

2025 Corporate Asset Management Plan (CAMP)

State of Assets Update

Agenda

- Key Objectives
- Asset Management Overview
- Asset Portfolio Overview
- Key Solutions
- Next Steps



Key Objectives

This workshop should help you gain clarity on the following:

- 1 The Purpose of the Asset Management Program**
Walk Council through asset management regulation and Council responsibilities.
- 2 Current State of Niagara Region Assets**
Present the state of infrastructure and the condition of the assets.
- 3 Current Asset Management Plan Progress**
Communicate the in-progress plan to address the assets in poor condition.
- 4 What We're Doing Next**
Understand the opportunities, solutions, and next steps for our identified key issues.

Asset Management Plan Components



Executive Summary

Concise summary of the plan



Introduction

Why we need a plan



State of the Assets

Inventory and condition



Levels of Service and Performance

What we provide



Lifecycle Management Strategy

How we provide the service



CAMP Financing Strategy

What it will cost and how we will pay for it



Continuous Improvement and Monitoring

Where we go from here

What is Asset Management?

Asset Management is the coordinated activity of an organization to maximize value from assets.

Asset

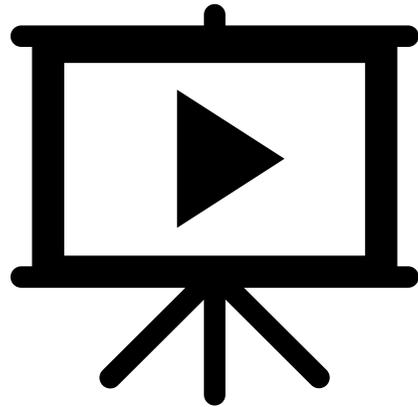
Any item, thing, or entity that has potential or actual value to an organization.

Infrastructure

Niagara Region's infrastructure provides services that bring our municipalities to life.

Asset Management Video

This is our ideal state. This is not our current reality.



[AMOntario - Implementing Asset Management](https://www.youtube.com/watch?v=ErtluJ9NaFY&t=3s)

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Our Growth and Progress

2021

- Informal asset categories
- Limited data available
- Informal data sources available
- Age-based data calculations

2025

- Defined asset categories
- Standardized data collection
- Improved data confidence
- Improved approach and strategy
- Improved divisional collaboration
- Condition-based improvements

Council Responsibilities

As per O. Reg 588/17, the Regional Council must do the following:

1. Conduct an annual review of the Asset Management progress on or before July 1st of each year.
2. Approve the Asset Management Policy and Asset Management Plan.
3. Represent the needs of the community, allocate resources to meet service objectives and ensure financial sustainability.
4. Prioritize effective stewardship of assets in adoption and ongoing review of policy and budgets (Operating and Capital).

Asset Management Journey

Completed and Council Endorsed Plans:

1. Corporate Asset Management Plan: Completed **2016**
2. Strategic Asset Management Policy: Completed **2019**
3. Corporate Asset Management Plan: Completed **2022**
4. Corporate Asset Management Plan: Completed **2024**
5. Updated -Strategic Asset Management Policy: Completed **2024**

In-Progress:

1. Corporate Asset Management Plan: Goal of completion July **2025**

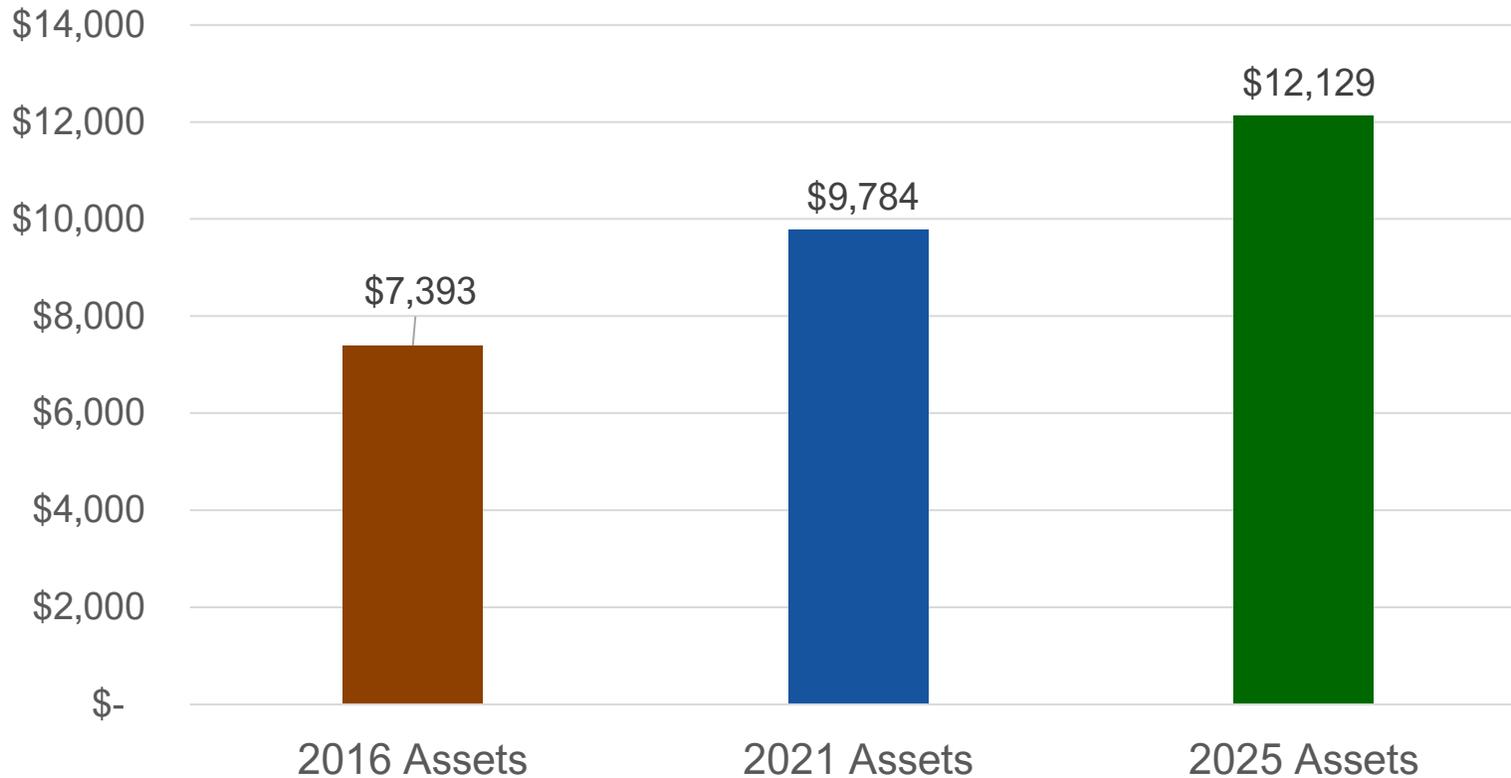
Current State

Over the years, the Region has acquired more assets and improved our data coverage for these assets. Increasing asset utilization leads to low performance and functionality. Consequently, more assets are in **Poor or Very Poor condition**, and **high-risk assets are on the rise because our capital funding approach has not kept pace.**



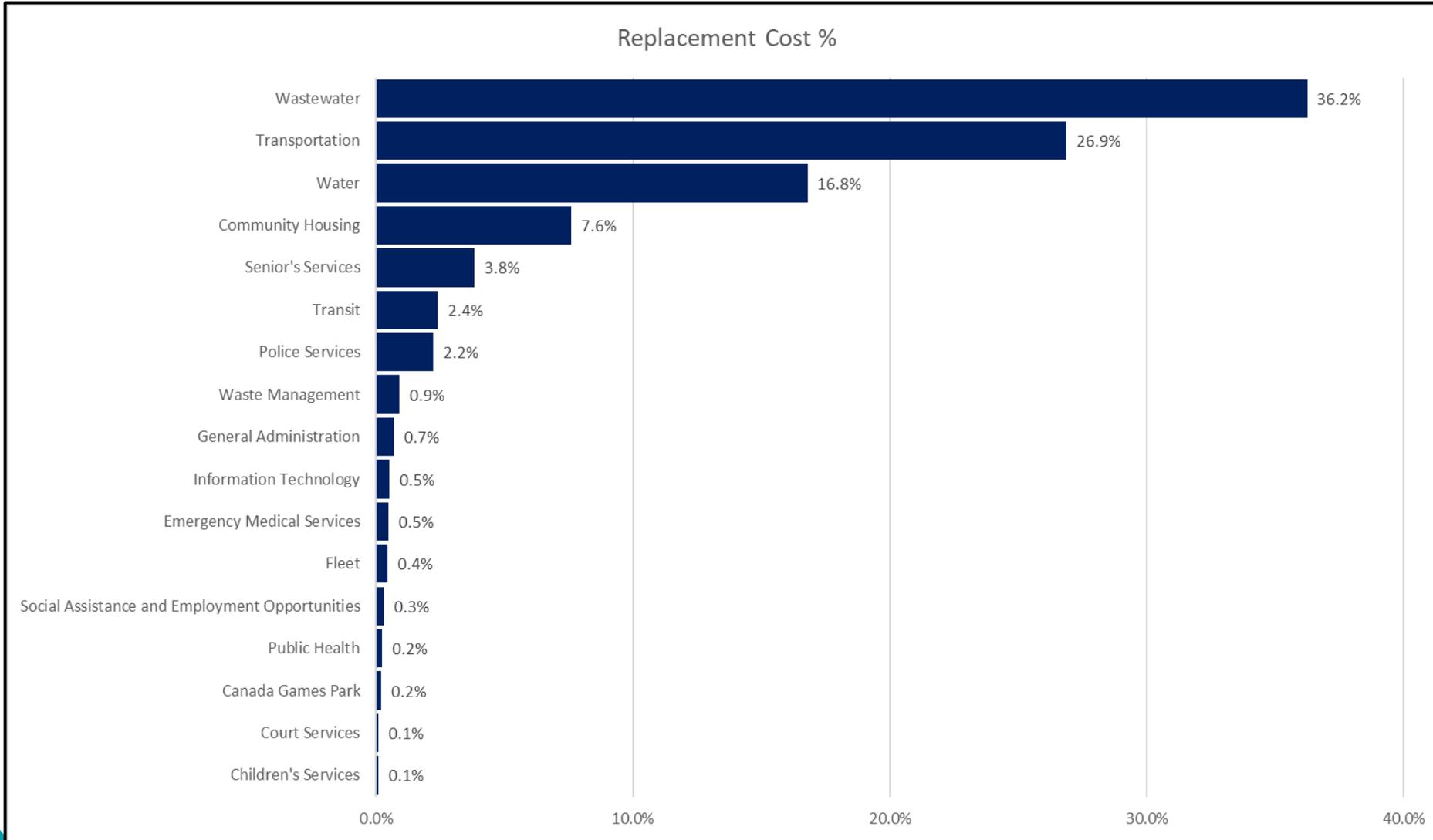
Asset Replacement Value Year-over-Year

Asset Replacement Value in \$B -
Year over Year (YoY)



Replacement Value
The expected cost to replace an asset with a new similar version based on today's dollar value.

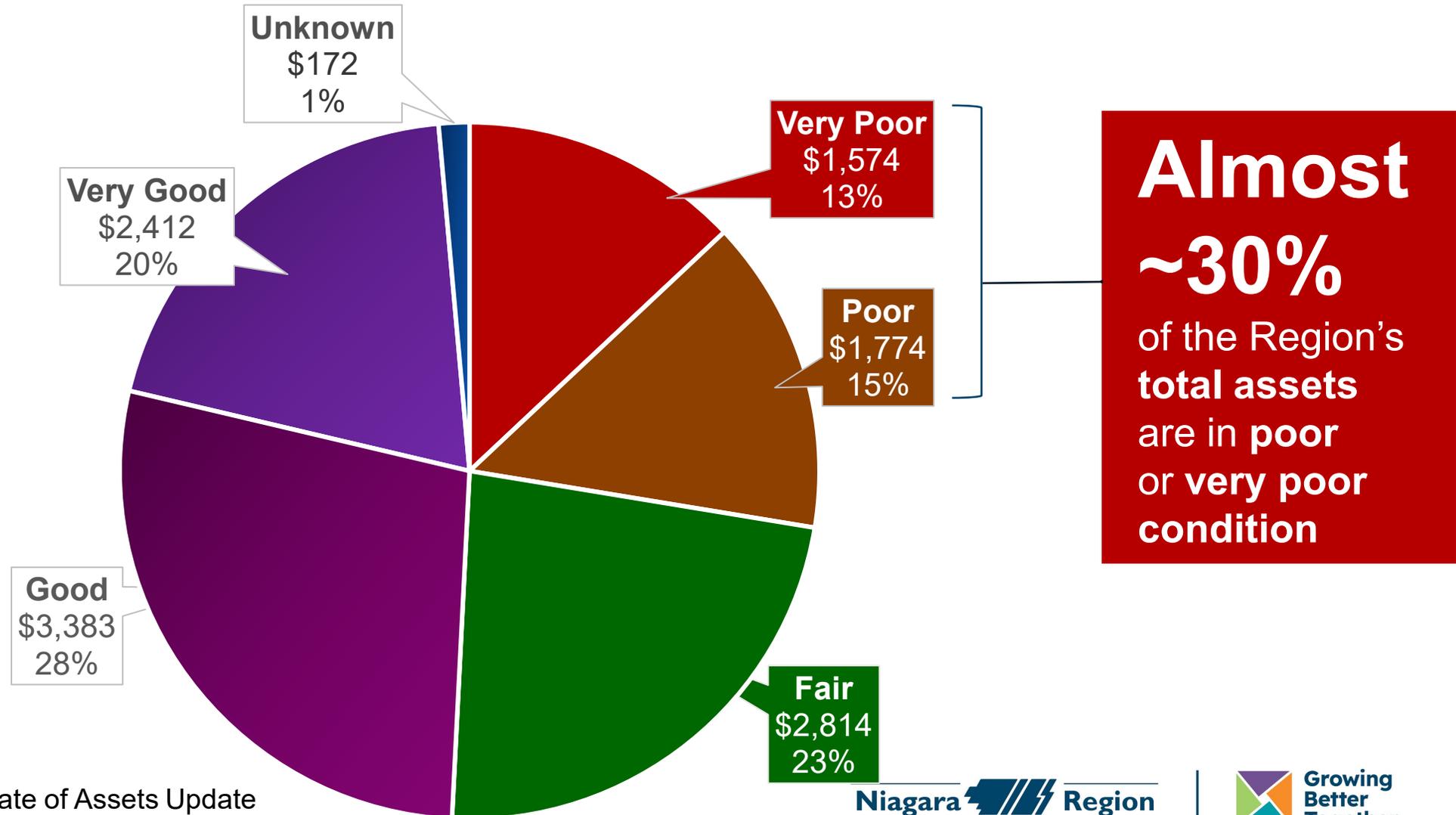
Valuation of Total Asset Portfolio



Total Asset Replacement Cost

\$12.1 Billion
(Value of Existing Assets)

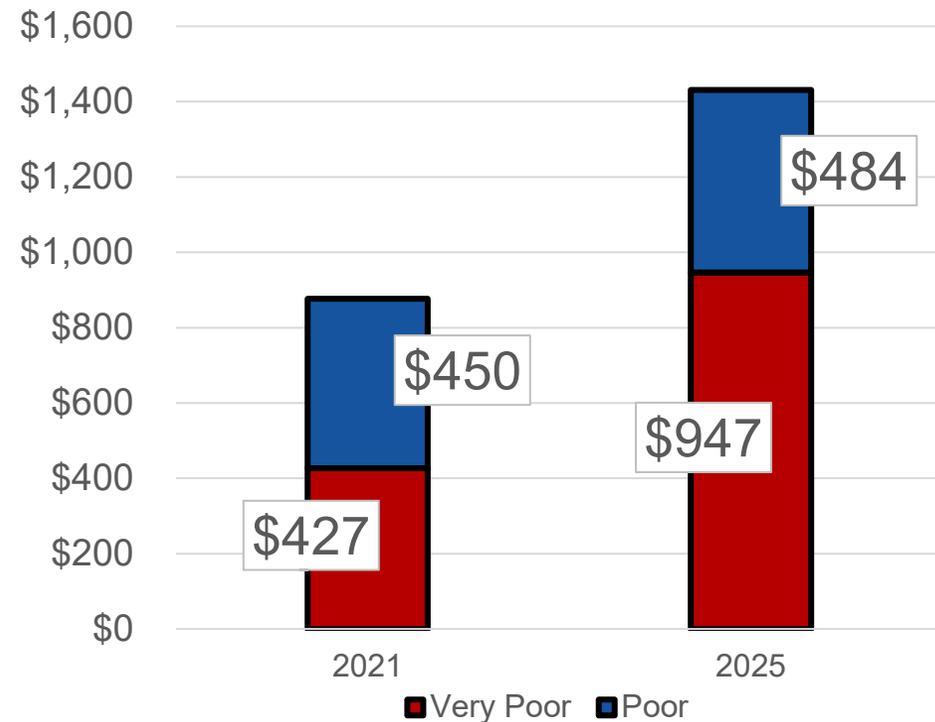
Overall Asset Condition



Assets in Poor and Very Poor Condition

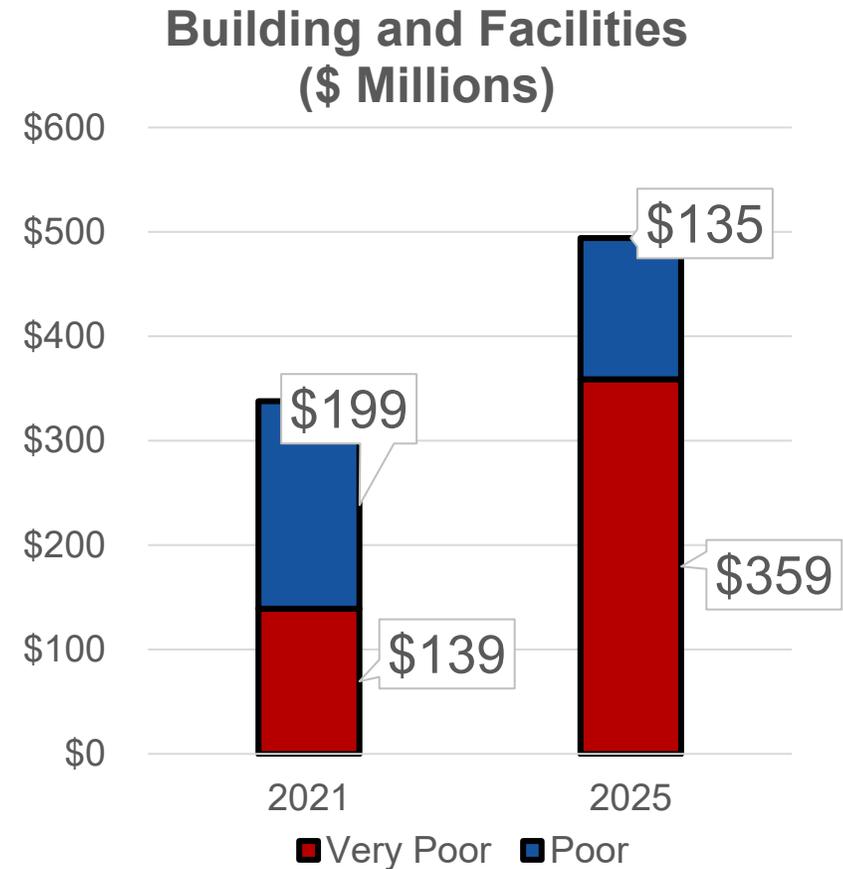
There is a trade-off between performance of these assets in Poor condition and service levels, cost and risk.

Wastewater Assets (\$ Millions)



Assets in Poor and Very Poor Condition, continued

We want to ensure the Poor assets don't move into Very Poor and ensure Fair assets don't fall into Poor condition.

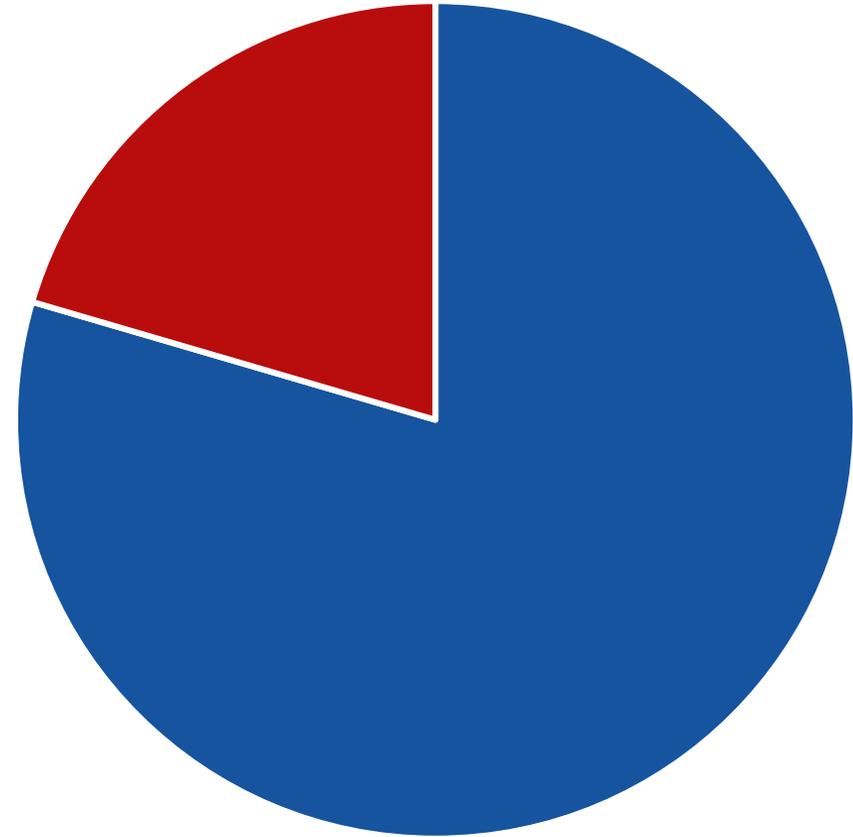


Risk Management

Out of the Region's assets portfolio demonstrated by probability and consequences of failure, **7.2% of Region's assets are at high-risk.**

The highest-risk assets fall under Water, Wastewater, Pavement and Structural Culverts and Bridges.

High-Risk Assets



- Poor and Very Poor Condition Assets
- High-Risk Assets (7.2% of Portfolio)

Our Solution

Our team will focus **on three key areas** to work towards a solution. We are working on a Corporate Asset Management Plan that will respond to key issues and expand on the following.

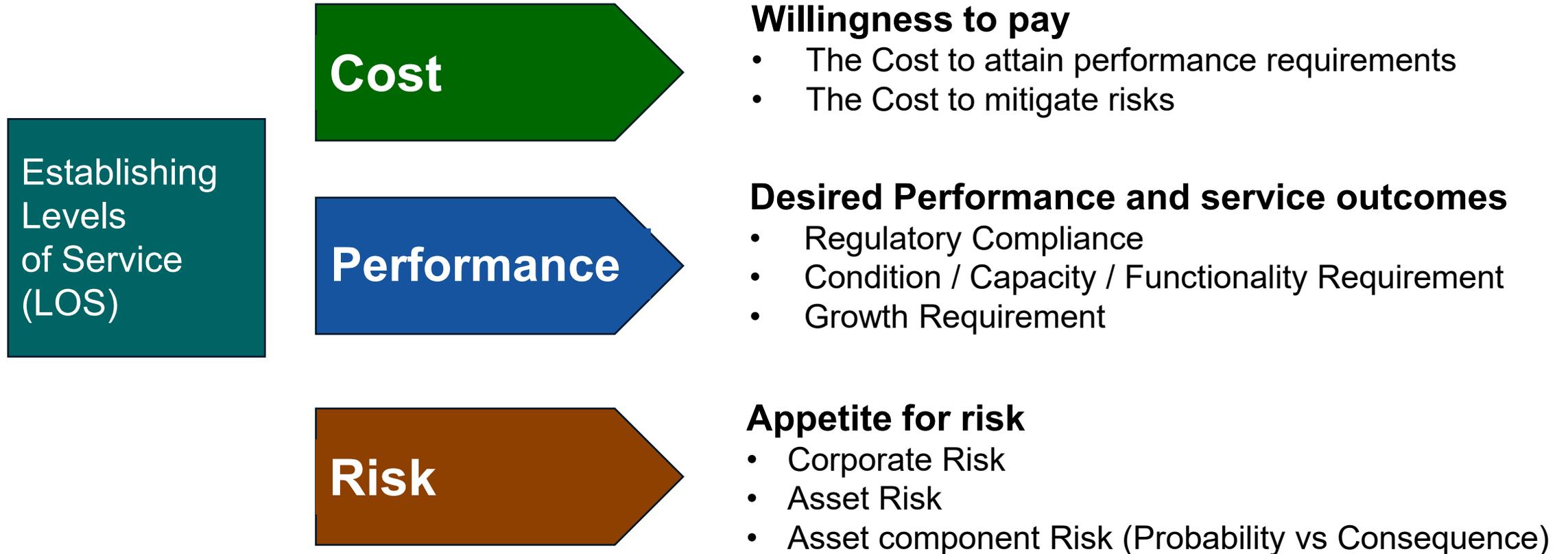
Establishing Levels
of Service (LOS)

Undertaking Asset
Management Improvements

Updating
Financial Strategy

Our Solution, LOS

With little change to our approach towards capital funding, this limits our Levels of Service (LOS) capabilities.



Our Solution, Improvements and Financial Strategy

We will also be undertaking asset management improvements and updating the financial strategy to address current issues and work towards mitigating future risk.

Undertaking Asset Management Improvements

- Asset Management standards and regulation alignment.
- Maintenance management strategy creation.
- Maintenance capital funding consideration.
- Developing condition needs assessment for our assets and risk management strategy.

Updating Financial Strategy

- Explore investment needs and impacts for Operating and Capital budget.
- Explore financial options that meet the Region's growth, needs and service.
- Adjust and align investment prioritization mechanism via CAMRA.
- Develop Average Annual Renewal Investment forecasts to sustain asset financial strategy.

Asset Management Plan: Next Steps

- Finalization of financial strategy
- Present Corporate Asset Management Plan in May 2025 to seek Council's approval and endorsement via through resolution