
TO: INFRASTRUCTURE AND COMMUNITY INVESTMENT COMMITTEE

SUBJECT: APPROVAL OF FACILITIES, PARKS, AND RECREATION ASSET MANAGEMENT PLAN

WARDS: ALL

PREPARED BY AND KEY CONTACTS: S. DREWETTE, CET, SENIOR ASSET MANAGEMENT PROGRAM COORDINATOR

SUBMITTED BY: K. OAKLEY, P. ENG., ASSOCIATE DIRECTOR OF CORPORATE ASSET MANAGEMENT

GENERAL MANAGER APPROVAL: B. ARANIYASUNDARAN, P.ENG., PMP, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the 2023 Facilities, Parks, and Recreation Asset Management Plan (AMP) dated May 2023 attached to the Report to the Infrastructure and Community Investment Committee dated May 31, 2023, be approved.

PURPOSE & BACKGROUND

Purpose:

2. The main objective of this Staff Report is to obtain Council approval for the Facilities, Parks, and Recreation Asset Management Plan (AMP), in compliance with provincial regulations.
3. Additionally, the Staff Report and AMP serve to provide foundational information to Council about:
 - a) The City's facilities, parks, and recreation assets and their condition;
 - b) The current levels of service that these assets are providing to the community and the investment needed to sustain those levels of service over the next 10 years
 - c) The next steps that the City is taking to establish proposed service levels, including how that will impact investment needs.
4. The objective of asset management is to promote the City's financial sustainability by making well-informed investment decisions that provide desired services, minimize costs, and maintain an acceptable level of risk.
5. The Province of Ontario's *Infrastructure for Jobs and Prosperity Act, 2015 (IJPA)* was enacted to "establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment, and incorporate design excellence into infrastructure planning". The IJPA applies to the province but also to the broader public sector, including municipalities.

6. The first regulation under the IJPA was Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. O. Reg 588/17 set deadlines for Ontario municipalities to develop asset management plans and advance the maturity of their asset management programs. The City is well positioned to achieve the milestones specified in the regulation, as summarized in the table below:

| Provincial Prescribed Milestone | City of Barrie status |
|---|--|
| Phase 1 (by July 1, 2019): Strategic Asset Management Policy | Adopted June 2019 |
| Phase 2 (by July 1, 2022): Asset management plans for core infrastructure assets which include water, wastewater, stormwater, and transportation (roads, bridges and culverts); within this, the plans for core assets must include current levels of service and costs to maintain these levels. | Stormwater – Approved by Council in Q1, 2021 Transportation – Approved by Council in Q2, 2021 Water – Approved by Council in Q4, 2021 Wastewater – Approved by Council in Q1, 2022 |
| Phase 3 (by July 1, 2024): Asset management plans for all other municipal assets, including current levels of service and costs to maintain these levels. | Facilities, Recreation and Culture, and Parks – Subject of this report Fleet – Starting in Q3, 2023 Rail – Starting in Q3, 2023 |
| Phase 4 (by July 1, 2025): Builds on phases 2 and 3 where plans shift from current levels of service to focus on proposed levels of service and related lifecycle management and financial strategies for all assets. | Starting in Q4, 2023. |
| Updates and Annual Progress Reviews | The Strategic Asset Management Policy must be reviewed, and updated if necessary, every five (5) years. AMPs must be updated every five (5) years. Following completion of the Phase 4 (2025) requirements, Council must conduct an annual review of its asset management progress on or before July 1 in each year. |

Background:

7. The 2023 Facilities, Parks, & Recreation Asset Management Plan serves as an update to the City's previous asset management plan, completed in 2011.

8. The AMP encompasses the following assets:

| Asset Category | Including |
|---------------------|--|
| Facilities | <ul style="list-style-type: none"> • Recreation & Culture Facilities • Corporate Facilities • Operations Facilities • Parks Facilities • Emergency Services Facilities • Libraries |
| Parks | <ul style="list-style-type: none"> • playgrounds • furniture • pavilions and other park structures • parks infrastructure and utilities |
| Outdoor Recreation | <ul style="list-style-type: none"> • sports fields and courts • skating rinks • splash pads • skate parks |
| Maintained Parkland | <ul style="list-style-type: none"> • turf areas • gardens • landscaped areas • beaches • artificial ponds |
| Natural Areas | <ul style="list-style-type: none"> • Trees • Woodlots • Wetlands • natural ponds • natural open spaces |

Several facilities are excluded from this AMP, as they are included in other service-specific AMPs. All Drinking Water Treatment, Storage, and Distribution facilities are included in the 2021 Water AMP, and all Wastewater Treatment and Collection facilities are included in the 2022 Wastewater AMP. Transit facilities are also excluded from this AMP as they are included in the 2019 Transit AMP

9. Leased facilities are not part of the State of Infrastructure analysis, as they are not City-owned. However, the City has certain capital and operational obligations for leased facilities, and these expenses are addressed in the Lifecycle and Financial Strategy sections of the AM Plan. Short-term/transitional rental properties related to development activity (e.g., 17 McKay Road) are not included in this AM Plan. Additionally, the City has several residential and commercial properties, some with temporary leases, which are excluded from this AMP.
10. The development of asset management plans is led by the Corporate Asset Management Department (CAM) but relies heavily on guidance and input from other departments who provide data and subject



matter expertise specific to the assets in their service area. This AMP is the culmination of a collaborative effort involving staff from the CAM, Corporate Facilities, Recreation and Culture, Development Services, Operations, Information Technology, and Finance departments.

ANALYSIS

State of the Assets

11. Understanding the value, age, and condition of the City's assets is the first step in developing a plan to manage them. Knowing an asset's remaining life and current condition helps determine the timing of necessary lifecycle activities to ensure it continues to function and provide service.

12. The replacement value of an asset refers to the expected cost of replacing it with a 'like-for-like' new version, adhering to current market conditions and construction standards. Replacement value estimates assume that replacements occur as part of planned and bundled capital projects rather than as individual replacements, which would typically be more costly. For natural assets, replacement costs are based on estimated restoration costs published by the Lake Simcoe Region Conservation Authority and Credit Valley Conservation. Combined, the assets included in this AMP have a total current replacement value of over \$1.5 billion (2023\$).

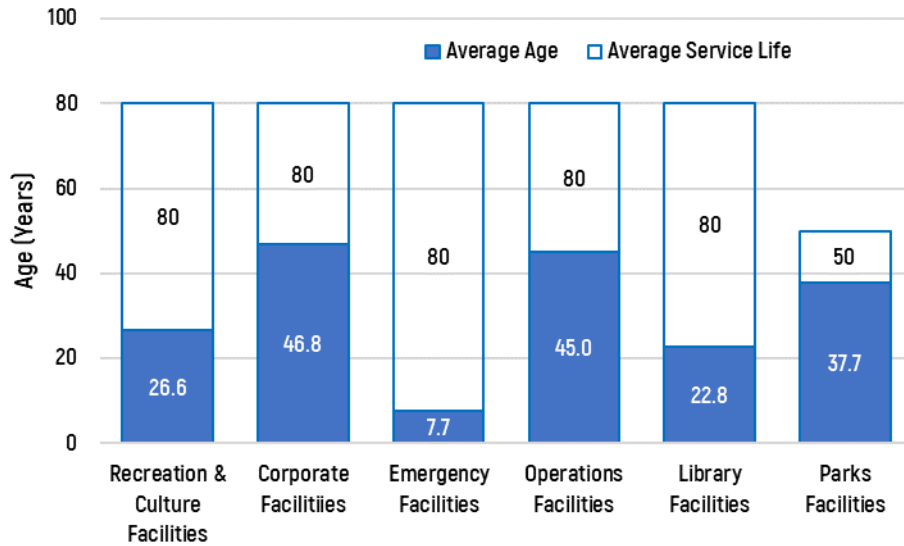
| Service | Asset Category | Replacement Value* (\$ millions) |
|----------------------------|---|-------------------------------------|
| Parks & Outdoor Recreation | Parks & Outdoor Recreation Built Assets | \$124 |
| | Maintained Parkland | \$28 |
| | Natural Areas | \$158 |
| Facilities | | \$1,220 |
| Total | | \$1,530 |

*See paragraphs 8 and 9 for exclusions

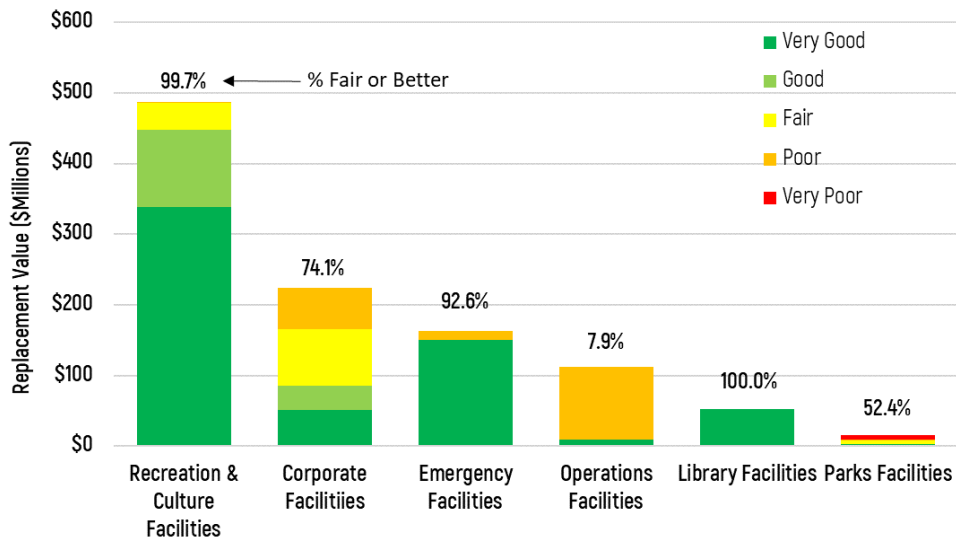
13. Asset condition was determined using observations from inspections or condition assessments where such data was available. For assets lacking condition assessment or inspection data, condition was estimated by comparing the assets' age to their estimated service lives. For some assets, neither age nor condition data are currently available and this is discussed in the AMP as one of the opportunities for improvement in the City's asset management program.

Facilities – Age and Condition

14. The average age of the City's Facilities is summarized in the figure below. The solid blue bars represent the current average age of the facilities in each category, while the blue outline indicates the estimated service life for each type of facility. Corporate facilities are, on average, the City's oldest facilities; however, parks facilities are, on average, the closest to the end of their estimated service lives. This analysis is based on the age of each overall facility rather than the age of the individual assets within each facility. In most cases, a facility is not replaced in its entirety at the end of its estimated service life, as its life can be extended by renewing key components throughout its existence.

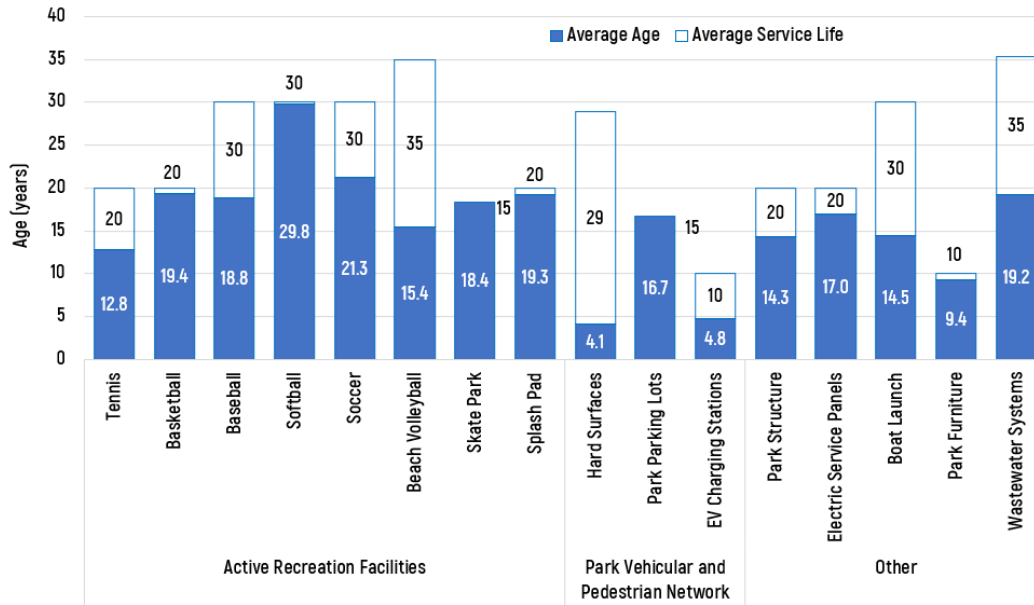


15. The condition of the City’s facilities is summarized in the figure below. Combined, 82.5% of the City’s facilities are currently in fair-or-better condition. Given the age of the City’s facilities as compared to service life as presented in the previous graph, it makes sense that the majority of facilities are, on average, in fair or better condition. A detailed explanation of facility condition, including the individual condition rating for each facility, is provided in the AMP.

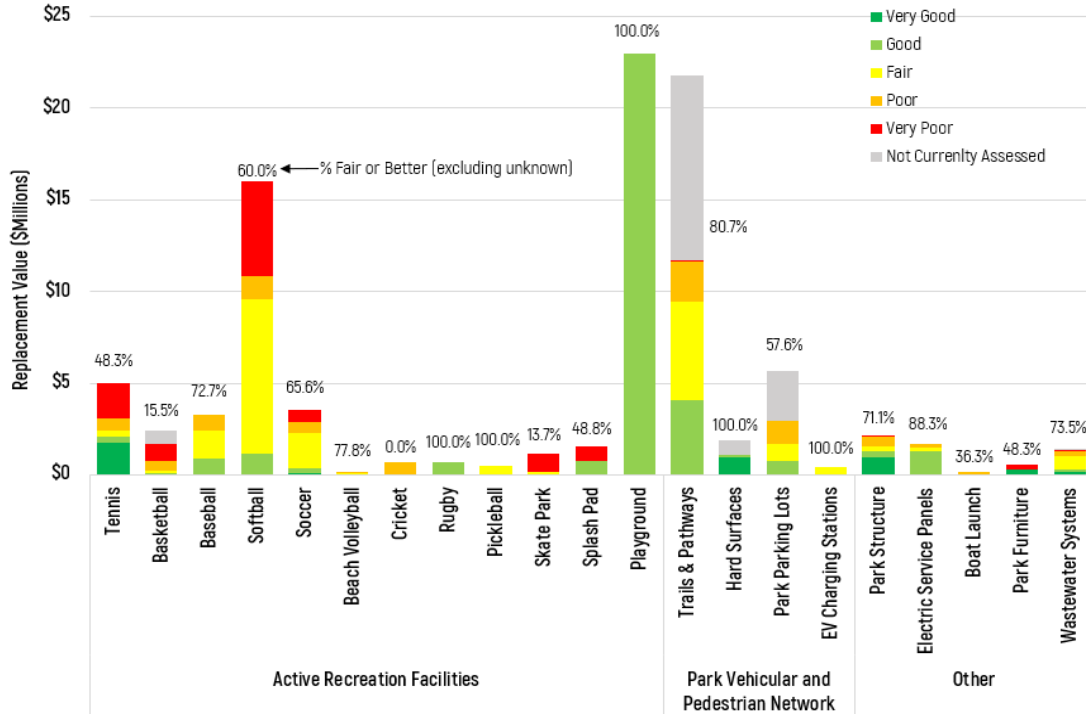


Parks & Outdoor Recreation (built assets) – Age and Condition

16. The average age and estimated service life of the City’s parks & outdoor recreation assets, weighted by replacement value, is summarized in the figure below. Softball fields, skate parks, splash pads, park structures (gazebos, pavilions, etc.), basketball courts, park furniture, and electric service panels are, on average, nearing or at the end of their lives based on age. Assets for which installation year data is missing are not shown.

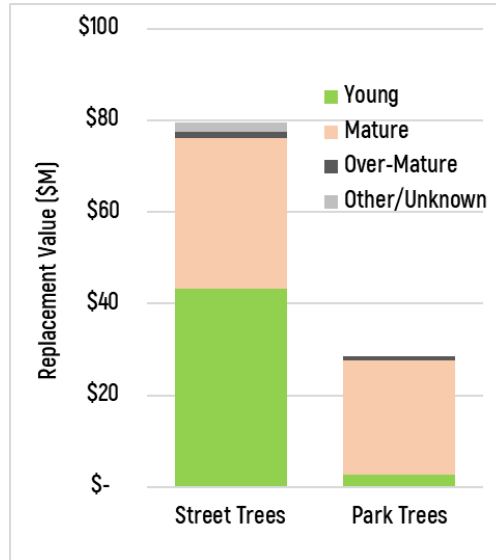


17. The condition of the City’s parks & outdoor recreation assets is summarized in the figure below, weighted by replacement value. Assets with no available age or condition data are excluded. Of the assets with available data, 74.6% are estimated to be in fair-or-better condition.

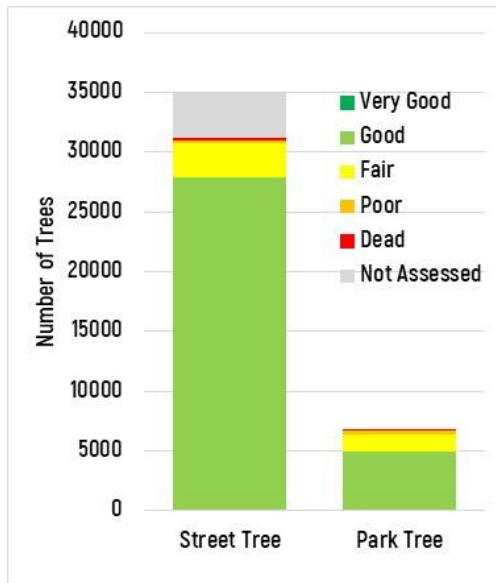


Maintained Parkland and Natural Areas – Age and Condition

18. The age of most natural assets is not applicable as there is no construction or installation date. The only assets with an age assessment are street and park trees, which are assessed as young, mature, or over-mature. The age of the City’s trees is summarized in the figure below.



19. Street and park trees are assessed on a Very Good, Good, Fair, Poor, and Dead rating scale. As shown in the figure below, street and park trees are almost all (99%) in fair-or-better condition.



20. Aside from trees, condition data is not maintained for most natural areas and maintained parkland. The City has completed Forest Health Assessments for some City-owned woodlots using a risk-based approach, focusing on critical areas susceptible to Emerald Ash Borer and human impacts. It is recommended that the City continue conducting these assessments to better understand the condition of natural areas across the City and enable proactive actions to preserve and enhance the services provided by these natural assets.

Risk Assessment

21. The asset management plan evaluates asset risk by comparing the probability of failure—determined by factors such as asset age and condition—to the potential consequences of failure, which take into account size, replacement value, function, and location. Assets are classified using a 5-point scale, ranging from

very high to very low risk. Very high-risk assets are characterized by a high likelihood of failure due to age or poor condition, and their failure would result in significant impacts on the City. These very high-risk assets are those which must be prioritized for monitoring, renewal, or other actions to avoid, mitigate, or manage the risk.

22. The risk analysis revealed that around \$1.8 million (2.3%) of the City's parks and outdoor recreation assets and \$104 million (10%) of facility assets are currently estimated to fall within the 'very high' risk category. Examples of very high-risk assets include the Queen's Park skate park, Heritage Park splash pad, and the Operations Centre, all of which are incorporated in the current capital plan and outlook, in addition to some individual components of other facilities.

Levels of Service

23. Barrie's facilities, park, and recreation assets support a broad variety of services to the community. The City's facilities encompass a diverse array of spaces, such as offices for City staff as well as critical operations facilities that oversee environmental services, landfill operations, stormwater, roads, and parks operations. The City's libraries, recreation centres, event spaces, and theatres, enrich the lives of residents and foster community engagement. Emergency services, including the police and fire departments, depend on their facilities to safeguard the City and its people. The City's parks, outdoor recreation assets, and natural areas provide a wealth of opportunities for recreational and social activities while also preserving and protecting the natural assets that play a crucial role in mitigating the urban heat island effect, enhancing water quality, fostering biodiversity, and other benefits.
24. The City's commitment to environmental stewardship and community engagement are showcased through initiatives such as the City's Bee City designation, community gardens, seed boxes, naturalization projects within parks, the first and only Blue Flag-designated marina on Lake Simcoe, and its consistent Five Bloom ranking and multiple awards from Communities in Bloom. The City also provides electric vehicle charging stations across multiple locations to enable and promote more sustainable choices by its citizens and visitors. These benefits and accomplishments highlight the excellent work that teams from across the City are doing, and the importance of effective asset management to ensure that these assets can continue to provide the services that help make Barrie a thriving community.
25. Defining and documenting levels of service is a crucial component of asset management. This enables the City to assess investment needs based on specific service levels while providing the public with transparent expectations for the services they receive. Generally, levels of service are determined by a combination of customer expectations, legislative requirements, internal policies and procedures, and affordability. For effective asset management, it is essential to formalize levels of service and support them through a performance measurement framework, enabling an understanding of asset lifecycle needs and associated costs required to deliver a specified level of service.
26. Ontario Regulation 588/17 does not mandate specific levels of service measures for facilities, parks, and recreation assets. However, it does require the AMP to include qualitative descriptions and technical metrics established by the municipality. In this AMP, a wide range of service level and performance measures have been incorporated to establish a comprehensive baseline for future efforts. For an in-depth overview of the current levels of service offered by the City's facilities, parks, and outdoor recreation assets, please refer to section 3 of the AMP.
27. For this AMP, in accordance with the requirements of O.Reg. 588/17, the focus is on the current levels of service being provided. Therefore, no target levels of service are reported along with the City's current performance. Where available, average levels of service from similarly sized municipalities are provided as a basis for comparison, but these do not necessarily imply that the comparisons should be considered an indicator of good performance, or a target for the City of Barrie's performance.

28. In a future AMP update, to achieve the 2025 requirements of O.Reg 588/17, the City must establish proposed levels of service along with the asset lifecycle needs and associated costs required to achieve the proposed levels of service. This work will begin in 2023 and will include an update to the AMPs for all assets. When developing proposed levels of service, Council will be engaged to identify where current service levels are adequate, and where improvements or reductions are desired. If there is a desire to increase service levels, it will require an increase in investment. This will need to be considered in the context of overall affordability and willingness to pay for these services, and also in the context of competing priorities from other service areas that rely on the same revenue sources. Conversely, the city may consider reducing service levels in an effort to lower investment needs. Once again, this will need to be considered in the context of all corporate assets, affordability, and risk.

Investing in the City's Assets – Lifecycle Activities to Sustain Current Levels of Service

29. The AMP identifies the necessary lifecycle activities and corresponding funding required to maintain the City's assets and continue providing the current levels of service over the next 10 years. This includes the following categories of lifecycle activities:

| Lifecycle Activities | Description |
|----------------------------|---|
| Growth / Expansion | To provide a new asset that did not exist previously or an expansion to an existing asset |
| Upgrade | To provide a higher level of service, better fit for purpose, or meet regulatory requirements |
| Renewal | To restore the asset to a state of good repair, or to replace it 'like-for-like' with a new asset |
| Operations and Maintenance | Regular activities to provide service or to maintain an asset in working order |

30. The following paragraphs describe the lifecycle needs for each of the asset groups covered in this AMP and provide the associated costs. A summary is provided in the table below:

| Lifecycle Needs* | Parks & Outdoor Recreation | Facilities |
|-------------------------------------|----------------------------------|------------------------------------|
| Growth | Average \$6.4M/yr | Average \$40.8M/yr |
| Renewal & Upgrade | Average \$6.0M/yr | Average \$26.7M/yr |
| Operations & Maintenance | \$7.8M in 2023 to \$9.9M in 2032 | \$25.4M in 2023 to \$33.7M in 2032 |

*to maintain current levels of service

Facilities – Lifecycle Needs

31. New and upgraded facilities needed to accommodate population growth are identified from the capital budget through funding associated with development charges. The growth component of planned facility projects is estimated to cost a total of \$408 million over the next 10 years. A substantial portion of the \$408 million is allocated to three facilities: the new Salem Community Centre, the new Hewitt Community Centre, and the expanded and upgraded Operations Centre. Other planned new and upgraded facilities over the next decade include Salem and Hewitt Library Branches, Secondary Plan Area Municipal Campus, Fire Station 6, Allandale Recreation Centre expansion, and Phase 2 of the Barrie-Simcoe Emergency Services Campus.

32. The forecast for facility renewal needs is based on recommended activities from facility condition assessments, as well as data maintained by the Corporate Facilities and Recreation Facilities teams. Currently, there is an estimated \$58 million backlog in facility renewals. To address both the existing and forecasted facility renewal needs over the next 10 years, an average investment of \$29.7 million per year is required. This forecast would address all outstanding and forecasted facility renewal needs, improve the current average facility condition, and eliminate the renewal backlog. Since this AMP focuses on maintaining the current level of service, a separate forecast has been provided to maintain the current average facility condition over the next 10 years. Consequently, the renewal needs for the City's facilities are reduced by \$30 million over the 10-year period, resulting in an average annual renewal investment need of \$26.7 million. This lower forecast will maintain the current average facility condition and reduce the renewal backlog to \$30 million by end of the 10-year period. Average annual renewal investment below \$26.7 million per year over the next 10 years will result in further deterioration of the condition of the City's facilities.
33. Operations and maintenance needs for the City's facilities over the next 10 years are forecasted based on the resources needed to operate and maintain the City's existing facilities and new facility assets being built to accommodate population growth. Over the next 10 years the City's facility portfolio is expected to increase by \$408 million, and operation and maintenance budgets will need to keep pace in order to maintain levels of service. Consequently, the operating budget for the City's facilities will need to increase from \$25.4 million in 2023 to approximately \$33.7 million in 2032, with specific annual increases depending on new facilities coming online. This forecast is based on operating and maintaining facilities to current standards and does **not** account for any increases due to inflation or service level improvements.

Parks & Outdoor Recreation (built assets) – Lifecycle Needs

34. Growth needs for parks are identified in the 10-Year Capital Plan through funding associated with development charges. The growth component of planned projects for these assets is estimated to cost a total of \$37.9 million over the next decade (average \$3.8 million per year). The main growth projects include new playgrounds and village squares as part of new park developments in the Secondary Plan areas. New trails are also planned in the Secondary Plan areas, as well as in Bear Creek Eco-Park and Sunnidale Park. Additionally, the City is developing a Waterfront Strategic Plan that may introduce further growth needs not included in these estimates.
35. The City's 2019 Outdoor Recreation Facility Study identified a need for additional rectangular sports fields, ball diamonds, sand volleyball courts, and skateboard parks. Updated to 2022 dollars, these growth needs would require an additional \$26.0 million in new assets over the next decade to maintain current capacity levels of service. The majority of these needs are not currently incorporated in the City's capital plan and outlook.
36. Combined, growth needs for parks and outdoor recreation assets are estimated at a total of \$64 million, averaging \$6.4 million per year over the next 10 years.
37. Renewal needs for parks and outdoor recreation assets are forecasted using available age and condition data. Currently, there is an estimated \$10 million backlog in renewals for parks and recreation assets, which is reflected in the corresponding level of service measures. To address both the existing and forecasted renewal needs, an average investment of \$7 million per year is required over the next 10 years. This forecast would improve the current average condition of parks and outdoor recreation assets and eliminate the renewal backlog. However, since this AMP focuses on maintaining current service levels, a separate forecast has been provided that reduces the average renewal need to \$6 million per year. This lower forecast would maintain the current percentage of assets in fair-or-better condition and a renewal backlog of \$10 million at the end of the 10-year period. At investment levels below \$6 million per year, the renewal backlog would grow over time, and/or the average condition of parks and recreation assets would continue to deteriorate.

38. Operations and maintenance needs for parks and recreation assets are forecasted based on the City's current (2023) operating budget for the Parks and Forestry Operations branch and anticipated increases needed to operate and new assets being added to accommodate growth over the 10-year planning period. As maintained parkland and natural assets are also managed by the Parks and Forestry team, these needs are included in this forecast as well. The City is currently planning \$37.9 million in new parks assets over the next 10 years. To provide adequate resources for operating and maintaining these assets to current standards, the operating budget would need to increase by an average of 2.7% per year over the next decade, from \$7.8 million in 2023 to \$9.9 million in 2032.
39. If the outdoor recreation assets recommended in the 2019 Outdoor Recreation Facility Study are added to the City's capital plan and constructed, this would further increase the operations and maintenance budget needed to maintain current levels of service.
40. This AMP focuses solely on activities and investment needed to maintain current levels of service. As such, the above operating needs forecast only considers additional resources needed to operate and maintain new assets brought into service over the next 10 years to current standards. It does **not** include any increases due to inflation or service level improvements. During the AMP development, several existing operations and maintenance challenges were noted, as well as inflation impacts. These are briefly discussed in the AMP, with the understanding that these issues will be revisited when addressing the 2025 "proposed levels of service" requirements of O.Reg 588/17.

Maintained Parkland & Natural Areas – Lifecycle Needs

41. Beyond land being dedicated to the City as part of development in the secondary plan areas, the City does not have any active plans to expand or develop new natural assets. However, several actions outlined in the Climate Change Adaptation Strategy provide the basis for new efforts to grow or enhance the City's natural assets. The specific climate actions that have direct implications for the City's natural asset capital growth needs include the following:
 - Increase natural and forested areas within sub-watersheds with high surcharge and runoff
 - Develop municipal by-laws, standards, and permitting processes to advocate/enhance green space, green roofs, and tree canopy on private and public properties.
 - Develop an Urban Forest Management Plan with specific greening strategies for areas of the City where tree canopy/greenspace is low.
 - Promote the planting of native vegetation along lakes, creeks and ravines to reduce erosion risk, maintenance needs, and enhance local biodiversity.
 - Create naturalized and edible landscapes on City land using existing resources.

These actions are not currently planned or costed but may be explored as part of developing proposed levels of service for the next AMP update.

42. Unlike built assets, natural assets in an undisturbed state typically do not require renewal at a projected 'end-of-life' and can be maintained perpetually if there are no major disturbances that impact their ability to regenerate naturally. One challenge in applying lifecycle management strategies to natural assets is establishing an appropriate time frame for natural asset lifecycle management. The time required for natural assets to establish themselves, become self-sustaining and reach stability varies depending on the natural asset type, local conditions, and context. Once self-sustaining, natural assets can provide services for many decades. A perpetual lifecycle is recommended for natural assets, and a 50-year lifecycle for trees, as summarized below:
 - Individual trees (e.g., street and park trees)
 - A 50-year lifecycle, assuming removal and replacement at the end of the lifecycle.
 - All other natural assets and maintained parkland (i.e., wetlands, woodlots, gardens):

- If these assets are reasonably well-established and managed, they can be sustained perpetually without removal and replacement.
- Instead of assuming removal and replacement after a fixed lifecycle, for these assets an iterative lifecycle focused on long-term monitoring and management is assumed.

The above activities for natural assets and maintained parkland fall under the scope of the Operating budget and are discussed further in the AMP.

43. As noted above, maintenance and renewal activities for the City's natural assets and maintained parkland are managed by the Parks and Forestry Operations team. The forecast for operation and maintenance needs to sustain current levels of service for maintained parkland and natural assets is included along with the operations forecast for parks & recreation assets above.

Financial Sustainability

44. A key challenge to achieving financial sustainability is aligning level of service decisions and affordability. The AMP compares the forecasted lifecycle needs from the previous section to currently planned budgets in order to enable the City to consider affordability. Where gaps exist between the available budget and the required lifecycle activities, increased risks and reductions in service levels can be expected.
45. Based on the planned budgets, the City is expected to maintain current levels of service related to facility assets over the next 10 years, provided the operating budgets for the Corporate Facilities and Recreation Facilities departments are increased as new facilities are brought into service.
46. For parks and outdoor recreation assets, a decrease in capacity service levels is anticipated over the next 10 years as the City's population continues to grow and the construction of new rectangular sports fields, ball diamonds, sand volleyball courts, and skateboard parks recommended in the City's 2019 Outdoor Recreation Facility Study are not currently planned. Although this will reduce the City's level of service regarding the number of such facilities per unit of population, there are likely opportunities to mitigate the service level impact by more fully utilizing existing facilities.
47. For renewal of parks and outdoor recreation assets, there is currently a substantial gap between the estimated needs and the planned projects in the City's capital plan and outlook. At the current level of investment, it is estimated that the renewal backlog for parks and outdoor recreation assets will grow from \$10 million in 2023 to over \$40 million by 2032.
48. The table below summarizes the recommended lifecycle needs from the previous section, the currently planned operating and capital budgets, and any gaps that exist.

| Lifecycle Need | Forecast Needs | Planned Funding | Gap | Impacts |
|------------------------------|----------------|-----------------|--------------|--|
| Facilities | | | | |
| Growth | \$40.8 M/yr* | \$40.8 M/yr* | No shortfall | New and expanded facilities are expected to maintain current service levels |
| Renewal & Upgrade | \$26.7 M/yr* | \$26.7 M/yr* | No shortfall | Planned renewal expenditures are expected to maintain current service levels, risks remain due to existing renewal backlog |

| | | | | |
|---------------------------------------|--------------------------------------|------------------|------------------------------|--|
| Operations and Maintenance | \$25.4 M in 2023 to \$33.7 M in 2032 | \$25.4 M in 2023 | 2.9% annual average increase | Failure to increase resources to operate and maintain new assets will result in reduced service levels and increased risks |
| Parks & Outdoor Recreation | | | | |
| Growth | \$6.4 M/yr* | \$3.8 M/yr* | \$2.6 M/yr* | Reduction in service levels, potentially mitigated by increasing utilization at existing facilities |
| Renewal & Upgrade | \$6.0 M/yr* | \$2.7 M/yr* | \$3.3 M/yr* | Reduction in service levels, increased risks (in addition to risks from existing renewal backlog) |
| Operations and Maintenance | \$7.8 M in 2023 to \$9.9 M in 2032 | \$7.8 M in 2023 | 2.7% annual average increase | Failure to increase resources to operate and maintain new assets will result in reduced service levels and increased risks |

*average

49. In summary, there is currently no projected shortfall for capital needs related to facilities, but a combined capital shortfall of approximately \$5.9 million per year exists for parks and outdoor recreation assets. By 2032, operations and maintenance needs are expected to increase by \$8.3 million per year for facilities, and by \$2.1 million per year for parks and outdoor recreation assets. It is important to emphasize that these forecasts are based on maintaining current levels of service and do not account for existing backlogs, operational challenges, inflation impacts, or improvements to levels of service.

Advancing Asset Management

50. Asset management decisions are made by staff in all areas of the City and by Council. The value of asset management planning is in providing data to inform these decisions, identifying areas for improvement, documenting risks, and outlining the requirements for long term sustainability.
51. Development of asset management plans is an iterative process that includes improving data, processes, systems, staff skills, and organizational culture over time. The Facilities, Parks and Recreation AMP has been developed using available data in the City’s asset and work management systems, previously completed studies, and the expertise of City staff. Through the process of developing the AMP, a number of opportunities for improving the City’s data and processes were identified. These are recommended in the AMP and focus primarily on work to improve asset inventories, replacement values, condition ratings, and data management systems and practices. Going forward, staff from Corporate Facilities, Recreation & Culture, Parks and Forestry Operations, Parks Planning, Information Technology, Finance, and CAM will continue to collaborate to monitor and implement recommendations from the AMP based on corporate priorities and available resources.
52. The City must continue to improve its asset management capabilities, including better tracking of assets and renewal activities, as well as better analysis capabilities, in order to be able to model and understand the risks and benefits associated with different asset management strategies and funding scenarios. This is a required level of analysis under O.Reg. 588/17 and also a critical capability to enable the City to effectively manage its assets to provide the desired levels of service at acceptable levels of risk and the lowest sustainable cost.
53. The AMP summarizes the state, levels of service, risk, and funding needs of the City’s facilities, parks, & recreation assets. It represents an important step in the continuously improving process of asset

management for the City of Barrie. Over the coming months and years, the Corporate Asset Management team will continue to collaborate with our partners in service areas across the City, as well as Council, as we complete AMPs for the City's remaining assets and an updated AMP that establishes proposed levels of service for all assets and the lifecycle needs to achieve those levels of service. This information will support long-term asset management planning in a way that is sustainable and fair to current and future residents.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

54. The following environmental and climate change impact matters have been considered in the development of the recommendation:

The Facilities, Parks, & Recreation Asset Management Plan focuses on assets that are critical to the City's approach to environmental protection and climate change. The analysis and recommendations in the AMP support pro-active planning for the maintenance, renewal, and enhancement of the City's parks and natural assets, which provide benefits in respect of mitigating and adapting to the impacts of climate change. The AMP also includes detailed recommendations for improving the City's incorporation of natural assets into its asset management program, which will serve as a foundation for future work to understand and manage both the benefits of and risks to these important assets.

ALTERNATIVE

55. The following alternative is available for consideration by Council:

Alternative #1

Council could choose not to approve this Staff Report and the attached Facilities, Parks, and Recreation Asset Management Plan.

This alternative is not recommended, as the Asset Management Plan provides useful information and guidance for the City to use in future decision making around operations and maintenance strategies, capital budgeting and more. In addition, not having Council approval of the Asset Management Plan would jeopardize the City's compliance with Ontario Regulations. Being out of compliance could impact the City's ability to compete for grants and external funding from the province.

FINANCIAL

56. There are no direct financial implications for the Corporation resulting from the proposed approval of this report. The AMP includes a Financial Analysis section, and the details and conclusions are presented in the analysis section of this Staff Report.
57. The information in the Facilities, Parks, & Recreation Asset Management Plan will be used to help inform capital and operating budgets and serve as input into other studies.

LINKAGE TO 2022–2026 STRATEGIC PLAN

58. The recommendation(s) included in this Staff Report support the following goals identified in Council's 2022-2026 Strategic Plan:
- Thriving Community
 - Infrastructure Investments
 - Responsible Governance

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59. The Facilities, Parks and Recreation AMP provides important information about the lifecycle needs of the City's parks as well as recreational and cultural facilities that may be used to guide decisions to support community wellness, expand and maximize access to parks and recreation opportunities, and foster growth in arts and culture. The information in the AMP also supports decision making about updating and improving infrastructure, including active transportation and pedestrian connections provided by the City's parks, trails, and natural areas.
 60. The AMP includes the City's parks, maintained parkland, and natural areas, all of which play an important role in both the mitigation of and adaptation to the impacts of climate change. The AMP supports pro-active planning to maintain, enhance, and manage risks to these assets in alignment with the City's Climate Change Adaptation Strategy. As part of the development of the AMP, preliminary work was undertaken to incorporate natural assets into the City's asset management program and detailed guidance has been provided to continue this work by improving the City's understanding of the services provided by these assets and the tools and strategies to manage them effectively.
 61. The information in the AMP supports responsible governance by highlighting the lifecycle needs and risks of the City's facilities, parks, and recreational assets, enabling the City to support the services our community needs while keeping tax increases low. The AMP also supports pro-active planning of lifecycle activities that enables opportunities for innovation and efficient use of resources to maintain current levels of service.