

STRATEGIC CAPITAL PLANNING FRAMEWORK FOR OAK BAY

Presentation to Council



BRIEF CONTEXT ON ASSET MANAGEMENT APPROACH

- In 2016, the 30-Year Renewal Opus Report identified a preliminary \$35M estimate for high-priority renewal needs, highlighting the importance of advancing a consistent asset management program.
- Over the past decade, the District has steadily strengthened its asset management capacity, despite challenges such as the pandemic, supported by added Engineering, Finance, and Public Works staff and ongoing Council engagement.
- Today, field issues are captured through spreadsheets and reports, supported by increased staff capacity and break history tracking, improving the completeness and reliability of asset data for decision-making.

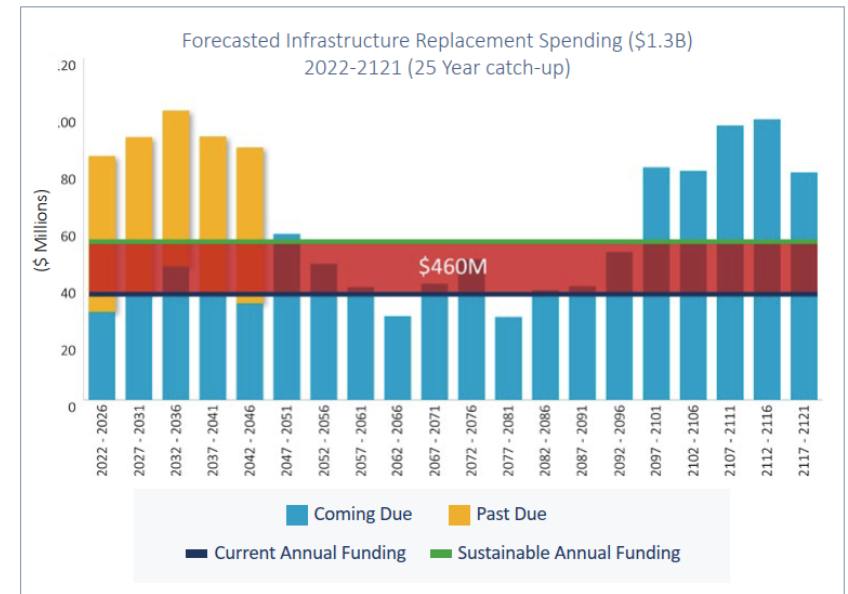
ASSESS, PLAN, AND IMPLEMENT

- Each asset class continuously cycles through Assess-Plan-Implement
- This approach enables the District to:
 - Translate asset data into actionable, transparent five-year capital plans.
 - Align project timing, scope, and investment with service levels, risk, and lifecycle costs within the 20-year financial plan.
 - Apply a consistent, organization-wide framework for risk and needs assessment.
 - Support evidence-based decisions that balance short-term delivery with long-term resilience and financial stewardship.]



SUSTAINABLE INFRASTRUCTURE REPLACEMENT PROGRAM

- Quantified Oak Bay's infrastructure deficit and established baseline replacement costs and long-term funding targets.
- Found that roads, pipes, and civic assets are aging faster than they're being renewed, with significant under-investment in core systems.
- Long-term renewal costs exceed current funding, meaning future needs will outpace capacity – a common challenge among municipalities that underscores the importance of a deliberate, strategic response.



CAPITAL PLAN FRAMEWORK

REVIEW AND SUMMARY AGAINST OBJECTIVES

Key elements of success include:

- **Prioritization:** Even as needs grow, maintaining a clear process helps direct limited resources where they make the greatest difference for residents and services.
- **Integration:** This framework turns long-term financial and asset strategies into real, deliverable projects that can be approved, sequenced, and tracked.
- **Consistency:** Capital planning never truly stops — it is a continuous cycle of assessing, planning, and implementing, with each step building on the last.
- **Alignment with best practices:** Following asset management principles ensures decisions today strengthen infrastructure reliability and fiscal sustainability tomorrow.
- **Communication and celebration:** The attribute dashboard is a way to document and share progress, bringing visibility to the steady, long-term work of stewardship.



PRIORITIZE PROJECTS WITHIN EACH ASSET CLASS

GUIDING PRINCIPLES

Project prioritization balances near-term renewal needs with long-term financial capacity and lifecycle targets, using senior leadership judgment and a set of criteria to assess urgency and readiness:

- **Consequence of Failure / Risk and Reliability:** *Would failure of this asset cause major service, safety, or financial impacts?*
- **Asset Condition and Lifecycle Timing:** *Is this asset at or near the end of its service life, or can it safely be deferred?*
- **Service and Community Benefit:** *Does this project advance essential service levels or Council priorities?*
- **Cost and Funding Readiness:** *Is the design, scope, and financing ready to proceed now, and does it fit within long-term financial capacity?*
- **Coordination and Delivery Efficiency:** *Can this project be bundled or delivered efficiently with other work?*
- **Organizational Capacity:** *Do we have the staff and contractor capacity to deliver this project now?*

PRIORITIZE PROJECTS WITHIN EACH ASSET CLASS

CATEGORIES: URGENCY AND READINESS

Priority Level	Timeframe	Description
Highest Priority	1–2 years	Projects addressing assets with high potential consequence of failure, critical for service continuity or public safety. Assets may be at or near end of service life; funding/design largely in place for timely delivery.
High Priority	2–5 years	Projects that reduce significant service or safety risks, address aging assets, or support key Council priorities. Some preparatory work may still be needed, but delivery is realistic within five years.
Emerging Priority	4–10 years	Projects supporting anticipated future service needs or enhancements, with moderate risk or consequence. Assets in fair condition; additional planning, design, or funding needed before implementation.
Deferral	Likely >10 years	Projects where assets are in good condition, risk/consequence of failure is low, or preparatory work is minimal; near-term delivery is less urgent.

GROUPING PRIORITY PROJECTS

As the capital planning process matures, focus areas can be identified to:

- Link technical renewal work with community goals.
- Balance immediate and preparatory projects to build Oak Bay's delivery capacity while advancing long-term infrastructure and service objectives.
- Help senior leadership balance projects across focus areas, ensuring the proposed five-year plan aligns with Council priorities and remains consistent with the 20-year financial framework.

Focus Area	Link to Council Priorities	HOUSING	LIVABILITY	TRANSPORTATION	CLIMATE CHANGE & ENVIRONMENT	ACCESSIBILITY DIVERSITY & INCLUSION	TRUTH & RECONCILIATION
Reliable Core Infrastructure	Maintain and renew aging systems to protect service continuity and financial stability		x				
Climate-Ready Systems	Upgrade infrastructure to reduce climate risks				x		
Safe and Accessible Mobility	Improve corridors for all users			x		x	
Welcoming Public Spaces	Renew and enhance civic buildings, parks, and community amenities		x			x	
Service Capacity for Growth	Prepare infrastructure to support projected housing and population growth	x					

COUNCIL'S ROLE

Infrastructure and services leadership

Council guides progress on livability, climate action, housing, and mobility by setting direction for how Oak Bay invests in and manages core infrastructure, including roads, water, drainage, wastewater, facilities, parks, and fleet.

Setting clear priorities

Council articulates Oak Bay's vision for a vibrant, safe, and connected community that protects its natural setting, supports diversity and inclusion, and adapts for the future.

Governance and accountability

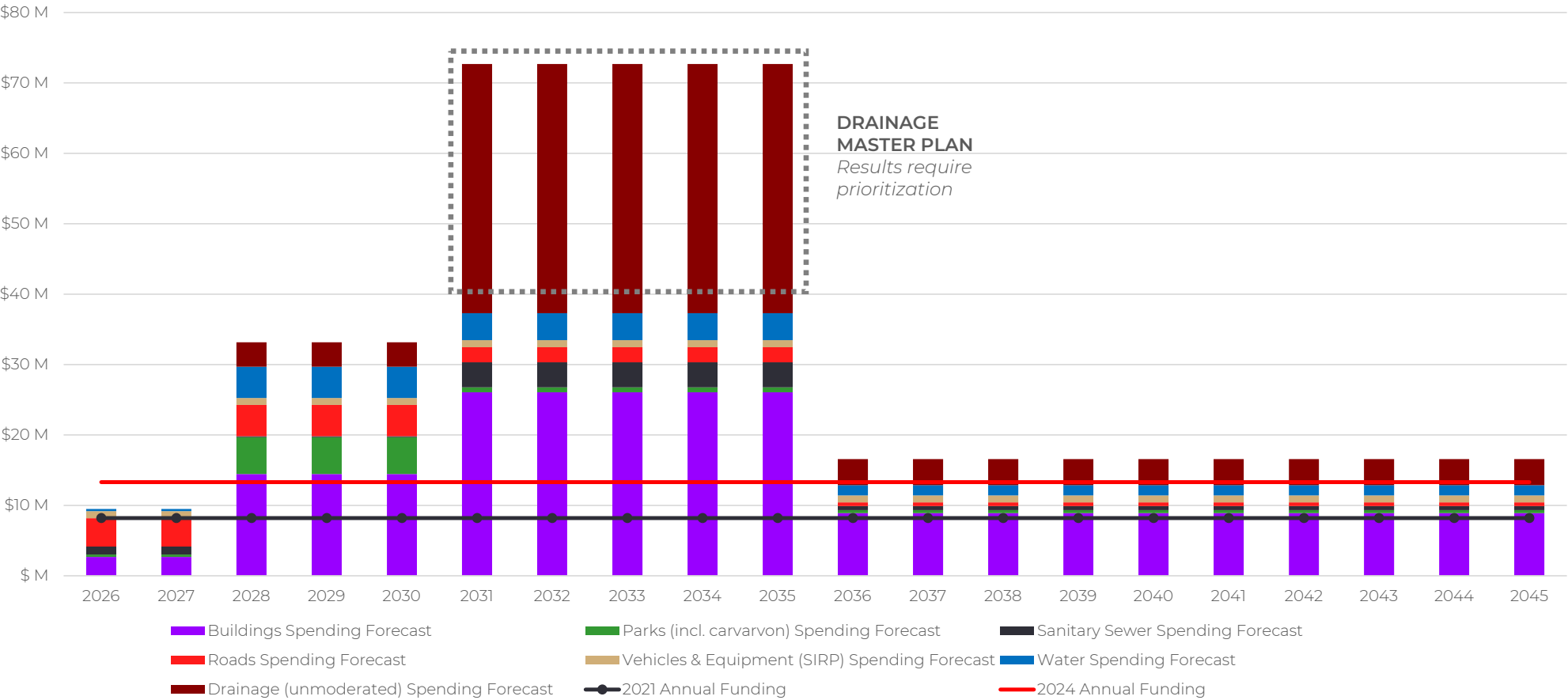
Council establishes outcomes and policy direction, while staff apply technical tools, frameworks, and professional judgment to implement Council's priorities.

From vision to results

Through approval of the capital plan, Council translates community values into tangible projects and long-term benefits, ensuring decisions are clear, consistent, and aligned with strategic priorities.

SUMMARY OF ALL ASSETS

20-YEAR SPENDING FORECAST



SUMMARY OF ALL ASSETS

ONGOING IMPROVEMENTS

- Current asset data and information do not yet support integrated capital planning — staff must integrate asset information into planning decisions based on expertise and institutional knowledge.
- The trajectory is to continue building asset data and asset management maturity to fully support integrated planning, as it is more efficient, cost-effective, and strategic — it's the right thing to do!
- Capital planning is an ongoing improvement process.
 - Previous OCP and master plans did not account for growth.
 - As OCP updates progress and SSMUH legislation is formalized into planning work, there will be changes and evolutions to this work.
- Staff sometimes need to pivot and add projects as priorities shift. Maintaining contingency for unanticipated or urgent projects is critical to ensuring effective service delivery.

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Evaluate the full 20-year pool of candidate projects, considering spatial distribution, anticipated growth areas, and evolving system risks.
- **Plan:**
 - Refine project priorities based on the assessment, incorporating OCP updates, new legislation, and flexibility for changing conditions and information.
- **Implement:**
 - Use asset data and institutional expertise to guide project delivery, maintaining contingency for urgent or unanticipated needs to ensure effective service.
 - Maintain flexibility and contingency to respond to evolving priorities, legislative changes, and unanticipated needs.

TYPICAL VS. SPECIAL PROJECTS

SPECIAL-PROJECTS FOCUS

- Helpful to distinguish between routine work, such as in utilities, and special projects, like buildings.
- Focusing on special projects over the next 10–15 years introduces trade-offs, including moderating other programs, like drainage.
- Managing this work will require strategic use of debt, leveraging grant opportunities, and maintaining the 2% levy for future needs, on top of meeting today's infrastructure requirements.
- Success will depend on improving staff capacity and building public understanding of the long-term investment strategy.
- Decisions on siting, funding, and program priorities will require Council direction.
- Routine infrastructure is typically best left with staff, allowing it to remain predictable and low-profile.

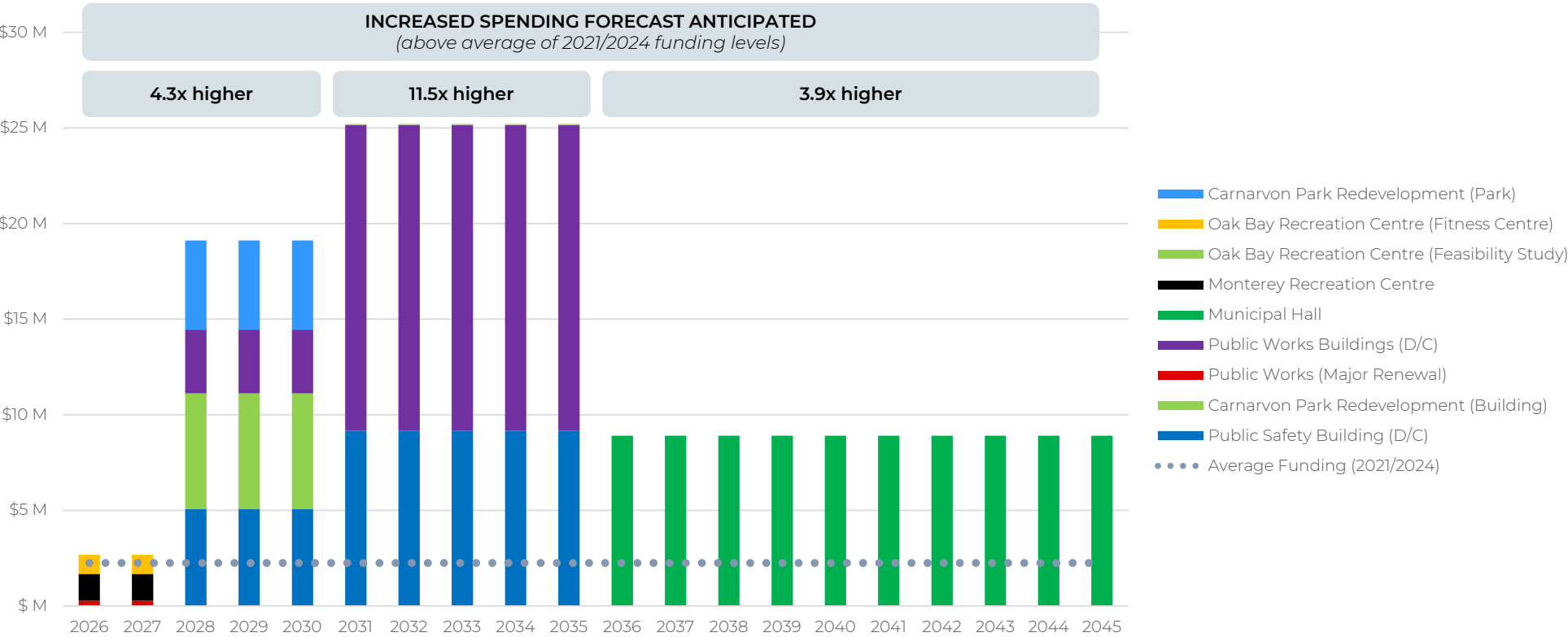
TYPICAL VS. SPECIAL PROJECTS

MODERATING ROUTINE INFRASTRUCTURE

- A significant portion of identified drainage projects are in the 6- to 10-year range.
- Near-term cost pressures could be moderated through an annualized program envelope within the master plan and deferring work, rather than project-by-project acceleration – though deferral increases risk.
- Given the volume of priority work, and the need to manage risks, it's recommended to undertake a concurrent approach that combines due diligence and capital delivery:
 - Condition assessment and flow monitoring to refine timing and scope, timely master plan updates, and
 - Advancing capital implementation where other utility projects emerge.
- Ongoing risk verification, master planning, and reporting should be refined over time.

BUILDINGS PROJECTS

SPENDING FORECAST



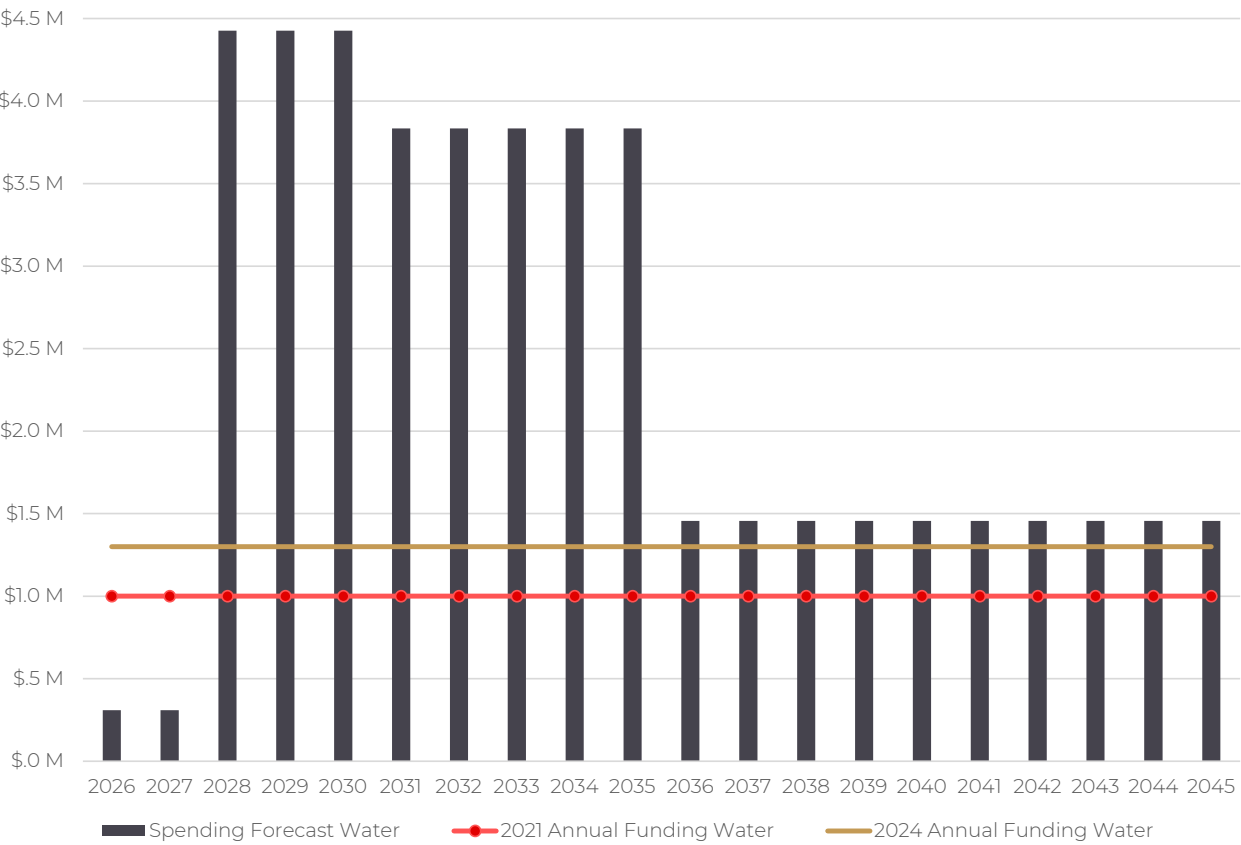
Note: One project , Carnarvon, has element of parks costs included.



LONG TERM FINANCIAL FORECAST BY SERVICE AREA

WATER

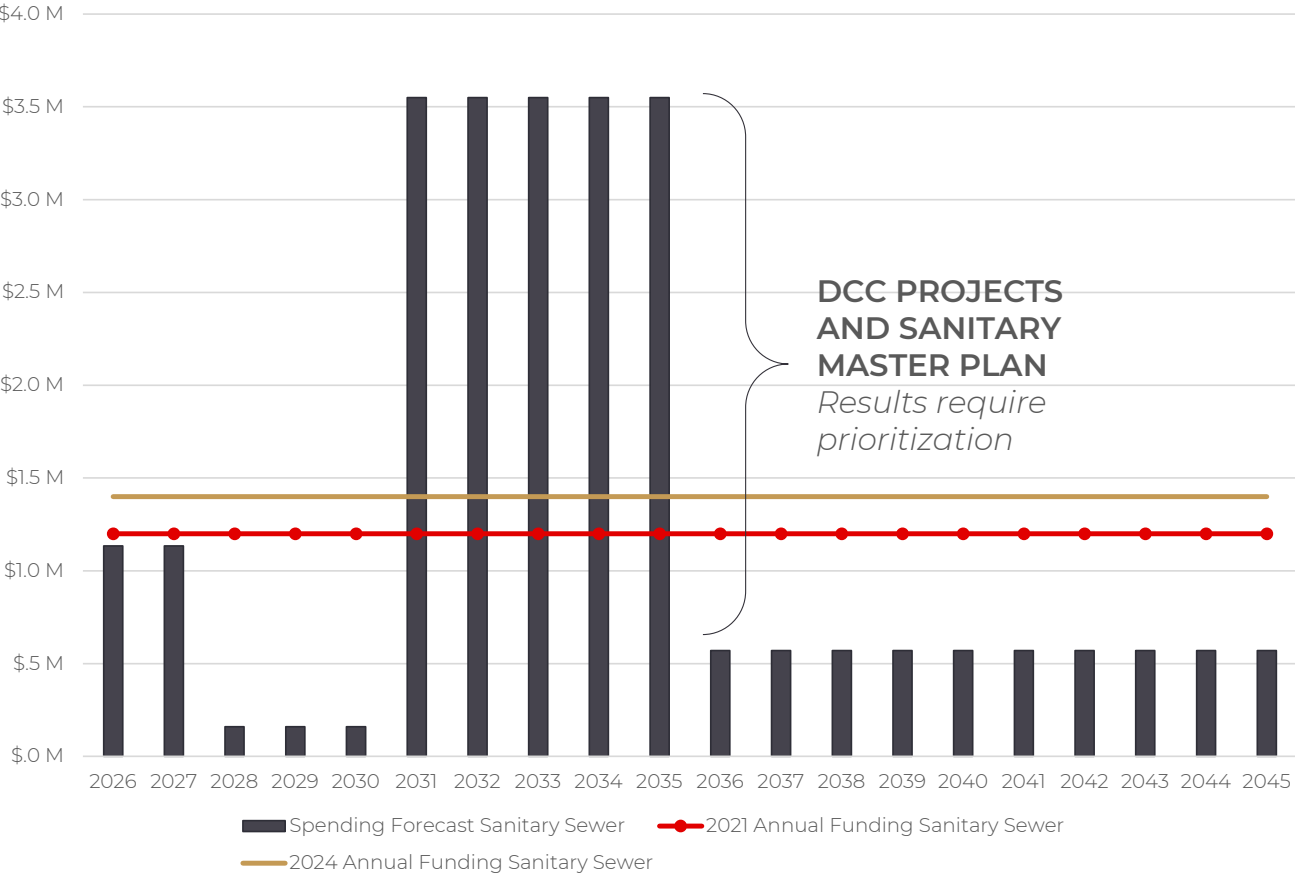
SPENDING FORECAST



Estimated Total Replacement Value (2021) (with land)	\$168.0 M
2024 Annual Funding	\$1.3 M
5-Year Total	\$13.9 M
Preliminary 6 to 10-year estimate	\$19.17 M
Sustainable Annual Funding Target (SIRP 2021)	\$1.9 M
2021 Annual Funding (SIRP)	\$1.0 M

SANITARY SEWER

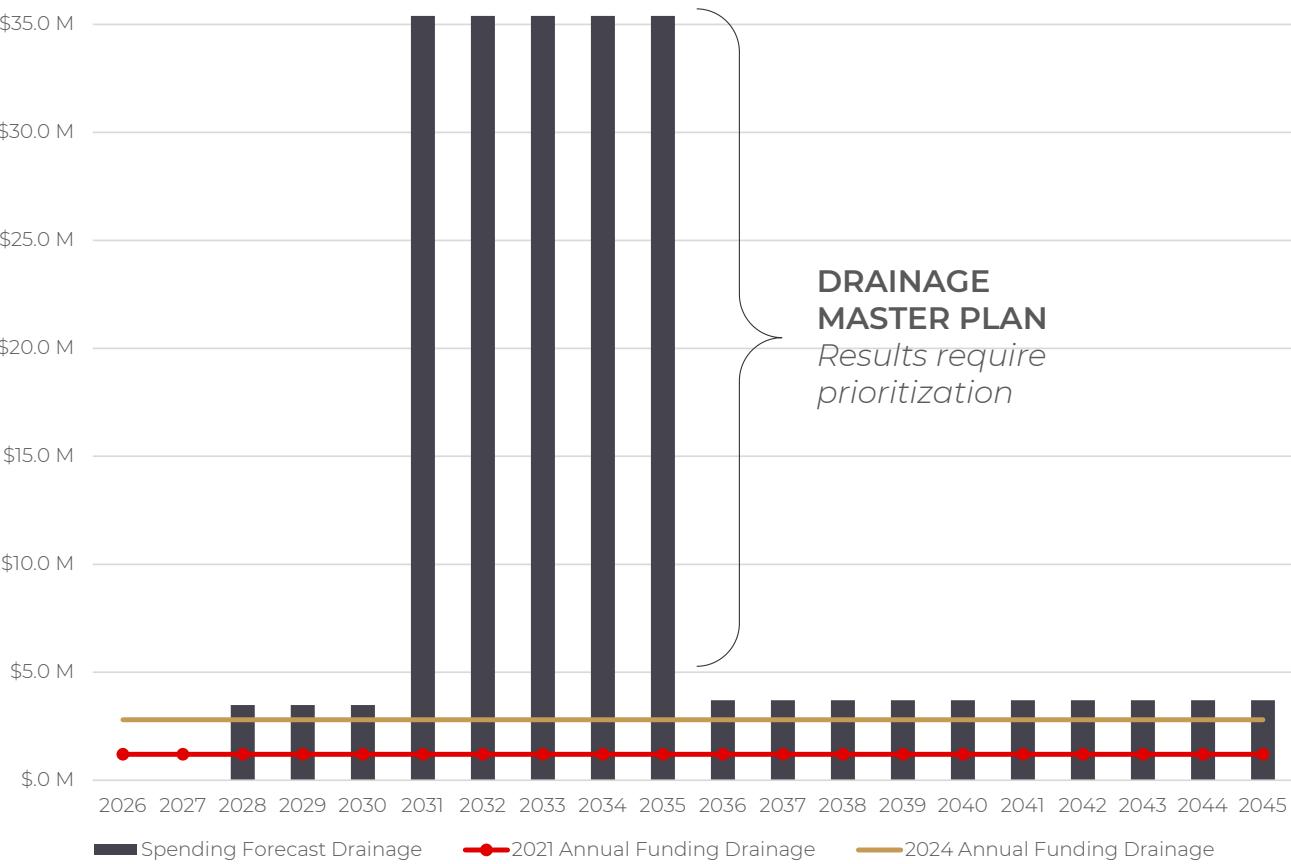
SPENDING FORECAST



Estimated Total Replacement Value (2021) (with land)	\$137.4 M
2024 Annual Funding	\$1.4 M
5-Year Total	\$2.75 M
Preliminary 6 to 10-year estimate	\$17.75 M
Sustainable Annual Funding Target (SIRP 2021)	\$1.4 M
2021 Annual Funding (SIRP)	\$1.2 M

DRAINAGE

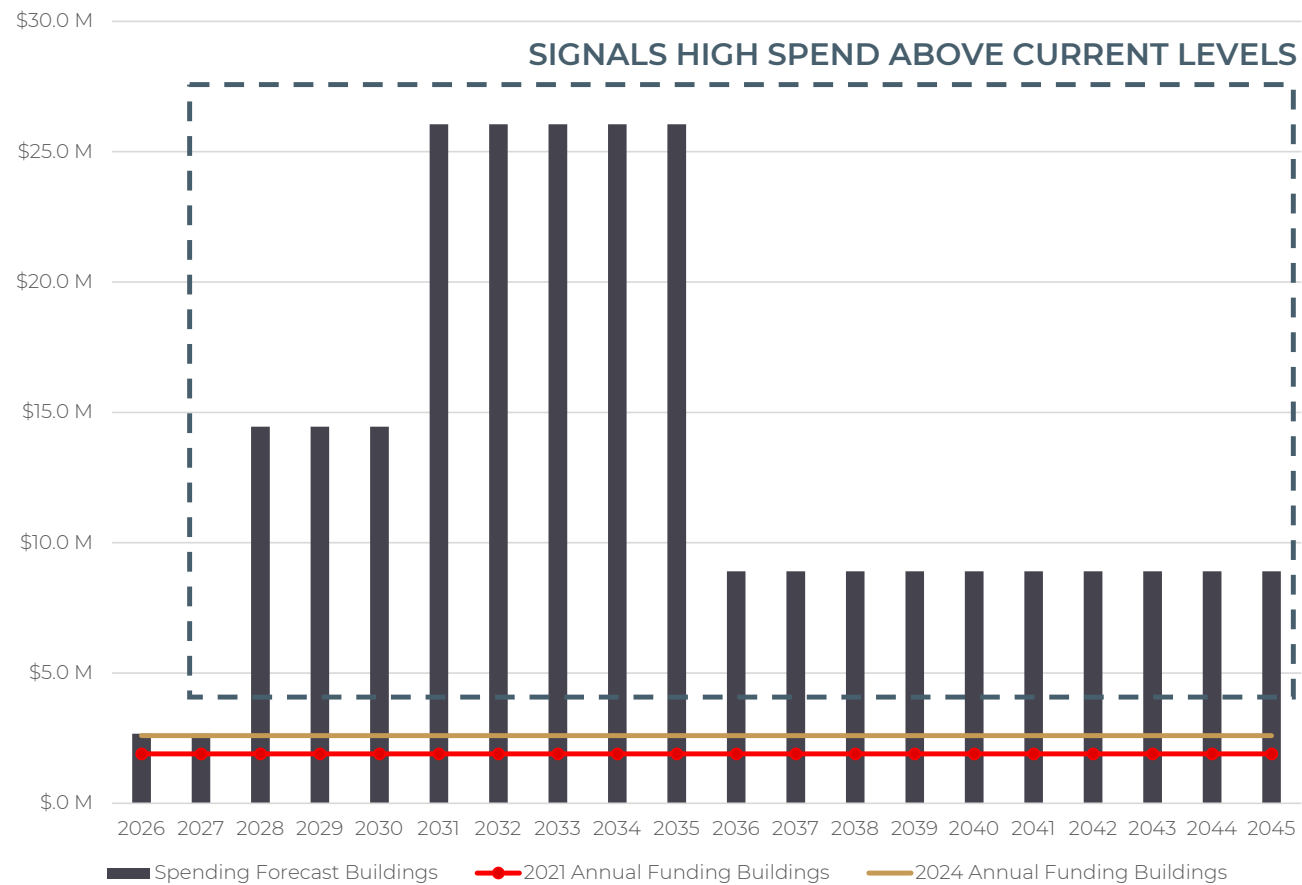
SPENDING FORECAST



Estimated Total Replacement Value (2021) (with land)	\$171.2 M
2024 Annual Funding	\$2.8 M
5-Year Total	\$10.44 M
Preliminary 6 to 10-year estimate	\$176.97 M
Sustainable Annual Funding Target (SIRP 2021)	\$2.5 M
2021 Annual Funding (SIRP)	\$1.2 M

BUILDINGS

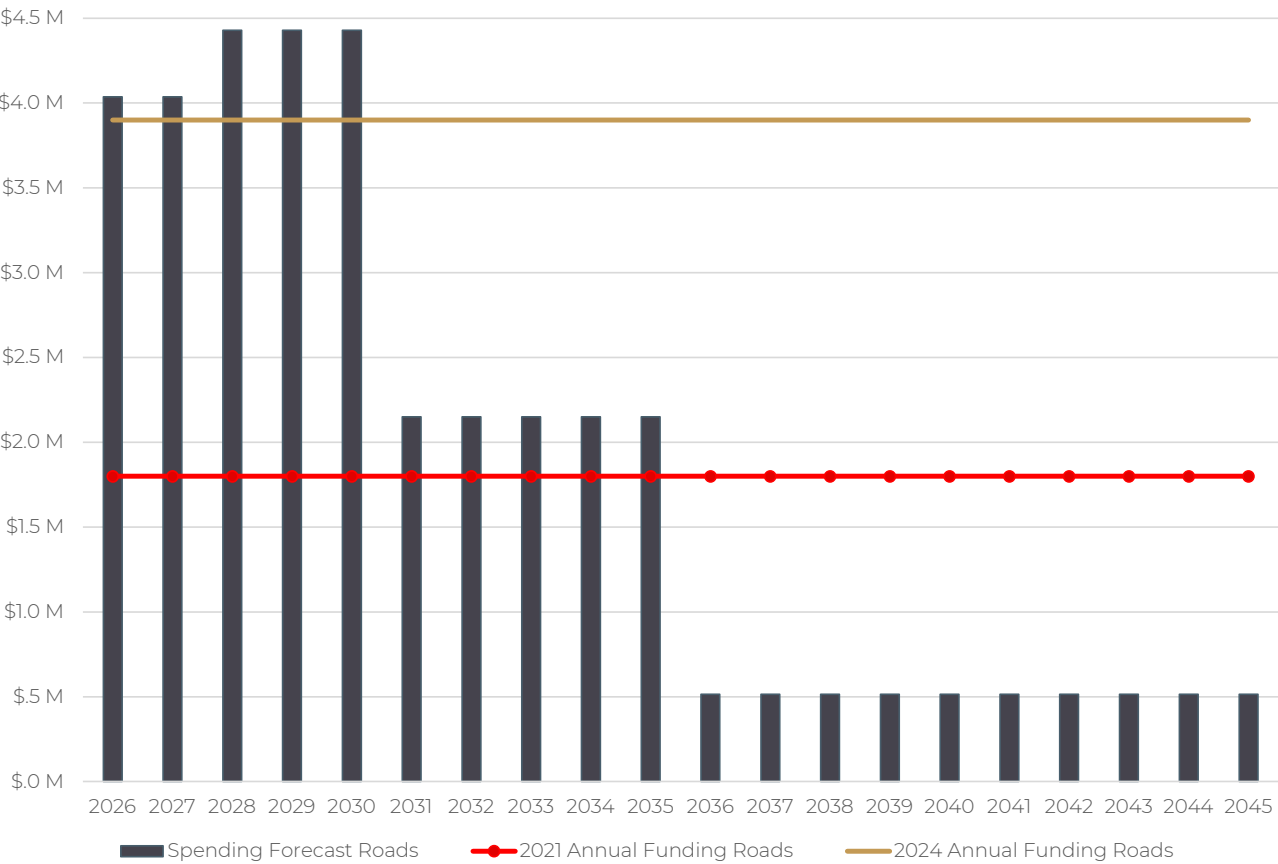
SPENDING FORECAST



Estimated Total Replacement Value (2021) (with land)	\$80.7 M
2024 Annual Funding	\$2.6 M
5-Year Total	\$48.7 M
Preliminary 6 to 10-year estimate	\$130.25 M
Sustainable Annual Funding Target (SIRP 2021)	\$2.3 M
2021 Annual Funding (SIRP)	\$1.9 M

ROADS

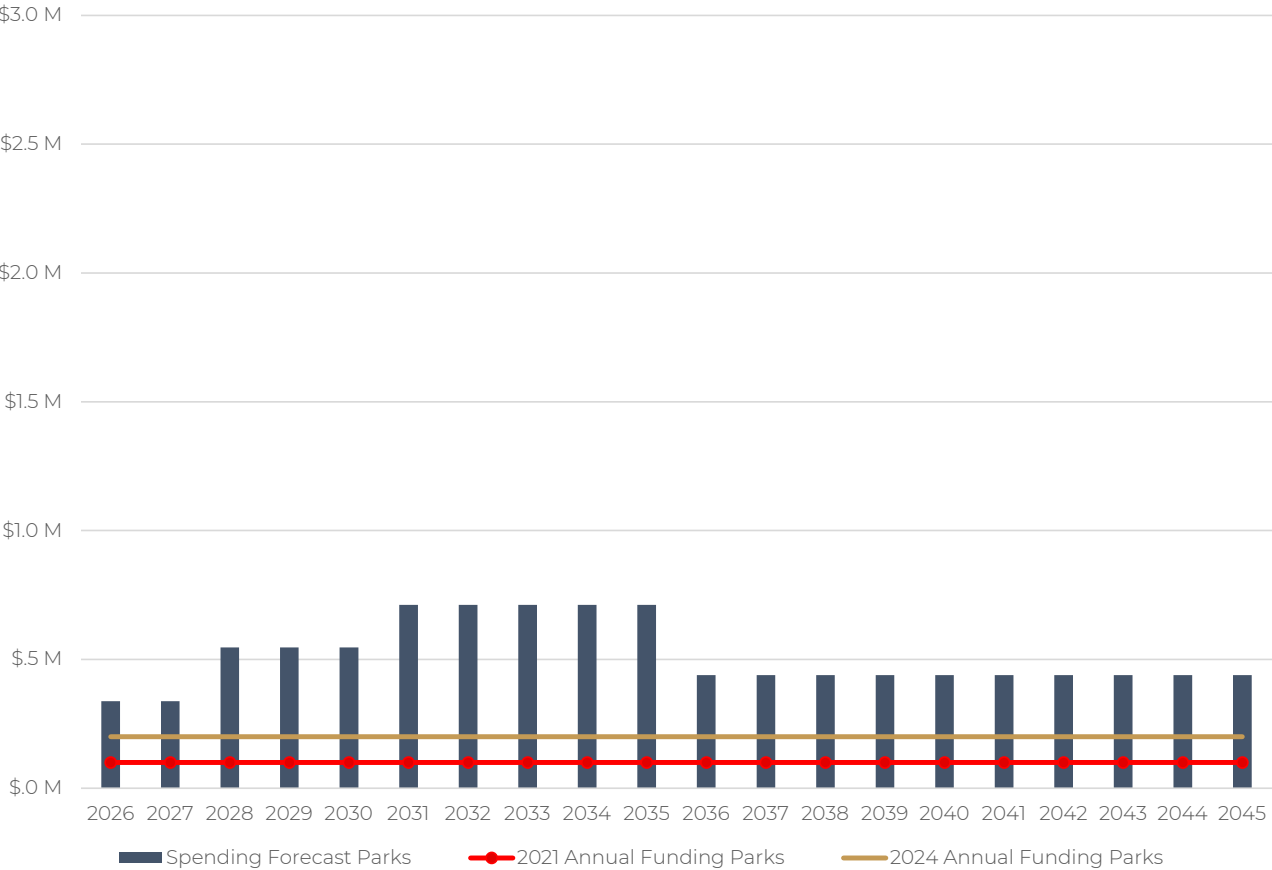
SPENDING FORECAST



Estimated Total Replacement Value (2021) (with land)	\$171.5 M
2024 Annual Funding	\$3.9 M
5-Year Total	\$21.36 M
Preliminary 6 to 10-year estimate	\$10.75 M
Sustainable Annual Funding Target (SIRP 2021)	\$3.5 M
2021 Annual Funding (SIRP)	\$1.8 M

PARKS

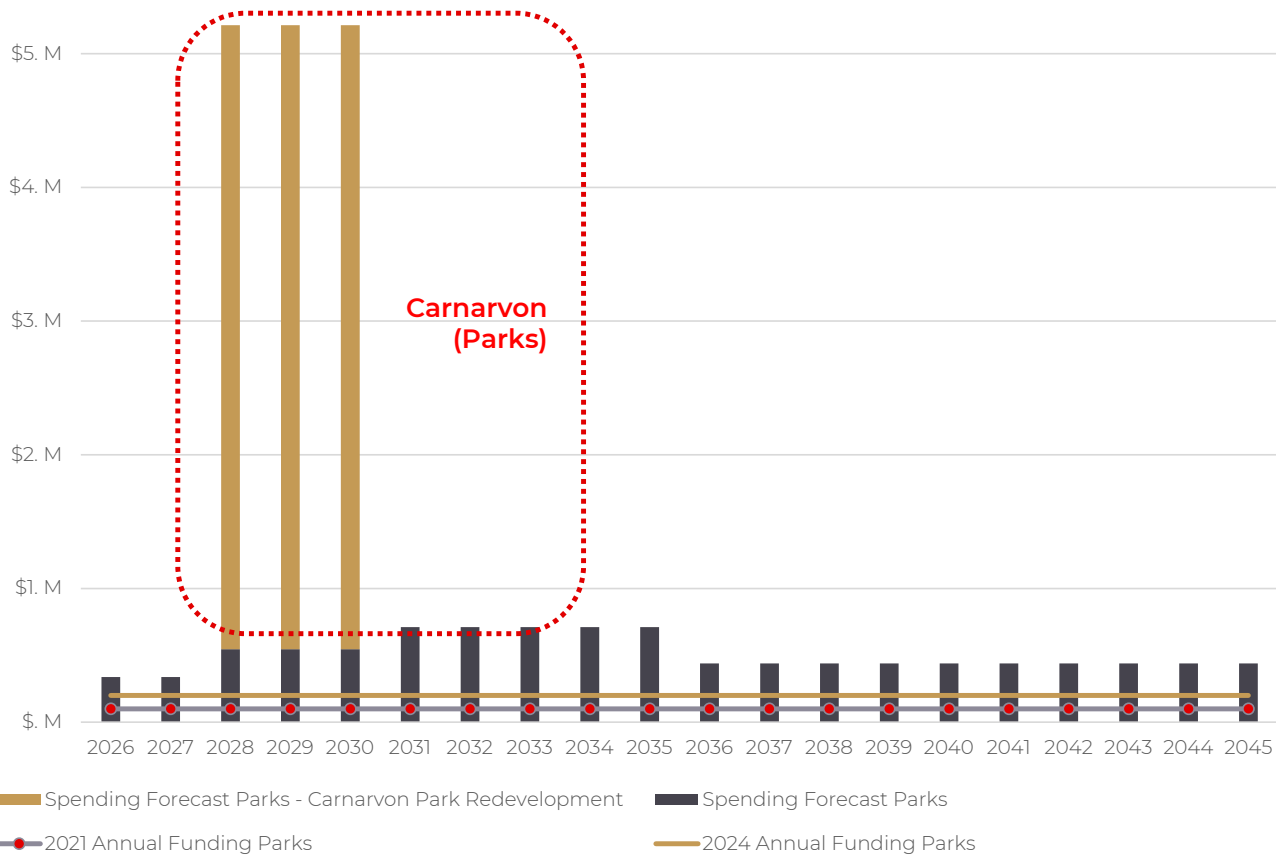
SPENDING FORECAST



EXCLUDING CARNARVON PARK REDEVELOPMENT	
Estimated Total Replacement Value (2021) (with land)	\$6.7 M
2024 Annual Funding	\$0.2 M
5-Year Total	\$2.32 M
Preliminary 6 to 10-year estimate	\$3.56 M
Sustainable Annual Funding Target (SIRP 2021)	\$0.2 M
2021 Annual Funding (SIRP)	\$0.1 M

PARKS

SPENDING FORECAST



INCLUDING CARNARVON PARK REDEVELOPMENT	
Estimated Total Replacement Value (2021) (with land)	\$6.7 M
2024 Annual Funding	\$0.2 M
5-Year Total	\$16.32 M
Preliminary 6 to 10-year estimate	\$3.56 M
Sustainable Annual Funding Target (SIRP 2021)	\$0.2 M
2021 Annual Funding (SIRP)	\$0.1 M

WATER

SPENDING PRIORITIES

Highest Priority (1–2 years)

- Immediate actions focus on addressing safety concerns, fixing critical fire flow deficiencies, and improving supply redundancy in key areas.

High Priority (3–5 years)

- Upgrade upgrading pump stations and pressure-reducing valves, improving fire flow capacity to support future development, and replacing high-risk aging pipes.
- Replace aging Asbestos Cement (AC) pipes that are at the end of their service life and require safety precautions in the event of failure.

PRIORITIES 6 - 10 YEAR

- Fire flow upgrades across priority zones, conducting system studies and modeling to support long-term planning, and targeted asset renewal to maintain system reliability
- Replacing Asbestos Cement (AC) pipes cont'd

PRIORITIES > 10 YEAR

- Fire flow and pressure improvements, replace and renew aging infrastructure, and ensure ongoing service while supporting future growth.

Sources:

- Kerr Wood Leidal Associates Ltd. (2019, September). *Water supply master plan final report* (KWL Project No. 0547.061).
- Kerr Wood Leidal Associates Ltd. (2024, October 18). *District of Oak Bay development scenario 4 water system impacts assessment* [Draft technical memorandum]. District of Oak Bay.
- Urban Systems Ltd. (2024, December 20). *Development cost charge bylaw: District of Oak Bay* [Background report]. District of Oak Bay.

WATER

ONGOING IMPROVEMENTS

- Decisions about projects are made based on material, break history, and fire flow:
 - Pipe material (e.g., AC pipes)
 - Fire flow requirements
 - Break history (new data)
- Current asset data, such as through the Master Plan, focuses primarily on fire flow requirements (capacity driven). Staff apply technical expertise and institutional knowledge to further inform decisions.
- Integrating emerging asset data into systems will support more mature prioritization approach and more comprehensive project lists.
- Preparing for higher levels of condition-driven renewals (as opposed to capacity) can be supported through accounting for contingency in funding / budgeting.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Continue collecting break history data and validate pipe material and condition information to understand / limit immediate risks (e.g., property damage/service disruptions).
- **Plan:**
 - Integrate emerging asset data to identify the next set of high-risk replacements or upgrades and refine prioritization of projects.
- **Implement:**
 - Target replacement of high-priority assets where projects are a priority for other utilities.

SANITARY

SPENDING PRIORITIES

Highest Priority (1–2 years) & High Priority (3–5 years)

- Focus on renewing critical linear assets and upgrading key lift stations to address immediate safety, capacity, and reliability needs.
- Renew critical linear assets and upgrade 11 lift stations, including Radcliffe, King George Terrace, Bowker, and Satellite Stations.
- Continue ongoing assessments, inspections, and risk-based prioritization.

PRIORITIES 6 - 10 YEAR

- Upgrade additional lift stations and linear assets, guided by condition and capacity assessments, while coordinating with other utility projects and system studies.

PRIORITIES > 10 YEAR

- Continue long-term renewal of lift stations and linear assets, implement system-wide improvements, and ensure ongoing service and reliability for future growth.

Sources:

- GeoAdvice Engineering Inc. (2024, October 22). Technical memorandum 1: District of Oak Bay sewer collection system – “Bill 44” modeling (Final) [Technical memorandum]. District of Oak Bay.
- Urban Systems Ltd. (2024, December 20). Development cost charge bylaw: District of Oak Bay [Background report]. District of Oak Bay.

SANITARY

ONGOING IMPROVEMENTS

- Decisions about projects are made by staff based on capacity, condition, and maintenance requirements:
 - Pipe capacity (modelling / history of backups)
 - Pipe condition (limited information)
 - Maintenance (e.g., easements & private property can pose a challenge to some projects)
- Knowledge of breaks and maintenance needs has primarily come from day-to-day operations and service calls. Break history data is now being collected, starting this year.
- Flushing and cutting programs extend the life of pipes – they include many of the pipes that are a high priority for replacement.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Continue to gather information on pipe condition and break history data.
- **Plan:**
 - Identify / validate high priority for replacement projects based on flushing and cutting programs.
- **Implement:**
 - Target replacement of known high-priority assets where concurrent projects support.

DRAINAGE

SPENDING PRIORITIES

Priority 1:

- 1–10 years for condition or capacity projects
- Projects with a high likelihood of failure or elevated consequence of failure.
- Includes urgent condition, capacity, or combined condition & capacity projects.

Priority 2:

- 1–10 years for condition & capacity, 1–20 years for condition-only projects.
- Projects with either a high likelihood of failure and lower consequence, or moderately high likelihood of failure triggered by condition or capacity (but not both).
- Includes some downstream capacity resolutions.

Priority 3:

- 1–10 years for condition & capacity and 1–20 years for condition-only projects
- Projects with lower consequence of failure and moderate likelihood, triggered by condition or capacity.

Sources:

- GeoAdvice Engineering Inc. (2024, October 22). Technical memorandum 2: District of Oak Bay stormwater system – “Bill 44” modeling (Final) [Technical memorandum]. District of Oak Bay.
- Urban Systems Ltd. (2024, December 20). Development cost charge bylaw: District of Oak Bay [Background report]. District of Oak Bay.

DRAINAGE

SPENDING PRIORITIES

Short-Term Priorities (1–5 Years)

- Focus on the highest-risk pipes (P1: condition + capacity) and key P2 upgrades; include Project 7 to prevent downstream issues.
- Address critical components at Orchard lift station.
- Total: ~4 km of pipe, ~\$7.6M.
- Lower-priority assets addressed opportunistically with corridor projects or confirmed CCTV data.
- Some condition-driven projects will inevitably be deferred.

Long-Term Priorities (+5 Years / 6–20 Years)

- Address condition-only pipes (~103 km, ~\$211M).
- Lift stations mainly need routine inspections.
- Prioritize confirmed deficiencies (CCTV data) over age-based assumptions.
- Deferral beyond 20 years expected; risk of failure increases without sufficient funding.
- Budget planning guided by the network's Average Annual Life Cycle Investment (AALCI).

DRAINAGE

ONGOING IMPROVEMENTS

- Risk assessment results indicate that a significant portion of the District's drainage assets are approaching the end of their service life within the next 6 to 10 years.
- This should not be interpreted as a precise prediction of asset failure—assets will not all fail simultaneously within that timeframe.
- Refinement is required to validate and further prioritize Master Plan results to refine assessment of risk and ensure alignment with integrated capital planning across utilities and with financial planning for all services.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Continue collecting and validating drainage condition information to support system performance. Assess drainage needs where concurrent projects are a priority for other utilities.
- **Plan:**
 - Further prioritize risk assessment results and refine prioritization of projects.
- **Implement:**
 - Target drainage improvements on an as-needed basis where concurrent projects are eminent.

BUILDINGS

SPENDING PRIORITIES

Highest Priority (1–2 years)

- Focus on major renewals at Public Works facilities and key upgrades at recreation centres, including roof and HVAC work at Monterey Recreation Centre and fitness studio and air handling system upgrades at Oak Bay Recreation Centre.
- Routine capital and renewal to ensure reliability and safety of existing buildings are key priorities.

High Priority (3–5 years)

- Design work for future projects, including the Public Safety Building, Carnarvon Park Redevelopment, and Public Works buildings. These projects prepare for tender and construction phases in subsequent years.

PRIORITIES 6 - 10 YEAR

- Construction of the Public Safety Building and Public Works facilities.
- Conduct feasibility studies for Oak Bay Recreation Centre to inform future investment and planning, including Master Plan scoping and preliminary design

PRIORITIES > 10 YEAR

- Post-disaster standard upgrades for Municipal Hall to ensure long-term safety and resilience.
- Marina & Windsor buildings (on the horizon).
- Renewal of existing public washrooms.

Sources:

- Urban Systems Ltd. (2024, December 20). Development cost charge bylaw: District of Oak Bay [Background report]. District of Oak Bay.
- Urban Systems Ltd. (2024, December 11). Amenity cost charge (ACC) memorandum [Technical memorandum]. District of Oak Bay.
- USL. (2025, August - October). *Conversation with City of Oak Bay staff regarding spending priorities*. Personal communication.

BUILDINGS

ONGOING IMPROVEMENTS

- The approach has been for Council to set the desired LOS for buildings, while staff manage projects based on available budget and the maintenance required to meet Council direction.
- Insufficient maintenance may not have immediate visible impacts, but deterioration will occur over time, eventually “catching up” with the building and potentially impacting reliability and safety.
- Current funds allocated for routine maintenance are insufficient to maintain the Facility Condition Index (FCI) or meet the community’s desired LOS.
- The VFA FCI Buildings report will provide updated information on the funding required to maintain FCI.
- Approximately \$1.5M per year is currently allocated for routine capital at Monterey, Henderson, Oak Bay, and the administrative building.
- To maintain service and prevent interruptions or closures, additional budget should be focused on critical maintenance.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Validate the results of the VFA FCI Buildings report and identify the funding required to maintain the Facility Condition Index (FCI) and prevent accelerated deterioration.
- **Plan:**
 - Determine the desired Level of Service (LOS) and identify funding needed to achieve it, prioritizing the highest-risk capital improvements.
- **Implement:**
 - Target maintenance and capital investments to balance ongoing needs of older buildings with requirements for newer facilities.

ROADS

SPENDING PRIORITIES

Highest Priority (1–2 years)

- Focus on key multi-use and commuter routes, along with supporting infrastructure such as bike/e-bike shelters and charging stations.

High Priority (3–5 years)

- Develop additional commuter routes to expand the active transportation network.

Ongoing

- Gutter mill and overlay, and milling and filling

PRIORITIES 6 - 10 YEAR

- Focus on expanding commuter routes and improving intersections and sidewalks to enhance safety and accessibility.

PRIORITIES <10 YEAR

- Implement scenic routes and traffic signal pre-emption to support a connected, safe, and efficient active transportation network.
- Conditions assessments and recalibration as a standard practice that allows to regularly assess envelopes.

Sources:

- Watt Consulting Group. (2024, March 18). Review of Oak Bay active transportation strategy: Final report [Consulting report]. District of Oak Bay.
- Urban Systems Ltd. (2024, December 20). Development cost charge bylaw: District of Oak Bay [Background report]. District of Oak Bay.

ROADS

ONGOING IMPROVEMENTS

- Transportation planning focuses on active transportation improvements and the ongoing repaving program.
- Project scopes are generally defined, but cost information is based on best estimates; more detailed costing could be undertaken to refine budgets.
- Transportation is uniquely positioned to coordinate with underground utility works, as road reconstruction often coincides with utility upgrades.
- Advancing integrated capital planning across utilities can optimize road closures and construction, improving efficiency and minimizing disruption.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Refine project cost estimates and gather data on road condition where available.
- **Plan:**
 - Integrate transportation projects with underground utility upgrades to optimize construction timing, minimize disruption, and improve efficiency.
- **Implement:**
 - Coordinate construction and maintenance projects to align with other utilities, advancing high-priority road improvements while optimizing for resource efficiency and community impact.

PARKS

SPENDING PRIORITIES

Highest Priority (1–2 years)

- Focus on asset replacement and renewal, key ecological and safety improvements, and long-term planning.
- Playground replacement at Quimper Park.

High Priority (3–5 years)

- Carnarvon Park redevelopment project implementation.
- Comprehensive management plans for Uplands Park.
- Implement development of park plan including asset renewal for Willows Beach Park and Firefighter's Park, trail improvements, and strategic initiatives such as Bowker Creek Plan.
- Park improvement planning with public consultation for culturally and ecologically significant areas.

PRIORITIES 6 - 10 YEAR

- Upgrade commuter and recreational park infrastructure such as trails, elevated paths, and pedestrian connections.
- District-wide park plans.

PRIORITIES > 10 YEAR

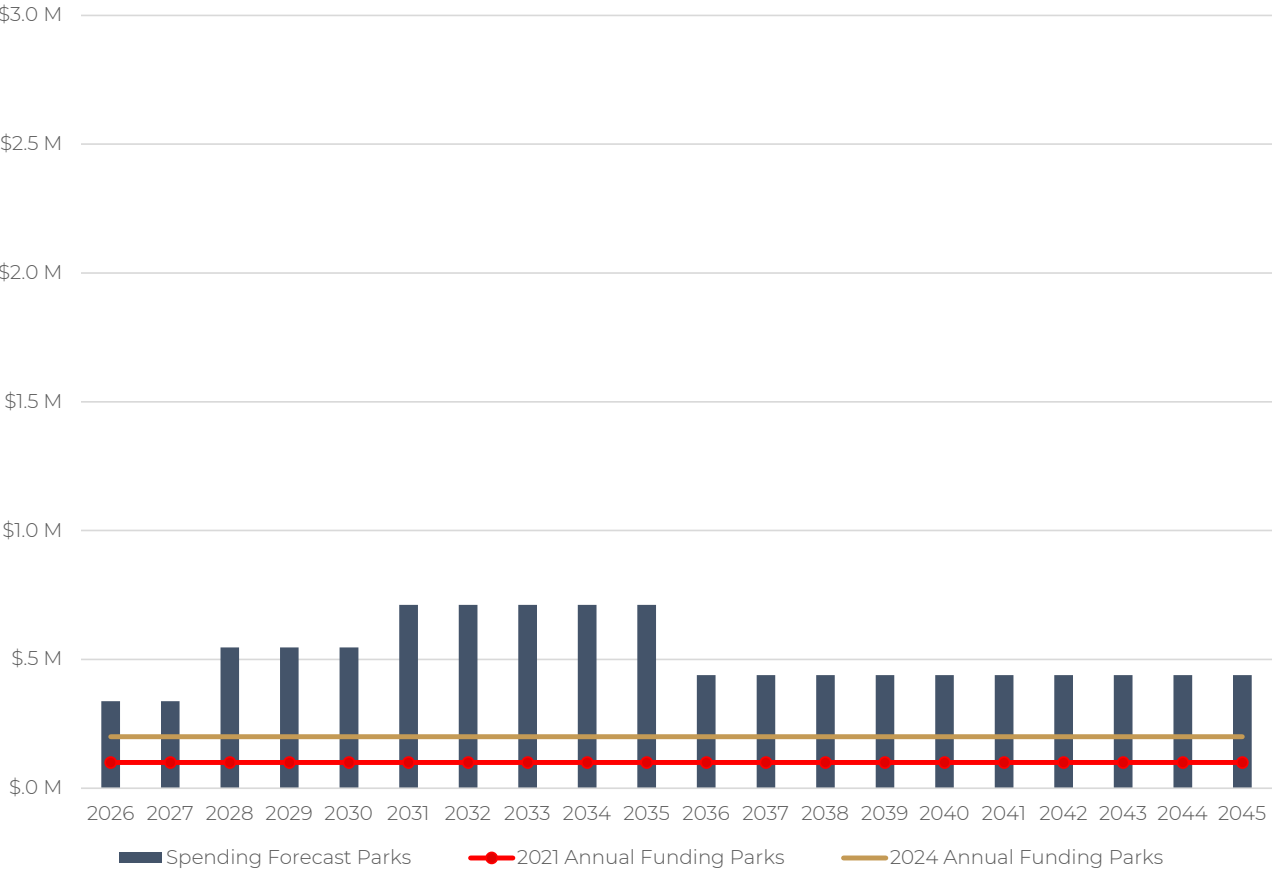
- Focus on field and facility upgrades at Henderson Kiwanis and Windsor Parks, District-wide Master Plan initiatives, and large-scale redevelopments.

Sources:

- Urban Systems Ltd. (2024, December 20). Development cost charge bylaw: District of Oak Bay [Background report]. District of Oak Bay.
- USL. (2025, August - October). *Conversation with City of Oak Bay staff regarding spending priorities*. Personal communication.

PARKS

SPENDING FORECAST



EXCLUDING CARNARVON PARK REDEVELOPMENT	
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5-Year Total	\$2.32 M
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Sustainable Annual Funding Target (SIRP 2021)	\$0.2 M
2021 Annual Funding (SIRP)	\$0.1 M

PARKS

ONGOING IMPROVEMENTS

- Condition and inventory data for parks is anticipated through the upcoming Parks Master Plan.
- Staff capacity and expertise has evolved through time – dedicated parks planning can support continued maturity.
- Efforts are underway to better define project scopes and cost estimates, clarifying how much additional funding is required and how it will be used to maintain or improve park assets.

Funding sources:

- DCC reserves (e.g., % of funds available)
- General reserves

ONGOING LONG-TERM CAPITAL MANAGEMENT NEEDS:

- **Assess:**
 - Continue building understanding of baseline conditions and community participation to establish a clear picture of current park needs.
- **Plan:**
 - Validate condition and inventory data, and review priorities identified in the Parks Master Plan. Determine the financial requirements for these priorities, ensuring alignment with funding and community expectations.
- **Implement:**
 - Deliver high-priority park improvements that maximize community benefit while maintaining existing assets.