2024 Asset Management Plan

Presented by: Rutvik Pandya
Senior Manager, Asset Management Planning and Performance

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Toronto and Region Conservation Authority

Asset Management at the TRCA

- **Asset Management Policy:**
  - Approved on November 17, 2017, under Resolution # A202/17.
  - Established the organization wide asset management framework.
  - Goal setting for management of assets with material impact to TRCA's finances.

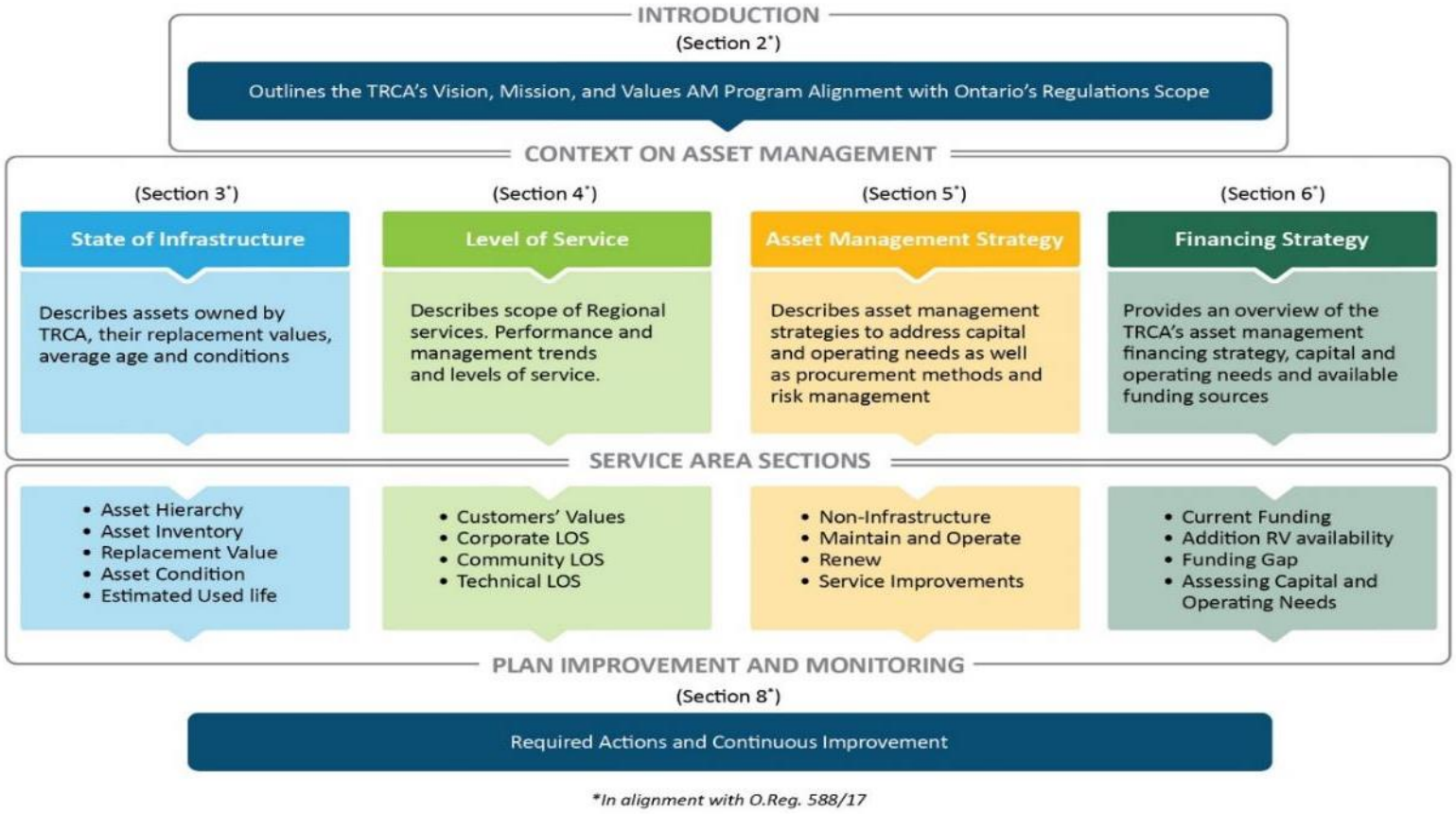
- **Asset Management Strategy:**
  - Aimed at supporting the delivery of the Asset Management Policy.
  - Methods to facilitate life cycle asset management practices across the organization.

Asset Management Plan

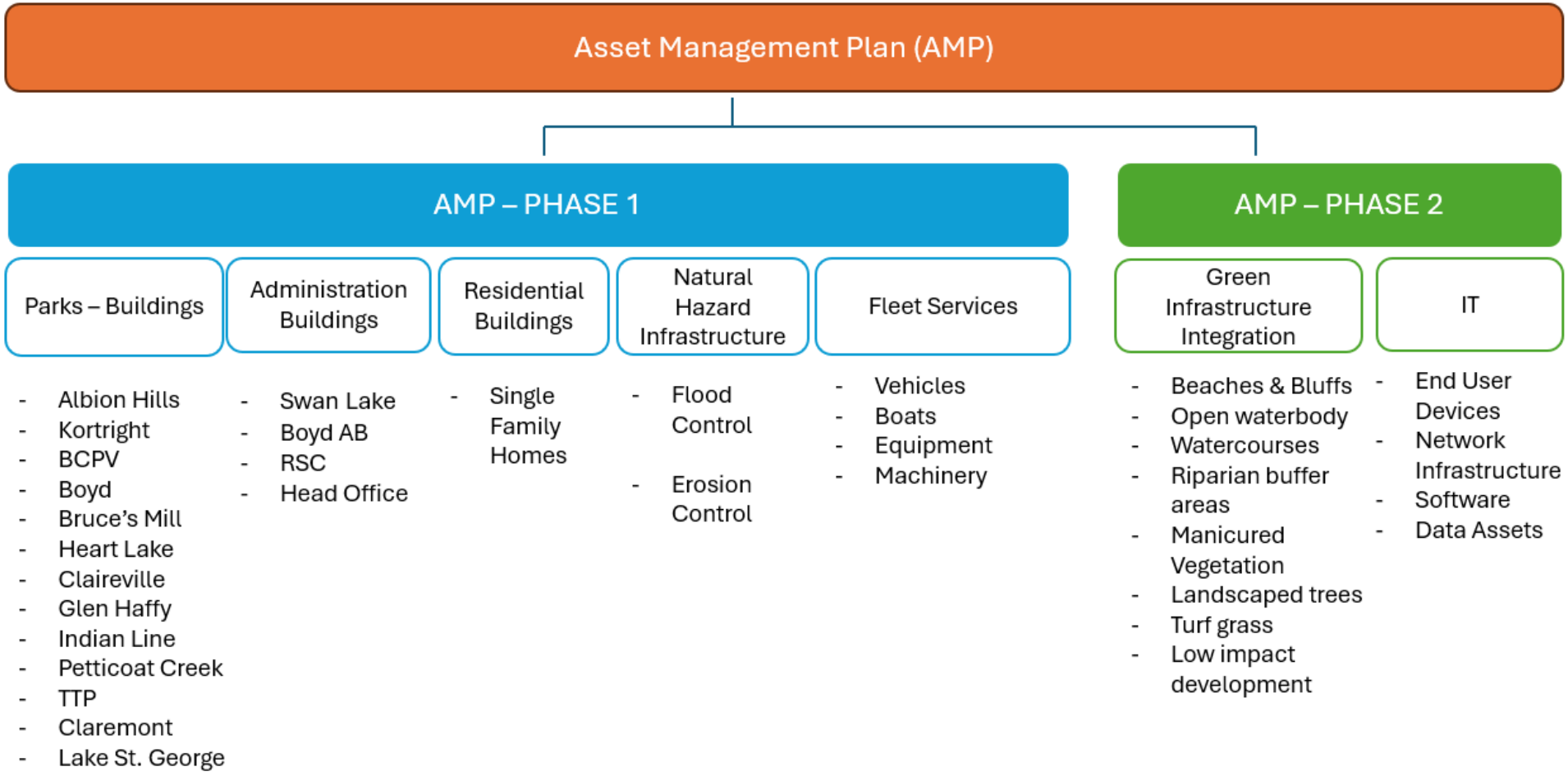
Overview

- TRCA's first Asset Management Plan:
  - Outlines consistent framework to Asset Management practices.
  - Incorporates assets from four (4) core Service Areas:
    - Flood Control Infrastructure
    - Erosion Control Infrastructure
    - Buildings (Administrative, Residential and Parks facilities)
    - Fleet Services
  - Meets requirements of O.Reg 588/17, and O. Reg 686/21.

Structure


INTRODUCTION
(Section 2*)
Outlines the TRCA's Vision, Mission, and Values AM Program Alignment with Ontario's Regulations Scope
CONTEXT ON ASSET MANAGEMENT
(Section 3*)
State of Infrastructure
Describes assets owned by TRCA, their replacement values, average age and conditions
(Section 4*)
Level of Service
Describes scope of Regional services. Performance and management trends and levels of service.
(Section 5*)
Asset Management Strategy
Describes asset management strategies to address capital and operating needs as well as procurement methods and risk management
(Section 6*)
Financing Strategy
Provides an overview of the TRCA's asset management financing strategy, capital and operating needs and available funding sources
SERVICE AREA SECTIONS
• Asset Hierarchy
• Asset Inventory
• Replacement Value
• Asset Condition
• Estimated Used life
• Customers' Values
• Corporate LOS
• Community LOS
• Technical LOS
• Non-Infrastructure
• Maintain and Operate
• Renew
• Service Improvements
• Current Funding
• Addition RV availability
• Funding Gap
• Assessing Capital and Operating Needs
PLAN IMPROVEMENT AND MONITORING
(Section 8*)
Required Actions and Continuous Improvement
*In alignment with O.Reg. 588/17

Service Areas



Infrastructure Rating Scale

1	Very Good	The infrastructure in the system is in generally good condition, typically new or recently rehabilitated. A few elements show signs of deterioration that require attention.
2	Good	The infrastructure in the system is in good condition; some elements show signs of deterioration that require attention. A few elements show sign of significant deficiencies
3	Fair	The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	Poor	The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.
5	Very Poor	The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.

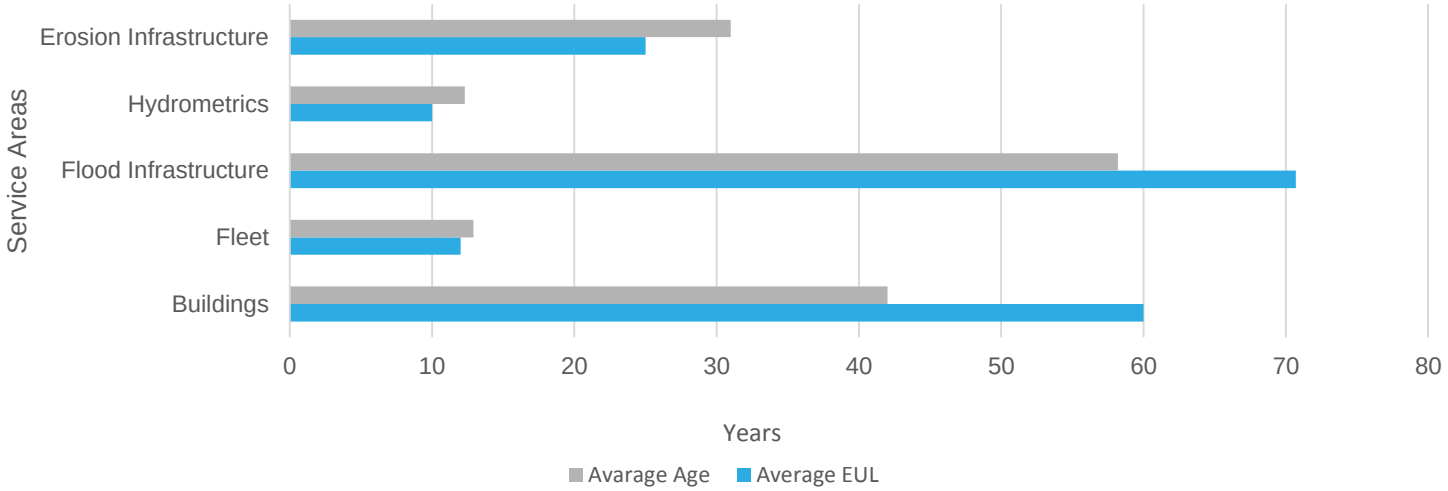
Key Figures

Item	Value (2023)
Replacement Cost	$788.66 Million
Annual Capital Requirement	$23.40 Million
Annual Capital Available	$14.60 Million
Condition of Assets	Fair

- Flood Control and Erosion Control assets make up:
  - 73% of the Replacement Costs.
  - 75% of the Annual Capital Requirement.
  - 82% of the Annual Capital Available.

- Approximately 10% of the in-scope assets, primarily attributed to the Residential Assets, are rated **Poor to Very Poor** with an estimated replacement value of **$80.37 Million.**

Average Age and Expected Useful Life



- Older infrastructure systems like Flood and Erosion control require robust asset management planning due to their impacts on public health and safety.
- Buildings assets, especially residential structures, also require routine injection of capital to maintain habitability.

Service Area Highlights

Flood Control Infrastructure

Item	Detail
Asset Inventory	12 dams of which 5 provide flood protection. 17 flood control structures that include channels, dikes, and flood walls.
Replacement Cost (2023)	$197.75 Million
Current Condition	Good to Fair
Annual Capital Required	$3.4 Million
Annual Capital Available	$0.5 Million

- Asset Management Plan is informed by routine inspections and studies.
- TRCA has compiled a list of deficiencies and their expected repair costs to prioritize repairs and to take advantage of potential funding opportunities.

Erosion Control Infrastructure

Item	Detail
Asset Inventory	- Valley and River Erosion Control Systems (253) - Waterfront Erosion Control Systems (29)
Replacement Cost (2023)	$376.47 Million
Current Condition	Good to Fair
Annual Capital Required	$14.3 Million
Annual Capital Available	$11.4 Million

- Significantly funded by the City of Toronto – 69% of assets located here.
- Keep 65% of TRCA's erosion control assets in 'Acceptable' condition to support the corporate LOS. Currently, approximately 89% of the erosion control systems are in 'acceptable' condition.
- Focus on more frequent maintenance through minor repair works.

Buildings – Administrative Facilities

Item	Detail
Asset Inventory	The New TRCA Head Office, Boyd Centre, Restoration Services Centre, Dave Barrow Centre for Conservation, Eastville
Replacement Cost (2023)	$87.64 Million
Current Condition	Very Good to Good
Annual Capital Required	$0.4 Million
Annual Capital Available	$0.5 Million

- The new TRCA Head Office will set a benchmark for sustainable design in commercial buildings.
- Current Levels of Service comply with Legislation (OBC, OFC, AODA, OHSA).
- Outside of the legislated requirements, most lifecycle activities are Building Condition Assessment (BCA) driven with a focus on health and safety over cosmetic upgrades.

Buildings – Residential Assets

Item	Detail
Asset Inventory	50 Residential houses across TRCA's jurisdiction
Replacement Cost (2023)	$33.36 Million
Current Condition	Fair to Poor
Annual Capital Required	$0.9 Million
Annual Capital Available	$0.2 Million

- Current Levels of Service comply with Legislation (OBC, OFC, RTA, O.Reg. 517/06).
- Asset Management Strategy is based on maintaining current service levels, as such Asset Management Plans are informed primarily through a combination of BCAs as well as routine inspections by TRCA staff. Ad-hoc projects are undertaken based on any emergent tenant concerns.
- Due to funding limitations, lifecycle activities are planned with a focus on health and safety over cosmetic upgrades.

Buildings – Parks Facilities

Item	Detail
Asset Inventory	173 Structures with varying degree of public access located throughout the 13 TRCA Conservation Parks, and Camps.
Replacement Cost (2023)	$76.18 Million
Current Condition	Good
Annual Capital Required	$4.4 Million
Annual Capital Available	$2.0 Million

- $11.7 Million deferred maintenance backlog.
- Asset Management Strategy is based on maintaining current service levels, as such Asset Management Plans are informed primarily through a combination of BCAs as well as any emergent concerns from public or parks staff.
- Due to funding limitations, lifecycle activities are planned with a focus on health and safety over cosmetic upgrades.

Fleet Services

Item	Detail
Asset Inventory	503 Assets divided into nine (9) primary categories.
Replacement Cost (2023)	$17.28 Million
Current Condition	Good
Annual Capital Required	N/A
Annual Capital Available	N/A

- Annual capital acquisition costs and operational expenses are offset via interdepartmental recoveries. Surpluses are deposited into the fleet reserve fund to replenish any deficits due to unanticipated/ unplanned capital acquisitions.
- External supply chain pressures have a large impact on fleet operations.
- Ongoing focus on environmental stewardship through greening of fleet assets where possible (e.g., Electric/hybrid vehicles, biodiesel).

Next Steps

Long Term Capital Planning

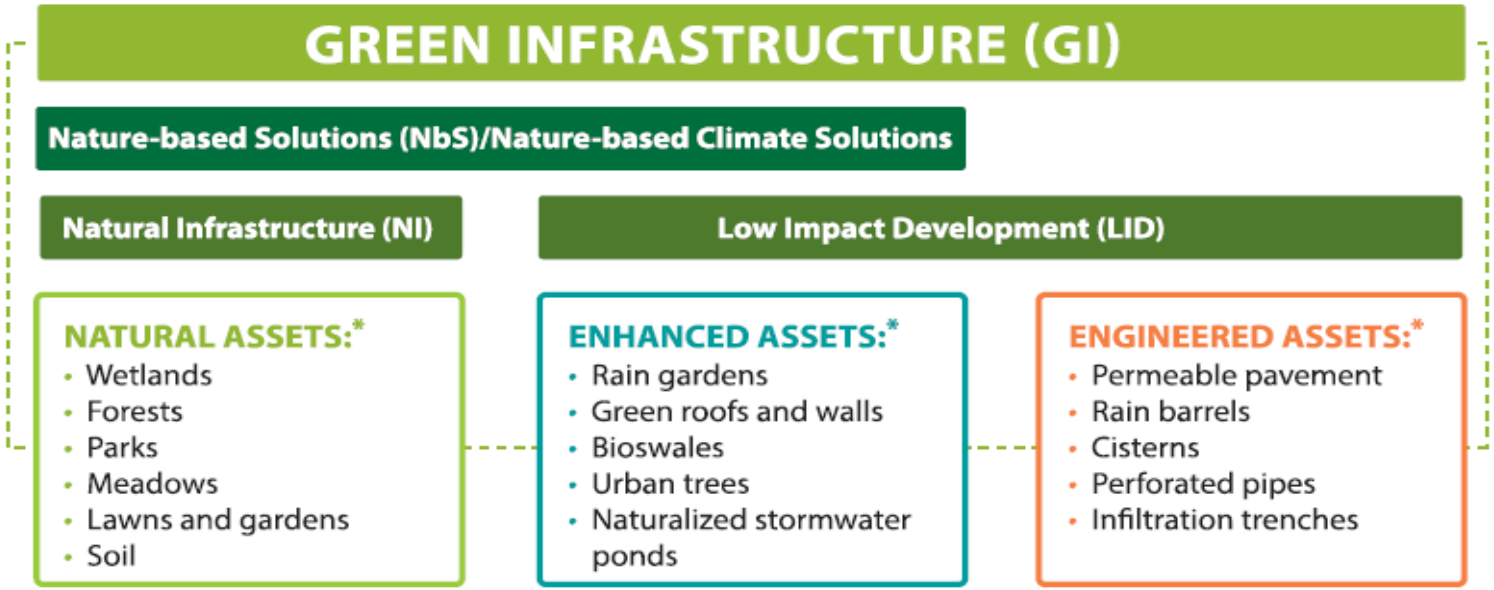
- Defined asset level of service measures will inform TRCA's short- and long-term capital plans.
- Prioritization based on:
  - Risk mitigation
  - Cost reduction
  - Asset optimization
- Comprehensive review of reserve funds, and potential feasibility to create infrastructure specific reserves.

Enterprise Asset Management (EAM) Software

- TRCA uses PSD Citywide as its EAM solution.
- EAM supports TRCA's Asset Management Program through:
  - Centralization and standardization of asset data.
  - Service level measurements via work order tracking.
  - Capital project planning.
  - Risk based decision making.
- Continue to socialize the use of EAM across the organization working with Senior Management team and relevant staff.
- Develop workflows to template asset data entry for ease of use and data integrity.

Integration of Green Infrastructure

- Green infrastructure is defined as natural and human-made elements that provide ecological and hydrological functions and processes.
- Green infrastructure can be subdivided into three main categories: natural assets, enhanced assets, and engineered assets.

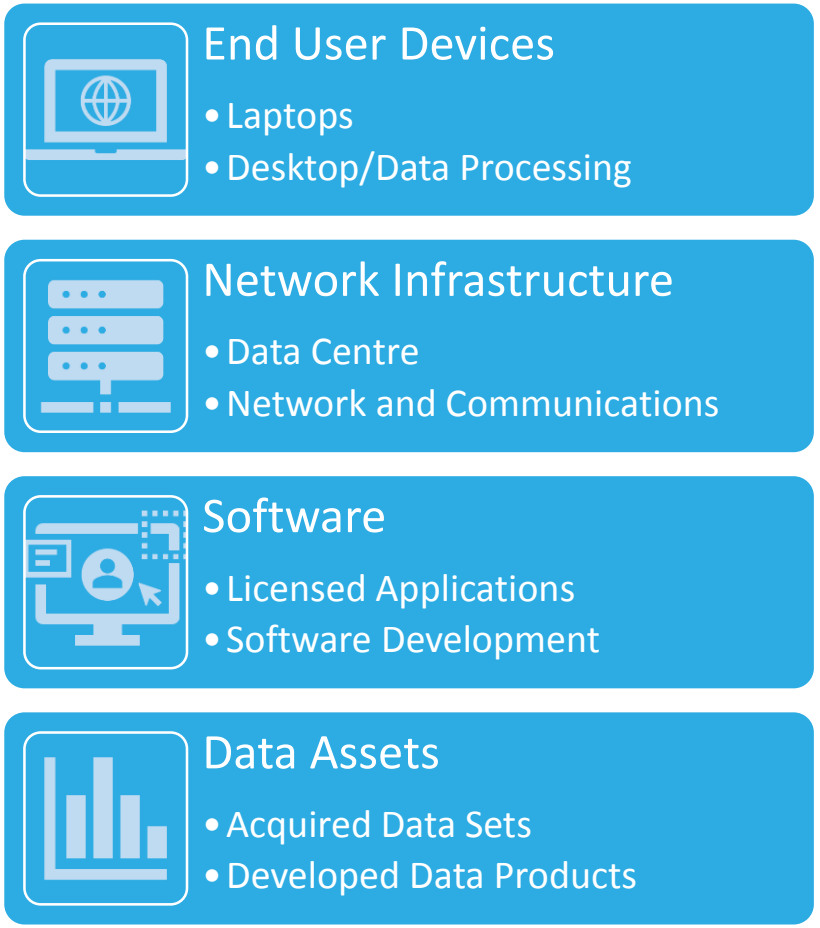


Integration of Green Infrastructure

- The integration project will involve significant coordination and collaboration between different TRCA divisions.
- Ongoing consultation with internal SMEs to:
  - Identify related TRCA strategies and management plans to ensure alignment and minimize overlap (e.g. Forest Management Plan).
  - Meet with green infrastructure asset managers to introduce the process and benefits of asset management and decide on objectives for including specific green infrastructure assets in the process.
  - Aim to update the Asset Management Plan with Green Infrastructure Assets by 2026.

Integration of IT Infrastructure

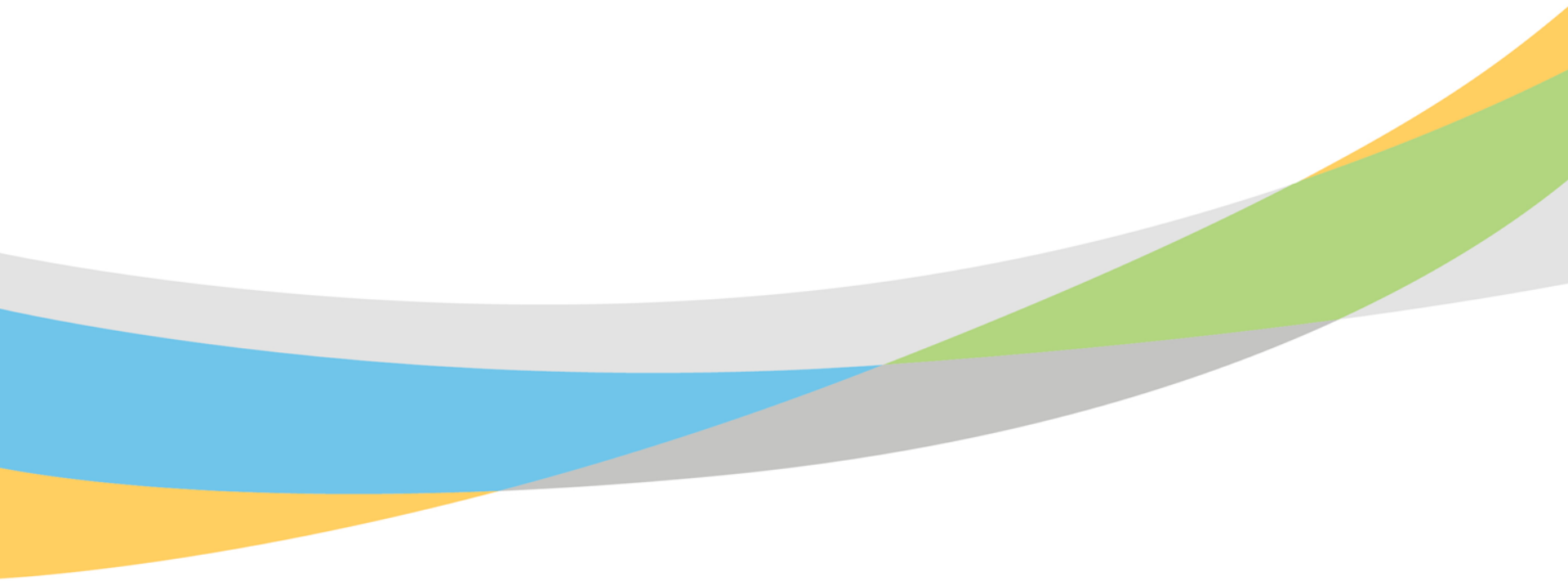
- IT infrastructure encompasses tangible assets across end user devices, data centre and networks, software and data assets.
- An IT Asset Management (ITAM) plan is being developed as part of the Corporate Strategic Plan playbook, including a refresh and financing strategy.
- The ITAM will be incorporated in a future update of the corporate Asset Management Plan.



Timelines

Key Documents	Target Frequency (years)
Asset Management Policy	Every 5 Years
Asset Management Plan	2024- Every 5 Years
State of Asset Management	Every 2 Years

- The Asset Management Plan is a living document that will continue to reflect the evolution of asset management practices within TRCA.
- TRCA has adopted a preliminary 10-year projection window for the first version of the AMP.
- The targeted timelines for the review and ,if needed, updates to the Asset Management Program are outlined in the table



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