

City of Richmond Hill

2023 State of Infrastructure



Executive Summary

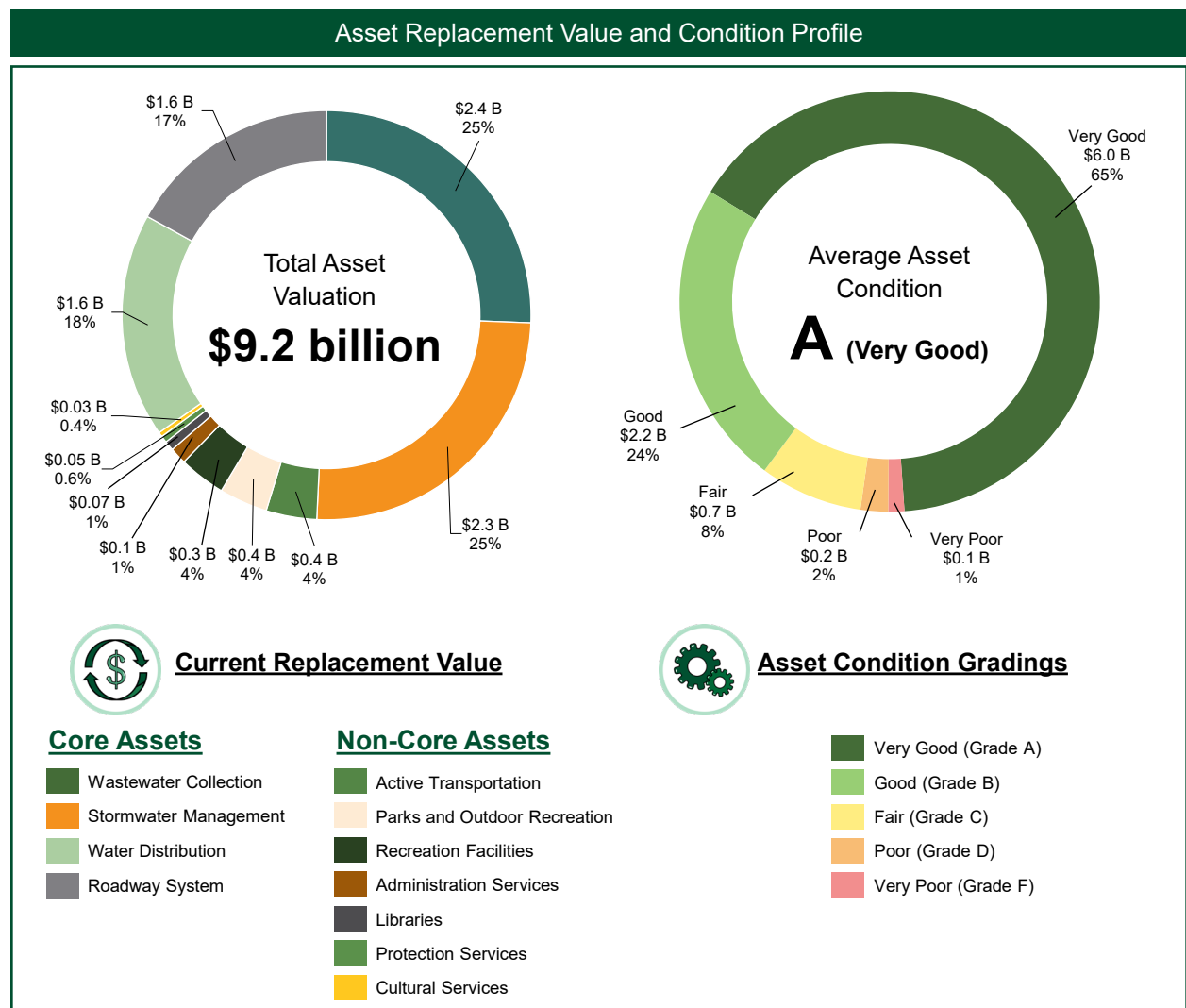
Report Overview

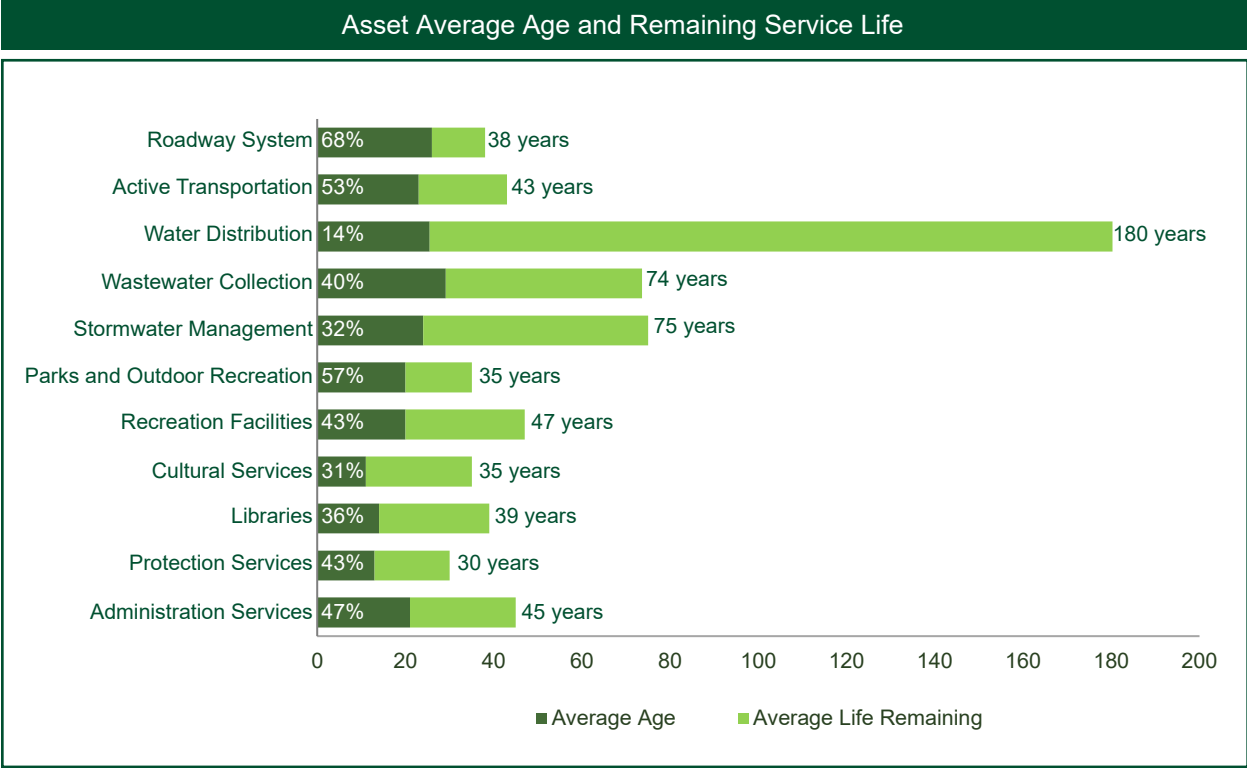
The inaugural 2023 State of Infrastructure Report (SOI) summarizes the status of City-owned assets and identifies potential infrastructure needs. The SOI will be updated annually in reports to assist City staff and Council to make informed infrastructure investment decisions in support of the development of future capital budgets.

State of Infrastructure Summary

This SOI provides an overview of the City of Richmond Hill’s current infrastructure including asset inventories, current replacement values (CRV), ages and service lives, condition and investments included in the 2023-2032 Capital Budget and Forecast.

The City’s infrastructure (Core and Non-Core), which is separated into 11 sub-service categories, has an estimated current replacement value of \$9.2 billion and an overall average condition of Very Good (Letter Grade A).





Although the majority of City assets are relatively newer and are in Very Good condition, ongoing investments are required for lifecycle strategies to address assets in Fair, Poor and Very Poor condition, prevent other assets from reaching more costly Poor/Very Poor treatments and to maintain service levels.

Using This Information

This report complements the City’s 2021 Corporate Asset Management Plan. The City will use this information to continually identify investments to address infrastructure needs to ensure service continuity, while balancing affordability and risks for inclusion into the City’s Capital Budget.





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Introduction

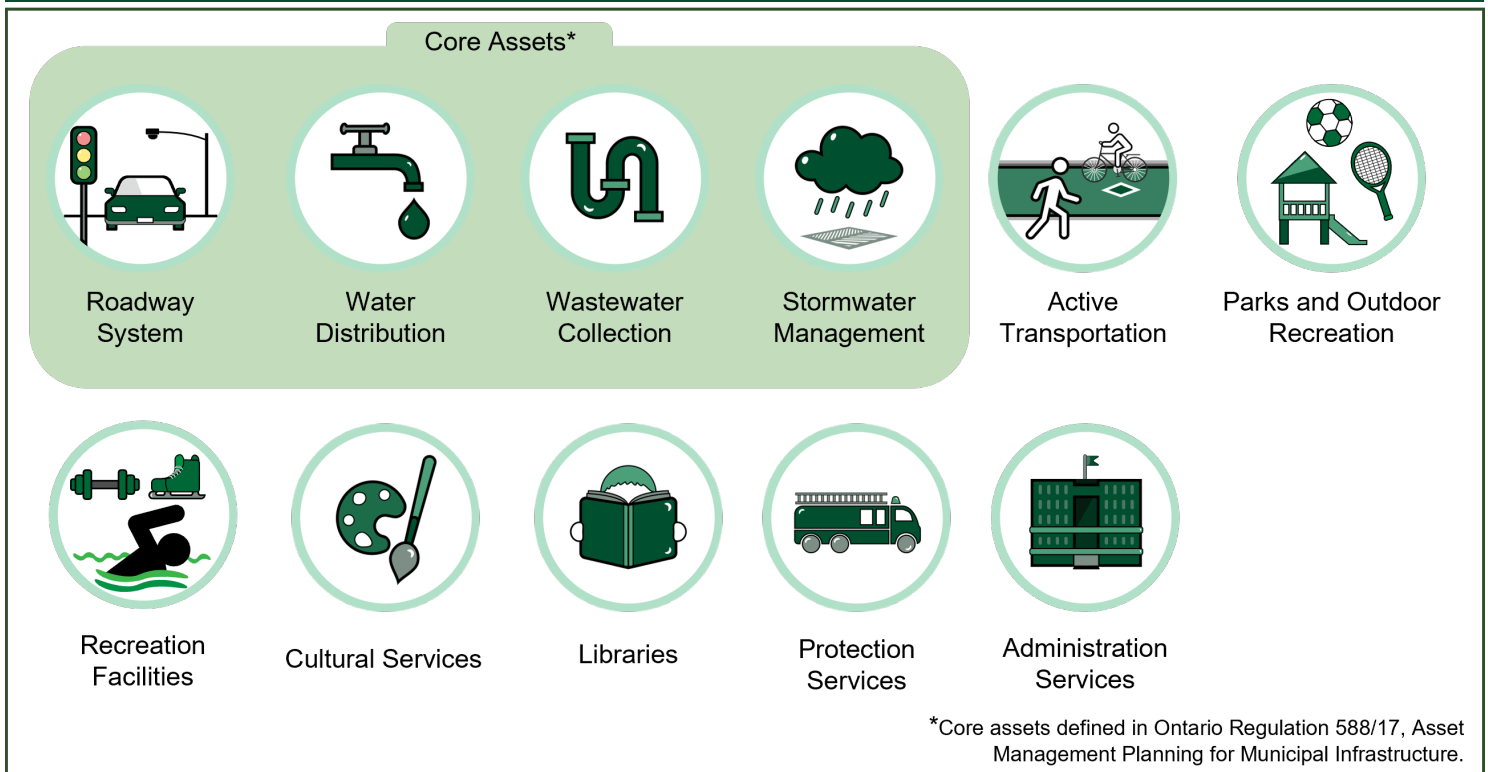
The City of Richmond Hill owns and manages a wide range of infrastructure assets that span across multiple services. Infrastructure assets are vital to the City's mandate to deliver core services to its community. Since the early 1980s, Richmond Hill has experienced significant growth. As these infrastructure assets age and deteriorate over time, they need attention to ensure they continue to provide reliable service to the community. To manage this, the City undertakes evidence-based asset management planning to ensure that the City can maintain the reliability of its assets, maximize their value, and reduce risks.

The City's asset management planning is guided by defined principles outlined in the Strategic Asset Management Policy that has the following objectives:

- Integrate with the City's Strategic Plan, Official Plan and Master Plans;
- Manage municipal infrastructure assets using an integrated business approach;
- Enable residents, businesses and other interested parties to provide input;
- Coordinate planning for management of assets shared with other governmental agencies;
- Align asset management planning activities to water and wastewater financial plans;
- Consider the Asset Management Plan recommendations when developing budgets; and
- Consider risks, including those related to climate change.

The City's assets are categorized under the following 11 sub-services, as defined by the City's Asset Hierarchy, which details the relationship between assets and the services they support.

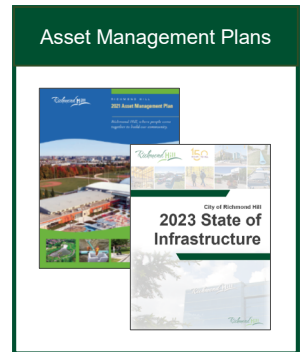
City-Owned Assets by Sub-Service (Asset Hierarchy)



*Core assets defined in Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure.

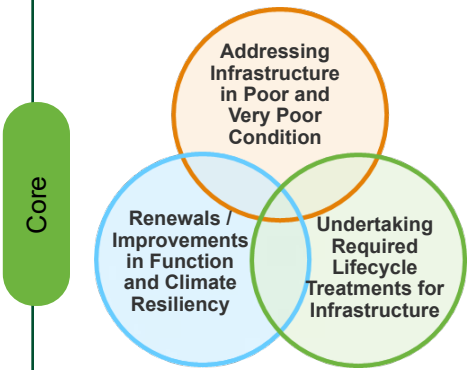
In June 2021, City Council approved the 2021 Corporate Asset Management Plan (AMP), one year ahead of the July 1, 2022 Ontario Regulation 588/17 reporting deadline. The 2021 Corporate Asset Management Plan outlined activities that the City undertakes as part of best asset management business practices.

This inaugural 2023 State of Infrastructure Report provides an updated summary of the City-owned asset inventories, current replacement values, ages and service lives, condition, and state of good repair investments in the City's 2023 Capital Budget and Forecast to address asset needs. These 2023 Capital Budget and Forecast state of good repair investments were informed by the City's Enterprise Asset Management System (EAM) using an evidence-based asset management planning process.



2023 Capital Budget and Forecast

Major Infrastructure State of Good Repair Investments



Core

	2023	Forecast
Infrastructure in Poor and Very Poor Condition	\$12.8 M	\$60.2 M
	2023	Forecast
Roadway System	\$2.4 M	\$121.3 M
Water Distribution	\$7.4 M	\$108.3 M
Wastewater Collection	\$1.4 M	\$29.2 M
Stormwater Management	\$1.2 M	\$24.8 M
	2023	Forecast
Roads Overlay / Resurfacing	\$2.5 M	\$38.5 M
Road Rehabilitation Reconstructions	\$9.2 M	\$109.8 M
Replacing Water / Sewermain with Improved Material	\$10.9 M	\$141.5 M
Stormwater Pond Rehabilitation / Retrofits	\$2.0 M	\$32.0 M

Other Asset State of Good Repair Investments

Non-Core

Addressing other asset needs in Poor and Very Poor condition, improving function, and required lifecycle needs

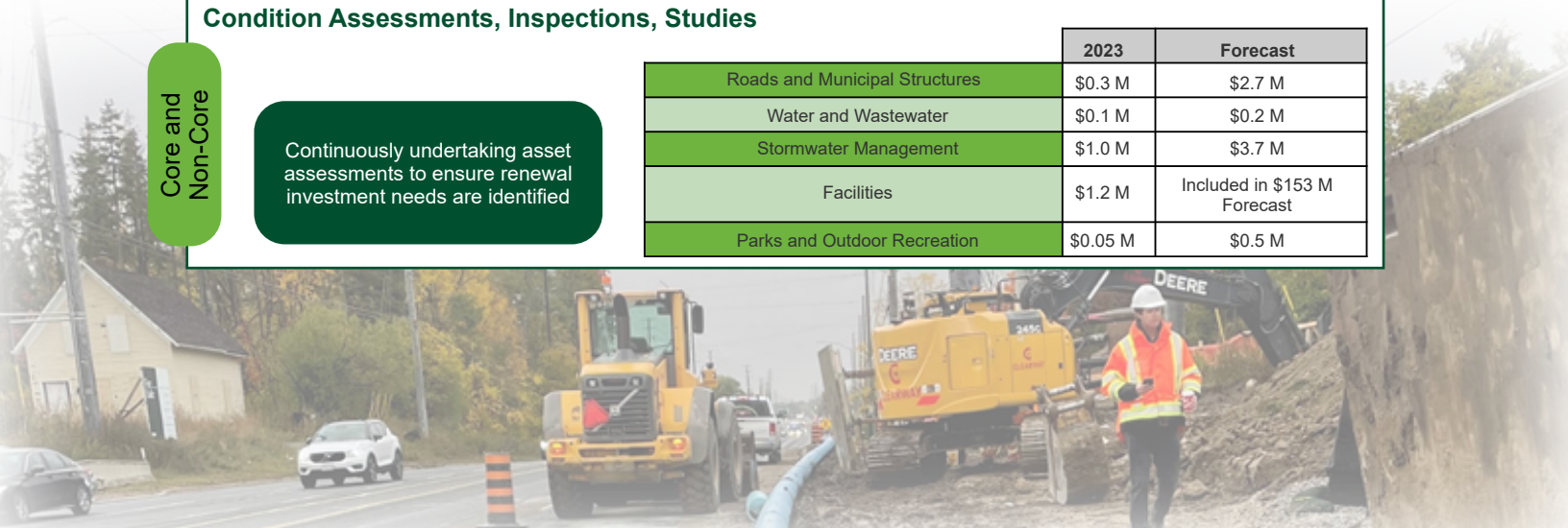
	2023	Forecast
Facilities	\$13.5 M	\$161.7 M
Operational Fleet and Equipment	\$4.0 M	\$34.7 M
Fire Fleet and Equipment	\$1.6 M	\$14.7 M
Parks and Outdoor Recreation	\$4.0 M	\$32.7 M
Library Collections and Equipment	\$1.1 M	\$26.3 M
IT Infrastructure	\$3.5 M	\$27.3 M

Condition Assessments, Inspections, Studies

Core and Non-Core

Continuously undertaking asset assessments to ensure renewal investment needs are identified

	2023	Forecast
Roads and Municipal Structures	\$0.3 M	\$2.7 M
Water and Wastewater	\$0.1 M	\$0.2 M
Stormwater Management	\$1.0 M	\$3.7 M
Facilities	\$1.2 M	Included in \$153 M Forecast
Parks and Outdoor Recreation	\$0.05 M	\$0.5 M

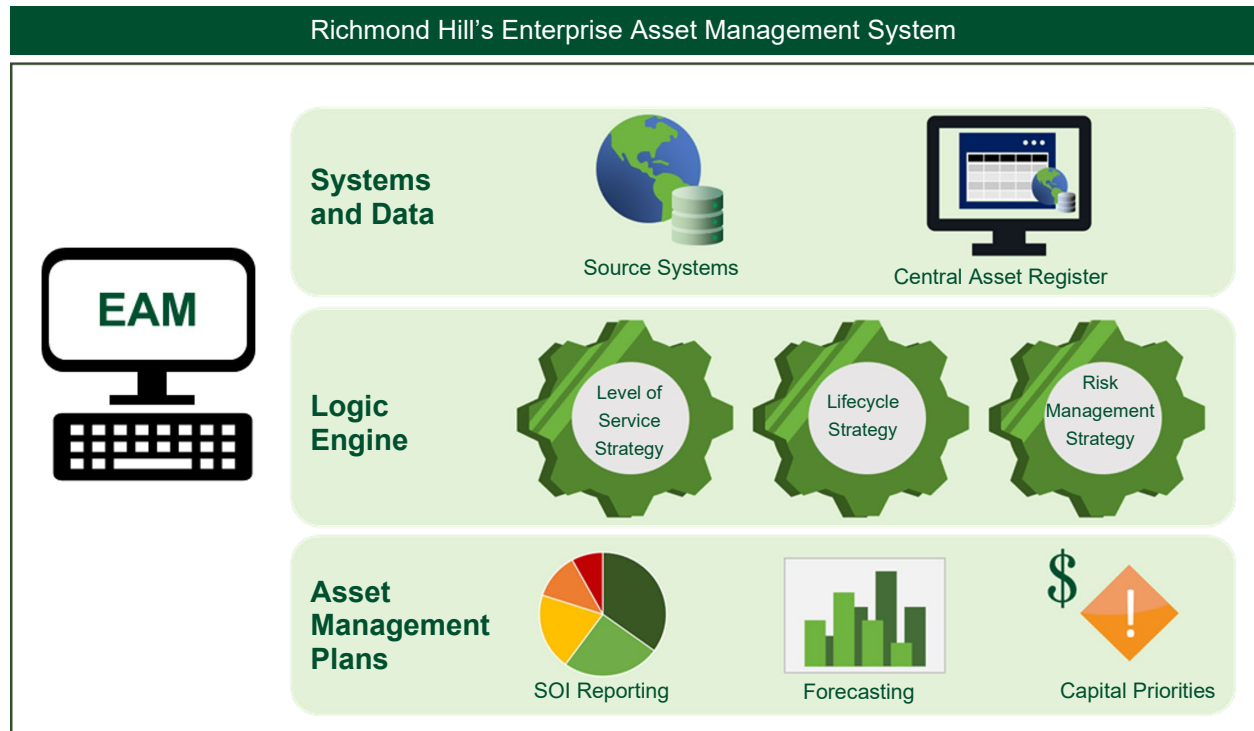


Asset Management Planning at the City

The City’s asset management system, processes and approach includes the following key foundational components:

- The Asset Management Policy, which outlines the City’s principles and commitments to asset management planning (approved by Council in May 2019);
- The Asset Management Strategy, which outlines specific business processes and practices for prudent asset management planning (an internal document developed in 2019);
- The Asset Management Governance Framework, an internal document which identifies the roles and responsibilities of staff groups within the City’s asset management system (2019–2021);
- The City’s Enterprise Asset Management System (EAM), which is an internal Decision Support System (2020–present); and
- Three asset management Technical Strategies, being Level of Service Strategy, Lifecycle Strategy, and Risk Management Strategy (2020).

The City’s Enterprise Asset Management System (EAM) is an internally developed software application that houses the asset registry and uses the City’s technical strategies (Levels of Service, Lifecycle, and Risk strategies) to complete analyses on the City’s state of infrastructure and to provide current and forecasted information to support asset investment decisions. It is the City’s EAM, along with the asset management system, processes and approach that has facilitated the development of Asset Management Plans and this inaugural 2023 State of Infrastructure Report.



Understanding the Results



Inventory

City assets are consolidated in the City’s Enterprise Asset Management System (EAM). Each asset is assigned to its appropriate category in the Asset Hierarchy, along with all its important attributes including count (unit measure), size, length, material, etc. This allows the City to report the inventory of assets that the City owns associated with each sub-service.



Current Replacement Value (CRV)

The current replacement value (CRV) represents the estimated cost to replace the asset at its current price based on industry contract pricing. For linear assets such as roads and pipes, the replacement value is based on the unit cost by its size (length, diameter, etc.), type, as well as material. The costs for other assets, such as facilities, are derived from appraisals of asset value.



Average Age and Estimated Service Life

Asset ages represent when they were constructed, installed and/or purchased and are identified in the City’s EAM Asset Registry. The average ages of the City’s assets are weighted by replacement values. These average ages are compared to their respective weighted average estimated service life based on each asset’s unique characteristics.






















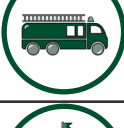





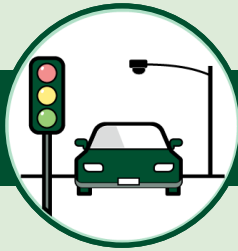
Condition

The condition of the City’s assets are identified into one of five (5) standard condition categories with an associated Letter Grade (from A to F). The City uses technical condition assessments to assess condition of assets where feasible. When technical condition assessments are not feasible, the City uses the asset age and remaining service life to determine condition.

Performance Category	Letter Grade	Asset Condition Characteristics
Very Good	A	“Fit for the Future”: New or recently rehabilitated. Very low risk of failure.
Good	B	“Good for Now”: Minimal signs of deterioration. Low risk of failure.
Fair	C	“Adequate for Now but May Require Attention”: Additional signs of deterioration. Some failures could potentially occur.
Poor	D	“Declining Condition”: Probability of asset failures increasing. Reduced ability to provide the service.
Very Poor	F	“At Risk”: Assets have exceeded their service life and require attention and appropriate lifecycle treatment.

Report Card Summary

	 Replacement Value	 Average Age and Remaining Service Life	 Overall Asset Condition
 Roadway System	\$1.6 B		B (Good)
 Active Transportation	\$0.4 B		B (Good)
 Water Distribution	\$1.6 B		A (Very Good)
 Wastewater Collection	\$2.4 B		A (Very Good)
 Stormwater Management	\$2.3 B		A (Very Good)
 Parks and Outdoor Recreation	\$0.4 B		B (Good)
 Recreation Facilities	\$0.3 B		B (Good)
 Cultural Services	\$0.03 B		B (Good)
 Libraries	\$0.07 B		B (Good)
 Protection Services	\$0.05 B		B (Good)
 Administration Services	\$0.1 B		B (Good)



Roadway System

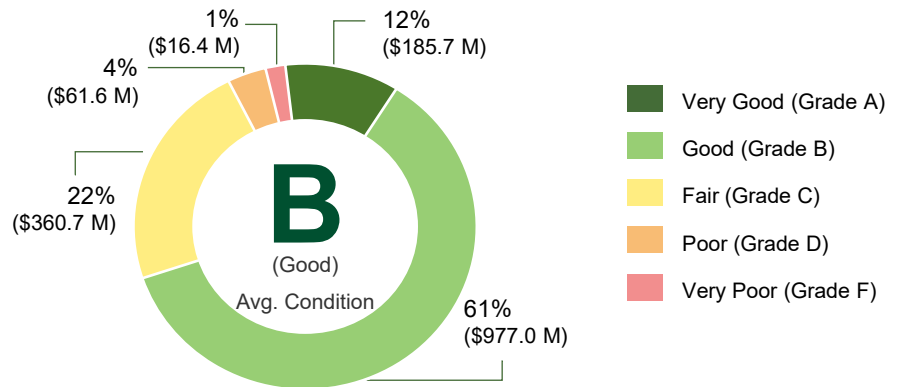
The City of Richmond Hill's Roadway System consists of urban and rural roads, municipal structures (bridges and culverts), streetlights and traffic signals, as well as operational fleet and equipment used to support and maintain roadway infrastructure. The Roadway System enables the safe and efficient movement of vehicular travel around the City, and helps to create stronger connections and offer better choices to the community.

Replacement Value
\$1,602 M

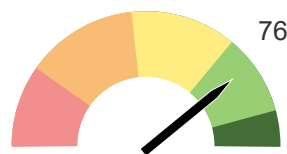
Asset Portfolio

Asset	Quantity	Replacement Value
Roads	588 km	\$1,396.5 M
Streetlights	14,192 ea	\$72.5 M
Traffic Signals and Beacons	31 ea	\$3.6 M
Bridges and Road Culverts	63 ea	\$111.4 M
Fleet and Equipment	A mix	\$17.4 M

Overall Condition



Pavement Quality Index (PQI)



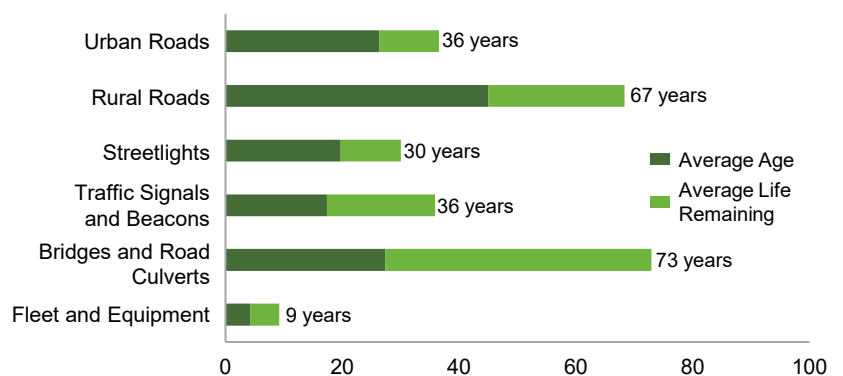
Bridge Condition Index (BCI)



2023 to 2032 Capital Budget Investments

- Over \$160 M for road rehabilitation and reconstruction, plus an additional \$3.0 M for condition assessments
- More than \$12 M invested in illumination, including conversion of streetlights to LED and state of good repair replacements, and an additional \$0.5 M for traffic signal replacements
- Investments in fleet and equipment of \$13.6 M

Average Age and Service Life Expectancy



Future Outlook

The 2021 Asset Management Plan forecasted in excess of over \$185 million will be required over a 10 year period to address the state of good repair investment needs for roadway infrastructure. The City aims to finalize the Transportation Master Plan (TMP) in 2023 that will establish a future vision to 2051, which will guide the future of the City's multi-modal transportation network. These two plans will inform future enhancements and state of good repair infrastructure investments for roadway infrastructure through the City's 10 Year Capital Budget and Forecast.



Active Transportation

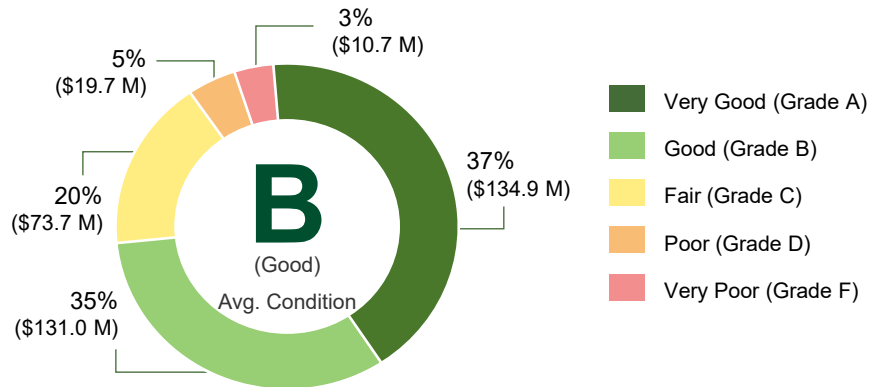
Replacement Value
\$370 M

Active Transportation refers to assets that enable multiple modes of transportation, including walking and cycling. The City of Richmond Hill's Active Transportation network is comprised of sidewalks, bicycle lanes (including shared roadway routes and dedicated cycle tracks), and trails. Together, these assets provide accessible, reliable and sustainable modes of travel to the community.

Asset Portfolio

Asset	Quantity	Replacement Value
Bicycle Lanes and Cycle Tracks	171 km	\$80.7 M
Sidewalks and Walkways	718 km	\$213.7 M
Multi-Use Paths	16 km	\$6.3 M
Trails	140 km	\$69.3 M

Overall Condition



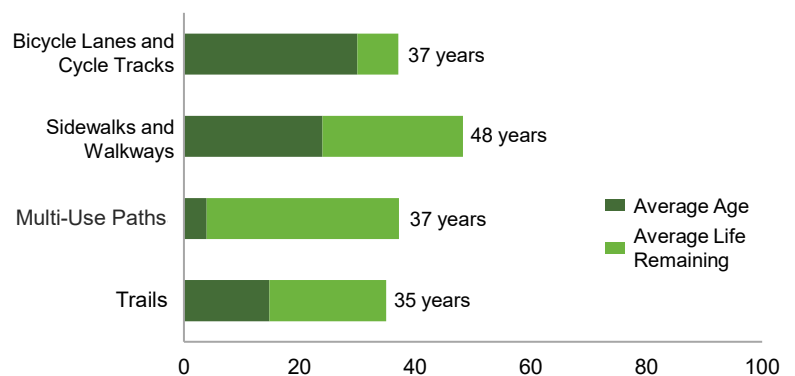
Sidewalk Condition Index (SCI)



2023 to 2032 Capital Budget Investments

- Sidewalk infill program investment of \$6.7 M
- Additional funding for sidewalk construction through road rehabilitation and reconstruction projects, and pathway replacements and upgrades through park revitalizations

Average Age and Service Life Expectancy



Future Outlook

The Transportation Master Plan will guide and inform the future of the City's Active Transportation network by providing a long-term vision that supports goals for a vibrant and connected community. Future Asset Management Plans and the Transportation Master Plan will inform forecast state of good repair and growth infrastructure investment needs and enhancements.



Water Distribution

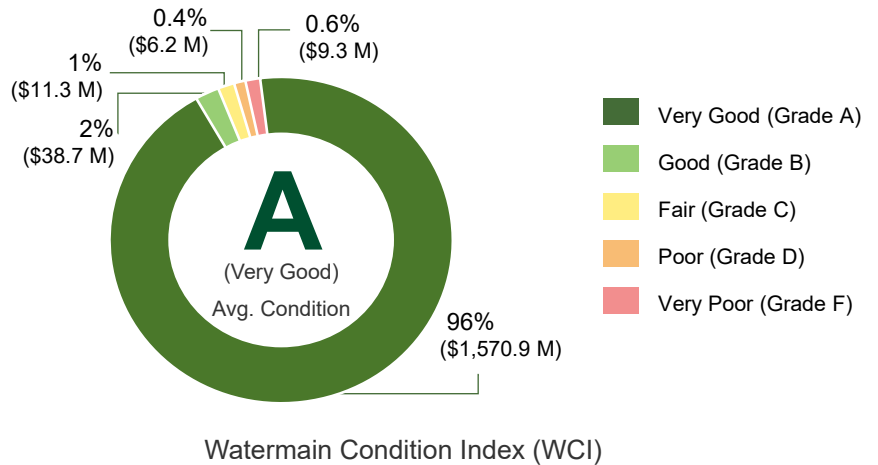
The City of Richmond Hill provides distribution of a safe and consistent supply of drinking water through its network of water mains. Drinking water in Richmond Hill is purchased from York Region and is then distributed through the City-owned and managed Water Distribution system. Other components include water meters and towers, hydrants and valves, and fleet and equipment assets to support and maintain water infrastructure.

Replacement Value
\$1,636 M

Asset Portfolio

Asset	Quantity	Replacement Value
Water mains	665 km	\$1,616.9 M
Valves	12,112 ea	
Hydrants	4,687 ea	
Chambers	5,491 ea	
Service Connections	47,942 ea	
Water Meters and Towers	50,172 ea	\$16.4 M
Fleet and Equipment	A mix	\$3.1 M

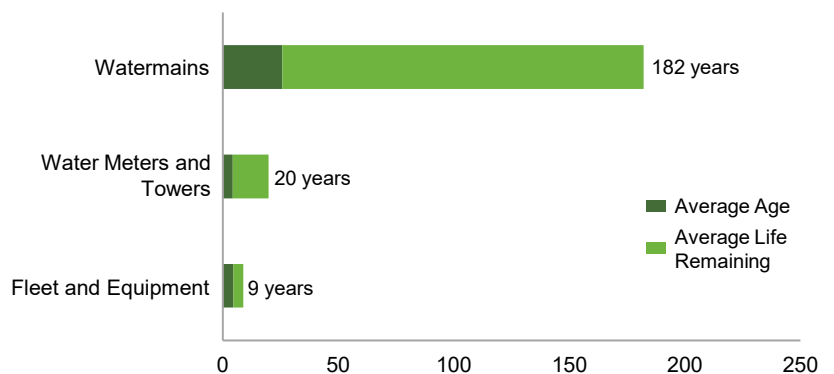
Overall Condition



2023 to 2032 Capital Budget Investments

- Over \$150 M to replace water mains and sewers with improved material
- Water meter infrastructure investments of \$3.2 M
- Investments in fleet and equipment of \$3.1 M

Average Age and Service Life Expectancy



Future Outlook

The City is currently undertaking an Urban Master Environmental Servicing Plan (UMESP) study to identify water and wastewater infrastructure improvements required to accommodate planned growth and intensification. The City is also developing a City-wide water model that, together with updated Asset Management Plans and the UMESP, will inform future infrastructure investments through the City's 10 Year Capital Budget and Forecast.



Wastewater Collection

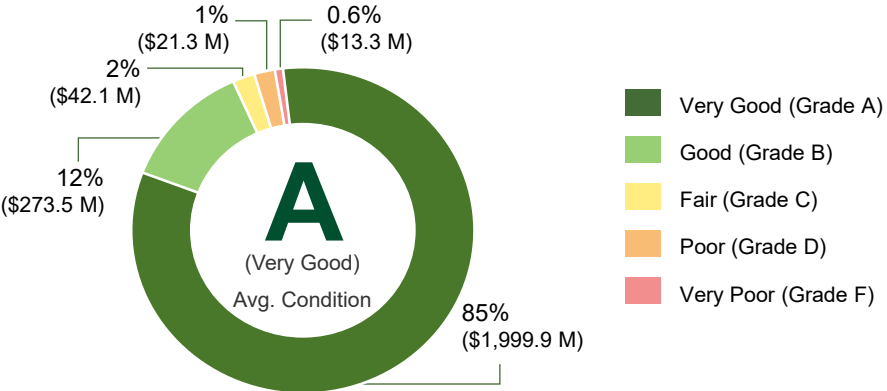
The City of Richmond Hill is responsible for providing reliable and efficient collection of wastewater through a network of sewers and sewage pump stations. Sewage flows from the City's network into large wastewater pipes, owned and operated by York Region, and ultimately to a wastewater treatment plant owned and operated by York Region and Durham Region. Other ancillary assets like maintenance holes and lateral connections support the system.

Replacement Value
\$2,350 M

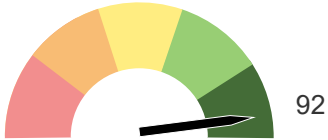
Asset Portfolio

Asset	Quantity	Replacement Value
Sanitary Sewers	608 km	\$2,329.1 M
Maintenance Holes	9,384 ea	
Lateral Connections	47,541 ea	
Pump Stations	6 ea	\$21.0 M

Overall Condition



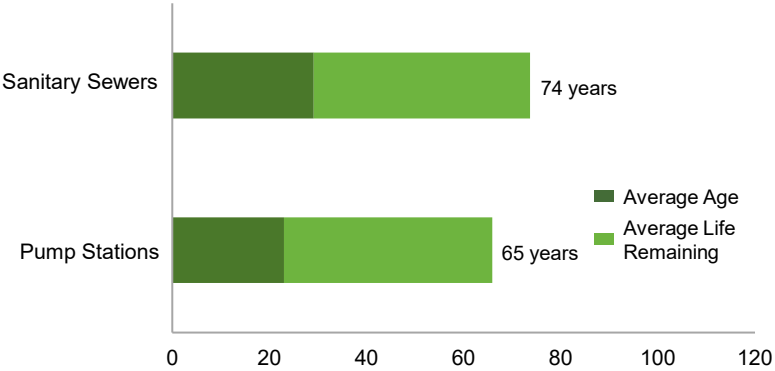
Sanitary Sewer Condition Index (SSCI)



2023 to 2032 Capital Budget Investments

- Over \$150 M to replace watermain and sewers with improved material
- Funding of \$0.3 M for studies and assessments, including the Inflow and Infiltration Reduction Program and sanitary pump station condition assessments

Average Age and Service Life Expectancy



Future Outlook

The City is currently undertaking an Urban Master Environmental Servicing Plan (UMESP) study to identify water and wastewater infrastructure improvements required to accommodate planned growth and intensification. The City is also developing a City-wide wastewater model that, together with updated Asset Management Plans and the UMESP, will inform future infrastructure investments through the City's 10 Year Capital Budget and Forecast.



Stormwater Management

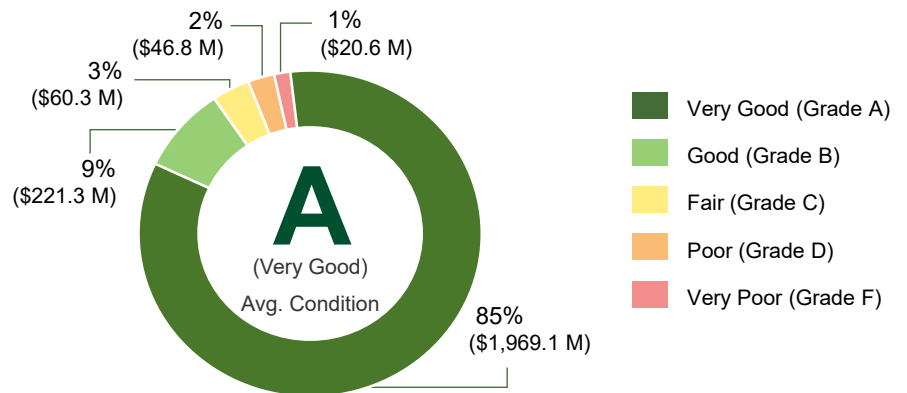
Replacement Value
\$2,318 M

The City of Richmond Hill owns and operates Stormwater Management infrastructure including storm sewers, stormwater management ponds, Low Impact Development (LID), and storm culverts. There are also a number of supporting assets to assist in the maintenance of stormwater management assets. This infrastructure protects the environment from flooding and erosion, and treats the quality of water before it is released.

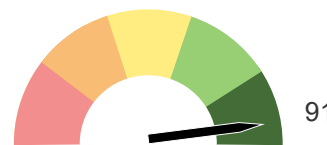
Asset Portfolio

Asset	Quantity	Replacement Value
Storm Sewers	608 km	\$2,145.9 M
Catchbasins	17,794 ea	
Maintenance Holes	10,460 ea	
Lateral Connections	47,463 ea	
Storm Culverts	97 ea	\$31.0 M
Stormwater Management Facilities (SWMF)	98 ea	\$136.0 M
Low Impact Development (LID)	57 ea	\$4.7 M
Fleet and Equipment	A mix	\$0.5 M

Overall Condition



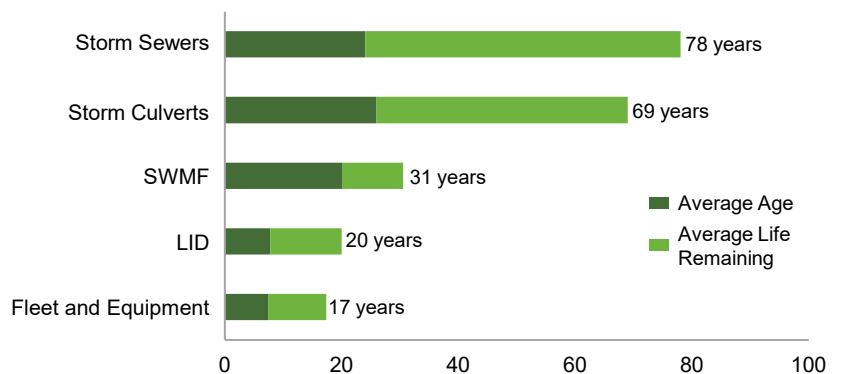
Stormmain Condition Index (SMCI)



2023 to 2032 Capital Budget Investments

- Approximately \$28 M for construction of storm sewers
- More than \$34 M for storm pond rehabilitations and retrofits
- Funding of \$4.8 M for various studies, inspections, and assessments

Average Age and Service Life Expectancy



Future Outlook

The City is developing a City-wide stormwater network model to plan for the impacts of climate change and growth on the City's stormwater systems and infrastructure. This, along with updated Asset Management Plans will inform future enhancements and state of good repair infrastructure investments for stormwater management through the City's 10 Year Capital Budget and Forecast.



Parks and Outdoor Recreation

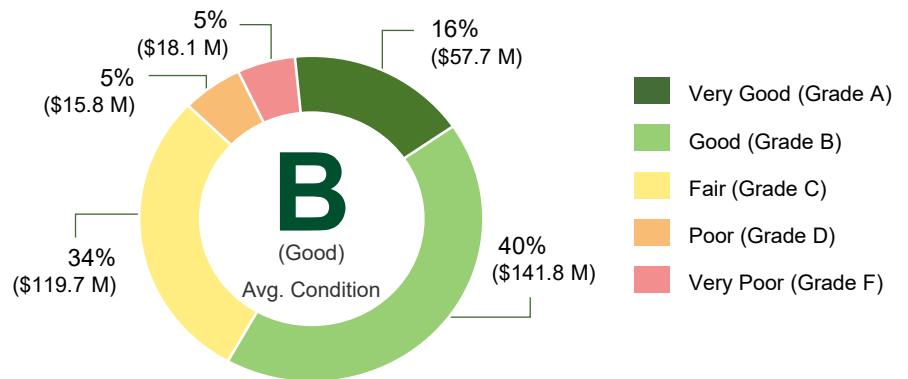
Replacement Value
\$353 M

The City of Richmond Hill owns a network of destination, community, neighbourhood and linear parks that provide a variety of amenities to the community. These include outdoor sporting and leisure amenities, playgrounds and natural areas and trees. There are also a number of supporting assets like fleet and equipment that assist in the maintenance of parks and amenities.

Asset Portfolio

Asset	Quantity	Replacement Value
Parks	167 ea	\$45.4 M
Supporting Recreation Facilities	7 ea	\$6.2 M
Outdoor Recreation Amenities	528 ea	\$53.8 M
Natural Areas	889 ha	\$233.5 M
Trees	73,029 ea	
Fleet and Equipment	A mix	\$14.2 M

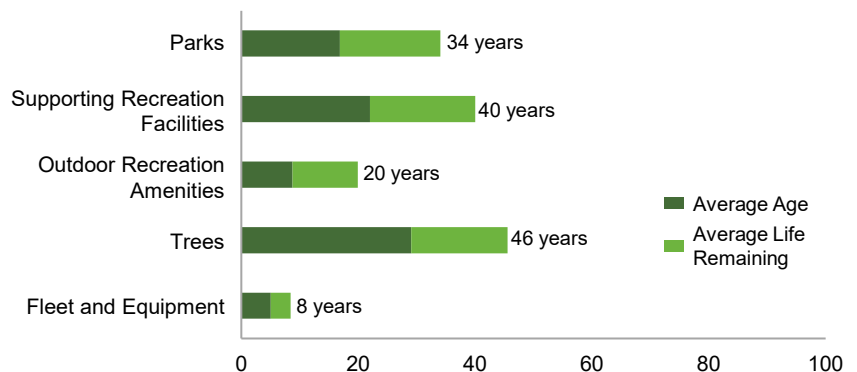
Overall Condition



2023 to 2032 Capital Budget Investments

- Over \$36 M invested in parks and outdoor recreation facilities, including outdoor sporting amenities, playgrounds, and environmental assets
- Investments in fleet and equipment of \$18.9 M

Average Age and Service Life Expectancy



Future Outlook

The City of Richmond Hill's approved 2022 Parks Plan provides direction on future parkland needs, including expanding parks to continue to create a livable diverse city, improve function of parks, connect parks to trails and larger green spaces and design for flexible year round use. This 2022 Parks Plan, together with future Asset Management Plans and Capital Budgets will guide future park revitalization, expansion, and state of good repair investments.



Recreation Facilities

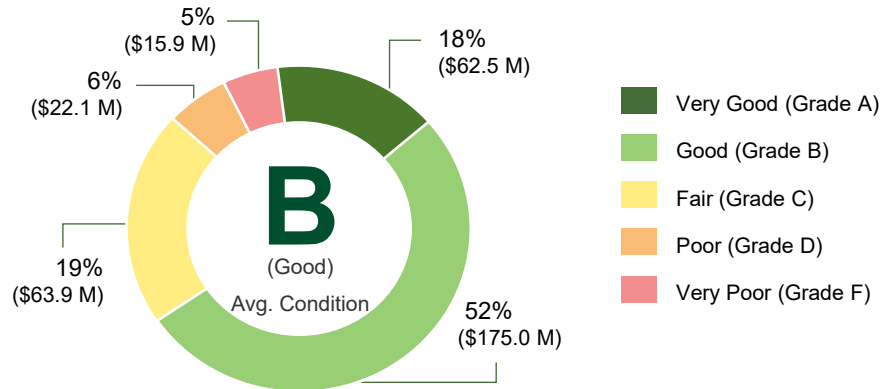
The City of Richmond Hill offers a wide variety of accessible recreation programs for all ages and interests. These bring the community closer together and help improve the quality of life of residents, support healthy lifestyles, provide opportunities to connect and socialize and help establish vibrant neighbourhoods. These programs are provided through the City's community centres, arenas, and other supplemental facilities.

Replacement Value
\$339 M

Asset Portfolio

Asset	Quantity	Replacement Value
Arenas	5 ea	\$112.2 M
Community Centres	11 ea	\$167.7 M
Public Education and Outreach Facilities	1 ea	\$40.9 M
Supplemental Recreation Facilities	9 ea	\$11.8 M
Facility Equipment	A mix	\$6.1 M
Fleet and Equipment	A mix	\$0.7 M

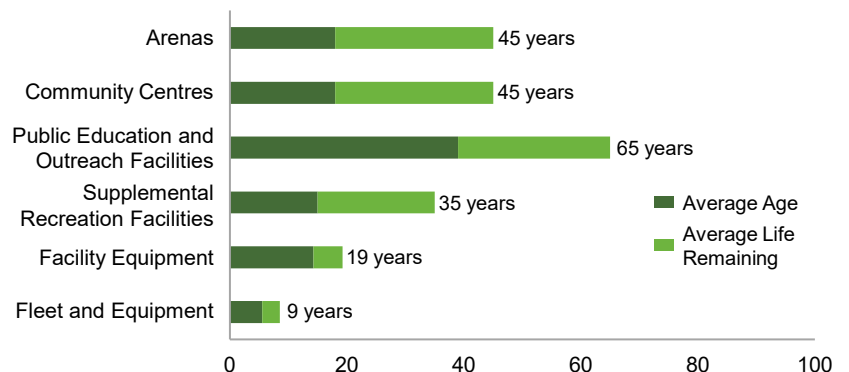
Overall Condition



2023 to 2032 Capital Budget Investments

- Approximately \$11 M for recreation facility buildings upgrades and rehabilitation, plus additional projects as part of the \$153 M facilities forecast
- Recreation facility equipment investment of \$2.1 M
- Investments in fleet and other equipment of \$0.9 M

Average Age and Service Life Expectancy



Future Outlook

The City of Richmond Hill's Recreation and Culture Plan provides future guidance for expanding recreation activities and facilities for all residents and ensuring facilities provide services to meet population growth. This plan, along with updated Asset Management Plans, will guide future infrastructure investments for recreation facilities and equipment to support programs for the community.



Cultural Services

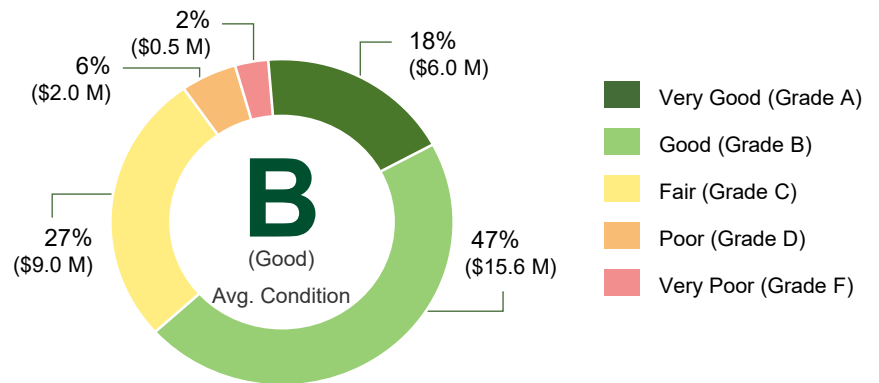
Replacement Value
\$33 M

The City of Richmond Hill offers residents and visitors to the community a variety of arts and cultural opportunities and experiences. Richmond Hill supports arts and culture to create a vibrant community. The City provides these services through the Richmond Hill Centre for the Performing Arts, and art and museum amenities and spaces.

Asset Portfolio

Asset	Quantity	Replacement Value
Museum	1 ea	\$0.7 M
Theatre	1 ea	\$30.4 M
Art Gallery	1 ea	\$0.7 M
Equipment	A mix	\$1.3 M

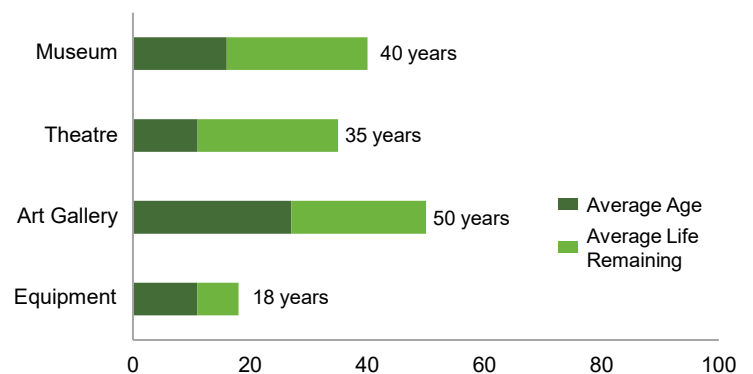
Overall Condition



2023 to 2032 Capital Budget Investments

- Over \$1.7 M for cultural services building upgrades and rehabilitations, plus projects in the \$153 M facilities forecast
- Cultural services equipment investments of \$0.5 M

Average Age and Service Life Expectancy



Future Outlook

The City of Richmond Hill's Recreation and Culture Plan provides future guidance for enhancing cultural experiences and amenities at specific cultural facilities such as the Richmond Hill Centre for the Performing Arts, museum and art gallery facilities. This plan, along with updated Asset Management Plans, will inform future infrastructure investments as needed for cultural services at the City.



Libraries

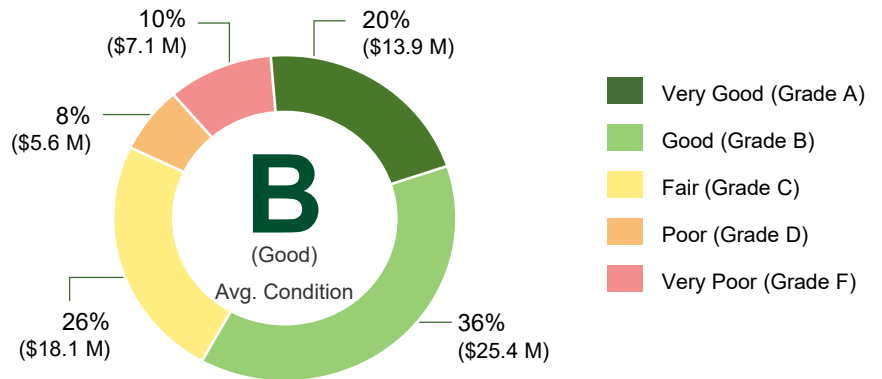
The Richmond Hill Public Library provides knowledge, experiences and resources that enable the community to grow capabilities needed to respond to personal, local, national, and global trends and interests. The Richmond Hill Public Library assets include four library facilities, library collections and a mixture of equipment.

Replacement Value
\$70 M

Asset Portfolio

Asset	Quantity	Replacement Value
Library Facilities	4 ea	\$51.1 M
Library Equipment	A mix	\$9.3 M
Library Collections	A mix	\$9.7 M

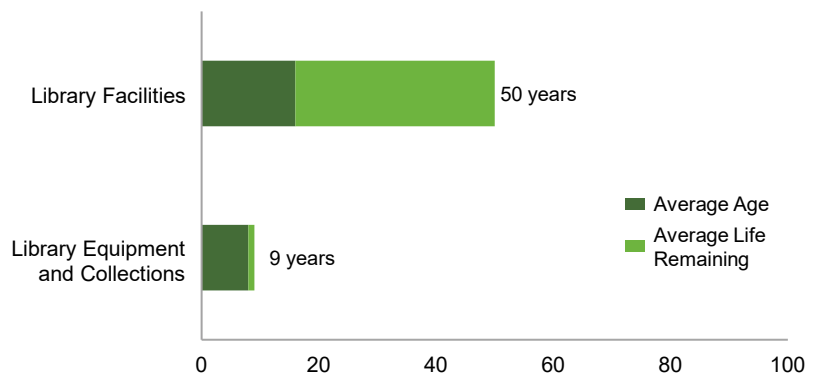
Overall Condition



2023 to 2032 Capital Budget Investments

- Over \$5.4 M for library building upgrades and rehabilitations, plus projects in the \$153 M facilities forecast
- Library equipment investments of \$12.9 M

Average Age and Service Life Expectancy



Future Outlook

The Richmond Hill Public Library's approved 2021-2025 Strategic Plan established customer, innovation, and enabling priorities to guide the future direction of libraries at the City. This plan, along with updated Asset Management Plans, will help inform future asset investment needs for libraries at the City.



Protection Services

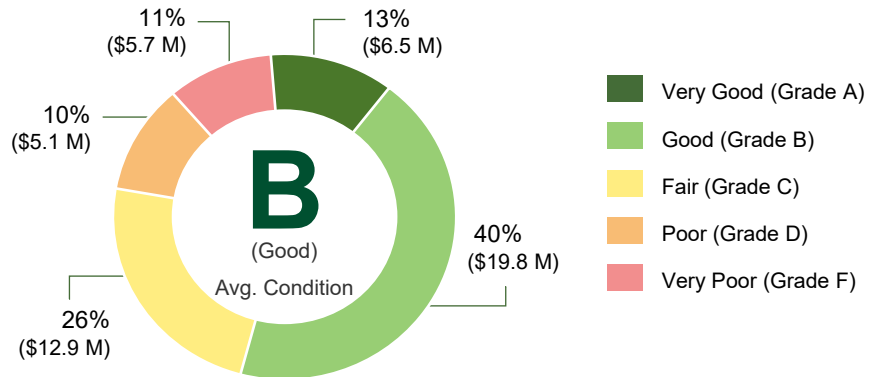
The City of Richmond Hill Fire and Emergency Services protects the lives and property of the community through excellence in prevention, education, training, and emergency response. Fire and Emergency Service assets include six fire stations, 40 fire and rescue fleet and a mixture of equipment.

Replacement Value
\$50 M

Asset Portfolio

Asset	Quantity	Replacement Value
Fire Stations	6 ea	\$26.4 M
Fire Fleet	40 ea	\$23.6 M
Fire Equipment	A mix	

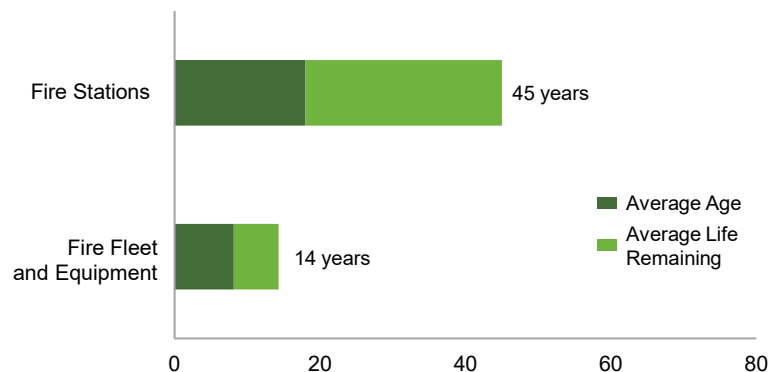
Overall Condition



2023 to 2032 Capital Budget Investments

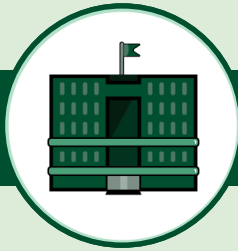
- Funding for fire station upgrades and rehabilitations in the \$153 M facilities forecast.
- Investment of \$11.4 M for fire fleet, including front line fire and rescue trucks and supporting vehicles.
- Investments in fire equipment of \$4.9 M.

Average Age and Service Life Expectancy



Future Outlook

The City of Richmond Hill 2021 Fire Master Plan provides 46 short (1-3 year), medium (4-6 year), and long term (7-10 year) recommendations relating to equipment, response, resources, staffing and stations that will guide Fire Services for the next 10 year period. Asset management planning and future Asset Management Plans and Capital Budgets, along with the Fire Master Plan, will inform priorities relating to assets.



Administration Services

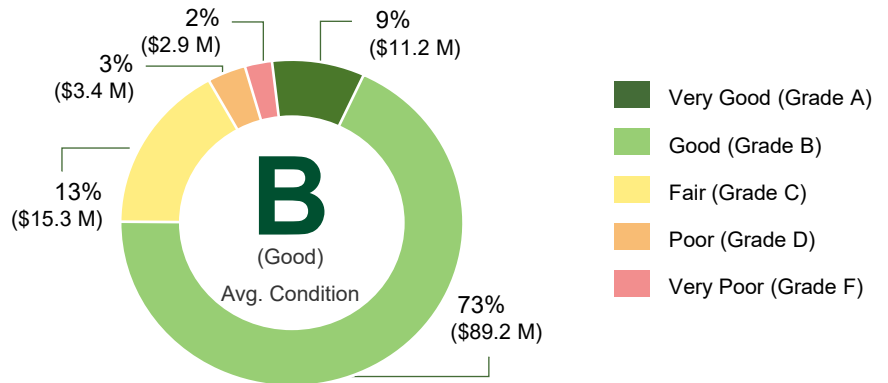
The City of Richmond Hill owns and operates two primary municipal buildings, as well as six smaller facilities which support civic administration in the provision of services to the community. These facilities provide residents with access to in-person municipal services, and serve as a venue for community input and engagement. Other supporting assets, like fleet and equipment, are critical to provide services to residents.

Replacement Value
\$122 M

Asset Portfolio

Asset	Quantity	Replacement Value
Office Buildings	2 ea	\$113.4 M
Other Buildings	6 ea	\$7.0 M
Fleet and Equipment	A mix	\$1.6 M

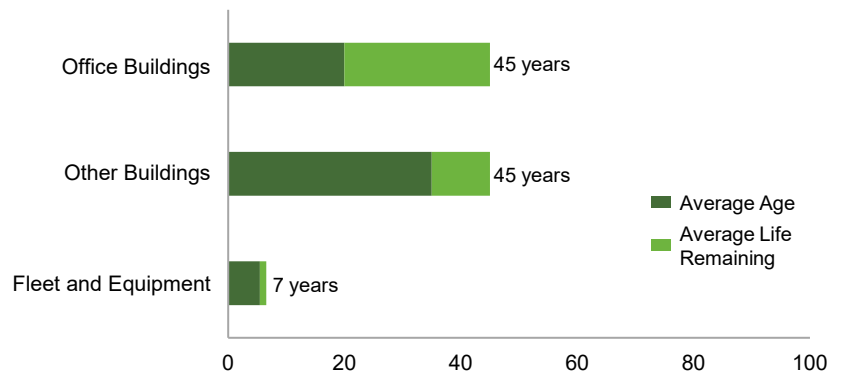
Overall Condition



2023 to 2032 Capital Budget Investments

- Over \$3.1 M for administration buildings upgrades and rehabilitations, plus projects in the \$153 M facilities forecast
- Investments in fleet and equipment of \$2.2 M

Average Age and Service Life Expectancy



Future Outlook

The City of Richmond Hill continually explores continuous improvements in implementing a client-focused approach to delivering government services that will enhance the customer experience and ease of access for Richmond Hill residents. These ongoing initiatives will inform future investments to be made in municipal buildings and other assets over the long term and will be considered through the City's Capital Budgets and asset management planning.

Conclusion

As the City of Richmond Hill manages its assets based on service needs while minimizing risk in the face of challenging financial times, evidence-based asset management practices will continue to be advanced to prioritize investments where they are needed the most.

The City of Richmond Hill supports the Residential and Civil Construction Alliance of Ontario's (RCCAO) recognition of the importance of timing infrastructure investment needs as explained by the quote from their report:

“Asset management in Ontario has come a long way since the days of Walkerton. This long journey has taught us many lessons. Chief among them is that deferring infrastructure investments leads to asset value loss, reduction of service quality, endangerment of public health and the environment, and higher premiums in upkeeping the assets. The more effective and prudent policy is to enhance municipal capacity in asset management and to implement proactive maintenance and upgrades for the assets.”¹

The City's advancing asset management work will continue to play a critical role in supporting the capital budgeting process through identifying infrastructure investment needs to ensure residents receive services.

This SOI report is also a precursor to the next Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure deadline requiring municipalities to have an approved asset management plan for all municipal infrastructure assets at current levels of service and the cost of maintaining those levels of service by July 1, 2024. The City of Richmond Hill is well-positioned to meet these targets.

The City's next steps in its asset management journey of advancing asset management planning are as follows:

- Enhancements to the functionality of the Enterprise Asset Management System (corridor bundling and climate change);
- Maturing of the levels of service, lifecycle strategies and risk strategies for Non-Core assets into the Enterprise Asset Management System; and
- Development of a 2024 Asset Management Plan.



¹ El-Diraby, T. E. (2021). Water Infrastructure in the 21st Century: Smart and Climate-Savvy Asset Management Policies (An Independent Study Commissioned by RCCAO). Residential and Civil Construction Alliance of Ontario (RCCAO).

