

Asset Management Plan

Township of Laird

2021

Approved by Motion 69-22 on May 19, 2022

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This Asset Management Plan was prepared by:



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Key Statistics

Replacement cost of
asset portfolio

\$30.9 million

Replacement cost of
infrastructure per household

\$58,584 (2016)

Percentage of assets in fair or
better condition

81%

Percentage of assets with
assessed condition data

80%

Annual capital
infrastructure deficit

\$1,029,000

Recommended timeframe
for eliminating annual
infrastructure deficit

20 Years

Target reinvestment
rate

5.0%

Actual reinvestment
rate

1.7%

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Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

Scope

This AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP include the following asset categories:

Asset Category

 Road Network	 Bridges & Culverts
 Buildings	 Machinery & Equipment
 Vehicles	

With the development of this AMP the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2022. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2024 and 2025.

Findings

The overall replacement cost of the asset categories included in this AMP totals \$30.9 million. 81.3% of all assets analysed in this AMP are in fair or better condition and assessed condition data was available for 78.9% of assets. For the remaining assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$1,544,000. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$515,000 towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$1,029,000.

It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.



Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics shows annual tax/rate change required to eliminate the Township's infrastructure deficit based on a 20-year plan:



Recommendations to guide continuous refinement of the Township's asset management program. These include:

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

1

Introduction & Context

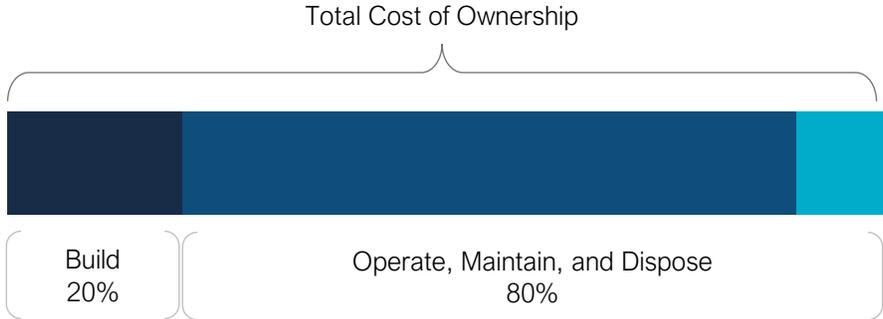
Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio
- The Township's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022, and 2025

1.1 An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% derives from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

1.1.1 Asset Management Policy

An asset management policy represents a statement of the principles guiding the municipality's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Township adopted Policy Number 2019.6.20, "Strategic Asset Management Policy", in June of 2019, in accordance with O. Reg. 588/17. The purpose of the policy is to provide a framework for the development and implementation of the Municipality's asset management program.

The Strategic Asset Management Policy aligns with the Township's vision and goals, which include:

- Providing a good understanding of the natural environment of the Township;
- Encouraging a strong connection between the downtown and the waterfront; and
- Ensuring the new development is integrated with the existing community.

1.1.2 Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the municipality plans to achieve asset management objectives through planned activities and decision-making criteria.

The Township's Asset Management Policy contains many of the key components of an asset management strategy and may be expanded on in future revisions or as part of a separate strategic document.

1.1.3 Asset Management Plan

The asset management plan (AMP) presents the outcomes of the municipality's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the municipality to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

1.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

1.2.1 Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation and replacement. The following table provides a description of each type of activity and the general difference in cost.

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Township's approach to lifecycle management is described within each asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

1.2.2 Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

This AMP includes a high-level evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation and replacement strategies for critical assets.

1.2.3 Levels of Service

A level of service (LOS) is a measure of what the Township is providing to the community and the nature and quality of that service. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Township as worth measuring and evaluating. The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the municipality's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, the Township plans to establish proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, and prior to July 2025, the Township must identify a lifecycle management and financial strategy which allows these targets to be achieved.

1.3 Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17). Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

The diagram below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

2019

Strategic Asset Management Policy

2024

Asset Management Plan for Core and Non-Core Assets (same components as 2022)

2022

Asset Management Plan for Core Assets with the following components:

1. Current levels of service
2. Inventory analysis
3. Lifecycle activities to sustain LOS
4. Cost of lifecycle activities
5. Population and employment forecasts
6. Discussion of growth impacts

2025

Asset Management Policy Update and an Asset Management Plan for All Assets with the following additional components:

1. Proposed levels of service for next 10 years
2. Updated inventory analysis
3. Lifecycle management strategy
4. Financial strategy and addressing shortfalls
5. Discussion of how growth assumptions impacted lifecycle and financial

1.3.1 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2022. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1.1 - 4.5.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1.1 - 4.5.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.1.3 - 4.5.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.1.2 – 4.5.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.1.2 – 4.5.2	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.1.6 - 4.5.6	Complete for Core Assets Only
Current performance measures in each category	S.5(2), 2	4.1.6 - 4.5.6	Complete for Core Assets Only
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.1.4 - 4.5.4	Complete for Core Assets Only
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	5.1-5.2	Complete

2 Scope and Methodology

Key Insights

- This asset management plan includes 5 asset categories and is divided between tax-funded and rate-funded categories
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

2.1 Asset categories included in this AMP

This asset management plan for the Township of Laird is produced in compliance with Ontario Regulation 588/17. The July 2022 deadline under the regulation—the first of three AMPs—requires analysis of only core assets (roads and bridges & culverts).

The AMP summarizes the state of the infrastructure for the Township’s asset portfolio, establishes current levels of service and the associated technical and customer oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	
Buildings	
Machinery & Equipment	
Vehicles	

2.2 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

2.3 Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:

$$\text{Service Life Remaining (SLR)} = \text{In Service Date} + \text{Estimated Useful Life (EUL)} - \text{Current Year}$$

2.4 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

$$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$$

$$\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$$

2.5 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-60
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-40
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-20

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix E includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

3

Portfolio Overview

Key Insights

- The total replacement cost of the Township's asset portfolio is \$30.9 million
- The Township's target re-investment rate is 5.0%, and the actual re-investment rate is 1.7%, contributing to an expanding infrastructure deficit
- 81.3% of all assets are in fair or better condition
- 19.9% of assets are projected to require replacement in the next 10 years
- Average annual capital requirements total \$1.5 million per year across all assets

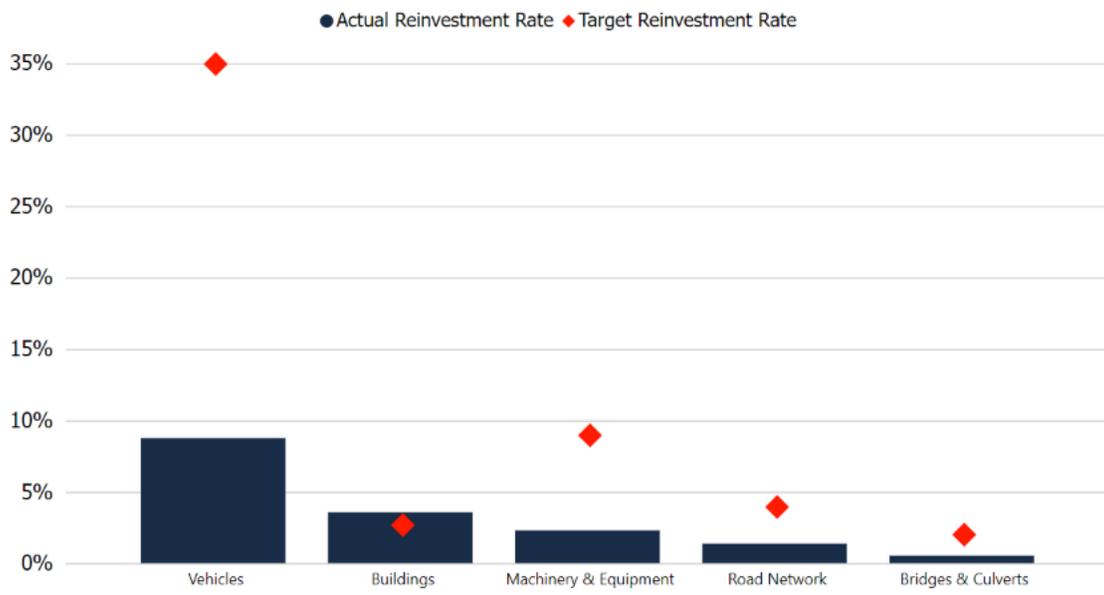
3.1 Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of \$30.9 million based on inventory data from 2020. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



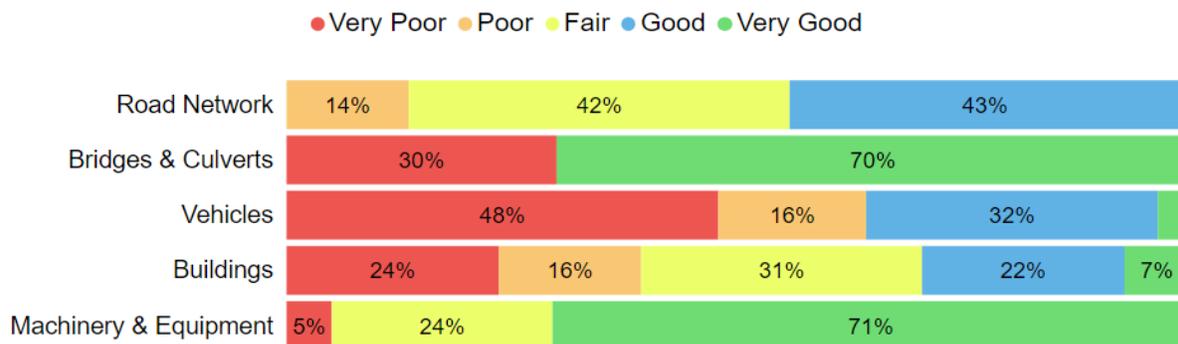
3.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$1.5 million annually, for a target reinvestment rate of 5.0%. Actual annual spending on infrastructure totals approximately \$515,000, for an actual reinvestment rate of 1.7%.



3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 81.3% of assets in Laird are in fair or better condition. This estimate relies on both age-based and field condition data.



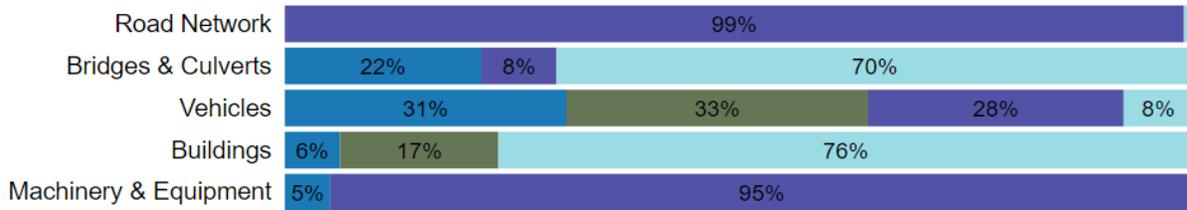
This AMP relies on assessed condition data for 78.9% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	% of Assets with Assessed Condition	Source of Condition Data
Road Network	100%	Staff Assessed
Bridges & Culverts	0%	Age-based
Buildings & Facilities	0%	Age-based
Machinery & Equipment	0%	Age-based
Vehicles	0%	Age-based

3.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 19.9% of the Township's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix B.

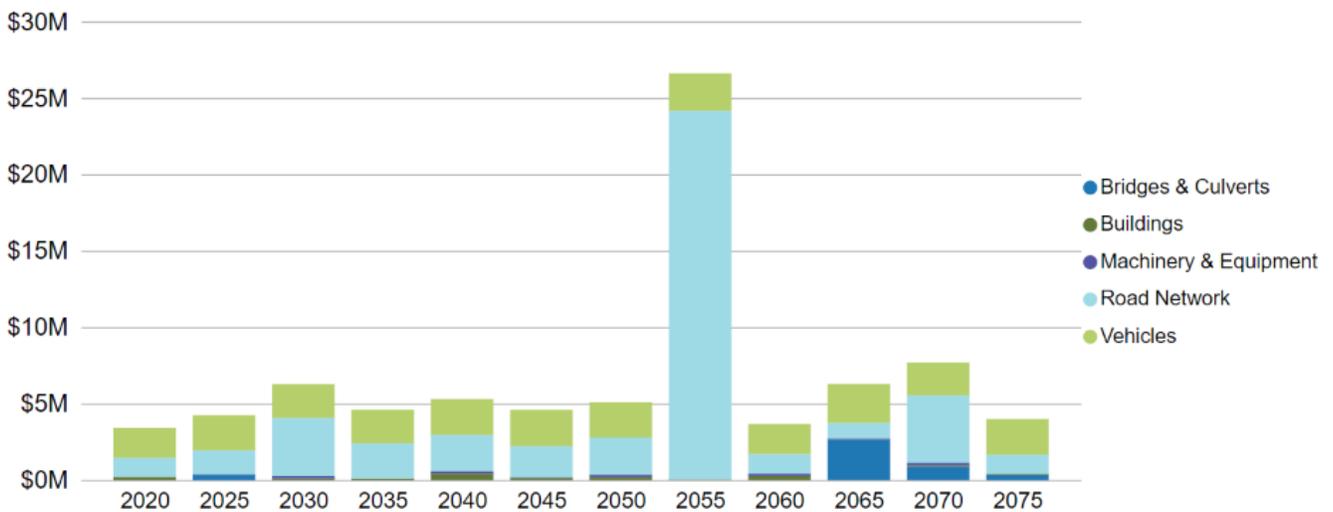
● No Service Life Remaining ● 0-5 Years Remaining ● 6-10 Years Remaining ● Over 10 Years Remaining



3.5 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 55 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

Average Annual Capital Requirements
\$1,544,097



4 Analysis of Tax-funded Assets

Key Insights

- Tax-funded assets are valued at \$30.9 million
- 81.3% of tax-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for tax-funded assets is approximately \$1.5 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

4.1 Road Network

The Road Network is a critical component of the provision of safe and efficient transportation services and represents the highest value asset category in the Township's asset portfolio. It includes all municipally owned and maintained roadways.

The Township's roads are maintained by the Public Works department who is also responsible for winter snow clearing, ice control and snow removal operations.

4.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's Road Network inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Gravel Roads	5.35 km	Not Planned for Replacement ¹	
Paved Roads (H.C.B.)	0.4 km	100% Cost/Unit	\$240,000
Paved Roads (L.C.B.)	68.9 km	100% Cost/Unit	\$24,115,000
Total	74.65 km	100% Cost/Unit	\$24,355,000

Total Replacement Cost
\$24.4M

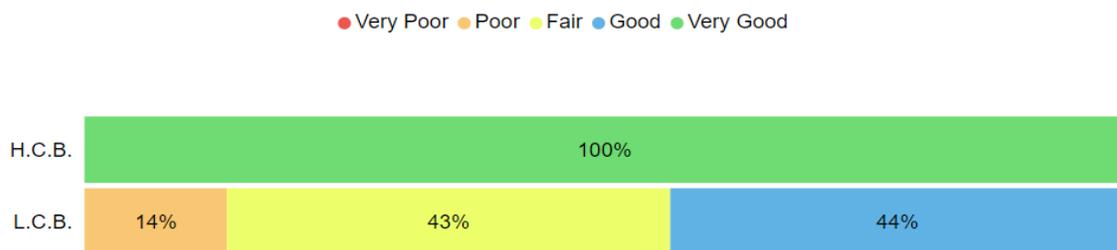


¹ Gravel roads have been included as they comprise a significant portion of the Township's road network. However, the lifecycle management strategies for these assets consist of perpetual maintenance activities and do not require capital costs for rehabilitation or replacement.

4.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Paved Roads (H.C.B.)	99%	Very Good	100% Assessed
Paved Roads (L.C.B.)	64%	Good	100% Assessed
	65%	Good	100% Assessed



Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- The road network is reviewed regularly to provide staff assessed condition which inform capital planning.
- Roads are inspected on a weekly basis by municipal staff to note damage and guide maintenance activities.

4.1.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Road Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Paved Roads (H.C.B.)	20	1.0	19.9
Paved Roads (L.C.B.)	10	4.3	7.3
Average		4.3	7.8



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

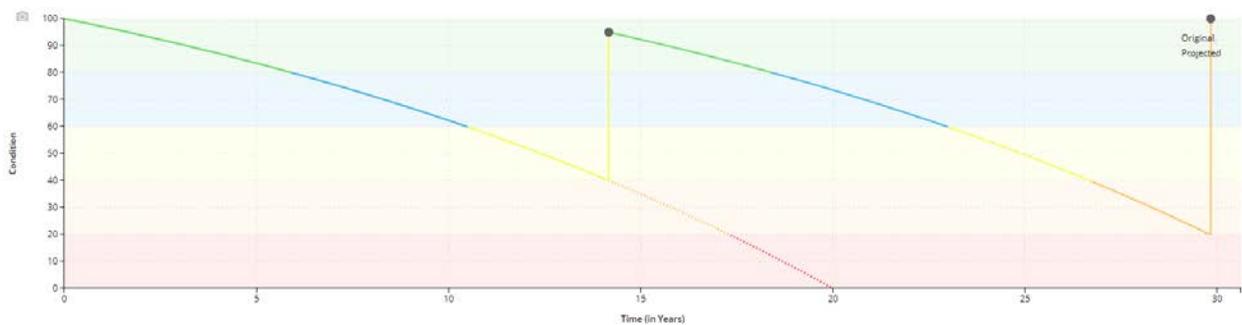
4.1.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of L.C.B. and H.C.B. roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

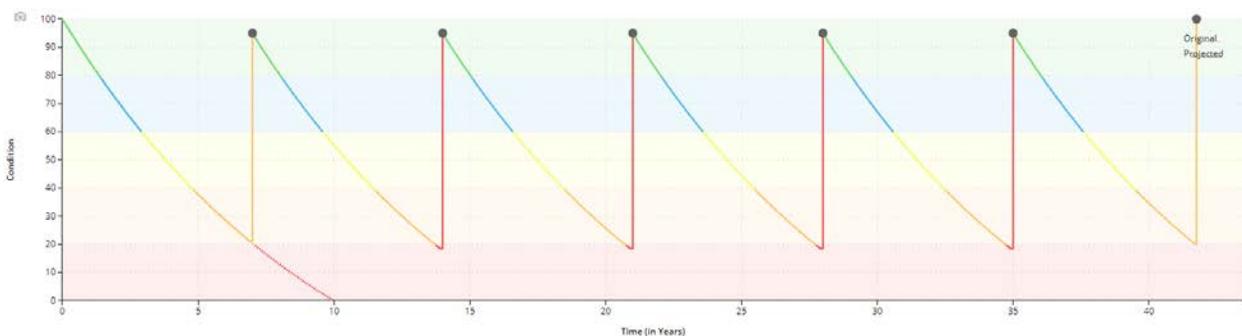
Paved Roads (H.C.B.)

Event Name	Event Class	Event Trigger
Single Mill & Pave	Rehabilitation	40% Condition
Full Reconstruction	Replacement	20% Condition



Paved Roads (L.C.B.)

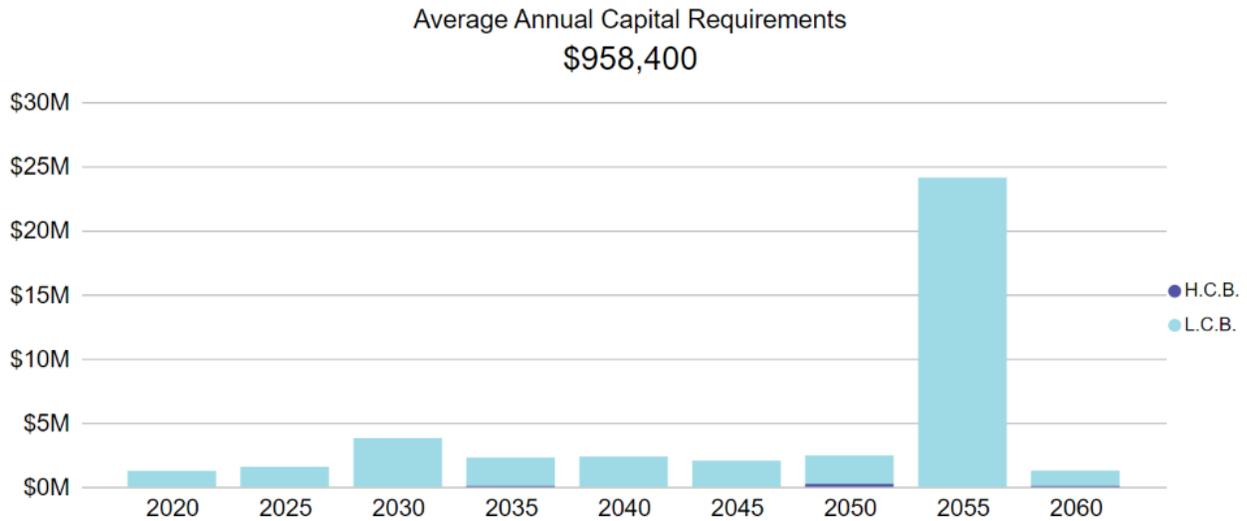
Event Name	Event Class	Event Trigger
Single Surface Treatment	Rehabilitation	7, 21, 35 Years
Double Surface Treatment	Rehabilitation	14, 28 Years
Full Reconstruction	Replacement	50 Years



Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for H.C.B. and L.C.B. Roads, and assuming the end-of-life replacement of all other assets in this category, the following graph forecasts capital requirements for the Road Network.

The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.1.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate & Environment

An increase in the frequency and intensity of precipitation events can result in flooding of sections of the road network. The drainage capacity of the road network is not sufficient to withstand heavy water flow, particularly on gravel roads. Further issues can arise as a result of flooding and poor drainage including accelerated deterioration caused by freeze/thaw cycles; freeze/thaw cycles pose a particular problem in many areas where clay-based soils are abundant. To improve asset resiliency, Staff should identify problem areas and improve drainage through enhanced lifecycle strategies.



Capital Funding Strategies

The current level of financial reinvestment does not sufficiently address maintenance and capital rehabilitation requirements to ensure roads remain in an adequate state of repair and achieve their intended service life. Major capital rehabilitation projects for roads are often dependant on the availability of grant funding opportunities. When grants are not available, road rehabilitation and replacement projects may be deferred. An annual capital funding strategy can reduce dependency on grant funding and help prevent deferral of capital works.

4.1.6 Levels of Service

The following tables identify the Township’s current level of service for the Road Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Road Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	The average road in the Township is in good condition. All HCB roads are in very good condition. 86% of LCB roads are in fair or better condition with the remaining 14% percent in poor condition. See Appendix C for a description that illustrates the different levels of road condition.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Road Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.60
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.86
Quality	Average pavement condition index for paved roads in the municipality	HCB: 99.8% LCB: 63.8%
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	Poor
Performance	Current capital reinvestment rate	1.37%

4.1.7 Recommendations

Asset Inventory

- Develop a road culverts inventory that can be integrated into the Citywide database.
- Monitor and update unit costs to reflect true project costs

Condition Assessment Strategies

- Consider completing an updated assessment of all roads within the next 2-5 years to ensure condition ratings are updated.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for H.C.B and L.C.B roads to realize potential cost avoidance and maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believes to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.2 Bridges & Culverts

Bridges & Culverts represent a critical portion of the transportation services provided to the community. The Department of Public Works is responsible for the maintenance of all bridges and culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

4.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's Bridges & Culverts inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Bridges	4	CPI Tables	\$3,836,802

Total Replacement Cost
\$3.8M

Bridges  \$3.8M

4.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Bridges	66%	Good	Age-Based

● Very Poor ● Poor ● Fair ● Good ● Very Good



To ensure that the Township's Bridges & Culverts continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the Bridges & Culverts.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM).

4.2.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Bridges & Culverts assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Bridges	50	32.8	17.2



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.2.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.2.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

Consequence	5	1 Asset 1.00 unit(s) \$1,133,747.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	4	1 Asset 1.00 unit(s) \$1,079,507.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	3	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	2	2 Assets 2.00 unit(s) \$415,547.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	1	3 Assets 3.00 unit(s) \$58,711.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	4 Assets 4.00 unit(s) \$1,149,290.00
		1	2	3	4	5
		Probability				

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Aging Infrastructure

As municipal bridges continue to age, there are a handful of structures that are approaching their useful life. Furthermore, traffic consists of agricultural equipment and commercial trucks that put additional strain on municipal bridges in the Township, thus accelerating the deterioration. There is currently no decision-making process in place to determine how to plan for structures that will require replacement or disposal. A short- and long-term capital plan based on asset condition and risk can support more efficient decision-making making.



Capital Funding Strategies

Major capital rehabilitation projects for bridges and culverts are often dependant on the availability of grant funding opportunities. When grants are not available, bridge rehabilitation projects may be deferred. An annual capital funding strategy can reduce dependency on grant funding and help prevent deferral of capital works.

4.2.6 Levels of Service

The following tables identify the Township's current level of service for Bridges & Culverts. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Bridges & Culverts.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges are a key component of the municipal transportation network. None of the municipality's structures have loading or dimensional restrictions meaning that most types of vehicles, including heavy transport, motor vehicles, emergency vehicles and cyclists can cross them without restriction.
Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	See Appendix C

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by Bridges & Culverts.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of bridges in the Township with loading or dimensional restrictions	0%
Quality	Average bridge condition value for bridges in the Township	61% ²
Performance	Current capital reinvestment rate	2%

² The condition value is age-based and not based on BCI (Bridge Condition Index).

4.2.7 Recommendations

Asset Data

- Continue to review and validate inventory data
- Upload assessed condition data and updated replacement costs for all bridges into Citywide upon the completion of OSIM inspections every 2 years.

Condition Assessment Data

- Without an overall structure score, the assessed condition cannot be integrated into the inventory. Consider updating the the OSIM inspections tender requirements to include an overall Bridge Condition Index (BCI) score for the structure.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- This AMP only includes capital costs associated with the reconstruction of bridges and culverts. The Township should work towards identifying projected capital rehabilitation and renewal costs for bridges and culverts and integrating these costs into long-term planning.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believe to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.3 Buildings

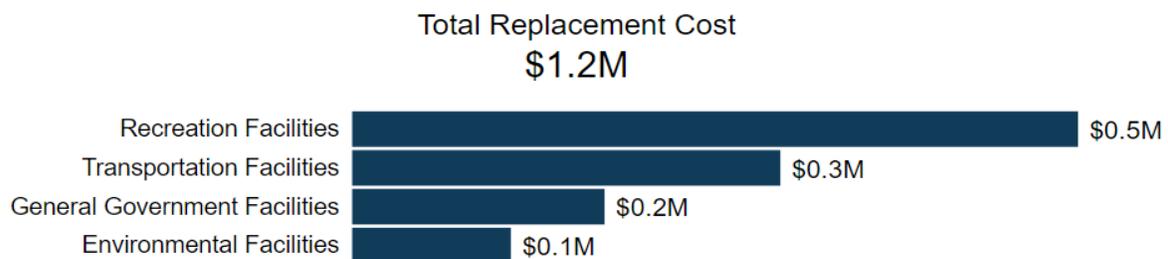
The Township of Laird owns and maintains several facilities and recreation centres that provide key services to the community. These include the:

- Administrative office
- Public works garages and storage sheds
- Community centre, rink, and marina

4.3.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's Buildings inventory.

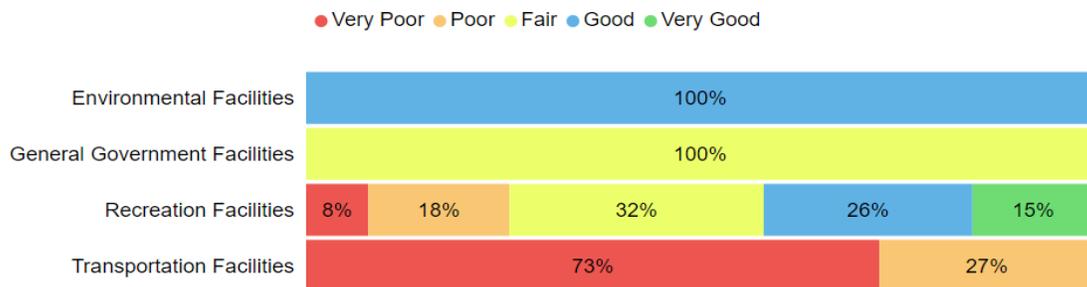
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Environmental Facilities	3	CPI Tables	\$116,866
General Government Facilities	1	CPI Tables	\$185,766
Recreation Facilities	5	CPI Tables	\$533,875
Transportation Facilities	2	CPI Tables	\$314,992
			\$1,151,499



4.3.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Environmental Facilities	73%	Good	Age-Based
General Government Facilities	56%	Fair	Age-Based
Recreation Facilities	54%	Fair	Age-Based
Transportation Facilities	12%	Very Poor	Age-Based
Average	45%	Fair	Age-Based

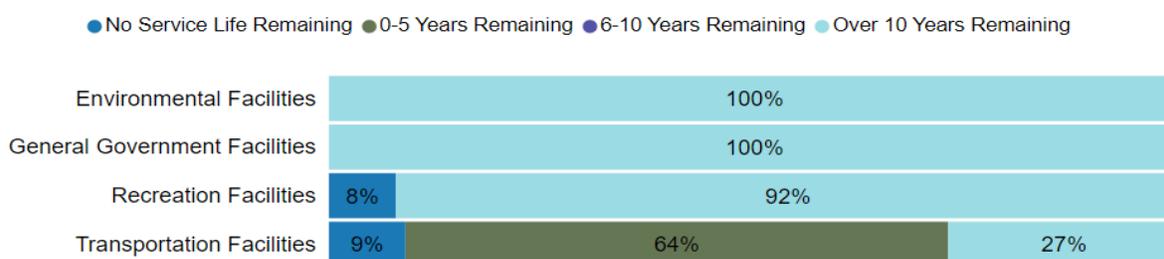


To ensure that the Township's Buildings continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Buildings.

4.3.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Buildings assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Environmental Facilities	40	10.5	29.5
General Government Facilities	40	17.5	22.5
Recreation Facilities	15-40	15.8	18.3
Transportation Facilities	20-40	34.5	-1.2
		18.1	17.2



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.3.4 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.3.5 Asset Management Strategies

The documentation of lifecycle management strategies, current levels of service, and risk are critical to the development of a comprehensive asset management program. These components of the asset management plan support effective short- and long-term capital planning and contribute to more proactive asset management practices, thus extending the estimated useful life of many assets and providing a higher level of service.

In accordance with O. Reg. 588/17, the Municipality will continue to gather data and information in order to detail and review the lifecycle management strategies, levels of service, and risk of all non-core asset categories by July 1, 2024.

4.3.6 Recommendations

Asset Inventory

- The Township's asset inventory contains pooled assets for many buildings. Buildings consist of several separate capital components that have unique estimated useful lives and require asset-specific lifecycle strategies. Staff should work towards a component-based inventory of all facilities to allow for component-based lifecycle planning.

Replacement Costs

- All replacement costs used in this AMP are based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- The Township should implement regular condition assessments for all facilities to better inform short- and long-term capital requirements. Consider a third-party building condition assessment for the recreation facilities – as these are generally higher risk due to their financial value and use by the public.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.4 Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Township staff own and employ various types of machinery and equipment. Keeping machinery & equipment in an adequate state of repair is important to maintain a high level of service.

4.4.1 Asset Inventory & Replacement Cost

The following table includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's Machinery & Equipment inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
General Government Equipment	2	CPI Tables	\$160,545
Recreation Equipment	2	CPI Tables	\$56,581
			\$217,126

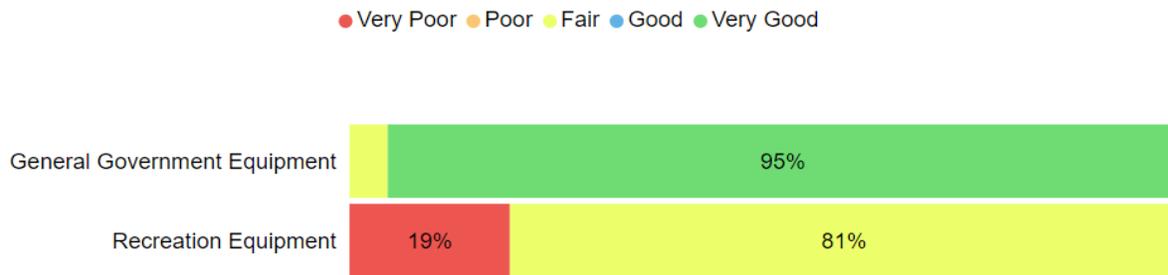
Total Replacement Cost
\$217.1K

General Government Equipment		\$160.5K
Recreation Equipment		\$56.6K

4.4.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
General Government Equipment	93%	Very Good	Age-Based
Recreation Equipment	34%	Poor	Age-Based
Average	78%	Good	Age-Based

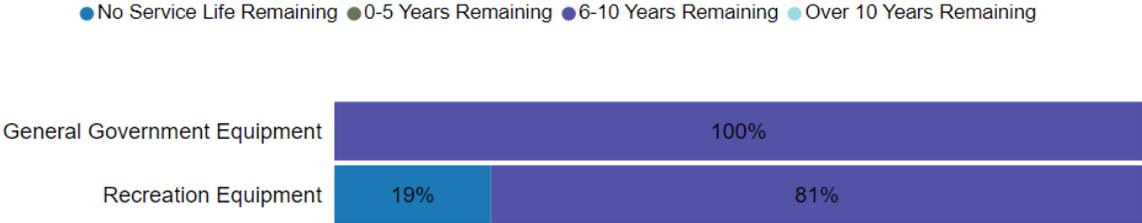


To ensure that the Township's Machinery & Equipment continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Machinery & Equipment.

4.4.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Machinery & Equipment assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

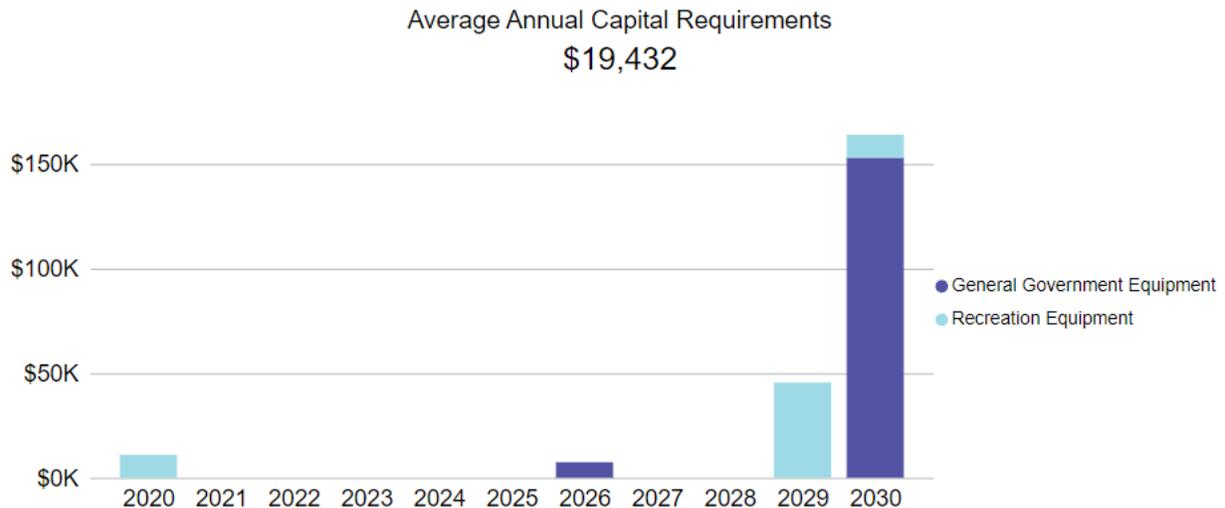
Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
General Government Equipment	10	2.5	7.5
Recreation Equipment	10-20	11.0	4.0
Average		6.8	5.8



Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.4.4 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.4.5 Asset Management Strategies

The documentation of lifecycle management strategies, current levels of service, and risk are critical to the development of a comprehensive asset management program. These components of the asset management plan support effective short- and long-term capital planning and contribute to more proactive asset management practices, thus extending the estimated useful life of many assets and providing a higher level of service.

In accordance with O. Reg. 588/17, the Municipality will continue to gather data and information in order to detail and review the lifecycle management strategies, levels of service, and risk of all non-core asset categories by July 1, 2024.

4.4.6 Recommendations

Replacement Costs

- All replacement costs used in this AMP are based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.5 Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including the:

- Pick-up trucks
- Loader, excavator, and backhoe
- Fire Truck and crew truck

4.5.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's Vehicles.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Protection Services Vehicles	1	CPI Tables	\$12,478
Transportation Services Vehicles	12	CPI Tables	\$1,300,770
			\$1,313,248

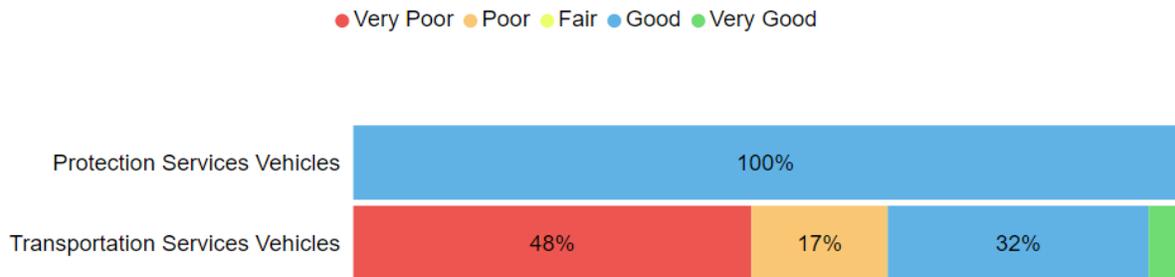
Total Replacement Cost
\$1.3M



4.5.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Protection Services Vehicles	65%	Good	Age-Based
Transportation Services Vehicles	30%	Poor	Age-Based
Average	31%	Poor	Age-Based

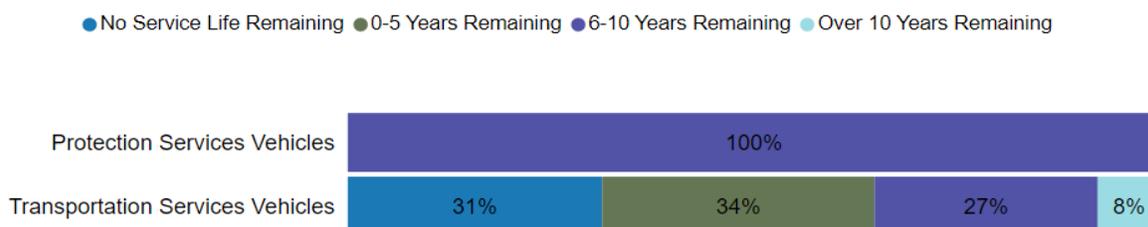


To ensure that the Township's Vehicles continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Vehicles.

4.5.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Vehicles assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Protection Services Vehicles	10	3.5	6.5
Transportation Services Vehicles	1-20	13.3	-4.4
Average		12.5	-3.6³

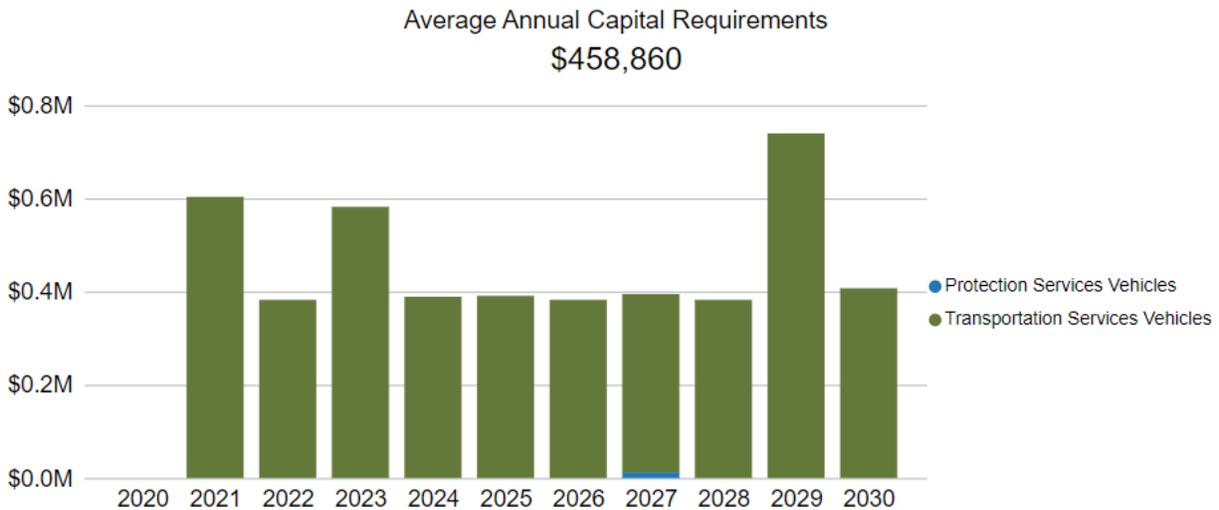


Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

³ Vehicles often remain in service beyond their expected useful life due to adequate operating conditions.

4.5.4 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.5.5 Asset Management Strategies

The documentation of lifecycle management strategies, current levels of service, and risk are critical to the development of a comprehensive asset management program. These components of the asset management plan support effective short- and long-term capital planning and contribute to more proactive asset management practices, thus extending the estimated useful life of many assets and providing a higher level of service.

In accordance with O. Reg. 588/17, the Municipality will continue to gather data and information in order to detail and review the lifecycle management strategies, levels of service, and risk of all non-core asset categories by July 1, 2024.

4.5.6 Recommendations

Asset Data

- Assets often remain in service beyond their expected useful life (EUL). Consider updating EUL values to better reflect the asset's true service life.

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk vehicles.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5

Impacts of Growth

Key Insights

- Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure
- The costs of evolving demand should be considered in long-term funding strategies that are designed to maintain the current level of service

5.1 Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

5.1.1 Laird Official Plan (2009)

The Township adopted an Official Plan in 2009 to act as the official land use document. The purpose of the Official Plan is to define the Township's goals and implementation measures that will guide private and public development for the next 20 years.

Primary objectives of the plan include the maintenance and upgrade of the Township's Road system as well as the assurance that necessary infrastructure and public service facilities are or will be available to meet the current and projected needs of the public. These goals are supported by this Asset Management Plan as it guides more effective management of municipal infrastructure and more efficient delivery of municipal services.

The community's employment is closely tied to resource-based activities, which include agriculture as the key economic sector in the region. However, the Township is also made up of commercial businesses that suit the rural community, such as construction companies, automotive, commercial farming and more.

The 2016 Census recorded the population of Laird at 1,047, down from 1,057 in 2011. Notable population growth is not expected in the Township in the near future; however, the Official Plan aims to accommodate any potential population growth that may occur. The Township currently has sufficient housing and employment to support the population and moderate levels of growth.

5.2 Impact of Growth on Lifecycle Activities

By July 1, 2025, the Municipality's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy.

As the municipality's population is expected to remain the same with potential moderate increases and declines in the coming years, demand will evolve, and it is likely that funding will need to be reprioritized. As growth-related assets are constructed, retired, or acquired, they should be integrated into the AMP. Furthermore, the municipality will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

6

Financial Strategy

Key Insights

- The Township is committing approximately \$515,000 towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$1,545,000, there is currently a funding gap of \$1,029,000 annually
- For tax-funded assets, we recommend increasing tax levy by 3.2% each year for the next 20 years to achieve a sustainable level of funding

6.1 Financial Strategy Overview

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Township of Laird to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements of contemplated changes in service levels (none identified for this plan)
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Reserves
 - d. Debt
3. Use of non-traditional sources of municipal funds:
 - a. Reallocated budgets
 - b. Partnerships
 - c. Procurement methods
4. Use of Senior Government Funds:
 - a. Gas tax
 - b. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a Township's approach to the following:

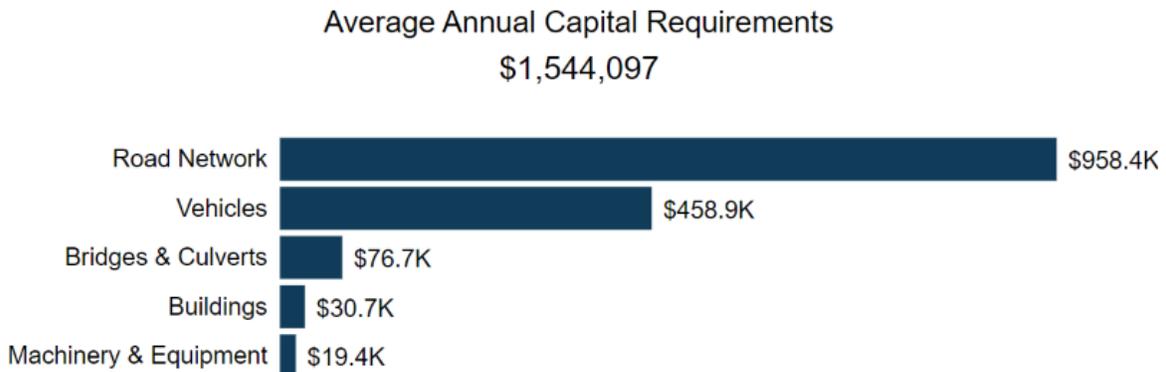
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.

2. All asset management and financial strategies have been considered. For example:
 - a. If a zero-debt policy is in place, is it warranted? If not, the use of debt should be considered.
 - b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

6.1.1 Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlog and achieve long-term sustainability. In total, the Township must allocate approximately \$1.5 million annually to address capital requirements for the assets included in this AMP.



For most asset categories the annual requirement has been calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

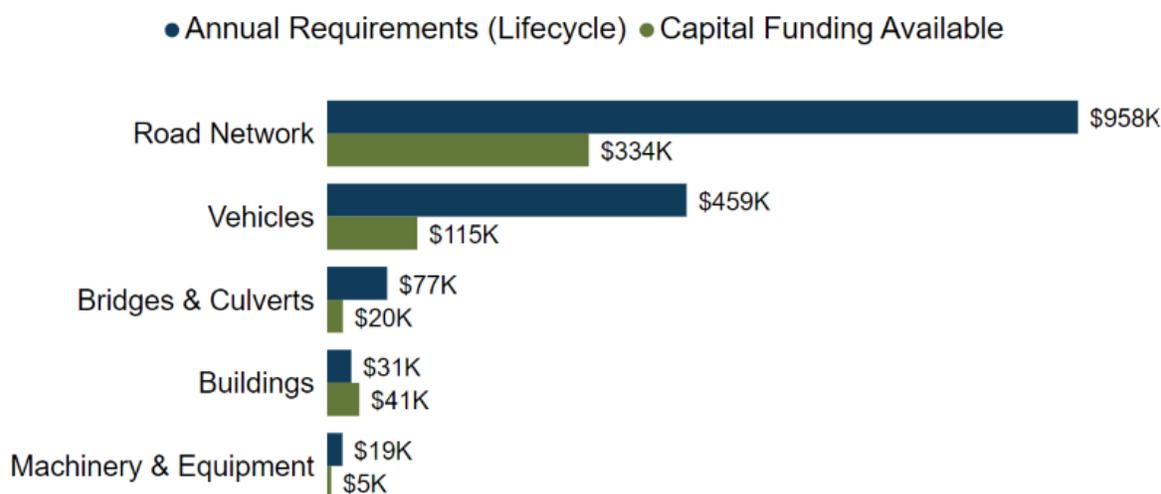
1. **Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$2,423,500	\$958,400	\$1,465,100

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$1.5 million for the Road Network. This represents an overall reduction of the annual requirements for roads by 60%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used this annual requirement in the development of the financial strategy.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$515,000 towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$1,545,000, there is currently a funding gap of \$1,029,000 annually.



6.2 Funding Objective

We have developed a scenario that would enable Laird to achieve full funding within 20 years for the following assets:

1. **Tax Funded Assets:** Road Network, Bridges & Culverts, Buildings, Machinery & Equipment, Vehicles

Note: For the purposes of this AMP, we have excluded gravel roads since they are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly, they can theoretically have a limitless service life.

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

6.3 Financial Profile: Tax Funded Assets

6.3.1 Current Funding Position

The following tables show, by asset category, Laird's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Total Available	Annual Deficit
		Taxes	Gas Tax	OCIF	OMPF		
Road Network	958,000	147,000	88,000	50,000	49,000	334,000	624,000
Bridges & Culverts	78,000	20,000	0	0	0	20,000	57,000
Buildings	31,000	8,000	0	0	33,000	41,000	-10,000
Machinery & Equipment	19,000	5,000	0	0	0	5,000	14,000
Vehicles	459,000	115,000	0	0	0	115,000	344,000
Total	1,545,000	295,000	88,000	50,000	82,000	515,000	1,029,000

The average annual investment requirement for the above categories is \$1,545,000. Annual revenue currently allocated to these assets for capital purposes is \$515,000 leaving an annual deficit of \$1,029,000. Put differently, these infrastructure categories are currently funded at 33% of their long-term requirements.

6.3.2 Full Funding Requirements

In 2021, Township of Laird has annual tax revenues of \$1.6 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	39.0%
Bridges & Culverts	3.6%
Buildings	-0.6%
Machinery & Equipment	0.9%
Vehicles	21.5%
	64.4%

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below outlines this concept and presents several options:

	Without Capturing Changes				With Capturing Changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000
Change in Debt Costs	N/A	N/A	N/A	N/A	0	0	0	0
Resulting Infrastructure Deficit	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000
Tax Increase Required	64.3%	64.3%	64.3%	64.3%	64.3%	64.3%	64.3%	64.3%
Tax Increase Annually	12.9%	6.4%	4.3%	3.2%	12.9%	6.4%	4.3%	3.2%

6.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 20-year option. This involves full capital expenditure funding being achieved over 20 years by:

- a) increasing tax revenue by 3.2% each year for the next 20 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- b) allocating the current gas tax and OCIF revenue as outlined previously.
- c) allocating any OCIF grant increases to the infrastructure deficit as they occur.
- d) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- e) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment.⁴
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full capital expenditure funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$832,000 for Bridges & Culverts, \$70,000 for the Buildings, and \$407,000 for Vehicles.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

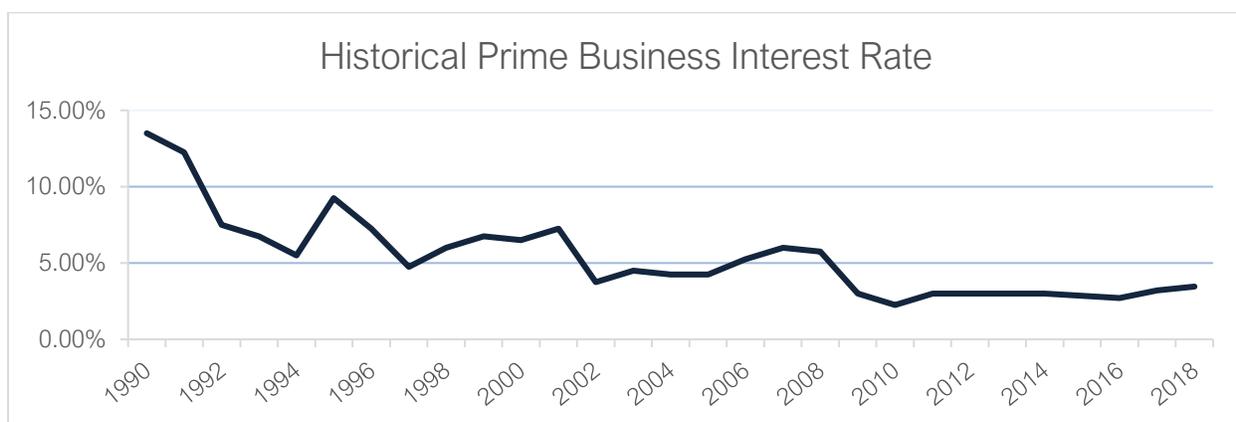
⁴ The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. This review may impact its availability.

6.4 Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1 million project financed at 3.0%⁵ over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:



⁵ Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.

A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

The Township has no historical use of debt in the past 5 years and there is currently no debt outstanding for the assets covered by this AMP.

The revenue options outlined in this plan allow Laird to fully fund its long-term infrastructure requirements without further use of debt.

6.5 Use of Reserves

6.5.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Laird.

Asset Category	Balance on December 31, 2020
Road Network	-
Bridges & Culverts	-
Buildings & Facilities	368,000
Machinery & Equipment	79,000
Vehicles	79,000
Total Tax Funded	526,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Laird's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

6.5.2 Recommendation

In 2025, Ontario Regulation 588/17 will require Laird to integrate proposed levels of service for all asset categories in its asset management plan update. We recommend that future planning should reflect adjustments to service levels and their impacts on reserve balances.

7 Appendices

Key Insights

- Appendix A includes a one-page report card with an overview of key data from each asset category
- Appendix B identifies projected 10-year capital requirements for each asset category
- Appendix C includes several maps that have been used to visualize the current level of service
- Appendix D identifies the criteria used to calculate risk for each asset category
- Appendix E provides additional guidance on the development of a condition assessment program

Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	\$24.4	65% (Good)	Annual Requirement:	\$958,000
			Funding Available:	\$334,000
			Annual Deficit:	\$624,000
Bridges & Culverts	\$3.8	66% (Good)	Annual Requirement:	\$77,000
			Funding Available:	\$20,000
			Annual Deficit:	\$57,000
Buildings	\$1.2	45% (Fair)	Annual Requirement:	\$31,000
			Funding Available:	\$41,000
			Annual Deficit:	\$-10,000
Machinery & Equipment	\$0.2	78% (Good)	Annual Requirement:	\$19,000
			Funding Available:	\$5,000
			Annual Deficit:	\$14,000
Vehicles	\$1.3	31% (Poor)	Annual Requirement:	\$459,000
			Funding Available:	\$115,000
			Annual Deficit:	\$344,000
Overall	\$30.9	57% (Fair)	Annual Requirement:	\$1,545,000
			Funding Available:	\$515,000
			Annual Deficit:	\$1,029,000

Appendix B: 10-Year Capital Requirements

The following tables identify the capital cost requirements for each of the next 10 years in order to meet projected capital requirements and maintain the current level of service.

Road Network											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
H.C.B.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
L.C.B.	\$0	\$0	\$0	\$302,400	\$881,600	\$57,600	\$963,200	\$0	\$0	\$0	\$604,800
Total	\$0	\$0	\$0	\$302,400	\$881,600	\$57,600	\$963,200	\$0	\$0	\$0	\$604,800

Bridges & Culverts											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Bridges	\$831,897	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$317,393	\$0
Total	\$831,897	\$0	\$317,393	\$0							

Buildings & Facilities											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Environmental Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation Facilities	\$42,082	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Facilities	\$28,357	\$0	\$0	\$200,778	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$70,439	\$0	\$0	\$200,778	\$0						

Machinery & Equipment

Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Government Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,448	\$0	\$0	\$0
Recreation Equipment	\$0	\$10,973	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,608
Total	\$0	\$10,973	\$0	\$0	\$0	\$0	\$0	\$7,448	\$0	\$0	\$45,608

Vehicles

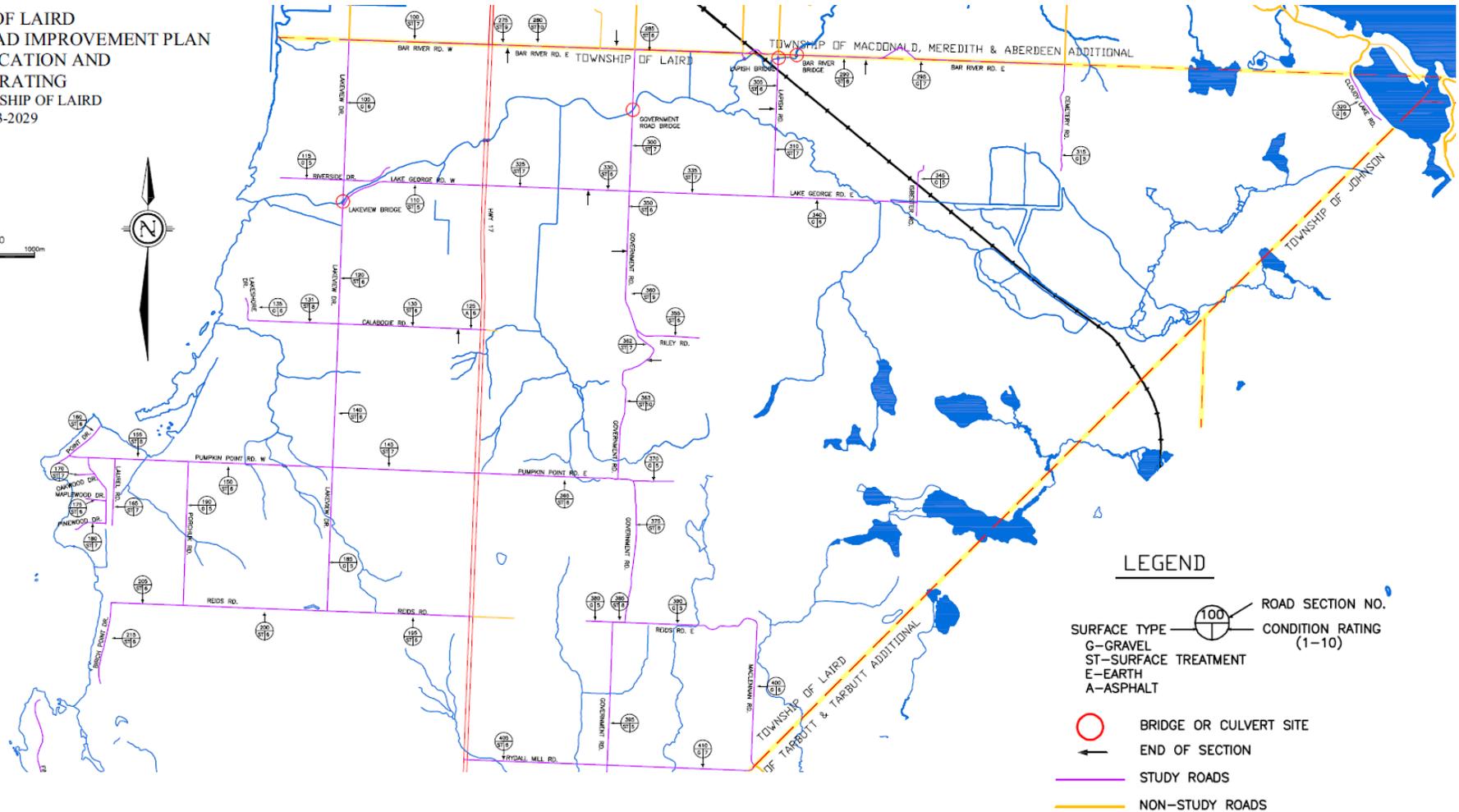
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Protection Services Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,478	\$0	\$0
Transportation Services Vehicles	\$407,389	\$0	\$603,559	\$382,494	\$582,096	\$389,176	\$391,164	\$382,494	\$382,494	\$382,494	\$739,635
Total	\$407,389	\$0	\$603,559	\$382,494	\$582,096	\$389,176	\$391,164	\$382,494	\$394,972	\$382,494	\$739,635

Appendix C: Level of Service Maps, Photos, and Descriptions

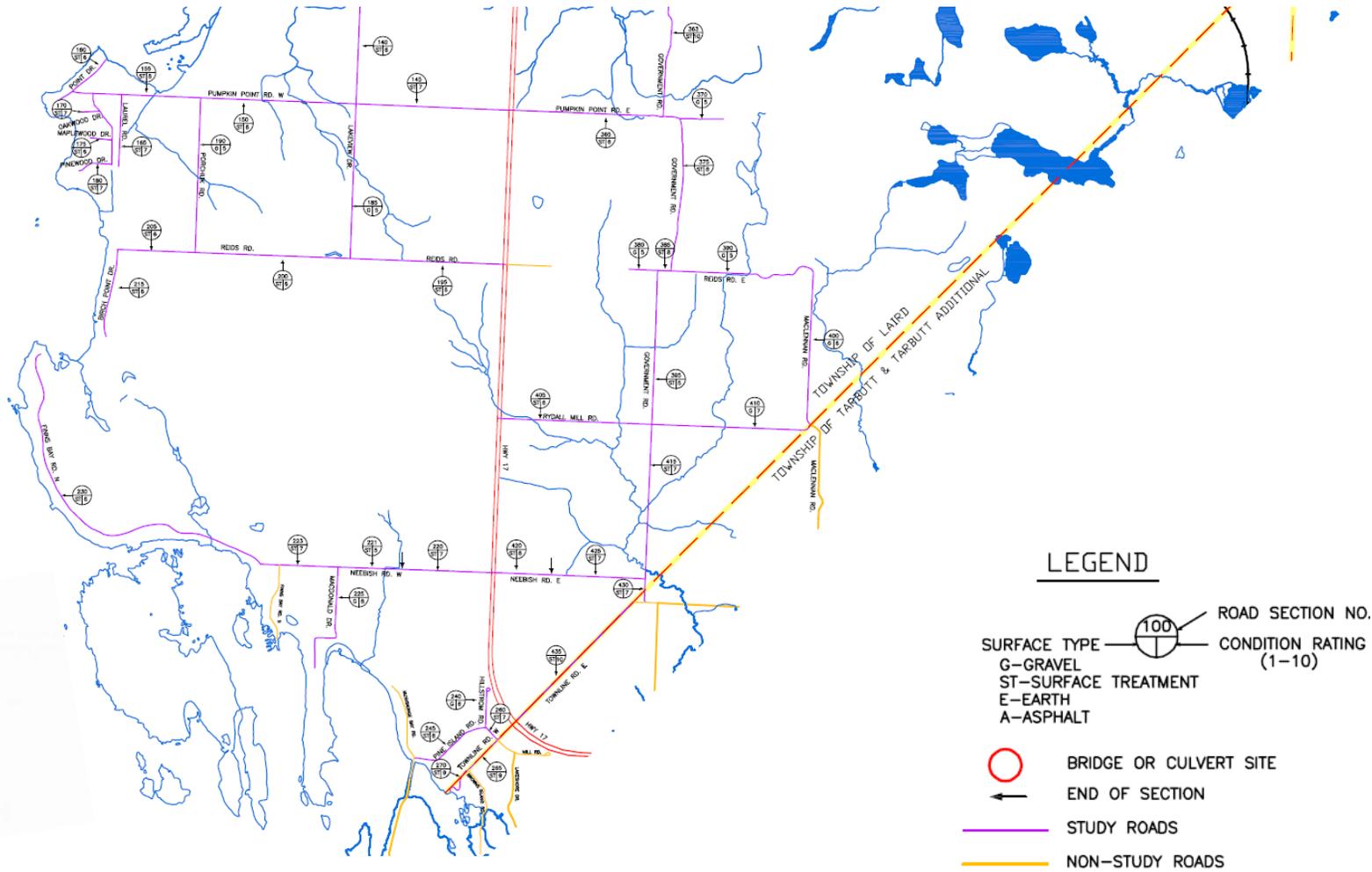
Map of Road and Bridge Connectivity: Part 1

TOWNSHIP OF LAIRD
 10 YEAR ROAD IMPROVEMENT PLAN
 SECTION LOCATION AND
 CONDITION RATING
 CLIENT: TOWNSHIP OF LAIRD
 PROJECT NO. 13-2029
 JANUARY 2014

SCALE 1:30,000
 500m 0 500 1000m



Map of Road and Bridge Connectivity: Part 2



Road Condition

Condition	Description	Criteria	Service Life Remaining (%) and Condition Rating
Very Good	Fit for the future	Road is well maintained and in excellent condition. Surface was newly or recently upgraded. No signs of deterioration or remedial work required.	80-100
Good	Adequate for now	Road is in overall good condition. Few sections are starting to show signs of minimal deterioration.	60-80
Fair	Requires attention	Some sections of road starting to deteriorate. Requires some remedial work and surface upgrade in the near future.	40-60
Poor	Increasing potential of affecting service	Large portions of the road are exhibiting deterioration with rutting, potholes, distortions, longitude and lateral cracking. Road is mostly below standard.	20-40
Very Poor	Unfit for sustained service	Widespread signs of deterioration. Requires remedial work to bring road up to standard.	0-20

Photos of Bridges

Lapish Bridge: Very Good Age-Based Condition



Government Road Bridge: Very Good Age-Based Condition



Appendix D: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Probability of Failure Score
Road Network	Functional	Condition	80-100	1
Bridges & Culverts			60-79	2
Buildings & Facilities			40-59	3
Machinery & Equipment			20-39	4
Vehicles			0-19	5

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network	Economic	Replacement Cost	\$0-\$100,000	1
Bridges & Culverts			\$100,000-\$250,000	2
Buildings & Facilities			\$250,000-\$500,000	3
Machinery & Equipment			\$500,000-\$1,000,000	4
Vehicles			\$1,000,000+	5

Appendix E: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Township's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Township's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Township can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Township can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource-intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Township should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance:** every data item must have a direct influence on the output that is required
2. **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability:** the data should be affordable to collect and maintain