



**THE CORPORATION OF THE TOWNSHIP OF MCGARRY
BY-LAW NO. 2024-51**

**BEING A BY-LAW TO ADOPT AN ASSET MANAGEMENT PLAN
- NON-CORE ASSETS FOR THE TOWNSHIP OF MCGARRY**

WHEREAS the infrastructure for Jobs and Prosperity Act, 2015 and Section 3 of Ontario Regulation 588/17 requires a municipality to prepare a strategic Asset Management Policy;

AND WHEREAS Section 5 of Ontario Regulation 588/17 as amended requires that an Asset Management Plan in respect of its other municipal infrastructure assets (non-core assets) be prepared by July 1, 2024.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MCGARRY HEREBY ENACTS AS FOLLOWS:

1. **THAT** this By-Law shall be entitled the “Asset Management Plan – Non-Core Assets By-Law”
2. **THAT** the Asset Management Plan – Non-Core Assets as set out in Schedule “A” attached hereto, is hereby adopted for the Township of McGarry
3. **THAT** this By-law shall come into full force and effect upon its final passing

READ a first and second time this 10th day of September 2024.

READ a third time and finally passed this 10th day of September 2024.


MAYOR


CLERK-TREASURER



MARMAK
Large City Functionality, Small Town Affordability.

BY-LAW 2024-51

SCHEDULE "A"

2024 Non-Core Asset Management

Prepared for:

The Township of McGarry

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Ontario Regulation 588/17

Objectives as defined by the Ontario Reg. 588/17

A Township's asset management plan must include for each asset category, the current levels of service being provided, determined in accordance with qualitative descriptions and technical metrics based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan.

For each asset category, a summary of the assets in the category, the replacement cost of the assets in the category, the average age of the assets in the category, determined by assessing the average age of the components of the assets, the information available on the condition of the assets in the category, and a description of the Township's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.

For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service for each of the 10 years following the year for which the current levels of service are determined and the costs of providing those activities based on an assessment of the following: The full lifecycle of the assets, the options for which lifecycle activities could potentially be undertaken to maintain the current levels of service and the risks associated with the options.

Phase-in schedule

July 1, 2019: Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance, and other municipal planning activities.

July 1, 2022: Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater, and stormwater management systems) that identifies current levels of service and the cost of maintaining those levels of service.

July 1, 2023: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

July 1, 2024: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.

Council Responsibility

- Members of Council play an important role in validating municipal level of service. Not only through the policies that they adopt, the yearly review and the ongoing involvement when levels are adversely affected.
- The frequency of these reviews should be established and followed by staff as part of the Asset Management Policy.
- Council must be educated on the asset management strategies which comprise of an accurate inventory, required inspections, lifecycle events, risk mitigations, citizen engagement and financial sustainability.
- Council's responsibility is to provide direction to staff while supporting qualified staff in their decisions.
- Validate and support the amount of time it will take to reach expected Levels of Service.

Societal Trends

- Upcoming Governmental trends
- Changes in society
- Technology changes
- Cyber security
- Environmental sustainability

Accessibility for Ontarians with Disability Act (AODA)

According to the legislation, the AODA aims to develop, implement and enforce standards related to goods, services, accommodation, employment and buildings before Jan. 1, 2025. The legislation applies to every person in both the public and private sector

The [*Accessibility for Ontarians with Disabilities Act, 2005*](#) (AODA) is intended to reduce and remove barriers for people with disabilities so that Ontario can become more accessible and inclusive for everyone. Collaboration among businesses, organizations, communities and all levels of government is key to reaching this goal.

The O. Reg. 191/11, [*AODA*](#) is the law that sets out a process for developing, implementing and enforcing accessibility standards that government, businesses, non-profits and public sector organizations must follow to become more accessible. These laws and standards are intended to make Ontario open to everyone by helping to reduce and remove barriers.

Detailed information can be found on the Township

"MULTI YEAR ACCESSIBILITY PLAN INTEGRATED ACCESSIBILITY STANDARDS"

"2022 ELECTION ACCESSIBILITY PLAN"

Asset Management Components

Accurate and detailed asset inventory

- A summary of the assets in the category
- Condition of the assets in the category
- The average age of the assets in the category
- Condition ratings
- Collection of minimum data per asset category
- Operations, such as increased maintenance schedules

Lifecycle Management

- When to remediate
- What to remediate
- How to remediate
- When to replace rather than remediate
- The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service
- The lifecycle activities undertaken for the lowest cost to maintain the current levels of service
- Lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period

Level of Service

- Establishment and Adoption of Technical Level of service
- Establishment and Adoption of end user Level of service
- Adoption of provincial standards
- Establishment and Adoption of Probability of Failure (PoF)
- Establishment and Adoption of Consequence of Failure (CoF)
- Establishment and Adoption of the risks associated with PoF and CoF

Financial Controls

- An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities separated into capital expenditures and significant operating costs
- The replacement cost of the assets in the category
- If based on the funding projected to be available, the Township identifies a funding shortfall for the lifecycle activities
- An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the Township to maximize the funding projected to be available

Climate change

- Energy efficiency
- Climate change adaption
- Climate change mitigation

Citizen Engagement

- Municipal residents and other interested parties to provide input.
- Service request associated to location, deficiency type, and actions required.
- Input deficiency, create work orders, and manage the repairing, the deadlines and follow up comments.

Corporate Policy

- Adoption of risk matrix
- Adoption of financial strategy
- Create multiple scenarios
- Regular update of plan
- Establish aa asset replacement policy
- Enact a municipal bylaw

Fig 1.0



Time frames

The AM initiative comprises of several updates which are required at specific intervals.

Tasks	Timelines	Description
Update AM plan	biannual	Edit the updated document
Update asset repository	ongoing	Continuously update the inventory repository
Capital plan	yearly	Create annual capital plans establishing a link between capital, operational and corporate strategic plan
Level of Service/financial	yearly	Define individual inspection which culminates with LoS
Financial capabilities	yearly	Link LoS to financial capabilities. Integrate tax increases, levy's, user fees
Building Condition Index (BCI)	5 – 10 years	Buildings constitute the large part of non-core assets. Request BCI for buildings and assets

Non-Core assets

The Township has established the following non-core assets:

- Land
- Buildings
- Fleet

Additionally, over time the Township will based on its capacity can choose to expand the list to include:

- Information Technology
- Data Electronic (electronic, paper, documents)
- Purchasing procedures (green compliancy)
- Human Resources (Staffing, recruiting, retention)

The Township will focus on physical non-core assets which includes:

- Land (municipal properties, parks, and trails)
- Buildings (community hall, fire department)
- Fleet /Equipment (Trucks, and associated equipment)

Hierarchy	Category	Subtype
Land (roll number)	Administration Public Works/ Recreation/	<ul style="list-style-type: none"> • Parking lots • Vacant properties • Cemeteries • Community hall; ice rink • Emergency; fire, ambulance • Salt / Storm shed
Building	Building structure/Outer shell	<ul style="list-style-type: none"> • Interior/exterior • Roof/shell structure/walls • Foundations/footings/slabs
Inventory	Capital assets within building	<ul style="list-style-type: none"> • Electrical • Mechanical • Structural • Emergency • Miscellaneous
Fleet/Equipment		<ul style="list-style-type: none"> • Heavy duty • Medium duty • Light duty • Recreational • Emergency

Data Collection structure

Land Related Assets

Collection of land related parcel information includes:

- Total number of parcels
- Parcels connected to municipal infrastructure
- Parcels with emergency access within specified timeframe
- Parcels on maintained roads

Construction pricing

Square footage construction pricing as of 2022

- Maintenance facilities \$450.00 sq. ft.
- Municipal offices \$375.00 sq. ft.

Building Geometry

Necessary geometry fields associated to each facility including:

- AODA compliancy
- Square footage
- Number of floors
- Year built
- Parking lot
- Capacity

Field Name	Value
Facility ID	101
Facility Name	Facility 101
Facility Type	Facility
Facility Address	101 Main St
Facility City	City
Facility State	State
Facility Zip	12345
Facility Phone	555-1234
Facility Email	info@city.gov
Facility Website	www.city.gov
Facility Manager	John Doe
Facility Status	Active
Facility Created	2022-01-01
Facility Updated	2022-01-01

Data Collection structure

The Township must begin by adopting a standard and establishing the minimum data fields of information to be collected. It is suggested that the Township may wish to review the adoption of the UNIFORMAT standard for collection of building data.

In Ontario, municipalities who are members of "Ontario Recreation Facilities association have access to the RFAM inventory module at no cost as part of their member services. RFAM is built on industry



standards through an ecosystem of collaborative municipalities which can share best practices. One such standard is the ASTM UNIFORMAT II level 3 Standard E1557 classification.

Asset attributes

Collection of all mandatory fields is necessary in order to produce valid reports

Community Centre / Municipal Office - Equipment Inventory

Equipment Category: * <input type="text" value="Finishes (C)"/>	Department: <input type="text" value="Select..."/>	Installation Year: <input type="text"/>
Equipment Type: * <input type="text" value="Doors"/>	Space Category: * <input type="text" value="Main Entrance"/>	Warranty End Date: <input type="text"/>
Equipment Detail: <input type="text" value="Door Hardware"/>	Floor: <input type="text" value="1st"/>	Proposed Replacement Date: <input type="text"/>
Equipment Item: <input type="text" value="Select..."/>	Room #: <input type="text"/>	Lifespan: <input type="text"/>
Name: <input type="text" value="Automatic Door Arm #1"/>	Location Served: <input type="text"/>	Actual Replacement Date: <input type="text"/>
Asset Relationship: <input type="text"/>	Map: <input type="text" value="Map"/>	Usage (Hours): <input type="text"/>
ID: <input type="text" value="Automatic Door Arm_001"/>	TCA: <input type="text"/>	Capacity (Hours): <input type="text"/>
Make: <input type="text" value="Ditec"/>	Purchase Price: <input type="text" value="1500"/>	Condition: * <input type="text" value="Very Good (80-100% Rema..."/>
Model: <input type="text" value="Auto Swing HA-8"/>	Replacement Cost: <input type="text" value="1500"/>	Comments: <input type="text"/>
Serial Number: <input type="text" value="28473"/>	Quantity: <input type="text"/>	Status: * <input type="text" value="Capital"/>
		Energy Equipment: <input type="checkbox"/>

Asset breakdown

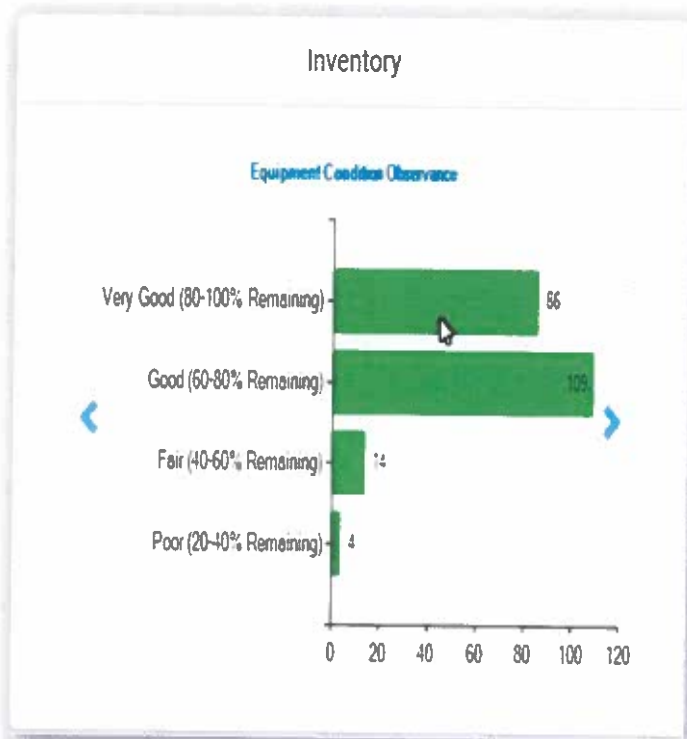
Asset category	Asset Categories	Asset Attributes
Land	Administration, Green space, Public Works Environmental	Roll Number
Buildings	Envelope Foundations Roof	Uniformat II
Building Inventory	Plumbing HVAC Electrical	Make, model, SN, dates
Fleet	Heavy duty Medium duty Light duty Environmental	Make, model, Vin, dates
Equipment	Recreation, Emergency, Public Works Environmental	Make, model, dates

Land Inventory

ASSET TYPE	ASSET SUB TYPE	ASSET ID	ASSET NAME	CLASSIFICATION
Land	Park (Open Space)		10 Cockeram St	Land
Land	Park (Open Space)		9 Monroe St	Land
Land	Park (Open Space)		61 Connell Ave (Medical Centre)	Land
Land	Park (Open Space)		66 Connell Ave	Land
Land	Park (Open Space)		17 Webster St	Land
Land	Park (Open Space)		25 Webster St	Land
Land	Park (Open Space)		Webster St	Land
Land	Park (Open Space)		27 Webster St	Land
Land	Park (Open Space)		Webster St	Land
Land	Park (Open Space)		Webster St	Land
Land	Park (Open Space)		Webster St	Land
Land	Park (Open Space)		39 Webster St	Land
Land	Park (Open Space)		39 Webster St	Land
Land	Park (Open Space)		56 Connell Ave	Land
Land	Park (Open Space)		Connell Ave	Land
Land	Park (Open Space)		Connell Ave	Land
Land	Park (Open Space)		Connell Ave	Land
Land	Park (Open Space)		46 Connell Ave	Land
Land	Park (Open Space)		Connell Ave	Land
Land	Park (Open Space)		Connell Ave	Land
Land	Park (Open Space)		14 Reddick Ave	Land
Land	Park (Open Space)		Government Road	Land
Land	Park (Open Space)		Kerr Cres	Land
Land	Park (Open Space)		Twentyfifth St	Land
Land	Park (Open Space)		Twentysixth St	Land
Land	Park (Open Space)		Twentyseventh Ave	Land
Land	Park (Open Space)		Twentyseventh Ave	Land
Land	Park (Open Space)		Government Road	Land
Land	Park (Open Space)		39 Government Rd	Land
Land	Park (Open Space)		Government Road	Land
Land	Park (Open Space)		43 Government Rd	Land
Land	Park (Open Space)		Kearns Ave	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		Highway 66	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		Twentyseventh Ave	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		LAND	Land
Land	Park (Open Space)		LAND	Land
Land	Buildings and Facilities	BLDG_03	Municipal Office, Firehall, Police Dept., Works Garage	Building
Land	Buildings and Facilities	BLDG_04	Tourist centre	Building
Land	Buildings and Facilities	BLDG_05	Medical Building	Building
Land	Buildings and Facilities	BLDG_09	Garage	Building
Land	Buildings and Facilities	BLDG_10	Gazebo	Building
Land	Buildings and Facilities	BLDG_11	Marina Docks	Building
Land	Buildings and Facilities	BLDG-01	Arena, Community Centre and Library	Building
Land	Park (Open Space)	TP_01	PSAB 3150	

Municipal owned facilities

Asset Class	Asset Type	Asset Detail	Asset Name
(All)	(All)	(All)	🔍
Fleet	Fleet Assets		Equipment
Facility	Environmental	Lift Station	Kearns lift station
Facility	Environmental	Sewage Treatment Facility	Lagoon
Facility	Recreation		Municiple Office
Facility	Ice Arena (Ind...		Virginiatown Community Centre
Facility	Environmental	Lift Station	Virginiatown Lift station
Facility	Environmental	Tower (Standpipe)	water tower
Facility	Environmental	Water Treatment Plant	well (pump) House



Inventory

SPOTLIGHT

TEAM MODEL HIGH-13

- Total Number of Assets: 8
- Total Number of Equipment: 213
- Total Value of Equipment: \$2,771,421.58

Fleet and Equipment

ASSET TYPE	ASSET SUBTYPE	ASSET ID	ASSET NAME	CLASSIFICATION	VEHICLE MAKE	VEHICLE MODEL	PURCHASE PRICE
Vehicle	Heavy Duty Vehicle	FL_VCPW_1400	2018 John Deere Grader Model 770G				\$333,650.00
Vehicle	Light Duty Vehicle	FL_VCPW_1200	2016 GMC Sierra	Pickup	2016 GMC Sierra	Sierra	
Vehicle	Light Duty Vehicle	VL_VCFD_300	2007 Ford F350 Wheel Drive 1 Ton	Pickup	Ford	F350 Wheel Drive 1 2 Ton	
Vehicle	Heavy Duty Vehicle	FL_VCPW_1500	2020 Freightliner Dump Truck Model 114SD				\$182,167.00
Vehicle	Light Duty Vehicle	VL_VCFD_200	2000 Ford E350 Cube Van	Van	Ford	E350 Cube Van	
Vehicle	Heavy Duty Vehicle	FL_VCPW_1700	2015 CAT 930K Wheel Loader		Caterpillar		
Vehicle	Medium Duty Vehicle	FL_VCPW_1800	Vac-Tron Vacuum System for Sanitary (on trailer)		Vac-Tron Vacuum System for Sanitary (on trailer)		
Vehicle	Heavy Duty Vehicle	FL_VCPW_1600	2015 CAT Extendent Boom Backhoe		Caterpillar		
Vehicle	Miscellaneous	FL_VCPW_1300	Sewer Flusher		Sewer Flusher	HV-1800TR	
Vehicle	Light Duty Vehicle		2022 Chevrolet Silverado	Pickup	2022 Chevrolet Silverado	1500 4WD Crew Cab	56362
Vehicle	Heavy Duty Vehicle		2012 Freightliner Sander Dump truck	Pickup	2012 Freightliner	20051103042KS	\$100,570.00

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Lifecycle Activities

Asset lifecycle activities consist of the following components:

Rehab:	Lifecycle events which may extend the life of the asset
Replace:	Activities once the asset has reached its end of life
Disposal:	Accounting and engineering activities which may have ongoing activities
Climate Change:	Impact and access to renewable technologies

Accurate lifecycle

Accurate lifecycle for each asset category is fundamental to establishing proper AM plan. Each lifecycle event is directly attributed to the proper inventory data collection. Each building comprises of various asset categories. Each asset category has a defined life expectancy. Each life expectancy is further defined by the amount of usage. The amount of usage is directly proportional to the efficiency of the unit and overall building.

Category	Life Expectancy (years)	Usage /Consumption
Land		
Parks	50	Remaining useful life
Parking lots	25	Remaining useful life
Building		
Structural	50	Remaining useful life
Shell	40	Remaining useful life
Electrical	15	Condition rating / Run Hours
Mechanical	20	Condition rating / Run Hours
Inventory	10-20	Condition rating / Run Hours
Fleet / Equipment		
Emergency services	20	Condition rating / Run Hours/ Km
Public Works	20	Condition rating / Run Hours/ Km
Recreation	20	Condition rating / Run Hours/ Km

Asset Condition Information

Category	Current Condition rating	Optimal condition rating
Land	Estimated remaining useful life	Estimated remaining useful life
Buildings	Estimated remaining useful life	BCI
Inventory	Estimated remaining useful life	Condition rating
Fleet /Equipment	Estimated remaining useful life	Inspections

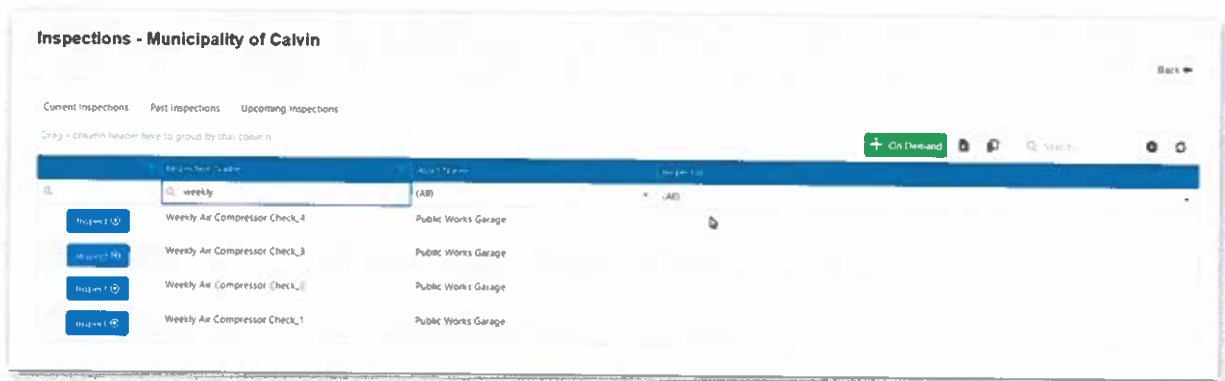
Inspections

The Township has taken a proactive approach to measuring LoS, by adopting the ORFA's RFAM solution and cataloging each piece of inventory as well as the associated inspections. The Township should create inspections which will be classified as Predictive, Preventative and Reactive. These typical inspections are categorized as regulatory, mandatory, health and safety and occurs daily, weekly, quarterly and annually. Sample of these inspections are:

- Fleet: MTO inspections, Fire truck inspections
- Building: Subject to internal building inspections including fire suppression and extinguishers
- Land: Staff inspection, CSA, play structures
- Inventory: Subject to regulatory Inspections
- Emergency: Personal Preventative Equipment sent to manufacturer

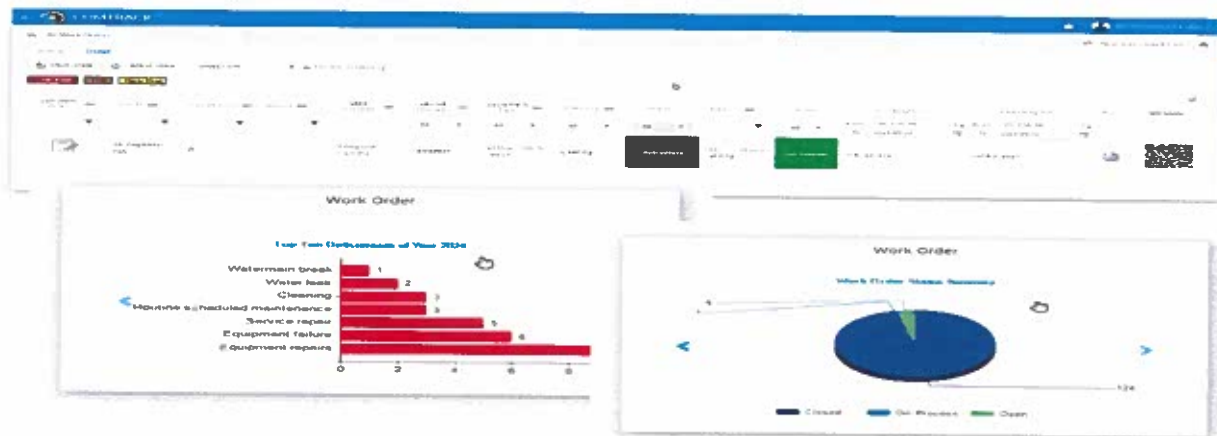
Routine inspections

As an integral part of level of service, the Township should consider to electronically collect and manage inspections to both facilities and individual assets. The Township will overtime increase and customize the inspection which will translate to proposed level of service and the Township's ability to financially afford the established levels of service.



Work orders

The Township should consider adopting an electronic work order system. Failed inspections lead to the creation of work orders. Work orders status can be monitored to validate established LoS.



Level of Service Overview

Level of Service (LoS) is a balance between user expectations for overall quality, performance, availability, and safety versus affordability.

LoS requires asset category, performance measurement, a current measurement, a target measurement, an achievement date, an approximate cost, and a priority assigned to each performance measurement.

AMPs typically comprise of theoretical models which need to be vetted against operational models concluding with practical realities. LoS can be considered the practical component of an AMP. Operational and practical data is used to establish and validate LoS which in turn will feed into the financial component. This closed-loop approach will either validate the AMP or indicate required changes to the financial strategy. LoS is a key driver which influences asset management decisions, and depending on asset type can be either condition or age based.

LoS outlines the overall quality, performance, availability and safety of the service being provided. LoS contains a number of distinct categories:

- Service Identification
- Financial
- Municipal risk
- Community Expectations
- Technical component
- Strategic component

Level of Service (LoS) Policies

The core purpose of a Township is to provide services to residents and other stakeholders. Physical assets are simply a portion of what is required to deliver the various LoS as determined by the Township. The Township needs to ensure that the infrastructure performs to meet the level of service goals at an affordable and sustainable cost. An objective of LoS analysis is to find a balance between the expected levels of service and the cost of providing that LoS. Determining municipal LoS policies requires first developing a baseline for acceptable and affordable levels of service. This is done by first examining present-day service levels, community needs, regulatory or legal obligations and the cost-of-service delivery. Once present-day service levels have been examined, this baseline can be compared against LoS expectations.

The Process

Levels of Service analysis may involve:

1. Developing
 - Customer vs. Technical Levels of Service
 - Current vs. Expected Levels of Service
 - Use of performance measures
 - Financial validation

2. Communication
 - Receive input from staff
 - Receive input from citizens
 - Communicate the Levels of Service to stakeholders
 - Council approval of Levels of Service strategies
3. Update
 - Updating the Levels of Service Analysis on a yearly basis

Financial investment

The management of physical assets, their **selection, maintenance, inspection and renewal** plays a key role in determining the operational performance and viability of organizations that operate assets as part of their core business. Operational data is used to establish and validate LoS which in turn will feed into the financial component. This closed-loop approach will either validate the LoS strategies or indicates required changes to the financial strategy.

Level of Service Matrix

Determining the desired levels of service for asset is achieved with consideration of a number of factors including costs, user expectations and government mandated and minimum requirements. LOS outlines the overall quality, performance, availability, and safety associated to municipal assets and services. Each asset category can have its own Key Performance Indicator, current measurements, target measurements, achievement date, approximate costs associated to each component and a priority listing based on staff and council consensus. There are three (3) distinct categories of LoS:

- Municipal risk
- Asset life cycle cost implications
- Financial options

LoS outlines the overall quality, performance, availability and safety of the service being provided. Technical levels of Service (TLS) outline the operating, maintenance, rehabilitation, and renewal strategies.

TLS outline the operating, maintenance, rehabilitation, renewal and upgrade activities expected to occur. TLS must be considered that also look at the risk associated with providing the service. Proposed targets for customer and technical levels of service must be included as part of the asset management strategy. Performance measures should be developed, and the actual results achieved reported and updated annually.

The target levels of service must be reviewed on a regular basis to determine if they are appropriate and achievable. Consideration should be given to risk and cost in the development of target levels of service.

All assets carry a level of risk for their users. Generally, when conducting risk assessment, two key factors that come into consideration are frequency of use and cost of improvement.

Acceptable levels of risk may vary depending on their frequency of use.

Asset category	LEVEL OF SERVICE	Compliance
Land	Landscape maintenance	
	Landfill monitor report	
Buildings	Safe buildings	Building Inspections
	Meet legislative requirements	AODA Compliant
	Emergency accessibility	Distance from fire hall
	Building Condition Index (BCI)	UNIFORMAT II STANDARD
	Inventory	TSSA, CSA
	Energy Efficiency	O.Reg. 507/18 broader public Sector energy reporting
Fleet/Equipment	Routine inspections	MTO regulations
	Routine maintenance	

Asset category	LEVEL OF SERVICE	RESPONSE TIME	Tracking Methodology
Land	Landscape		
	Maintenance		
Buildings	Foundation	5 Day	BCI
	Structure	5 Day	BCI
	Roof	5 Day	BCI
	By-Law Infractions	5 Day	COMTRACK
	Safety	1 Day	RFAM Inspections
	Electrical	5 Day	RFAM Inspections
	HVAC	5 Day	RFAM Inspections
	Plumbing	5 Day	RFAM Inspections
Fleet/Equipment	Routine Maintenance	3 Day	RFAM Inspections

Risk

Prioritization Matrix

Assigning a base line value from 10 – 100 for each municipal asset category will enable to prioritize and compare various asset categories.

Probability of Failure (PoF)

Not all assets deteriorate at the same level. In some cases, the deterioration may be quantitative as 2 Building Condition Index (BCI) per year while others may be based on asset longevity. As the assets deteriorate the probability of failure increases. PoF for an asset category requires a combination of attributes including baseline weight, material, classification, condition rating and useful life. These values are normalized to a value from 1-5. The condition rating and useful life are matched against a desired level of service for a visual representation. The results including percentage weight, produce a PoF rating from 1-5.

PoF Matrix

PoF	Rating	Remaining useful life	Condition Index
1	Very Good	0-10% of UL	90 – 100
2	Good	11-30 % of UL	75 - 89
3	Fair	31-50 % of UL	50 - 74
4	Poor	51-65 % of UL	35 - 50
5	Very Poor	66 > % of UL	<34

Consequence of Failure (CoF)

Not all assets pose the same Consequence of Failure level. Even within the same category various pieces of equipment pose different risk or consequence of failure. CoF can be derived for each asset category from the calculation of an asset category baseline weight, and 5 criteria's including: safety, operational, environment, finance, and legal.

Risk lookup

Environmental conditions: Values from 1- 5 with associated description and details outlining the severity of the consequence associated to the environment.

Financial conditions: Values from 1- 5 with associated description and details outlining the severity of the consequence associated to the financial.

Health and safety conditions: Values from 1- 5 with associated description and details outlining the severity of the consequence associated to the Health and Safety.

Legal: Values from 1- 5 with associated description and details outlining the severity of the consequence associated to the legal.

Operational conditions: Values from 1- 5 with associated description and details outlining the severity of the consequence associated to the operational.

Asset Risk

Category	Type	Data Confidence	PoF	CoF	RISK
Land	Municipal owned land	Fair	1	1	low
Buildings	Envelopes, Roof, foundations	Fair	2	3	Medium
Inventory	A collection of all capitalized inventory	Fair	2	2	Medium
Fleet	Vehicles	Fair	2	3	Medium
Equipment	Various machinery	Fair	2	2	Medium

Climate change

Energy Demands

The Township should begin collecting energy consumption as part of future AM requirements.

- Meter each individual building for Hydro One and Heating Oil
- Identify inventory assets which consume energy
- Collect water usage by building and associated various assets with no meters

O.Reg. 507/18 broader public Sector energy reporting and conservation and demand management plans include the summary for one (1) year must include the following information for each of the public agency's prescribed operations:

1. The name of the building or facility.
2. The address of the building or facility.
3. The total floor area of the indoor space of the building or facility.
4. The type of the building or facility.
5. A description of the days and hours in the year during which the building or facility is operated and, if the building or facility is operated on a seasonal basis, the period or periods during the year when it is operated.
7. The total amount of each type of energy that was consumed in the year to operate the building or facility and that was purchased by the public agency, regardless of when it was purchased.

The Township is monitoring its Energy Consumption through the BPS Energy Report

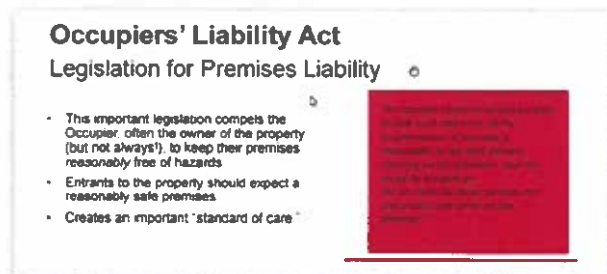
Citizen engagement

The Township has made citizen engagement a priority. It has adopted innovative technologies to collect and analyze citizen satisfaction. The Township is measuring 5 key indicators including, operational, security, amenities, professionalism, accessibility

The Township's website offers a number of ways to stay informed about what are the Corporation of the Township of McGarry's programs and services; who to contact at the Municipal Office to obtain those services; when Council is meeting, what are they discussing and what were Council's past meeting results.

Occupiers liability act

The Township may wish to review its property assets to ensure that premises are reasonably free of hazards. That entrances are reasonably safe, and establish and maintain a "standard of care"



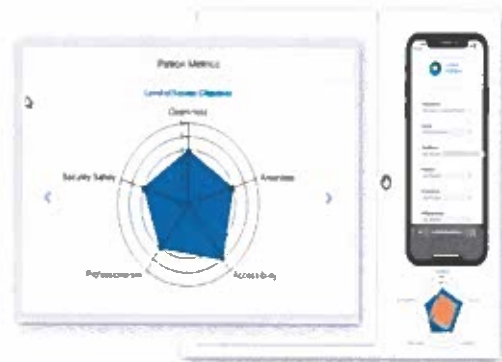
Occupiers' Liability Act
Legislation for Premises Liability

- This important legislation compels the Occupier (often the owner of the property (but not always!)) to keep their premises reasonably free of hazards
- Entrants to the property should expect a reasonably safe premises
- Creates an important 'standard of care'

Occupiers' Liability Act (OLA) is a key component of the Occupiers' Liability Act (OLA) and is responsible for ensuring that premises are reasonably free of hazards. The OLA also sets a standard of care for occupiers.

Patron feedback

The same QR code technology used for inventory can be implemented within the municipal facilities to gather pertinent user satisfaction.



Incident reporting

From both a liability and LoS perspective, the Township may wish to begin to electronically collect and manage incident occurrences with municipal owned properties.



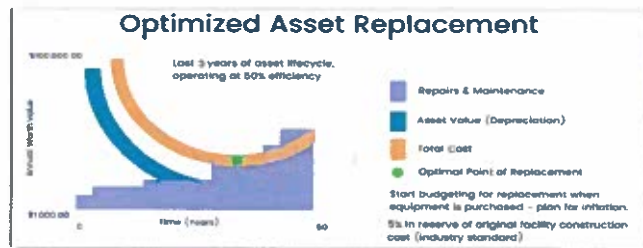
Financial

Application for any OCIF funding, the Township is required to provide Current Replacement Value. Where possible the Township may wish record current replacement value on a per inventory record basis.

Asset ID	Description	Current Replacement Value	Original Cost	Depreciation	Remaining Value
101	Asset 1	\$100,000	\$100,000	\$0	\$100,000
102	Asset 2	\$200,000	\$200,000	\$0	\$200,000
103	Asset 3	\$50,000	\$50,000	\$0	\$50,000

Optimized Asset replacement

The Township may wish to begin to collect the financial investment for each asset, and establish a policy to determine cost remediation versus cost replacement.



Budget forecasting

Through the collection of proper inventory and appropriate data fields the Township can begin the process of creating 10 - 50 years dynamic capital plan.

Year	Asset 1	Asset 2	Asset 3	Asset 4	Asset 5	Asset 6	Asset 7	Asset 8	Asset 9	Asset 10
2023	\$100,000	\$200,000	\$50,000	\$150,000	\$300,000	\$100,000	\$250,000	\$75,000	\$200,000	\$500,000
2024	\$100,000	\$200,000	\$50,000	\$150,000	\$300,000	\$100,000	\$250,000	\$75,000	\$200,000	\$500,000
2025	\$100,000	\$200,000	\$50,000	\$150,000	\$300,000	\$100,000	\$250,000	\$75,000	\$200,000	\$500,000

Equipment Utilization

The Township may wish to adopt an equipment Utilization index strategy to more accurately define assets which require immediate attention. This approach will indicate which similar assets have a shorter lifespan as a result of their daily usage, and thereby provide a more accurate replacement and lifecycle dates.

Asset ID	Description	Utilization Index	Life Span	Current Age	Remaining Life	Replacement Date	Notes
101	Asset 1	High	10 Years	8 Years	2 Years	2025	High utilization, plan for replacement
102	Asset 2	Medium	15 Years	10 Years	5 Years	2028	Medium utilization, monitor closely
103	Asset 3	Low	20 Years	5 Years	15 Years	2035	Low utilization, long remaining life