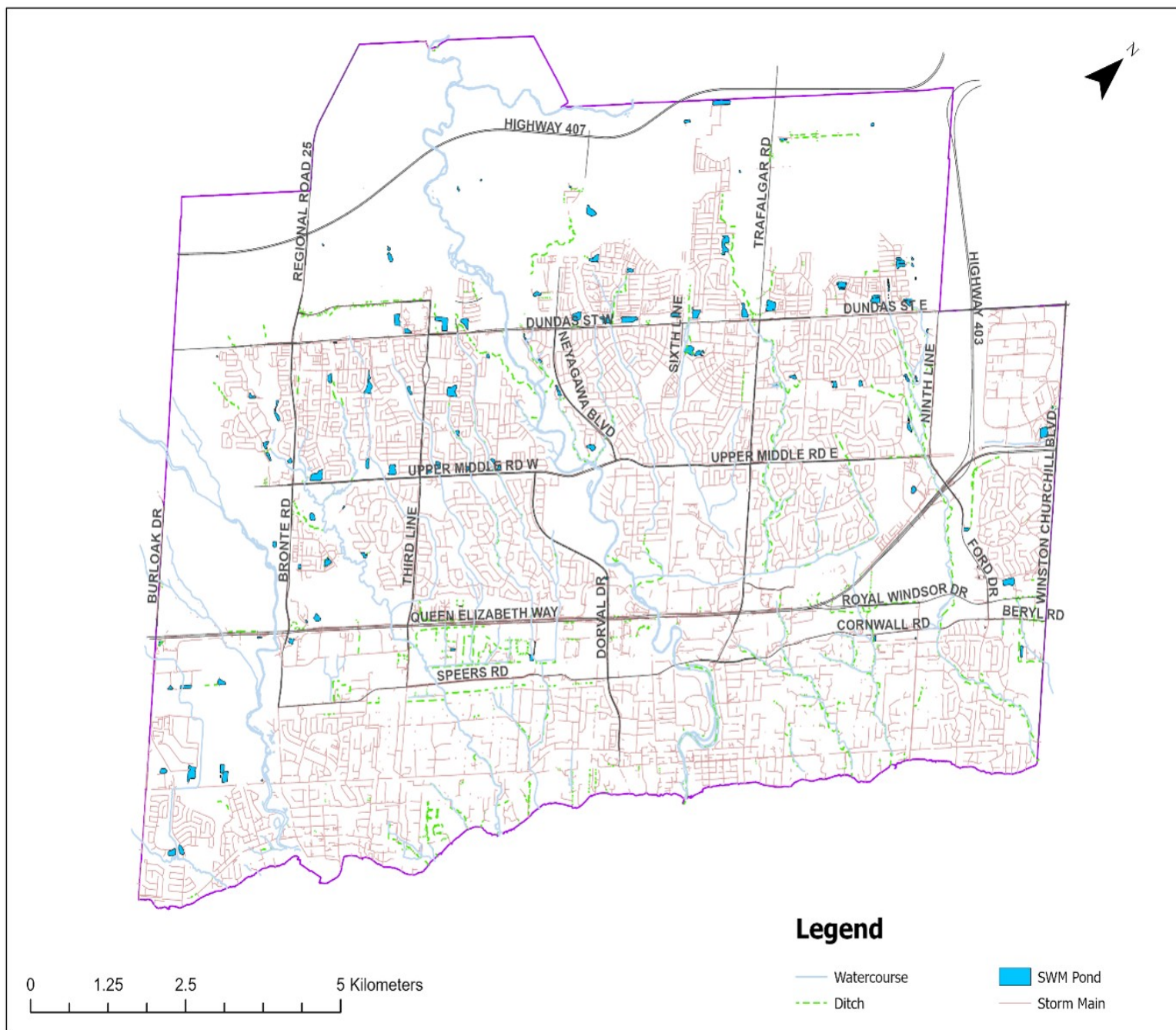
Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$12.01	\$21.81	\$10.61	\$16.62	\$13.51	\$19.84	\$12.39	\$18.49	\$14.60	\$19.21	\$159.09
Roadway/AT/ROW Renewal	8.68	9.86	8.17	10.05	8.74	8.04	8.28	8.36	8.37	8.22	86.77
Bridge & Culvert Renewal	1.75	10.49	1.21	5.39	3.30	10.20	2.59	8.77	5.28	9.32	58.30
Traffic Asset Renewal	1.58	1.46	1.23	1.18	1.47	1.60	1.52	1.36	0.95	1.67	14.02
Reliable	\$36.44	\$38.57	\$39.30	\$37.82	\$38.45	\$39.30	\$39.75	\$40.65	\$40.88	\$42.29	\$393.47
Traffic & Streetlight Program	10.94	11.22	10.90	9.39	9.47	9.61	9.74	9.88	10.03	10.17	101.35
ROW/AT & Road Program	25.50	27.36	28.40	28.43	28.97	29.70	30.01	30.77	30.86	32.12	292.11
Functional	\$73.86	\$67.48	\$103.22	\$50.73	\$102.29	\$36.41	\$58.90	\$52.94	\$46.38	\$65.01	\$657.22
Transp. Master Plan Implementation	41.46	52.54	59.73	9.78	33.18	31.45	27.51	23.65	44.95	63.58	387.83
Midtown Implementation	21.36	11.89	38.63	35.51	34.16	0.00	27.18	0.00	0.00	0.00	168.73
Road Urbanization & Streetscape	10.19	1.62	3.43	4.01	33.52	3.53	2.79	27.86	0.00	0.00	86.94
Traffic Management & Optimization	0.86	1.43	1.43	1.43	1.43	1.43	1.43	1.43	1.43	1.43	13.72
Grand Total	\$122.32	\$127.86	\$153.13	\$105.17	\$154.24	\$95.56	\$111.05	\$112.08	\$101.86	\$126.51	\$1,209.78



CHAPTER 4

STORMWATER NETWORK

- ❖ Storm Mains
- ❖ Catch basins, Maintenance Holes, Laterals
- ❖ Seawalls & Piers
- ❖ Inlet – Outlet & Pond Structures
- ❖ Water Quality Control Devices
- ❖ Underground Storage Tanks
- ❖ Storm Water Infiltration Chambers
- ❖ Silva Cells



STATE OF INFRASTRUCTURE

The town's major storm assets are illustrated spatially in the map above illustrating the scope and scale of the network. The Stormwater Network is comprised of three (3) functional categories which include the Stormwater Conveyance System, Stormwater Management System, and Publicly Owned Natural Stormwater System that support Town's stormwater assets (storm sewer pipes, culverts, creeks, shorelines, ponds, ditches and harbours seawalls/piers). The Conveyance and Management System functional categories are comprised of eight (8) asset categories that work together to effectively manage and promote sustainable stormwater management while reducing the impact of extreme storm events.

AT A GLANCE (2025)

The estimated 2025 Current Replacement Value (CRV) of the Stormwater Network assets is approximately \$1.2 billion. Storm Mains represent the largest share at approximately \$802 million, followed by related components such as catch basins, maintenance holes and laterals at \$341 million. Natural watercourse assets such as shoreline and creeks are also included as part of the Stormwater network. The estimated average useful life of the asset categories ranges from 48 to 70 years, with the actual average age ranging from 5 to 34 years. Overall, the asset portfolio is in good condition, with roughly half of assets in the mid-life stages of their lifecycle.

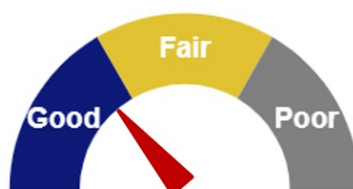


kms of Storm main	652
# of SWM Facilities	53
# of Oil-Grit-Separators	88
kms of Publicly Owned Natural Shoreline	8.7
kms of Publicly Owned Natural Creeks	165

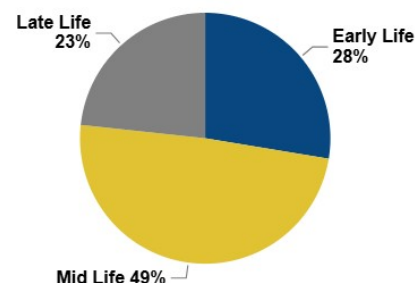
Current Replacement Cost

\$1.2bn

Overall Condition



Age



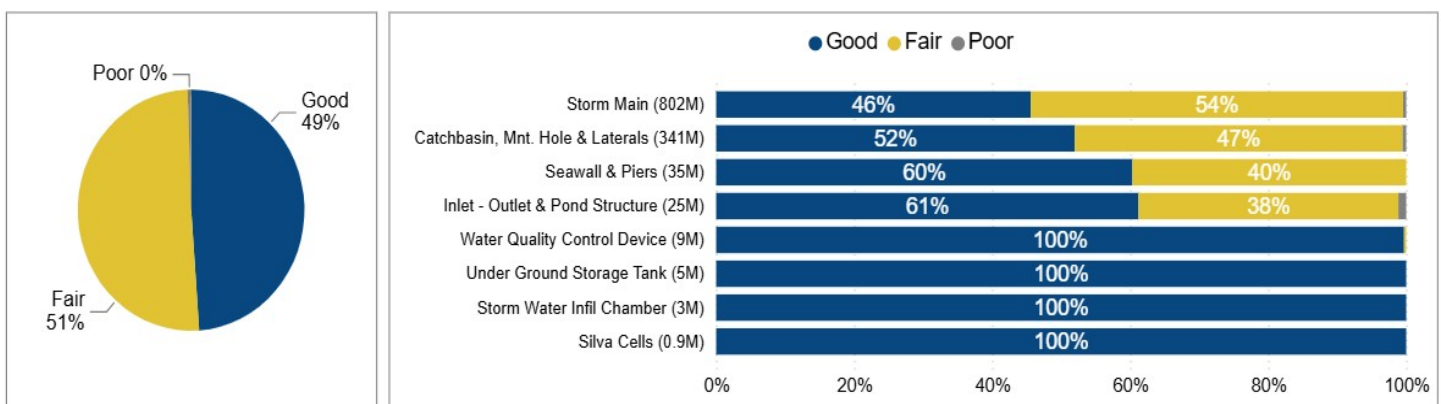
Asset Category	CRV	% Total	Quantity	UofM	Avg. Useful Life	Avg. Age
Storm Main	802M	66%	651,653	L. M.	70	33
Catch basin, Mnt. Hole & Laterals	341M	28%	50,001	EACH	70	34
Seawall & Piers	35M	3%	34	EACH	48	19
Inlet - Outlet & Pond Structure	25M	2%	547	EACH	70	31
Water Quality Control Device	9M	1%	88	EACH	70	17
Under Ground Storage Tank	5M	0%	7	EACH	70	7
Storm Water Chamber	3M	0%	3,605	SQ. M.	50	5
Silva Cells	949K	0%	1,410	SQ. M.	70	5
Total	1.2B	100%			65	24

CONDITION

The condition of the various Stormwater Network asset types are assessed following the regime described below:

- Storm mains are inspected annually through a CCTV inspection program with approximately 10% of the network aged 20 years or older being inspected each year. Resulting in each pipe being inspected once every 10 years. Initial priority areas for the inspection program align with high priority networks as defined in the Town’s Stormwater Master Plan.
- Catch basins are inspected annually in alignment with their scheduled clean out frequency.
- Ponds are visually inspected semi-annually to assess their operational performance per provincial requirements. Sedimentation surveys are conducted every five years for all Town owned ponds. These surveys assess the cleanout needs of the pond system and resulting needs are programed into the Town’s Capital budget accordingly.
- Inlet/outfall structures are inspected annually for performance and condition.
- Public owned shorelines have a comprehensive inspection completed every five years from a condition perspective. In addition, annual visual inspections are conducted by staff on an annual basis to identify operational and public safety concerns.
- Public owned creeks have a comprehensive inspection completed every five years to assess erosion concerns and potential impacts on both public and private infrastructure and lands. In addition, visual inspections are completed by staff on an ad hoc basis upon receipt of a public request.

The charts below provide a summary of Stormwater Network asset conditions, categorized by asset category and CRV. In general, the Stormwater Network assets are in Good to Fair condition with 49% in Good condition and 51% in Fair condition.



The condition template below provides a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

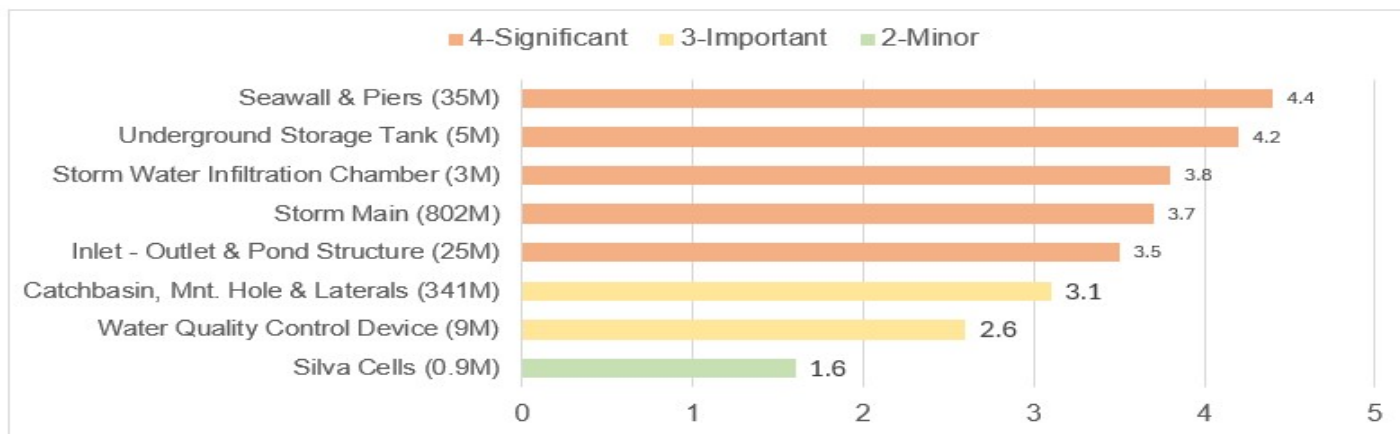
Condition – Storm Main

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49*
Good			Fair		Poor
					

Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

CRITICALITY

Asset criticality reflects the consequence of an asset failure on service delivery and is assessed using the Town's criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. The Town's criticality framework evaluates the consequence of asset failure across a range of factors that result in a score from 1 to 5, where 1 represents very minor criticality and 5 represents major criticality. The resulting criticality assessment provides an indication of which asset categories have the greatest potential service, safety, and operational impacts if they fail.



Overall, Stormwater Network assets exhibit “Significant” criticality, with scores ranging from 4.4 to 1.6 and an average rating of 3.2. Seawall & Piers, Underground Storage Tank, Storm Water Infiltration Chamber, Storm Main and Inlet-Outlet & Pond Structure have a significant criticality above a 3.5 rating. Whereas Catch basin, Maintenance Holes & Laterals, Water Quality Control Device have an Important criticality. And Silva Cells have a relatively lower criticality of Minor.

RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to highlight where investment is most needed across an asset portfolio. An asset that is new in age or in good condition has a low likelihood of failure, as an asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore presenting a low overall risk.

The charts below summarize the 2025 risk assessment for the Stormwater Network assets weighted by current replacement value (CRV).

The figure indicates that 42% of Stormwater Network assets are in the High-Risk category and are candidates for capital replacement in the near-term forecast, while 33% are in Medium Risk requiring contingency plans in the unlikely event of failure. A further 10% are in Moderate Risk and are addressed through maintenance or repair plans, and 16% are in Low Risk and are managed through on-going monitoring and routine maintenance.



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

LEVEL OF SERVICE

The Level of Service objectives for the Stormwater Network are summarized below for both the corporate and customer levels. Customer service objectives are aligned with the three selected customer values: Quality, Reliability, and Functionality. These value categories inform decision-making related to assets condition management, operational performance, and long-term service planning, helping ensure that investments and maintenance activities support the Town's strategic priorities and community service expectations.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	To Mitigate and protect against the effects of storm events on both people and property using sustainable stormwater management practices	To provide effective and sustainable management of the stormwater network in the interest of protecting and mitigating against the effects of storm events

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) To manage the stormwater network ensuring the system remains in a state of good repair	Risk: • Accelerated asset deterioration • Higher repair and operating costs
	Customer Level of Service (CLOS) To ensure Storm water is controlled and managed prior to discharge into the natural system.	Risk: • Increased health and safety and water quality risks • Failure to meet legislative and regulatory requirements • Negative user experience and public dissatisfaction
	Customer Level of Service (CLOS) To mitigate or reduce the risk to people and property from storm water.	Risk: • Failure to meet community needs as the town grows. • Inability to manage intense and more frequent storm events due to climate change • Increased pressure on existing infrastructure

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain an established level of service for stormwater network assets over time. The programs described below show how the Town translates service objectives into practical lifecycle actions, including asset renewal, ongoing maintenance, growth planning, and enhancements that support safe, functional, and sustainable management of stormwater.

Customer Value	Program
Quality	Shoreline, Creek & Pier Rehabilitation The town is committed to protecting and preserving its natural stormwater system including its public shoreline and enhancing its natural creek habitat. By doing so, the Town can contribute to a sustainable waterfront community and mitigate the effects of erosion on the town's lakefront and creek network. The Town protects its shoreline and creeks from erosion through various types of practices including both natural and engineered solutions.
	Stormwater Drainage Renewal Program The objective of this program is to maintain the stormwater drainage network in a state of good repair. This includes renewal activities associated with storm pipe and ditch related infrastructure, stormwater management facilities like ponds, tanks quality control devices as examples.
Reliable	Storm Pond Maintenance, Inspection and Renewal The objective of this program is to maintain stormwater ponds in a functional, safe, acceptable state. The program includes biennial inspections that are used to identify needs. Bathymetric sediment surveys are completed on a 5-year cyclical basis to determine pond sediment levels and cleanout requirements. These results are also used in development of pond loading rates used in projecting future cleanout timing. Ponds are cleaned out as necessary to ensure compliance with MECP requirements.
	Stormwater Drainage Maintenance & Inspection The objective of this program is to maintain the functionality of storm mains, laterals, manholes, and catch basins. The storm sewer inspection program may identify requirements based on the condition ratings from the CCTV camera inspections. CCTV camera inspections are performed annually on approximately 10% of the storm sewer system that is over 20 years old. Regular maintenance activities include pipe cleaning, clearing debris jams and minor repairs to the sewer mains, laterals, manholes, and catch basins

Customer Value	Program
	Shoreline/Creek Maintenance & Inspection In order to ensure that the town's shoreline remains in a state of good repair, all town-owned shorelines are assessed every five (5) years with respect to the condition of shoreline infrastructure to identify maintenance and rehabilitation requirements.
Reliable	Creek condition assessments are completed approximately every five years. The purpose of the condition assessments is to: - Assess the condition of the creeks with respect to erosion related concerns the potential risks to public safety and surrounding infrastructure and land - Provide a prioritization of observed needs as they related to said risks

Customer Value	Program
	Stormwater Drainage Upgrade/Urbanization The objective of this program is to construct new storm sewers on streets that currently have rural cross-sections with roadside ditches and driveway culverts. This program includes 2 types of projects: 1) the addition of new storm sewers that maintain the existing roadside ditches and 2) full urbanization with the addition of new storm sewers and the removal of the existing ditches.
Functional	The projects that include new storm sewers and maintain the existing roadside ditches are typically in areas that have a history of nuisance ponding in boulevard areas because of poorly draining ditches. The topography in these areas is generally flat, which poses challenges that often prohibit a simple re-ditching solution. The addition of the new storm sewers is required to provide effective drainage relief to the area and its roadside ditches. The projects that include full urbanization with the addition of new storms sewers and the removal of the existing ditches are streets that are being upgraded to support multi-modal transportation including transit, cycling and walking. The streets generally have rural cross-sections with roadside ditches and are transit routes. The urbanized standard generally includes curb and gutter, new storm sewer, removal of roadside ditches, new sidewalks and potential on-road bike lanes and/or multi-use paths infrastructure.

LEVEL OF SERVICE METRICS

To quantify the customer service objectives, a set of LOS metrics have been established based on the Customer Service Values, i.e., Quality, Reliable, and Functional. The metrics along with the performance are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance			Target
		2023	2024	2025	
Quality	Percentage of Stormwater Network infrastructure in fair or better rated conditions				Minimum 85% of total asset in Fair or Better Condition
	Storm conveyance system (pipes, catch basins, maintenance holes)	90.5%	90.5%	90.5%	
	Storm Management Ponds	86%	86%	86%	
	Storm Management Structures (OGSs, Tanks, etc)	100%	100%	100%	
Reliable	Percentage of preventive maintenance work orders				
	All storm assets	87%	93%	89%	>80%
Functional	Percentage of the town's land area that at low risk of flooding after a typical storm event <i>*This metric relates to the percentage of the storm main network able to accommodate flows typically experienced during a 5-year storm event as is identified through the Town's Stormwater Model</i>				
	All Storm Assets	84%	84%	84%	>95%
	Percentage of properties resilient to a 100-year storm <i>*This metric relates to the percentage of parcels that are located outside of the 100-year floodplain, as is delineated by the Conservation of Halton's floodplain mapping</i>				
		96.6%	96.6%	96.6%	Maintain

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Average length ditches per year	2770	3300	3000
	Percentage of storm ponds dredged based on MECP guidelines	100%	100%	100%
Reliable	Percentage of treatment components inspected/cleaned in the last 2 years	100%	100%	100%
Functional	Length (meters) of new storm water conveyance enhancements added in established neighbourhoods.	650	600	TBD

O. Reg. 588/17 Technical Levels of Service

Customer Value	Metric Description	Performance
		2025
Scope	Percentage of properties resilient to a 100-year storm <i>*This metric relates to the percentage of parcels that are located outside of the 100-year floodplain, as is delineated by the Conservation of Halton's floodplain mapping</i>	96.6%
	Percentage of the municipal stormwater management system resilient to a five-year storm	100%

BACKGROUND - LEVEL OF SERVICE

In 2022, the town began development of the Town-wide Rainwater Management Financial Plan (RWMP) to prepare a holistic, comprehensive plan for managing all Stormwater Network infrastructure. The purpose of the RWMP was to develop a long-term stormwater infrastructure and financial plan that maintains the Town's stormwater assets (storm sewer pipes, culverts, creeks, shorelines, ponds, ditches and harbours) in a state of good repair and implements improvements that increase resiliency to handle more frequent and intense storms. In 2024, staff presented a 30-year stormwater plan identifying infrastructure needs totaling \$732 million.

ASSET RENEWAL MODELLING

Recognizing the Stormwater Network as a diverse system with varying asset types, functions, service demands, and lifecycles, it is divided into three categories: Stormwater Conveyance, Stormwater Management, and the Publicly Owned Natural Stormwater System. Conveyance assets (e.g., pipes, manholes, catchbasins) collect and direct runoff; Management assets (e.g., ponds, tanks, oil/grit separators) store and treat runoff; and Natural System assets (e.g., publicly owned creeks and shorelines) convey runoff through overland flow or from the management system.

The modelling approach incorporates the following criteria:

- Inspected condition where condition information is available and condition assessments are feasible.
- Calculated deterioration condition, where direct inspections are not possible or not available at the time of modelling using either expected deterioration curve models or useful life as a proxy.
- Assigned useful life, reflecting asset specific characteristics and expected service duration.
- Prioritization of resiliency improvements to address high risk needs.

OVERALL FORECAST

The stormwater network functions as a system therefore renewal, replacement and improvement needs are assessed together to provide an overall condition and performance outlook. This forecast reflects the full renewal need based on an asset's forecasted end of service-life and capacity requirements using predicted deterioration and performance modelling. System enhancements to increase resilience and address climate change impacts, including the expansion and retrofit of stormwater ponds and upgrade of stormwater facilities are also included.

The following graph illustrates the total 25-year investment needs and projected asset conditions across the full Stormwater Network based on the forecast needs. A total investment of \$538.9 million is forecasted over the 25-year period with an average annual investment of \$21.4 million. This level of investment would maintain stormwater asset at an overall condition of 89% in Fair or better which is above the minimum 85% target. The reinvestment rate over the 25-year period is 1.8% which is above the typical threshold based on average age, this higher level of funding reflects the investment in network resiliency improvements to mitigate flooding.

Overall Forecast Summary Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Natural System	\$150,853,350	\$6,034,094	93%	17.2%	1.2%	1.3%
Storm Water Conveyance	\$331,642,113	\$13,265,685	91%	1.2%	1.2%	1.3%
Storm Water Management	\$53,692,424	\$2,147,697	83%	6.5%	1.2%	1.3%
Grand Total	\$536,186,887	\$21,447,475	89%	1.8%	1.2%	1.3%

The following graphs present 25-year investment needs and projected asset conditions across Stormwater Network categories. Because each category relies on different condition data and criteria, separate models were developed to forecast deterioration, identify renewal needs, and incorporate Stormwater Master Plan recommendations using a risk-based prioritization framework.

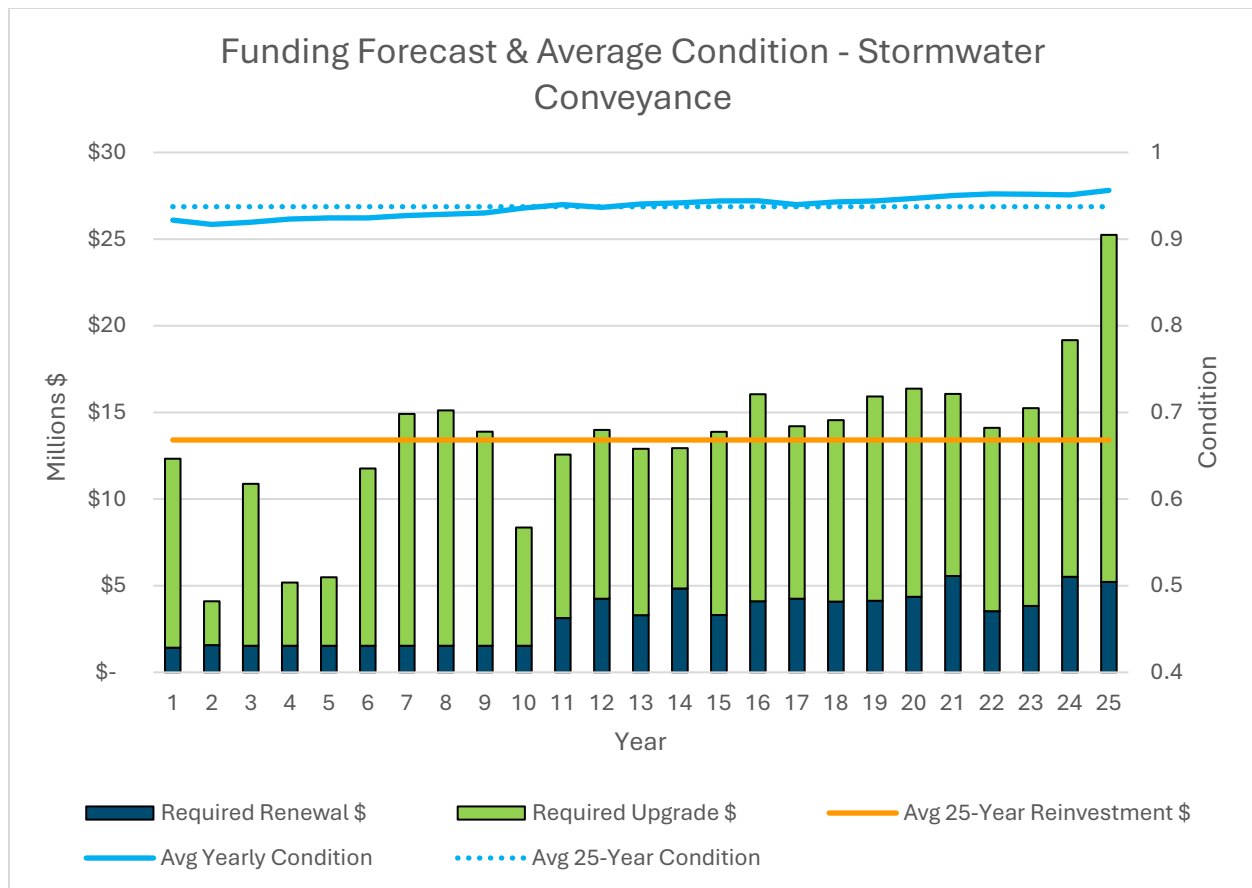
The forecast graphs provide a detailed view of how asset condition, reinvestment needs, and lifecycle performance vary across the Stormwater Network, reflecting distinct deterioration patterns, intervention triggers, and service expectations for conveyance, management, and natural stormwater systems.

STORMWATER CONVEYANCE

Renewal and replacement needs over the 25-year horizon are primarily based on observed asset condition from inspections, supplemented by age and useful life where condition data is unavailable. As renewal activities for this category are typically coordinated with storm sewer pipe work, the model uses the forecast timing of storm sewer pipes as a proxy for related assets when projecting condition and financial requirements.

The target level of service is to maintain 90% of the conveyance network in fair or better condition. Projections indicate this target will be exceeded, with an average of 94% of assets remaining in fair or better condition.

Under the current funding model, the investment forecast includes rehabilitation, renewal, replacement, and system upgrades for the Stormwater Conveyance sub-category. This approach maintains current condition levels while improving system performance to meet 5-year design storm standards. Achieving this level of service requires a total investment of \$331.6 million, averaging \$13.2 million annually.



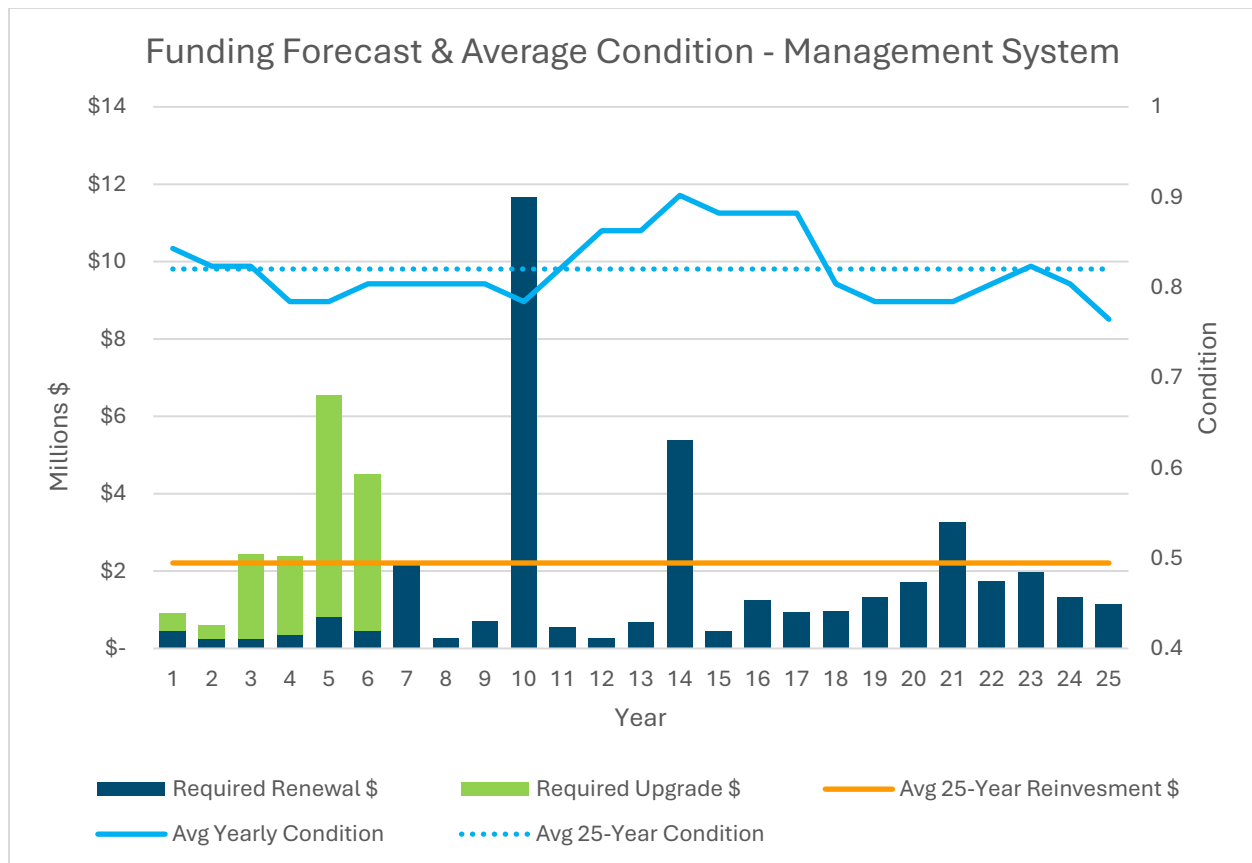
STORMWATER MANAGEMENT

Under the current funding model, the investment forecast for the Stormwater Management sub-category includes rehabilitation, renewal, and system upgrades. This approach maintains current condition levels while improving network performance.

The Stormwater Master Plan recommends enhancements to increase resilience and address climate change impacts, including the expansion and retrofit of stormwater ponds and construction of new facilities. These upgrades aim to improve flood protection, support existing urban areas, and meet future stormwater demands. Where feasible, they will enable the system to achieve a 100-year design storm level of service.

The target condition level of service is to maintain 80% of assets in fair or better condition; projections indicate this will be met, with an average of 82% over the 25-year horizon.

Achieving these outcomes requires a total investment of \$53.7 million, averaging \$2.2 million annually



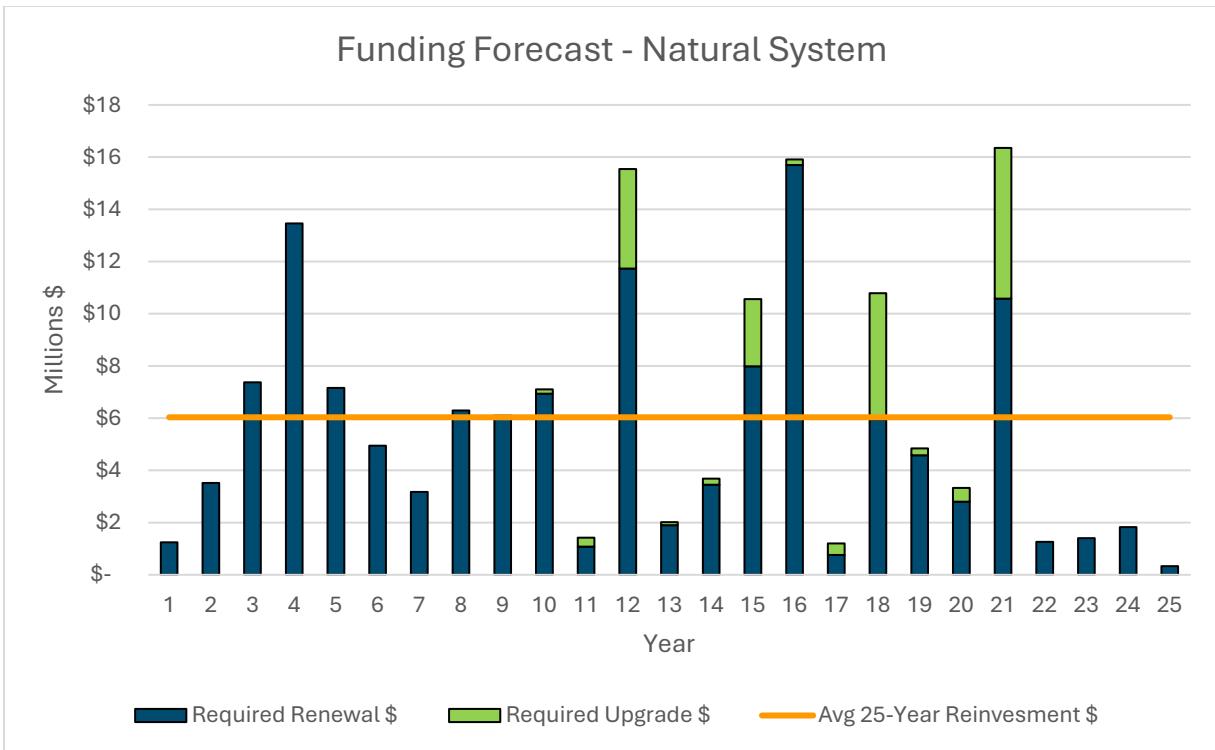
NATURAL STORMWATER SYSTEMS

Under the current funding model, the investment forecast for the Natural System sub-category includes rehabilitation, renewal, replacement, and upgrades to publicly owned creeks and shorelines. This approach maintains current condition levels while improving system performance.

Natural system condition and deterioration are highly influenced by climate change and extreme weather, making renewal needs less predictable. As a result, investment planning is divided into short-term (years 1–10) and long-term (years 11–25) horizons. Short-term needs are based on detailed inspection data and incorporated into the Town's 10-year capital plan, while long-term needs are projected using historical trends and recurring risk patterns.

Riverine studies were undertaken to assess flood protection levels and identify improvement opportunities. These studies support achieving, where feasible, a minimum level of service equivalent to a 100-year design storm.

Achieving this level of service requires a total investment of \$150.8 million, averaging \$6 million annually.

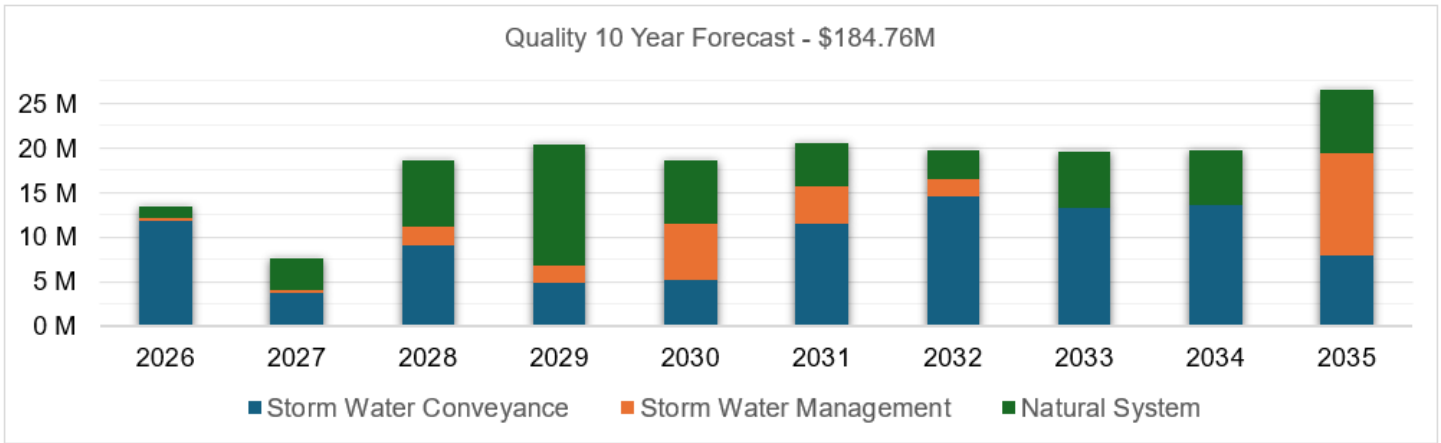


In summary, the analysis shows that the optimal scenario for the Stormwater Network achieves target levels of service and maintains core assets in a good state of repair. This requires an average annual reinvestment rate of 1.2% for Stormwater Conveyance and 5% for Stormwater Management, based on current replacement value (CRV), resulting in an annual capital investment of \$21.4 million. This level of funding supports asset condition, sustains service performance, and enables the long-term, sustainable management of the Town’s stormwater network.

QUALITY - LEVEL OF SERVICE

For the “Quality” customer value, this CAMP summarizes state-of-good-repair activities for the various natural and stormwater infrastructure from the RWMP, using asset age and condition to forecast lifecycle renewals, rehabilitations, and replacement programs over 25 years as outlined in the life-cycle management section.

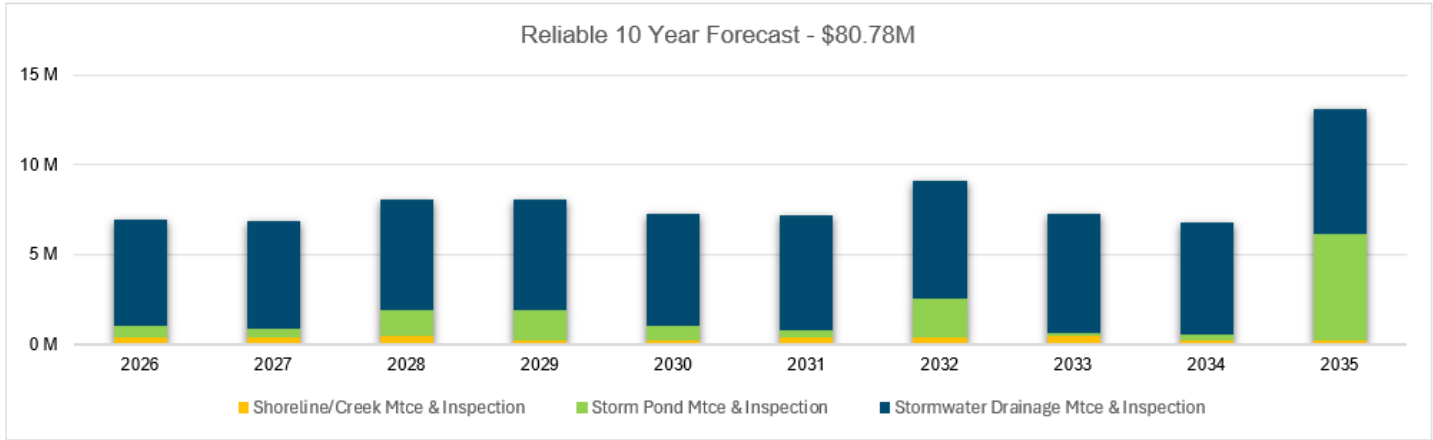
While the 25-year outlook above provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future needs. For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast a total of \$184.8 million, averaging \$18 million per year, is required.



RELIABLE - LEVEL OF SERVICE

For the “Reliable” customer value, this CAMP summarizes on-going maintenance, inspection and repair activities from the RWMP forecasted over 25 years.

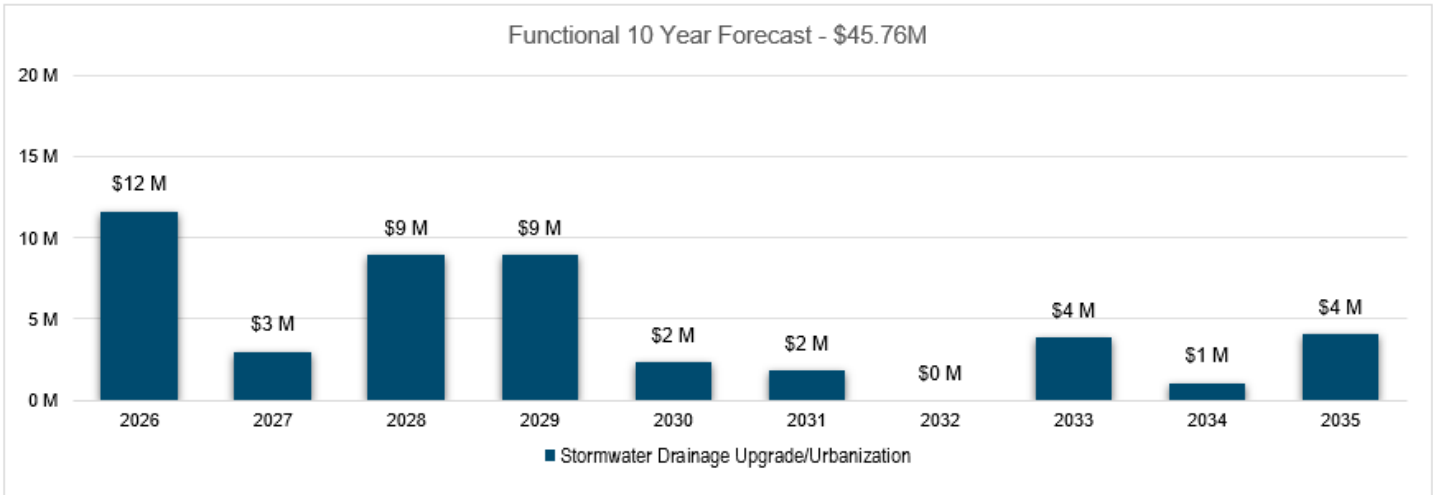
The \$80.8 million illustrated in the graph below has been developed based on the 2026 operating budget for maintenance requirements, critical service response, compliance obligations, and anticipated increase in operational demands across the Stormwater Network. It reflects the inspection, preventive maintenance, and corrective repair activities required to sustain storm assets in a safe, reliable, and serviceable condition over the 10-year planning horizon.



FUNCTIONAL - LEVEL OF SERVICE

For the “Functional” customer value, this CAMP summarizes improvements identified as part of the RWMP that are focused on increasing resiliency in the stormwater network to protect against extreme weather events over the next 25-years. Most of these projects were identified as part of various flood mitigation studies such as the Stormwater Masterplan and individual Riverine Studies.

The \$45.8 million illustrated in the graph below has been developed based on anticipated service demand, capacity needs, and planned service expansion across the Stormwater Network. It considers where new or upgraded stormwater sewers, storage facilities, and supporting infrastructure may be required to improve protection, and respond to changing environmental conditions. Over the 10-year planning horizon, these considerations inform the Town’s broader lifecycle expenditure forecast and support the delivery of a functional level of service across the Stormwater Network. Projects are prioritized to address highest risk areas, balance service expansion and long-term value for the community.

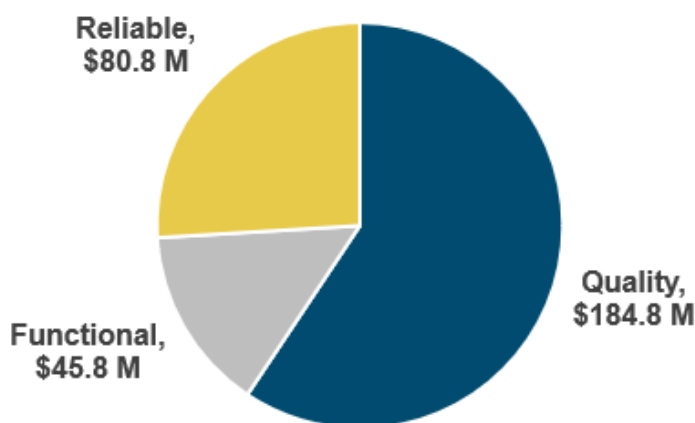


LIFECYCLE EXPENDITURE 10-YEAR FORECAST

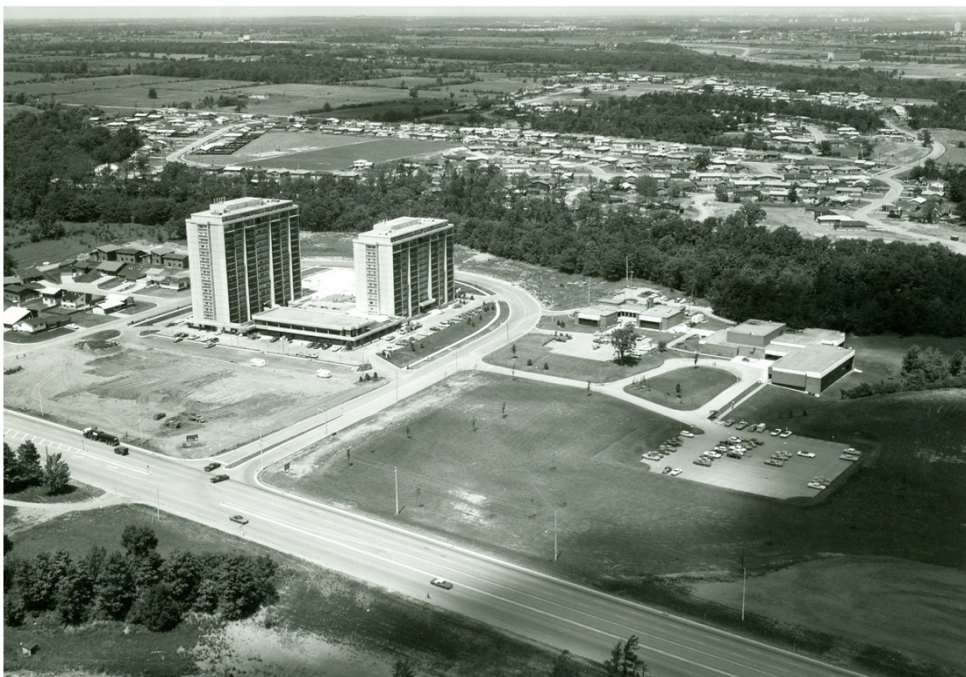
In summary, the overall total expenditure to support the CAMP requires a total investment of \$311.30 million over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$184.8 million, \$80.8 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$45.8 million to support Functional related needs over the 10-year period.

Town of Oakville's guided by the updated Stormwater Master Plan and associated system upgrades, the Town is advancing targeted investments to improve capacity, reduce flood risk, support climate resilience, and meet evolving community needs.

10-Year Forecast (\$311.3M)



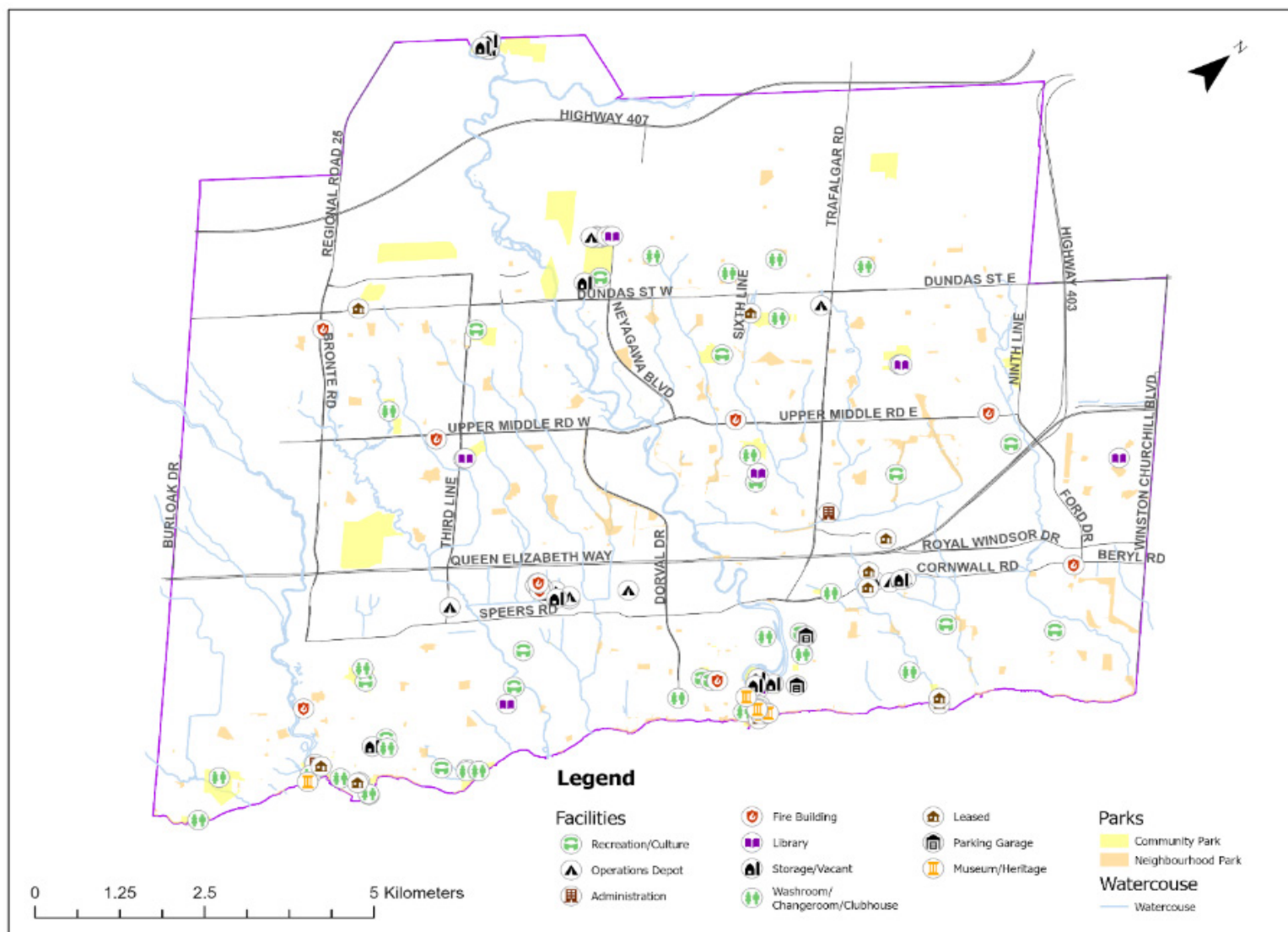
Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$13.45	\$7.58	\$18.61	\$20.34	\$18.60	\$20.61	\$19.74	\$19.58	\$19.71	\$26.53	\$184.76
Storm Water Conveyance	11.76	3.73	9.05	4.85	5.16	11.43	14.59	13.29	13.56	8.03	95.44
Storm Water Management	0.44	0.34	2.18	2.03	6.29	4.23	1.98	0.00	0.06	11.40	28.95
Natural System	1.25	3.52	7.37	13.46	7.16	4.95	3.17	6.29	6.10	7.10	60.37
Functional	\$11.64	\$3.00	\$8.98	\$8.98	\$2.30	\$1.81	\$0.00	\$3.90	\$1.07	\$4.07	\$45.76
Stormwater Drainage Upgrade/Urbanization	11.64	3.00	8.98	8.98	2.30	1.81	0.00	3.90	1.07	4.07	45.76
Reliable	\$6.97	\$6.89	\$8.10	\$8.07	\$7.29	\$7.16	\$9.09	\$7.30	\$6.82	\$13.08	\$80.78
Shoreline/Creek Mtce & Inspection	0.38	0.38	0.45	0.25	0.26	0.38	0.39	0.46	0.26	0.27	3.48
Storm Pond Mtce & Inspection	0.62	0.52	1.47	1.64	0.75	0.38	2.18	0.19	0.29	5.92	13.95
Stormwater Drainage Mtce & Inspection	5.97	6.00	6.17	6.18	6.29	6.40	6.52	6.64	6.27	6.89	63.34
Grand Total	\$32.07	\$17.48	\$35.68	\$37.39	\$28.20	\$29.59	\$28.83	\$30.77	\$27.61	\$43.67	\$311.30



CHAPTER 5

FACILITIES

- ❖ Recreation/Culture
- ❖ Operations Depot
- ❖ Recreation/Evacuation
- ❖ Administration
- ❖ Fire Building/Structures
- ❖ Library
- ❖ Storage/Vacant
- ❖ Washroom/Changeroom/Clubhouse
- ❖ Parking Garage
- ❖ Museum/Heritage
- ❖ Leased-Private Business/House



STATE OF INFRASTRUCTURE

A map of the various Town facilities is illustrated above.

Facilities are important municipal assets that enable the Town of Oakville to deliver a broad range of public services and community benefits. They provide the physical spaces required to support recreation, culture, administration, operations, emergency response, and community programming. Recreation and cultural facilities contribute to health, wellness, and social connection, while administrative and operational buildings support the effective delivery of municipal and public works services. Libraries, museums, and heritage facilities provide educational and cultural value, and fire and evacuation facilities contribute to public safety and emergency preparedness. Supporting amenities such as washrooms, changerooms, clubhouses, and parking structures enhance accessibility, convenience, and user experience. Collectively, these facilities support service continuity, respond to community needs, and contribute to the Town’s overall quality of life and long-term resilience.

AT A GLANCE (2025)

The Town of Oakville owns and operates a total of 127 facilities with over 2 million square foot area, with a 2025 replacement value (CRV) of \$1 billion. The facility asset category chart below summarizes CRV by service area or usage. Recreation & Culture buildings account for 45% of the total CRV at \$483 million, followed by Operations Depot buildings at \$167 million and Evacuation Center at \$130 million.

Overall, on average, 99% of facility assets are in good or fair condition, with 53% in good condition and 46% in fair condition. The current average age of town facilities is 32 with 63% of the assets falling into the Early and Mid-Life category, and 37% in the Late Life category.

This indicates that the Facility assets are currently in a relatively strong position and highlights the importance of balancing investments across a diverse portfolio with varying service and lifecycle demands.



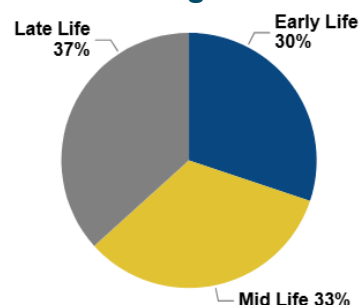
Current Replacement Cost

\$1bn

Overall Condition



Age



Asset Category	CRV	% Total	Building Count	Quantity (SQ.F)	Avg. Useful Life	Avg. Age
Recreation/Culture	483M	45.4%	23	898,325	44	32
Operations Depot	167M	15.7%	18	476,204	41	27
Evacuation Centre	130M	12.2%	1	145,761	45	32
Administration	92M	8.6%	2	159,941	43	30
Fire Building/Structures	52M	4.9%	16	90,277	35	22
Library	42M	4.0%	7	105,268	23	37
Storage/Vacant	32M	3.0%	17	67,609	25	23
Washroom/Changeroom/Clubhouse	23M	2.2%	23	33,561	40	15
Parking Garage	16M	1.5%	2	104,749	18	19
Museum/Heritage	16M	1.5%	10	28,726	45	72
Leased - Private Business/House	11M	1.0%	8	43,591	30	46
Total	1.1B	100.0%	127	2,154,012	35	32

FACILITY SUB-SYSTEMS

The Facility asset base is distributed across several sub-system categories, which drive much of the asset management maintenance and renewal needs as facilities are generally not replaced in their entirety. Facility sub-systems have an estimated 2025 Current Replacement Value (CRV) of approximately \$171 million, highlighting the significant investment required to support the Town's building infrastructure, with HVAC systems representing the largest share of approximately \$57 million. In contrast, the smallest sub-system category accounts for approximately \$5 million. This distribution underscores the importance of balancing renewal investment across a diverse range of building components with differing service functions, risk profiles, and lifecycle requirements.

Overall, 70% of the facility sub-systems portfolio is in fair condition, with roughly 58% of assets in the mid-life or early stage of their lifecycle.



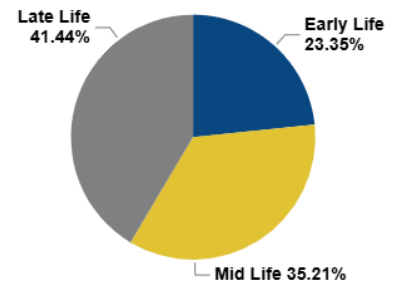
Current Replacement Cost

\$171M

Overall Condition



Age

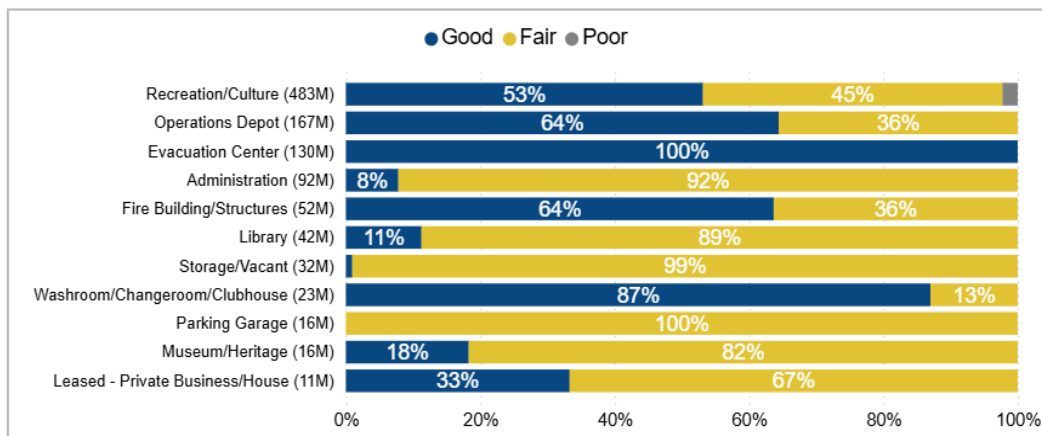
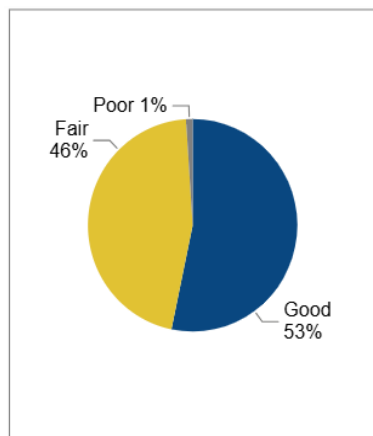


Asset Category	CRV	% Total	Record Count	Quantity	UofM	Avg. Useful Life	Avg. Age
HVAC Systems	57M	33.0%	2,280	4,198	EA	22	17
Roofing Systems	55M	32.0%	372	163,281	SQ.M	26	17
Site Components	54M	32.0%	760	414,571	SQ.M	29	19
Elevator Systems	5M	3.0%	33	33	EA	29	15
Total	171M	100.0%	3,445			26	17

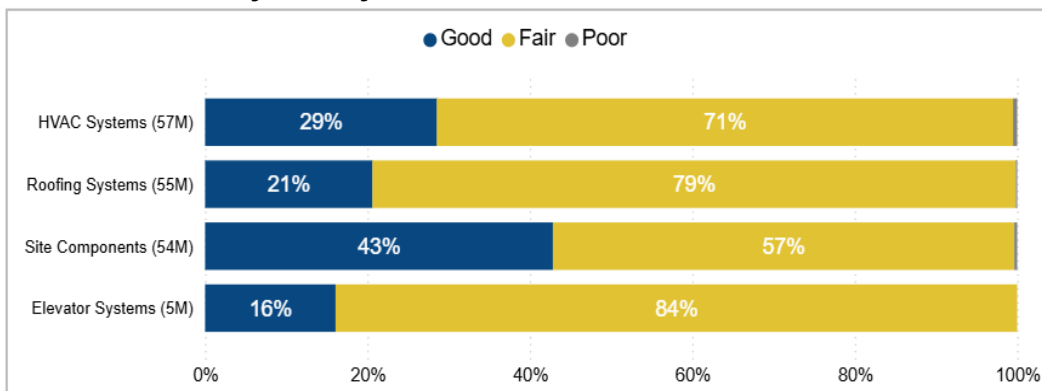
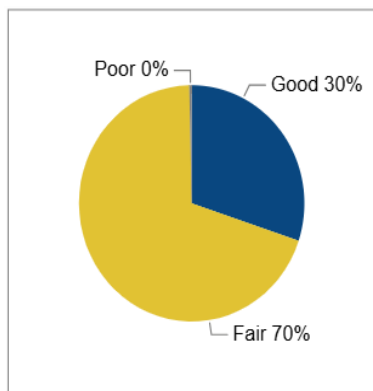
CONDITION

Annual Building Condition Audits (BCAs) are conducted on town facilities (excluding minor type facilities). Over the past years (2022 - 2025) a total of 36 BCAs has been completed, accounting for 42% of all major facilities. In addition, when a facility asset is due for renewal within the initial years of the capital investment plan, the town's staff physically inspect the asset. In cases where physical condition data is unavailable, the conditions of assets are determined based on their age and anticipated remaining useful life. As illustrated in the tables below, 53% of town facilities are in good condition and 46% in fair condition.

Facilities



Facility Sub-Systems



The condition template below provides a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

Condition – Roof

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49
Good			Fair		Poor
					

Condition – HVAC

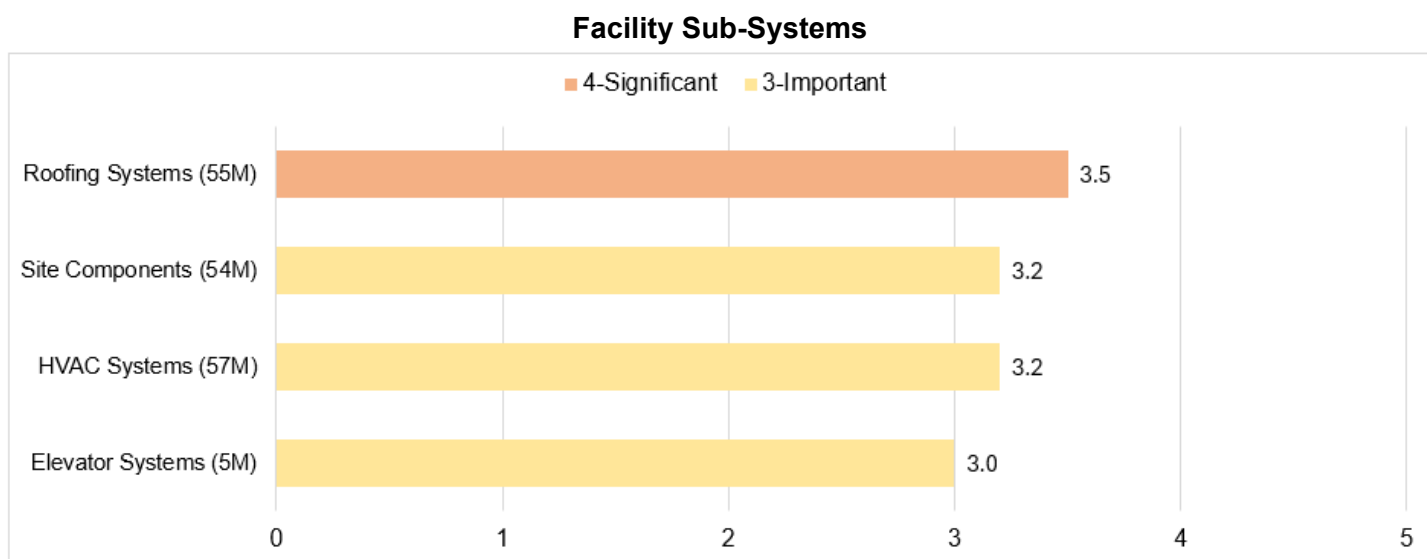
CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49
Good			Fair		Poor
					

Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

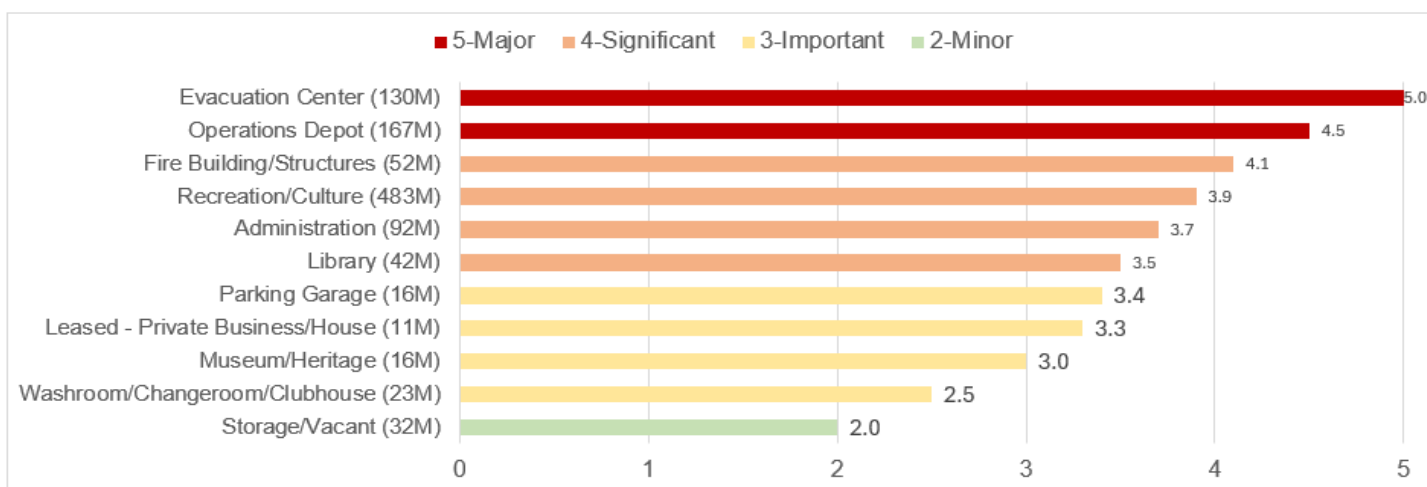
CRITICALITY

Asset criticality reflects the consequence of an asset failure on service delivery and is assessed using the Town’s criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. Based on the Town’s scoring system for assessing asset criticality the Criticality Score ranges from 1 to 5 for each assessed asset category, with 1 representing very minor criticality and 5 representing major criticality.

In general, Facilities and Facility sub-system assets have an “Important” criticality rating with an average score of 3.2 as shown in the chart below. From a management perspective, this indicates that most of facility assets play a meaningful role in service delivery and community use, reinforcing the need for disciplined prioritization when planning renewal, maintenance, and risk mitigation activities.



Within each Facility sub-system group, criticality can range depending on the service and type of facility it is located. For example, an asset in the Evacuation centre would have a higher criticality than a similar asset in a Storage building. For the purposes of prioritizing the facility sub-category assets, the following criticality assessment was applied to consider the type of facility and service.



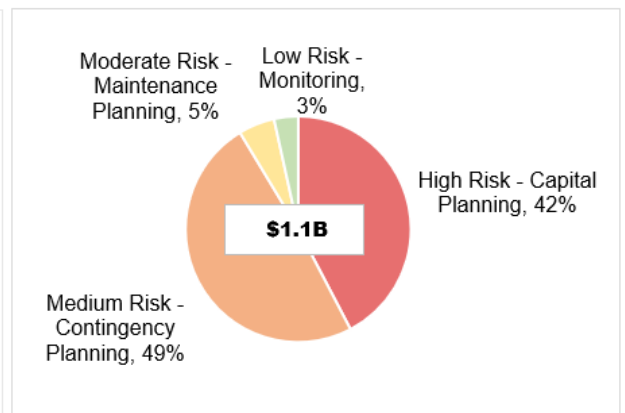
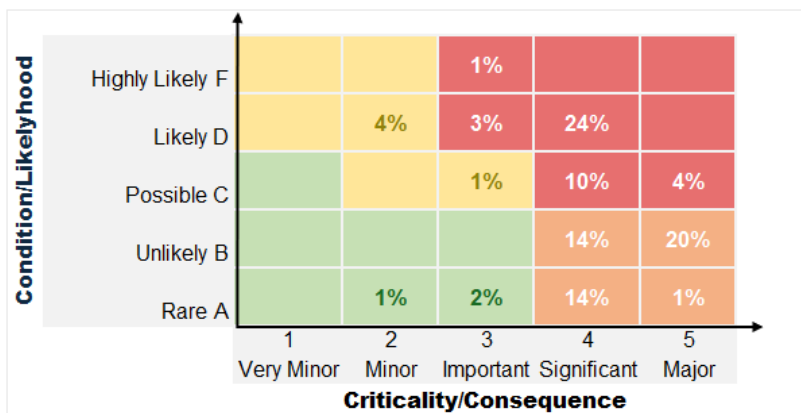
RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to highlight where investment is most needed across the Facilities portfolio. Likelihood, of an asset that is fairly new in age or in good condition has a low likelihood of failure and as asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore overall presenting a low risk.

The tables below summarizes the 2025 risk assessment for the facility class weighted by current replacement value (CRV) and illustrates how the portfolio is distributed across low, moderate, and high-risk categories.

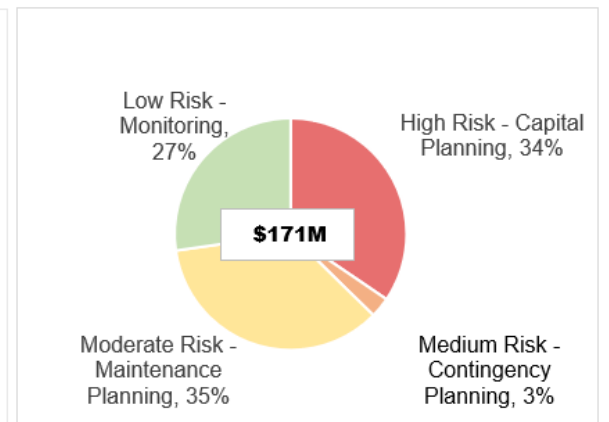
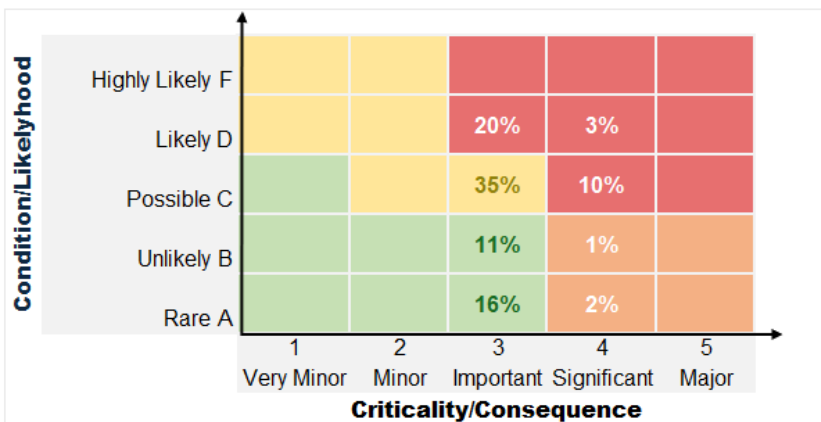
The charts show that most Facility assets fall within a medium/high-risk category that requires monitoring. Together, these results suggest that the current portfolio is generally stable, but that timely reinvestment and targeted maintenance remain important to prevent moderate-risk assets from shifting into higher-risk categories over time.

Facilities



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

Facility Sub-Systems



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

LEVELS OF SERVICE

The Facility Level of Service (LOS) Framework aligns corporate objectives with service delivery requirements and asset lifecycle management based on the sub-system. The framework is organized around three customer value categories—Quality, Reliability, and Functionality—at both the corporate and service levels. These value categories support decision-making related to facility sub-system condition, operational performance, and long-term service planning, helping to ensure that investment and maintenance decisions align with the Town’s strategic priorities and service delivery expectations.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Facilities are safe and in satisfactory condition, capable of meeting their intended purpose and accessible as needed.	Facilities are safe, welcoming, and enjoyable, helping people and families to discover, participate, belong, and thrive.

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) To manage the condition of facility assets to a reasonable quality and minimize service interruption.	Risk: • Accelerated asset deterioration • Increased risk of emergency repairs • Increased frequency of asset failures
	Customer Level of Service (CLOS) To take appropriate actions to ensure facilities are available and meet standards and legislative requirements.	Risk: • Damage to assets resulting from inadequate maintenance • Failure to meet legislative and regulatory requirements • Increased organizational risk exposure
	Customer Level of Service (CLOS) To plan appropriately for facility needs, ensuring alignment with changes in service needs, growth, and climate policies.	Risk: • Insufficient facility capacity to meet future service demands • Facilities that are not fit for purpose • Failure to meet climate change mitigation and sustainability objectives.

LIFECYCLE MANAGEMENT

This section outlines the asset management programs that support maintaining the established Level of Service (LOS) for Facilities assets. The programs are organized under the three selected customer values—Quality, Reliable, and Functional—and the table below briefly describes each program.

Customer Value	Program
Quality	Facility Asset Renewal Program This program is designed to manage the renewal of facility systems and components to ensure safe, efficient, and uninterrupted operations across Town-owned buildings. It focuses on extending asset life, minimizing service disruptions, and aligning with long-term capital planning objectives. Renewal initiatives are prioritized within a rolling 10-year forecast, using data from condition assessments, inspections, and lifecycle analysis. Assets are evaluated based on performance, risk of failure, and criticality to operations. This data-driven approach ensures that resources are allocated effectively, and that maintenance and replacement activities are both timely and cost-efficient. Facility Minor Renovation Program This program focuses on identifying and implementing minor renovation projects within Town facilities to enhance aesthetics, functionality, and overall user experience. These renovations may include upgrades to interior finishes, lighting, signage, furniture, and layout improvements that contribute to a more welcoming and efficient environment for staff and visitors.
Reliable	Building Condition Audit Program The Building Condition Audit Program is designed to safeguard operational continuity and support long-term asset management by conducting comprehensive inspections of Town-owned facilities. Through detailed assessments of structural, mechanical, electrical, and architectural systems, the program identifies current deficiencies, forecasts future renewal needs, and informs strategic maintenance planning. Facility Operational Maintenance & Repair Program This program is focused on preserving the functionality, safety, and reliability of Town facilities through proactive operational maintenance and timely repairs.
Functional	Facility Energy Efficiency Program This program is designed to reduce the Town's energy consumption and utility costs—specifically electricity, natural gas, and water—while also lowering greenhouse gas (GHG) emissions across municipal buildings. It supports the Town's commitment to environmental sustainability and aligns with its goal of achieving Net Zero emissions by 2050, as outlined in response to Council's declaration of a Climate Emergency. Facility Provision, Expansion and Revitalization Program This program supports the strategic development, expansion, and revitalization of municipal facilities to meet the evolving needs of the Town's growing population. Guided by the Parks, Recreation & Library Master Plan, the program ensures that both new and existing facilities are planned and upgraded to deliver inclusive, accessible, and high-quality services.

LEVEL OF SERVICE METRICS

To quantify customer service objectives, a set of LOS metrics has been established based on the customer service values of Quality, Reliability, and Functionality. These metrics, along with current performance, are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance			Target
		2023	2024	2025	
Quality	Percentage of facilities in fair or better rated condition				Minimum 85% of total asset in Fair or Better Condition
	All facility assets	70%	100%	99%	
	Asset Reinvestment Rate <i>*Measures asset performance by maintaining reinvestment funding within a sustainable range in line with average useful life for that asset category. (i.e. An asset with useful life of 100 years the target is 1%)</i>	N/A	N/A	N/A	Between Range of 3.5% - 4.1%
Reliable	Percentage of preventive maintenance work orders <i>*The Preventative Maintenance (PM) Program: the processes for capturing work order data and related information are being reviewed to ensure they accurately align with the reporting requirements of the PM metric and reflect the goals of the PM program.</i>				>65%
	All facilities	70%	67%	70%	
Functional	Total facility square foot area per capita. <i>*The proposed LOS has been based on the 10-year average service standard established in the 2022 Development Study Background Study</i>				This measure is used to illustrate that facility capacity is keeping pace with population over time. Ideally not decreasing
	All facilities excl. Transit	6.4	6.4	6.4	NA

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Percentage of disposed facility assets prior to reaching the end of their useful life <i>*Usually, 1 or 2 facility assets per year may be disposed early if maintenance costs are increasing or it aligns with a renovation for that facility.</i>	23%	20%	20%
Reliable	Number of Building Condition Audits or structural inspections completed per year	9	9	9
Functional	Percentage of facilities that meet AODA legislation.	74%	74%	80%
	Number of sq.m. of indoor space at town-owned culture/recreation/library facilities per capita	.54	.54	.54

QUALITY - LEVEL OF SERVICE

To determine the "Quality" customer value, this CAMP utilizes predictive modelling decision-support software that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon.

As outlined in Chapter 1 – Asset Management Overview, two scenarios were considered in the development of the Quality renewal LOS. The scenarios were analyzed to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the target, and affordability of the total funding needs over 25-year period.

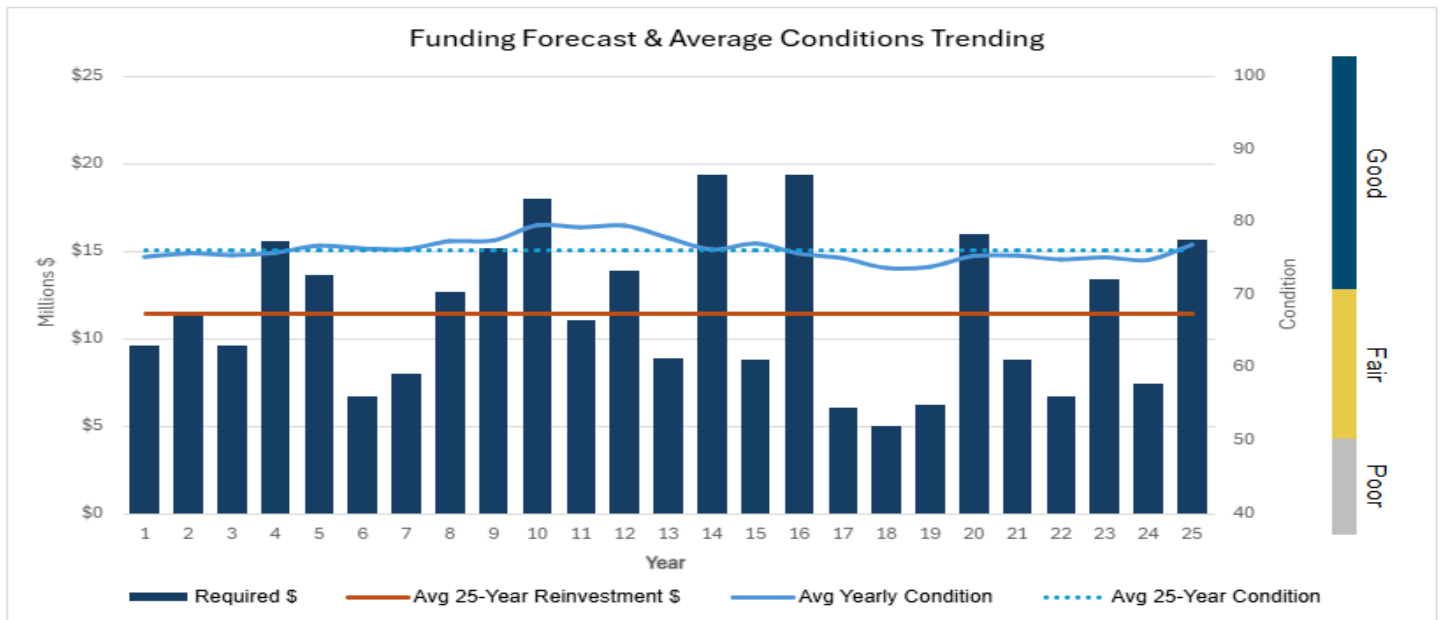
SCENARIO 1 – UNLIMITED FUNDING

The Unlimited Funding Scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without any funding constraints. Under this approach, the decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on inputs and criteria outlined in the table below. The unlimited scenario assumes that renewal and rehabilitation requirements are addressed in the year an asset reaches end of useful life triggered by asset age and/or poor condition.

Category	Life-cycle Treatment	Criteria	Model Assumptions
Facilities	Replacement	Condition; Useful Life	Excludes Interiors finishes/renovations - no standard useful life, program is request basis therefore not modeled.

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the facilities asset category under the unlimited scenario. Average condition scores are projected to stay within the good and fair states with an average annual score of 76 achieved over the 25-year period. Achieving this level of service would require a total investment of \$287.2 million with an average annual investment of approximately \$11.5 million per year.

Unlimited Scenario Results – Investment Need and Condition Forecast



The following table summarizes the unlimited scenario results and how they compare to the Customer LOS targets identified. As shown in the table, the average annual investment of \$11.5 million would sustain approximately 91% of facility assets in fair or better condition over the 25-year period, which is well above the minimum 85% target. The average useful life of the facility category is 26 years, indicating the target range for the reinvestment rate should fall between 3.5% to 4.1%. Based on current replacement value (CRV), the \$11.5 million equates to a 4.1% reinvestment rate which is at the top of the upper limit for the reinvestment rate target.

Unlimited Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Equipment	\$1,440,379	\$57,615	91%	5.1%	4.0%	4.8%
Interiors	\$9,508,394	\$380,336	91%	5.4%	4.1%	4.9%
Sitework	\$51,151,500	\$2,046,060	91%	4.2%	3.1%	3.6%
Services	\$85,871,078	\$3,434,843	92%	4.6%	3.7%	4.4%
Shell	\$79,190,540	\$3,167,622	89%	3.6%	3.4%	4.0%
Special Construction	\$58,618,528	\$2,344,741	91%	3.9%	3.4%	4.0%
Substructure	\$1,456,970	\$58,279	92%	3.9%	3.1%	3.6%
Grand Total	\$287,237,389	\$11,489,496	91%	4.1%	3.5%	4.1%

In summary, the unlimited funding determines a total \$11.5 million funding investment will maintain 91% of the facility asset portfolio in fair or better condition over the forecasted period, which is well above the desired minimum 85% level of service. An average annual reinvestment rate of 4.1% is achieved, maintaining renewal rates at the upper limit for facilities. This provides an indication of the scale of capital funding required to address ongoing asset deterioration and support service continuity.

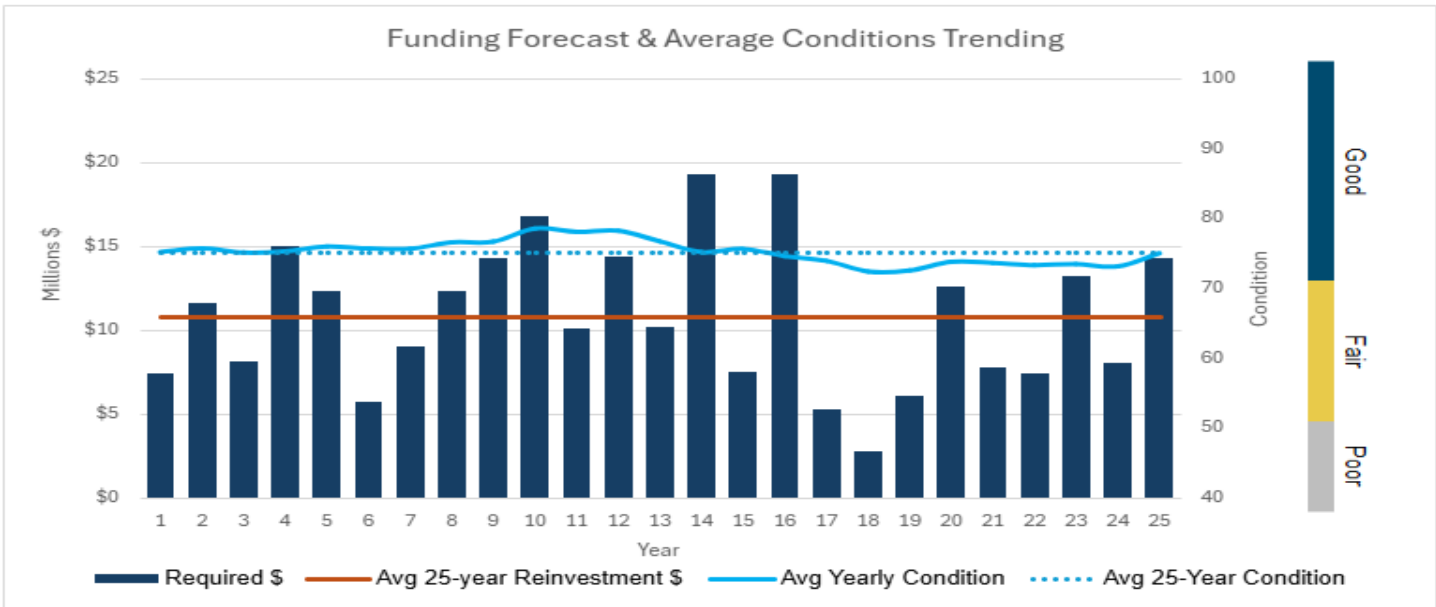
SCENARIO 2 – OPTIMAL FUNDING

Scenario 2 represents a balanced renewal approach in which capital investments are maximized using asset criticality to prioritize the most important asset needs while ensuring overall conditions and asset reinvestment renewal rates fall within the target LOS.

Under this approach, the decision-support system criteria are adjusted to apply upper and lower reinvestment rate thresholds, allowing lower-criticality assets to remain near the lower limit while prioritizing higher-criticality renewal needs to be maintained at the higher limits. Where a rate exceeds the threshold, the model prioritizes renewal activities so that higher-criticality needs are addressed first while maintaining the overall condition target. As a result, rather than undertaking all renewal and rehabilitation activities immediately when age or condition is triggered, investments are strategically scheduled to maintain the desired level of service across the facility systems portfolio while maximizing available capital resources.

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the facility asset category under the optimal funding scenario. Average condition scores are projected to stay within the good and fair states with average annual scores of 74.5. The total investment required over the 25-year period is \$271.2 million with an average annual investment of approximately \$10.8 million per year.

Optimal Scenario Results – Investment Need and Condition Forecast



The following table summarizes the optimal scenario results and compares them to the Customer LOS targets identified. As shown in the table, the average annual investment of \$10.8 million would sustain approximately 85% of facility assets in fair or better condition over the 25-year period, which is in line with the level of service target. Based on current replacement value (CRV), the \$10.8 million equates to a 3.8% reinvestment rate which is in the middle of the reinvestment rate target range of 3.5% - 4.1%.

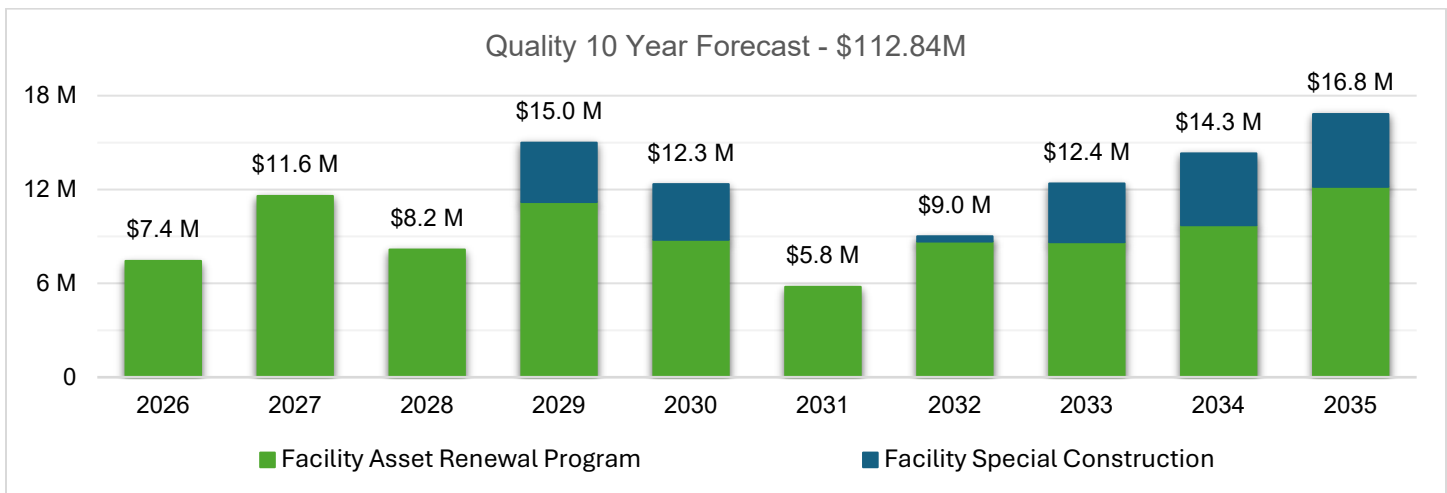
Optimal Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Equipment	\$1,145,197	\$45,808	84%	4.1%	4.0%	4.8%
Interiors	\$7,583,949	\$303,358	85%	4.3%	4.1%	4.9%
Sitework	\$37,324,789	\$1,492,992	65%	3.1%	3.1%	3.6%
Services	\$85,871,078	\$3,434,843	92%	4.6%	3.7%	4.4%
Shell	\$79,190,540	\$3,167,622	89%	3.6%	3.4%	4.0%
Special Construction	\$58,618,528	\$2,344,741	91%	3.9%	3.4%	4.0%
Substructure	\$1,456,970	\$58,279	92%	3.9%	3.1%	3.6%
Grand Total	\$271,191,052	\$10,847,642	85%	3.8%	3.5%	4.1%

OPTIMAL SCENARIO IS RECOMMENDED

In summary, the analysis indicates that the optimal funding strategy achieves the target LOS service objectives while reducing average annual funding requirements by approximately \$0.6 million per year, saving a total of \$16 million over the 25-year period compared to the unlimited funding scenario. Overall, the condition of the facility assets is maintained at the target of 85% in fair or better condition rating over the forecast period, which is a slight decrease from 91% in the unlimited scenario. This scenario demonstrates that service outcomes can be preserved through more targeted investment timing and prioritization, while minimizing risk and optimizing funding requirements.

While the 25-year outlook provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future replacements of newly acquired assets in earlier years with shorter life span (i.e. Vehicles). For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast a total of \$112.8 million, averaging \$11.3 million per year, is required.



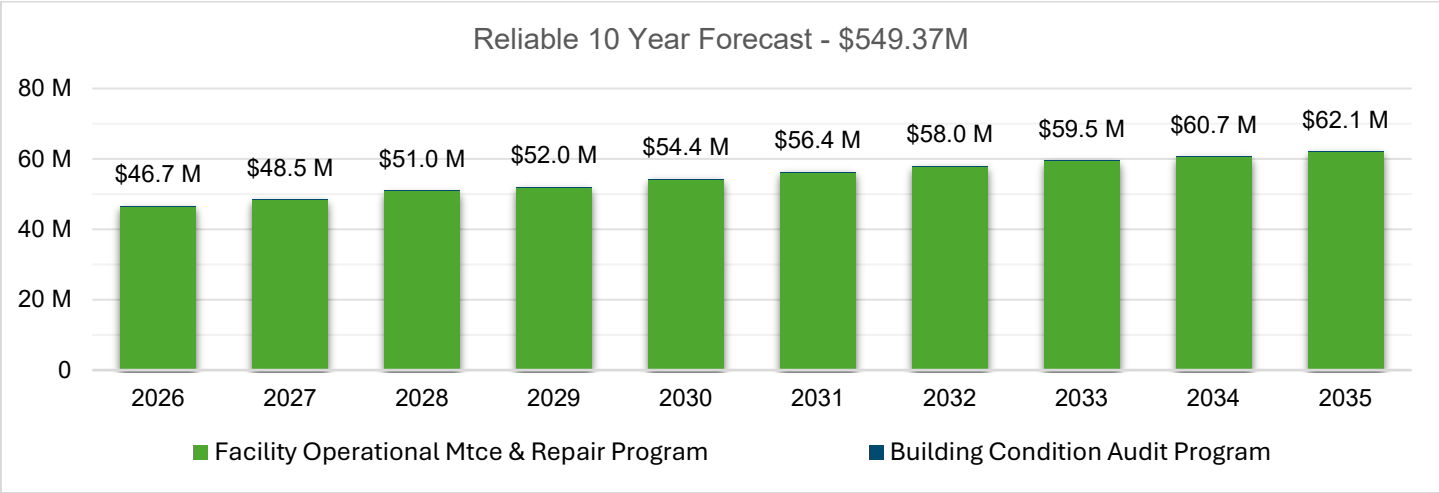
RELIABLE - LEVEL OF SERVICE

A 10-year forecast was prepared using the 2026 – 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included.



The chart below illustrates the projected investment required over the next decade to maintain the Reliable level of service for the Facilities. This \$549.4 million represents funding dedicated to ongoing operations, preventative maintenance, corrective repairs, and inspection programs to ensure facilities remain operational, available, and compliant with service standards.

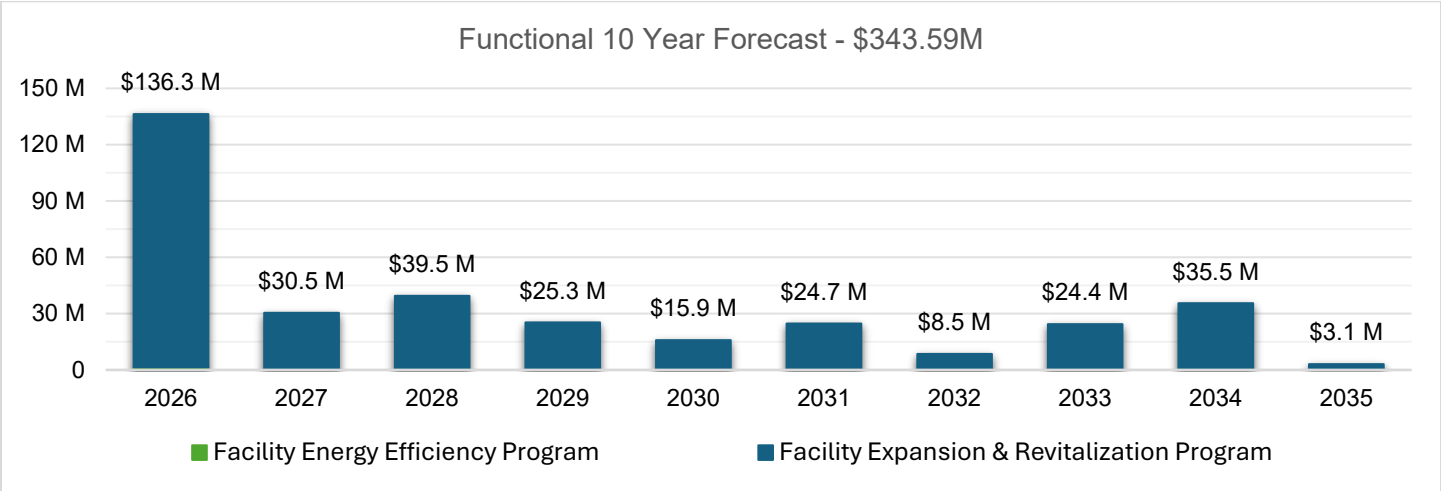
The steady increase in annual funding shown in the chart reflects the growing maintenance demands of ageing facilities and building systems, as well as the need to sustain service performance over time. With reliability accounting for the largest share of lifecycle expenditures, this sustained investment helps minimize service disruptions, extend building asset life, and ensure facilities continue to meet operational and customer expectations.



FUNCTIONAL - LEVEL OF SERVICE

The functional customer value focuses on ensuring assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community. This drives long-term network adaptation and system expansion to sustain service level objectives identified through development charges study, master plans, service plans, and climate action plans.

The chart below represents the projected investment required to support the Functional level of service for the Facilities over the next decade based on growth and program initiatives identified in the 2026 capital forecast. The \$344.6 million is focused on strategic initiatives such as facility expansion, revitalization, accessibility improvements, and adaptation to evolving service and climate policy needs to ensure the Facilities portfolio continues to support changing community and operational requirements.

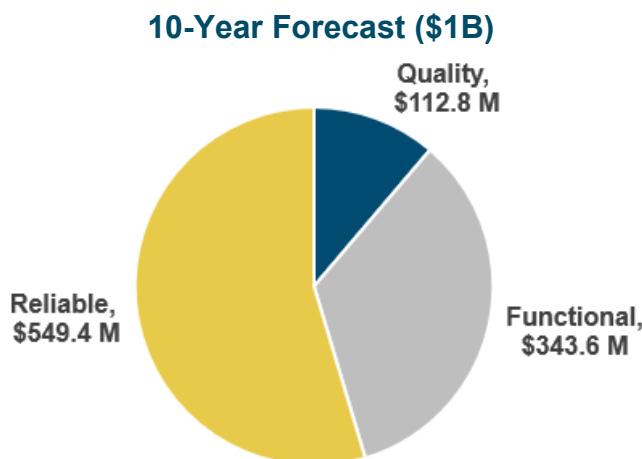


LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$1.0 billion over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$112.8 million, \$549.4 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$343.6 million to support Functional related needs over the 10-year period.

Oakville's facilities are in good condition and well positioned to support long-term service delivery. Sustaining this strength will require continued, risk-informed investment to maintain asset performance, accommodate growth, and meet evolving community expectations.

The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table.



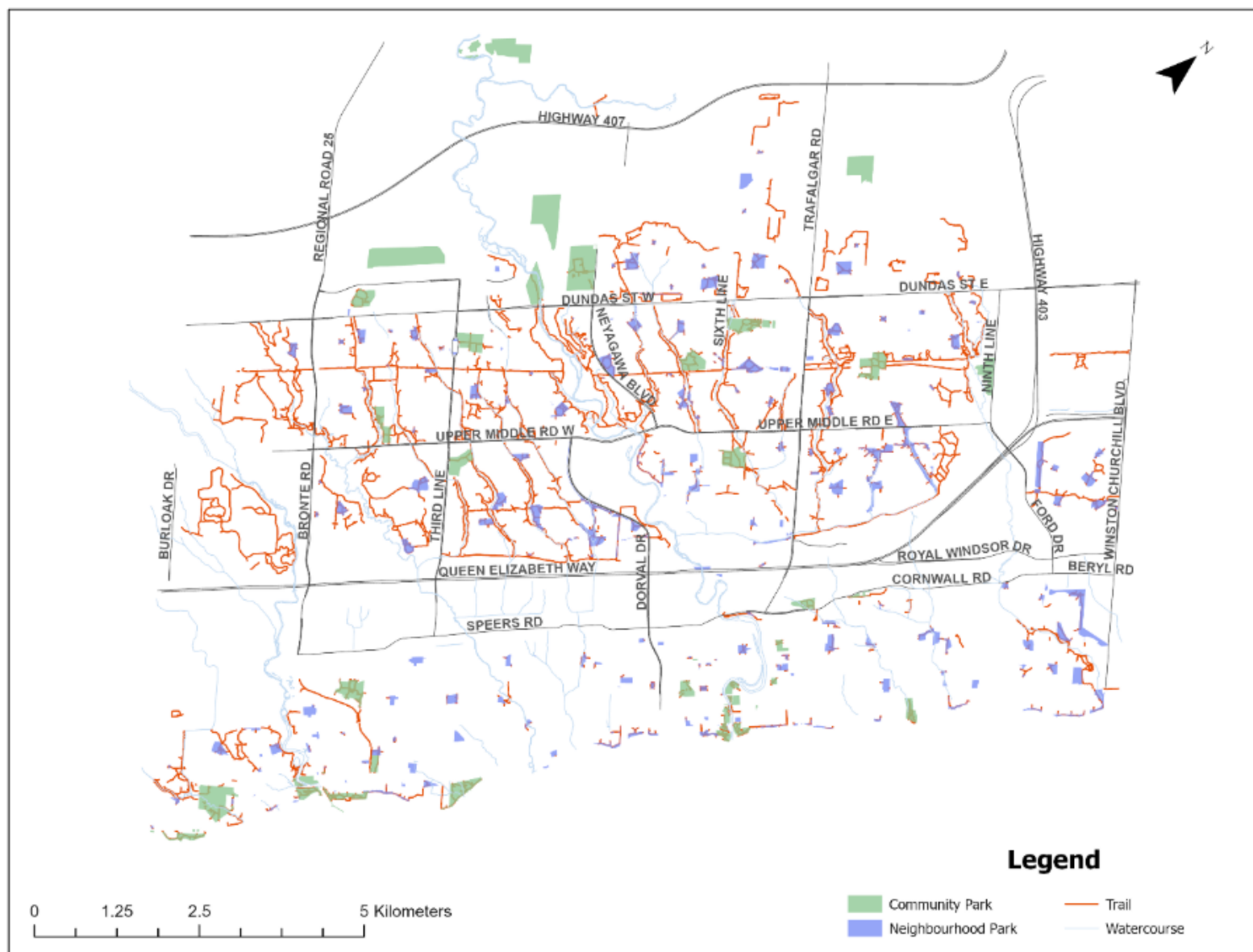
Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$7.44	\$11.59	\$8.16	\$14.99	\$12.34	\$5.78	\$9.01	\$12.39	\$14.31	\$16.83	\$112.84
Facility Asset Renewal Program	7.44	11.59	8.16	11.20	8.79	5.78	8.67	8.63	9.72	12.17	92.15
Facility Special Construction	0.00	0.00	0.00	3.79	3.55	0.00	0.34	3.75	4.59	4.65	20.69
Reliable	\$46.68	\$48.53	\$51.00	\$52.04	\$54.38	\$56.36	\$57.98	\$59.53	\$60.75	\$62.13	\$549.37
Building Condition Audit Program	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	2.05
Facility Operational Mnce & Repair Program	46.47	48.32	50.79	51.83	54.18	56.16	57.78	59.33	60.54	61.92	547.32
Functional	\$136.29	\$30.45	\$39.46	\$25.31	\$15.86	\$24.71	\$8.51	\$24.41	\$35.53	\$3.06	\$343.59
Facility Energy Efficiency Program	1.34	0.54	0.70	0.48	0.29	0.29	0.29	0.29	0.29	0.29	4.78
Facility Expansion & Revitalization Program	134.94	29.91	38.76	24.83	15.58	24.42	8.23	24.13	35.24	2.77	338.81
Grand Total	\$190.41	\$90.57	\$98.62	\$92.33	\$82.59	\$86.85	\$75.51	\$96.34	\$110.59	\$82.01	\$1,005.80



CHAPTER 6

PARKS NETWORK

- ❖ Bridge & Stairs
- ❖ Courts & Related Components – Basketball, Tennis, Ball Hockey
- ❖ Play Amenities & Related Components – Playground, Splash Pad
- ❖ Roadway & Parking Lots
- ❖ Site Improvements – Irrigation, Lighting, Walkways
- ❖ Sportfields & Related Components – Baseball, Cricket, Soccer, Football
- ❖ Structures & Related Components – Shade Structures, Utility Shed
- ❖ Recreational Trails
- ❖ Trees & Woodlots



STATE OF INFRASTRUCTURE

The town's major parks and trails are illustrated above. Additional information is available through the Town of Oakville Information Map.

Parks Network assets are essential to the Town of Oakville because they support safe, accessible, and enjoyable outdoor spaces for residents and visitors. Playgrounds and splash pads provide opportunities for recreation, social interaction, and family activities, while soccer fields, ball diamonds, courts, and other sport facilities support active lifestyles, organized programming, and community events. Bridges, stairs, trails, walkways, and parking areas help people move safely through parks and connect to amenities across the network including Cemeteries and Harbours. Maintenance of natural assets such as Trees and Woodlots support the environment and natural beauty of the town. Together, these assets enhance quality of life, encourage recreation and wellness, and support the ongoing delivery of parks services across the Town.

AT A GLANCE (2025)

The Town's Parks Network includes over 2,400 individual asset amenities with an estimated 2025 Current Replacement Value (CRV) of approximately \$213 million, underscoring the scale of the Town's investment in park infrastructure. The asset base is broadly distributed across several categories, with Sport Fields and Related Components representing the largest component with almost 26% share with approximately \$55 million, followed by Play Amenities and Related Components at \$45 million.

The estimated average useful life of the park asset categories ranges from 20 to 29 years, with the current average age ranging from 6 to 20 years, with 62% in early and mid-life stages. Overall, the Parks asset portfolio is in good condition, with roughly 66% of assets still in the early stages of their lifecycle. This indicates that the Park assets are currently in a relatively strong position to manage long-term renewal proactively and highlights the importance of balancing investments across a diverse portfolio with varying service and lifecycle demands.

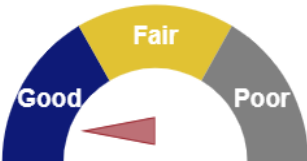


# of Neighbourhood Parks	210
# of Community Parks	41
# of Calisthenics Parks	3
# of Playgrounds	144
# of Sports Fields	113
# of Splashpads	24
# of Courts	124
# of Skateboard Parks	7
# of Pump Tracks	1

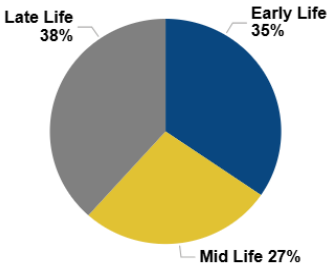
Current Replacement Cost

\$213M

Overall Condition



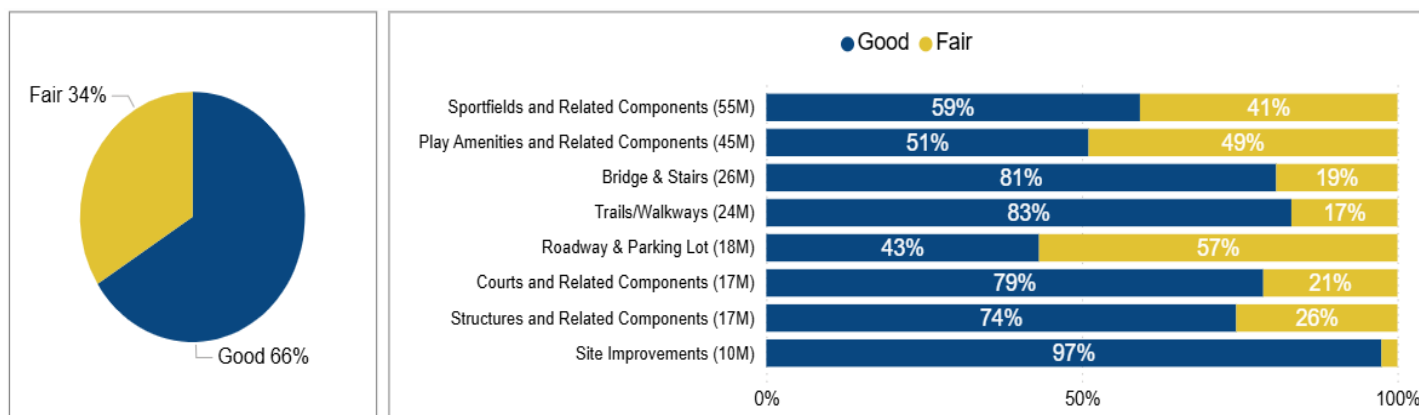
Age



Asset Category	CRV	% Total	Quantity	Avg. Useful Life	Avg. Age
Sportfields and Related Components	55M	25.8%	302	25	17
Play Amenities and Related Components	45M	21.1%	192	20	13
Bridge & Stairs	26M	12.2%	213	28	19
Trails/Walkways	24M	11.2%	1,274	20	6
Roadway & Parking Lots	18M	8.5%	88	22	20
Courts and Related Components	18M	8.5%	110	22	11
Structures and Related Components	17M	8.0%	200	29	17
Site Improvements	10M	4.7%	111	26	6
Total	213M	100%	2,490	24	14

CONDITION

Parks Network assets undergo scheduled condition assessments. Bridges and stairs in parks are inspected by an engineering firm every two years, while shade structures are inspected every five years. The remaining assets are inspected annually by the Town's Parks staff. Where physical condition information is not available, asset condition is determined based on age and expected remaining useful life.



The condition template below provides a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

Condition – Bridges & Stairs

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49
Good			Fair		Poor
					

Condition – Courts & Related Components

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49
Good			Fair		Poor
					

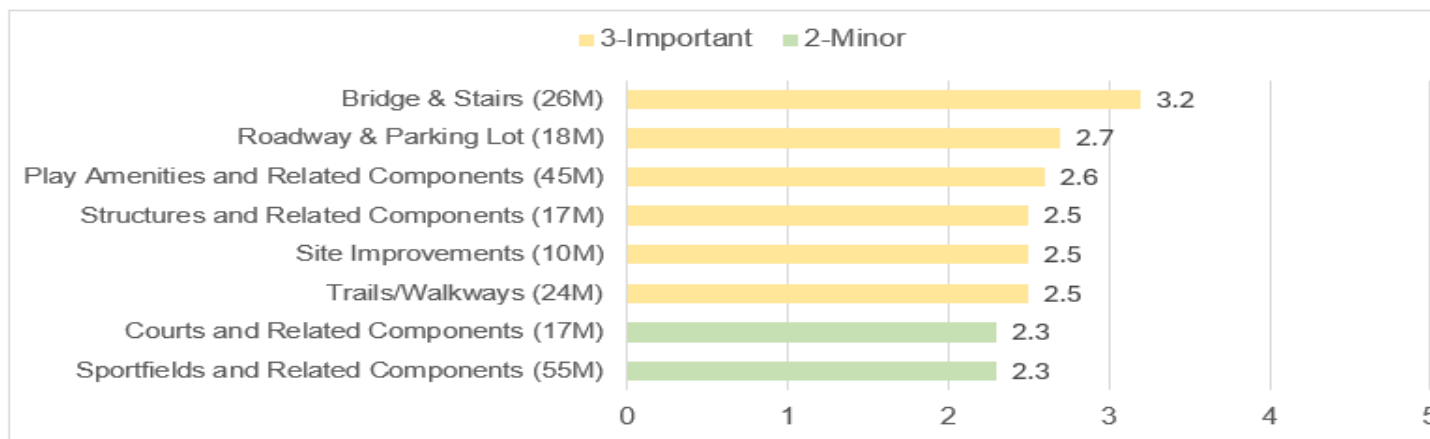
Condition – Trails

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49
Good			Fair		Poor
					

Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

CRITICALITY

Asset criticality reflects the consequence of an asset failure on service delivery and is assessed using the Town's criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. Based on the Town's scoring system for assessing asset criticality score ranges from 1 to 5 for each assessed asset category, with 1 representing very minor criticality and 5 representing major criticality. This measure helps identify which asset categories have the greatest operational, safety, and service delivery implications if they fail.

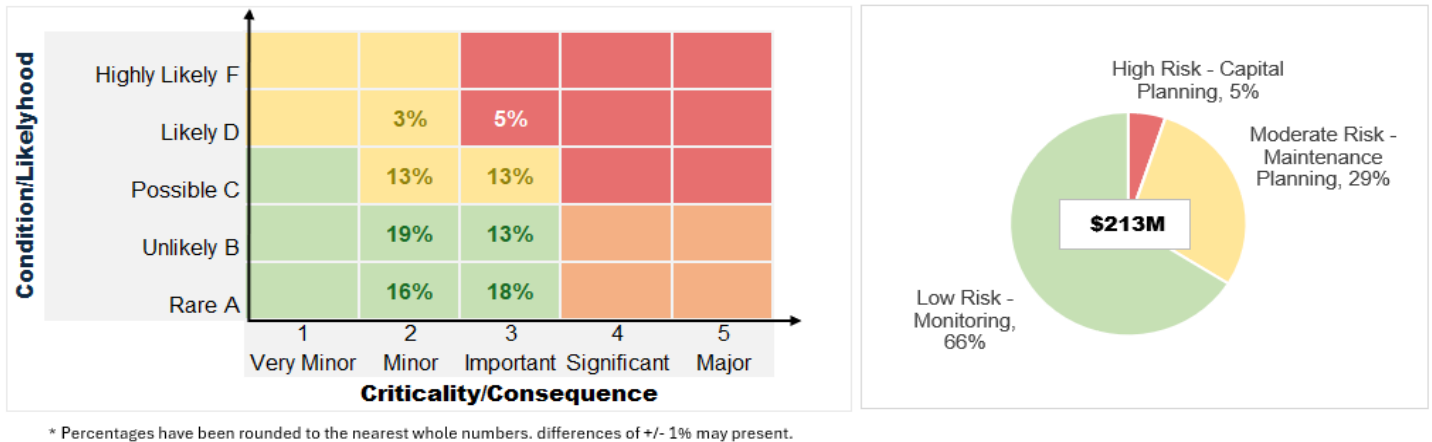


In general, Parks Network assets have an “Important” criticality rating, with an average score of 3. Most asset categories fall within the “Important” criticality range, with ratings from 2.5 to 3.2. Sportfields and Courts & Related Components are exceptions, with Minor Criticality ratings averaging 2.3. From a management perspective, this indicates that most Parks Network assets play a meaningful role in service delivery and community use, reinforcing the need for disciplined prioritization when planning renewal, maintenance, and risk mitigation activities. These scores also reflect the vast network of park assets and numerous like amenities allowing the ability to minimize the impact on service delivery through access to other available locations.

RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to highlight where investment is most needed across the Parks Network portfolio. An asset that is fairly new in age or in good condition has a low likelihood of failure and as asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore overall presenting a low risk.

The charts below summarize the 2025 risk assessment for the Parks Network class weighted by current replacement value (CRV) and illustrates how the portfolio is distributed across low, moderate, and high-risk categories.



The charts show that 66% of Parks Network assets fall within a low-risk category that requires monitoring. Approximately 5% of Parks assets fall into the high-risk category, indicating that they should be included in the 10-year renewal forecast. Approximately 29% fall into the moderate-risk category, indicating that they should be addressed through maintenance planning. Together, these results suggest that the current portfolio is generally stable, but that timely reinvestment and targeted maintenance remain important to prevent moderate-risk assets from shifting into higher-risk categories over time.

LEVEL OF SERVICE

The Parks Network Level of Service (LOS) Framework aligns corporate objectives with service delivery requirements and asset lifecycle management. The framework is structured around three customer values: Quality, Reliable, and Functional at both the corporate and service levels. These value categories inform decision-making related to park assets condition management, operational performance, and long-term service planning, helping ensure that investments and maintenance activities support the Town's strategic priorities and community service expectations.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Accessible quality parks and outdoor leisure spaces.	Ensure that our parks are safe, welcoming, and enjoyable, helping people and families to discover, participate, belong, and thrive.

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) To manage the condition of park assets to a reasonable standard and minimize service interruptions.	Risk: • Accelerated asset deterioration • Higher repair and operating costs
	Customer Level of Service (CLOS) To take appropriate action to ensure Parks Network assets are available, dependable, and compliant with applicable standards and legislative requirements.	Risk: • Increased health and safety risks • Failure to meet legislative and regulatory requirements • Negative user experience and public dissatisfaction
	Customer Level of Service (CLOS) To plan current and future connectivity across parks and open spaces in alignment with the Town's growth, community needs, and climate-related policies.	Risk: • Failure to meet community needs and population growth • Increased pressure on existing facilities • Equity concerns

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain established levels of service for parks, trails, and related amenities over time. The programs described below show how the Town translates service objectives into practical lifecycle actions, including asset renewal, ongoing maintenance, growth planning, and enhancements that support safe, accessible, and functional outdoor spaces.

Customer Value	Program
Quality	Park & Amenities Renewal The primary objective of this program is to manage the renewal of parks and associated amenities to ensure safe, reliable, and uninterrupted public use. Renewal priorities are informed by assessment of asset conditions.
	Trails Rehab & Renewal This program supports safe and continuous access to trails, bridges, and stairs through the ongoing assessment, rehabilitation, and renewal of these assets.
	Cemeteries & Harbours Renewal The primary objective of this program is to oversee the renewal of cemetery and harbour assets to support their continued functionality and service delivery.
Reliable	Parks Inspection & Maintenance & Repair Programs This program is designed to support the safe, functional, and uninterrupted operation of parks through routine inspections, preventive maintenance, and timely repairs. Regular assessments help identify wear, damage, or safety concerns early, allowing for proactive interventions that minimize service disruptions.
	Cemeteries & Harbours Maintenance & Repair Program The primary aim of this program is to ensure uninterrupted operations through regular inspections and maintenance activities for all cemetery and harbour assets.
	Urban Forest Maintenance & Repair Program This program is dedicated to preserving the health, safety, and accessibility of the Town's urban forest, including trees and woodlots. Its primary goal is to support uninterrupted operations and public enjoyment through proactive maintenance and timely repairs. Key components of the program include: • Tree Maintenance: Routine inspections, pruning, and hazard mitigation to promote tree health and reduce risks to public safety. • Woodlot Management: Monitoring and maintaining ecological integrity, including invasive species control and habitat preservation.

Customer Value	Program
Functional	Master Plan Implementation The Parks, Recreation & Library Master Plan provides strategic guidance for the development of parks and related amenities in response to growth-related developments. In alignment with this plan, developers of newly identified communities are required to dedicate a portion of land for park use. The specific types of park assets—such as sport fields, playgrounds, and passive recreation areas—are selected based on the projected demographics and needs of each development area.
	Completed in 2024, the Master Plan updated service provision standards to ensure that the Town’s parks and facilities continue to meet the evolving expectations of residents. It emphasizes equitable access, quality design, and long-term sustainability across all park systems.
	Parks Plan 2031 builds on this foundation by addressing long-term land use needs and introducing greater flexibility in park design and function. For example, strategic growth areas are planned to feature high-quality amenities that serve both nearby residents and businesses, while accommodating a diverse range of housing types and tenures. This approach highlights the importance of balancing suburban and urban park systems, recognizing the trade-offs between larger, traditional parks and compact, multifunctional urban spaces.
	Together, these plans guide the Town’s efforts to create inclusive, adaptable, and future-ready recreational spaces.
	Parks & Trail Enhancement Program This program focuses on upgrading parks, trails, bridges, and stairs to better serve the evolving needs of the community and support modern recreational standards. Enhancements may include improvements to accessibility, safety, aesthetics, and functionality, helping ensure that public spaces remain welcoming, inclusive, and resilient.

LEVEL OF SERVICE METRICS

To quantify customer service objectives, a set of LOS metrics has been established based on the customer service values of Quality, Reliability, and Functionality. These metrics, along with current performance, are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance			Target
		2023	2024	2025	
Quality	Percentage of Park amenities in fair or better rated condition				Minimum 85% of total asset in Fair or Better Condition
	All Park assets	94.5%	100%	100%	
	Asset Reinvestment Rate <i>*Measures asset performance by maintaining reinvestment funding within a sustainable range in line with average useful life for that asset category. (ie. An asset with useful life of 100 years the target is 1%)</i>	N/A	N/A	N/A	Between Range of 3.7% - 4.4%
Reliable	Percentage of preventive maintenance work orders <i>*The Preventative Maintenance (PM) Program: the processes for capturing work order data and related information are being reviewed to ensure they accurately align with the reporting requirements of the PM metric and reflect the goals of the PM program.</i>				TBD (A Work Order Process Review is required before a target can be brought forward)
	All park assets	97%	98%	98%	
Functional	Average hectares of parkland per capita <i>*The proposed LOS has been based on the 10-year average service standard established in the 2022 Development Study Background Study</i>				This measure is used to illustrate that parkland is keeping pace with population over time. Ideally not decreasing
	Parkland	.0044	.0044	.0044	
	Average number of parkland amenities per capita <i>*The proposed LOS has been based on the 10-year average service standard established in the 2022 Development Study Background Study</i>				This measure is used to illustrate that park capacity is keeping pace with population over time. Ideally not decreasing
	Parkland amenities	.0038	.0038	.0038	

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Percentage of disposed assets prior to reaching the end of their useful life <i>*Usually, 1 or 2 park amenities per year of such which align with park upgrades</i>	12%	14%	12%
Reliable	Percentage of inspections completed for Park assets that are compliant with Canadian Standards Association guidelines. <i>*The proposed LOS has been based on CSA Z614:20 guidelines for Children's playground equipment and surfacing</i>	100%	100%	100%

QUALITY - LEVEL OF SERVICE

To determine the "Quality" customer value, this CAMP utilizes predictive modelling decision-support software that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon.

As outlined in Chapter 2 – Asset Management Principles Overview, two scenarios were considered in the development of the Quality renewal LOS. The scenarios were analyzed to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the target, and affordability of the total funding needs over 25-year period.

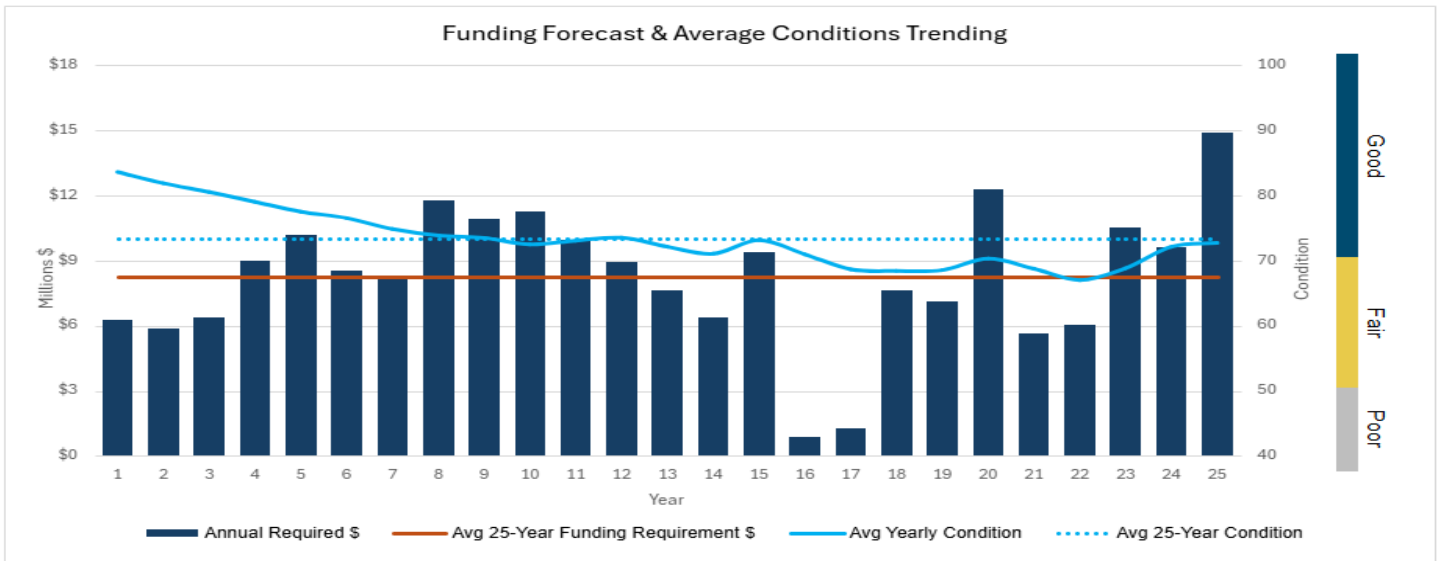
SCENARIO 1 – UNLIMITED FUNDING

The Unlimited Funding Scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without any funding constraints. Under this approach, the decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on inputs and criteria outlined in the table below. The unlimited scenario assumes that renewal and rehabilitation requirements are addressed in the year an asset reaches end of useful life triggered by asset age and/or poor condition.

Model Criteria			
Category	Life-cycle Treatment	Criteria	Model Assumptions
Park Network	Replacement	Condition; Useful Life	Where physical inspections were not completed conditions inferred by remaining useful life

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the Parks Network asset category under the unlimited scenario. Average condition scores are projected to stay within the good and fair states ranging from 67 to 83 over the 25-year period, and an overall condition average of 73.3. Achieving this level of service would require a total investment of \$206.5 million with an average annual investment of approximately \$8.3 million per year.

Unlimited Scenario Results – Investment Need and Condition Forecast



The following table summarizes the unlimited scenario results and how they compare to the Customer LOS targets identified. As shown in the table, the average annual investment of \$8.3 million would sustain approximately 87% of park assets in fair or better condition over the 25-year period, which is well above the minimum 85% target. The average useful life is 25 years, indicating the target range for the reinvestment rate should fall between 3.7% to 4.4%. Based on current replacement value (CRV), the \$8.3 million equates to a 3.9% reinvestment rate which is in line with the target limits for the reinvestment rate target range.

Unlimited Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Courts and Related Components	\$18,316,283	\$732,651	86%	4.4%	4.2%	5.0%
Sportfields and Related Components	\$55,474,695	\$2,218,988	89%	4.3%	3.7%	4.4%
Bridge & Stairs	\$21,310,834	\$852,433	88%	3.3%	3.3%	3.8%
Play Amenities and Related Components	\$55,001,937	\$2,200,077	88%	4.9%	4.0%	4.8%
Roadway & Parking Lot	\$22,345,039	\$893,802	88%	4.8%	4.2%	5.0%
Site Improvements	\$7,561,923	\$302,477	86%	2.3%	3.6%	4.3%
Structures and Related Components	\$14,776,455	\$591,058	87%	3.5%	3.2%	3.7%
Trails/Walkways	\$11,746,441	\$469,858	82%	2.0%	4.0%	4.8%
Grand Total	\$206,533,607	\$8,261,344	87%	3.9%	3.7%	4.4%

With unlimited funding, the model shows park assets will remain in Fair or better condition over the planning horizon, demonstrating the required investment to achieve LOS results well within the Town's desired long-term service standards.

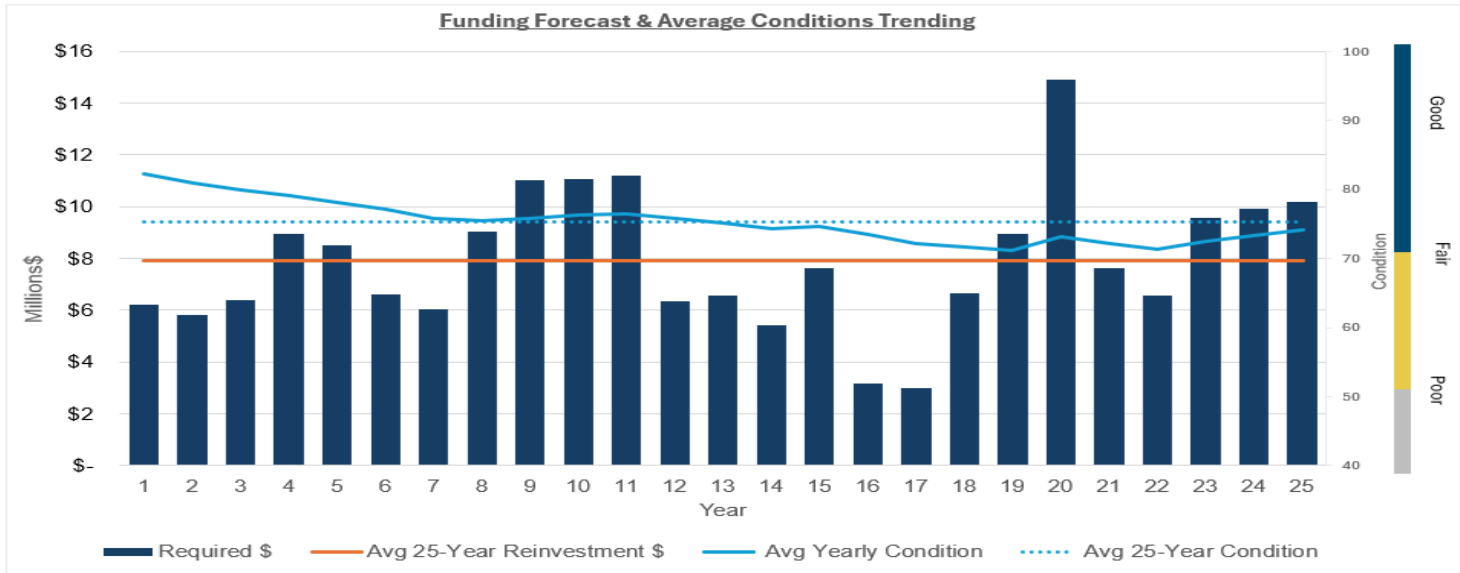
SCENARIO 2 – OPTIMAL FUNDING

Scenario 2 represents a balanced renewal approach in which capital investments are maximized using asset criticality to prioritize the most important asset needs while ensuring overall conditions and asset reinvestment renewal rates fall within the target LOS.

Under this approach, the decision-support system criteria are adjusted to apply upper and lower reinvestment rate thresholds, allowing lower-criticality assets to remain near the lower limit while prioritizing higher-criticality renewal needs to be maintained at the higher limits. Using this criterion, the model prioritizes renewal activities for assets most at risk of condition decline and service impact and determines the funding levels required to sustain Parks Network assets in overall Fair or better condition throughout the planning horizon. As a result, rather than undertaking all renewal and rehabilitation activities immediately when age or condition is triggered, investments are strategically scheduled to maintain the desired level of service across the park network portfolio while maximizing available capital resources.

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the park asset category under the optimal funding scenario. Average condition scores are projected to stay within the good and fair states with average annual scores of 73. The total investment required over the 25-year period is \$198.2 million with an average annual investment of approximately \$7.9 million per year.

Optimal Scenario Results – Investment Need and Condition Forecast



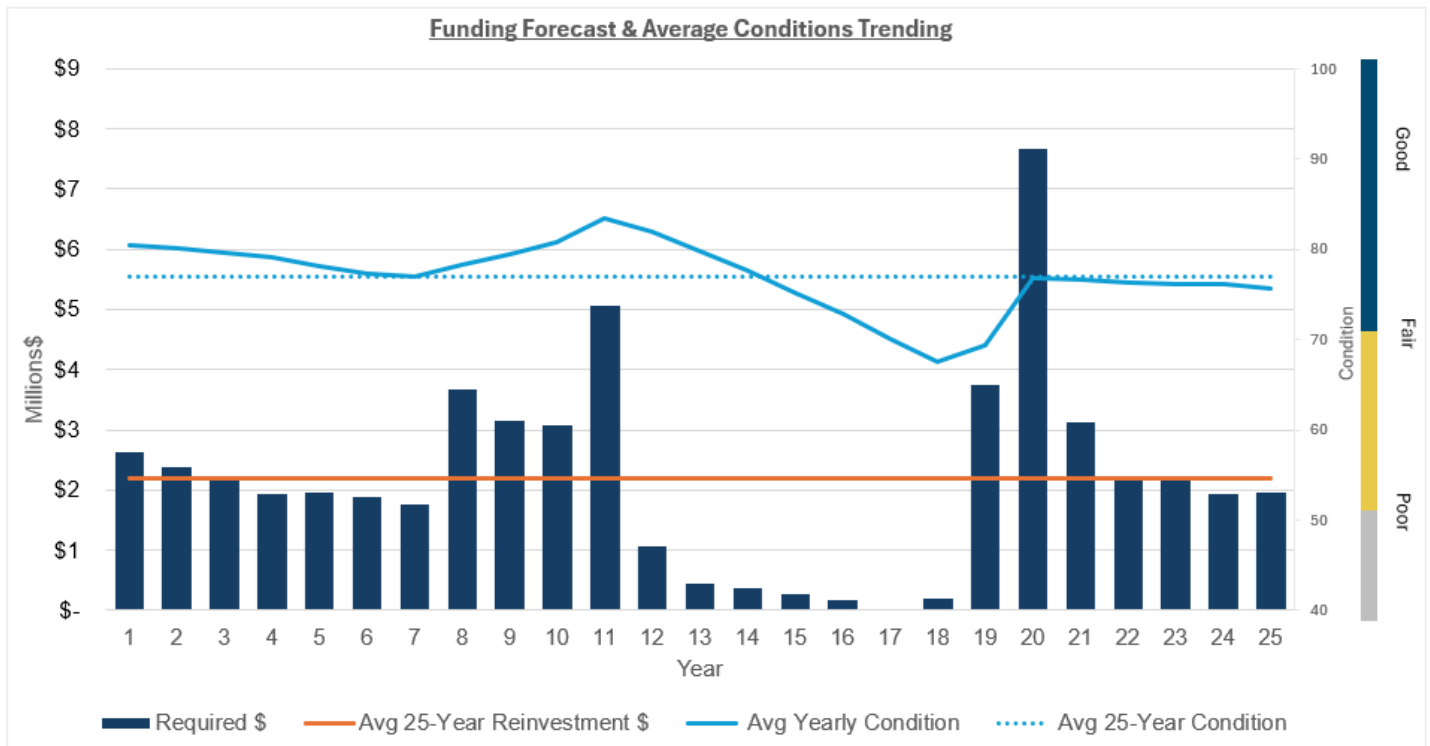
The following table summarizes the optimal scenario results and compares them to the Customer LOS targets identified. As shown in the table, the average annual investment of \$7.9 million would sustain approximately 85% of parks assets in fair or better condition over the 25-year period, which meets the service level target. Based on current replacement value (CRV), the \$7.9 million equates to a 3.7% reinvestment rate which is in the middle of the reinvestment rate target range of 3.7% - 4.4%. By applying the lower limit reinvestment thresholds to park assets with lower criticality such as Courts and Sportfields, the optimal scenario model demonstrates that target service levels can still be obtained with less overall financial investment.

Optimal Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Courts and Related Components	\$17,595,084	\$703,803	83%	4.2%	4.2%	5.0%
Sportfields and Related Components	\$47,880,522	\$1,915,221	79%	3.7%	3.7%	4.4%
Bridge & Stairs	\$21,310,834	\$852,433	88%	3.3%	3.3%	3.8%
Play Amenities and Related Components	\$55,001,937	\$2,200,077	88%	4.9%	4.0%	4.8%
Roadway & Parking Lot	\$22,345,039	\$893,802	88%	4.8%	4.2%	5.0%
Site Improvements	\$7,561,923	\$302,477	86%	2.3%	3.6%	4.3%
Structures and Related Components	\$14,776,455	\$591,058	87%	3.5%	3.2%	3.7%
Trails/Walkways	\$11,746,441	\$469,858	82%	2.0%	4.0%	4.8%
Grand Total	\$198,218,234	\$7,928,729	85%	3.7%	3.7%	4.4%

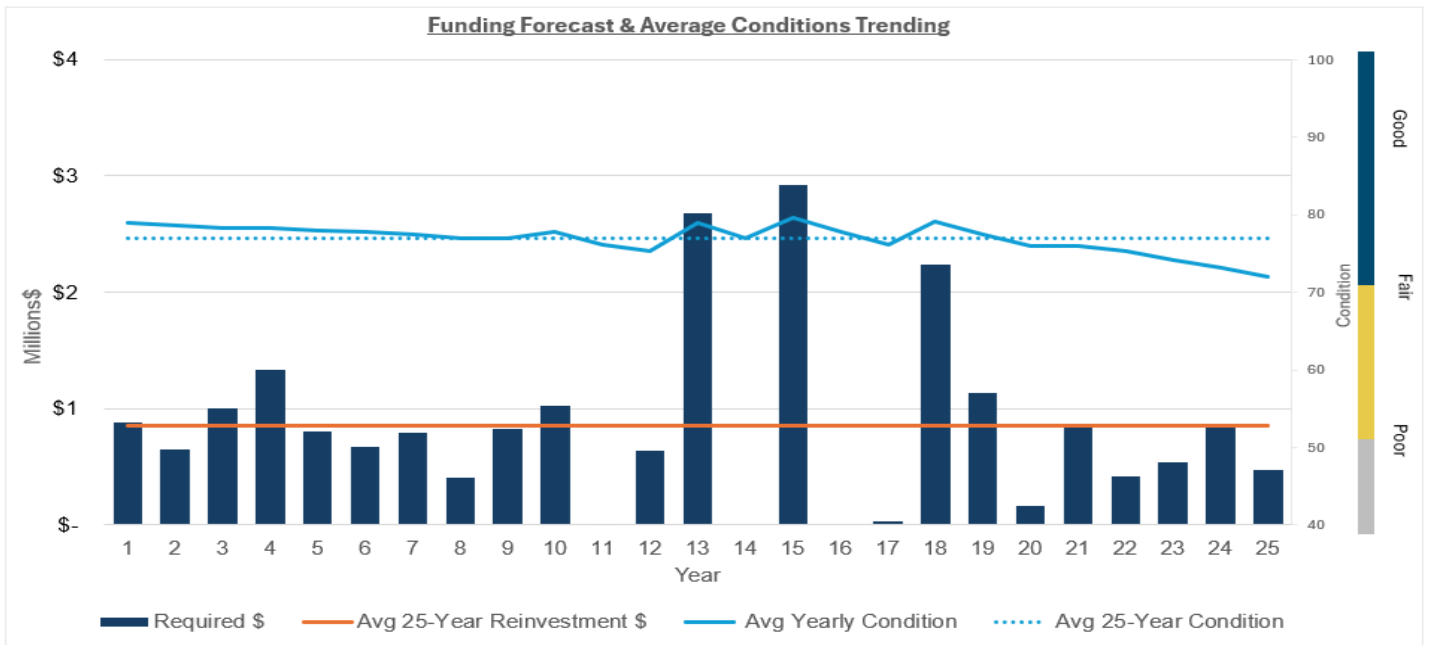
The three graphs below provide a breakdown of the 25-year Parks Network forecast by major asset category. This view highlights how condition, criticality, reinvestment needs, and lifecycle trends vary across the park asset portfolio.

Play Amenities



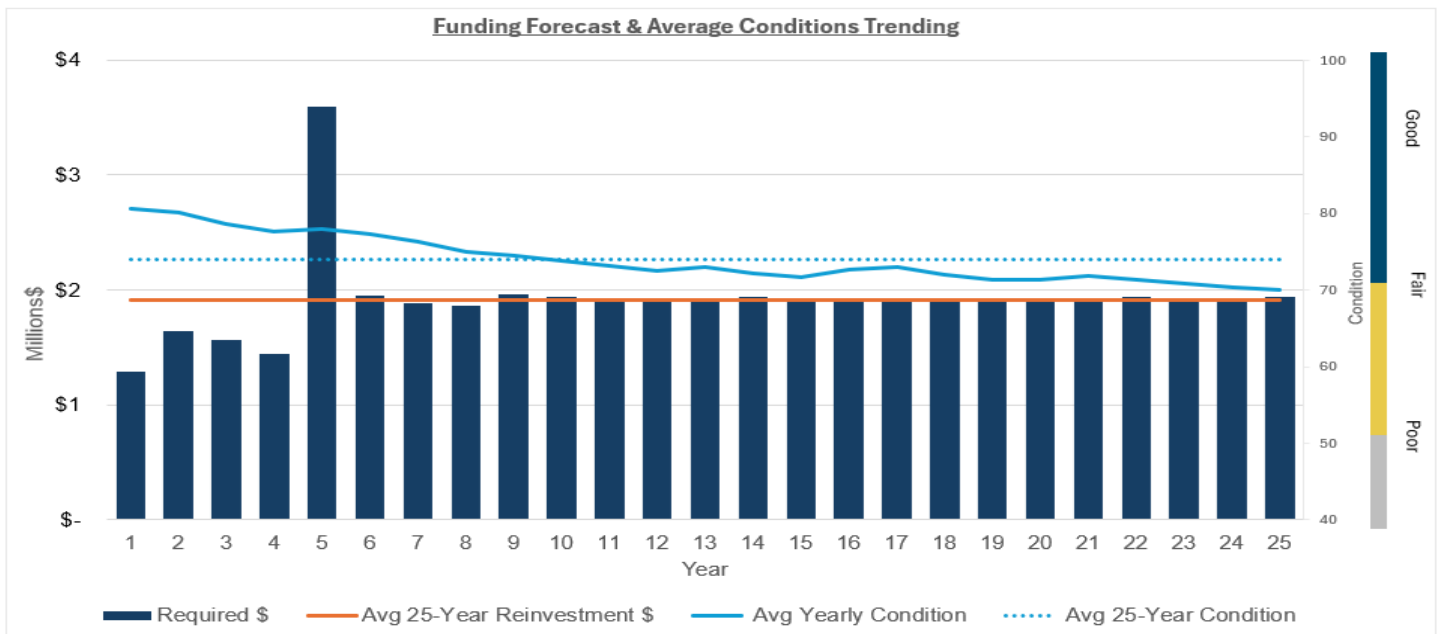
Play Amenities are projected to remain, on average, in fair or better condition over the next 25 years, with an average maintained condition score of 77. Under this scenario, annual investment of approximately \$2.2 million would be required, representing a 4.9% reinvestment rate based on CRV.

Bridge & Stairs



Park Bridges and Stairs are projected to remain, on average, in fair or better condition over the next 25 years, with an average maintained condition score of 76. Maintaining this outcome would require annual investment of approximately \$852 thousand, representing a 3.3% reinvestment rate based on CRV.

Sport Fields

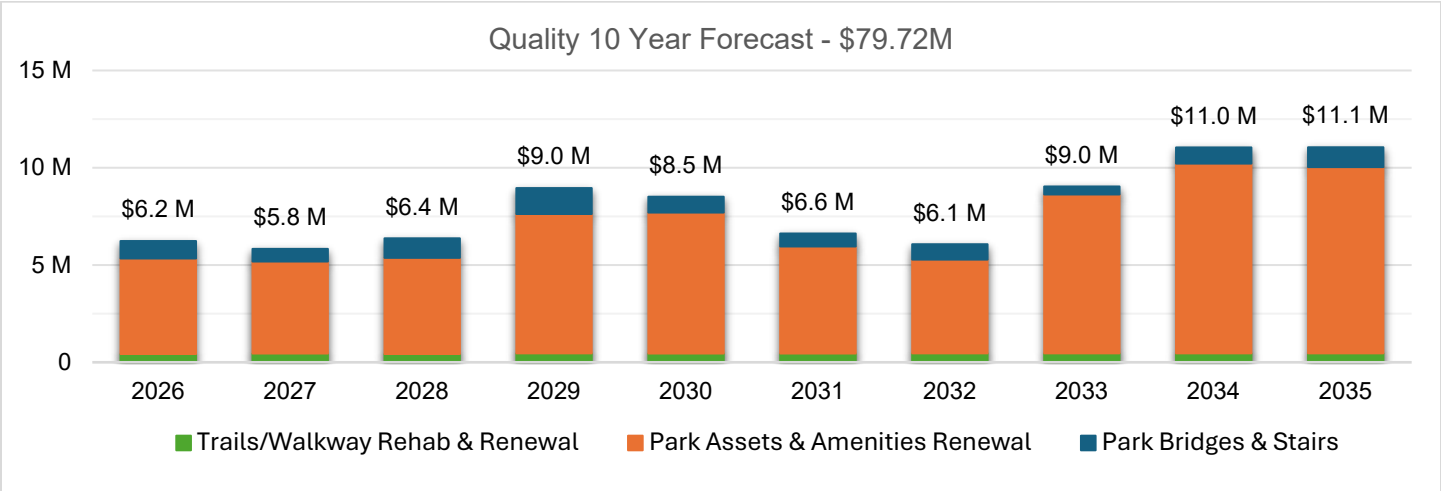


Sportfields and Related Components are projected to remain, on average, in fair or better condition over the next 25 years, with an average maintained condition score of 74. Maintaining this outcome would require annual investment of approximately \$1.9 million, representing a 3.7% reinvestment rate based on CRV.

OPTIMAL SCENARIO IS RECOMMENDED

In summary, the analysis indicates that the optimal funding strategy achieves the target LOS service outcomes while reducing average annual funding requirements by \$0.3 million compared to the unlimited funding scenario, saving approximately \$8.3 million over the 25-year period. Overall, the condition of the park assets is still maintained in fair or better condition rating over the forecast period at 85%, which a slight decrease from 87% in the unlimited scenario. This scenario demonstrates that service outcomes can be preserved through more targeted investment timing and prioritization, provided that higher-risk assets continue to be addressed proactively, and re-investment levels do not fall below minimum thresholds to ensure service performance is sustained.

While the 25-year outlook provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future replacements of newly acquired assets in earlier years with shorter life span (i.e., Vehicles). For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast a total of \$79.7 million, averaging \$8 million per year, is required.

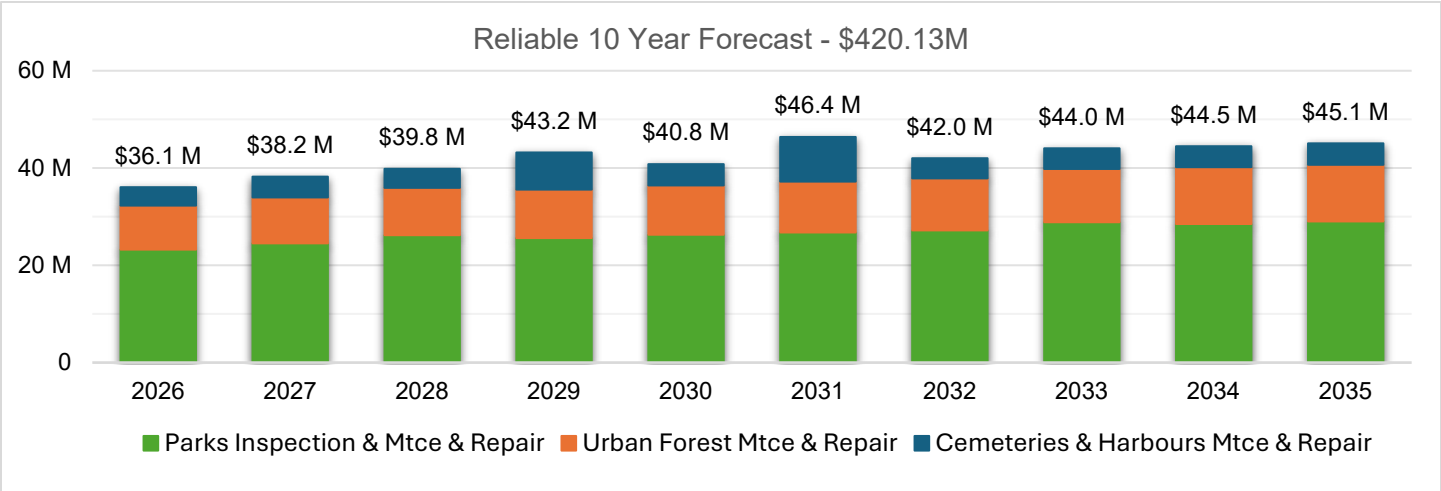


RELIABLE - LEVEL OF SERVICE

A 10-year forecast was prepared using the 2026 - 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included.

The chart below illustrates the projected investment required over the next decade to maintain the Reliable level of service for the Park Network. The \$420 million represents funding dedicated to maintenance requirements for inspection, preventive maintenance, and corrective repair activities required to sustain parks assets in a safe, reliable, and serviceable condition over the 10-year planning horizon.

The slight increase in annual funding shown in the chart reflects the forecasted operating impacts from new parks, trails, and amenities added through the Town's Growth Capital program to support infrastructure in new subdivisions as population and housing development grows. This sustained investment helps ensure good maintenance practice and enable proactive inspection programs to meet Reliability LOS measures indicated earlier.

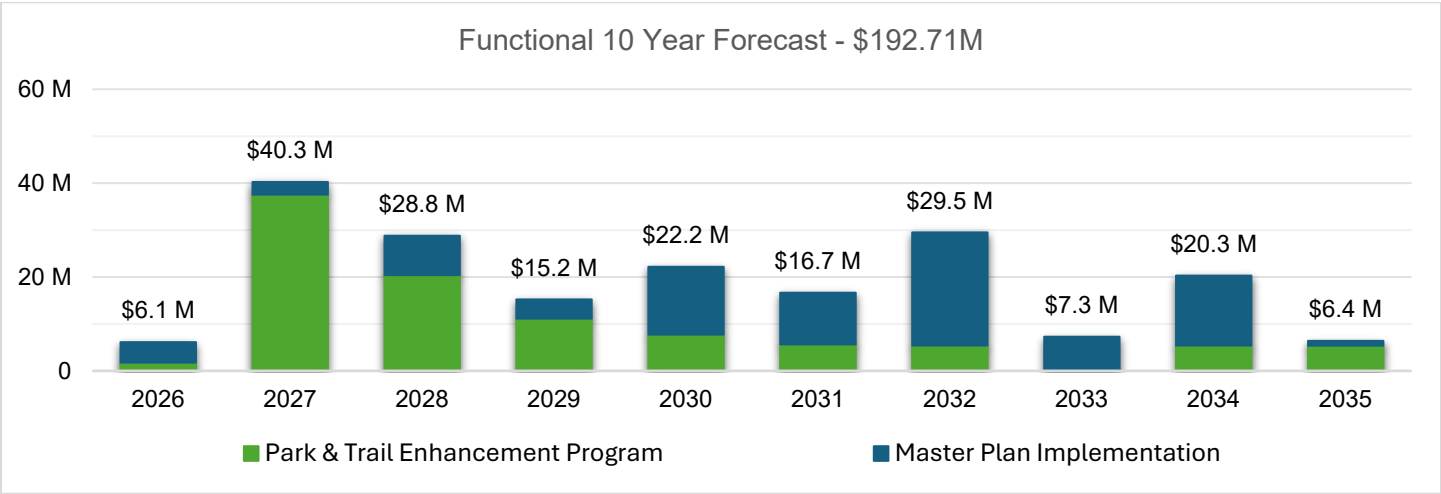


FUNCTIONAL - LEVEL OF SERVICE

The functional customer value focuses on ensuring assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community. This drives long-term network adaptation and system expansion to sustain service level objectives identified through development charges study, master plans, service plans, and climate action plans.

Unlike reliability, which focuses on maintaining existing park infrastructure, this investment enables the town to adapt to future needs, including service growth, evolving program requirements, legislative and safety expectations, and sustainability objectives helping ensure the parks and open spaces meet evolving outdoor recreation needs over time.

The chart below illustrates the \$192.7 million estimated over the 10-year period to support the Functional LOS. The forecast below has been developed based on anticipated service demand, growth pressures, accessibility needs, and planned service expansion across the Parks Network. It considers where new parks, trails, amenities, and supporting infrastructure may be required to serve growth areas, improve equitable access, and respond to changing community needs. Over the 10-year planning horizon, needs are prioritized to balance service expansion, accessibility, and long-term value for the community.



Note: A Development Charges study is currently underway and expected to be completed in early 2027, which may change the above 10-year forecast needs.

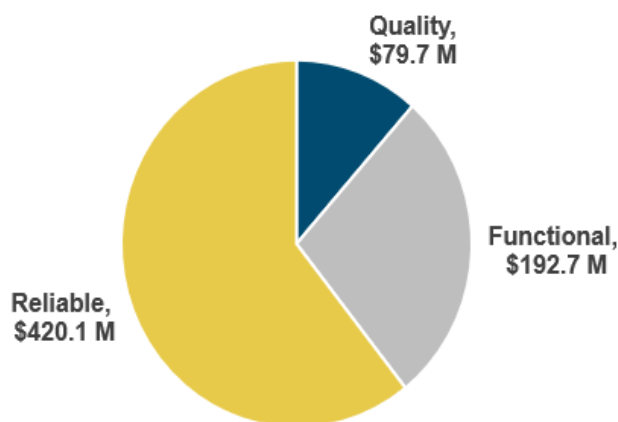
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$692.5 million over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$79.7 million, \$420.1 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$192.7 million to support Functional related needs.

Oakville's Parks Network is well positioned to support long-term service delivery, but maintaining this position will require sustained, risk-informed investment to preserve asset conditions, support growth, and continue meeting community expectations.

The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table.

10-Year Forecast (\$692.5M)



Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$6.23	\$5.83	\$6.37	\$8.95	\$8.51	\$6.62	\$6.06	\$9.04	\$11.04	\$11.06	\$79.72
Trails/Walkway Rehab & Renewal	0.43	0.45	0.43	0.46	0.45	0.45	0.46	0.46	0.46	0.46	4.50
Park Assets & Amenities Renewal	4.91	4.73	4.94	7.17	7.25	5.50	4.82	8.17	9.76	9.58	66.82
Park Bridges & Stairs	0.89	0.65	1.01	1.33	0.81	0.67	0.79	0.41	0.83	1.02	8.40
Reliable	\$36.06	\$38.23	\$39.84	\$43.19	\$40.81	\$46.40	\$42.00	\$44.05	\$44.48	\$45.06	\$420.13
Parks Inspection & Mtce & Repair Program	23.22	24.51	26.20	25.61	26.29	26.75	27.17	28.85	28.48	29.01	266.08
Urban Forest Mtce & Repair Program	9.06	9.46	9.73	9.95	10.13	10.47	10.70	10.97	11.69	11.66	103.82
Cemeteries & Harbours Mtce & Repair	3.78	4.27	3.91	7.63	4.39	9.19	4.14	4.22	4.30	4.39	50.23
Functional	\$6.12	\$40.26	\$28.80	\$15.21	\$22.17	\$16.66	\$29.50	\$7.28	\$20.30	\$6.40	\$192.71
Park & Trail Enhancement Program	1.74	37.55	20.39	11.11	7.73	5.64	5.39	0.35	5.39	5.37	100.67
Master Plan Implementation	4.38	2.71	8.41	4.10	14.45	11.03	24.10	6.93	14.91	1.03	92.04
Grand Total	\$48.42	\$84.32	\$75.01	\$67.35	\$71.49	\$69.69	\$77.56	\$60.36	\$75.82	\$62.52	\$692.56



CHAPTER 7

LICENCED FLEET

- ❖ Bus – Conventional & Specialized
- ❖ Fire Suppression Vehicles – Pumpers, Aerials, Rescue
- ❖ Heavy Duty Type Vehicles – Dump, F550, Packers
- ❖ Light & Medium Duty Type Vehicles – Pickups, F450, SUV
- ❖ Trailers - Single Axle, Tri-Axle, Dump



STATE OF INFRASTRUCTURE

Licensed Fleet assets are essential to the Town of Oakville because they enable the safe, reliable, and efficient delivery of critical public services. Transit vehicles support mobility and access by connecting residents to employment, education, and community services. Fire suppression vehicles are fundamental to emergency response and public safety, protecting lives and property. Operational vehicles such as pickups, vans, maintenance trucks, and trailers allow staff to inspect infrastructure, respond to service requests, and complete daily operations across the municipality. Together, these assets support continuity of service, community safety, and the effective operation of Town services.

AT A GLANCE (2025)

The estimated 2025 current replacement value (CRV) of the Licenced Fleet is approximately \$224 million. Transit buses represent the largest share (69%) of the portfolio at about \$154 million, followed by fire suppression vehicles at \$28 million and heavy-duty vehicles at \$18 million. This distribution highlights the significance of transit and emergency response assets.

Average useful life varies by asset sub-type, ranging from 7 to 14 years, while the current average age of 9 years. Overall, 40% of Fleet assets are in Early and Mid-life stages and the majority in Fair condition or better.

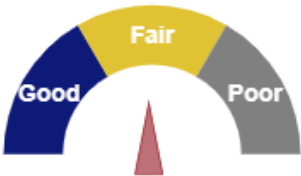
This indicates that much of the fleet is within its expected service life but requires ongoing renewal planning to avoid service disruption and rising maintenance costs.



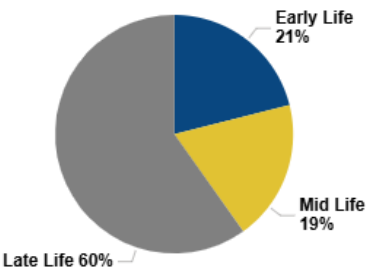
Current Replacement Cost

\$224M

Overall Condition



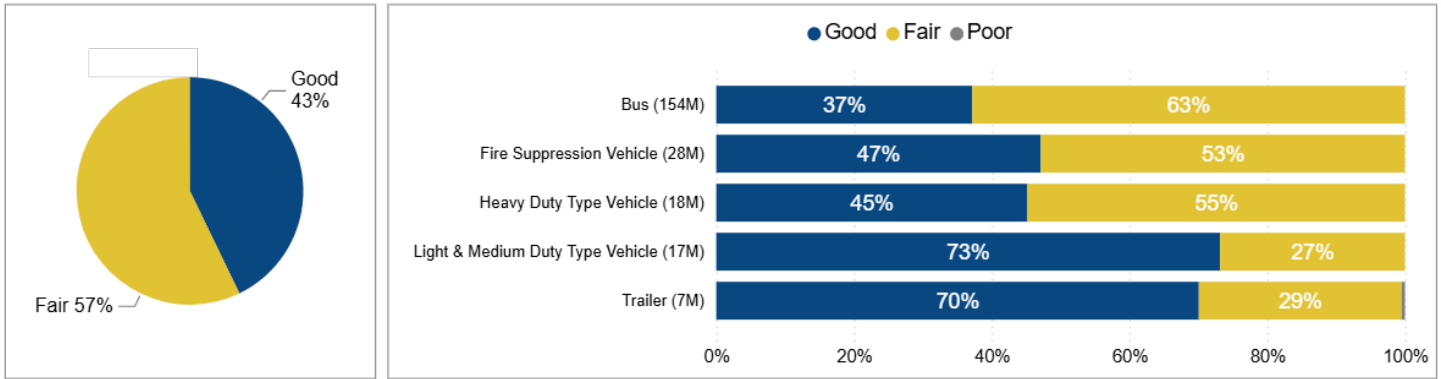
Age



Asset Category	CRV	% Total	Quantity	Avg. Useful Life	Avg. Age
Bus (Conventional & Para)	154M	69.0%	145	13	9
Fire Suppression Vehicle (Pumpers, Aerials)	28M	12.5%	21	11	12
Light & Medium Duty Vehicle (Pickups, SUV)	18M	8.0%	50	9	7
Heavy Duty Vehicle (Dump, Packers)	17M	7.5%	198	7	6
Trailers	7M	3.0%	151	14	10
Total	224M	100%	565	11	9

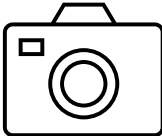
CONDITION

The condition of Licenced Fleet assets is assessed through annual safety inspections and supporting lifecycle data. Where detailed physical condition information is limited, condition is inferred using asset age, expected remaining useful life, and available maintenance information. Overall, approximately 43% of the portfolio is in good condition and 57% is in Fair condition, indicating that the fleet continues to meet expected operational standards.

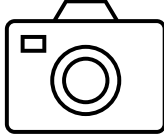


Below the condition template provides a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

Condition – Buses

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49 - 0
Good			Fair		Poor
					 Not Available

Condition – Fire Suppression Vehicles

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49*
Good			Fair		Poor
					 Not Available

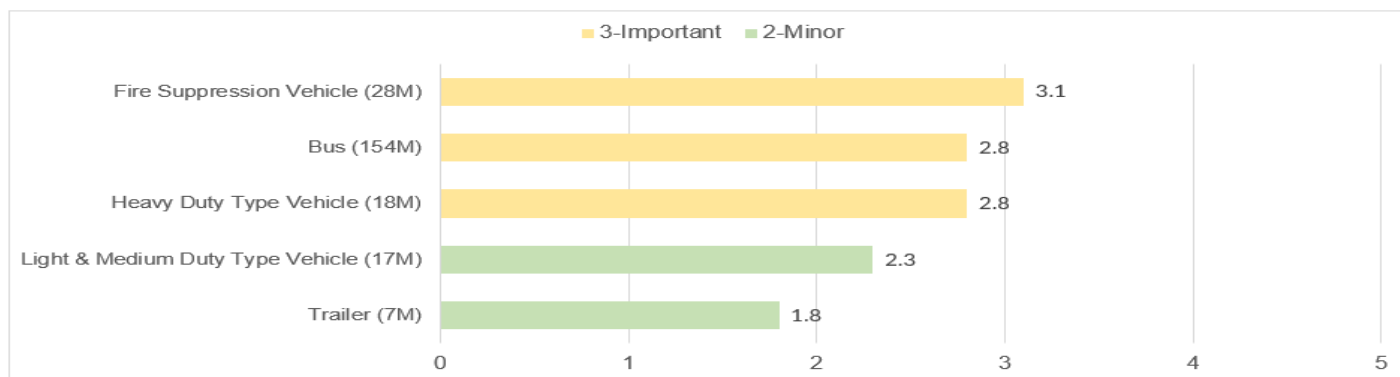
Condition – Trailers

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49*
Good			Fair		Poor
					

Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

CRITICALITY

Asset criticality reflects the consequence of asset failure and is assessed using the Town's criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. Scores range from 1 to 5, where 1 represents very minor consequence and 5 represents major consequence. This measure helps identify which asset categories have the greatest operational, safety, and service delivery implications if they fail.



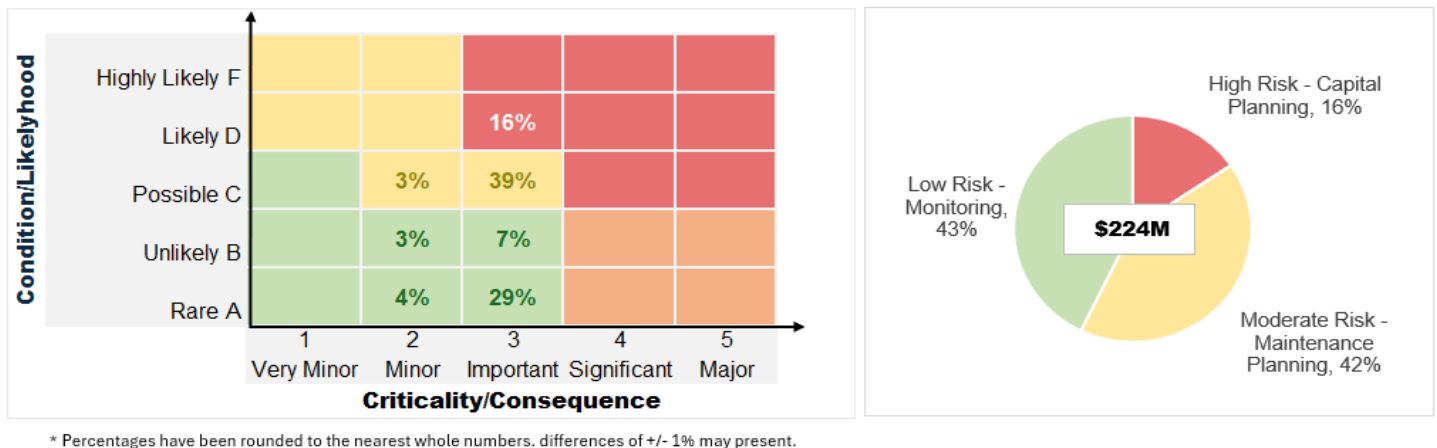
Overall, the Licenced Fleet is assessed as having a minor to important criticality depending on the type of vehicle, with an average score of 2.4. Fire suppression vehicles, transit buses, and heavy-duty vehicles have relatively higher criticality scores, reflecting their stronger link to emergency response, mobility, and core municipal operations. Light and medium-duty vehicles and trailers score closer to 2 in criticality because many of these assets have operational redundancy and can be supplemented through rentals if required. As a result, a single asset failure is less likely to cause a significant disruption to service delivery.



RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to show where investment is most needed across the Licenced Fleet portfolio. An asset that is fairly new in age or in good condition has a low likelihood of failure and as asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore overall presenting a low risk.

The chart below summarizes risk by current replacement value (CRV) and illustrates how the portfolio is distributed across low, moderate, and high-risk categories.



The charts indicate that 16% of the portfolio is classified as High Risk and has been prioritized for capital replacement in the near-term. These high-risk assets are primarily buses, reflecting higher likelihood of failure due to their age and greater service impact.

LEVEL OF SERVICE

The Licenced Fleet level-of-service framework connects corporate objectives with service delivery requirements and lifecycle decisions. At both the corporate and service levels, the framework is organized around three customer values: Quality, Reliable, and Functional. Together, these values guide how the Town maintains fleet condition, supports dependable operations, and plans for future service needs.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Vehicles are in operational condition, appropriate for the intended use and available when required.	To provide program areas with appropriate and reliable vehicles to achieve the town's service delivery commitments

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) Maintain vehicle condition and minimize service interruptions.	Risk: • Accelerated asset deterioration • Higher repair and operating costs
	Customer Level of Service (CLOS) Keep vehicles well maintained, available, and dependable to meet operational, legislative, and service requirements	
	Customer Level of Service (CLOS) Plan for future vehicle needs in alignment with service demand, growth, and climate objectives.	Risk: • Increased safety and compliance risk • Service disruptions and reduced vehicle availability • Failure to meet operational and legislated requirements.
	Customer Level of Service (CLOS) Plan for future vehicle needs in alignment with service demand, growth, and climate objectives.	
	Customer Level of Service (CLOS) Plan for future vehicle needs in alignment with service demand, growth, and climate objectives.	Risk: • Reduced ability to meet townwide service demands as population and housing increase • Reduced service reliability and operational effectiveness
	Customer Level of Service (CLOS) Plan for future vehicle needs in alignment with service demand, growth, and climate objectives.	

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain the established level of service for Licensed Fleet assets over time. The programs described below show how the Town translates Quality, Reliable and Functional service objectives into practical lifecycle actions, including renewal, maintenance, growth planning, and fleet modernization.

Customer Value	Program
Quality	Emergency Vehicle Renewal Program This program maintains the operational readiness and long-term dependability of emergency vehicles through planned renewal at the appropriate point in their service life. Fire suppression vehicles are managed using a specialized renewal approach because their service life is defined not only by condition and age, but also by their suitability for front-line emergency response.
	Transit Bus Refurbishment & Renewal Program This program supports the continued availability and dependability of transit buses through planned mid-life refurbishment and timely end-of-life replacement. The approach ensures buses reach end of useful life, sustain performance, and reduce service interruptions.
	Vehicle Renewal Program This program maintains other municipal fleet such as road, park and enforcement fleet availability and reliability through a structured vehicle replacement process. Renewal priorities are informed by condition, age, utilization, operating environment, and maintenance history to ensure that capital investment is directed to the vehicles with the greatest need and service impact.
Reliable	Emergency Vehicle Maintenance Program This program provides preventive maintenance and corrective repair activities to keep emergency vehicles safe, available, and ready for deployment. The focus is on preserving response capability, meeting legislative and operational requirements, and minimizing downtime.
	Transit Bus Maintenance Program This program delivers preventive maintenance, inspections, and corrective repairs to keep transit buses safe, reliable, and available for service. Scheduled service and timely repairs help maintain legislative compliance, reduce in-service failures, and support consistent transit operations.
	Vehicle Maintenance Program This program provides a preventive maintenance and repairs for the broader fleet, helping vehicles remain available, compliant, and fit for service.
Functional	Growth Fleet Plan Implementation This program ensures that as the Town grows, service areas have access to the right vehicles at the right time to meet changing operational demands. It supports expansion in fleet capacity where required to maintain service delivery.
	Vehicle Utilization & Electrification Plan This program supports two strategic objectives: improving fleet utilization and advancing electrification. By reviewing how vehicles are used and identifying opportunities to transition to lower-emission technologies, the Town can optimize deployment, reduce greenhouse gas emissions, and align fleet planning with long-term sustainability objectives.

LEVEL OF SERVICE METRICS

To quantify the customer service objectives, a set of customer LOS and technical LOS metrics have been established based on the Customer Service Values, i.e., Quality, Reliable, and Functional. The metrics along with the performance are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance			Target
		2023	2024	2025	
Quality	Percentage of vehicles in fair or better rated condition				Minimum 85% of total asset in Fair or Better Condition
	Fleet vehicles	99%	100%	100%	
	Asset Reinvestment Rate <i>*Measures asset performance by maintaining reinvestment funding within a sustainable range in line with average useful life for that asset category. (i.e. An asset with useful life of 100 years the target is 1%)</i>	N/A	N/A	N/A	Between Range of 7.7% - 11.1%
Reliable	Percentage of preventive maintenance work orders <i>*The Preventative Maintenance (PM) Program: the processes for capturing work order data and related information are being reviewed to ensure they accurately align with the reporting requirements of the PM metric and reflect the goals of the PM program.</i>				TBD (A Work Order Process Review is required before a target can be brought forward)
	Fleet vehicles	40%	33%	36%	
	Buses	22%	22%	21%	
Functional	Percentage of electric buses out of all bus vehicles, with the target of reaching 40% by 2026				To have 40% of the bus fleet electric by the end of 2026.
	Electric buses	3%	19%	21%	
	Average per capita quantity of vehicles & equipment <i>*The LOS has been based on the 10-year average service standard established in the Development Study Background Study (Fleet & Equipment)</i>	0.0044	0.0044	0.0044	This measure is used to illustrate that fleet capacity is keeping pace with population over time. Ideally not decreasing

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Percentage of disposed vehicles prior to reaching the end of their useful life <i>*Usually, 1 or 2 vehicles per year of such case where the maintenance cost is exceeding the remaining value left on the vehicle.</i>	12%	0%	0%
	Percentage of front-line firefighting apparatus with an age of 10 years or less <i>*The target has been based on automotive firefighting apparatus achieving a front-line service lifespan of 10 years or less, established in the National Fire Protection Association (NFPA) 1900 Standard for Firefighting Vehicles and Fire Apparatus and Underwriters' Laboratories of Canada (ULC) S515</i>	92%	92%	92%
Reliable	Percentage of MTO maintenance inspections completed on schedule (Fleet & Buses)	100%	100%	100%
	Number of corrective work orders per 10,000 km traveled			
	Fleet vehicles	4.24	3.93	3.28
	Buses	11.46	9.99	9.64
Functional	Percentage of buses that comply with the AODA legislation.	100%	100%	100%

QUALITY - LEVEL OF SERVICE

To determine the "Quality" customer value, this CAMP utilizes predictive modelling decision-support software that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon.

As outlined in Chapter 2 – Asset Management Principles Overview, two scenarios were considered in the development of the Quality renewal LOS. The scenarios were analyzed to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the target, and affordability of the total funding needs over 25-year period.

SCENARIO 1 – UNLIMITED FUNDING

The Unlimited Funding Scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without any funding constraints. Under this approach, the decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on inputs and criteria outlined in the table below. The unlimited scenario assumes that renewal and rehabilitation requirements are addressed in the year an asset reaches end of useful life triggered by asset age and/or poor condition.

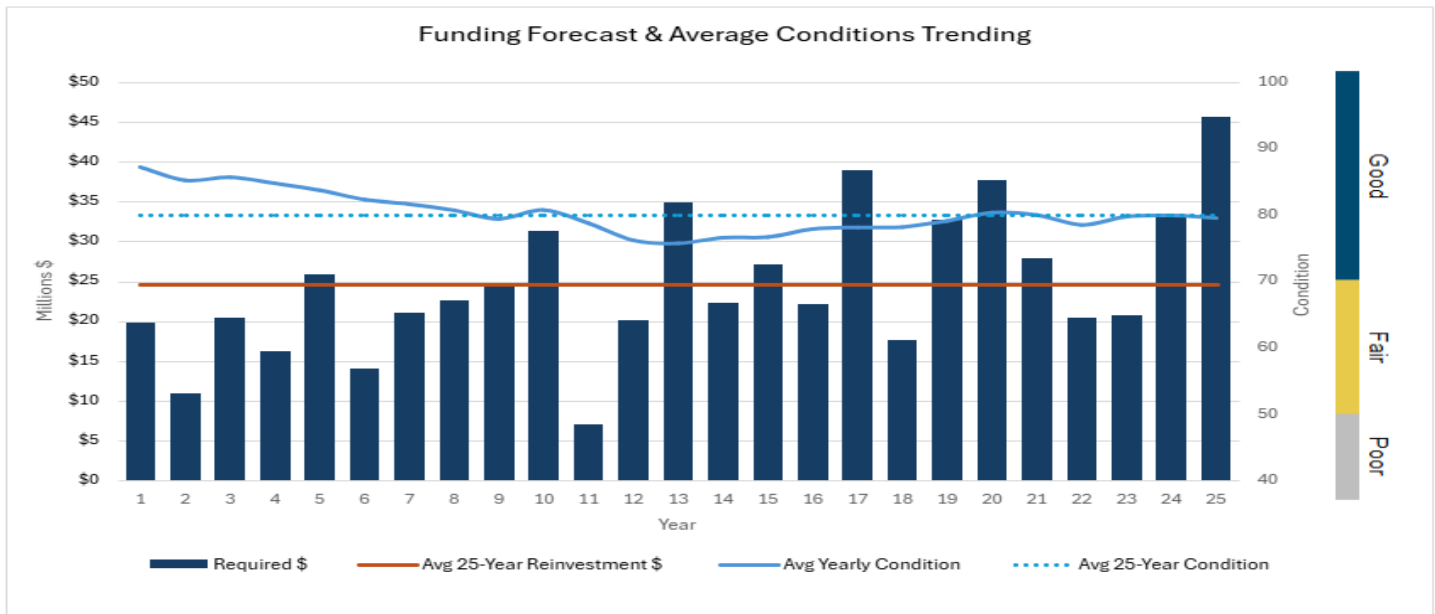
Model Criteria

Category	Life-cycle Treatment	Criteria	Model Assumptions
Bus	Replacement	Useful Life	
	Rehabilitation	Mid Life	Mid Life Treatments represent major rehabilitation to meet full bus useful life
Light, Medium and Heavy Duty	Replacement	Condition; KMs; Maintenance Costs; Useful Life	A combination of criteria needs to be met for replacement of an asset to be trigger
Fire Suppression	Replacement	Useful Life	
Trailers	Replacement	Condition; Useful Life	

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the Fleet assets category under the unlimited scenario. Average condition scores are projected to stay within the good and fair states ranging from 76 to 82 over the 25-year period, and an overall condition average of 73.3. Achieving this level of service would require a total investment of \$615.2 million with an average annual investment of approximately \$24.6 million per year.

It should be noted that due to the shorter life span of fleet assets, some vehicles will be forecasted to be replaced 2 or 3 times over the 25-year period. In addition, the forecast captures replacement of new growth fleet that is identified in the Development Charges background study to be purchased in the first 10 years. For example, if a new growth bus is purchased in Yr 1(2026), it would be forecasted to be replaced in Yr 12 (2038).

Unlimited Scenario Results – Investment Need and Condition Forecast



The following table summarizes the unlimited scenario results and how they compare to the Customer LOS targets identified. As shown in the table, the average annual investment of \$24.6 million would sustain approximately 94% of fleet assets in fair or better condition over the 25-year period, which is well above the minimum 85% target. The average useful life is 11 years, indicating the target range for the reinvestment rate should fall between 7.7% to 11.1%. Based on current replacement value (CRV), the \$24.6 million equates to a 9.6% reinvestment rate, which is in line with the target limits for the reinvestment rate target range.

Unlimited Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Bus (Conventional & Para)	\$445,792,512	\$17,831,700	98%	9.5%	6.6%	9.0%
Fire Suppression Vehicle (Pumpers, Aerials)	\$52,612,110	\$2,104,484	94%	9.1%	7.5%	10.8%
Light & Medium Duty Vehicle (Pickups, SUV)	\$52,269,666	\$2,090,787	92%	11.0%	10.9%	19.2%
Heavy Duty Vehicle (Dump, Packers)	\$48,996,825	\$1,959,873	91%	10.0%	8.9%	13.8%
Trailers	\$15,543,218	\$621,729	96%	9.0%	6.2%	8.2%
Grand Total	\$615,214,331	\$24,608,573	94%	9.6%	7.7%	11.1%

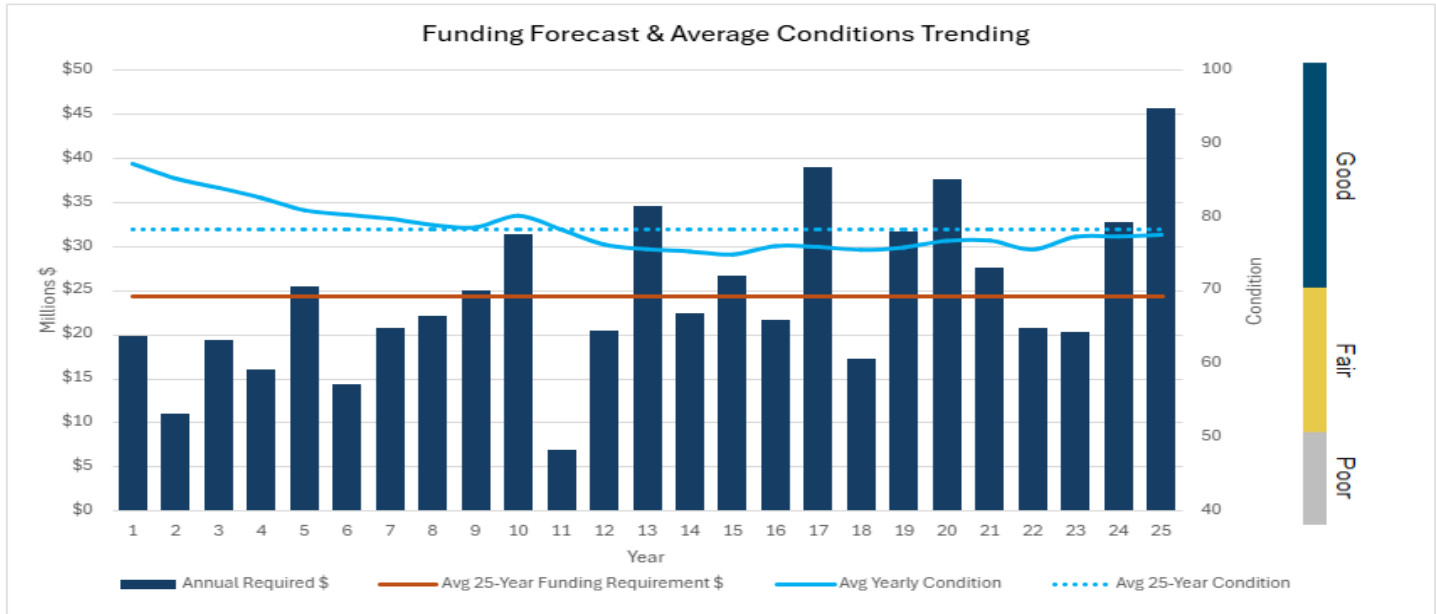
SCENARIO 2 – OPTIMAL FUNDING

Scenario 2 represents a balanced renewal approach in which capital investments are maximized using asset criticality to prioritize the most important asset needs while ensuring overall conditions and asset reinvestment renewal rates fall within the target LOS.

Under this approach, the decision-support system criteria are adjusted to apply upper and lower reinvestment rate thresholds, allowing lower-criticality assets to remain near the lower limit while prioritizing higher-criticality renewal needs to be maintained at the higher limits. Using this criterion, the model prioritizes renewal activities for assets most at risk of condition decline and service impact and determines the funding levels required to sustain Fleet assets in overall Fair or better condition throughout the planning horizon. As a result, rather than undertaking all renewal and rehabilitation activities immediately when age or condition is triggered, investments are strategically scheduled to maintain the desired level of service across the park network portfolio while maximizing available capital resources.

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the fleet asset category under the optimal funding scenario. Average condition scores are projected to stay within the good and fair states with average annual scores of 78. The total investment required over the 25-year period is \$609.7 million with an average annual investment of approximately \$24.4 million per year.

Optimal Scenario Results – Investment Need and Condition Forecast



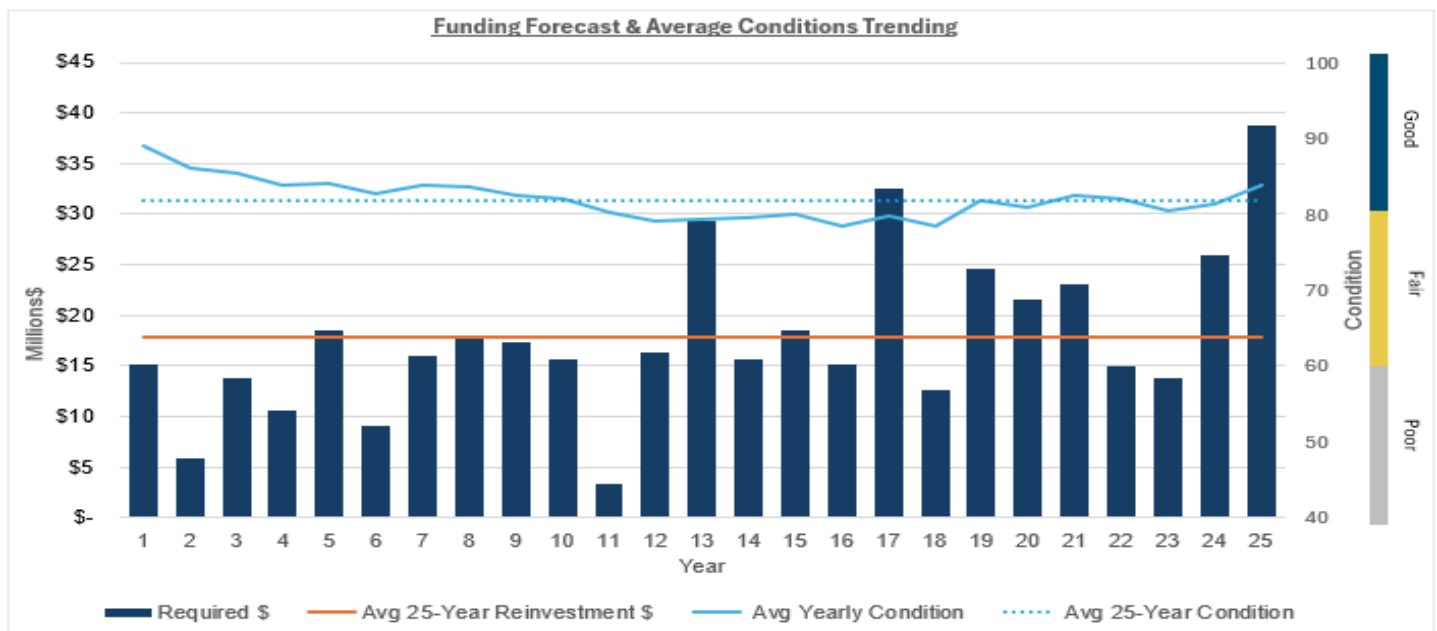
The following table summarizes the optimal scenario results and compares them to the Customer LOS targets identified. As shown in the table, the average annual investment of \$24.4 million would sustain approximately 89% of fleet assets in fair or better condition over the 25-year period, which meets the service level target. Based on current replacement value (CRV), the \$24.4 million equates to a 9.5% reinvestment rate which is in the middle of the reinvestment rate target range. By applying the lower limit reinvestment thresholds to assets with lower criticality such as trailers, the optimal scenario model demonstrates that target service levels can still be obtained with less overall financial investment.

Optimal Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Bus (Conventional & Para)	\$445,792,512	\$17,831,700	98%	9.5%	6.6%	9.0%
Fire Suppression Vehicle (Pumpers, Aerials)	\$52,612,110	\$2,104,484	94%	9.1%	7.5%	10.8%
Light & Medium Duty Vehicle (Pickups, SUV)	\$52,269,666	\$2,090,787	92%	11.0%	10.9%	19.2%
Heavy Duty Vehicle (Dump, Packers)	\$48,996,825	\$1,959,873	91%	10.0%	8.9%	13.8%
Trailers	\$10,049,151	\$401,966	73%	5.8%	6.2%	8.2%
Grand Total	\$609,720,264	\$24,388,811	89%	9.5%	7.7%	11.1%

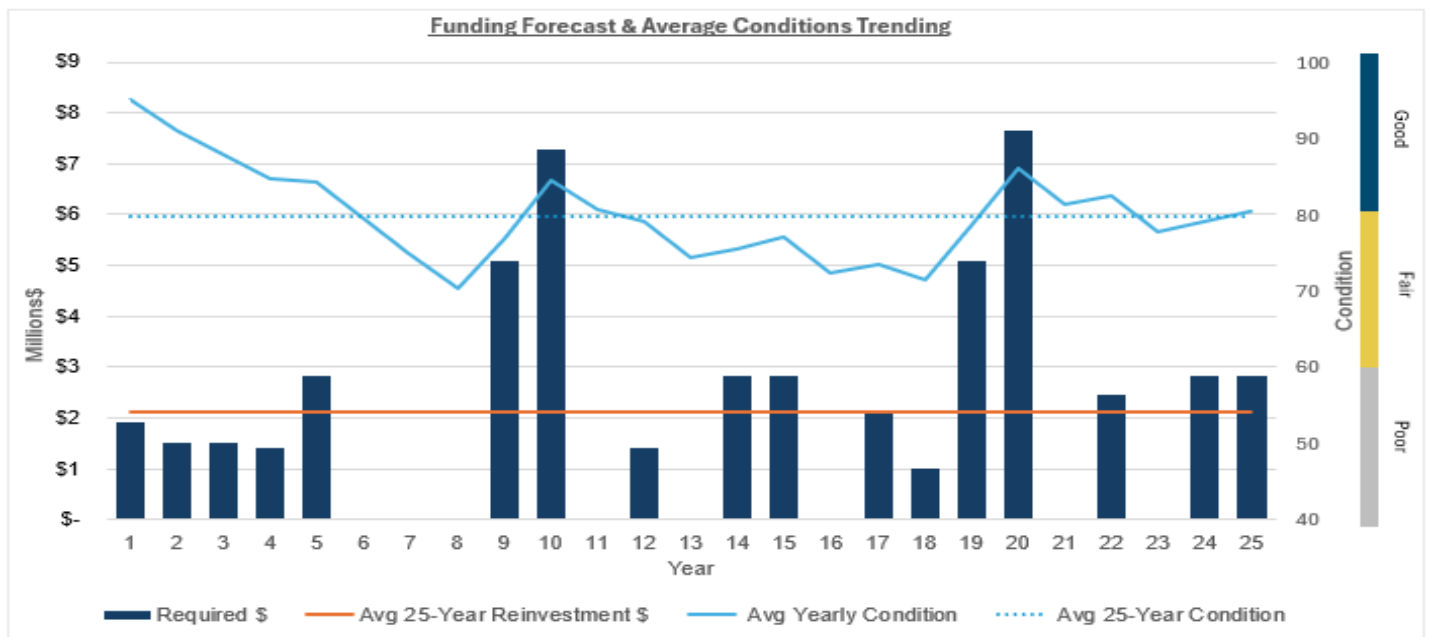
The following three graphs illustrate how criticality was applied to the different fleet type assets to prioritize investments to maintain appropriate condition levels in the optimal scenario. These graphs provide a breakdown of the 25-year Licensed Fleet forecast by major asset category. This view highlights how condition, reinvestment needs, and lifecycle trends vary across the fleet portfolio.

Buses



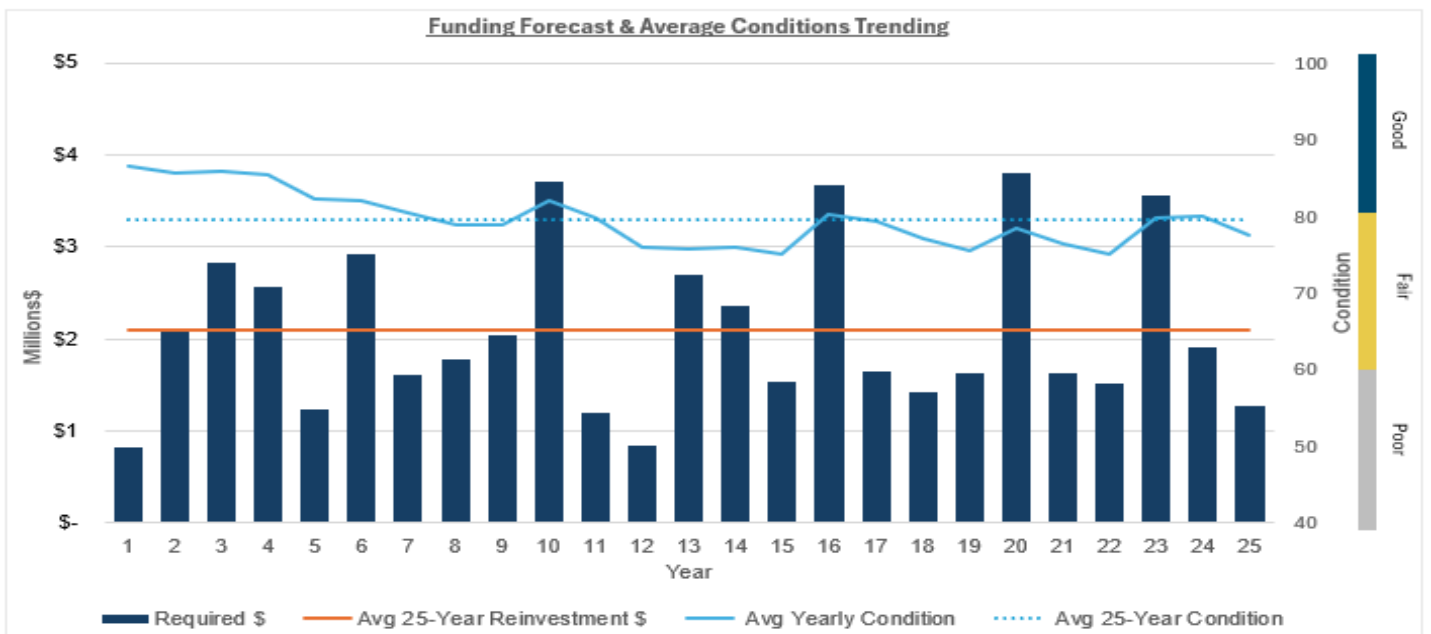
Transit buses are projected to remain, on average, in Fair or better condition over the next 25 years, with an average maintained condition score of 82. Under this scenario, annual investment of approximately \$17.8 million would be required, representing an 9.5% reinvestment rate based on CRV. The projected average asset life is about 11 years, indicating that sustained renewal investment is necessary to preserve service reliability and fleet performance.

Fire Suppression Vehicles



Fire suppression vehicles are projected to remain, on average, in Fair or better condition over the next 25 years, with an average maintained condition score of 80. Maintaining this outcome would require annual investment of approximately \$2.1 million, representing a 9.1% reinvestment rate based on CRV. The projected average asset life is 10.5 years, reflecting the specialized lifecycle and operational requirements of emergency response vehicles.

Light & Medium Duty Vehicles

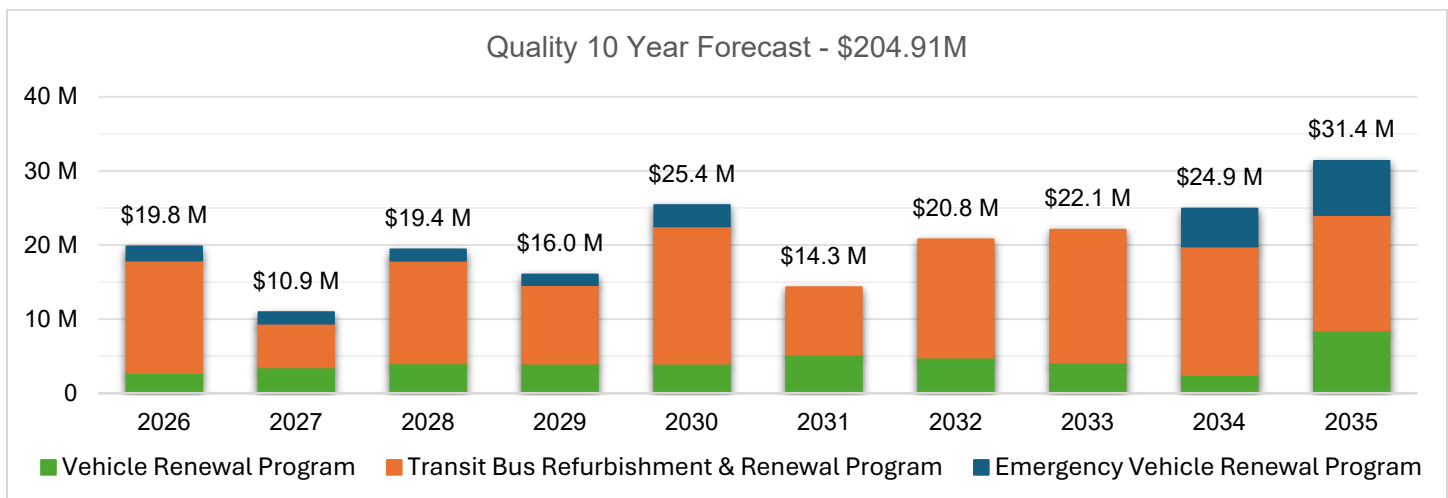


Light and medium-duty vehicles are projected to remain, on average, in Fair or better condition over the next 25 years, with an average maintained condition score of 80. Because these assets have relatively short life cycles, maintaining this condition outcome is strongly influenced by the pace of renewal.

OPTIMAL SCENARIO IS RECOMMENDED

In summary, the analysis indicates that the optimal funding strategy achieves the target LOS service outcomes while reducing average annual funding requirements by \$0.2 million compared to the unlimited funding scenario, saving approximately \$2.5 million over the 25-year period. Overall, the condition of the fleet assets is still maintained in fair or better condition rating over the forecast period at 89%, which is a slight decrease from 94% in the unlimited scenario. This scenario demonstrates that service outcomes can be preserved through more targeted investment timing and prioritization, provided that higher-risk assets continue to be addressed proactively, and re-investment levels do not fall below minimum thresholds to ensure service performance is sustained.

While the 25-year outlook provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future replacements of newly acquired assets in earlier years with shorter life span (i.e., Vehicles). For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast a total of \$204.9 million, averaging \$20 million per year, is required.

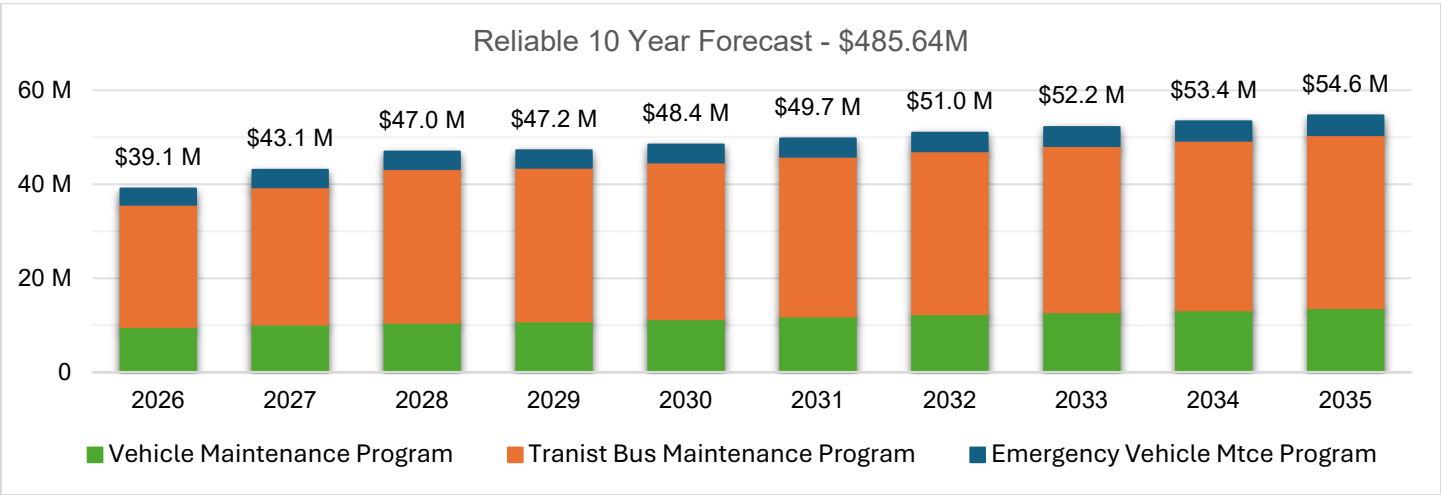


RELIABLE - LEVEL OF SERVICE

A 10-year forecast was prepared using the 2026 - 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included.

The chart illustrates the \$486 million projected investment required over the next decade to maintain the Reliable level of service for the Fleet assets and represents the maintenance requirements, service needs, compliance obligations, and expected operational demand across the fleet. Staff consider the preventive maintenance and corrective repair activities required to keep emergency vehicles, transit buses, and the broader fleet safe, available, and fit for service.

The increase in annual funding shown in the chart reflects the forecasted operating impacts from new parks, trails, and amenities added through the Town's Growth Capital program to support infrastructure in new subdivisions as population and housing development grows. This sustained investment helps ensure good maintenance practice and enable proactive inspection programs to meet Reliability LOS measures indicated earlier.

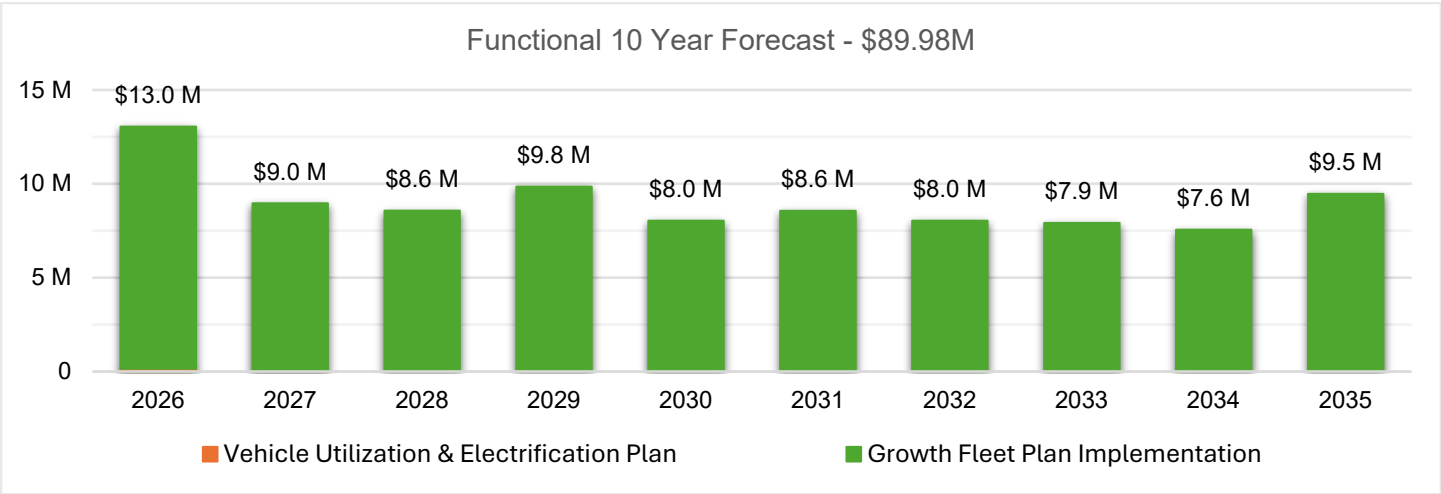


FUNCTIONAL - LEVEL OF SERVICE

The functional customer value focuses on ensuring assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community. This drives long-term network adaptation and system expansion to sustain service level objectives identified through development charges study, master plans, service plans, and climate action plans.

Unlike reliability, which focuses on maintaining assets, this investment enables the town to adapt to future needs, including service growth, evolving program requirements, legislative and safety expectations, and sustainability objectives helping ensure the fleet is available to meet evolving service area needs over time.

The chart below illustrates the \$89.9 million estimated over the 10-year period to support the Functional LOS. The forecast has been developed based on anticipated service demand, growth pressures, vehicle availability, utilization patterns and the Town's sustainability objectives. Staff consider whether additional fleet capacity is required to support growth, where existing vehicles can be used more efficiently to optimize fleet utilization. Assessment of which fleet assets are suitable candidates for conversion to electric is also a key program in making progress toward the town's objective to reduce greenhouse gas emission.



Note: A Development Charges study is currently underway and expected to be completed in early 2027, which may change the above 10-year forecast needs.

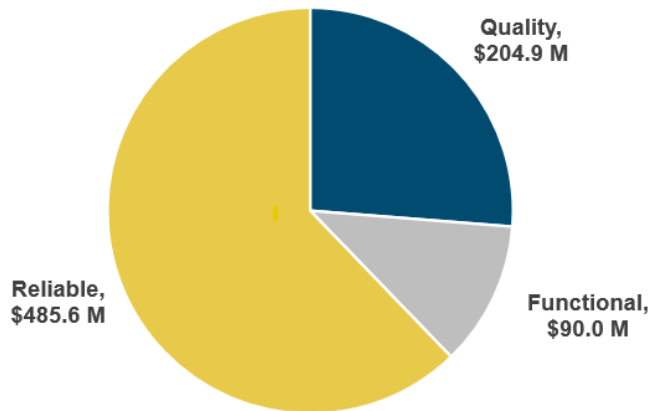
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$780.5 million over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$204.9 million, \$485.6 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$90.0 million to support Functional related needs.

. The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table

The Town of Oakville's Fleet Department is well positioned for long-term success through the strategic management of a safe, reliable, and sustainable fleet portfolio that supports current service delivery while adapting to future operational needs.

10-Year Forecast (\$780.53M)



Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$19.81	\$10.93	\$19.40	\$16.02	\$25.37	\$14.31	\$20.76	\$22.05	\$24.91	\$31.35	\$204.91
Vehicle Renewal Program	2.73	3.51	4.06	4.00	4.00	5.21	4.83	4.13	2.47	8.48	43.41
Transit Bus Refurbishment & Renewal	15.18	5.90	13.84	10.60	18.53	9.10	15.93	17.92	17.34	15.59	139.93
Emergency Vehicle Renewal Program	1.90	1.52	1.50	1.42	2.84	0.00	0.00	0.00	5.10	7.28	21.56
Reliable	\$39.09	\$43.08	\$46.96	\$47.22	\$48.43	\$49.73	\$50.97	\$52.16	\$53.37	\$54.63	\$485.64
Vehicle Maintenance Program	9.65	10.16	10.57	10.82	11.31	11.87	12.35	12.76	13.19	13.65	116.34
Transit Bus Maintenance Program	26.01	29.21	32.67	32.67	33.33	33.99	34.67	35.37	36.07	36.80	330.79
Emergency Vehicle Mnce Program	3.43	3.71	3.72	3.72	3.79	3.87	3.95	4.03	4.11	4.19	38.51
Functional	\$13.04	\$8.96	\$8.57	\$9.85	\$8.03	\$8.56	\$8.03	\$7.91	\$7.56	\$9.47	\$89.98
Vehicle Utilization & Electrification Plan	0.15	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20
Growth Fleet Plan Implementation	12.89	8.91	8.57	9.85	8.03	8.56	8.03	7.91	7.56	9.47	89.78
Grand Total	\$71.95	\$62.96	\$74.93	\$73.09	\$81.83	\$72.60	\$79.76	\$82.12	\$85.84	\$95.45	\$780.53



CHAPTER 8

EQUIPMENT

- ❖ Public Program Equipment
- ❖ Road & Grounds Maintenance Equipment
- ❖ Program Operational Equipment
- ❖ Vehicular Service Equipment
- ❖ Emergency & Safety Equipment
- ❖ Material Handling Equipment
- ❖ Waste Handling Equipment
- ❖ Facility Maintenance Equipment
- ❖ Vessels & Attachments

Example of Types of Equipment



STATE OF INFRASTRUCTURE

Equipment assets are essential to the Town of Oakville because they support the safe, reliable, and efficient delivery of a wide range of services. The Equipment Asset Class is comprised of nine (9) categories which are Public Program Equipment, Road & Grounds Maintenance Equipment, Program Operational Equipment, Vehicular Service Equipment, Emergency & Safety Equipment, Material Handling Equipment, Waste Handling Equipment, Facility Maintenance Equipment, and Vessels & Attachments.

AT A GLANCE (2025)

The estimated 2025 replacement value (CRV) of the Equipment assets is \$76 million. The chart below illustrates this breakdown by category. Public Program Equipment represents the highest portion of the total CRV at \$31 million, followed by Road & Grounds Equipment at \$19 million, Program Operational Equipment at \$7 million, and Vehicular Service Equipment at \$5 million.

The estimated average useful life of equipment ranges from 9 to 18 years and the current average age ranges from 6 to 11 years, with 48% in early and mid-life stages.

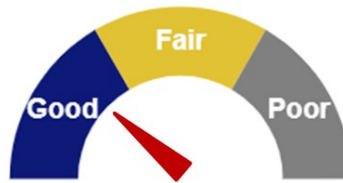
Overall, 99% of equipment assets are in fair or better condition, indicating that overall assets are in good quality condition and performing as intended but will require monitoring and on-going reinvestment to maintain service levels.



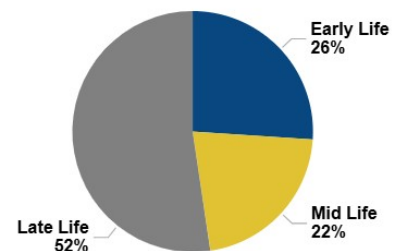
Current Replacement Cost

\$76M

Overall Condition



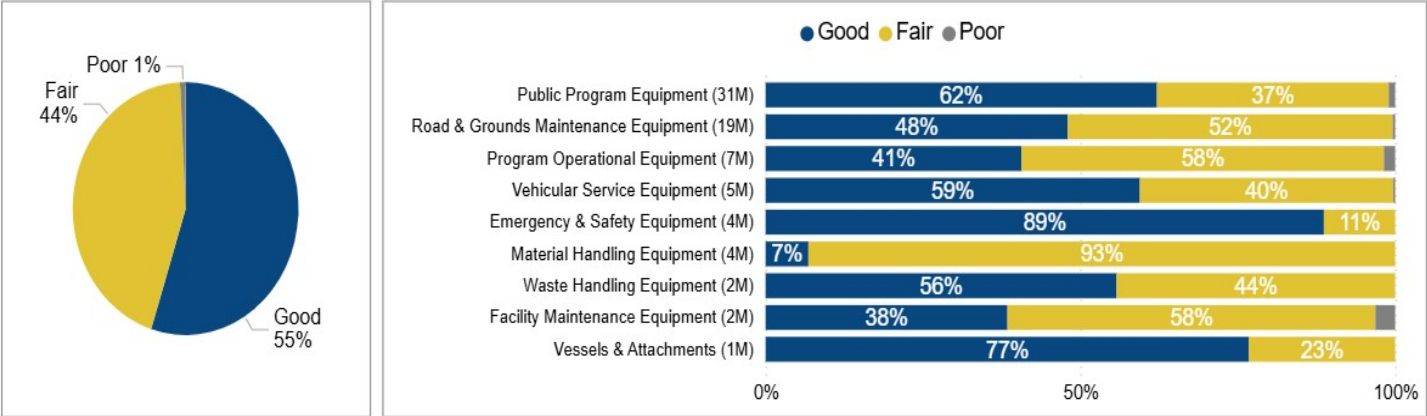
Age



Asset Category	CRV	% Total	Quantity	Avg. Useful Life	Avg. Age
Public Program Equipment	31M	41.0%	2,155	14	8
Road & Grounds Maintenance Equip	19M	25.0%	240	9	9
Program Operational Equipment	7M	9.0%	162	11	11
Vehicular Service Equipment	5M	7.0%	57	18	9
Emergency & Safety Equipment	4M	6.0%	163	15	6
Material Handling Equipment	4M	5.0%	20	15	11
Waste Handling Equipment	2M	3.0%	286	15	9
Facility Maintenance Equipment	2M	2.0%	90	13	8
Vessels & Attachments	1M	2.0%	15	14	7
Total	76M	100.0%	3,188	14	9

CONDITION

The condition of equipment assets is assessed through inspections and supporting lifecycle data. Where detailed physical condition information is limited, condition is inferred using asset age, expected remaining useful life, and available maintenance information. Overall, the Equipment assets are predominantly in Good and Fair condition. On average, 55% are categorized as Good condition, while 44% are classified as Fair condition.



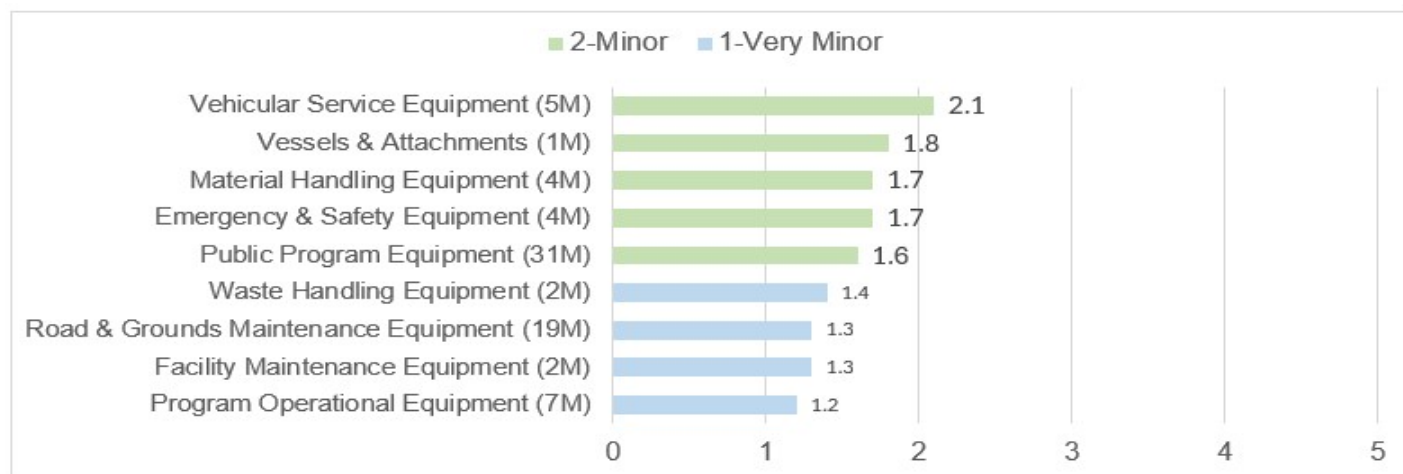
The condition table below provides a visual example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

Condition – Equipment					
CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49*
Good			Fair		Poor
					Not Available

Note: the lowest condition rating assigned is 49 at which point it has been deemed to have failed.

CRITICALITY

Asset criticality reflects the consequence of an asset failure on service delivery and is assessed using the Town's criticality scoring framework outlined in the Chapter 2 – Asset Management Principles Overview. Scores range from 1 to 5, where 1 represents very minor consequence and 5 represents major consequence. This measure helps identify which asset categories have the greatest operational, safety, and service delivery implications if they fail.

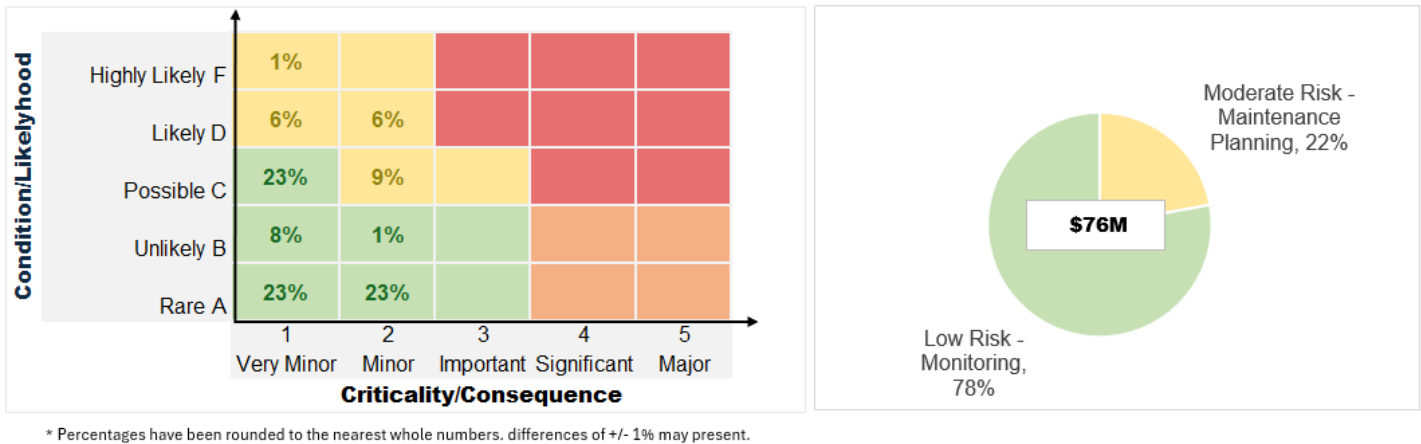


Overall, the equipment is assessed as having minor criticality, with an average score of 1.6. This reflects the fact that, for many equipment types, service impacts from failure can often be mitigated through access to other available equipment, operational substitution, or short-term rental options, reducing the overall consequence and service interruption of an individual asset being unavailable.

RISK

Risk combines asset condition, likelihood of failure, and consequence of failure to highlight where investment is most needed across the Equipment portfolio. Likelihood, of an asset that is fairly new in age or in good condition has a low likelihood of failure and as asset ages the likelihood increases. However, even some assets with high likelihood of failure, may still have a minor consequence on service therefore overall presenting a low risk.

The chart below summarizes the 2025 risk assessment for the equipment class weighted by current replacement value (CRV) and illustrates how the portfolio is distributed across low, moderate, and high-risk categories.



The figure shows that most Equipment assets carry a low level of risk which are designated for Monitoring. Approximately 22% of the assets fall into the Moderate-risk category and are slated for Maintenance Planning.

LEVEL OF SERVICE

The Equipment level of service framework connects corporate objectives with service delivery requirements and lifecycle decisions. At both the corporate and service levels, the framework is organized around three customer values: Quality, Reliable, and Functional. Together, these values guide how the Town maintains equipment condition, supports dependable operations, and plans for future service needs.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Equipment is appropriate and in operational condition and available when required.	To have available appropriate and reliable equipment to achieve the town's program area service delivery commitments

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) To manage the condition of equipment to a reasonable quality and minimize service interruption.	Risk: • Accelerated asset deterioration and risk of asset failure • Higher repair and operating costs
	Customer Level of Service (CLOS) To take appropriate actions to ensure equipment is available and dependable and meets standards and legislative requirements.	Risk: • Increased safety and compliance risk • Service disruptions and reduced availability of equipment • Failure to meet operational and legislated requirements
	Customer Level of Service (CLOS) To plan for equipment needs ensuring alignment with changes in service needs, growth, and climate policies.	Risk: • Inability to meet climate change objectives and emissions reduction targets • Inability to maintain services as population and volume of infrastructure increases • Reduced service delivery and operational efficiency

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain the established level of service for Equipment assets over time. The programs described below show how the Town translates customer service objectives into practical lifecycle actions, including renewal, maintenance, growth planning, and equipment modernization.

Customer Value	Program
Quality	Equipment Renewal Program This program supports uninterrupted service delivery by proactively managing renewal needs to maintain equipment in good quality condition. Renewal projects are prioritized within a 10-year forecast, guided by inspection-based assessments and the potential service impact of equipment failure.
Reliable	Equipment Maintenance Program This program ensures service continuity by conducting regular inspections and maintenance of equipment. Through proactive upkeep, it supports operational reliability and minimizes downtime and the risk of unexpected failures.
Functional	Growth Equipment Plan Implementation This program ensures that as the town expands, service areas continue to have timely access to the necessary equipment required to meet increasing operational demands. Equipment Electrification Plan This program aims to advance the town's climate change objectives and reduce greenhouse gas emissions by replacing conventional equipment with electric alternatives. These upgrades are designed to improve fuel efficiency, lower operating costs, and minimize environmental impact while supporting sustainable service delivery.

LEVEL OF SERVICE METRICS

To quantify the customer service objectives, a set of customer LOS and technical LOS metrics have been established based on the Customer Service Values, i.e., Quality, Reliable, and Functional. The metrics along with the performance are summarized below.

CUSTOMER LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance			Target
		2023	2024	2025	
Quality	Percentage of equipment in fair or better rated condition	96%	99%	99%	Minimum 85% of total asset in Fair or Better Condition
	Asset Reinvestment Rate <i>measures asset performance by maintaining reinvestment funding within a sustainable range in line with average useful life for that asset category. (i.e. An asset with useful life of 100 years the target is 1%)</i>	N/A	N/A	N/A	Between Range of 6.4% - 8.7%
Reliable	Percentage of preventive maintenance work orders <i>*The Preventative Maintenance (PM) Program: the processes for capturing work order data and related information are being reviewed to ensure they accurately align with the reporting requirements of the PM metric and reflect the goals of the PM program.</i>				TBD (A Work Order Process Review is required before a target can be brought forward.)
	All Equipment	32%	37%	40%	TBD
Functional	An Electrical/Battery equipment strategy				TBD (An Electrical equipment strategy is currently underway.)
	Electric motorized and power equipment	N/A	N/A	N/A	TBD

TECHNICAL LEVEL OF SERVICE MEASURES

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Percentage of disposed equipment prior to reaching the end of their useful life <i>*Usually, 1 or 2 equipment per year in such cases where the maintenance cost exceeds the remaining value left on the equipment.</i>	15%	8%	20%
	Percentage of emergency-related equipment compliant with the standard lifespan <i>*The target has been based on National Fire Protection Association (NFPA) 1900 Standard for Firefighting Vehicles and Fire Apparatus and Underwriters' Laboratories of Canada (ULC) S515</i>	100%	100%	100%
Reliable	Number of engine hours per corrective work order (Equipment with Engines)	43	50	52
Functional	Percentage of electric ice re-surfacers, with the target of reaching 90% by 2033	13%	19%	25%



QUALITY - LEVEL OF SERVICE

To determine the "Quality" customer value, this CAMP utilizes predictive modelling decision-support software that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon.

As outlined in Chapter 1 – Asset Management Overview, two scenarios were considered in the development of the Quality renewal LOS. The scenarios were analyzed to assess the overall impact on asset reinvestment rates (how quickly we are renewing our assets), maintaining the forecasted condition at the target, and affordability of the total funding needs over 25-year period.

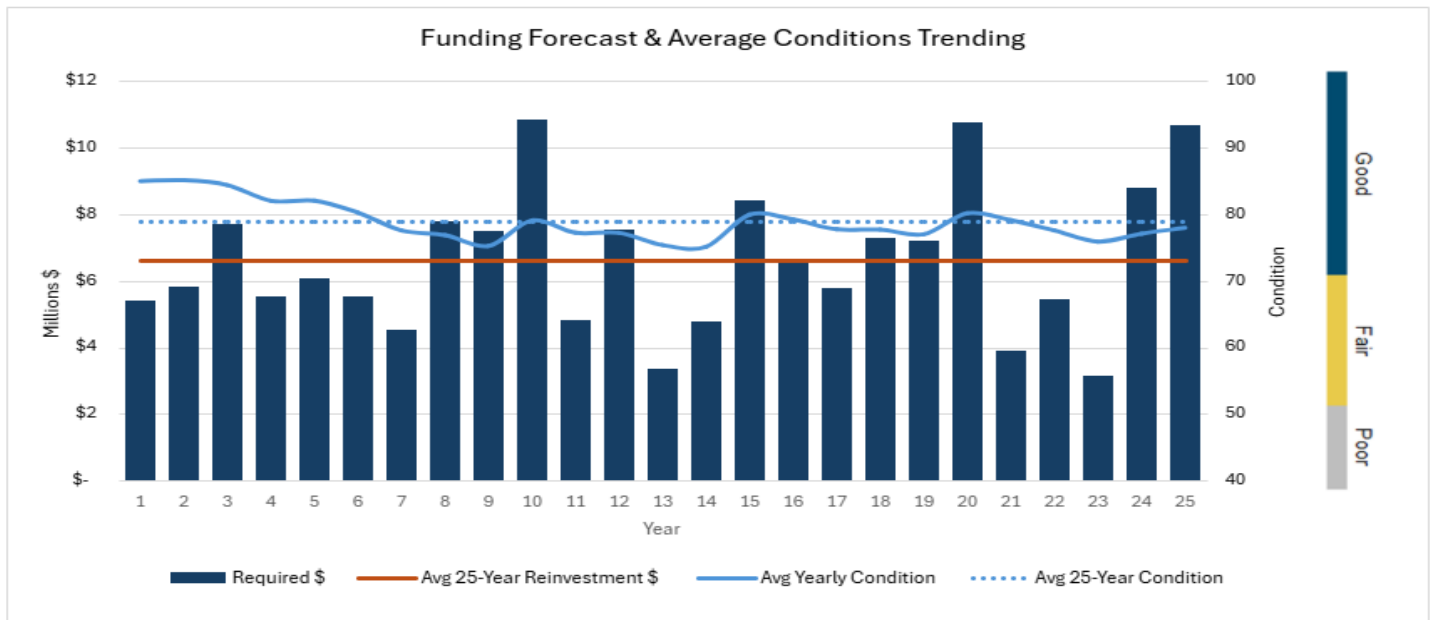
SCENARIO 1 – UNLIMITED FUNDING

The Unlimited Funding Scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without any funding constraints. Under this approach, the decision-support software is used to forecast timing of investment needs by projecting asset deterioration based on inputs and criteria outlined in the table below. The unlimited scenario assumes that renewal and rehabilitation requirements are addressed in the year an asset reaches end of useful life triggered by asset age and/or poor condition.

Model Criteria			
Category	Life-cycle Treatment	Criteria	Model Assumptions
Equipment	Replacement	Condition; Useful Life	Where physical condition inspection is not available, condition is inferred by using age

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the equipment asset category under the unlimited scenario. Average condition scores are projected to stay within the good and fair states with average annual score of 77 achieved over the 25-year period. Achieving this level of service would require a total investment of \$165.2 million with an average annual investment of approximately \$6.6 million per year.

Unlimited Scenario Results – Investment Need and Condition Forecast



The following table summarizes the unlimited scenario results and how they compare to the Customer LOS targets identified. As shown in the table, the average annual investment of \$6.6 million would sustain approximately 94% of equipment assets in fair or better condition over the 25-year period, which is well above the minimum 85% target. The average useful life of the equipment category is 14 years, indicating the target range for the reinvestment rate should fall between 6.4% to 8.7%. The unlimited scenario result of 8.6% is in line with the upper limit for the reinvestment rate target range.

Unlimited Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Emergency & Safety Equipment	\$2,483,241	\$99,330	95%	5.3%	5.9%	7.7%
Facility Maintenance Equipment	\$6,184,754	\$247,390	92%	7.6%	6.8%	9.2%
Material Handling Equipment	\$9,429,918	\$377,197	95%	10.6%	6.0%	7.8%
Program Operational Equipment	\$32,004,950	\$1,280,198	94%	9.3%	7.5%	10.6%
Public Program Equipment	\$43,847,149	\$1,753,886	93%	8.2%	6.2%	8.2%
Road & Grounds Maintenance Equipment	\$62,621,499	\$2,504,860	93%	10.4%	8.8%	13.5%
Vehicular Service Equipment	\$7,584,621	\$303,385	91%	4.7%	5.9%	7.7%
Vessels & Attachments	\$753,198	\$30,128	92%	2.3%	6.2%	8.2%
Waste Handling Equipment	\$280,671	\$11,227	99%	1.0%	5.9%	7.7%
Grand Total	\$165,190,001	\$6,607,600	94%	8.6%	6.4%	8.7%

With unlimited funding, the model shows equipment assets will remain in Fair or better condition over the planning horizon, demonstrating the required investment to achieve LOS results well within the Town's desired long-term service standards.

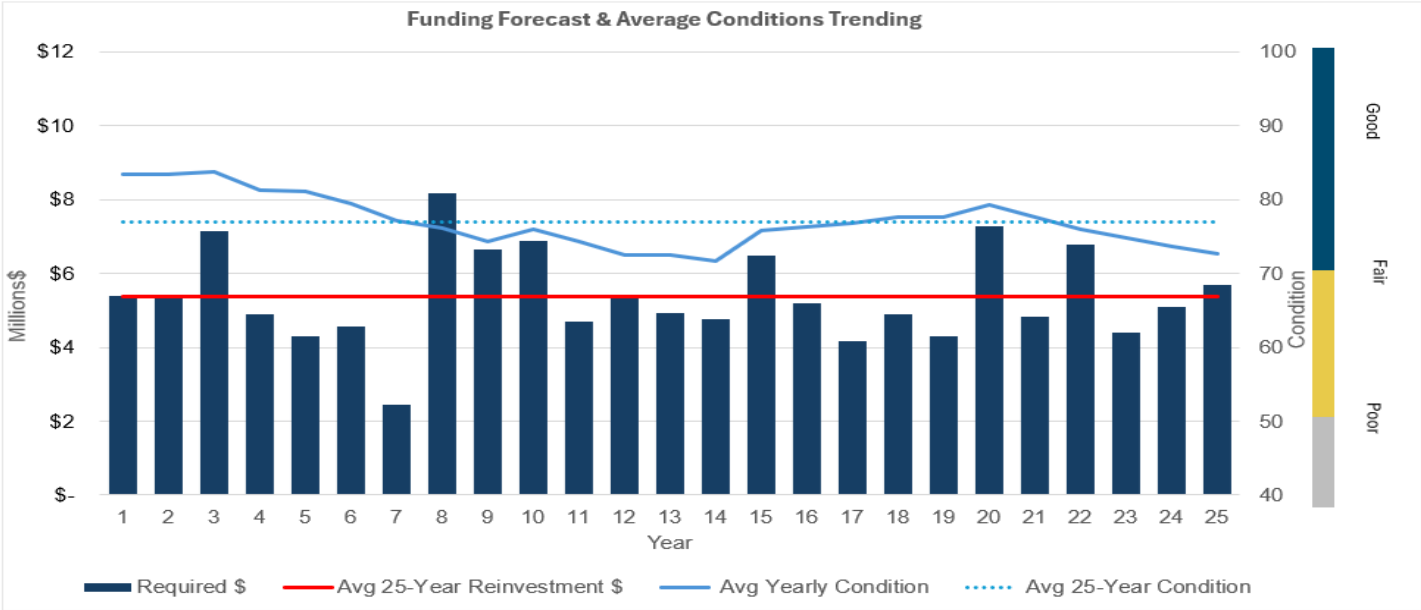
SCENARIO 2 – OPTIMAL FUNDING

Scenario 2 represents a balanced renewal approach in which capital investments are maximized using asset criticality to prioritize the most important asset needs while ensuring overall conditions and asset reinvestment renewal rates fall within the target LOS.

Under this approach, the decision-support system criteria are adjusted to apply upper and lower reinvestment rate thresholds, allowing lower-criticality assets to remain near the lower limit while prioritizing higher-criticality renewal needs to be maintained at the higher limits. Using this criterion, the model prioritizes renewal activities for assets most at risk of condition decline and service impact and determines the funding levels required to sustain equipment assets in overall Fair or better condition throughout the planning horizon.

The graph below illustrates the 25-year investment needs and projected condition service level maintained for the equipment asset category under the optimal funding scenario. Average condition scores are projected to stay within the good and fair states with average annual scores of 75. The total investment required over the 25-year period is \$134.7 million with an average annual investment of approximately \$5.4 million per year.

Optimal Scenario Results – Investment Need and Condition Forecast



The following table summarizes the optimal scenario results and compares them to the Customer LOS targets identified. As shown in the table, the average annual investment of \$5.4 million would sustain approximately 88% of equipment assets in fair or better condition over the 25-year period, which is above the minimum 85% target. Based on current replacement value (CRV), \$5.3 million equates to a 7.0% reinvestment rate which is in the middle of the reinvestment rate target range of 6.4% - 8.7%.

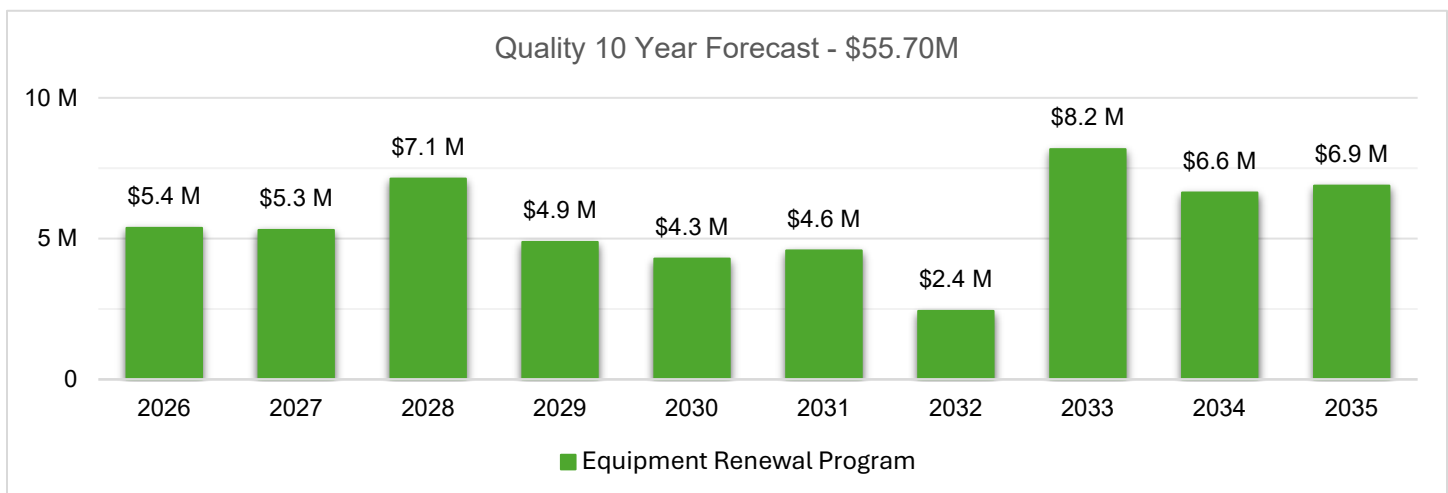
Optimal Scenario Customer LOS Results

Asset Category	Results				Target	
	25-YR Budget	Avg 25-Year Reinvestment \$	% of Assets in Fair or Better Condition	Reinvestment % (RI)	Lower Limit RI %	Upper Limit RI %
Emergency & Safety Equipment	\$2,483,241	\$99,330	95%	5.3%	5.9%	7.7%
Facility Maintenance Equipment	\$6,184,754	\$247,390	91%	7.6%	6.8%	9.2%
Material Handling Equipment	\$5,529,918	\$221,197	92%	6.2%	6.0%	7.8%
Program Operational Equipment	\$25,410,691	\$1,016,428	85%	7.4%	7.5%	10.6%
Public Program Equipment	\$33,273,110	\$1,330,924	78%	6.2%	6.2%	8.2%
Road & Grounds Maintenance Equipment	\$53,186,800	\$2,127,472	72%	8.8%	8.8%	13.5%
Vehicular Service Equipment	\$7,584,621	\$303,385	91%	4.7%	5.9%	7.7%
Vessels & Attachments	\$753,198	\$30,128	92%	2.3%	6.2%	8.2%
Waste Handling Equipment	\$280,671	\$11,227	99%	1.0%	5.9%	7.7%
Grand Total	\$134,687,003	\$5,387,480	88%	7.0%	6.4%	8.7%

OPTIMAL SCENARIO IS RECOMMENDED

In summary, the analysis indicates that the optimal funding strategy achieves the target LOS service outcomes while reducing average annual funding requirements by \$1.2 million per year, saving approximately \$30 million over the 25-year period compared to the unlimited funding scenario. Overall, the condition of the equipment assets is still maintained in fair or better condition rating over the forecast period at 88%, which is above minimum 85% target. This forecasted reduction is achieved by smoothing investment levels over time and targeting expenditures where they provide the greatest benefit while minimizing risk and service performance.

While the 25-year outlook provided is important as it captures renewal needs for aging infrastructure with longer useful lives and anticipates future replacements of newly acquired assets in earlier years with shorter life span (i.e. Vehicles). For capital budgeting purposes, a 10-year plan is also provided in the chart below. Over the 10-year forecast a total of \$55.7 million, averaging \$5.6 million per year, is required.

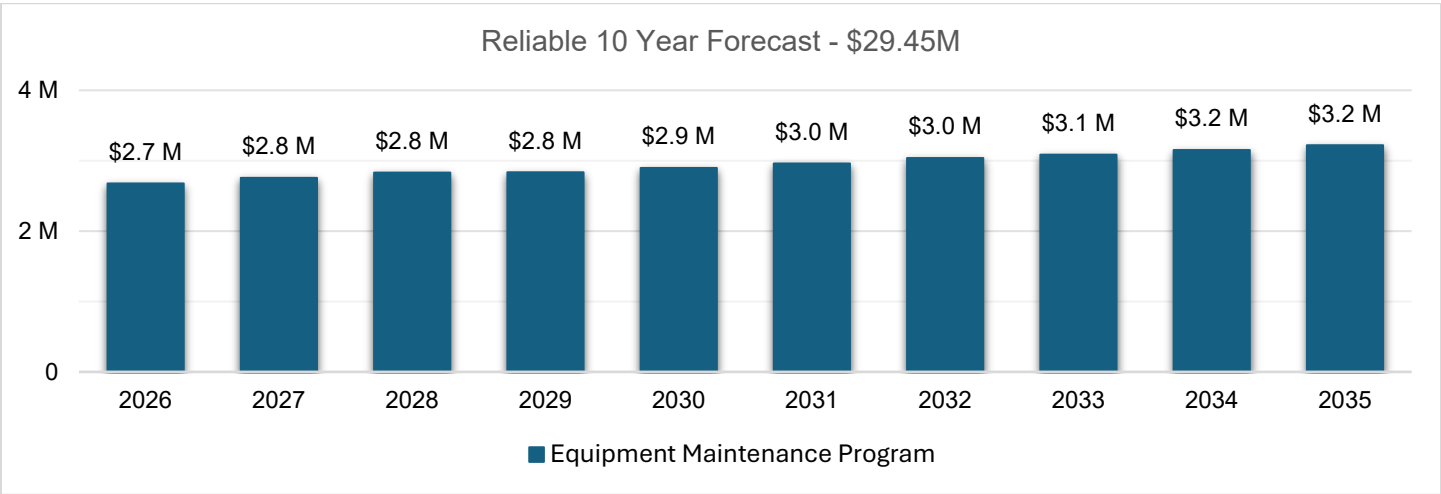


RELIABLE - LEVEL OF SERVICE

A 10-year forecast was prepared using the 2026 - 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included.

The chart below illustrates the projected investment required over the next decade to maintain the Reliable level of service for the Equipment. This \$29.5 million represents funding dedicated to ongoing operations, preventative maintenance, corrective repairs, and inspection programs to ensure equipment remain operational, available, and compliant with existing service standards and requirements.

The slight increase in annual funding shown in the chart reflects the forecasted Operating Impacts from new equipment acquired through the Town's Growth Capital program to support infrastructure in new subdivisions as population and housing development grows. This sustained investment helps ensure good maintenance practice and enable proactive inspection programs to meet Reliability LOS measures indicated earlier.

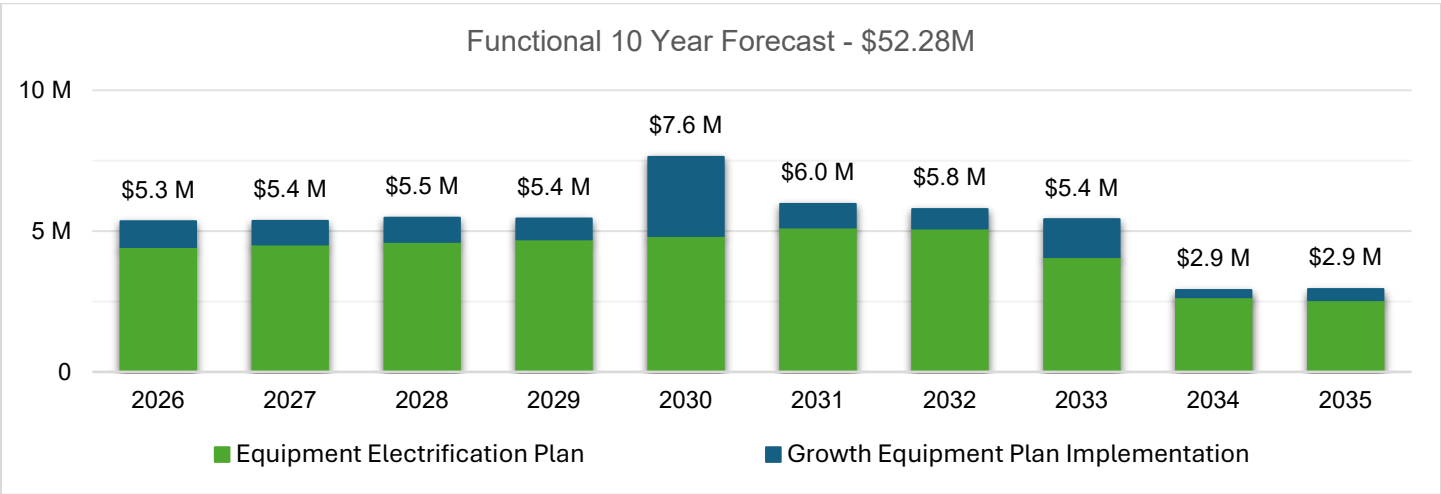


FUNCTIONAL - LEVEL OF SERVICE

The functional customer value focuses on ensuring assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community. This drives long-term network adaptation and system expansion to sustain service level objectives identified through development charges study, master plans, service plans, and climate action plans.

Unlike reliability, which focuses on maintaining existing equipment, this investment enables Equipment to adapt to future needs, including service growth, evolving program requirements, legislative and safety expectations, and sustainability objectives helping ensure municipal equipment remains fit-for-purpose over time.

The chart below represents the projected investment required to support the Functional level of service for Equipment over the next decade based on growth and program initiatives identified in the 2026 capital forecast. The \$52.28 million is focused on strategic initiatives such as equipment growth, equipment electrification, technology modernization, and adaptation to evolving service and climate policy needs to ensure the Equipment portfolio continues to support changing operational requirements.



Note: A Development Charges study is currently underway and expected to be completed in early 2027, which may change the above 10-year forecast needs.

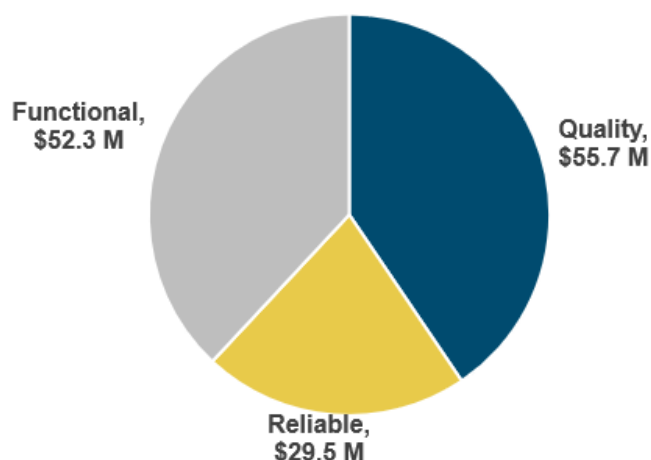
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$137.4 million over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$55.7 million, \$29.5 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$52.3 million to support Functional related needs over the 10-year period.

The Town of Oakville's equipment portfolio supports all Town services, making proactive maintenance critical to ensuring these assets remain safe, reliable, and available to meet ongoing operational needs.

The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table.

10-Year Forecast (\$137.4M)



Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$5.38	\$5.31	\$7.13	\$4.88	\$4.29	\$4.58	\$2.43	\$8.18	\$6.64	\$6.88	\$55.70
Equipment Renewal Program	5.38	5.31	7.13	4.88	4.29	4.58	2.43	8.18	6.64	6.88	55.70
Reliable	\$2.68	\$2.76	\$2.83	\$2.84	\$2.90	\$2.96	\$3.04	\$3.09	\$3.15	\$3.22	\$29.45
Equipment Maintenance Program	2.68	2.76	2.83	2.84	2.90	2.96	3.04	3.09	3.15	3.22	29.45
Functional	\$5.35	\$5.36	\$5.47	\$5.45	\$7.64	\$5.97	\$5.78	\$5.42	\$2.90	\$2.94	\$52.28
Equipment Electrification Plan	4.44	4.53	4.62	4.71	4.83	5.13	5.10	4.08	2.65	2.55	42.61
Growth Equipment Plan Implementation	0.91	0.84	0.86	0.74	2.81	0.84	0.69	1.34	0.26	0.39	9.67
Grand Total	\$13.40	\$13.43	\$15.43	\$13.16	\$14.82	\$13.51	\$11.25	\$16.69	\$12.70	\$13.04	\$137.44



CHAPTER 9

INFORMATION TECHNOLOGY (IT)

- ❖ Hardware – Laptop, Server, Printer, Network Equipment, etc.
- ❖ Software - Applications
- ❖ Security & Communication Equipment – Camera, Fibre Optics, Radio Tower



Recreation & culture



Report a problem



Parking & enforcement



Planning & building



Licences



Property records and tax



Job opportunities



Noise exemption & signs



Bids & tenders



Private tree removal


Driveway Snow Window
Clearing


Patio permits



Fire services

STATE OF INFRASTRUCTURE

The above illustrates that selecting services are available through the Town's website, enabling residents to access information, submit service requests, and complete transactions online.

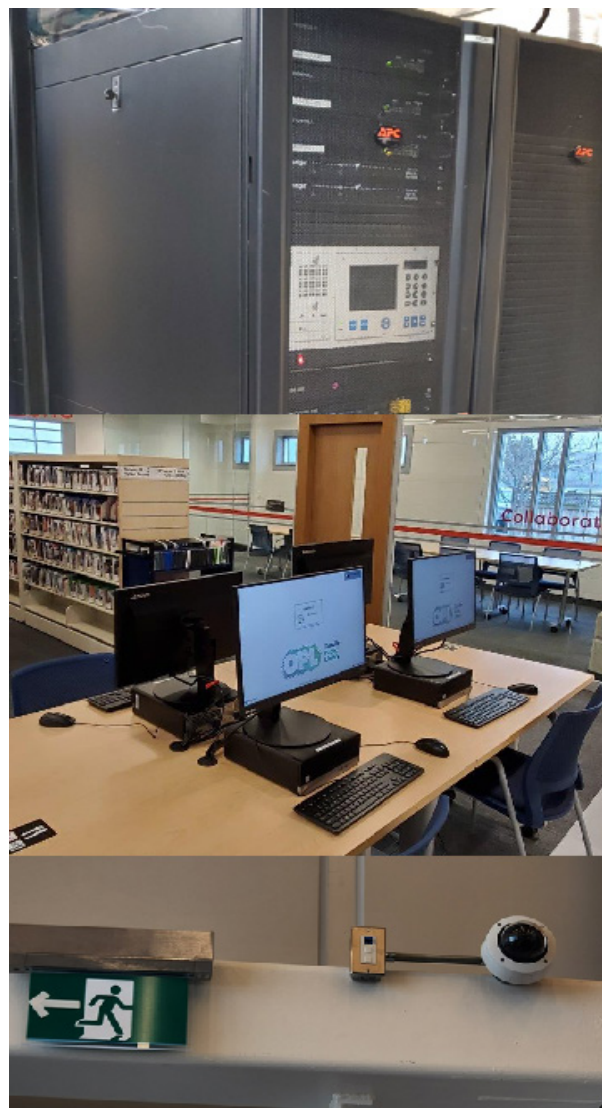
Information technology assets are critical to the Town of Oakville because they enable the secure, reliable, and effective delivery of municipal services across the organization. These assets support day-to-day operations, facilitate access to information, strengthen communication and coordination, and enable data-informed decision-making. Core technology infrastructure, including hardware, software, and security and communications systems, underpins essential business processes, service delivery, financial management, public engagement, and emergency response capabilities. Collectively, these assets form a foundational component of modern municipal operations and support organizational resilience, operational efficiency, regulatory compliance, and the Town's ability to meet evolving service expectations.

AT A GLANCE (2025)

The estimated current replacement value (CRV) of the Information Technology (IT) assets is approximately \$50 million.

Software has been excluded from age and stage-of-life analysis because corporate policy requires software to be maintained at the current version. In general, hardware has an average useful life of 7 years and an average age of 8 years. Security and communication equipment has an average useful life of 17 years and an average age of 10 years.

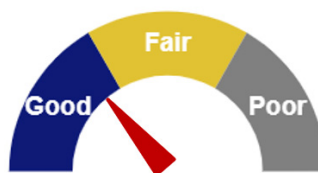
Overall, IT assets are primarily in Good or Fair condition. This indicates that the Town is currently well positioned to manage long-term renewal proactively; however, targeted investment will be required to preserve asset conditions and avoid the gradual accumulation of future renewal pressures.



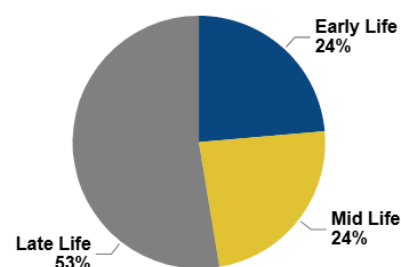
Current Replacement Cost

\$50.4M

Overall Condition



Age



Asset Category	CRV	% Total	Quantity	UofM	Avg. Useful Life	Avg. Age
Hardware	26M	52.0%	303	POOL	7	8
Software	18M	36.0%	81	EA	5	11
Security & Communication Equipment	6M	12.0%	56	EA	17	10
Total	50M	100%			10	9

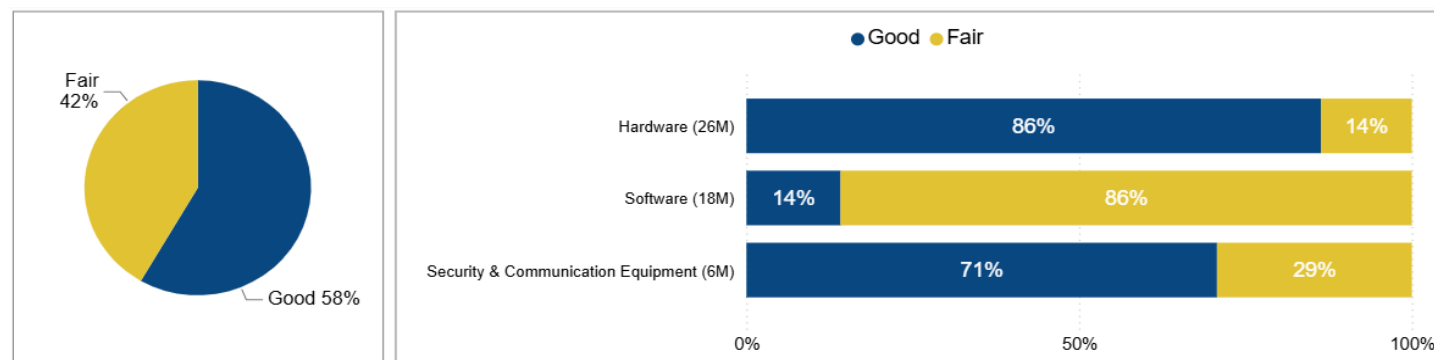
The asset registry is intended to support strategic asset management by summarizing IT assets at a portfolio level, while the detailed list below is maintained by ITS and contains more specific records required for operational oversight, troubleshooting, and lifecycle tracking. Together, they serve complementary but distinct purposes.

IT Endpoint Asset Lifecycle			Network Hardware Asset Lifecycle		
Category	Lifecycle (Yrs)	In Service	Category	Lifecycle (Yrs)	In Service
Laptops & Tablets	4	1197	Wired	10	321
Desktops (Communal)	4	432	Wired (Traffic)	12	112
Smart Phones	3	1011	Wireless	10	365
Printers (Communal)	5	179			

Server & Storage Hardware Asset Lifecycle			Application Asset Lifecycle	
Category	Lifecycle (Yrs)	In Service	Category	Active
Server Hardware	5	33	Business Application	100
Storage Hardware	10	8	Integration/Middleware	31
			Public Forms	42
			Staff Forms	35
			Oracle databases	4

CONDITION

IT asset condition is assessed using lifecycle-based criteria, including asset age, expected useful life, and remaining service life where direct condition data is unavailable.



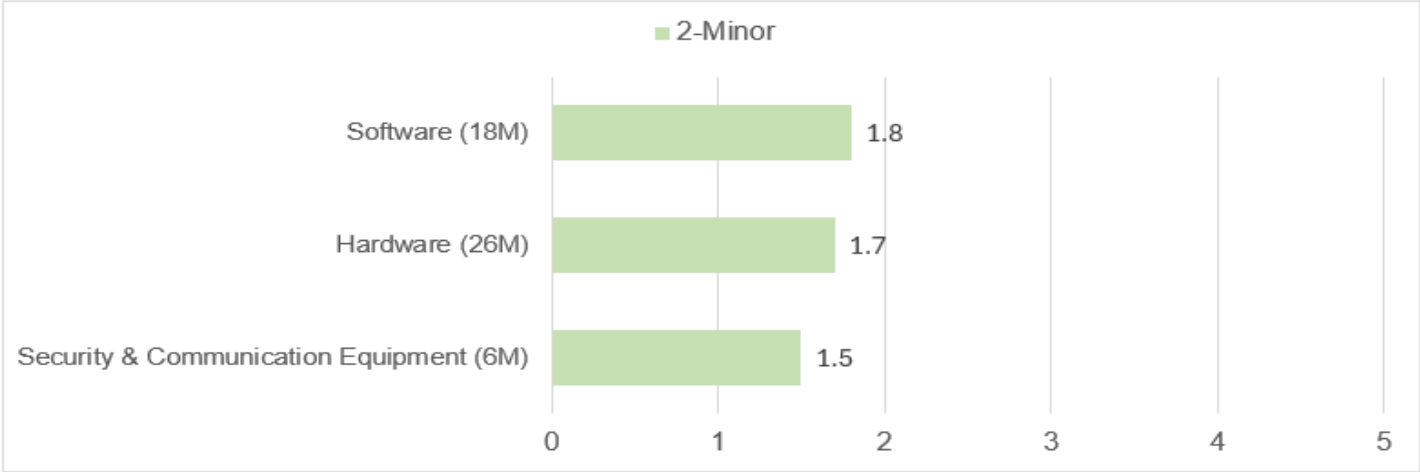
The condition template below provides an example of how asset condition ratings are grouped into categories such as Good, Fair, and Poor to support consistent assessment and renewal planning.

Condition – Information Technology

CIRC Rating	Very Good	Good	Fair	Poor	Very Poor
Letter Grade	A	B	C	D	F
Value	100 - 80	79 - 70	69 - 60	59 - 50	49 - 0
Life Remaining	100 - 76	75 - 51	50 - 26	25 - 0	NA
Good			Fair		Poor

CRITICALITY

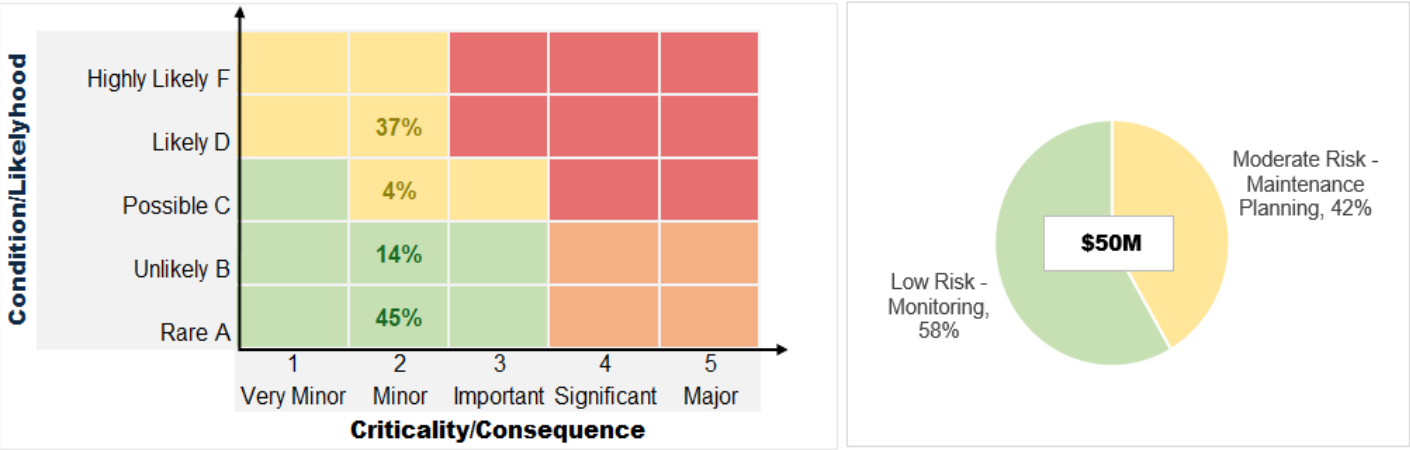
Based on the Town’s scoring system for assessing asset criticality—that is, the quantified consequence of failure—the Criticality Score ranges from 1 to 5 for each assessed asset category, where 1 represents very minor criticality and 5 represents major criticality.



In general, Information Technology assets have an overall minor criticality rating, with an average score of 1.7.

RISK

Based on the Town’s Asset Lifecycle Continuum of Asset Risk Strategies, the overall risk profile of the Information Technology assets is summarized below by CRV.



* Percentages have been rounded to the nearest whole numbers. differences of +/- 1% may present.

The figure shows that 42% of assets are classified as Moderate Risk and scheduled for maintenance, while the remaining 58% are classified as Low Risk and scheduled for monitoring. Because IT assets have a consistently minor criticality rating, the level of risk and associated lifecycle activities are driven primarily by asset age and the pace of technological change.

LEVEL OF SERVICE

The Information Technology Level of Service (LOS) Framework aligns corporate objectives with service delivery requirements and asset lifecycle management. The framework is structured around three customer value categories—Quality, Reliability, and Functionality. These value categories inform decision-making related to IT asset conditions, operational performance, and long-term service planning, helping ensure that investments and maintenance activities support the Town’s strategic priorities and community service expectations.

CORPORATE LEVEL OF SERVICE

Organizational Objective / Vision	Customer Expectation	Service Commitment
A vibrant and livable community for all.	Access to appropriate systems and information wherever and whenever required.	Provide reliable, relevant, and secure information technology.

QUALITATIVE LEVEL OF SERVICE

	Customer Level of Service (CLOS) To manage the conditions of the IT Assets in accordance with standards and business needs.	Risk: • Security vulnerabilities • Financial waste and overspending • Reduced service quality and user productivity
	Technical Level of Service (TLOS) Age – Achieve full useful life	
	Customer Level of Service (CLOS) To maintain optimal functionality, security, and availability of IT assets.	Risk: • System downtime and service disruption • Data loss or corruption • Poor user and customer experience
	Customer Level of Service (CLOS) To implement suitable technological solutions to ensure it meets business requirements.	Risk: • Misalignment between IT and business goals • Integration failures and data silos • Security and compliance gaps

LIFECYCLE MANAGEMENT

Asset management programs are designed to maintain established service levels for IT assets over time. The programs described below demonstrate how the Town translates service objectives into practical lifecycle actions, including asset renewal, ongoing maintenance, growth planning, and enhancements that support secure, reliable, and functional technology services.

Customer Value	Program
Quality	Hardware Renewal Program This program aims to oversee the hardware lifecycle, e.g. endpoint devices, servers, network, and security appliances, to guarantee continuous access. Asset selection for the program is based on obsolescence and end of life criteria.
	New Hardware Program The aim of this is to ensure that information management systems (software and hardware) run seamlessly and efficiently.
Reliable	Cybersecurity Program The program ensures the confidentiality, integrity, and availability of our information systems and data through comprehensive risk management, robust security policies, and continuous monitoring.
	Software Upgrade Program The program aims to ensure that software is up to date and meets the functionality requirement.
Functional	Program Development and Growth IT Program Implementation The aim of the program is to provide application infrastructure enhancements for lifecycle management of IT hardware and modernization of network/telecom.

LEVEL OF SERVICE METRICS

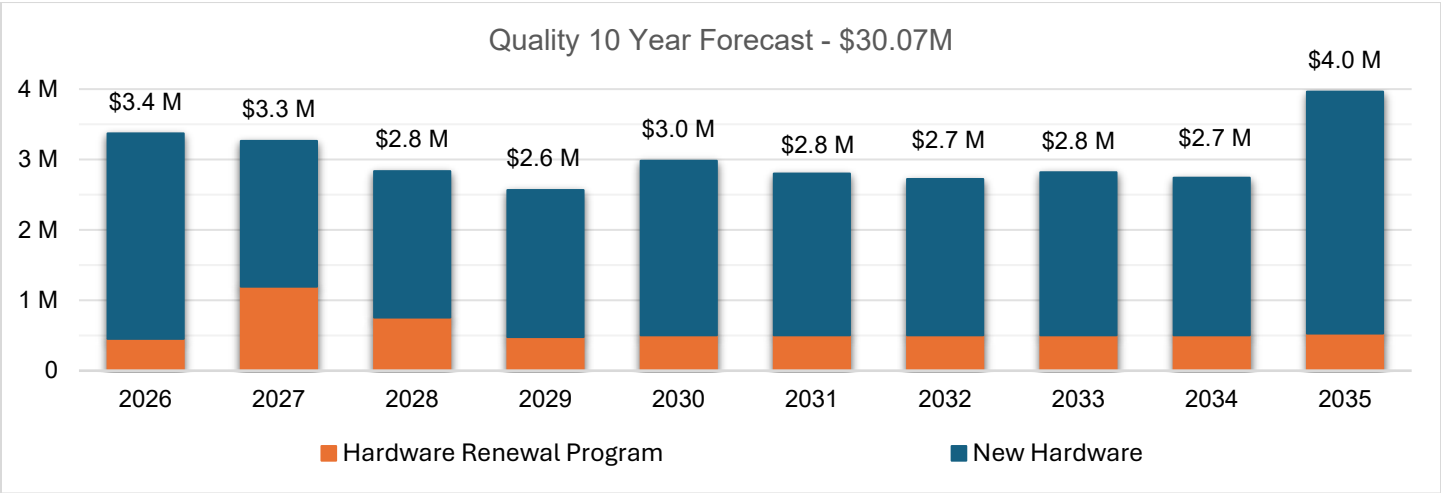
To quantify customer service objectives, a set of LOS metrics has been established based on the customer service values of Quality, Reliability, and Functionality. These metrics, along with current performance, are summarized below.

Customer Value	Related Asset Category	Performance		
		2023	2024	2025
Quality	Percentage of hardware compliant with the standard lifespan			
	Laptops & Tablets	NA	95%	80%
	Desktops (Communal)	NA	89%	41%
	Smart Phones	NA	83%	65%
	Printers (Communal)	NA	100%	100%
	Network Hardware Wired	NA	NA	93%
	Network Hardware Wired (Traffic)	NA	NA	80%
	Network Hardware Wireless	NA	NA	100%
	Percentage of applications that are life cycle compliant			
	Business Application	NA	NA	84%
	Integration/Middleware	NA	NA	81%
	Public Forms	NA	NA	24%
	Staff Forms	NA	NA	92%
	Oracle databases	NA	NA	100%
Reliable	Percentage of ITS calls acknowledged and assigned within 24-hour timeframe.			
	All IT assets	68%	58%	
	Average number of help desk tickets per year per town employee with log-in rights.			
	All IT assets	5.3	5.8	3.7
	Percentage of the budget allocated to IT to accommodate the growth of the town's population.			
	All IT assets	5%	5%	5%

QUALITY - LEVEL OF SERVICE

The below quality forecast based on end-of-life (EOL) replacement considers asset age, expected useful life, vendor EOL/EOS dates to estimate when Information Technology assets will no longer meet required operational, security, or performance standards. It supports proactive lifecycle planning by identifying periods where asset quality is expected to decline and where reinvestment will be required to sustain acceptable service levels across the IT portfolio. This enables the organization to anticipate renewal requirements and align replacement activity with defined service level expectations, ensuring continuity of performance, availability, and security across critical systems.

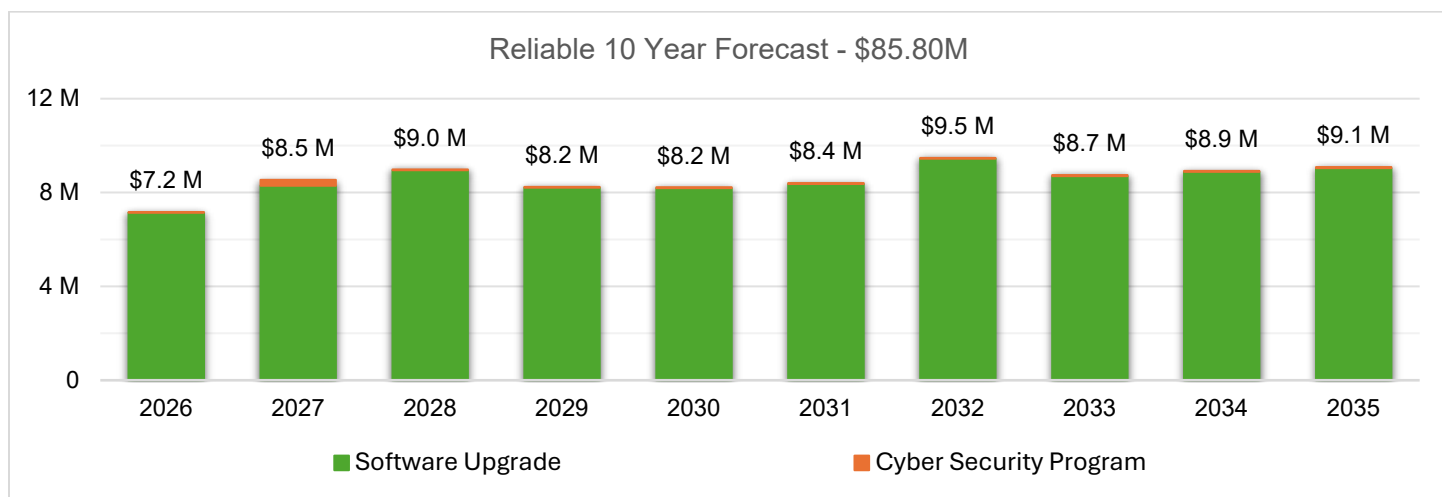
From an asset management perspective, the 10-year forecast indicates a total reinvestment requirement of approximately \$30 million to address asset obsolescence, maintain service continuity, and mitigate the risks associated with an increasing proportion of end-of-life or near end-of-life assets. The forecast aligned with asset lifecycle timelines and evolving technology standards, ensuring that assets approaching end-of-life are prioritized for timely replacement or upgrade to maintain service performance and minimize operational risk. In this way, the quality forecast functions as a planning tool to align with technology standards and security standards.



RELIABLE - LEVEL OF SERVICE

A 10-year forecast was prepared using the 2026 - 2029 operating budget and incorporating inflationary increases for the remaining seven years. Forecasted operating impacts to service growth identified across the 10-year period have also been included

The chart below illustrates the \$85.8 million projected investment required over the 10-year period to support Reliable IT infrastructure. The forecast has been developed for Information Technology assets based on maintenance requirements, asset health, service criticality, security and compliance obligations, and anticipated demand across the IT environment. It reflects the ongoing operational maintenance activities required to sustain IT assets, including system updates and patching, firmware and software upgrades, hardware servicing and replacement, monitoring and performance tuning, and lifecycle remediation activities. These investments are intended to ensure IT assets remain secure, reliable, and fit-for-purpose over the 10-year planning horizon.

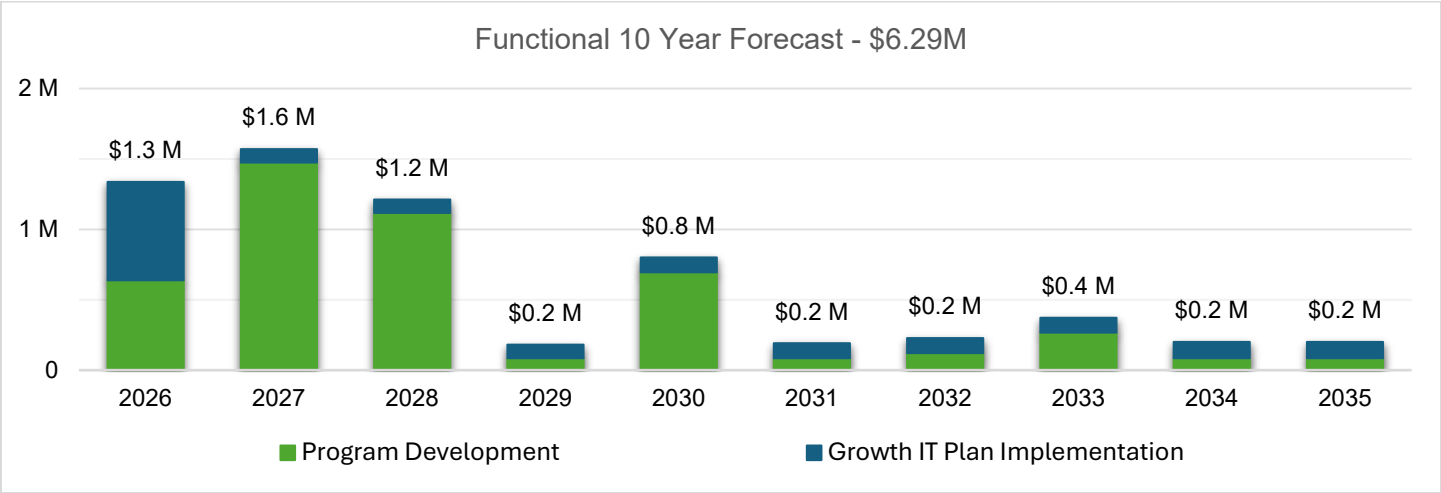


FUNCTIONAL - LEVEL OF SERVICE

The chart below illustrates the \$6.3 million investment requires to support Functional IT infrastructure needs. It has been developed to support application infrastructure enhancements, lifecycle management of IT hardware, and the modernization of network and telecommunications systems. It reflects anticipated service demand, growth in digital service requirements, security and compliance obligations, and planned expansion of corporate IT capabilities.

Over the 10-year planning horizon, these considerations inform the Town’s broader lifecycle investment strategy for Information Technology assets, ensuring infrastructure remains current, scalable, and resilient. Expenditure priorities are focused on sustaining reliable service delivery, enabling modernization, improving system performance and connectivity, and supporting long-term value through a secure and future-ready IT environment.

Program Development includes initiatives that ensure software and hardware meet the current industry standard to ensure corporate systems, hardware and digital services continue to perform and meet any cybersecurity standards. Examples include enterprise system upgrades (JD Edwards), cloud and SaaS (Software as a Service) transitions and cybersecurity improvements, and business application enhancements (Service Oakville), parking systems, and ongoing online service improvements.



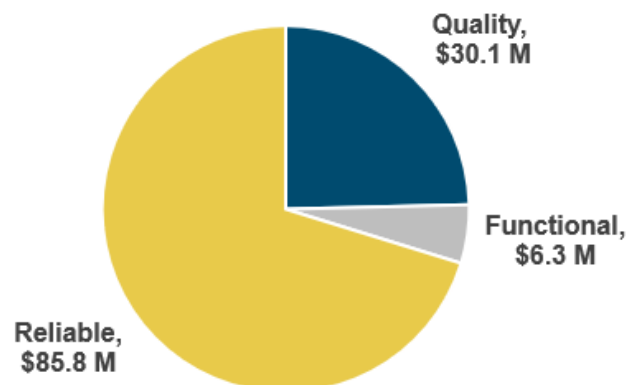
LIFECYCLE EXPENDITURE 10-YEAR FORECAST

In summary, the overall total expenditure to support the CAMP requires a total investment of \$122.2 million over the 10-year period. Quality-related investment for timely asset replacement and rehabilitation totals \$30.1 million, \$85.8 million is required for Reliable activities for ongoing maintenance, repairs, and inspections and \$6.3 million to support Functional related needs. The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table.

Oakville's Information Technology environment is well positioned to support long-term service delivery; however, maintaining this position will require sustained, risk-informed investment to ensure system reliability, strengthen cybersecurity, support organizational growth, and meet evolving service expectations.

The 10-year lifecycle expenditure forecast is highlighted below by the pie chart and table

10-Year Forecast (\$122.16M)



Program (\$ Million)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Quality	\$3.37	\$3.26	\$2.83	\$2.57	\$2.98	\$2.80	\$2.72	\$2.82	\$2.74	\$3.96	\$30.07
Hardware Renewal Program	0.45	1.19	0.75	0.48	0.50	0.50	0.50	0.50	0.50	0.53	5.92
New Hardware	2.92	2.07	2.08	2.09	2.48	2.30	2.22	2.31	2.24	3.44	24.14
Reliable	\$7.16	\$8.54	\$8.99	\$8.24	\$8.23	\$8.41	\$9.48	\$8.74	\$8.92	\$9.09	\$85.80
Software Upgrade	7.14	8.29	8.95	8.21	8.19	8.37	9.44	8.70	8.88	9.04	85.21
Cyber Security Program	0.02	0.25	0.03	0.03	0.04	0.04	0.04	0.04	0.04	0.05	0.59
Functional	\$1.34	\$1.57	\$1.21	\$0.18	\$0.80	\$0.19	\$0.23	\$0.37	\$0.20	\$0.20	\$6.29
Program Development	0.64	1.47	1.12	0.09	0.69	0.09	0.12	0.27	0.09	0.09	4.65
Growth IT Plan Implementation	0.70	0.10	0.10	0.10	0.11	0.11	0.11	0.11	0.12	0.12	1.64
Grand Total	\$11.87	\$13.38	\$13.03	\$10.99	\$12.01	\$11.40	\$12.43	\$11.93	\$11.87	\$13.25	\$122.16