



2024 Asset Management Plan

Town of Caledon - Corporate Asset Management Team

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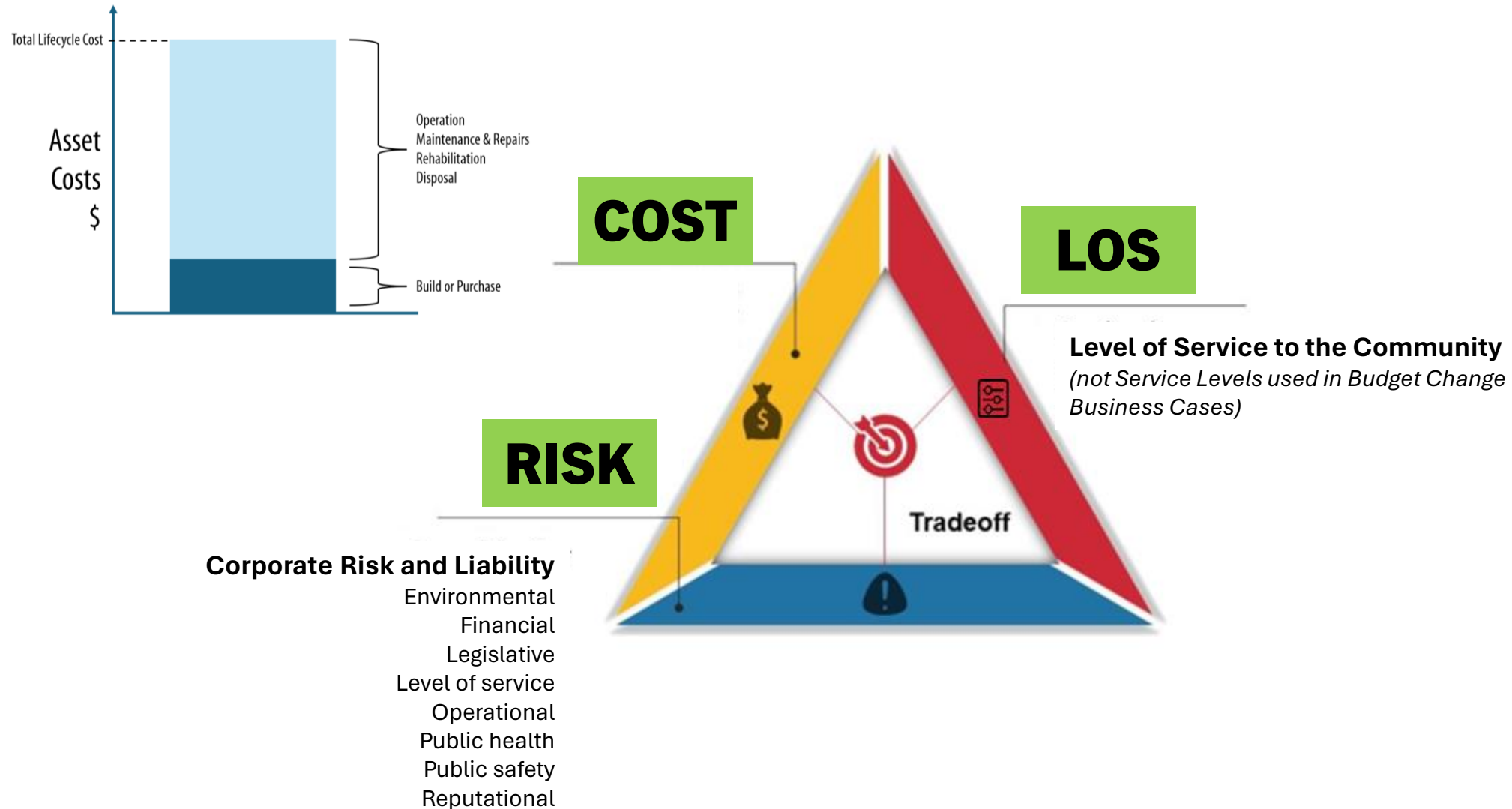
Why an Asset Management Plan?

- Gather and present the full story
- Full lifecycle costs
- Showcase success
- Define risk and forecasted challenges
- Keep funding eligibility
- Legislated

An Asset Management Plan is not...

- Capital budget
- Prescriptive to asset managers
- Asset management program

Balancing State of Good Repair (SOGR)



Services

Safe, reliable,
available, sustainable

Service Areas

Administration
Emergency
Recreation & Culture
Stormwater Management
Transportation

Measures:

State of Good Repair (SOGR), Flooding resilience,
Bridge access, Greenhouse gas emissions, Sidewalks
inspected, Parkland per 1000 people...etc.

Asset Classes

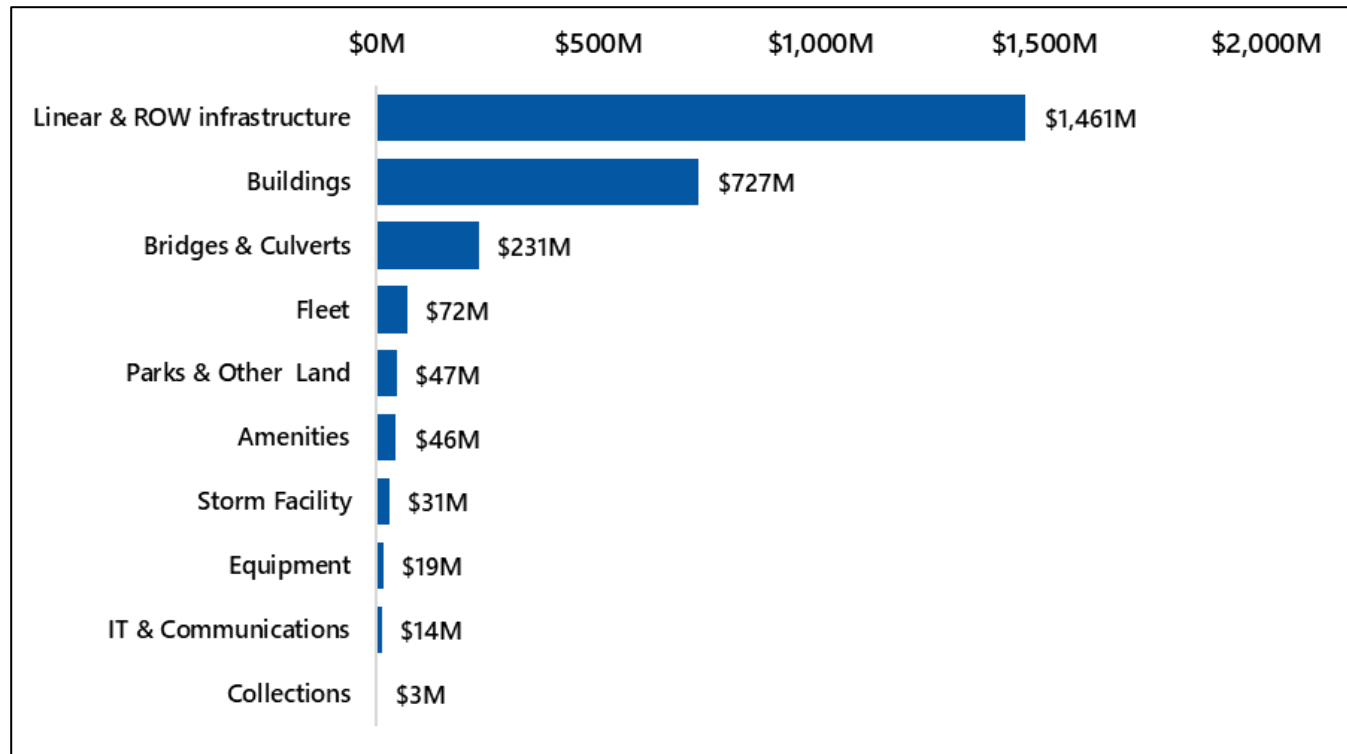
Amenities
Bridges & Culverts
Buildings
Collections
Equipment
Fleet
IT & Communications
Linear & ROW Infrastructure
Parks & Other Land
Stormwater Facilities

Replacement Value of Town Assets

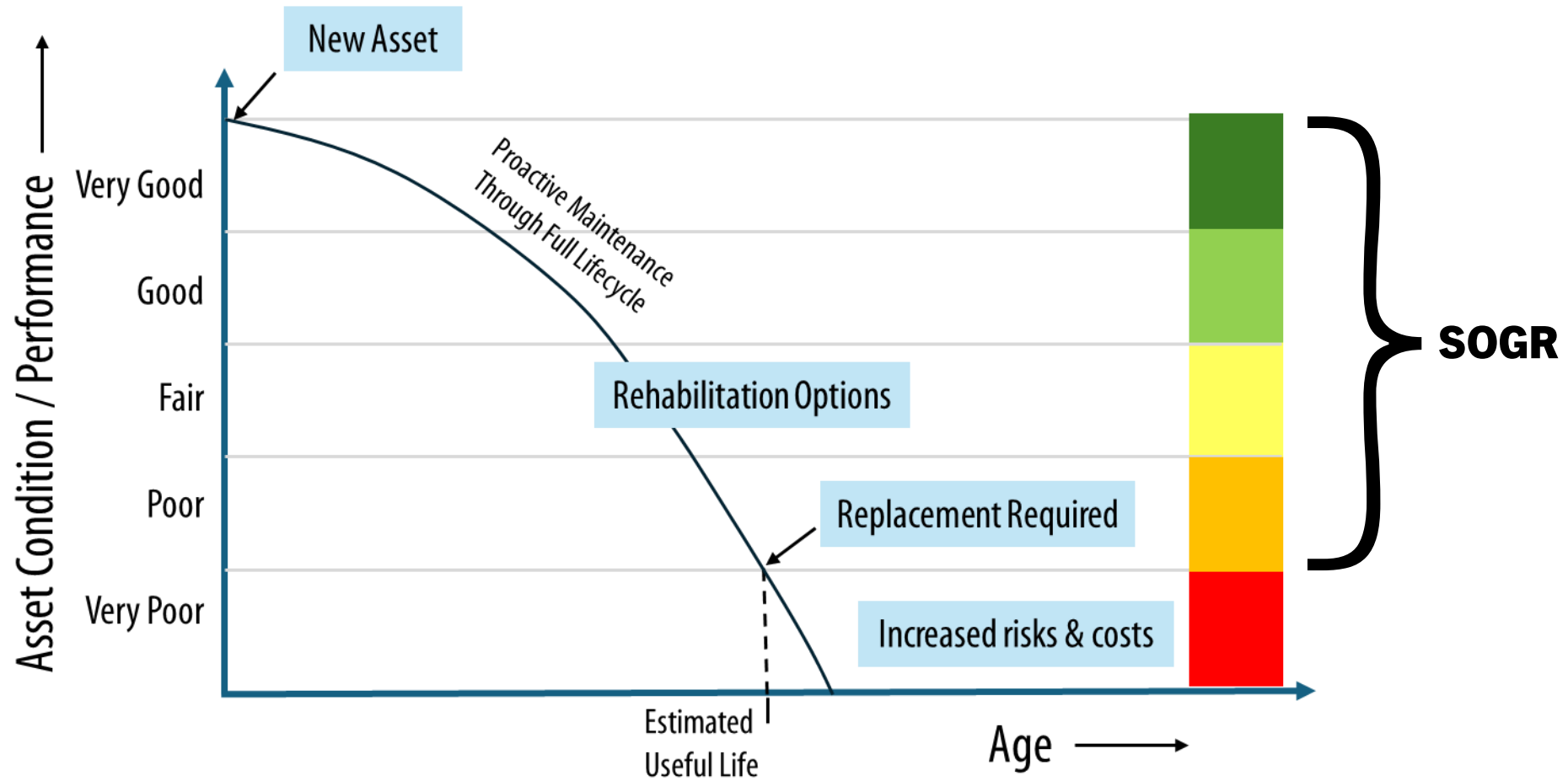
By Service Area

Service Area	Replacement Value
Administration	\$71.7M
Emergency	\$145.6M
Recreation and Culture	\$591.5M
Stormwater Management	\$564.8M
Transportation	\$1.277B
Total	\$2.65B

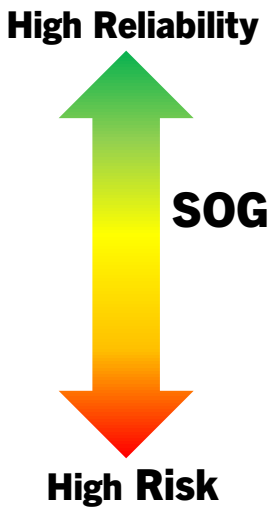
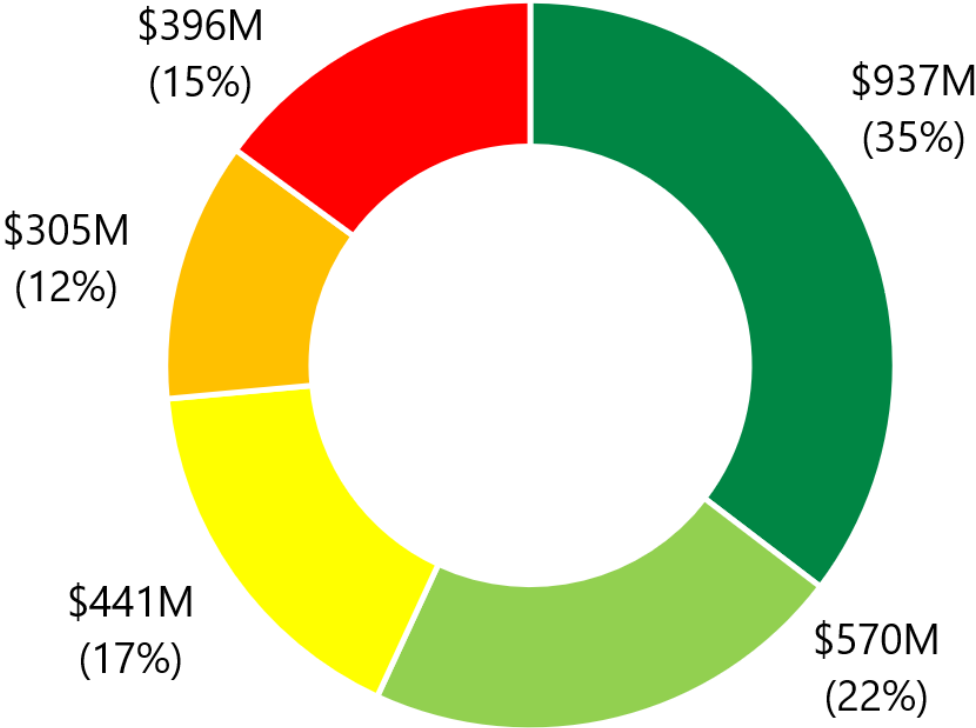
By Class



Assets Deteriorate Over Time



Condition of Town Assets



Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well-maintained, good condition, new or recently rehabilitated	75-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	50-75
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	25-75
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	0-25
Very Poor	Unfit for sustained service	Beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	<=0

Overall, 85% of assets are in a SOGR

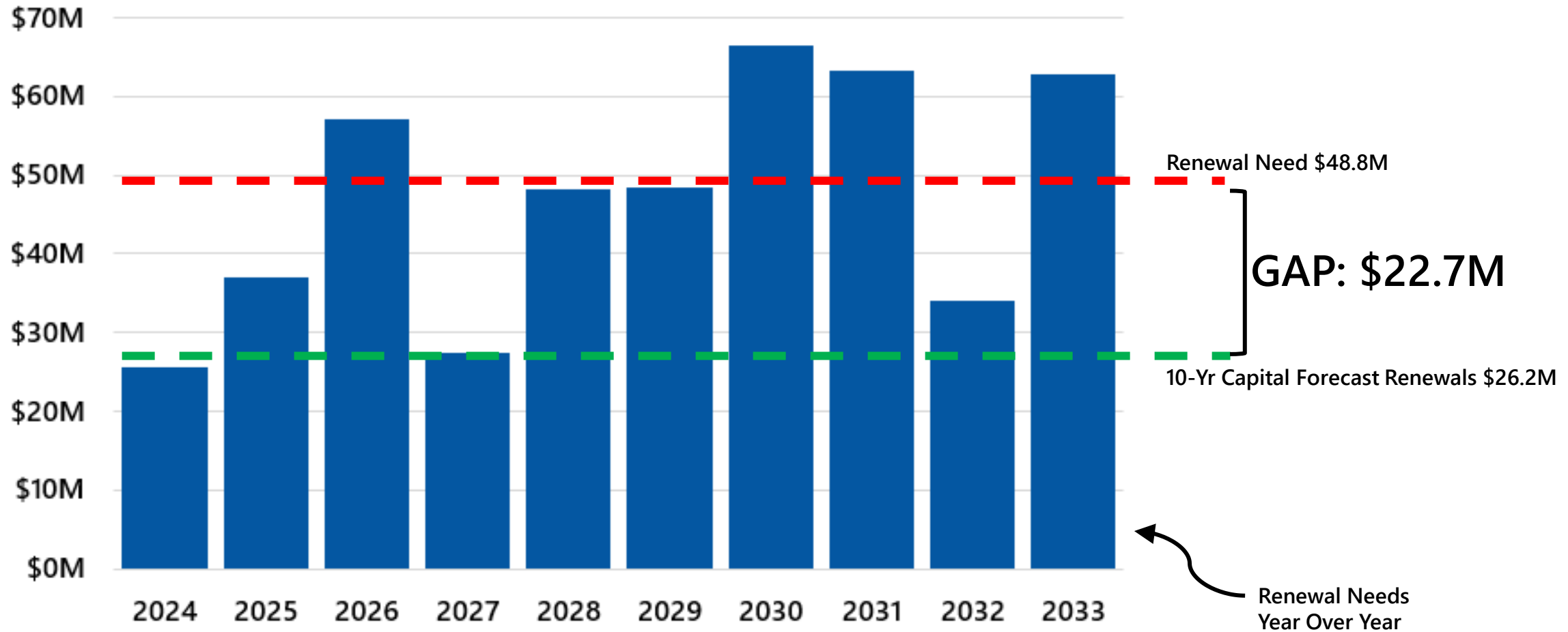
Capital Renewal Gap (2024-2033)

- Analyzing and planning **Capital Renewal** is the focus of the Asset Management Plan
- Renewal Need = Rehabilitation and Replacement Need

Annual Capital Renewal Summary (\$Millions):

Service Area	Renewal Need	10-Yr Capital Forecast	Gap
Administration	\$2.4	\$1.7	-\$0.7
Emergency	\$3.8	\$1.2	-\$2.6
Recreation & Culture	\$18.1	\$3.3	-\$14.8
Stormwater Management	\$1.8	\$1.5	-\$0.3
Transportation	\$22.7	\$18.5	-\$4.2
Total	\$48.8	\$26.2	~ -\$22.7

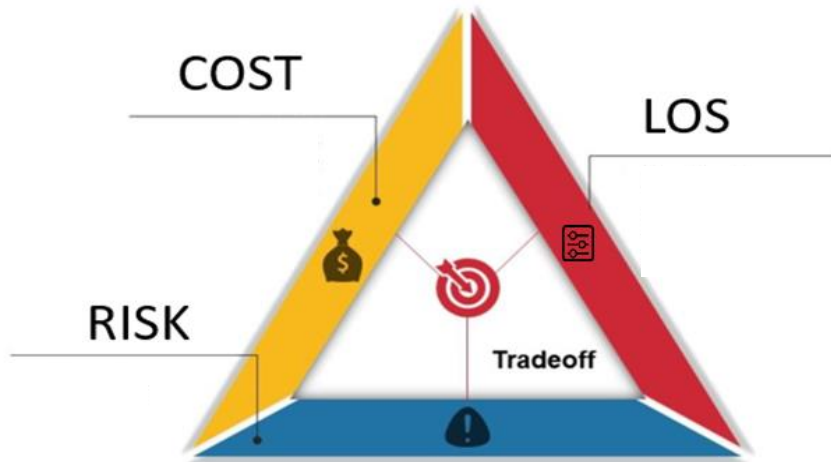
10-year Capital Renewal Needs



Gap Options

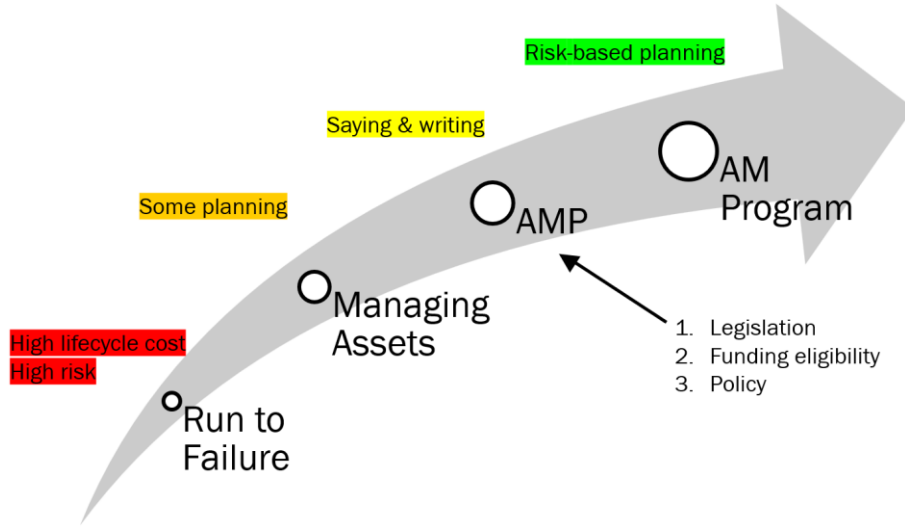
- Do Nothing
- Explore LOS and Risk options
- Explore funding options
 - Debt
 - Reserves
 - Tax Levy
 - Other
- Public input

Item	Option 1	Option 2	Option 3
Capital Levy	2%	1%	1%
Annual Capital Levy Funding by 2034	\$23 million	\$11 million	\$11 million
Debt Term	20 years	20 years	10 years
Interest Rate	4.5%	4.5%	4%
Maximum Debt Capacity Ratio	9.2%	8.1%	7.9%
Outstanding Debt in 2034	\$142.6 million	\$130.5 million	\$54.9 million
Annual Funding Generated	\$22.7 million	\$16 million	\$10 million
Annual Remaining Unfunded SOGR Gap	\$0	\$6.7 million	\$12.7 million
Accumulated Unfunded SOGR Gap in 2034	\$0	\$67 million	\$127 million
Risk Assessment Required Due to Underfunding (as per Section 5.4.1)	No	Yes	Yes
Use of Available Reserve Balances	To Reduce Debt Requirements	To Reduce Debt Requirements	To Reduce Debt Requirements



With the 'Do Nothing' option, the accumulated unfunded SOGR Gap would be \$227 million in 2034.

Asset Management Maturity



Aware	Basic	Core	Intermediate	Advanced
Limited awareness, typical in a municipality that is new to planning or documenting its asset management	Aware but not formal, common in many Ontario municipalities	Aware and formalized but not optimized, common in many Ontario municipalities	Fully implemented but not fully mature, optimized, or integrated in the Town. Common in larger municipalities or those with longstanding AM system in place	Fully implemented, mature, and effective, leading in the industry. Advanced AM can be rare in Ontario municipalities

Understanding AM Requirements		Developing Lifecycle Strategies		Enabling AM	
	Analysing the Strategic Direction		Managing Risk & Resilience		AM People & Leaders
	Levels of Service Framework		Operational Planning		Asset Data & Information
	Demand Forecasting & Management		Capital Works Planning		AM Information Systems
	Strategic AM Plan		Asset Financial Planning & Management		AM Process Management
			AM Plans		Continual Improvement

Next Steps

- Use it, embed it, revisit it, check on it, update it
- Work on advancing your asset management practices
- Develop a plan to address recommendations

