



Municipalité de
RUSSELL
Township

TOWN OF RUSSELL
ASSET MANAGEMENT PLAN
JUNE 2017

WSP

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

WSP was retained to undertake the development of a comprehensive Asset Management Plan that the Township of Russell (Township) can utilize to assist with decisions regarding the building, operating, maintaining, renewing, replacing, disposing and funding of their recreational infrastructure assets (parks and facilities).

This Asset Management Plan was prepared in accordance with the Ontario Ministry of Infrastructure's, "Guide for Municipal Asset Management Plans" and has been structured based on the following sections as outlined for a detailed Asset Management Plan.

1. Executive Summary
2. Introduction
3. State of Local Infrastructure
4. Expected Levels of Service
5. Asset Management Strategy
6. Financing Strategy

The scope of this project encompassed the recreational infrastructure owned and operated by the Township of Russell. The township is responsible for the operation and maintenance of 25 parks including six outdoor baseball fields, five outdoor ice rinks, two outdoor tennis courts, four basketball courts and 12 play structures. Additionally, the Township of Russell owns and operates approximately nine facilities including an arena, two community centers, an outdoor pool, a sports and youth center and other recreational buildings such as museums.

Asset condition was established for the Township's recreational infrastructure based on the age and expected life of each asset. For the recreational facilities, WSP sent an inspector on site to complete a high-level condition assessment and inventory. Additional condition information documented by Township staff and inspection reports was used when available. Furthermore, an assessment of risk was undertaken to determine the priority of works associated with the Township's infrastructure.

Full life cycle investments for maintenance, rehabilitation, renewal and replacement needs were applied over a 25-year planning period from 2017 to 2041. The major capital projects for the Township projected over the 25-year planning period include:

- Replacement of the HVAC system in Russell Arena and Palais des Sports (Embrun Arena)
- Rehabilitation of baseball field in Richelieu Park
- Baseball field lighting system replacement in Lafortune Park and Séraphin Marion Park
- Rehabilitation of parking lots in Palais des Sports
- Baseball infield upgrade in Russell Ball Park

- Rehabilitation of New York Station Trail
- Replacement of electrical service and distribution system in Russell Arena

Finally, yearly expenditure forecasts were summarized by infrastructure category to determine the annual average investment required for infrastructure sustainability. The projected infrastructure investment needs were compared to the Township's historical expenditures to identify potential funding gaps.

Next steps have been provided at the end of each section of this plan to identify how the Township can continue to develop and update this Asset Management Plan in the future. A brief summary of the next steps is provided below in Table 0-1.

Table 0-1 Summary of Next Steps

| SECTION | NEXT STEPS |
|-----------------------------------|---|
| State of the Local Infrastructure | Maintain and update the asset inventory <ul style="list-style-type: none"> • Preliminary inventories were prepared for the recreational facilities. Additional granularity may be useful for future planning. • The inventory for parks and trails was established based on existing PSAB information, review of aerial photography, and use of Google Street View. Additional granularity may be useful for future planning. Conduct condition assessments on an ongoing basis |
| Expected Levels of Service | Track values for technical performance measures each year |
| Asset Management Strategy | Conduct detailed risk assessments Establish project prioritization framework Track ongoing expenditures and their impact / efficacy |
| Financial Strategy | Determine the appropriate funding strategy (strategies) for the identified funding gaps Determine the appropriate funding strategy for the proposed |

The following pages summarize the findings of this Asset Management Plan.

CONDITION

SCORE

C-

| PARK TYPES | CONDITION TARGET | AVERAGE CONDITION | CONDITION RATING |
|--------------|------------------|-------------------|------------------|
| ACTIVE | 3.0 | 1.8 | D+ |
| NEIGHBORHOOD | 3.0 | 2.0 | C- |
| PARKETTE | 3.0 | 2.2 | C- |
| LINEAR | 3.0 | 2.6 | C |

QUICK FPCTS

83.59

Hectares of Parks

10.4

Average Age of Parks in Years

\$3.63

Parks Amenities Replacement Value in 2016 (000,000)

LEVELS OF SERVICE

SCORE

B

Parks To promote community recreation and wellbeing through safe and aesthetically pleasing spaces

RISK

| PARK TYPES | RISK RATING | RISK LEVEL |
|---------------|-------------|------------|
| ACTIVE | 12.0 | Medium |
| NEIGHBOURHOOD | 9.6 | Medium |
| PARKETTE | 5.5 | Medium |
| LINEAR | 4 | Low |

PARK INVENTORY

Active Parks **4**
 Neighborhood Parks **10**
 Parkettes **8**
 Linear Parks **1**

CURRENT LEVEL OF SUSTAINABLE FUNDING

\$73.9k

ANNUAL FUNDING DEFICIT

\$18.1k

RECREATIONAL FACILITIES

CONDITION

SCORE
B-

| | CONDITION TARGET | AVERAGE CONDITION | CONDITION RATING |
|-------------------|------------------|-------------------|------------------|
| MUSEUMS | 3.0 | 3.5 | B- |
| ARENA | 3.0 | 3.5 | B- |
| COMMUNITY CENTERS | 3.0 | 3.6 | B |
| SPORTS CENTER | 3.0 | 3.6 | B+ |
| OURDOOR POOL | 3.0 | 4 | A- |
| YOUTH SPACES | 3.0 | 3.3 | B+ |
| REC. BUILDINGS | 3.0 | 0.9 | D- |

QUICK FACTS

9

Number of Facilities

41

Average Age of Facilities in years

\$6.69

Recreational Facilities Replacement Value in 2016 (000,000)

LEVELS OF SERVICE

SCORE
B

Facilities

To provide energy efficient buildings, satisfactory work environments for Town staff and reliable space for the community

RISK

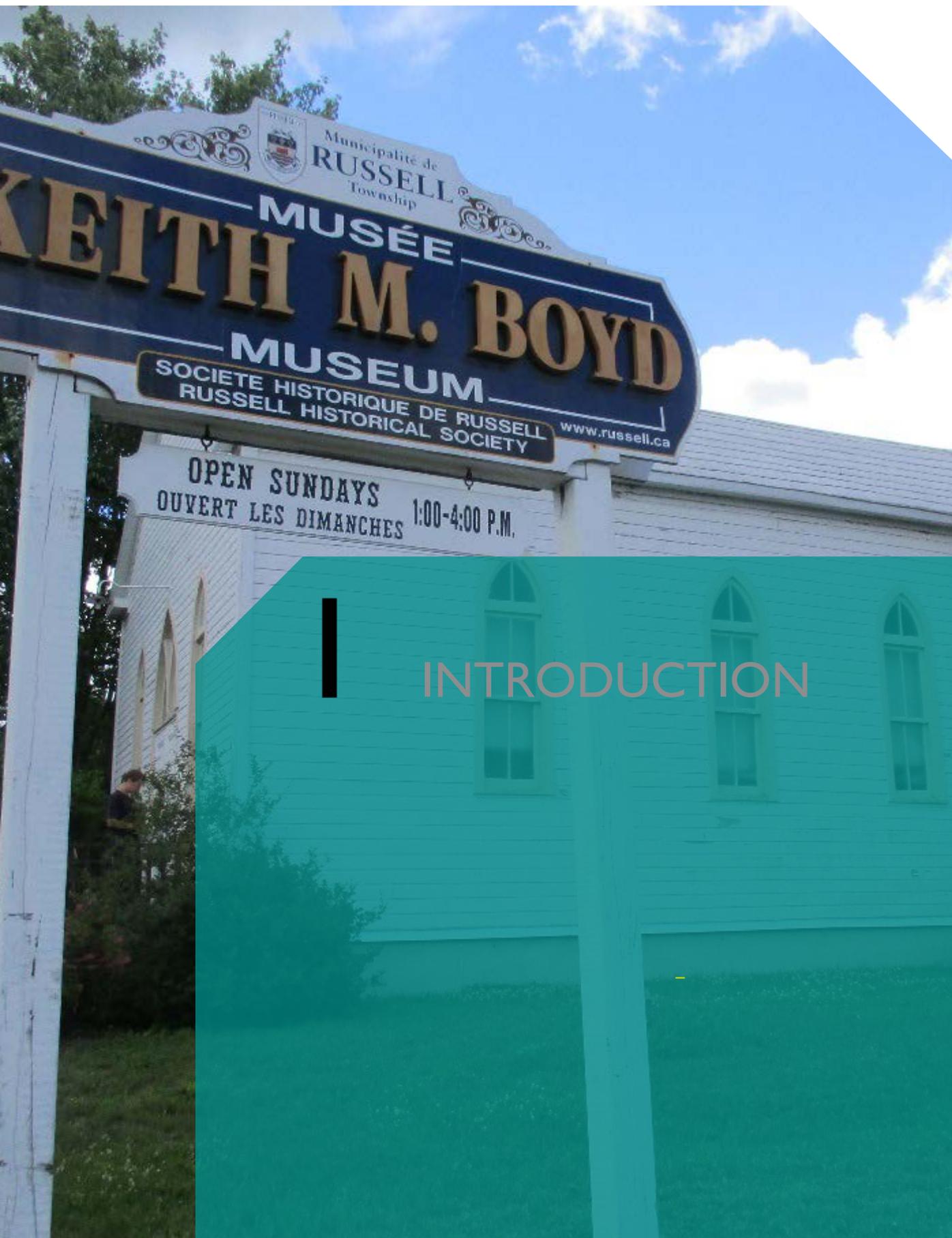
| | RISK RATING | RISK LEVEL |
|----------------|-------------|------------|
| ALL FACILITIES | 14.9 | High |

CURRENT LEVEL OF SUSTAINABLE FUNDING

\$53.5K

ANNUAL FUNDING SURPLUS

\$56.4K



INTRODUCTION



INTRODUCTION

The Township of Russell is a lower tier municipality within the United Counties of Prescott Russell, located southeast of Ottawa in Eastern Ontario. There are four urban communities within the Township's boundaries: Embrun, Russell, Marionville and Limoges.

The Township owns and operates 25 parks including six outdoor baseball fields, five outdoor rinks, two outdoor tennis courts, four basketball courts and 12 play structures. Additionally, the Township of Russell is responsible for the operation and maintenance of nine facilities including two arenas, two community centers, an outdoor pool, a sports and youth center and other recreational buildings.

1.1 BACKGROUND

The Ontario Ministry of Infrastructure's, "Building Together: Guide for Municipal Asset Management Plans" (June 2011), indicates that any municipality seeking provincial infrastructure funding must demonstrate how its proposed project fits within a detailed Asset Management Plan. This helps to ensure that limited resources are directed to the most critical needs.

WSP was retained to undertake the development of a comprehensive Asset Management Plan that the Township of Russell can use to guide decisions related to the management of their recreational infrastructure assets.

This Asset Management Plan is structured in accordance with the Ontario Ministry of Infrastructure's, "Guide for Municipal Asset Management Plans."

1.2 PURPOSE

The objective of this Asset Management Plan is to provide a strategic document that will guide decisions related to how the Township's recreational infrastructure (parks and facilities) will be managed to most efficiently and effectively allocate resources in a manner that will meet the Township's desired Levels of service in the lowest overall lifecycle costs.

This Plan identifies the costs and benefits of recreational infrastructure investment decisions across the organization's asset portfolio. To demonstrate the impact of investment decisions, target Levels of Services were set so that performance against these targets could be measured. A Financial Plan is also included in this document which shows how current levels of investment are measuring up against the asset needs. This plan will help to demonstrate the impacts of investment decisions across the organization. It ultimately provides a ten (10) year capital needs forecast based on recent condition assessment information, from 2017 (year 0) to 2027 (year 10), and makes recommendations for how the Township may advance its asset management programme moving forward.

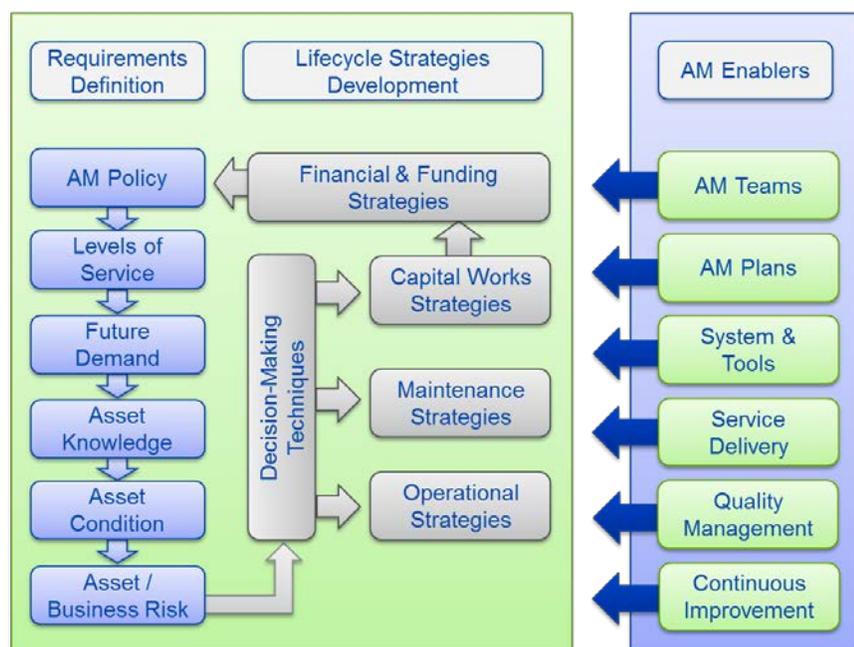
1.3 DEVELOPMENT OF AN ASSET MANAGEMENT PLAN

This Asset Management Plan only documents the asset management strategy for the Township's key Parks and Recreation Facilities public infrastructure. Future government funding of infrastructure projects will be contingent on an Asset Management Plan and therefore these asset categories were selected as a starting point for Asset Management within the Township of Russell to match with potential future funding programs. It is highly recommended that the Township consider future integration of Asset Management Plans to promote consideration of mutual needs, infrastructure interdependencies, and avoidance of institutional siloing.

This document looks at a 25 year planning horizon from 2017 to 2041 but should be re-evaluated on a five-year basis. This Asset Management Plan has been developed so that regular updates can be made to reflect the Township's changing needs and funding availability.

Below is a typical asset management framework as presented in the International Infrastructure Management Manual. It outlines the relationship between the processes and procedures being presented in this Plan.

Figure I-1 Typical Asset Management Framework



Asset management is the philosophy of actively managing infrastructure with the intention achieving a specific objective; in this case, delivering the Township's services at the lowest lifecycle cost. This Plan should not be a standalone document just to be updated every five years; it is an iteration of a continually-evolving framework for best management of the Township's infrastructure, to be integrated into day-to-day operations and reviewed on an annual basis. Although certain principles of asset management such as Condition Assessment, Levels of Service and Capital Planning are addressed within this document, and need to be refined as the Township's asset management processes are developed. This Asset Management Plan will require on-going and continual work to ensure its success. On-going work or next steps to the refinement of the asset management strategy are presented at the end of each section.

I.4 RELATIONSHIP TO OTHER PLANNING DOCUMENTS

This Asset Management Plan relied upon other targeted planning documents in developing the overall asset strategy. This document has already drawn upon the valuable work completed under other planning documents such as:

- Russell Recreation Master Plan
- 2013 Asset Management Plan, Public Sector Digest
- Russell TCA by Department, Russell Township (2016)
- Township of Russell 2016 Budget Report
- Other internally developed planning resources



2

STATE OF THE LOCAL INFRASTRUCTURE

STATE OF THE LOCAL INFRASTRUCTURE

2.1 INVENTORY OF ASSETS

Key parks and recreational facilities inventory information including location, estimated service life, quantity, year of original construct installation and other attribute information is displayed in the inventory of assets.

PSAB 3150 VS ASSET MANAGEMENT

Effective January 1, 2009, the Public Sector Accounting Board's (PSAB) Rules on Tangible Capital Assets (PS3150) required that local governments record their Tangible Capital Assets on the statement of financial position and amortize them over their useful lives, moving all governments to a universal full accrual accounting system. In order to comply with this directive, municipalities across Ontario needed to develop an inventory of all of their infrastructure assets, along with an assumed replacement cost.

PS 3150 provides accounting information for all tangible capital assets (TCA) using historical cost valuation. An Asset Management Plan needs to provide the financial information and timing associated with future replacements, rehabilitations, disposals, expansions and maintenance for the tangible capital assets. Table 2-1 summarizes key differences between PS 3150 and asset management.

Table 2-1 PSAB 3150 vs. Asset Management

| | PS 3150 | ASSET MANAGEMENT |
|-----------|---|---|
| Use | To inventory TCAs and provide valuations | To inventory TCAs and provide a long term, sustainable forecast |
| Valuation | Amortize costs of assets | Project future costs (taking into account inflation) of assets |
| Procedure | Use assumed economic service life to determine asset amortization | Use condition and risk to determine asset needs |
| Reporting | Audited Financial Statements, Financial Information Returns | Asset Management Plans |

The foundational information used in the development of this Asset Management Plan was based on the 2004 Russell Master Plan and Township's 2016 PS 3150 data. This information was augmented by the 2016 Condition Assessment of the Township's recreational infrastructure, conducted by WSP. Recreational facility elements included: foundation, super structure, exterior enclosure, roofing, partitions, stairs and interior finishes. Where more recent data meeting the requirements of this plan was available, best efforts were made to incorporate the newer data.

2.2 ASSET VALUE

The estimated life expectancy of each asset type and current year (2016) replacement value are both listed in the inventory of assets. The life expectancy and assumed replacement values used in this plan are based on the replacement values assigned to each asset under the previous PSAB 3150 compliance exercise and subsequent condition assessment. The life expectancies are based on a number of factors, including industry accepted standards, engineering best practice, and local experience by Township of Russell Staff. While the PSAB 3150 values were escalated forward to 2016 at a rate of 3% per year to determine the 2016 replacement cost, this is an approximation of the actual costs that may be incurred. Changes in technology, designs, and even infrastructure requirements can result in significant deviation from this estimated value. The total current year (2016 CAD) replacement costs for parks and recreational facilities are displayed in Figure 2-1 and Figure 2-2.

Figure 2-1 Total Replacement Values (2016 CAD) by Park Type

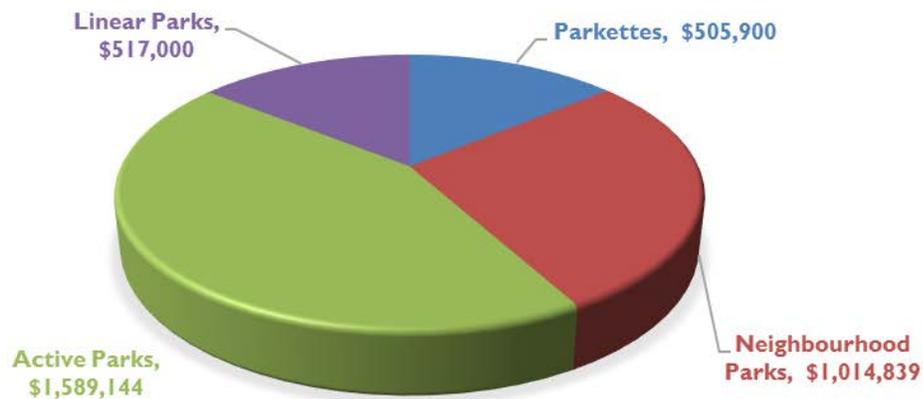
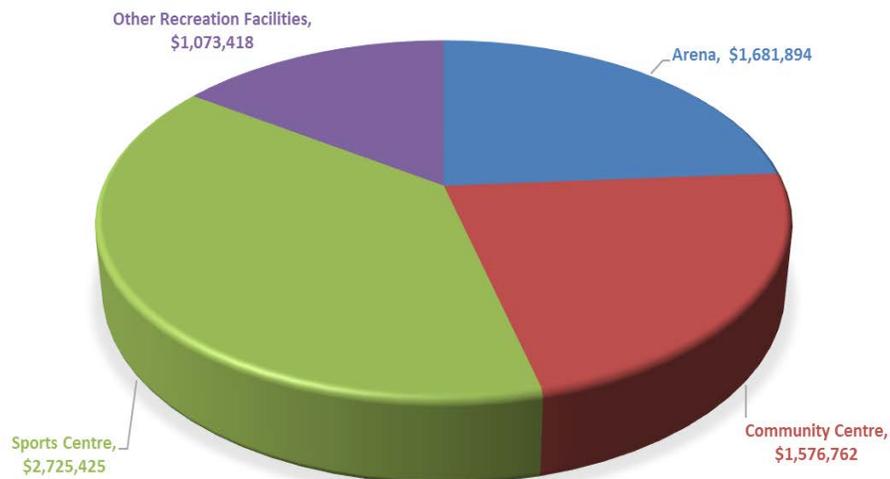


Figure 2-2 Total Replacement Values (2016 CAD) by Recreational Facility Type



2.3 ASSET CONDITION

2.3.1 ASSET CONDITION RATING SCALE

Asset condition was established for the Township of Russell's recreational infrastructure based on the age and expected life of each asset. For facilities, the condition was established based on a visual inspection conducted by WSP. No on-site inspection was completed for the parks or trails. Condition information documented by Town staff and other inspection reports were also used when available. Assets were assigned a condition rating of 1 to 5 based on the rating scale shown in Table 2-2..

Table 2-2 Asset Condition Rating Scale

| RATING | DESCRIPTION | DEFINITION & EST. INTERVENTION COST |
|--------|-------------|--|
| 1 | Very Poor | Requires asset replacement, replacement cost |
| 2 | Poor | Required major rehabilitation, large dollar amount |
| 3 | Fair | Minor maintenance, small dollar amount |
| 4 | Good | No work required, no dollar amount, perform normal maintenance |
| 5 | Excellent | No work required, no dollar amount |

It is important to undertake regular condition assessments of all infrastructure assets to establish a baseline that can be used to determine and prioritize capital projects. The field inspection work involved in a condition assessment provides an accurate representation of each asset's condition at that point in time. For the scope of this project, physical inspections were limited to the recreational facilities.

To complete future updates of the Asset Management Plan, it is recommended that the Township undertake regular condition assessments of its infrastructure and use maintenance records and local knowledge to update condition ratings.

2.3.2 AVERAGE ASSET CATEGORY CONDITION

The Township of Russell's average condition ratings for park and recreational infrastructure are presented below. A letter grade corresponding to the average asset category condition has been assigned based on the breakdown provided in Table 2-3.

Table 2-3 Condition Rating and Grade

| CONDITION RATING | GRADE |
|------------------|-------|
| 4.7 - 5.0 | A+ |
| 4.4 - 4.6 | A |
| 4.0 - 4.3 | A- |
| 3.7 - 3.9 | B+ |
| 3.4 - 3.6 | B |
| 3.0 - 3.3 | B- |

| CONDITION RATING | GRADE |
|------------------|-------|
| 2.7 - 2.9 | C+ |
| 2.4 - 2.6 | C |
| 2.0 - 2.3 | C- |
| 1.7 - 1.9 | D+ |
| 1.4 - 1.6 | D |
| 1.0 - 1.3 | D- |

PARKS

The Township of Russell is responsible for the operation and maintenance of 25 parks (approximately 98 ha) including four active parks, ten (10) neighbourhood parks, ten (10) parkettes and a linear park. The types of parks are described as follows:

Active parks - feature recreational buildings, sports fields and usually parking spaces and contain large catchment area and have community service radius.

Neighbourhood parks - are typically within walking distance from residential areas and offer play opportunities including playgrounds, courts and spaces for unorganized activities.

Parkettes - are typically smaller than 0.3 hectares and offer benches and pathways for a small group of residents.

Linear parks – often in conjunction with public roads, provide means for residents to commute or recreate.

In the absence of park inspections, the condition of each park was estimated based on the installation year of the associated playground and their estimated service lives. Play structures are to be inspected monthly and are given a pass or fail based on the requirements of the Canadian Standards Association (CSA), regardless of the age of the play structure. Those requiring replacement in the near future will have a lower condition grading than those not require replacement for many years even though all parks meet the required safety guidelines. Inspection of park trails, lands, and other related infrastructure should be completed on an ongoing basis during regular maintenance activities. The estimated average condition of each park type and the overall condition rating for the Township of Russell's parks are displayed in Table 2-4.

Table 2-4 Average Condition

| PARK TYPE | AVERAGE AGE (YEARS) ¹ | EXPECTED SERVICE LIFE (YEARS) ² | 2016 AVG. CONDITION RATING | AVERAGE GRADE | OVERALL GRADE |
|---------------|----------------------------------|--|----------------------------|---------------|---------------|
| Active | 14.8 | 22 | 1.8 | D+ | C- |
| Neighbourhood | 9.7 | 18 | 2.0 | C- | |
| Parkette | 9.1 | 18 | 2.2 | C- | |
| Linear | 8 | 18 | 2.6 | C | |

¹Based on estimated installation year by Township staff.

² Average asset expected service life

RECREATIONAL FACILITIES

The Township of Russell owns and operates approximately nine recreational facilities. Those facilities include museums, arenas, pools, and community and sports centers. La Maison des Arts is a recreational facility that provides a variety of programs to residents; however, it was not included in the inventory since the facility is currently not operated and maintained by the Township. The Township should consider revisiting these recommendations if the lease for La Maison des Arts is not renewed.

Most facilities are in fair condition. There are several buildings which have exceeded their estimated expected service life however. The average condition of each type of facility and the overall condition rating for the Township of Russell's recreational facilities are shown in Table 2-5.

Table 2-5 Average Facility Condition

| FACILITY TYPE | AVERAGE AGE (YEARS) ¹ | EXPECTED SERVICE LIFE (YEARS) | 2016 AVG CONDITION RATING | AVERAGE GRADE | OVERALL GRADE |
|--|----------------------------------|-------------------------------|---------------------------|---------------|---------------|
| Museums | 86 | 35 – 50 | 3.5 | B- | B |
| Arena ² | 29 | 50 | 3.3 | B- | |
| Community Centers | 53 | 50 | 3.6 | B | |
| Outdoor Pool | 19.4 | 27 | 4 | A- | |
| Sports & Youth Center | 20 | 36 | 3.9 | B+ | |
| Other Recreational Building (New York Station) | 61 | 36 | 0.9 | D- | |

¹ Age of assets in each facility was not available. The average age of facilities was estimated from the inspections.

² Russell Arena was originally constructed in 1978, however records suggest that it may have been upgraded in 2010.

2.4 NEXT STEPS

The State of Local Infrastructure has been prepared based on the most complete data set available for each asset category, augmented by the results of WSP's inspection of the recreational facilities. Moving forward, the Township's asset inventory will need to be maintained and augmented to support the objectives of the Township's Asset Management Planning framework. This will ensure a more accurate

representation of the state of the local infrastructure for future updates to this Asset Management Plan.

Recommended updates to the Township's current recreational infrastructure inventory systems are presented in Table 2-6.

Table 2-6 State of Local Infrastructure Next Steps

| ASSET CATEGORY | INVENTORY UPDATES TO SUPPORT ASSET MANAGEMENT PLANNING |
|-------------------------|--|
| Parks | Inventory updates including exact installation year Assessed condition (Park Condition Assessments) |
| Recreational Facilities | Year, description and cost of past facility renovations <ul style="list-style-type: none"> • Inventories should be updated as work is completed. • Inventories should be cross-referenced with other available reports, drawings, and specifications, and refined as appropriate. Updated Building Condition Assessments |



3

EXPECTED LEVELS OF
SERVICE



EXPECTED LEVELS OF SERVICE

Levels of service are qualitative and quantitative descriptions of the Township's objectives for your infrastructure. They provide the means to measure affordability of the infrastructure and its management against infrastructure users' needs and expectations. The asset management decision making process is driven by the impact of the levels of service on citizens, communities and the natural environment. This section outlines the Township's desired levels of service for their recreational parks and facility infrastructure.

3.1 MINIMUM REGULATORY REQUIREMENTS

As a minimum level of service, there are regulatory requirements associated with the Township's recreational infrastructure that must be met. The regulatory requirements applicable to the Township are summarized below in Table 3-1. These requirements are not being identified as a level of service since they are already a minimum target and therefore must be met by the Township.

Table 3-1 Minimum Regulatory Requirements

| ASSET CATEGORY | REGULATORY REQUIREMENTS |
|----------------|---|
| Parks | Canadian Standards Association (CSA) Accessibility for Ontarians with Disabilities Act (AODA) Planning Act Development Charges Act (DCA) |
| Facilities | Building Code Act, 1992 (Ontario Regulation 332/12) Accessibility for Ontarians with Disabilities Act (AODA) Development Charges Act (DCA) |

3.2 LEVELS OF SERVICE

The levels of service have been defined for the Township's Parks and Recreational Facilities through technical performance measures. The target values (extracted from existing documentation or estimated based on current state and industry benchmarks), existing values, and target timeframes for each technical performance measure by asset category are listed in Table 3-3 and Table 3-4. A letter grade has been assigned to indicate how well the township is meeting their desired performance measures for each category. Table 3-2 below outlines the Service Level Scoring.

Table 3-2 Level of Service Performance Measures Success Scoring

| GRADE | GUIDELINES |
|-------|---|
| A | Currently meeting or exceeding performance level targets for the asset category |
| B | Asset category is showing positive improvement in achieving Levels of Service targets by target timeframe |
| C | Asset category is showing no improvement in achieving levels of Service Targets by target timeframe |
| F | Actual Level of Service is trending away from Level of Service target |

PARKS

LEVEL OF SERVICE: TO PROMOTE COMMUNITY RECREATION AND WELLBEING THROUGH SAFE AND AESTHETICALLY PLEASING SPACES

Table 3-3 Parks Level of Service Performance Measures

| TECHNICAL PERFORMANCE MEASURE | EMBRUN EXISTING VALUE ¹ | RUSSELL EXISTING VALUE ¹ | OVERALL (TWP) ¹ | TARGET VALUE | TARGET TIMEFRAME | MEETING TARGET? |
|---------------------------------|------------------------------------|-------------------------------------|----------------------------|--------------|------------------|-----------------|
| Avg. condition rating of parks | 2.2 / 5.0 | 2.4 / 5.0 | 2.2 / 5.0 | 3.0 / 5.0 | 2026 | No |
| Soccer fields per capita | 0 | 1:4003 | 1:16,400 | 1:20,000 | 2026 | ✓ |
| Baseball diamonds per capita | 1:2,400 | 1:2,000 | 1:2,700 | 1:3,000 | 2026 | ✓ |
| Skating/Hockey rinks per capita | 1:3,600 | 1:4,000 | 1:3,300 | 1:13,000 | 2026 | ✓ |
| Tennis courts per capita | 1:3,600 | 0 | 1:8,200 | 1:10,000 | 2026 | ✓ |
| Basketball courts per capita | 0 | 1:2,000 | 1:4,000 | 1:6,000 | 2026 | ✓ |
| Playgrounds per capita | 1:1,000 | 1:1,000 | 1:1,400 | 1:1,500 | 2026 | ✓ |

¹ Existing Value is the ratio between the number of target park and community population. There are four communities in the Township of Russell. Embrun and Russell are the two largest communities, representing approximately 67% of the total township population. The 2016 population is estimated based on 2011 Canadian Census.

RECREATIONAL FACILITIES

LEVEL OF SERVICE: TO PROVIDE ENERGY EFFICIENT BUILDINGS, SATISFACTORY RECREATION ENVIRONMENTS AND RELIABLE SPACE FOR THE COMMUNITY

Table 3-4 Recreational Facility Level of Service Performance Measures

| TECHNICAL PERFORMANCE MEASURE | UNIT | EXISTING VALUE | TARGET VALUE | TARGET TIMEFRAME (YEAR) | MEETING TARGET? |
|--|-------------|-----------------------|---------------------|--------------------------------|------------------------|
| Time to complete minor building repairs | days | 1.0 | 3.0 | 2026 | ✓ |
| Average condition rating of buildings | 1-5 | 4.4 | 4.0 | 2026 | ✓ |
| Time to complete contracted building repairs | days | 3.4 | 3.0 | 2026 | No |
| Frequency of condition inspections | yrs | 3.7 | 3.5 | 2026 | No |
| Indoor ice rinks per population in community | - | 1:8193 | 1:13,000 | 2026 | ✓ |

3.3 NEXT STEPS

It is recommended that the Township continue to track technical performance measures on an annual basis so that corrective actions can be implemented to achieve the target Levels of Service.



4 ASSET MANAGEMENT STRATEGY



ASSET MANAGEMENT STRATEGY

Infrastructure sustainability is dependent on activities such as maintenance, repairs, upgrades and replacements when necessary. The application of these activities relies heavily on the level of funding available and the effective allocation of that funding. To ensure recommended works are appropriately prioritized, an assessment of risk was undertaken to determine the urgency of the works associated with the Township's recreational infrastructure. The asset management strategy outlines the planned action strategies and determines the risk for the Township's recreational infrastructure assets.

4.1 PLANNED ACTION STRATEGIES

Recommended works were classified based on six planned action strategies: non-infrastructure solutions, maintenance activities, renewal/rehabilitation activities, replacement activities, disposal activities and expansion activities, as outlined in the Ministry of Infrastructure Ontario's, "Guide for Municipal Asset Management Plans". A description of each strategy is outlined below.

4.1.1 NON-INFRASTRUCTURE SOLUTIONS

Non-infrastructure solutions produce lower costs for long-term asset sustainability. Cost and time savings are optimized by implementing an organizational approach for all infrastructure works.

Important non-infrastructure solutions include implementation of an Asset Management Plan and regular inspections of the various infrastructure assets. Results of inspections should be used to regularly update the Asset Management Plan. Recreational infrastructure should generally be inspected every five years. Play structures at public parks are to be inspected on a monthly basis as per Canadian Standards Association (CSA).

4.1.2 MAINTENANCE ACTIVITIES

Maintenance is essential to managing infrastructure, as the expected level of service often relies on maintenance activities. Regular maintenance can also add significant life to assets. It is important that the Township of Russell schedule regular inspections of its assets to identify maintenance requirements. Annual maintenance expenditures for the Township's infrastructure have been estimated and incorporated into the final investment requirements. The Township should track the sufficiency and efficacy of its ongoing maintenance expenditures over time, and adjust as needs dictate.

4.1.3 RENEWAL / REHABILITATION ACTIVITIES

Rehabilitation is necessary when an asset does not perform to its desired level of service. Significant repairs designed to extend the life of the asset are determined through regular inspections. Rehabilitation over replacement is advantageous when there are only a few components that need repair. Recommended renewal/rehabilitation activities for recreational infrastructure are found Section

6.1. Those activities within the 25-year planning period include, but are not limited to rehabilitation of baseball infield in Russell Ball Park, rehabilitation of a tennis court in Palais des Park, and upgrades to the ice rink in Russell Arena. More information on the facility components forecast to need repair or rehabilitation can be found in asset inventory.

4.1.4 REPLACEMENT ACTIVITIES

Occasionally, the extent of damage or deterioration to an asset is too great and rehabilitation is deemed unfeasible. At this point, replacement is necessary. As an asset approaches the end of its service life, more frequent inspection may be necessary to determine if replacement of the asset is critical in the short-term, or if deferral of the asset replacement is possible. The recommended replacement activities within the 25-year planning period include, but are not limited to replacement of all baseball field lights in Palais des Park, replacement of 400 meters of fence in Séraphin Marion Park, and replacement of the HVAC systems in recreational facilities.

4.1.5 DISPOSAL ACTIVITIES

Disposal costs are associated with the reduction of services or elimination of demands placed on systems. By establishing target levels of service, an organization can clearly determine whether or not infrastructure or particular assets are needed.

Asset disposal costs associated with infrastructure replacement activities are generally included with the estimates made for asset replacement.

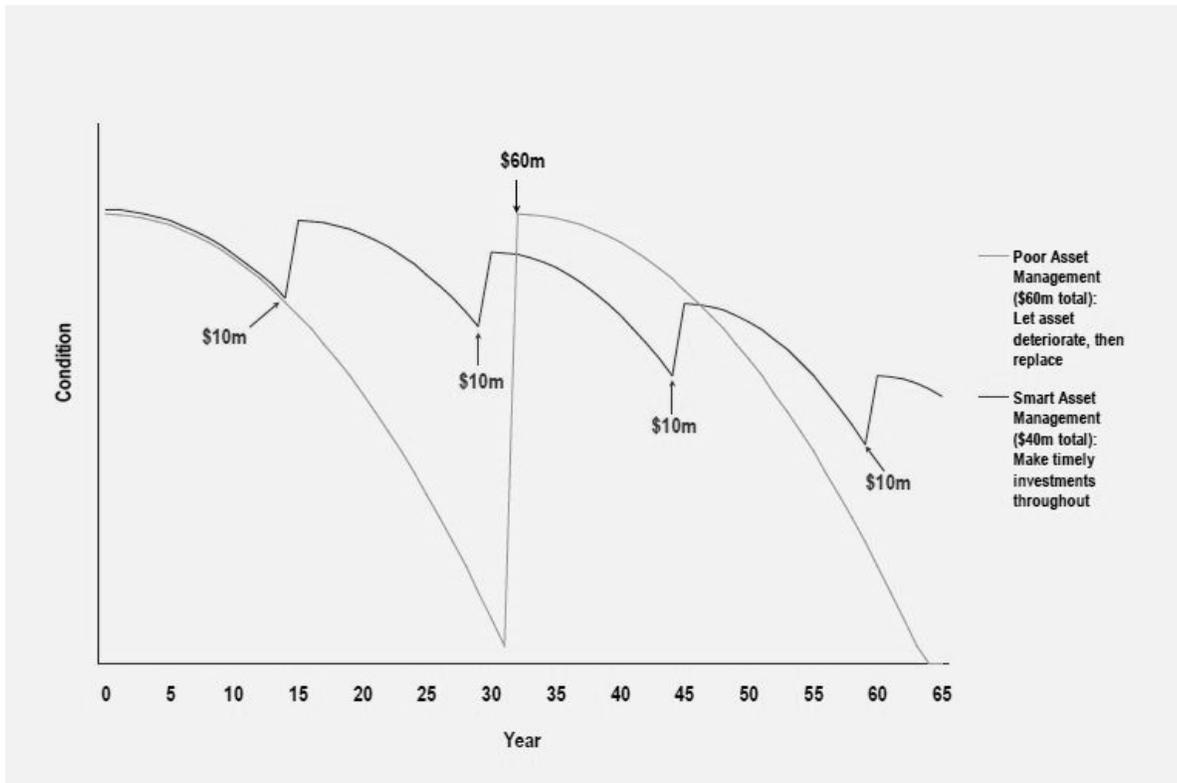
4.1.6 EXPANSION ACTIVITIES

Expansion activities are required to extend services to previously un-serviced areas or to expand services to accommodate growth demands. The Township of Russell had a population of 15,247 in 2011 and is expected to grow to a population of 18,121 by the year 2023. This increase in population will affect the ratios of facilities or parks to population, though the possible need for construction or acquisition of additional recreational assets has not been considered in this Plan.

4.2 ANALYSIS OF PLANNED ACTIONS

An analysis of planned actions was used to determine the most effective strategy for managing the Township's recreational infrastructure. The analysis compares two strategies for managing infrastructure; one with timely renewal investments, and one without timely investments. These two strategies are depicted in Figure 4-1.

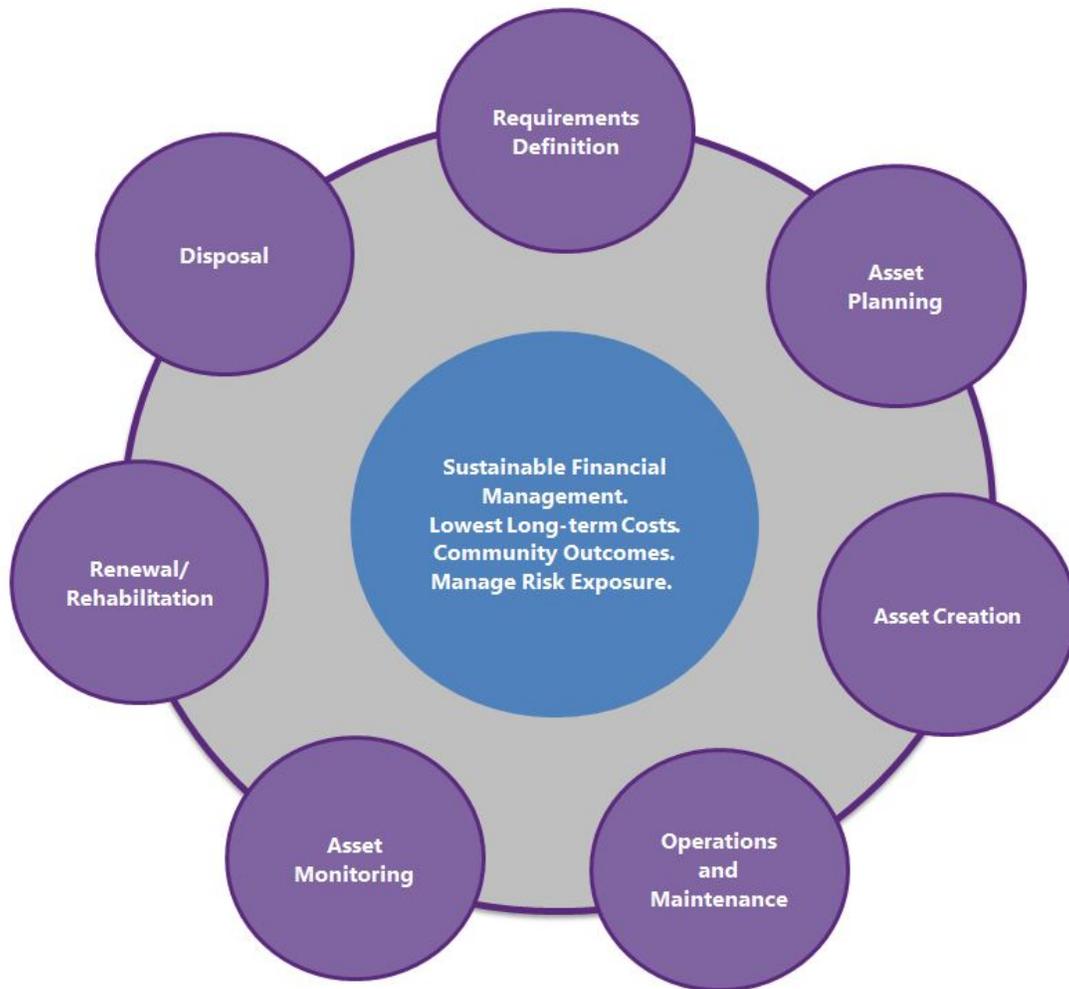
Figure 4-1 Small but Timely Renewal Investments Save Money (Figure 1, Ministry of Infrastructure, “Guide for Municipal Asset Management Plans”)



Implementing an annual maintenance program and completing timely renewal works will keep the infrastructure performing at the desired levels of service, and at the same time prolong the life of the infrastructure and reduce overall spending. Therefore, the most cost effective strategy for managing the Township’s recreational infrastructure is to perform annual maintenance and complete timely renewal works. Figure 4-2 summarizes the typical asset lifecycle needs that will promote a financially sustainable, long term forecast for the Township’s recreational infrastructure.

After the recommended works have been identified to ensure each asset will perform at the desired level of service, the recommended works will be distributed over a 25-year planning period. The recommended works for the infrastructure will be distributed based on priority levels determined through the assessment of risk. Following the application of full lifecycle investments for maintenance, rehabilitation, renewal and replacement needs, the projected reinvestment needs will be compared to the current annual capital budget to determine the adequacy of the funding for the sustainability of the infrastructure.

Figure 4-2 Asset Ownership Lifecycle



4.3 ASSET LIFECYCLE TREATMENTS

The following sections outline the assumptions made in determining the total costs to undertake the projected lifecycle treatments for each of the Township’s recreational assets.

4.3.1 PARKS AND FACILITIES

Recommended maintenance and rehabilitation for the parks and facilities has been included in Table 4-1.

Table 4-1 Recommended Lifecycle Treatments for Parks and Recreational Facilities

| RECOMMENDED TREATMENT | TIMING | ESTIMATED COST |
|--|-------------|----------------|
| Park Maintenance Materials (lawn mowing, fertilizing, seeding) | As required | \$35,000/yr |
| Park Maintenance Equipment | As required | \$70,000/yr |
| Toilet Servicing | As required | \$14,000/yr |

| | | |
|--|---|---|
| Rehabilitation of Wood Stair Construction | As required | \$5,000 |
| Replacement of park amenities (playgrounds, picnic shelters, soccer nets, basketball nets, etc.) | End of Service Life (15 years) | Cost varies by park |
| Replacement of Picnic Tables and Benches | End of Service Life (5 years) | \$2,500 |
| Replacement of Foot Bridges | End of Service Life (25 years) | \$80,000 |
| Replacement of Park Sign Board | End of Service Life (10 years) | \$1,000 |
| Replacement of HVAC System | End of Service Life (Average: 30 years) | Varies by buildings \$5,000 - \$160,000 |
| Facility Replacement | End of Service Life (25 - 50 years) | Varies by building \$50,000 - \$12,000,000 |

It should be noted that this approach results in an order of magnitude estimate and should be considered as plus or minus 50% for any given building or system. Smaller buildings or older buildings which may require extensive refurbishments are likely to have greater cost variances.

4.4 INFLATION

The rehabilitation, renewal and replacement costs for the Township's parks and recreational facilities have been projected over a 25-year planning period from 2017 to 2026. **Present value dollars (2016 CAD) have been utilized for all calculations.** In other words, future costs have not been inflated or adjusted to Future Value CAD. An inflation rate of can be applied to help assess rehabilitation costs in future years, but care should be taken and consideration given to conducting a sensitivity analysis when relying on this information for capital needs analyses.

4.5 PROCUREMENT

Procurement is the act of obtaining goods, services or works from an external source. The Ministry of Infrastructure's "Guide for Municipal Asset Management Plans" recommends Municipalities have procurement by-laws in place to serve as a basis for considering various delivery mechanisms.

Per the requirements of Section 270(1) of the Municipal Act, 2011, stipulating that municipalities are to adopt policies with respect to procurement of goods and services, the Township of Russell established Procurement Policy ADM/019 in 2004 (revised June 2007, and November 2009), as well as By-law #65-2013 (passed June 2013), which establish the process for which goods and services are procured. The by-law has been subsequently amended in September 2015 with by-law #2015-98. The intent of these policies and by-laws was to ensure competitive procurement and transparency to the public. The levels of service and the Township's ability to meet the associated targets and timeframes may be affected by any limitations of these by-laws.

4.6 OVERVIEW OF RISKS

Understanding risks is important to the safety and functionality of the Township’s recreational infrastructure. An assessment of risk was undertaken in order to determine the priority of the works associated with the infrastructure. The recommended works were distributed over the 25-year period based on the priority determined through the risk assessment.

Below is a summary of the risk assessment approach, outlining how the assessment was carried out for the Township of Russell’s recreational infrastructure.

Every risk is expressed in terms of the following components:

- A hazardous event or incident;
- A cause;
- The probability (likelihood) of its occurrence; and
- A consequence.

Risk is expressed as: $Risk = Likelihood \times Severity$

The likelihood (or probability) is assigned to individual risk events; in this case, the likelihood of asset failure as a whole. The severity is also assigned to the specific consequence regardless of its probability.

For the purposes of this Asset Management Plan, the only hazardous event considered was the failure of each asset. Please note that this assessment of risk is not a formal or comprehensive risk assessment of the Township’s recreational infrastructure and therefore does not include all potential risks associated with each asset. To complete future updates of the Asset Management Plan, it is recommended that the Township undertake regular risk assessments of its infrastructure.

Table 4-2 and Table 4-3 were used to assign likelihood and severity scores to the failure of each asset.

Table 4-2 Risk Likelihood Rating Scale

| LIKELIHOOD | DESCRIPTION | RATING |
|------------|--|--------|
| Rare | The associated infrastructure is new (within warranty period) and therefore not expected to fail in the near future; or Condition rating of 5 (“Excellent”). | 1 |
| Unlikely | The infrastructure is not new, but is still within the first quarter of its anticipated service life; or Condition of 4 (“Good”). | 2 |
| Possible | The associated infrastructure is part way through its anticipated service life; or The asset has already been refurbished or rebuilt; or Condition Rating of 3 (“Fair”). | 3 |
| Likely | The associated infrastructure is approaching the end of its life cycle and therefore it is expected to fail in the near future; or Condition Rating of 2 (“Poor”). | 4 |

| LIKELIHOOD | DESCRIPTION | RATING |
|-------------|---|--------|
| Very Likely | The associated infrastructure has exceeded its life cycle and failure is considered imminent. Condition Rating of 1 (“Very Poor”). | 5 |

Table 4-3 Risk Severity Rating Scale

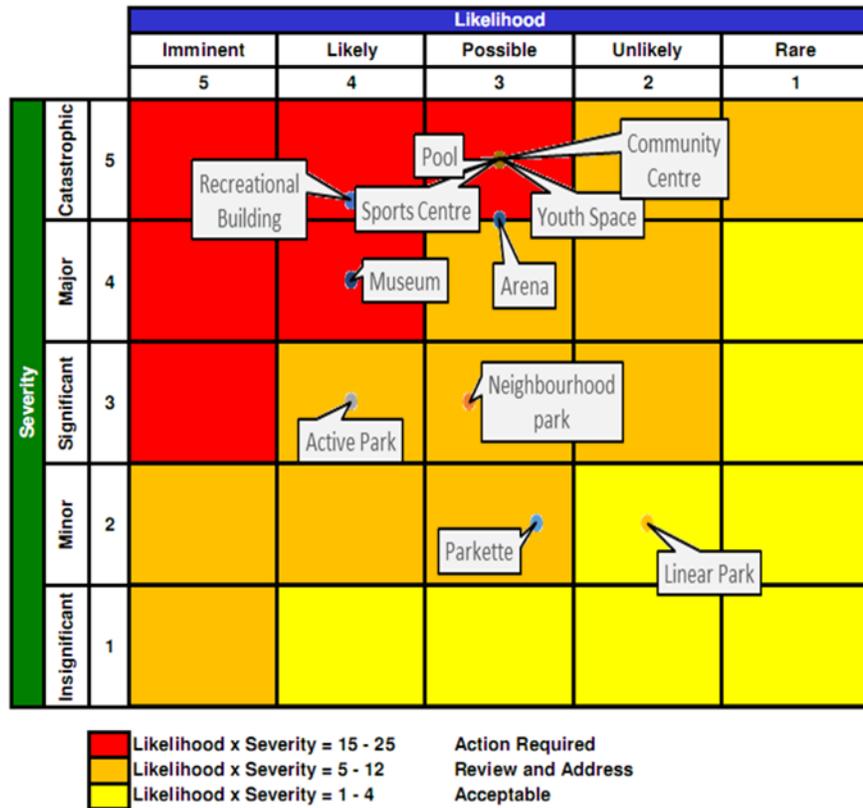
| SEVERITY | DESCRIPTION | RATING |
|---------------|--|--------|
| Insignificant | No disruption to normal operation, no environmental impact, no financial investment. | 1 |
| Minor | Some manageable operation disruption, minor environmental impact, small financial investment. | 2 |
| Moderate | Significant modification to normal operation but manageable, easy to mitigate environmental impact, moderate financial investment. | 3 |
| Major | Reduced production with inability to meet demand imminent, significant environmental impact, large financial investment. | 4 |
| Catastrophic | Inability to meet demand, potential injury, severe environmental impact, significant financial investment. | 5 |

The risk “score” is determined as the product of the likelihood and severity ratings assigned to the event. This value was then used to assign priorities to the recommended works. Three risk levels were defined, based on the risk score of the particular event. These are shown in Table 4-4 and illustrated in Figure 4-3.

Table 4-4 Risk Levels

| RISK = LIKELIHOOD X SEVERITY | LEVEL | ASSOCIATED RESPONSE |
|------------------------------|--------|---------------------|
| 1 – 4 | Low | Acceptable |
| 5 – 12 | Medium | Review and Address |
| 15 – 25 | High | Action Required |

Figure 4-3 Risk Classification Chart



4.6.1 AVERAGE ASSET CATEGORY RISK

The recommended works were prioritized in order to minimize the Township’s overall average risk level over the ten-year planning period. The average risk ratings for the Township of Russell’s infrastructure by asset category are presented in Table 4-5.

Table 4-5 Average Asset Category Risk

| ASSET CATEGORY | TYPE | 2016 AVERAGE RISK RATING | AVERAGE LEVEL | OVERALL LEVEL |
|-------------------------|--------------------|--------------------------|---------------|---------------|
| Parks | Active Park | 12.0 | Medium | Medium (7.8) |
| | Neighbourhood Park | 9.6 | Medium | |
| | Parkette | 5.5 | Medium | |
| | Linear Park | 4 | Low | |
| Recreational Facilities | Museums | 16 | High | High (14.9) |
| | Arena | 13.5 | Medium | |
| | Community Centers | 15.0 | High | |
| | Sports Center | 15.0 | High | |

| ASSET CATEGORY | TYPE | 2016 AVERAGE RISK RATING | AVERAGE LEVEL | OVERALL LEVEL |
|----------------|------------------------------|--------------------------|---------------|---------------|
| | Outdoor Pool | 11.7 | Medium | |
| | Sports & Youth Spaces | 15.0 | High | |
| | Other Recreational Buildings | 18.3 | High | |

4.7 NEXT STEPS

It is recommended that a more detailed risk assessment be undertaken for the Township's park and recreational infrastructure through future Asset Management Planning activities to refine the results of the high level risk analysis performed under this study. This would include consideration of which facilities are more critical to the Township, and what the risks are to the overall service delivery.

In addition to enhancing the risk assessment, it is recommended that the Township establish formal project prioritization frameworks to assist in capital planning and risk management. It is important to concurrently track the efficacy / impact of ongoing expenditures to validate or refine the investment strategy.



5 FINANCING STRATEGY

FINANCING STRATEGY

5.1 EXPENDITURE FORECASTS

5.1.1 10-YEAR INVESTMENT NEEDS BY ASSET CATEGORY

Based on approaches to asset lifecycle investments, including installation, maintenance and replacement at the end of service life, 10-year asset needs profiles have been created for the asset categories. The forecasted needs do not include the costs associated with staffing or the staffing growth requirements to meet the future infrastructure needs, nor does it include any expansion or upgrades that may be necessary to meet a growing demand on the infrastructure. A summary of the 10-year asset needs (in thousands of dollars) on park and recreational facility is included in Figure 5-1, Figure 5-2, Table 5-1, and Table 5-2. The forecast has been extended to 25 years on the figures to illustrate what the future cash flow needs may be.

PARKS

Figure 5-1 Park 10-Year Needs Summary

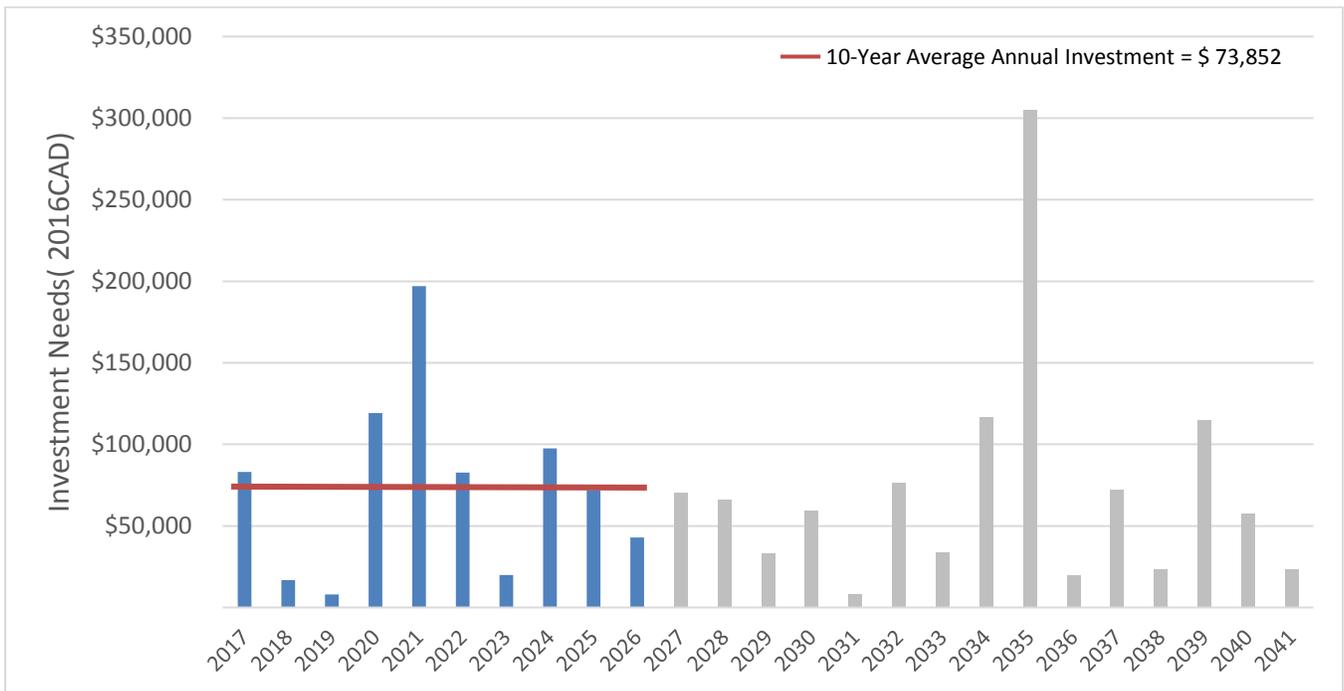


Table 5-1 Ten Year (2017 – 2026) Needs by Park Name

| PARK NAME | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|-------------|---------------|--------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|
| Palais des Sports | \$17 | | | \$2 | | \$17 | \$2 | | \$4 | |
| Richelieu Park | \$4 | | | \$1 | \$3 | | | | | \$24 |
| Russell Ball Park | \$14 | | | \$8 | \$153 | \$6 | | | | \$18 |
| Russell Youth Center | | | | | | | | | \$33 | |
| New York Station Trail | | | | | | | | \$88 | | |
| Bourdeau Park | \$5 | \$1 | | | | \$5 | \$3 | \$1 | | |
| Camelot Park | \$5 | \$1 | | | | \$10 | \$3 | | | |
| Hanover Park | \$6 | | | | \$3 | \$13 | | | | |
| Joe Bélisle Park | \$3 | | | \$2 | \$10 | | | | \$8 | |
| Lafortune Park | \$2 | | | | \$2 | | | | \$12 | |
| Mélanie Park | \$5 | \$0.5 | | \$3 | | \$9 | | | \$5 | \$0.5 |
| Olde Towne West Park | | \$11 | | | \$0.5 | | \$12 | | | |
| Séraphin Marion Park | \$4 | \$3 | | \$39 | \$19 | \$0.1 | | | \$5 | |
| Stanley Park | | | \$3 | | | | | \$3 | | |
| Yahoo Park | \$1 | | | \$22 | \$4 | | | | | |
| AG Bourdeau Park | \$5 | | \$2 | | | | \$0.3 | \$0.3 | | |
| Duncanville Park | \$2 | | | | | | | | | |
| Gregoire Road Park | | | | | | | | | | |
| Keith M. Boyd Park | \$5 | | | \$42 | | \$2 | | | | |
| Lapointe Park | | | | | | \$2 | | | | |
| McDougall Park | | | | | | \$2 | | | \$1 | |
| Nokomis Park | | | \$3 | | | | | \$2 | | |
| Omer Lamadeleine Park | \$0.5 | | | | | | | \$3 | \$0.5 | |
| Pico Park | | \$0.5 | | | | \$1 | | | \$4 | \$0.5 |
| Stiver Park | \$6 | | | | \$2 | \$16 | | | | |
| Total Replacement Cost (\$000) 2016 CAD | \$83 | \$16.8 | \$7.9 | \$119.2 | \$197.0 | \$82.6 | \$19.9 | \$97.4 | \$72.0 | \$42.9 |

The major capital projects for the Township's Parks Infrastructure projected over the 25-year planning period include:

- Replacement of baseball field lights in Richelieu Park and Russell Ball Park
- Replacement of fence in Russell Ball Park

RECREATIONAL FACILITIES

Figure 5-2 Recreational Facility 10-Year Needs Summary

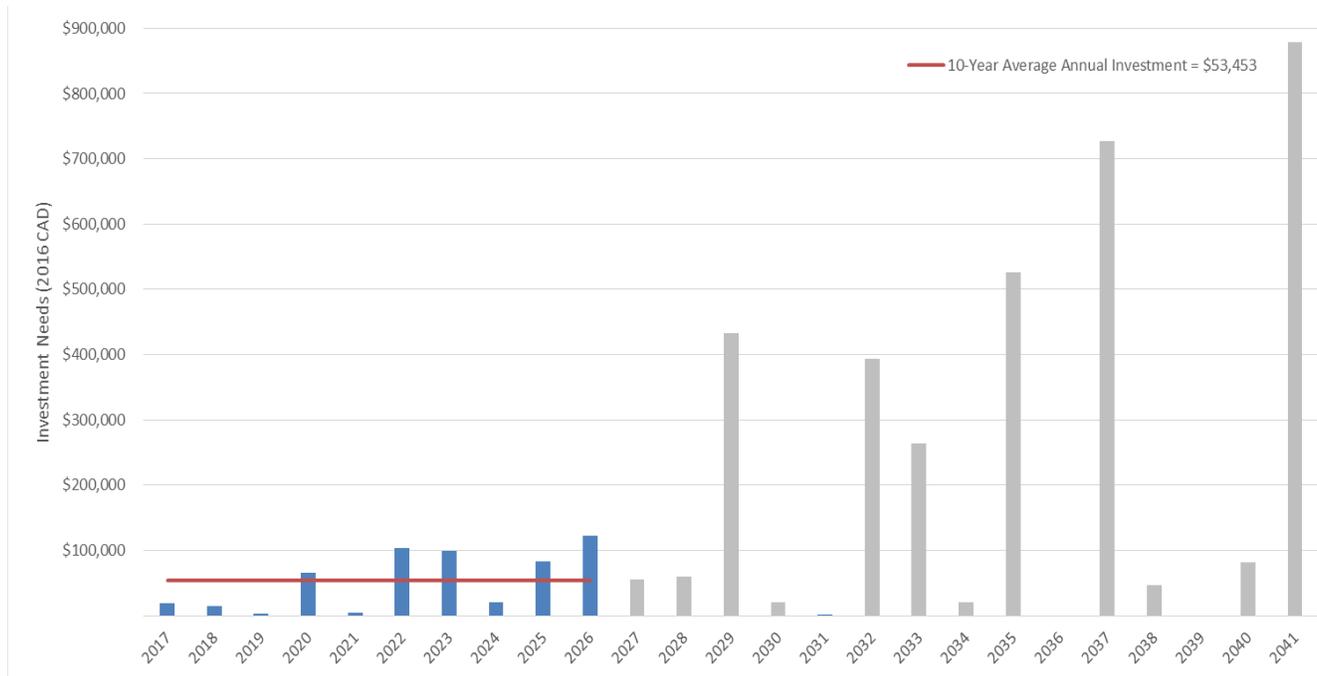


Table 5-2 Ten Year (2017-2026) Needs by Recreational Facility Name

RECREATIONAL FACILITY NAME

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|---------------|---------------|--------------|---------------|--------------|----------------|---------------|---------------|---------------|----------------|
| Russell Arena ¹ | | | | \$48.7 | | | \$36.3 | | \$2.7 | \$91.1 |
| Marionville Community Center | | | | | | \$104.2 | | \$20.0 | | \$29.2 |
| Palais des Sports | | \$2.4 | | | \$1.7 | | \$24.2 | | \$50.9 | \$1.7 |
| Embrun Community Center | | \$8.7 | | \$12.1 | | | \$38.7 | | \$19.4 | |
| Russell pool | | | | | | | | | \$0.1 | |
| Russell Youth Center | | | | | | | | | | |
| Convenience St New York Station | \$18.7 | \$0.9 | | \$2.4 | | | | | \$7.3 | |
| Church Museum | | | \$2.9 | | \$3.0 | | | | \$2.4 | |
| Fire House Museum | | \$2.4 | | \$2.4 | | | | | | |
| Total Replacement Cost (\$000) 2016 CAD | \$18.7 | \$14.5 | \$2.9 | \$65.6 | \$4.7 | \$104.2 | \$99.2 | \$20.0 | \$82.7 | \$122.0 |

¹Includes Russell Arena Garage.

The major capital projects for the Township's Recreational Facilities projected over the 25-year planning period include:

- Replacement of HVAC system in Russell Arena and Palais Des Sports(Embrun Arena)
- End-of-life replacement of electrical service & distribution systems
- Replacement of ice rink lighting system in Palais Des Sports(Embrun Arena)

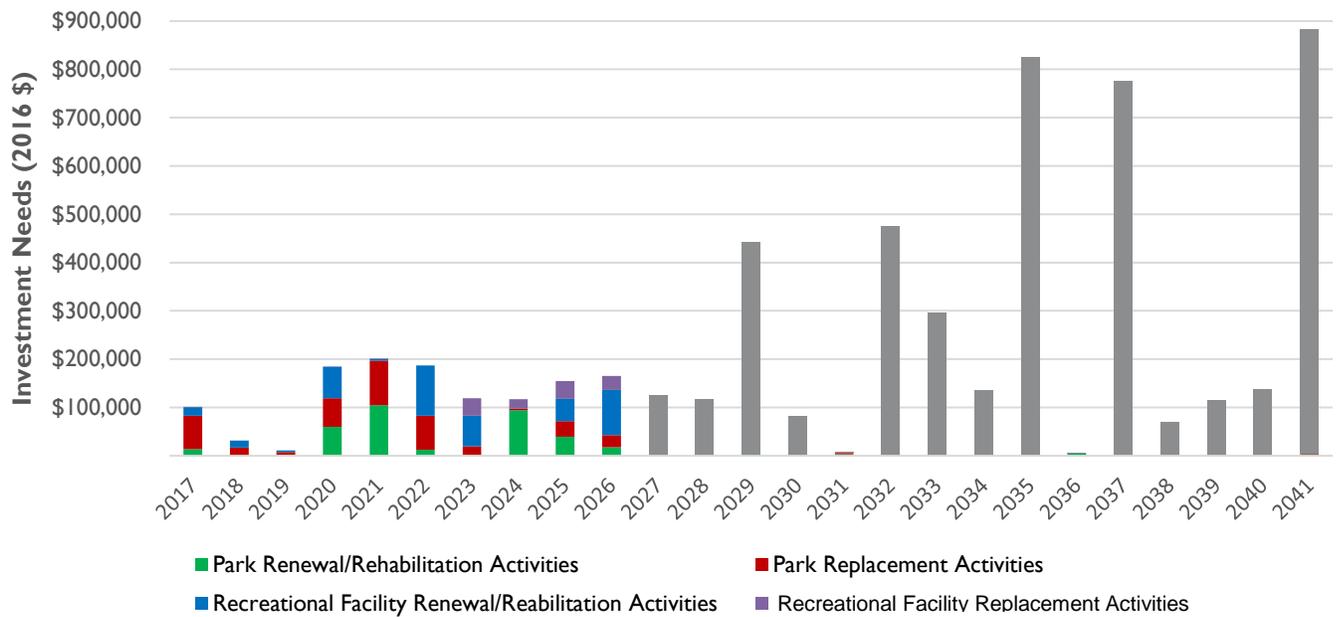
5.1.2 10-YEAR INVESTMENT NEEDS BY PLANNED ACTION STRATEGY

A summary of the recommended works categorized by the previously defined planned action strategies over the next ten year period (in thousands of dollars) is included in Table 5-3. This forecast will assist Township staff in planning for the expenses associated with replacement, maintenance, rehabilitation and expansion of the Township's parks and recreational facilities.

Table 5-3 Ten Year (2017-2026) Needs by Planned Action Strategy

| PLANNED ACTION STRATEGY | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|----------------|---------------|---------------|----------------|--------------|----------------|----------------|----------------|----------------|--------------|
| Park Renewal/Rehabilitation Activities | \$14 | \$0.0 | \$1.6 | \$60.1 | \$104.5 | \$12.6 | \$0.7 | \$94.3 | \$39.2 | \$18.0 |
| Park Replacement Activities | \$69.0 | \$16.8 | \$6.3 | \$59.2 | \$92.5 | \$70 | \$19.2 | \$3.1 | \$32.8 | \$24.9 |
| Recreational Facility Renewal/Rehabilitation Activities | \$17.5 | \$14.5 | \$2.9 | \$65.3 | \$3.0 | \$104.2 | \$62.9 | \$0.0 | \$46.1 | \$93.7 |
| Recreational Facility Replacement Activities | \$1.2 | \$0.0 | \$0.0 | \$0.3 | \$1.7 | \$0.0 | \$36.3 | \$20.0 | \$36.6 | \$28.4 |
| Total (\$000) 2016 CAD | \$101.7 | \$31.1 | \$10.8 | \$184.9 | \$202 | \$186.8 | \$119.1 | \$117.4 | \$154.7 | \$165 |

Figure 5-3 Ten Year Needs by Planned Action Strategy

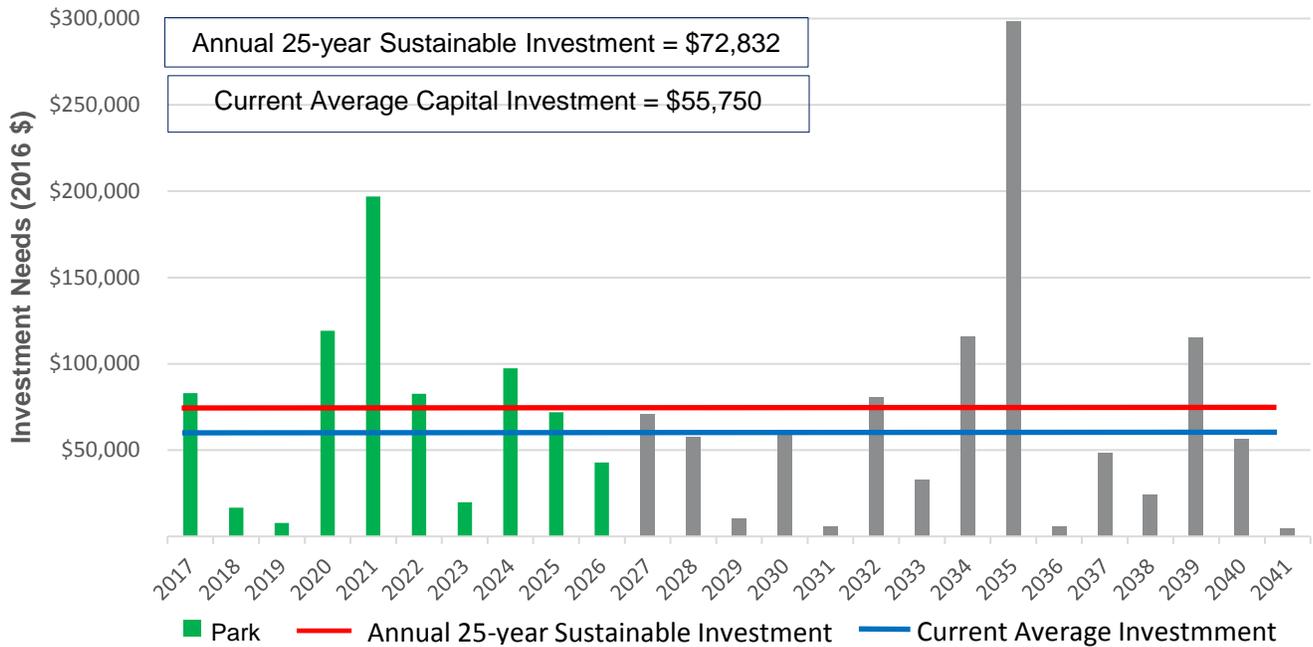


5.2 EXPENDITURE HISTORY VS FORECASTS

PARKS

The current annual sustainable infrastructure investment projected for the parks is approximately \$69,072. The projected annual expenditures over the 25-year planning period are summarized in **Figure 5-4**.

Figure 5-4 Parks 25-Year Investment Requirements



Based on the Township’s audited financial records, the average capital expenditure for the parks between the years of 2013 to 2016 was roughly \$55,750. The breakdown of the yearly expenses is presented below in Table 5-4.

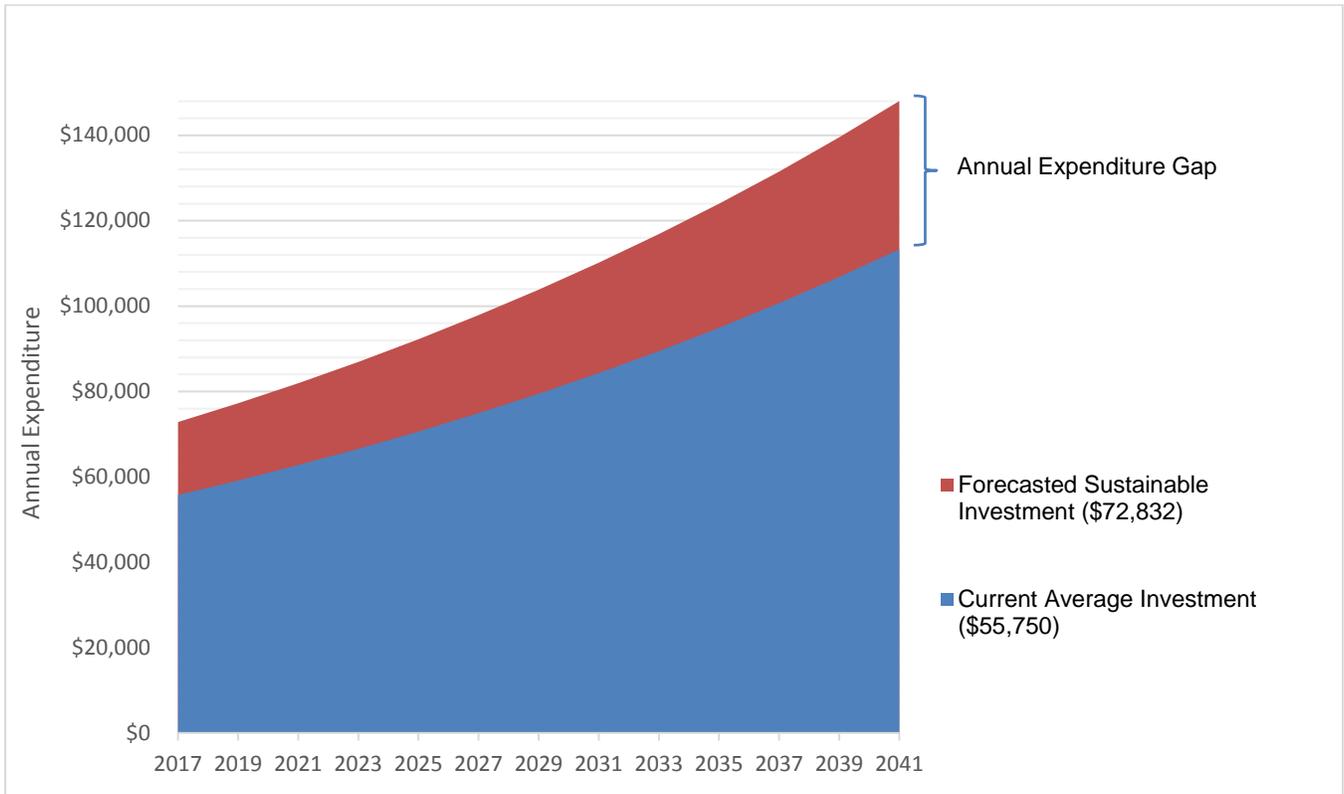
Table 5-4 Annual Expenses for Parks

| CATEGORY | 2013 | 2014 | 2015 (BEFORE 2015-08-31) | 2016 PROPOSED BUDGET | AVERAGE (2013 – 2016) |
|-----------------|----------|----------|--------------------------------|----------------------------|-----------------------------|
| Parks (capital) | \$14,662 | \$40,618 | \$112,462 | \$55,256 | \$55,750 |

The average capital expenditure may be used to expansion and development activities of the park infrastructure. The 25-year sustainable investment plan mainly focuses on replacement, rehabilitation and renewal activities.

The difference between the forecasted annual sustainable investment and the existing average annual investment is \$17,082. The gap is more apparent long term when inflation is applied, however. This relationship is shown in Figure 5-5.

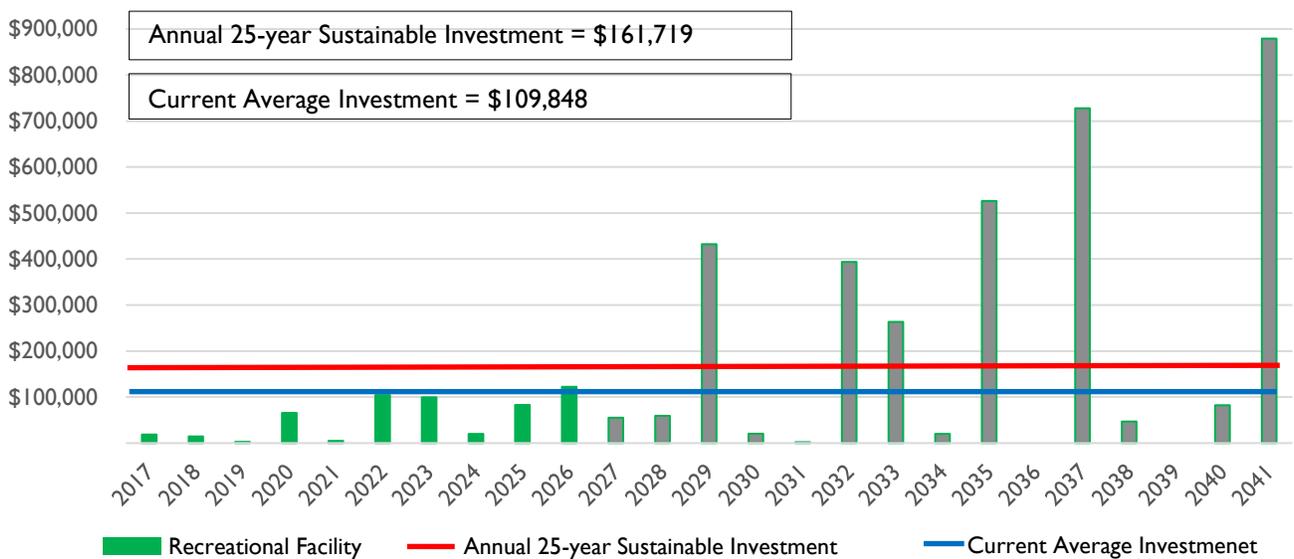
Figure 5-5 Inflated Parks Expenditures



RECREATIONAL FACILITIES

The current annual sustainable infrastructure investment projected for the recreational facilities is approximately \$161,719. The projected annual expenditures over the twenty-five year planning period are summarized in Figure 5-6.

Figure 5-6 Recreational Facilities 10-Year Investment Requirements



From the installation data provided by Township’s staff, some of the recreational facilities have exceeded their expected service life. The condition of those facilities, however, may be sufficient to provide the desired levels of service for communities in the Township. In other words, the facilities appear to be in good condition even though they are old. The replacement and rehabilitation investment strategy is developed based on the condition of each asset in the recreational facilities.

The Township’s average capital expenditure for the facilities between the years of 2013 to 2016 was \$109,848. The breakdown of the yearly expenses is presented in Table 5-5.

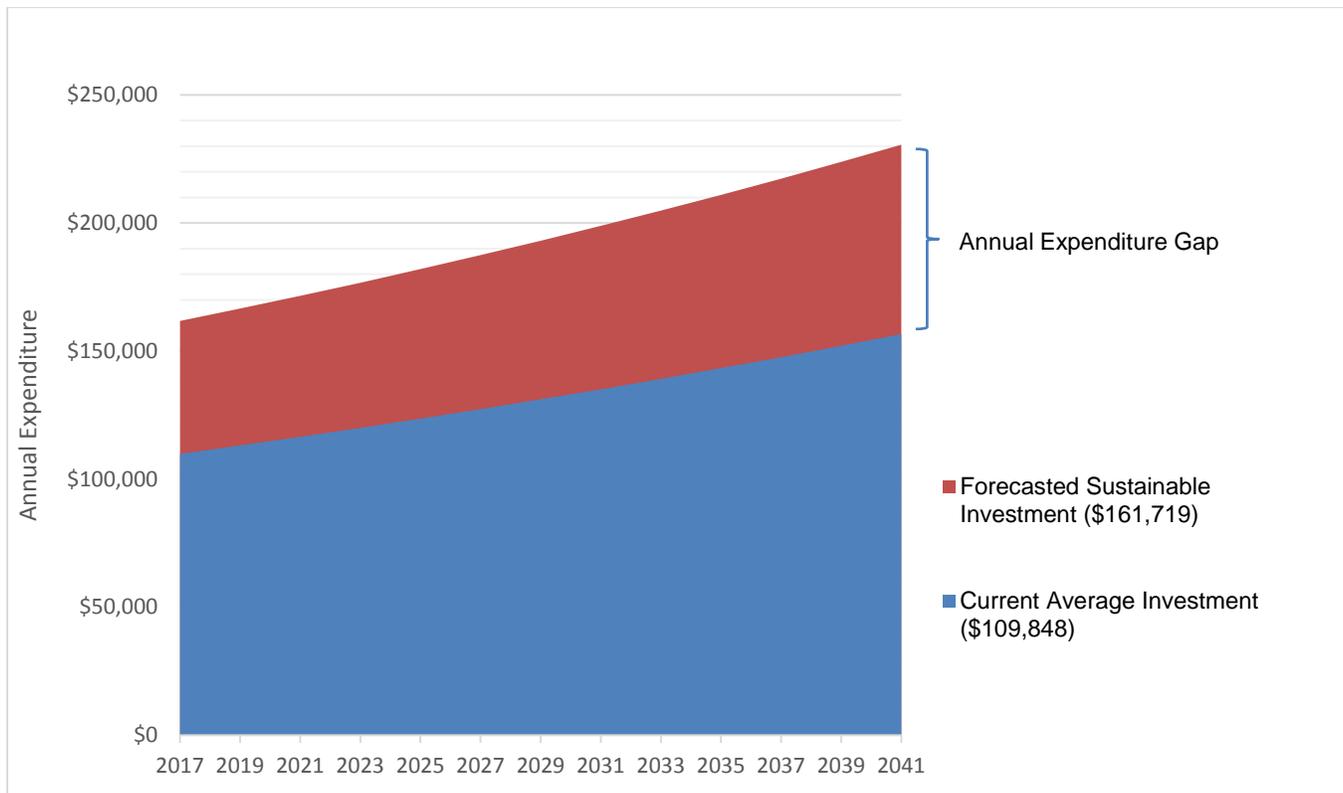
Table 5-5 Annual Expenses for Facilities

| CATEGORY | 2013 | 2014 | 2015 (BEFORE 2015-08-31) | 2016 PROPOSED BUDGET | AVERAGE (2013 – 2016) |
|-------------------------|-----------|----------|--------------------------------|-------------------------|--------------------------|
| Facilities (capital) | \$140,524 | \$14,619 | \$130,000 | \$154,243 | \$109,848 |

*Does not include capital expenditures for 2010 and 2011.

The difference between the forecasted annual sustainable investment and the existing average annual investment is \$51,871. However, it is more apparent long-term when inflation is applied. This relationship is shown in Figure 5-7.

Figure 5-7 Inflated Facilities Expenditures



5.3 FUNDING STRATEGY

5.3.1 REVENUE SOURCES

Several sources of funding are available to the Township of Russell to support the sustainable recreational infrastructure investments over the next twenty-five years. Typical funding sources are outlined below for discussion purposes however, funding of the sustainable infrastructure plan will be further determined through other studies to be undertaken by the Treasures Department.

RESERVE ACCOUNTS

Reserve accounts provide a source from which funds can be drawn when needed. Reserve accounts play an important role in long term financial planning. Reserve accounts for infrastructure provide a buffer for unexpected expenditures, and allow for the accumulation of funding for significant future infrastructure investments.

DEBENTURE

Debenture financing involves taking out a loan to fund infrastructure needs at a fixed interest rate. It is a long term debt that is paid back over time according to a fixed payment schedule. Both corporations and governments frequently issue this type of bond in order to secure capital.

USER FEES

User fees are levies charged to the users of a good or service; this could include charges to users for admission, rentals, registrations and other fees at various facilities including arenas, pools and for the rental of community halls. A rate is typically used to determine the user fees, which may or may not be based on full cost recovery.

PUBLIC PRIVATE PARTNERSHIPS

The Public Private Partnership program, P3 Canada, is a federally funded program that aims to improve the delivery of infrastructure with contracts between the public sector and private parties. Public private partnerships are a long term approach to developing infrastructure that enhances the accountability of the private sector for infrastructure assets over their expected service lives. The private party assumes responsibility for the design, construction, financing and operation of the infrastructure. The public sector repays the operating and capital expenditures to the private party throughout the life of the infrastructure. This allows for a significant portion of the risk associated with infrastructure development to be passed over to the private party.

Public private partnerships are not the right solution for all infrastructure developments; however they can provide many benefits when applied to the right projects.

FEDERAL GAS TAX

The Federal Gas Tax Fund (GTF) provides predictable, long term funding for municipalities to help build and revitalize infrastructure. Funding is provided twice a year to provinces and territories who then distribute this funding to their municipalities. Municipalities can pool, bank and borrow against this funding. Currently, federal GTF can be used for the following:

- public transit
- wastewater infrastructure
- drinking water
- solid waste management
- community energy systems
- local roads and bridges
- capacity building
- highways
- local and regional airports
- short-line rail
- short-sea shipping
- disaster mitigation
- broadband and connectivity
- brownfield redevelopment
- **CULTURE**
- **TOURISM**
- **SPORT**
- **RECREATION**

GRANTS/RECOVERIES

This Asset Management Plan is intended to be used as a tool during capital grant application processes. Although grants may become available in the future, the sustainable funding plan cannot rely on awarded grants in order to balance the funding needs.

TAXATION

Property taxes are levies on a property which are issued by the governing municipality in which the property is located. Two components make up the property tax calculation for Ontario Municipalities:

- The annual operating expenditure to provide services to residents; and
- The total current market value of the assessment base (property) over which the operating expenditure is to be recovered.

The tax rate is determined by divided the annual operating expenditure by the total assessment value.

5.3.2 ANNUAL REVENUES

The proposed 2016 funding for all revenues associated with the Township’s recreational infrastructure have been summarized in Figure 5-8 and Figure 5-9.

Figure 5-8 Proposed 2016 Funding Sources for Park Infrastructure

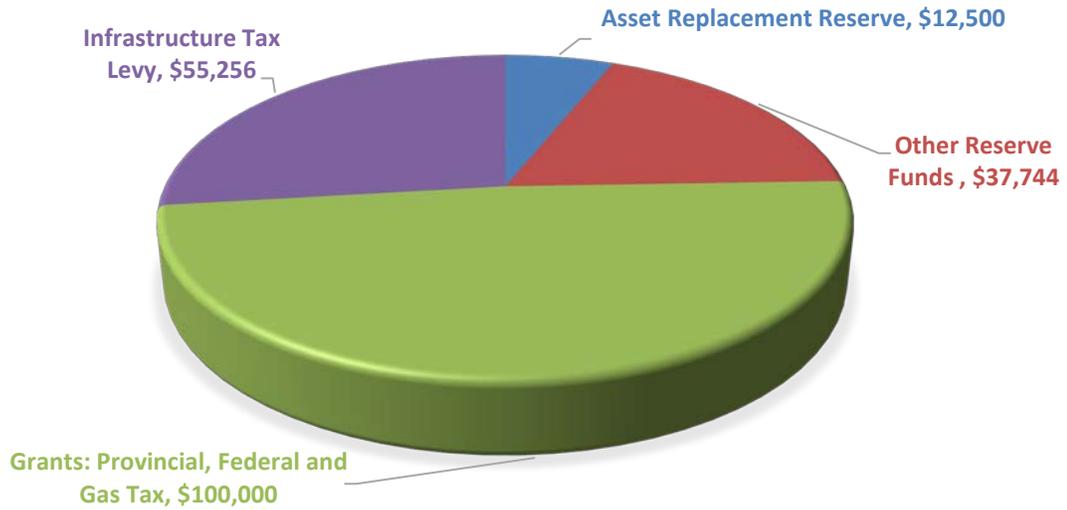
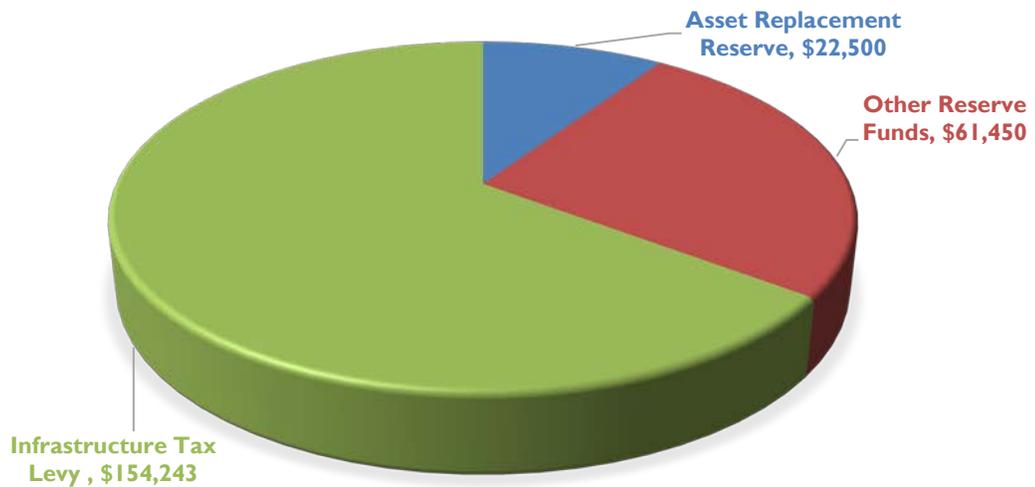


Figure 5-9 Proposed 2016 Funding Sources for Recreational Facility



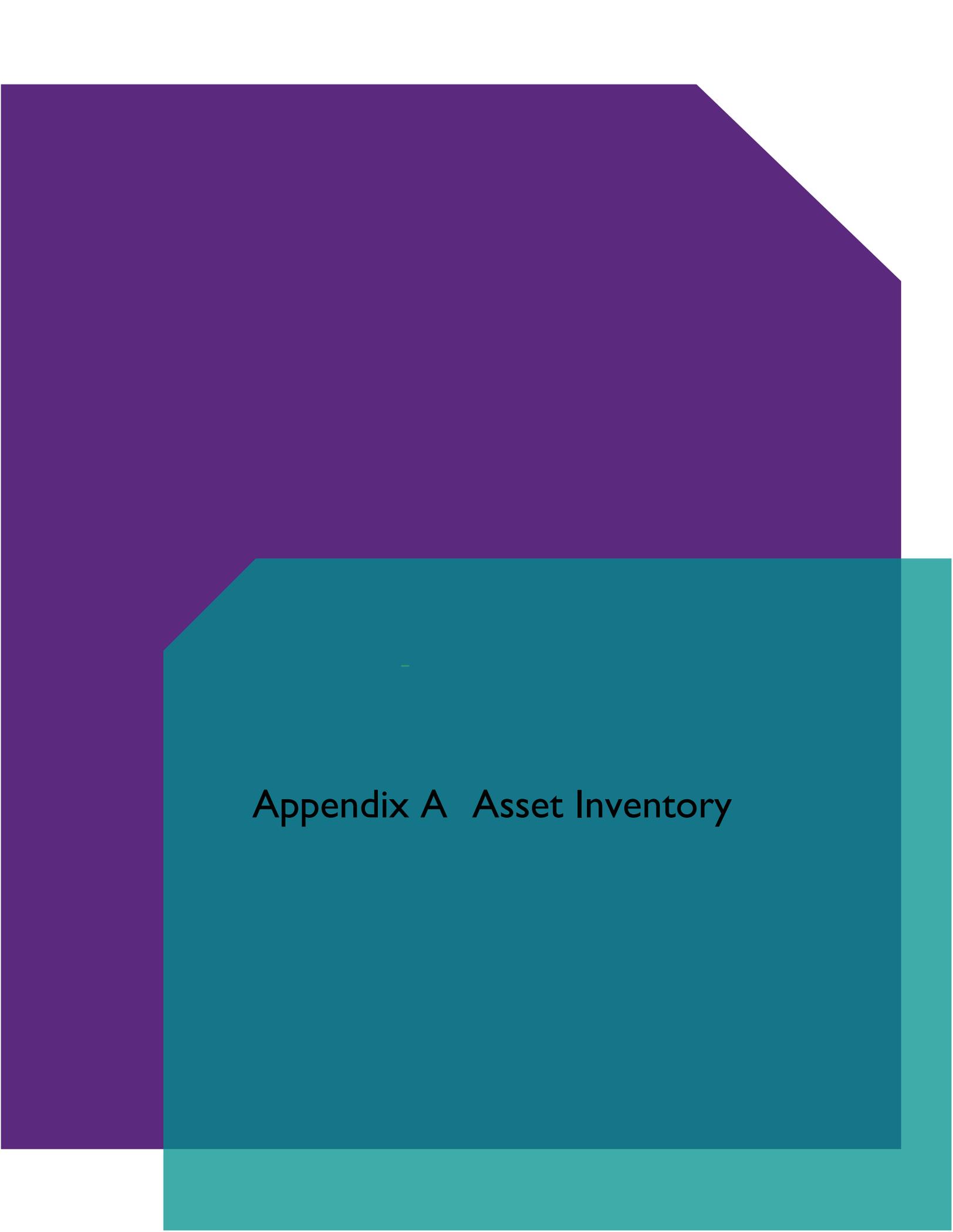
5.4 NEXT STEPS

It is also recommended that the Township seek approval to adopt this Asset Management Plan in principle as a sustainable strategy. It is understood that annual funding will still be subject to the annual budget approval process. It is recommended that the Town also determine the appropriate strategy (strategies) going forward to fund the identified gaps.

We recommend that the Township should continue to develop its infrastructure inventory in GIS. This will allow the Township to view where various recreational infrastructure assets are spatially located in relation to each other. The benefit of incorporating GIS with Asset Management Planning is that future projects may be geospatially coordinated in order to help lower costs.

This Asset Management Plan should be updated when regular inspections are complete and when conditions are re-assessed; every month for playground structures and every five years for recreational facilities. Parks should be assessed during regular maintenance activities.

The implementation of this Asset Management Plan will assist the Township of Russell in making informed decisions to meet the desired levels of service, reduce overall risk and improve the infrastructure over the 10-year timeframe of the plan.

The image shows a cover page for an appendix. It features a dark purple background on the left and top, and a teal background on the right and bottom. The text 'Appendix A Asset Inventory' is centered in the teal area.

Appendix A Asset Inventory

ABOUT US

WSP is one of the world's leading professional services firm, working with governments, businesses, architects and planners and providing integrated solutions across many disciplines. The firm provides services to transform the built environment and restore the natural environment, and its expertise ranges from environmental remediation to urban planning, from engineering iconic buildings to designing sustainable transport networks, and from developing the energy sources of the future to enabling new ways of extracting essential resources. It has approximately 15,000 employees, mainly engineers, technicians, scientists and architects, as well as various environmental experts, based in more than 300 offices, across 35 countries, on every continent.

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