Asset Management Plan – Non-Core Assets

Township of McNab/Braeside

Draft Report

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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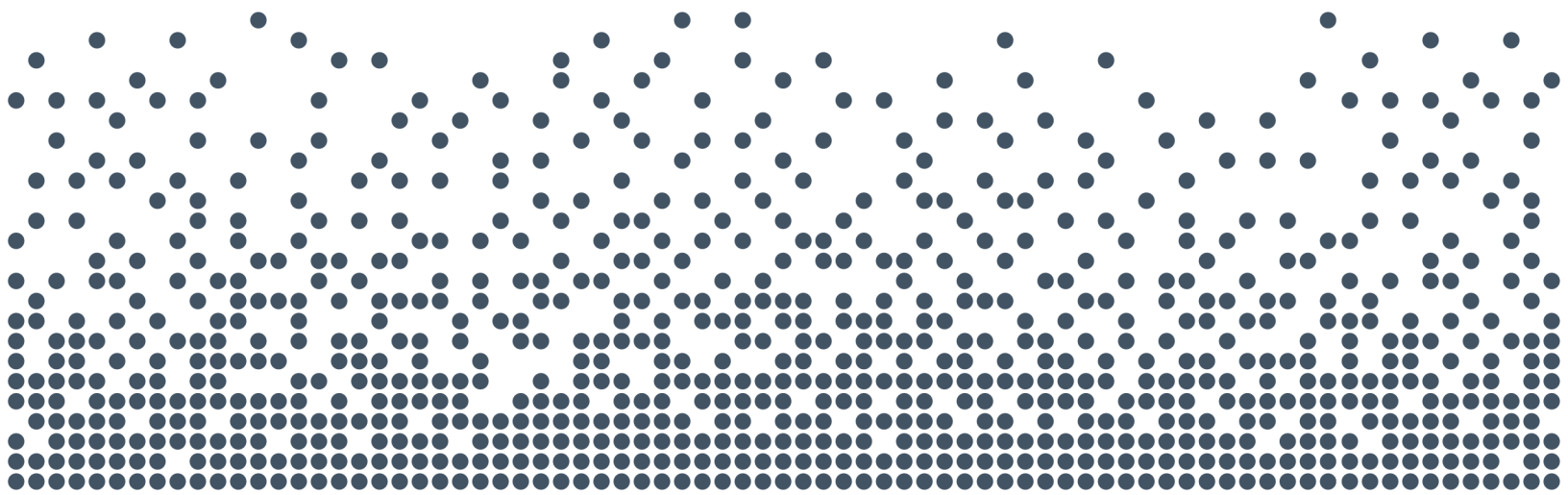


Report

Chapter 1
Introduction

1. Introduction

1.1 Overview

The main objective of an asset management plan is to use a municipality's best available information to develop a comprehensive long-term plan for capital assets. In addition, the plan should provide a sufficiently documented framework that will enable continual improvement and updates of the plan, to ensure its relevancy over the long term.

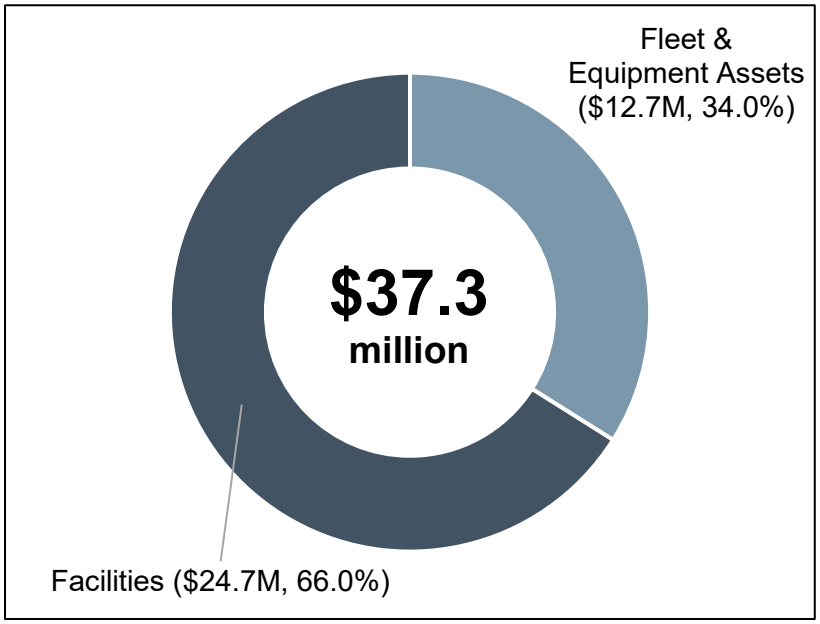
The Township of McNab/Braeside (Township) retained Watson & Associates Economists Ltd. (Watson) to assist in developing this asset management plan, which serves as a tool for the Township to optimize asset management outcomes for its non-core assets in a cost-effective manner and brings the Township in compliance with the July 1, 2024 requirements of *Ontario Regulation 588/17: Asset Management Planning For Municipal Infrastructure* (O. Reg. 588/17). Watson previously assisted the Township with the development of its 2022 Asset Management Plan for core assets. Following the completion of this asset management plan for non-core assets, the Township will shift its focus to developing a comprehensive asset management plan for all of the Township's assets to meet the July 1, 2025 requirements of O. Reg. 588/17, building upon the asset management work that has been completed to date. Core elements of the comprehensive asset management plan will include filling remaining data gaps, identifying proposed levels of service, establishing lifecycle management strategies to achieve those service levels, developing a financial strategy that incorporates financial sustainability and affordability factors specific to the Township, and assessing asset criticality through a risk management lens.

The total replacement cost for the Township's non-core assets is estimated to be approximately $37.3 million. A breakdown of the total replacement cost by asset class is provided in Table 1-1 and is illustrated in Figure 1-1. Facilities comprise the largest share of this replacement cost at approximately $24.7 million while fleet and equipment assets comprise approximately $12.7 million.

Table 1-1: Asset Classes and Replacement Costs

Asset Class	Replacement Cost (2024$)
Fleet & Equipment Assets	$12,679,000
Facilities	$24,656,000
Total	**$37,335,000**

Figure 1-1: Distribution of Replacement Cost by Non-core Asset Class (2024$)



Through its Strategic Asset Management Policy, which was adopted by Council on June 4, 2019, the Township has identified and defined its asset management goals. The policy emphasizes the Township's objective of managing its infrastructure assets in a manner that supports sustainable service delivery to its residents. O. Reg. 588/17 requires that municipalities review their Strategic Asset Management Policies every five years to ensure that the policy is reflective of the municipality's evolving asset management environment.

1.2 Legislative Context for Municipal Asset Management

Asset management planning in Ontario has evolved significantly over the past decade.

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did not have appropriate tracking of their capital assets, especially with respect to any changes that capital assets may have undergone (i.e. betterments, disposals, etc.). Furthermore, this also meant that many municipalities had not yet established inventories of their capital assets, both in their accounting structures and financial statements. As a result of revisions to *Section 3150 – Tangible Capital Assets* of the *Public Sector Accounting Board* (PSAB) handbook, which came into effect for the 2009 fiscal year, municipalities were forced to change this long-standing practice and capitalize their tangible capital assets over the term of the asset's expected useful service life. In order to comply with this revision, municipalities needed to establish asset inventories, if none previously existed.

In 2012, the Province launched the Municipal Infrastructure Strategy, which required municipalities and local service boards seeking provincial funding to demonstrate how any proposed project fits within a broader asset management plan. In addition, asset management plans encompassing all municipal assets needed to be prepared by the end of 2016 to meet Federal Gas Tax (now the Canada Community-Building Fund) agreement requirements. To help define the components of municipal asset management plans, the Province produced a document entitled *Building Together: Guide for Municipal Asset Management Plans*. This document outlined the information and analyses that were required to be included in municipal asset management plans under this initiative.

The Province's *Infrastructure for Jobs and Prosperity Act, 2015* (IJPA) was proclaimed on May 1, 2016. This legislation detailed principles for evidence-based and sustainable long-term infrastructure planning. The IJPA also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced O. Reg. 588/17 under the IJPA. The intent of O. Reg. 588/17 is to establish standard content for municipal asset management plans. Specifically, the regulation requires that asset management plans be developed that define levels of service, identify the lifecycle activities that will be undertaken to achieve those levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

As noted earlier, this asset management plan was developed to bring the Township into compliance with the July 1, 2024 requirements of O. Reg. 588/17. Over the coming

months the Township will be developing the next phase of its asset management plan, which will identify level of service targets and a financial strategy. The next phase of the asset management plan will bring the Township into full compliance with the 2025 requirements of O. Reg. 588/17.

1.3 Asset Management Plan Development

The development of this asset management plan was guided by asset management principles contained with the Township's Strategic Asset Management Policy, asset management strategies and objectives identified through discussions with the Township's asset managers, information gleaned through reviews of existing long-term planning documents and studies which was further refined through staff consultations, and the Township's capital asset data. The key steps in the development process of this asset management plan are summarized below:

1. Compile asset information into complete inventories that contain relevant asset attributes such as size, quantity, age, useful service life expectations, and replacement cost. As part of this step, replacement costs were updated, where required, using applicable inflationary indices.
2. Define and assess the current condition of non-core assets using a combination of staff input and age-based condition analyses.
3. Define and document current levels of service based on analyses of available data and review of various background reports.
4. Develop lifecycle management strategies that identify the activities required to maintain current levels of service.
5. Develop a financial summary of forecasted capital and significant operating expenditures arising from the activities identified in the lifecycle management strategies.
6. Document the asset management plan in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.

Chapter 2
Structure of this Asset Management Plan

2. Structure of this Asset Management Plan

The subsequent chapters of this asset management plan are organized by asset class. Each of those chapters is further broken down into sections including state of local infrastructure, levels of service, lifecycle management strategies, and financial summary and forecasts. The contents of each section are further described in the remainder of this chapter.

2.1 State of Local Infrastructure

The State of Local Infrastructure and Condition sections contain summary information on each asset class. As required by O. Reg. 588/17, the asset management plan must include the following information:

- Summary of the assets;
- Replacement cost of the assets;
- Average age of the assets (it is noted regulation O. Reg. 588/17 specifically requires average age to be determined by assessing the age of asset components);
- Information available on the condition of the assets; and
- Approach to condition assessments (based on recognized and generally accepted good engineering practices where appropriate).

The average ages of assets presented in subsequent sections of this asset management plan are weighted by the estimated current replacement cost of each asset. Similarly, the average condition is also weighted by the estimated current replacement cost of each asset.

2.2 Levels of Service

Levels of service measure how effectively an asset meets functional or user requirements and reinforce the fact that assets inherently serve as means rather than ultimate ends. Assets play a pivotal role in delivering services to the residents and stakeholders of a municipality. Municipalities need to ensure that their infrastructure assets perform to meet their level of service goals in a manner that is affordable, achievable, and sustainable.

A fully developed levels of service framework allows a municipality to:

- Communicate its objectives to stakeholders and inform them of any planned changes.
- Track its performance against objectives to identify problem areas.
- Make budget decisions that are linked to outcomes, enabling rational trade-offs to be made.

To comply with the July 1, 2024 requirements of O. Reg. 588/17, asset management plans must identify the current levels of service being provided for each in-scope asset class. Whereas O. Reg. 588/17 prescribes several community and technical levels of service that must be included in asset management plans for core assets, it makes no such prescription for non-core assets. The Township has established its own levels of service frameworks for its non-core assets to describe both qualitatively and quantitatively the objectives it intends its assets to deliver. Included within the levels of service framework are performance measures that the Township will continue to track over time.

The Township's levels of service frameworks are presented for each asset class as follows:

- The Service Attribute identifies the service aspects that are important to the users and/or managers of the asset class;
- The Community Levels of Service tables describe the Township's intent in plain language and provide additional information on the aspects of the service that the Township believes are important to users; and
- The Technical Levels of Service tables describe the performance measures that quantify the Township's current performance with respect to the Service Attribute and Community Levels of Service. Unless noted otherwise, data used to evaluate current performance is as of December 31, 2023.

This asset management plan includes several measures that the Township has identified as being important to include within the levels of service frameworks even though there is insufficient data currently to quantify performance. These measures are presented in Appendix A as "Data-Deferred" measures. These measures will be incorporated directly into the asset management plan once the Township collects the required data.

2.3 Lifecycle Management Strategies

A lifecycle management strategy is a set of planned actions performed on assets to achieve levels of service in a sustainable manner and at the lowest overall lifecycle cost. Developing a lifecycle management strategy framework entails determining which lifecycle activities need to be planned for and performed on assets in order to optimize multiple factors including sustenance of adequate levels of service, extension of asset service life, reduction of overall lifecycle costs, mitigation of risk, and achievement of other objectives such as environmental and community goals. Municipalities need to ensure that their levels of service and lifecycle management strategies work hand-in-hand to balance the municipality's asset rehabilitation, replacement, and growth-related needs with its spending capacity.

Lifecycle management strategies form a vital part of asset management because they represent a plan for how to manage activities related to an asset over its full lifecycle. Lifecycle management strategies allow a municipality to:

- Ensure that the right intervention is made at the right time to deliver the desired levels of service at the lowest average annual cost.
- Set a foundation for medium- and long-term capital budget forecasting.
- Inform front-line decisions about managing assets.

The Township's lifecycle management strategies for each asset class are presented as follows:

- Inspections and Condition Assessments: Outlines the Township's approach to assessing the performance of its assets and determining asset maintenance, rehabilitation, and replacement needs;
- Major Lifecycle Activities – Operating: Summarizes the significant lifecycle activities that the Township funds through its operating budgets. These lifecycle activities generally pertain to the maintenance required to preserve asset service lives and ensure assets continue performing as intended;
- Major Lifecycle Activities – Capital: Summarizes the significant lifecycle activities that the Township funds through its capital budgets. These lifecycle activities generally pertain to rehabilitation and replacement projects undertaken to extend or renew asset service lives;

- Prioritization of Short-term Lifecycle Needs: Outlines how the Township prioritizes short-term lifecycle requirements of its assets and addresses emerging issues; and
- Growth-related Lifecycle Needs: Describes the Township's methodology for assessing the impact of population and demographic shifts on the long-term sustainability of levels of service and the lifecycle requirements of assets.

2.4 Financial Summary and Forecasts

In accordance with the requirements of O. Reg. 588/17, municipal asset management plans must include a 10-year forecast of capital and significant operating expenditures to support the activities identified in the lifecycle management strategies. This asset management plan also presents an annual lifecycle funding target for each asset class. The annual lifecycle funding target is the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long-term. By planning to achieve this annual funding level, the Township would be able to fully fund capital works as they arise. In practice, however, capital needs are often characterized by peaks and valleys due to the value of works being undertaken changing year-to-year. By planning to achieve this level of funding over the long-term, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs.

2.5 Population and Employment Growth

O. Reg. 588/17 requires municipalities with a population less than 25,000, as reported in the most recent census, to provide assumptions of future changes in population or economic activity and their impact on the lifecycle activities that need to be undertaken to maintain current levels of service. Based on Renfrew County's Official Plan, the Township's population is estimated to grow to 8.775 residents by 2036, representing an approximately 15.6% increase from its 2021 census population of 7,591 residents. Continued population growth may result in incremental service demands that would impact levels of service. If needed, the Township would address these pressures through established planning processes such as the development of master plans for specific services. If future master planning studies identify the need for new infrastructure and/or upgrades of existing infrastructure to accommodate future population growth, the Township should consider the option of imposing development

charges. Utilizing development charges would ensure that the effects of future population growth do not increase the cost of maintaining levels of service for existing taxpayers.

Chapter 3
Fleet and Equipment

3. Fleet and Equipment

3.1 State of Local Infrastructure

The Township's inventory of fleet assets comprises plated vehicles ranging from passenger vehicles and pickup trucks to plow trucks and fire apparatus such as tankers, pumpers, and rescue vehicles. The Township currently owns and manages a total of 27 fleet assets.

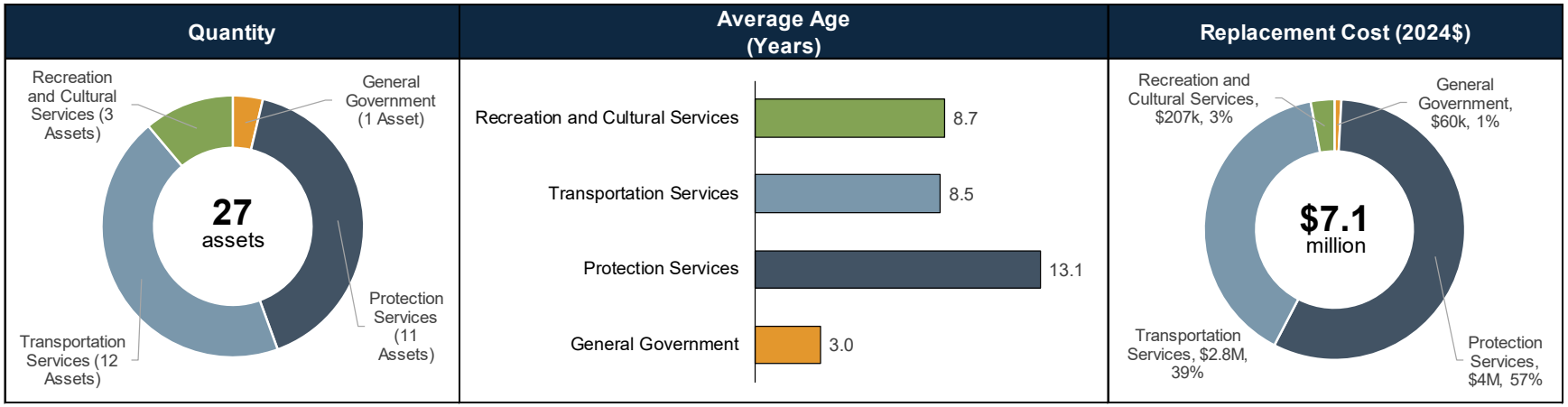
The current replacement cost of the Township's fleet is estimated at approximately $7.1 million. Assets utilized by Protection Services represent the largest share of total replacement cost at approximately $4.0 million, followed by assets utilized by Transportation Services at approximately $2.8 million, assets utilized by Recreation and Cultural Services at approximately $207,000, and General Government assets at approximately $60,000. The average age of all of the Township's fleet assets is approximately 11.1 years.

Table 4-1 summarizes the quantity, average age, and estimated current replacement cost of the Township's fleet assets by service area. This information is further illustrated in Figure 3-1.

Table 3-1: Fleet – Quantity, Average Age, and Replacement Cost

Service Area	Quantity	Average Age (Years)	Replacement Cost (2024$)
Protection Services	11	13.1	$4,003,000
Transportation Services	12	8.5	$2,782,000
Recreation and Cultural Services	3	8.7	$207,000
General Government	1	3.0	$60,000
Total	**27**	**11.1**	**$7,052,000**

Figure 3-1: Fleet – Quantity, Average Age, and Replacement Cost



The Township's inventory of equipment assets comprises heavy equipment such as graders, backhoes, tractors, and smaller pieces of equipment such as generators, steamers, trailers, furniture appliances, and electronics. The inventory also includes equipment utilized by the Fire Department such as radios, extrication equipment, etc. and equipment utilized by the Parks and Recreation Department such as play structures. The Township currently owns and manages a total of 79 equipment assets.

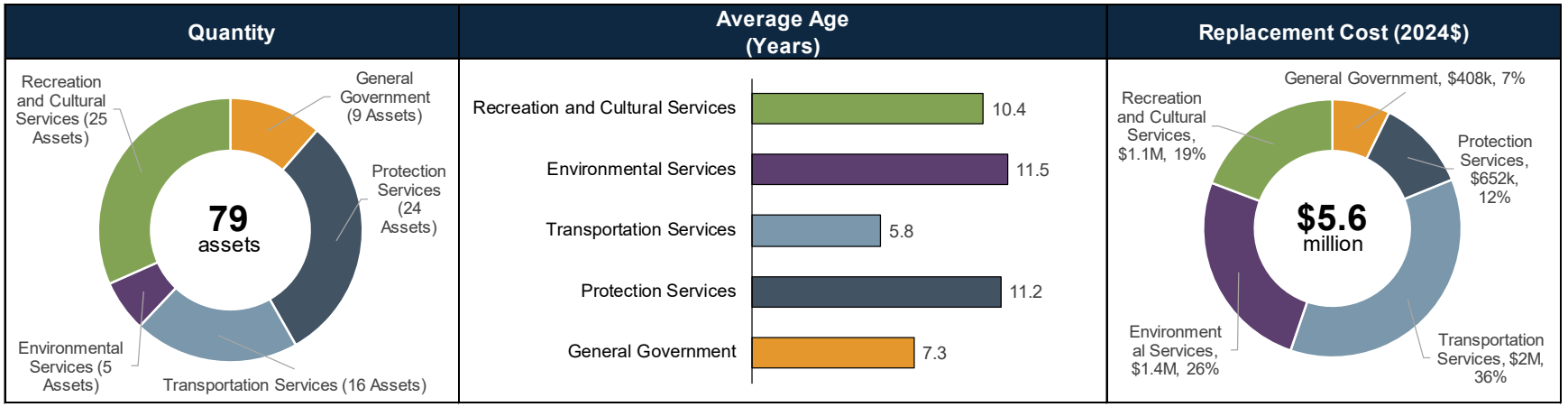
The current replacement cost of the Township's equipment assets is estimated at approximately $5.6 million. Assets utilized by Transportation Services represent the largest share of total replacement cost at approximately $2.0 million, followed by assets utilized by Environmental Services at approximately $1.4 million, assets utilized by Recreation and Cultural Services at approximately $1.1 million, assets utilized by Protection Services assets at approximately $652,000, and lastly, General Government assets at approximately $408,000. The average age of all of the Township's equipment assets is approximately 8.9 years.

Table 3-2 summarizes the quantity, average age, and estimated current replacement cost of the Township's equipment assets by department. This information is further illustrated in Figure 3-2.

Table 3-2: Equipment - Quantity, Average Age, and Replacement Cost

Service Area	Quantity	Average Age (Years)	Replacement Cost (2024$)
Transportation Services	16	5.8	$2,049,000
Environmental Services	5	11.5	$1,435,000
Recreation and Cultural Services	25	10.4	$1,083,000
Protection Services	24	11.2	$652,000
General Government	9	7.3	$408,000
Total	**79**	**8.9**	**$5,627,000**

Figure 3-2: Equipment - Quantity, Average Age, and Replacement Cost



3.2 Condition

The condition of the Township's fleet and equipment assets is assessed based on age relative to useful service life (i.e. based on the percentage of useful service life consumed (ULC%)). A brand-new vehicle or piece of equipment would have a ULC% of 0%, indicating that none of the asset's life expectancy has been utilized. On the other hand, a vehicle or piece of equipment that has reached the end of its life expectancy would have a ULC% of 100%. It is possible for vehicles and pieces of equipment to have a ULC% greater than 100%, which occurs if the asset has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that assets near or beyond their typical useful service life expectancy are likely to require replacement or rehabilitation in the near term and may have increasing repair and maintenance costs.

To better communicate the condition of vehicles and equipment, ULC% ratings have been segmented into qualitative condition states as summarized in the Table 3-3. The scale is set to show that if assets are replaced at the end of their expected useful service life, they would be in a "Fair" condition state. For assets that remain in service beyond their useful service life (i.e., ULC% > 100), the probability of failure is assumed to have increased to a point where performance would be characterized as "Poor" or "Very Poor".

Table 3-3: Definition of Condition States with Respect to ULC%

Condition State	ULC%
Very Good	0% ≤ ULC% ≤ 45%
Good	45% < ULC% ≤ 90%
Fair	90% < ULC% ≤ 100%
Poor	100% < ULC% ≤ 125%
Very Poor	125% < ULC%

Table 3-4 summarizes the average ULC% and associated condition states of the Township's fleet assets by service area and Table 3-5 summarizes the average ULC% and associated condition states of the Township's equipment assets by service area.

Table 3-4: Fleet – Average ULC% and Condition State

Service Area	Average ULC%	Average Condition State
Protection Services	72.8%	Good
Transportation Services	60.9%	Good
Recreation and Cultural Services	57.8%	Good
General Government	30.0%	Very Good
Average	**67.3%**	**Good**

Table 3-5: Equipment – Average ULC% and Condition State

Service Area	Average ULC%	Average Condition State
Transportation Services	33.6%	Very Good
Environmental Services	49.8%	Good
Recreation and Cultural Services	62.3%	Good
Protection Services	100.1%	Poor
General Government	58.3%	Good
Average	**52.7%**	**Good**

The distribution of replacement cost of the Township's fleet assets by condition states is illustrated in Figure 3-3 and by ULC% is illustrated in Figure 3-4.

Figure 3-3: Fleet – Distribution of Assets (Replacement Cost) by Condition State

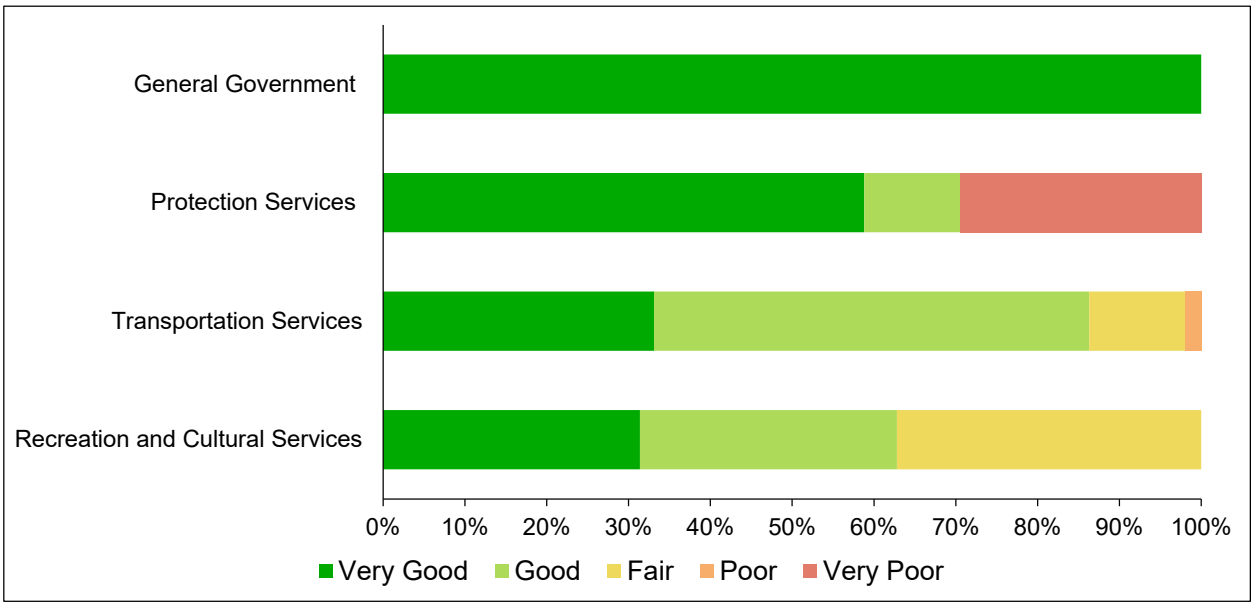
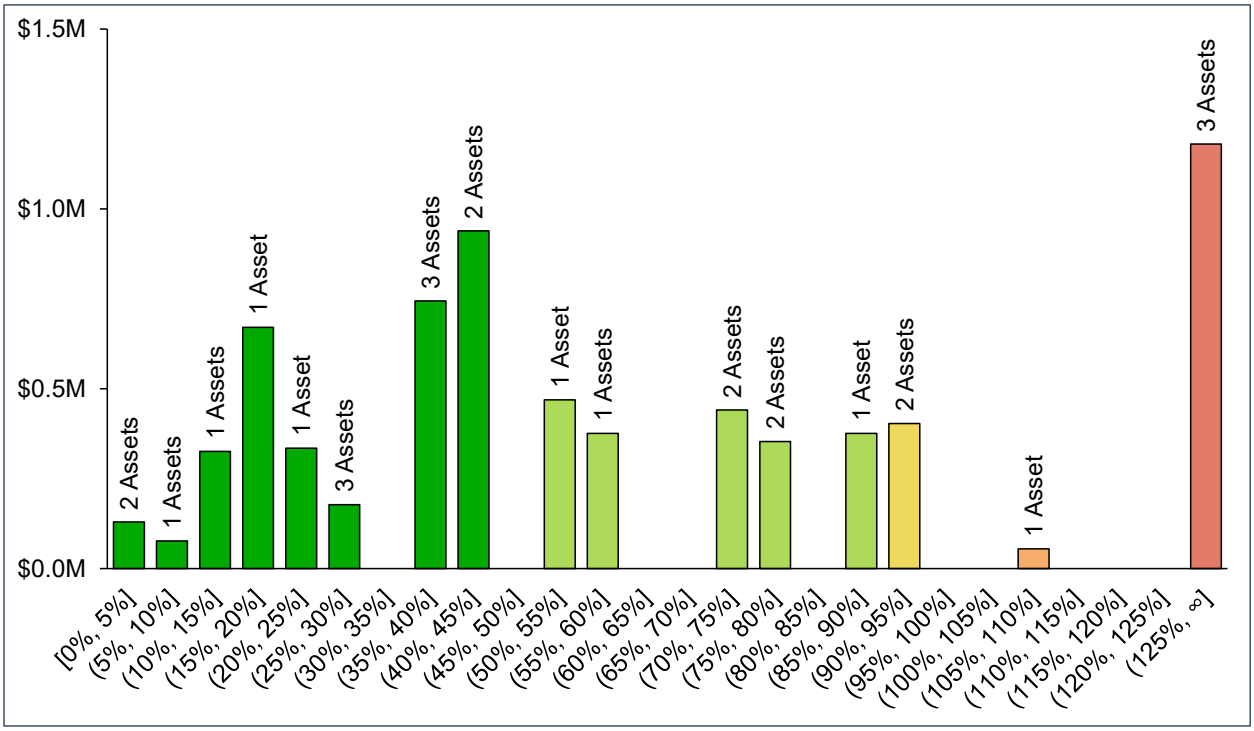


Figure 3-4: Fleet – Distribution of Fleet Assets (Replacement Cost) by ULC%



The distribution of replacement cost of the Township's equipment assets by condition states is illustrated in Figure 3-5 and by ULC% is illustrated in Figure 3-6.

Figure 3-5: Equipment - Distribution of Assets (Replacement Cost) by Condition State

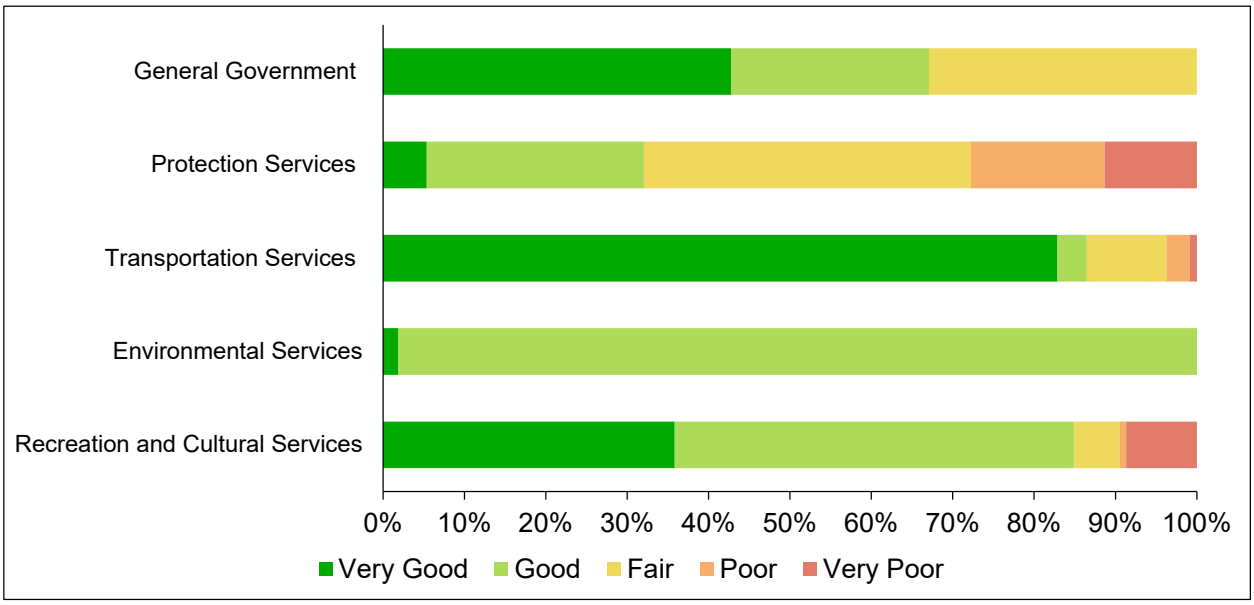
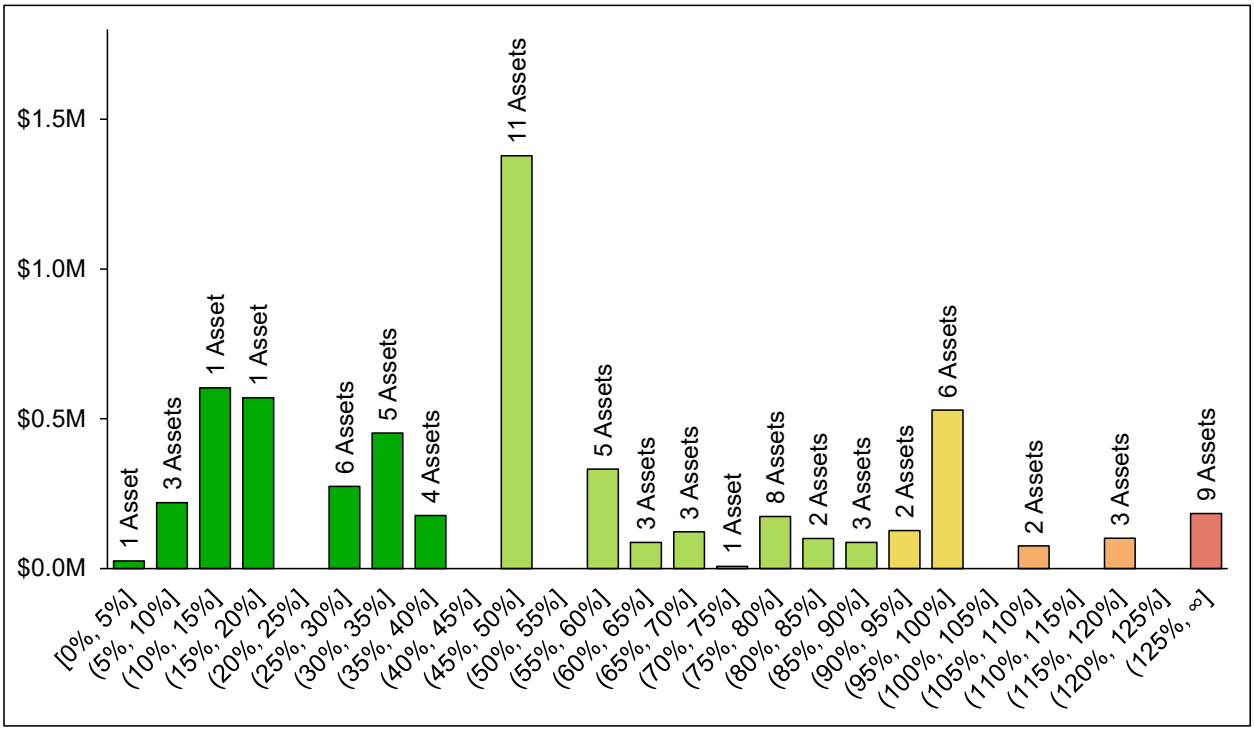


Figure 3-6: Equipment – Distribution of Assets (Replacement Cost) by ULC%



3.3 Levels of Service

This section provides an overview of the Township's level of service framework for fleet and equipment. Table 3-6 summarizes the community levels of service and Table 3-7. summarizes the technical levels of service. Additional levels of service measures for the Township's fleet and equipment assets are included in Appendix A as "Data-Deferred" measures as there is insufficient data available at this time to quantify their current performance. These measures will be incorporated directly into future iterations of this asset management plan.

Table 3-6: Fleet and Equipment – Community Levels of Service

Service Attribute	Community Levels of Service
Safety	The Township regularly inspects its fleet and equipment assets to ensure they are safe for use.
Reliability	The Township strives to minimize the number and impact of unplanned repair/maintenance activities performed on its fleet and equipment assets.

Table 3-7: Fleet and Equipment – Technical Levels of Service

Service Attribute	Technical Levels of Service	Current Performance
Safety	Percentage of commercial fleet assets and fire apparatus that underwent at least one inspection in the calendar year.	100%
Reliability	Replacement cost of fleet assets in use beyond their optimal service life standards compared to the replacement cost of all fleet assets.	17.5%

Service Attribute	Technical Levels of Service	Current Performance
	Replacement cost of equipment assets in use beyond their optimal service life standards compared to the replacement cost of all fleet assets.	6.4%

3.4 Lifecycle Management Strategy

Table 3-6 summarizes the Township's lifecycle management strategy for its fleet and equipment assets.

Table 3-8: Fleet and Equipment – Lifecycle Management Strategy

Fleet and Equipment	
Inspections and Condition Assessments	The Township has several inspection programs for its fleet and equipment assets as follows: • Commercial fleet assets are inspected annually as part of their CVOR renewal requirements. Monthly inspections are also conducted on all commercial fleet assets. • Light-duty vehicles are inspected as part of their regular servicing. • Fire apparatus and pumps are inspected annually as part of their certification requirements. Weekly inspections are also conducted on all fire apparatus, and they are inspected after return from each fire call. • Non-plated heavy equipment assets undergo "circle-checks" by municipal staff prior to use and are inspected every 500 hours by an external service provider.
Major Operating Lifecycle Activities	The Township conducts regular servicing, on-going maintenance, and as-needed repairs on its fleet and equipment assets to preserve their service life. Preventative maintenance, such as periodic power-washing and undercoating, is performed

Fleet and Equipment	
	on fleet assets to reduce the frequency of unplanned repairs and their impacts on service delivery.
Major Capital Lifecycle Activities	The Township replaces fleet and equipment assets that have reached the end of their service lives, are unable to meet annual certification requirements, or have uneconomical repair costs.
Prioritization of Short-Term Lifecycle Needs	Highest priority is given to repairing breakdowns of critical fleet assets, such as fire apparatus and snowplows, to minimize impact on public safety. Other short-term lifecycle needs are prioritized by measuring impacts on service delivery of affected assets.
Identification of Growth-Related Lifecycle Needs	The Township analyzes growth forecasts through its Fire Master Plan and Recreation Master Plan as well as key performance metrics, such as number of plows compared to the total lane kilometers of roadways, to determine the need for additional fleet or equipment assets. The Township also relies on the Fire Underwriters Survey and evolving N.F.P.A. standards to provide recommendations on upgrades to fire apparatus based on size of community and changing nature of structure fires.

3.5 Financial Summary and Forecast

Based on the lifecycle activities outlined in the previous section, an estimate of the annual funding requirement and forecast of lifecycle expenditures was developed for the Township's fleet and equipment assets.

Average annual lifecycle cost for the Township's fleet and equipment assets is estimated to be approximately $796,000. Assets utilized by Transportation Services represent the largest share of this average annual lifecycle cost at approximately $324,000, followed by assets utilized by Fire and Protection Services at approximately $282,000, assets utilized by Recreation and Cultural Services at approximately $82,000, asset utilized by Environmental Services at approximately $64,000, and lastly, General Government assets at approximately $44,000. Table 3-9 lists the average

annual lifecycle cost for the Township's fleet and equipment assets. This information is further illustrated in Figure 3-7.

Table 3-9: Fleet and Equipment – Average Annual Lifecycle Cost (2024$)

Asset Sub-Class	Average Annual Lifecycle Cost (2024$)
Protection Services	$282,000
Transportation Services	$324,000
Recreation and Cultural Services	$82,000
Environmental Services	$64,000
General Government	$44,000
Total	**$796,000**

Figure 3-7: Fleet and Equipment – Average Annual Lifecycle Cost (2024$)

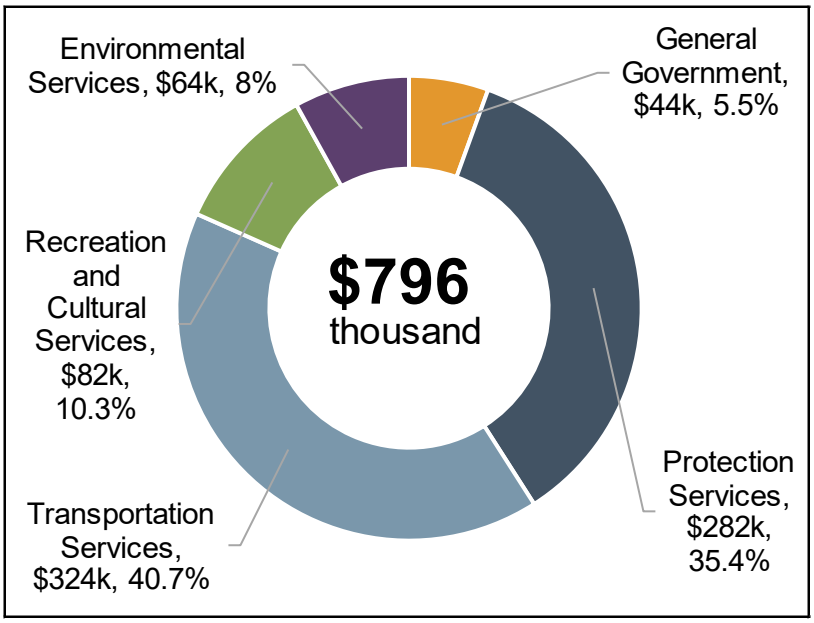


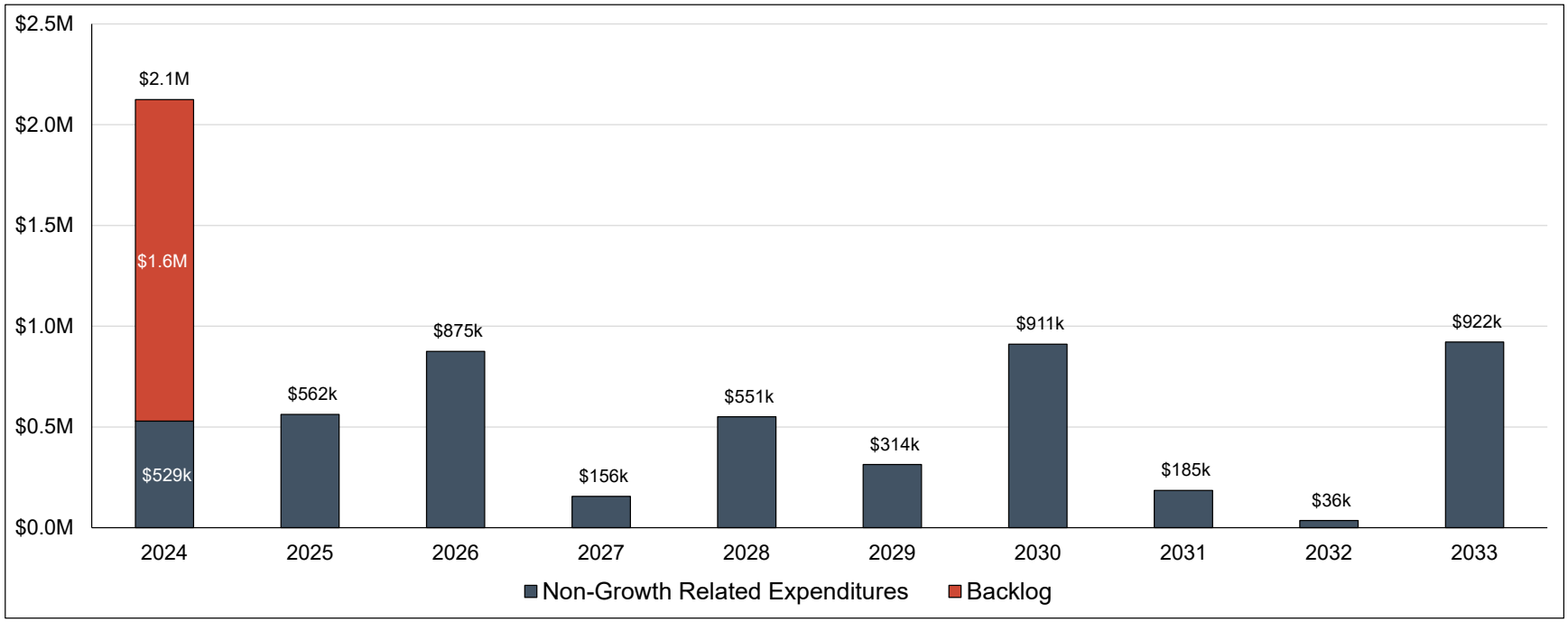
Table 3-10 provides a summary of the 10-year lifecycle expenditure forecast for the Township's fleet and equipment assets and this information is further illustrated in Figure 3-8. This forecast was derived by conducting age-based lifecycle modelling for all fleet and equipment assets. Based on this forecast, the non-growth related lifecycle expenditure requirement for the Township's fleet and equipment assets over the next 10

years is expected to total approximately $6.6 million. Based on the best information available, the current backlog for the Township's fleet and equipment assets is estimated at approximately $1.6 million. This represents the current replacement value of all fleet and equipment assets that are in use beyond their expected useful service lives. It is important to note that this approach does not capture any rehabilitation activities that may have been performed on the assets over the course of their lifecycles. It is recommended that the Township re-examine the identified backlog using observed condition of assets. If assets are found to be performing adequately and as intended, they should be removed from the identified backlog. This will be addressed in the upcoming iteration of the Township's asset management plan.

Table 3-10: Fleet and Equipment – Financial Forecast (2024$)

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures										
Annual Capital Requirement	$529,000	$562,000	$875,000	$156,000	$551,000	$314,000	$911,000	$185,000	$36,000	$922,000
Backlog	$1,596,000	-	-	-	-	-	-	-	-	-
Total Capital Expenditures	**$2,125,000**	**$562,000**	**$875,000**	**$156,000**	**$551,000**	**$314,000**	**$911,000**	**$185,000**	**$36,000**	**$922,000**

Figure 3-8: Fleet and Equipment – Financial Summary (2024$)



Chapter 4
Facilities

4. Facilities

4.1 State of Local Infrastructure

The Township owns 22 facilities that support the delivery of various municipal services. These facilities include the municipal office, fire stations, public works facilities, recreation facilities, waste management facilities, and the facilities located at the Waba Cottage Museum.

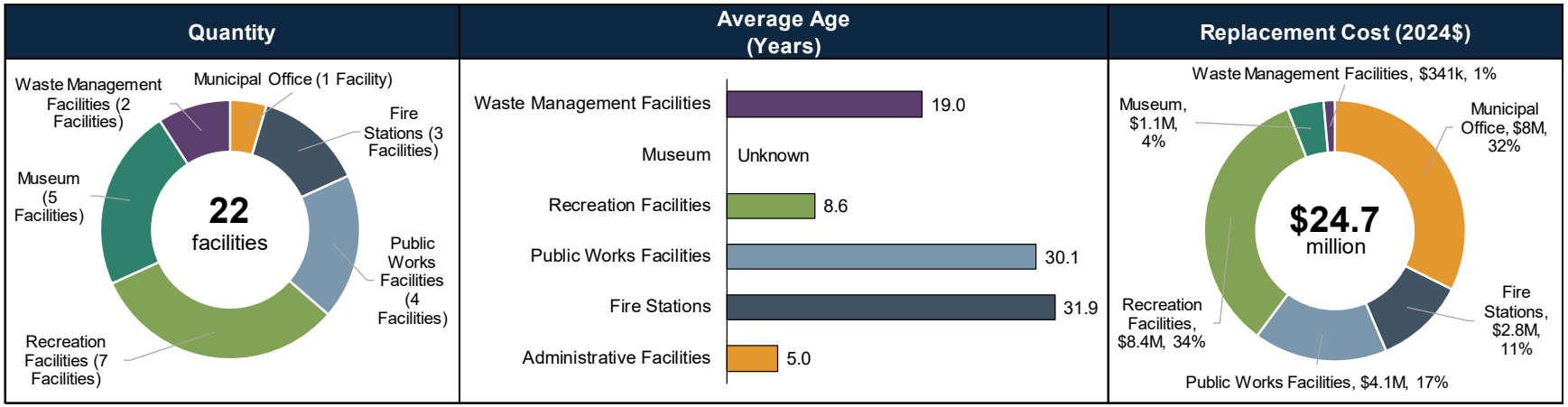
The current replacement cost of Township's facilities is estimated at approximately $24.7 million. Recreation facilities represent the largest share of replacement cost at approximately $8.4 million, followed by the municipal office at approximately $8.0 million, public works facilities at approximately $4.1 million, fire stations at approximately $2.8 million, the facilities located at the Waba Cottage Museum at approximately $1.1 million, and lastly, waste management facilities at approximately $341,000. The average age across all of the Township's facilities is approximately 14.0 years. It is worth noting that the age of the buildings associated with the Waba Cottage Museum is currently unknown. These facilities have been excluded from the calculation of average age.

Table 4-1 summarizes the quantity, average age, and estimated current replacement cost of the Township's facilities by department. This information is further illustrated in Figure 4-1.

Table 4-1: Facilities – Quantity, Average Age, and Replacement Cost

Department	Quantity	Average Age (Years)	Replacement Cost (2024$)
Administrative Facilities	1	5.0	$7,990,000
Fire Stations	3	31.9	$2,758,000
Public Works Facilities	4	30.1	$4,078,000
Recreation Facilities	7	8.6	$8,382,000
Museum	5	N/A	$1,107,000
Waste Management Facilities	2	19.0	$341,000
Total	**22**	**14.0**	**$24,656,000**

Figure 4-1: Facilities – Quantity, Average Age, and Replacement Cost



4.2 Condition

The Township assesses the condition of its facilities through BCAs completed by an external service provider and through staff assessments. The BCAs identify repair, maintenance, rehabilitation, and replacement requirements for Township facilities at a component level over a 10-year forecast horizon. As part of the BCAs, individual facility components are inspected and the assessors assign a remaining useful life to each component based on the observed condition. Township staff regularly review the forecasts of lifecycle expenditures generated through BCAs to ensure that they are reflective of the observed physical condition of facilities. Facility Condition Index (FCI) ratings are calculated to provide an overall measure of each facility's condition. FCI ratings are calculated by forecasting the repair, maintenance, rehabilitation, and replacement requirements for each building over a 10-year forecast horizon and expressing the sum of forecasted requirements as a percentage of the replacement cost of the facility.

To better communicate the condition of facilities, the FCI% ratings are converted into qualitative condition states as summarized in Table 4-2. The scale is set to show that if the sum of forecasted capital requirements over a 10-year forecast horizon for a given facility is lower than 5% of the building's current replacement value, the facility would be deemed to be in a "Good" condition state. Consequently, if the sum of forecasted capital requirements over a 10-year forecast horizon for a given facility is higher than 30% of the building's current replacement value, the facility would be deemed to be in a "Critical" condition state. The Township should ensure that facility components are repaired, rehabilitated, and/or replaced in a timely manner to ensure that they continue performing as intended and to reduce the potential for component failures.

Table 4-2: Facilities – Definition of Condition States with Respect to FCI

Condition State	FCI%
Good	0% ≤ FCI% < 5%
Fair	5% ≤ FCI% < 10%
Poor	10% ≤ FCI% ≤ 30%
Critical	30% ≤ FCI%

Table 4-3 summarizes the average FCI% and associated condition states of the Township's facilities by service area.

Table 4-3: Facilities – Average FCI% and Condition State

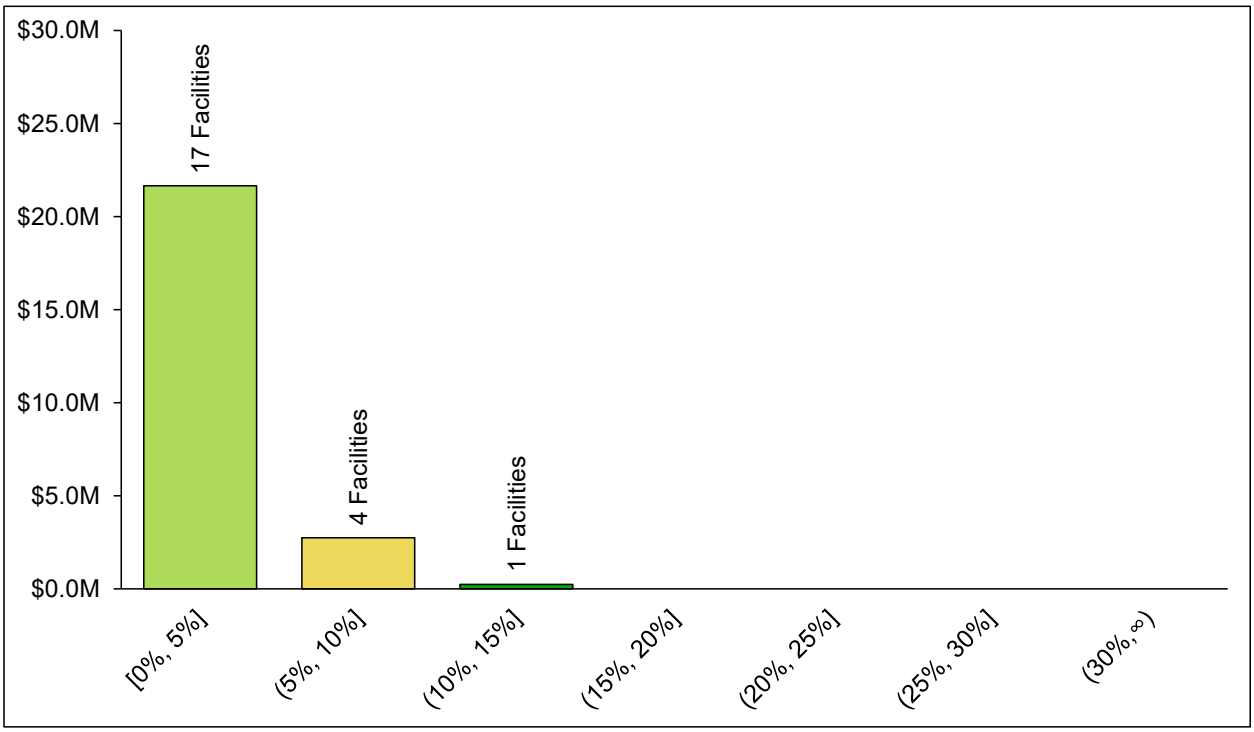
Service Area	Average ULC%	Average Condition State
Municipal Office	0.0%[1]	**Good**
Fire Stations	4.6%	**Good**
Public Works Facilities	4.6%	**Good**
Recreation Facilities	0.5%	**Good**
Museum	1.4%	**Good**
Waste Management Facilities	10.7%	**Poor**
Average	**1.7%**	**Good**

The distribution of replacement cost of the Township's facilities by condition states is illustrated in Figure 4-2 and by FCI% is illustrated in Figure 4-3.

[1] The Township's Municipal Office was newly constructed in 2019 and is forecasted to have no significant lifecycle expenditure requirements over the next 10 years, only requiring on-going preventative maintenance.

Figure 4-2: Facilities - Distribution of Facilities (Replacement Cost) by Condition State

Figure 4-3: Facilities - Distribution of Facilities (Replacement Cost) by FCI%



4.3 Levels of Service

This section provides an overview of the Township's level of service framework for facilities. Table 4-4 summarizes the community levels of service and Table 4-5 summarizes the technical levels of service. Additional levels of service measures for the Township's facilities are included in Appendix A as "Data-Deferred" measures as there is insufficient data available at this time to quantify current performance. These measures will be incorporated directly into future iterations of this asset management plan.

Table 4-4: Facilities – Community Levels of Service

Service Attribute	Community Levels of Service
Capacity	The Township strives to align the capacity of its facilities with the service demands of its community.
Safety	The Township prioritizes the safety of all users of its facilities.

Table 4-5: Facilities – Technical Levels of Service

Service Attribute	Technical Levels of Service	Current Performance
Capacity	Gross floor area (square footage) of recreation facilities per 1,000 residents.	2,139 ft^2
	Gross floor area (square footage) of public works facilities per 1,000 residents.	3,147 ft^2
	Gross floor area (square footage) of fire stations per 1,000 residents.	1,033 ft^2
	Gross floor area (square footage) of municipal offices per 1,000 residents.	1,090 ft^2

Service Attribute	Technical Levels of Service	Current Performance
Capacity (continued)	Gross floor area (square footage) of waste management facilities per 1,000 residents.	255 ft^2
Safety	Percentage of staffed facilities that undergo monthly health and safety inspections.	100%

4.4 Lifecycle Management Strategy

Table 4-6 summarizes the Township's lifecycle management strategy for its facilities.

Table 4-6: Facilities – Lifecycle Management Strategy

Facilities	
Inspections and Condition Assessments	The Township assesses the condition of its facilities through BCAs, the most recent of which was completed in 2019. The Township plans to update the BCAs in the near future to inform updated condition assessments for its facilities. As required by the Occupational Health and Safety Act, staffed facilities undergo monthly health and safety inspections performed by municipal staff. Township staff also conduct weekly visual inspections for all facilities that are staffed or open for public access. The Township also has on-going preventative maintenance programs in place with external vendors for critical equipment assets within its facilities (e.g. septic systems, refrigeration plants, electrical systems, safety systems, filtration systems, etc.). Routine inspections on critical equipment assets are performed as part of these preventative maintenance programs.
Major Operating Lifecycle Activities	The Township conducts on-going maintenance and as-needed repairs to its facilities, and the equipment assets within, to

Facilities	
	sustain adequate levels of service and reduce the potential for facility closures. Minor equipment assets (e.g. floor scrubbers/cleaning machines) are replaced as required to prevent service interruptions.
Major Capital Lifecycle Activities	Staff review the condition of facility components on an on-going basis to identify rehabilitation and replacement needs for facilities and the equipment assets within. Rehabilitation and replacement projects are undertaken to address facility components and equipment assets that have reached the end of their service lives, are not performing as originally intended, and/or have uneconomical maintenance and repair costs.
Prioritization of Short-Term Lifecycle Needs	The Township identifies short-term lifecycle needs through its various inspection programs and staff assessments. Highest priority is given to health and safety issues, followed by issues that significantly impact service delivery and/or affect staff's ability to perform their duties.
Identification of Growth-Related Lifecycle Needs	Through its upcoming Parks and Recreation Master Plan and Fire Master Plan, the Township plan to analyze growth forecasts and shifts in demographics to determine whether current capacity can support the projected service demands of the community. Direct engagement with residents through public surveys is also conducted as part of the master planning process to ensure that internal priorities align with residents' expectations.

4.5 Financial Summary and Forecast

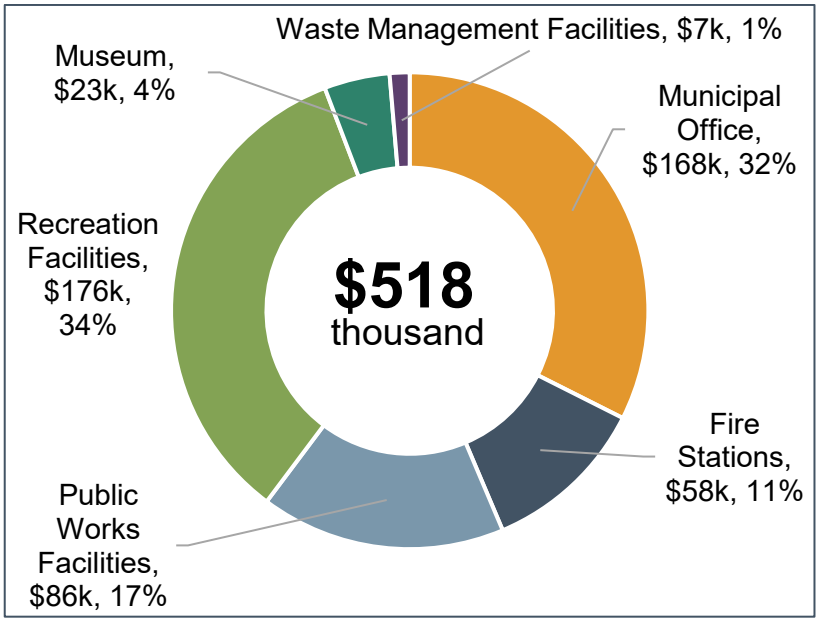
Based on the lifecycle activities outlined in the previous section, an estimate of the annual funding requirement and forecast of lifecycle expenditures was developed for the Township's facilities.

Average annual lifecycle cost for the Township's facilities is estimated to be approximately $518,000. Recreation facilities represent the largest share of this average annual lifecycle cost at approximately $176,000, followed by the municipal office at approximately $168,000, public works facilities at approximately $86,000, fire stations at approximately $58,000, the building associated with the Waba Cottage Museum at approximately $23,000, and lastly, waste management facilities at approximately $7,000. Table 4-7 lists the average annual lifecycle cost for the Township's facilities assets by department. This information is further illustrated in Figure 4-4.

Table 4-7: Facilities – Average Annual Lifecycle Cost

Asset Sub-class	Replacement Cost (2024$)	Average Annual Lifecycle Cost (2024$)
Municipal Office	$7,990,000	$168,000
Fire Stations	$2,758,000	$58,000
Public Works Facilities	$4,078,000	$86,000
Recreation Facilities	$8,382,000	$176,000
Museum	$1,107,000	$23,000
Waste Management Facilities	$341,000	$7,000
Total	**$24,656,000**	**$518,000**

Figure 4-4: Facilities – Average Annual Lifecycle Cost

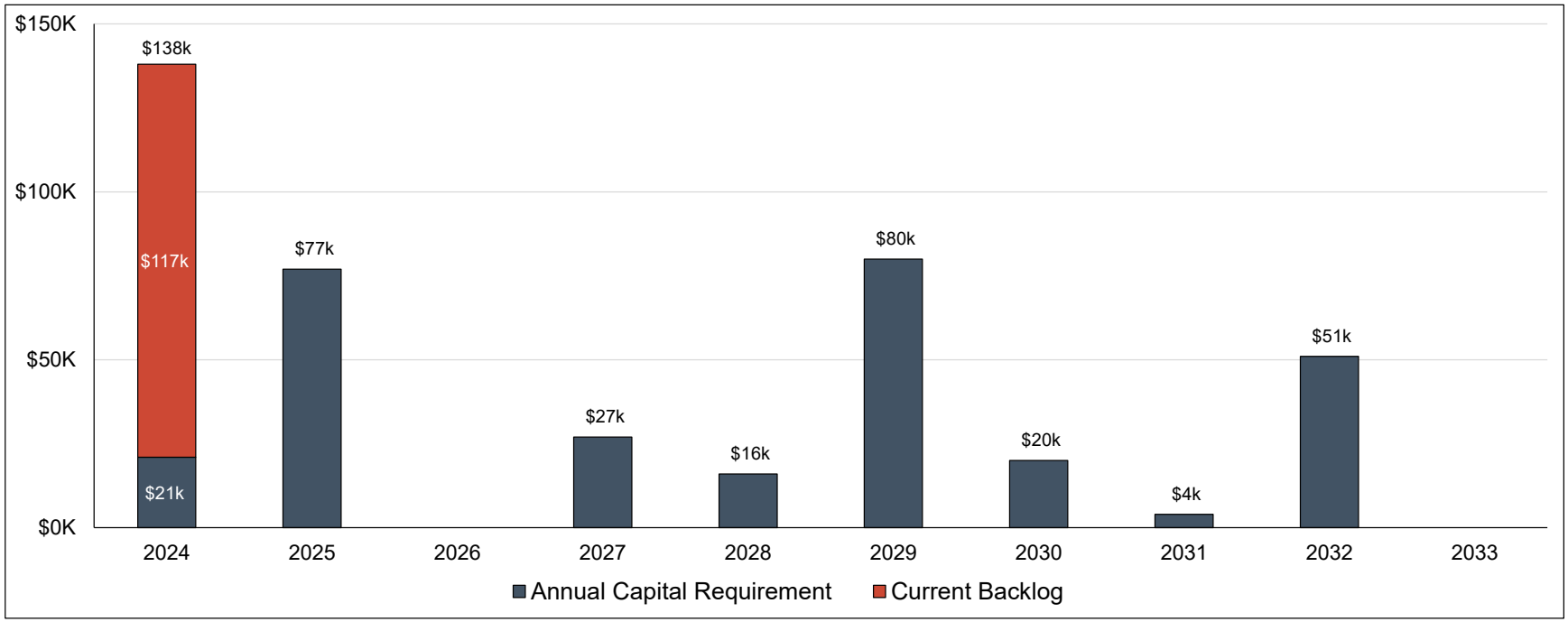


The lifecycle expenditure forecast for Township facilities was developed using the component level forecasts presented in the Township's most recent BCAs as well as staff assessments of lifecycle expenditure requirements over the next 10 years. Table 4-8 provides a summary of the 10-year lifecycle expenditure forecast for the Township's facilities and this information is further illustrated in Figure 4-5. Based on this forecast, the non-growth related lifecycle expenditure requirement over the next 10 years is expected to total approximately $413,000. Based on the best information available, the current backlog for the Township's facilities is estimated at approximately $117,000. This represents the current value of all rehabilitation and replacement activities that have been identified by the Township as being overdue for completion.

Table 4-8: Facilities – Financial Forecast (2024$)

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures										
Annual Capital Requirement	$21,000	$77,000	-	$27,000	$16,000	$80,000	$20,000	$4,000	$51,000	-
Backlog	$117,000	-	-	-	-	-	-	-	-	-
Total Capital Expenditures	**$138,000**	**$77,000**	**-**	**$27,000**	**$16,000**	**$80,000**	**$20,000**	**$4,000**	**$51,000**	**-**

Figure 4-5: Facilities – Financial Summary (2024$)



Chapter 5
Summary and Next Steps

5. Summary and Next Steps

This asset management plan has been developed to address the July 1, 2024 requirements of O. Reg. 588/17. The plan provides summary information for the Township's non-core infrastructure assets (including replacement cost valuation and condition), identifies current levels of service, and includes a 10-year forecast of lifecycle activities and associated costs that would be required for the Township to maintain current levels of service. The plan is based on the best information available to the Township at this time. The Township is actively working to have targets set for levels of service performance measures, and to include a detailed financial strategy. The ongoing development of the AMP will ensure the Township's compliance with the July 1, 2025 requirements of O. Reg. 588/17.

Beyond regulatory compliance, the Township should continue working on integrating asset management planning with other municipal financial and planning documents. Furthermore, the Township will need to establish processes for reviewing and updating assumptions underlying the asset management plan on a regular basis to keep the plan relevant and reliable. Further commentary and recommendations regarding implementation matters will be provided in the next phase of the asset management plan.

Appendices

Appendix A
Data-Deferred Technical Levels of Service

Appendix A: Data-Deferred Technical Levels of Service

Presented in this Appendix are the Township's Data-Deferred Technical Levels of Service. The Township has identified these Technical Levels of Service as being important to include within its Levels of Service framework and is currently developing data-collection protocols to be able to quantify performance in future iterations of this asset management plan.

Table A-1 provides an index of the Data-Deferred Technical Levels of Service tables contained in this appendix.

Table A-7-1: Non-core Assets – Data-Deferred Technical Levels of Service Table References

Asset Class	Data-Deferred Technical Levels of Service Table Reference
Fleet and Equipment	Table A-2
Facilities	Table A-3
Parks and Recreation	Table A-4

Table A-2: Fleet and Equipment – Data-Deferred Technical Levels of Service Table

Service Attribute	Data-Deferred Technical Levels of Service
Safety	Number of instances where dump trucks failed inspections compared to the total number of dump trucks.
	Number of instances where requirements of *O. Reg. 239/03: Minimum Maintenance Standards for Municipal Highways* were not met due to fleet assets being out-of-service.
Capacity	Number of dump trucks (with plow attachments) compared to the total kilometers of roadways.

Service Attribute	Data-Deferred Technical Levels of Service
	Number of hours spent on repeated mobilization due to insufficient size of fleet and equipment assets (i.e. insufficient trailer size to transport required items, insufficient cab size to transport staff, etc.).
	Number of spare dump trucks (with plow attachments) compared to the total number of dump trucks (with plow attachments).
	Number of spare triple combination pumpers compared to the total number of triple combination pumpers.
	Average number of hours spent to complete a snow plowing route.
Reliability	Number of instances of unplanned repair and maintenance activities[1] completed on fleet assets compared to the total number of fleet assets.
	Number of hours fleet assets spent out-of-service due to unplanned repair and maintenance activities[2] compared to the total number of fleet assets.
	Number of fleet assets that had more than 5 unplanned repair and maintenance activities[2] completed compared to the total number of fleet assets.
	Number of fleet assets with repair and maintenance costs exceeding 25% of the replacement cost of the asset compared to the total number of fleet assets.
	Number of equipment assets with repair and maintenance costs exceeding 25% of the replacement cost of the asset compared to the total number of equipment assets.

[1] Unplanned repairs do not include repairs to address issues caused by operator error.

Service Attribute	Data-Deferred Technical Levels of Service
Cost Efficiency	Annual funding allocated[1] for the rehabilitation and replacement of fleet and equipment assets compared to the total replacement cost of fleet and equipment assets.

Table A-3: Facilities – Data-Deferred Technical Levels of Service Table

Service Attribute	Data-Deferred Technical Levels of Service
Accessibility	Percentage of public access facilities that meet the requirements of the Accessibility for Ontarians with Disabilities Act, 2005.
Availability	Number of hours lost due to shutdowns of facilities, or portions within, due to unplanned repair, maintenance, rehabilitation, or replacement activities compared to the total number of facilities.
Quality	Number of user complaints received that resulted in a work order compared to the total number of facilities.
	Number of instances of vandalism to Recreation facilities compared to the total number of Recreation facilities.
Safety	Number of facilities with air quality control systems installed compared to the total number of facilities.
	Number of facilities with automatic air quality control systems installed compared to the total number of facilities.
	Number of Recreation facilities with actively monitored security cameras compared to the total number of Recreation facilities.

[1] Annual funding allocation includes budgeted amounts for funding rehabilitation and replacement activities, and comprises own-source revenues, transfer payment revenues (e.g. CCBF, OMPF, OCIF), and debt servicing costs. Own-source revenues include direct capital funding and contribution to fleet or equipment capital reserves.

Service Attribute	Data-Deferred Technical Levels of Service
Capacity	Ratio of garage bays to the number of fleet assets that require overnight indoor parking.
	Ratio of gross floor area (square feet) of existing equipment storage capacity to gross floor area (square feet) of required equipment storage capacity.

Table A-4: Parks and Recreation – Data-Deferred Technical Levels of Service Table

Service Attribute	Data-Deferred Technical Levels of Service
Quality	Number of complaints received related to cleanliness of parks and trails that resulted in a work order compared to the total hectares of parkland.
	Number of complaints received related to cleanliness of indoor washroom facilities located at Township operated parks that resulted in a work order compared to the total number of indoor washroom facilities located at Township operated parks.
	Replacement cost of Parks and Recreation assets in use beyond their optimal service life standards compared to the replacement cost of all Parks and Recreation assets.
	Number of Township operated parks that meet the Township's standards for signage compared to the total number of Township operated parks.
	Number of Township operated trails that meet the Township's standards for signage compared to the total number of Township operated trails.

Service Attribute	Data-Deferred Technical Levels of Service
	Number of instances of vandalism to Township operated parks and park amenities compared to the total number of Township operated parks.
	Number of instances of vandalism to Township operated trails compared to the total kilometers of Township operated trails.
	Number of outstanding playground deficiencies[1] compared to the total number of playgrounds.
	Number of outstanding deficiencies related to Township operated trails compared to the total kilometers of Township operated trails.
Availability	Hectares of parkland compared to the total number of Township residents.
	Meters of Township operated trails compared to the total number of Township residents.
	Number of parking spaces at Township operated parks compared to the total number of Township operated parks.
Accessibility	Percentage of playgrounds that meet the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005*.
	Percentage of parking lots at Township operated parks that meet the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005*.
Operational Efficiency	Acres of parkland compared to the number of full-time equivalents of operational staff[2].

[1] Playground deficiencies include deficiencies related to playground equipment pieces, playground surfaces, retaining borders, sub-bases, and drainage.
[2] Operational staff is defined as the staffing complement directly involved in the day-to-day operations and on-going maintenance of parks, trails, and greenspaces. This does not include staff responsible for administrative duties, oversight, and management.

Service Attribute	Data-Deferred Technical Levels of Service
	Number of instances where requests for increased service by users were denied due to lack of staffing capacity.