



## Built to Deliver Service

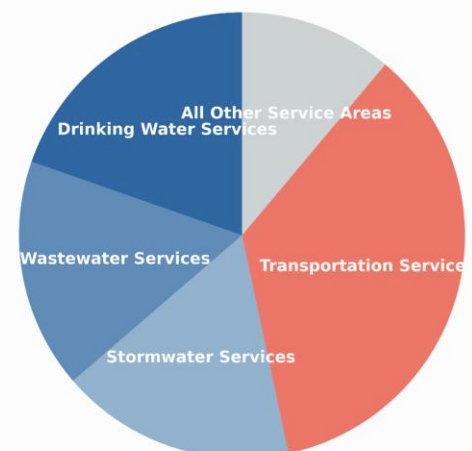
# How Asset Management Connects Us

**Infrastructure Services Education Series**  
**February 26, 2026**  
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 Program Manager, Capital Planning and Strategic Asset Management

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## Ottawa Owns a lot of Infrastructure

AMP	Total Replacement Cost
Community & Social Services	\$273,640,000
Drinking Water Services	\$18,569,930,000
Emergency & Protective Services	\$620,690,000
Government Services & IT	\$424,420,000
Greenspace & Forest Services	\$174,200,000
Library Services	\$214,070,000
Recreation & Cultural Services	\$3,857,550,000
Solid Waste Services	\$518,500,000
Stormwater Services	\$16,097,433,000
Transit	\$4,415,670,000
Transportation Services	\$33,601,590,000
Wastewater Services	\$15,761,210,000
<b>Total</b>	<b>\$94,528,903,000</b>



**Infrastructure Replacement Value by Service Area**

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# To deliver a lot of services.



**Emergency and Protective Services**  
Asset Management Plan  
Sept 2024

**Wastewater Services**  
Asset Management Plan



- ✓ Over 1 million people
- ✓ Residents, businesses, visitors
- ✓ Most days; sometimes 24/7
- ✓ Essential and non-essential
- ✓ Alone and with partners



**Library Services**  
Asset Management Plan  
May 2024

**Solid Waste Services**  
Asset Management Plan  
May 2024



# What is Asset Management?



## Strategic Alignment City of Ottawa Context

**Service Excellence** – Our assets are there to provide a service to the public. The renewal, operations and maintenance all contribute to that service delivery

**Financial Responsibility and Sustainability** – Ensure that we are getting the most out of every tax/rate dollar – now and for the future

**Public Confidence** – provides a framework to make transparent decisions based on data which supports public confidence in our ability to manage our assets and optimize service delivery

**Team Ottawa** - Integrated and comprehensive approach

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## What does Asset Management have to do with me?



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## Ottawa is an Established City

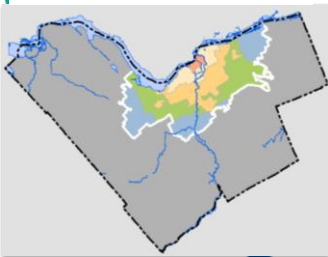


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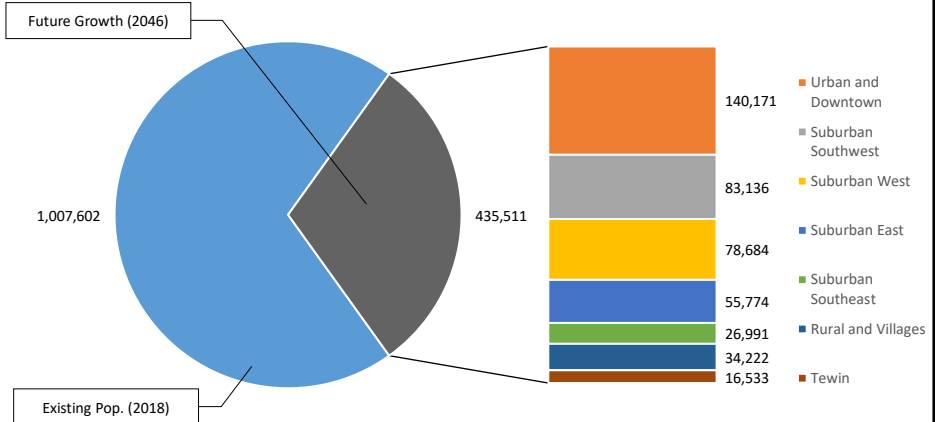
## Ottawa is a Growing City

**TRANSECT POLICY AREAS /  
SECTEURS STRATÉGIQUES DU TRANSECT**

- Downtown Core / Centre-ville
- Inner Urban / Urbain intérieur
- Outer Urban / Urbain extérieur
- Greenbelt / Ceinture de verdure
- Suburban / Suburbain
- Rural / Rural

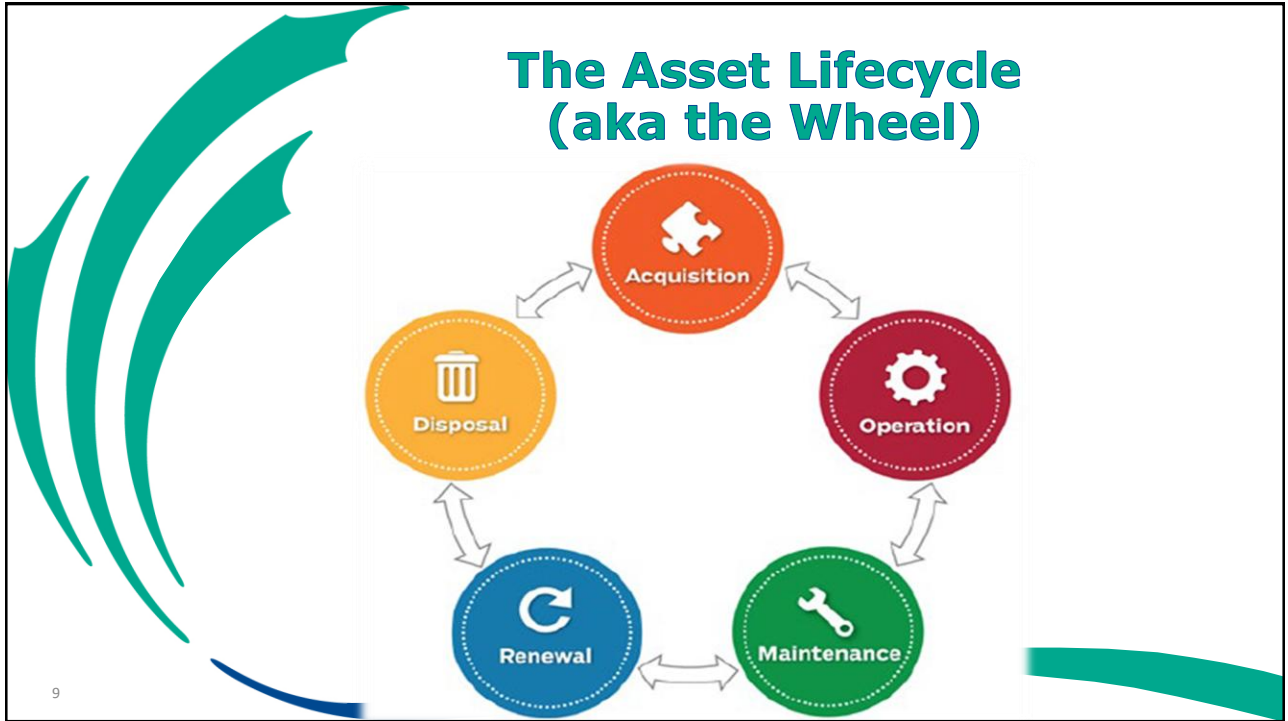


Distribution of Projected Population Growth (2018-2046)



Projections from the 2021 Official Plan

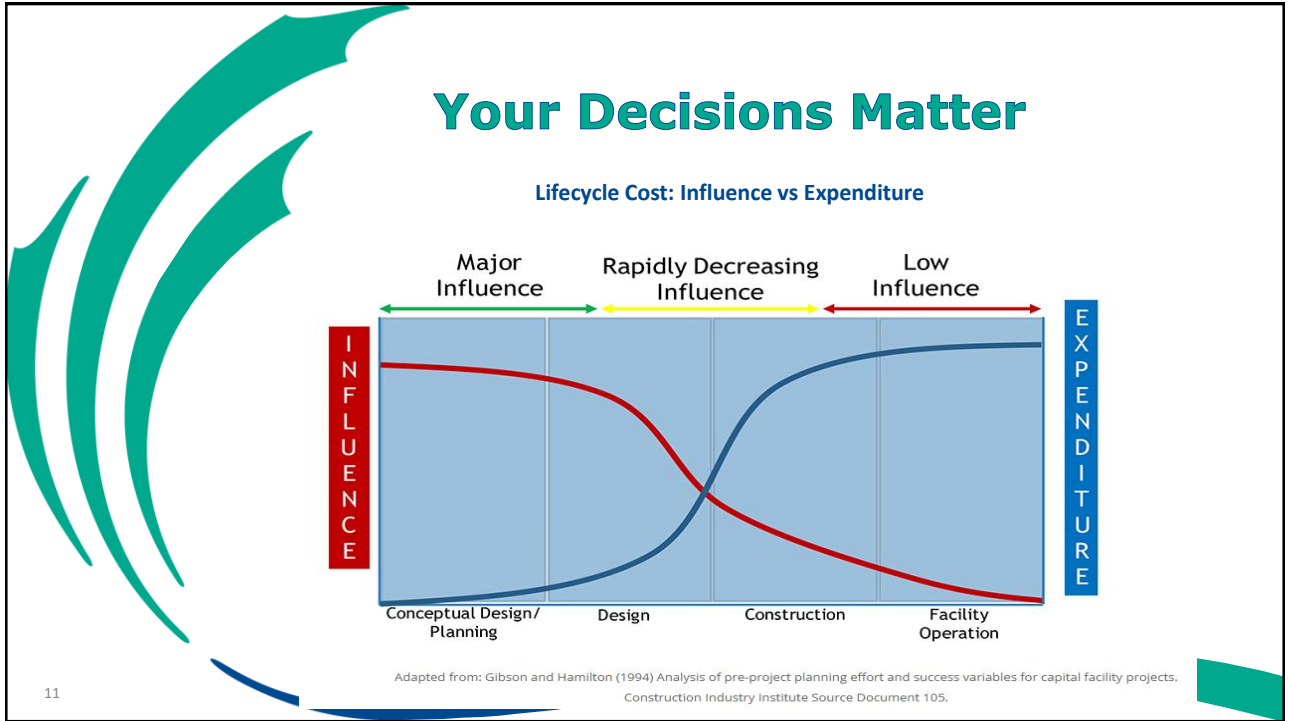
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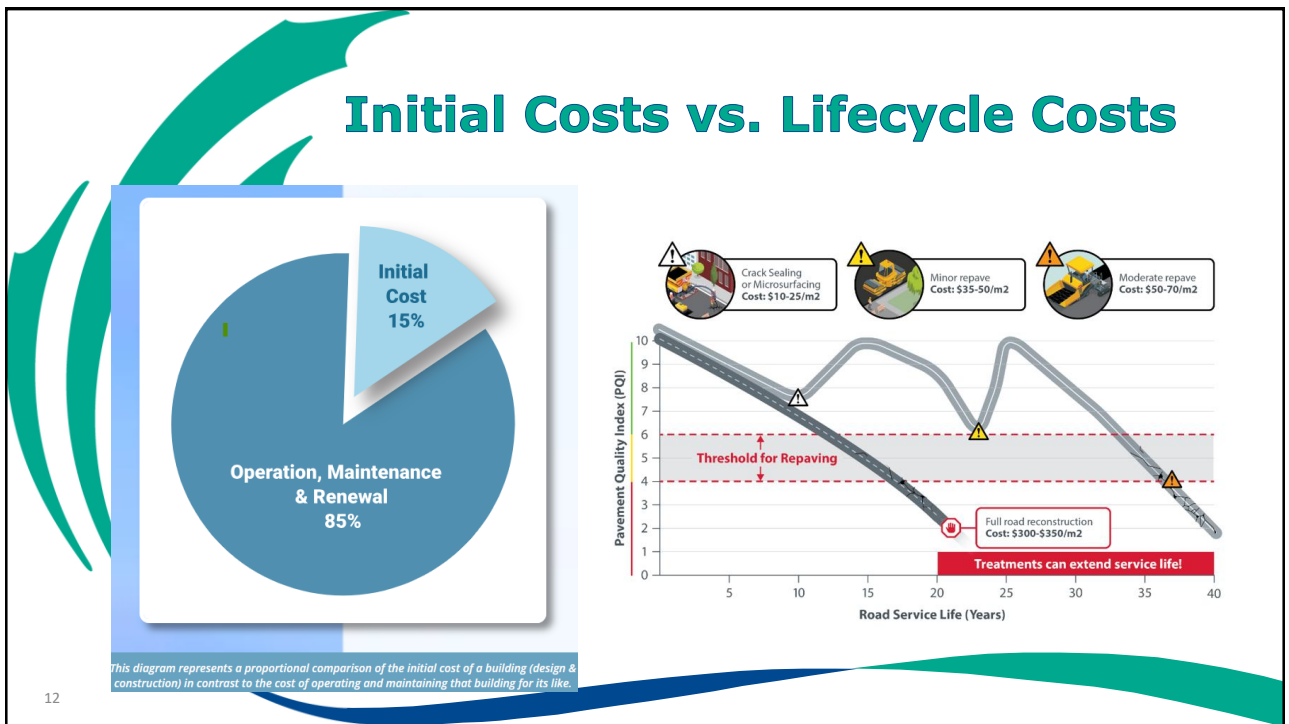


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## The Challenges

The financial sustainability of our infrastructure networks

Downward trend in asset condition and few revenue sources

Becoming increasingly reactive as assets degrade

Reactive work = disrupted service and increased cost

Demand to continue to build new infrastructure to support economic growth **and** need to keep existing infrastructure safe and functional

More to maintain, renew and operate... to deliver service.

Demand to continue to include more and more enhancements with no new money

Complete streets, accessibility, cycling infrastructure, climate change

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## The Benefits (1/2)

- **Improve cost-efficiency** and reduce costs, for example by using decision techniques that identify the lowest lifecycle cost maintenance and renewal decisions
- **Prioritise investment** to achieve maximum value, for example by using prioritisation techniques that identify the most critical projects and assets to invest in
- Improve **customer satisfaction** by better matching level of service with the customers want and are willing to pay for

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## The Benefits (2/2)

- Have more **transparency in decision-making**, allowing stronger governance and accountability
- Better **manage risk** and **build resilience** through risk and resilience strategies
- Be more **sustainable**, by having long term plans that provide equitably funded service across generations
  - Equity and Inclusion lens is being applied in Master Plans
  - Corporate Climate change vulnerability assessment to be completed

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## From LRFP to Budget The Processes

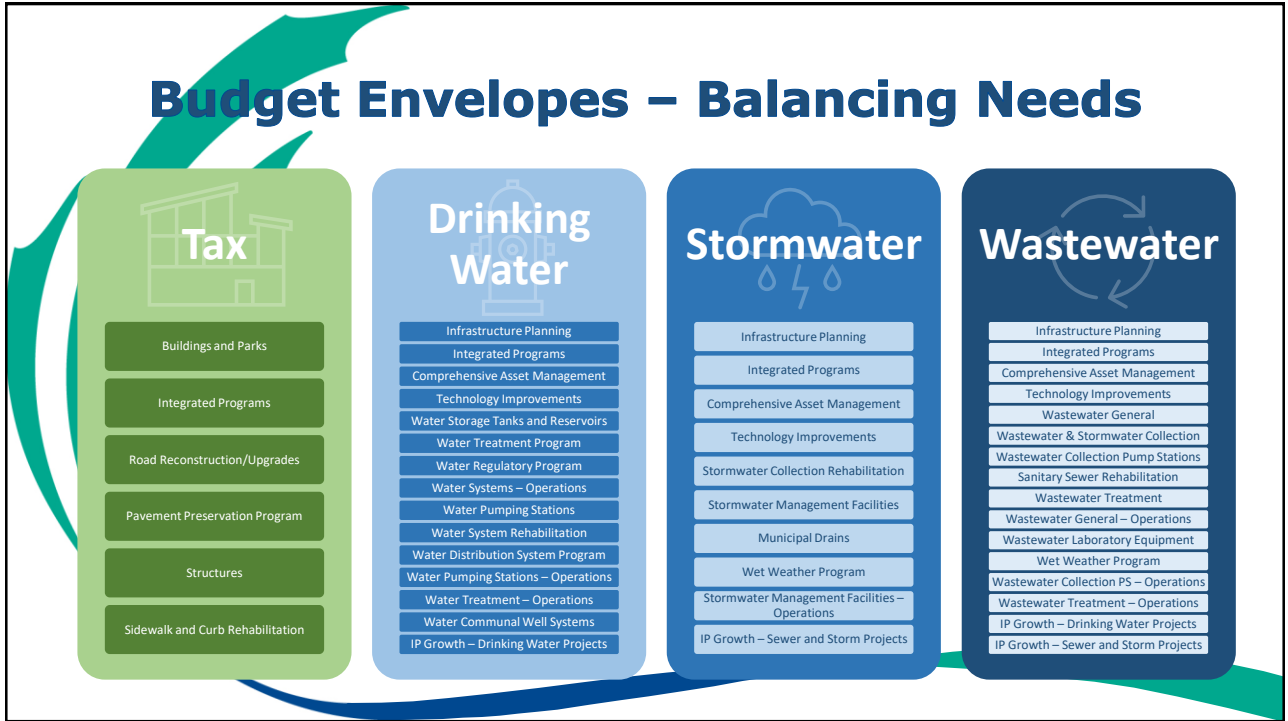



- Long-term funding plan
- Goal of updating with each term of Council
- Based on the magnitude of the compiled list of priority needs and an affordability analysis
- Envelopes are developed as part of the LRFP process and confirmed each year as part of budget direction.

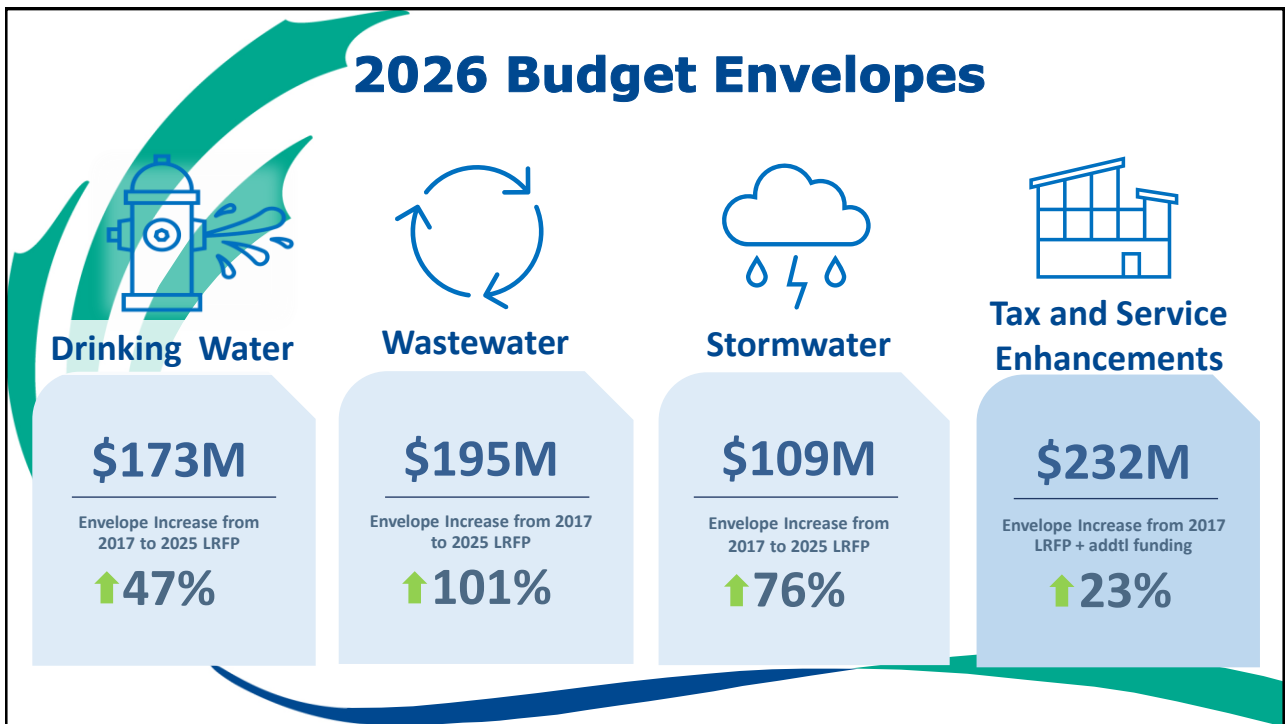
- Updated and approved on an annual basis
- A 10-year forecast is included as part of budget development, but only Year 1 is approved (other years are projected)
- Process where funding is allocated to specific accounts for spending.

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## Asset Management and You

With every project decision

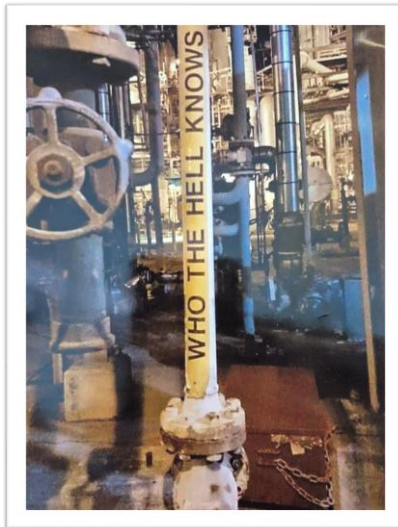
- Consider what services this asset supports
- Consider the lifecycle costs
  - Might save a dime today but cost a dollar tomorrow...
- Consider the other parts of “the Wheel”
  - How might this decision maintenance and renewal in the future?

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**When project  
hand-off goes  
poorly...**

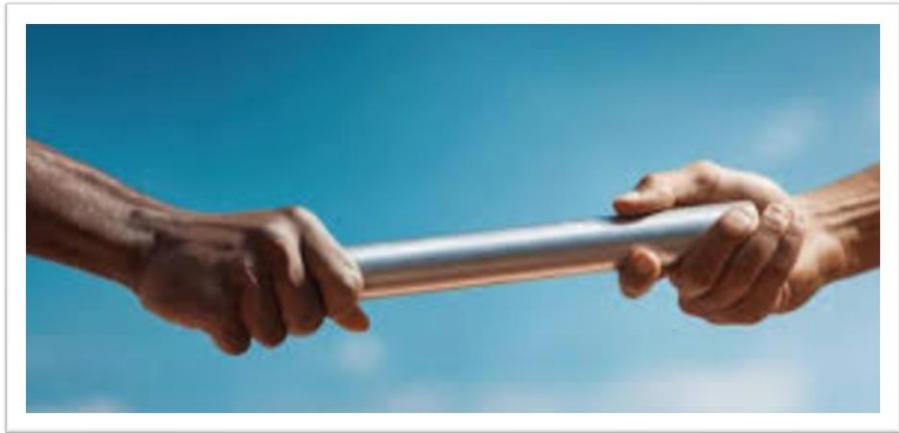
**service can  
suffer.**



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## But when it goes well...



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## We all succeed.

*With asset management in mind, we are building the City TOGETHER now...*

*To provide service for today, tomorrow, and forever.*



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