

PIRNETNEWS

Building and growing for a better tomorrow

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4th floor, 777 Bay Street
Toronto, ON
M5G 2E5
(416) 325-0424

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PIR presented a session at AMO that encouraged municipalities to use upcoming accounting changes that will require them to inventory and value their capital assets as an opportunity to also enhance their asset management planning and practices. Although billed as Asset Management for Municipal Councillors, this standing-room-only session at AMO drew a broader range of attendees for a broader message – councillors, accountants and engineers need to plan together to keep public assets from falling apart. [\[For the full story, click here.\]](#)



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Moving forward on transit



2006 is shaping up to be a banner year for transit. The 2006 Budget unveiled the \$1.2 billion Move Ontario investment in transit, municipal roads and bridges. The Growth Plan for the Greater Golden Horseshoe released in June 2006 emphasized the importance of public transit to the long-term success of this region. Now, a Transit Policy Liaison Office has been established, and Bill Forward has just been named its assistant deputy minister.

The new office will support and coordinate the government's tri-ministerial demands in transit policy. Forward is charged with maintaining the transit momentum, and making sure it builds toward the construction of the three major transit projects of Move Ontario:

- a subway line from Toronto into York Region
- the Brampton AcceleRide project, and
- the Mississauga Transitway.

"When we have these three transit expansions in place, the benefits to the GTA and Ontario in general are going to be huge," says Forward. "My job is to pull together the partnerships and financing to make it all work."

His job requires someone who can work with the federal government, municipalities, various provincial ministries as well as the private sector, and bring them all to the table for these three important projects.

"These kinds of things are all about building relationships," says Forward. "When there is a common understanding of the vision, the challenge and the objective then you're going to more easily achieve progress quickly."

With over two decades in public service at both the Ontario and federal governments, Forward comes

to the job with a reputation for skillful negotiation and getting things done.

As ADM in Ontario's Office of Constitutional Affairs and Federal Provincial Relations, he helped negotiate the 2000 First Ministers' agreement on health care. In his most recent position, heading the Labour Market and Training Division at Training, Colleges and Universities, he helped lead negotiations on two landmark skills training agreements with the federal government.

Forward says in his short time on the job he has already come to understand the vital role that good public transit can play in reducing congestion, helping the environment and increasing economic development. And he speaks passionately about what a project like the York subway extension might be able to do for the Jane and Finch area.

'There is a corner up there with important challenges where I hope public transit can play an effective role providing opportunities for people who may not have had them before. Not only will there be better access to the economic core of the city, but growth and jobs will follow the subway line to north Toronto and beyond.'

With the multiple benefits of transit, Forward will report to three ministries –Finance, Public Infrastructure Renewal, and Transportation.

Minister of Public Infrastructure Renewal David Caplan says the addition of Forward is another sign of his government's commitment to improved public transit in the GTA.

"It would be hard to overstate the importance of these three projects to the people of Brampton, Mississauga, York and Toronto," says Caplan. "This position was created, and Bill Forward was hired to fill it, because we want to make sure these projects get done, and get done right."

Three Major Transit Projects

Brampton

Brampton is a key centre of growth within the GTA, with a population expected to reach 680,000 people by the year 2031. The Ontario government is providing \$95 million to help support the city's AcceleRide project – a main plank in Brampton's strategy to meet increasing transit demands.

The project will introduce separate, enhanced commuter services on Queen Street and Main Street in Brampton. The two new corridors will be fully integrated with the city-wide transit network, and will connect to major destinations including the Vaughan Corporate Centre, York University, GO Transit in Mississauga and York Region's VIVA.

Mississauga

The Province has committed \$65 million to support public transit expansion in Mississauga. The city will be able to put this funding towards the \$259-million Mississauga Transitway, a separate bus right-of-way along Highway 403 and Eglinton Avenue and extend from Highways 430/407 in the west to Renforth Drive – Highway 427 in the east, with 14 stations planned along the route. By 2011, the Transitway is expected to carry as many as 10,000 people per hour at peak times. The province will also provide \$25 million for GO Transit investments in the Transitway project .

Subway

The Ontario government is providing \$670 million to Toronto and York Region to help support the cost of new subway construction. The subway line would extended to Vaughan Corporate Centre, making it the first time in Ontario that a subway crossed a regional boundary.

The new subway would improve connections with VIVA, York Region's transit system, Brampton Transit, and GO Transit. It would also provide long-awaited rapid transit to the more than 65,000 people commuting to and from York University, making it the second-largest generator of single-person auto use in the GTA, next to Pearson International Airport. Once the subway extension is up and running, ridership is expected to be 80,000 to 100,000 trips daily eliminating 67,000 to 83,000 car trips each day.

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Premier Dalton McGuinty participated in the August 3rd groundbreaking for the expansion of Kingston's Ravensview Water Pollution Control Plant – the largest single capital project by the City of Kingston in its history. Ontario has provided \$25 million to Kingston through *ReNew Ontario*, matching the federal funding commitments under the Canada Strategic Infrastructure Fund. State-of-the-art filters at the expanded plant will improve wastewater treatment, the addition of new facilities will increase the plant's capacity to manage waste, and upgrades to existing buildings and operations will help improve the plant's performance.

A groundbreaking at Kingston's wastewater treatment plant, a request for proposal to build and finance a hospital in London and an announcement of a new hospital in Toronto are shoring up infrastructure to protect the health of Ontario families.

Runnymede Healthcare Centre: a new, state-of-the-art hospital

The steady progress on expanding health care facilities in Ontario will bring state-of-the-art facilities to the Runnymede Healthcare Centre patients who depend on specialized care for diseases like multiple sclerosis and Alzheimer's.

Originally built as a public school in 1908, Runnymede became a hospital in 1945. Increasing demands over the years have made the building so ill-suited to its role that the dedicated staff is forced to deliver some programs in the hallways.

Runnymede President and CEO Connie Dejak credits the McGuinty government for taking the time to listen to their needs, and making the decision to act.

"This government recognizes that severe challenges brought on by diseases like multiple sclerosis and Huntington demand a wide range of highly skilled health professionals," said Dejak. "They saw that here at Runnymede we've been meeting the complex needs of patients from as far away as northern Ontario in a supremely challenging physical plant. Now, our staff and volunteers have hope. We'll be able to continue to do what we do best. And, with the new facilities to help us expand our highly specialized care, we'll be able to do it even better."

Not just better, but more effectively and less expensively than other hospitals. Runnymede can provide the treatment and care needed by individuals with chronic illnesses at less than a third of the daily cost of care in a general hospital.

Construction of the new Runnymede Healthcare Centre will be financed and carried out under Alternative Financing and Procurement. The private sector will assume the risks for ensuring that the project is delivered on time and on budget, but the completed facility will be publicly owned and controlled.



Architect's drawing of the entrance for the new Runnymede Healthcare Centre.

A 200-bed hospital will replace the existing 95-bed facility with a comfortable homelike setting. There will be: spacious bedrooms, easily accessible washrooms, large therapy rooms, an auditorium, chapel, library, and therapeutic gardens. The new Runnymede will also feature day hospital services for patients who do not require permanent admission, as well as more space to train staff and volunteers.

Alternative Financing and Procurement projects ensure: public interest is paramount; value for money is demonstrable; appropriate public control and/or ownership of key public assets are preserved; accountability is maintained; and, all processes are fair, transparent and efficient.

Clinical and medical services will also be greatly enhanced. Comprehensive therapeutic services will range from physiotherapy, to swallowing and respiratory therapies, to around-the-clock medical care. “Before stricken by illness, our patients had made important contributions to family, community and society,” said Dejak. “With this new facility, we’ll be able to slow the decline in their health, help them be more self-sufficient, and offer them the medical services to live out the rest of their lives in the comfort and dignity they deserve.”

Work is slated to begin in 2007 – a century after the construction of the school that has housed the hospital. Finally, Runnymede will have a facility that suits its needs, and matches the excellence of the care it provides.

St. Joseph’s Hospital in London

A request for proposals has been sent to the following pre-qualified companies to build and finance the first phase of the capital redevelopment project at St. Joseph's Hospital in London:

- Bird Construction Company Ltd.
- Bondfield Construction Company Ltd.
- D. Grant & Sons Ltd.
- EllisDon Corp.
- PCL Constructors Inc.
- SNC-Lavalin Group Inc.
- Tonda Construction Ltd.

The seven general contractors were short-listed through a request for qualifications issued on March 21, 2006 to identify companies with the construction, operational and financial capacity required to undertake a project of this size and complexity.

The project encompasses renovations of St. Joseph's Hospital to support its new role in ambulatory care, including a focus on day surgery, some short-stay programs and prompt care services. Construction is scheduled to begin in 2007.

St. Joseph's is working with Infrastructure Ontario using Alternative Financing and Procurement to finance and implement the project. The redeveloped facility, like all public hospitals in Ontario, will be publicly owned, publicly accountable and publicly controlled.

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A 500-acre public park has been created within the Town of Markham in honour of noted journalist and environmental activist, Bob Hunter.

Hunter was a co-founder of Greenpeace, and later became an author and popular broadcaster who covered environmental issues for Citytv. Time Magazine named him an “Eco-hero” of the 20th century. Hunter passed away on May 2, 2005.

The official dedication was made by Premier Dalton McGuinty at a ceremony on August 21st.

“The Bob Hunter Memorial Park will expand greenspaces for Ontario families for years to come,” Premier McGuinty said. “By extending stewardship of our natural spaces and creating a legacy for others to enjoy, this park is truly a fitting tribute to Bob’s life work.”

Over 100 people attended the dedication ceremony, including: Hunter’s family and close friends; colleagues from Citytv; local, provincial and federal politicians; and members of the Rouge Park Alliance, the Toronto and Region Conservation Authority and other environmental groups.

With roofs of a subdivision visible though the trees and a hawk circling



overhead, the urgency of preserving this environmentally sensitive greenspace was clear to everyone.

“Bob would be very proud to have his name be recognized with this idyllic piece of the planet,” said Hunter’s wife

Bobbi. “He would want you all to work together to try to win our planetary battle against global climate change. This park is one example of how the battle can be won – by protecting our precious greenspaces, which play a pivotal role in keeping our climate balanced and our air clean.”

Bob Hunter Memorial Park is part of Ontario’s Greenbelt, which permanently protects 1.8 million acres of greenspace and agricultural lands in central Ontario. Designation of the park is also consistent with the province’s Growth Plan for the Greater Golden Horseshoe, which is designed to help curb urban sprawl and create more livable communities that have a mix of business, residential and natural areas.

The Growth Plan was a major achievement for the Minister of Public Infrastructure Renewal David Caplan, who also attended the event. “By donating the land and creating this new park in memory of Bob Hunter, the Province is encouraging all Ontarians to continue his dedication to environmental issues,” said Minister Caplan.

The Bob Hunter Memorial Park is adjacent to the Rouge Park, which stretches from Lake Ontario through the Greater Toronto Area to the Oak Ridges Moraine. The long term vision for this area is to regenerate the natural environment as a refuge for wildlife and as a public greenspace in one of the fastest-developing urban areas in Canada.

In total, the Province has donated more than 3,500 acres to Rouge Park, which is the largest natural park located within an urban area in North America.

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For fans of a revitalized Toronto waterfront, this has been a summer to remember – one major project begun, another completed to international fanfare, and an event that highlighted just how great an attraction the waterfront can be.

“The renaissance of Toronto’s waterfront is beginning right before our eyes,” said David Caplan, Minister of Public Infrastructure Renewal.



David Caplan, Minister of Public Infrastructure Renewal, and Toronto Mayor David Miller disembark from a special Quay-to-the-City streetcar.

Minister Caplan made the remark at the August 11th launch of Quay to the City, a tremendously successful 10-day celebration that gave an idea of what the central waterfront will look like after it is completed over the next 10 years. Residents and visitors packed the kilometre-long stretch of Queens Quay rejuvenated with a picnic lawn, gardens and urban beaches that hosted events from canoeing to movies to sand sculptures.

The state of Toronto’s waterfront has long been a frustration to those concerned about Toronto’s cultural and economic wellbeing. The late Jane Jacobs, the urban visionary and Toronto resident, urged Torontonians

to “get on with planning constructive and delightful ways of using our magnificent lakeside assets.”

Jacobs understood that a healthy and vibrant Toronto waterfront is critical to maintaining a healthy and vibrant Toronto economy. But Minister Caplan says the benefits stretch beyond Toronto to the entire province.

“A revitalized Toronto waterfront will offer an enhanced quality of life, attract more businesses and tourists, and strengthen the local economy significantly. But, because Toronto is the engine that drives the provincial economy, that’s good news for all Ontarians.”

A prime example of that good news is the recently completed Western Beaches Watercourse Facility for sports such as rowing, canoeing and kayaking. In mid-August, it was the site of the International Dragon Boat Federation Club Crew World Championships which drew over 4,500 athletes from more than 25 countries and thrilled thousands of spectators along the waterfront.



Among the many events at the Quay to the City was a very popular walking tour.

All infrastructure projects must start with the first shovels in the ground, and Minister of the Environment Laurel Broten wielded one of those shovels at the official launch of construction on the Mimico Waterfront Linear Park. It will feature a new section of the waterfront trail, a sheltered embankment, a sand dune and cobble beaches.

“With our federal and municipal partners, we’re cranking up the heat on the waterfront projects,” said Minister Caplan. “And this summer is just the beginning.”

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Bill Ralph Senior Vice-President,
Business Development and
Corporate Services of
Infrastructure Ontario

To more effectively coordinate the government's infrastructure planning, financing and procurement activities, the Ontario Strategic Infrastructure Financing Authority (OSIFA) has amalgamated with Infrastructure Ontario.

Infrastructure Ontario was established to carrying out major infrastructure projects under the Ontario government's Alternative Financing and Procurement program.

Infrastructure Ontario will continue to provide affordable, longer-term loans under the OSIFA name. To date, the program has assisted almost 200 Ontario municipalities with some \$2.4 billion in loans for over 1,200 local infrastructure projects.

"This consolidation is a key step in the province's effort to strategically coordinate infrastructure financing activities," says Tony Ross, Chair of Infrastructure Ontario. "But it's very much business as usual. Infrastructure Ontario clients will get the

same access to the loan program."

Bill Ralph, former CEO of OSIFA, will continue his strong leadership of the program as senior vice-president, Business Development and Corporate Services of Infrastructure Ontario.

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ORC appoints new President and CEO



David Glass, a 30-year veteran in real estate and property management, has been appointed president and chief executive officer of the Ontario Realty Corporation (ORC).

He will provide leadership to the ORC, an agency of the Ministry of Public Infrastructure Renewal responsible for a broad range of real estate services to the government, its client ministries and agencies.

"I am very pleased to welcome David Glass as the next president and CEO of the Ontario Realty Corporation," said Minister of Public Infrastructure Renewal David Caplan. "He brings exceptional professionalism, leadership and a client-focused and service-driven

culture to the ORC."

Most recently the president and CEO of Brookfield LePage Johnson Controls, Glass chaired the National Summit on Real Estate and has been a regular speaker at the Building Owners and Managers Association, The Real Estate Forum and the Canadian Council for Public and Private Partnerships. He has also been a member of the Corporate Advisory Board for The Hospital for Sick Children Foundation.

Glass replaces Greg Dadd who served as interim president and CEO since February 2006 while the Board of Directors conducted an extensive public search to fill the position. Dadd remains with the corporation as a senior executive.

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Minister Watson at the announcement with Brooke Boocock, a road cyclist and one of four Ontario athletes appearing on separate covers of the summer edition of the Quest for Gold lottery tickets.

The second Quest for Gold is aiming to surpass the \$2.9 million generated by the first edition, launched last February, which offered direct assistance to over 880 athletes.

Matt Raymond, one of the athletes who received financial assistance and a top Ontario Kayak Team member, was on hand for the games and the announcement.

“Quest for Gold funding enables me to focus more on my training, to become stronger and more competitive,” said Raymond. “With the help of this program, I am working towards my personal goals and I hope that my achievements will inspire other young athletes to pursue their dreams.”

From the proceeds of the first Quest for Gold lottery, 70 per cent went to athletes in direct financial support, 20 per cent to enhanced coaching initiatives and 10 per cent to enhanced competitive opportunities.

“I’m thrilled that we are continuing to support Ontario’s athletes through Quest for Gold – a real win for

amateur sports,” said David Caplan, Minister of [Public Infrastructure Renewal](#), who is also responsible for OLG. “Communities across the province are winners with many projects directly benefiting from OLG activities such as Quest for Gold.”

The summer lottery has boosted the total number of prizes to over 660,000, including five prizes of \$1 million, two prizes each of \$250,000, \$100,000 and \$25,000, plus thousands of other cash prizes starting at \$20. The odds of winning have doubled from one in six, to one in three.

“Quest for Gold is a great example of what OLG is all about,” said George Sweny, Senior Vice-President, Lottery. “We were inspired by the dedication of our athletes to make this game even better than the first.”

Proceeds will continue to be distributed as grants through the Ministry of Health Promotion. The Quest for Gold lottery also assists in promoting ACTIVE 2010 programs to increase the fitness level of all Ontarians.

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Accountants look at the cost of existing infrastructure – valuing the assets and measuring depreciation.

Engineers have an eye to the future, knowing what to replace, how, with what and when. Councillors bring the political will – and public dollars – to pay for it.

According to Paul Evans, Assistant Deputy Minister of the Ministry of Public Infrastructure Renewal's Infrastructure Policy and Planning Division, who was the lead presenter at this AMO session: "Asset management is an integrated approach involving planning, engineering and finance to effectively manage existing and new infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the users in an energy efficient and environmentally responsible manner."

This kind of integrated management over the life cycle of the asset minimizes total costs. It is not unlike looking after the roof of your house. You need the information to know the state of the roof, how long it should last, whether to patch it or replace it, and when to do it.

Such stewardship in the public realm is increasing, as links between asset management and financial reporting grow. Many larger cities already have asset management plans in place.

By 2009, the Public Sector Accounting Board will require that all municipalities report on the value of

their capital assets. The importance to start now was stressed by Evans and the two representatives from municipalities who joined him at this AMO session.

Chatham-Kent Mayor Diane Gagner presented the financial modeling approach used by her municipality to achieve long-term, sustainable growth and tackle the infrastructure deficit. She stressed developing a plan that operating departments can agree to, management can defend, city council can support and the community can understand.

Gagner also recommended: challenging staff to plan for replacement cost of infrastructure and making it more than an exercise in accounting for historical costs; being up front with the news that your municipality is under funding infrastructure requirements; using alternative sources of revenue strategically; and using the plan to demonstrate the need for senior government partnership.

Nigel Bellchamber, General Manager and Secretary-Treasurer of the Ontario Municipal Administrators Association, presented details of the Public Sector Accounting Board rules and its implications for municipalities. He used the example of a \$100,000 truck that disappears from financial statements once it is paid for. Starting in 2009, it will appear for as long as it provides economic value and will be amortized on a rational basis.

The goal of all the presenters was to change the way municipalities think about and manage their assets. Gagner put it succinctly: "knowing what your resource requirements are and developing a plan to get there."

Developing Asset Management Plans

Asset Management Plan

Priority Setting

What will you fix?

What will you replace?

What will you dispose of?

Decision Tools

Options considered/What if analysis

Lifetime-cycle costing

Performance measures

Current and Future Needs

Service-level requirements

Investment requirements

Funding strategies

Infrastructure Deficit

What is the deferred investment backlog?

Condition Assessment

What is its Condition?

What is the remaining service life?

Basic Inventory

What do you own?

Where is it located?

What is it worth?

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