

DATE: November 4, 2019

REPORT TITLE: **ENTERPRISE ASSET MANAGEMENT PROGRAM**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

RECOMMENDATION

That the amendments to the asset classes and asset levels of service, outlined in Appendix II of the report from the Commissioner of Finance and Chief Financial Officer, titled “Enterprise Asset Management Program” be approved.

REPORT HIGHLIGHTS

- The Region of Peel's infrastructure is a public investment worth over \$29.6 billion (excludes Police and land assets).
- Peel Housing Corporation infrastructure is now fully included in the annual infrastructure assessment, and work is ongoing to support Peel Police with their asset management requirements.
- Peel's asset management program supports the Long Term Financial Planning Strategy objectives 1.2 – “Ensure the Capital Plan is sustainable” and 1.3 – “Maintain assets”.
- In 2019, on average, the Region's infrastructure is in a **‘Good’** state of repair.
- 79 percent of the infrastructure portfolios meet Council's risk management targets.
- The proposed 2020-2029 capital investment of \$2.9 billion will maintain Peel's asset portfolio in good condition.
- Council has adopted a balanced approach for infrastructure, selecting a “moderate” appetite for infrastructure risk. The current state of the infrastructure is compatible with Council's risk appetite.
- Regional Council's proactive policy of ensuring adequate revenues to support Peel's long-term infrastructure needs has well-positioned the Region of Peel to manage the risks and challenges for the foreseeable future.
- A review of the Region's asset management program identified improvement opportunities which are being implemented and phased in over several years.

DISCUSSION

1. Background

Through each Term of Council, the Region will focus on achieving outcomes that support the vision of “Community for Life”. These achievements facilitate progress in each of the areas of Living, Thriving and Leading and in turn create a place where everyone enjoys a

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sense of belonging and has access to the services they need to thrive. A key component of creating such a place is having the infrastructure to do so. Roads, water and wastewater pipes, paramedic equipment, long term care facilities and housing are all critical for ensuring a healthy, vibrant and safe community. The Region recognizes that keeping these assets in good working order is essential to providing high quality and affordable municipal services.

The Region of Peel's infrastructure is a public investment worth over \$29.6 billion (excludes Police and land assets), and the Region is committed to effective stewardship of this public asset through good asset management. Peel's Asset Management Program supports the Long Term Financial Planning Strategy objectives 1.2 – "Ensure the Capital Plan is sustainable" and 1.3 – "Maintain assets".

This report provides an update on the status of Peel's asset management program and identifies any emerging issues or opportunities.

2. Region's Asset Management Program

Enterprise Asset Management is an integral part of the Region of Peel's strategic and long-term planning practices. Introduced in 2007, the program focusses on developing sustainable plans to maintain the assets over a planning horizon that can be as long as 100 years. Guided by the principle of continuous improvement, these plans support Council's level of service targets, emerging pressures and long-term financial strategies. The Region's Asset Management program is also guided by industry best practice, as well as regulatory requirements. As such, the program is continuously evolving in order to leverage opportunities, enhance service delivery and address challenges.

a) Region's Asset Management 2019 Status Update

One of the outcomes of the Region's Asset Management Program is the annual update of the Infrastructure Status and Outlook Report. The 2019 report, attached as Appendix I, summarizes the status of the Region's infrastructure. In addition, the report also describes some of the proposed major future actions required to maintain or improve the infrastructure in order to meet Council's level of service objectives. This year's status update includes Peel Housing Corporation and is the first to do so.

b) The Region of Peel's Infrastructure Status and Outlook

Currently the Region of Peel's \$29.6 billion infrastructure portfolio, on average, is in good state of repair. The good condition is due to previous capital programs that have added and replaced many outdated and deficient assets with new, modernized infrastructure. In time, the Region's relatively new infrastructure will age and the overall condition will deteriorate. In order to maintain a good state of repair status, the Region plans to invest approximately \$2.9 billion over the next 10 years. A summary of some of the major projects slated for the next ten years have been included in the "Outlook" column of the report contained in Appendix I.

In addition to condition, 79 percent of the infrastructure portfolios are currently rated **Good** or **Very Good** in relation to Council's target of 70 percent. Rating of **Good** indicates that most assets in the portfolio are achieving the desired level of service.

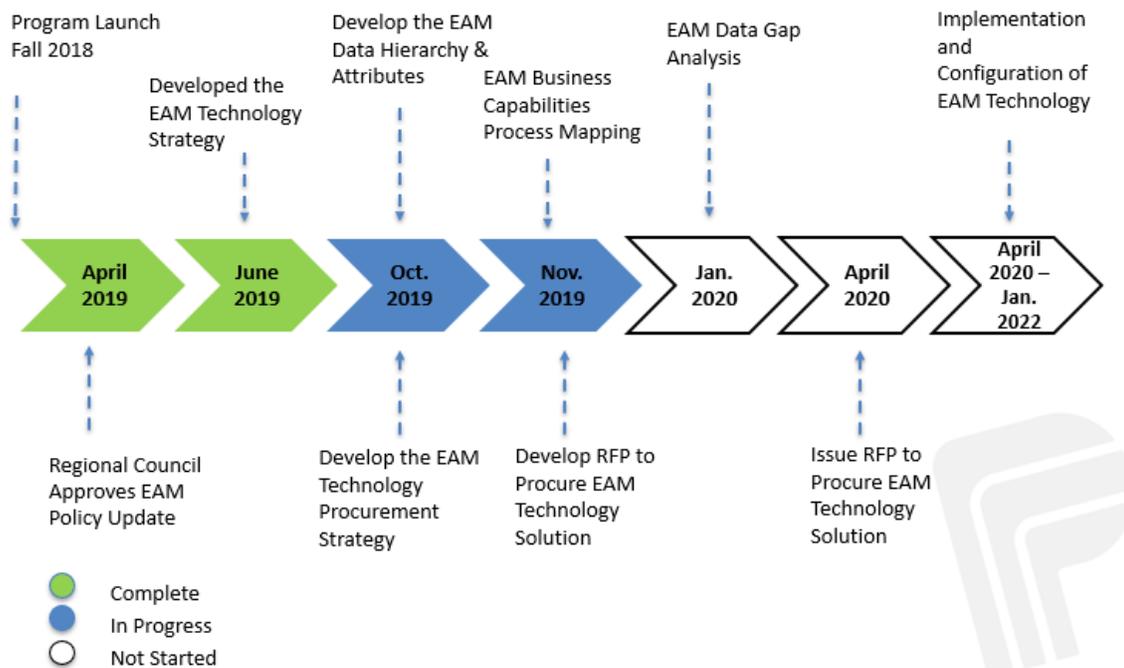
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The above two measures gauge the Region's ability to meet its service objectives. While current status of these measures is positive, over the long-term Peel's assets will age, and the size of the portfolio will grow, resulting in increased funding pressure to sustain a target asset portfolio of 'Good'.

c) Peel Asset Management Program Maturity Implementation

The Region, working with an independent consultant, has assessed and developed a plan that aligns the Region's asset management program with International standards and best practices. The result of the review, outlined in the January 10, 2019 report to Council, indicates that, while the Region has made progress, its asset management program continues to develop, and best practice activities continue to be established and entrenched in standard operating procedures. The Region's objective is to have these asset management activities fully developed and embedded in daily activities. To achieve this objective, staff have identified the key initiatives, resources and funding required. The outcome of this assessment is a multi-phase plan that enhances the Region's asset management program. As outlined in the January report to Council, the first phase of this plan was initiated in 2019 and implementation of future phases will take place over the next three years as indicated in the following figure.

EAM Technology Strategy and Roadmap



Another key pressure is climate change. The Region is experiencing more frequent and extreme events like flooding, ice storms and warming winters. These effects of climate change have necessitated that the Region address the risks to infrastructure and in turn to the community and the economy. To address these risks, it's essential that communities become more resilient. Understanding the impact of climate change and the required mitigation measures is important. As identified in the Region's Asset Management Policy

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and Climate Change Master Plan, to address this pressure, in 2020, the Region will initiate an assessment to determine the effects of climate change and corresponding infrastructure vulnerabilities in order to prioritize actions.

Building on the work completed to date and taking into consideration the significant work required for regulatory compliance, climate change adaption and continuous improvement initiatives, staff have identified the next phase requirements and have included these requirements in the 2020 budget. As part of the next phase, staff have included funding for two full time staff positions in Finance and three in Public Works. Additional contract positions will be considered for project specific implementation. The contract positions will not be required once the key initiatives of the roadmap have been completed.

d) Asset Management Regulatory Compliance

The Government of Ontario Bill 6, *Infrastructure for Jobs and Prosperity Act* is now in effect. The Region has fully complied with the first requirement of the regulation and is on track to complying with subsequent phases. As part of the compliance initiative staff incorporated Peel Housing Corporation into this annual update. Working with Peel Regional Police towards full compliance, staff will incorporate police assets into Regional reporting prior to the 2023 deadline.

e) New and Amended Asset Levels of Service and Asset Classes

The Region of Peel's asset categorizations and levels of service require amendments from time to time to respond to current challenges and opportunities. Updating the asset classes and asset levels of service improves staff's ability to evaluate and quantify asset needs and to prioritize asset management actions.

Staff have identified a number of amendments to the Region's asset classes and asset levels of service which have been reflected in the infrastructure requirements and financing recommendations of the proposed 2020 Capital Budget and Forecast. It is therefore proposed that the Region of Peel's Asset Management Policy be amended per the revisions outlined in Appendix II. Approval of the amendments to the asset levels of service and asset classes will not alter the proposed 2020 Capital Budget and Forecast. The revised asset levels of service will more appropriately reflect the Region's current and potential risk to services. They serve as a foundation for planning infrastructure improvements and ensure that newly identified capital requirements and corresponding funding is accommodated in future plans.

FINANCIAL IMPLICATIONS

The 2020 Budget will include resources to support the next phase of Peel's Asset Management program maturity, including 5 full time staff positions and a \$4 million capital project for modernizing technology solutions. The investments are primarily funded through the utility rate budget reflecting the majority of assets are water and wastewater based. Resources to support future phases of the program will be brought to Council in advance of the annual budget process.

ENTERPRISE ASSET MANAGEMENT PROGRAM**CONCLUSION**

The Region of Peel's \$29.6 billion infrastructure portfolio is rated "**Good**" in relation to Council targets and assets are currently in a good state of repair. Regional Council's proactive policy of ensuring adequate funds to support Peel's long-term infrastructure needs has positioned Peel to manage the risks and challenges of the future. Staff will continue to implement the asset management roadmap in order to ensure the sustainability of Peels infrastructure.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:

N. Polsinelli, Interim Chief Administrative Officer

APPENDICES

Appendix I – 2019 Infrastructure Status and Outlook Report
Appendix II – New/Revised Asset Classes and Asset Levels of Service

For further information regarding this report, please contact Sam Sidawi, Director, Enterprise Asset Management, extension 3627, sam.sidawi@peelregion.ca.

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2019 Infrastructure Status and Outlook Report

Maintaining the existing assets in a state of good repair and building new infrastructure which meets current and future needs is critical to the success of the Region of Peel. **The Region’s target asset level of service is to achieve an overall infrastructure status of Good.** This goal allows the Region to balance investing enough in the infrastructure to support efficient and reliable services while maintaining affordable tax and utility rates for the community.

This report outlines the current state of the Region of Peel’s infrastructure and highlights some of the organization’s major improvement priorities.

The Region Overall

Infrastructure	Status
<p>The Region owns and operates roads, bridges, buildings, pipes, fleet and equipment to support services from Housing Support to Water Supply with a replacement value of approximately \$29.6 Billion.</p> <p>Excludes Peel Regional Police managed infrastructure.</p>	<p>Risk Management Rating</p>  <p>Good</p>
Outlook	Condition Grade
<p>Over the next 10 years, the Region plans to invest approximately \$2.9 Billion to maintain the infrastructure and continue to provide high quality Regional services, contributing to a Community for Life in Peel.</p>	 <p>A B C D F</p>



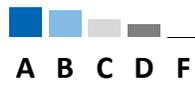
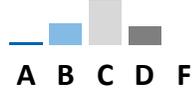
What do the symbols mean?

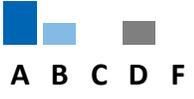
Risk Management Rating

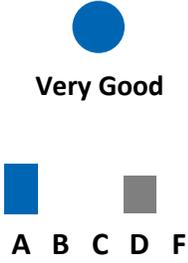
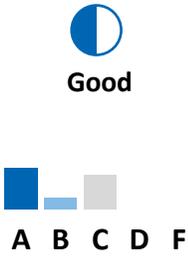
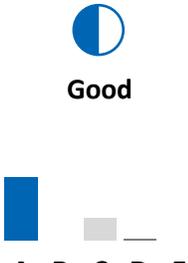
	Very Good	Almost all assets in the portfolio are achieving the desired targets
	Good	Most assets in the portfolio are achieving the desired targets
	Fair	Many assets in the portfolio are not achieving the desired targets
	Poor	Most assets in the portfolio are not achieving the desired targets
	Very Poor	Almost all assets in the portfolio are not achieving the desired targets

Condition Grade Key

	A	New or like new condition
	B	In a good state of repair
	C	Some non-critical defects; some critical repairs in the near term
	D	Some critical defects; many critical repairs in the near term
	F	Many critical defects; immediate repairs or replacement required

Service (Asset Value)	Infrastructure	Status	Outlook
Water Supply (\$11,323M) 	Two treatment plants, 14 wells, 20 pumping stations, 22 water storage facilities and 4,304 km of water pipes provide safe, reliable, high quality drinking water.	 Very Good 	The Capital Plan includes adequate reinvestments to manage the assets. Studies are underway to optimize asset reinvestments, ensuring the long-term sustainability of the Region’s distribution system and water treatment plants while maintaining the desired service outcomes.
Wastewater (\$12,497M) 	Two treatment plants, 32 sewage pumping stations and 3,667 km of sanitary sewer pipes provide safe and environmentally responsible collection and treatment of wastewater.	 Fair 	The Capital Plan includes adequate reinvestments to maintain the condition of the assets. However, enhancements to the system are required to manage the growing risks from climate change and provide the desired level of service. Expansions and rehabilitations are in progress at the Wastewater Treatment Plant, many older pumping stations and critical trunk sewers. This work will improve the operational efficiency of the system and reduce the risk of overflows and backups.
Operations Yards, Fleet and Equipment (\$98M) 	Five Public Works yards, 461 vehicles and 243 pieces of major equipment support the delivery of the Region’s services.	 Very Good 	The Capital Plan includes adequate reinvestments to manage the assets and improve the current condition. On-going redevelopments across the yard’s portfolio are being completed to support service delivery across Regional Programs.
Heritage, Arts & Culture (\$31M) 	Four Heritage facilities are home to the Peel Art Gallery, Museum and Archives, supporting and sustaining the historical and cultural fabric of Peel.	 Good 	The Capital Plan includes adequate reinvestments to manage the assets and improve the current condition. Planning is underway to address space utilization, storage and environmental needs to ensure services, archives and collections are sustained.

Service (Asset Value)	Infrastructure	Status	Outlook
<p>Waste (\$159M)</p> 	<p>Six community recycling centres, three composting and curing facilities and one material recycling facility support the safe removal of solid waste from the community and advance the achievement of our waste diversion goals.</p>	<p> Very Good</p>  <p>A B C D F</p>	<p>The Capital Plan includes adequate reinvestments to address identified infrastructure needs.</p> <p>Significant works are underway to complete a major overhaul at the Material Recovery Facility.</p>
<p>Roads and Transportation (\$2,089M)</p> 	<p>3,049 km of Regional roads, 176 bridges and large culverts, 29,303 meters of noise walls, 130 retaining walls, and two stormwater pumping stations support the movement of goods and people through an essential transportation hub for Ontario.</p>	<p> Good</p>  <p>A B C D F</p>	<p>The Capital Plan includes adequate reinvestments to manage the assets.</p> <p>Condition assessments of the stormwater system, roadside retaining walls and noise walls are being finalized. Results of these assessments will be included in future analysis and reporting.</p>
<p>TransHelp (\$6M)</p> 	<p>62 TransHelp vehicles support Peel residents in need travel within their community without barriers.</p>	<p> Very Good</p>  <p>A B C D F</p>	<p>The Capital Plan includes adequate reinvestments to manage the assets.</p>
<p>Paramedics (\$138M)</p> 	<p>17 Regional paramedic stations, 164 paramedic vehicles and 705 pieces of paramedic equipment efficiently deploy emergency medical services from strategically located hubs throughout Peel.</p>	<p> Very Good</p>  <p>A B C D F</p>	<p>The Capital Plan includes adequate reinvestments to manage the assets.</p> <p>Adaptation and improvement of emergency services will continue with the addition of new stations, fleet and equipment to meet the medical needs of a growing and aging community.</p>
<p>Long Term Care (\$229M)</p> 	<p>Five long term care centres provide long term care services and day programs to seniors, promoting quality of life, dignity, independence and community connections.</p>	<p> Very Good</p>  <p>A B C D F</p>	<p>The Capital Plan includes adequate reinvestments to manage the assets.</p> <p>Council has approved the replacement of Peel Manor as part of the <i>Long Term Care and Community Support Services Strategic Plan</i> that will provide more complete senior care services and promote opportunities for seniors to experience greater independence and more community integration.</p>

Service (Asset Value)	Infrastructure	Status	Outlook
Housing Support^{1*} (\$304M) 	Seven affordable housing buildings provide safe, accessible accommodations geared to lower income families and individuals.	 Very Good A B C D F	The Capital Plan includes adequate reinvestments to manage the assets. Reasonable and affordable rental fees ensure maintenance of the condition of housing stock over the life of the assets.
Peel Housing Corporation^{2*} (\$2,443M) 	88 affordable housing buildings provide safe, accessible accommodations geared to lower income families and individuals.	 Very Good A B C D F	The Capital Plan includes adequate reinvestments to manage the assets. The analysis is based on the most current available data. Reasonable and affordable rental fees ensure maintenance of the condition of housing stock over the life of the assets.
Homelessness Support (\$35M) 	Five homeless shelters provide 24-hour access to safe, secure, temporary living for families and individuals in distress.	 Very Good A B C D F	The Capital Plan includes adequate reinvestments to manage the assets and improve the current condition. Regular and proactive maintenance is required to maintain the facilities in good condition.
Child Care (\$9M) 	Three child care centres host private child care services for children between 18-months and five years of age and provide a range of family centred services.	 Good A B C D F	The Capital Plan includes adequate reinvestments to manage the assets and to maintain the marketability of child care centres for private operators.
Regional Office Complexes (\$238M) 	Two Regional office complexes centralize many operations and services and provide public access to Regional services and Council.	 Good A B C D F	The Capital Plan includes adequate reinvestments to manage the assets. Suite A of 10 Peel Centre Drive is 39 years old and requires extensive work to modernize and efficiently use space to remain viable to meet growing service needs.

¹ Includes Region owned assets managed by either the Region or third party.

² Includes Peel Housing Corporation (PHC) assets managed by PHC, Region of Peel is the sole shareholder.

*Excludes other social housing providers.

New/Revised Asset Classes and Asset Levels of Service

Service	Asset Class	Current Asset Level of Service (If applicable)	Proposed Change	Reason	New Asset Level of Service (if applicable)
All	All	N/A	Change the 'Program' heading to 'Service'	Alignment with Strategic Plan and Asset Hierarchy	N/A
		N/A	Change the 'Service Name' heading to 'Service Catagory'	Alignment with Asset Hierarchy	N/A
Water Supply	All	N/A	Change Service name from 'Water' to 'Water Supply'	Alignment with Strategic Plan and Asset Hierarchy	N/A
	Water Administrative Offices	N/A	New ALOS	New Asset Class	Building Condition = B (Good)
		N/A	New ALOS	New Asset Class	Building Quality and Relationship to Current Standards = C (Fair)
		N/A	New ALOS	New Asset Class	Facility Finishes and Fixtures = C (Fair)
		N/A	New ALOS	New Asset Class	Capacity and Change Adaptabilty for Program Requirements = C (Fair)
		N/A	New ALOS	New Asset Class	Building Environment and Security = B (Good)
		N/A	New ALOS	New Asset Class	Building Amenities for Service Delivery = B (Good)
		N/A	New ALOS	New Asset Class	Accessibility Features = B (Good)
	Water Treatment Automation Systems (SCADA)	N/A	New ALOS	Risk of network server failure is mitigated	Provision of redundant network components
	Ground Water Systems Automation Systems (SCADA)	N/A	New ALOS	Risk of network communicaiton failure is mitigated	Provision of redundant network components (WAN)
		N/A	New ALOS	Risk of critial SCADA component failure is mitigated	Automatic redundant infrastructure
		N/A	New ALOS	Risk of server failure is mitigated	Provision of redundant network components
		N/A	New ALOS	New Asset Class	Replace hardware before it becomes less efficient/ not compatible with systems
		N/A	New ALOS	New Asset Class	Enough Standby Power to operate for 36 hours without electricity
		N/A	New ALOS	New Asset Class	Two power feeds to the SCADA network components
		N/A	New ALOS	New Asset Class	Network is physically secured to prevent unauthorized access
		N/A	New ALOS	New ALOS	Risk of cyber attack is mitigated
	Water Pump Station Automation Systems (SCADA)	N/A	New ALOS	Risk of network server failure is mitigated	Provision of redundant network components

New/Revised Asset Classes and Asset Levels of Service

Service	Asset Class	Current Asset Level of Service (If applicable)	Proposed Change	Reason	New Asset Level of Service (if applicable)
Water Supply	Water Pump Station Automation Systems (SCADA)	N/A	New ALOS	Risk of cyber attack is mitigated	Server and switch configuration to block and detect unauthorized access
	Distribution Mains	Maintain a minimum pressure of 50 psi during maximum day demand periods	Updated Level of Service Measure: Move from Max Day to Peak Hour	Alignment with Regional Specificaitons and Ontario Design Guidelines.	Maintain a minimum pressure of 40 psi during peak hour demand periods
	Small Feeder Mains	Maintain a minimum pressure of 50 psi during maximum day demand periods	Updated Level of Service Measure: Move from Max Day to Peak Hour	Alignment with Regional Specificaitons and Ontario Design Guidelines.	Maintain a minimum pressure of 40 psi during peak hour demand periods
	Large Feeder Mains	Maintain a minimum pressure of 50 psi during maximum day demand periods	Updated Level of Service Measure: Move from Max Day to Peak Hour	Alignment with Regional Specificaitons and Ontario Design Guidelines.	Maintain a minimum pressure of 40 psi during peak hour demand periods
Wastewater	South Peel Biosolids Disposal	Backup on-site fuel supply.	Remove Level of Service	Risk mitigated by other Level of Service in South Peel Plantwide Support Systems	N/A
	South Peel - Plant Wide Support Systems	N/A	New ALOS	Risk of Power Failure is mitigated	Secondary electrical supply and standby power for all critical process and life safety assets.
	Sub Trunk Sewers	Selective twinning, diversions, storage, and real time control opportunities from Diversion Strategy	Remove Level of Service	Not an ALOS	N/A
	Trunk Sewers	Selective twinning, diversions, storage, and real time control opportunities from Diversion Strategy	Remove Level of Service	Not an ALOS	N/A
Operations Yards, Fleet and Equipment	All	N/A	Change Service name from 'Works Yards' to 'Operations Yards, Fleet and Equipment'	Alignment with Asset Hierarchy	N/A
		N/A	Change Service name from 'All Public Works Programs' to 'Operations Yards, Fleet and Equipment'	Alignment with Asset Hierarchy	N/A
Peel Living Housing Support	Peel Living High Density Affordable Housing	N/A	New ALOS	New Asset Class	Building and Site Condition = B (Good)
		N/A	New ALOS	New Asset Class	Building Quality and Relationship to Current Standards = C (Fair)
		N/A	New ALOS	New Asset Class	Facility Finishes and Fixtures = C (Fair)
		N/A	New ALOS	New Asset Class	Capacity and Change Adaptabilty for Program Requirements = C (Fair)
		N/A	New ALOS	New Asset Class	Building Environment and Security = B (Good)

New/Revised Asset Classes and Asset Levels of Service

Service	Asset Class	Current Asset Level of Service (If applicable)	Proposed Change	Reason	New Asset Level of Service (if applicable)	
Peel Living Housing Support	Peel Living High Density Affordable Housing	N/A	New ALOS	New Asset Class	Building Amenities for Service Delivery = B (Good)	
		N/A	New ALOS	New Asset Class	Accessibility Features = B (Good)	
	Peel Living Medium Density Affordable Housing	N/A	New ALOS	New Asset Class	Building and Site Condition = B (Good)	
		N/A	New ALOS	New Asset Class	Building Quality and Relationship to Current Standards = C (Fair)	
		N/A	New ALOS	New Asset Class	Facility Finishes and Fixtures = C (Fair)	
		N/A	New ALOS	New Asset Class	Capacity and Change Adaptability for Program Requirements = C (Fair)	
		N/A	New ALOS	New Asset Class	Building Environment and Security = B (Good)	
		N/A	New ALOS	New Asset Class	Building Amenities for Service Delivery = B (Good)	
		N/A	New ALOS	New Asset Class	Accessibility Features = B (Good)	
	Peel Living Low Density Affordable Housing	N/A	New ALOS	New Asset Class	Building and Site Condition = B (Good)	
		N/A	New ALOS	New Asset Class	Building Quality and Relationship to Current Standards = C (Fair)	
		N/A	New ALOS	New Asset Class	Facility Finishes and Fixtures = C (Fair)	
		N/A	New ALOS	New Asset Class	Capacity and Change Adaptability for Program Requirements = C (Fair)	
		N/A	New ALOS	New Asset Class	Building Environment and Security = B (Good)	
		N/A	New ALOS	New Asset Class	Building Amenities for Service Delivery = B (Good)	
		N/A	New ALOS	New Asset Class	Accessibility Features = B (Good)	
	Regional Office Complexes	All	N/A	Change Service name from 'Enterprise Support' to 'Regional Office Complexes'	Alignment with Strategic Plan and Asset Hierarchy	N/A
	TransHelp	TransHelp	N/A	Change Service name from 'Accessible Transportation' to 'TransHelp'	Alignment with Strategic Plan and Asset Hierarchy	N/A
	Waste	All	N/A	Change Service name from 'Waste Management' to 'Waste'	Alignment with Strategic Plan and Asset Hierarchy	N/A
		Leachate Collection System (Pumping Stations)	N/A	Change Asset Class name	To better reflect the assets under this asset class	Pumping and Treatment System
		Pumping and Treatment System	N/A	New ALOS	Risk of Power Failure is mitigated	Standby Power meets MECP (Ministry of Environment, Conservation and Parks) guidelines

New/Revised Asset Classes and Asset Levels of Service

Service	Asset Class	Current Asset Level of Service (If applicable)	Proposed Change	Reason	New Asset Level of Service (if applicable)
Waste	Gas Collection Automation Systems (SCADA)	N/A	New ALOS	Risk of network communication failure is mitigated	Provision of redundant network components (WAN)
		N/A	New ALOS	Risk of critical SCADA component failure is mitigated	Automatic redundant infrastructure
		N/A	New ALOS	Risk of server failure is mitigated	Provision of redundant network components
		N/A	New ALOS	Risk of cyber attack is mitigated	Server and switch configuration to block and detect unauthorized access
	Public Offices	N/A	Remove Asset Class	Facilities under Public Offices were reclassified as Administrative Offices	N/A
	CRC Facilities Site Elements	N/A	New ALOS	New Asset Class: Waste Management Facilities Site Elements is split into CRC Facilities Site Elements and Heavy Industrial Site Elements	Building and Property Condition = B (Good)
	Heavy Industrial Facilities Site Elements	N/A	Change Asset Class name	Waste Management Facilities Site Elements is split into CRC Facilities Site Elements and Heavy Industrial Site Elements	Building and Property Condition = B (Good)
Paramedics Fleet & Equipment	Conveyance Equipment	N/A	Remove Asset Class	Move assets under Conveyance Equipment to Medical Equipment, as they impose same risk to services	N/A