



2024 Asset Management Plan Non-Core Assets

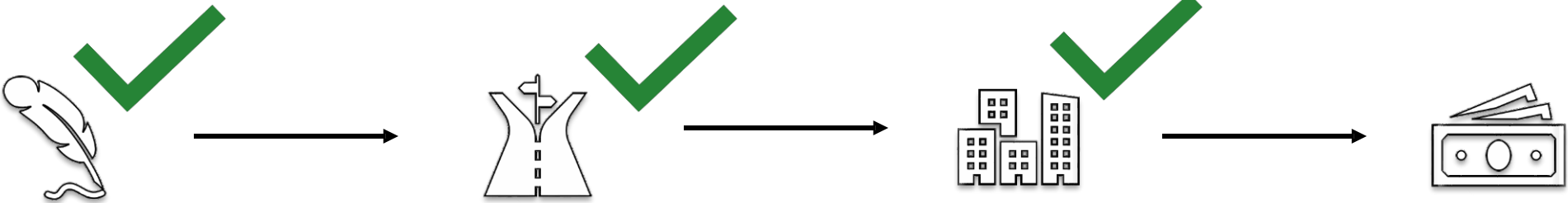
Corporate Services Committee

November 14, 2024

Agenda

- Provincial Requirements
- Asset Management Overview
- 2024 Asset Management Plan Scope & Elements
- State of Local Infrastructure
- Levels of Service
- Asset Management Strategy
- Financial Strategy
- Next Steps

Provincial Requirements – O.Reg 588/17



STRATEGIC ASSET MANAGEMENT POLICY

2019

ASSET MANAGEMENT PLAN – CORE ASSETS

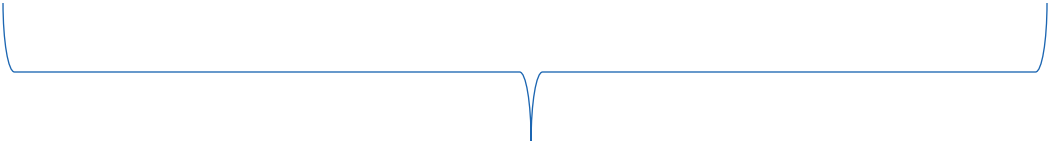
2022

ASSET MANAGEMENT PLAN – NON-CORE

2024

PROPOSED LEVELS OF SERVICE AND FINANCIAL STRATEGY

2025



Current State + Forecasted costs based on current service levels

Asset Management Overview

Asset management is the **coordinated activity** in place to manage the way in which the City **realizes value** from its **assets** in order to **provide services** effectively and in a **financially sustainable** manner.

Asset Management Overview



The goal of an asset management program is to build, maintain and operate infrastructure cost-effectively, provide value to the customer, and improve the credibility and accountability of the municipality.

Asset Management Overview

An Asset Management Plan (AMP) is a living **strategic document** that states how a group of assets is to be managed over a period of time.

Until 2025, Asset Management Plans are designed to provide insight into the current state of City assets and financing, which are essential for developing future plans and strategies.

2024 AMP Scope



ARENAS & REC CENTRES

Arena Facilities, Specialized Equipment, Fleet



CORPORATE FACILITIES

Administrative, Support, and Cultural Facilities, Fleet



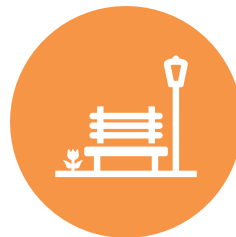
FIRE & EMERGENCY SERVICES

Facility, Apparatus, PPE, Equipment



INFORMATION TECHNOLOGY

Computer Hardware, Network Hardware, General Hardware



PARKS & OPEN SPACES

Parks, Active Recreation, Harbour, Facilities, Fleet, Forestry, Horticulture, Campgrounds, Transportation Networks, Signage, Park Amenities



NON-CORE ROAD NETWORK

Streetlights, Traffic Signals, Parking Lots, Retaining Walls, Fleet, Facilities

2024 AMP Elements

State of Infrastructure

- Inventory
- Replacement Values
- Condition Assessment
- Useful Life

Levels of Service

- Current Levels of Service
- Legislative Requirements

Asset Management Strategy

- Current Lifecycle Activities
- Risks associated with lifecycle activities

Financing Strategy

- Annual Funding vs Annual Investment Required
- Funding Gap

State of Local Infrastructure + Financing

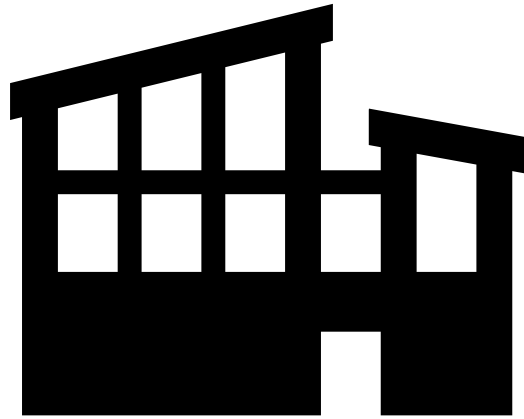
Core Assets (2022 AMP)

Asset Category	Replacement Value (2022 \$)	Average Annual Requirement	Average Annual Deficit	Average Condition
Road Network	\$ 156,238,101	\$9,675,315	\$390,129	Good
Bridge and Culvert Network	\$ 27,697,414	\$185,906	\$126,951	Good
Stormwater Network	\$ 188,901,888	\$3,284,057	\$2,519,184	Fair
Water Network	\$ 422,062,133	\$19,209,466	\$11,407,780	Good
Wastewater Network	\$ 394,643,371	\$13,296,354	\$7,902,857	Fair
Total Core Assets	\$1,189,542,907	\$45,651,099	\$22,346,901	Fair

Non-Core Assets (2024 AMP)

Asset Category	Replacement Value (2024 \$)	Average Annual Requirement	Average Annual Deficit	Average Condition
Arenas/Rec Centres	\$ 110,187,292	\$3,270,615	\$2,243,901	Poor
Corporate Facilities	\$ 53,215,093	\$2,822,107	\$1,837,375	Fair
Fire & Emergency Services	\$ 12,419,000	\$649,547	\$265,209	Fair
Information Technology	\$642,525	\$287,601	\$0	Fair
Parks & Open Spaces	\$76,647,212	\$1,912,468	\$847,931	Very Poor (Excluding Forestry)
Non-Core Road Network	\$44,165,099	\$1,975,369	\$721,356	Fair
Total Non-Core Assets	\$297,276,221	\$10,962,707	\$5,915,773	Fair

Arenas & Recreation Centres

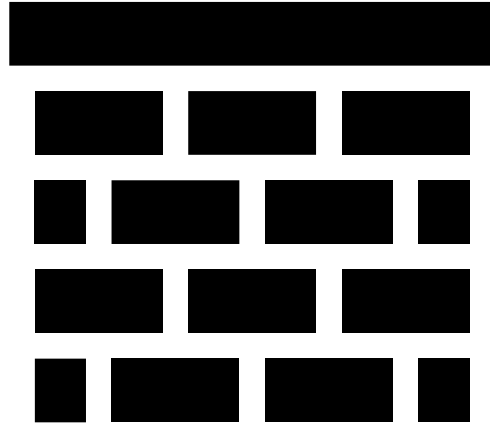


Average
Condition:

Poor

- **Replacement Value:** \$110.2 M
- **Average Annual Requirement:** \$3.3 M
- **Average Annual Funding:** \$1.1 M
- **Average Annual Deficit:** \$2.2 M
- **10-Year Deficit:** \$24.7 M
- **Funding vs. Need Ratio:** 31.4%

Corporate Facilities

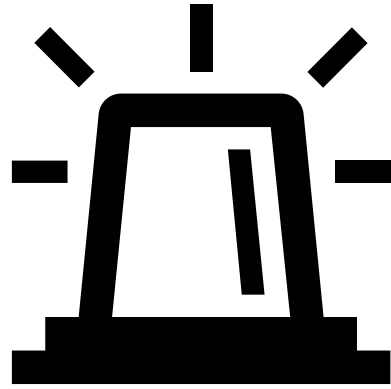


Average
Condition:

Fair

- **Replacement Value: \$53.2 M**
- **Average Annual Requirement: \$2.8 M**
- **Average Annual Funding: \$985,000**
- **Average Annual Deficit: \$1.8 M**
- **10-Year Deficit: \$20.2 M**
- **Funding vs. Need Ratio: 34.9%**

Fire & Emergency Services



Average
Condition:

Fair

- **Replacement Value:** \$12.5 M
- **Average Annual Requirement:** \$694,547
- **Average Annual Funding:** \$429,338
- **Average Annual Deficit:** \$265,209
- **10-Year Deficit:** \$2.8 M
- **Funding vs. Need Ratio:** 61.8%

Information Technology

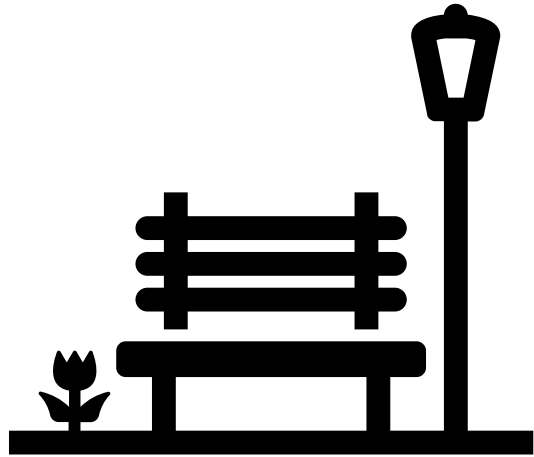


Average
Condition:

Fair

- **Replacement Value:** \$642,525
- **Average Annual Requirement:** \$287,601
- **Average Annual Funding:** \$287,601
- **Average Annual Deficit:** \$0
- **10-Year Deficit:** \$0
- **Funding vs. Need Ratio:** 100%

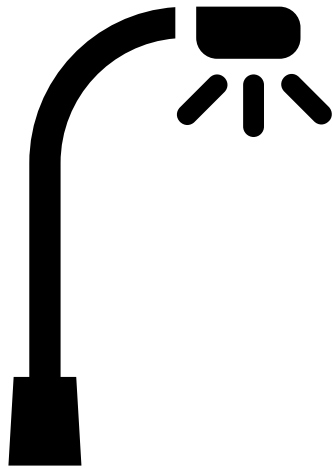
Parks & Open Space



Average
Condition:
Very Poor

- **Replacement Value:** \$76.6 M
- **Average Annual Requirement:** \$1.9 M
- **Average Annual Funding:** \$1.06 M
- **Average Annual Deficit:** \$ 850,000
- **10-Year Deficit:** \$9.3 M
- **Funding vs. Need Ratio:** 55.7%

Non-Core Road Network

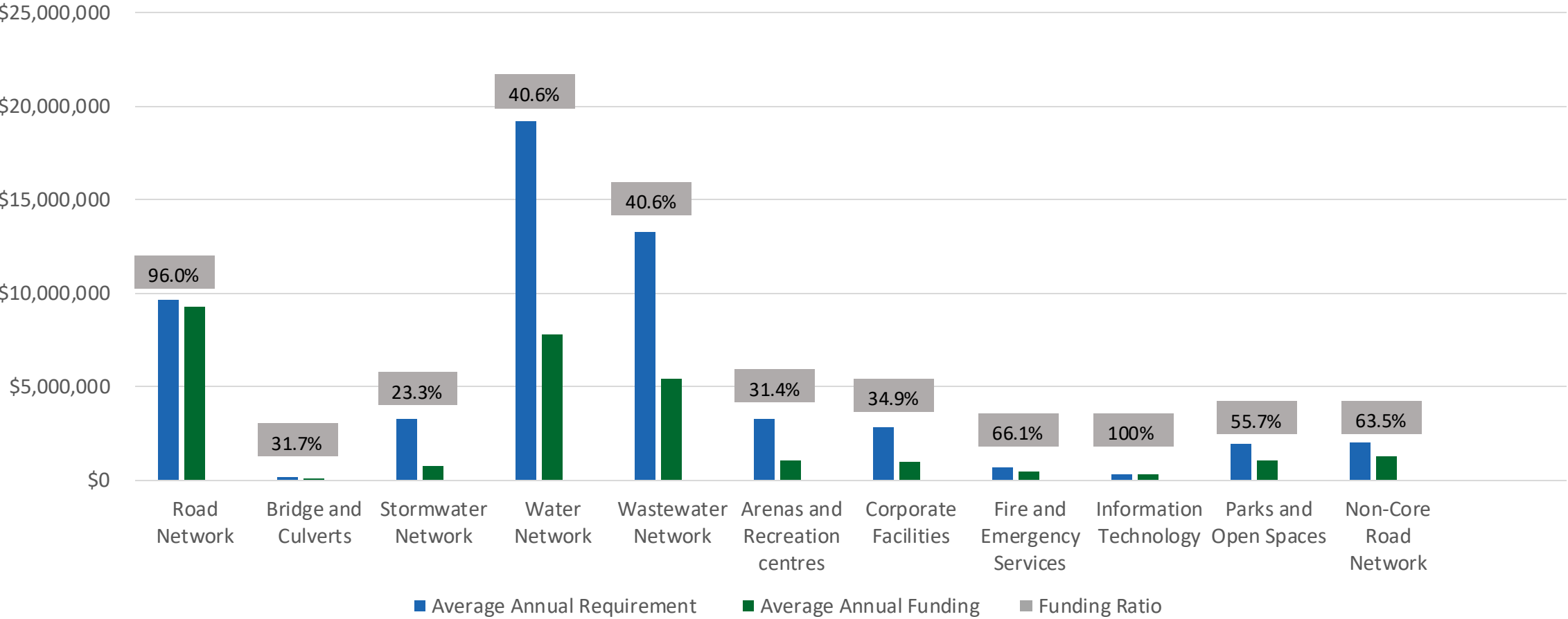


Average
Condition:

Fair

- **Replacement Value:** \$44.2 M
- **Average Annual Requirement:** \$2.0 M
- **Average Annual Funding:** \$1.3 M
- **Average Annual Deficit:** \$ 700,000
- **10-Year Deficit:** \$8.0 M
- **Funding vs. Need Ratio:** 63.5%

Funding vs Need – All Asset Classes



Note: Non-Core Assets Annual Requirement does not take into account any backlog

Levels of Service

Levels of service describe **what people** (residents, users of assets, etc.) **experience** from a municipality's infrastructure.

Levels of service can be **qualitative** in nature and describe what is **important to users/how they feel** about the services, or they can be **quantitative** in nature (based on data and **metrics**).

2024 Plan - No predetermined LOS metrics/statements in Regulation.

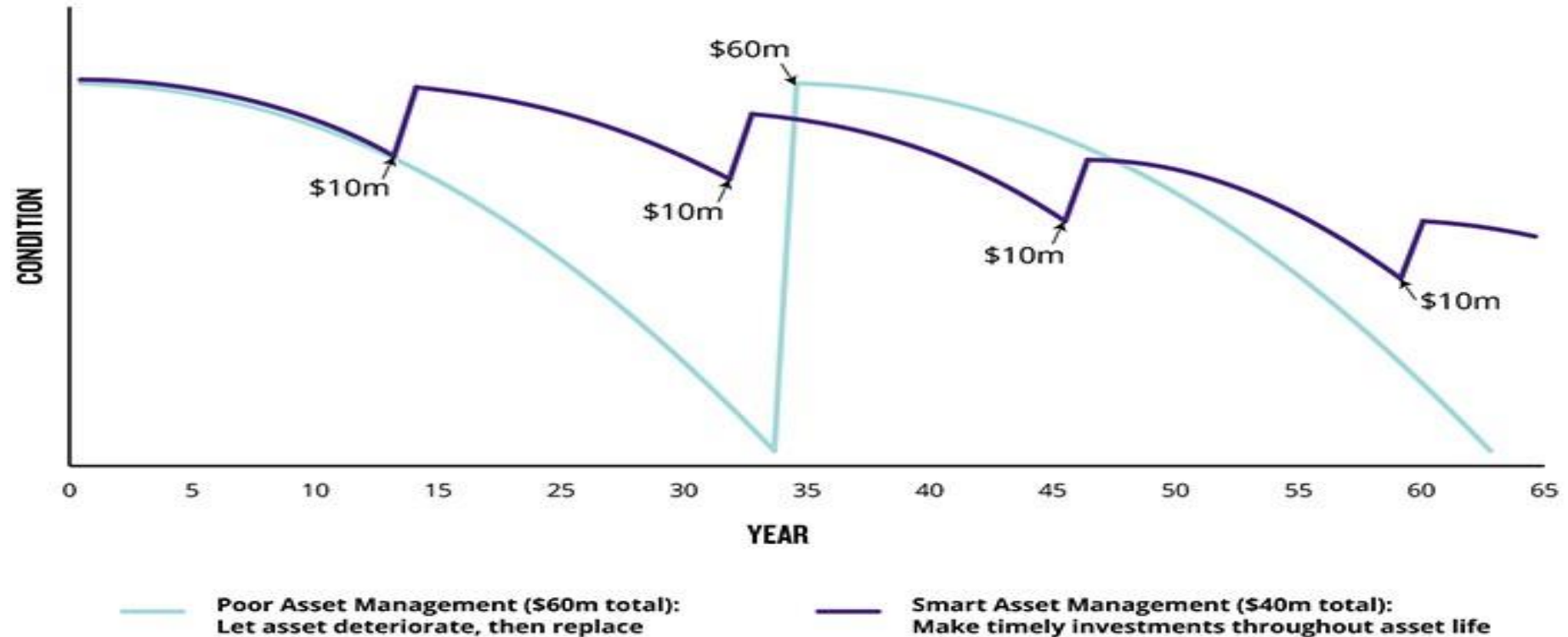
2025 Plan – Proposed Levels of Service

AM Strategy

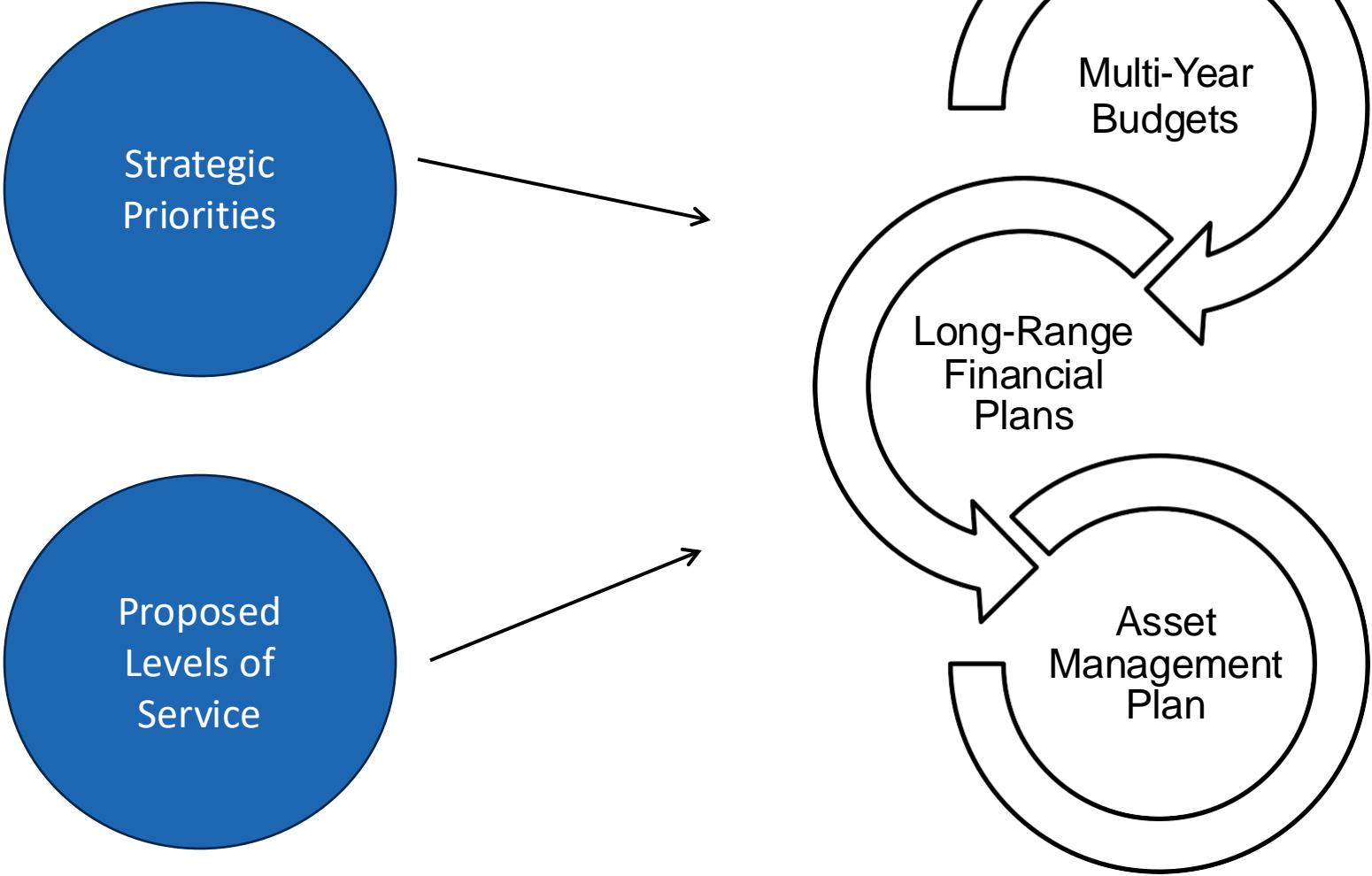
A set of **planned actions** that will enable the asset to provide the agreed-upon **levels of service** in a **sustainable** way, while **managing risk**, at the **lowest lifecycle cost**.

AM Strategy

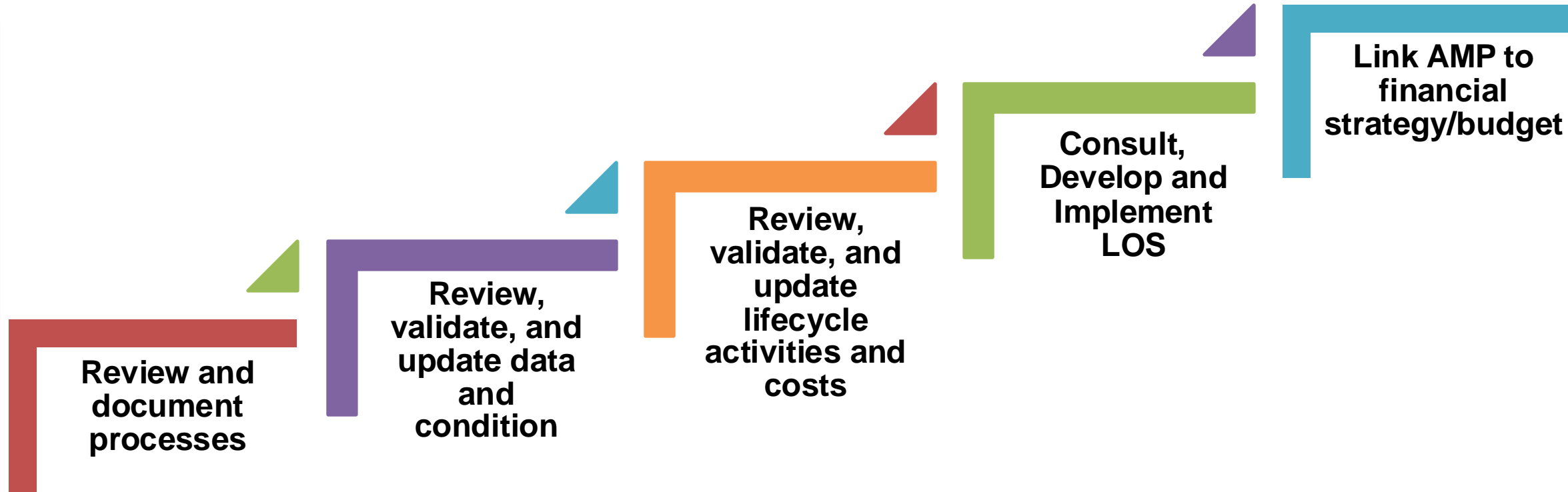
Figure 4: Small but Timely Renewal Investments Save Money



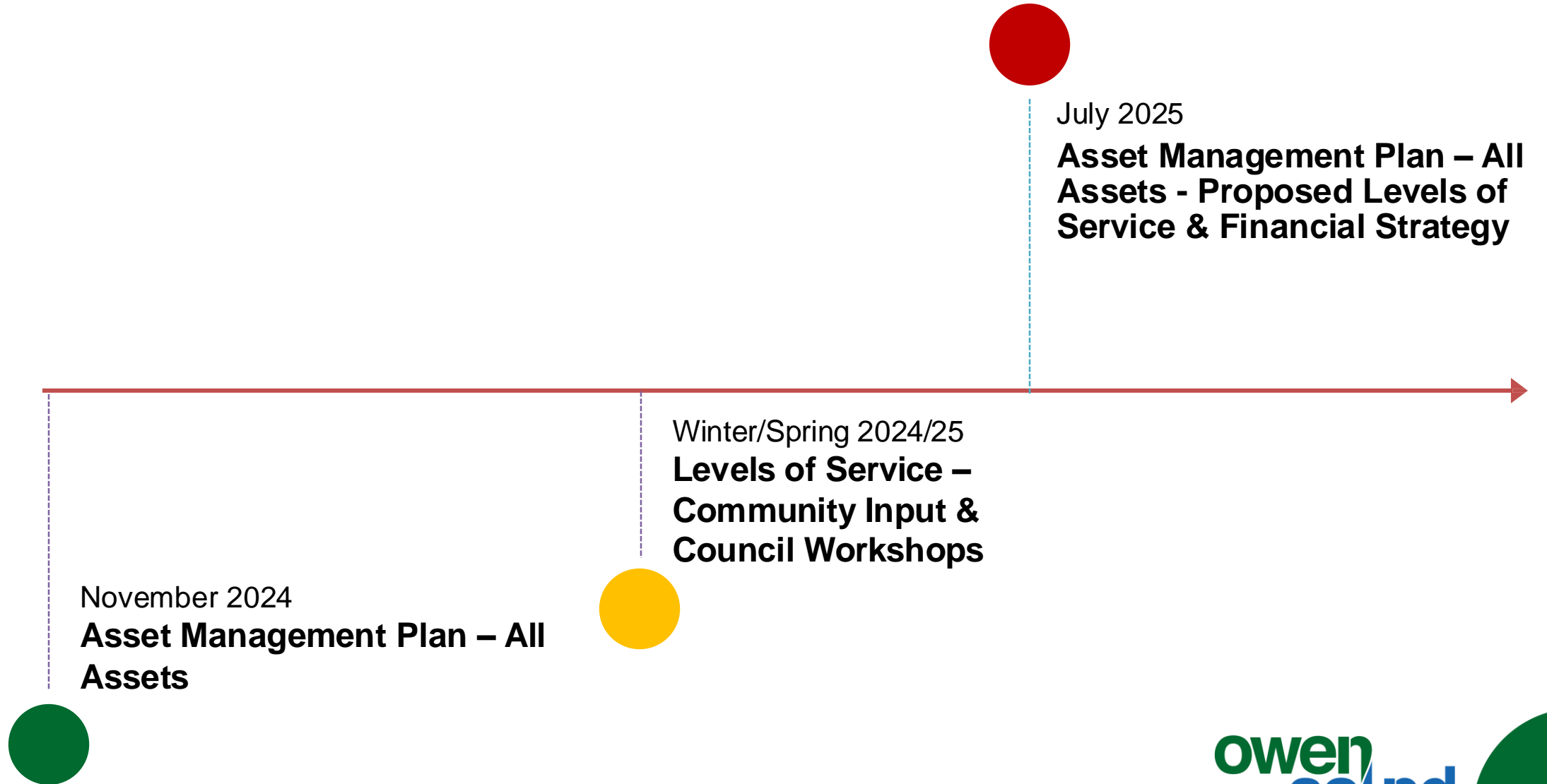
Financial Strategy



Next Steps



Timeline



Recommendation

THAT in consideration of Staff Report CR-24-124 respecting 2024 Asset Management Plan for Non-core Assets, the Corporate Services Committee recommends that City Council:

1. Approve the City's 2024 Asset Management Plan for Non-Core Assets; and
2. Direct staff to bring forward a by-law to adopt the plan as attached to the report.