



2024 Asset Management Plan
Municipal Fleet



Version History

Version	Date	Description
1.0	June 5, 2024	Council Approved

The Town of Innisfil is committed to public transparency and open communication. In this spirit, and in compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O. Reg 588/17), Asset Management Plans are accessible through the Town of Innisfil website. If an alternative format is required, please contact communications@innisfil.ca.



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Executive Summary

The Town of Innisfil owns and manages a large range of assets that support the delivery of municipal services. These assets must be managed efficiently and effectively to ensure that they continue to meet the current and future needs of the community.

The **Municipal Fleet** Asset Management Plan (AMP) focuses on the Town's fleet portfolio and the assets contained within. This includes vehicles, equipment, trailers and attachments.

Municipal Fleet assets directly support the delivery of services across the Town, including:

- Winter and summer maintenance for municipal roads and sidewalks.
- Summer maintenance for parks, arenas, and community spaces.
- Emergency response by Fire and Rescue Services.
- Other municipal services such as building inspection, by-law enforcement, road patrol and operations.

AMPs will be updated periodically to meet legislative requirements as outlined in Figure 1 and to ensure the information remains current. The information and figures within this plan have been developed based on the best available data at the time of the plan's development. The AMPs will guide decision making for Levels of Service (LOS) and lifecycle management activities including the acquisition, operation, maintenance, renewal, and disposal of Town assets.

2024 State of Infrastructure



Inventory:

- 104 Vehicles
- 58 Equipment
- 59 Trailers and Attachments

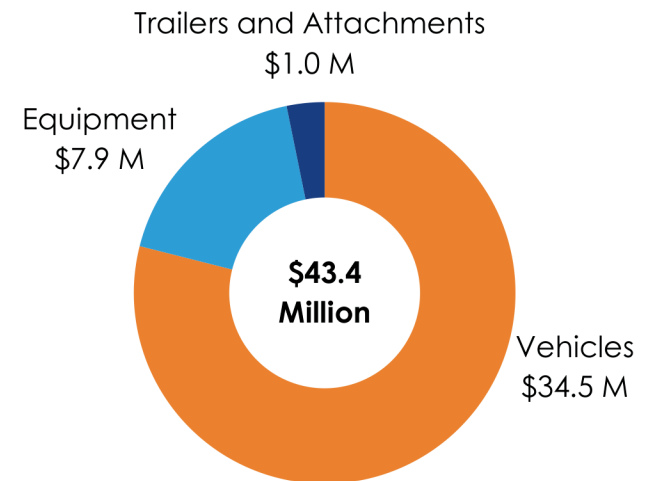
74% of Light and Medium Duty Vehicles are in good or better condition*



*85% of vehicles assessed.



Replacement Value:



Introduction

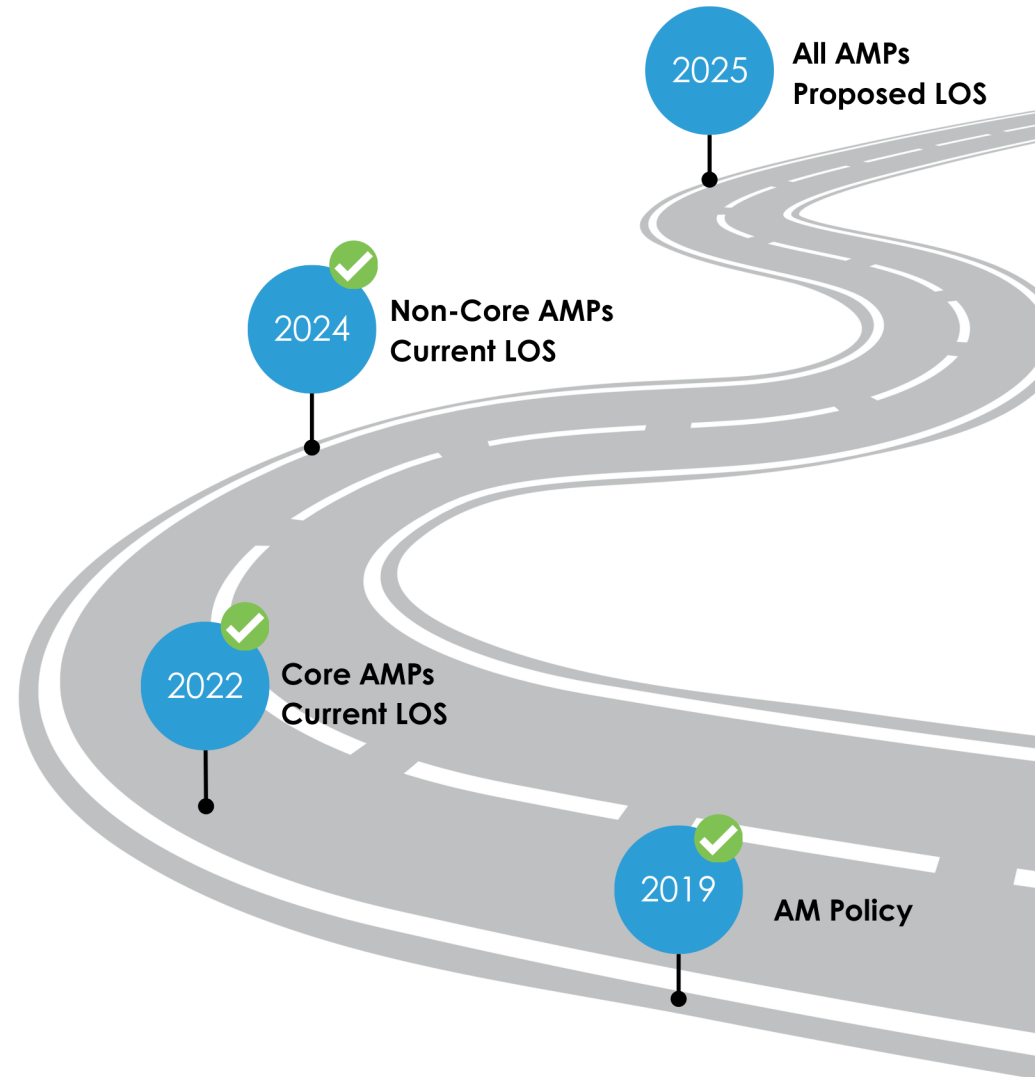
In 2015, the Ontario government introduced the Infrastructure for Jobs and Prosperity Act. The purpose of this Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment. The Act also serves to incorporate design excellence into infrastructure planning.

Under this Act, the Ontario government also introduced Ontario Regulation 588/17 (O. Reg. 588/17) which requires that every municipality shall prepare an Asset Management Plan (AMP) in respect of its core and non-core municipal infrastructure assets. Although the regulation has not defined which non-core assets to include, the Town has selected Municipal Fleet and Community Spaces assets for the July 1, 2024 reporting year.

The AMP has, in part, been prepared to meet the 2024 regulatory requirements of O. Reg. 588/17. Any gaps or weaknesses in compliance are addressed in the Monitoring and Improvement section of the AMP.

The Municipal Fleet asset category is a major component of the Town's non-core infrastructure assets providing **available, reliable, economical, and sustainable** fleet assets for internal and external Town service areas. Effective maintenance and renewal of these assets is critical to ensuring that they continue to deliver adequate levels of service and provide expected benefits.

Figure 1: O. Reg 588/17 Timeline



Strategic Plan 2030

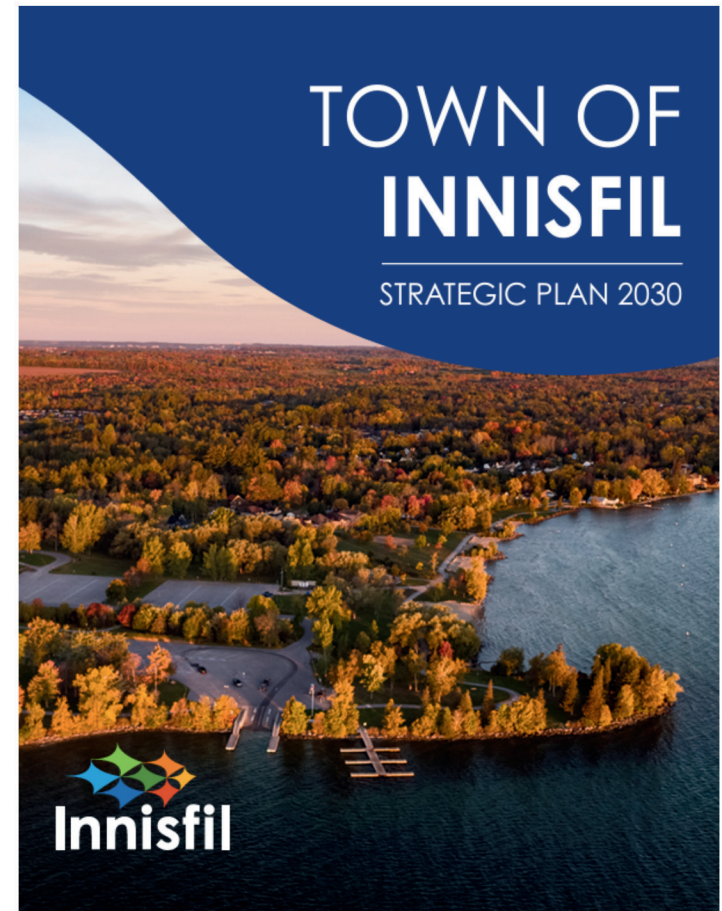
The Town of Innisfil's Strategic Plan 2030 is organized around four pillars - Grow, Sustain, Connect, and Serve. These pillars guide the actions, priorities and outcomes the Town is working to achieve while balancing the needs of the community now and in the future. Asset management planning incorporates the long-term goals and objectives of the Town's Strategic Plan by documenting the current state of our assets and identifying the resources required to manage these through their lifecycles to achieve the current levels of service.

This AMP demonstrates the Town's responsible and systematic approach to asset management, compliance with regulatory requirements and commitment to fulfilling the following goals of the Town of Innisfil's Strategic Plan 2030:

- Proactively plan and manage growth
- Advance climate change mitigation and adaptation initiatives
- Ensure continued financial sustainability
- Focus on continuous improvement in service delivery

The reader will further benefit by consulting the following documentation:

- Approved Budgets
- Fleet Management Policy
- Integrated Sustainability Master Plan (draft)



Frequently Asked Questions

What is an asset?

An asset is an item of property owned by the Town of Innisfil that is deemed to have value. The Town's assets include core infrastructure assets such as roads, bridges, structural culverts, and stormwater elements and non-core assets such as municipal fleet (vehicles, equipment, and attachments) and community spaces (parks, trails, amenities and facilities).

What is an asset category?

An asset category refers to a set of assets that have similar characteristics or purpose. For example the "Municipal Fleet" asset category includes vehicles, equipment, and trailers and attachments.

What is the objective of asset management?

The objective of asset management is to intervene at strategic points in an asset's lifecycle to extend the expected service life, and thereby maintain its performance. When maintenance activities are scheduled strategically it helps decrease costs by avoiding expensive unplanned or excessive maintenance.

What is an Asset Management Plan?

An Asset Management Plan (AMP) is a strategic document that provides summary level information about the quantity, quality, average age, and replacement value for a particular asset category. It identifies the levels of service to be delivered by the assets and the lifecycle activities required to maintain the assets in a condition that will adequately support this deliverable. Finally, the plan provides a summary of the required investment over the next 10 years.

Why does the Town of Innisfil need an AMP?

Under the Infrastructure for Jobs and Prosperity Act, 2015, and Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, each municipality in Ontario has a legislative requirement to develop and maintain AMPs. In addition to the legislative requirement, the Town benefits from maintaining an effective AMP to help ensure that limited resources are being invested effectively in the assets that need it most to ensure the ongoing delivery of services.

How does the Town of Innisfil include community feedback in the Plan?

The Town will endeavour to provide opportunities for community engagement in asset management planning and will provide information on the Town of Innisfil website to facilitate transparency in asset management planning.




State of Infrastructure

The State of Infrastructure section provides summary level information about the Town of Innisfil's Municipal Fleet assets. This information provides the foundation of the Town's asset management plans, as having a complete and current understanding of the Town's state of infrastructure is critical to efficient and effective lifecycle management and financial planning.

Background information and reports used in the preparation of the Asset Management Plans will also be made available publicly through the Town of Innisfil website or upon request.

In keeping with O. Reg 588/17 requirements for core infrastructure assets, the following information is provided for each of the non-core asset types currently in scope of the Town's asset management program:

- | | |
|--|--|
|  Inventory (quantity) |  Estimated useful life |
|  Replacement value |  Remaining useful life |
|  Average age |  Average condition |



Inventory

Asset inventory information was determined by reviewing the Fleet Inventory data managed by Operations staff and updated regularly to ensure data is current, complete and available to staff.

Vehicle assets are classified into three (3) sub-types:

- **Light and Medium Duty (Class 100)** – includes SUVs, vans, and pickup trucks used year-round by Town departments to provide services to the community.
- **Heavy Duty (Class 200)** - includes dump trucks, vacuum trucks, and street sweepers used in the maintenance of the Town's road network.
- **Fire Apparatus (Class 300 F and Class 300 P)** – includes fire trucks that are used by Innisfil Fire and Rescue Services, including pumpers, fire tankers, and fire aerials (ladder).

Table 1: Vehicle Inventory

Asset Type	Asset Sub-Type 1	Asset Sub-Type 2	Inventory	Sub-Total	Total
Vehicles	Light and Medium Duty	Pickup Truck	45	68	104
		SUV	19		
		Van	4		
	Heavy Duty	Dump Truck	18	20	
		Street Sweeper	1		
		Vacuum Truck	1		
	Fire Apparatus	Fire Truck	16	16	



Inventory Summary

- 104 Vehicles
- 58 Equipment
- 59 Trailers and Attachments

▶ **How many vehicle assets are owned and maintained by the Town of Innisfil?**



The Town owns and maintains **104** vehicle assets.

Equipment assets are classified into three (3) sub-types:

- **Heavy Equipment (Class 400)** – includes backhoes, graders, loaders, and tractors, used in the maintenance of roadways, ditches, parks, and open spaces.
- **Sidewalk, Recreation and Turf Equipment (Class 500)** – includes mowers, utility vehicles, vacuum equipment, sidewalk machines, and light duty tractors used in the maintenance of sidewalks, sports fields, and ice surfaces. Air boats and one utility vehicle are used by Fire and Rescue Services for emergency response purposes.
- **Freight and Elevation (Class 900)** – includes scissor lifts used in the maintenance of assets that are elevated (i.e. baseball diamond netting and lighting, facility repairs, etc.).

▶ **How many equipment assets are owned by the Town of Innisfil?**



The Town owns **58** equipment asset types.

Table 2: Equipment Assets Inventory

Asset Type	Asset Sub-Type 1	Asset Sub-Type 2	Inventory	Sub-Total	Total
Equipment	Heavy Equipment	Backhoe	2	11	58
		Grader	1		
		Loader	3		
		Tractor	5		
	Sidewalks, Recreation and Turf Equipment	Mower	20	45	
		Ice Resurfacer	5		
		Utility Vehicle	8		
		Vacuum Equipment	3		
		Sidewalk Machine	6		
		Light Duty Tractor	1		
	Freight and Elevation	Scissor Lift	2	2	

Trailers and attachments assets are classified into two (2) sub-types:

- **Trailers and Trailer Mounted Equipment (Class 600)** - includes light and heavy trailers, fire safety house and trailer mounted equipment.
- **Miscellaneous Attachments (Class 800)** - includes equipment attachments that fit multiple vehicle and equipment assets and enhance the functionality of the asset (e.g. infield groomer, snow blower, aerator, wood chipper, etc.).

▶ How many trailers and attachments are owned by the Town of Innisfil?



The Town owns **59** trailers and attachments assets.

Table 3: Trailers and Attachments Inventory

Asset Type	Asset Sub-Type 1	Asset Sub-Type 2	Inventory	Sub-Total	Total
Trailers and Attachments	Trailer and Trailer Mounted Equipment	Light Trailer	10	30	59
		Heavy Trailer	2		
		Fire Safety House	1		
		Trailer Mounted Equipment	17		
	Miscellaneous Attachments	Equipment Attachments	29	29	

Replacement Value

Replacement value is the estimated total cost to replace an asset to the same/current functional standard. Town staff use the current Manufactured Suggested Retail Price (MSRP) which is updated bi-annually as part of the Development Charges Background Study.

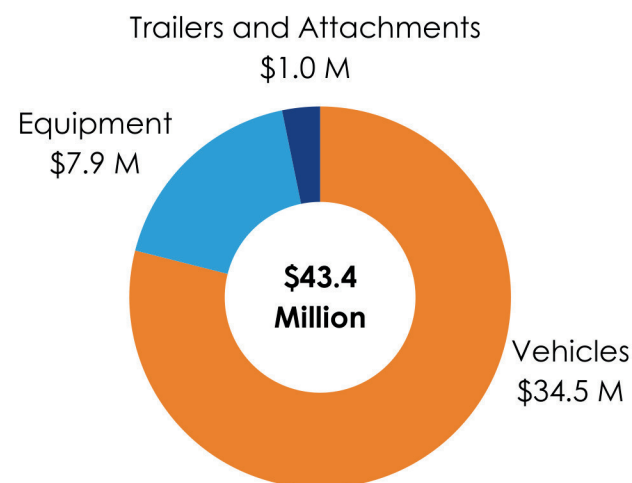
The Current Replacement Value (CRV) detailed in the AMP has become more important as a result of Ministry of Infrastructure now using this data to determine Ontario Community Infrastructure Funding (OCIF).

Table 4: Municipal Fleet Replacement Value (April 2024)

Asset Type	Asset Class	Replacement Value
Vehicles	Light and Medium Duty	\$5,763,000
	Heavy Duty	\$9,229,000
	Fire Apparatus	\$19,479,411
Equipment	Heavy Equipment	\$2,604,000
	Sidewalks, Recreation and Turf Equipment	\$5,190,972
	Freight and Elevation	\$97,500
Trailers and Attachments	Trailer and Trailer Mounted Equipment	\$1,044,379
	Miscellaneous Attachments	Unknown*

*Replacement costs are unknown for 74% of miscellaneous attachments.

Replacement Value Summary



▶ When are assets replaced?



Assets are replaced when they no longer add value or serve their initial/intended purpose.

Average Age

The average age of Town assets is determined by analyzing the First Year in Service data detailed in the Municipal Fleet Inventory file and cross-referencing these values with the Tangible Capital Asset (TCA) Policy. Vehicles, Equipment, Trailers and Attachments are analyzed to inform and enable effective lifecycle management activities, including maintenance and replacement.

Expected and Remaining Useful Life

The Expected Useful Life (EUL) is the length of time that assets are expected to provide safe, reliable, and useful service. This value is obtained from the TCA Policy and helps inform the timing of replacement activities. The Remaining Useful Life (RUL) represents the actual length of time an asset has left before requiring replacement. The Average Remaining Useful Life (ARUL) is obtained by subtracting the Average Age from the EUL for each asset sub-type.

When Municipal Fleet assets reach the end of their useful life, they need to be decommissioned, sold, and replaced in order to maintain the same level of service. On occasion, vehicles can stretch beyond their expected useful life and remain in-service with the approval of Council, however the cost of ownership significantly increases as condition worsens and the frequency and cost of repairs increases. Figure 2 outlines the average age, and ARUL of Municipal Fleet assets.

Age, EUL and ARUL Summary




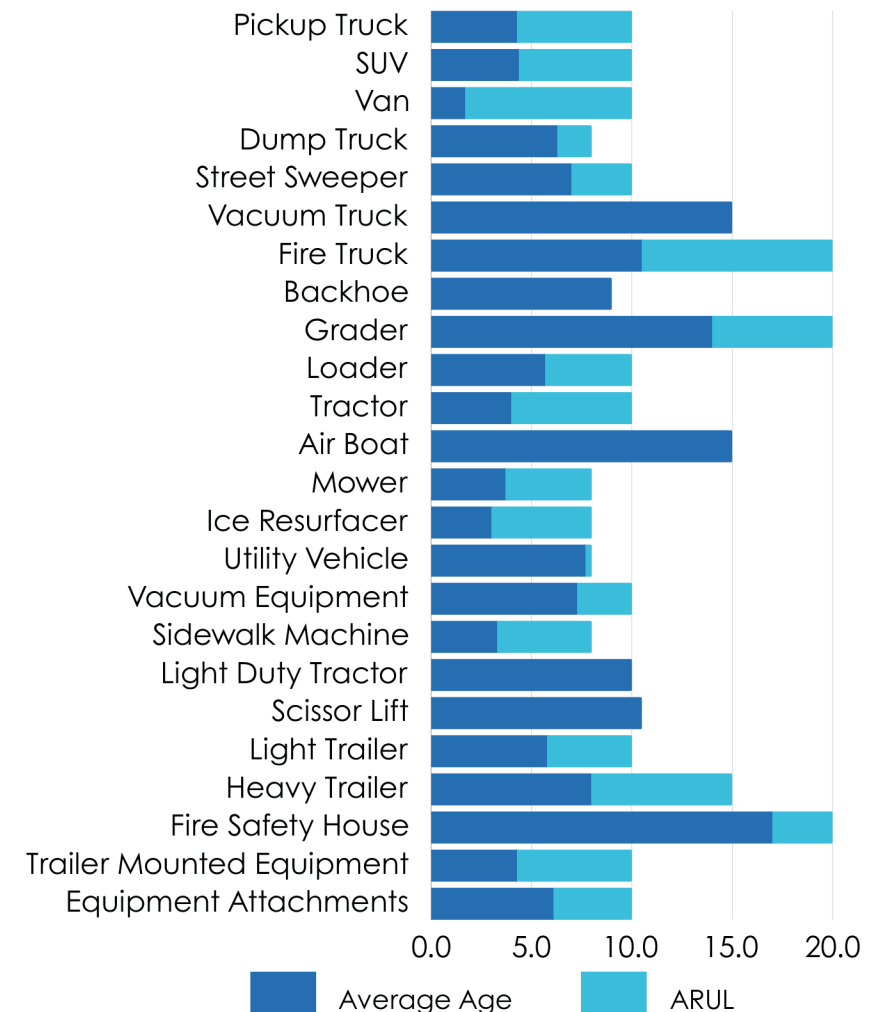
-  **Average Age:** 5 years
-  **EUL:** 8 to 20 years
-  **ARUL:** 3.8 years

Figure 2: Average Age and ARUL - Municipal Fleet



Condition

Asset condition can be determined through modeling or direct measurement. The modeling approach uses standardized deterioration curves and assigns condition based on the percentage of the expected life remaining. Direct measurement involves inspection of the assets against technical standards to directly determine the current condition. For Municipal Fleet assets, the Town employs the more accurate approach of direct measurement and conducts inspections on a regular basis to obtain this data.

Vehicle Condition Assessment

Condition data of Municipal Fleet assets is obtained by staff through quarterly physical and mechanical inspections that assess the current state of asset components. This assessment informs the annual maintenance needs, repair costs, and the timing for potential replacements. Staff employ a 5-point Replacement Assessment Index as outlined in Table 5, which grades vehicle condition based on three components:

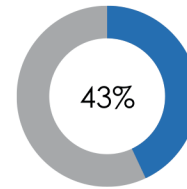
- **Useful Life (Weighted 20%)** - is calculated by the years of service and/or usage (kilometers driven/engine hours) and varies by Class type. This value is represented as a percentage of the useful life consumed.
- **Cost of Maintenance (Weighted 20%)** - is calculated as the total amount spent on maintenance and repairs. This value is represented as a percentage of the purchase price.
- **Physical/Mechanical Condition (60%)** - is evaluated by the mechanic performing the annual inspection each year. This value is represented as a condition rating from excellent to poor and assigned a corresponding point value from 1 to 5.

Condition Summary

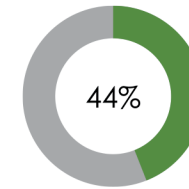
74% of Light and Medium Duty Vehicles are in good or better condition*



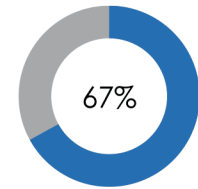
*85% of vehicles assessed.



Pickup Truck



SUV



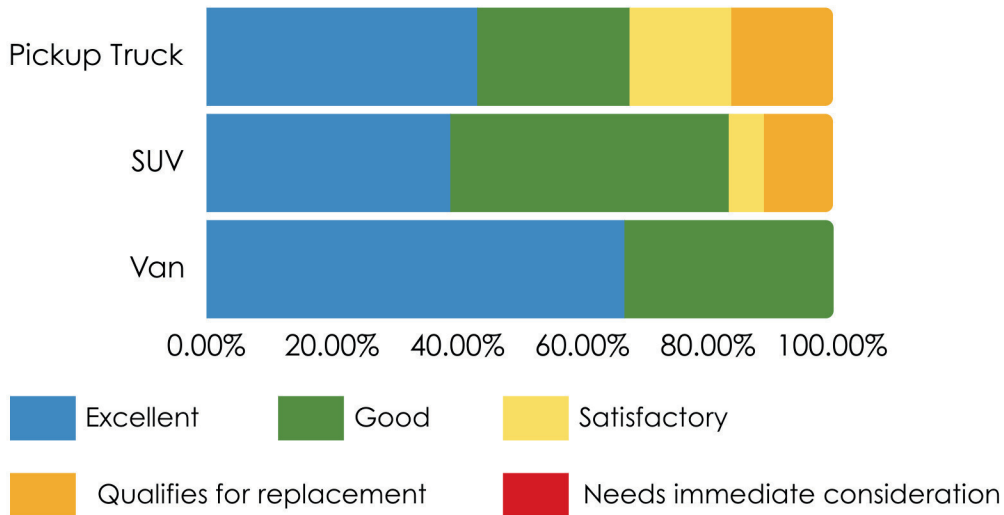
Van

Table 5: Replacement Assessment Index

Replacement Assessment	Points	Useful Life / Cost of Maintenance	Physical/ Mechanical Condition
Excellent	1	Range	Rating
		0% - 20%	Excellent
Good	2	20% - 40%	Good
Satisfactory	3	40% - 60%	Acceptable
Qualifies for replacement	4	60% - 80%	Below standard
Needs immediate consideration	5	80% +	Poor

At present, vehicle condition assessments have been completed for 85% of Light and Medium Duty Vehicles (Class 100). This includes a full assessment of the three components of the Replacement Assessment Index detailed in Table 5. The remainder of Municipal Fleet assets will have condition assessments completed by year-end 2024.

Figure 3: Class 100 Condition Summary



Levels of Service

Levels of Service (LOS) describe the quantity and performance of services that assets should support during their service life. They provide a direct link between the Town's strategic objectives, the public's service expectations and the measured performance of the delivered service.

LOS also facilitate a greater understanding of the cost-benefit implications of adjusting the services provided. To be effective, LOS must be documented in ways that are meaningful to both the customers using the service and to the municipal staff that are delivering the services and managing the infrastructure that underlies the service.

To ensure effectiveness, two types of LOS have been defined below:



Community - simple qualitative descriptions, in non-technical terms, or images, that describe the public's perception or understanding of a service.



Technical - quantitative metrics that enable staff to measure, track and report on various service attributes such as scope, quality and reliability.

Community and Technical LOS defined by the Town are summarized in the following tables. These will be used to:

- Identify LOS that service recipients can expect to receive and the Town's current performance in meeting these.
- Identify assets that require attention to ensure that LOS can be delivered and maintained.
- Enable Staff and Council to discuss and assess the suitability, affordability and equality of the existing service levels and to determine the effect of increasing or decreasing these levels over time.

► How often are Levels of Service (LOS) updated?



LOS are updated **bi-annually** and documented within the Budget and Asset Management Plan.

Community Levels of Service

Community Levels of Service (LOS) are performance measures designed to help the community better understand the services they are receiving and how varying LOS will impact their service experience. Where possible, images are used to further enhance this understanding.

Table 6: Community LOS

Asset Type	Service Attribute	Performance Measure	Current LOS
Municipal Fleet	Scope	Description of Municipal Fleet assets owned by the Town.	The Town of Innisfil owns and maintains 104 vehicle assets, 58 equipment assets and 59 trailers and attachments assets, used by Town departments to provide services to the community.
Vehicles	Quality	Description or images of the condition of vehicle assets and how this would affect their use.	Vehicle assets are evaluated by Fleet staff to analyze the physical/mechanical condition, useful life, and cost of maintenance to determine when repairs or replacements are required. Vehicles that are in excellent (1), good (2) or satisfactory (3) condition require no planned repairs or replacement activities within the current evaluation year. Vehicles that are assessed as qualifies for replacement (4) or needs immediate consideration (5) as shown in Table 5 require some repair or full replacement within 1-2 years.
Equipment, Trailers and Attachments	Quality	Description or images of the condition of equipment assets and trailers and attachment assets and how this would affect their use.	Pending 2024 Condition Assessment.

Technical Levels of Service

Technical Levels of Service (LOS) are designed to translate Community LOS into quantitative performance measures, and results that can assist staff responsible for delivering the services and supporting the assets that fulfill the Community LOS. For this version of the Municipal Fleet Asset Management Plan, performance measures were obtained through Key Performance Indicator (KPI) and metrics data obtained from staff.

Table 7: Technical LOS

Asset Type	Service Attribute	Performance Measure	Current Result (2023)
Vehicles	Scope	Number of Vehicle assets maintained.	104
	Quality	Average condition of Light and Medium Duty Vehicles	2.3 (good)*
	Quality	Average condition of Heavy Duty Vehicles.	Not available
	Quality	Average condition of Fire Apparatus Vehicles.	Not available
	Reliability	Percentage of Vehicles in good or better condition.	74%*
Equipment	Scope	Number of Equipment assets maintained.	58
	Quality	Average condition of Heavy Equipment.	Not available
	Quality	Average condition of Sidewalk, Recreation and Turf Equipment.	Not available
	Quality	Average condition of Freight and Elevation.	Not available
	Reliability	Percentage of Equipment in good or better condition.	Not available
Trailers and attachments	Scope	Number of Trailers and Attachments assets maintained.	59
	Quality	Average condition of Trailers and Trailer Mounted Equipment.	Not available
	Quality	Average condition of Miscellaneous Attachments.	Not available
	Reliability	Percentage of Trailers and Attachments in good or better condition.	Not available

*The quality and reliability service attribute for Vehicle assets is limited to 85% of completed Light and Medium Duty Vehicles (Class 100) condition assessments. The remaining condition assessments are expected to be completed by year-end 2024.

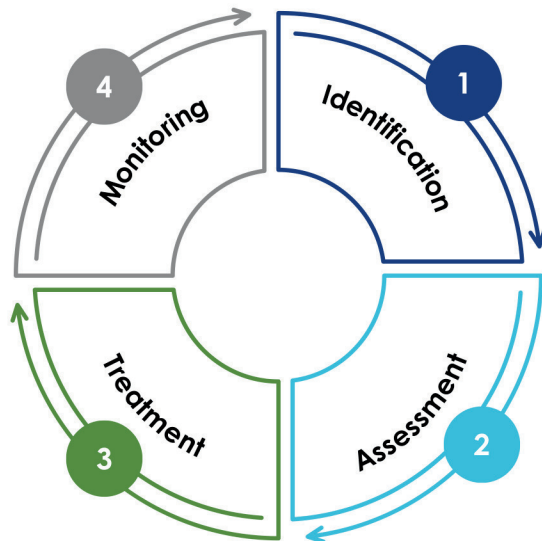
Risk Management

In the context of municipal asset management, a **Risk** is an event that, if it occurred, would have an undesirable effect on the delivery of service. Understanding what risks exist in the Town of Innisfil for each asset category is critical in determining how best to treat them.

Risk Management Process

Risk is managed through a four-step iterative process of identification, assessment, treatment, and monitoring to ensure that the Town is adequately prepared for what events may happen and have plans in place to react to events appropriately. This process is outlined in Figure 4, with each step described in further detail.

Figure 4: Risk Management Process

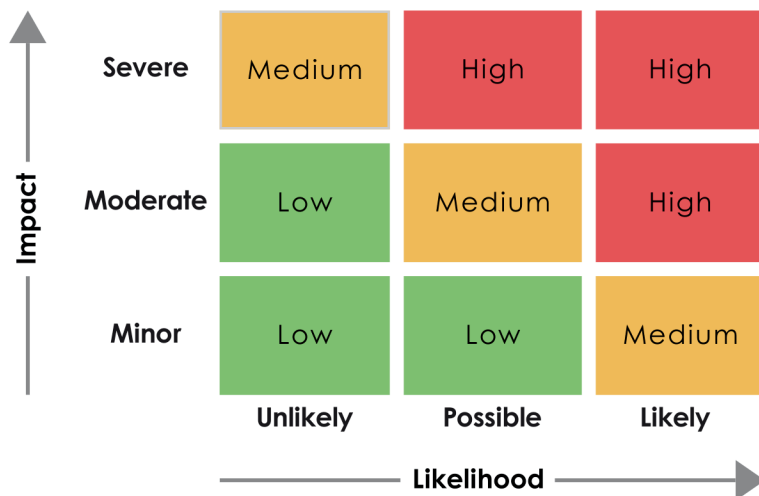


1 Identification - Write down all the threats and risks you can think of and ask for ones from other stakeholders. Risks are identified through a number of data sources, including:

- Routine inspections.
- Reports and concerns from the public.
- Information obtained from past incidents.
- Advice from professional bodies.
- Past experience of Town staff.

2 Assessment - Evaluate each risk by determining the likelihood of it happening and the level of impact it would have. Likelihood measures the probability of the event occurring (unlikely, likely, very likely), while impact measures the severity of the consequence (minor, moderate, severe). A risk rating is assigned to each identified risk to help illustrate which risks pose the greatest threat. As illustrated in Figure 5, risk increases as the likelihood and/or impact of an event increases.

Figure 5: Risk Matrix



3 Treatment - Implement process changes to reduce the impact of each risk and a response plan for if it happens. The choice of treatment depends on the level of risk that can be reasonably managed and accepted by the Town (i.e. the risk tolerance). Risk tolerance is informed not just by the likelihood and impact of the risk event, but also the cost of treatment and the urgency of the risk in comparison to other priorities. Depending on the nature of the risk event and the level of risk tolerance, treatment can include:

- **Elimination** - process of removing the risk event entirely.
- **Mitigation** - process of reducing the likelihood and/or impact of the risk event.
- **Acceptance** - process of retaining the risk as is.

4 Monitoring - Review the progress of the plan and ensure assessment and treatments are adequately addressing the identified risks. Continuous monitoring enables the Town to stay ahead of any potential hazards and ensures that the risk management process and techniques used are current and effective. Risk management is a dynamic process involving regular review and assessment to determine if current methods are effective in managing the risks.

Staff have identified a number of risks associated with Municipal Fleet assets to demonstrate the application of the risk management methodology. These sample risks are identified in Table 8.

Table 8: Sample Risks - Municipal Fleet

Risk	Likelihood	Impact	Risk Rating	Treatment
Minor damage due to accident, vandalism, weather, etc.	Possible	Minor	Low	Acceptance
Moderate damage due to accident, vandalism, weather, etc.	Possible	Moderate	Medium	Acceptance
Severe damage due to accident, vandalism, weather, etc.	Possible	Severe	Medium	Acceptance
Substantial increase in lifecycle activity costs in the future.	Possible	Moderate	Medium	Mitigation
Interruption to service delivery due to unplanned maintenance.	Possible	Moderate	Medium	Acceptance, mitigation
Supply chain availability for units.	Likely	Moderate	Medium	Acceptance

Future Demand

As we look towards the future, it is important that we align asset management planning with local land-use planning and provincial policies. Ontario's Place to Grow Plan sets minimum targets for growth and the Municipal Comprehensive Review (MCR) currently underway by the County of Simcoe will establish the minimum growth (residents and jobs) for Innisfil. The Town is expecting its current population to double over the next 30 years. The Town's Official Plan "Our Place" guides where growth is directed to achieve complete and sustainable communities and will be updated to align with the outcome of the County MCR process.

Growth generates both challenges and opportunities as we navigate and balance the ongoing needs of existing residents while addressing the pressures associated with growth and the incremental increases in costs for operational needs. Looking ahead to meet the future financial needs associated with asset renewal and replacement, careful and prudent planning is necessary to ensure the community remains stable, sustainable and affordable.

The Town's Fleet Management Policy establishes a structured and practical approach for overseeing the growth of Municipal Fleet assets. The Policy aids in strategic decision making and financial planning to ensure the determination and timing of acquisitions and/or replacements of Municipal Fleet to guarantee the efficient and effective delivery of municipal services.

Demand Forecast



Population: 43,326 (2021 Census)
54,970 (by 2031)



Housing: 6,300 new homes by 2031

► **What are the most significant future demand drivers for Municipal Fleet?**



Population growth and proposed levels of service will influence the timing for the acquisition of new Municipal Fleet assets.

Climate Demand

The Town of Innisfil is working towards the development of an Integrated Sustainability Master Plan (ISMP) which will identify the risks and impacts that climate change has on core and non-core infrastructure assets. Changes to our climate can create challenges for municipalities to meet the desired levels of service and can decrease the service life and functionality of these assets. To ensure the Town's assets are safe and reliable, climate change and the consideration of sustainable materials must be incorporated into the decisions and long-term planning for the municipality.

The Town, in accordance with our Sustainability Policy, is committed to taking all reasonable actions required to reduce the environmental impact of our fleet vehicles. At the time of procurement or replacement of an asset, staff will first review and consider electric, and other carbon reducing, vehicle options. While every effort will be given to procuring these technologies, staff will also weigh the appropriateness and performance of these vehicles to perform their required task(s), availability of product, and cost of the unit(s) during the procurement process.

In addition, greening of the Town's fleet will also include activities to implement other available technologies to assist in improving the sustainability of our vehicles and equipment. This includes, but is not limited to: telematics systems, maintenance program improvements, alternative fuel sources, and aftermarket accessories.

Fleet Greening



Electric Vehicles (EV) and other carbon reducing vehicle options will be considered at the time of procurement or replacement of Municipal Fleet assets.



Maintenance program improvements such as preventative maintenance helps reduce emissions in corporate fleet vehicles.

▶ **How can we reduce the environmental impact of Municipal Fleet vehicles?**



The Town will review and consider electric or other carbon reducing vehicle options and implement technologies to assist in improving the sustainability of our vehicles.

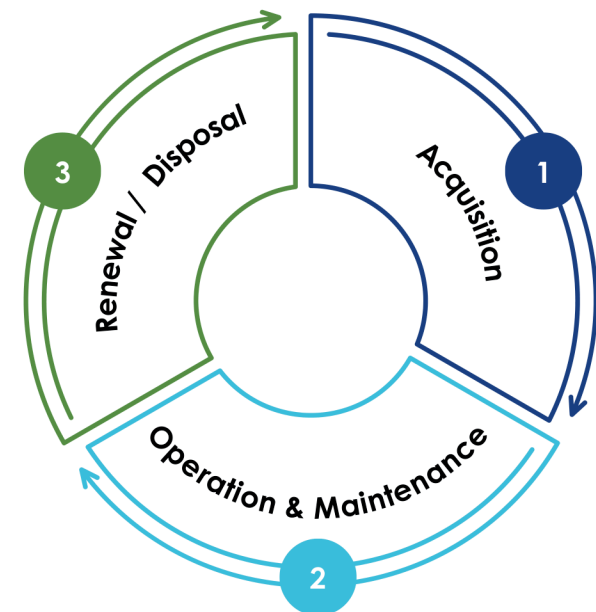
Lifecycle Management

All municipal assets progress through a series of stages referred to as the asset lifecycle. Management of this lifecycle is critical for delivering consistent and reliable service and controlling costs over the life of the assets. A fundamental principle of lifecycle management is that maintaining an asset in good condition costs significantly less than reconstructing an asset in poor condition. For Municipal Fleet and Community Spaces assets, the overall goal is to maximize the useful life and residual value while managing risks and minimizing the total lifecycle costs.

As shown in Figure 7, municipal assets follow an iterative 3-step cycle including acquisition, operations, maintenance, renewal and disposal. As assets progress through each lifecycle stage, different activities or tasks are required to ensure assets are delivering the expected levels of service.

- 1 Acquisition** - Municipal assets are acquired primarily through assumption of ownership from developers but can also be constructed directly by the Town through approved capital projects.
- 2 Operations and Maintenance (O&M)** - Planned and unplanned routine activities such as inspection, assessment, cleaning, and servicing to fulfill levels of service commitments and to detect and resolve defects before failures occur.
- 3 Renewal and Disposal** - Capital activities that are beyond the scope of routine maintenance including reconstruction and rehabilitation of assets to enhance their condition and extend the expected life of the asset. Asset disposal occurs when the asset has reached the end of their effective service life.

Figure 6: Asset Lifecycle Stages



Lifecycle Activities

Building on the state of infrastructure and levels of service content, lifecycle activities are the actions used by the Town to operate, maintain, and renew Municipal Fleet assets in the manner most appropriate to ensure the long-term performance of the assets. Determination of the specific action to be taken in the Operations, Maintenance and Renewal stages is based on careful consideration of the asset condition, remaining life, and available budget.

The timing of the activity also considers competing priorities and related project activities to minimize the risk of having to redo work that is disturbed by a related project. All this helps to ensure that the Town is performing the most appropriate and cost-effective activity to optimize the lifecycle for each asset.

Preventative Maintenance Program

Municipal Fleet assets follow a Preventative Maintenance (PM) program which directly impacts the lifecycle length and condition of vehicles and equipment. Proactive repairs keep assets in good working order and lowers the cost of breakdowns and repairs. PM is provided in three (3) ways:

- **Predictive Maintenance Practices** – proactive activities to identify risks before they occur, reduce downtime and to increase the efficiency of Municipal Fleet assets.
- **Seasonal Set-up Routines** – scheduled activities to prepare Municipal Fleet assets for seasonal use.
- **Regular Preventative Maintenance Program** – regular scheduled activities prompted by time-sensitive triggers such as total number of kilometres driven.

► What O&M activities are undertaken on street sweepers?



Street sweepers follow the PM program to keep these assets in good working order for seasonal use.

Table 9: Municipal Fleet Lifecycle Activities

Activity	Vehicles	Equipment	Trailers and Attachments
Inspection and Assessment	<ul style="list-style-type: none"> • Condition-based assessments • Annual inspections 	<ul style="list-style-type: none"> • Condition-based assessments • Annual inspections 	<ul style="list-style-type: none"> • Condition-based assessments • Annual inspections
Operations and Maintenance	<ul style="list-style-type: none"> • Cleaning • Oil changes • Tire rotation • Brake servicing • Winter tire installation • Rustproofing • Manufactured scheduled maintenance 	<ul style="list-style-type: none"> • Cleaning • Seasonal equipment preparation • Seasonal storage preparation • Manufactured scheduled maintenance 	<ul style="list-style-type: none"> • Cleaning • Manufactured scheduled maintenance
Renewal	<ul style="list-style-type: none"> • Breakdown and repair • Asset replacement 	<ul style="list-style-type: none"> • Breakdown and repair • Asset replacement 	<ul style="list-style-type: none"> • Breakdown and repair • Asset replacement

Financial Summary

The Budget Process

The Town of Innisfil prepares a multi-year budget every two years that includes a two-year operating budget and two-year capital budget to address immediate needs and an eight-year capital forecast to address expected future needs. The budget is informed by the Town's community engagement, various master plans and needs studies, and asset lifecycle requirements.

Operating Budget

The Town's operating budget quantifies the expenditures needed to provide municipal programs, services, governance and administration, maintain financial reserves for future projects and fund the operation and maintenance activities required to maintain current service levels.

Funding for operating expenditures is provided from property taxes and various non-tax revenue sources including:

- Development fees
- Program and license fees
- Fines and penalties
- Interest
- Dividends

Capital Budget and Forecast

Consistent with the provincial and federal mandates for ten-year capital plans to properly address asset management planning and qualify for grant opportunities, the Town prepares a two-year capital budget and an eight-year capital forecast. The proposed budget and forecast provide the public, Council and staff with a longer-term path for capital initiatives, that support current and future needs including reconstruction/replacement of existing assets and acquisition of new assets.



2024-2032 Lifecycle Activities Forecast

O. Reg. 588/17 requires municipalities to provide a 10-year forecast that estimates the annual costs of lifecycle activities that will need to be undertaken to maintain the current LOS and accommodate expected growth. This forecast is presented in Figure 7 and Table 10 and has been prepared from the 2023-2024 budget and forecast extrapolated to 2032 using an inflation rate of 3%.

Table 11 has highlighted important projects scheduled from 2024 to 2032 and the corresponding funding needed for their completion. These projects are considered significant either due to their high cost or their contribution to the AM program, including service delivery improvements, risk mitigation, and progress towards sustainability. Learn more about these Capital Projects at innisfil.ca/CapitalProjects.

Figure 7: 2024-2032 Lifecycle Activities Forecast

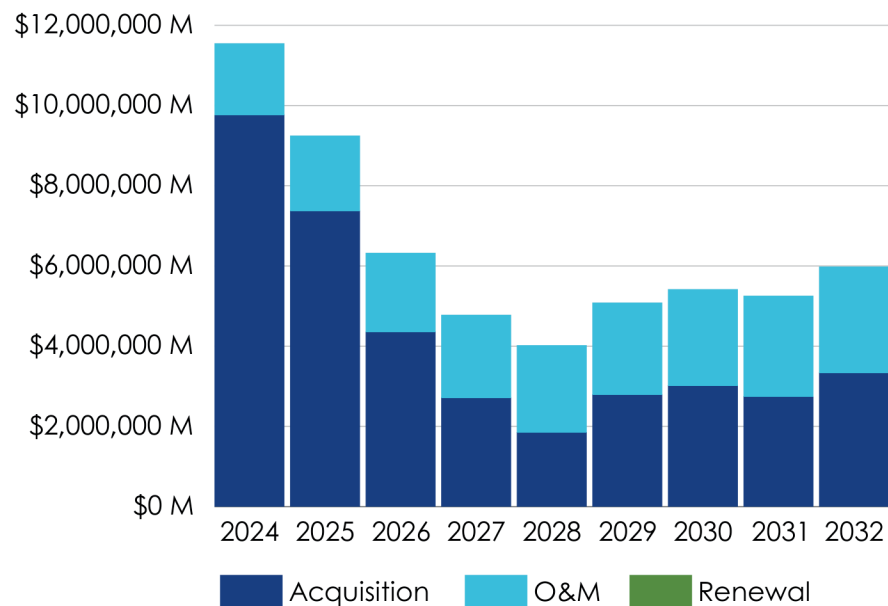


Table 10: Lifecycle Costs 2024-2032*

Lifecycle Stage	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Acquisition	\$9,759,050	\$7,369,100	\$4,352,700	\$2,709,050	\$1,847,300	\$2,800,700	\$3,020,500	\$2,738,000	\$3,339,000	\$37,935,400
O&M	\$1,791,720	\$1,881,306	\$1,975,371	\$2,074,140	\$2,177,847	\$2,286,739	\$2,401,076	\$2,521,130	\$2,647,186	\$19,756,514
Renewal / Disposal	-	-	-	-	-	-	-	-	-	-
Total	\$11,550,770	\$9,250,406	\$6,328,071	\$4,783,190	\$4,025,147	\$5,087,439	\$5,421,576	\$5,259,130	\$5,986,186	\$57,691,914

*Values are based on the approved 2023-2024 Budget.

Table 11: Significant Projects

Capital Project #	Project Description	Year(s)	10-Year Cost
FLT303	Additional Single Axle Combination Unit	2026	\$434,500
FLT329	Additional 1 Ton Dump Truck / Water Truck	2026	\$155,000
FLT386	Fleet Services Sustain (Replace) Vehicles & Equipment Program	2024 to 2032	\$19,991,150
FLT396	Additional Sidewalk Machine	2026	\$255,500
RDS392	Municipal Fleet Electric Charging Stations	2024	\$160,000

Monitoring and Improvement

In this final section, opportunities for improvement of the Town of Innisfil's asset management program, including Asset Management Plan (AMP) content, are identified along with planned activities to strengthen both. These planned activities will ensure that the Town continues to comply with O. Reg. 588/17 and that the utility of the AMP and the level of data confidence continuously improves over the short to medium term.

Continuous Improvement

The overall approach to monitoring and improving the asset management program and AMP will be consistent with the Plan-Do-Check-Act (PDCA) model. Following this model, staff will monitor the performance of the asset management program and continue to plan and implement corrective actions to ensure that the program and AMP continue to improve and mature over time.

Improvement Plan

Table 12 on the following page summarizes the improvement opportunities currently identified for the Community Spaces and Municipal Fleet AMP and the corrective actions planned for the next three years. A term of three years has been selected to align with the AMP deliverables detailed in O. Reg. 588/17 and summarized in Figure 1 of the AMP.

► What is the Plan-Do-Check-Act (PDCA) model?



The PDCA model is a four-step continuous improvement cycle that helps Town staff monitor performance and make incremental changes to improve the Asset Management Program.

Table 12: Improvement Plan

Opportunity	Actions	Priority
Improve completeness and accuracy of state of infrastructure data for municipal assets.	Complete condition assessments for all assets.	High
	Complete mapping of TCA data in GIS inventory for non-core assets.	High
Improve asset management processes for creation, maintenance, and disposal of asset records throughout the asset lifecycle.	Complete mapping of processes.	High
	Prepare standard operating procedures for core and non-core asset records management.	Medium
Improve maturity of level of service reporting for municipal assets.	Expand LOS definitions for core and non-core assets.	Medium
	Establish LOS targets.	High
	Formalize data gathering and reporting procedures for each LOS.	Medium
Improve maturity of risk management process.	Establish risk management committee.	Medium
	Prepare risk management register for Town of Innisfil.	High
Enhance long term financial planning for asset lifecycle.	Identify costs associated with target LOS and scenarios to achieve same.	High
Enhance strategic asset management policy.	Complete review and release of updated policy.	Low
Enhance public reporting of asset management information.	Enhance asset management content on the Town of Innisfil website.	Low
Enhance asset management links to climate change planning.	Expand climate change coverage in future updates on AMPs.	Medium