

## INFORMATION REPORT

**REPORT TO:** Council of the Township of South Glengarry



**MEETING DATE:** May 21, 2024

**SUBJECT:** Annual Review of Asset Management Progress

**PREPARED BY:** Sarah McDonald, P. Eng. – GM Infrastructure

The Township's [Strategic Asset Management Policy](#) (40-2019) includes the policy statement:

*“Council will conduct an annual review of the Township’s asset management progress on or before July 1 in each year, to meet the requirements outlined in O. Reg. 588/17.*

*The annual review must address:*

- i. The Township’s progress in implementing its asset management plan.*
- ii. Any factors impeding the Township’s ability to implement its asset management plan.*
- iii. A strategy to address the factors identified as impeding the Township’s ability to implement its asset management plan.”*

This information report provides Council with the summarized information required to complete their annual review.

### Section A. Implementation Progress (Capital Work)

#### Progress of Capital Road Plan

The current 10-year capital road plan was approved on July 4, 2022 and is [available online](#). The municipality has deviated from the plan, which has been communicated to Council and approved through the annual budgets. Infrastructure Services is in the process undertaking a refreshed Road Needs Study to update the 10-year capital plan. However, the progress against the plan as written, for review purposes, is summarized below:

Planned Year	Asset ID	Project	Type	Status
2022	105100	Cemetery Resurfacing	ST	2022 Gravel
	407700	Celtic Lane Downgrade	GR	2022 Gravel
	502200	Concession 4 Resurfacing	ST	2022 Resurfaced
	206700	Beaverbrook Resurfacing	ST	Not Complete

Planned Year	Asset ID	Project	Type	Status
	Various	Warren, Middle, Bethune Resurfacing	AS	2023 Urban Reconstruction
	Various	Sabourin and Anderson Resurfacing	AS	2023 Resurfacing
	Various	Clifford, Laura, Marlene Resurfacing	AS	2022 Resurfacing
	Various	Lancaster NW and NE Resurfacing	AS	Delayed for development
	Various	Purcel Road Second Lift	AS	Not complete
<b>2023</b>	105500	North Branch Resurfacing	ST	2024 Awarded
	Various	Glendale Subdivision Resurfacing	AS	Delayed for Enbridge Work
	Various	Lancaster SW and SE Resurfacing	AS	2022 Resurfacing
	Variou	South Lancaster Resurfacing	AS	Not complete
	Various	Heron and McGillivray Upgrades	GR	Not complete
<b>2024</b>	503100	Second Line Road Resurfacing	AS	2024 Awarded
	Various	Fraser Upgrade	GR	Not complete
	300600	Glen Brook Upgrade	GR	Not complete

Roads not identified in the 10-year capital plan, but which have received funding, were selected from the 2020 Road Needs Study as requiring maintenance paving. They include a second of the Glen Road.

The 2024 Road Needs Study project includes the development of lifecycle planning policies to facilitate setting a desired level-of-service and support long-term capital planning and

### Progress of Capital Bridge Plan

The current capital bridge plan was approved on October 17, 2022 and is [available online](#). The municipality has deviated from the plan, which has been communicated to Council and approved through the annual budgets. The 2024 AMP document will include a revised capital plan based on the recently completed 2023 Ontario Structural Inspection Report. However, the progress against the plan as written, for review purposes, is summarized below:

Planned Year	Asset ID	Project	Status
<b>2022</b>	30019	Glen Donald Rehabilitation	Complete 2022
	30023	Glen Roy Rehabilitation	Complete 2022
	30024	Glen Roy Rehabilitation	Complete 2022
	30035	First Line Rehabilitation	Complete 2022
	30043	Second Line Rehabilitation	Complete 2022
	30052	Roys Rehabilitation	Complete 2022
<b>2023</b>	30003	Kinloch Engineering	Bridge Closing
	30011	Cashion Engineering	Deferred
	30018	Chapel Rehabilitation	2024 Award

Planned Year	Asset ID	Project	Status
	30044	Second Line Expansion Joint	2024 Award
	30050 / 70007	Butternut Planning Study	Complete 2023
	30054	Third Line Road Engineering	2024 Planned
2024	30003	Kinloch Road Replacement	Bridge Closing
	30004	Cemetery Road Engineering	Deferred
	30011	Cashion Rehabilitation	Deferred
	30016	Squire Road Engineering	Deferred
	30026	Frog Hollow Engineering	Deferred
	30054	Third Line Construction	Deferred
	30062	First Line Engineering	Deferred

The 2023 Capital Bridge Program for road structures was [deferred by Council on August 8, 2023](#) due to:

- a. Significant risk of construction delays
- b. Risk of increased pricing
- c. Lack of available budget

The deferment of the 2023 Capital Bridge Program has a cascading effect on the capital bridge plan. Furthermore, the 2023 OSIM report indicates a [10-year capital bridge cost](#) of \$27,600,000 which far exceeds current levels of funding.

**Progress of Capital Water Program**

The current 10-year capital road plan was approved on July 4, 2022 and is [available online](#). This plan was prepared based on information obtained through the 2008 Infrastructure Capital Plan, with additions from the Glen Walter Master Servicing Plan. Progress against the plan as written, for review purposes, is summarized below:

Planned Year	Project	Status
2022	No Projects	-
2023	Glen Walter - New Water Tower	Tendering Summer 2024
	Glen Walter - Watermain Upgrades	Tendering Summer 2024
	Glen Walter - Hydrant Expansion	Deferred
2024	No Projects	-

The anticipated costs of the Glen Walter Water Tower and Watermain Rehabilitation project exceed the costs estimated in the AMP by \$2,000,000. The award of the project construction will be a future decision of Council, post tender. A refresh of this capital program is required in the coming years to align the current condition and asset status with the age-based program that currently exists.

### Progress of Capital Sanitary Program

The current 10-year capital road plan was approved on July 4, 2022 and is [available online](#). This plan was prepared based on information obtained through the 2008 Infrastructure Capital Plan, with additions from the Glen Walter Master Servicing Plan. Progress against the plan as written, for review purposes, is summarized below:

Planned Year	Project	Status
2022	No Projects	-
2023	Glen Walter – Raw Sewage Pumps	Replaced 2021
	Glen Walter – Chlorine Analyzer	Not in need of replacement (Water Asset)
	Lancaster – Chlorine Analyzer	Not in need of replacement (Water Asset)
2024	Lancaster – Raw Sewage Pumps (x2)	One budgeted 2024 One not in need of replacement

A refresh of this capital program is required in the coming years to align the current condition and asset status with the age-based program that currently exists.

### Section B. Implementation Progress (Level of Service)

#### Current Level of Service for Roads

The Asset Management Plan (2022) identified the community and technical level of service (LOS) for roads being provided to the community. A comparison of the documented LOS and current LOS is provided in the table below.

LOS Category	Matrix	2022 LOS	2024 LOS
Community	Network Description	AMP Appendix B	Reduction in LOS (620m Kinloch Road, Street Road to Lauzon Bridge)
	Illustration of overall condition	AMP Table 5	2024 Road Needs Study
Technical	Lane-km per land area	0.63 km / km <sup>2</sup>	No change
	Condition Index for Paved Roads	62 (fair)	2024 Road Needs Study
	Maintain up to date RNS	Every five-years	4-year cycle
	Maintain up to date sidewalk condition assessment	Every five-years	Annual

### Current Level of Service for Bridges

The Asset Management Plan (2022) identified the community and technical level of service (LOS) for bridges being provided to the community. A comparison of the documented LOS and current LOS is provided in the table below.

LOS Category	Matrix	2022 LOS	2024 LOS
Community	Description of traffic supported by municipal bridges.	Currently no vehicle restrictions	Load restrictions and impending closure of Lauzon Bridge.  Northbound lane restriction on southern Cemetery Road Bridge.
	Condition Assessments	OSIM Reports (2021)	OSIM Reports (2023)
Technical	Percentage of bridges with restrictions	Currently no load restrictions	2%
	Average Bridge Condition Index	72 (Good)	68 (Fair)
	Completion of OSIM Report	Every two-years	As identified by the OSIM for each structure

### Current Level of Service for Water Network

The Asset Management Plan (2022) identified the community and technical level of service (LOS) for the drinking water network being provided to the community. A comparison of the documented LOS and current LOS is provided in the table below.

LOS Category	Matrix	2022 LOS	2024 LOS
Community	Network Description	AMP Appendix C	AMP Appendix C
	Illustration of overall condition	AMP Appendix C	AMP Appendix C
	Boil water advisories	AMP Table 15	Voyent Alert
Technical	Percentage properties connected to municipal system	18.4%	18% – 19%
	Percentage properties with fire flow	9.6%	9.6%
	Annual boil water connection-days	Negligible	Negligible
	Annual Main break connection-days	Negligible	Negligible

### Current Level of Service for Sanitary Network

The Asset Management Plan (2022) identified the community and technical level of service (LOS) for the sanitary network being provided to the community. A comparison of the documented LOS and current LOS is provided in the table below.

LOS Category	Matrix	2022 LOS	2024 LOS
Community	Network Description	AMP Appendix D	AMP Appendix D
	Frequency and volume of overflows	AMP Table 20	Annual Reporting
Technical	Percentage properties connected to municipal system	21.6%	21% - 22%
	Annual wastewater backup connection-days	0 days	Annual Reporting
	Annual effluent violations	AMP Table 21	Annual Reporting

### Section C. Impeding Factors

An impeding factor is an obstacle in the way of progress or success. The factors impeding the implementation of the South Glengarry Asset Management Plan are:

1. **Funding.** Rising costs, aging infrastructure, reduced funding, and increasing public expectations.

A tangible example are the tough decisions made by Council to defer the 2023 capital bridge work and, subsequently, defer the replacement of the Butternut Lane Bridge and the Lauzon Bridge indefinitely.

2. **Lack of Available Data.** Continual data collection, along with verification and validation of the data, is required for the ongoing success of an asset management plan.

Infrastructure Services has been employing students to collect asset inventory data. However, asset condition data still needs to be assessed by qualified persons.

3. **Staffing vs. Workload.** When considering the workload associated with operating the municipality, there is a lack of qualified persons to provide oversight to the various Asset Management projects (planning, capital, maintenance), interpret the information gathered and / or manage the completion of projects by third-parties. The municipality is staffed to “get by”, but not “take the next step”.

Examples of reduced progress due to staffing limitations are evident in the slow progress of:

- Advancing the next asset management conversation

- Retooling the Water and Sanitary program
  - Managing / organizing the data collected
  - Producing consistent reporting
4. **Lack of Alignment on Key Concepts.** Asset management is a broad topic that can be scaled in a number of different ways. Members of the municipality have varying understandings and interpretations of asset management as it applies to the Ontario Regulation, the Strategic Asset Management Policy, and the implementation.

## Section D. Resulting Strategy

Acknowledging the very real constraints associated with a small, rural, lower-tier municipality; along with the reality being faced by all municipalities; and the municipality has adopted the following two strategies for 2024 to mitigate the impeding factors.

### **Strategy 1. Asset Rationalization Process**

**Mitigation for:** Funding and Lack of Alignment

The Township is undertaking a Council directed [Asset Rationalization](#) for the municipal road and bridge assets with the focus being on reviewing and assessing the continued need for the ongoing and year-round maintenance of road segments and structures. This process will provide valuable information that may help to mitigate the gap between infrastructure needs and available funding.

### **Strategy 2. Continue Data Collection Process**

**Mitigation for:** Lack of Available Data

Infrastructure Services employs summer students to assist with the collection of asset inventory data and the supporting traffic counts program. During 2024, Infrastructure Services hopes to complete the culvert inventory, validate water assets, collect stormwater assets, and continue to capture new traffic count data. The Township has also engaged Ainley Group to assist with mapping known stormwater assets that have previously been only paper based.

### **Strategy 3. Planned Updates to Senior Management and Council**

**Mitigation for:** Lack of Alignment on Key Concepts

The Strategic Asset Management Policy requires an annual touchpoint with Council (this review) and a 5-year review of the policy itself. As the municipality begins to determine the desired level of service for all assets, increasing involvement from the Senior Management Team and Council will be required. The format of involvement has not been determined but is envisioned for late-2024 and early 2025.

## Section E. Keep the Discussion Going

Through the Strategic Asset Management Policy, the Township is committed to the good stewardship of municipal infrastructure assets, and to be accountable and transparent to the community through the adoption of best practices regarding asset management planning.

Council's **2024 Strategic Planning Sessions** would be an excellent opportunity to have a fulsome discussion about the opportunities and challenges associated with a small and rural municipality.