



Town of Newmarket

Agenda

Special Committee of the Whole - Asset Management

Date: Monday, March 24, 2025
Time: 9:00 AM
Location: Streamed live from the Municipal Offices
395 Mulock Drive
Newmarket, ON L3Y 4X7

1. Notice

This meeting will be streamed live at newmarket.ca/meetings.

Public Input

Individuals who wish to submit input to Council in relation to an item on this agenda have the following options available.

1. Email your correspondence to clerks@newmarket.ca by end of day on March 23, 2025. Written correspondence received by this date will form part of the public record; or,
2. Make a live remote deputation by joining the virtual meeting using the Town's videoconferencing software and verbally provide your comments over video or telephone. To select this option, you are strongly encouraged to pre-register by emailing your request and contact information to clerks@newmarket.ca.

2. Additions & Corrections to the Agenda

Note: Additional items are marked by an asterisk*.

3. Conflict of Interest Declarations

4. Deputations

5. Presentations & Recognitions

5.1 2025 Asset Management Plans

Note: Erik Wright, Acting Manager, Asset Management will provide a presentation

regarding this matter.

1. That the presentation provided by Erik Wright, Acting Manager, Asset Management regarding 2025 Asset Management Plans be received; and,
2. That Staff proceed with preparation of the 2025 Asset Management Plans based on the direction provided by Committee of the Whole.

6. New Business

7. Closed Session (if required)

8. Adjournment

2025 Asset Management Plans

March 24, 2025

Presented by Erik Wright, Acting
Manager of Asset Management

Agenda

1. Introduction
2. Activity Overview
3. Key Concepts & Links to Reserve Fund Review
4. Activity: Parks, Facilities, Roads, Bridges, Water, Wastewater, Stormwater

Why Are We Here Today?

**Ontario
Regulation
588/17**

2025 Future
Asset Planning

2023 Reserve &
Reserve Fund Review

2020 Fiscal
Strategy

Where Are We In The Process?

50 Year AM Plans for Roads, Bridges,
Water, Wastewater, Stormwater ✓

10 Year Corporate Asset
Management Plans

2019

2022

2024


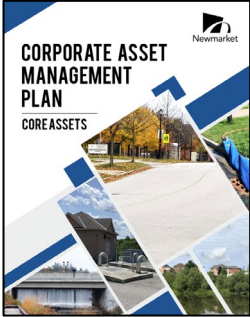
July 1,
2025

Corporate AM
Policy ✓

50 Year AM Plans for Parks
& Facilities ✓

**We are
here**

Key Difference In Next AM Plan

 Ontario Regulation 588/17		2025 Asset Management Plan
Infrastructure Condition	✓	✓
Levels of Service	✓	✓
Funding Strategy	✓	✓
10 Year Targets	⊘	🔍



Targets Don't Supersede Other Town Processes

- ✓ Decisions can be made during the budget process.
- ✓ The Town can divert from the overall strategy.
- ✓ Many other driving factors in how decisions are made.
- ✓ Annual AM updates will be provided to Council.
- ✓ Decisions can be guided by multi-year plans.
- ✓ New information can prompt review and update of targets.

Trends Across Canada



60%

Canada's public infrastructure owned by local governments

10%

Portion of Canada's tax dollar available to municipalities

84%

Canadians who say the federal government must empower municipalities

POLICY
OPTIONS

Canadian cities need a new funding model and the national capital is a prime example

FAO
FINANCIAL ACCOUNTABILITY
OFFICE OF ONTARIO

Unplanned repairs caused by climate change could disrupt regular services in Ontario's public buildings.

The capital investment in new infrastructure is on average **20%**

of the total life-cycle cost – leaving the burden of continued operations, maintenance, replacement and decommissioning costs to future generations



NEWMARKETTODAY .ca

THE ISSUES: How do we keep municipalities whole?



Canadian municipalities could face \$20B budget shortfall from 3 months of COVID-related closures

Property tax deferrals and pandemic closures mean significant drop in revenues for cities

Toronto faces \$26B infrastructure gap over next decade



City of Edmonton falling behind \$470M each year in renewal projects

Benchmarking Our Assets



Statistics
Canada



Roads



Our roads are 5% better on average



Bridges



Our bridges are 8% better on average



*Similar condition water, wastewater, and
stormwater infrastructure to comparables
across Canada*

Activity Overview











Presentation Activity Overview

We will talk about the future **condition** of our assets....

For each of these asset types:

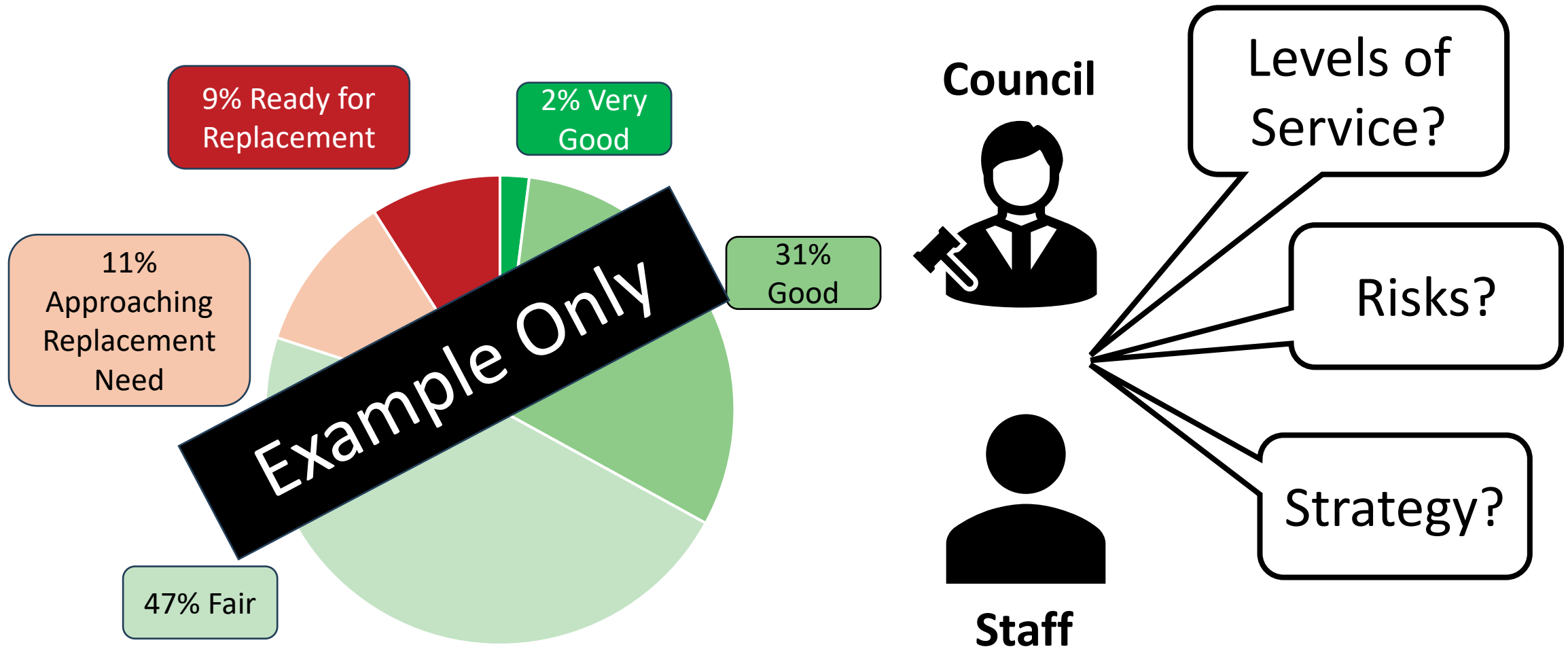


Condition Ratings Explained

WHAT ASSETS MIGHT LOOK LIKE				
Very Good	Good	Fair	Approaching Replacement Need	Ready for Replacement
				
WHAT IT MEANS				
 <ul style="list-style-type: none"> • New or recently rehabilitated • Excellent condition • Well maintained 	 <ul style="list-style-type: none"> • Performing well • Meets service expectations 	 <ul style="list-style-type: none"> • Start of visible aesthetic changes • Performing well • Active maintenance 	 <ul style="list-style-type: none"> • Moderate to major deterioration • Increasing maintenance needs 	 <ul style="list-style-type: none"> • End of service life • Monitoring & risk management • Minimize disruptions

Activity Example

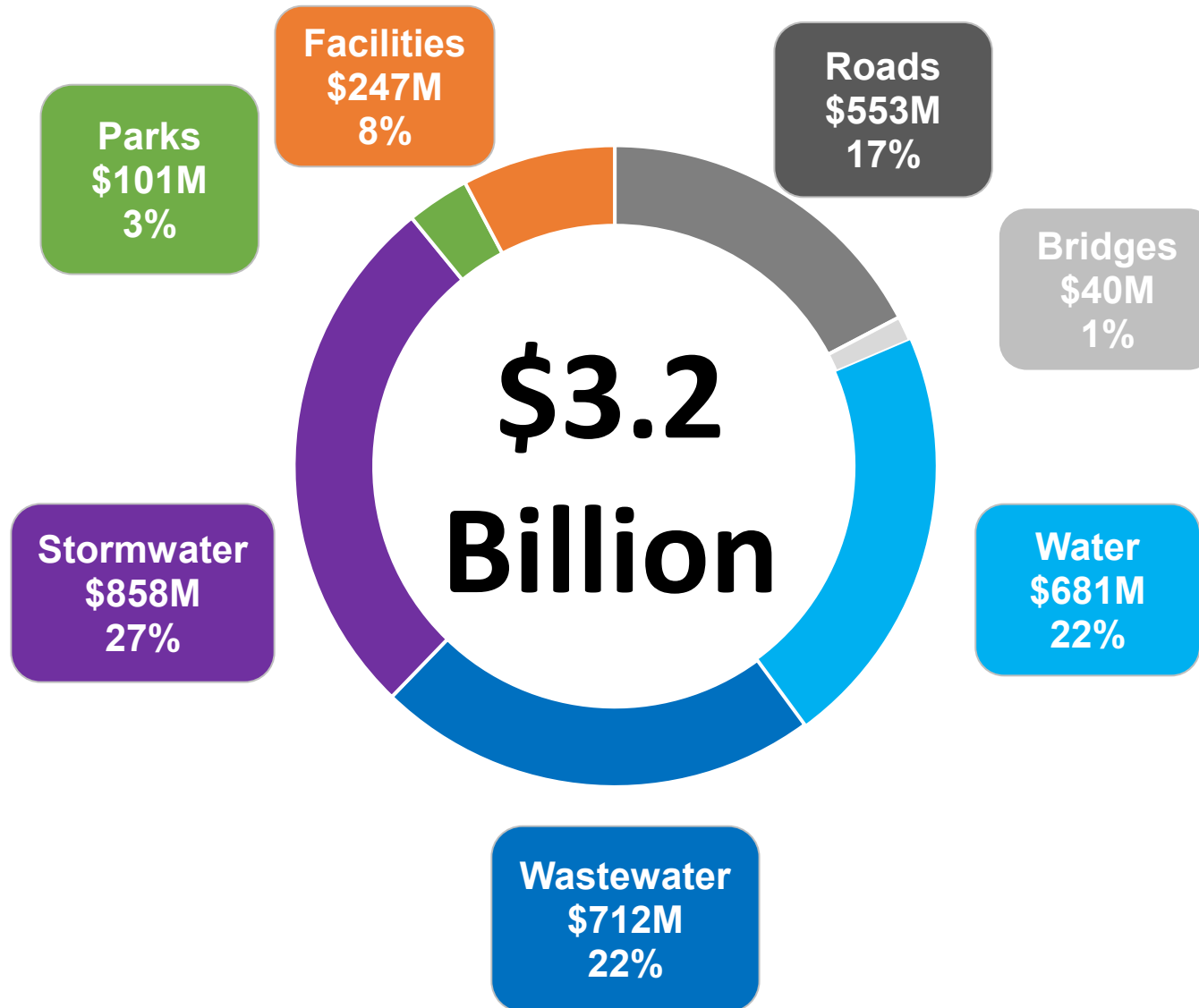
Our assets are forecasted in 2034 as:



Key Concepts for Today

1. Lifecycle of Town Assets
2. Reserve Fund Strategy
3. Risk as a Tool for Asset Planning

Total Value of Newmarket Assets



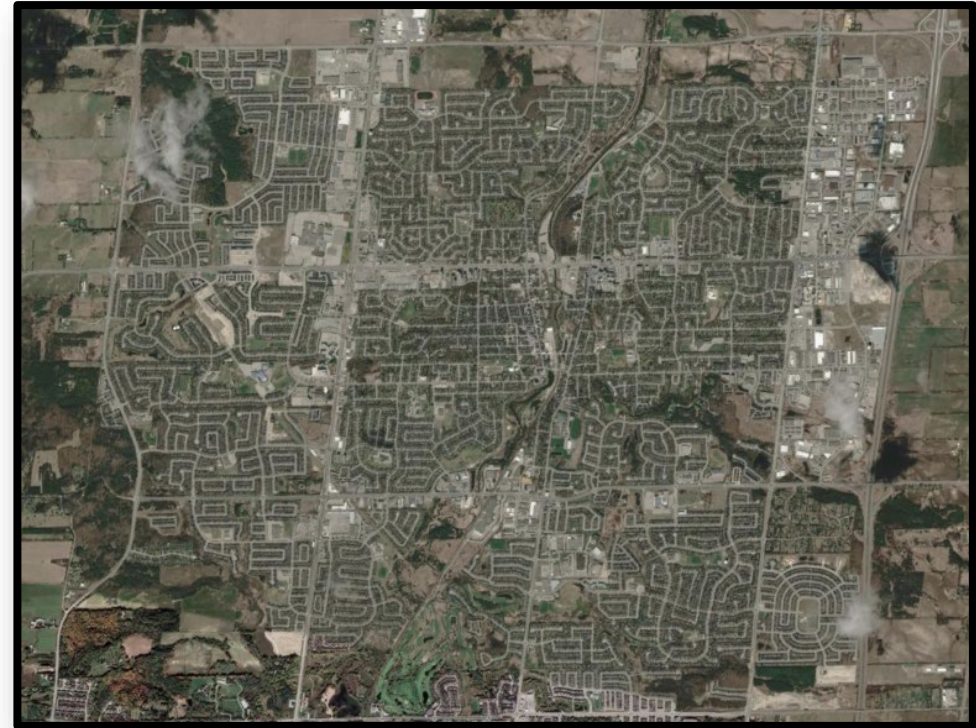
 **DOT**
Decision Optimization Technology



Growth of Assets



1985

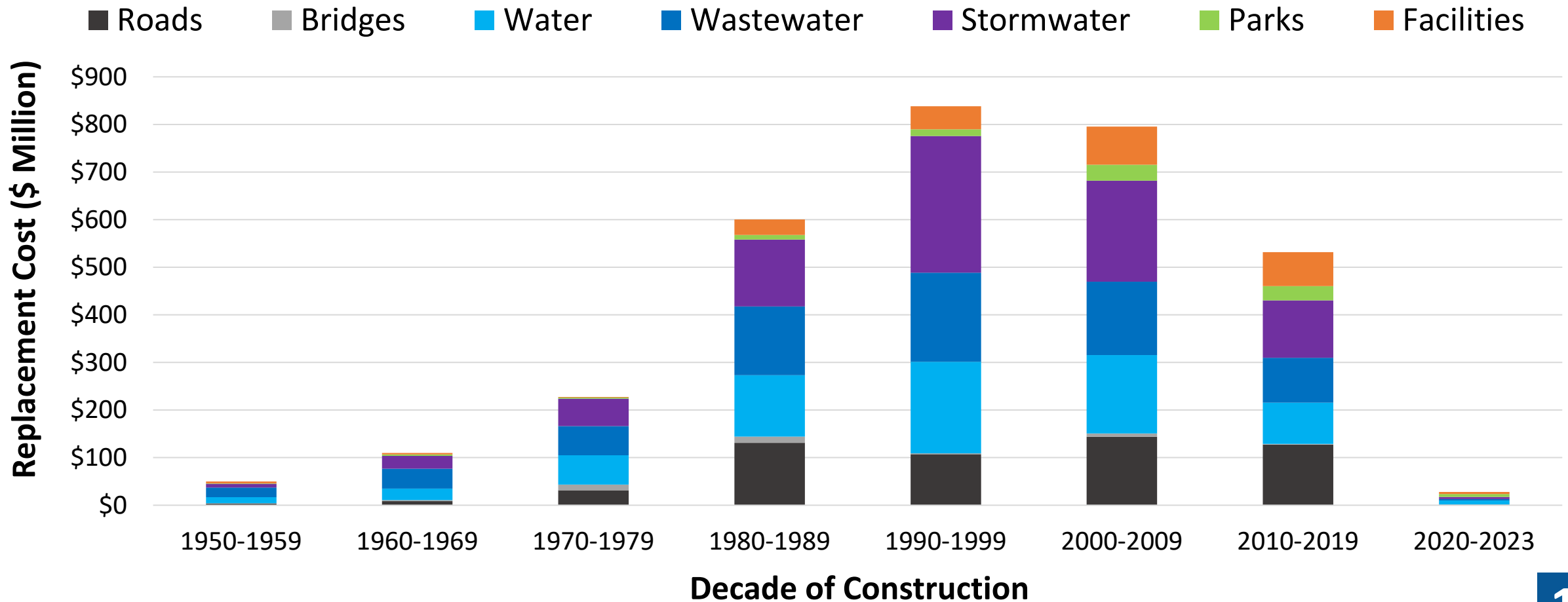


2020

Growth of Assets by Decade

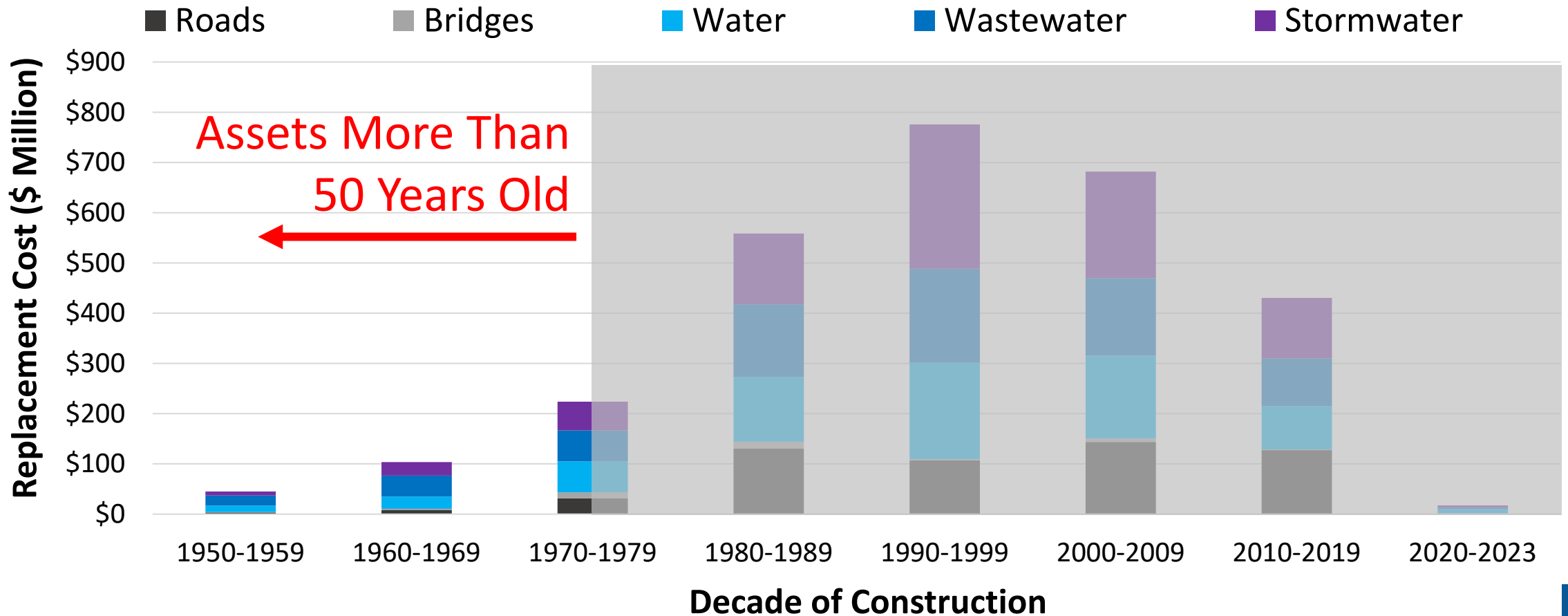
(Annualized, not cumulative)

Asset Replacement Cost by Decade of Construction



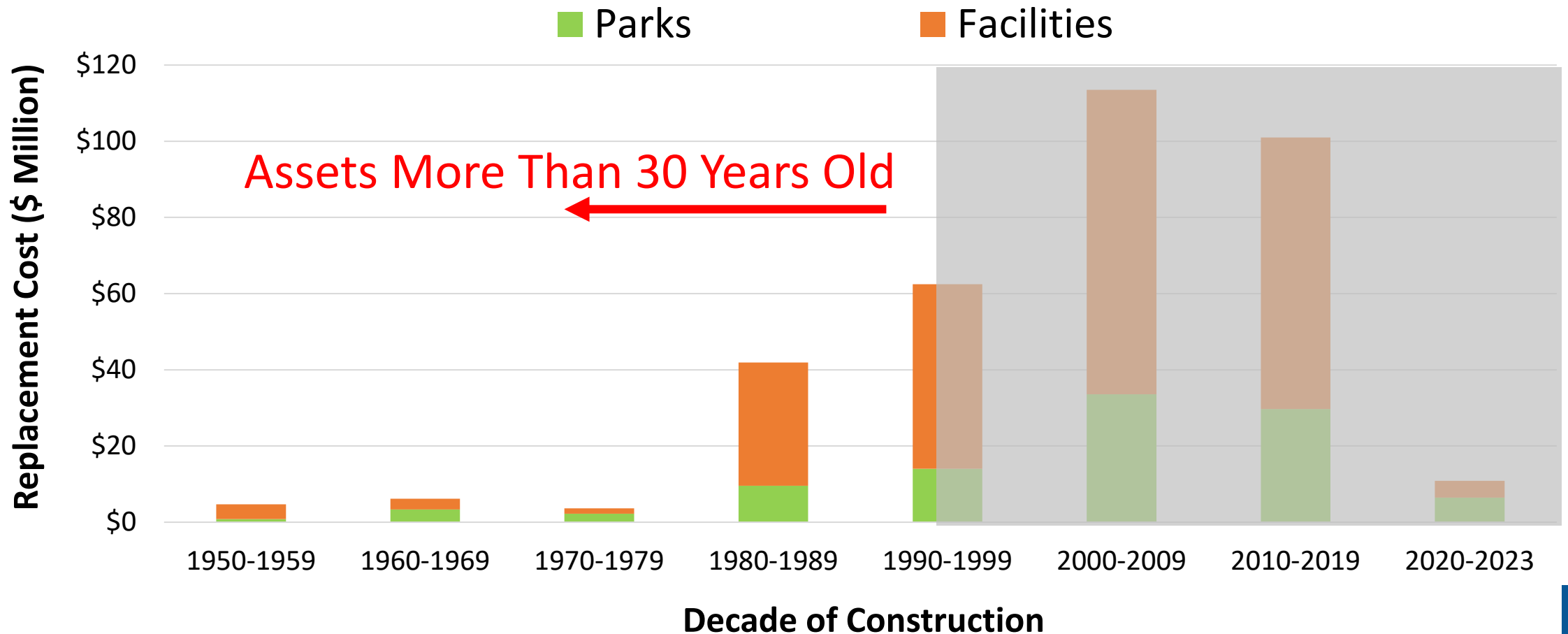
Core Assets Approaching Replacement

Core Assets – Replacing Older Assets First



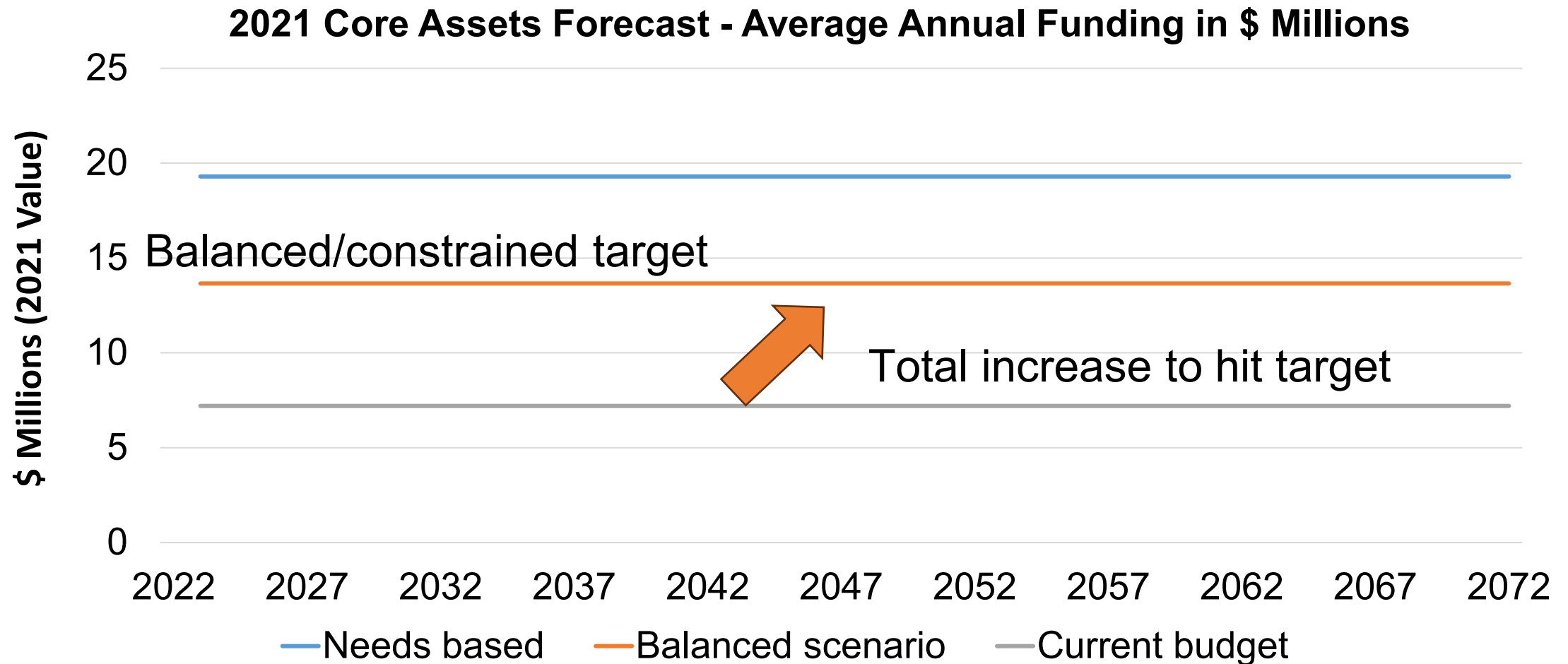
Parks and Facilities Assets Approaching Replacement

Parks & Facilities – Replacing Older Assets First



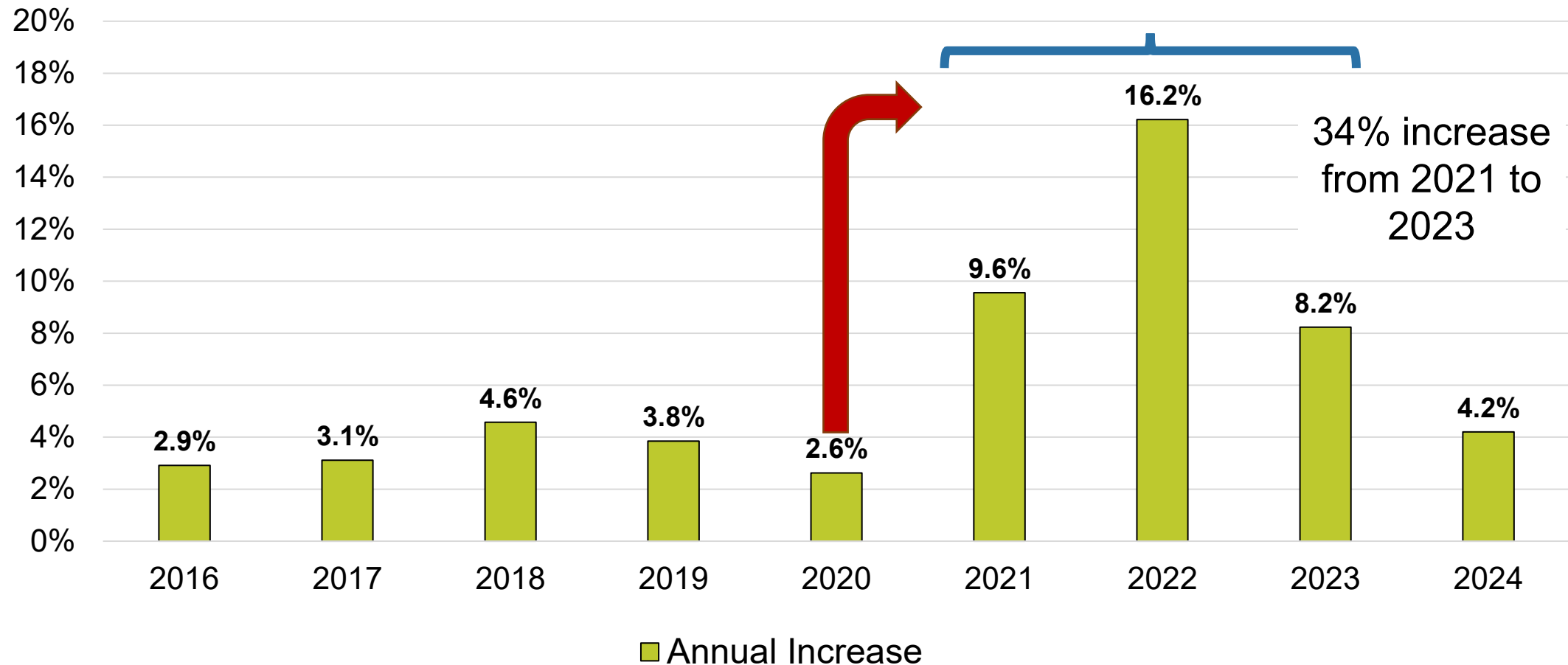
Links to Reserve Fund Review

2021 Core Assets Forecasting Introduced the “Balanced” Scenario for Reserve Planning



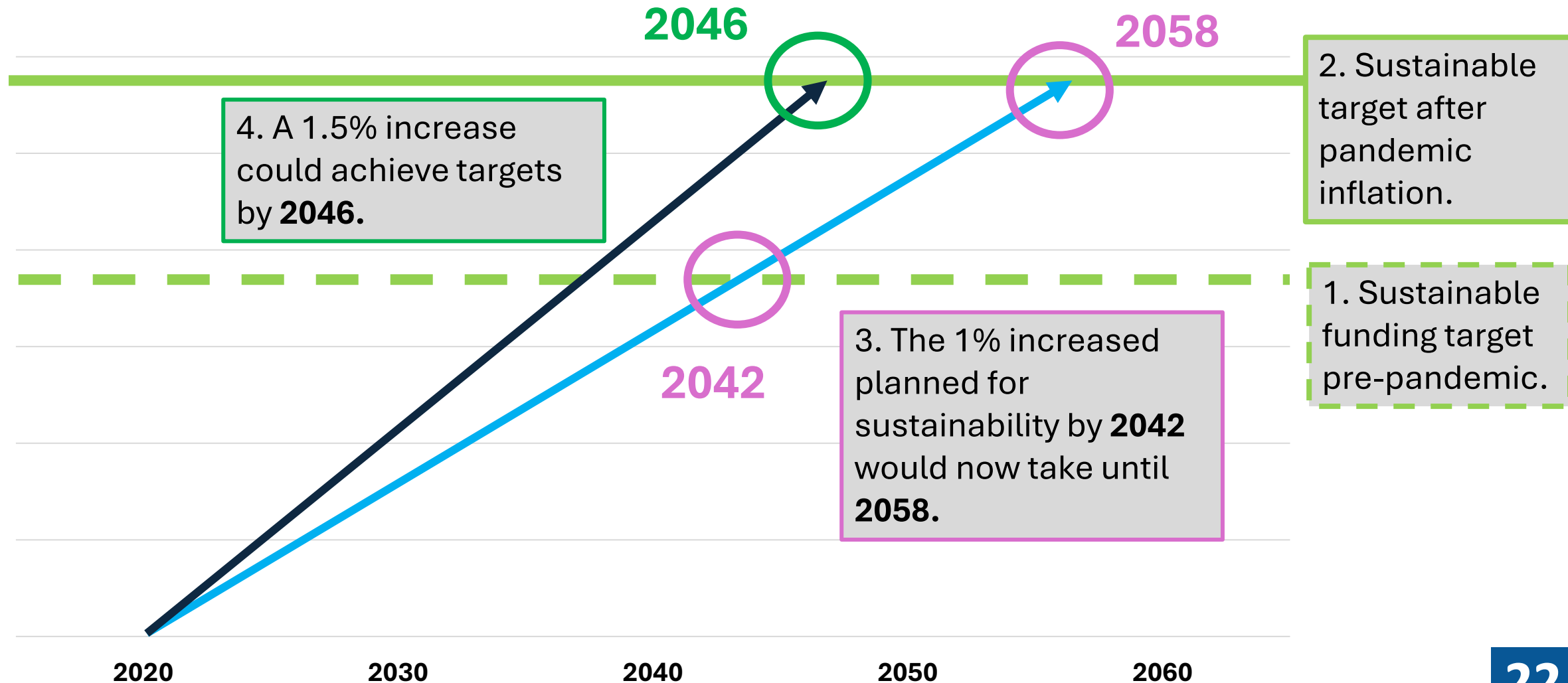
Construction price index spiked in 2021/2022 (Supply Chain Inflation)

Annual Non-Residential Construction Price Index Increases



2023 Reserve Fund Strategy, Summarized

Infrastructure Funding

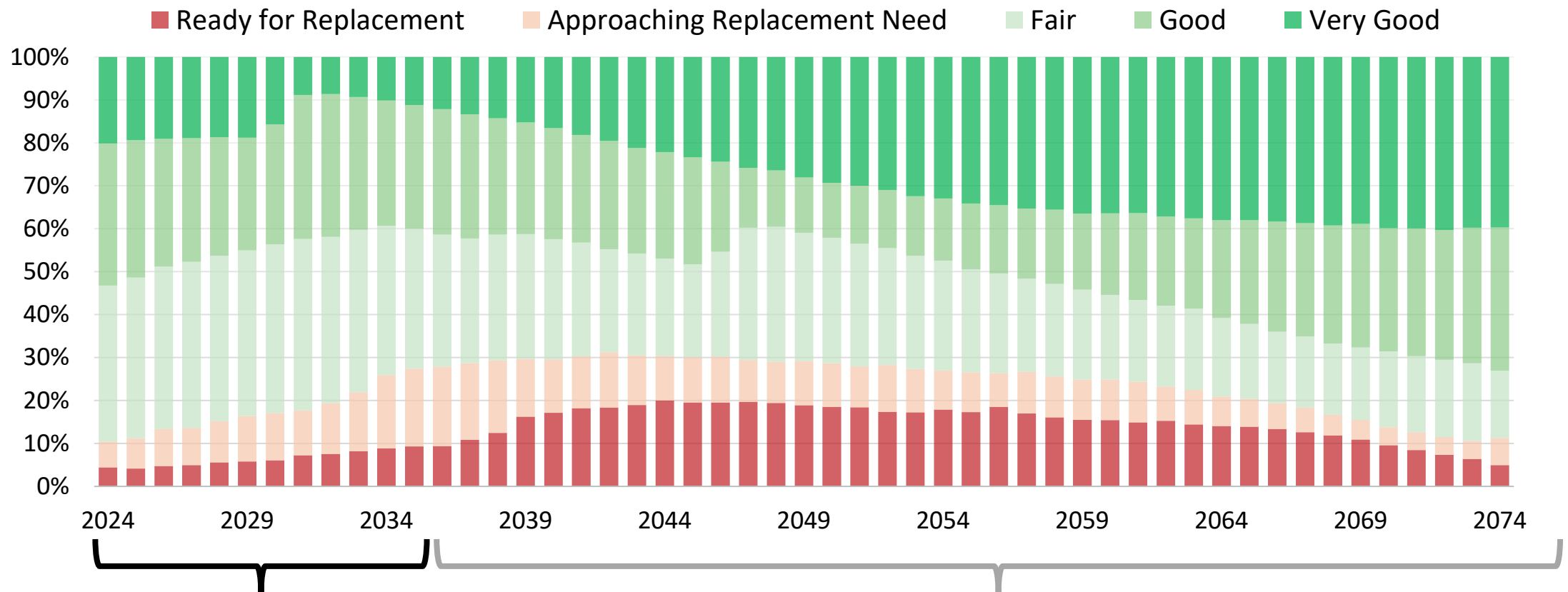


Recap of Current Financial Strategies

- Increase tax-supported reserve fund contributions for asset management by an equivalent of a 1.5% tax levy.
- Rate supported financial plans.
- Provincial & federal grants.
- Interfund borrowing & reserve management.
- May require external borrowing.

50 Year Outlook with Financial Strategy

AVERAGE CONDITION FOR ALL ASSETS



Today's Discussion

Long Term Planning

Risk: New Asset Management Concept

Risk: Similar to a Weather Forecast

Results for **Newmarket, ON** · [Choose area](#) ⋮



13

°C | °F

Precipitation: 40%
Humidity: 81%
Wind: 27 km/h

Weather
Saturday
Rain showers

Temperature | Precipitation | Wind

10% 10% 10% 25% 40% 20% 20% 25%

2 a.m. 5 a.m. 8 a.m. 11 a.m. 2 p.m. 5 p.m. 8 p.m. 11 p.m.

Wed



-1° -6°

Thu



6° -3°

Fri



9° 6°

Sat



13° 11°

Sun



14° -1°

Mon



6° 0°

Tue



14° 6°

Wed



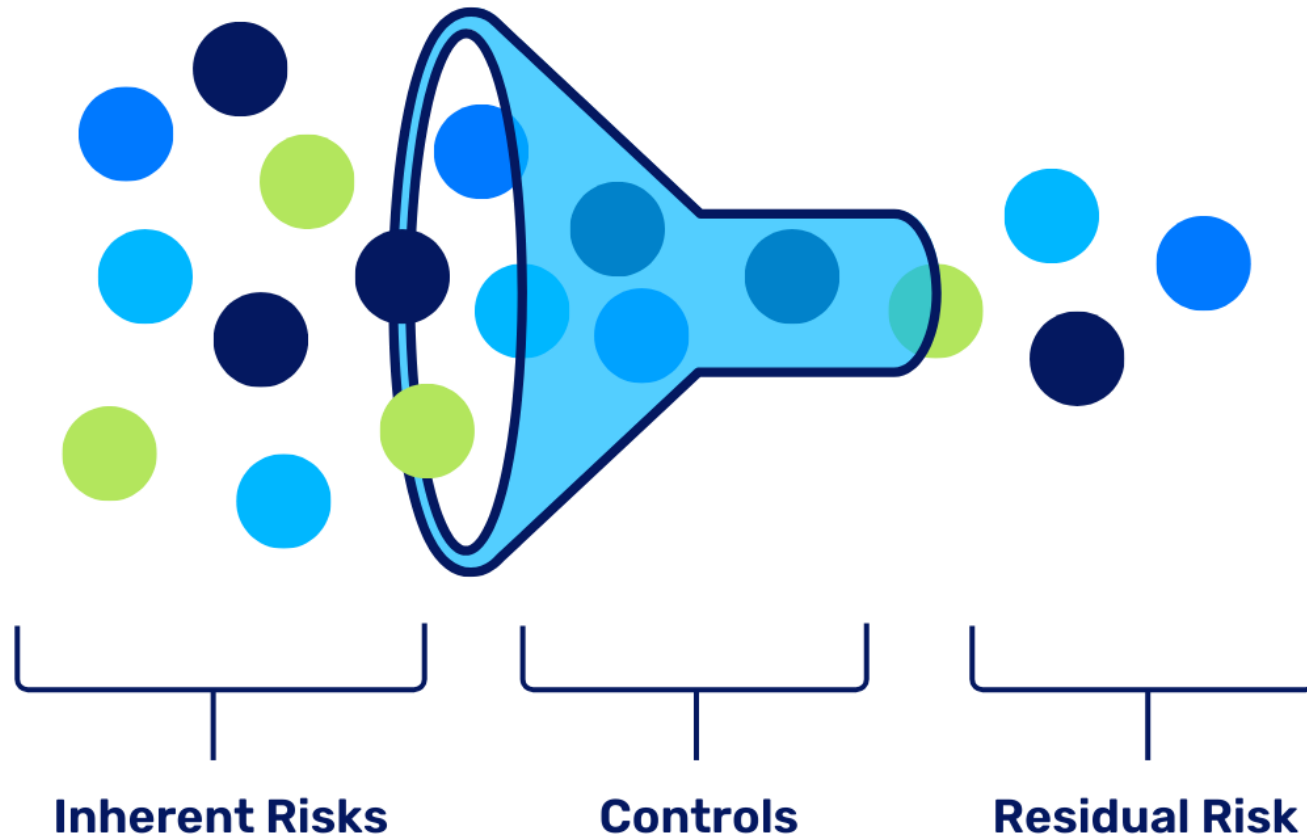
17° 9°

Future events are forecasted with a probability.

Sun? Rain? There is a range of possible outcomes.

Risk Mitigation & Control

Inherent Risk vs Residual Risk



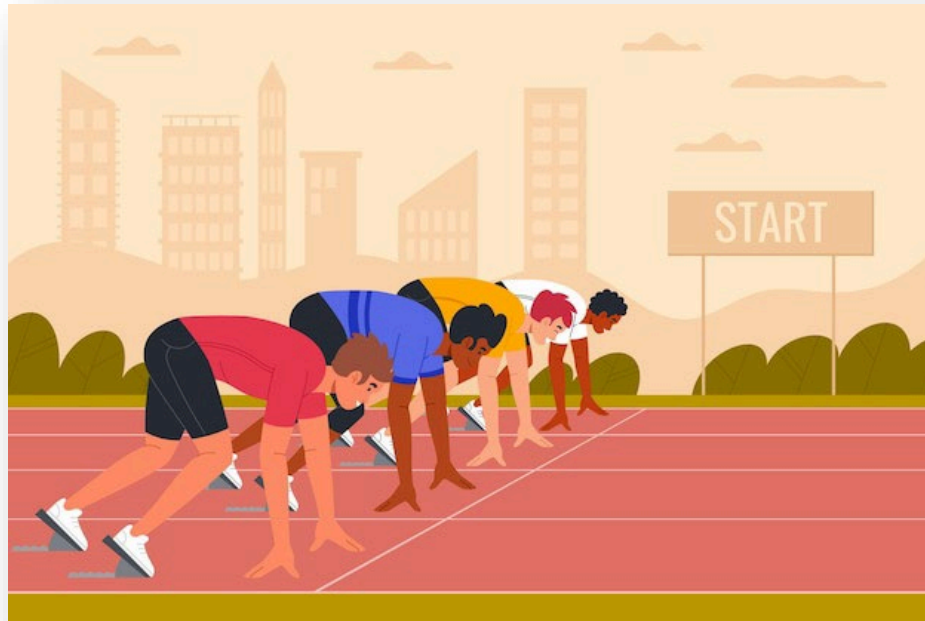
Risks to 2034, Summarized

28

- Natural aging of assets.
- Increased inspection & maintenance needs.



Questions Before We Start?



Legend for the activity:

This symbol asks Council to consider the information shown as the basis for Level of Service for the 2025 AM Plans.



Roads



Overview - Roads

31



Infrastructure Purpose: Roads enable the safe and efficient movement of people, goods, and services, ensuring residents and goods reach their destinations quickly and reliably.



Inventory:

Asset Type	Inventory In 2023
Collector Roads	66 km
Local Roads	193 km
Total	259 km



Total Value:
\$553 Million



Subject Matter Expert (SME) in Attendance:

- Manager of Road Operations
- Manager of Engineering (Capital)



Data Source:
Condition Assessments



Condition & Levels of Service

Very Good
PCI 100 - 90



PCI = ~90

Good
PCI 90 - 65



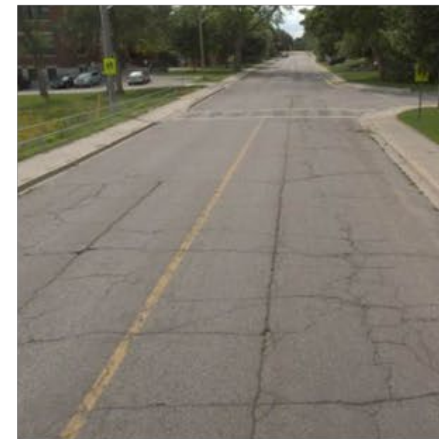
PCI = ~75

Fair
PCI 65 - 50



PCI = ~60

Approaching
Replacement Need
PCI 50 - 30



PCI = ~40

Ready for
Replacement
PCI 30 - 0

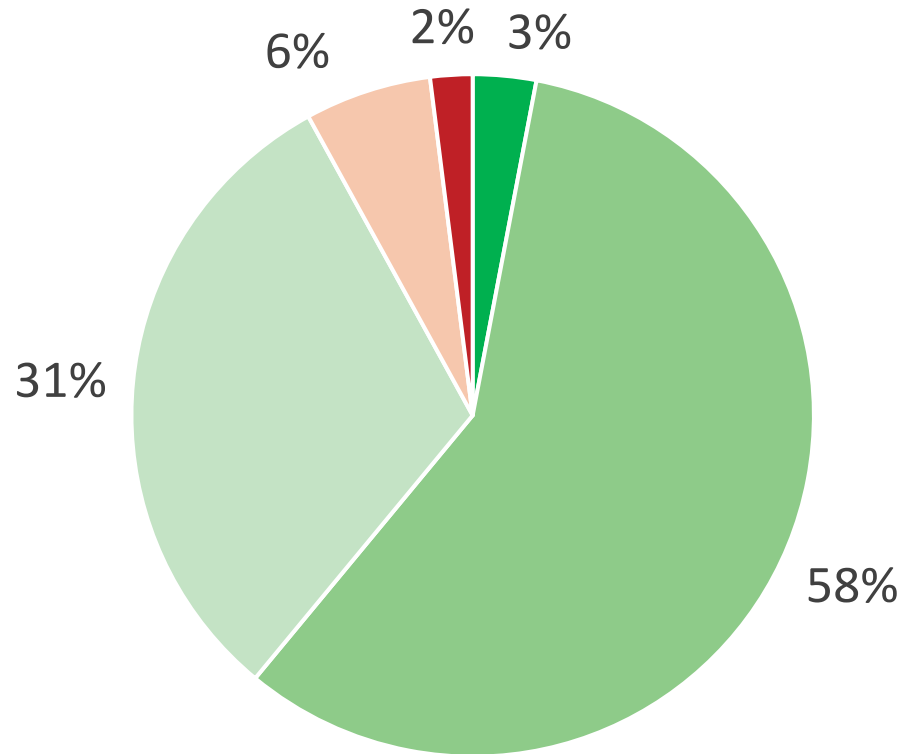


PCI = ~30

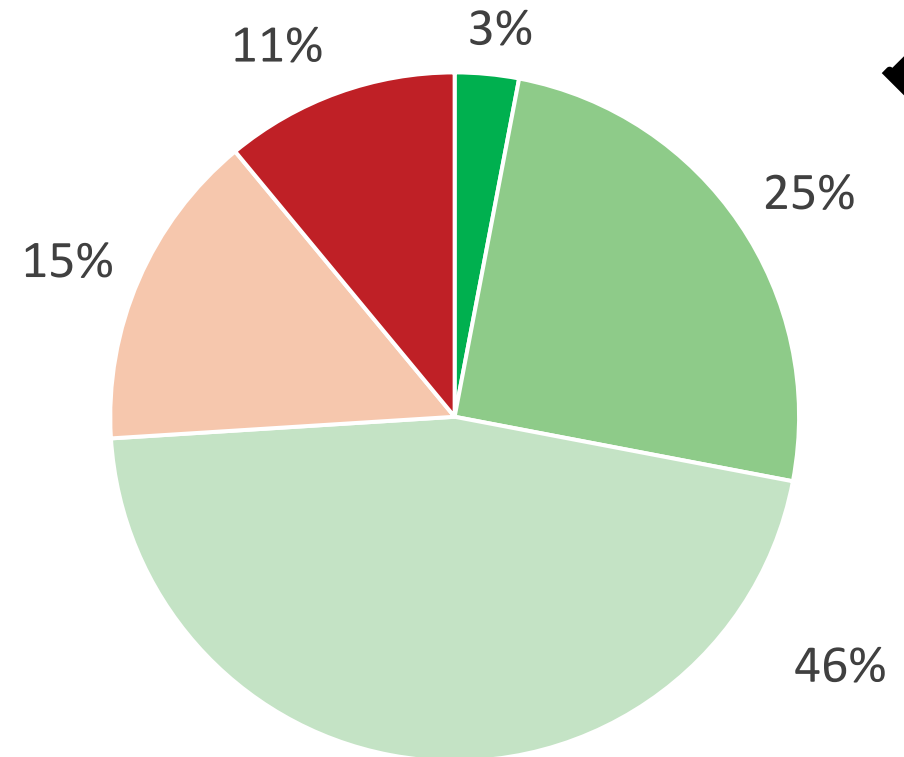


Road Level of Service Forecast

2024



2034



Ready for Replacement Approaching Replacement Need Fair Good Very Good



Average Road Conditions

2024 Average



PCI of 65-70 (Good)

2034 Average



PCI of 55-60 (Fair)



Potential Risks - Roads

1. Risk	2. Mitigation Method	3. Residual Risk
Customer Satisfaction with Ride Comfort	Inspections & maintenance. Prioritize high-traffic areas. Public engagement programs. Provincial maintenance standards.	Some bumpier roads with lower travel speeds. Customer feedback on road quality.



Questions?





Bridges



Overview - Bridges

38



Infrastructure Purpose: The Town's bridges provide safe and reliable passage for vehicles, cyclists, and pedestrians across waterways and rail corridors.



Inventory:

Asset Type	Inventory in 2023
Vehicle Bridges	13
Structural Culverts	18
Total	31



Total Value:
\$40 Million



**Subject Matter Expert (SME)
in Attendance:**






- Manager of Engineering (Capital)

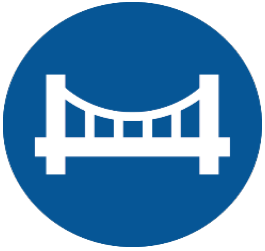


Data Source:
Condition Assessments



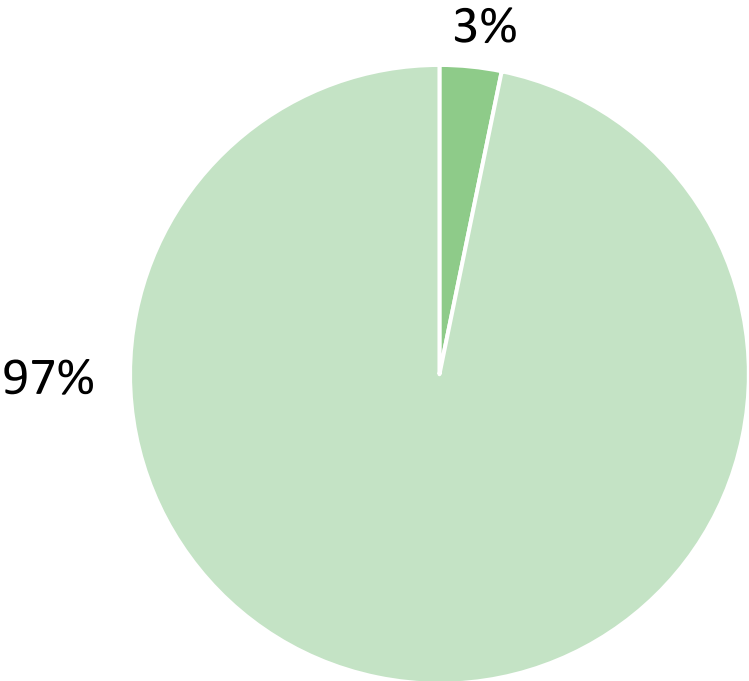
Condition & Levels of Service

Very Good	Good	Fair	Approaching Replacement Need	Ready for Replacement
				
Precast concrete box culvert installed in 2017	Abutment wall with minor hairline cracks	Pier with minor cracks	Wing wall with wide cracks, spall, and delamination	Delamination with exposed, corroded rebar



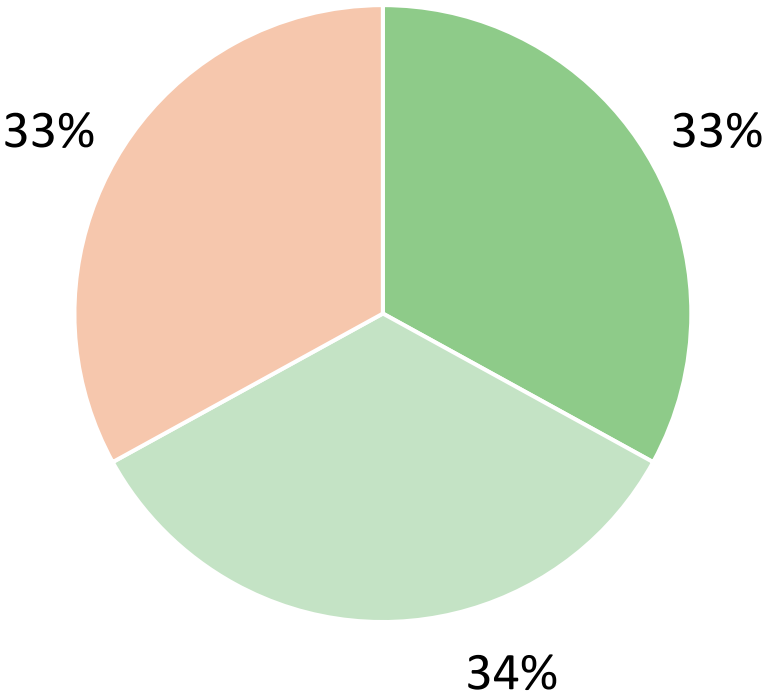
Bridge Level of Service Forecast

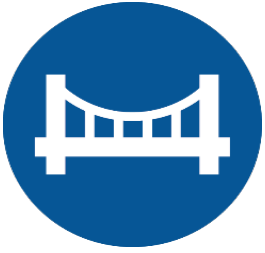
2024



Note: Excludes Queen Street, replacement ongoing

2034





Potential Risks - Bridges

1. Risk	2. Mitigation Method	3. Residual Risk
Traffic Detours	Regulatory compliance. Inspections & maintenance. Prioritizations & planning.	Detours during bridge repairs.



Questions?





Facilities



Overview - Facilities

44



Infrastructure Purpose: Facilities provide opportunities for people to be active, offering diverse and enjoyable ways to stay engaged in the community.



Inventory:

Facility Type	Inventory in 2023
Municipal Buildings	4
Community & Cultural Facilities	5
Recreational Facilities	5
Library	1
Park Washrooms	11
Fire Facilities in Newmarket	2
Leased Facilities	9
Total	37



Total Value:
\$247 Million



Subject Matter Expert (SME) in Attendance:

- Manager of Facilities Services



Data Source:
Condition Assessments



Condition & Levels of Service

Very Good



Good



Fair



Approaching
Replacement Need



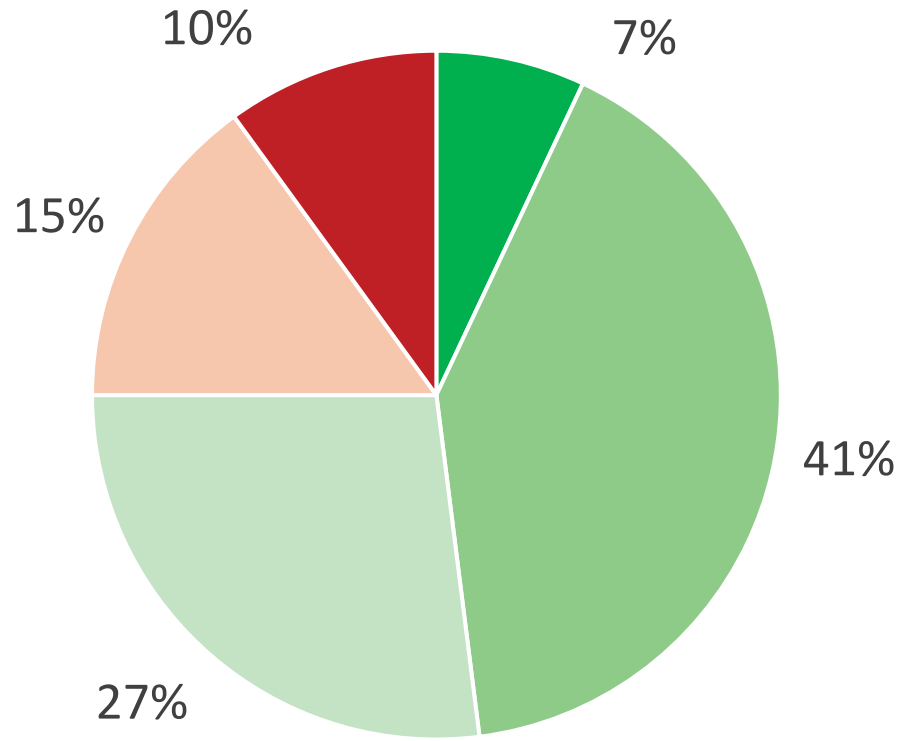
Ready for
Replacement



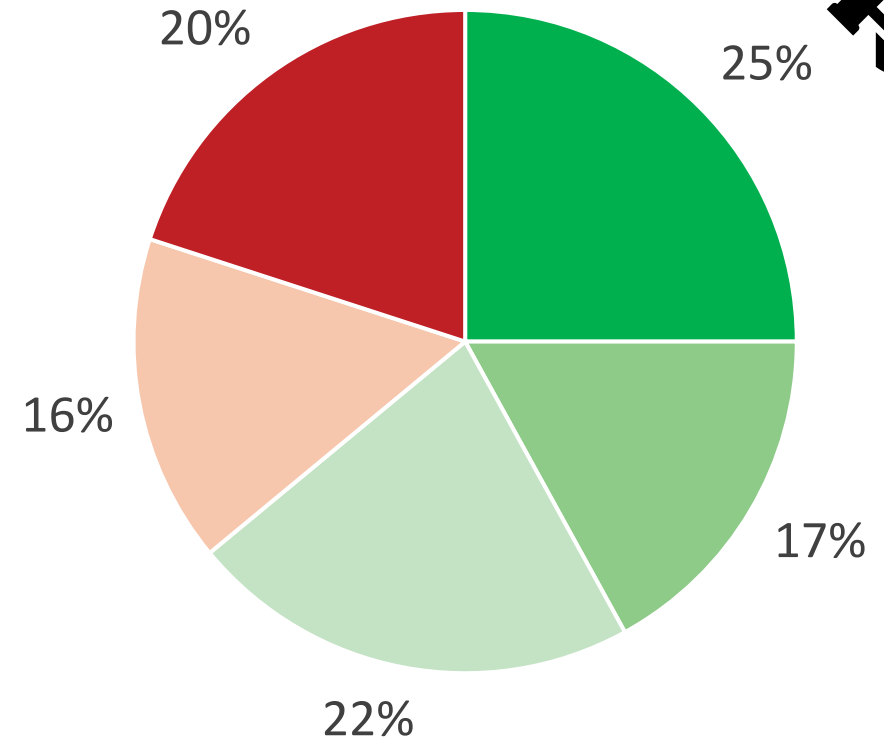


Facilities Level of Service Forecast

2024



2034



■ Ready for Replacement ■ Approaching Replacement Need ■ Fair ■ Good ■ Very Good



Facilities – Potential Risks

1. Risk	2. Mitigation Method	3. Residual Risk
Programming Impacts Arising from Repairs	Preventive maintenance programs. Inspections. Spare parts. Scheduled closures during major repairs.	Scheduled closures could be more often or longer in duration.
Well-Running Facilities May Start To Look Dated	Maintain cleaning schedules. Branding and other methods of aesthetic appeal.	Perception may change as facilities age.
Maintaining Legacy Equipment	Maintenance plans. Spare parts strategy.	Repairs on legacy assets may be temporary and require full replacements



Questions?





Water



Overview - Water

50



Infrastructure Purpose: The Town provides drinking water distribution to service residents, business and customers with water purchased from York Region.



Inventory:

Asset Type	Inventory in 2023
Watermains (metallic)	82 km
Watermains (all others)	232 km
Hydrants	2,383
Valves	5,255
Meters & Services	27,152



Total Value:
\$681 Million



Subject Matter Expert (SME) in Attendance:

- Manager of Water/Wastewater
- Manager of Engineering (Capital)



Data Source: Detailed Database with Some Condition Data



Condition & Levels of Service

Very Good



Good



Fair



Approaching
Replacement Need



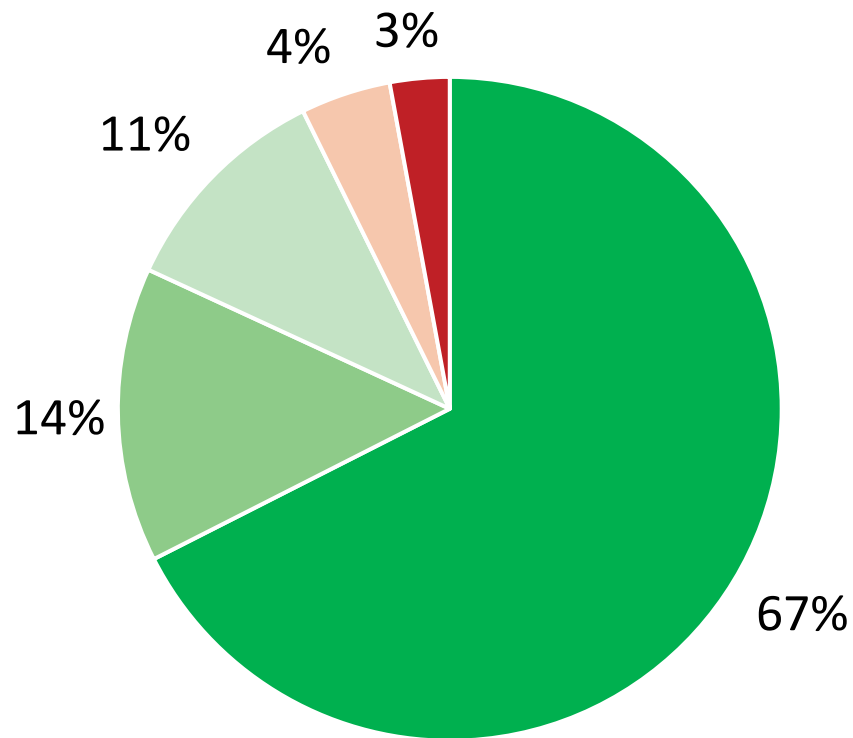
Ready for
Replacement



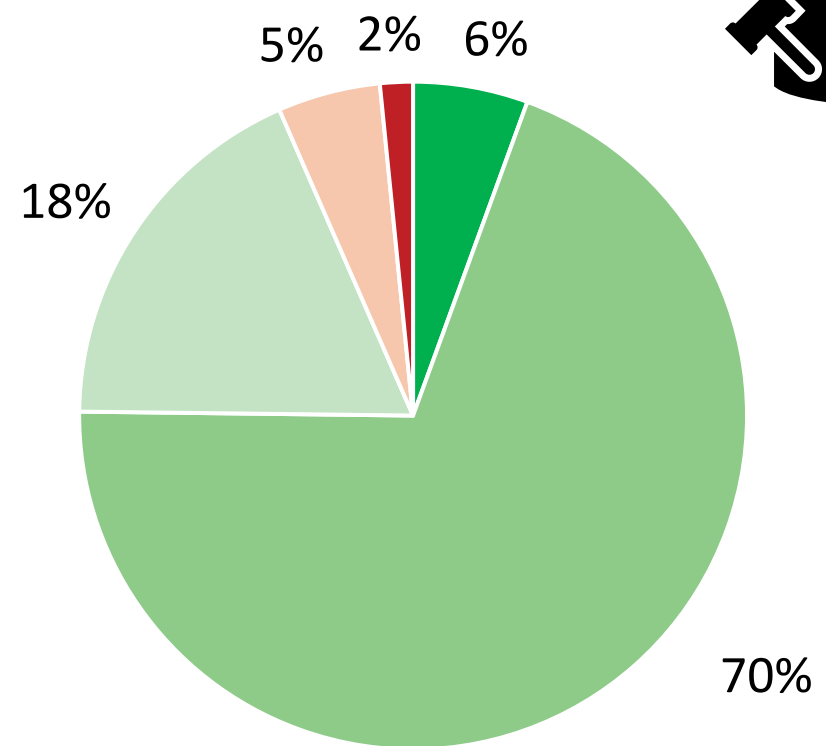


Water Level of Service Forecast

2024



2034



■ Ready for Replacement ■ Approaching Replacement Need ■ Fair ■ Good ■ Very Good



Watermain Breaks

O.Reg. 588/17 Reporting

Ontario
Regulation
588/17



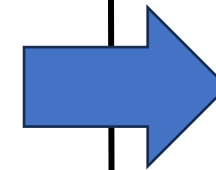
2019 - 2024

Average of
20/year

2034



Forecasted
at **18/year**





Water – Potential Risks

1. Risk	2. Mitigation Method	3. Residual Risk
Valves and hydrants reach useful life before watermains	Continue existing inspection programs. Valve and hydrant replacement schedules.	Minimal.



Questions?





Wastewater



Overview - Wastewater

57



Infrastructure Purpose: Provide safe and reliable wastewater collection services from homes and businesses to regional trunk sewers.



Inventory:

Asset Type	Inventory in 2023
Sewers	284 km
Pump Stations	6
Maintenance Holes	4,569
Service Connections	216 km



Replacement Cost:
\$712 Million



Subject Matter Experts (SME) in Attendance:






- Manager of Water/Wastewater
- Manager of Engineering (Capital)



Data Source:
Detailed Database with Some Condition Data



Condition & Levels of Service

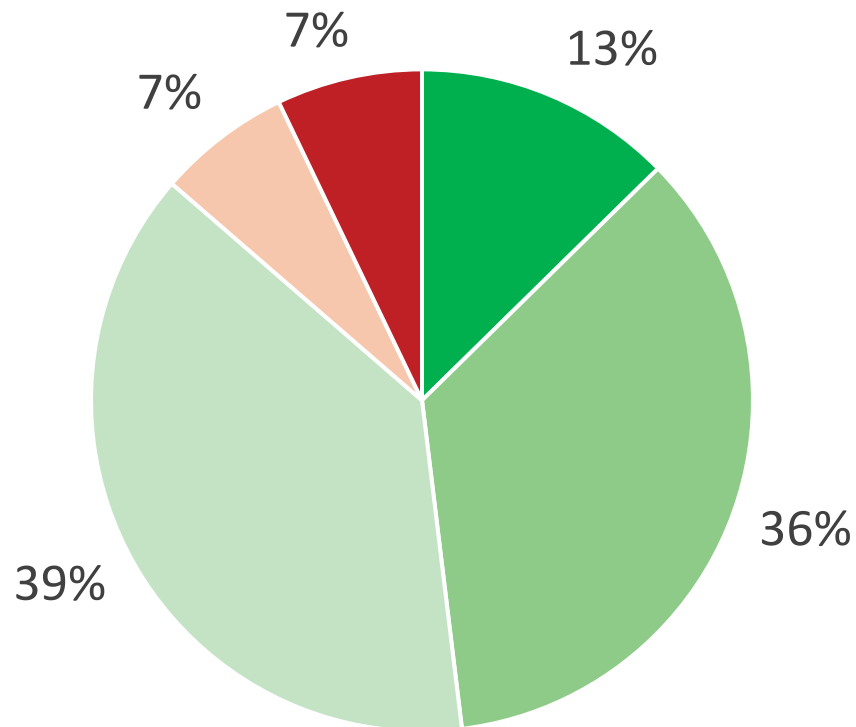
Very Good	Good	Fair	Approaching Replacement Need	Ready for Replacement
				



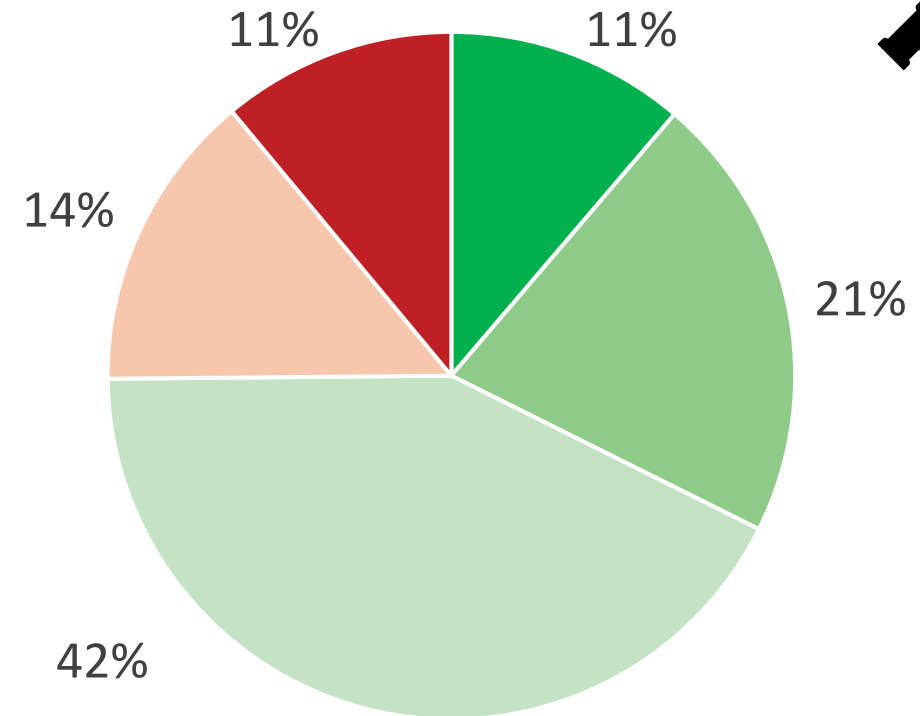
Wastewater Level of Service Forecast



2024



2034



■ Ready for Replacement ■ Approaching Replacement Need ■ Fair ■ Good ■ Very Good



Wastewater – Potential Risks

- No new asset risks unique to the wastewater service.
- Prevailing trends of increase asset maintenance and repair needs for all assets is applicable to wastewater.



Questions?





Stormwater



Overview - Stormwater

63



Infrastructure Purpose: Protection from flooding. Collection, conveyance, and treatment of stormwater with a mix of green and grey infrastructure.



Inventory

Asset Type	Inventory in 2023
Sewers	318 km
Catchbasin & Maintenance Holes	11,574
Service Connections	77 km
Wet Ponds	36
Oil Grit Separators	39
Inlets & Outfalls	371
Low Impact Drainage Facilities	21



REPLACEMENT COST:

\$858 Million



Subject Matter Experts (SME) in Attendance:

- Manager of Water/Wastewater
- Manager of Operations
- Manager of Engineering (Capital)
- Manager of Climate, Environment & Sustainability








Data Source:

Detailed Database with Some Condition Data



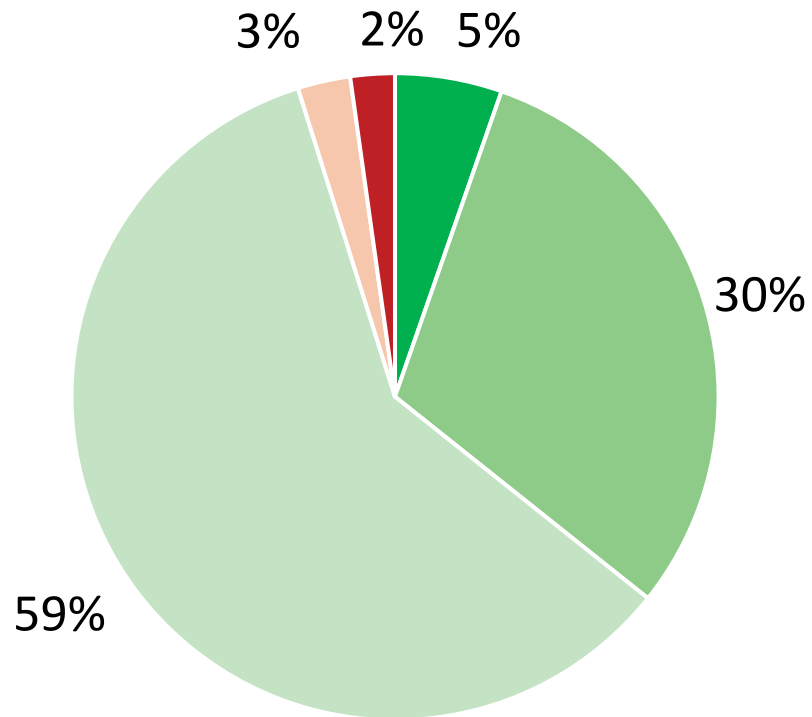
Condition & Levels of Service

Very Good	Good	Fair	Approaching Replacement Need	Ready for Replacement
				

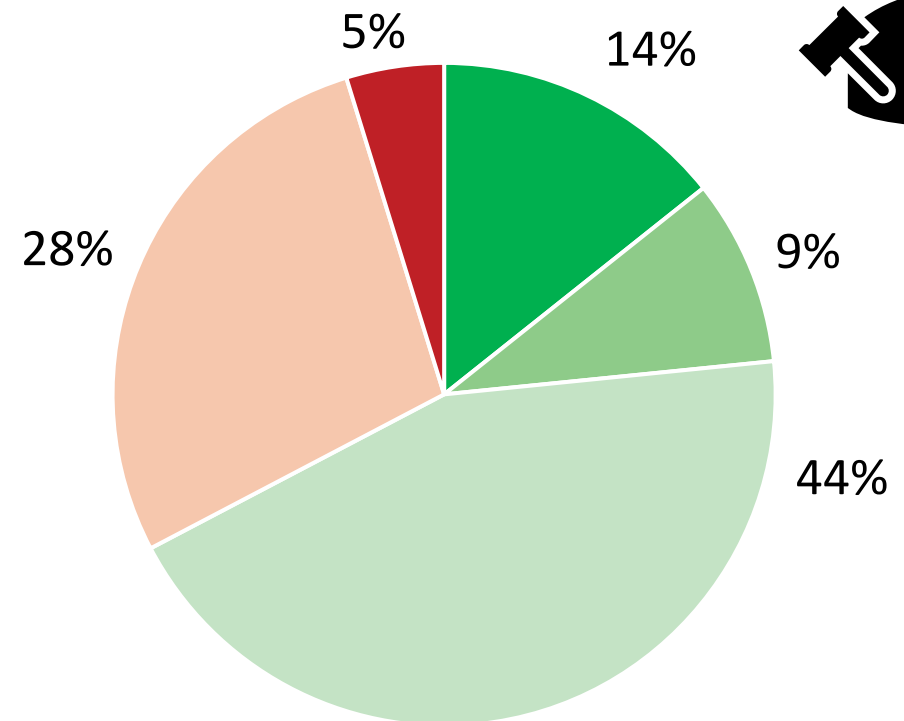


Stormwater Level of Service Forecast

2024



2034



■ Ready for Replacement ■ Approaching Replacement Need ■ Fair ■ Good ■ Very Good



Stormwater – Potential Risks

- No new asset risks unique to the stormwater service.
- Prevailing trends of increase asset maintenance and repair needs for all assets is applicable to stormwater.
- Long term challenges – reserves, climate change.



Questions?





Parks



Overview - Parks

69



Infrastructure Purpose: Parks and open spaces allow for the community to gather, be active, stay healthy, and engaged. They provide connectivity between passive and active areas, natural features, and link to the public trail system.



Inventory:

Asset Type	Inventory in 2023
Recreational Fields, Sports Pads	83
Outdoor Play Equipment	119
Park Structures	18
Open & Functional Spaces	51
Furnishings	985
Pedestrian Network	47 km
Pedestrian Bridges	35
Parking Lots	47



Replacement Cost:
\$101 Million








Subject Matter Expert (SME)
in Attendance:
Manager of Parks & Property



Data Source: Limited Database, Age Only



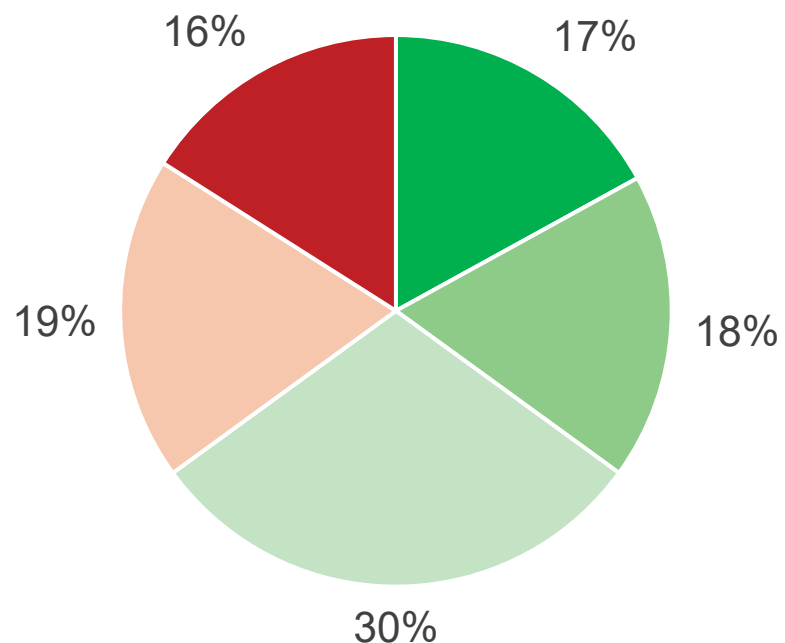
Condition & Levels of Service

Very Good	Good	Fair	Approaching Replacement Need	Ready for Replacement
				

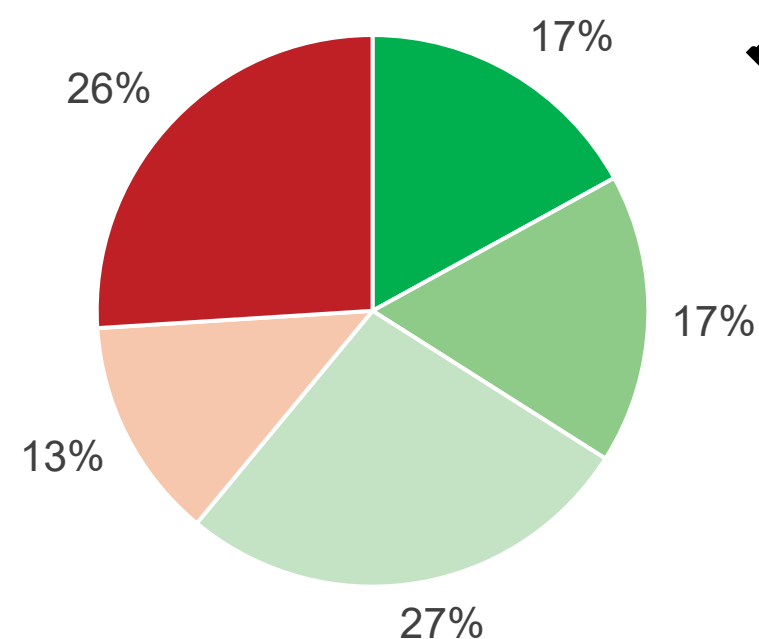


Parks Level of Service Forecast

2024*



2034*



****Age-based assessment with limited data.***

■ Ready for Replacement ■ Approaching Replacement Need ■ Fair ■ Good ■ Very Good

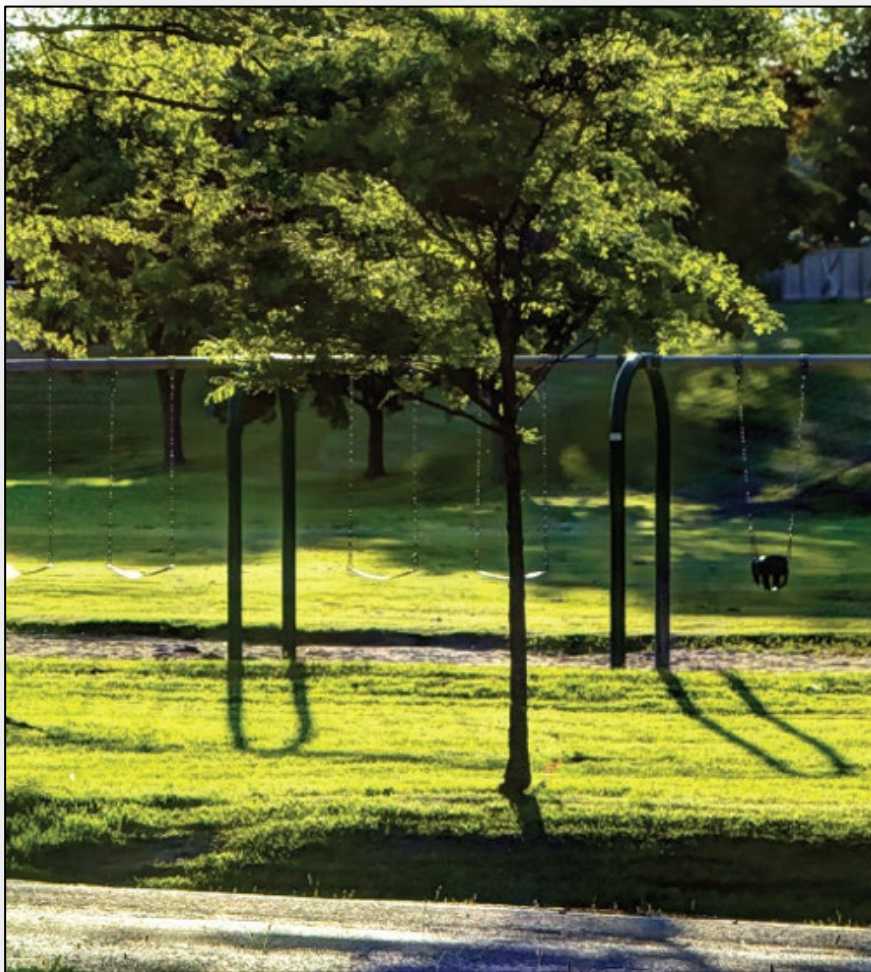


Parks – Potential Risks

1. Risk	2. Mitigation Method	3. Residual Risk
Availability of Amenities	Seasonal and operational asset inspections. Repair programs.	Aesthetic signs of aging. Temporary closures during repairs.



Questions on the Presentation?



Key Questions for Moving Forward

- 1. Is Council in support of the working assumptions for the 2025 asset management plans?*
- 2. Is Council in support of staff moving forward with the development of the 2025 asset management plans, based on these assumptions?*

Recommendations

- 1. That the presentation on 2025 Asset Management Plans be received, and;*
- 2. That staff proceed with the preparation of the 2025 Asset Management Plans based on the direction provided by Committee of the Whole.*

Next Steps



- Develop asset management plans with today's feedback.
- Council endorsed plans before July 1 2025.
- Annual updates starting in 2026.

We're Done!



"Good job!"

