



2026 Corporate Asset Management Plan

Executive Summary

2026 Corporate Asset Management Plan/*Executive Summary*

Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

Background

Located along the scenic shores of Lake Ontario, the Town of Oakville is a vibrant and well-established community within the Greater Toronto Area (GTA). Since its founding in 1857, Oakville has grown into one of Ontario's most desirable places to live and work, offering a unique blend of heritage, natural beauty, and modern amenities.

Oakville's appeal is rooted in its:

- Rich cultural and historical heritage, celebrated by residents and visitors alike
- Thriving residential neighborhoods and dynamic business districts
- High-quality educational institutions and a full-service acute care hospital
- Extensive parks, trails, and recreational facilities
- Strategic location with convenient access to major highways (QEW, 403, 407) and GO Transit
- Charming downtown shopping areas and vibrant cultural centers
- Proximity to Lake Ontario and a variety of outdoor leisure opportunities





Executive Summary

Introduction

Situated on the shores of Lake Ontario, the Town of Oakville (Town or Oakville) is a growing community that has a **vision to be a vibrant and livable community for all**. Oakville is committed to delivering exceptional services and maintaining the infrastructure that supports its high quality of life. The Town owns and manages physical assets such as roads, bridges, traffic signals, buses, stormwater, administrative and recreation buildings, and a fleet of vehicles that together total over **\$4.9 billion** in current value (2025).

The 2026 Corporate Asset Management Plan (CAMP) is the Town's roadmap for looking after the assets it owns. It explains what assets the Town owns, what condition they are in today, and what level of service residents can expect from them. It also sets out the activities 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. This document summarizes the town's approach to ensure asset performance is maintained to meet service objectives for the towns asset portfolio, the funds required to pay for the work, and the long-term financial outlook.



Roadway
Network



Active
Transportation
Network



Transit



Fire and
Emergency
Management



Parks &
Outdoor
Leisure



Storm Water
Management



Natural Space



Recreation /
Culture /
Library



Asset management involves balancing levels of service, associated cost, and risk. The goal is to deliver proposed levels of service at the best possible cost over an asset's lifecycle within an acceptable level of risk. The need to achieve this balance informed the updated corporate Strategic Asset Management Policy, which was reviewed and approved in 2021 and appears on the Town's web site. The policy supports and guides the organization to develop a coordinated approach to the management of municipal assets by establishing good stewardship practices.



Development of the 2026 CAMP

The 2026 CAMP was developed through various workshops and inputs on asset performance, management activities, risk, and criticality, with participation from subject matter experts across the organization.

Infrastructure renewal and replacement activities were forecasted using predictive modelling software to provide a long-term (25-year) outlook on the Town's asset management needs. The 30-year Rainwater Management plan provides the basis of the Stormwater infrastructure renewal and improvement needs.

Expected population growth drives the scale of future infrastructure needed to maintain services as the Town grows and as demand for services evolves. Recent updates to the various Town Master plans, Growth Planning studies,



and Service Delivery Plans form the basis of the CAMP's future infrastructure needs to support growth and changes in service demand.

This Corporate Asset Management Plan summarizes:

- The assets the Town relies on to support service to the community
- The current state and levels of service to be provided by these assets
- The assets that will be needed in the future to continue to support services
- The activities needed to sustain assets throughout their lifecycles at the best possible cost and an acceptable level of risk
- The funds needed for these activities and the financing options available to the municipality

The CAMP document consists of several sections, meeting the requirements as outlined in the Ontario Regulation 588/17 AM Planning for Municipal Infrastructure including:

1. The Executive Summary
2. Asset Management Principles Overview
3. Financial Assessment and Outlook
4. Individual Chapters for each Asset Category:
 - Road Network,
 - Park Network,
 - Stormwater Network,
 - Facilities,
 - Licensed Fleet,
 - Equipment and
 - Information Technology

State of Infrastructure

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.

The Town owns assets with a total replacement value of approximately **\$4.9 billion** (2025 dollars). The CAMP identifies that the Town's assets are overall in **GOOD to FAIR** condition, with over **90 percent** of the Town's assets

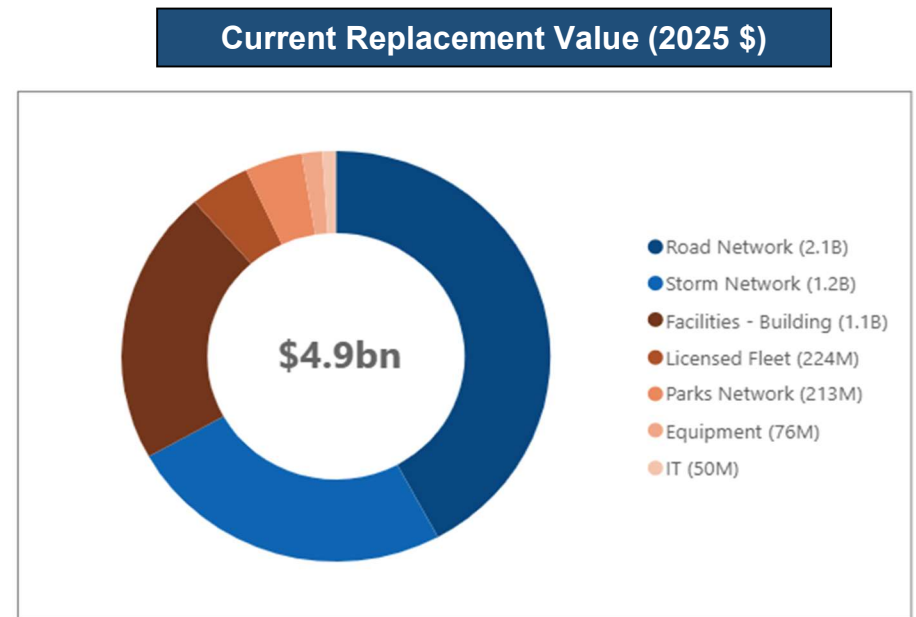


in fair or better condition.

2026 Corporate Asset Management Plan/*Executive Summary*

Current Replacement Value (CRV 2025 \$)

The **Current Replacement Value** figure below shows the Town's assets replacement value by 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%** of total CRV.

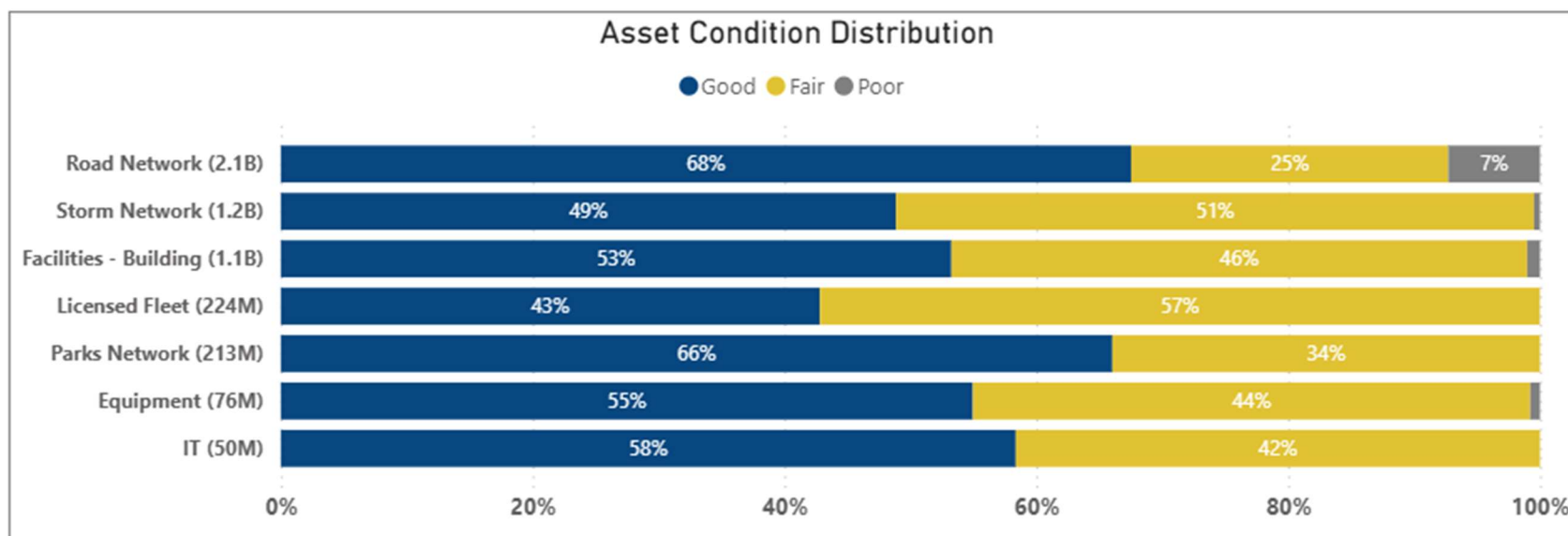


Condition

Understanding current asset condition is essential for assessing performance, planning lifecycle activities, and scheduling renewals. The **Condition States – Bridges** figure shown on the right, is an example of the condition grading. The **Asset Condition Distribution** figure below shows the condition breakdown by major asset category. In general, the assets are **90% in Good to Fair** condition. Note that condition scores are weighted by the value of the assets.

Condition States - Bridges

Very Good	Good	Fair	Poor	Very Poor
A	B	C	D	F
Good		Fair		Poor
				



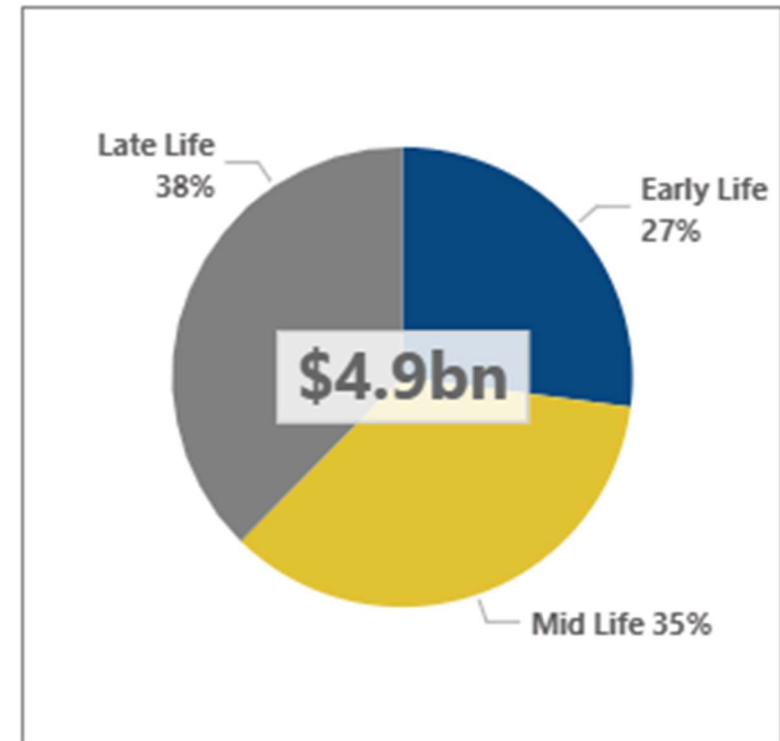
Stage of Life

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

Stage of life is calculated as the ratio of the current age to the 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 **Stage of Life** figure presents the stage of life of the assets summarized by CRV. In general, **62%** of the assets are in Early and Mid life and **38%** are in Late life. Note that an asset in Late Stage of life is not necessarily an indication of poor condition, as many factors other than age can impact the condition of an asset; such robust maintenance and repair programs that extend an assets life, alternately, higher than anticipated usage can shorten an assets life.

Stage of Life



Infrastructure Risk Assessment

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. Assessing risks involves evaluating both the Likelihood of Failure and the Consequence of Failure.

- **Likelihood of Failure (LoF)** - Physical condition or percentage of remaining life are common indicators of LoF for an asset. The Town utilizes a rating from 1 to 5 based on condition score of an asset to determine LoF. As an asset progresses through its life cycle the likelihood of failure would increase.
- **Consequence of Failure (CoF)** - The Town has developed a scoring system to quantify the CoF based on a set of three (3) main factors: Replacement Effort, Service Delivery Impact, and Compliance Impact. Assets that require more effort and time to replace or have a higher degree of service impact and would have a higher score.

These factors are combined into an overall risk score that help determine asset criticality and identify appropriate risk mitigation measures.

Level of Service

The Town's **Level of Service (LOS)** framework is in alignment with the **ISO 55000 standard for Asset Management** and serves as the strategic bridge translating the Town's corporate vision "**To be a vibrant and livable community for all**" into everyday technical and operational reality.

Service statements describe the objectives the Town is striving to achieve and **qualitatively** describe what customers will experience. **Performance indicators** are used to **quantify** what the customer can expect and how services will be delivered and the associated cost to provide that level of performance.

The **Level of Service Framework** figure demonstrates the Town's service delivery approach in which the customer values of quality, reliable, and functional forms the basis for assessing performance, cost, and needs. 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.

This framework utilizes three key customer values—**Quality**, **Reliable**, and **Functional**—and maps them directly to

specific infrastructure activities and their corresponding budget categories.



- **Quality LOS** - ensures assets remain in a **state of good repair** 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**.

- **Reliable LOS** – 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 LOS** – 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 town.

Level of Service - Quality

To determine the "Quality" customer value, this asset management strategy utilizes predictive modelling software

Assets renewed in a timely manner to ensure state of good repair

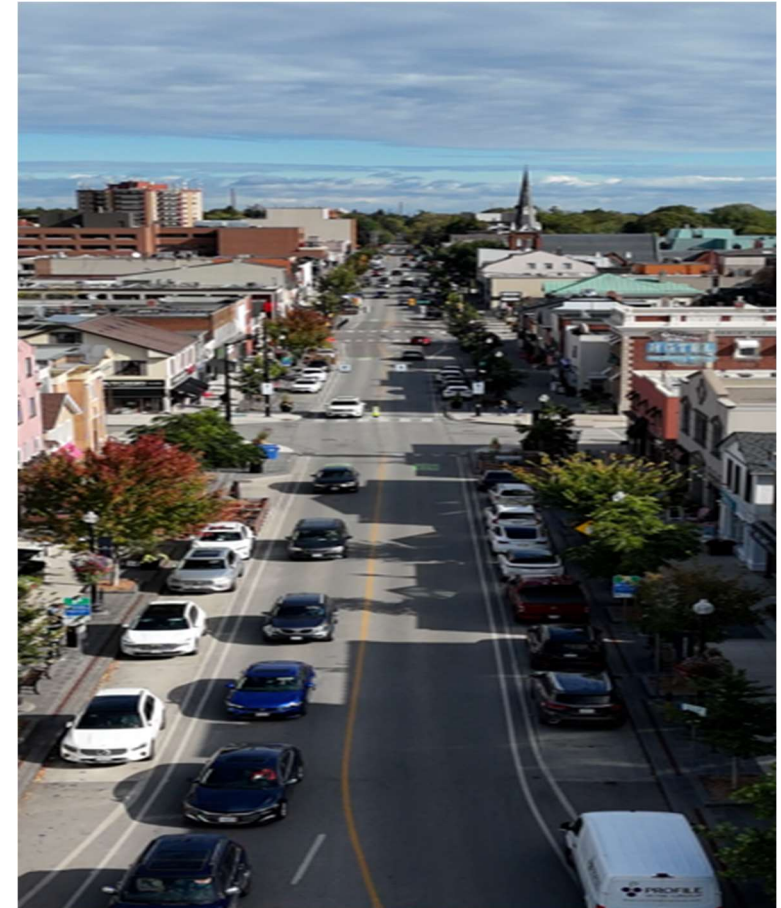


that takes an asset's age and current condition to forecast long-term life-cycle renewal, mid-life interventions and replacement needs over a 25-year horizon. A 25-year horizon provides a clearer renewal picture due to the

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 CAMP, two scenarios were considered:

- A. **Unlimited Funding Scenario:** This Scenario reflects the full renewal need based on an asset's forecasted end of service-life using predicted deterioration, without funding constraints.
- B. **Optimal Scenario:** This represents a balanced renewal approach in which capital investments are maximized using asset criticality to prioritize the most important asset needs. Also, asset reinvestment renewal rates are compared to ensuring they fall

within a reasonable range compared to the useful life of the asset.



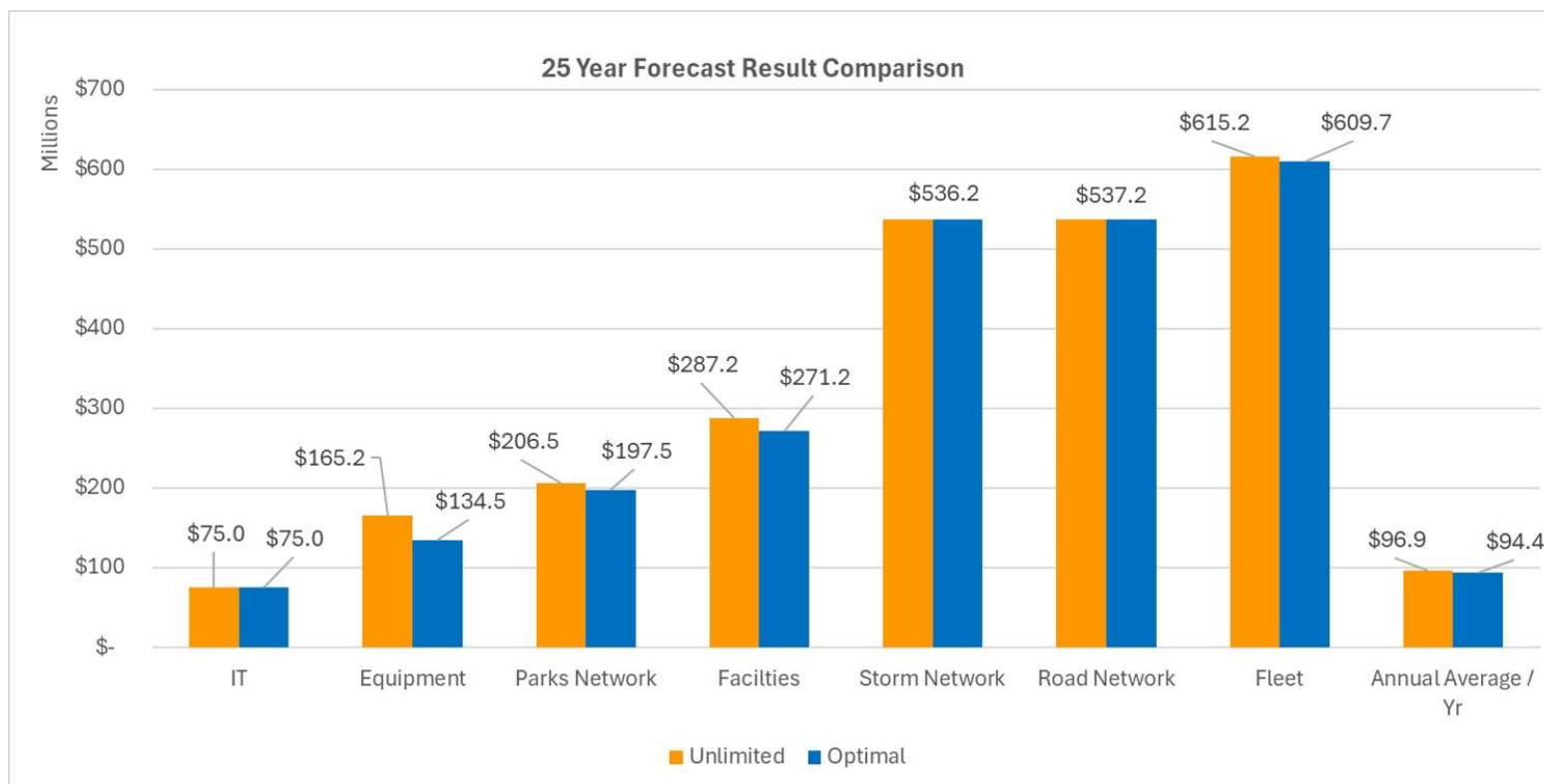
An asset renewal reinvestment rate tells an organization if they are investing enough money to maintain the health of the infrastructure compared to its expected lifespan.

i.e. An asset with a useful life of 100 years - the target reinvestment would be a 1% of the current asset value.

Comparing Quality Scenarios

The scenarios were analyzed to assess the overall impact on asset reinvestment renewal rates (how quickly we are renewing our assets), the forecasted condition, and total funding needs over 25-year period. The Unlimited Funding Scenario utilized forecasted service-life deterioration without any other modeling or financial constraints. This was used as a baseline to compare asset condition results and funding requirements under an “unconstrained” situation.

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.

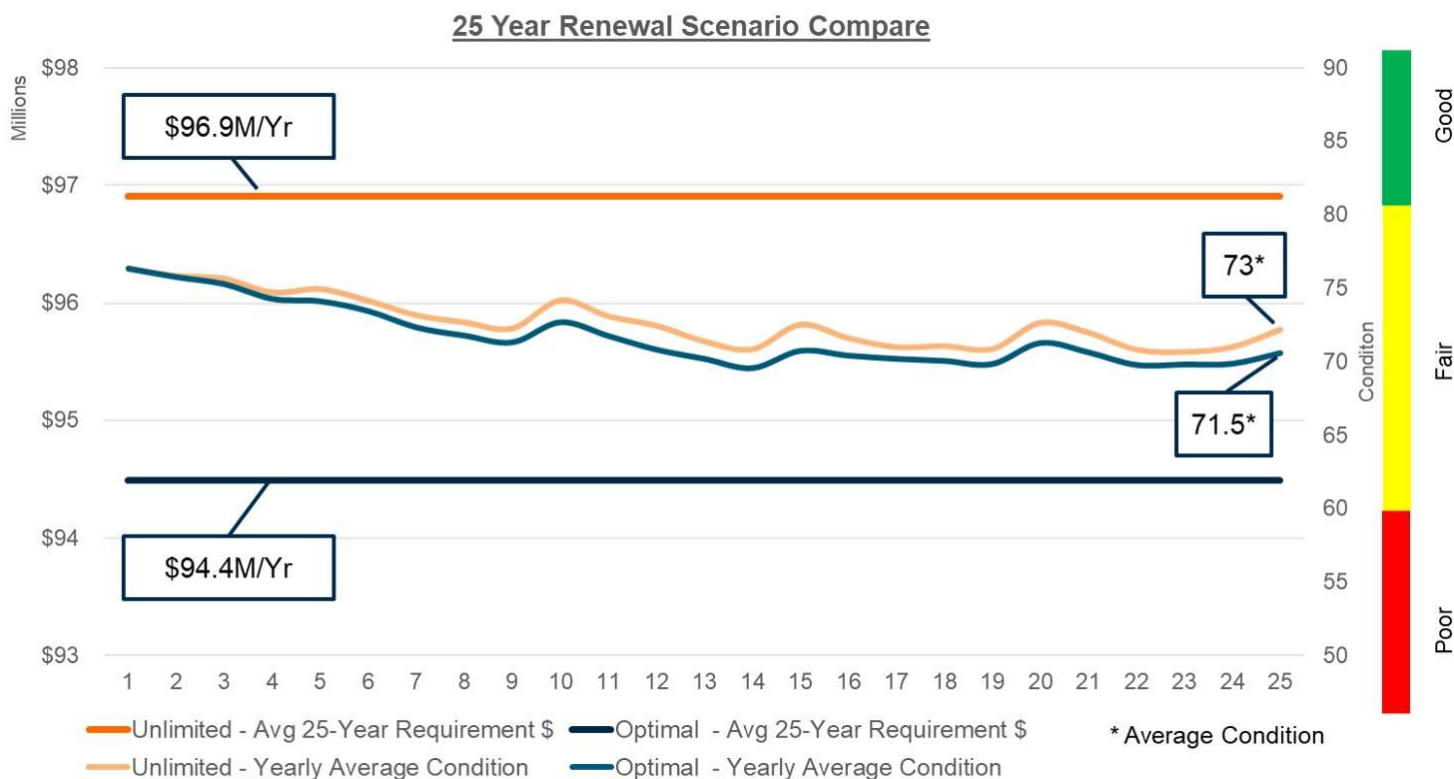


This reduced annual investment has only a modest impact on condition outcomes. As shown in **the 25 Year Renewal Scenario Compare chart**, The **"Unlimited"** scenario results in an average annual requirement of **\$96.9 million** per year with a projected condition score of 73 at the end of the 25-year period.

The **"Optimal"** scenario demonstrates that the average annual requirement can be reduced to **\$94.4 million** per year with only a slight decrease in overall condition score to 71.5

which is **1.5 less** when compared to the **Unlimited Funding Scenario**.

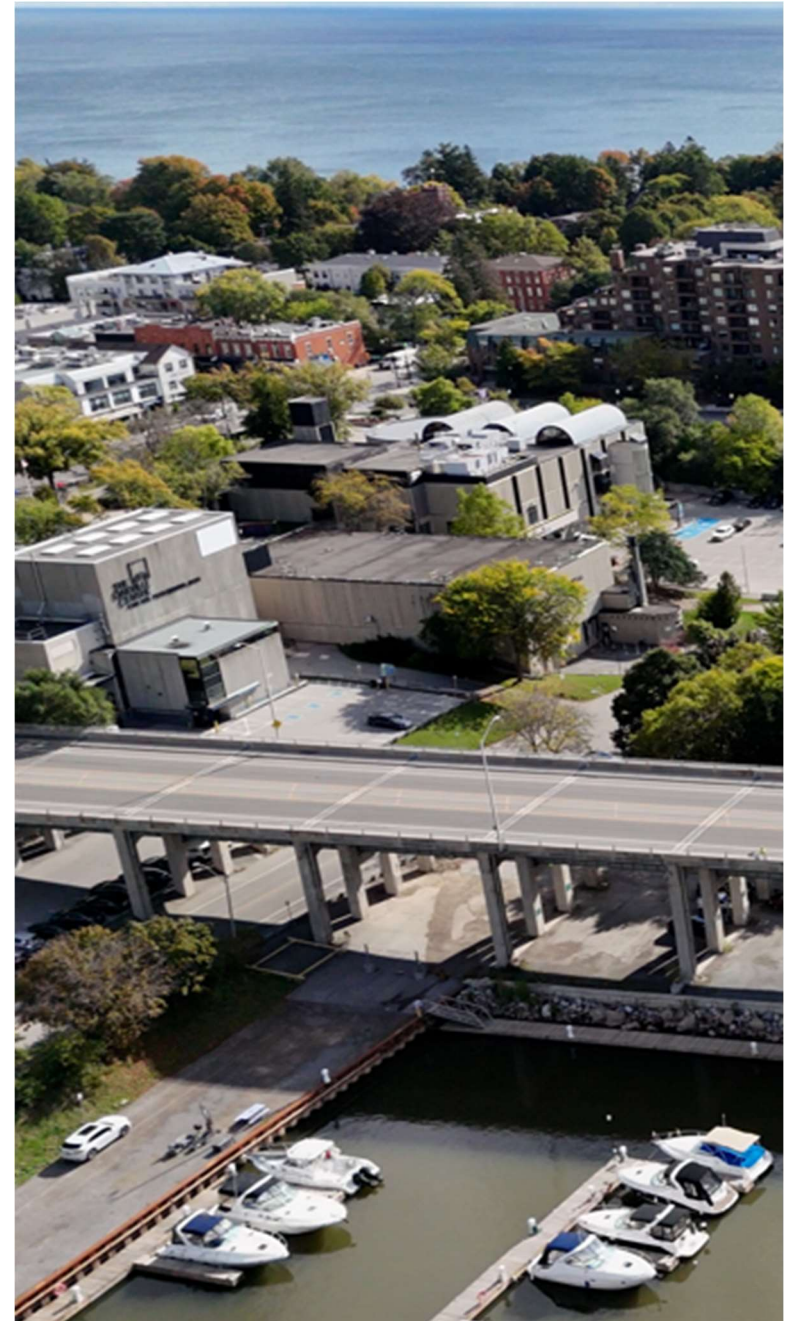
Over the 25-year forecast period, the **Optimal Scenario** delivers a financially sustainable renewal strategy while maintaining overall asset condition at an acceptable level as overall asset portfolio remains in **Fair to Good condition** throughout the 25-year period.



The Optimal Scenario B is Recommended

The Optimal Scenario achieves a strong balance between affordability, risk, and long-term asset performance and is the recommended level of service as 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%.



The **Renewal Summary** figure outlines the 10-year and 25-year renewal expenditure needs across seven primary asset groups. Over the **10-year forecast a total of \$827 million, averaging \$82.7 million per year** is required, which is similar to the 2026 forecast. The longer-term 25-year forecast modeled in the Optimal scenario indicates that a total of **\$2.36 billion (\$94.4 million annually)** will be required to maintain an average condition rating of **87% of assets in Good/Fair over the 25-year horizon** in line with

best practice guidelines. Reinvestment rates are also maintained in line with an asset categories typical useful life. This 25-year outlook 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).

Understanding that the **average annual investment will increase by \$11.7million** allows the town to begin financial planning sooner.

Renewal Summary	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.				

Level of Service - Reliable

To maintain the "Reliable" customer value, the service departments employ day-to-day operations activities,

Assets are maintained and repaired to ensure assets are operational



preventative maintenance, and routine inspection programs to ensure operational continuity and minimize service disruptions. This strategy considers that the higher an asset's criticality, the greater the need for built-in redundancy and strict continuity management to safeguard the

community against service interruptions. 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.

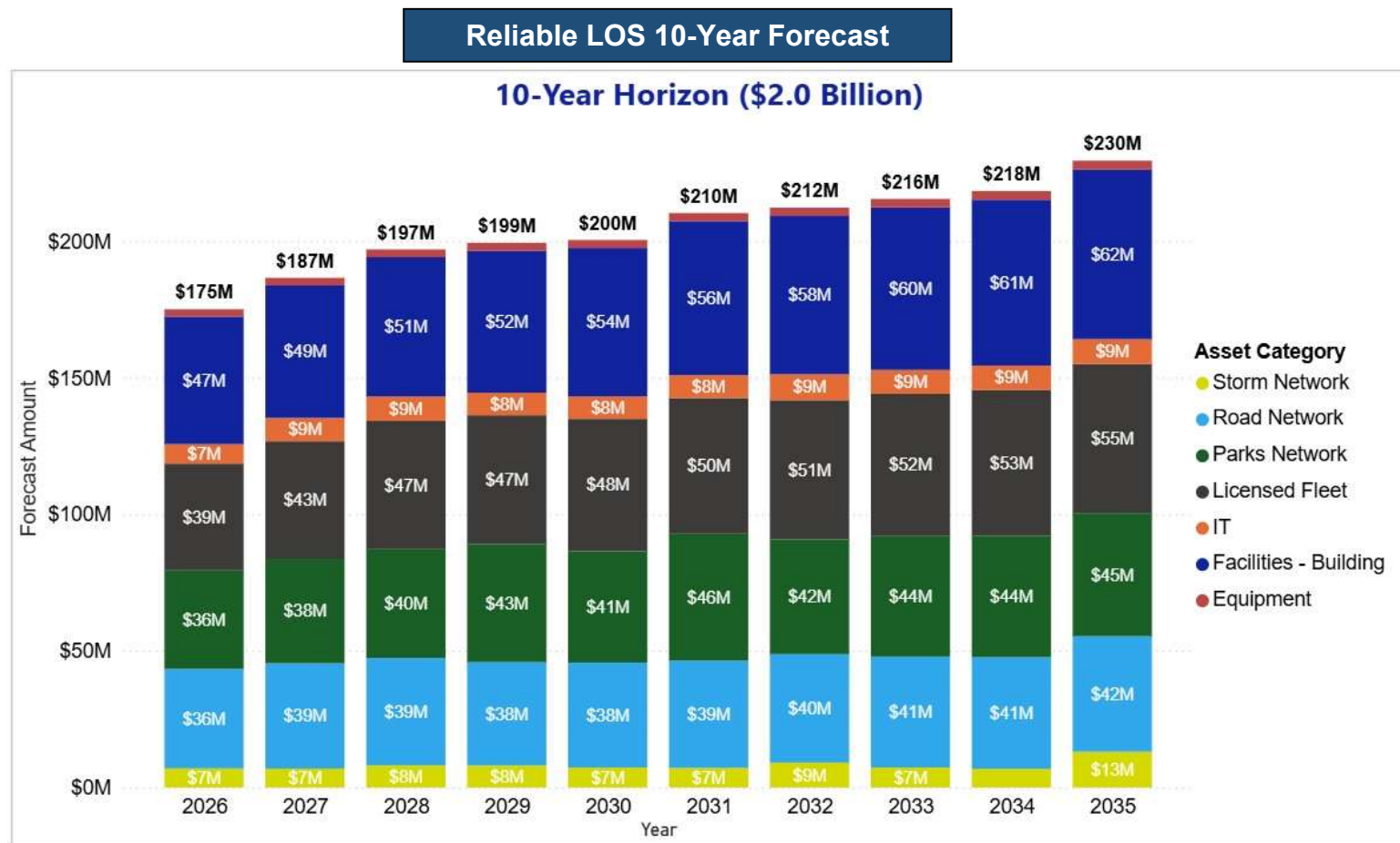
Key Objectives:

- **Maintenance:** Operational and preventative maintenance activities are scheduled and performed, ensuring that all assets are actively serviced and in accordance with legislative requirements, warranty standards, and established maintenance practices.
- **Inspection Programs:** Establishes inspection programs and condition assessment across asset categories to proactively detect defects and maintain 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:** Corrective repairs and preventative interventions are carefully balanced so that unexpected system failures are minimized, and infrastructure remains fully operational without major disruptions. Various measures are used to monitor reliability performance such as the percentage of unplanned maintenance vs. schedule maintenance.

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.

This reflects the forecasted Operating Impacts from the Town's Growth Capital program, operating expenses to support new developments and anticipates general inflation costs for existing expenses.

The annual funding requirement trends up progressively over the decade, rising from **\$175 million** in 2026 to **\$230 million** by 2035.



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

Level of Service – Functional

The "Functional" customer value focuses on ensuring

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



assets have sufficient capacity, efficiency, and suitability to meet the evolving needs of the community. This drives long-term network adaptation and system expansion through initiatives such as growth

programs, master planning, service plans, and building climate change resilience.

Key Objectives:

- **Strategic and Growth-Driven:** Ensures infrastructure is expanded at the right scale and capacity to support population growth, guided by growth plan reviews, master plans, and development charge studies.
- **Community Capacity and Suitability:** Supports infrastructure improvements that respond to changing community needs and legislative requirements,

informed by service reviews and operational efficiency assessments.

- **Environmental Sustainability:** Identifies infrastructure investments needed to address environmental challenges, including climate change adaptation, resilience, and long-term sustainability.
- **Service Delivery Capacity:** Various factors are considered when understanding the Town's ability to address changes in population and service delivery needs. Tracking infrastructure per capita—such as kilometers of road or hectares of parkland—helps ensure the network expands in step with population growth. Non-growth initiatives are monitored on a recurring basis to ensure the effectiveness of programs identified in Master Plans and Studies.

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. Types of projects include:

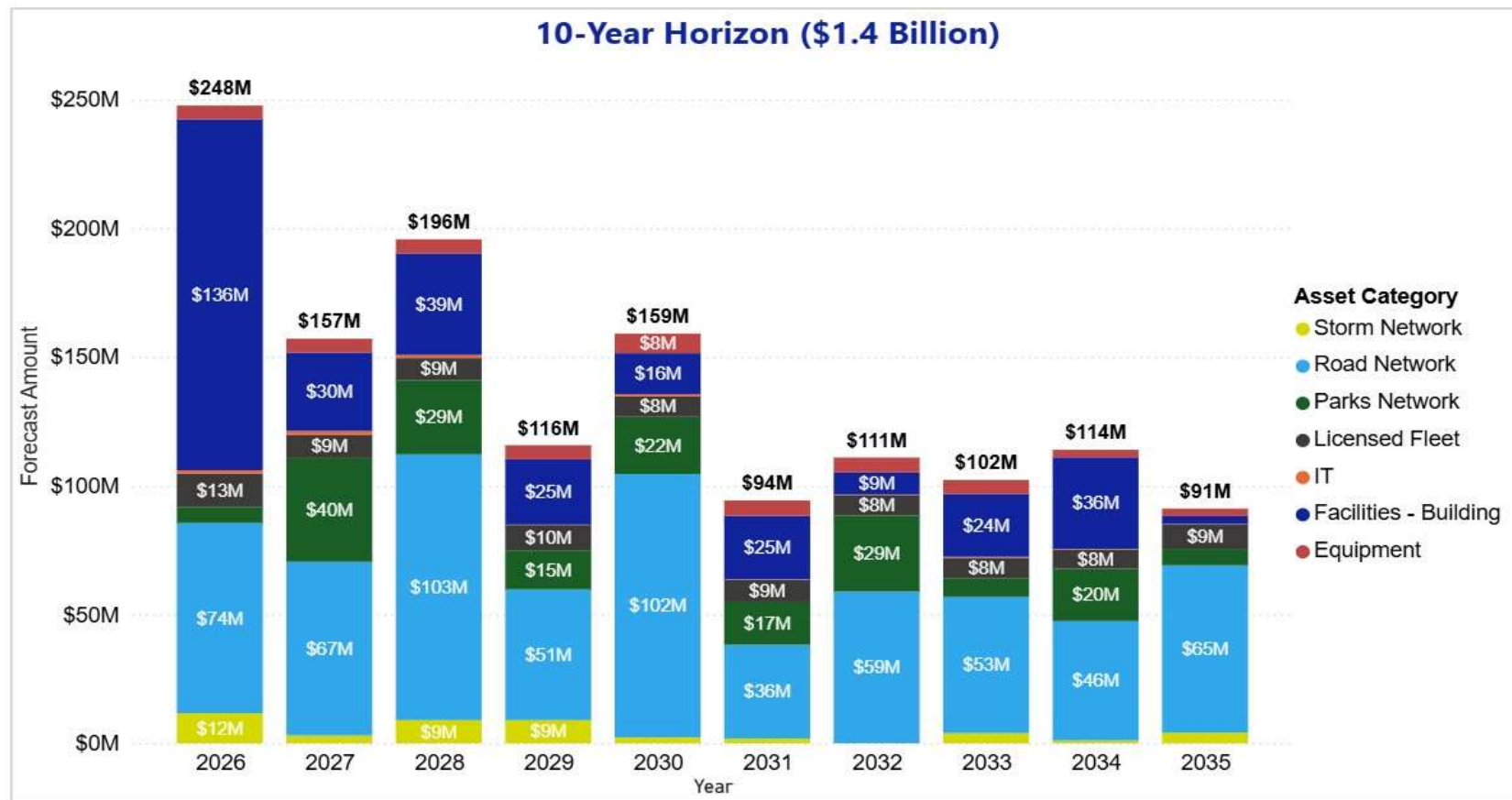
- Stormwater Flood Mitigation Upgrades
- Road Widening & New Multi-use Paths
- New Facilities and Facility Renovations

- Bronte and Kerr Streetscape Improvements
- New Parks and Trails

Standards and Downtown Revitalization and Streetscape Improvements.

It is important to note that while many priorities have been included in the Functional forecast, there are other studies currently underway that have yet to be included, such as the Transportation Master Plan, Sustainable Facility Design

Functional LOS 10 Year Forecast



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

2026 Corporate Asset Management Plan/*Executive Summary*

Overall Expenditure Forecast

One of the core objectives of the CAMP is to evaluate current affordability of the infrastructure service objectives and investment needs to ensure long-term financial sustainability. The purpose of the CAMP is to set out the asset management activities and required investment to achieve Quality, Reliable and Functional infrastructure needs/objectives of the town. To be effective, asset management plans need to be integrated with financial planning and the budget process to develop the financing strategies to ensure long-term sustainability of the plan.

In summary, under the **Optimal scenario**, Quality-related investment for timely asset replacement and rehabilitation averages **\$82.7 million** annually over the 10-year period. Because many assets have long service lives (50–80 years), the CAMP also includes a 25-year forecast to provide a longer-term view of renewal needs which is estimated to grow to **\$94.4 million** per year.

To maintain existing service levels, the Town requires average annual operating investments of **\$204.6 million** for Reliable activities, including ongoing maintenance, repairs, and inspections and **\$138.7 million** on average over the next 10 years to support Functional related needs to support growth system upgrades and service improvements.

The overall total expenditure to support the CAMP requires an average annual investment of **\$425.8 million** over the 10-year period. The 25-year projected annual investment for Quality renewal needs is expected to require an increase investment of approximately **\$11.7 million** per year.

EXPENDITURE FORECASTS		
Average Annual Investments Needs	10-Years	25-Years*
Functional (Growth)	\$138.7M	
Reliable (Operating)	\$204.6 M	
Quality (Renewal) Optimal Scenario	\$82.7 M	\$94.4 M
Total Annual Average	\$425.8 M	

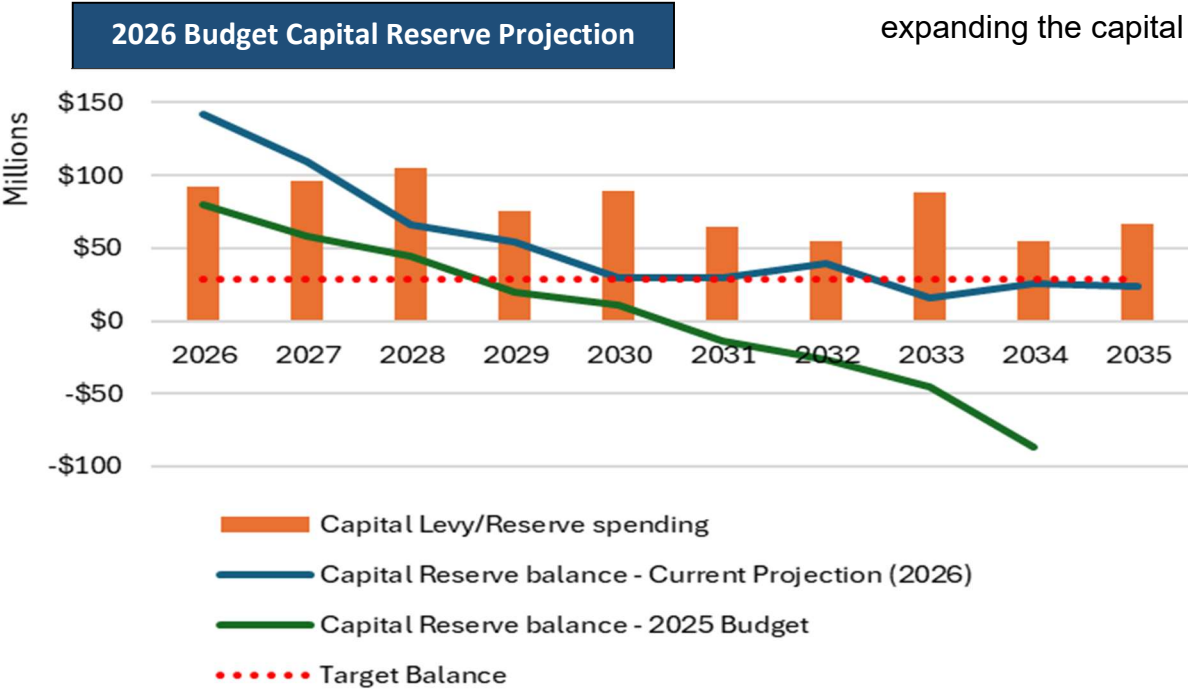
*Note: 25-year forecasts are not available for Functional and Reliable LOS.

CAMP Financial Evaluation

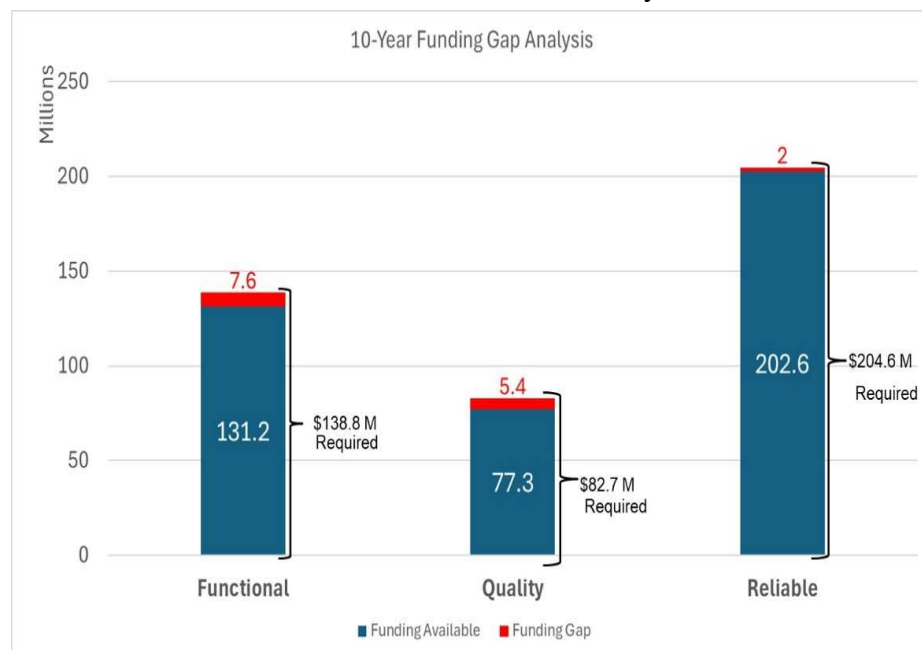
There are various key financial health indicators that can be used to assess affordability. One factor is understanding the current health of town reserves, projected balances and capacity to fund future capital investment needs. Based on the financial plan in the **2026 Budget and Forecast**, the Town expected to have sufficient funding over the 10-year planning horizon to support the \$428.8 million identified in the **CAMP 10-year forecast**. As illustrated in the graph, based on projected funds available reserve balances are

expected to remain positive over the 10-year period (blue line), therefore no funding shortfall has been identified in accordance with Asset Management Regulation requirements. The improvement to the financial outlook between the 2025 Budget (green line) and the 2026 Budget is the direct result of proactive strategies implemented in recent years to address infrastructure needs. Key measures include introducing a new **Stormwater Fee**, which effectively freed up existing reserves for alternative capital priorities, leveraging debt capacity for major milestone projects like the Central Library, increasing transfers to asset-specific reserves to address funding gaps, and expanding the capital reserve through one-time revenues

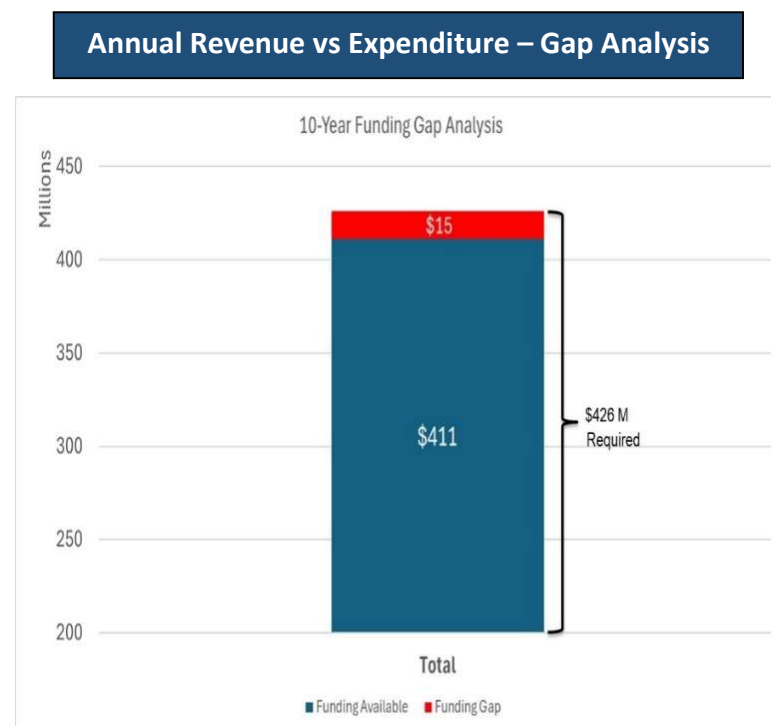
including operating surpluses, and reallocations from reserves above target levels. However, it should be noted that the forecasted capital expenditures (orange bars) regularly exceed the reserve contributions which contributes to the declining balance over time.



Another key financial health indicator is to **compare incoming revenue to outgoing expenditures** (i.e. income vs spending). While reserve balances are currently healthy, the long-term financial forecast indicates that the current level of spending is unsustainable over the extended forecast period, as **annual capital expenditures consistently exceed incoming reserve contributions**. This structural deficit creates the steady draw-down on reserve balances to decrease over time below recommended target balances. Analysis was completed to compare annual capital revenue from various sources (based on the 2026 budget) to the annual capital investment identified in the CAMP for Functional, Quality and Reliable.



As identified in the **Annual Revenue vs. Expenditure - Gap Analysis** figures, there is an **average annual revenue imbalance or gap of \$15 million**, resulting in a \$150 million drawdown on reserves over the 10-year period. This structural deficit is expected to be further exacerbated over the 25-year period as the forecasted investment for Quality renewal needs increase; it is estimated that the annual shortfall for the Quality category is expected to increase from \$5.4 million to \$11.3 million over the longer-term horizon.



While the Town has **maintained healthy reserve balances** and expects to **have sufficient funding available** to support lifecycle activities identified over the 10-year horizon, the financial analysis illustrates that **the longer-term outlook is less sustainable**. This imbalance of annual capital expenditure needs vs. annual capital revenue contributions is not sustainable over the longer-term forecast and, if not addressed, will drive the depletion of the capital reserve over the long-term, creating a funding shortfall.

It will be imperative that the Town continue to develop financial strategies to address the \$15 million annual gap, including:

- continued annual capital levy increases,
- increasing asset specific reserve contributions in alignment with spending needs,
- leveraging available debt capacity for major projects
- leveraging federal and provincial funding programs
- monitoring infrastructure age and condition performance trends and adjusting renewal requirements.

It should be noted that the Development Charges study is currently underway, which will assess the affordability and
2026 Corporate Asset Management Plan/*Executive Summary*

financial resources needed to support growth driven capital needs. Therefore, 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 funded from the Stormwater fee. The gap would have been \$12 million higher; however, due to the recently approved dedicated Stormwater Fee, a funding strategy is in place to fully support Stormwater state of good repair and enhancements identified.

EXPENDITURE FORECASTS	
Average Annual Investments Need	10-Years
Functional (Growth)	\$138.7 M
Reliable (Operating)	\$204.6 M
Quality (Renewal)	\$82.7 M
Total Average Annual Expenditure	\$425.8 M
REVENUE FORECAST	
Average Annual Revenue	\$411.0 M
Annual Revenue Gap	\$15 M

Summary

The Town's infrastructure supports a wide range of services to residents, businesses, and visitors. This infrastructure serves as the critical foundation in achieving the Town's Vision: **To be a vibrant and livable community for all.**

The **2026 Corporate Asset Management Plan (CAMP)** provides information on the asset inventory, condition, age and outlines how the Town of Oakville will manage and fund levels of service for the **\$4.9 billion** of the Town's infrastructure assets.

The plan indicates that Oakville's infrastructure is generally in strong condition, with **over 90% of assets rated fair or better**. The Town's asset management approach is organized around three service objectives—**Quality, Reliable, and Functional**—to guide renewal, maintenance, and future growth investments.

Financially, the Town has sufficient funding in reserves to support identified asset lifecycle activities over the **10-year planning horizon**. However, the long-term outlook shows that annual expenditures are expected to exceed annual

reserve contributions, creating pressure on long-term financial sustainability.

Current funding and expenditure practices will need to continue to be evaluated to sustain service levels over the long term as assets age, growth continues, and replacement costs increase. The approach to managing sustainability will be three-fold:

1. Strengthen long-term financial planning to address the projected funding shortfall through reserve contributions, levy strategies, debt capacity, and external funding opportunities.
2. Regularly update demand, growth, and lifecycle assumptions to keep forecasts aligned with changing realities.
3. Monitor performance indicators for quality, reliability, and functionality to ensure future investment decisions remain evidence based.

Overall, the 2026 CAMP supports compliance with **Ontario Regulation 588/17** and provides a long-term framework for maintaining service levels, managing risk, and planning future infrastructure needs.