



**THE CORPORATION OF THE TOWN OF LASALLE
REGULAR MEETING OF COUNCIL
ADDENDUM**

Tuesday, December 13, 2016, 7:00 PM
Council Chambers, LaSalle Civic Centre, 5950 Malden Road

	Pages
A. OPENING BUSINESS	
3. Adoption of Minutes	
*a. 2017 BUDGET MEETING MINUTES	2
<i>RECOMMENDATION</i> That the minutes of the 2017 Budget Deliberations held December 7th & 8th, 2016 BE ADOPTED as presented.	
E. REPORTS / CORRESPONDENCE FOR COUNCIL ACTION	
*9 ASSET MANAGEMENT PLAN - PHASE 3	10
<i>RECOMMENDATION</i> That the report of the Manager of Finance & Deputy Treasurer dated December 12, 2016 (FIN-42-16) regarding Phase 3 of the Asset Management Plan BE APPROVED.	
*10 2017 BUDGET DELIBERATIONS - COUNCIL REQUESTED REDUCTION	114
<i>RECOMMENDATION</i> That the report of the Director of Finance & Treasurer and the Manager of Finance & Deputy Treasurer dated December 11, 2016 (FIN-41-2016) regarding the 2017 Budget Deliberations and Council requested reductions BE APPROVED, that the proposed tax rate BE ESTABLISHED at 0.00% and that the corresponding bylaw BE ADOPTED during the bylaw stage of the agenda.	
G. BY-LAWS	
*7 BYLAW 7969	118
A By-law to adopt the budget for 2017	



TOWN OF LASALLE BUDGET MEETING

December 7, 2016

Minutes of the Budget Meeting of LaSalle Town Council held this date at 9:30 a.m. in the Council Chambers, LaSalle Civic Centre, 5950 Malden Road.

Members of Council present: Mayor Ken Antaya, Deputy Mayor Marc Bondy, Councillors Mike Akpata, Terry Burns, Sue Desjarlais, Crystal Meloche and Jeff Renaud.

Administration present: K. Miller, Chief Administrative Officer, J. Milicia, Director of Finance/Treasurer, B. Andreatta, Director of Council Services/Clerk, L. Silani, Director of Development and Strategic Initiatives, P. Marra, Director of Public Works, J. Leontowicz, Chief of Police, D. Sutton, Fire Chief, P. Funaro, Interim Director of Culture and Recreation, E. Thiessen, Deputy Fire Chief, D. Hadre, Corporate Communication and Promotions Officer, A. Armstrong, Deputy Clerk, D. Langlois, Manager of Finance/Deputy Treasurer, M. Beggs, Manager of Parks and Roads, B. Geary, Manager of Building Services, CBO, D. Hansen, Supervisor of Accounting, M. Abbruzzese, Supervisor of Revenue, N. DiGesù, Supervisor of Information Technology, M. Masonovich, Manager Fleet and Facilities, L. Petros, Manager of Water & Wastewater, R. Hyra, Human Resources Officer, T. Brydon, Supervisor of Parks, J. Osborne, Manager of Engineering, D. Beaulieu, Superintendent of Water / Wastewater, J. Mazzanti, Superintendent of Roads/Drainage, J. Augustine, Supervisor of Programming, A. Burgess, Supervisor of Planning & Development, R. Mamak, Human Resources Generalist

A. Call to Order

Mayor Antaya calls the meeting to order at 9:30 a.m.

Disclosures of Pecuniary Interest

Councillor Meloche discloses an interest on any items in the Fire Services budget that pertains to personnel matters, as her husband is a Volunteer Fire Fighter.

B. Corporate Overview and Budget Summary

K. Miller, CAO provides Council with a high level overview, outlining the Town of LaSalle's Strategic Plan noting that there are 31 components to the Strategic Plan.

J. Milicia, Director of Finance/Treasurer provides Council with a high level overview of the 2017 Budget and Business Plan, indicating that administration is presenting a budget that strikes a fiscal balance in relation to the services that are offered by the Town.

D. Langlois, Manager of Finance/Deputy Treasurer provides Council with an overview of the budget challenges being faced in 2017 and future years; Re-Assessment of Existing Residential, Commercial and Industrial Buildings, Building Activity and Supplemental Assessment, Utility Rates, Aging Infrastructure, Service Level Enhancements, External Legislative Requirements, Other Municipalities in Essex County and Inflationary and Contractual Pressures.

J. Milicia, Director of Finance/Treasurer provides Council with an overview of the Capital Financial Planning indicating that there is a three-part approach; 2017 Capital Budget; 5Year Capital Plan and Long Term Capital Plan. He explains that the Town has approved tax rate increases at a level less than inflation and subsequently there is an inflationary gap of \$53.00 per \$100,000.00 of assessment.

D. Langlois, Manager of Finance/Deputy Treasurer provides Council with the 2017 Budget Overview indicating a proposed municipal tax rate increase of 0.46%.

C. Delegations

Ray Renaud, resident appears before Council indicating that Council must review efficiencies, noting that an external consultant should be retained to conduct an organizational review of the Town of LaSalle's operation and urges Council to reduce the municipal tax rate.

Gary Baxter, resident appears before Council to outline concerns regarding the 2017 Budget, noting that taxes are becoming onerous within the Town of LaSalle and more like a permanent mortgage payment and requests Council to reduce the proposed municipal tax rate

The meeting recesses at 12:00 noon.

The meeting reconvenes at 12:48 pm.

D. Departmental Review

Chief Administrative Officer

K. Miller, CAO and D. Hadre Corporate Communications and Promotions Officer appear before Council to present highlights of the proposed 2017 operational budget of the Chief Administrative Officer's office and an overview of the 2017 corporate goals and objectives as outlined on pages 76-82 of the budget document.

Revenue

D. Langlois, Manager of Finance/Deputy Treasurer appears before Council to present the highlights of the proposed 2017 Corporate Revenue budget on pages 83-86 of the budget document, noting trends in lower levels of construction activity and how it impacts the assessment base, continued reduction of interest rates by the Bank of Canada and lower Provincial Offences Act revenues.

Mayor & Council

D. Langlois, Manager of Finance/Deputy Treasurer appears before Council to present the highlights of the 2017 Mayor and Council budget on pages 87-92 of the budget document, indicating there is no growth or service level changes, noting that there is an increase in meetings and special expenses to account for increased recognition related events.

Finance & Administration

J. Milicia, Director of Finance/Treasurer appears before Council to present the highlights of the proposed 2017 Finance and Administration budget and an overview of the 2016 Corporate Goals and Objectives Scorecard and the 2017 Departmental Goals and Objectives as outlined on pages 93-117 of the budget document.

Financial Services

J. Milicia, Director of Finance/Treasurer appears before Council to provide an overview of the general capital allocations as outlined on page 117 of the budget document.

Council Services/Clerk

B. Andreatta, Director of Council Services/Clerk appears before Council to present the highlights of the proposed 2017 Budget for Council Services and outlining the proposed Corporate goals and Objectives for 2017 as scorecard for 2016 goals and objectives outlined on pages 118-126 of the budget document.

Development & Strategic Initiatives

L. Silani, Director of Development & Strategic Initiatives appears before Council to present the highlights of the proposed 2017 Development & Initiatives budget and an overview of the 2016 Corporate Goals and Objectives Scorecard and the 2017 Corporate Goals and Objectives as outlined on pages 133-145 of the budget document.

Culture and Recreation

P. Funaro, Interim Director of Culture and Recreation appears before Council to present the highlights of the proposed 2017 Culture & Recreation budget along with an overview of the 2016 Corporate Goals and Objectives Scorecard and the 2017 Corporate and Departmental Goals and Objectives as outlined on pages 233-257 of the budget document.

Fire Services

D. Sutton, Fire Chief appears before Council to present the highlights of the proposed 2017 Fire Services budget along with an overview of the 2016 Corporate Goals and Objectives Scorecard and the 2017 Corporate and Departmental Goals and Objectives as outlined on pages 258-279 of the budget document.

Non-Departmental

D. Langlois, Manager of Finance/Deputy Treasurer appears before Council to present the highlights of the Non-Departmental budget as outlined on pages 280-285 of the budget document.

The meeting recesses at 2:58 pm

December 8, 2016

The meeting reconvenes at 9:30 am on December 8, 2016

Members of Council present: Mayor Ken Antaya, Deputy Mayor Marc Bondy, Councillors Mike Akpata, Terry Burns, Sue Desjarlais, Crystal Meloche and Jeff Renaud.

Administration present: Kevin Miller, Chief Administrative Officer, Joe Milicia, Director of Finance/Treasurer, Larry Silani, Director of Development and Strategic Initiatives, Peter Marra, Director of Public Works, P. Funaro, Interim Director of Culture and Recreation, John Leontowicz, Chief of Police, Dave Sutton, Fire Chief, Ed Thiessen, Deputy Fire Chief, Dawn Hadre, Corporate Communication and Promotions Officer, A. Armstrong, Deputy Clerk, Dale Langlois, Manager of Finance/Deputy Treasurer, Mark Beggs, Manager of Parks and Roads, Rick Hyra, Human Resources Officer, R. Mamak, Human Resources Generalist, Diane Hansen, Supervisor of Accounting, Marilyn Abbruzzese, Supervisor of Revenue, Nick DiGesù, Supervisor of Information Technology, Lena Petros, Manager of Water & Wastewater, M. Masonovich, Manager of Fleet and Facilities, T. Brydon, Supervisor of Parks, J. Osborne, Manager of Engineering, D. Beaulieu, Superintendent of Water/Wastewater, J. Mazzanti, Superintendent of Roads/Drainage, Julie Augustine, Supervisor of Programming, and Allen Burgess, Supervisor of Planning & Development.

Brenda Andreatta, Director of Council Services/Clerk arrives at 11:30 am.

C. Delegations – Continued

Denise Crewe, resident and Debbie Beal, business owner appear before Council requesting approval of the installation of a pedestrian signal crossing on Front Road and Boismier Road, indicating that the area is severely lacking a safe place to cross and concludes by urging Council to approve the crosswalk on this busy and dangerous span of highway.

Police and Dispatch

J. Leontowicz, Chief of Police and W. Scanlan, Deputy Police Chief appear before Council to provide highlights of the proposed 2017 Police and Dispatch budget as outlined in Appendix A of the budget document.

Public Works

P. Marra, Director of Public Works appears before Council to present the highlights of the proposed 2017 Public Works Budget along with an overview of the 2016 Corporate Goals and Objectives Scorecard and the 2017 Corporate and Departmental Goals and Objectives as outlined on pages 146-229 of the budget document.

The meeting recesses at 12:00 noon

The meeting reconvenes at 12:58 pm.

OPERATING BUDGET

Moved by: Deputy Mayor Bondy

Seconded by: Mayor Antaya

That the proposed 2017 operating budget BE ADOPTED AS AMENDED to provide for an overall tax rate increase of 0% and that Administration BE DIRECTED to report back on the necessary reductions to achieve the reduction from 0.46% to 0%.

The motion is put and is lost.

In Favour: Deputy Mayor Bondy and Mayor Antaya

Against: Councillors Renaud, Desjarlais, Burns, Meloche and Akpata.

B1/16

Moved by: Councillor Renaud

Seconded by: Councillor Akpata

That the 2017 Operating Budget BE REFERRED BACK to Administration and that a report outlining options with the necessary reductions to achieve an overall tax rate increase of 0% be brought back to the next regular meeting of Council.

Carried.

Councillor Burns and Meloche voting nay on the matter.

Councillor Meloche discloses an interest and abstains from voting on any matters pertaining to Fire Services personnel.

E. Reports for Council Action

1) 2017 CAPITAL INFRASTRUCTURE AND FUNDING PLAN AND 2018 TO 2022 CAPITAL INFRASTRUCTURE AND FUNDING FORECAST

B2/16

Moved by: Deputy Mayor Bondy

Seconded by: Councillor Desjarlais

That the report of the Director of Finance/Treasurer and the Manager of Finance/Deputy Treasurer dated November 25, 2016 (FIN-40-2016) regarding the 2017 Capital Infrastructure and Funding Plan and the 2018 to 2022 Capital Infrastructure and Funding Forecast BE RECEIVED and that Council APPROVE IN PRINCIPLE the 2018 to 2022 Capital Infrastructure and Funding Forecast; and that the Consolidation of Reserves, Reserve Funds and Deferred Revenue/Capital Deposits and the Reallocation of the capital transfers to correspond with the consolidation and the Capital Infrastructure and Funding Forecast BE APPROVED AND ADOPTED.

Carried.

Councillors Burns and Meloche voting nay on the matter.

2) FRONT ROAD PEDESTRIAN SIGNAL

B3/16

Moved by: Councillor Burns

Seconded by: Councillor Renaud

That the report of the Director of Public Works dated November 30, 2016 (PW-34-16) regarding the Front Road Pedestrian Signal BE RECEIVED and that the request of for a crosswalk on Front Road at Boismier Drive BE DENIED.

Carried.

Councillor Desjarlais voting nay on the matter.

3) FIRE MASTER PLAN RECOMMENDATION FOR A SECOND FIRESTATION

Moved by: Councillor Burns
Seconded by: Councillor Akpata

That the report of the Fire Chief dated November 18, 2016 (FIRE-16-08) regarding the Fire Master Plan recommendation for a second Fire Station BE APPROVED subject to approval of a 20-year financial plan and that the location of fire hall BE REVIEWED.

The motion is put and is lost.

In Favour: Councillors Burns and Akpata.

Against: Deputy Mayor Bondy, Councillors Renaud and Meloche.

B4/16

Moved by: Deputy Mayor Bondy
Seconded by: Councillor Akpata

That the report of the Fire Chief dated November 18, 2016 (FIRE-16-08) regarding the Fire Master Plan recommendation for a second Fire Station BE APPROVED and that administration provide a further report to Council regarding the location of the new fire hall and the financing options.

Carried.

Councillor Burns voting nay on the matter.

4) RADIO COMMUNICATIONS STUDY

B5/16

Moved by: Deputy Mayor Bondy
Seconded by: Councillor Desjarlais

That the report of the Fire Chief dated November 21, 2016 (FIRE-16-09) regarding the Radio Communication Study BE APPROVED IN PRINCIPLE and that a comprehensive study be undertaken by a professional consultant to identify recommendations to ensure both short and long-term reliability of a municipal radio communications system and infrastructure for emergency services and all municipal users.

Carried.

Councillor Renaud voting nay on the matter.

CAPITAL BUDGET

B6/16

Moved by: Deputy Mayor Bondy

Seconded by: Councillor Meloche

That the 2017 Capital Budget BE APPROVED as amended to not include funding for the requested pedestrian crossing on Front Road at Boismier Avenue.

Carried.

Councillor Akpata voting nay on the matter.

F. Confirmatory By-Law

B7/16

Moved by: Councillor Burns

Seconded by: Deputy Mayor Bondy

That confirmatory By-law #7962A BE GIVEN first reading.

Carried.

B8/16

Moved by: Councillor Desjarlais

Seconded by: Councillor Meloche

That confirmatory By-Law #7962A BE GIVEN second reading.

Carried.

B9/16

Moved by: Councillor Akpata

Seconded by: Councillor Renaud

That confirmatory By-law #7962A BE GIVEN third reading and finally passed.

Carried.

G. Adjournment

There being no further business, the meeting is adjourned at the call of the Chair at 2:48 pm.

Ken Antaya, Mayor

Agatha Armstrong, Deputy Clerk



The Corporation of the Town of LaSalle

Date:	December 12, 2016	Report No:	FIN-42-16
Directed To:	Members of Council	Attachments:	Asset Management Plan
Department:	Finance		
Prepared By:	Dale Langlois, CPA, CA Manager of Finance & Deputy Treasurer	Policy References:	None
Subject:	Asset Management Plan – Phase 3		

Recommendation:

- That Council approve Phase 3 of the Asset Management Plan.

Background:

Ontario Municipalities were required to develop a detailed asset management plan by December 31, 2013 in order to qualify to apply for Federal and Provincial grants. As at December 31, 2016 asset management plans must include all tangible capital assets owned by the Town, which includes the roads network, bridges, storm sewer system, wastewater system, water system, vehicles and equipment, buildings, furniture and fixtures, sidewalks, pathways and trails, and land improvements. The following report summarizes the Town of LaSalle's Asset Management Plan, which meets all requirements in the Ministry of Infrastructure's "Building together – guide for Municipal Asset Management Plans".

Report:

The taxpayers of the Town of LaSalle are ultimately responsible to cover the cost of replacing existing infrastructure in the Town of LaSalle. The following chart breaks down the total replacement cost of existing infrastructure (in 2015 dollars) per household in the Town of LaSalle. In 2015, the number of households in the Town of LaSalle was approximately 10,300.

Replacement Cost of Assets per Household		
Asset Category	Total Value (in 2015 dollars)	Total Value per Household
Roads	\$96,500,000	\$9,400
Bridges	\$25,900,000	\$2,500
Storm Sewer	\$110,500,000	\$10,700
Wastewater	\$42,300,000	\$4,100
Water	\$42,000,000	\$4,100
Vehicles and Equipment	\$28,100,000	\$2,700
Buildings	\$55,600,000	\$5,400
Furniture and Fixtures	\$1,900,000	\$200
Sidewalks, Pathways and Trails	\$9,000,000	\$900
Land Improvements	\$15,600,000	\$1,500
Total	\$427,400,000	\$41,500

Report Card

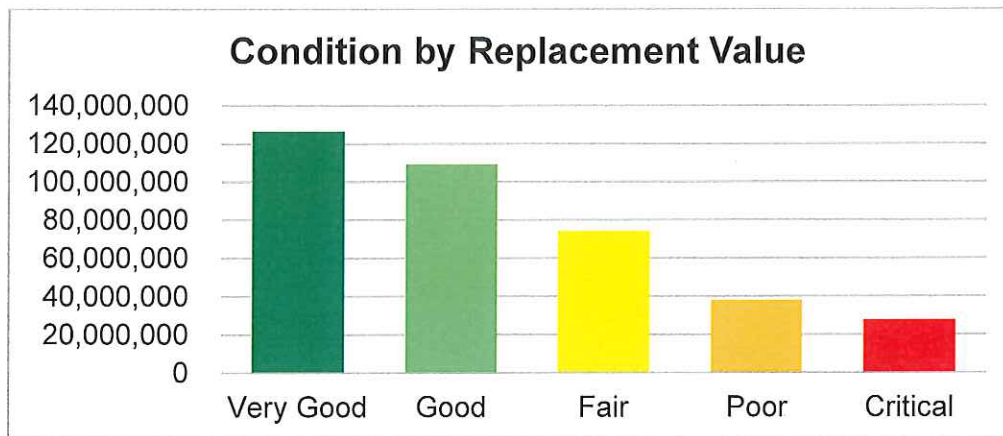
Overall, the Town has received a B rating, which is based on a condition rating and a financial rating weighted 50/50 for each category.

The condition rating is weighted 50/50 between probability of failure (actual condition the asset is in) and consequence of failure (number of residents affected by the asset). An optimal condition rating falls between a B- and B+, as it is not financially feasible to have every asset in perfect condition. Currently, the Town has a B condition rating.

The financial rating is based on actual funding versus required funding. An optimal financial rating is an A+, as there would be no funding gap. Currently, the Town has a C+ financial rating. It is important to note that the financial ratings assume that all discretionary transfers to capital reserves are fully allocated to fund the replacement of tangible capital assets included in the plan.

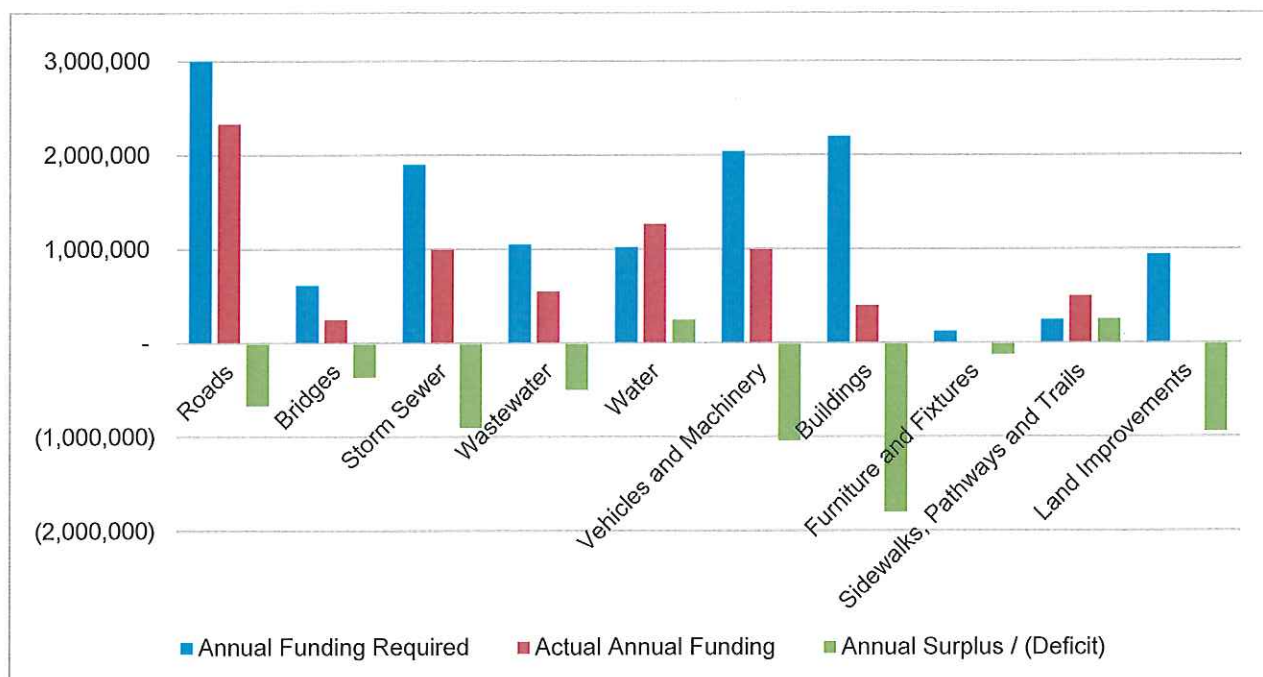
Condition Rating

The following graph outlines the overall condition of all of the Town's tangible capital assets. It is important to note that at this point many of the Town owned asset condition ratings are based solely on age and may be in better condition than indicated in the graph, specifically for assets included in the critical category. Many of these assets have reached the end of their useful life for accounting purposes but are still in fine working condition. In future years, as these assets are physically inspected, their conditions will be updated in the tangible capital asset database.



Infrastructure Deficit 2015

The following graph summarizes the estimated average annual funding requirement for each asset category included in the asset management plan and compares it to the current available funding allocated to each category.



As indicated in the graph, there is a funding deficit with some categories deficits greater than others. Water user fees must be used to fund water related projects, wastewater user fees must be used to fund wastewater related projects and funding from taxes cannot be used to pay for water or wastewater projects. As long as those rules are followed, grant revenue and tax revenue can be reallocated to fund other projects if need be. It is also important to note that there is currently outstanding debt related to the new Town facilities and Vollmer Complex. The total annual debt payment for these facilities amounts to \$1.95 million, which would cover a large portion of the funding shortfall if it was allocated to capital once the debt is fully paid off. Given that council cannot commit future councils to this decision, it has not been factored into this analysis.

Funding Plan

The following long term capital funding plan was presented to council during budget deliberation sessions. If this plan is met, at the end of 2022, the Town will have made significant progress towards fully funding all tangible capital assets owned by the Town and the funding gap will be greatly reduced.

	2017	2018	2019	2020	2021	2022
Start of Year Contribution	6,708,400	7,869,500	8,875,800	10,024,000	10,874,000	11,724,000
Tax Supported Contribution	600,000	600,000	600,000	600,000	600,000	600,000
Waste Water Supported Contribution	96,000	96,000	96,000	96,000	96,000	96,000
Water Supported Contribution	214,300	214,300	214,300	214,300	214,300	214,300
Contributions from Other Sources	250,800	250,800	250,800	250,800	250,800	250,800
Tax Supported Contribution		600,000	600,000	600,000	600,000	600,000
Waste Water Supported Contribution		150,000	150,000	150,000	150,000	150,000
Water Supported Contribution		100,000	100,000	100,000	100,000	100,000
Contributions from Other Sources		139,000	139,000	139,000	139,000	139,000
Tax Supported Contribution			600,000	600,000	600,000	600,000
Waste Water Supported Contribution			150,000	150,000	150,000	150,000
Water Supported Contribution			100,000	100,000	100,000	100,000
Contributions from Other Sources			271,000	271,000	271,000	271,000
Tax Supported Contribution				600,000	600,000	600,000
Waste Water Supported Contribution				150,000	150,000	150,000
Water Supported Contribution				100,000	100,000	100,000
Tax Supported Contribution					600,000	600,000
Waste Water Supported Contribution					150,000	150,000
Water Supported Contribution					100,000	100,000
Tax Supported Contribution						600,000
Waste Water Supported Contribution						150,000
Water Supported Contribution						100,000
End of Year Contribution	7,869,500	8,875,800	10,024,000	10,874,000	11,724,000	12,754,000
Total Required Funding	13,133,000	13,133,000	13,133,000	13,133,000	13,133,000	13,133,000
Annual Funding Deficit	5,263,500	4,257,200	3,109,000	2,259,000	1,409,000	379,000



Action Plan moving forward

- A) As more accurate condition information becomes available, such as roads needs / bridge studies and physical inspections, the tangible capital asset database will be updated accordingly. This will ultimately result in more accurate condition and risk ratings for the asset management plan.
- B) Continually monitor the desired levels of service performance targets included in the asset management plan to ensure the Town remains on track to the established goals.
- C) Establish an appropriate amount of annual funding to perform the optimal amount of inspection and maintenance activities to maximize each tangible capital asset's useful life.
- D) Continue to prioritize capital projects by overall risk to the Town.
- E) For each capital project, continue to determine whether there is ability to combine projects, such as watermain replacement, storm sewer replacement and road rehabilitation to save costs overall.

Yours truly,



Dale Langlois, CPA, CA
Manager of Finance & Deputy Treasurer

Reviewed by:						
CAO	Finance	Council Services	Environmental Services	Planning & Development	Culture & Recreation	Fire Services
						

Town of LaSalle

Asset Management Plan

Updated December, 2016



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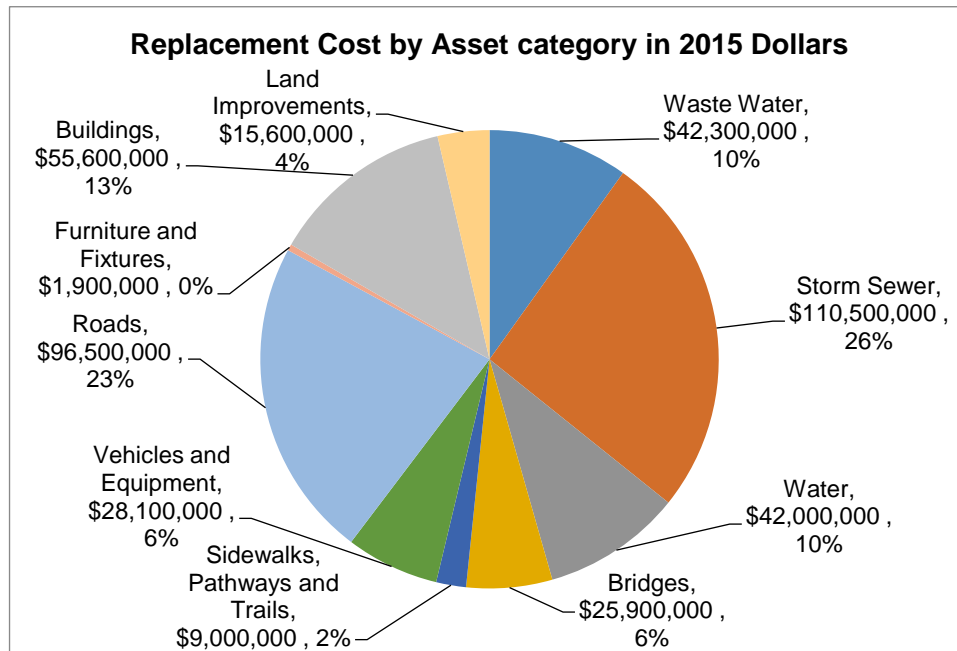
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This Asset Management Plan (AMP) complies with the requirements outlined within the Provincial Building Together Guide for Municipal Asset Management Plans. This document will outline a plan to ensure that sufficient funds are available to replace existing infrastructure while maintaining desired levels of service in the most cost effective manner that will benefit both current and future residents of the Town of LaSalle.

Included in this asset management plan are assets included in the following categories:

- storm sewer system
- wastewater system
- water distribution
- furniture and fixtures
- sidewalks, pathways and trails
- roads network
- bridges
- vehicles and equipment
- buildings
- land improvements

The current replacement value of the assets owned by the Town are broken down in the following pie chart:

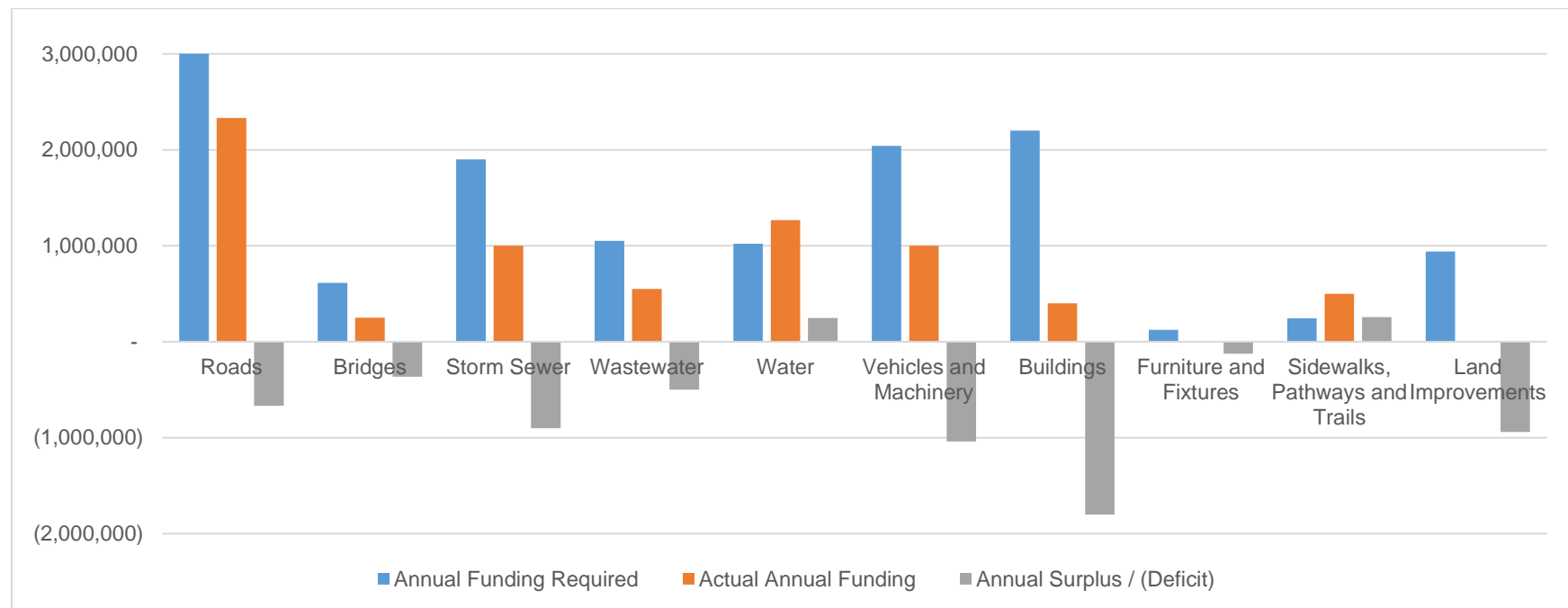


The taxpayers of the Town of LaSalle are ultimately responsible to cover the cost of replacing existing infrastructure in the Town of LaSalle. The following chart breaks down the total replacement cost of existing infrastructure (in 2015 dollars) per household in the Town of LaSalle. In 2015 the number of households in the Town of LaSalle was approximately 10,300.

Replacement Cost of Infrastructure Assets per Household		
Asset Category	Total Value (in 2015 dollars)	Total Value per household
Roads	\$96,500,000	\$9,400
Wastewater	\$42,300,000	\$4,100
Storm Sewer	\$110,500,000	\$10,700
Water	\$42,000,000	\$4,100
Bridges	\$25,900,000	\$2,500
Vehicles and Equipment	\$28,100,000	\$2,700
Furniture and fixtures	\$1,900,000	\$200
Buildings	\$55,600,000	\$5,400
Sidewalks, pathways and trails	\$9,000,000	\$900
Land improvements	\$15,600,000	\$1,500
Total	\$427,400,000	\$41,500

Tangible Capital Asset Funding Deficit 2015

The following chart summarizes the estimated average annual funding requirement for each asset category and compares it to the current available funding for each category.



As indicated in the graph, the water network and sidewalks, pathways and trails network are fully funded. All other categories have a funding deficit with some category deficits greater than others. Water user fees must be used to fund water related projects, wastewater user fees must be used to fund wastewater related projects and funding from taxes cannot be used to pay for water or wastewater projects. As long as those rules are followed, grant revenue and tax revenue can be reallocated to fund other projects if need be. It is also important to note that there is currently outstanding debt related to the new Town facilities and Vollmer Complex. The total annual debt payment for these facilities amounts to \$1.95 million, which would cover a large portion of the funding shortfall if it was allocated to capital once the debt is fully paid off. Given that council cannot commit future councils to this decision, it has not been factored into this analysis.

Rating System

The overall rating system consists of the results of two separate rating systems (equally weighted 50/50 to obtain the overall rating). The first rating system is the "Condition rating", which assesses the asset on the percentage of its useful life remaining (probability of failure) versus how critical the asset is (consequence of failure). The second rating system is the "Financial rating", which compares the current funding availability to the annual funding requirements. The detailed results of each asset category are included in the "State of Local Infrastructure" portion of the plan.

Overall, the Town is in a good position. As is the norm throughout the Province, there is a need for additional funding, which can be implemented over a number of years through various options identified in the asset management plan. The majority of Town of LaSalle's assets are in good condition, however there are also many that are approaching the end of their useful lives.

Town of LaSalle's Infrastructure Analysis Results Summary		
B	Overall Rating of the Town of LaSalle's Infrastructure	
Rating	Asset Category	Notes
B	Roads	The majority of roads are in fair to excellent condition, which results in a 'B' condition rating when taking into account the consequence of failure for the various types of roads. Currently, an annual amount of \$2.3 million is allocated towards road work. Given that \$3 million is required annually for roads to be fully funded, roads have a 'B+' financial rating.
C+	Bridges	96% of bridges are in good condition. However, there is a large consequence of failure if a bridge is out of commission, which results in a 'C+' condition rating. Currently, an annual amount of \$613,000 is allocated towards bridge capital. Given that \$613,000 is required annually for bridges to be fully funded, bridges have a 'C-' financial rating.
C+	Storm Sewers	78% of storm sewers are in good to excellent condition. However, 52% of these sewers have mid to high consequences if they fail (as they service a large number of residences). Therefore, storm sewer overall condition is assessed on the lower end of a good rating 'B-'. Currently, an annual allocation of \$1 million is allocated towards storm sewer and drainage work. Given that \$1.9 million is required annually for storm sewers to be fully funded, storm sewers have a 'C+' financial rating.
C+	Wastewater	The majority of wastewater lines, which were installed in the early 1980's have reached the halfway mark of their estimated useful life of 50 years. All wastewater lines installed since then are in good to excellent condition (39% of lines). Therefore, wastewater lines have a condition rating of 'C+', which is based solely on age. Currently, an annual amount of \$550,000 is allocated to wastewater (required to fund itself based on user fees). Given that \$1.1 million is required for wastewater to be fully funded, the wastewater system has a 'C' financial rating.

Rating	Asset Category	Notes
A	Water	73% of the water network's assets are in good to excellent condition, 18% are considered to be in fair condition and 9% are considered to be in poor to critical condition. Given that watermain have a high consequence of failure, they have been given a condition rating of B. Currently, between water rates and gas tax allocation, water has been allocated \$1.3 million annually. Given that \$1.1 million is required for the water system to be fully funded, the water system has an 'A+' financial rating. Currently, the annual funding exceeds the required amount due to some large projects that are occurring in the next few years (ie. Sprucewood).
C+	Vehicles and Equipment	The majority of vehicles and equipment are in fair condition. However, besides fire equipment, the consequence of failure is minimal if a piece of machinery breaks down. Therefore, a condition rating of B- has been given to vehicles and equipment. Currently, an annual amount of \$1 million has been allocated to vehicles and equipment from various sources. Given that \$2 million is required annually, a 'C' financial rating has been allocated to vehicles and equipment.
C	Furniture and Fixtures	Nearly all furniture and fixtures in the Town are in very good condition. Therefore, an 'A+' condition rating has been given to furniture and fixtures. Currently, there is not an annual amount allocated for the funding of furniture and fixtures. Therefore, furniture and fixtures have been given a financial rating of 'F-'.
C	Buildings	Almost all buildings in the Town are new and in very good condition. The Vollmer Complex is now ten years old and considered in good condition. Therefore, an 'A' condition rating has been allocated to buildings. Currently, an annual amount of \$400,000 has been allocated to facilities capital. Given that \$2.2 million is required for buildings to be fully funded, an 'F+' rating has been allocated to buildings. It is important to note that there is currently outstanding debt related to the new Town facilities and Vollmer Complex. The total annual debt payment for these facilities amounts to \$1.95 million, which would cover a large portion of the funding shortfall if it was allocated to capital once the debt is fully paid off. Given that council cannot commit future councils to this decision, it has not been factored into this analysis.
D+	Land Improvements	Currently based solely on age, 48% of land improvements are in good to very good condition and 38% are in critical condition. Therefore, a condition rating of 'C' has been allocated to land improvements. Currently, there is no annual funding dedicated to land improvements. Therefore, land improvements have been allocated a financial rating of 'F-'.
A+	Sidewalks, Pathways and Trails	The majority of sidewalks, pathways and trails are in good to very good condition. This combined with a low consequence of failure, result in an 'A' condition rating. Currently, an annual amount of \$500,000 has been allocated to fund sidewalks, pathways and trails. Given that \$245,000 is required annually for sidewalks, pathways and trails to be fully funded, an 'A+' financial rating has been allocated to sidewalks, pathways and trails. Note the funding overage is for the expansion of the current Town trail network.

Action Plan

- A) As more accurate condition information becomes available, such as roads needs / bridge studies and sewer line inspections, the tangible capital asset software will be updated accordingly. This will ultimately result in a more accurate condition and risk rating for the asset management plan.
- B) Continually monitor the desired levels of service performance targets included in the asset management plan to ensure the Town remains on track to the established goals.
- C) Establish an appropriate amount of annual funding to perform the optimal amount of inspection and maintenance activities to maximize each tangible capital asset's useful life.
- D) Prioritize capital projects by overall risk to the Town.
- E) For each capital project, determine whether there is the ability to combine projects, such as watermain replacement, storm sewer replacement and road rehabilitation to save costs overall.

Financing Strategy

In order for this financial plan to be effective, it must be integrated with the budgeting and long term forecasting process. As mentioned, there are various ways to fund the different types of infrastructure projects including tax rate, debt, existing reserves, user fees (for water and wastewater).

The average annual investment required for roads, bridges, storm sewers, vehicles and equipment, buildings, furniture and fixtures, sidewalks, pathways and trails, and land improvements is \$11,063,000. Currently \$4,050,000 is funded annually from the tax levy, \$883,000 is funded from annual Federal gas tax contributions and \$550,000 is funded from OCIF formula based funding, for a total of \$5,483,000. It is important to note that if required, some of the discretionary capital items could be used to fund other asset categories, however this would result in a reallocation of the funding deficit.

User fees are applicable to water and wastewater infrastructure as water rates fully fund water operational and capital costs and wastewater rates fully fund wastewater operational and capital costs.

The average annual investment required for water is \$1,020,000. Currently \$667,000 is funded from user fees. An additional \$600,000 is allocated annually from federal gas tax funding, for a total annual funding of \$1,267,000. Water funding is currently higher than the required annual amount as there are some larger water projects scheduled in the near future (ie. Sprucewood Ave watermain replacement).

The average annual investment required for wastewater is \$1,050,000. Currently \$550,000 is funded wastewater user fees. In order to fully fund the wastewater infrastructure, the monthly fixed fee needs to continue to be increased by \$1.50 each year for the next five years.

How the Town of LaSalle's goals are dependent on infrastructure

The definition of “infrastructure” is “the basic facilities, services, and installations needed for the functioning of a community or society”. Many of the Town of LaSalle's goals included in the Municipal Business Plan depend on infrastructure, whether it be the replacement of existing infrastructure or the addition of new infrastructure. Everything from promoting active lifestyles to maintaining a safe community is in some way linked to infrastructure. For example, the addition of new trails promotes healthy and active lifestyles, the resurfacing of roads ensures that the roads are safe to drive on, the maintenance and replacement of watermain ensure that water is safe to drink. Public infrastructure is central to a municipality's prosperity and quality of life. Therefore, it is appropriate for a Municipality to have an asset management plan in place.

The relationship of the asset management plan to municipal planning and financial documents

The asset management plan is linked directly to the Town's operating, water, wastewater and capital budgets and forecasts. Operating, water and wastewater budgets/forecasts are affected as there may be the need for an increase in the annual amount transferred to capital reserves, increased debt payments or increased funding for infrastructure repairs and maintenance expenses. As a result, property taxes, water and wastewater rates may be affected to fund both current and future capital projects. Whether the Town internally funds or issues debt to fund capital projects these budgets will be affected. The goal of the Town is to gradually increase the contribution to capital reserves over a number of years to ensure that there are sufficient funds available to pay for both new capital projects and the replacement of existing capital infrastructure on a pay-as-you-go basis. For instances where there is the need for an expensive capital project to take place, the best option may be to issue debt if there are not sufficient funds available in reserves. The Town's long term goal is to have enough funds available in reserves to internally fund all capital projects on a pay-as-you-go basis. However, it may take several years to reach this point.

The asset management plan also affects the Town of LaSalle's official plan as the first priority of the asset management plan is to ensure that there are sufficient funds available to replace existing assets rather than build new capital assets that are not considered a necessity. Future phases of the plan will factor in funding new capital assets that haven't previously existed.

The purpose of the asset management plan

The purpose of the asset management plan is to set out how the municipality's infrastructure will be managed to ensure that it is capable of providing levels of service needed to support the municipality's goals while maintaining a reasonable budget in both current and future years.

Asset management planning is the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner. Asset management requires a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected from them. It also involves setting strategic priorities to optimize decision-making about when and how to proceed with investments. Finally, it requires the development of a financial plan, which is the most critical step in putting the plan into action.

Which infrastructure assets are included in the asset management plan

All tangible capital assets owned by the Town of LaSalle are included in the asset management plan. Below is a list of the categories of tangible capital assets that are included in this plan:

- storm sewer system
- wastewater system
- water distribution
- furniture and fixtures
- sidewalks, pathways and trails
- roads network
- bridges
- vehicles and equipment
- buildings
- land improvements

How many years the asset management plan covers and how often it will be updated

The asset management plan will cover a 50 year period. A 50 year period was selected to ensure that the replacement of assets with both short-term and long-term useful lives are included in the plan. If all assets are replaced at least once during the 50 year term of this plan it will ensure that appropriate funding mechanisms are in place when the time comes to repair, rehabilitate, replace and dispose of these assets.

This plan will also be updated on an annual basis to ensure continuous improvement in the plan. The annual review of the plan will consider the following:

- Changes in asset conditions as more accurate information becomes available
- Changes in valuation methods or inflationary factors
- Updating forecasted figures to actual figures as they occur
- Unexpected current and future purchases / disposals / maintenance
- Changes in the expectation of performance measures
- Changes in desired levels of service
- Changes in procurement methods
- Changes in sources of revenue

How the asset management plan was developed

Individuals responsible for creating the Asset Management Plan:

The asset management plan was developed by Dale Langlois, Deputy Treasurer / Manager of Finance and Marilyn Abbruzzese, Supervisor of Revenue. There was assistance from Peter Marra, Director of Public Works and the various managers and supervisors within his department for various sections of the plan.

Software used to create the Asset Management Plan:

Resources that were used to complete the plan include: CityWide's Capital Planning & Analysis (CPA) software, which links to CityWide's Tangible Capital Asset software (is currently used to track the Town of LaSalle's Tangible Capital Asset inventory). CityWide's Integrated Work Order/Work Flow Software for Local Governments will be used to monitor performance measures moving forward. It is important to note that the Citywide software is linked to the Town's GIS system.

CityWide's tangible capital asset tracking software keeps track of each item of inventory owned by the Town of LaSalle. Within this system each item of inventory has information regarding units of measurement and the size of each asset. The system also calculates historical, current and future costs based on various factors (ie. inflation and expected future cost trends). Additionally, the system has information regarding the condition of each asset where available.

CityWide's Capital Planning & Analysis (CPA) software takes the information produced by the inventory analysis included in the tangible capital asset software and turns the data into consolidated information, multiple options and long-term recommendations which operating departments can agree to, management can defend, council can support and the public can understand.

Citywide's Integrated Work Order/Work Flow Software for Local Governments provides the Town with information to track various performance measures set within the asset management plan and compare this information to established targets. Correspondingly, various trends can be determined, which will assist in the prioritization of capital replacement within the plan.

Process to develop the Asset Management Plan:

Various meetings occurred throughout the year between the Finance department and Public Works department. At these meetings, there were in depth discussions regarding methods of maintenance and rehabilitation for each type of asset to prolong their useful lives and save costs. There was discussion regarding the values for each type and size of assets as well as their condition and expected date of replacement. In addition, there was discussion on acceptable levels of service and corresponding performance measures to ensure that these levels of service will be met. Once all service levels and asset conditions / replacement dates were determined and entered into the system, a financing strategy was determined to ensure that there will be sufficient funds available to maintain, rehabilitate and replace infrastructure included in the plan.

How the asset management plan is evaluated and improved through clearly defined actions

Based on the results of the asset management plan analysis, administration prepares a detailed short-term (5-year) action plan to repair, rehabilitate, replace and dispose of high priority assets in the most cost effective manner (ie. combining the replacement of watermain, wastewater pipes and roads within one project). This analysis links to the Town of LaSalle's short-term forecast and annual capital budgets.

Every time an asset is purchased, disposed of or repaired, the asset management plan will be updated to include these changes. On an annual basis, the plan will be evaluated to consider any unexpected changes in asset valuations or conditions.

The Asset management plan will be continuously changing as the Town continues to grow and evolve. The plan is a tool used to guide the Town to ensure that appropriate funds are available in the future to maintain, repair, rehabilitate and replace assets over the long term.

Currently, the condition of the assets included in the plan are based on both the age of the asset and physical inspection. As roads needs studies, bridge studies, CCTV camera inspections of sewer lines, and other studies are performed to determine the actual physical condition of the assets, this information will be entered into the asset management system. This will ensure continuous improvement of the asset management plan each year as more accurate information becomes available.

Types of Assets Included in the plan

Within this asset management plan, a high level review will be undertaken for the following asset categories:

- | | |
|--|---|
| <ul style="list-style-type: none"> 1) Roads Network <ul style="list-style-type: none"> • Surface (Arterial, Collector, Local Roads) • Base (Arterial, Collector, Local Roads) 2) Bridges 3) Storm Sewer System <ul style="list-style-type: none"> • Catch Basins • Manholes • Sewer Lines • Pump Stations 4) Wastewater System <ul style="list-style-type: none"> • Manholes • Sewer Lines • Pump Stations | <ul style="list-style-type: none"> 5) Water System <ul style="list-style-type: none"> • Hydrants • Watermains 6) Vehicles and Equipment <ul style="list-style-type: none"> • Heavy Equipment • Large Trucks • Trailers • Light Duty Vehicles • Small Equipment • Playground Equipment • Large Signs • Traffic Signals and Streetlights 7) Buildings 8) Furniture and Fixtures 9) Land Improvements 10) Sidewalks, Pathways and Trails |
|--|---|

Asset Management Rating Methodology

This plan considers the blended results of two rating scales (weighted 50/50) to determine an overall grade for each asset category. The first rating scale determines the financial rating of each asset category. It compares the annual required funding to the actual funding that is put aside each year. The second rating scale determines the condition rating of each asset category. It determines the probability of failure (average condition of each asset category as a percentage of useful life remaining) and the consequence of failure (the number of residents affected if the assets life expires). See the charts below, which describe the marking scheme for each type of rating scale.

	A	B	C	D	F
Financial Rating	>80% of annual funding requirement	61% - 80% of annual funding requirement	41% - 60% of annual funding requirement	21% - 40% of annual funding requirement	0% - 20% of annual funding requirement
Condition Rating**	>80% of useful life remaining	61% - 80% of useful life remaining	41% - 60% of useful life remaining	21% - 40% of useful life remaining	0% - 20% of useful life remaining

**Note: The condition rating also has a consequence of failure factor, which can decrease the rating if an asset has a high consequence of failure (affects a large number of residents) or increase the rating if an asset has a low consequence of failure (does not affect a large number of residents)

Overall Rating (Avg. of Financial and Condition rating)		Financial Rating				
		A	B	C	D	F
Condition Rating	A	A	A B	B	B C	C
	B	A B	B	B C	C	C D
	C	B	B C	C	C D	D
	D	B C	C	C D	D	D F
	F	C	C D	D	D F	F

How the characteristics, value, and condition of assets are determined

If applicable, each asset category will consider the following in order to assess both a financial and condition rating:

- 1) Inventory by unit
- 2) Replacement value (in 2015 dollars)
- 3) Average condition rating of each type of asset
- 4) Average estimated useful life of each type of asset
- 5) Requirements at each stage of asset's useful life
- 6) Timeline of asset replacement (annual financial requirements)
- 7) Average annual financial requirements

ROAD INFRASTRUCTURE

Roads Infrastructure Overall Rating	B
Financial Rating	B+
Condition Rating	B

1) Inventory by unit

The entire road network comprises of approximately 194 centerline km of road. This information was obtained from the Tangible Capital Asset module of the Citywide software suite.

Asset Type	Road Sub Category	Unit of measurement	Quantity
Road Surface	Arterial	Meters	13,104
Road Surface	Collector	Meters	54,894
Road Surface	Local	Meters	125,557
Total Road Surface			193,555
Road Base	Arterial	Meters	13,104
Road Base	Collector	Meters	54,894
Road Base	Local	Meters	125,557
Total Road Base			193,555

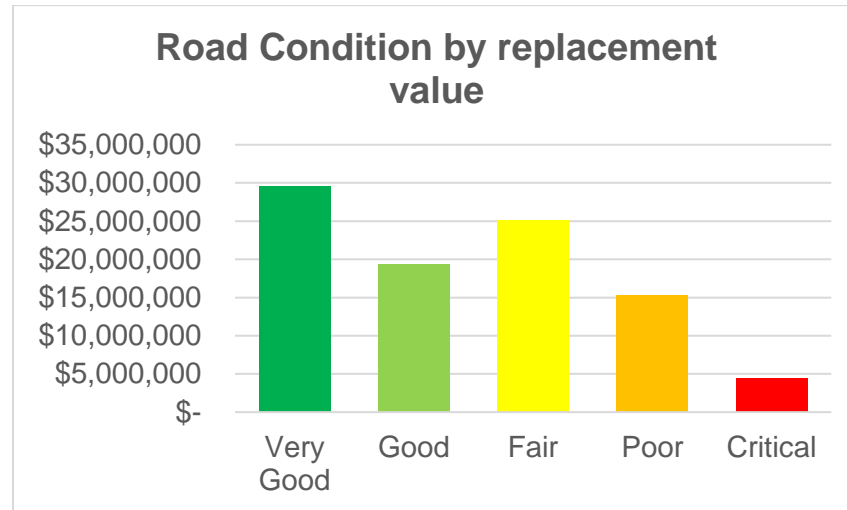
2) Replacement Value

The estimated replacement value of the road network is approximately \$96.5 million. The cost per household is approximately \$9,400 based on 10,300 households.

Replacement value of Roads (in 2015 dollars)				
Asset Category	Asset Type	Quantity (m)	Avg. Cost per unit (m)	2015 Overall Replacement Cost
Roads	Road Surface - Arterial	13,104	\$524	\$6,866,496
	Road Surface - Collector	54,894	\$195	\$10,704,330
	Road Surface - Local	125,557	\$182	\$22,851,374
	Road Base - Arterial	13,104	\$889	\$11,649,456
	Road Base - Collector	54,894	\$270	\$14,821,380
	Road Base - Local	125,557	\$236	\$29,631,452
				\$96,524,488

3) Condition rating:

The majority of roads are in fair to excellent condition, with a minor amount considered to be in critical condition. When combining the probability of failure in the chart below with the consequence of failure, which is based on the type of road (arterial, collector or local), on a road by road basis, the road network has a 'B' condition rating.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)
 Unknown: Asset's condition has not been assessed

4) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Road Sub Category	Useful Life
Roads	Road Surface - Arterial	20
	Road Surface - Collector	20
	Road Surface - Local	20
	Road Base - Arterial	50
	Road Base - Collector	50
	Road Base - Local	50

The condition assessment of the road networks surface was determined internally at a high level and the system was updated. The condition of the road network base was determined based on the age of the asset.

As more accurate information becomes available in the future (such as roads needs studies), this information will be uploaded into the Citywide system to increase the accuracy of road condition assessments and the asset management plan will be updated accordingly. An internal study of the road condition is currently in progress and should be complete by the next phase of the asset management plan.

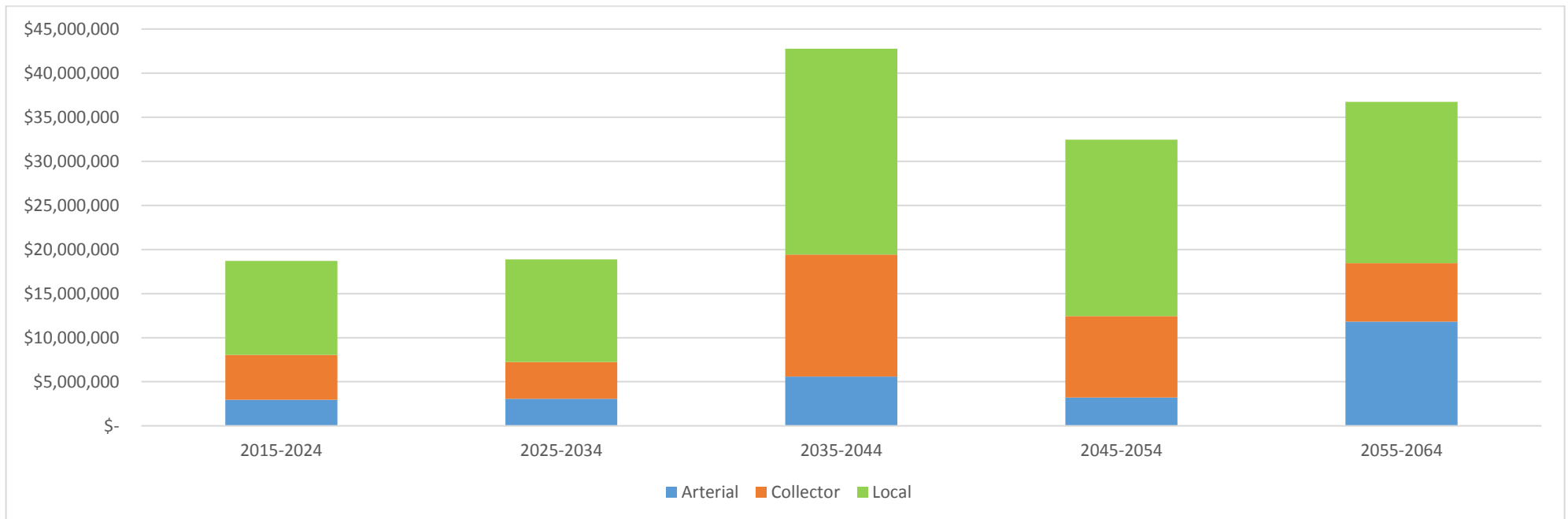
5) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of a road system will prolong and maximize it's useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the road's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the road's useful life. The following chart summarizes the various requirement's throughout a road's lifecycle which will maximize the road's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Inspections, monitoring, sweeping, winter control, etc.	1st Quarter
Major maintenance	Repairing pot holes, crack sealing, grinding out roadway rutting, patching, etc.	2nd Quarter
Rehabilitation	Asphalt overlays, mill and paves, etc.	3rd Quarter
Replacement	Full road reconstruction	4th Quarter

6) Timeline of asset replacement (by decade)

The following graph outlines the total road replacement cost by decade based on the current asset conditions, which are based solely on age for the road base and based on a high level internal review for road surface. As can be determined from the graph, a large amount of annual spending is expected to occur in 20 years. This gives the Town a significant amount of time to increase the balance in the reserve account that will be used to fund future projects.

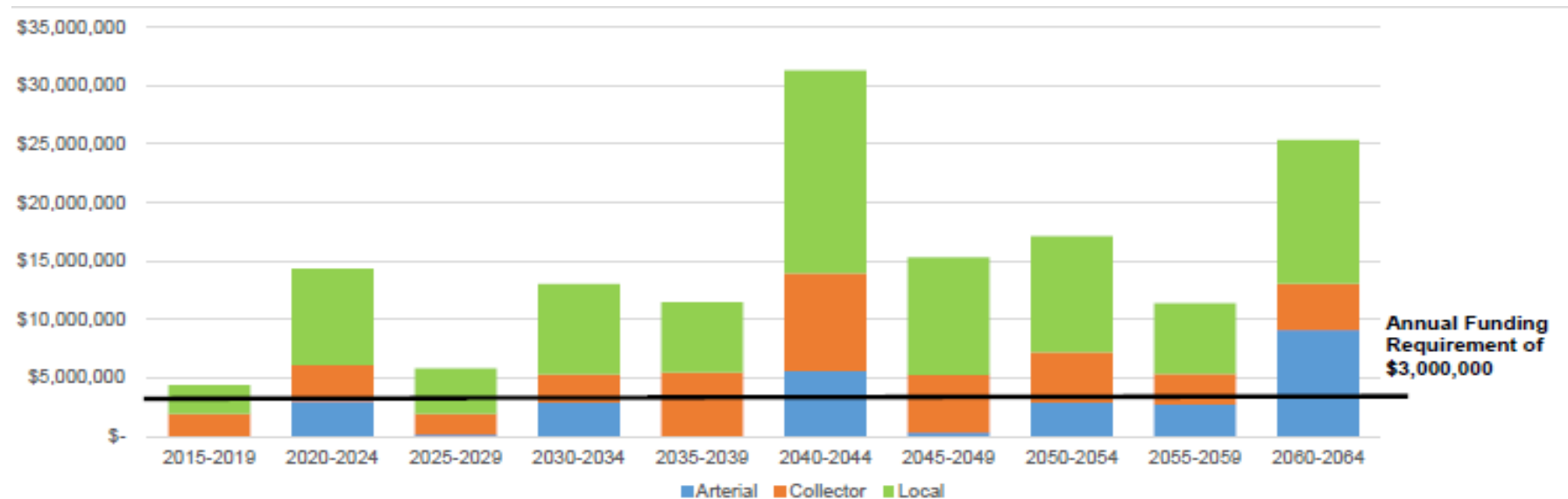


7) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50-year period was used to ensure that all roads would be replaced at least once during the analysis.
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per unit described in the "replacement value" section of the report.
- d) The timing of road replacement is based on the current condition rating of each asset and how much of the road's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$3,000,000. Currently, an annual amount of \$2.3 million is allocated towards road work. Given that \$3 million is required annually for roads to be fully funded, roads have a 'B+' financial rating. It is important to note that if an emergency related project is required, funding can be reallocated towards roads as long as it is not from water or wastewater user fees.

8) Top Priority Capital Projects

Top priority road projects in the Town of LaSalle that will require funding in the near future are included in the following chart.

	Project Description	Project Cost
1	Montgomery, Surrey, Grosvenor, Croydon, Chelsea, Eastbourne road, storm sewer and watermain replacement (road portion of project)	\$5,000,000
2	Malden Road Reconstruction from Normandy to Laurier (road portion of project)	\$2,700,000
3	Morton Road reconstruction from Front Road to Matchette Road (road portion of project)	\$2,400,000
4	Matchette Road Reconstruction from Sprucewood to Laurier (Road portion of project)	\$5,000,000
5	Sprucewood Avenue reconstruction from Matchette to Malden (Road portion of project)	\$3,300,000

9) Conclusion

a) A roads needs study is in progress and will assess each segment of road's base and surface. The segments in the roads needs study will be consistent with the segments included in the GIS system (which links to the tangible capital asset software). Once the study is complete, the results will be uploaded into the tangible capital asset system to produce a more accurate assessment of road condition.

b) An appropriate amount of funding will be determined for annual roads maintenance to ensure that appropriate maintenance occurs, which will extend the roads useful life and save the Town money in the long run.

c) The infrastructure report card will be updated on an annual basis.

BRIDGES INFRASTRUCTURE

Bridges Infrastructure Overall Rating	C+
Financial Rating	C-
Condition Rating	C+

1) Inventory by unit

There are 22 bridges owned by the Town of LaSalle with a total surface area of 3,018 square meters. This information was obtained from the Tangible Capital Asset Module of the Citywide software suite.

Asset Type	Bridge
Bridges	Third concession drain at Disputed road
	West branch Cahill drain at Kelly road
	East branch Cahill drain at Kelly road
	Taylor-Gunn drain at Kelly road
	Fourth concession drain at Broderick road
	Fourth concession drain at Disputed road
	Turkey creek at Sprucewood avenue
	Turkey creek at Matchette Road
	North Branch River Canard at Canard drive
	Cahill drain at Malden road
	Turkey creek at Malden road
	Turkey creek at Todd lane
	Third concession drain at Huron Church Line road
	Cahill drain at Huron Church Line road
	Lennon drain at Huron Church Line road
	Turkey creek at Front road
	Cahill drain at Ellis street
	Turkey Creek at Morton Drive (Pedestrian Bridge)
	West Branch Cahill Drain at Snake Lane
	Third Concession Drain Bridge at Broderick Road
	Third Concession Drain at Seventh Concession Road
	4 th Concession / Disputed Road

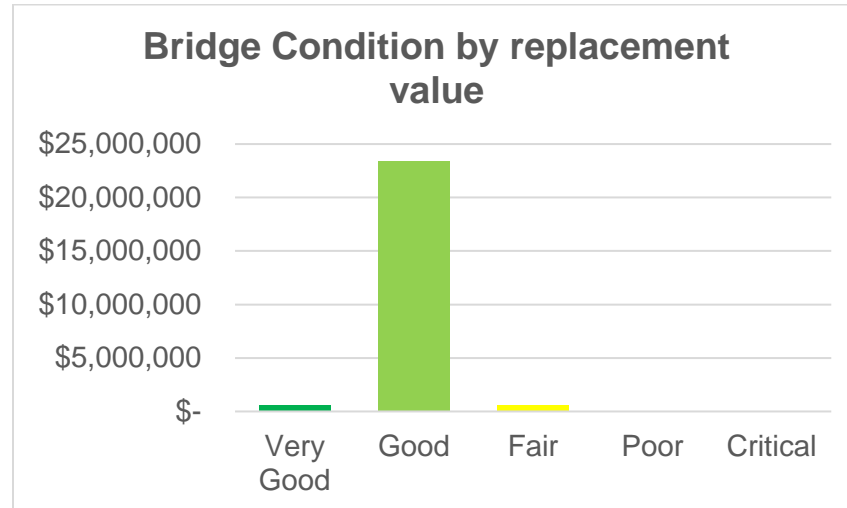
2) Replacement Value

The estimated replacement value of the bridges is approximately \$25.9 million. The cost per household is approximately \$2,500 based on 10,300 households.

Replacement value of Bridges (in 2015 dollars)		
Asset Category	Bridge	2015 Overall Replacement Cost
Bridges	Third concession drain at Disputed road	\$392,942
	West branch Cahill drain at Kelly road	\$246,823
	East branch Cahill drain at Kelly road	\$2,681,837
	Taylor-Gunn drain at Kelly road	\$198,494
	Fourth concession drain at Broderick road	\$1,068,495
	Fourth concession drain at Disputed road	\$328,363
	Turkey creek at Sprucewood avenue	\$988,020
	Turkey creek at Matchette Road	\$1,027,425
	North Branch River Canard at Canard drive	\$1,175,006
	Cahill drain at Malden road	\$3,156,488
	Turkey creek at Malden road	\$1,250,000
	Turkey creek at Todd lane	\$848,280
	Third concession drain at Huron Church Line road	\$1,099,274
	Cahill drain at Huron Church Line road	\$3,409,172
	Lennon drain at Huron Church Line road	\$1,524,318
	Turkey creek at Front road	\$3,943,441
	Cahill drain at Ellis street	\$366,699
	Turkey Creek at Morton Drive (Pedestrian Bridge)	\$96,738
	West Branch Cahill Drain at Snake Lane	\$332,131
	Third Concession Drain Bridge at Broderick Road	\$674,641
	Third Concession Drain at Seventh Concession Road	\$570,850
	4 th Concession / Disputed Road	\$564,250
	Total 2015 bridge replacement value	\$25,943,687

3) Condition rating

98% of bridges are in good to very good condition. However, the majority of bridges would result in a large consequence of failure if they were out of commission. Therefore, a condition rating of 'C+' has been given to bridges.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

4) Average estimated useful life of each type of asset

The useful life of bridges was determined using the depreciation rate used for accounting purposes.

Asset Type	Bridge Sub Category	Useful Life
Bridges	None currently established	40

The current bridge conditions were assessed based on the latest bridge study performed in 2014. Going forward, the Town will break down each bridge structure into sub categories, which have different useful lives, such as decks and structures. This will give a more accurate condition rating and financial requirement.

As more accurate information becomes available in the future (such as the bi-annual bridge study), this information will be uploaded into the Citywide system to increase the accuracy of bridge condition assessment and the asset management plan will be updated accordingly.

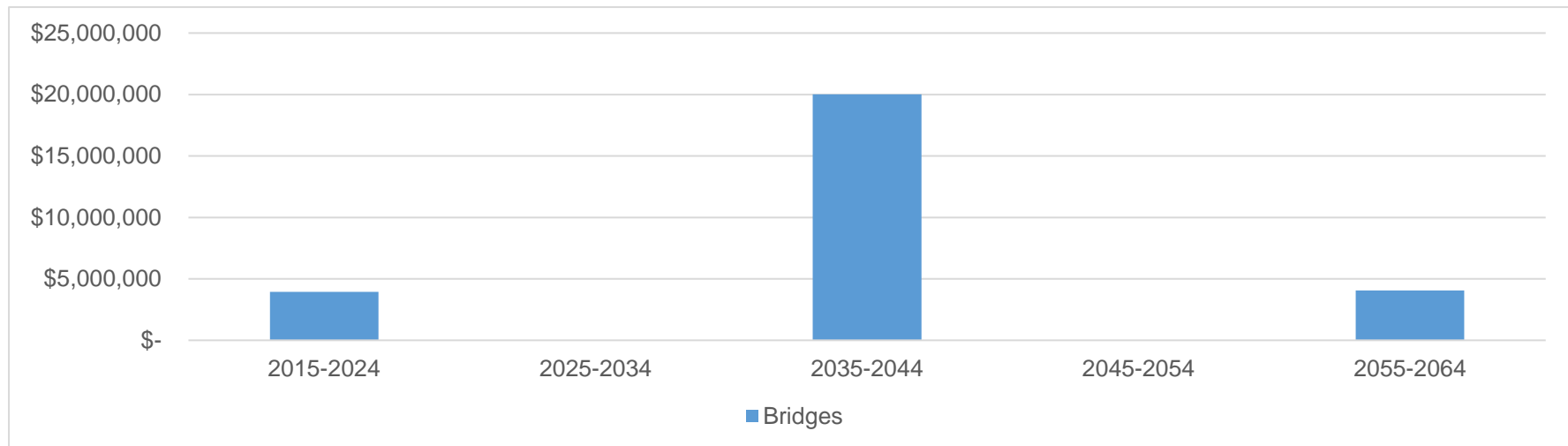
5) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of a bridge will prolong and maximize its useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the bridge's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the bridge's useful life. The following chart summarizes the various requirement's throughout a bridge's lifecycle which will maximize the bridge's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Inspections, monitoring, sweeping, winter control, etc.	1st Quarter
Major maintenance	Repairs to cracked or spalled concrete, damaged expansion joints, bent or damaged railings, etc.	2nd Quarter
Rehabilitation	Structural reinforcement of structural elements, deck replacements, etc.	3rd Quarter
Replacement	Full bridge reconstruction	4th Quarter

6) Timeline of asset replacement (by decade)

The following graph outlines the total bridge replacement cost by decade based on the current asset conditions, which are based on the latest bridge study. As can be determined from the graph, a large amount of annual spending is expected to occur in the next 10 years. However, appropriate maintenance activities may extend the bridge's useful life and hence result in less overall cost as compared to the graph below.

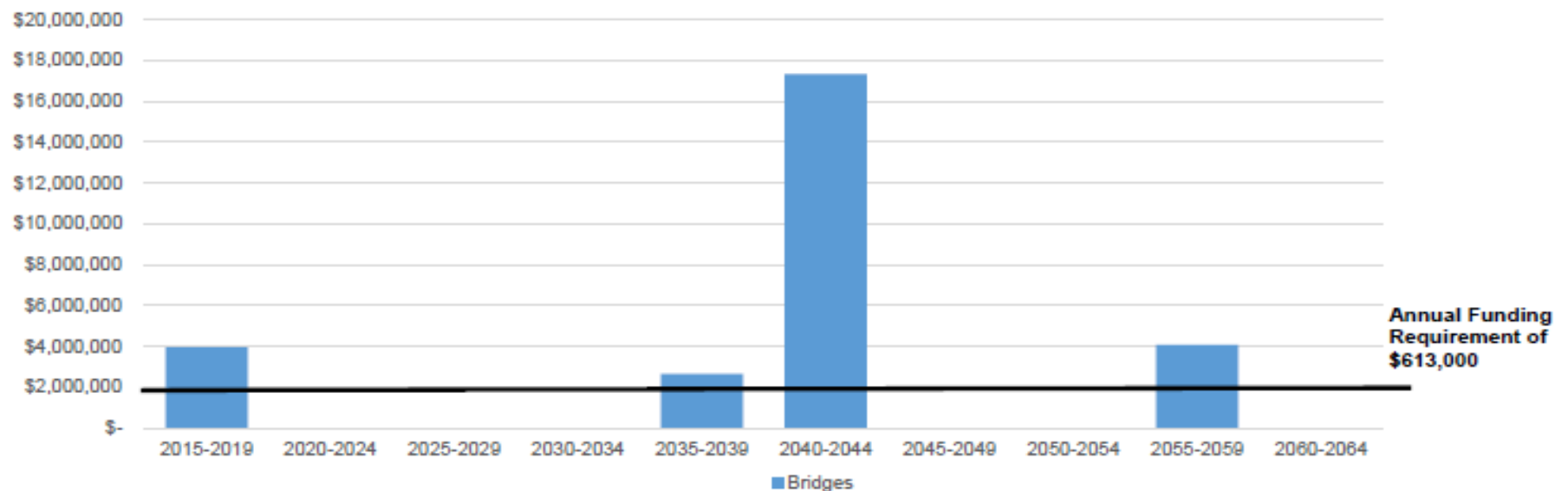


7) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50-year period was used to ensure that all bridges would be replaced at least once during the analysis.
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per bridge described in the "replacement value" section of the report.
- d) The timing of bridge replacement is based on the current condition rating of each bridge and how much of the bridge's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



This analysis has determined that there is an annual required funding of \$613,000. Currently, an annual amount of \$613,000 is allocated towards bridge capital. Given that \$613,000 is required annually for bridges to be fully funded, bridges have a 'C-' financial rating. It is important to note that if an emergency related project is required, funding can be reallocated towards bridges as long as it is not from water or wastewater user fees.

8) Top Priority Capital Projects

Top priority bridge projects in the Town of LaSalle that will require funding in the near future are included in the following chart.

	Project Description	Project Cost
1	Front Road Turkey Creek Bridge rehabilitation	\$1,000,000
2	Morton Branch Turkey Creek Culvert rehabilitation	\$750,000
3	Sprucewood Turkey Creek Bridge rehabilitation	\$600,000
4	Matchette Turkey Creek Bridge rehabilitation	\$1,000,000

9) Conclusion

a) As bridge studies are performed, the updated conditions will continue to be uploaded into the tangible capital asset system to produce an accurate assessment of asset condition.

b) An appropriate amount of funding will be determined for annual bridge maintenance to ensure that appropriate maintenance occurs, which will extend the bridges useful life and save the Town money in the long run.

c) The infrastructure report card will be updated on an annual basis.

STORM SEWER INFRASTRUCTURE

Storm sewer Infrastructure Overall Rating	C+
Financial Rating	C
Condition Rating	B-

1) Inventory by unit

The entire storm sewer network comprises of approximately 131 kilometers of storm sewer main. This information was obtained from the Tangible Capital Asset module of the Citywide software suite.

	Storm Sewer Sub Category	Unit of measurement	Quantity
Storm Sewer	Main - 100 mm	Meters	85
	Main - 125 mm	Meters	170
	Main - 150 mm	Meters	2,393
	Main - 200 mm	Meters	3,826
	Main - 250 mm	Meters	2,479
	Main - 300 mm	Meters	16,260
	Main - 375 mm	Meters	19,751
	Main - 400 mm	Meters	87
	Main - 450 mm	Meters	19,089
	Main - 525 mm	Meters	12,252
	Main - 600 mm	Meters	18,639
	Main - 675 mm	Meters	7,058
	Main - 750 mm	Meters	9,728
	Main - 825 mm	Meters	1,861
	Main - 900 mm	Meters	7,434
	Main - 975 mm	Meters	750
	Main - 1050 mm	Meters	5,879
	Main - 1200 mm	Meters	5,289

	Storm Sewer Sub Category	Unit of measurement	Quantity
Storm Sewer	Main - 1350 mm	Meters	1,138
	Main - 1500 mm	Meters	322
	Main - 1650 mm	Meters	361
	Main - 1800 mm	Meters	153
	Total Mains		131,053
	Total Manholes		1,287
	Catch Basins		5,233
	Pump Stations		2

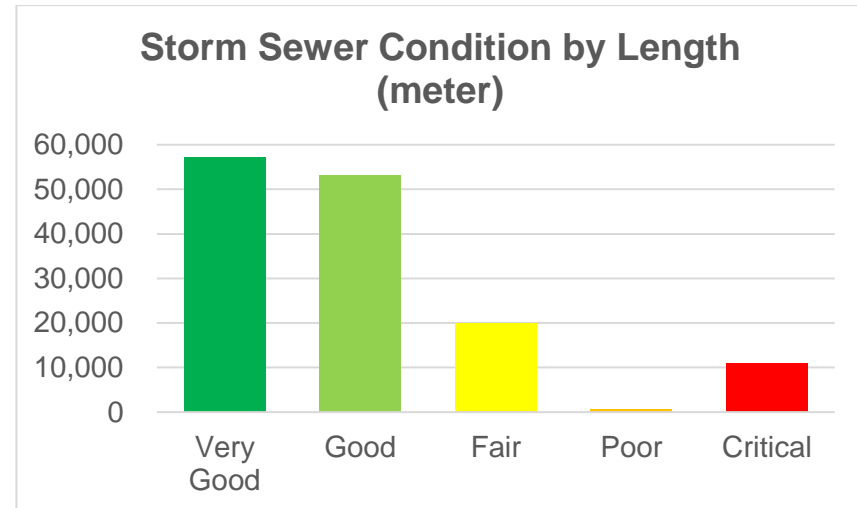
2) Replacement Value

The estimated replacement value of the storm sewer network is approximately \$110.5 million. The cost per household is approximately \$10,700 based on 10,300 households.

Replacement value of Storm Sewers (in 2015 dollars)			
Asset Type	Quantity (m)	Cost per unit (m)	2015 Overall Replacement Cost
Main - 100 mm	85	\$62 / m	\$5,270
Main - 125 mm	170	\$62 / m	\$10,540
Main - 150 mm	2,393	\$62 / m	\$148,366
Main - 200 mm	3,826	\$75 / m	\$286,950
Main - 250 mm	2,479	\$100 / m	\$247,900
Main - 300 mm	16,260	\$149 / m	\$2,422,740
Main - 375 mm	19,751	\$187 / m	\$3,693,437
Main - 400 mm	87	\$224 / m	\$19,488
Main - 450 mm	19,089	\$313 / m	\$5,974,857
Main - 525 mm	12,252	\$469 / m	\$5,746,188
Main - 600 mm	18,639	\$563 / m	\$10,493,757
Main - 675 mm	7,058	\$726 / m	\$5,124,108
Main - 750 mm	9,728	\$1,165 / m	\$11,333,120
Main - 825 mm	1,861	\$1,441 / m	\$2,681,701
Main - 900 mm	7,434	\$1,691 / m	\$12,570,894
Main - 975 mm	750	\$1,879 / m	\$1,409,250
Main - 1050 mm	5,879	\$2,130 / m	\$11,893,920
Main - 1200 mm	5,289	\$2,506 / m	\$12,522,270
Main - 1350 mm	1,138	\$2,882 / m	\$3,279,716
Main - 1500 mm	322	\$3,133 / m	\$1,008,826
Main - 1650 mm	361	\$3,383 / m	\$1,221,263
Main - 1800 mm	153	\$3,759 / m	\$575,127
Manholes	1,287	\$4,452 each	\$5,729,724
Catch Basins	5,233	\$1,968 each	\$10,298,544
Pump Stations	2		\$384,063
Ponds			\$1,456,028
Total 2015 storm sewer replacement value			\$110,538,047

3) Condition rating

78% of storm sewers are in good to excellent condition. However, 66% of these storm sewers have mid to high consequences if they fail (as they service a large number of residences). Therefore, they received a condition rating of 'B-'.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)

Good: Minor deterioration (21% - 40% of useful life has expired)

Fair: Deterioration evident (41% - 60% of useful life has expired)

Poor: Serious deterioration (61% - 80% of useful life has expired)

Critical: General or complete failure (81% - 100% of useful life has expired)

4) Average estimated useful life of each type of asset

Asset Type	Material	Useful Life
Storm Sewer	Main - PVC	50
	Main - Concrete	50
	Manhole	50
	Catch Basin	50
	Pump Station	20

The condition assessment of the storm sewer network is based on both the age of the asset and areas of the Town identified as currently having issues and significant maintenance performed, rather than physical inspection, as it would be extremely expensive to inspect every sewer in the Town by camera within one year.

As more accurate information becomes available in the future (such as the results of CCTV inspections), this information will be uploaded into the Citywide system to increase the accuracy of storm sewer related asset condition assessment and the asset management plan will be updated accordingly.

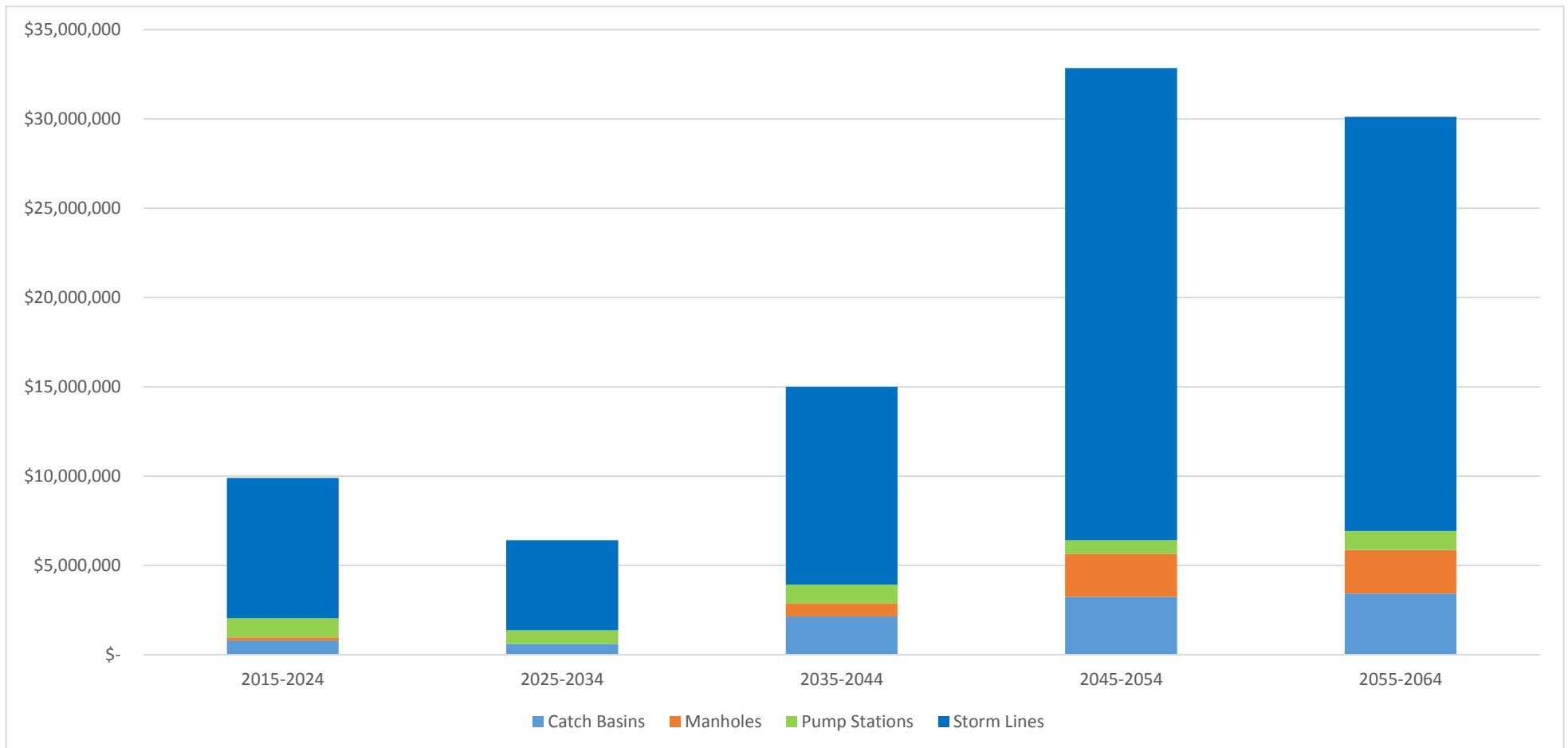
5) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of a storm sewer network will prolong and maximize the network's useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the storm sewer's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the storm sewer's useful life. The following chart summarizes the various requirement's throughout a storm sewer's lifecycle which will maximize the storm sewer's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspections, etc.	1st Quarter
Major maintenance	Repairing manholes and replacing individual small sections of pipe, etc.	2nd Quarter
Rehabilitation	Structural lining of pipes (newer technology, which has not yet been proven effective)	3rd Quarter
Replacement	Pipe replacements	4th Quarter

6) Timeline of asset replacement (by decade)

The following graph outlines the total storm sewer system replacement cost by decade based on the current asset conditions.

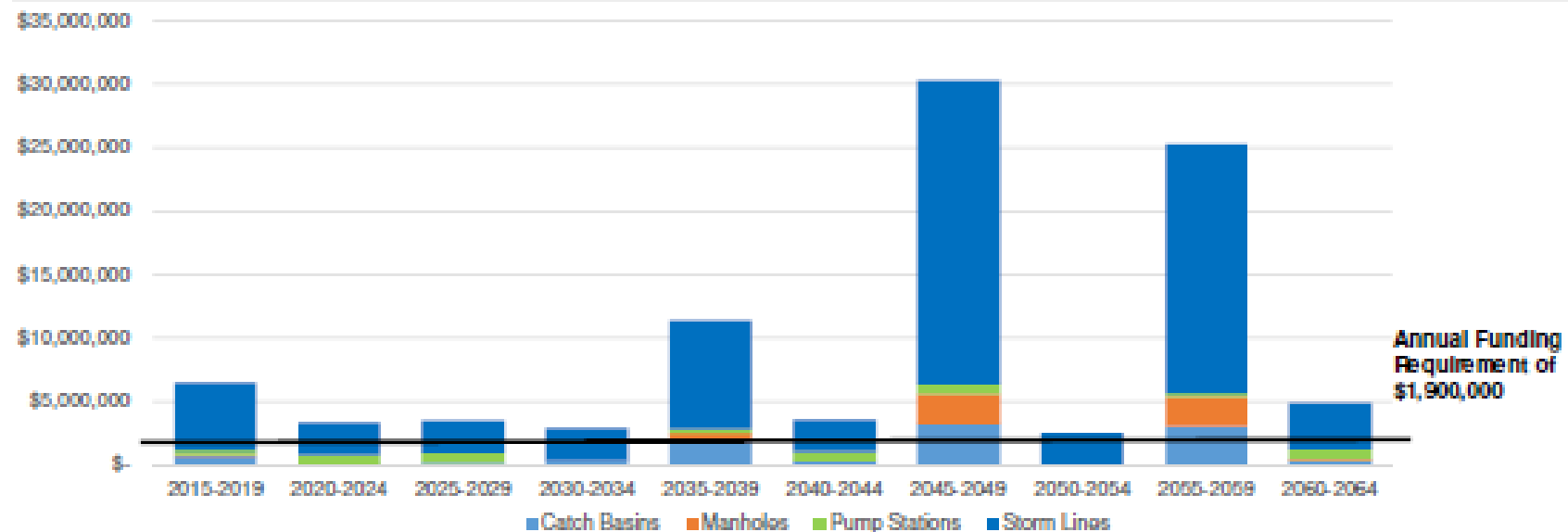


7) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used to ensure that all assets would be replaced at least once during the analysis.
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per meter / unit described in the "replacement value" section of the report.
- d) The timing of asset replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$1,900,000. Currently, an annual allocation of \$1 million is allocated towards storm sewer and drainage work. Given that \$1.9 million is required annually for storm sewers to be fully funded, storm sewers have a 'C+' financial rating. It is important to note that if an emergency related project is required, funding can be reallocated towards storm sewers as long as it is not from water or wastewater user fees.

8) Top Priority Capital Projects

Top priority storm sewer projects in the Town of LaSalle that will require funding in the near future are included in the following chart.

	Project Description	Project Cost
1	Montgomery, Surrey, Grosvenor, Croydon, Chelsea, Eastbourne road, storm sewer and watermain replacement (storm sewer portion of project) This project also includes Heritage Estates storm system	\$5,600,000
2	Malden Road Reconstruction from Normandy to Laurier (road portion of project)	\$950,000
3	Morton Road reconstruction from Front Road to Matchette Road (storm sewer portion of project)	\$850,000
4	Matchette Road Reconstruction from Sprucewood to Laurier (storm sewer portion of project)	\$1,800,000
5	Sprucewood Avenue reconstruction from Matchette to Malden (storm sewer portion of project)	\$1,200,000

9) Conclusion

a) Going forward, as storm sewers are scanned and inspected, the Tangible Capital Asset software will be updated for the actual condition of the asset. This will increase the accuracy of asset conditions.

b) An appropriate amount of funding will be set aside to ensure that a certain number of storm sewer line conditions are assessed each year and for other maintenance activities.

c) The infrastructure report card will be updated on an annual basis.

WASTEWATER INFRASTRUCTURE

Wastewater Infrastructure Overall Rating	C+
Financial Rating	C
Condition Rating	C+

1) Inventory by unit

The entire Wastewater network comprises of approximately 154 km of wastewater lines. This information was obtained from the Tangible Capital Asset module of the Citywide software suite.

Asset Type	Wastewater Sub Category	Unit of measurement	Quantity
Wastewater	Main - 100 mm	Meters	822
	Main - 150 mm	Meters	3,618
	Main - 200 mm	Meters	45,675
	Main - 250 mm	Meters	55,710
	Main - 300 mm	Meters	13,360
	Main - 375 mm	Meters	9,358
	Main - 400 mm	Meters	610
	Main - 450 mm	Meters	2,099
	Main - 525 mm	Meters	2,300
	Main - 600 mm	Meters	1,328
	Main - 675 mm	Meters	1,893

Asset Type	Wastewater Sub Category	Unit of measurement	Quantity
Wastewater	Main - 750 mm	Meters	3,467
	Main - 825 mm	Meters	4,871
	Main - 825 mm	Meters	4,871
	Main - 900 mm	Meters	4,233
	Main - 1050 mm	Meters	1,188
	Main - 1200 mm	Meters	1,420
	Main - 1350 mm	Meters	1,652
	Total Mains		153,604
	Total Manholes		1,672
	Pump Stations		17

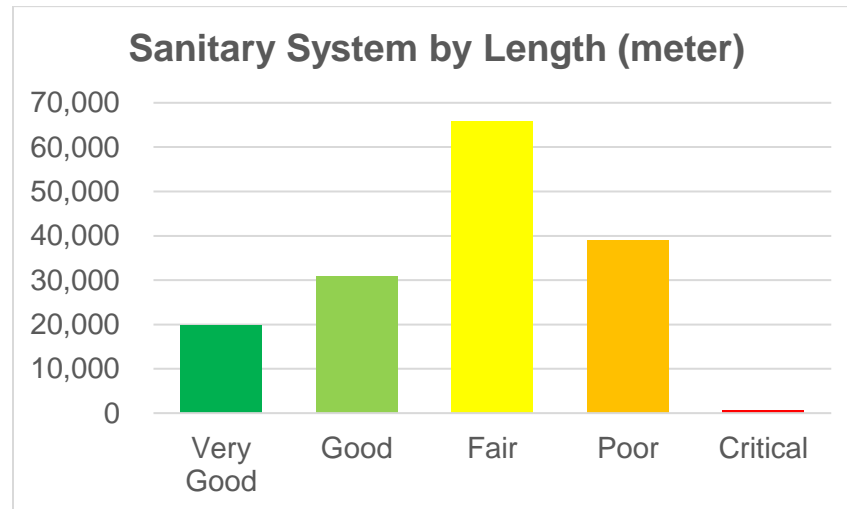
2) Replacement Value

The estimated replacement value for the wastewater network is approximately \$42.3 million. The cost per household is approximately \$4,100 based on 10,300 households.

Replacement value of Wastewater Network (in 2015 dollars)				
Asset Category	Asset Type	Quantity (m)	Cost per unit (m)	2015 Overall Replacement Cost
Wastewater	Main - 100 mm (PVC)	822	\$62.00 / m	\$50,964
	Main - 150 mm (PVC)	3,618	\$62.00 / m	\$224,316
	Main - 200 mm (PVC)	45,675	\$75.00 / m	\$3,425,625
	Main - 250 mm (PVC)	55,710	\$100.00 / m	\$5,571,000
	Main - 300 mm (PVC)	13,360	\$149.00 / m	\$1,990,640
	Main - 375 mm (PVC)	9,358	\$187.00 / m	\$1,749,946
	Main - 400 mm (PVC)	610	\$224.00 / m	\$136,640
	Main - 450 mm (Concrete)	2,099	\$174.00 / m	\$365,226
	Main - 525 mm (Concrete)	2,300	\$193.00 / m	\$443,900
	Main - 600 mm (Concrete)	1,328	\$278.00 / m	\$369,184
	Main - 675 mm (Concrete)	1,893	\$411.00 / m	\$778,023
	Main - 750 mm (Concrete)	3,467	\$548.00 / m	\$1,899,916
	Main - 825 mm (Concrete)	4,871	\$622.00 / m	\$3,029,762
	Main - 900 mm (Concrete)	4,233	\$747.00 / m	\$3,162,051
	Main - 1050 mm (Concrete)	1,188	\$946.00 / m	\$1,123,848
	Main - 1200 mm (Concrete)	1,420	\$1,195.00 / m	\$1,696,900
	Main - 1350 mm (Concrete)	1,652	\$1,456.00 / m	\$2,405,312
	Total Manholes	1,672	Avg. \$4,371.30 ea.	\$7,308,810
	Pump Stations			\$6,520,425
	Total 2015 Wastewater Network replacement value			\$42,252,492

3) Condition rating

The majority of wastewater lines, which were installed in the early 1980's have surpassed the halfway mark of their estimated useful life of 50 years. All wastewater lines installed since then are in good to excellent condition (32% of mains). Therefore, a condition rating of 'C+' has been given to the wastewater system.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

4) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Material	Useful Life
Wastewater	Main - PVC	50
	Main - Concrete	50
	Main - HDPE	50
	Manholes	50
	Pump Station	20

The condition assessment of the wastewater network is based on the age of the asset as it would be extremely expensive to inspect every wastewater line in the Town by camera within one year.

As more accurate information become available in the future (such as the results of camera inspections), this information will be uploaded into the Citywide system to increase the accuracy of wastewater network condition assessment and the asset management plan will be updated accordingly.

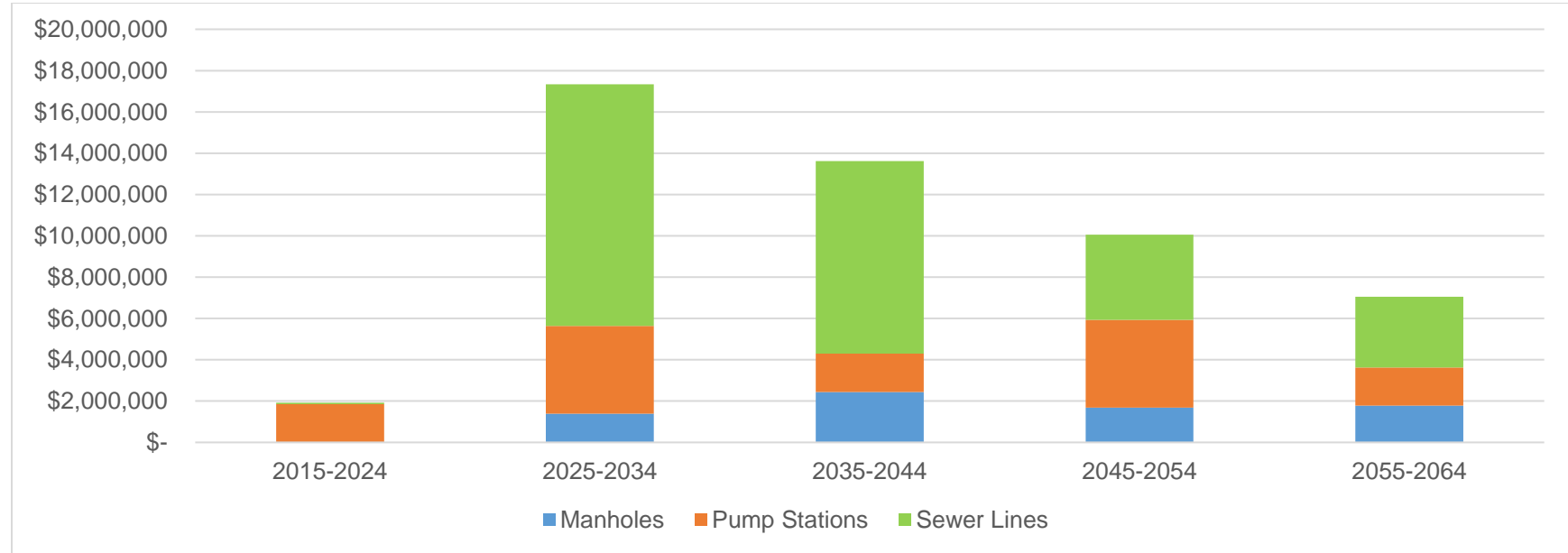
5) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of a wastewater system will prolong and maximize its useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the wastewater system's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the wastewater system's useful life. The following chart summarizes the various requirements throughout a wastewater system's lifecycle which will maximize the wastewater system's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspections, etc.	1st Quarter
Major maintenance	Repairing manholes and replacing individual small sections of pipe, etc.	2nd Quarter
Rehabilitation	Structural lining of pipes (newer technology, which has not yet been proven effective)	3rd Quarter
Replacement	Pipe replacements	4th Quarter

6) Timeline of asset replacement (by decade)

The following graph outlines the total wastewater system replacement cost by decade based on the current asset conditions, which are based solely on age. As can be determined from the graph, a large amount of annual spending is expected to occur in the 10 to 20 years from now. This gives the Town a significant amount of time to establish an appropriate financial plan to ensure the wastewater replacement will be fully funded.

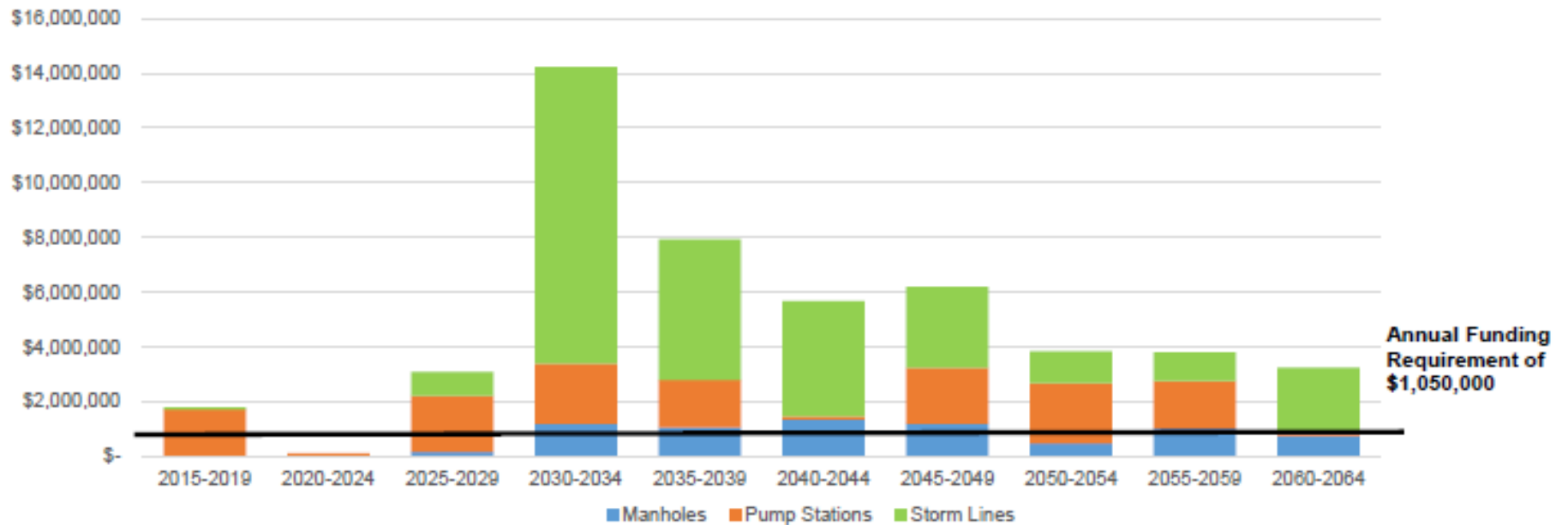


7) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50-year period was used to ensure that all assets would be replaced at least once during the analysis.
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per meter / unit described in the "replacement value" section of the report.
- d) The timing of asset replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$1,050,000. Currently, an annual amount of \$550,000 is allocated to wastewater (required to fund itself based on user fees). Given that \$1.1 million is required for wastewater to be fully funded, the wastewater system has a 'C' financial rating. It is important to note that if an emergency related project is required, gas tax or OCIF funding can be reallocated towards the wastewater project. Currently, the wastewater monthly capital fee is scheduled to increase annually by \$1.50 until the system is fully funded.

8) Top Priority Capital Projects

Top priority wastewater projects in the Town of LaSalle that will require funding in the near future are included in the following chart.

	Project Description	Project Cost
1	Pump station energy audit and implementation measures	\$110,000
2	Pump Station repairs	\$375,000
3	Pump Station # 1 - Grinder	\$1,000,000

9) Conclusion

a) Going forward, as wastewater lines are scanned and inspected, the Tangible Capital Asset software will be updated for the actual condition of the asset. This will increase the accuracy of asset conditions.

b) An appropriate amount of funding will be set aside to ensure that a certain number of wastewater line conditions are assessed each year and for other maintenance activities.

c) The infrastructure report card should be updated on an annual basis.

WATER INFRASTRUCTURE

Water Infrastructure Overall Rating	A
Financial Rating	A+
Condition Rating	B

1) Inventory by unit

The entire water network comprises approximately 226 km of watermain. This information was obtained from the Tangible Capital Asset module of the Citywide software suite.

Asset Type	Water Sub Category	Unit of measurement	Quantity
Water	Mains - 50 mm	Meters	586
	Mains - 100 mm	Meters	189
	Mains - 150 mm	Meters	97,888
	Mains - 200 mm	Meters	80,931
	Mains - 250 mm	Meters	11,486
	Mains - 300 mm	Meters	19,330
	Mains - 350 mm	Meters	1,985
	Mains - 400 mm	Meters	7,070
	Mains - 500 mm	Meters	6,434
	Mains - 600 mm	Meters	83
	Total Mains		225,982
	Hydrants	Each	1,376

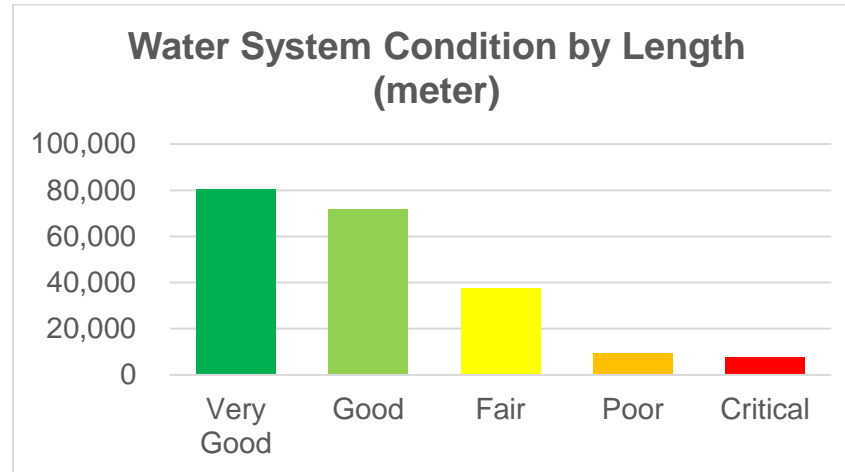
2) Replacement Value

The estimated replacement value of the water network is approximately \$42.0 million. The cost per household is approximately \$4,100 based on 10,300 households.

Replacement value of Water System (in 2015 dollars)				
Asset Category	Asset Type	Quantity (m)	Cost per unit (m)	2015 Overall Replacement Cost
Water	Mains - 50 mm	586	\$112.04 / m	\$65,655
	Mains - 100 mm	189	\$124.49 / m	\$23,529
	Mains - 150 mm	97,888	\$139.94 / m	\$13,698,447
	Mains - 200 mm	80,931	\$161.83 / m	\$13,097,064
	Mains - 250 mm	11,486	\$186.73 / m	\$2,144,781
	Mains - 300 mm	19,330	\$199.18 / m	\$3,850,149
	Mains - 350 mm	1,985	\$224.08 / m	\$444,799
	Mains - 400 mm	7,070	\$248.98 / m	\$1,760,289
	Mains - 500 mm	6,434	\$273.87 / m	\$1,762,080
	Mains - 600 mm	83	\$311.22 / m	\$25,831
	Hydrants	1376	\$3760.00 ea.	\$5,173,760
	Total 2015 water system replacement value			\$42,046,384

3) Condition rating

74% of the water network's assets are in good to excellent condition, 18% are considered to be in fair condition, and 8% are considered to be in poor to critical condition. Given that watermain breaks have high consequences of failure, they have been given a condition rating of B.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

4) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Material	Useful Life
Water	Watermains - PVC	50
	Watermains - Duct Iron	25
	Watermains - Cast Iron	50
	Hydrant	50

The condition assessment of the water network is based on both the age of the asset and number of watermain breaks. As more accurate information becomes available in the future, this information will be uploaded into the Citywide system to increase the accuracy of the water network's condition assessment and the asset management plan will be updated accordingly.

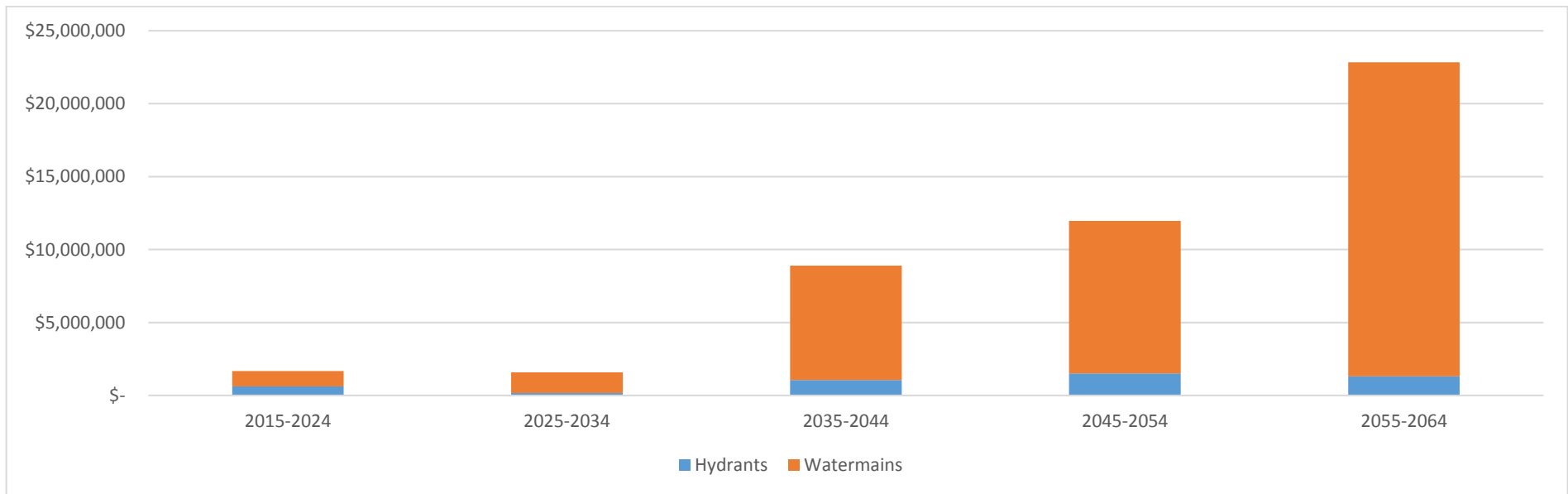
5) Requirements at each stage of the asset's useful life

Continuous monitoring and maintenance of a water system will prolong and maximize its useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the water system's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the water system's useful life. The following chart summarizes the various requirement's throughout a water system's lifecycle which will maximize the water system's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Inspections, monitoring, cleaning and flushing, hydrant flushing, pressure tests, visual inspections, etc.	1st Quarter
Major maintenance	Repairing watermain breaks, repairing valves, replacing individual small sections of pipe, etc.	2nd Quarter
Rehabilitation	Structural lining of pipes and a cathodic protection program to slow the rate of pipe deterioration	3rd Quarter
Replacement	Pipe replacements	4th Quarter

6) Timeline of asset replacement (by decade)

The following graph outlines the total water network replacement cost by decade based on the current asset conditions, which are based solely on age.

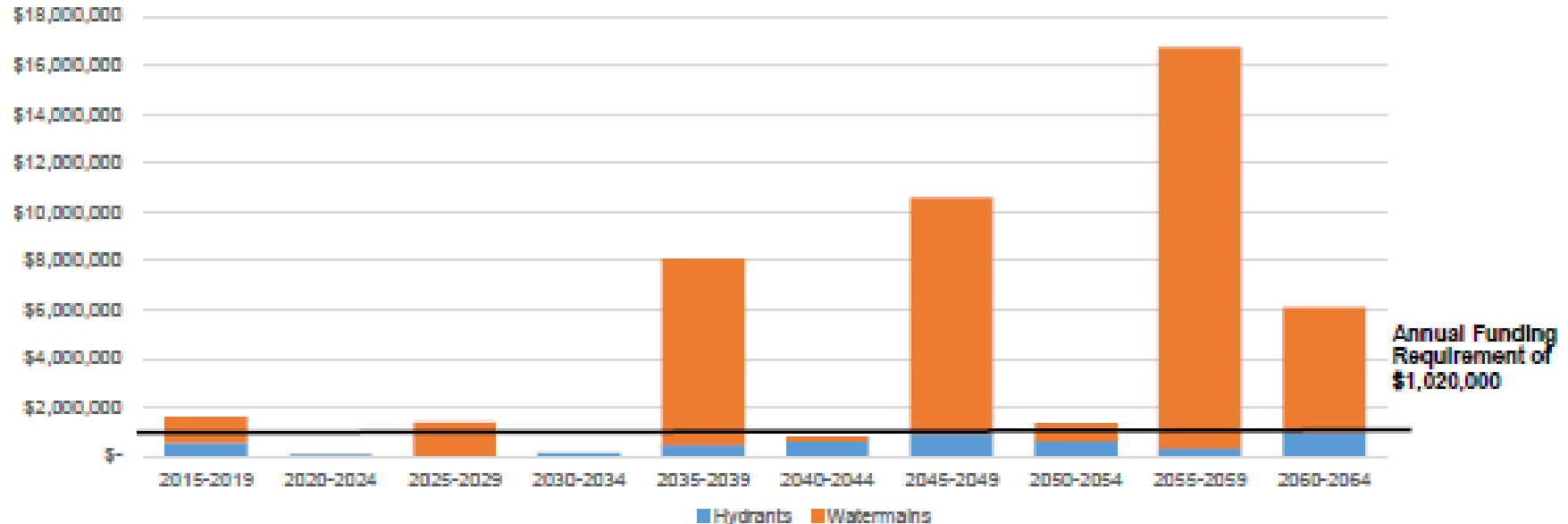


7) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used to ensure that all assets would be replaced at least once during the analysis.
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per meter / unit described in the "replacement value" section of the report.
- d) The timing of asset replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$1,020,000. Currently, between water rates and gas tax allocation, water has been allocated \$1.3 million annually. Given that \$1.1 million is required for the water system to be fully funded, the water system has an 'A+' financial rating. Currently, the annual funding exceeds the required amount due to some large projects that are occurring in the next few years (ie. Sprucewood).

8) Top Priority Capital Projects

Top priority water projects in the Town of LaSalle that will require funding in the near future are included in the following chart.

	Project Description	Project Cost
1	Montgomery, Surrey, Grosvenor, Croydon, Chelsea, Eastbourne road, storm sewer and watermain replacement (water portion of project) This project also includes Heritage Estates storm system	\$1,300,000
2	Malden Road Reconstruction from Normandy to Laurier (water portion of project)	\$1,050,000
3	Morton Road reconstruction from Front Road to Matchette Road (water portion of project)	\$600,000
4	Matchette Road Reconstruction from Sprucewood to Laurier (water portion of project)	\$1,300,000

9) Conclusion

a) Going forward, as water lines are inspected and number of watermain breaks are entered into the work order system, the Tangible Capital Asset software will be updated for the actual condition of the asset. This will increase the accuracy of asset conditions.

b) An appropriate amount of funding will be set aside to ensure that a certain number of water line conditions are assessed each year and for other maintenance activities.

c) The infrastructure report card should be updated on an annual basis.

VEHICLES AND EQUIPMENT

Vehicles and Equipment Overall Rating	C+
Financial Rating	C
Condition Rating	B-

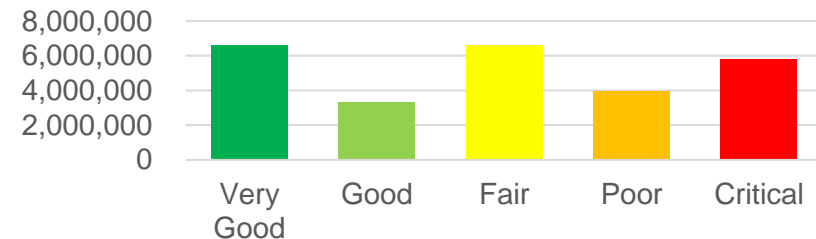
1) Replacement Value

Replacement value of Vehicles and Equipment (in 2015 dollars)		
Asset Type	Category	2015 Replacement Cost
Vehicles and Equipment	Vehicles	7,711,150
	Machinery and Equipment	7,828,326
	Technology Equipment	3,117,011
	Streetlights	6,517,974
	Traffic Signals	2,538,536
	Large Signs	389,371
Total 2015 Vehicle and Equipment replacement value		\$28,102,368

2) Condition rating:

The majority of vehicles and equipment are in fair to very good condition. However, besides fire equipment, the consequence of failure is minimal if a piece of machinery breaks down. The majority of items in the "critical" category are traffic signals and streetlights, which condition is based solely on age. Also, streetlights were all replaced in 2016, which will reduce the number of assets in critical condition. Therefore, a condition rating of 'B-' has been given to vehicles and equipment.

Vehicle and Equipment Condition by Replacement Value



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

3) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Useful Life	Notes
Machinery and Equipment	4 – 30 yrs	Useful life depends on asset type
Vehicles	4 – 25 yrs	Useful life depends on asset type
Traffic Signals	12 - 20 yrs	Useful life depends on component of traffic signal
Streetlights	25-60 yrs	Useful life depends on component of streetlight
Technology Equipment	4 – 10 yrs	Useful life depends on asset type
Large Signs	20 years	

The condition assessment of the Town's vehicles and equipment was based on an asset-by-asset basis.

Vehicle and equipment conditions will be reviewed on a regular basis and the information will be uploaded into the Citywide system to increase the accuracy of vehicle and equipment condition assessments and the asset management plan will be updated accordingly.

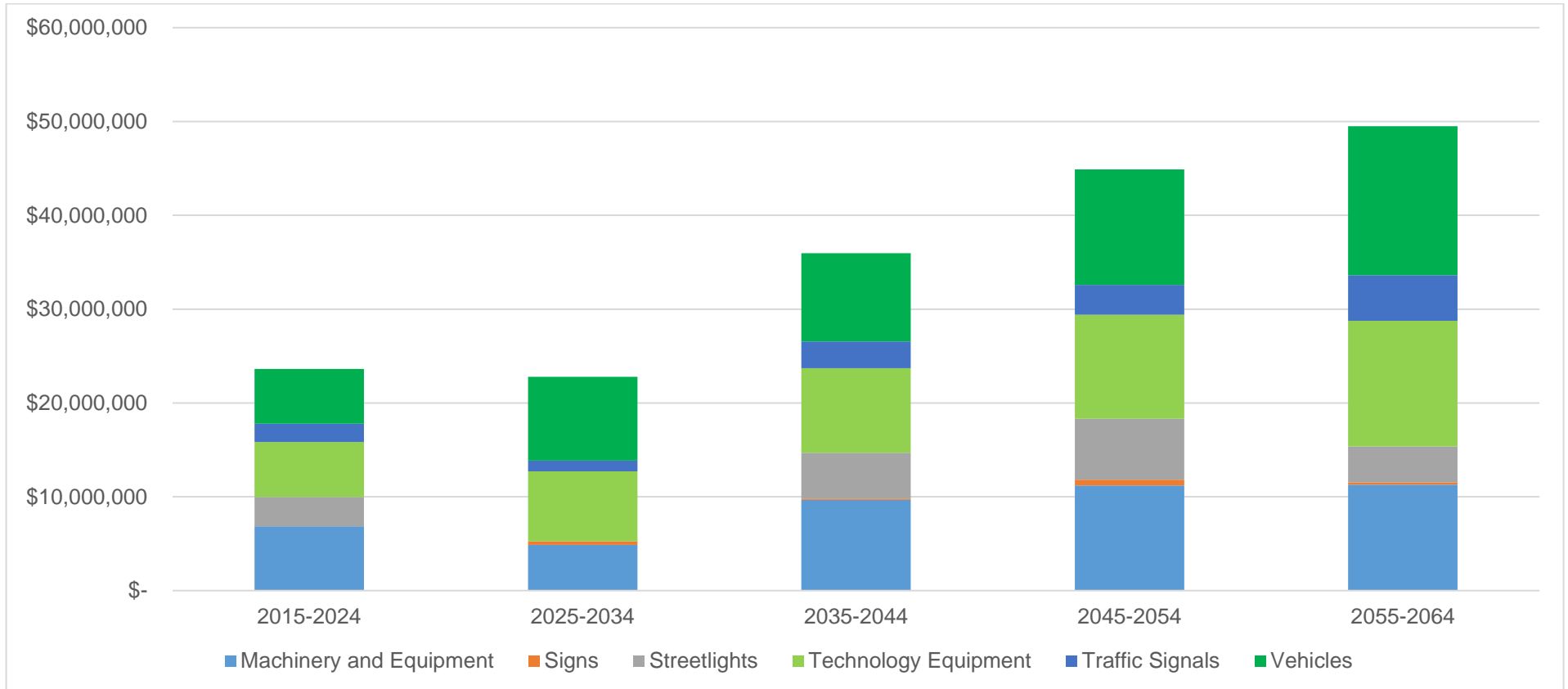
4) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of vehicles and equipment will prolong and maximize it's useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the asset's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the asset's useful life. The following chart summarizes the various requirements throughout vehicle and equipment's lifecycle which will maximize the vehicle and equipment's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Cleaning, oil changes, semiannual and annual inspections, bulb changes	1st Quarter
Major maintenance	Tire replacement, brake replacement, other significant repairs, electrical maintenance	2nd Quarter
Rehabilitation	Major repairs and replacement of parts	3rd Quarter
Replacement	Purchase of new asset	4th Quarter

5) Timeline of asset replacement (by decade)

The following graph outlines the total vehicles and equipment replacement cost by decade based on the current asset conditions. As can be determined from the graph, annual required spending is fairly consistent for each decade as equipment generally has a lower useful life as compared to infrastructure.

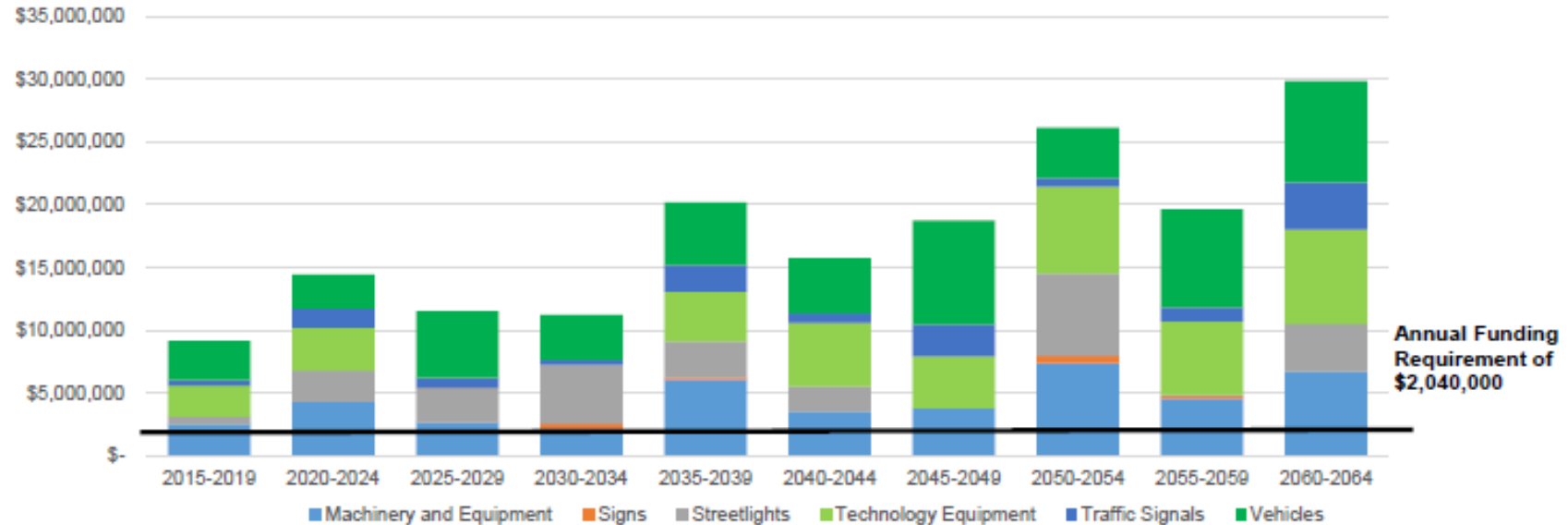


6) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used, which is consistent with all other asset categories
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per unit.
- d) The timing of vehicle and equipment replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$2,040,000. Currently, an annual amount of \$1 million has been allocated to vehicles and equipment from various sources. Given that \$2 million is required annually, a 'C' financial rating has been allocated to vehicles and equipment.

7) Conclusion

- a) Asset Conditions will be reviewed every two years. If there is a change in condition, the tangible capital asset system will be updated accordingly.
- b) An appropriate amount of funding will be determined for annual vehicle repairs and maintenance to ensure that appropriate maintenance occurs, which will extend the vehicle and equipment's useful life and save the Town money in the long run.
- c) The infrastructure report card will be updated on an annual basis.

BUILDINGS

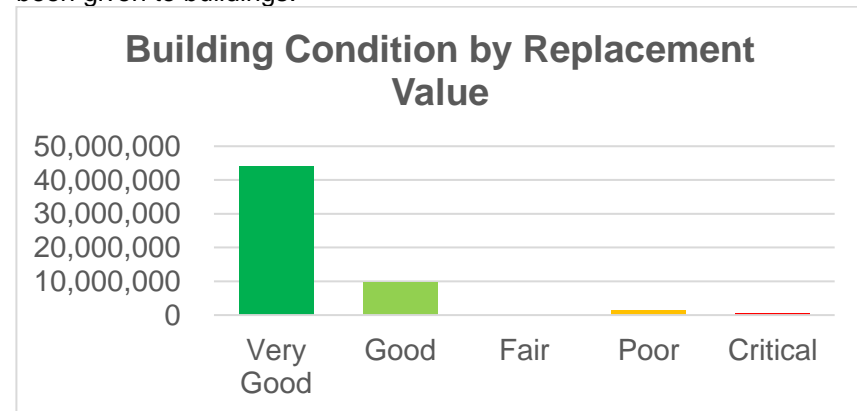
Buildings Overall Rating	C
Financial Rating	F+
Condition Rating	A

1) Replacement Value

Replacement value of Buildings (in 2015 dollars)		
Asset Type	By Department / Subcategory	2015 Replacement Cost
Buildings	EMS	\$487,584
	Fire Station	\$2,376,785
	Library	\$3,191,509
	Municipal Office	\$10,170,994
	Police Station	\$5,500,562
	Public Works	\$7,958,339
	Vollmer Complex	\$22,310,094
	Other	\$3,612,600
	Total	\$55,608,467

2) Condition rating:

The majority of buildings are in excellent condition. A portion of the Vollmer Complex is in “good condition” as the useful life of some of the building components are shorter than other components. The consequence of failure is high if a building fails as there are many people that use the Municipal buildings. Therefore, a condition rating of 'A' has been given to buildings.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

3) Average estimated useful life of each type of asset

The useful life of each asset component was determined by the depreciation rates used for accounting purposes.

Asset Component Type	Useful Life
Interior Features (flooring and fixtures)	10 yrs
Mechanical (heating, cooling, plumbing, electrical)	20 yrs
Arenas and Pools	25 yrs
Structural Component of Building	50 yrs

Building component conditions will be reviewed on a regular basis and the information will be uploaded into the Citywide system to increase the accuracy of building condition assessments and the asset management plan will be updated accordingly.

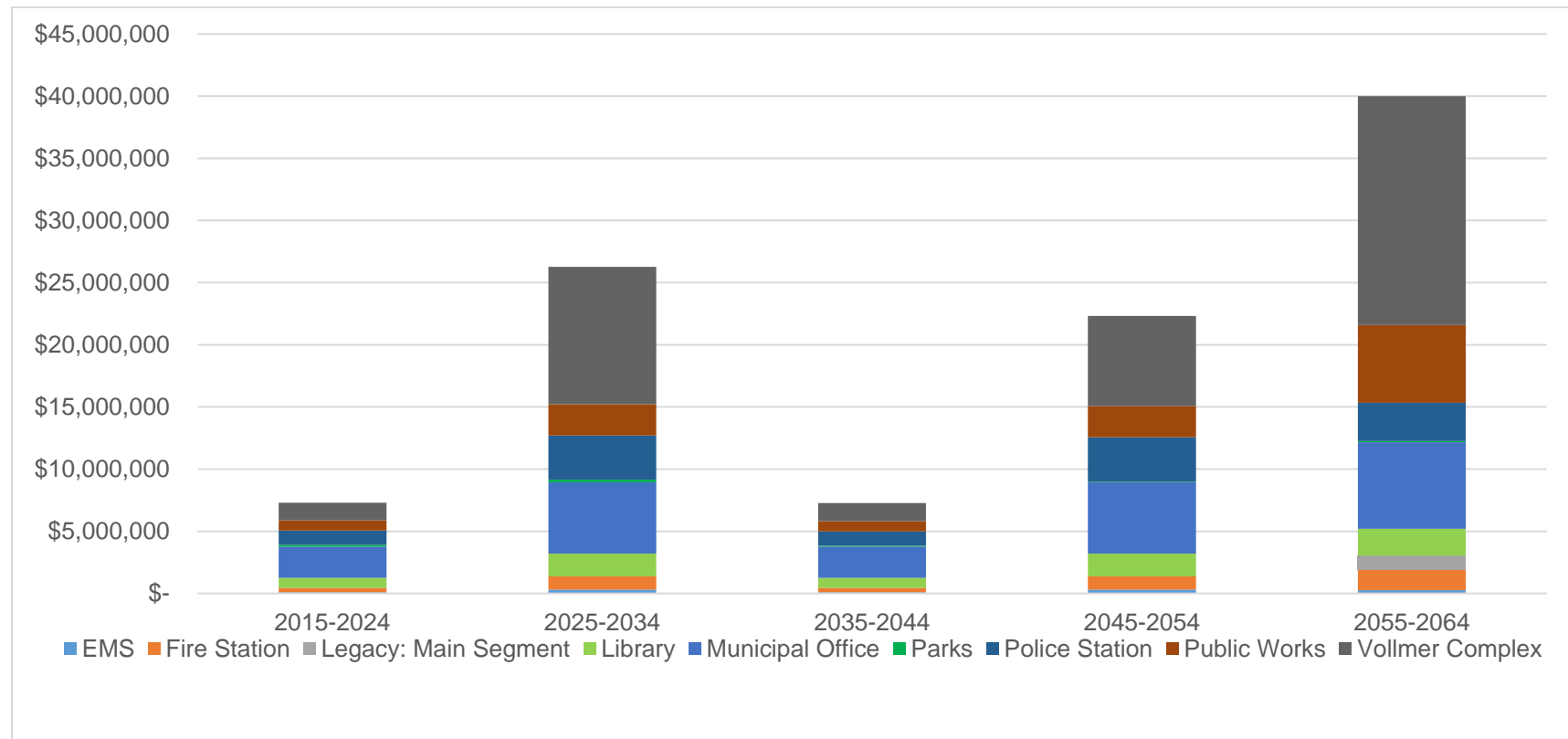
4) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of the various components within a building will prolong and maximize its useful life. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the asset's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the asset's useful life. The following chart summarizes the various requirements throughout a building's lifecycle which will maximize the vehicle and equipment's useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Cleaning, roof patching, painting, general maintenance	1st Quarter
Major maintenance	Roof replacement, furnace and HVAC replacement, foundation inspection and repairs	2nd Quarter
Rehabilitation	Major repairs and replacement of components	3rd Quarter
Replacement	Construct a new building	4th Quarter

5) Timeline of asset replacement (by decade)

The following graph outlines the total building replacement cost by decade based on the current asset conditions. As can be determined from the graph, there will not be a high dollar requirement in the next decade. In the following decade some of the component parts of the Vollmer Complex will need to be replaced.

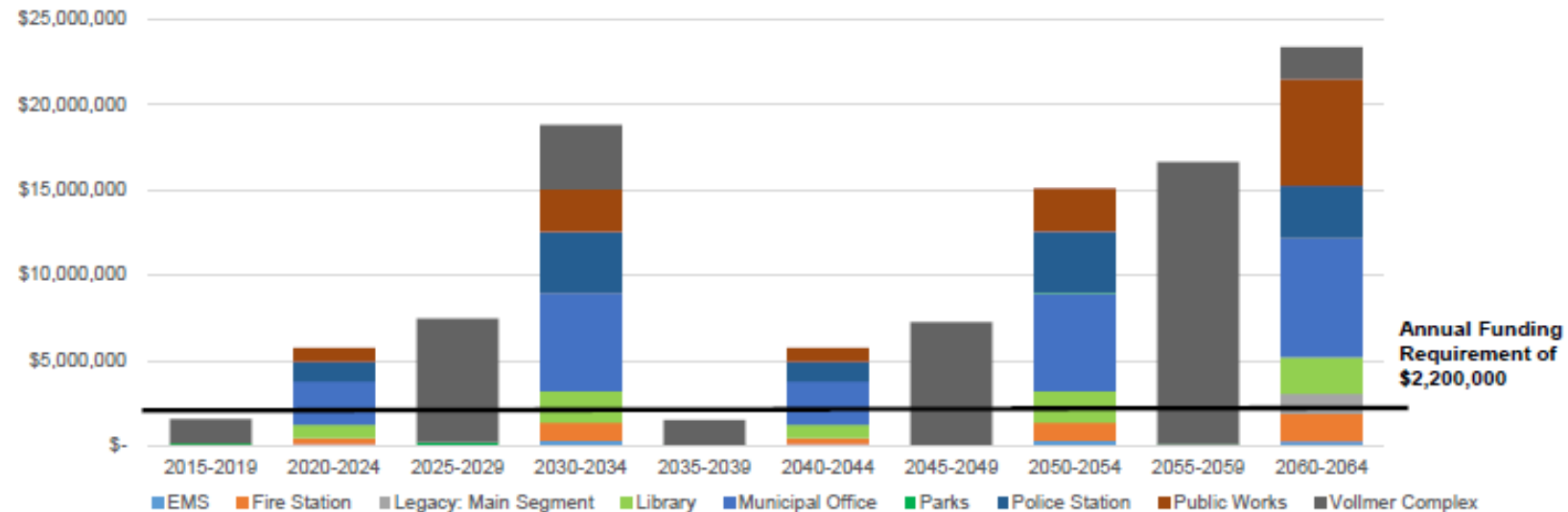


6) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used, which is consistent with all other asset categories
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per building component.
- d) The timing of building component replacement is based on the current condition rating of each component and how much of the component's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$2,200,000. Currently, an annual amount of \$400,000 has been allocated to facilities capital. Given that \$2.2 million is required for buildings to be fully funded, an 'F+' rating has been allocated to buildings. It is important to note that there is currently outstanding debt related to the new Town facilities and Vollmer Complex. The total annual debt payment for these facilities amounts to \$1.95 million, which would cover a large portion of the funding shortfall if it was allocated to capital once the debt is fully paid off. Given that council cannot commit future councils to this decision, it has not been factored into this analysis.

7) Conclusion

- a) Asset Conditions will be reviewed every two years. If there is a change in condition, the tangible capital asset system will be updated accordingly.
- b) An appropriate amount of funding will be determined for annual building repairs and maintenance to ensure that appropriate maintenance occurs, which will extend the building's useful life and save the Town money in the long run.
- c) The infrastructure report card will be updated on an annual basis.

FURNITURE AND FIXTURES

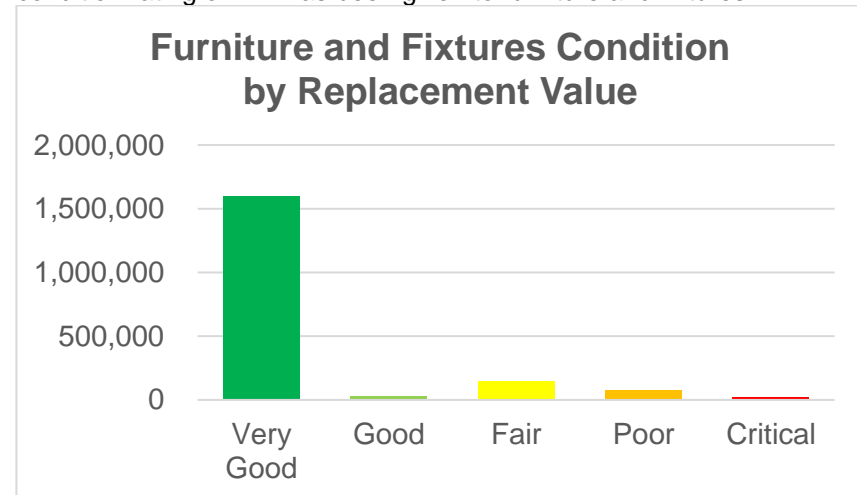
Furniture and Fixtures Overall Rating	C
Financial Rating	F-
Condition Rating	A+

1) Replacement Value

Replacement value of Furniture and Fixtures (in 2015 dollars)		
Asset Type	By Department / Subcategory	2015 Replacement Cost
Furniture and Fixtures	EMS	\$31,362
	Library	\$197,378
	Police	\$353,793
	Fire Station	\$104,864
	Public Works	\$263,446
	Vollmer Complex	\$151,759
	Parks	\$131,159
	Town Hall	\$634,856
	Total	\$1,868,617

2) Condition rating:

Almost all furniture and fixtures are in very good condition. Therefore, a condition rating of 'A+' has been given to furniture and fixtures.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

3) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

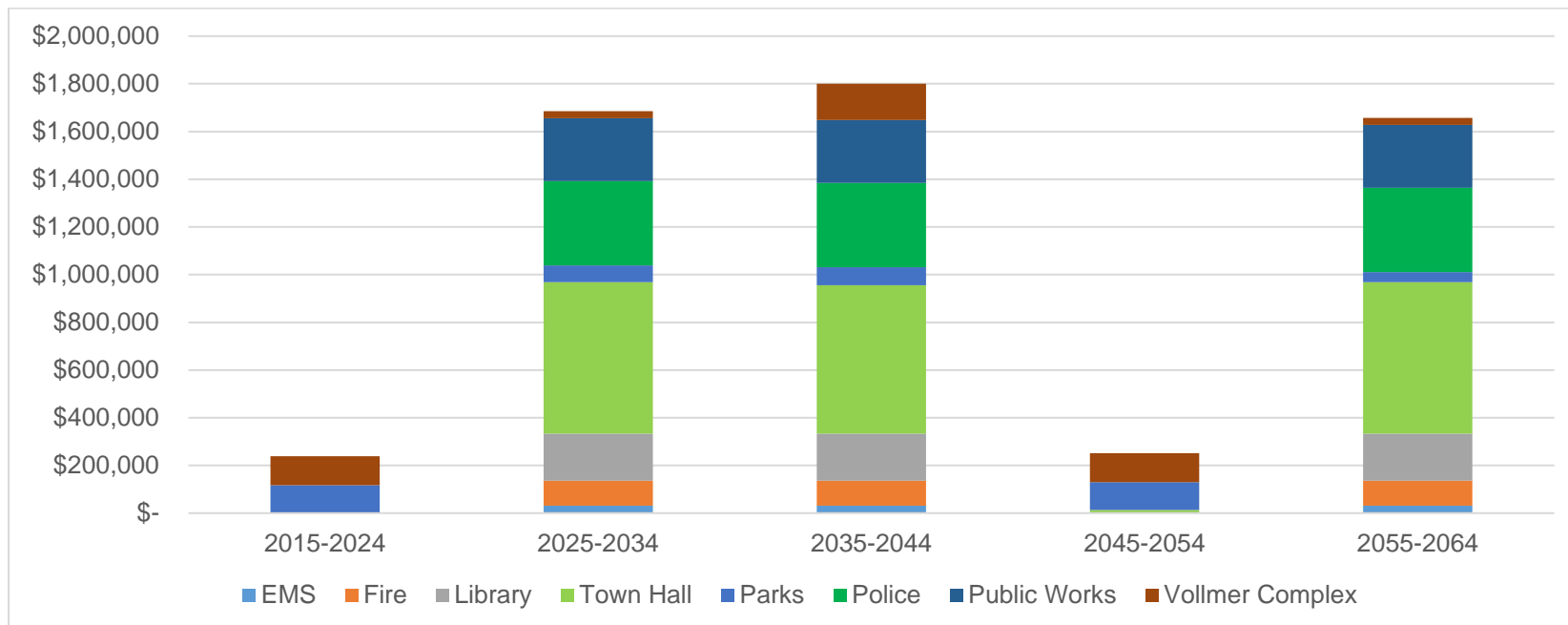
Asset Type	Useful Life	Notes
All furniture and fixtures	15 yrs	Useful life may vary depending on asset rate of usage

The condition assessment of the Town's furniture and fixtures was based on assets as a group per building.

Furniture and fixture conditions will be reviewed on a regular basis and the information will be uploaded into the Citywide system to increase the accuracy of furniture and fixture condition assessments and the asset management plan will be updated accordingly.

4) Timeline of asset replacement (by decade)

The following graph outlines the total furniture and fixture replacement cost by decade based on the current asset conditions. As can be determined from the graph, annual required spending varies from decade to decade.

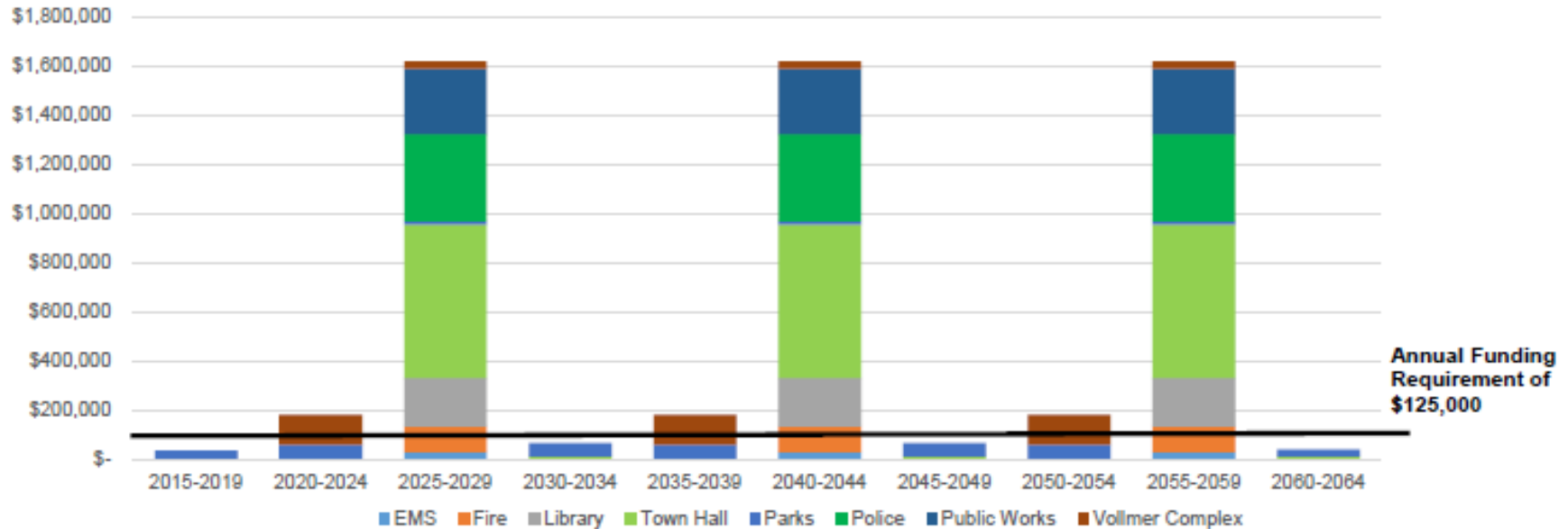


5) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used, which is consistent with all other asset categories
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per unit.
- d) The timing of vehicle and equipment replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$125,000. Currently, there is not an annual amount allocated for the funding of furniture and fixtures. Therefore, furniture and fixtures have been given a financial rating of 'F-'.

6) Conclusion

- a) Asset Conditions will be reviewed every two years. If there is a change in condition, the tangible capital asset system will be updated accordingly.
- b) The infrastructure report card will be updated on an annual basis.

SIDEWALKS, PATHWAYS AND TRAILS

Sidewalks, Pathways and Trails Overall Rating	A+
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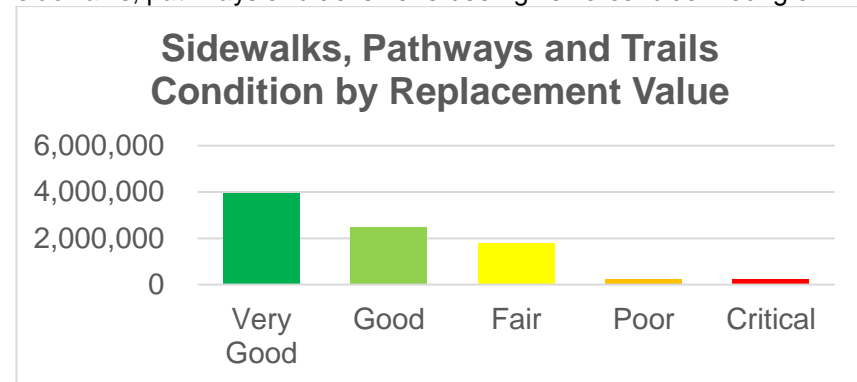
Financial Rating	A+
Condition Rating	A

1) Replacement Value

Replacement value of Sidewalks, Pathways and Trails (in 2015 dollars)		
Asset Type	By Department / Subcategory	2015 Replacement Cost
Sidewalks, Pathways and Trails	Sidewalks	\$6,502,845
	Pathways	\$988,906
	Trails	\$1,489,000
	Total	\$8,980,751

2) Condition rating:

The majority of sidewalks, pathways and trails are in good to very good condition. Also, given that there is a low consequence of failure, sidewalks, pathways and trails have been given a condition rating of 'A'.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

3) Average estimated useful life of each type of asset

The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Useful Life	Notes
Sidewalk	50 yrs	
Pathway	20 yrs	
Trail	20 yrs	

Sidewalk, pathway and trail conditions will be reviewed on a regular basis and the information will be uploaded into the Citywide system to increase the accuracy of condition assessments and the asset management plan will be updated accordingly.

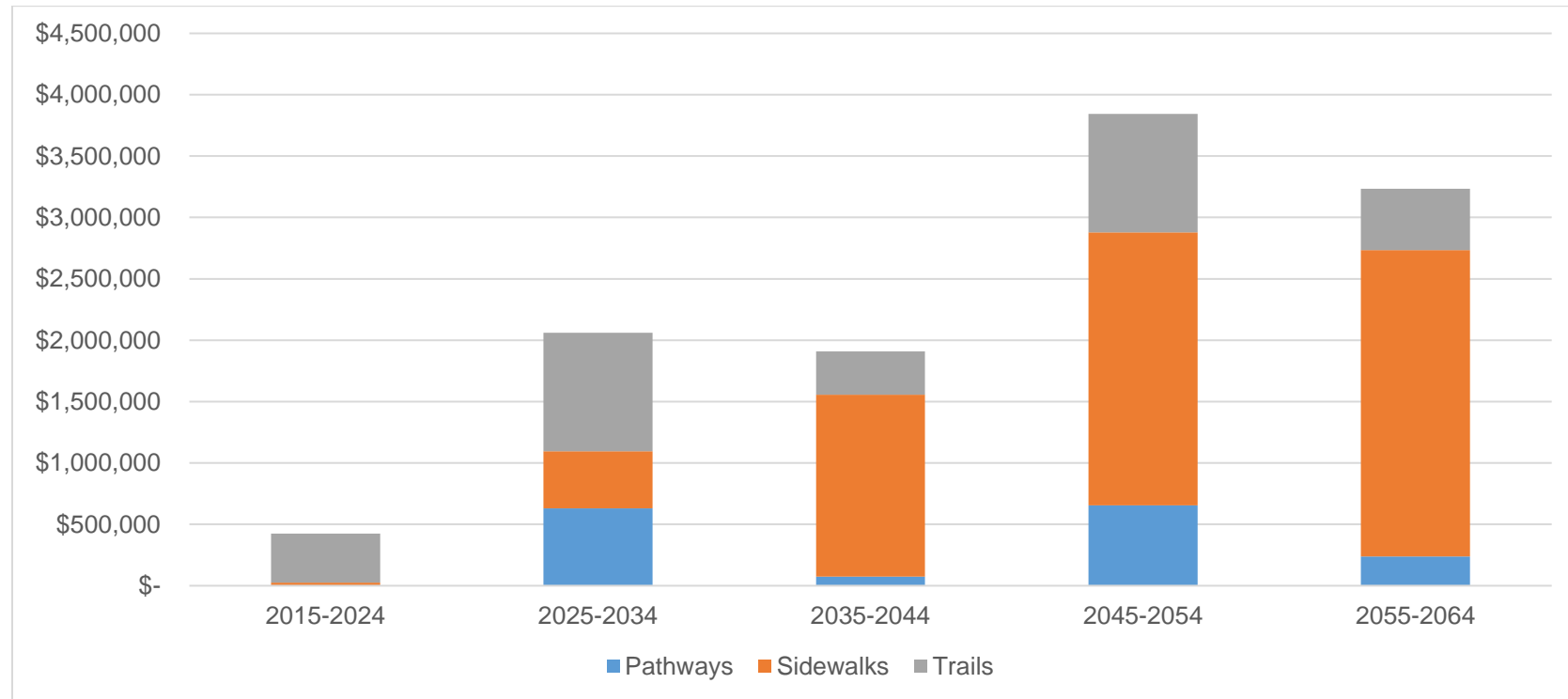
4) Requirements at each stage of asset's useful life

Continuous monitoring and maintenance of sidewalks, pathways and trails will prolong and maximize their useful lives. Although maintenance and rehabilitation does have a cost, the cost saved by prolonging the asset's useful life more than offsets the maintenance and rehabilitation costs incurred to prolong the asset's useful life. The following chart summarizes the various requirements throughout sidewalk, pathway and trail's lifecycle which will maximize the useful life and save costs overall.

Stage of useful life	Requirement	Stage of Asset's useful life
Minor maintenance	Crack sealing	1st Quarter
Major maintenance	Sectional replacement	2nd Quarter
Rehabilitation	Replacement of large sections	3rd Quarter
Replacement	Purchase of new asset	4th Quarter

5) Timeline of asset replacement (by decade)

The following graph outlines the total sidewalk, pathway and trail replacement cost by decade based on the current asset conditions. As can be determined from the graph, annual required spending is low for the next decade as the majority of sidewalks, pathways and trails are fairly new.

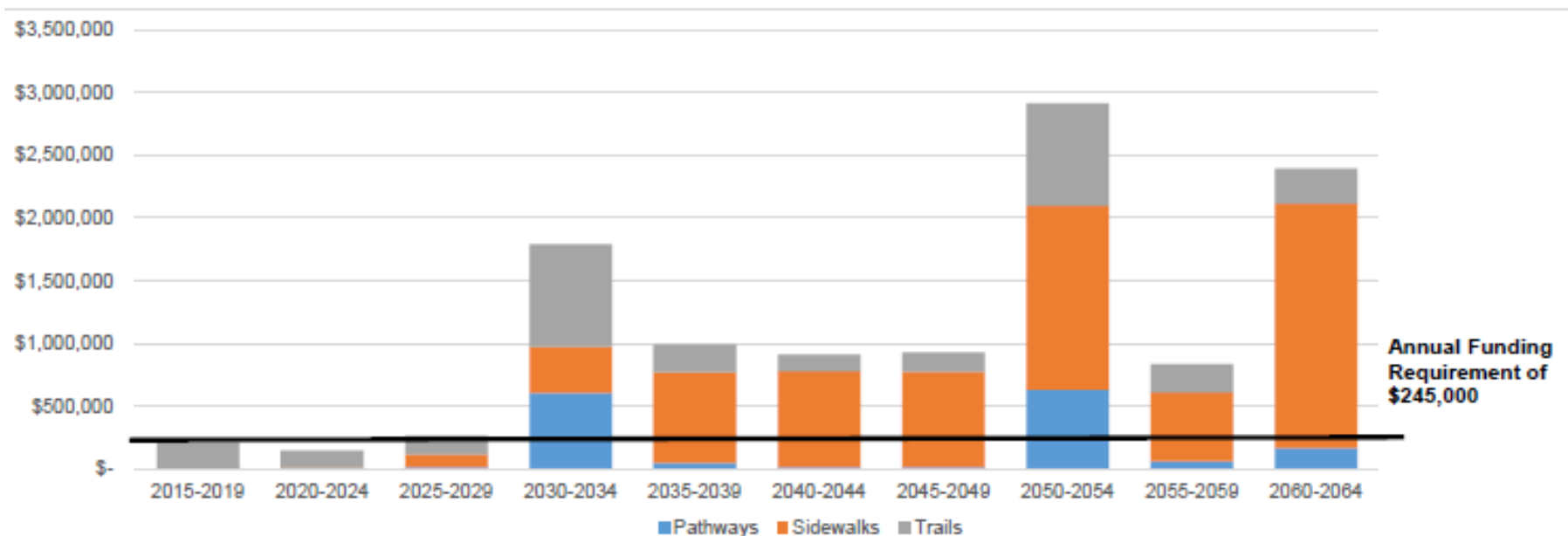


6) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used, which is consistent with all other asset categories
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per unit.
- d) The timing of sidewalk, pathway and trail replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$245,000. Currently, an annual amount of \$500,000 has been allocated to fund sidewalks, pathways and trails. Given that \$245,000 is required annually for sidewalks, pathways and trails to be fully funded, an 'A+' financial rating has been allocated to sidewalks, pathways and trails. Note the funding overage is for the expansion of the current Town trail network.

7) Conclusion

- a) Asset Conditions will be reviewed every two years. If there is a change in condition, the tangible capital asset system will be updated accordingly.
- b) The infrastructure report card will be updated on an annual basis.

Land Improvements

Land Improvements Overall Rating	D+
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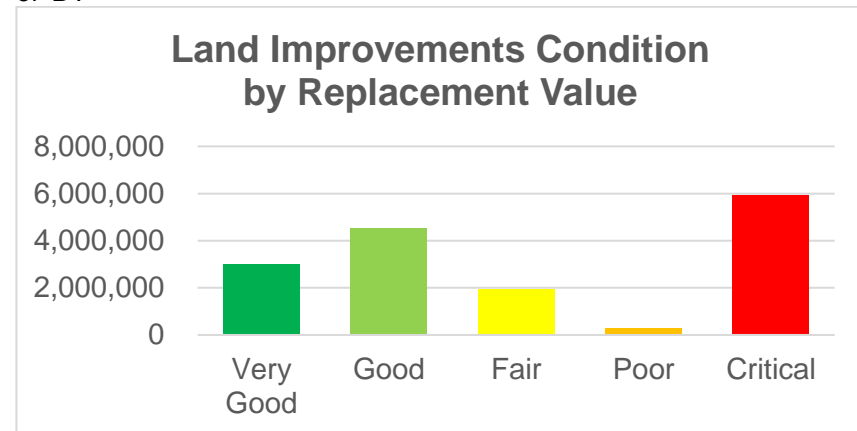
Financial Rating	F-
Condition Rating	C

1) Replacement Value

Replacement value of Land Improvements (in 2015 dollars)		
Asset Type	By Department / Subcategory	2015 Replacement Cost
Land Improvements	Laurier Parkway	\$990,209
	Miscellaneous	\$776,388
	Library	\$239,263
	Malden Road	\$208,925
	Town Hall	\$796,605
	EMS	\$15,826
	Parks	\$6,831,467
	Fire	\$58,024
	Police	\$178,541
	Vollmer Complex	\$5,538,590
	Total	\$15,633,838

2) Condition rating:

48% of land improvements are in the good to very good range and 38% or in critical condition (based solely on age). However, given that consequence of failure is low, land improvement have a condition rating of 'B'.



Legend for the above graph:

Excellent: No noticeable defects (0% - 20% of useful life has expired)
 Good: Minor deterioration (21% - 40% of useful life has expired)
 Fair: Deterioration evident (41% - 60% of useful life has expired)
 Poor: Serious deterioration (61% - 80% of useful life has expired)
 Critical: General or complete failure (81% - 100% of useful life has expired)

3) Average estimated useful life of each type of asset

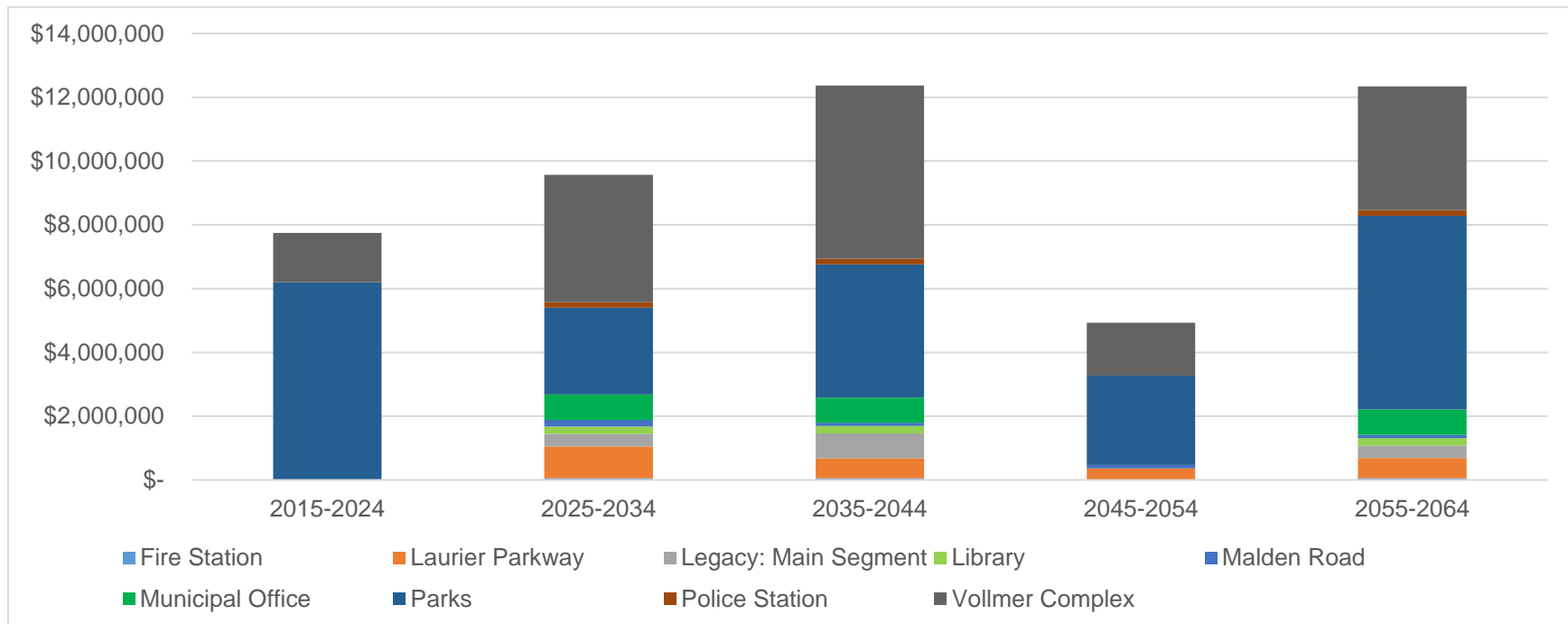
The useful life of each asset was determined by the depreciation rates used for accounting purposes.

Asset Type	Useful Life	Notes
All land improvements	15 - 30 yrs	Useful life may vary depending on asset rate of usage

Land improvement conditions will be reviewed on a regular basis and the information will be uploaded into the Citywide system to increase the accuracy of the condition assessments and the asset management plan will be updated accordingly.

4) Timeline of asset replacement (by decade)

The following graph outlines the total land improvement replacement cost by decade based on the current asset conditions. As can be determined from the graph, annual required spending is fairly consistent for each decade.

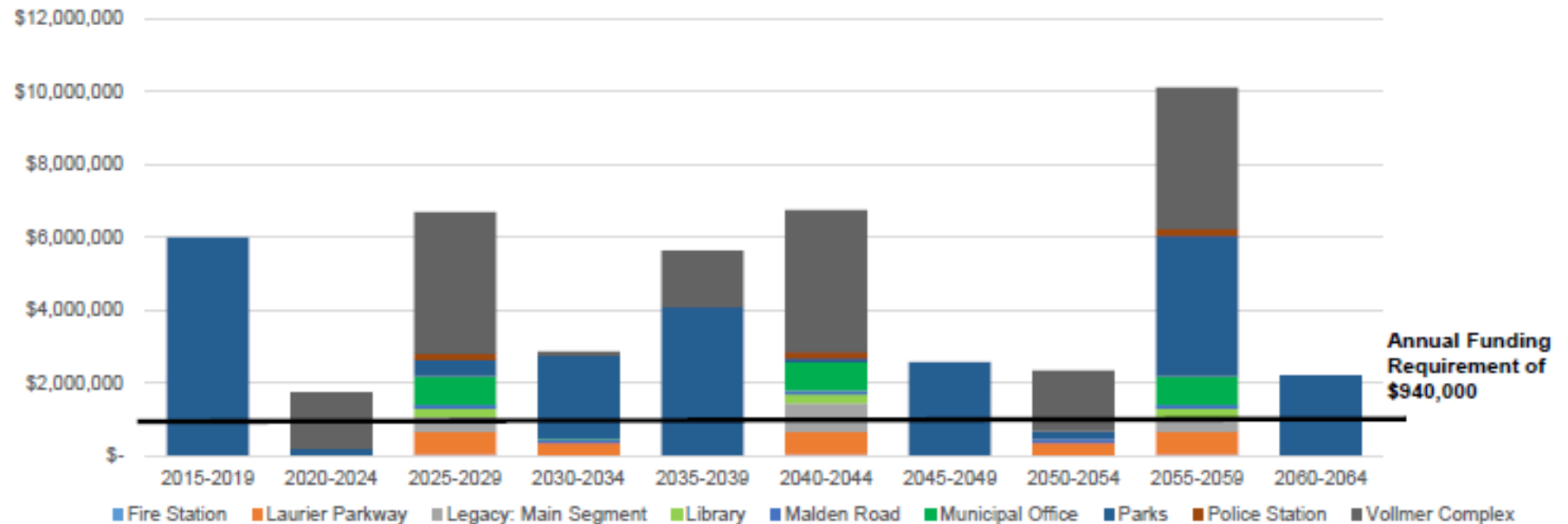


5) Average annual financial requirements

The analysis to determine the average annual financial requirement was based on the following:

- a) A 50 year period was used, which is consistent with all other asset categories
- b) All replacement values are in 2015 dollars.
- c) The replacement costs are based on the estimated cost per unit.
- d) The timing of land improvement replacement is based on the current condition rating of each asset and how much of the asset's estimated useful life is remaining.

The following graph outlines expenditure requirements in five year increments versus the annual funding requirement.



The analysis has determined that there is an annual required funding of \$940,000. Currently, there is no annual funding dedicated to land improvements. Therefore, land improvements have been allocated a financial rating of 'F-'.

6) Conclusion

- a) Asset Conditions will be reviewed in detail for this category over the next year as conditions are currently based solely on age. If there is a change in condition, the tangible capital asset system will be updated accordingly.
- b) An appropriate amount of funding will be determined for annual land improvement maintenance to ensure that appropriate maintenance occurs, which will extend the asset's useful life and save the Town money in the long run.
- c) The infrastructure report card will be updated on an annual basis.

Overall Infrastructure Results

2016 Asset Management Plan

B	Overall Rating of the Town of LaSalle's Tangible Capital Assets Included in this plan				
Asset Category	Overall Rating	Condition Rating	Financial Rating	Notes	
Roads	B	B	B+	The majority of roads are in fair to excellent condition, which results in a 'B' condition rating when taking into account the consequence of failure for the various types of roads. Currently, an annual amount of \$2.3 million is allocated towards road work. Given that \$3 million is required annually for roads to be fully funded, roads have a 'B+' financial rating.	
Bridges	C+	C+	C-	96% of bridges are in good condition. However, there is a large consequence of failure if a bridge is out of commission, which results in a 'C+' condition rating. Currently, an annual amount of \$613,000 is allocated towards bridge capital. Given that \$613,000 is required annually for bridges to be fully funded, bridges have a 'C-' financial rating.	
Storm Sewer	C+	B-	C	78% of storm sewers are in good to excellent condition. However, 52% of these sewers have mid to high consequences if they fail (as they service a large number of residences). Therefore, their overall condition is assessed on the lower end of a good rating 'B-'. Currently, an annual allocation of \$1 million is allocated towards storm sewer and drainage work. Given that \$1.9 million is required annually for storm sewers to be fully funded, storm sewers have a 'C+' financial rating.	
Wastewater	C+	C+	C	The majority of wastewater lines, which were installed in the early 1980's have reached the halfway mark of their estimated useful life of 50 years. All wastewater lines installed since then are in good to excellent condition (39% of lines). Therefore, wastewater lines have a condition rating of 'C+', which is based solely on age. Currently, an annual amount of \$550,000 is allocated to wastewater (required to fund itself based on user fees). Given that \$1.1 million is required for wastewater to be fully funded, the wastewater system has a 'C' financial rating.	
Water	A	B	A+	73% of the water network's assets are in good to excellent condition, 18% are considered to be in fair condition and 9% are considered to be in poor to critical condition. Given that watermains have a high consequence of failure, they have been given a condition rating of B. Currently, between water rates and gas tax allocation, water has been allocated \$1.3 million annually. Given that \$1.1 million is required for the water system to be fully funded, the water system has an 'A+' financial rating. Currently, the annual funding exceeds the required amount due to some large projects that are occurring in the next few years (ie. Sprucewood).	
Vehicles and Equipment	C+	B-	C	The majority of vehicles and equipment are in fair condition. However, besides fire equipment, the consequence of failure is minimal if a piece of machinery breaks down. Therefore, a condition rating of B- has been given to vehicles and equipment. Currently, an annual amount of \$1 million has been allocated to vehicles and equipment from various sources. Given that \$2 million is required annually, a 'C' financial rating has been allocated to vehicles and equipment.	
Buildings	C	A	F+	Almost all buildings in the Town are new and in very good condition. The Vollmer Complex is now ten years old and considered in good condition. Therefore, an 'A' condition rating has been allocated to buildings. Currently, an annual amount of \$400,000 has been allocated to facilities capital. Given that \$2.2 million is required for buildings to be fully funded, an 'F+' rating has been allocated to buildings. It is important to note that there is currently outstanding debt related to the new Town facilities and Vollmer Complex. The total annual debt payment for these facilities amounts to \$1.95 million, which would cover a large portion of the funding shortfall if it was allocated to capital once the debt is fully paid off. Given that council cannot commit future councils to this decision, it has not been factored into this analysis.	
Furniture & Fixtures	C	A+	F-	Nearly all furniture and fixtures in the Town are in very good condition. Therefore, an 'A+' condition rating has been given to furniture and fixtures. Currently, there is not an annual amount allocated for the funding of furniture and fixtures. Therefore, furniture and fixtures have been given a financial rating of 'F-'.	

Overall Infrastructure Results

2016 Asset Management Plan

B	Overall Rating of the Town of LaSalle's Tangible Capital Assets Included in this plan			
	Asset Category	Overall Rating	Asset Category	Overall Rating
	Sidewalks, Pathways & Trails	A+	A	A+
	Land Improvements	D+	C	F-
	Total	B	B	C+

The majority of sidewalks, pathways and trails are in good to very good condition. This combined with a low consequence of failure, result in an 'A' condition rating. Currently, an annual amount of \$500,000 has been allocated to fund sidewalks, pathways and trails. Given that \$245,000 is required annually for sidewalks, pathways and trails to be fully funded, an 'A+' financial rating has been allocated to sidewalks, pathways and trails. Note the funding overage is for the expansion of the current Town trail network.

Currently based solely on age, 48% of land improvements are in good to very good condition and 38% are in critical condition. Therefore, a condition rating of 'C' has been allocated to land improvements. Currently, there is no annual funding dedicated to land improvements. Therefore, land improvements have been allocated a financial rating of 'F-'.

DESIRED LEVELS OF SERVICE

Desired levels of service are high level targets (indicators), which an actual outcome is measured against. Each desired level of service should correspond with the Town of LaSalle's goals and mission. This will ensure that the Town works towards meeting the established targets and hence work towards the Town's infrastructure related missions and goals.

There are various types of targets that can be established by a Municipality, which include:

Strategic Indicators- At a high level, identifies both short term and long term challenges that need to be addressed in order to maintain sustainable infrastructure in both the short term and long term.

Financial Indicators- Targets established to ensure that a financial plan is created that will ultimately lead to full funding of infrastructure replacement. Ratios established to track progress towards meeting financial objectives.

Tactical Indicators- Measures progress of various rehabilitation and replacement projects to increase a condition rating. Ratios established to track progress of increasing condition ratings.

Operational Indicators- Measures against various targets established to ensure proper annual maintenance and inspections are occurring.

Key performance indicators have been established in the form of charts for each asset category.

<h2>Roads and Bridges</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to roads and bridges
Financial Indicators	<ul style="list-style-type: none"> • Annual roads funding as a % of annual roads funding requirements • Annual bridge funding as a % of annual bridge funding requirements • Roads net book value as a % of Roads total replacement value • Bridge net book value as a % of Bridge total replacement value • Annual Roads maintenance funding as a % of total road kms • Annual Bridge maintenance funding as a % of # of bridges
Tactical Indicators	<ul style="list-style-type: none"> • % of roads rehabilitated as a % of total roads • % of roads rated as poor or critical • % of bridges rehabilitated as a % of total roads • % of bridges rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of roads inspected over the past 5 years • % of bridges inspected over the past 2 years • Average operating cost per km of transportation network • number of transportations network customer complaints received annually • number of transportation network customer requests responded to within 24 hours

<h2>Storm Sewer</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to storm sewers
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual storm sewer maintenance funding as a % of total storm sewer kms
Tactical Indicators	<ul style="list-style-type: none"> • % of storm sewers rehabilitated as a % of total roads • % of storm sewers rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of storm sewer system inspected over the past year • number of storm sewer system customer complaints over the past year • number of storm sewer network customer requests responded to within 24 hours

<h2>Wastewater</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to wastewater
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual wastewater maintenance funding as a % of total wastewater line kms
Tactical Indicators	<ul style="list-style-type: none"> • % of wastewater lines rehabilitated as a % of total wastewater lines • % of wastewater related assets rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of wastewater network inspected over past year • number of wastewater line backups per 100 km of mains • number of wastewater system customer complaints over the past year • number of wastewater network customer requests responded to within 24 hours

<h2>Water</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to water
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual water maintenance funding as a % of total watermain kms
Tactical Indicators	<ul style="list-style-type: none"> • % of watermains rehabilitated as a % of total watermains • % of watermains rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of water system inspected over the past year • number of boil water advisory issues in the past year • number of watermain breaks per 100 kms of watermains in the past year • number of water system customer complaints over the past year • number of water system customer requests responded to within 24 hours

<h2>Vehicles and Equipment</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to vehicles and equipment
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual vehicle and equipment maintenance funding as a % of total value of vehicles and equipment
Tactical Indicators	<ul style="list-style-type: none"> • % of vehicles and equipment rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of vehicles and equipment inspected over the past year • number of vehicle and equipment breakdowns in the past year

<h2>Buildings</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to buildings
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual building maintenance funding as a % of total value of buildings
Tactical Indicators	<ul style="list-style-type: none"> • % of building components rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of buildings inspected over the past year • number of major corrective repairs required over the past year.

<h2>Furniture and Fixtures</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to furniture and fixtures
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value
Tactical Indicators	<ul style="list-style-type: none"> • % of furniture and fixtures rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • number of furniture and fixture assets that needed to be replaced in the past year

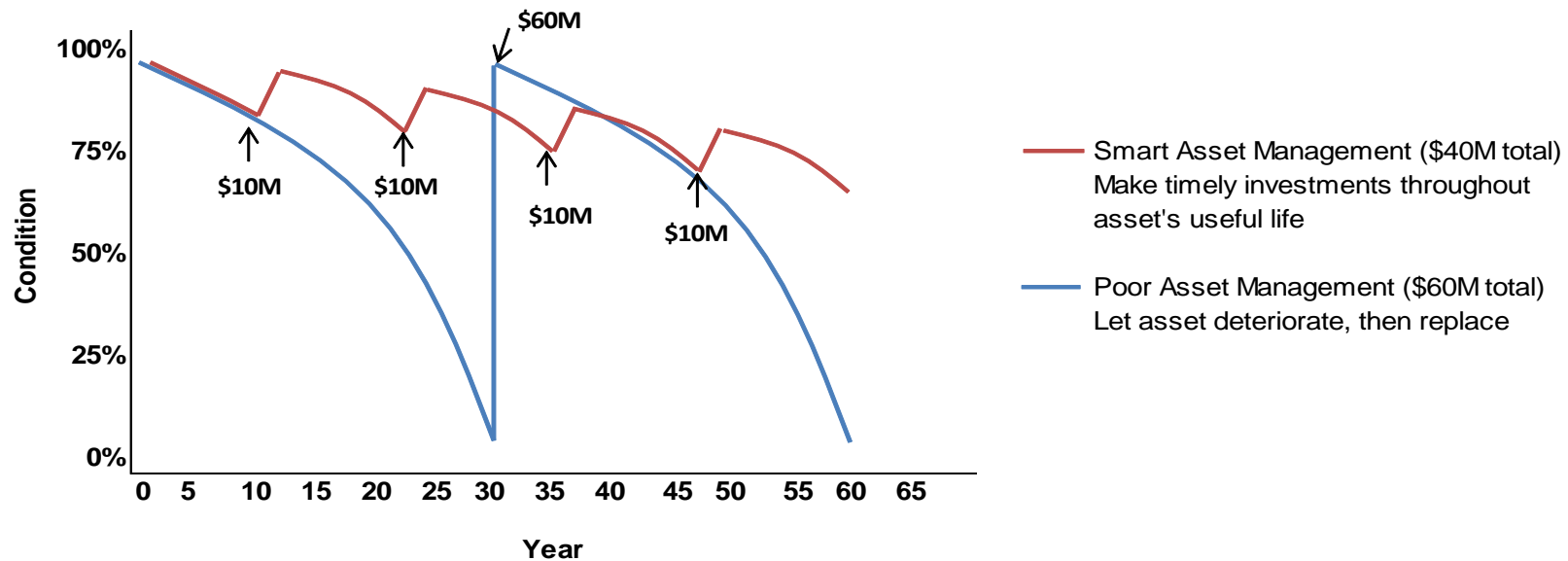
<h2>Sidewalks, Pathways and Trails</h2> <p>Key Performance Indicators</p>	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to sidewalks, pathways and trails
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value • Annual sidewalk, pathway and trail maintenance funding as a % of total sidewalks, pathways and trails infrastructure.
Tactical Indicators	<ul style="list-style-type: none"> • % of sidewalks, pathways and trails rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of sidewalks, pathways and trails inspected over the past year • number of major repairs required to sidewalks, pathways and trails over the past year.

Land Improvements Key Performance Indicators	
Strategic Indicators	<ul style="list-style-type: none"> • % of total reinvestment compared to asset replacement value • Completion of strategic planning objectives related to land improvements
Financial Indicators	<ul style="list-style-type: none"> • Annual funding as a % of annual funding requirements • Net book value as a % of total replacement value
Tactical Indicators	<ul style="list-style-type: none"> • % of land improvements rated as poor or critical
Operational Indicators	<ul style="list-style-type: none"> • % of land improvement assets inspected over the past year

ASSET MANAGEMENT STRATEGY

An asset management strategy is defined as "the set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost (e.g., through preventative action)".

The following chart depicts a smart asset management strategy, with regular maintenance activities throughout an assets useful life versus a poor asset management strategy with no regular maintenance throughout the asset's useful life.



Under this chapter of the plan, the following will be described for each asset category:

- How condition will be assessed
- Asset management lifecycle options and costs
- Asset growth
- Risk matrix

Roads

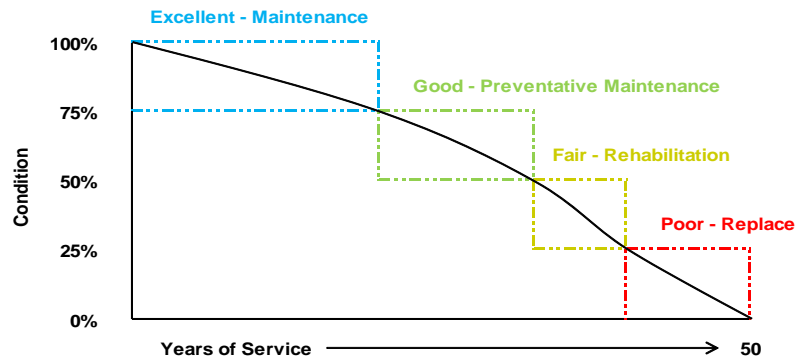
How condition will be assessed

The road condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, road surface condition rating has been determined internally at a high level and the condition of road base has been based solely on the age of the asset as a percentage of the estimated useful life of 50 years.

Going forward, a detailed roads needs study will be performed to determine the actual condition of each section of the road's surface and base. The sections in the study will be consistent with the sections of roads in the GIS system (Tangible Capital Asset System). Once complete, the outcome of the roads needs study will be uploaded into the tangible capital asset system and the condition of the assets will be more accurate.

Asset management lifecycle options and costs



"Excellent Condition" - Maintenance phase

Roads with an excellent condition rating are considered roads in the first quarter of their useful life. During this phase inspections, monitoring, sweeping, and winter control activities occur.

"Good Condition" - Preventative Maintenance phase

Roads with a good condition rating are considered roads in the second quarter of their useful life. During this phase maintenance activities such as repairing pot holes, crack sealing, grinding out roadway rutting, and patching occur.

"Fair Condition" - Rehabilitation phase

Roads with a fair condition rating are considered roads in the third quarter of their useful life. During this phase asphalt overlays, and mill and paves occur.

"Poor Condition" - Replacement phase

Roads with a poor condition rating are considered roads at the end of their useful life. During this phase, roads are fully reconstructed.

Lifecycle Activity	Avg. Unit cost per Sq. Meter	Added Life (Years)	Condition Range (% of life remaining)	Cost of Activity / Added Life
Road reconstruction	\$100	50	0%-20%	\$2.00
Mill and Pave	\$35	20	20%-60%	\$1.75
Crack sealing	\$2	3	60%-80%	\$0.67
Pot hole repair	\$5	5	60%-80%	\$1.00

As can be determined from the above chart, preventative road maintenance activities such as crack sealing and pot hole repair will extend an assets useful life and is less costly in the long run compared to letting an asset fully wear out without any maintenance activity.

Asset Growth

As new subdivisions continue to be built throughout the Town, the number of roads will increase as well. Although, the Town does not pay for many of these additional roads initially, they are ultimately responsible for the maintenance, rehabilitation and replacement activities once initial construction is complete. Therefore, it is essential that as new roads are built they are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various roads throughout the municipality. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a road will fail to meet required standards.

Consequence of failure is the number of people affected if the road fails. Total risk is calculated as follows:

Risk = Likelihood of failure x consequence of failure

Roads with a higher risk factor should be ranked with a higher level of prioritization. Roads with high prioritization should be rehabilitated or reconstructed before roads with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the road.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

Consequence of failure score for roads is based on how much traffic volume is travelled on the road. The higher the traffic volume, the higher the number of people affected and hence the higher the likelihood of failure. Arterial roads have the highest traffic volume, followed by collector roads, and local roads, which have the lowest traffic volumes.

Type of Road	Consequence of failure
Local	Score of 1
Collector	Score of 3
Arterial	Score of 5

Bridges

How condition will be assessed

The bridge condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Ontario municipalities are mandated by the Ministry of Transportation to inspect all structures that have a span of 3 meters or more, according to the Ontario Structure Inspection Manual. The Town of LaSalle currently has 21 structures that meet this criteria.

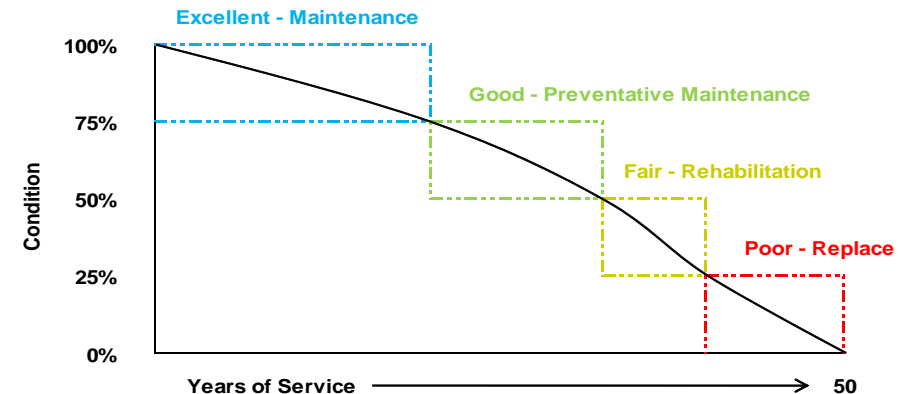
The bridge study must be performed every 2 years and produces the following information:

- gives general details of inspection procedures, bridge components, material defects and performance defects
- sets out requirements for detailed visual inspection and condition rating of structures and their components.
- provides guidelines for the need to carry out further investigations and special studies.
- describes various types of procedures and equipment for the non-destructive testing of materials and provides guidelines and requirements for carrying out these tests.
- provides guidelines and requirements for underwater investigations.

The bridge study also provides a list of needs over a period of time with estimated costs.

The bridges condition is based on the Bridge Condition Index (BCI), which is calculated in the Ontario Structure Inspection Manual.

Asset management lifecycle options and costs



"Excellent Condition" - Maintenance phase

Bridges with an excellent condition rating are considered bridges in the first quarter of their useful life. During this phase inspections, monitoring, sweeping, and winter control activities occur.

"Good Condition" - Preventative Maintenance phase

Bridges with a good condition rating are considered bridges in the second quarter of their useful life. During this phase maintenance activities such as repairs to cracked concrete, damaged expansion joints, bent or damaged railings, etc. occur

"Fair Condition" - Rehabilitation phase

Bridges with a fair condition rating are considered bridges in the third quarter of their useful life. During this phase activities such as structural reinforcement and deck replacements occur.

"Poor Condition" - Replacement phase

Bridges with a poor condition rating are considered bridges at the end of their useful life. During this phase, bridges are fully reconstructed.

Asset Growth

There does not appear to be the need for additional bridges in the near future. However, if any are ever constructed, they will be added to the asset management plan.

Risk Matrix

The risk matrix is used to prioritize the various bridges throughout the municipality. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a bridge will fail to meet required standards. Consequence of failure is the number of people affected if the bridge fails. Total risk is calculated as follows:

Risk = Likelihood of failure x consequence of failure

Bridges with a higher risk factor should be ranked with a higher level of prioritization. Bridges with high prioritization should be rehabilitated or reconstructed before bridges with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the bridge.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

Consequence of failure score for bridges is based on the replacement value of the bridge. The bridges with higher replacement values would be larger bridges, which would affect more people if they failed.

Replacement Value	Consequence of failure
< \$500,000	Score of 1
\$500,001 to \$1,100,000	Score of 2
\$1,100,001 to \$1,500,000	Score of 3
\$1,500,001 to \$3,000,000	Score of 4
\$3,000,001 and over	Score of 5

Storm Sewer / Wastewater

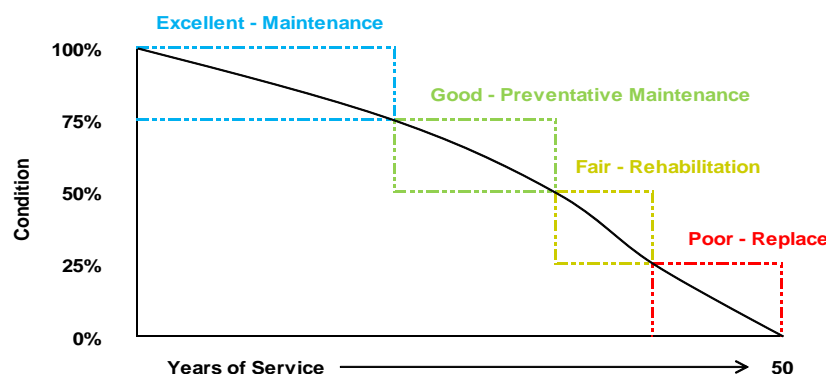
How condition will be assessed

The storm sewer and wastewater condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, the condition of storm sewers and wastewater networks are based on both the age of each asset as a percentage of its useful life of 50 years (20 years for pump stations) and on the number of issues that are occurring in a particular area of the Town related to Storm sewers or wastewater networks.

Going forward, as inspection activities such as closed circuit television video (CCTV) inspections occur, the actual condition of each storm sewer / wastewater line inspected will be entered into the tangible capital asset software and the asset management plan will be updated correspondingly.

Asset management lifecycle options and costs



"Excellent Condition" - Maintenance phase

Storm sewers / wastewater assets with an excellent condition rating are considered storm sewers in the first quarter of their useful life. During this phase inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspection activities occur.

"Good Condition" - Preventative Maintenance phase

Storm sewers / wastewater assets with a good condition rating are considered storm sewers in the second quarter of their useful life. During this phase maintenance activities such as repairing manholes and replacing individual small sections of pipe occur.

"Fair Condition" - Rehabilitation phase

Storm sewers / wastewater assets with a fair condition rating are considered storm sewers in the third quarter of their useful life. During this phase structural lining of pipes occur (currently mixed reviews on structural lining as it is a new technology).

"Poor Condition" - Replacement phase

Storm sewers / wastewater assets with a poor condition rating are considered storm sewers at the end of their useful life. During this phase, pipes are replaced.

Inspection Cost estimates

CCTV- Closed Circuit Television Video, which takes actual video footage of the inside of a pipe by travelling through it. Advantage is the entire pipeline can be inspected as long as there are no blockages. Disadvantage is the higher cost.

Zoom- A camera, which is put down a manhole and a picture is taken of the inside of a pipe. Advantage is less costly and faster. Disadvantage is the camera can only get an image and condition of pipe close to the manhole. However, it is important to note that the majority of damage within a pipe occurs within zoom camera range.

Network	Inspection Activity	Avg. Unit cost per Meter	Total meters of main/ # of manholes	Cost to inspect entire Town
Storm Sewer	CCTV	\$4 / meter	131,053	\$524,212
Storm Sewer	Zoom	\$300 / manhole	1,287	\$386,100
Wastewater	CCTV	\$4 / meter	153,604	\$614,416
Wastewater	Zoom	\$300 / manhole	1,672	\$501,600

Given the significant cost, it is not realistic to inspect the entire Town's storm sewers or wastewater lines in one year. However, a threshold (ie. 10% per year) should be established to ensure that conditions are updated on a regular basis.

Asset Growth

As new subdivisions continue to be built throughout the Town, the number of storm sewer and wastewater assets will increase as well. Although, the Town does not pay for many of these additional assets initially, they are ultimately responsible for the maintenance, rehabilitation and replacement activities once initial construction is complete. Therefore, it is essential that as these new storm sewer and wastewater networks are built they are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various storm sewers / wastewater assets throughout the municipality. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a storm sewer / wastewater asset will fail to meet required standards. Consequence of failure is the number of people affected if the storm sewer / wastewater asset fails. Total risk is calculated as follows:

Risk = Likelihood of failure x consequence of failure

Storm sewers / wastewater assets with a higher risk factor should be ranked with a higher level of prioritization. Storm sewers / wastewater assets with high prioritization should be rehabilitated or reconstructed before storm sewers / wastewater assets with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the storm sewers / wastewater assets.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

Consequence of failure score for storm sewers is based on the diameter of the pipe. The storm sewer pipes with larger diameters will affect more people and hence have a higher consequence if they failed.

Pipe diameter	Consequence of failure
100mm to 200mm	Score of 1
201mm to 400 mm	Score of 2
401mm to 700mm	Score of 3
701mm to 1000mm	Score of 4
1001mm and above	Score of 5

Consequence of failure score for wastewater lines is based on the diameter of the pipe. The wastewater pipes with larger diameters will affect more people and hence have a higher consequence if they failed.

Pipe diameter	Consequence of failure
100mm to 200mm	Score of 1
201mm to 400 mm	Score of 2
401mm to 600mm	Score of 3
601mm to 1000mm	Score of 4
1001mm and above	Score of 5

Water

How condition will be assessed

The water network's condition is based on a combination of two factors. The first factor being the probability or likeliness of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

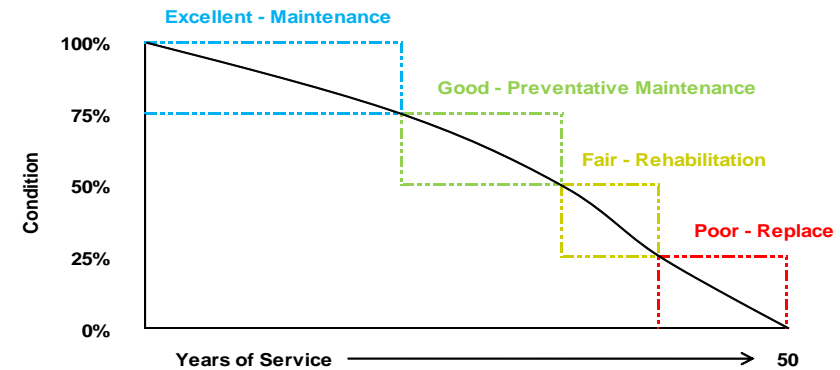
Currently, the water network's condition rating has been based both on the age of the asset as a percentage of the estimated useful life of 50 years and on the number of watermain breaks occurring within each area of the water system.

Unlike storm sewer and wastewater lines, it is more difficult to assess the condition of the various assets in the water network as watermains are under pressure and the cost to physically inspect them is expensive. However, there are other methods to assess the condition:

- a) Age of the asset- As is currently being performed
- c) History of watermain breaks and other service calls- As is currently being performed
- b) Material type
- d) soil conditions
- e) hydrant flow inspections

Going forward, Citywide's work order system will link the various service calls to the GIS system and identify areas of the water network that have a high level of service issues and may need to be replaced. The tangible capital asset software can be updated accordingly, which will result in a more accurate condition rating for water.

Asset management lifecycle options and costs



"Excellent Condition" - Maintenance phase

Watermains with an excellent condition rating are considered watermains in the first quarter of their useful life. During this phase inspections, monitoring, cleaning and flushing, hydrant flushing, pressure tests and visual inspections occur.

"Good Condition" - Preventative Maintenance phase

Watermains with a good condition rating are considered watermains in the second quarter of their useful life. During this phase maintenance activities such as repairing watermain breaks, repairing valves, and replacing individual small sections of pipe occur.

"Fair Condition" - Rehabilitation phase

Watermains with a fair condition rating are considered watermains in the third quarter of their useful life. During this phase structural lining of pipes and a cathodic protection program to slow the rate of pipe deterioration occur (newer technology, which has not yet been proven).

"Poor Condition" - Replacement phase

Watermains with a poor condition rating are considered watermains at the end of their useful life. During this phase, pipes are replaced.

Asset Growth

As new subdivisions continue to be built throughout the Town, the size of the water network will increase as well. Although the Town does not pay for many of these additional assets initially, they are ultimately responsible for the maintenance, rehabilitation and replacement activities once initial construction is complete. Therefore, it is essential that as the size of the water network increases, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various watermains throughout the municipality. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a watermain will fail to meet required standards. Consequence of failure is the number of people affected if the watermain fails. Total risk is calculated as follows:

Risk = Likelihood of failure x consequence of failure

Watermains with a higher risk factor should be ranked with a higher level of prioritization. Watermains with high prioritization should be rehabilitated or reconstructed before watermains with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the watermains.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

Consequence of failure score for watermains is based on the diameter of the pipe. The watermain pipes with larger diameters will affect more people and hence have a higher consequence if they failed.

Pipe diameter	Consequence of failure
0mm to 100mm	Score of 1
101mm to 200 mm	Score of 2
201mm to 300mm	Score of 3
301mm to 400mm	Score of 4
401mm and above	Score of 5

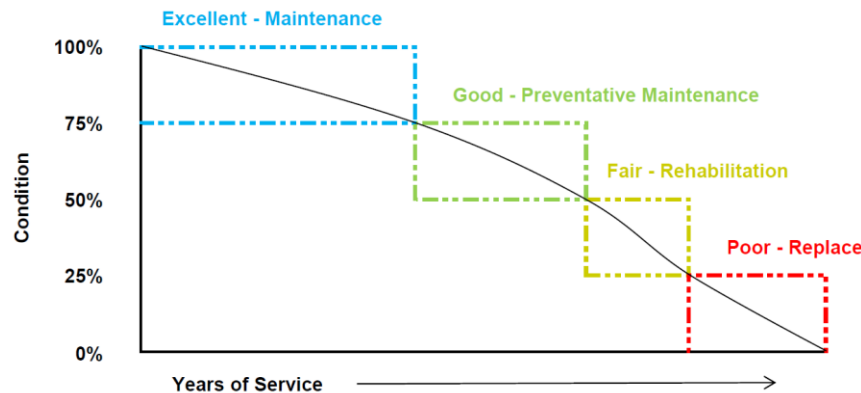
Vehicles and Equipment

How condition will be assessed

Vehicle and Equipment condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, the vehicles and significant pieces of equipment condition rating has been based on physical inspection. Each vehicle and significant piece of equipment have been inspected individually. Smaller pieces of equipment conditions have been based on age. Vehicles and equipment have varying useful lives depending on their nature.

Asset management lifecycle options and costs



"Excellent Condition" – Minor Maintenance phase

Vehicles and equipment with an excellent condition rating are considered to be in the first quarter of their useful life. During this phase minor maintenance, such as oil changes, tire rotations, semi annual and annual inspections occur.

"Good Condition" - Major Maintenance phase

Vehicles and equipment with a good condition rating are considered to be in the second quarter of their useful life. During this phase major maintenance activities such as tire replacement and brake replacement occur.

"Fair Condition" - Rehabilitation phase

Vehicles and equipment with a fair condition rating are considered to be in the third quarter of their useful life. During this phase major repairs and replacement of major parts occur.

"Poor Condition" - Replacement phase

Vehicles and equipment with a poor condition rating are considered to be at the end of their useful life. During this phase, the vehicle or equipment is replaced.

Asset Growth

As new subdivisions continue to be built throughout the Town, the number of vehicles and equipment required to service the Town will increase as well. It is essential that as the number of vehicles and equipment grows, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various pieces of equipment. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a vehicle or piece of equipment will fail to meet required standards. Consequence of failure is the number of people affected if the vehicle / piece of equipment fails. Total risk is calculated as follows:

$\text{Risk} = \text{Likelihood of failure} \times \text{consequence of failure}$

Vehicles or equipment with a higher risk factor should be ranked with a higher level of prioritization. Vehicles or equipment with high prioritization should be rehabilitated or reconstructed before vehicles with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the vehicle.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

All Town vehicles and equipment besides fire vehicles and equipment are assessed with a low consequence of failure score, as residents will not be affected if a vehicle or piece of machinery fails. Fire vehicles and equipment were given a high consequence of failure as they are emergency vehicles and are could result in tragedy if they break down.

Type of Asset	Consequence of failure
All other vehicles and equipment	Score of 1
Fire vehicles and equipment	Score of 5

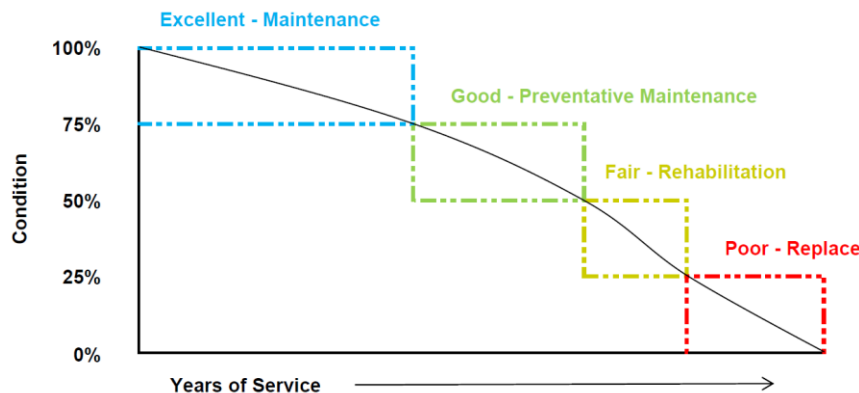
Buildings

How condition will be assessed

Building condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, building condition ratings have been based solely on age. Each component of a building has varying useful lives (ie. a roof will need to be replaced sooner than the foundation of a building).

Asset management lifecycle options and costs



"Excellent Condition" – Minor Maintenance phase

Buildings with an excellent condition rating are considered to be in the first quarter of their useful life. During this phase minor maintenance, such as roof repairs are required.

"Good Condition" - Major Maintenance phase

Buildings with a good condition rating are considered to be in the second quarter of their useful life. During this phase major maintenance activities such as roof and window replacements are required.

"Fair Condition" - Rehabilitation phase

Buildings with a fair condition rating are considered to be in the third quarter of their useful life. During this phase major repairs and replacement of building components are required.

"Poor Condition" - Replacement phase

Buildings with a poor condition rating are considered to be at the end of their useful life. During this phase, the building is replaced.

Asset Growth

As the Town expands and more staff are required, additional buildings will either be added onto or replaced with larger buildings. It is essential that as the number of buildings grow, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various building components. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a component of a building will fail to meet required standards. Consequence of failure is the number of people affected if the component of a building fails. Total risk is calculated as follows:

$\text{Risk} = \text{Likelihood of failure} \times \text{consequence of failure}$

Building components with a higher risk factor should be ranked with a higher level of prioritization. Building components with high prioritization should be rehabilitated or reconstructed before building components with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the vehicle.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

All Town building components have various degrees of consequence if they fail.

Component of building	Consequence of failure
Flooring and minor components	Score of 1
Mechanical	Score of 3
Electrical	Score of 4
Structural	Score of 5

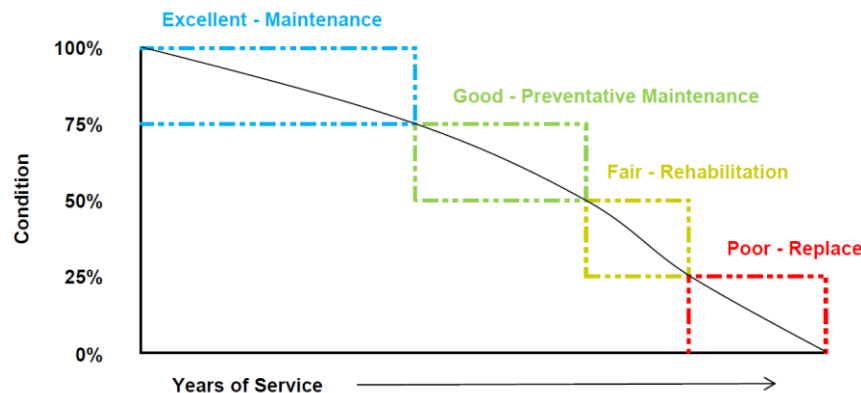
Furniture and Fixtures

How condition will be assessed

Furniture and fixtures condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, the furniture and fixtures condition has been based solely on age.

Asset management lifecycle options and costs



"Excellent Condition" – Minor Maintenance phase

Furniture and fixtures with an excellent condition rating are considered to be in the first quarter of their useful life. During this phase minor maintenance such as cleaning is required

"Good Condition" - Major Maintenance phase

Furniture and fixtures with a good condition rating are considered to be in the second quarter of their useful life. During this phase major maintenance activities such as part replacement is required.

"Fair Condition" - Rehabilitation phase

Furniture and fixtures with a fair condition rating are considered to be in the third quarter of their useful life. During this phase major repairs and replacement of major parts occur.

"Poor Condition" - Replacement phase

Furniture and fixtures with a poor condition rating are considered to be at the end of their useful life. During this phase, the furniture or fixture is replaced.

Asset Growth

As new staff are hired, the amount of furniture and fixtures grows. It is essential that as the number of furniture and fixtures grow, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various pieces of furniture and fixtures. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a piece of furniture or a fixture will fail to meet required standards. Consequence of failure is the number of people affected if the piece of furniture or fixture fails. Total risk is calculated as follows:

$\text{Risk} = \text{Likelihood of failure} \times \text{consequence of failure}$

Furniture and fixtures with a higher risk factor should be ranked with a higher level of prioritization. Furniture and fixtures with high prioritization should be rehabilitated or replaced before furniture and fixtures with a lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the furniture and fixtures.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

All Town furniture and fixtures are considered to have a low consequence of failure as they will not affect a large number of people if they fail.

Item	Consequence of failure
All furniture and fixtures	Score of 1

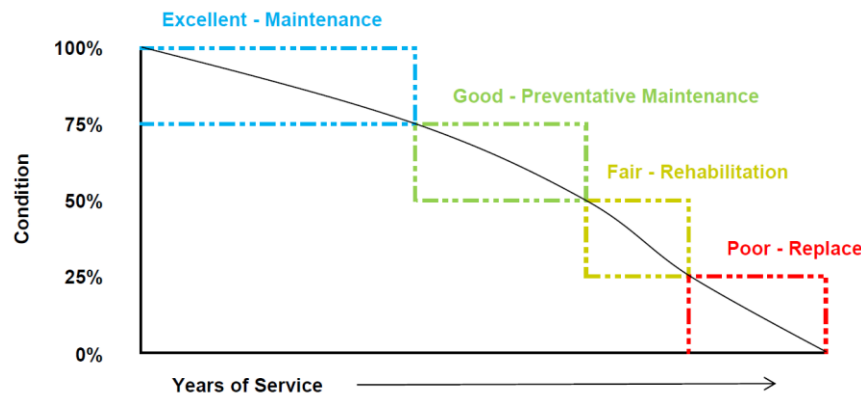
Sidewalks, Pathways and Trails

How condition will be assessed

Sidewalk, pathway and trail condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset fails (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, the Sidewalk, pathway and trail condition rating has been based solely on age.

Asset management lifecycle options and costs



"Excellent Condition" – Minor Maintenance phase

Sidewalk, pathway and trails with an excellent condition rating are considered to be in the first quarter of their useful life. During this phase minor maintenance, such as inspections and crack sealing occur.

"Good Condition" - Major Maintenance phase

Sidewalk, pathway and trails with a good condition rating are considered to be in the second quarter of their useful life. During this phase major maintenance activities such as section replacements occur.

"Fair Condition" - Rehabilitation phase

Sidewalk, pathway and trails with a fair condition rating are considered to be in the third quarter of their useful life. During this phase major section replacements occur.

"Poor Condition" - Replacement phase

Sidewalk, pathway and trails with a poor condition rating are considered to be at the end of their useful life. During this phase, the full sidewalk is replaced.

Asset Growth

As new subdivisions continue to be built throughout the Town, the number of sidewalks, pathways and trails required to service the Town will increase as well. It is essential that as the number of sidewalks, pathways and trails grow, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the various sidewalks, pathways and trails. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a sidewalk, pathway or trail will fail to meet required standards. Consequence of failure is the number of people affected if the sidewalk, pathway or trail fails. Total risk is calculated as follows:

$\text{Risk} = \text{Likelihood of failure} \times \text{consequence of failure}$

Sidewalks, pathways and trails with a higher risk factor should be ranked with a higher level of prioritization. Sidewalks, pathways and trails with high prioritization should be rehabilitated or reconstructed before vehicles with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the sidewalk, pathway or trail.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

All Town sidewalks, pathways and trails are assessed with a low consequence of failure score, as a low number of residents will be affected if a sidewalk, pathway or trail fails.

Item	Consequence of failure
All sidewalks, pathways and trails	Score of 1

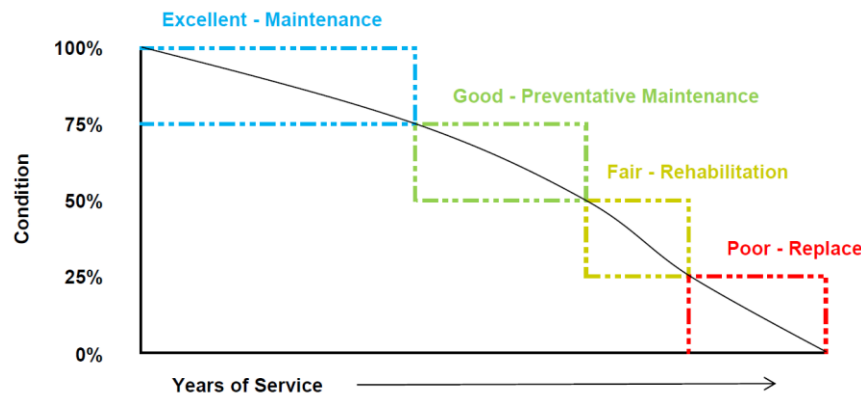
Land Improvements

How condition will be assessed

Land improvement condition is based on a combination of two factors. The first factor being the probability or likelihood of failure (condition rating). The second factor is the consequence of failure, which determines how many residents would be affected if the asset failed (performance rating). Both of these factors will be ranked 50/50 when determining the overall condition of each asset.

Currently, the land improvement condition rating has been based solely on age.

Asset management lifecycle options and costs



"Excellent Condition" – Minor Maintenance phase

Land improvement with an excellent condition rating are considered to be in the first quarter of their useful life. During this phase minor maintenance occurs.

"Good Condition" - Major Maintenance phase

Land improvement with a good condition rating are considered to be in the second quarter of their useful life. During this phase major maintenance activities occur.

"Fair Condition" - Rehabilitation phase

Land improvement with a fair condition rating are considered to be in the third quarter of their useful life. During this phase major repairs and maintenance occurs.

"Poor Condition" - Replacement phase

Land improvement with a poor condition rating are considered to be at the end of their useful life. During this phase, the land improvement is fully replaced or reconstructed.

Asset Growth

As new subdivisions continue to be built throughout the Town, the number of Land improvements required to service the Town will increase as well. It is essential that as the number of land improvements grow, the new assets are included in the Tangible Capital Asset Software and become part of the asset management plan. This will ensure that appropriate funding is in place for maintenance activities and the asset's ultimate replacement.

Risk Matrix

The risk matrix is used to prioritize the land improvements. The assigned risk factor is calculated using two variables, likelihood of failure and consequence of failure. Likelihood of failure is the probability that a land improvement will fail to meet required standards. Consequence of failure is the number of people affected if the land improvement fails. Total risk is calculated as follows:

$\text{Risk} = \text{Likelihood of failure} \times \text{consequence of failure}$

Land improvements with a higher risk factor should be ranked with a higher level of prioritization. Land improvements with high prioritization should be rehabilitated or reconstructed before land improvements with lower prioritization.

Likelihood of failure assessment:

The likelihood of failure is based on the condition of the land improvement.

Asset Condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Consequence of failure assessment:

The majority of Land improvements are assessed with a low consequence of failure score, as residents will not be affected if the land improvement fails. A few assets that affect a larger number of residents were given a higher consequence of failure.

Item	Consequence of failure
Land improvements that affect few residents	Score of 1
Land improvement that affect many residents	Score of 3

PROJECT PRIORITIZATION

As discussed throughout the asset management plan, the condition rating (risk of asset failure) is based on the following formula:

Risk = Probability (Likelihood) of Failure x Consequence of Failure

Probability of failure is the actual condition rating of the asset

Consequence of failure is the overall affect on the community if the asset fails (how many residents will be affects).

Therefore, assets with a higher overall risk should be a priority compared to assets with less risk.

The following table represents the overall scoring matrix for the assets included in this plan:

Consequence	5	237 Assets 81,113.18 m, m2, unit(s) \$40,099,610.30	207 Assets 15,629.85 m, m2, unit(s) \$23,602,798.11	92 Assets 74,373.90 m, m2, unit(s) \$7,026,137.36	56 Assets 46,273.43 m, m2, unit(s) \$8,903,890.81	13 Assets 2,068.33 m, unit(s) \$2,868,815.18
	4	175 Assets 10,359.52 m, unit(s) \$16,915,131.27	260 Assets 14,503.76 m, m2 \$12,094,206.42	136 Assets 8,221.29 m, unit(s) \$7,687,737.28	40 Assets 6,596.98 m \$4,155,242.31	20 Assets 1,009.25 unit(s), m \$4,398,616.28
	3	676 Assets 105,142.74 m, m2, unit(s) \$22,411,787.40	828 Assets 225,477.47 m, m2, unit(s) \$24,269,475.02	328 Assets 262,885.62 m, m2, unit(s) \$12,606,446.76	90 Assets 138,359.80 m, m2, unit(s) \$5,450,582.44	58 Assets 55,898.76 m2, m, unit(s) \$3,430,431.38
	2	1207 Assets 87,799.47 m, unit(s), m2, sq ft \$18,978,029.02	1586 Assets 100,147.30 m, m2, unit(s) \$19,932,888.20	1096 Assets 79,445.91 m2, m, unit(s) \$10,874,515.74	305 Assets 26,350.17 m, unit(s) \$4,241,412.93	205 Assets 13,561.44 m, unit(s) \$3,724,255.24
	1	3773 Assets 517,814.35 m2, m, unit(s), m3, sq ft \$39,319,445.44	3652 Assets 534,726.34 m2, m, unit(s) \$30,031,703.86	2905 Assets 494,214.06 m2, m, unit(s) \$26,330,615.80	1656 Assets 390,289.47 m2, m, unit(s) \$16,384,552.75	1308 Assets 126,230.00 m2, unit(s), m \$10,631,590.01
		1	2	3	4	5
		Probability				

It is important to note that this risk matrix will become more accurate as better information (such as the roads needs study) becomes available.

FINANCING STRATEGY

In order for an asset management strategy to be effective, it must fully integrate with financial documents, such as the annual budget and forecasts. This will ensure that sufficient funds are available to cover the replacement cost of existing assets as they need to be replaced and cover the costs of growth related assets. This will also ensure that sufficient funds are available for annual maintenance activities, which will prolong the life of existing assets and minimize costs in the long run.

There are various financial components that can be used or combined to finance the needs of the asset management plan. The following are a list of the various components to consider:

1) Financial requirements included in this plan for:

- Replacement of existing assets
- Maintaining existing service levels (maintenance)
- Requirements of anticipated growth (to be identified in future plans)
- Requirements for contemplated changes in service levels (none identified in this plan)

2) Use of traditional sources of municipal funds

- Tax levies
- User Fees
- Reserves
- Debt
- Development charges (Used for growth related assets)

3) Use of non-traditional sources of municipal funds

- Reallocated budgets (not used in this plan)
- Partnerships (not applicable)
- Procurement methods (no changes required)

4) Use of senior government funds:

- Gas tax
- OCIF formula based funding
- Grants (not included in this plan)

Analysis of Existing Debt

Overview of Current Debt Use			
Debenture Description	Maturity Date	Balance Outstanding 12/31/2015	Annual Payment
Vollmer Complex Debenture	April 3, 2028	\$7,812,867.96	\$838,912.80
Lou Romano Sewage Capacity	April 1, 2048	\$6,505,492.39	\$411,953.46
New Civic Facilities	March 1, 2038	\$16,867,807.70	\$1,125,260.70
Total		\$31,186,168.05	\$2,376,126.96

Existing debt has been issued for major town projects. Moving forward, there are no major projects expected to occur in this capacity that will result in the need for more debt to be issued. The Town will complete projects on a pay-as-you-go basis as funds are available. Although none of the current outstanding debt will mature in the near future, when it does, it will be recommended that the freed up cash flow be allocated to capital reserves to ensure that sufficient funds will be available to replace these assets in the future by issuing minimal debt.

Summary of Long Term Capital Funding Plan

	2017	2018	2019	2020	2021	2022
Start of Year Contribution	6,708,400	7,869,500	8,875,800	10,024,000	10,874,000	11,724,000
Tax Supported Contribution	600,000	600,000	600,000	600,000	600,000	600,000
Waste Water Supported Contribution	96,000	96,000	96,000	96,000	96,000	96,000
Water Supported Contribution	214,300	214,300	214,300	214,300	214,300	214,300
Contributions from Other Sources	250,800	250,800	250,800	250,800	250,800	250,800
Tax Supported Contribution		600,000	600,000	600,000	600,000	600,000
Waste Water Supported Contribution		150,000	150,000	150,000	150,000	150,000
Water Supported Contribution		100,000	100,000	100,000	100,000	100,000
Contributions from Other Sources		139,000	139,000	139,000	139,000	139,000
Tax Supported Contribution			600,000	600,000	600,000	600,000
Waste Water Supported Contribution			150,000	150,000	150,000	150,000
Water Supported Contribution			100,000	100,000	100,000	100,000
Contributions from Other Sources			271,000	271,000	271,000	271,000
Tax Supported Contribution				600,000	600,000	600,000
Waste Water Supported Contribution				150,000	150,000	150,000
Water Supported Contribution				100,000	100,000	100,000
Tax Supported Contribution					600,000	600,000
Waste Water Supported Contribution					150,000	150,000
Water Supported Contribution					100,000	100,000
Tax Supported Contribution						600,000
Waste Water Supported Contribution						150,000
Water Supported Contribution						100,000
End of Year Contribution	7,869,500	8,875,800	10,024,000	10,874,000	11,724,000	12,754,000
Total Required Funding	13,133,000	13,133,000	13,133,000	13,133,000	13,133,000	13,133,000
Annual Funding Deficit	5,263,500	4,257,200	3,109,000	2,259,000	1,409,000	379,000



The Corporation of the Town of LaSalle

Date:	December 11, 2016	Report No:	FIN-41-2016
Directed To:	Members of Council	Attachments:	2017 Budget Bylaw
Department:	Finance		
Prepared By:	Joe Milicia, CPA ,CA Director of Finance & Treasurer Dale Langlois, CPA, CA Manager of Finance & Deputy Treasurer	Policy References:	None
Subject:	2017 Budget Deliberations - Council requested reduction		

Recommendation:

Based on the direction from Council given during the 2017 Budget deliberations, it is recommended that Council accept the proposed recommendation with respect to the 2017 Budget to reduce the proposed tax rate increase from 0.46% to 0.00%, and pass the 2017 budget bylaw.

Report:

As part of the 2017 budget process, public budget deliberation sessions were held on December 7th and 8th, 2016 to review the 2017 Proposed Budget which was released in early November 2016. At the conclusion of the sessions Council directed Administration to provide to Council a recommendation which result in the reduction of the residential tax rate increase from the proposed increase of 0.46% to 0.00%, for consideration at the December 13th, 2016 regular meeting of Council.

The following table details the effects to homeowners on a per \$100,000 residential assessment basis, including the reassessment effect. The municipal increase to the average household is 3.8% (with a 0.00% municipal tax rate change), which when combined with the County and Education levies is estimated at a 2.7% blended overall increase.

Municipal Tax Effect (Per \$100,000 of Residential Assessment)	2016 Approved Budget	Change from 2016	2017 Proposed Budget	Change from 2016	2017 Revised Budget (As Requested by Council)
Assessment	100,000	3.83%	103,830	3.83%	103,830
Municipal Tax Rate	0.9413	0.46%	0.9456	0.00%	0.9413
Municipal Property Taxes	941.30	4.31%	981.85	3.83%	977.38
		40.55		36.08	
County Taxes	461.90	1.50%	468.83	1.50%	468.83
Education Taxes	188.00	0.00%	188.00	0.00%	188.00
Total Property Taxes	1,591.20	2.98%	1,638.38	2.70%	1,634.21
		47.48		43.01	

Proposed Reductions

The recommended reductions that have been developed is based on a municipal tax rate increase of 0.00% based on the direction from Council. In order to achieve this reduction there is an associated reduction required in the municipal budget of approximately \$130,000 from the original proposed operating budget. The following are the details of the recommended changes.

Changes to the Budget	Department	2017 Proposed Budget	2017 Council Requested Reduction	2017 Revised Budget
2016 Approved General Levy		27,090,200		27,090,200
Contractual and Inflationary Changes				
Net inflationary impact on operating expenses	All Departments	52,700	---	52,700
Labour related increases	All Departments	318,300	---	318,300
Decrease in fitness revenue	C&R - Fitness	53,500	---	53,500
Essex Power dividend increase	Revenues	(20,000)	---	(20,000)
Strategic Planning inflationary increase	Financial Services	6,000	---	6,000
Transfer to Capital / Reserves inflationary increase	Financial Services	91,900	---	91,900
Police Labour	Police & Dispatch	152,500	---	152,500
Police Other	Police & Dispatch	22,800	---	22,800
Garbage Collection and Disposal increase	Environmental	65,000	---	65,000
Full year of Streetlight hydro/maintenance savings	Transportation	(109,000)	---	(109,000)
Hydro on all Buildings	Fleet & Facilities	158,000	---	158,000
Contractual and Inflationary Changes		791,700	---	791,700
Growth and Service Level Changes				
2 additional volunteer firefighter positions	Fire	36,000	---	36,000
Additional Volunteer firefighter training	Fire	10,000	---	10,000
Change in Fire fee structure	Fire	(2,000)	---	(2,000)
Add'l annual fire radio costs	Fire	30,000	---	30,000
Add'l summer recreational staff to oversee outdoor activity	C&R - Corporate	10,000	(10,000)*	---
Add'l labour related to recreation software training	C&R - Corporate	6,200	---	6,200
Mass notification system annual operating cost	Emergency services	9,000	---	9,000
Tax account printout request charge	Finance	(3,000)	---	(3,000)
Strategic Planning Account annual increase	Financial Services	50,000	---	50,000
Corporate wide new labour positions	Financial Services	150,000	(75,000)*	75,000
Town Hall beautification increase	Financial Services	12,500	(10,000)	2,500
Fire substation annual costs – phase 1 of 2	Fire/Fin'l Services	100,000	(25,000)*	75,000
Corporate wide IT training	Technology/IT	1,500	---	1,500
Electrical preventative maintenance – phase 2 of 2	Fleet & Facilities	5,000	---	5,000
Heavy equipment maintenance – phase 2 of 3	Fleet & Facilities	5,500	---	5,500

*This deferral/reduction may impact the 2018 budget


Municipal Tax Effect	Department	2017 Proposed Budget	2017 Council Requested Reduction	2017 Revised Budget
Baseball field lining paint	PW - Parks	3,000	---	3,000
Splash pad annual operating costs	PW - Parks	60,000	(10,000)*	50,000
Additional Roadside grass cutting	Roads & Drainage	5,000		5,000
Roadside weed control	Roads & Drainage	7,500	(2,500)	5,000
Crack Sealing – phase 2 of 4	Roads & Drainage	25,000	---	25,000
Growth and Service Level Changes		521,200	(132,500)	388,700
Long Term Capital Planning (Increase in transfers to capital)	Financial Services	600,000	---	600,000
Total Changes from 2016 Approved Budget to the 2017 Proposed/Revised Budgets		1,912,900	(132,500)	1,780,400
2017 Proposed/Revised General Levy		29,003,100		28,870,600

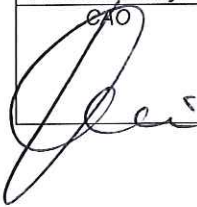
*This deferral/reduction may impact the 2018 budget

Should you have any questions, please feel free to contact us

Yours truly,


 Joe Milicia, CPA, CA
 Director of Finance & Treasurer


 Dale Langlois, CPA, CA
 Manager of Finance & Deputy Treasurer

Reviewed by:						
	Finance	Council Services	Public Works	Development & Strategic Initiatives	Culture & Recreation	Fire Services

THE CORPORATION OF THE TOWN OF LASALLE

BY-LAW NUMBER 7969

Being a Bylaw to adopt the budget for year 2017.

WHEREAS administrative personnel have prepared a proposed budget which has been reviewed and scrutinized by the members of the Town of LaSalle Council;

AND WHEREAS Section 290 of *The Municipal Act, 2001, S.O. 2001, c. 25*, as amended provides that the Council of a local municipality shall, after the adoption of estimates for the year pass a by-law to levy a separate tax rate on the assessment in each property class;

AND WHEREAS the budget contains the following:

- The 2017 current operating budget of \$37,888,500 gross expenditures, net expenditures of \$32,276,400 of which \$28,870,600 will be recovered through the general taxation;
- The 2017 current water operating budget of \$4,762,000 gross expenditures, which are fully recovered through user charges;
- The 2017 current waste water operating budget of \$3,208,000 gross expenditures, which are fully recovered through user charges;
- The 2017 capital budget of \$17,404,300 to be funded via various sources.

AND WHEREAS the effect of the budget will result in a municipal tax rate increase to residential rate payers to be 0.00% with an estimated overall tax rate increase of 2.70%;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF LASALLE ENACTS AS FOLLOWS:

1. THAT the 2017 budget as attached hereto as Schedule "A" shall be known and accepted as the "Town of LaSalle 2017 Budget".
2. READ a first and second time and FINALLY PASSED this 13th day of December 2016.

1st reading – December 13, 2016

Ken Antaya, Mayor

2nd reading – December 13, 2016

3rd reading – December 13, 2016

Brenda Andreatta, Clerk

THE CORPORATION OF THE TOWN OF LASALLE

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NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF LASALLE ENACTS AS FOLLOWS:

1. THAT the 2017 budget as attached hereto as Schedule “A” shall be known and accepted as the “Town of LaSalle 2017 Budget”.
2. READ a first and second time and FINALLY PASSED this 13th day of December 2016.

1st reading – December 13, 2016

Ken Antaya, Mayor

2nd reading – December 13, 2016

3rd reading – December 13, 2016

Brenda Andreatta, Clerk