

ASSET MANAGEMENT STRATEGY UPDATE 2025



PRESENTATION OUTLINE

1. Asset Management (AM) Strategy – a Quick Review
2. AM Strategy Actions Completed
3. Canada Community Building Fund (CCBF) AM Commitments
4. Next Steps

AM POLICY & STRATEGY

A QUICK OVERVIEW



AM Policy & Strategy Overview

1. The City demonstrates **organizational alignment and commitment** to sustainable service delivery.
2. **Decisions about service delivery are prioritized** in a clear, consistent, and transparent way based on trade-offs between level of service, lifecycle cost, and risk.
3. **Appropriate information and tools are available, integrated,** and used alongside professional judgement to inform decisions.
4. **Sufficient financial resources are in place** to enable sustainable service delivery and continuous improvement in asset management.
5. **Sufficient human resources are in place** to enable sustainable service delivery and continuous improvement in asset management.
6. The City's approach to **asset management builds the City's resiliency to climate change** and supports its climate change adaptation and mitigation goals.
7. The City **continuously improves in sustainable service delivery,** and measures, tracks, and communicates progress.
8. **Stakeholders are appropriately engaged** in decisions about sustainable service delivery.

Policy Statement  Strategy Actions

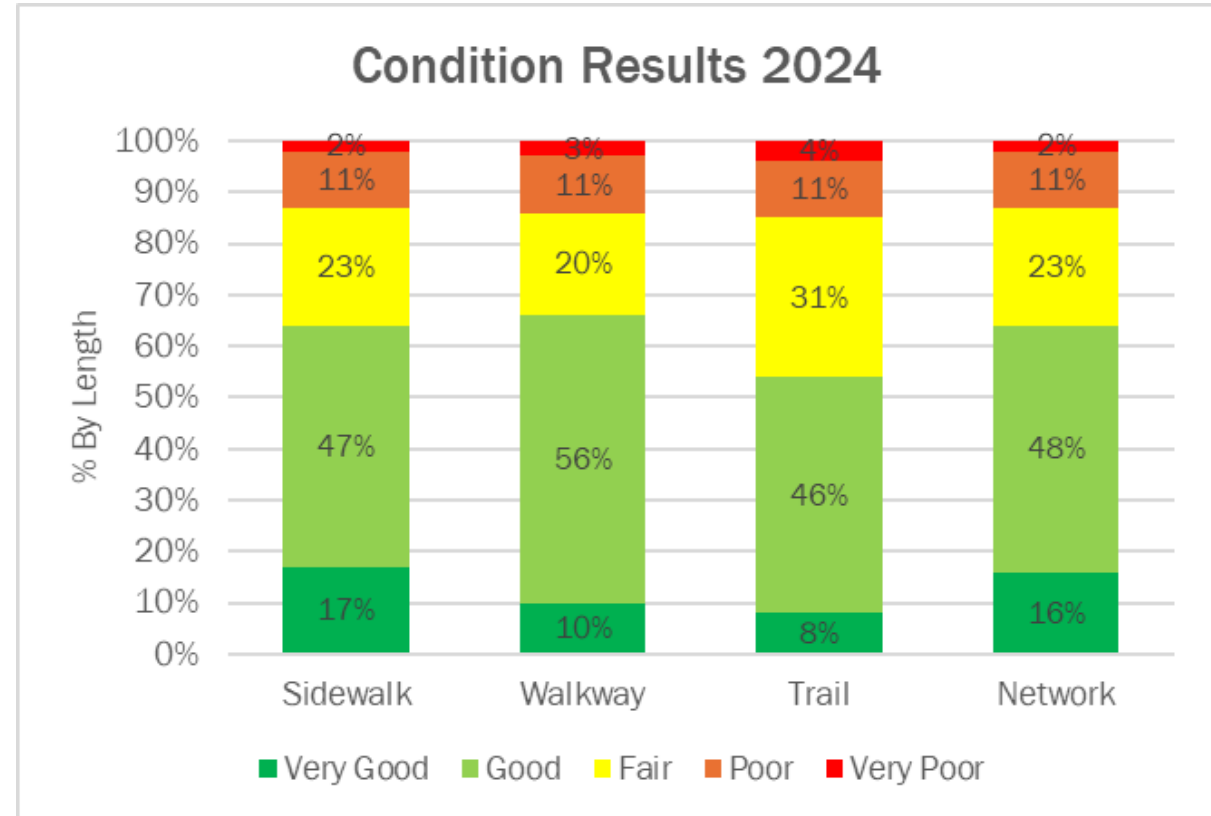
AM STRATEGY ACTIONS

COMPLETED (2023-2025)



Sidewalk, Walkway & Paved Trail Condition Assessments

- 13% of the network is in poor or very poor condition and needs rehabilitation.
- The proportion of sidewalks in very poor condition decreased from 10% in 2017 to 2% in 2024.
- Sidewalk segments rated in very good condition dropped from 16% in 2017 to 9% in 2024, indicating deterioration over time.
- 1,672 curb ramps were inventoried



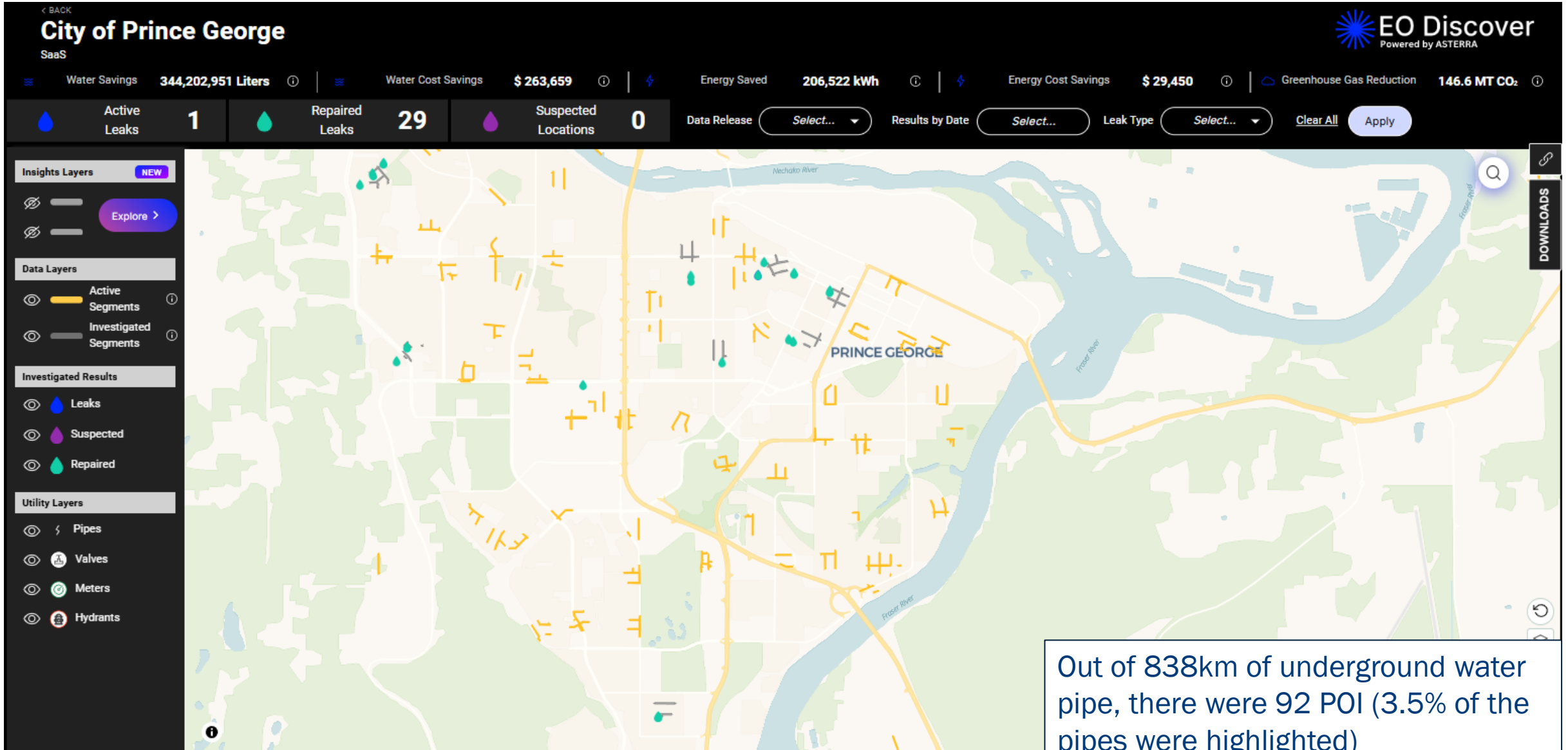
Civic Facilities Condition Assessments

Facility Number	Facility Name	BCI	SCI																	
			A10 Foundations	A20 Basement Construction	B10 Superstructure	B20 Exterior Enclosure	B30 Roofing	C-10 Interior Construction	C20 Stairs	C30 Interior Finishes	D10 Conveying	D20 Plumbing	D30 HVAC	D40 Fire Protection	D50 Electrical	E10 Equipment	F10 Special Construction	G20 Site Improvements	G30 Site Civil/Mechanical Utilities	G40 Site Electrical Utilities
00010	Kin Centre II Arena & Zamboni Pit	88	95	ND	95	88	90	90	ND	86	ND	88	90	79	85	ND	ND	ND	ND	ND
00011	Kin Centre III Arena	83	95	ND	88	70	93	88	ND	89	ND	90	56	88	77	ND	ND	ND	ND	ND
00012	Connaught Youth Centre	75	ND	61	81	71	63	85	80	82	94	80	64	94	79	ND	ND	ND	ND	ND
00013	Exhibition Sports Centre	73	61	ND	87	57	85	85	80	70	ND	75	93	92	70	ND	ND	ND	ND	ND
00014	PG Playhouse	74	95	95	ND	75	62	77	84	76	ND	82	50	81	83	ND	ND	ND	ND	ND
00019	Studio 2820 Gallery Building	77	71	ND	62	67	99	87	77	86	ND	83	90	60	73	ND	ND	ND	ND	ND
00020	Studio 2880 Building	76	71	ND	ND	67	82	79	69	78	ND	84	76	94	83	ND	ND	ND	ND	ND
00021	18th Ave yard Shop	82	60	ND	88	88	88	88	88	83	87	72	86	92	80	89	ND	ND	ND	ND
00022	18th Ave Solid Waste Building	83	88	ND	88	80	71	91	95	75	87	84	86	90	81	87	ND	ND	ND	ND
00023	18th Ave Carpenter/Electrical Building	85	88	ND	88	81	80	82	95	81	94	ND	85	92	87	ND	ND	ND	ND	ND
00024	18th Ave Yard Admin Building	87	95	ND	95	83	87	87	ND	93	ND	87	85	87	87	ND	ND	ND	ND	ND
00088	YMCA Park House Care and Learning Centre (Daycare)	96	100	ND	94	99	94	100	ND	100	ND	98	94	94	95	ND	ND	ND	ND	ND
00089	Dagg Road Daycare (Tsul-Choch Daycare)	100	100	ND	100	100	100	100	100	100	ND	99	100	100	100	ND	ND	ND	ND	ND
00090	Malaspina Daycare	99	100	ND	ND	100	100	100	ND	100	ND	98	99	100	100	ND	ND	ND	100	ND
00091	Abra-Kid-Abra Daycare (Old Eagles Hall)	73	61	61	48	76	70	75	80	65	ND	89	79	68	75	69	ND	ND	ND	ND

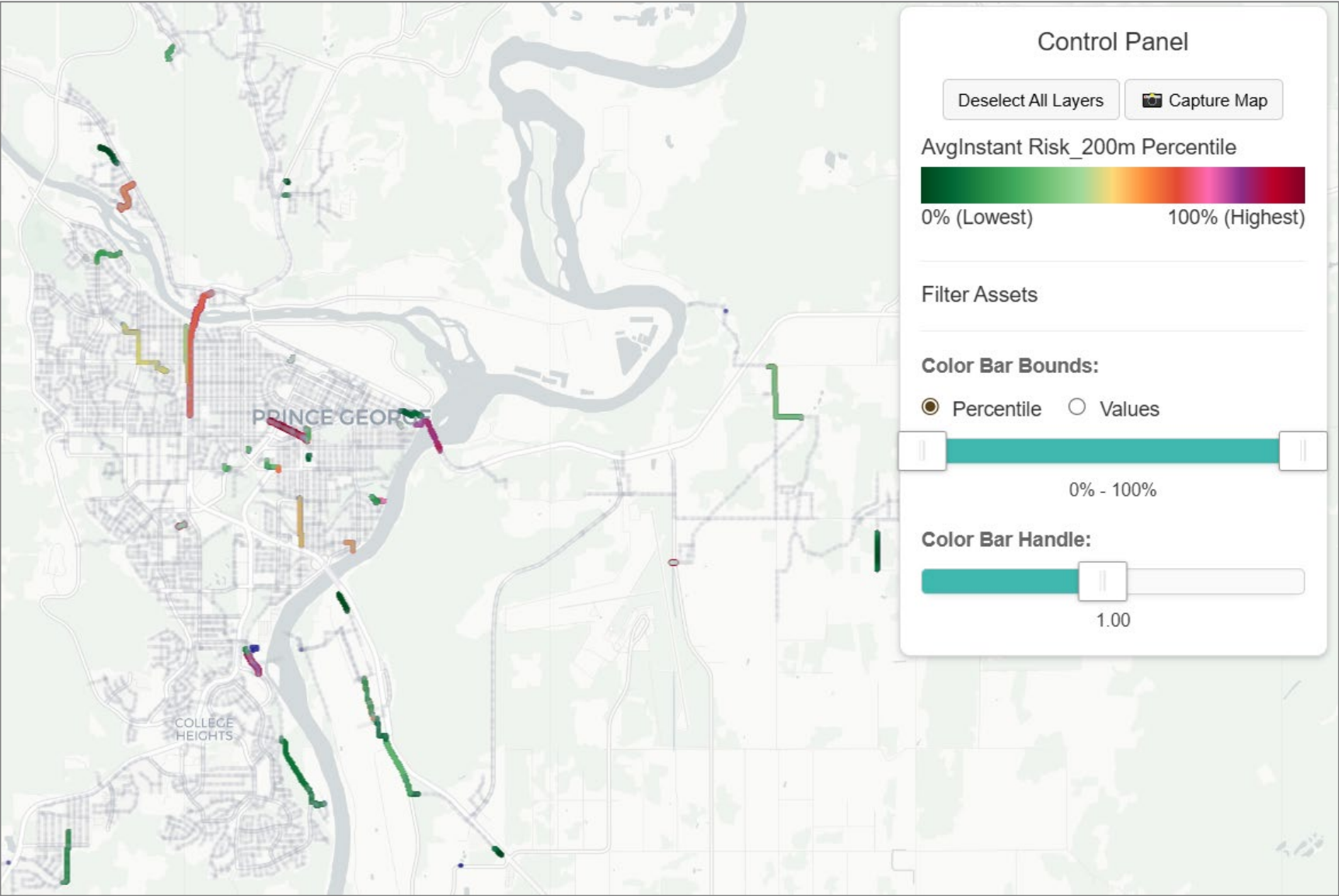
* "ND" = "No Data" indicates that no components for that system were assessed or observed in the field.

- 15 buildings assessed in 2024
- Average Annual Re-investment for these buildings (AAR₁₀): \$2.17M

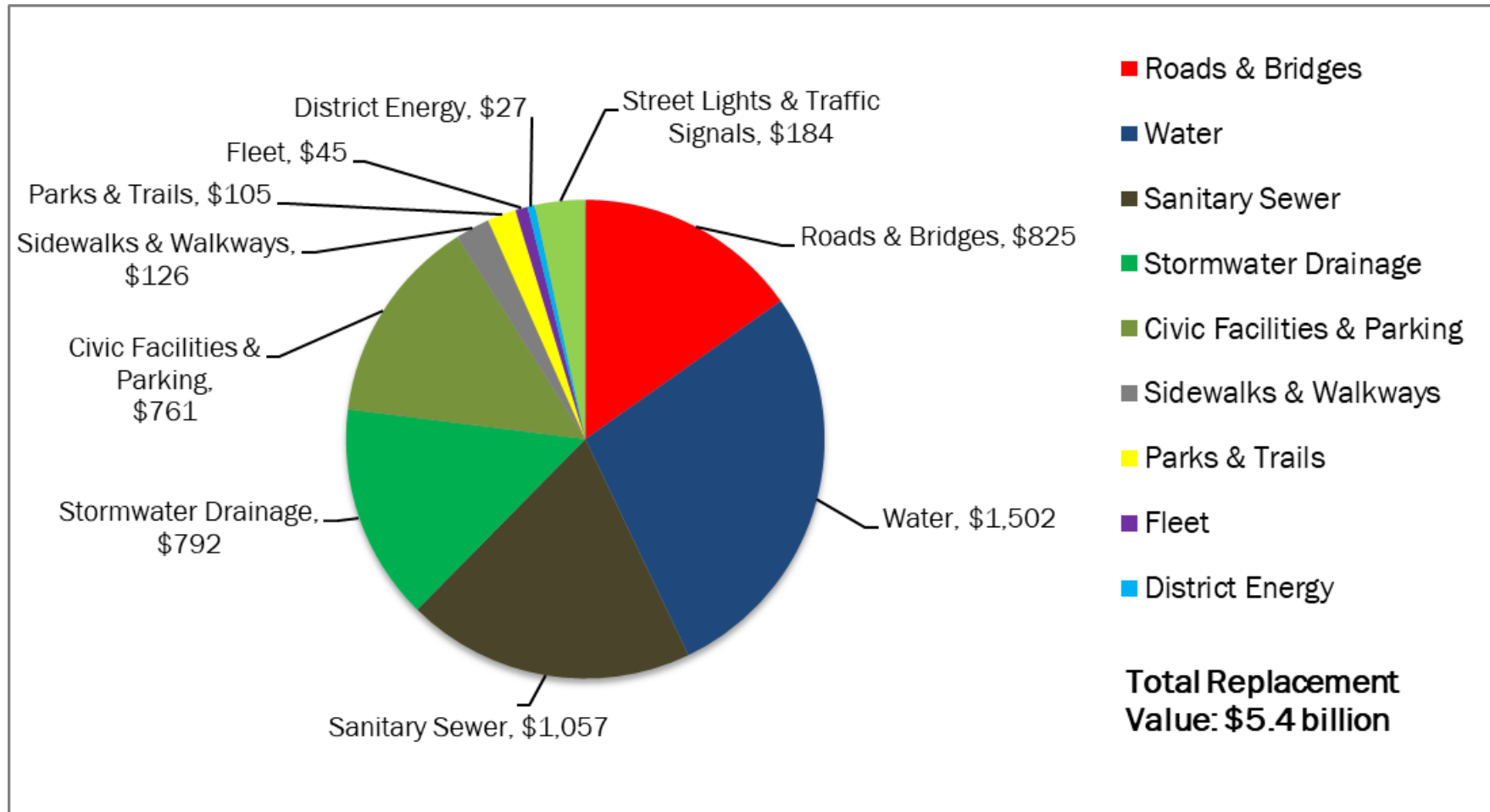
ASTERRA Leak Detection Program



Risk Assessments – Sewer Forcemains



Asset Replacement Cost Update



Stormwater Drainage AM Plan Highlights



DASHBOARD

The indicative target range for the 10-year Asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%.

Stormwater Drainage AM Plan 2025 - 2044

10-year Asset Renewal Funding Ratio

43 %

10-year Lifecycle Financial Ratio

45 %

Long-term Lifecycle Financial Ratio

50 %

VALUATION SUMMARY

Replacement Cost	\$ 792,247,210
Current Replacement Cost	\$ 768,570,210
Annual Depreciation Expense	\$ 924,000

LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$ 13,392,775
Planned Budget	\$ 6,067,073
Shortfall	\$ -7,325,702

ACQUISITION

Annual Average first 10 years

Planned Budget	\$ 655,505
Lifecycle Forecast	\$ 2,468,005

OPERATION

Annual Average first 10 years

Planned Budget	\$ 960,763
Lifecycle Forecast	\$ 1,605,857

MAINTENANCE

Annual Average first 10 years

Planned Budget	\$ 1,457,205
Lifecycle Forecast	\$ 2,408,786

RENEWAL

Annual Average first 10 years

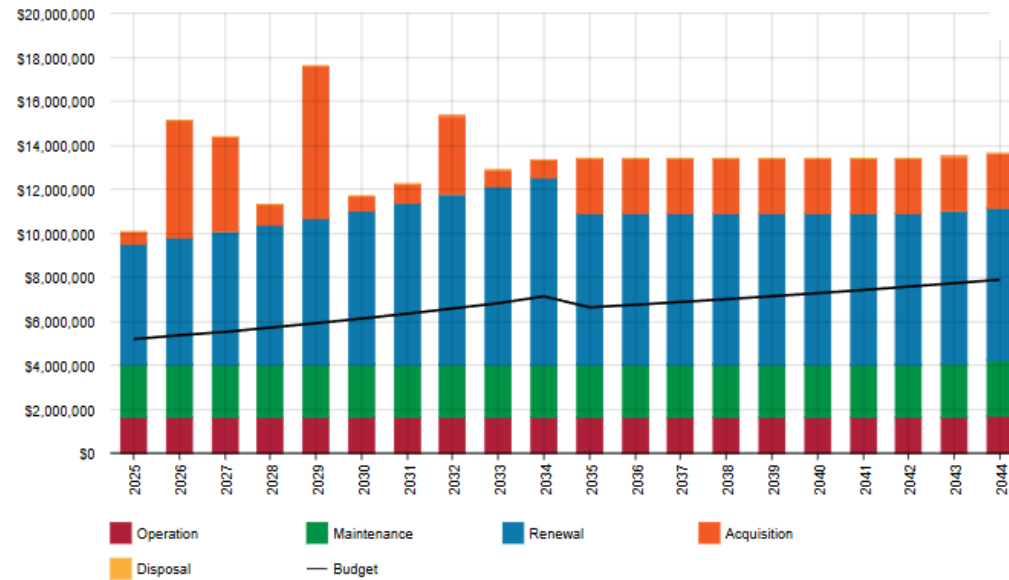
Planned Budget	\$ 2,993,600
Lifecycle Forecast	\$ 6,910,127

DISPOSAL

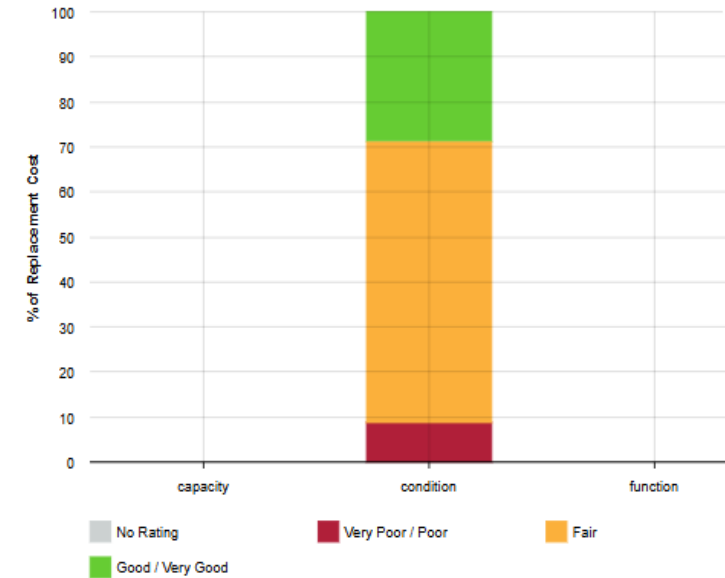
Annual Average first 10 years

Planned Budget	\$ 0
Lifecycle Forecast	\$ 0

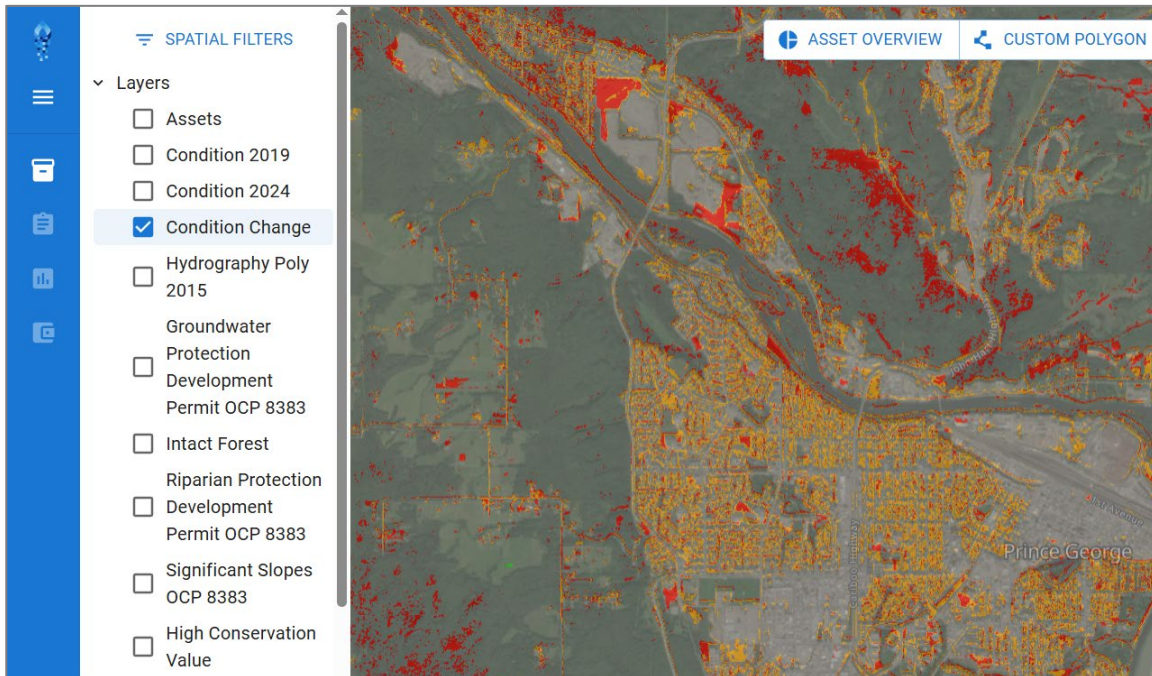
Lifecycle Summary



State of the Assets



Natural Asset Management



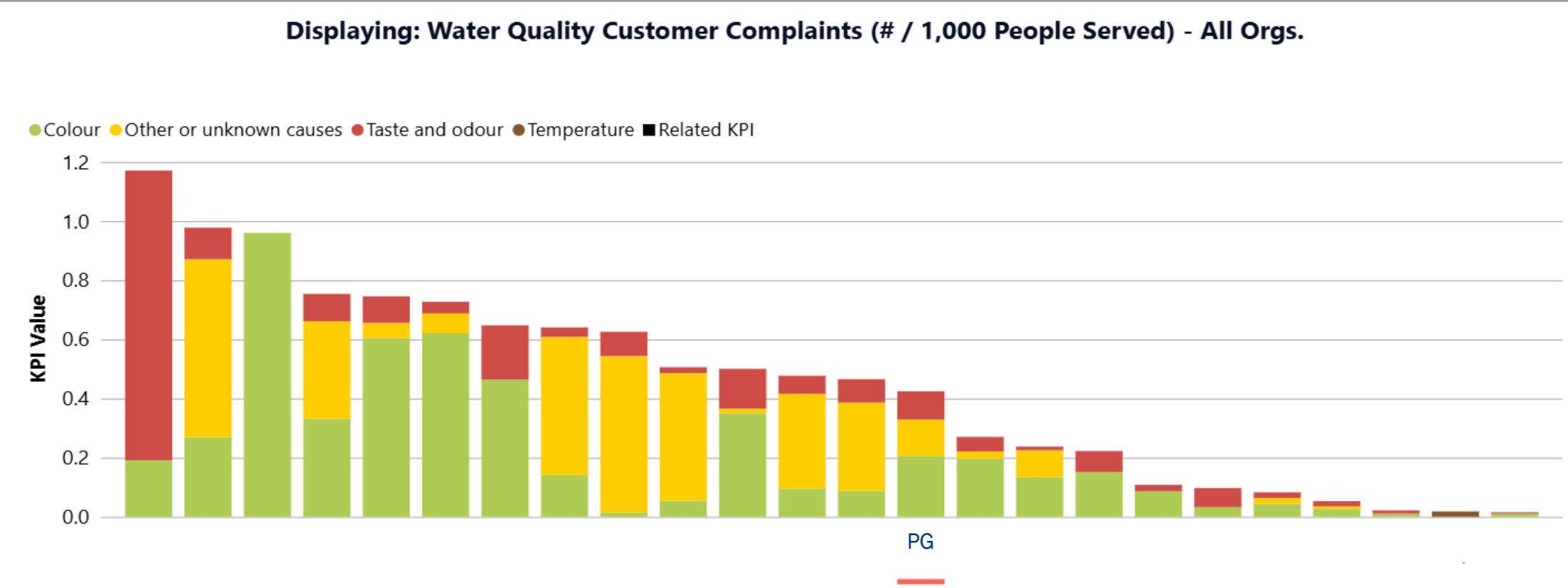
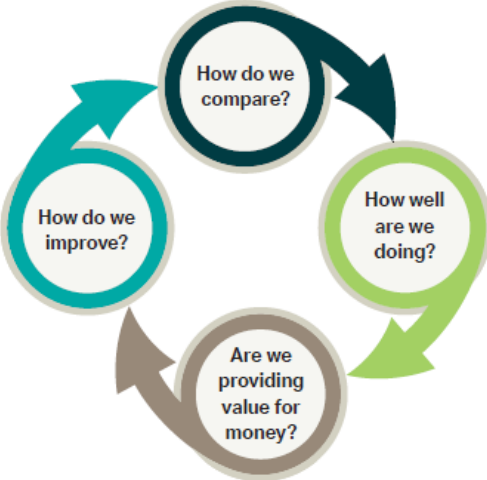
- Natural asset inventory, condition and valuation \$
- Their platform will use this data to generate capital plans
- Also has development related benefits.



Continuous Improvement Through Benchmarking



Canadian Infrastructure Benchmarking Initiative



AM Continuous Improvement



CANADA COMMUNITY BUILDING FUND (CCBF)

SCHEDULE F

ASSET MANAGEMENT COMMITMENTS



CCBF AM Commitments

Existing

- Asset Reporting:
 - Inventory
 - Condition
 - Replacement Value
 - Estimated Useful Lives

New

- Asset Reporting:
 - Function
 - Capacity
- Education & Training:
 - Elected Officials
 - Senior Leadership
 - Front Line Staff
- Asset Management Plans
- Long-Term Financial Plans
- Sustainability Ratios:
 - Operating Surplus Ratio
 - Asset Sustainability Ratio

What's next?



- Stormwater Infrastructure Fund – Report to Council - TONIGHT
- Develop a Civic Facilities Master Plan in 2026
- Develop a Sanitary Sewer AM Plan and Water AM Plan
- Continue with the Civic Facilities Condition Assessments in 2026
- Proposed High Priority Sewer Forcemain Condition Assessment in 2026
- Paved Road Condition Assessment in 2026
- Continue with the Satellite Leak Detection Program in 2026
- Provide online self paced AM Training for Elected Officials and Senior Leadership Team

Sustainable Service Delivery is the Goal of Asset Management

