



Asset Management Plans

Core Assets

Executive Overview

Committee of the Whole

Corporate Asset Management Office

Date: December 6, 2021

Executive Summary Overview

1. What do we own?
2. What is it worth?
3. How old is it?
4. What condition is it in?
5. How will the Town use Levels of Service to make decisions about assets, services, and affordability?
6. What is the Town's lifecycle delivery model?
7. How is the Town using Risk to inform decision making?
8. How will the Town be Future Ready?
9. What is impact of Climate Change?
10. What are the financial needs of the Town to meet current levels of service?



1. The Town Owns...



252 Kilometers of Roads



67 Bridges and Culverts



308 Kilometers of
Watermain



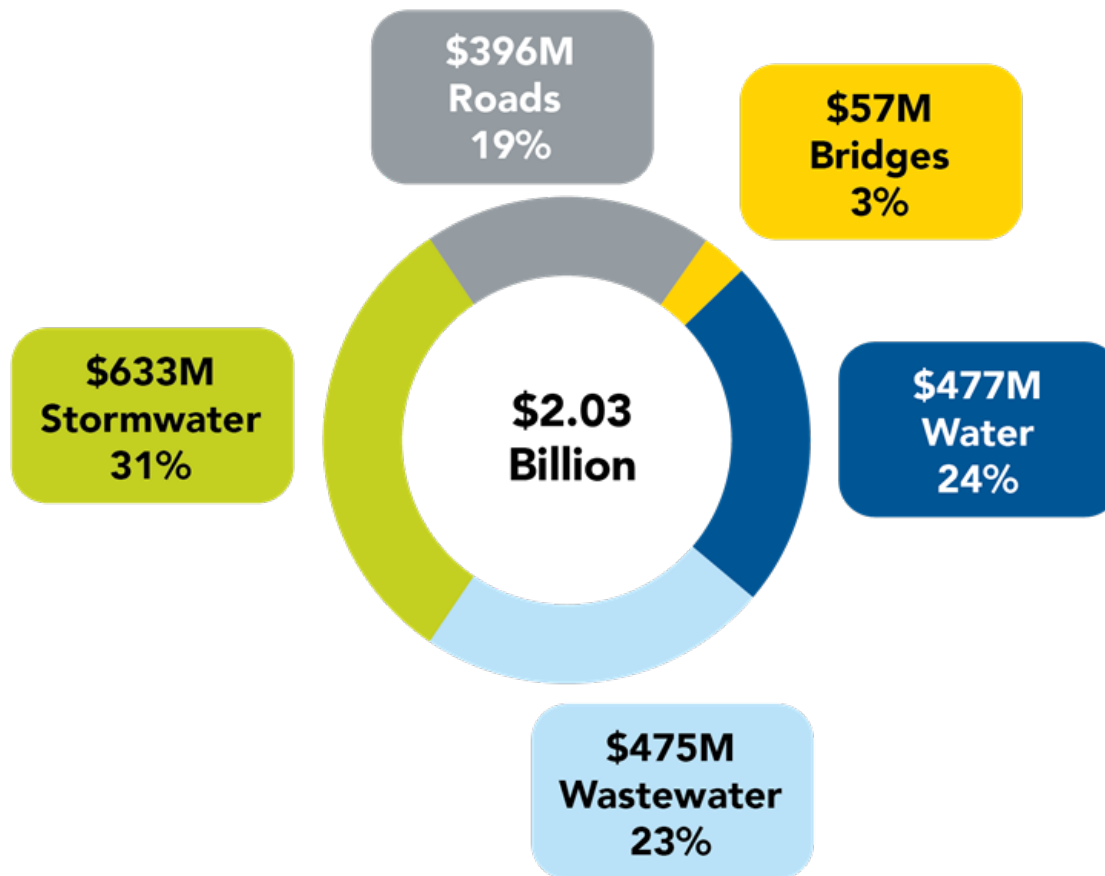
273 Kilometers of Wastewater Sewers



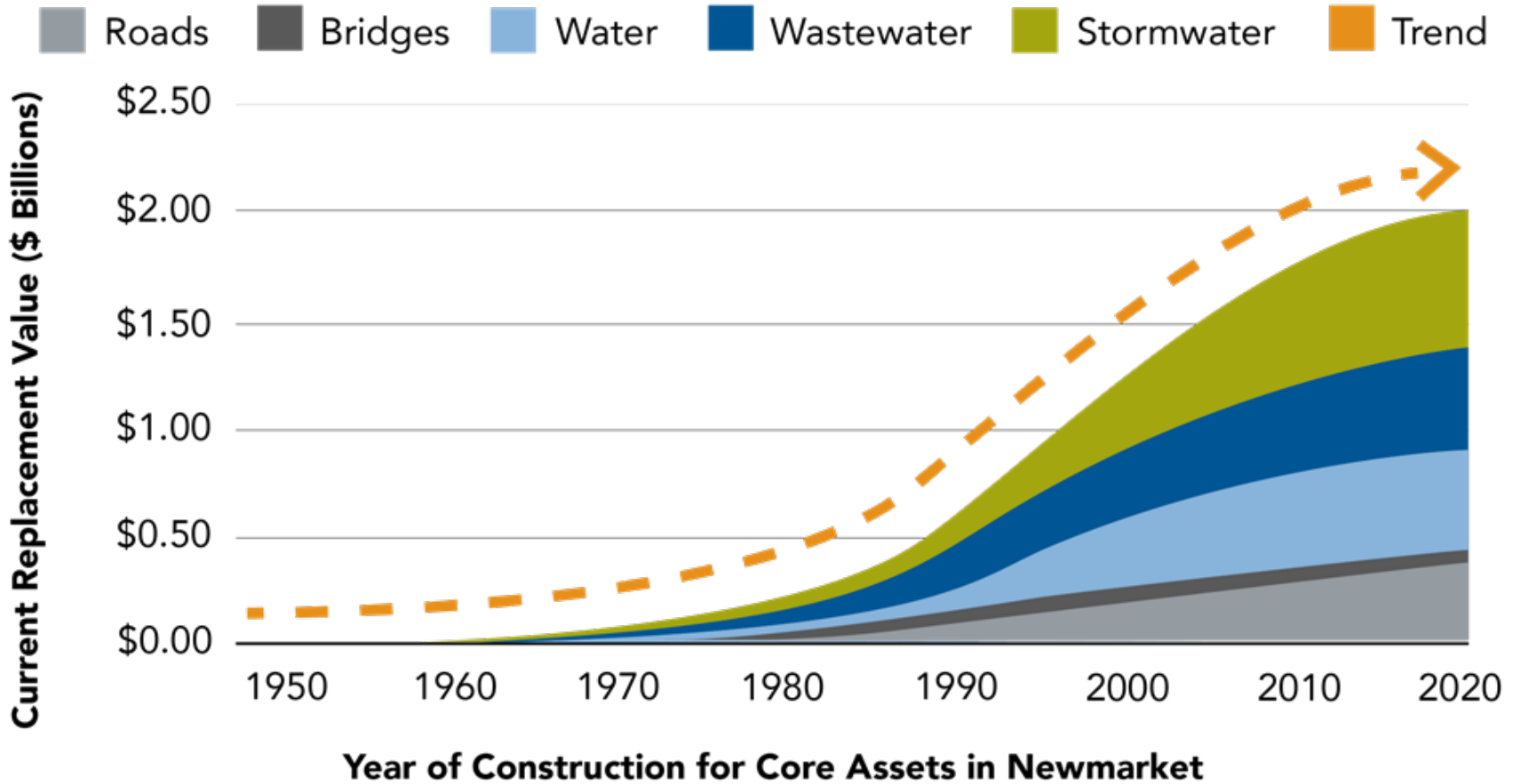
297 Kilometers of Storm Sewers

2. Overall Worth...

TOTAL REPLACEMENT COST OF CORE ASSETS



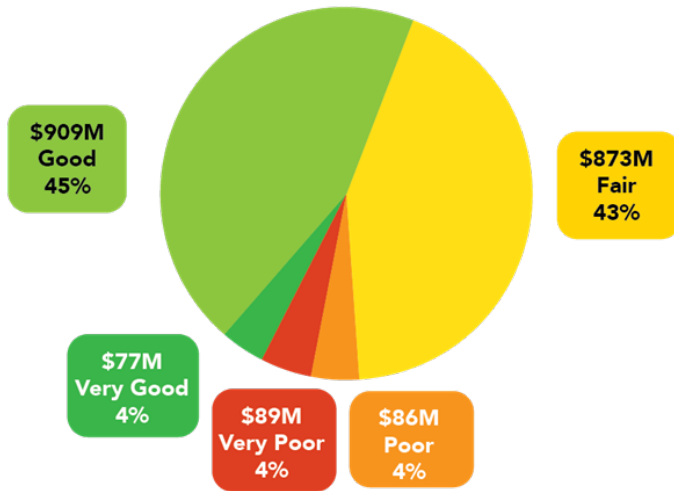
3. Overall Age



4A. Overall Condition

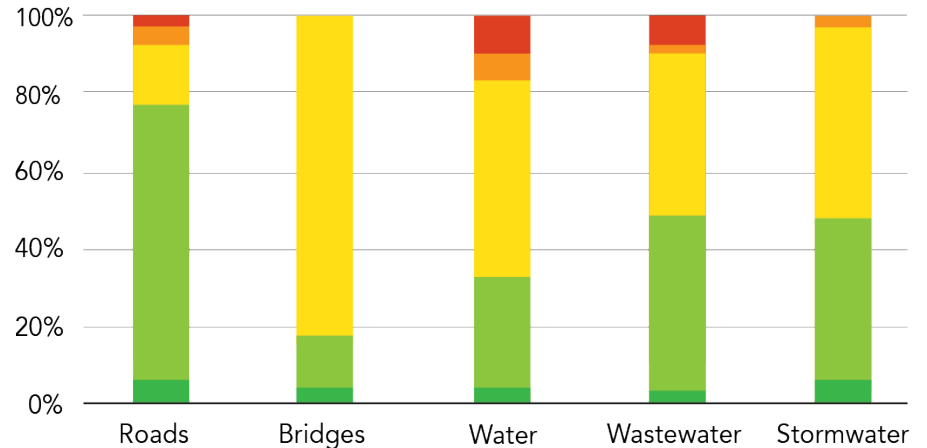
OVERALL CONDITION FOR CORE ASSETS

Very Good Good Fair Poor Very Poor



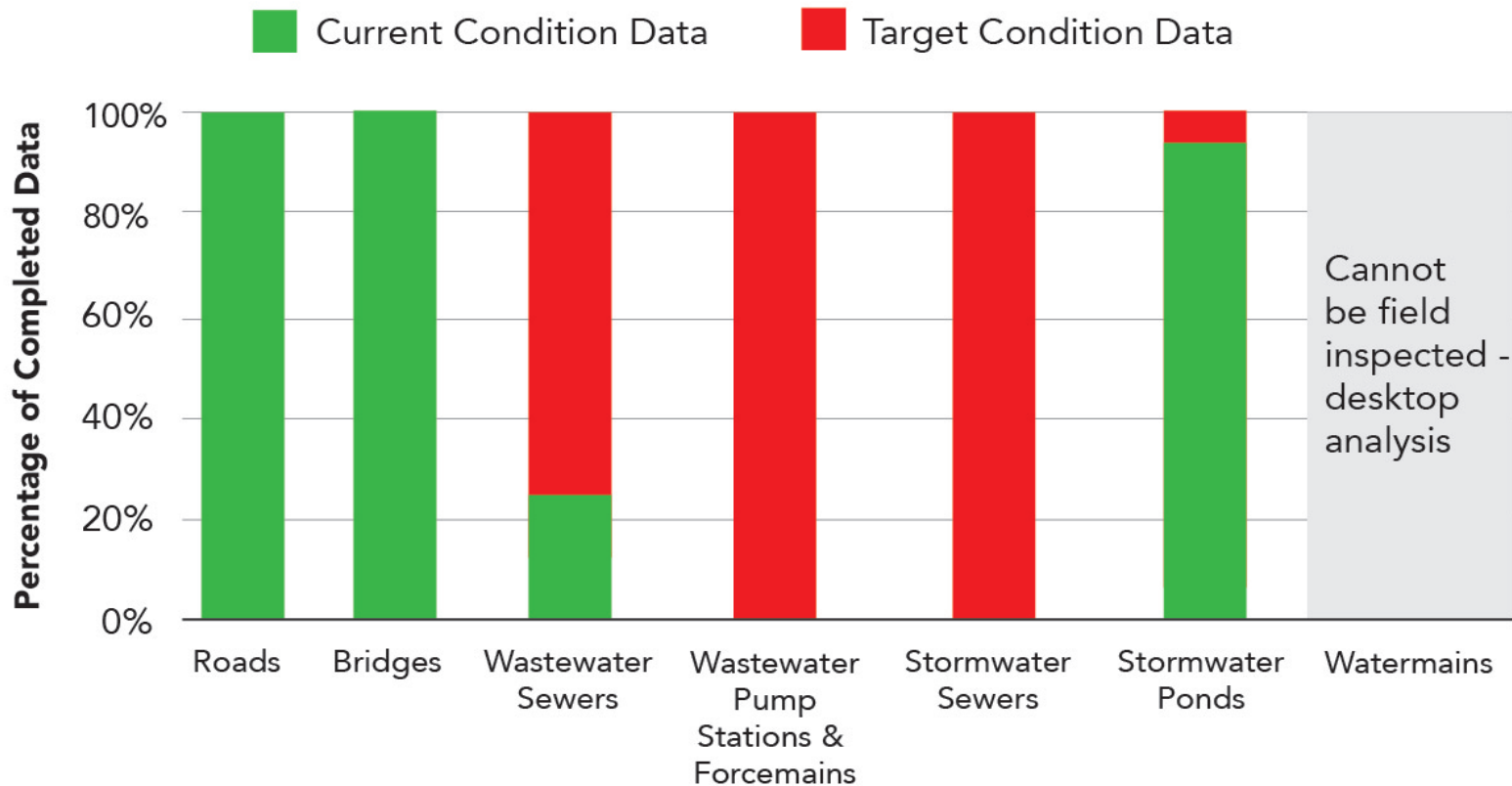
SERVICE AREA COMPARISON OF ASSET CONDITIONS (REPLACEMENT COST / 100%)

Very Good Good Fair Poor Very Poor

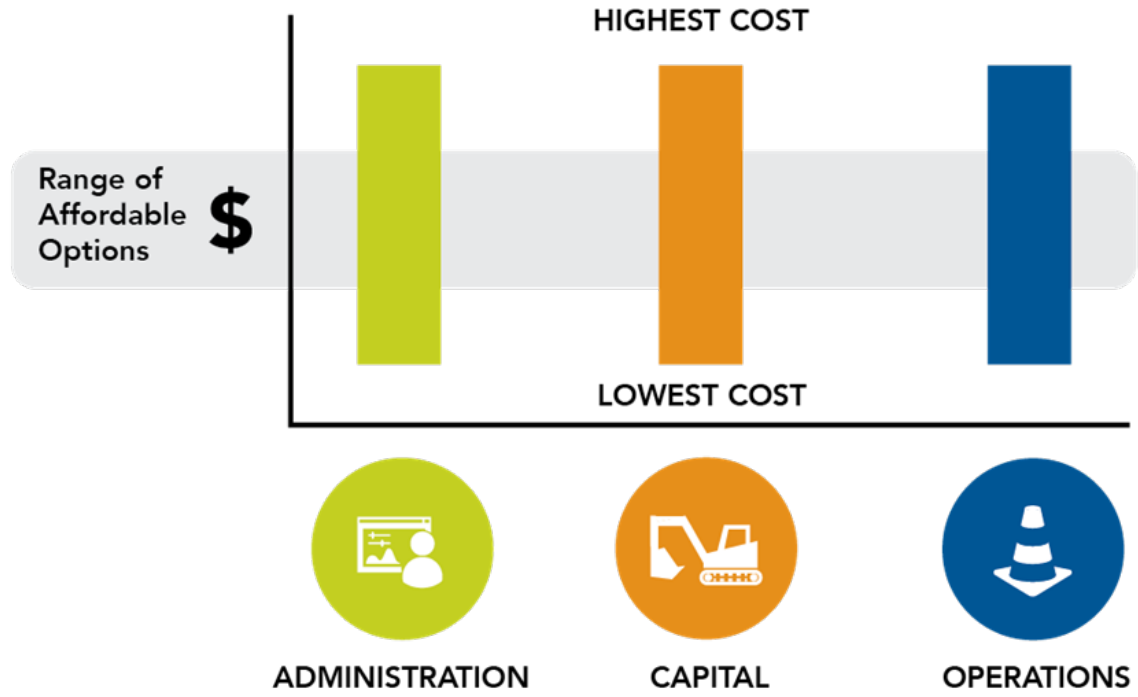


4B. Condition Information

COMPLETENESS OF CONDITION ASSESSMENTS USED FOR FINANCIAL PLANS



5. Levels of Service Decisions

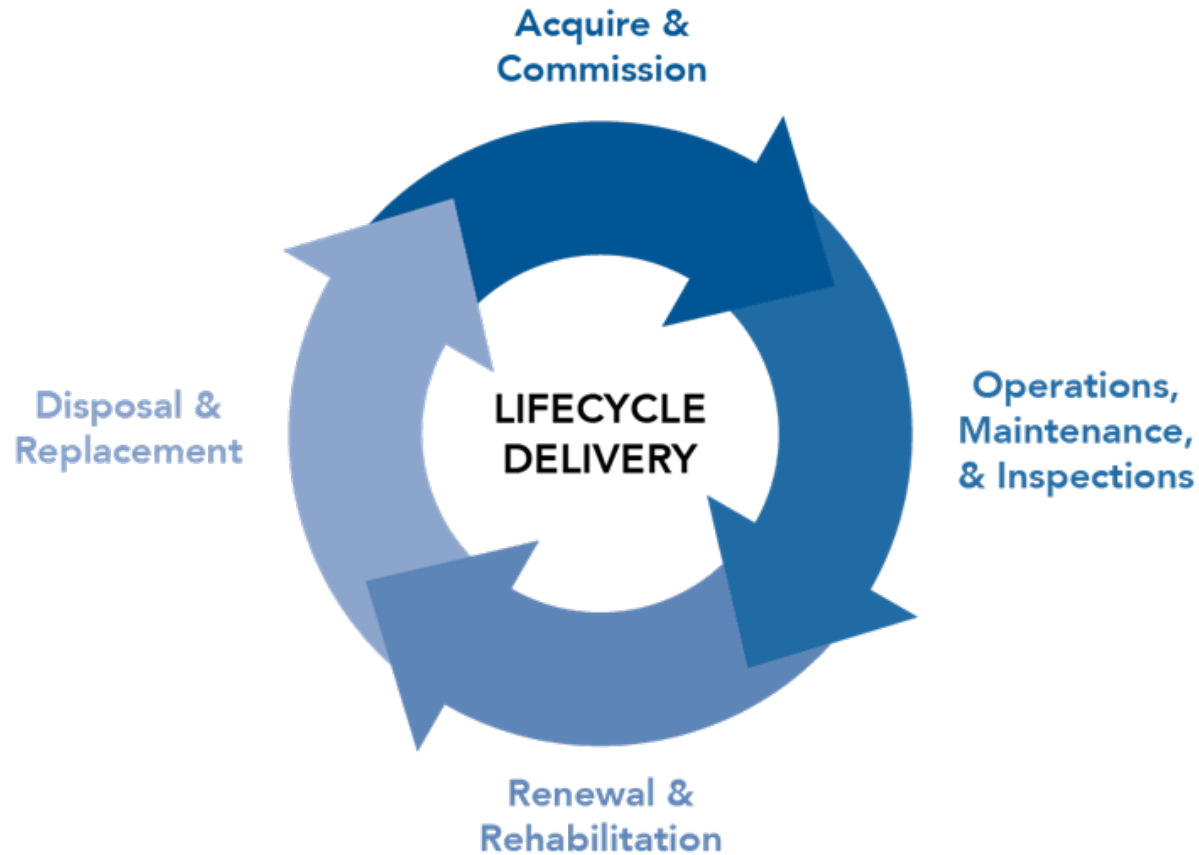


Condition Category
Very Good
Good
Fair
Poor
Very Poor

SERVICE LEVELS



6. Lifecycle Delivery



7A. Strategic Risks

How will we provide services that meet existing & future needs?



7. Service Level Risks

How is Service availability impacted by higher demands?



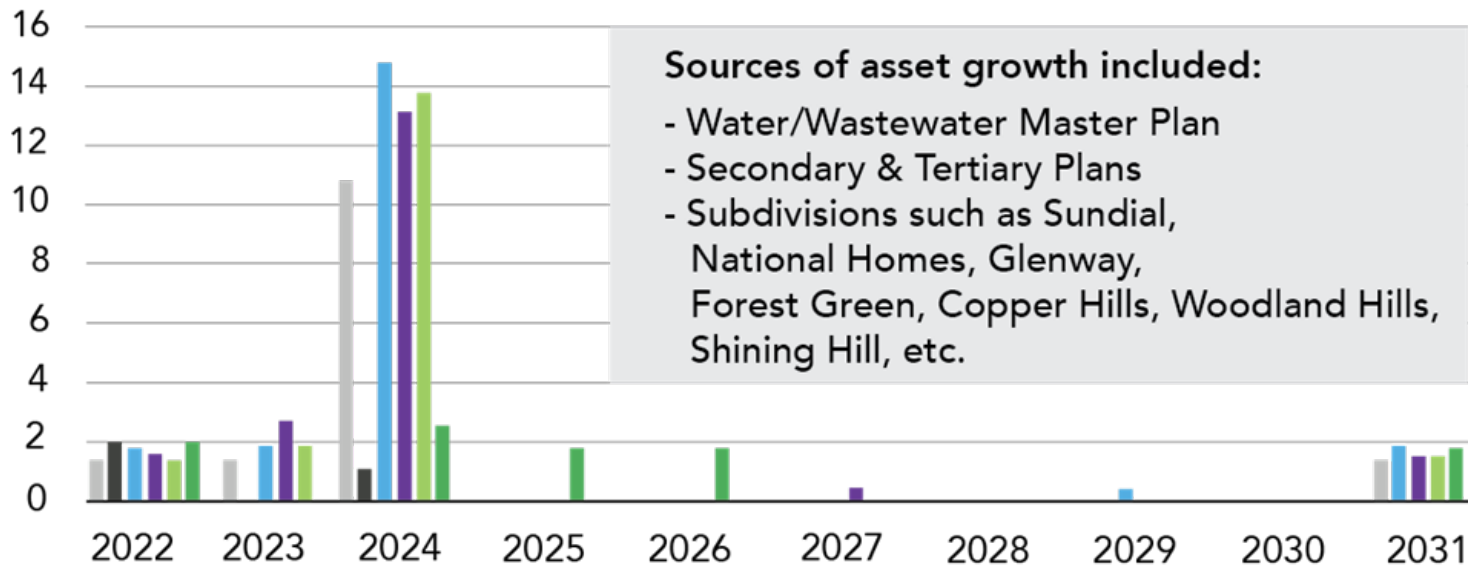
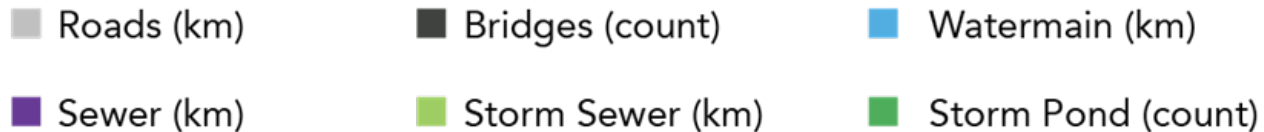
7. Asset Level Risks

Watermain Break at Water St. railroad crossing



8A. Future Ready – Asset Growth

ASSET GROWTH (NEW OR UPSIZED) FORECAST 2022-2031

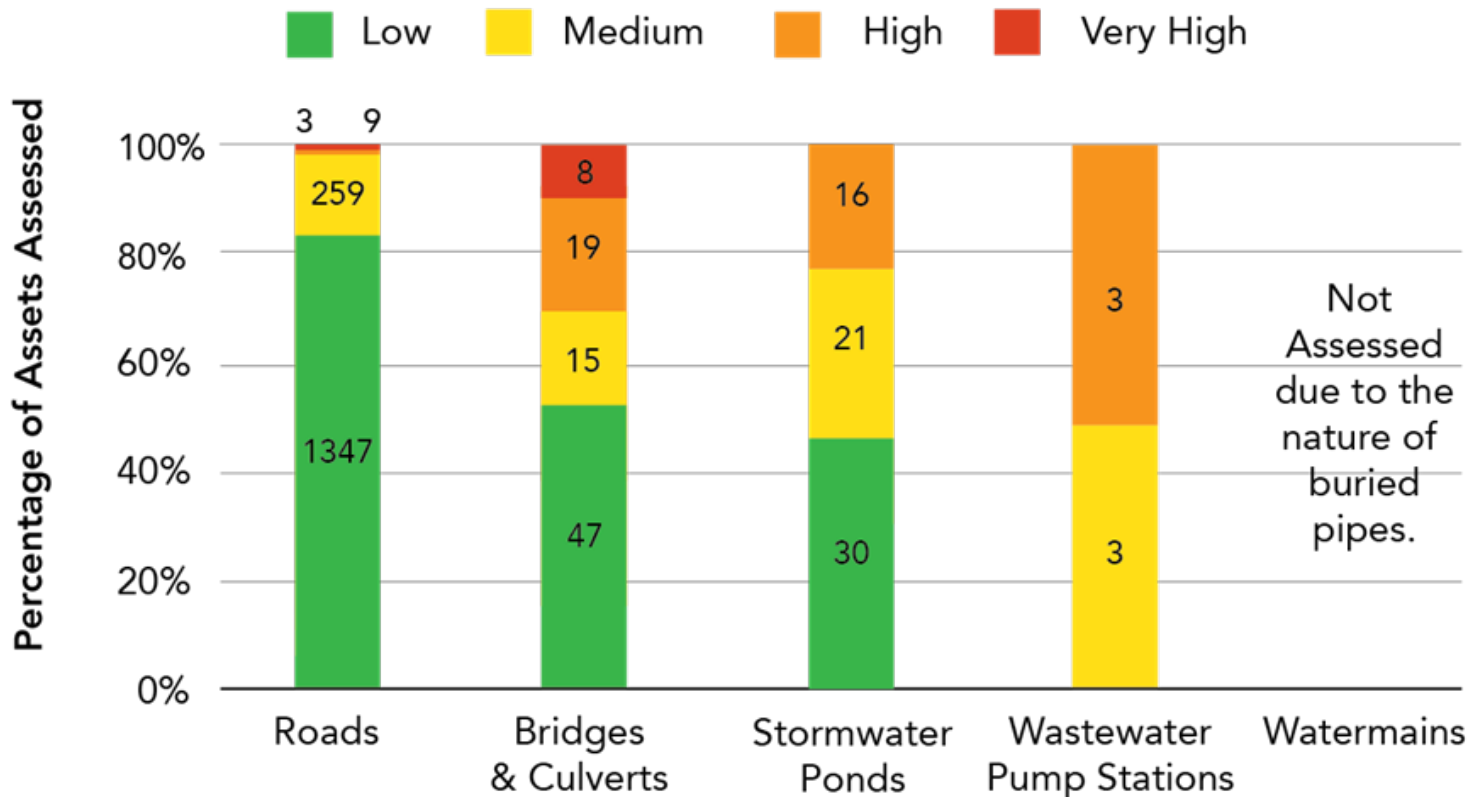


8B. Future Ready – Operating Impact

Growth of Core Assets	Operating Impact by 2024
Roads	\$248,000
Bridges	\$19,000
Tax Supported Subtotal	\$267,000
Water	\$265,000
Wastewater	\$197,000
Stormwater	\$100,000
Rate Supported Subtotal	\$562,000
Total Operating Impact of Assumed Assets by 2024	\$829,000

9. Climate Change Impacts

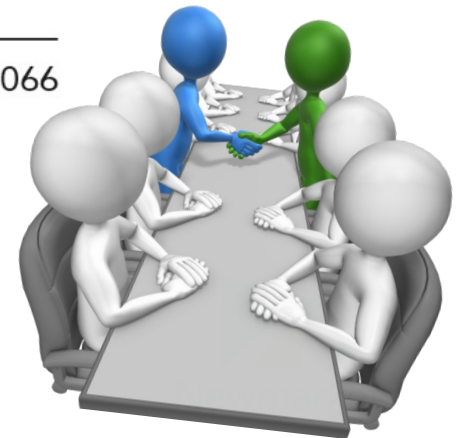
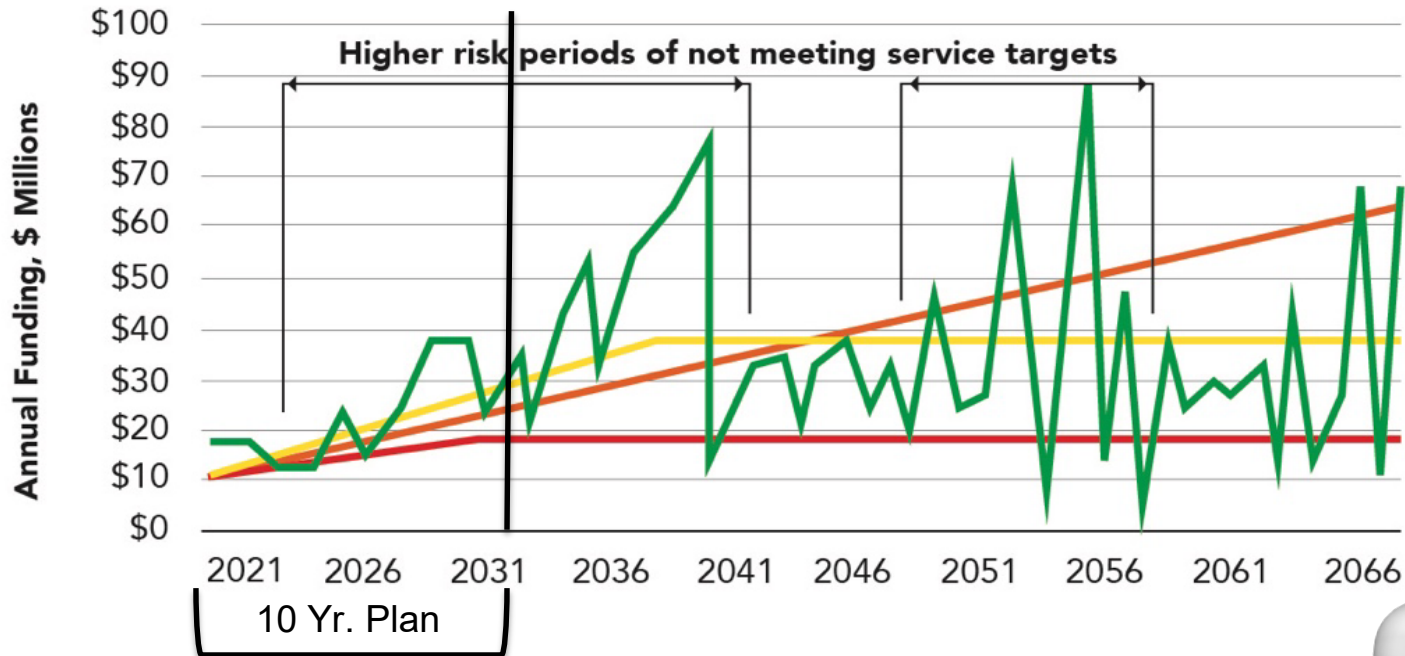
FLOOD RESILIENCE HAZARD-VULNERABILITY RATING FOR CORE ASSETS INCLUDED IN A CLIMATE CHANGE RESILIENCE ASSESSMENT



10. Sustainable Financing

FINANCIAL STRATEGY SCENARIOS - 50 YEARS

- Scenario #1 - Current Practice
- Scenario #2 - Constrained Funding
- Scenario #2 - Constrained Investment
- Scenario #3 - Service Driven



11. Recommendations

Know Your Assets Recommendations

1. Establish data management practices for core assets such as data owners, formats, collection and reporting frequencies, and links between data and decision making.
2. Develop a condition assessment framework that supports asset-owning departments in developing condition scales and data collection programs and practices for their assets.
3. Define the need for and develop options for implementing an asset registry tool that can support reporting of the State of the Infrastructure, as well as other functions like Financial Information Return. Options could include software or in-house extract-and-load tools (Feature Manipulation Engine).

11. Recommendations cont.

Manage Service Delivery Recommendations

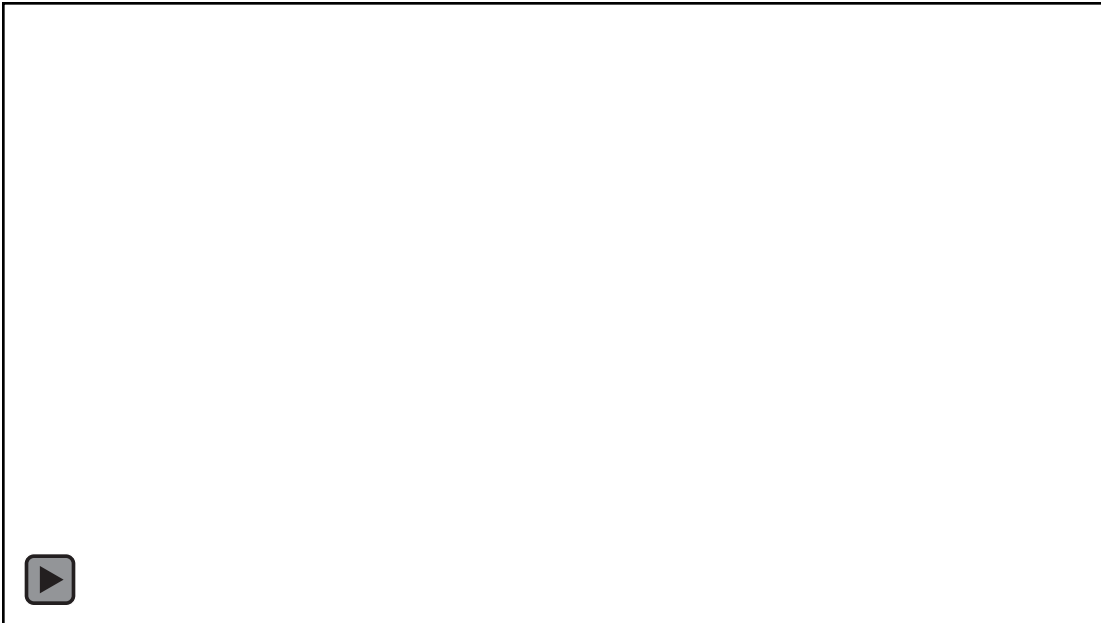
4. Develop a governance model for AM at all levels of the organization, and clarify roles and responsibilities across the asset portfolios.
5. Adopt the levels of service measures (KPIs) developed for core assets, and create processes to support their data collection, reporting, and use in decision making in preparation for 2025 O.Reg. 588/17 requirements.
6. Develop Levels of Service targets for measures (KPIs) in the core asset management plans.
7. Implement corporate risk management practices as suggested by the core asset management plans, (i.e. Corporate Risk Management Policy & Framework.)



11. Recommendations cont.

Future Ready Recommendations

8. Build greater connections between the planning and asset management processes.
9. Advance climate change adaption and resilience policies to guide staff and inform on decision making.



11. Recommendations cont.

Financial Strategy Recommendations

10. Develop funding strategies for proposed Levels of Service targets to meet O. Reg. 588/17 2025 requirements.
11. Look for continuous improvement opportunities to extend the life of assets and prevent early replacement through condition assessments and rehabilitation technologies.
12. Develop a strategy to increase capital core asset delivery capacity to deliver on AM Plans.
13. Create risk management plans for the upcoming periods where renewal needs will exceed capital reinvestment capacity (e.g. 2024 – 2039).
14. Create a reserve management strategy to inform how funds or new revenues are allocated to different reserves with different financial positions and different funding sources.
15. Facilitate the defining and quantifying of human resource requirements for core asset lifecycle activities.

Current Challenges

- Deteriorating assets providing service levels that are likely unsustainable;
- New assets that will add operating costs, and the impacts climate change;
- An immediate 10-year infrastructure gap of \$81 Million; and,
- Decisions about how to adjust risk tolerance.

Opportunities

- Asset management is providing visibility to risks and improvement opportunities, allowing the Town to take the proactive measures needed to manage these issues.
- Asset management will provide alignment across the organization about a common set of business objectives, paving the way for continuous improvement opportunities.
- New capabilities will be adopted, efficiencies will be developed, and new technologies or processes will be deployed.

Next Steps

- Core Asset Management Plans Workshop
 - Early 2022
- 2021 Score Cards
 - Early 2022
- Non-Core Asset Management Plans
 - 2023
- Level of Service Targets
 - 2023