



ASSET MANAGEMENT PLAN

NON-CORE INFRASTRUCTURE ASSETS



JULY 1, 2024

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1. Executive Summary

In response to Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act, staff of The Township of Ramara have been working diligently to ensure alignment with 2025 regulatory requirements and continued compliance. This Asset Management Plan (AMP) will outline requirements for meeting the July 1, 2024 deadline. This document will go into detail to explain the state of all other non-core infrastructure assets that were not included in the previous AMP. It will also include information on the replacement costs, conditions, levels of service, life cycle activities and performance measures of these assets.

The table below outlines a brief summary of the current conditions of the included asset categories.

Table 1.1: Current conditions of the included asset categories

| Asset Class | Description | Average Condition | Replacement Cost | Average Age |
|----------------------|---|-------------------|------------------|-------------|
| Licensed Vehicles | 44 units to service Infrastructure, Fire, Bylaw, Building and Planning. | FAIR | \$7,448,714.00 | 9 years |
| Unlicensed Equipment | 15 units that maintain the accessibility to the Township. | FAIR | \$2,040,205.00 | 10 years |
| Major Buildings | 37 Major Buildings which support the functionality of the Township. | FAIR | \$16,820,778.00 | 33 years |
| Minor Buildings | 32 Minor Buildings which support the functionality of the Township. | GOOD | \$2,062,723.00 | 20 Years |
| Parkland | 46 assets of parkland owned by the Township. | Unevaluated | \$13,738,026.00 | 49 Years |
| Outdoor Recreation | 29 assets to serve for the enjoyment of the community | POOR | \$712,315.00 | 19 Years |

The total estimated replacement costs for the assets within this plan is \$42,822,761.00.

2. Introduction

Asset management is an integrated, lifecycle approach to allow the effective stewardship of infrastructure assets within the municipality to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable manner.

The purpose of this Asset Management Plan (AMP), is to expand the current AMP to include all other non-core infrastructure assets so that The Township is able to meet corporate goals and objectives to best serve constituents. The goal of the AMP is provide guidance and processes to manage costs, risks and levels of service for assets of The Township.

The Township of Ramara AMP's is a working document, continuously being refined as better information becomes available and will be updated every five years.

Capital assets are classified using the Tangible Capital Asset Policy (TCA), with some exemptions. Any asset that does not meet the threshold outlined in the TCA, but fall into a pooled asset category, will still be captured and managed separately to ensure asset management activities are carried out in the required manner.

It is important to note that the AMP's catalogue some assets that are not financially owned by The Township, but is financially vested in. These assets usually do not fall under the TCA however, are included in capital and asset management planning.

2.1. Ontario Legislation

In 2015, the Province of Ontario passed the Infrastructure for Jobs and Prosperity Act which affirmed the role that municipal infrastructure systems play in supporting the vitality of local economies. Once reviewed, the Province created *Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act*. This regulation further expands on the Building Together guide, mandating specific requirements for municipal Asset Management Policies and Asset Management Plans, phased in over a five-year period.

The phased in approach of O. Reg 588/17 has three deadlines of July 1, 2022, July 1, 2024 and July 1, 2025. The deadline in 2022 is when the Township of Ramara created the first AMP planning for the 'core' assets which included water, wastewater, storm water, roads and bridges.

The second deadline of July 1, 2024 requires all other 'non-core' infrastructure assets to be included in the AMP documenting the current levels of service.

The final deadline of July 1, 2025 is to document proposed levels of service and financial strategies to fund these expenditures.

2.2. Compliance

For Township owned 'non-core' infrastructure assets, this AMP is compliant with the July 1, 2024 regulations requirements and is including of Fleet, Facilities, Parkland and Outdoor Recreation.

3. Glossary

3.1. Definitions

Asset - something that has value to an organization. An asset extends beyond physical goods or hardware, and includes software, information, people and reputation.

Asset Management - an integrated, lifecycle approach to allow the effective stewardship of infrastructure assets within the municipality to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable manner.

Asset Management Policy - a plan to manage identified assets to meet corporate goals and objectives to best serve constituents.

The Township - The Corporation of the Township of Ramara.

Non-core infrastructure asset - any municipal infrastructure asset that is part of the:

- (a) Fleet inventory;
- (b) Recreation inventory; and
- (c) Facilities inventory.

Consequence of Failure (CoF) - the result of an asset reaching functional failure, which is measured as the impact or significance on the Corporation or its stakeholders.

Estimated useful life (EUL) - an estimate of the average number of years an asset is considered useable before its value is fully depreciated

Probability of Failure (PoF) - the likelihood of an asset reaching functional failure based on realistic forecasts.

Replacement Value - an estimate of the amount The Township would have to pay to replace an asset at the present time.

3.2. List of Acronyms

AMP – Asset Management Plan

AM – Asset Management

TCA – Tangible Capital Asset

CoF – Consequence of Failure

4. State of Non-Core Infrastructure

4.1. Overview

A good starting point for municipalities when creating an asset management plan is understanding their assets' value, age, and condition. The replacement value refers to the amount that would be required to replace an asset at present time with a new version based on current market conditions and current construction standards. The Township refers to these estimates to aid in financial planning strategies and are meant to be conducted as part of planned capital projects, when applicable, rather than being unprepared with an unplanned replacement, as unplanned replacement typically is more costly.

Regular monitoring of an asset's current condition and its remaining estimated useful life plays a pivotal role in keeping the Township informed about the timing of necessary lifecycle activities. This proactive approach is instrumental in maintaining and extending the life of assets, thereby building a higher level of confidence in the state of assets among the Township and its stakeholders. The Asset Management Plan (AMP) primarily includes overserved conditions as its main data, when available. In cases where this data is not available, the remaining estimated useful life is used. The observed condition, or the EUL, is then conveyed on a condition rating scale.

Table 4.1: General Condition Rating Scale

| Condition | Rating | Explanation |
|-----------|-----------|--|
| Very Poor | 0 to 19 | Asset beginning or has failed. Requires replacement or full rehabilitation. |
| Poor | 20 to 39 | Severe asset deterioration and maintenance costs are high. |
| Fair | 40 to 59 | Obvious deterioration evident. Systems in good working condition but requiring maintenance and maintenance cost beginning to rise. |
| Good | 60 to 79 | Some superficial deterioration evident. Systems in good working condition. |
| Very Good | 80 to 100 | Newly acquired assets or an asset rehabilitated back to new condition. |

As mentioned above, any assets included in this asset management plan that do not have current observed condition data available, age-based condition is used by utilized the estimated useful life. Table 4.2 describes how the scores from Very Good to Very Poor are determined for this assessment.

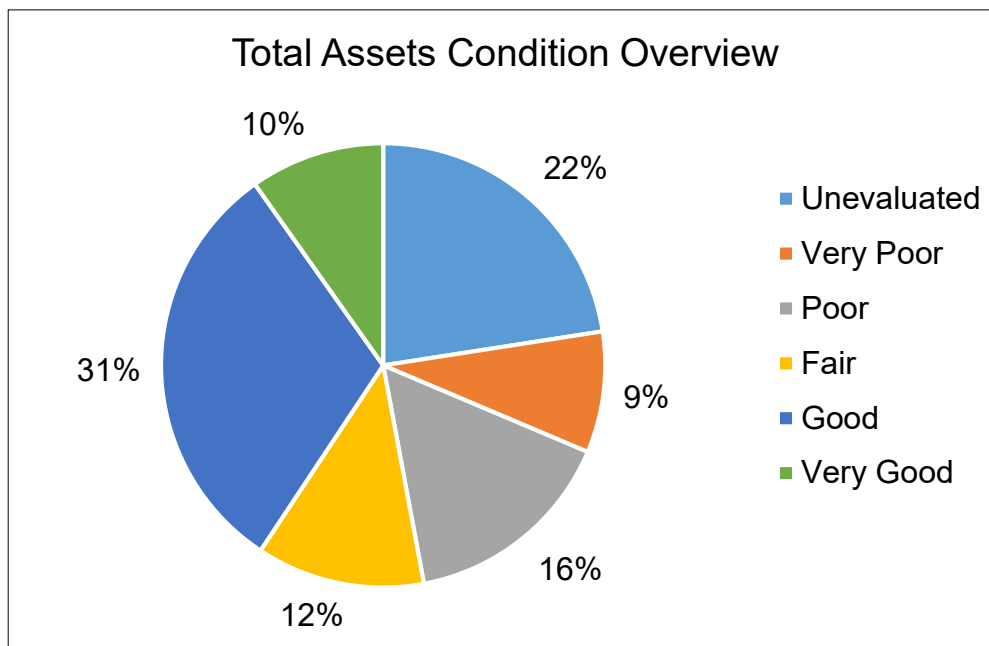
Table 4.2: Age Based Condition Scale

| Condition | Service Life Remaining (%) |
|-----------|----------------------------|
| Very Poor | 0-19% |
| Poor | 20-39% |
| Fair | 40-59% |
| Good | 60-79% |
| Very Good | 80-100% |

The below pie charts will provide an overview of the current conditions of all assets included in this asset management plan. The first chart contains parklands which doesn't have a condition associated so they are listed as 'unevaluated'. This is because land doesn't typically depreciate and/or deteriorate. The second chart removes the parklands give an idea of the general condition of evaluated assets.

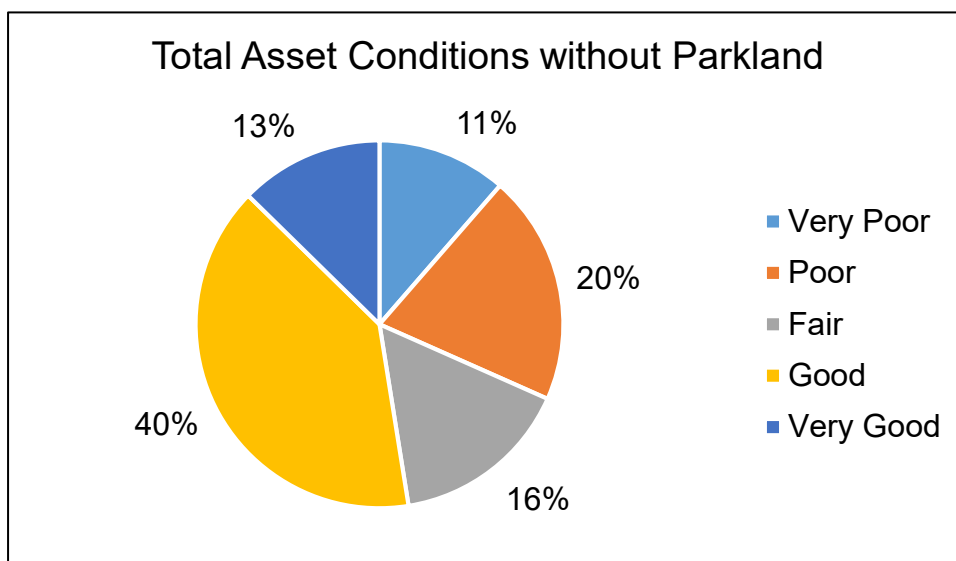
Including parkland assets, you can see that 22% of assets are in unevaluated condition and 41% are in either good condition or better.

Figure 4.1.1: Pie Chart of Condition of the Assets in this portfolio.



In the second chart, without parklands, you can see that 53% of assets are in good or better condition.

Figure 4.1.2: Pie Chart of Condition of Assets without Parkland



FLEET

The Township of Ramara's fleet assets are crucial in helping municipal staff deliver services effectively to stakeholders. These assets comprise:

- Light-duty and heavy-duty vehicles that aid in maintaining municipal infrastructure and addressing service requests.
- Emergency service vehicles that respond to and support emergency first responders.
- Other vehicles dedicated to supporting recreation, bylaw enforcement, and park services.



The Township's fleet inventory is managed through PSD CityWide and consists of 59 active assets

A summary of the state of the fleet assets is summarized in the following table. The financial capacity information is an average based on expected funding between 2025 and 2035.

| Replacement Cost | Condition |
|------------------|-----------|
| \$9,489,916 | FAIR |

| Financial Capacity | |
|--------------------------|----------------|
| Annual Requirement | \$1,251,000.01 |
| Funding Available | \$952,943.95 |
| Annual Surplus (Deficit) | (\$298,056.06) |

5. Fleet

The Township of Ramara's fleet inventory includes 59 units in its fleet with 44 licensed vehicles and 15 unlicensed equipment to assist in maintaining the core assets within the corporation. The vehicles are spread through out the Emergency Services, Infrastructure, Building, Planning and Bylaw departments, as shown in Table 5.1. The total replacement value for this profile is \$9,489,916.00 which makes up 22% of the overall replacement costs of the non-core asset portfolio.

Table 5.1: Fleet Inventory

| Asset Type | Department | Quantity/Units | Replacement Value |
|------------------------------|---------------------|----------------|-----------------------|
| Fleet – Licensed Vehicles | Infrastructure | 18 | \$2,595,041.00 |
| | Fire | 21 | \$4,667,597.00 |
| | Bylaw | 3 | \$115,528.00 |
| | Building & Planning | 2 | \$71,545.00 |
| Fleet – Unlicensed Equipment | Infrastructure | 15 | \$2,040,205.00 |
| Total | | 59 | \$9,489,916.00 |

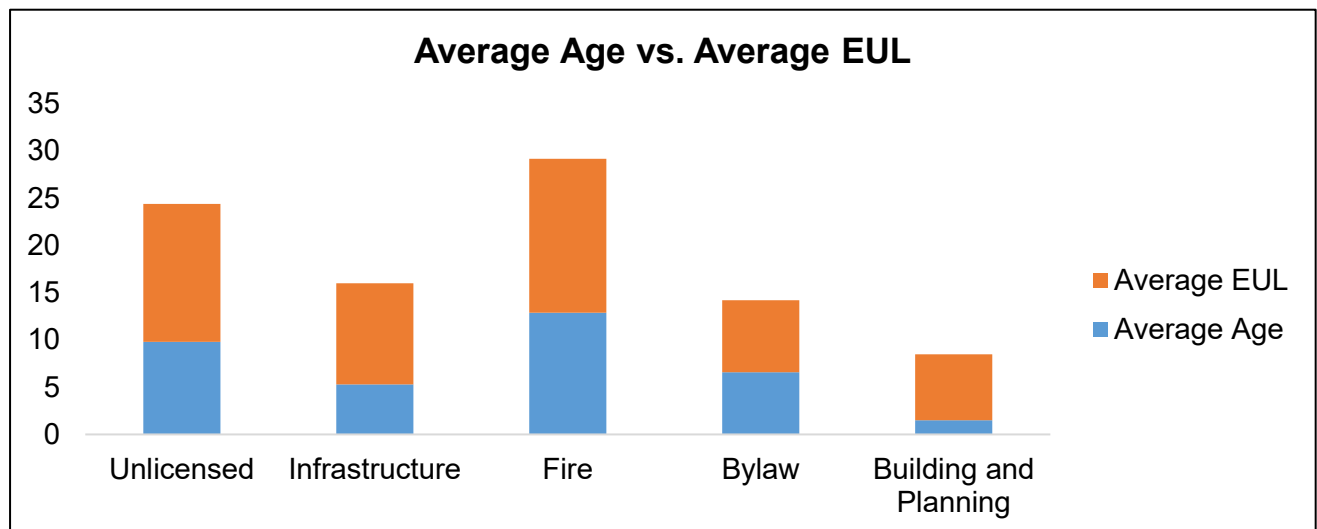
Condition assessments for this AMP include maintenance records, observed condition data and the assets estimated useful life.

5.1. Age and Condition

5.1.1. Age

A summary of the current asset age for the licensed vehicles owned by the Township can be found in Figure 5.1.1. The average estimated useful life (EUL) for licensed vehicles with the organization is 13 years with the shortest being a regular use automobile at 7 years to the longest being a fire truck at 20 years. For the 15 units under Unlicensed Equipment, the average EUL is 14.6 years with 10 years being the shortest which is a culvert steamer and the longest being 15 years which encompasses graders, loaders, etc. EUL is decided as per the Tangible Capital Asset Policy which ensures compliance with PSAB PS 3150.

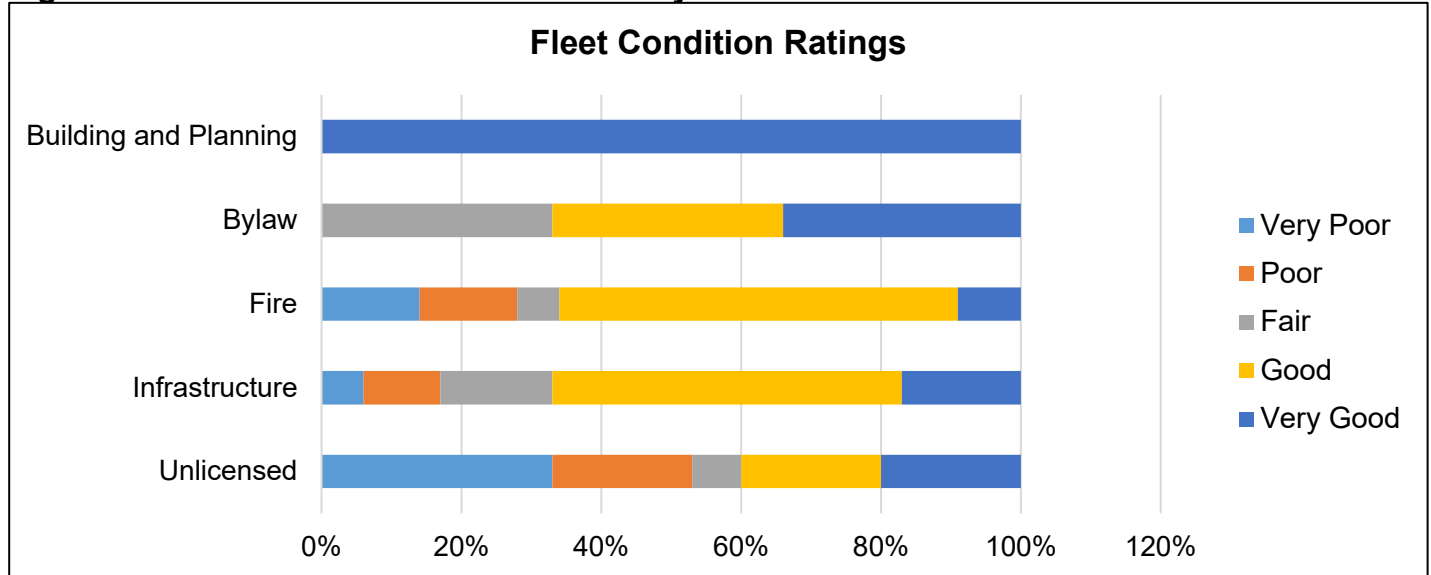
Figure 5.1.1: Fleet Profile Asset Age Summary



5.1.2. Condition

Figure 5.1.2 will show the overall condition assessments for the assets within the Licenced Vehicles profile separated by department.

Figure 5.1.2: Fleet Asset Condition Summary



Fleet evaluations are completed yearly, and condition assessments will be completed every 3 years moving forward unless a vehicle is involved in an accident/incident resulting in \$10,000.00 in damages or more so the corporation can reassess the condition of the asset. The scale on which the vehicle condition assessments were followed is below.

Table 5.1.2. Licensed Vehicle Condition Rating Scale

| Licensed Vehicle Condition Rating Scale | | |
|---|-----------|--|
| Condition | Rating | Explanation |
| Very Poor | 0 to 19 | Asset beginning or has failed. Requires replacement or full rehabilitation. |
| Poor | 20 to 39 | Severe asset deterioration and maintenance costs are high. |
| Fair | 40 to 59 | Obvious deterioration evident. Systems in good working condition but requiring maintenance and maintenance cost beginning to rise. |
| Good | 60 to 79 | Some superficial deterioration evident. Systems in good working condition. |
| Very Good | 80 to 100 | Newly acquired assets or an asset rehabilitated back to new condition. |

For any licensed vehicles and unlicensed equipment where condition assessments were not available, age based conditions were used and the condition rating scale is below.

Table 5.1.3: Age Based Vehicle Condition Scale

| Licensed Vehicle Condition Rating Scale | |
|---|----------------------------|
| Condition | Service Life Remaining (%) |
| Very Poor | 0-19% |
| Poor | 20-39% |
| Fair | 40-59% |
| Good | 60-79% |
| Very Good | 80-100% |

5.2. Current Levels of Service and Performance

5.2.1. O. Reg 588/17 – Required Levels of Service Metrics

Through O. Reg 588/17, the Province of Ontario requires legislated community levels of service for non-core infrastructure assets. Levels of Service are tracked using both qualitative descriptions and technical metrics based on data from (at most), the two calendar years prior to the year of updating this plan.

Table 5.2.1: Community and Strategic Levels of Service

| Service | Level of Service |
|----------------|---|
| Fleet Services | Community: <ul style="list-style-type: none"> Fleet is safe and well maintained; Fleet quality and availability meet program service requirements; and Fleet vehicles and equipment are efficient and cost effective. |
| | Strategic: <ul style="list-style-type: none"> Fleet is prepared, maintained and available to avoid service disruptions; Timely intervention and processing of fleet procurement; Ensure fuel availability at owned work stations or alternative location; and Ensure all regulatory requirements are met 100% of the time. |
| Fire Services | Community: <ul style="list-style-type: none"> Regulatory response times with 6 firefighters on scene within 14 minutes 80% of the time are met; Emergency fire response is available 24 hours a day, 365 days of the year; Proper staffing, trained and certified personnel are available; and Fleet is safe, available and state of good repair. |
| | Strategic: <ul style="list-style-type: none"> Fleet is prepared, maintained and available to avoid service disruptions; Timely intervention and processing of fleet procurement; Ensure fuel availability at owned stations or alternative locations; Ensure compliance with Bylaw 2021.50 – <i>A Bylaw to Establish and Regulate a Fire Department</i>; and |

- Provide emergency response on a 24/7 basis in accordance to the NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*.

The infrastructure department and fire department manages and procures all of their own vehicle and equipment assets but all vehicle and equipment are maintained by licensed personnel within the infrastructure department.

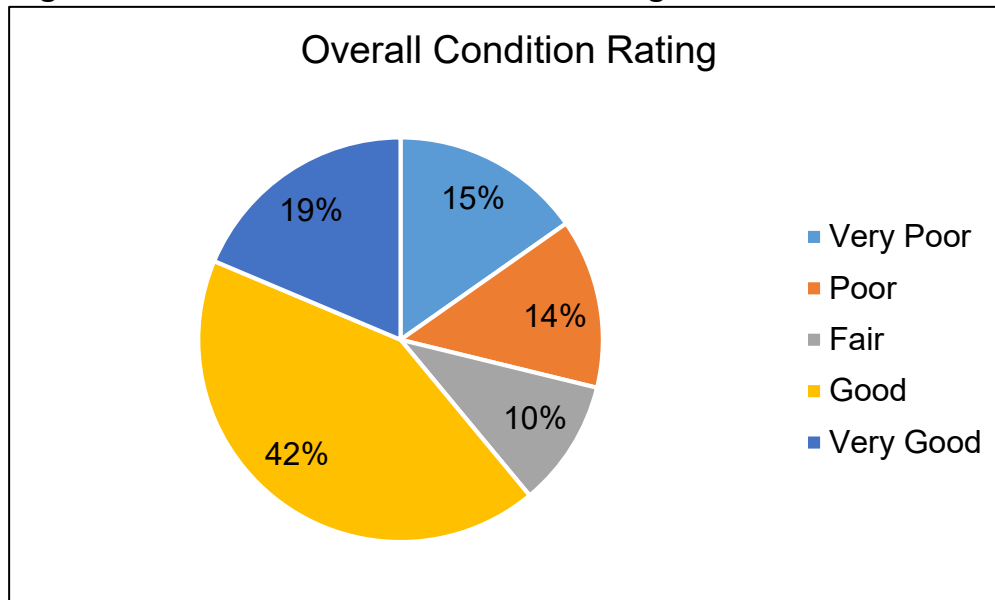
5.3. Municipal Performance Evaluations

5.3.1. Overall Fleet Conditions

The chart below details the current conditions of the fleet owned by the Township of Ramara. Condition ratings ranges from very good to very poor.

The vehicle evaluations show that 61% of fleet are rated in Good or Very Good condition. The current vehicle conditions were updated in 2024 using visual inspections performed by the appropriate licensed staff.

Figure 5.3.1: Overall Fleet Condition Rating



5.4. Cost Efficiency

In each asset management plan update, the Township of Ramara will recalculate the operating costs per property. The operating costs will be based on the average operating cost over the most recent two years, divided by the number of properties. As of the acceptance of this plan, there are 7,872 of properties within the Township.

| Average Operating Costs 2022 & 2023 | Properties | Cost per Property |
|--|------------|-------------------|
| \$1,450,329.00 | 7,872 | \$182.24 |

5.5. Asset Management Strategy

5.5.1. Life Cycle Activities

As part of inspection programs that are specified by manufactures and regulatory requirements, fleet assets are inspected at regular intervals. By adhering to mandated inspection requirements, the Township of Ramara is able to ensure adherence to any and all regulator compliances as well as identify any changes of condition to an asset that will impact the estimated useful life.

The majority of fleet maintenance actions are completed in-house by certified technicians who perform necessary work to ensure assets are able to operate to their required potential.

Certified technicians adhere to best practices while maintain assets to strive for the lowest lifecycle costs. Those best practices may include, but are not limited to:

- Inspection protocols discussed above;
- Document and rectify any issues that may be identified by users;
- Adhere to required schedule maintenance requirements; and
- Continuous monitoring of the condition of the asset.

| Lifecycle Activity Category | Description | Examples of Associated Activities |
|-----------------------------|---|---|
| Renew | Activities that return the asset to the original state. | Minor or major asset rehabilitations or asset replacement. |
| Operate | Regular activities to provide services. | Inspections and cleaning. |
| Maintain | Activities to retain asset condition to enable it to provide service for its planned estimated useful life. | Planned maintenance, minor repairs, asset component replacement within the vehicle. |

5.6. Risk

A weighted risk matrix has been created for fleet to assist in supporting any replacement and rehabilitation projects and/or decisions. Assets with a higher risk towards the Corporation and stakeholders should be prioritized in capital planning. The overall risk is calculated as a probability and consequence.



The Probability of Failure (PoF) is based on the condition of the vehicle. As the condition of the asset deteriorates, the probability of failure increases. In the future, it is recommend that

maintenance actions are recorded in Maintenance Manager in CityWide which will assist to highlight future probabilities.

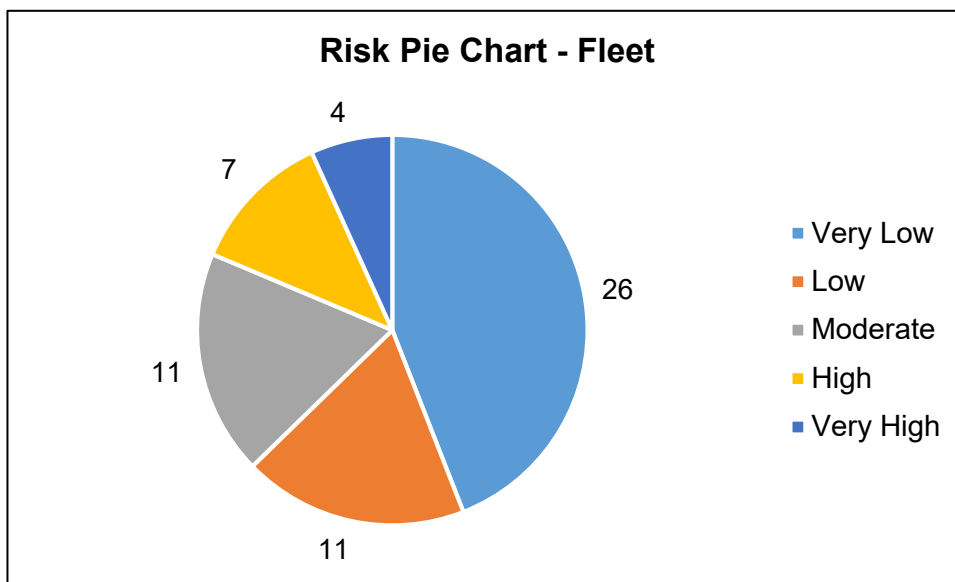
The Probability of Failure (PoF) is weighted based on the following metrics for licensed and unlicensed vehicles:

- 60% Condition – what is the current condition of the asset?
- 40% Service Life Remaining – How much estimated useful life is remaining for the asset?

The Consequence of Failure (CoF) is weighted based on the following metrics for licensed and unlicensed equipment:

- 70% Replacement Cost – The higher the replacement cost, the bigger the economic impact;
- 20% Usage Type – Emergency services vehicle; and
- 10% Usage Type – Required for road maintenance.

Figure 5.6: Risk Assessment Chart for the Fleet Profile



5.7. Financial Strategy

The monetary requirements for the next 10 years are outlined below for capital purchases for the Fleet inventory.

Within the next 10 years, the Township should plan for \$13,761,000.00 in capital investments.

The estimations for the fleet inventory is based off the Capital Forecasting done by the Township. The values below show the financial commitment required to maintain the current level of services provided by the fleet assets.

Table 5.7: 10 Year Capital Planning for the Fleet Profile

| Year | Infrastructure | Fire | Building & Planning | Bylaw | Total Per Year |
|------|----------------|----------------|---------------------|-------------|----------------|
| 2025 | \$580,000.00 | \$490,000.00 | \$0.00 | \$40,000.00 | \$1,110,000.00 |
| 2026 | \$715,000.00 | \$104,000.00 | \$0.00 | \$40,000.00 | \$859,000.00 |
| 2027 | \$505,000.00 | \$700,000.00 | \$0.00 | \$0.00 | \$1,205,000.00 |
| 2028 | \$545,000.00 | \$146,000.00 | \$0.00 | \$0.00 | \$691,000.00 |
| 2029 | \$535,000.00 | \$1,084,000.00 | \$0.00 | \$0.00 | \$1,619,000.00 |
| 2030 | \$750,000.00 | \$0.00 | \$0.00 | \$0.00 | \$750,000.00 |
| 2031 | \$450,000.00 | \$2,260,000.00 | \$0.00 | \$0.00 | \$3,070,000.00 |
| 2032 | \$590,000.00 | \$0.00 | \$0.00 | \$0.00 | \$590,000.00 |
| 2033 | \$770,000.00 | \$838,000.00 | \$0.00 | \$0.00 | \$1,608,000.00 |
| 2034 | \$80,000.00 | \$2,019,000.00 | \$40,000.00 | \$0.00 | \$2,139,000.00 |
| 2035 | \$80,000.00 | \$0.00 | \$40,000.00 | \$0.00 | \$120,000.00 |

CityWide allows us to download replacement report which displays the financial requirement above to maintain the current level of service. The report takes into consideration condition assessments and the projected condition of an asset. Since the most recent condition assessments were visual inspections conducted by municipal staff, it is recommended that the next study or inspections are done by a firm that provides uniform level inspections.

For further information, the Non-Core Infrastructure Assets surplus is outlined on page 36.

FACILITIES

The Townships facilities play a core role in ensuring the successfully functioning and delivery of essential services to the community and its rate payers. The facilities within this umbrella encompass an array of spaces such as offices for Township staff, as well as critical operations facilities that oversee environmental services, emergency services, recreation and culture services, building and planning and infrastructure operations



The Township’s fleet inventory is managed through PSD CityWide and consists of 69 active assets

A summary of the state of the facility assets is summarized in the following table. The financial capacity information is an average based on expected funding between 2025 and 2035.

| Replacement Cost | Condition |
|------------------|-----------|
| \$18,883,501 | FAIR |

| Financial Capacity | |
|--------------------------|--------------|
| Annual Requirement | \$192,102.82 |
| Funding Available | \$587,830.56 |
| Annual Surplus (Deficit) | \$395,727.74 |

6. Facilities

The Township of Ramara's facility inventory includes 69 units with 37 Major Buildings and 32 Minor Buildings. The buildings are spread through out the Infrastructure, Fire Services, Environmental and Recreation and Culture, as shown in Table 6.1. These numbers are based on the actual buildings and does not include its contents. The total replacement value for this profile is \$18,883,501.00 which makes up 44% of the overall replacement costs of the non-core asset portfolio.

Table 6: Facility Inventory

| Asset Type | Department | Quantity/Units | Replacement Value |
|-----------------|----------------------|----------------|------------------------|
| Major Buildings | Fire | 7 | \$4,981,724.00 |
| | Recreation & Culture | 8 | \$3,651,346.00 |
| | Health | 3 | \$868,308.00 |
| | Infrastructure | 9 | \$3,173,599.00 |
| | Environmental | 9 | \$2,777,674.00 |
| | Administration | 1 | \$1,368,127.00 |
| Minor Buildings | Fire | 1 | \$185,112.00 |
| | Recreation & Culture | 9 | \$573,740.00 |
| | Environmental | 21 | \$1,297,103.00 |
| | Administration | 1 | \$6,768.00 |
| Total | | | \$18,883,501.00 |

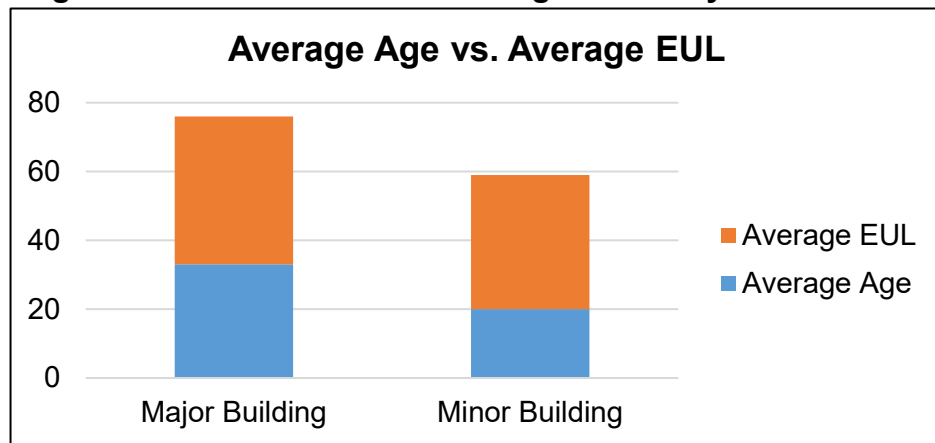
Condition assessments for this AMP include maintenance records, observed condition data, age and the assets estimated useful life.

6.1. Age and Condition

6.1.1. Age

A summary of the current asset age for the facilities owned by the Township can be found in Figure 6.1.1. The average estimated useful life (EUL) for Major Buildings within the organization is 43 years with the shortest being at 20 years to the longest being at 50 years. For the 33 units under Minor Buildings, the average EUL is 39 years with 20 years being the shortest and the longest being 60 years. EUL is decided as per the Tangible Capital Asset Policy which ensures compliance with PSAB PS 3150.

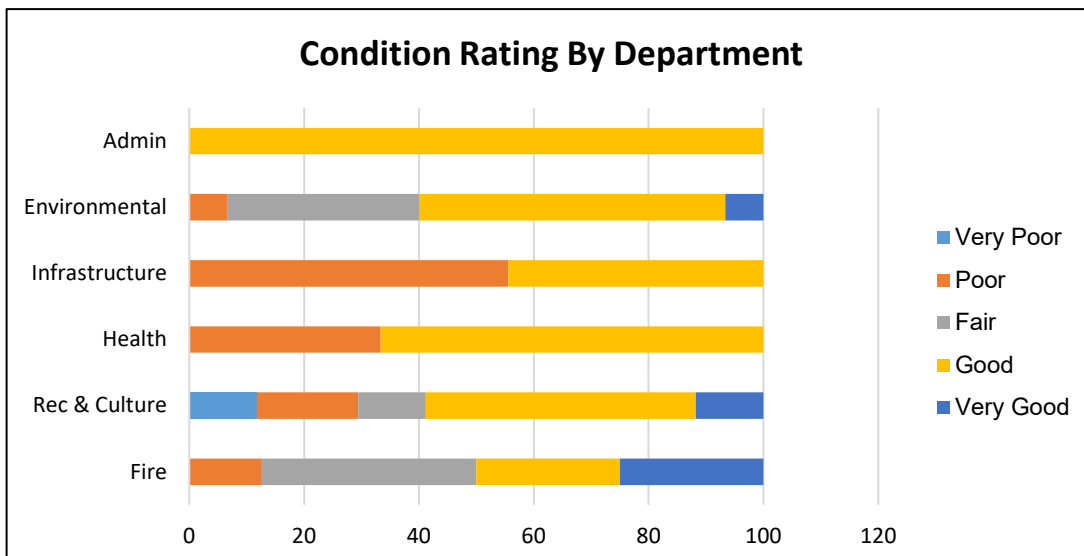
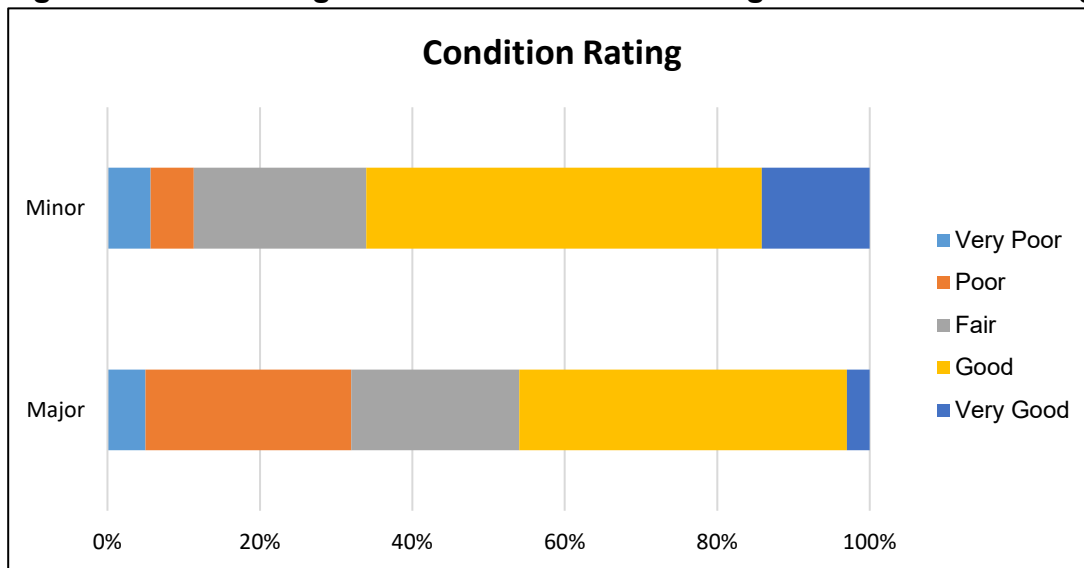
Figure 6.1.1: Fleet Profile Asset Age Summary



6.1.2. Condition

Figure 6.1.2 and Figure 6.1.3 shows the overall condition assessments for the assets within the Facilities profile separated by classification and then again by department.

Figure 6.1.2.1 and Figure 6.1.2.2: Condition Rating and Condition Rating by Department



It is recommended that Building condition assessments be done every 3 to 5 years. These building condition assessments were completed by internal staff using the condition rating scale below:

Table: 6.1.2.1: Facilities Condition Rating Scale

| Condition | Rating | Explanation |
|-----------|-----------|---|
| Very Poor | 0 to 19 | Asset beginning or has failed. Requires replacement or full rehabilitation. |
| Poor | 20 to 39 | Severe asset deterioration and maintenance costs are high. |
| Fair | 40 to 59 | Obvious deterioration evident. Facility in good working condition but requiring maintenance and maintenance cost beginning to rise. |
| Good | 60 to 79 | Some superficial deterioration evident. |
| Very Good | 80 to 100 | Newly acquired assets or an asset rehabilitated back to new condition. |

For any buildings where condition assessments were not available, age based conditions were used and the condition rating scale is below:

Table 6.1.2.2: Age Based Facility Condition Rating Scale

| Condition | Service Life Remaining (%) |
|-----------|----------------------------|
| Very Poor | 0-19% |
| Poor | 20-39% |
| Fair | 40-59% |
| Good | 60-79% |
| Very Good | 80-100% |

6.2. Current Levels of Service and Performance

6.2.1. O. Reg 588/17 – Required Levels of Service Metrics

Through O. Reg 588/17, the Province of Ontario requires legislated community levels of service for non-core infrastructure assets. Levels of Service are tracked using both qualitative descriptions and technical metrics based on data from (at most), the two calendar years prior to the year of updating this plan.

Table 6.2.1: Community and Strategic Levels of Service

| Service | Level of Service |
|------------|---|
| Facilities | Community: <ul style="list-style-type: none">▪ The facility is safe and well maintained;▪ The facility meets safety and service requirements; and▪ The facility is efficient and cost effective. |
| | Strategic: <ul style="list-style-type: none">▪ The facility is prepared, maintained and available to provide its service;▪ Timely intervention and processing of facility procurement or rehabilitation; and▪ Ensure all regulatory requirements are met 100% of the time. |

The Building Maintenance personnel, which falls under the Infrastructure Department, is responsible for the maintenance of all buildings and facilities within the Township.

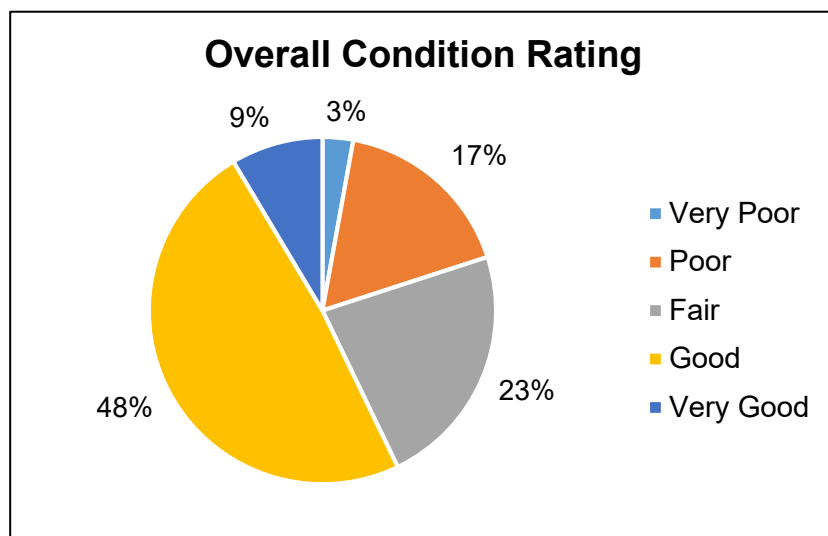
6.3. Municipal Performance Evaluations

6.3.1. Overall Facility Conditions

The chart below details the current conditions of facilities owned by the Township of Ramara. Condition ratings ranges from very good to very poor.

The building condition assessments show that 57% of facilities are rated in Good or Very Good condition. The current facility conditions were updated in 2024 using visual inspections performed by internal staff.

Figure 6.3.1: Overall Facilities Condition Rating



6.4. Cost Efficiency

In each asset management plan update, the Township of Ramara will recalculate the operating costs per property. The operating costs will be based on the average operating cost over the most recent two years, divided by the number of properties. As of the acceptance of this plan, there are 7,872 of properties within the Township.

| Average Operating Costs 2022 & 2023 | Properties | Cost per Property |
|--|------------|-------------------|
| \$1,930,340.00 | 7,872 | \$245.21 |

6.5. Asset Management Strategy

6.5.1. Life Cycle Activities

Lifecycles of a facility can vary greatly depending on composition and use of the building. For example, a shingled roof has a shorter estimated useful life than a steel roof. Please find a summary of lifecycle strategy below which will help maximize or expand the useful life of the facility.

| Lifecycle Activity Category | Description | Examples of Associated Activities |
|-----------------------------|--|--|
| Expand/Grow | Activities that will provide a new asset that did not exist previously or an expansion of an existing asset. | New or construction to expand an asset. |
| Upgrade | Activities to provide a higher level or service capability from an existing asset to achieve better fit for purpose or required to meet regulatory requirements. | Upgrades for HVAC energy efficiency, upgrades to meet AODA requirements. |
| Renew | Activities that return the asset to the original state. | Minor or major asset rehabilitations or asset replacement. |
| Operate | Regular activities to provide services. | Inspections and cleaning. |
| Maintain | Activities to retain asset condition to enable it to provide service for its planned estimated useful life. | Planned maintenance, minor repairs, asset component replacement within the facility. |

As mentioned previously, all facilities are maintained by building maintenance personnel. If work is deemed out of their scope, an external contractor will be procured to perform the work required.

The Township of Ramara attempts to plan for all major upgrades, rehabilitation or renewal options within capital planning to ensure proper funding and to allow for opportunities to bundle works that may be required over a number of facilities. For example, if a few facilities require a new roof, the municipality will try to bundle work under one contract to achieve a lower cost.

6.5.2. Risk

A weighted risk matrix has been created for fleet to assist in supporting any replacement and rehabilitation projects and/or decisions. Assets with a higher risk towards the Corporation and stakeholders should be prioritized in capital planning. The overall risk is calculated as a probability and consequence.



The Probability of Failure (PoF) is based on the condition of the facility. As the condition of the asset deteriorates, the probability of failure increases. In the future, it is recommended to differentiate and track unscheduled vs. scheduled maintenance action items on facilities to be more effective in preventing unplanned maintenance and therefore, unplanned costs or possible failures in CityWide which will assist to highlight future probabilities.

The Probability of Failure (CoF) is weighted based on the following metrics for both Minor and Major buildings:

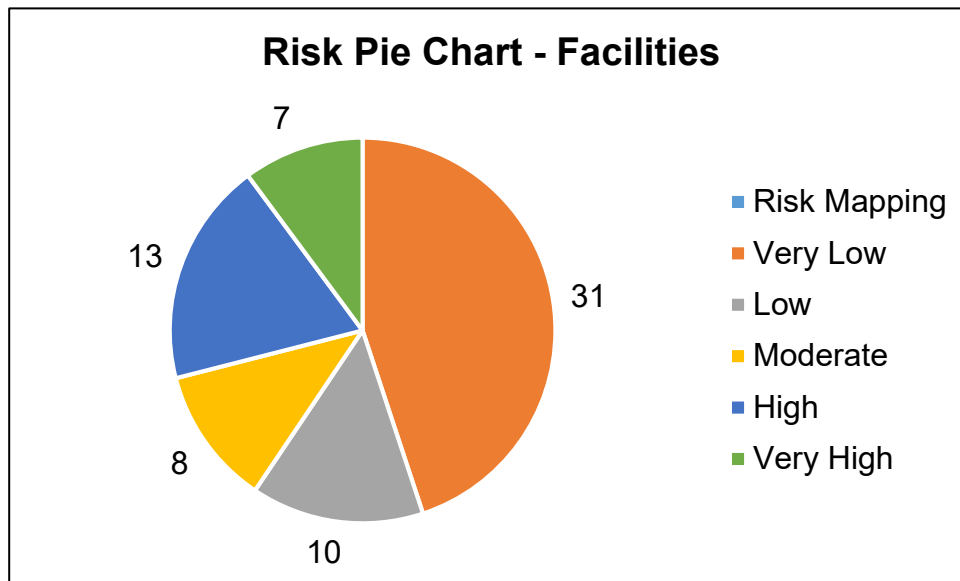
- 60% Condition - what is the current condition of the asset?
- 40% Service Life Remaining – How much estimated useful life is remaining for the asset.

The Consequence of Failure (CoF) is weighted based on the following metrics for both Minor and Major buildings:

- 60% Replacement Cost – the higher the replacement cost, the higher the consequence;
- 10% Usage Type – Will the loss of the facility interfere with emergency services?
- 10% Usage Type – Will the loss of the facility impact a rate payer from receiving an essential service?
- 10% Usage Type – Will the lost of the facility cause harm to the environment?
- 10% Usage Type – Will the loss of the facility cause damage to property?

The below risk heat maps have been separated between Major Buildings and Minor Buildings.

Figure 6.5.2: Risk Assessment Chart for the Facilities Profile



6.5.3. Financial Strategy

The monetary requirements for the next 10 years are outlined below for capital purchases for the facilities inventory.

Within the next 10 years, the Township should plan for \$2,113,131.00 in capital investments.

The estimations for the facility inventory is based off the Capital Forecasting done by the Township. The values below show the financial commitment required to maintain the current level of services provided by the fleet assets.

| Year | Infrastructure | Fire | Recreation & Culture | Administration | Total Per Year |
|------|----------------|--------------|----------------------|----------------|----------------|
| 2025 | \$0.00 | \$650,000.00 | \$0.00 | \$0.00 | \$650,000.00 |
| 2026 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 2027 | \$0.00 | \$0.00 | \$11,027.00 | \$0.00 | \$11,027.00 |
| 2028 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 2029 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 2030 | \$0.00 | \$0.00 | \$129,070.00 | \$0.00 | \$129,070.00 |

| | | | | | |
|------|----------------|--------|------------|--------|----------------|
| 2031 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 2032 | \$1,300,110.00 | \$0.00 | \$8,076.00 | \$0.00 | \$1,308,186.00 |
| 2033 | \$11,499.00 | \$0.00 | \$0.00 | \$0.00 | \$11,499.00 |
| 2034 | \$3,349.00 | \$0.00 | \$0.00 | \$0.00 | \$3,349.00 |
| 2035 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |

CityWide allows us to download replacement report which displays the financial requirement above to maintain the current level of service. The report takes into consideration condition assessments and the projected condition of an asset. Since the most recent condition assessments were visual inspections conducted by municipal staff, it is recommended that the next study or inspections are done by a firm that provides uniform level inspections.

For further information, the Non-Core Infrastructure Assets surplus is outlined on page 36.

PARKLAND AND OUTDOOR RECREATION

Parks and Outdoor recreation support rate payers in being able to enjoy the outdoors and be active and a place to gather and enjoy the outdoor and natural assets the Township has to offer. These assets include:

- Parklands;
- Playgrounds and outdoor sports equipment; and
- Outdoor lighting, fixtures, bleachers, fencing, paving and marine infrastructure.



The Township’s Parks and Outdoor Recreation inventory is managed through PSD CityWide and consists of 75 active assets

A summary of the state of the parkland and outdoor recreation assets is summarized in the following table. The financial capacity information is an average based on expected funding between 2025 and 2035.

| Replacement Cost | Condition |
|------------------|-----------|
| \$14,450,341 | POOR |

| Financial Capacity | |
|--------------------------|--------------|
| Annual Requirement | \$5,242.82 |
| Funding Available | \$884,691.63 |
| Annual Surplus (Deficit) | \$879,448.81 |

7. Parkland and Outdoor Recreation

The Township of Ramara's parkland and outdoor recreation inventory includes 75 assets. The assets are separated by its profile and they include: Parkland, Fencing and Paving, Outdoor Lighting and Fixtures, Playground Equipment, Sports Equipment, Bleachers and Marine Infrastructure, as shown in Table 7.1. The total replacement value for this profile is \$14,450,341.00 which makes up 34% of the overall replacement costs of the non-core asset portfolio.

Table 7.1: Parkland and Outdoor Recreation Inventory

| Profile | Quantity/Units | Replacement Value |
|-------------------------------|----------------|-------------------|
| Parkland | 46 | \$13,738,026.00 |
| Fencing and Paving | 7 | \$164,658.00 |
| Outdoor Lighting and Fixtures | 6 | \$40,120.00 |
| Playground Equipment | 9 | \$382,169.00 |
| Sports Equipment | 3 | \$24,575.00 |
| Bleachers | 2 | \$19,350.00 |
| Marine Infrastructure | 2 | \$81,443.00 |
| Total | 75 | \$14,450,341.00 |

Condition assessments for this AMP include maintenance records, observed condition data and the assets estimated useful life, however do not include parkland assets.

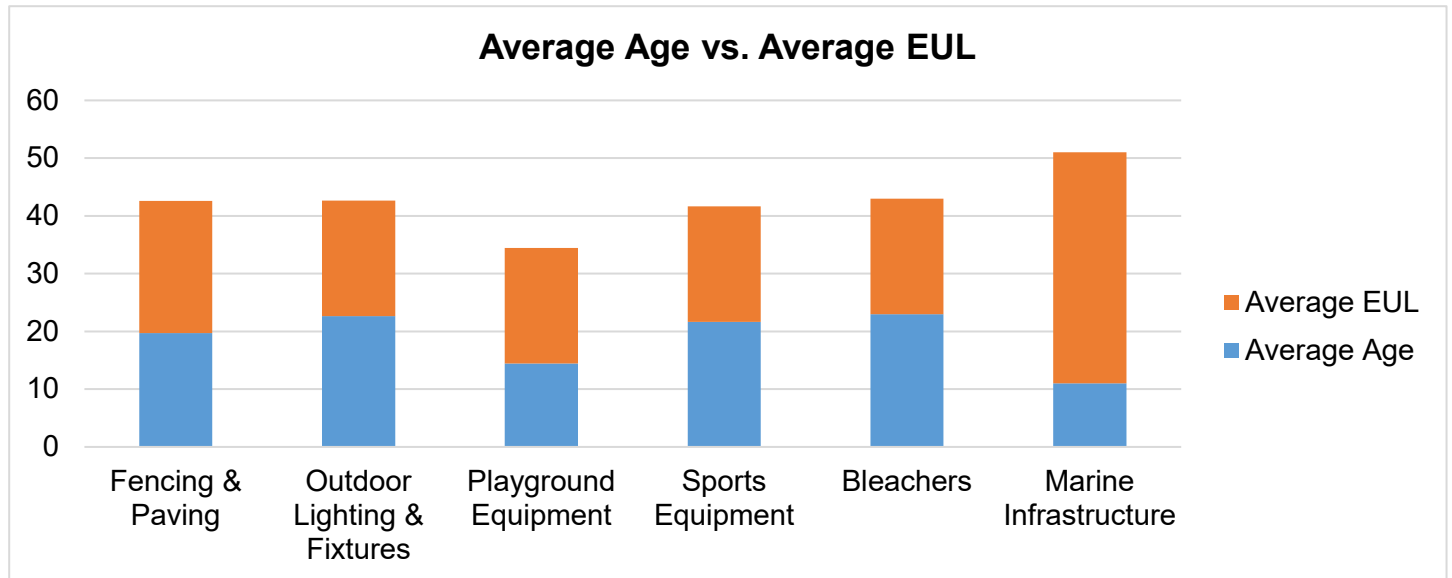
It is recommended to have owned parklands re-evaluated to get a more accurate and true valuation since post COVID inflation of land values.

7.1. Age and Condition

7.1.2. Age

A summary of the current asset age for the evaluated outdoor recreation assets owned by the Township can be found in Table 7.1.1. Please note that parkland is not included because they are not associated with an estimated useful life. The average estimated useful life (EUL) for these assets within the organization is 22 years with the shortest being 20 years to the longest being 40 years. EUL is decided as per the Tangible Capital Asset Policy which ensures compliance with PSAB PS 3150.

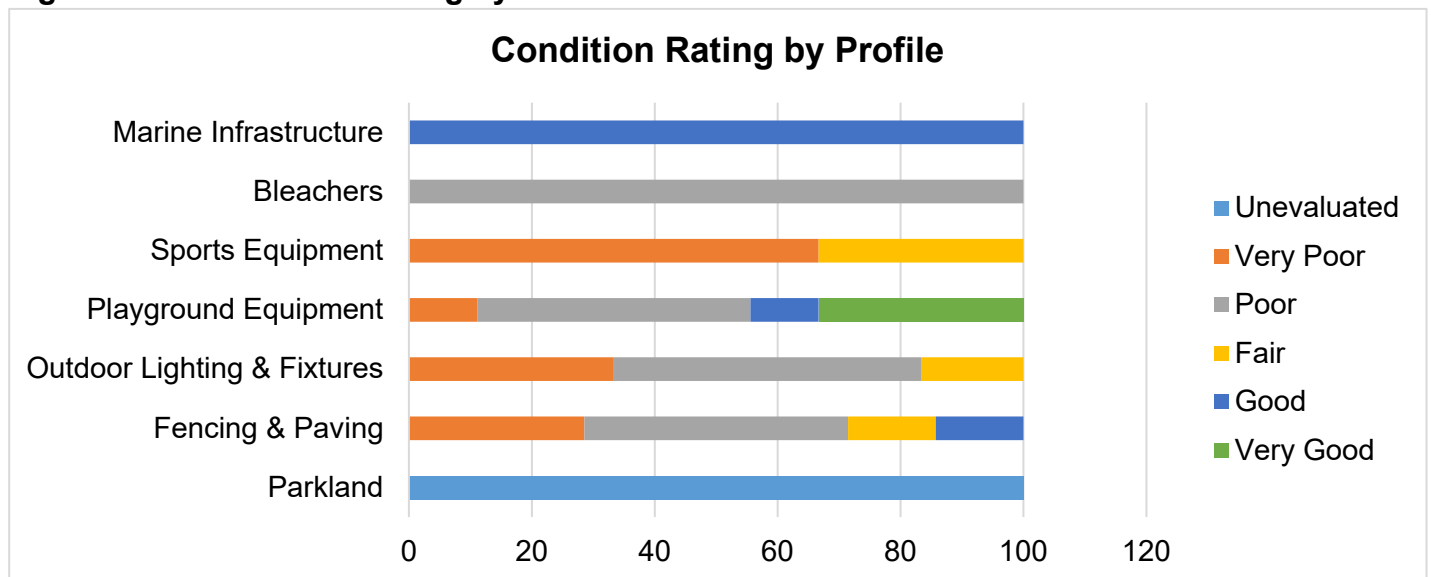
Table 7.1.2 Outdoor Recreation Profile Asset Age Summary



7.1.3. Condition

Figure 7.2 will show the overall condition assessments for the assets within the evaluated parkland and outdoor recreation group separated by profile.

Figure 7.1.3: Condition Rating by Profile for Parkland and Outdoor Recreation



Playground inspections are completed on monthly basis as well as included in health and safety inspections. If maintenance action is required, a work order is then submitted for corrective action. All other evaluated assets are inspected and repaired as required. It is Township of Ramara Asset Management Plan
Non Core Infrastructure Assets

recommended that assessments of each asset is completed on a yearly basis, at minimum, due to its use by the public which will assist in eliminating risk.

Table 7.1.3: Outdoor Recreation Condition Rating Scale

| Condition | Rating | Explanation |
|-----------|-----------|--|
| Very Poor | 0 to 19 | Asset beginning or has failed. Requires replacement or full rehabilitation. |
| Poor | 20 to 39 | Severe asset deterioration and maintenance costs are high. |
| Fair | 40 to 59 | Obvious deterioration evident. Equipment in good working condition but requiring maintenance and maintenance cost beginning to rise. |
| Good | 60 to 79 | Some superficial deterioration evident. Systems in good working condition. |
| Very Good | 80 to 100 | Newly acquired assets or an asset rehabilitated back to new condition. |

For any evaluated outdoor recreation assets where condition assessments were not available, age based conditions were used and the condition rating scale is below:

Table 7.1.3: Outdoor Condition Rating Scale

| Condition | Service Life Remaining (%) |
|-----------|----------------------------|
| Very Poor | 0-19% |
| Poor | 20-39% |
| Fair | 40-59% |
| Good | 60-79% |
| Very Good | 80-100% |

7.2. Current Levels of Service and Performance

7.2.1. O. Reg 588/17 – Required Levels of Service Metrics

Through O. Reg 588/17, the Province of Ontario requires legislated community levels of service for non-core infrastructure assets. Levels of Service are tracked using both qualitative descriptions and technical metrics based on data from (at most), the two calendar years prior to the year of updating this plan.

Table 7.2.1: Community and Strategic Levels of Service

| Service | Level of Service |
|--------------------|--|
| Parkland | Community An adequate amount of parkland is available to the community, contributing to outdoor recreation, general wellbeing and ecological resilience |
| | Strategic The number of hectares of parkland per 1000 residents |
| Outdoor Recreation | Community Playgrounds meet regulated requirements. Parks and Outdoor Recreation assets are in a state of good repair to provide reliable service to the community. |
| | Strategic % of mandated playground inspections completed on-time. Percentage in Fair or Better Condition – by asset profile |

The infrastructure department and the building maintenance personnel is mainly responsible for managing the maintenance of outdoor recreation assets to ensure the existing levels of service are maintained.

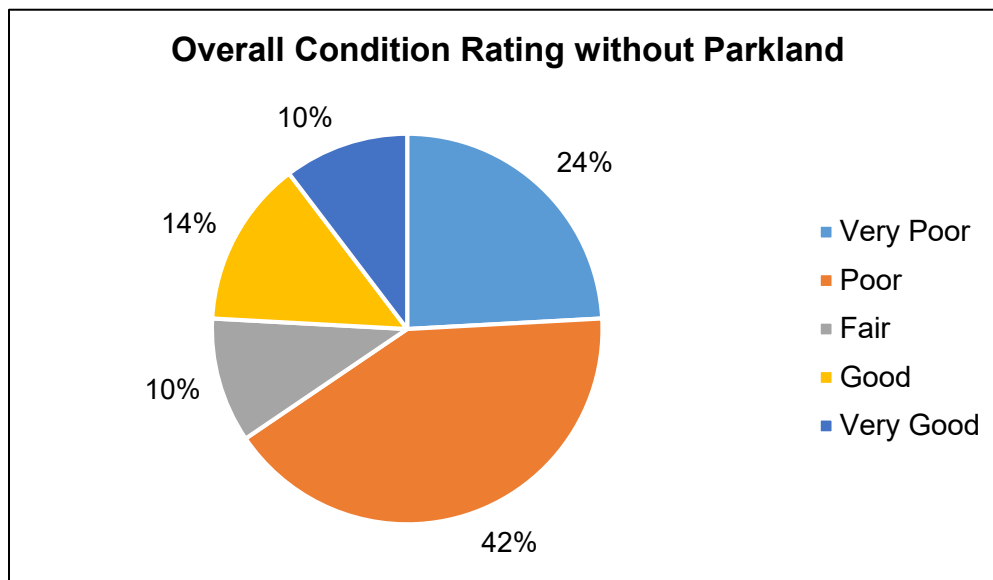
7.3. Municipal Performance Evaluations

7.3.1. Overall Outdoor Recreation Conditions

The chart below details the current conditions of the outdoor recreation assets owned by the Township of Ramara. Condition ratings ranges from very good to very poor.

The condition evaluations show that 24% of assets are rated in Good or Very Good condition. The current outdoor recreation conditions were updated in 2024 using visual inspections performed by municipal staff.

Figure 7.3.1: Overall Condition Rating without Parkland



7.4. Cost Efficiency

In each asset management plan update, the Township of Ramara will recalculate the operating costs per property. The operating costs will be based on the average operating cost over the most recent two years, divided by the number of properties. As of the acceptance of this plan, there are 7,872 of properties within the Township.

| Average Operating Costs 2022 & 2023 | Properties | Cost per Property |
|--|------------|-------------------|
| \$410,175.00 | 7,872 | \$52.11 |

7.5. Asset Management Strategy

7.5.1. Life Cycle Activities

As part of inspection programs that are specified by manufactures and regulatory requirements, outdoor recreation assets are inspected at regular intervals. By adhering to mandated inspection requirements, the Township of Ramara is able to ensure adherence to any and all regulated compliances as well as identify any changes of condition to an asset that will impact the estimated useful life.

The majority of outdoor recreation maintenance actions are completed in-house by building maintenance or infrastructure personnel who perform necessary work to ensure assets are able to operate to their required potential.

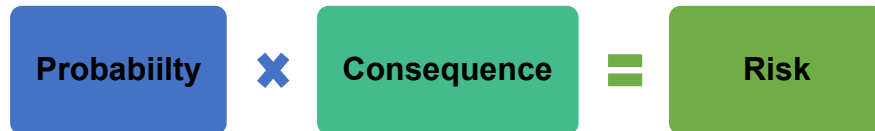
If work is outside of municipal staff scope, an external contractor will be procured to perform all works necessary.

Table 7.5.1: Life Cycle Activities

| Lifecycle Activity Category | Description | Examples of Associated Activities |
|------------------------------------|--|--|
| Expand/Grow | Activities that will provide a new asset that did not exist previously or an expansion of an existing asset. | New or construction to expand an asset. |
| Upgrade | Activities to provide a higher level or service capability from an existing asset to achieve better fit for purpose or required to meet regulatory requirements. | Upgrades to meet AODA requirements. |
| Renew | Activities that return the asset to the original state. | Minor or major asset rehabilitations or asset replacement. |
| Operate | Regular activities to provide services. | Inspections and cleaning. |
| Maintain | Activities to retain asset condition to enable it to provide service for its planned estimated useful life. | Planned maintenance, minor repairs, asset component replacement. |

7.6. Risk

A weighted risk matrix has been created for fleet to assist in supporting any replacement and rehabilitation projects and/or decisions. Assets with a higher risk towards the Corporation and stakeholders should be prioritized in capital planning. The overall risk is calculated as a probability and consequence.



The Probability of Failure (PoF) is based on the condition of the vehicle. As the condition of the asset deteriorates, the probability of failure increases. In the future, it is recommended that maintenance actions are recorded in Maintenance Manager in CityWide which will assist to highlight future probabilities.

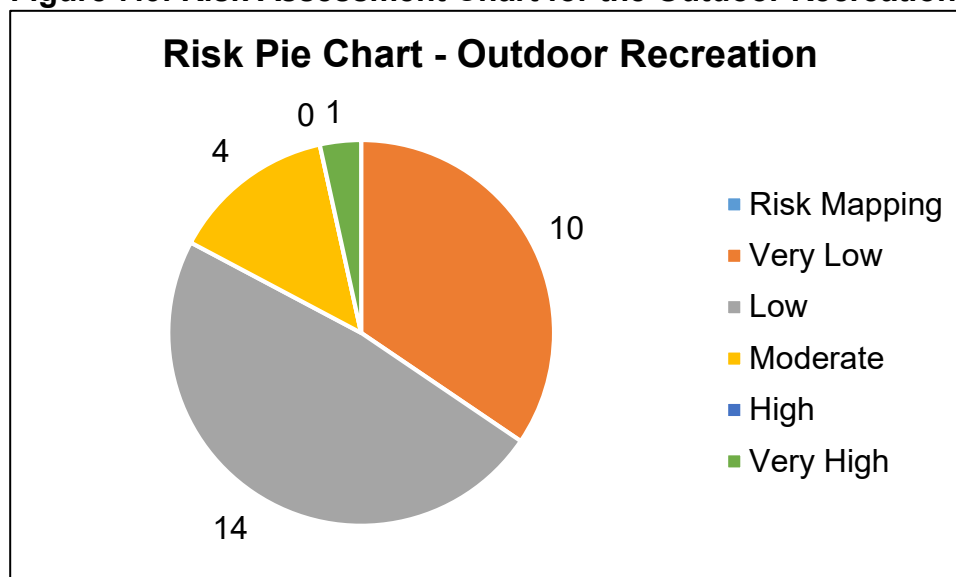
The Probability of Failure (PoF) is weighted based on the following metrics for Outdoor Recreation:

- 60% Condition - what is the current condition of the asset?
- 40% Service Life Remaining – How much estimated useful life is remaining for the asset.

The Consequence of Failure (CoF) is weighted based on the following metrics for unlicensed equipment:

- 60% Replacement Cost – the higher the replacement cost, the higher the consequence;
- 40% Health & Safety – Is the asset in a safe condition?

Figure 7.6: Risk Assessment Chart for the Outdoor Recreation Profile



7.7. Financial Strategy

The monetary requirements for the next 10 years are outlined below for capital purchases for the outdoor recreation inventory. It's important to remember that parkland is not included in these numbers.

Within the next 10 years, the Township should plan for \$57,671.00 in capital investments.

The estimations for the outside recreation inventory is based off the Capital Forecasting done by the Township. The values below show the financial commitment required to maintain the current level of services provided by the outdoor recreation assets. Due to most off these assets being past their estimated useful life, costs were broken down into two categories: Parks and Community Centers.

Table 7.7: Outside Recreation Inventory

| Year | Parks | Community Centers | Total Per Year |
|------|-------------|-------------------|----------------|
| 2025 | \$0.00 | \$0.00 | \$0.00 |
| 2026 | \$0.00 | \$0.00 | \$0.00 |
| 2027 | \$0.00 | \$0.00 | \$0.00 |
| 2028 | \$0.00 | \$0.00 | \$0.00 |
| 2029 | \$22,392.00 | \$0.00 | \$22,392.00 |
| 2030 | \$0.00 | \$0.00 | \$0.00 |
| 2031 | \$0.00 | \$0.00 | \$0.00 |
| 2032 | \$0.00 | \$11,778.00 | \$11,778.00 |
| 2033 | \$0.00 | \$0.00 | \$0.00 |
| 2034 | \$0.00 | \$0.00 | \$0.00 |
| 2035 | \$0.00 | \$23,501.00 | \$23,501.00 |

CityWide allows us to download replacement report which displays the financial requirement above to maintain the current level of service. The report takes into consideration condition assessments and the projected condition of an asset. Since the most recent condition assessments were visual inspections conducted by municipal staff, it is recommended that the next study or inspections are done by a firm that provides uniform level inspections.

For further information, the Non-Core Infrastructure Assets surplus is outlined on page 36.

7.8. Infrastructure Surplus

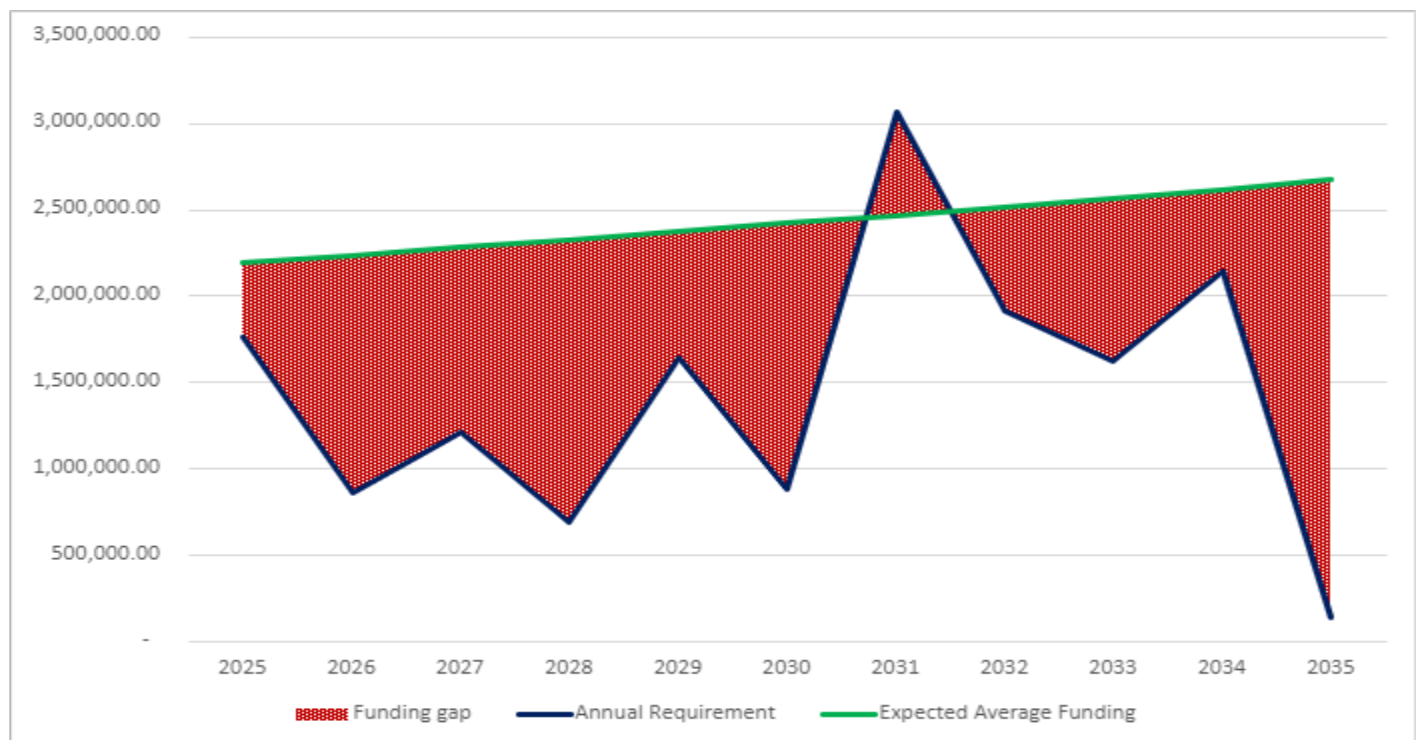
Table 7.8 outlines the annual requirement per year, over a 10 year period, to perform the capital activities required to maintain the current levels of service within the Township for the assets discussed in this asset management plan.

The figure shows the annual infrastructure gap for the needs of the assets within this portfolio with an average of \$977,120.50

Table 7.8: The Infrastructure Gap

| Year | Total Per Year | Expected Funding | Surplus |
|------|----------------|------------------|----------------|
| 2025 | \$1,760,000.00 | \$2,192,517.99 | \$432,517.99 |
| 2026 | \$859,000.00 | \$2,236,368.35 | \$1,377,368.35 |
| 2027 | \$1,216,027.00 | \$2,281,095.72 | \$1,065,068.72 |
| 2028 | \$691,000.00 | \$2,326,717.63 | \$1,635,717.63 |
| 2029 | \$1,641,392.00 | \$2,373,251.98 | \$731,859.98 |
| 2030 | \$879,070.00 | \$2,420,717.02 | \$1,541,647.02 |
| 2031 | \$3,070,000.00 | \$2,469,131.36 | -\$600,868.64 |
| 2032 | \$1,909,964.00 | \$2,518,513.99 | \$608,549.99 |
| 2033 | \$1,619,499.00 | \$2,568,884.27 | \$949,385.27 |
| 2034 | \$2,142,349.00 | \$2,620,261.95 | \$477,912.95 |
| 2035 | \$143,501.00 | \$2,672,667.19 | \$2,529,166.19 |

7.8. Infrastructure Gap



The following actions are what is used for the Township to address the funding gap:

- Annual review of funding gaps and 10 year capital plans, through the budget process;
- Projects are reviewed and scheduled appropriately, though they may be delayed due to funding availability and reserve health. The asset health and risk will be taken into consideration in the decision making process;
- To apply for grants or any applicable funding to assist with any funding gaps; and
- Ensuring infrastructure capital related to growth is covered by development charges.

7.9. Population

In 2020, Hemson Consulting Ltd prepared a Development Charges Background Study which showcases the residential forecast. The report highlights the number of dwelling units will increase by 803 between 2020 and 2029, accompanied by a population growth for 1,944.

Table 7.10: Summary of the Development Forecast

| Residential Forecast | Existing | 2020 - 2029 | |
|--|----------|-----------------|-----------------------|
| | 2019 | Forecast Change | As of Mid Year - 2029 |
| Occupied Households | 4,230 | 803 | 5,033 |
| Population Census In New Households | | | |
| | 9,954 | 1,890 1,944 | 11,844 |
| Non-Residential Forecast | Existing | 2020 - 2029 | |
| | 2019 | Forecast Change | As of Mid Year - 2029 |
| Employment | 2,104 | 399 | 2,503 |
| Non-Residential Building Space (sq.m.) | | 25,916 | |

Figure P-1: Summary of Development Forecast

Source: Hemson Consulting Ltd. Development Charges Background Study, 2020

According to the Development Charges Background Study performed by Hemson in 2020, the above noted growth will increase the Townships overall assessment base and increase user fee and charges revenue. This will offset the costs of life cycle management and capital asset provisions as required.

2. Future Revenue Growth

The calculated annual funding provision should be considered within the context of the Township's projected growth. Over the next ten years (to 2029) the Township is projected to increase by 803 households accommodating 1,944 people. In addition, the Township will also add roughly 400 new employees over the next ten years that will result in approximately 25,920 square meters of additional non-residential building space.

This growth will have the effect of increasing the overall assessment base, as well as increasing user fee and charges revenues. This growth will offset the capital asset provisions required to replace the infrastructure under the proposed Development Charges By-law.

3. Assets are deemed to be Financially Sustainable

It is anticipated that new assets identified through the 2020 DC Background Study process will be incorporated into the Township's ongoing asset management plan analyses. The calculated annual provisions identified are considered to be financially sustainable as it is expected that the increased capital asset management requirements can be absorbed by the tax and user base over the long-term.

Figure P-2: Future Growth and Financial Sustainability

Source: Hemson Consulting Ltd. Development Charges Background Study, 2020

7.10. Background Information and Reports

All background information and reports will be available to the public by request in accordance with MFIPPA.

7.10.1. Annual Review and Updates

In accordance with legislation, the Council of the Township of Ramara will conduct an annual review of its asset management progress on or before July 1st of each year. Replacement costs, estimated useful lives, and condition assessments will be updated as assets are inspected, replaced and new advancements in technology and information gathering are embraced.

7.11. Recommendations

1. Vehicle conditions assessments to be performed every 3 years unless a licenced vehicle is involved in an accident/incident resulting in \$10,000.00 in damages or more so the corporation can reassess the condition of the asset.
2. Out of service down time for each vehicle to assist in calculating future PoF
3. To differentiate and track unscheduled vs. scheduled maintenance action items on facilities to be more effective in preventing unplanned maintenance and therefore, unplanned costs or possible failures.
4. To complete uniformat level facility inspections to increase accuracy of future planning.

5. Park areas to be included with uniform level inspections to get a better understanding of each component of the asset.
6. Continuing assessments will assist in creating a consistent rating systems for future acquisitions
7. Funding should be allocated to reserves to limit and work towards closing the funding gap.
8. Continuous updating of the asset inventory to reflect updated replacement costs, improvement of assets, expansions, and rehabilitation activities.

7.12. Future Asset Management Timeline

| 2024 | 2025 | 2027 | 2029 | 2030 |
|---|---|--------------------------------------|--|---|
| This AMP: All Non-Core Infrastructure Assets; same requirements as 2021 | Asset Management Policy Review and Update | Update to the 2021 AMP – Core Assets | Update of the 2024 AMP – Non-Core Assets | Asset Management Policy Review and Update |
| | 2025 AMP Deadline | | | Update to the 2025 AMP |

2025 Asset Management Deadline Requirements:

- Proposed levels of service for the next 10 years;
- Updated inventory analysis;
- Lifecycle management strategy;
- Financial strategy and addressing shortfalls; and
- Discussion of how growth assumptions impacted lifecycle and financial strategy.