

2024

# RBC Place London Asset Management Plan

City of London

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RBC PLACE  
LONDON



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## Acknowledgement

### Land Acknowledgment

We acknowledge that RBC Place London resides on the traditional lands of the Anishinaabeg, Haudenosaunee, Lūnaapéewak and Attawandaron. We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee. This land continues to be home to diverse Indigenous people (First Nations, Métis, and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. As representatives of the people of the RBC Place London, we are grateful to have the opportunity to work and live in this territory.

### Staff Acknowledgment

The Corporate Asset Management office would like to acknowledge the efforts of the RBC Place London staff for the effort and support they put forth to help accumulate the data and develop the findings of this Asset Management Plan. We are also sincerely thankful to the RBC Place London Board and City Council for their support.

## City of London Council (2022-2026)

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## Section 1. Executive Summary

Summary	Maintain Current LOS	Achieve Proposed LOS
Replacement Value (\$millions)	\$107.6	\$107.6
Cumulative 10-Year Infrastructure Gap (\$millions)	\$11.6	\$13.6
Infrastructure Gap as a Percentage of Replacement Value	10.75%	12.60%

## 1.1: 2024 RBC Place London Asset Management Plan Introduction

The RBC Place London (RBC Place) infrastructure systems represent one of the critical backbones of providing economic impact, supporting local business, and driving tourism visitations to our community. Being nationally recognized as a community connector, adding vibrancy to London's downtown and supporting the City as an economic driver comprises RBC Place London's strategic vision.

This Asset Management Plan (AMP) is designed to support the management of RBC Place's infrastructure assets in a way that connects strategic RBC Place, City of London, and community economic, social, and entertainment objectives to day-to-day and long-term infrastructure investment decisions. This is accomplished by:

- Aligning with the regulatory landscape, by meeting the requirements of Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17), and positioning RBC Place for capital grant funding applications.
- Understanding the current state of the infrastructure systems (value, quantity, age, condition, etc.).
- Measuring and monitoring levels of service (LOS) to quantify how well infrastructure systems are meeting expectations.
- Communicating asset lifecycle management activities (e.g., how infrastructure is operated, maintained, rehabilitated, and replaced).
- Determining the optimal costs and reinvestment rates of the asset lifecycle activities split between those that maintain current LOS and those that achieve proposed LOS;

- And as necessary establishing an infrastructure gap financing strategy to fund the expenditures that are required to meet RBC Place London's Board (Board) approved LOS and associated lifecycle activities.

Key findings of the 2024 RBC Place AMP are:

- There are \$107.6 million dollars of infrastructure assets under RBC Place management;
- Overall, these assets are in Good condition;
- Cumulative 10-year maintain current LOS and achieve proposed LOS infrastructure gaps of \$11.6 million and \$13.6 million, respectively, exist; and
- The average planned budget for 2023-2032 (based on the 2023 annual budget update) represents a reinvestment rate of 0.7%, which is less than the recommended average maintain current LOS and achieve proposed LOS reinvestment rates of 2.1% and 2.5%, respectively.

A summary of these results is presented in the following tables and figures:

- Table 1.1 summarizes the infrastructure gaps and presents them as a percentage of RBC Place's infrastructure assets replacement value;
- Figure 1.1 summarizes the overall condition distribution of the assets between those that are in Very Good to Very Poor condition;
- Figure 1.2 shows the optimal maintain current LOS and achieve proposed LOS expenditures compared to planned budget and additional reserve fund availability, and the resulting infrastructure gaps;
- Table 1.2 presents the reinvestment rates for planned budget, maintain current LOS, and achieve proposed LOS.

Table 1.1 2024 AMP Summary Information

Summary Information	Maintain Current LOS	Achieve Proposed LOS
Replacement Value (\$millions)	\$107.6	\$107.6
10-Year Infrastructure Gap (\$millions)	\$11.6	13.6
Infrastructure Gap as a Percentage of Replacement Value	10.75%	12.60%

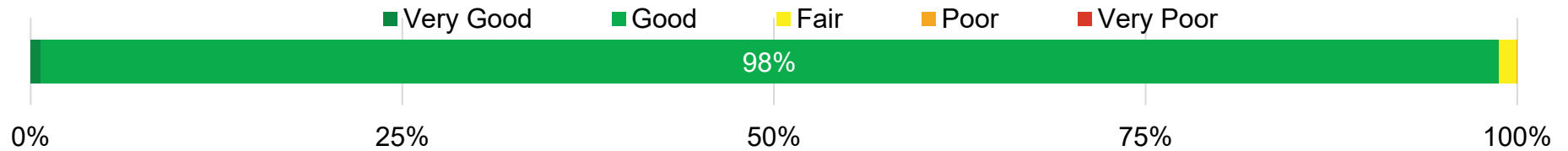


Figure 1.1 Overall Condition

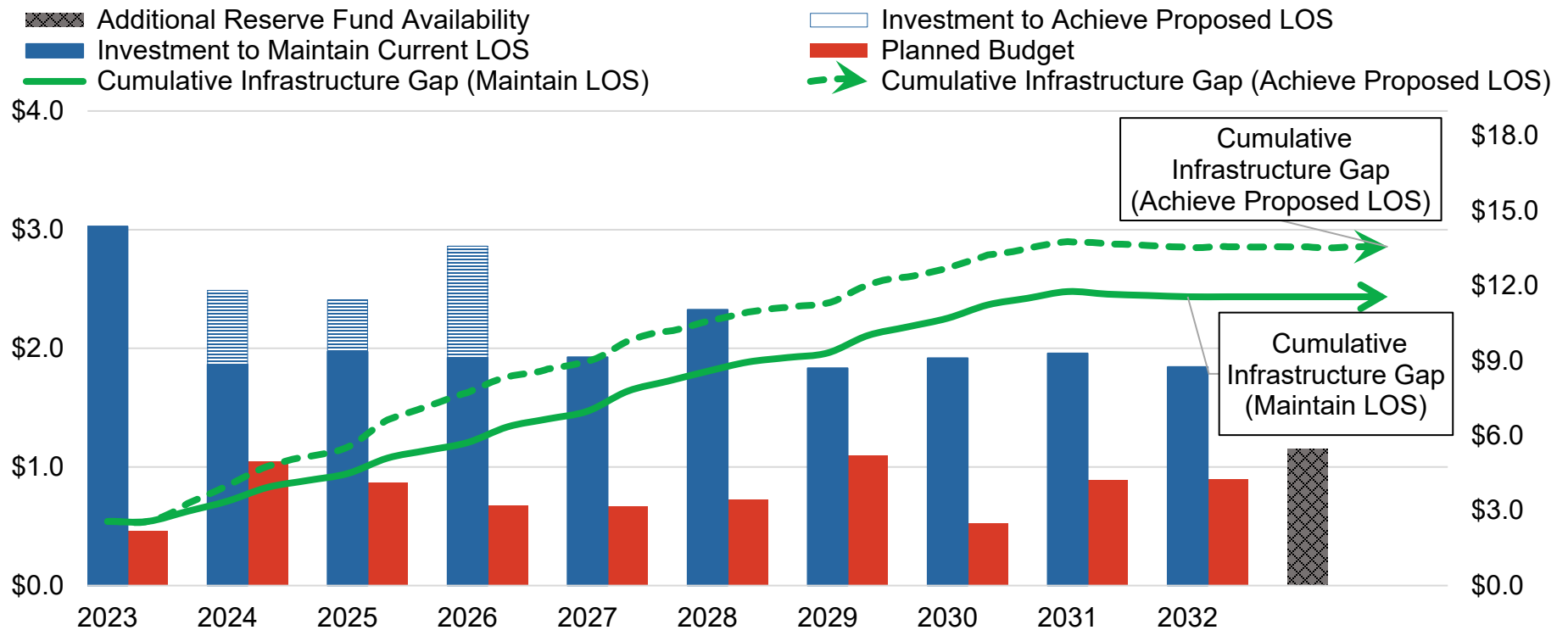


Figure 1.2 10-Year Planned Budget, LOS Investments and Infrastructure Gaps (millions)

Table 1.2 Approved Budget, Maintain Current LOS, and Achieve Proposed LOS Annual Reinvestment Rates

Current Annual Reinvestment Rate (Planned Budget)	Maintain Current LOS Recommended Annual Reinvestment Rate	Achieve Proposed LOS Recommended Annual Reinvestment Rate
0.7%	2.1%	2.5%

## 1.2: Summary of Asset Management Plan Structure

The AMP is designed to provide the reader with a strong functional knowledge of the basis of this report along with the process and data behind the development and results. This is achieved through the following report structure:

- **Introduction** section provides an overview of the provincial and municipal policies that govern asset management reporting requirements and the City’s Corporate Asset Management (CAM) Program as well as a summary of the various components of the AMP that culminate together to provide meaningful information that supports asset and budget decisions.
- **Detailed Asset Management Plan** section summarizes the existing asset inventory, its replacement value, condition, age distribution, and how RBC Place stores its asset data. This section then explores the LOS delivered by the assets, the associated lifecycle management strategies, and activities, and concludes with an analysis of the identified infrastructure gaps and supporting financing strategies.
- **Conclusion and Recommendations** section outlines the findings and observations made throughout the AMP development and reporting process and establishes the recommendations that will be used to guide future asset management activities, subject to Board approval.
- **Appendix A. O.Reg.588/17 Asset Management Plan Requirements** section encompasses a detailed mapping

of the legislated requirements to the various sections and/or sub-sections of this AMP.

## 1.3: Executive Summary Conclusion and Recommendations

### Conclusion

Based on RBC Place staff input and asset data, the RBC Place AMP is a tactical outcome of the City’s CAM Program, outlining RBC Place’s plan to manage its \$107.6 million worth of infrastructure, and the required investments in existing infrastructure to meet maintain current LOS and achieve proposed LOS objectives. There are no easy solutions to how the entire infrastructure system works together to achieve an optimal delivery of event management and hosting services. But this AMP, among other RBC Place strategic documents, helps to identify the additional efforts required to address the reported infrastructure gaps.

The 2023 maintain current LOS infrastructure gap of \$2.6 million compared to a \$107.6 million asset base is considered a well managed gap. There is no current 2023 achieve proposed LOS gap as such proposed investments commence in 2024 to align with the City’s 2024-2027 Multi-Year Budget (MYB). However, the cumulative 10-year maintain current LOS and achieve proposed LOS gaps of \$11.6 million and \$13.6 million require monitoring. This growth in the infrastructure gaps has the potential to escalate beyond RBC Place’s ability to manage services effectively. As there is no intent to allow this to occur, further action is needed to address both the understanding and forecasted growth of the gaps.

Choices are available as to how RBC Place manages the infrastructure gaps:

- RBC Place can continue to deliver services at their current or proposed levels by committing to make required investments thereby mitigating or even eliminating the infrastructure gaps. This funding can come from either tax supported or non-tax supported sources of financing. However, funding sources are limited, thus, RBC Place must continue to manage its services in an affordable manner with due regard to market prices and staff impacts.
- Paying for the gaps is not the only opportunity. In rare cases, RBC Place can reduce LOS to match its ability to pay. However, there may be an unwillingness to give up services currently enjoyed and a strong desire to improve services especially when considered in the context of the ability for London to be a drawing card to host major events.
- A third opportunity for RBC Place is to find more efficient and effective ways of delivering services, including changing the asset mix that supports service delivery. When possible, RBC Place strongly supports this direction and regularly invests in improvements. One element of this third approach is the work underway to enhance asset management practices.

Overall, RBC Place has a long-standing practice of pursuing all possible means to achieve service delivery goals and has been reasonably successful delivering quality services. In effect RBC Place adopts a blend of the three approaches outlined and is continuously seeking to improve these strategies.

### **Recommendations**

The City's CAM Program is founded on the principle of continuous improvement with the object of increasing line-of-sight quality of data/information and the tools and techniques that are used to inform services and asset management decision-making. This increased quality will lead to greater confidence in the analysis documented and decisions formed through the AMP and supporting processes.

The Recommendations section of this AMP outlines administrative projects that will enhance the management of and reporting against RBC Place's \$107.6 million worth of infrastructure assets. These recommendations are structured to address short- and long-term asset management objectives and are categorized according to distinct asset management knowledge areas.

Each of these recommendations will be completed with leading support from the City's CAM staff per the approved asset management service level agreement. There are no additional funding needs associated with the completion of these administrative projects (i.e., initial projects will be completed leveraging existing staff and other resources).





## Section 2. Introduction

## 2.1: Supporting RBC Place London Goals Through the Corporate Asset Management Program

RBC Place London infrastructure systems support a range of event management services that enable residents, businesses, City of London tourists, guest, and partners to have a joyful and engaging experience in the City. These service delivery results are based on RBC Place’s strategic community and organizational objectives established through the RBC Place Strategic Plan, which outlines the mission, vision, and values that guide RBC Place in a way that aligns with the core values of our community. The 2024 RBC Place Strategic Plan summarizes these objectives as follows:

### Our Mission

RBC Place London attracts and hosts meaningful experiences, which connects communities, adds vibrancy, and generates an economic benefit for London in a fiscally responsible and sustainable way.

### Our Vision

RBC Place London is nationally recognized as a community connector, adding vibrancy to London’s downtown, and supporting the City of London as an economic driver.

The City’s CAM Program is designed to enhance the management of the infrastructure assets (both City of London and Agencies, Boards, and Commissions assets) in a way that connects strategic objectives to day-to-day decisions related to when, why, and how investments are made into infrastructure systems. Like the strategic planning and budgeting processes, this is an iterative process that continuously improves through

each cycle. For further information regarding the CAM Program refer to the City’s CAM Policy<sup>1</sup>.

This AMP was developed through the City’s CAM Program based on an approved Service Level Agreement between RBC Place and the City. By following this development process the AMP achieves the following:

- Sets out the plan for managing the infrastructure assets to ensure they can provide services at levels that meet the community and Board approved objectives.
- Forecasts the expected impact that the 2023 annual budget update, inclusive of 2023-2032 capital plan (hereon referred to as “planned budget”), will have on the state of the infrastructure assets.
- Understanding of the changes in lifecycle strategies and associated risks if there are funding gaps between the planned budget and the expenditures required to maintain current LOS or achieve proposed LOS.
- Fulfill O. Reg. 588/17 mandated requirements and maintain eligibility for current and future other levels of government capital funding programs.

## 2.2: Provincial Asset Management Planning Requirements

This AMP builds upon existing RBC Place asset management activities and leverages others that have been developing since the establishment of the City’s CAM department and CAM Program. London’s legislated asset management journey began in 2008 when Canada’s Public Sector Accounting Board (PSAB)

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<sup>1</sup> CAM Policy <https://london.ca/council-policies/corporate-asset-management-policy>

established new requirements for municipalities to practice tangible capital asset (TCA) accounting. This accounting process resulted in the development of the first comprehensive inventory of all assets owned by the City (both directly and non-directly owned assets). In 2012, the Province then published 'Building Together: Guide for Municipal Asset Management Plans' to encourage and support municipalities in Ontario to develop AMPs in a consistent manner.

Building Together outlines the information and analysis that municipal asset management plans are to include and was designed to provide consistency across the province for asset management. To encourage the development of AMPs, the Provincial and Federal governments began to frequently make AMPs a prerequisite to accessing capital funding programs.

In 2015, Ontario passed the 'Infrastructure for Jobs and Prosperity Act', which affirmed the role that municipal infrastructure systems play in supporting the vitality of local economies. After a year-long industry review process, the Province created O. Reg. 588/17 under the *Infrastructure for Jobs and Prosperity Act*. O. Reg. 588/17 further expands on the Building Together guide, mandating specific requirements for municipal asset management policies and AMPs.

Among others, these requirements mandated:

- Municipalities to complete Council approved and publicly available AMPs for all assets presented on the consolidated financial statements, excluding Joint Water Boards. It is noted RBC Place financial are consolidated within the City's financial statements. The following dates are provincially required:
  - By July 1, 2024, the O. Reg. 588/17 requires an AMP that documents the current LOS being provided, the costs to maintain them, and the financing strategy to

fund the expenditures necessary to maintain current LOS for all infrastructure systems in the City.

- By July 1, 2025, the O. Reg. 588/17 requires an AMP that documents the current LOS being provided and the costs to maintain them, the proposed LOS, and the costs to achieve them, and the financial strategies to fund the expenditures necessary to maintain current LOS and achieve proposed LOS for all infrastructure systems in the City.
- That these AMPs be updated annually and comprehensively reviewed and updated every 5-years.

For a complete reconciliation and mapping of how this AMP complies with all O. Reg. 588/17 requirements (both July 1, 2024, and July 1, 2025, requirements) see Appendix A. O.Reg.588/17 Asset Management Plan Requirements.

### 2.3: Developing the Asset Management Plan

This AMP is the culmination of efforts from staff across RBC Place who are involved with managing infrastructure assets, including senior leadership, finance staff, technical staff involved with planning and executing the construction and maintenance of infrastructure assets, and on-the-ground staff who operate and maintain infrastructure assets.

Through this collaborative development process the AMP addresses the following questions:

- What do we own and why?
- What is it worth?
- What condition is it in?
- What are its current and proposed service levels?
- What activities do we employ to manage the assets?
- What does it all cost?

A more modern asset management question is also to ask, “Is this asset providing the community the service it expects and is willing to pay for?”

To answer these questions as best as possible, the CAM Program and this AMP are structured based on several interdependent development strategies that support answering or providing insight into the responses to these questions.

These development strategies and processes (steps) are categorized as:

- State of Local Infrastructure
- Levels of Service
- Asset Lifecycle Management Strategy
- Forecasted Infrastructure Gaps and Financing Strategies
- Discussion and Conclusion

To enhance readers understanding of the data and information presented, the following explanations are provided regarding each development strategies purpose, processes, and results.

### 2.3.1: State of Local Infrastructure

The State of Local Infrastructure is the initial building block of the AMP and is intended to provide the following information:

- Inventory of assets – What do we own?
- Valuation of assets (replacement value) – What is it worth?

- Age and expected useful life of assets – How old is it and when does it need to be replaced?
- Condition of assets – What Condition is it in?

This information is a fundamental building block of an AMP and RBC Place inform future management of infrastructure assets based on individual and collective needs.

It is important to note replacement values seek to utilize best available information to identify all asset costs associated with replacing assets. As such this AMP reflects capital financing pressures that go beyond what can be accommodated in the RBC Place 2023-2032 planned budget.

A sample of the capital financing pressures captured in the AMP are:

- Inflation - the rising cost of goods and services can put additional strain on the budget for infrastructure projects to maintain current LOS,
- Climate – addressing the impact of climate change and implementing climate-related initiatives can require significant financial resources,
- Achieve Proposed LOS – meeting the desired LOS may require additional investments in existing or new infrastructure, and
- Aging Infrastructure – the need to upgrade or replace versus rehabilitating aging assets can contribute to capital financing pressures.

By acknowledging capital financing pressures and considering both current and future challenges, the AMP sets the foundation for strategic infrastructure planning and RBC Place to prioritize and address infrastructure needs effectively.

### 2.3.2: Levels of Service

Asset related LOS are specific parameters that describe the extent and quality of asset related services; they are not an exhaustive presentation of all service levels provided to the community. These LOS link an asset's performance to target performance goals associated with RBC Place's strategic plans, budgets, and other relevant policies and reports. Additionally, in accordance with O. Reg. 588/17 requirements, these LOS are quantified and reported between the costs to maintain current LOS and achieve proposed LOS, which are defined as:

- **Maintain Current LOS** – is defined as the persistent efforts of an organization to manage its assets through comprehensive lifecycle activities and effectively allocating necessary financial resources with the aim of consistently delivering its services at the current established service levels.
- **Achieve Proposed LOS** – is defined as the strategic initiatives undertaken by an organization to modify its service levels represented in a new proposed standard of service provision. This could involve modifying the condition, scope, or accessibility of the services beyond their current levels, based on strategic goals (e.g., regulatory requirements, master plans, other Board approved targets, etc.). The achievement of these proposed service levels may require changes in quantity of assets and/or frequency and scope of asset related lifecycle activities.

LOS metrics are organized in a hierarchical manner. At the forefront are the direct LOS metrics, which serve as the primary benchmarks. From these, we can provide clear lines-of-sight to determine the cost to maintain current LOS and achieve proposed LOS. Next in line are the related LOS metrics. These

are closely tied to the direct LOS metrics due to their primarily formal relationship. However, pinpointing their associated costs can be more intricate.

Overall, RBC Place strives to provide services to the community that are accessible, cost efficient, provide customer satisfaction, demonstrate environmental stewardship, reliable, and safe, with suitable scope. As shown in Figure 2.1, to obtain a desired LOS, RBC Place faces a complex trade-off challenge, which includes three parameters: Cost, LOS, and Risk.

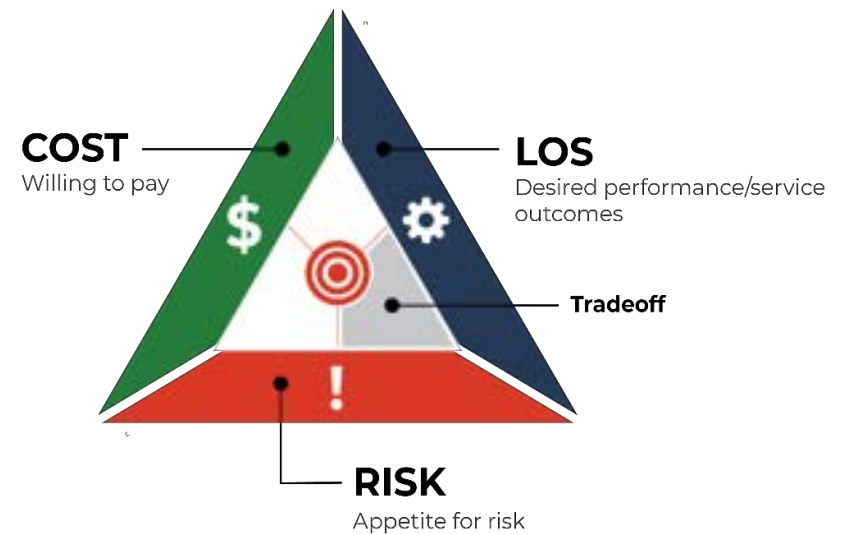


Figure 2.1 Trade-off Cost, Risk, and LOS

### 2.3.3: Asset Lifecycle Management Strategy and Activities

The asset lifecycle management strategies are the set of planned actions that will enable the assets to provide the approved LOS in a sustainable way, while managing risk, at the lowest lifecycle cost possible.

This part of the AMP describes the asset lifecycle activities applied to the assets. This includes the typical practices and actions, and risks associated with each asset activity. From here three scenarios that forecast the condition profile of the asset portfolio based on planned budget, the required budget to maintain current LOS, and the required budget to achieve proposed LOS are provided.

### 2.3.4: Forecasted Infrastructure Gaps and Financing Strategies

In this part of the AMP identified infrastructure gaps are summarized and illustrated in both table and figure format. The infrastructure gaps are a dollar amount based on the difference between:

- The amount of money that needs to be spent on assets to maintain current LOS and achieve proposed LOS for the community, and
- The amount of funding presently identified in the planned budget and capital reserve fund over a 10-year period (2023-2032).

In other words, what RBC Place plans to spend versus what the asset needs are. Ideally, the infrastructure gaps decline over time as greater investments are made to replace older infrastructure, to improve the condition of infrastructure, to minimize the risks associated with failing assets, and to acquire new infrastructure.

Next are the infrastructure gap financing strategies, which set out the approach to ensuring that appropriate funds are

available to facilitate the delivery of infrastructure dependent services. These strategies are meant to strengthen current budgeting processes by reinforcing a long-term perspective on the impact of providing various asset-related LOS and the required investments versus the affordability to the community, which is consistent with the outcomes and expected results of the 2024 RBC Place Strategic Plan and 2023-2027 City of London Strategic Plan.

### 2.3.5: Discussion and Conclusion

The discussion part of the AMP looks at current and future opportunities and challenges associated with addressing infrastructure gaps. This discussion includes opportunities and challenges that are both in and outside of the control of RBC Place and Board. Among others, this includes consideration of the following:

- Service delivery characteristics,
- Cost pressures, and
- Growth and service improvement planning.

The final element of the detailed AMP is the conclusion section. In this section the results are summarized and to facilitate interpretation of the AMP data accuracy and data reliability ratings with supporting commentary are provided. The goal is to transparently provide the reader with knowledge of the validity and limitations of the information provided and to highlight continuous data improvement plans.

## 2.4: Assumptions and Limitations

As previously stated, this AMP is designed to enhance the management of RBC Place infrastructure assets in a way that connects strategic objectives to day-to-day decisions related to when, why, and how investments are made into infrastructure systems. However, all AMPs are developed within the context of various assumptions and limitations.

The following points summarize the assumptions and limitations of this AMP:

- The scope of this AMP covers the assets directly owned by RBC Place as of December 31, 2022, and associated planned budgets approved in the 2023 annual budget update. Thus, timing differences exist between when this AMP was developed versus current 2024-2027 MYB approvals. Based on O. Reg. 588/17 requirements these differences are permissible and are minimized through the AMP annual update process as well as the CAM Program continues to explore opportunities to limit such timing differences.
- This AMP is compliant with the July 2024 and July 2025 requirements of O. Reg. 588/17 in that it encompasses both maintain current LOS and achieve proposed LOS as well as associated forecasted infrastructure gaps and supporting financing strategies.
- The AMP addresses condition information in three ways:
  - Condition may be technically assessed and reported on in a quantifiable technique. This method is the most accurate and most expensive (e.g., facilities condition);
  - Condition may be assumed based on age and estimated useful life; and
  - Finally, condition may be based on the expert opinion of staff using the asset.
- Unexpected events (e.g., severe storms attributed to climate change, etc.) will not disrupt infrastructure replacement and renewal projects over the period of analysis.
- The planned budget and expected reserve fund availability will occur as planned over the period of analysis.
- RBC Place is not listed within the current City 2021 Development Charges Background Study and as such

growth budgets and implications are excluded from this analysis.

## Section 3. Detailed Asset Management Plan





### 3.1: State of Local Infrastructure

#### 3.1.1: Asset Inventory and Valuation

RBC Place London, which opened in 1993, believes in creating the ultimate experience for guests. These experiences can range from trade & consumer shows, weddings, conferences, conventions, meetings, and special events (staff parties, fundraising galas, holiday celebrations, etc.). Some notable community event examples at RBC Place include London Comic Con, the 2019 JUNO Awards Gala, London Chamber of Commerce Business Achievement Awards and State of the City Mayoral Addresses.

The infrastructure required to host such gatherings includes a multilevel facility with 70,000 square feet of meeting, conference, and exhibition space maintained and operated by courteous and skilled staff. The second floor offers a 33,000 square foot ballroom space, with fourteen breakout rooms available on the first floor. The newly refurbished King Street Patio can host up to 700 guests for outdoor concerts or cocktail receptions.

The assets required to allow these events have an approximate replacement value of \$107.6 million. This primarily relates to the RBC Place building and sitework, but also includes a variety of furniture and equipment (chair, tables, staging assets, linens, etc.), IT equipment, and culinary assets (Buffet Equipment, Refrigeration, Ovens, Shelving, Smallware, China, Flatware, Glassware, Holloware, etc.).

Each asset is managed and maintained to meet the highest level of comfort, quality, and enjoyment for guests and staff.

Table 3.1 summarizes the assets by type, inventory, quantity, and replacement values. The asset replacement values have been identified using different RBC Place databases including J.D. Edwards, VFA Facilities Management software, Momentus event management software, 3<sup>rd</sup> party evaluations, and internal expert opinion. These replacement values aim to capture current market prices for the full replacement of identified assets. For further information regarding costing refer to Introduction.

Table 3.1 Inventory and Valuation

Asset Type	Asset	Inventory	Unit	Replacement Value (Thousands)
Facilities	RBC Place Building and Sitework	2	Each	\$103,815
Furniture and Equipment	Chairs, Staging Assets, Tables, Dance Floor, Linen, Decorations, Etc.	37,762	Each	\$1,697
Culinary	Buffet Equipment, Refrigeration, Shelving, Smallware, China, Flatware, Glassware, Holloware, etc.	88,833	Each	\$2,040
IT Equipment	Radios, Computers, Printers, IT Devices	80	Each	\$58
<b>Total</b>				<b>\$107,611</b>

Additional details relating to each asset type are provided.

## Facilities

Valued at over \$103 million, from a replacement value perspective RBC Place's building and sitework represent most assets under management. As explained earlier, there is a first and second floor which has accessible, adaptable floor plans to match an event's needs and accommodate groups from 10 to 2,000 individuals. The nature of events is further described to show how the facility is used and managed by RBC Place staff.

The second-floor ball room can accommodate up to 190 booths individually spaced at 10 feet by 10 feet or 8 feet by 10 feet for a tradeshow.

Weddings of 100 to 600 attendees, are hosted on both levels with a central foyer tailored for an intimate cocktail experience.

Conferences, conventions, and meetings are hosted in the flexible space of both floors where room sizes can increase and decrease. RBC Place can accommodate up to 14 breakout rooms, many of which are equipped with a state-of-the-art digital hearing assistance system. The RBC Place facility staff manages and maintains these assets, allowing them to meet the functional requirements, and building and safety codes, while operating in a safe and efficient manner.

## Furniture and Equipment

With a replacement value of approximately \$1.7 million, the Furniture and Equipment category contains asset critical to event hosting such as chairs, tables, linens, lobby furniture, staging assets (ramps, rails, grating plates, etc.), dance floor panels and edging, decorations and props, various accessories such as banners, stands, coat racks, lift equipment, and cleaning equipment tools. Each asset description has its own range and complexity, such as having the appropriate tables and chairs relative to the event being hosted. The array of

Furniture and Equipment assets is emphasized even though it is less than 2% of RBC Place replacement value, because it is vital to have these assets and trained staff to maintain the current high level of guest experience which RBC Place strives toward and achieves.

## Culinary

RBC Place boasts two individuals with Certified Chefs de Cuisine (CCC) designations and a world class kitchen. The assets needed to provide a world-class kitchen include holloware (platters, coffeepots, bowls, etc.) glassware and bar supplies (crystal glasses, martini racks, champagne flutes, etc.), flatware, dish cleaning equipment, cooking equipment, concessions equipment, China, smallware, shelving equipment, refrigeration, and buffet equipment. The array of Culinary assets is emphasized even though it is less than 2% of RBC Place replacement value, because it is vital to have the appropriate Culinary equipment and trained staff to maintain the guest experience RBC Place strives toward and achieves.

## IT Equipment

IT assets have an approximate replacement value of \$60 thousand and without such assets it would not be possible to effectively use and manage all other RBC Place assets to successfully delivery services aligned with guest expectations.

### 3.1.2: Age Summary

Figure 3.1 shows the RBC Place average asset age as a proportion of the average expected useful life. This comparison provides a visual representation of how close assets are to the ends of their lifecycle, which demonstrates RBC Place's ability to replace such assets on-time. Overall, the data affirms that RBC Place assets are within their expected useful life, noting that lifecycle activities must continue over a 10-year period to

ensure the age distribution would remain under expected useful life or be enhanced.

### Facilities

The age of the facility was calculated using the recorded construction date in the VFA Facilities Management software. Overall facility assets are three quarters through the standard expected useful life of 40-years. This leads to an increase in the operation and maintenance cost of the facility. It is important to note that 40-years was selected as the expected useful life based on the non-structural components of buildings which have the longest expected useful life. In practice the many components that comprise a building are slated for renewal based upon a combination of factors including age, condition, consequence of failure, likelihood of failure, etc., and the practical expected useful life is largely indefinite while the building continues to serve its intended/required purpose in its given geographic location.

Nevertheless, the age of RBC Place facility assets and the evolving demands and best practices of event management service delivery have given rise to the need for comprehensive

facility assessments and asset management industry best practices. The first facility assessment was completed in 2020 and helped form the basis for the 2024-2027 MYB business case #P-74 – Elevators – RBC Place London. Further details and financial impacts of these assessments and industry best practices are provided in Asset Lifecycle Management Strategy – Maintaining Current and Achieving Proposed Levels of Service.

### Information Technology and Furniture and Equipment

IT and Furniture and Equipment asset average age and expected useful life are based upon internal expert opinion, with Furniture informed by industry experts and data stored in Momentus software. These assets are approximately halfway through their expected useful life.

### Culinary

Culinary assets are informed by industry experts, internal expert opinion and managed in the Momentus software. Many of these assets were acquired during the 1993 opening year of RBC Place which is reflected in the age distribution nearing end of expected useful life.

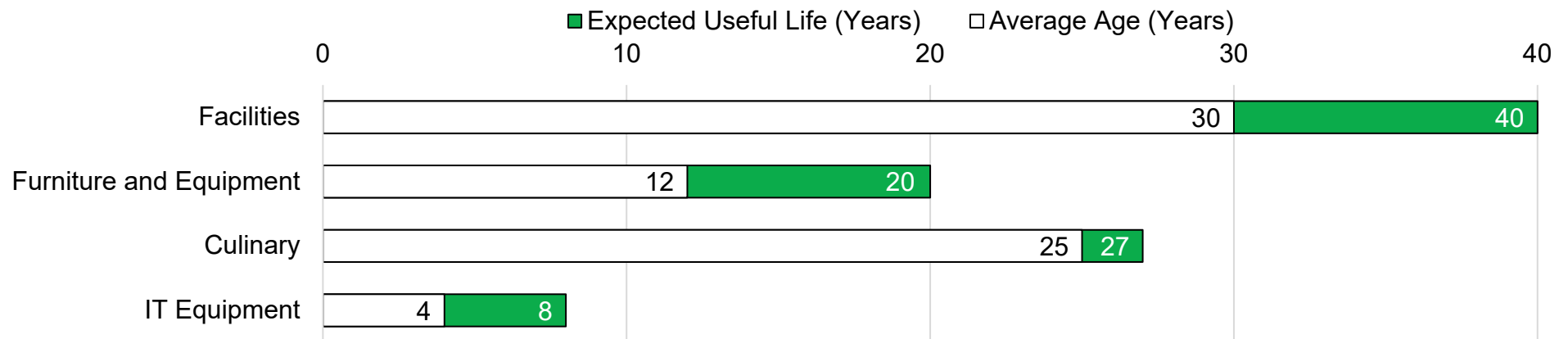


Figure 3.1 Average Age and Expected Useful Life

### 3.1.3: Asset Condition

The condition of the assets was determined using one of the three methods below based on data availability and accuracy:

1. Existing condition rating systems (e.g., Facility Condition Index, etc.),
2. Estimated based on age and the remaining expected useful life of the assets, and
3. Estimated based on expert opinion, in the absence of 1 or 2 above, or where there was low confidence that age and

expected useful life appropriately represented the asset condition.

Based on these methodologies, asset conditions are recorded on a ratings scale of 1 to 5. Table 3.2 provides the definitions of each condition scale used in the CAM Program and in this AMP.

Table 3.2 Condition and Scale Definitions

Grade	Summary	Definition
1	Very Good Fit for the future	The infrastructure in the system or network is generally in very good condition, typically new or recently rehabilitated. A few elements show general signs of deterioration that require attention.
2	Good Adequate for now	The infrastructure in the system or network is in good condition; some elements show general signs of deterioration that require attention. A few elements exhibit significant deficiencies.
3	Fair Requires attention	The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	Poor At risk	The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.
5	Very Poor Unfit for sustained service	The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.
-	Not Assessed	This category is reserved for assets where data is either missing, not updated, or cannot be considered reliable. Flagging this data for RBC Place to identify where gaps in information exist and may allow for the development of assessment plans to improve future data.

Figure 3.2 presents the overall condition distribution of all RBC Place assets. It shows that approximately 99% of the assets are in Very Good to Fair condition. However, it is important to note this condition profile is only a snapshot in time and not indicative of condition profiles over the next 10 years. Also, because of the nature of RBC Place services and its primarily non-tax funding structure, condition expectations are different than those of other municipal services.

Pressures do exist and are reflected in multiyear budget requests and further described in Sections 3.3 and 3.4. In addition, there are industry best practices to consider in maintaining an asset three quarters through its expected useful life, and thrives on a modern, adaptable, and tasteful aesthetic. Figure 3.3 provides a detailed condition distribution for Facilities, Furniture and Equipment, Culinary, and IT equipment.

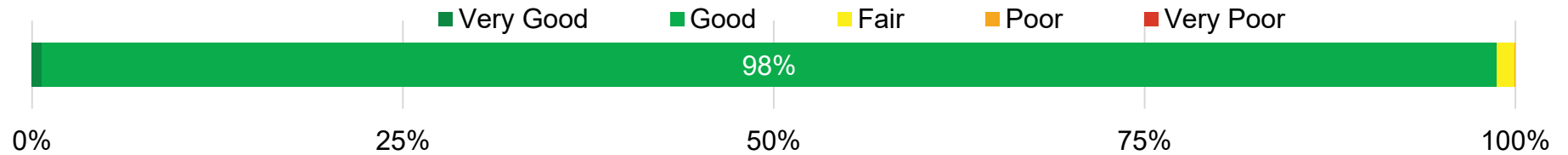


Figure 3.2 Overall Condition

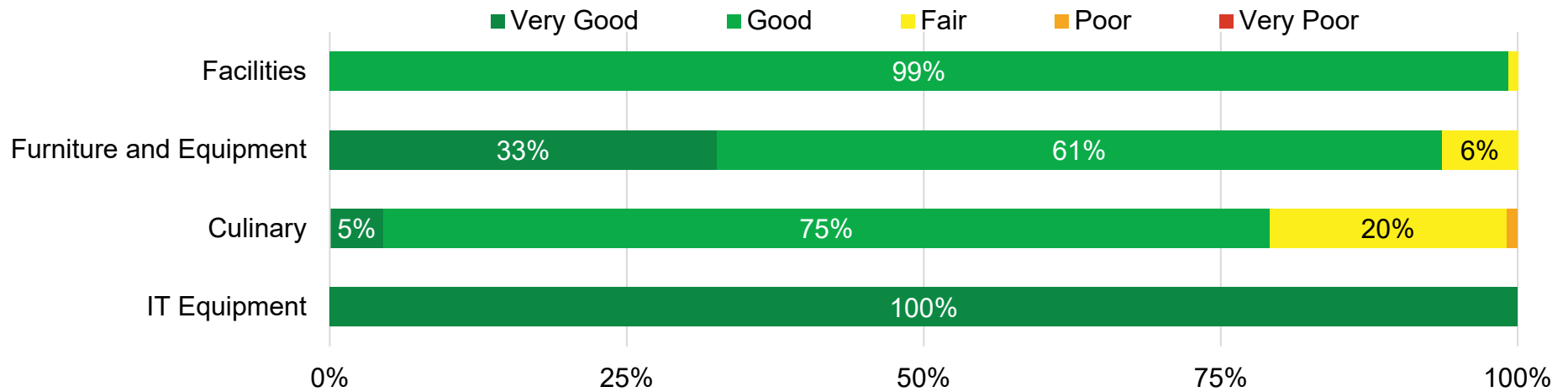


Figure 3.3 Asset Condition Detail

## Facilities

The RBC Place facility experts regularly perform comprehensive condition assessments, which establish and update an industry-standard Facility Condition Index (FCI) that reflects the overall condition of the facility and their sub-components (building envelope, mechanical and electrical systems, etc.). These assessments and interactions with supplemental consultant work are used as a primary source in identifying the repair, rehabilitation, and/or replacement strategies for each asset. Note the facilities condition ratings present the physical condition of the buildings and are not a representation of the functionality required to satisfy RBC Place service delivery (i.e. size, location, ability to accommodate certain types of functions, etc.).

The current condition assessment identifies that 99% of facility assets are in Good condition. In the context of event management service delivery, such a material amount of facility assets in Good condition is indicative of satisfactory performance, noting lifecycle reinvestments in medium term to longer term are still required. As mentioned earlier, pressures do exist and are reflected in multiyear budget requests and further described in Sections 3.3 and 3.4. In addition, there are industry best practices to consider in maintaining an asset three quarters through its expected useful life, and thrives on a modern, adaptable, and tasteful aesthetic. Specific facility conditions of note are the elevators, which are in Poor condition and require immediate reinvestments.

## Furniture and Equipment

All assets are Fair and above condition, however there is a greater condition distribution, as shown with 6% of assets listed as Fair and 61% as Good. Given these assets are more than halfway through the typical lifecycle of 20 years suggests

reinvestment is required in the short to medium term (i.e. reinvestments occurring over the next 10 years).

## Culinary Assets

Nearly all assets are Fair and above condition, however there is a greater condition distribution, as shown with 20% of assets listed as Fair. This suggests reinvestment is required in the short to medium term.

## Information Technology

100% of IT assets are in Very Good condition. IT asset conditions were evaluated based on internal expert opinion and industry standards. Performance and condition concerns of IT assets are captured on a proactive basis through problems reported by staff and the nature of event management would quickly identify any issues with IT infrastructure.

### 3.2: Levels of Service

Asset management LOS link strategic plans and budget service delivery objectives to corresponding asset performance metrics. As such this AMP strives for LOS performance measures linked to:

- 2023 RBC Place Strategic Plan,
- 2023-2027 City of London Strategic Plan, and
- 2023 Annual Budget Update.

These LOS foundations guide the establishment of customer service deliver values (herein referred to as “customer values”), which in turn guide the development of overarching AMP LOS

objectives. Informed by these objectives, RBC Place and CAM staff collaborate to formulate effective metrics that can be linked to asset performance. Table 3.3 lists the LOS customer value definitions created through this development process.

The selection and development of meaningful LOS linked to decision making and cost, requires a long-term continuous improvement methodology. Thus, the LOS used in the 2024 RBC Place AMP are focused on traditional asset management metrics like reinvestment rate and condition. Continuous effort will be made towards expanding costed LOS as part of future RBC Place AMP development processes and practices.

Table 3.3 Customer Values Definition

Customer Value	Corporate Definition and Descriptions
Accessible	Service is accessible by the community, not exclusive, it is inclusive to those who wish to/may use the service to the greatest extent possible, regardless of age, ability, etc. Includes metrics related to asset accessibility and legislated requirements. For example, <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> .
Cost Efficiency	Presents service area budgets, and where possible measures financial performance in terms of providing the maximum service outcomes (more output for less cost) out of the available operating and capital budgets. Examples include annual cost to provide the service, asset lifecycle budget as a percentage of current replacement value.
Environmental Stewardship	Service is provided in a means that considers, controls, or reduces impacts to the environment. Includes metrics related to the assessment of service provision based on environmental stewardship and sustainability practices. Examples include annual monitoring of utility usage by square footage of facility spare, or fuel consumption-based greenhouse gas emissions.
Reliability	Service is fit for its purpose. Includes metrics related to the reliability of services such as condition of assets.
Safety	As best as possible, the service safeguards against known dangers and risks. Covers performance assessments of services related to safety and compliancy with legislation, codes, and/or internal policies/practices. Includes metrics regulated/legislated by a governing body (Federal or Provincial governments, etc.) related to the specific service or asset. Examples include percentage of legislated Ministry of Transportation (MTO) safety inspections met, percentage of facility components annually inspected, etc.

### Direct and Related LOS

Selected LOS metrics are organized in a hierarchical manner. Direct LOS metrics are the primary benchmarks. These can readily determine the cost to maintain current LOS and achieve proposed LOS. Next are the related LOS metrics, which are closely tied to the direct LOS metrics but in some cases cannot

be readily costed. After review with RBC Place staff, direct LOS considered most representative of asset-based services and able to be costed over a 10-year projected period (2023-2032) are documented as in Table 3.4, and the support related LOS are documented in Table 3.5.

#### 3.2.1: Direct Levels of Service

Table 3.4 Direct Levels of Service

Customer Value	Focus	Service Performance Measure	2022 Performance	Proposed Target (2022 to 2031)
Cost Efficiency	Technical	Overall reinvestment rate	0.7%	2.5%
Environmental Stewardship	Technical	Annual electric energy consumption kilowatt-hour per square foot	8.71 kWh/sf	Positive Downwards
		Annual natural gas consumption cubic meters per square foot	0.14 m3/sf	Positive Downwards
		Annual water consumption cubic meters per square foot	0.13 m3/sf	Positive Downwards
		Reduce energy consumption at RBC Place London	Disclosures will begin in 2023 to align with 2023-2027 City of London Strategic Plan	15%
Reliability	Customer	Percentage of RBC Place assets in Fair or better condition	99.9%	Maintain current

#### 3.2.2: Related Levels of Service

Table 3.5 Related Levels of Service

Customer Value	Focus	Service Performance Measure	2022 Performance
Reliability	Customer	Percentage of Facilities in Fair or better condition	100.0%
		Percentage of Furniture and Equipment assets in Fair or better condition	100.0%
		Percentage of Culinary assets in Fair or better condition	99.1%
		Percentage of IT Equipment in Fair or better condition	100.0%



### 3.3: Asset Lifecycle Management

#### 3.3.1: Asset Lifecycle Management Activities

The asset lifecycle management activities are the range of actions funded through the operating and capital budgets that

are practiced on the assets. Asset lifecycle activities are generally grouped into the categories shown in Table 3.6.

Table 3.6 Definitions for Lifecycle Activities

Activities	Description
Non-Infrastructure Solutions	Actions or policies that can lower costs or extend useful lives.
Maintenance	Including regularly scheduled inspection and maintenance or more significant repairs and activities associated with unexpected events.
Renewal/Rehab	Significant repairs designed to extend the life of the asset.
Replacement/Construction	Activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehab is no longer an option.
Disposal	Activities associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the municipality.
Service Improvement	Planned activities to improve an asset's capacity, quality, and system reliability.
Growth	Planned activities required to extend services to previously unserved areas – or expand services to meet growth demands.

#### 3.3.2: Asset Lifecycle Management Strategy

RBC Place employs a combination of lifecycle management activities to maintain current LOS while striving to optimize costs based on defined risks. This strategy includes activities for maintenance, rehabilitation, replacement, disposal, and regular investments in strategic plan priorities, while continuing to prepare for introducing service improvements.

When feasible, RBC Place also strives to further optimize these lifecycle activities by coordinating and synchronizing work across multiple assets or asset categories, which can result in cost and service efficiencies. Additionally, with significant asset investments, RBC Place seeks to optimize asset use and redundant capacity, often achieved through risk benefit cost analyses and cost effectiveness analyses.

This strategy is not static. Selected lifecycle activities are reviewed and modified based on continual industry

benchmarking, staff training, professional networking, service reviews (including customer reviews), consultant recommendations, and trial and error through scenarios and pilot programs. RBC Place is also committed to climate change adaptation and mitigation planning through Sustainable Tourism 2030 Pledge, and strategic planning exercises, which may trigger asset investment needs.

Table 3.7 lists specific asset management practices or planned actions RBC Place conducts for each lifecycle activity associated with the convention facility and other RBC Place assets such as furniture and equipment, culinary, and IT equipment.

Table 3.8 lists specific risks associated with asset management practices or planned actions by lifecycle activity for all asset types.

Table 3.7 Current Asset Management Practices or Planned Actions

Activity	Corporate Definition and Descriptions
Non-Infrastructure Solutions	<p><b>Facility</b></p> <ul style="list-style-type: none"> <li>Facilities are maintained and renewed through a specialized Facilities Team and their use of VFA software (supplied through Gordian) and other facilities management applications, which combined with comprehensive condition assessments and Facilities Team experience, determines the lifecycle management needs of a facility.</li> <li>Needs include the direct care of the building envelope, mechanical and electrical systems, etc.</li> </ul> <p><b>Other RBC Place Assets</b></p> <ul style="list-style-type: none"> <li>Various controls and approval processes to safeguard assets.</li> <li>Financial planning strategies to control costs.</li> <li>Ongoing use and development of computerized maintenance management system.</li> <li>Updating and applying design standards.</li> <li>Ongoing search for additional funding.</li> <li>Operational continuous improvements.</li> <li>Improvements to employee capabilities, communications, training, etc.</li> <li>Changes to current and proposed LOS.</li> <li>Developing asset management program.</li> <li>Leadership networks with peers through conferences and committees to learn from other’s experiences.</li> </ul>
Maintenance	<ul style="list-style-type: none"> <li>Completing planned maintenance activities while managing the need to execute reactive maintenance activities.</li> <li>Incorrectly planned maintenance activities can lead to premature asset failure.</li> <li>Enough resources available to complete a series of unplanned, urgent work requests that are submitted in close succession.</li> <li>Overscheduling preventative maintenance can lead to excessive maintenance and additional costs with no benefits.</li> </ul>
Renewal/ Rehabilitation	<p><b>Facility</b></p> <ul style="list-style-type: none"> <li>Facilities are regularly evaluated through comprehensive condition assessments, which establish and update an industry-standard Facility Condition Index (FCI) score that accurately reflects the overall condition of the facilities (splits into components of building envelope, mechanical and electrical systems, etc.). These condition assessments, the expertise of Facilities Team, and computer software programs used, determine the majority of the cost and timing of renewal requirements.</li> </ul> <p><b>Other RBC Place Assets</b></p> <ul style="list-style-type: none"> <li>Adopt the latest technology that maintains the current LOS.</li> </ul>
Replacement/ Construction	<p><b>Facility</b></p> <ul style="list-style-type: none"> <li>Facilities are regularly evaluated through comprehensive condition assessments, which establish and update an industry-standard Facility Condition Index (FCI) score that accurately reflects the overall condition of the facilities (splits into components of building envelope, mechanical and electrical systems, etc.). These condition</li> </ul>

Activity	Corporate Definition and Descriptions
	<p>assessments, the expertise of Facilities Team, and computer software programs used, determine the majority of cost and timing of replacement requirements.</p> <p><b>Other RBC Place Assets</b></p> <ul style="list-style-type: none"> <li>• Adopt the latest technology that maintains the current LOS.</li> </ul>
Disposal	<p><b>Facility and Other RBC Place Assets</b></p> <ul style="list-style-type: none"> <li>• Appropriate and proper disposal occur when assets are replaced or renewed.</li> <li>• Dispose of assets under the applicable regulation and environmental standards.</li> </ul>
Service Improvement	<p><b>Facility</b></p> <ul style="list-style-type: none"> <li>• Consultation with community partners and users of facilities determines service improvement needs.</li> </ul> <p><b>Other RBC Place Assets</b></p> <ul style="list-style-type: none"> <li>• Based on strategic service review results, implement service deliver changes that improve asset performance, cost, and risk.</li> <li>• Adopt the latest technology that enhances current or achieves proposed LOS.</li> </ul>
Growth	<ul style="list-style-type: none"> <li>• Continuously monitor the impacts of growth on service delivery and participate in Assessment Growth Policy process to secure appropriate levels of growth asset funding (when applicable).</li> </ul>

Table 3.8 Risks Associated with Asset Management Practices or Planned Actions

Activity	Specific Risks Associated with Asset Management Practices or Planned Actions
Non-Infrastructure Solutions	<ul style="list-style-type: none"> <li>• Lack of a realization of the benefit from the activity (i.e., the life is not extended or the cost of managing an asset increases rather than decreases).</li> <li>• Lowers the costs of existing operations and may provide additional capacity but does not extend the service life of assets.</li> <li>• Need for revised plans, reports, and recommendations.</li> <li>• Inadequate funding.</li> <li>• Poor quality asset information and planning assumptions incorrect.</li> <li>• Regulatory requirements/standards criteria change or do not exist.</li> <li>• Economic fluctuations, inflation, downturns, and use reduction/increases.</li> <li>• Occurrence of climate change, adverse weather/unforeseen events, and emergencies, resulting in funds being diverted to other assets or purposes that were not originally planned.</li> <li>• Service provision changes.</li> <li>• Extending useful life past optimum can increase the risk of critical failure of major components.</li> <li>• Assets beyond optimum life have reduced salvage/remarketing value or have greater maintenance costs.</li> </ul>
Maintenance	<ul style="list-style-type: none"> <li>• Completing planned maintenance activities while managing the need to execute reactive maintenance activities.</li> <li>• Incorrectly planned maintenance activities can lead to premature asset failure.</li> </ul>

Activity	Specific Risks Associated with Asset Management Practices or Planned Actions
	<ul style="list-style-type: none"> <li>• Enough resources available to complete a series of unplanned, urgent work requests that are submitted in close succession.</li> <li>• Overscheduling preventative maintenance can lead to excessive maintenance and additional costs with no benefits.</li> </ul>
Renewal/ Rehabilitation	<ul style="list-style-type: none"> <li>• Incorrect assumptions regarding improved expected useful life after rehabilitation.</li> </ul>
Replacement/ Construction	<ul style="list-style-type: none"> <li>• Cost over-runs during large, complex design and construction projects.</li> <li>• Minimizing service and repairs at end of life increases the chance of failures.</li> </ul>
Disposal	<ul style="list-style-type: none"> <li>• Disposal incorrectly performed or cost overruns resulting from increase disposal requirements compared to initial estimates.</li> <li>• Timing for replacements has an operational impact. Delaying or holding inventory requires storage and can adversely affect the function and value of the retiring asset.</li> </ul>
Service Improvement	<ul style="list-style-type: none"> <li>• Service improvement is either not required or incorrectly assessed.</li> </ul>
Growth	<ul style="list-style-type: none"> <li>• Incorrect growth assessments may result in overabundance or underabundance of assets.</li> <li>• Risk of insufficient or excess funding to construct/acquire or maintain new assets.</li> <li>• Potential insufficient knowledge of and supporting policies for new asset types.</li> </ul>

### 3.3.3: Lifecycle Management Scenario Forecasts – Planned Budget, Maintain Current LOS, and Achieve Proposed LOS General Approach

The general approach to forecasting the cost of the lifecycle activities that are required to maintain the current performance of the LOS metrics is to ensure that the proportion of assets in Fair or better condition remains relatively stable. Staff then consider the optimal blend of each lifecycle activity to achieve the lowest lifecycle cost management strategy that balances costs with the forecasted change in the condition profile of each asset type. Using this methodology, three different lifecycle management scenarios and their associated funding requirements are presented. Each scenario lists the operating, renewal (inclusive of replacement, rehabilitation, and disposal), service improvement, and growth funding requirements.

These scenarios are defined as:

1. Planned Funding Scenario – Presents the budget constrained to 2023 annual budget update.
2. Maintain Current LOS Scenario – Forecasts the level of investment required to maintain current LOS performance.
3. Achieve Proposed LOS Scenario – Forecasts the level of investment required to achieve proposed LOS. The approach considers the desired LOS documented in RBC Place’s strategic plans.

The Forecasted Infrastructure Gap and Financing Strategy section provides an overview of the results along with the short- and long-term financing strategies that will be used to manage the gap. Each scenario is further explained in the following sections.

#### Scenario One: Planned Funding

The RBC Place average annual activity and planned funding is summarized in Table 3.9. This scenario presents the budget constrained to the current level of planned expenditures. If there is insufficient budget in any particular year to complete a rehabilitation or replacement activity on an asset that has reached its expected useful life age trigger, then the asset remains in a Poor or Very Poor condition state until there is sufficient budget in a future year to complete the lifecycle activity.

Average annual activity for operating and capital budgets are presented as the average expenditure budget from the 2021 and 2022 fiscal years. Planned funding operating budget is equal to the 2023 fiscal year budget. Planned funding capital budgets (e.g., renewal, service improvement, and growth) are the annual average of the approved 10-year capital plan for 2023-2032. Growth activities are analyzed using the 2021 Development Charges Background Study Update. Thus, no growth projects are identified.

Table 3.9 Scenario One – Average Annual Planned Budget (\$Thousands)

Activity Type	Average Annual Activity for 2021 and 2022	Planned Funding
Operating	1,088	678
Renewal, Replacement, Rehabilitation, Disposal	1,128	787
Service Improvement	None Identified	None Identified
Growth	None Identified	None Identified

### A. Scenario Two: Maintain Current LOS

The cost to maintain current LOS are summarized in Table 3.10. This approach forecasts the lifecycle activities that are required to maintain the current performance of the LOS metrics. The analysis considers the current age and condition of assets along with the expected useful life age triggers for rehabilitation and

replacement activities to forecast the funding requirements into the future. The forecasted condition profile expected from the maintain current LOS is not readily available.

Based on this analysis, Table 3.10 identifies a 10-year infrastructure gap of \$11.6 million if RBC Place is to maintain current LOS.

Table 3.10 Scenario Two - Average Annual Cost to Maintain Current LOS (\$Thousands)

Activity Type	Planned Funding	Additional Reserve Fund Drawdown	Cost to Maintain Current LOS	Maintain Current LOS Infrastructure Gap
Operating Budget	678	None identified	678	None identified
Renewal, Replacement, Rehabilitation, Disposal	787	115	2,058	1,156
Service Improvement	None Identified	None Identified	None identified	None identified
Growth Activities	None Identified	None identified	None identified	None identified

### B. Scenario Three: Achieve Proposed LOS

The cost to achieve proposed LOS are summarized in Table 3.11. This scenario forecasts the enhanced lifecycle and service improvement activities that are required to achieve the proposed LOS. The condition profiles from this analysis are not readily available. However, RBC Place work through the 2024-2027 MYB resulted in Business Case #P-74 – Elevators – RBC Place

London. The summary purpose of the case is to illustrate RBC Place cannot operate as an entity without properly functioning elevators.

Table 3.11 forecasts a 10-year infrastructure gap of approximately \$13.6 million if RBC Place is to achieve proposed LOS.

Table 3.11 Scenario Three - Average Annual Cost to Achieve Proposed LOS (\$Thousands)

Activity Type	Planned Funding	Additional Reserve Fund Drawdown	Cost to Maintain Current LOS	Incremental Cost to Achieve Proposed LOS <sup>2</sup>	Achieve Proposed LOS Infrastructure Gap <sup>3</sup>
Operating Budget	678	None identified	678	None identified	None identified
Renewal, Replacement, Rehabilitation, Disposal	787	115	2,058	200	1,356
Service Improvement	None identified	None identified	None identified	None identified	None identified
Growth Activities	None identified	None identified	None identified	None identified	None identified

<sup>2</sup>Incremental investment to achieve proposed LOS based on 2024-2027 MYB business cases 74.

<sup>3</sup>Infrastructure gap to achieve proposed LOS is inclusive of maintain current LOS infrastructure gap and incremental investment to achieve proposed LOS.

### 3.4: Forecasted Infrastructure Gaps and Financing Strategy

#### 3.4.1: Forecasted Infrastructure Gaps

The infrastructure gaps are a dollar amount based on the difference between:

- the amount of money that needs to be spent on RBC Place assets required to provide services, and
- the amount of funding presently identified in budgets and reserve funds over a 10-year period (2023-2032).

In other words, what London plans to spend versus what the assets need. Ideally, the infrastructure gaps decline over time as greater investments are made to replace older infrastructure, to improve the condition of infrastructure and to minimize the risks associated with failing assets and insufficient asset complements.

The RBC Place identified infrastructure gaps are summarized below in Table 3.12 and illustrated in Figure 3.4. Over the 10-year analysis period, the cumulative maintain current LOS and achieve proposed LOS infrastructure gaps are expected to be \$11.6 million and \$13.6 million, respectively.

The gap to maintain current LOS is 10.75% of RBC Place's \$107.6 million infrastructure replacement value. RBC Place

facility pressures are the primary contributor to the gap. These needs include rehabilitation and replacement of existing infrastructure systems.

Rehabilitation and replacement investments are based on VFA Facilities Management software, review, and critiquing consultant assessments, and considering industry best practices to maintain the facility's current condition.

Additional maintain current LOS pressures of note include maintaining investment for Furniture and Equipment, and Culinary assets to ensure RBC Place can continue providing world-class amenities to the varied events.

The incremental gap to achieve proposed LOS is 1.9% of RBC Place's infrastructure replacement value (combined gaps represent 12.6% of replacement value). This amount represents investments in elevators to ensure RBC Place continues operating as a viable knowledge transfer and social engagement centre.

Funding to achieve proposed LOS were brought forward for funding as part of the 2024-2027 MYB. Thus, future updates to this AMP may present reduced infrastructure gaps.

Table 3.12 Average Annual Budget and Gap Analysis (\$Thousands)

Asset Type	Planned Funding	Reserve Fund Availability	Investment to Maintain Current LOS	Incremental Investment to Achieve Proposed LOS	Infrastructure Gap to Maintain Current LOS	Infrastructure Gap to Achieve Proposed LOS
RBC Place London	786.8	115	2,058	200	1,156	1,356

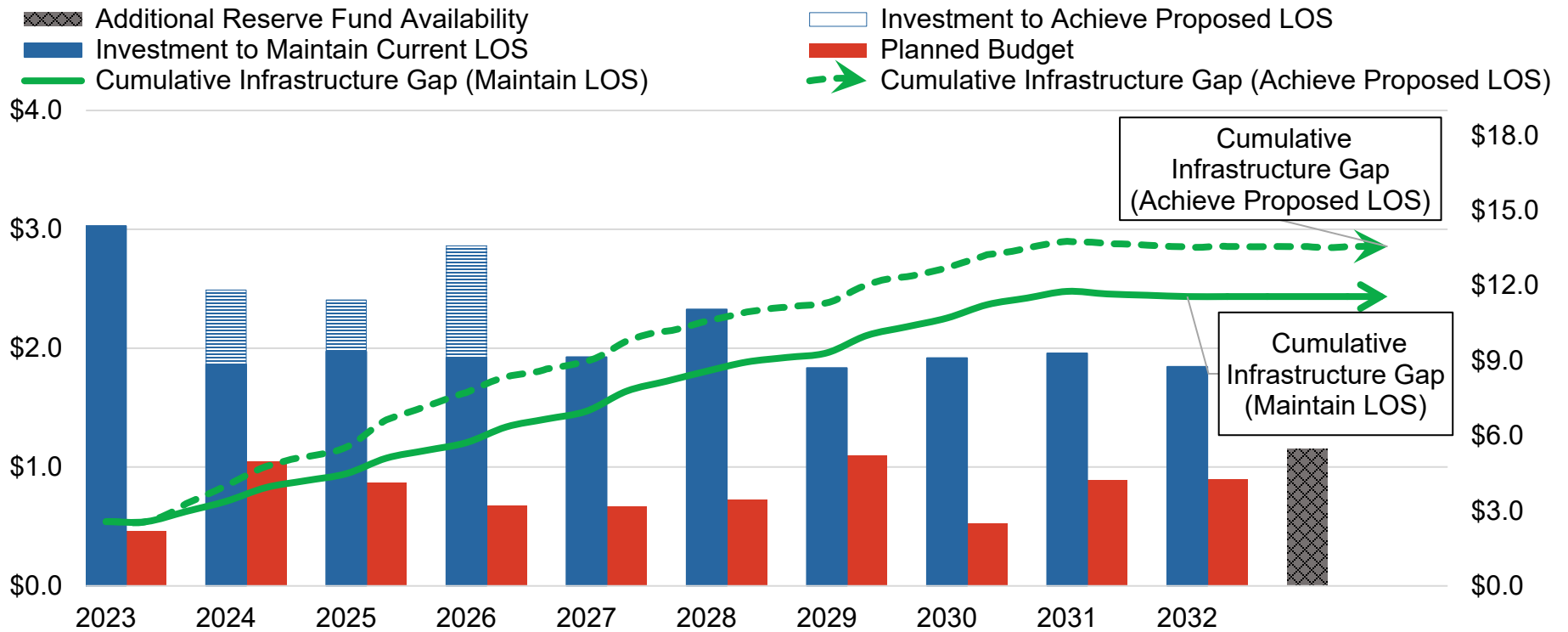


Figure 3.4 Maintain Current and Achieve Proposed LOS Cumulative Infrastructure Gap (Millions)

### 3.4.2: Infrastructure Gap Financing Strategy

At present, Canada lacks a defined standard or guidance for assessing the acceptability of municipal infrastructure gaps. Nevertheless, the fundamental objective of asset management is that RBC Place actions are collectively (both financial and non-financial) anticipated to tackle the growth in projected infrastructure gaps.

Typically, the infrastructure gap financing strategies supports this objective by setting out the approach to ensuring that appropriate funds are available to support the delivery of infrastructure dependent services. This is done by completing the AMP well in advance of the multi-year budgeting process so that its results help inform the requested operating and capital

budgets. However, due to lagging impacts of the pandemic, the AMPs for all the City’s agencies, boards, and commissions were delayed post 2024-2027 MYB development. As such this infrastructure gap financing strategy does not present alternative financing options. In lieu of alternative financing strategies, in 2025 this AMP will be updated and reported to Board and Council based on the approved 2024-2027 MYB and 2025 annual budget update.



## 3.5: Discussion

### 3.5.1: Lifecycle Management Scenarios

The lifecycle management section included three scenarios – planned budget, maintain current LOS, and achieve proposed LOS.

Scenario One planned budget is identified to have constraints on RBC Place’s capacity to effectively maintain infrastructure. This leads to an expectation of asset condition deterioration. This decline might not be immediate but, over time, it becomes more visible to the public and causing operating problems, increasing the operating and maintenance costs, and potentially leading to higher repair or replacement costs in the future.

Scenario Two maintain current LOS funding is greater than what is currently allocated, illustrating the financial strain of maintaining a healthy asset portfolio and RBC Place services. This scenario acknowledges the need for continual investment in assets to maintain their current state.

Scenario Three achieve proposed LOS represents improvements aligning with facility needs. This level of funding is greater than both the planned budget and the one needed to maintain current LOS. The advantages of this approach are the continued operation of RBC Place with functional elevators, enhancement of asset conditions, and potential long term cost savings.

These three scenarios result in different LOS depending on the funding provided for asset lifecycle renewal and service improvement actions. Thus, the choices made will have an implication for asset condition and RBC Place operational effectiveness.

### 3.5.2: Current and Future Challenges

#### General

RBC Place faces a dynamic collection of opportunities and challenges that impact service delivery and infrastructure. For example, some of these conditions and trends include:

- Economic (e.g., budget pressures/inflation, post pandemic industry recovery)
- Organizational (e.g., recruitment and retention of staff, continued quest/community engagement and partnerships)
- Technology (e.g. digital strategy to support hybrid meetings and Wi-Fi connections)
- Political/Legal (e.g., multi-tier governmental and business partnerships)
- Environmental (e.g., sustainability, climate change)

To help navigate these factors the RBC Place 2024 Strategic Plan provides a framework for the development of proactive, leading-edge strategies designed to ensure the changing needs of guests and partners are supported through meaningful engagement and collaboration, investment in our people and infrastructure, and effective and efficient service delivery.

The following commentary summarizes the main current and future challenges impacting infrastructure needs and costs.

#### Pandemic Disruption and Inflation

Pandemic disruption greatly impacted RBC Place and the live events industry. RBC Place was closed much of 2020 through August 2021. As we emerge from the pandemic, inflationary pressures beyond those accounted for within the 2020-2023 MYB and associated 10-year capital plans started developing in 2021 and continued throughout 2022 and into 2023 due to COVID-19 induced supply chain disruptions and supply-demand imbalances. As of 2023, these higher input costs have been incorporated into the 2024 RBC Place AMP and are a material

component of the infrastructure replacement values and 10-year infrastructure gaps reported. These capital financing pressures represent a significant risk to the condition and LOS associated with RBC Place infrastructure assets.

### Technology

Hybrid meetings with guests live streaming, along with Wi-Fi connections for in-person guests, are a mainstay in event management. Monitoring and enhancing technology to ensure best in class onsite connection is a continuous pressure.

### Climate Change

In 2019, London City Council declared a climate emergency. RBC Place has also signed the Sustainable Tourism 2030 Pledge<sup>4</sup>. There is a commitment to ensuring current space has sustainable products by diverting waste, measuring carbon footprint, and supporting the community with sustainable policies. It is important to address these challenges thoroughly and promptly if we are to leave a positive legacy for future generations. Future AMP analysis could include facilities energy efficiency and GHG reduction investments (i.e., green for like lifecycle renewal and green service improvement costs) and analyzing energy reduction measures identified in the 2023-2027 Strategic Plan.

### Aging Infrastructure

Like most Canadian municipalities, City of London and RBC Place owns and maintains aging infrastructure. In the case of RBC Place, this is materially representative in the facility which is 30-years old. Facilities this age often may require substantial capital investments to maintain their condition and operational functionality within the context of providing a welcoming event

environment. This is illustrated in the 2024-2027 MYB Business Case #P-74 for elevator repairs and replacements. RBC Place needs to continuously monitor design aesthetics to assess if modern service delivery needs are being met.

### Growth

London is experiencing steady to above average population and employment growth. From a City-wide perspective this growth triggers a surge of City-wide service and asset capacity needs, resulting in a proportional boom in new and/or enhanced infrastructure construction and acquisition. While RBC Place is not listed within the current 2021 Development Charges Background Study, a growing and vibrant city suggests a welcoming environment and destination appeal to host and manage major live events. RBC Place strategies to continue this appeal includes commitment to new and enhanced experiences, such as showcasing London's arts and culture under the 'City of Music' concept.

If RBC Place identifies future infrastructure needs based on the growth of the City, an analysis could be performed to see if the Assessment Growth Policy applies to RBC Place to ensure its long-term capital financing needs are being met.

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<sup>4</sup> <https://www.rbcplacelondon.com/news/rbc-place-london-signs-sustainable-tourism-2030-pledge>

### 3.6: Conclusion

Valued at over \$107.6 million, the RBC Place assets are overall in Good condition, indicating that historically there has been sufficient investment in sustaining these assets to maintain the current LOS. However, to maintain current LOS and achieve proposed LOS additional investments are required, with preliminary calculations at approximately \$11.6 million and incremental \$2.0 million, respectively, over 10-years (2023-

2032). It is also noted that if supply chain issues and rising costs continue, the timely rehabilitation, replacement, and acquisition of RBC Place assets will be in jeopardy and could result in degradation of the services ultimately delivered. Table 3.16 presents the summary of the State of Local Infrastructure, Infrastructure Gap, and Reinvestment Rates for RBC Place assets.

Table 3.13 Summary of the State of Local Infrastructure, Infrastructure Gap, and Reinvestment Rates (Millions)

Asset Type	Replacement Value	Current Condition	Infrastructure Gap Maintain Current LOS <sup>5</sup>	Infrastructure Gap Achieve Proposed LOS	Current Annual Reinvestment Rate	Recommended Annual Reinvestment Rate <sup>6</sup>
RBC Place London	\$107.6	Good	\$11.6	\$13.6	0.7%	2.1% to 2.5%

### Reliability and Accuracy Commentary

Figure 3.5 visually presents RBC Place and CAM staff assessment of AMP data reliability and accuracy. Data reliability and accuracy is rated moderate.



Figure 3.5 Accuracy Reliability Scale

Facility valuation and needs is based on recently updated VFA information and corroborated with Altus standard costing.

However, full implementation of VFA Facilities Management software within Facilities division operations is undergoing a phased approach, which was not complete at the point of AMP completion.

Remaining inventories are an amalgamation of data sources. Majority of valuation, condition, and investment actuals and forecasts are primarily based on expert opinion. Further processes, systems, and controls are required to improve these data sets.

A review of systems and processes that support RBC Place asset registries is recommended over the 2024-2027 MYB and beyond. Such investments will raise the reliability and accuracy of the data. The long-term goal is to have all asset registries within advanced asset management software applications.

<sup>5</sup> This projected infrastructure gap is reduced by the forecasted reserve fund drawdown availability over the next decade.

<sup>6</sup> Source: Reinvestment rates based on expected useful life and achieve proposed LOS.

## Section 4. Conclusion and Recommendations



## 4.1: Conclusions

### 4.1.1: Key Findings

RBC Place infrastructure systems are an integral piece of social engagement services and play a key role in achieving RBC Place 2024-2027 Strategic Plan and the City's 2023-2027 Strategic Plan objectives and goals.

This AMP is a strategic document that describes the state of RBC Place's infrastructure and the approach to managing assets over their lifecycle to maintain current LOS and achieve approved LOS at the lowest lifecycle cost possible. It was produced through extensive efforts of RBC Place and City CAM staff leveraging the City's CAM Policy and Program as well as knowledge gained from the City's 2014, 2019, 2023 CAM Plans. Over time, each successive AMP will play a larger role in informing infrastructure and service decision-making.

The key findings of the AMP are:

- There is \$107.6 million worth of infrastructure under the direct ownership of the City and control of the RBC Place team. This infrastructure represents a diverse array of assets including facilities, furniture, and equipment, culinary, and IT equipment.
- The overall condition of RBC Place assets is rated as Good.
- Good condition indicates that the infrastructure shows general signs of deterioration and requires attention, some elements exhibit significant deficiencies.
- Based on the existing RBC Place planned funding, the 10-year maintain current LOS infrastructure gap is approximately \$11.6 million and the 10-year achieve proposed LOS infrastructure gap is approximately \$13.6 million.

- Through the 2024-2027 MYB a significant portion of this gap was approved for funding by the Board and this budget is currently being deliberated by City of London Council.
- Future AMPs will be brought forward to align with the development of MYBs and will present financing strategies to mitigate remaining infrastructure gaps annual growth while balancing the impact of taxation affordability on the community.

### 4.1.2: Ontario Regulations 588/17 Compliance

O. Reg 588/17 has a phased approach with two timelines of July 1, 2024, and July 1, 2025, that are applicable to the City's agencies, boards, and commissions (ABCs). The July 1, 2024, timeline is where all City infrastructure assets, including those of ABCs, will have an AMP documenting maintain current LOS and financial strategies to fund these expenditures. The final deadline of July 1, 2025, builds on the July 1, 2024, deadline with the additional requirement to document achieve proposed LOS and financial strategies to fund these expenditures for all types of municipal infrastructure assets.

This AMP is compliant with the July 1, 2024, and July 1, 2025, O.Reg. 588/17 requirements. A detailed reconciliation of this AMP's compliance with the O. Reg. 588/17 requirements is contained in Appendix A. O.Reg.588/17 Asset Management Plan Requirements.

## 4.2: Recommendations

The City's CAM Program is founded on the principle of continuous improvement with the object of increasing line-of-sight quality of data/information and the tools and techniques that are used to inform services and asset management decision-making. This increased quality will lead to greater

confidence in the analysis documented and decisions formed through the AMP.

Based on these objectives, Table 4.1 recommendations will ensure that this process and AMP continues to help RBC Place manage its \$107.6 million asset portfolio to provide affordable and sustainable service delivery and keep compliant with the regulatory requirements. These recommendations are structured to address short- and long-term objectives and are categorized according to distinct asset management knowledge

areas, considering the current state, future needs, and overall RBC Place strategic objectives and goals. Short term objectives are those that are recommended for completion over the 2024-2027 MYB period. Long term objectives are those that are recommended for completion beyond the 2024-2027 MYB period. Each of these recommendations will be completed with leading support from the City’s CAM staff per the approved asset management service level agreement, and within existing staff, other resources, and budgets.

Table 4.1 2024 RBC Place AMP Recommendations

Category	Improvement Initiative details	Key Benefits	Time Period
Asset Inventory/ Knowledge	Enhance data attributes and data accuracy of existing asset registries (asset inventory databases).	<ul style="list-style-type: none"> <li>Provides a sound basis for decision making on the asset base and enables more efficient reporting.</li> </ul>	Short Term
	By asset type, develop a standardized methodology for determining asset conditions.	<ul style="list-style-type: none"> <li>Enables consistency of asset management practices across RBC Place assets and improves decision-making.</li> </ul>	Long Term
Level of Service	Develop more asset related LOS metrics and their performance targets.	<ul style="list-style-type: none"> <li>Ensuring the consistent delivery of services at expected standards, thereby aligning operational performance with customer expectations and strategic objectives.</li> <li>Lifecycle cost saving, better focused investment planning and more informed decision-making.</li> </ul>	Long Term
Lifecycle Management and Decision Making	Develop and implement investment strategies for RBC PLACE infrastructure based on asset registries and strategic plans.	<ul style="list-style-type: none"> <li>Enables a clear understanding of the investment priorities for each asset type and investment period.</li> </ul>	Short Term
	Incorporate and align the AMP into RBC Place strategic planning exercises to better reflect asset and service delivery capability.	<ul style="list-style-type: none"> <li>Strategic plans developed on a sound basis reflecting the actual capability of the asset base and required capital investments to achieve desired LOS.</li> </ul>	Long Term
	Develop and implement a Maintenance Management Strategy incorporating enhanced maintenance practices.	<ul style="list-style-type: none"> <li>Lifecycle cost savings, and productivity and LOS improvements.</li> </ul>	Long Term

Category	Improvement Initiative details	Key Benefits	Time Period
Risk Management	Enhance RBC Place asset risk framework in line with the City's CAM Risk Management Strategy.	<ul style="list-style-type: none"> <li>• Better targeted asset interventions.</li> <li>• Increased ability to sustain service levels.</li> </ul>	Long Term
Financial Management	Improve infrastructure funding through appropriate alignment of operating and capital budgets.	<ul style="list-style-type: none"> <li>• Clarity in financial planning and reporting.</li> <li>• Enhanced investment strategies.</li> </ul>	Short Term
	Explore opportunities to address the infrastructure gap through various financing strategies.	<ul style="list-style-type: none"> <li>• Achieve service and financial sustainability.</li> </ul>	Long Term
Systems and Technology	Leveraging either City or RBC Place software solutions, implement centralized asset registry technology.	<ul style="list-style-type: none"> <li>• Implementation will streamline asset management, enhancing operational efficiency, decision-making accuracy, and compliance.</li> </ul>	Long Term
People and Staff	Enhance asset management governance within each RBC Place service area.	<ul style="list-style-type: none"> <li>• Enhances oversight of asset interventions and reporting.</li> </ul>	Long Term
	Add asset management duties in relevant positions job description.	<ul style="list-style-type: none"> <li>• Proactive identification of staff, skills, and qualifications.</li> <li>• Improved asset management.</li> </ul>	Long Term
Monitoring and Reporting	Develop a comprehensive AMP every 4-years aligned with the City's multi-year budget process.	<ul style="list-style-type: none"> <li>• Informed budget decision-making.</li> <li>• Regulatory compliance.</li> </ul>	Short Term
	Annually the progress of this AMP. The annual progress review will address implementation of the recommendations and any factors impeding completion progress.	<ul style="list-style-type: none"> <li>• Regulatory compliance.</li> </ul>	Short Term
	With the support of City CAM staff, when possible incorporate infrastructure related data and public feedback opportunities in existing RBC Place public engagement practices.	<ul style="list-style-type: none"> <li>• Enhanced adaptability to changing operational environments and stakeholder needs.</li> <li>• Improved customer satisfaction and engagement.</li> <li>• Increased efficiency and effectiveness in asset management operations.</li> </ul>	Short Term



**Appendix A. O.Reg.588/17 Asset Management Plan Requirements**



## A1. O.Reg.588/17 Asset Management Plan Compliance Reconciliation

Table A1.0.1 O.Reg.588/17 July 1, 2024, Requirements

O.Reg.588/17 Section	Requirement	Mapping to AMP
0	Summary of assets in each category	Sections - #3.1.1
5.(2) 3.	Replacement cost of assets in each category	Sections - #3.1.1
5.(2) 3.	Average age of assets in each category	Sections - #3.1.2
5.(2) 3.	Condition of assets in each category	Sections - #3.1.3
5.(2) 3.	Description of municipality's approach to assessing condition of assets in each category	Sections - #3.1.3
5.(2) 1.	Current levels of service	Sections - #3.2.1 and #3.2.2
5.(2) 2.	Current performance measures of assets in each category based on established metrics	Sections - #3.2.1 and #3.2.2
5.(2) 4.	Lifecycle activities needed to maintain current levels of service for 10 years	Sections - #3.3.2
5.(2) 4.	Costs of providing lifecycle activities needed to maintain current LOS, based on assessment of lifecycle, options, risks, lower cost	Sections - #3.3.3
5.(2) 4.	Link or description of assessment of current LOS lifecycle, options, risks, lower cost	Sections - #3.3.2
5.(2) 5.	For population <25K, description of population or economic forecast assumptions, and how these connect to lifecycle cost projections for current LOS	Not Applicable
5.(2) 6.i.	For population 25K or more, population and employment forecasts	Not Applicable
5.(2) 6.ii.	For population 25K or more, lower tier in Greater Golden Horseshoe (GGH), Sched 7 or portion of upper tier growth plan forecast, or assumptions	Not Applicable
5.(2) 6.iii.	For population 25K or more, upper/single tier outside GGH, population and employment forecasts, or assumptions	See City of London 2023 CAM Plan <sup>7</sup>
5.(2) 6.iv.	For population 25K or more, lower tier outside GGH, portion of upper tier growth plan forecast	Not Applicable
5.(2) 6.vi.	For population 25K or more, capital, and significant operating costs for each of 10 years, to maintain LOS to accommodate increase in demand cause by growth	Sections - #3.3.3
7.(1)	Date of review and update of AMP - within 5 years	Include once finalized
8.	Endorsement of AMP by executive lead	Include once finalized
8.	Approval of AMP by municipal Council resolution	Include once finalized
9.(1)	Date of municipal Council review of AM progress - before July 1, every year	Include once finalized
9.(2)	Annual municipal Council review includes progress, factors impeding implementation, strategy to address factors	Include once finalized
10	Website availability of policy and AMP, copy provided if requested	Include once finalized

<sup>7</sup> <https://london.ca/sites/default/files/2023-10/Corporate%20Asset%20Management%20Plan%202023.pdf>

Table A1.0.2 O.Reg.588/17 July 1, 2025, Requirements

O.Reg.588/17 Section	Requirement	Mapping to AMP
6.(1) 1.	Proposed levels of service for each of 10 years	Sections - #3.2.1
6.(1) 2.	Explanation of why proposed LOS are appropriate, based on options, delta, achievability, affordability	Sections - #3.3
6.(1) 2.	Link or description of assessment of proposed LOS options, delta, achievability, affordability	Sections - #3.3
6.(1) 3.	Proposed performance measures of assets based on metrics established by the municipality (e.g., measures for energy usage, operating efficiency, etc.)	Sections - #3.2
6.(1) 4.	Lifecycle management strategy: Identification of lifecycle activities needed to provide proposed levels of service for a 10-year period, based on assessment of full lifecycle, options, risks, lowest cost	Sections - #3.3.3
6.(1) 4. i.	Link or description of assessment of proposed LOS lifecycle, options, risks, lower cost	Sections - #3.3.3
6.(1) 4. ii.	An estimate of annual costs for undertaking identified lifecycle activities over a 10-year period.	Sections - #3.3.3
6.(1) 4. iii.	Projections for annual funding to be available to undertake identified lifecycle activities over a 10-year period	Sections - #3.3.3
6.(1) 4. iii.	Explanation of the options examined to maximize the funding projected to be available	Sections - #3.3.3 and #3.4.1
6.(1) 4. iv.	Identification of funding shortfalls for lifecycle activities over a 10-year period	Sections - #3.4.1
6.(1) 4. iv.	Identification of lifecycle activities that will be undertaken if there is a shortfall	Sections - #3.3.3
6.(1) 4. iv.	Explanation of how risks associated with not undertaking any of the lifecycle activities will be managed.	Sections - #3.3.3
6.(1) 5.	For population <25K, description of population or economic forecast assumptions, and how these connect to lifecycle cost projections for proposed LOS	Not Applicable
6.(1) 6.	For population 25K or more, capital, and significant operating costs for each of 10 years, to achieve proposed LOS to accommodate increase in demand caused by growth	Sections - #3.3.3
6.(1) 6. ii.	For population 25K or more, funding projected to be available, by source, due to growth	Sections - #3.3.3
6.(1) 6. iii.	For population 25K or more, overview of the risks associated with implementation of the AMP	Sections - #3.5
6.(1) 7.	Explanation of other key assumptions	Sections - #2.4

# Glossary

## Definitions

**Achieve Proposed Levels of Service:** is defined as the strategic initiatives undertaken by an organization to modify its service levels represented in a new proposed standard of service provision. This could involve modifying the condition, scope, or accessibility of the services beyond their current levels, based on strategic goals (e.g., Regulation Requirements, Master Plans or Strategic Plan Targets). The achievement of these proposed service levels may require changes in frequency and/or scope of asset lifecycle activities.

**Asset:** Non-financial assets having physical substance that are acquired, constructed, or developed and:

- are held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance, or repair of other tangible assets;
- have useful economic lives extending beyond an accounting period of one year;
- are to be used on a continuing basis; and
- are not for resale in the ordinary course of operations.

For the RBC Place London, capital assets have the following characteristics:

- Beneficial ownership and control clearly rests with RBC Place London, and
- The asset is utilized to achieve RBC Place London plans, objectives, and services with the intention of being used on a continuous basis and is not intended for sale in the ordinary course of business.

**Asset Management:** is an integrated approach, involving all organization departments, to effectively manage existing and

new assets to deliver services to customers. The intent is to maximize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner.

**AMP:** The RBC Place London Asset Management Plan which combines multi-disciplinary management techniques (technical and financial) over the life cycle of infrastructure assets to provide a specific level of service in the most cost-effective manner and manage risks associated with municipal infrastructure assets. This typically includes plans to invest, design, construct, acquire, operate, maintain, renew, replace, and decommission assets.

**CAM Program:** A set of interrelated or interacting components of the City and its agencies, boards, and commissions that establishes asset management policies and objectives and the processes needed to achieve those objectives. An asset management program also includes the organization structure, roles, responsibilities, business processes, plans, and operations of asset management practices.

**Capitalization Threshold:** The threshold represents the minimum cost an individual asset must have before it is to be recorded as a capital asset on the statement of financial position.

**City:** The Corporation of the City of London.

**Consequence of Failure:** A measure of the direct and indirect impacts on the city in the event of an asset failure.

**Core Municipal Infrastructure Asset:** Defined by O.Reg 588/17, any municipal infrastructure asset that is a, Water asset that relates to the collection, production, treatment, storage,

supply or distribution of drinking water; Wastewater asset that relates to the collection, transmission, treatment or disposal of wastewater, including any wastewater asset that from time to time manages stormwater; Stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater; Road; or Bridge or culvert.

**Critical Asset:** An asset for which the financial, business, or service level consequences of failure are sufficiently severe to justify proactive inspection, rehabilitation, or replacement, and is considered a municipal infrastructure asset.

**Customer:** Any person or entity who from the municipal infrastructure asset or service, is affected by it or has an interest in it either now or in the future.

**Direct Levels of Service:** Levels of service that are most representative of a municipal service and can be costed over a 10-year projected period.

**Green Infrastructure Asset:** Defined by O.Reg. 588/17, means an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs.

**Infrastructure Asset:** All or part of physical structures and associated facilities that form the foundation of development, and by or through which a public service is provided to the city, such as highways, bridges, bicycle paths, drinking water systems, social housing, hospitals, courthouses, and schools, as well as any other thing by or through which a public service is provided to the city.

**Maintain Current Levels of Service:** is defined as the persistent efforts of an organization to manage its assets through comprehensive lifecycle activities and effectively allocating necessary financial resources with the aim of consistently delivering its services at the current established service levels.

**Metrics:** Information that supplements levels of service (whether direct, related, or required under Ontario Regulation 588/17). Considered useful but a lagging indicator, meaning they do not readily provide strategic insight or can be easily costed to a municipal service.

**Municipal Infrastructure Asset:** An infrastructure asset (core and non-core municipal infrastructure assets), including a green infrastructure asset, directly owned by a municipality, or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board.

**Public:** Residential, commercial, industrial, and institutional partners, and any other party that rely on municipal infrastructure assets.

**Related Levels of Service:** Levels of service that have a causal relationship with direct levels of service but cannot be easily costed over 10-year projected period.

**Replacement Value:** The cost RBC Place would incur to completely replace a municipal infrastructure asset, at a selected point in time, at which a similar level of service would be provided. This definition can also be referred to as 'Replacement Cost'.

**Tangible Capital Assets (TCA):** A legislative reporting requirement specified by Section PS 3150 in the Public Sector

Accounting Board Handbook to identify asset inventories, additions, disposals, and amortization on an annual basis.

## Acronyms

**ABC:** Agencies, Boards, and Commissions

**AMP:** Asset Management Plan

**AODA:** Accessibility for Ontarians with Disabilities Act

**CAM:** Corporate Asset Management

**CAM Plan:** Corporate Asset Management Plan

**CEAP:** Climate Emergency Action Plan

**DC:** Development Charges

**FCI:** Facilities Condition Index

**GHG:** Green House Gases

**IT:** Information Technology

**kWH/sf:** Kilowatt hours per square foot

**LCR:** Lifecycle Renewal

**RBC Place:** RBC Place London

**Board:** RBC Place London's Board of Directors

**LOS:** Levels of Service

**MESL:** Maintain Existing Service Levels

**m<sup>3</sup>/sf:** Cubic Meters per Square Foot

**MYB:** Multi-Year Budget

**O. Reg.:** Ontario Regulation

**RF:** Reserve Fund

**RV:** Replacement Value

**TCA:** Tangible Capital Asset

**VFA:** Facilities Management Software

For more information visit [london.ca/CAM](https://london.ca/CAM) or contact  
Corporate Asset Management Phone: **519-661-CITY (2489)** Email: [CAM@london.ca](mailto:CAM@london.ca)

