



**TOWN OF MATTAWA
ASSET MANAGEMENT PLAN
STRATEGIC ASSET MANAGEMENT POLICY DOCUMENT**

MAY 8, 2019

PREPARED BY:

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PREAMBLE

A COMPREHENSIVE AND UP-TO-DATE ASSET MANAGEMENT PLAN WILL PROVIDE A “BETTER UNDERSTANDING OF [MUNICIPAL] INFRASTRUCTURE NEEDS THROUGHOUT ONTARIO SO THAT THE PROVINCE, MUNICIPALITIES AND THE FEDERAL GOVERNMENT CAN WORK TOGETHER TO ADDRESS CHALLENGES POSED BY AGING INFRASTRUCTURE AND INCREASING RENEWAL PRESSURES.”

Source: Ontario Ministry of Economic Development, Employment and Infrastructure
EBR Registry 013-0551
May 25, 2017

This Strategic Asset Management Policy Document will be endorsed by Resolution of Council prior to posting July 1, 2019

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1.0 BACKGROUND

The Asset Management Planning Process is becoming an increasingly important tool for Municipalities to use in their attempts to address the gap between Infrastructure NEEDS, their associated COST and the Municipality's ABILITY TO PAY for essential improvements to municipal infrastructure.

This **Strategic Asset Management Policy Document** recognizes and builds upon the work completed by Pahaphill & Associates, Chartered Accountants in their preparation of the original Town of Mattawa Asset Management Plan December 2013; which was prepared in accordance with the Ontario Ministry of Infrastructure "Building Together - Guide for Municipal Asset Management Plans".

This policy document sets out a framework for consistent, cost effective and sustainable Asset Management practices for the Town of Mattawa.

This Policy Document addresses **Core Assets** that provide essential public services; as well as **Other Assets** required to support municipal functions and will provide the strategic framework for a **Financial Plan** that will be required to sustain, improve or replace these assets.

Core Assets include

- Roads (including storm sewers)
- Bridges
- Culverts
- Water Supply and Distribution
- Sanitary Sewage Collection and Treatment
- Storm Water Management

Other Assets include

- Municipal Buildings
- Social Housing
- Equipment
- Parks
- Solid Waste Disposal Facility
- Snow Disposal Facility

Asset Management Plans are intended to work in conjunction with other municipal documents and processes (eg: Official Plans, Capital Budgets) to

1. Objectively identify critical infrastructure needs
2. Avoid/minimize "surprises" due to unforeseen infrastructure related events
3. Support long term planning

When completed comprehensively and updated regularly, an Asset Management Plan will provide a sound framework for use by decision makers and funding agencies to make decisions that will provide maximum cost benefit for infrastructure expenditures.

Production of this Strategic Policy Document is part of the Province’s step-by-step approach to establishing, implementing and regulating an Asset Management Planning Process in Ontario.

The Infrastructure for Jobs and Prosperity Act RSO 2015 provides the authority for the Province to regulate Municipal Asset Management Plans.

The Province’s schedule to implement Asset Management Planning across Ontario is summarized in Figure 1.

**FIGURE 1
PROVINCIAL APPROACH AND SCHEDULE TO
IMPLEMENT ASSET MANAGEMENT PLANNING
ACROSS ONTARIO**

ITEM		
1.	Province to pass implementing regulations for Asset Management	Fall 2017
2.	Municipality to have strategic asset management policy in place	July 1, 2019
3.	Phase 1 Asset Management Plan Core Assets (Roads, Bridges, Sewage, Water, Storm Water Management)	July 1, 2021
4.	Phase 2 Asset Management Plan Other Assets (Buildings, Equipment, Parks, Solid Waste, Landfill, Snow Disposal)	July 1, 2023
5.	Phase 3 Further details on all infrastructure assets c/w Financial Strategy (Financial strategy should be integrated throughout Items 2, 3 and 4)	July 1, 2024

Asset Management Plans are to be kept current. Annual updates can be simple progress/status reports. Major updates will be provided on a five (5) year cycle.

This Policy Document addresses Item 2 and Item 5 of the Province’s step-by-step approach shown in Figure 1 and it will establish the strategic framework for the Town of Mattawa as it produces, implements and keeps updated its Asset Management Plan for Core Assets as per Item 3 and Other Assets as per Item 4.

2.0 POLICY SCOPE

This policy applies to all built and natural assets owned by the Town of Mattawa and will require assessment of

1. Existing Condition of Municipal infrastructure
2. Existing and future level of service requirements to ensure assets are maintained at a pre-defined level of service to address user expectations and technical requirements
3. Maintenance and operational needs
4. Compliance with Provincial requirements
5. Risk management
6. Future capital works
7. Financial planning to provide for sustainable, long term funding for expansion, rehabilitation, replacement or disposal of infrastructure
8. Establish asset management and improvement policies and procedures
9. Monitoring performance and remaining capacity of assets

3.0 GOAL AND OBJECTIVES

3.1 Goal

The goal of the Town of Mattawa Council is to “**promote and deliver sustainable service levels which satisfy the needs of ratepayers while maintaining a fiscally responsible level of budgetary use and debt structure.**”

Source: Town of Mattawa Asset Management Plan by Pahaphill & Associates
December 2013
Page 4, Introduction

The updated Town of Mattawa Asset Management Plan and its associated technical support documents will continue to be an important tool for Council to ensure infrastructure dollars are spent with maximum effect and cost benefit in order to:

- Protect Public Health and Safety
- Identify and Achieve Appropriate Levels of Service
- Extend Life Cycle of Existing Municipal Infrastructure Assets

3.2 Objectives

The Town of Mattawa Asset Management Plan Update will prioritize investments in Phase 1 Core Assets and Phase 2 Other Assets and will incorporate measurable results for the following objectives:

- Document the current state of local infrastructure including a plain language narrative; as well as provide back-up technical information.
- Establish and communicate realistic levels of service objectives/requirements based on technical standards and ratepayer/user expectations.
- Provide plain language narratives on Municipal Asset Management Strategy for Core Assets and Other Assets and describe how and why the strategy integrates with other municipal plans or policies.
- Develop a Financial Strategy to address the gap between current Town of Mattawa infrastructure needs c/w life cycle cost and the Municipality’s ability to pay.
- Manage risk.
- Monitor/Follow-up/Update.

Details on the Town of Mattawa approach to achieving these objectives are provided in subsequent sections of this Strategic Policy Document.

Notwithstanding the Province’s step-by-step approach and schedule outlined in Figure 1, it is the Town of Mattawa’s submission that a **Financial Strategy should be developed concurrently from the earliest stages of the Asset Management Planning Process** and consequently a framework for Financial Strategy is incorporated as Section 7.0 of this Strategic Policy Document.

4.0 PROJECT TEAM ORGANIZATION

Asset Management Plans require information to be drawn from the entire spectrum of Municipal departments.

Successful Asset Management Plans will not result from the sole and independent efforts of either the Municipal CAO or Treasurer or Engineer or Planner or their designates.

ASSET MANAGEMENT PLANS REQUIRE INPUT FROM A WIDE RANGE OF EXPERTISE AND A TEAM EFFORT.

4.1 Asset Management Project Manager

It is important that a single point of contact, aka “Champion” of the Asset Management Planning Process be formally identified and empowered by Council to:

- Solicit support and input from all Municipal Departments as to the state of their respective infrastructure portfolios vis a vis level of service requirements, existing condition, historical cost data and projected infrastructure needs. The Town of Mattawa Departments include ...
 - Administration
 - Accounting
 - Public Works
 - Parks and Recreation
 - Environmental Compliance
 - Fire Department
- Identify and collect data on level of service requirements based on
 - International Standards
 - Federal Standards and Regulations
 - Provincial Standards and Regulations
 - Agencies having Jurisdiction Standards, Regulations and Guidelines
 - Technical Design Guidelines
 - Best Practices
- In cooperation with Council or appropriate Committee of Council (eg: Planning and Environment Committee), obtain public input and “buy-in” as to constituents/public perceived requirements for level of service
- Coordinate and collect specialist Consultant reports as required and authorized by Council in support of the on-going Asset Management Planning Process
 - Road Needs Study Update
 - Water Supply and Distribution System Infrastructure Study/Update
 - Sanitary Sewer Collection and Treatment Infrastructure Study/Update
 - Bridge Condition Reviews
 - Building Condition Assessments
- Synthesize all data within a concise and user friendly AMS report and data retrieval system
- Keep infrastructure, asset registry data and AMS report updated

It is essential for the Asset Management Project Manager to recognize that Asset Management Plans are only part of the “tool box” that Council has at its disposal when making infrastructure improvement decisions. **THE TOWN OF MATTAWA ASSET MANAGEMENT PLAN WILL PROVIDE AN OBJECTIVE, EVIDENCE BASED FOUNDATION FOR DECISION MAKING; BUT IT IS THE ELECTED OFFICIALS (EG: COUNCIL) THAT HAVE CARRIAGE AND RESPONSIBILITY FOR MAKING FINAL DECISIONS ON INFRASTRUCTURE IMPROVEMENTS.**

4.2 Chief Administrative Officer/Executive Lead

- The Town of Mattawa CAO will be Executive Lead for the Municipality with oversight responsibility to ensure the Asset Management Plan is produced and/or updated in a timely manner and that cooperation is advanced to the Asset Management Manager from all Department Heads.
- The CAO/Executive Lead will also work with the Asset Management Project Manager to ensure they are properly resourced to collect and archive data, establish inter-jurisdictional relationships with other Municipalities or Government agencies, monitor funding opportunities and government programs and, subject to Council’s authorization, identify and commission Consultant services as required.
- The CAO/Executive Lead will provide the administrative connection between the Asset Management Manager and Council or Committees of Council.

4.3 Asset Management Working Group

- An Asset Management Working Group will be established consisting of all Town of Mattawa Municipal Department Heads, the Asset Management Project Manager and the CAO/Executive Lead.
- The Asset Management Working Group will meet on a monthly basis while the Asset Management Plan Update is being prepared starting in FY 2019/20 and on a quarterly basis thereafter or at the call of the CAO/Executive Lead.

The Working Group meetings will be chaired by the CAO with the Asset Management Project Manager having carriage of providing meeting logistics, agenda, minutes and follow-up action items.

4.4 Municipal Department Heads

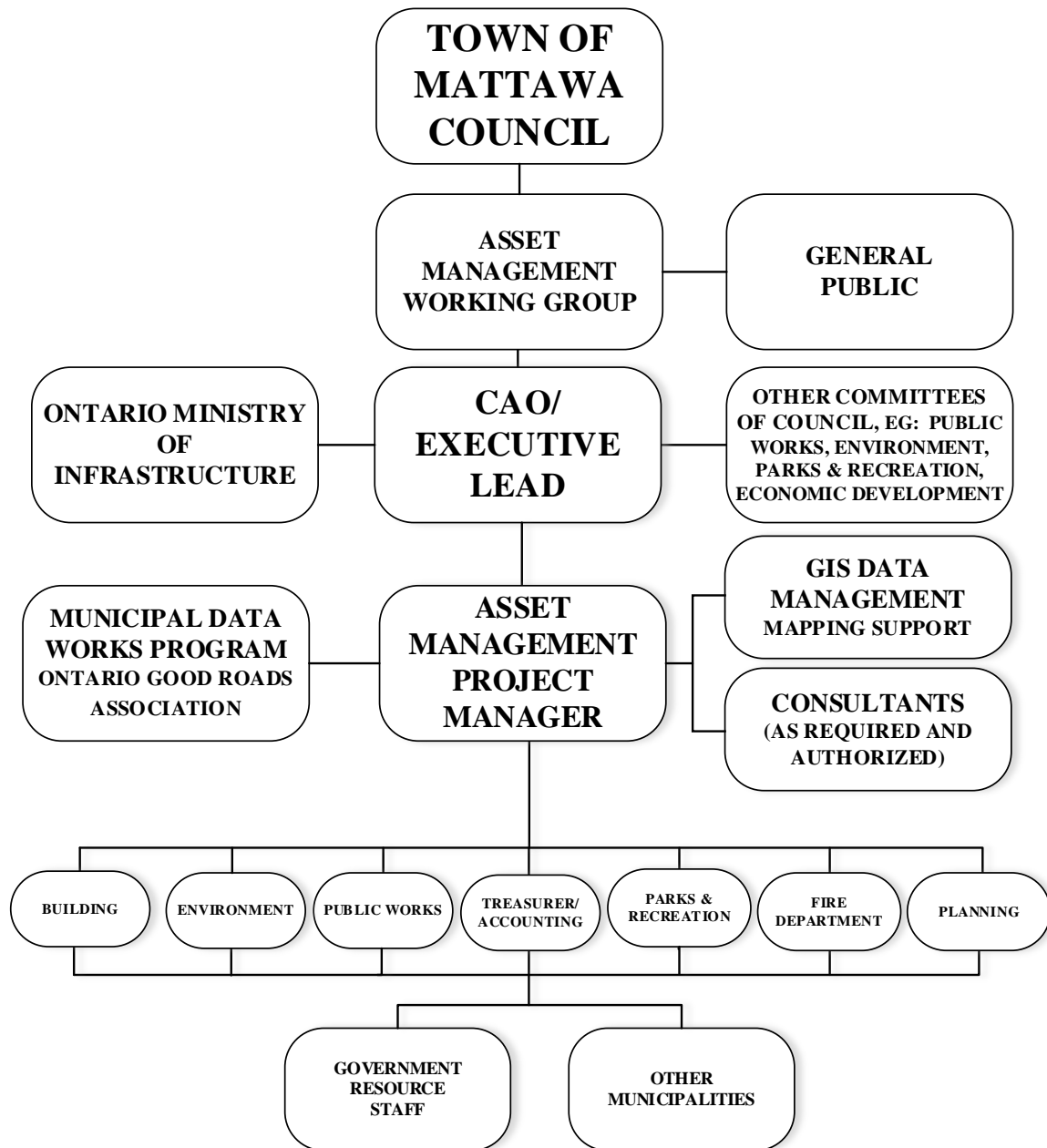
A critical component of the Asset Management Project Team will be the active participation of Town of Mattawa Municipal Department Heads.

- It is the individual Department Heads who will be the portal to data on the infrastructure needs under their respective portfolios.

A proposed organizational chart for the Town of Mattawa Asset Management Project Team is provided in Figure 2.

A Responsibility Assignment Matrix (RAM) for each Project Team member is provided in Figure 3.

**FIGURE 2
TOWN OF MATTAWA
ASSET MANAGEMENT PROJECT ORGANIZATION**



**FIGURE 3
TOWN OF MATTAWA
ASSET MANAGEMENT PLAN
RESPONSIBILITY ASSIGNMENT MATRIX**

COUNCIL	ASSET MANAGEMENT COMMITTEE/ WORKING GROUP	CAO/ EXECUTIVE LEAD	ASSET MANAGEMENT PROJECT MANAGER	MUNICIPAL DEPARTMENT HEADS	RESIDENTS/ STAKEHOLDERS
<p>Final decision maker on Infrastructure Funding and Project Implementation</p> <p>Approve Asset Management Documents</p> <p>High level contact with Federal and Provincial Governments on Funding Programs and Initiatives</p> <p>Approve Annual Municipal Capital and Operating Budgets</p> <p>Approve financial strategy for implementing infrastructure improvements</p> <p>Authorize resources and on-going support for AMS and Updates</p> <p>Provide forum for public input</p>	<p>Review recommendations and provide CAO and Project Manager with guidance on Asset Management approach and potential infrastructure improvements</p> <p>Ensure compliance with Strategic Policy Document and other Municipal Policy Documents</p>	<p>Provide Town of Mattawa Senior Management level overview</p> <p>Support the Asset Management Planning Process</p> <p>Convene and chair Asset Management Working Group meetings</p> <p>Provide direction and support to Asset Management Project Manager</p> <p>Ensure fulsome participation by Municipal Department Heads in data collection and the AMS Planning process</p> <p>Ensure public input to the AMS planning process as appropriate</p> <p>Coordinate flow of submissions and requests to Budget and Finance Committee (and subsequently Council)</p> <p>Coordinate input from other Committees of Council</p>	<p>Advance AMS as per Strategic Policy Document</p> <p>Identify Gaps</p> <p>Obtain and collate data and background information</p> <p>Convene and prepare Minutes/Action Items/Follow-up for Asset Management Working Group Meetings</p> <p>Ensure compliance with Government Regulations</p> <p>Monitor funding opportunities and government requirements</p> <p>Prepare AMS document(s)</p> <p>Monitor Implementation</p> <p>Ensure AMS is kept updated</p> <p>Maintain Data Base and information retrieval system</p> <p>Establish and maintain Interjurisdictional relationships re: AMS process</p>	<p>Treasurer</p> <p>Administration</p> <p>Public Works</p> <p>Environmental</p> <p>Compliance</p> <p>Planning</p> <p>Building</p> <p>Department</p> <p>Fire</p> <p>Department</p> <p>Parks & Recreation</p> <p>Report to and obtain direction from the relevant Committees of Council on status, needs and costs of infrastructure improvements.</p> <p>Provide Asset Management Working Group/ Asset Management Project Manager with relevant data, costs and Consultant Reports</p>	<p>Participate in Public Information Forums</p> <p>Provide feedback related to expectations regarding levels of service</p> <p>Notify Town when service deficiencies are observed</p>

5.0 LINKAGE TO OTHER MUNICIPAL DOCUMENTS

The Town of Mattawa Asset Management Plan (and subsequent updates) will be part of an integrated planning approach to address the gap between Infrastructure Needs/Associated Costs and Ability to Pay for infrastructure improvements.

The Town of Mattawa Asset Management Plan will promote “best practices” and link asset management planning with budgeting, operating, special studies and other municipal activities such as land use planning, environmental assessments and development initiatives.

Recommendations for improvements to core assets will include

1. Roads
2. Bridges
3. Culverts
4. Water Supply and Distribution
5. Sanitary Sewage Collection and Treatment
6. Storm Water Management

Recommendations for other assets needed to support Core Assets will include

7. Municipal Buildings
8. Equipment
9. Parks
10. Solid Waste Disposal Facility
11. Snow Disposal Sites

Recommendations and costs used in the Town of Mattawa Asset Management Plan will be based on separate Infrastructure Studies and Situation Analysis Reports where available.

5.1 Population

The population of the Town of Mattawa 2019 is approximately 2,000 people and is expected to remain relatively stable over the next 10 years. Recent engineering analysis on sanitary sewer and water distribution systems project a 20 year design population of 2,500.

5.2 Geographic Information System (GIS) Mapping

The Town of Mattawa currently has a GIS contractor for the storage of data and mapping of core assets such as

Water Supply and Distribution
Sanitary Sewage Collection and Treatment
Roads and Storm Sewers
Street Lighting

It is essential that the GIS mapping and base data be fully integrated into the Asset Management Planning process. GIS mapping and base data will be updated on an on-going basis as new data becomes available.

5.3 Asset Registry

The most direct linkage to other municipal documents will be the Town of Mattawa Asset Registry, which was initiated in 2008 and underwent a major revision in 2013 as part of the original Asset Management Study.

The Town of Mattawa Asset Registry will be updated annually.

5.4 Infrastructure Studies

The following infrastructure studies will provide the foundation of the Town of Mattawa Asset Management Planning process

- Road Needs Study
- Water Supply and Distribution System Infrastructure Study
- Sanitary Sewage Collection and Treatment System Infrastructure Study
- Building Condition Review
- Landfill Site Design and Operations Report
- Water Treatment MOECC Reports

These studies will be kept updated as appropriate to provide a reliable data base for forward planning.

5.5 Public Works Projects

Information from a wide variety of municipal studies and situation analysis reports for specific public works projects will also be integrated into the Asset Management Planning process in terms of establishing need, identifying work items and providing estimated cost of improvements.

Examples of current (2018) Public Works initiatives include

- Light Industrial Park Study
- Ottawa Valley Rail Hub
- Highway 17/CPR Trestle Removal
- Water Treatment Plant and Reservoir Upgrade
- Timmins Park Improvements Concept Plan
- Mauril Bélanger Bridge Concept Plan
- Mattawa Museum Upgrades
- Street Light Analysis
- Age Friendly Study

Future initiatives may include

- Senior Housing
- Social Housing
- Acceptable Affordable Housing

Town of Mattawa Asset Management Plans will identify and prioritize capital projects required to address infrastructure needs.

Benchmark costs for Asset Management Planning purposes will be developed for purposes of establishing Town of Mattawa improvement costs by monitoring and extracting unit prices from tendered projects (eg: Water Treatment Plant Reservoir Upgrades, Mike Rodden Arena Retrofits, Industrial Park Water and Sewer Installation, Long Term Care Facility Sanitary Sewer Improvements).

This information will be supplemented by using Hanscomb's Cost Data for Canadian Construction Industry Manual.

5.6 Municipal Planning Documents

The information generated by a comprehensive, up-to-date Town of Mattawa Asset Management Plan will support other municipal planning documents such as

- Official Plan
- Comprehensive Zoning By-law
- Economic Development Plans and Initiatives (eg: Industrial Park, OVR Rail Hub, Voyageur Multi-trail System, Voyageur Cycle Route)
- Main Street Revitalization
- Mattawa Active Living

The needs identified within the Asset Management Study will also be directly relevant on an on-going basis to

- Site Specific Official Plan and/or Zoning Amendments
- Environmental Assessments/Audits
- Development Agreements
- Development Charges/Imposts

A comprehensive record of municipal infrastructure needs incorporated in an Asset Management Plan will provide a sound basis for legitimately requiring developers to participate in costs for addressing downstream impacts of their proposed undertaking.

5.7 Annual Capital Budget and Five (5) Year Forecasts

Most importantly the planning process and implementation of the Asset Management Plan must be linked to the Municipality's Annual Capital Budget and Five (5) Year Forecasts. However, as previously noted in Section 4.1, it is to be clearly understood by all concerned that it is Council who makes the final decision as to whether a specific infrastructure project is approved, budgeted and scheduled for implementation.

The Asset Management Plan is, however, an important "tool" in Council's "tool box" for their decision-making process.

5.8 Long Term 10 Year and 20 Year Forecast

Typically, specific projects are identified in a 10 Year Capital Forecast document in 1 to 5 Year and 6 to 10 Year increments. Allocations for renewal are based on condition-based needs assessments, estimates and projected available funding.

Forecast of infrastructure renewal needs beyond 10 years are calculated annually based on current replacement value, funded and un-funded infrastructure needs, and supplemented with life-cycle estimates. These forecasts are usually done on individual infrastructure groups. Although life cycle forecasts are not used to set rates, they provide Council with insight into the degree of infrastructure renewal activity that needs to occur beyond the 10 year capital project plan adopted by Council, thereby providing a perspective that is used to identify the effect of carrying a backlog of renewal into the future.

This information is a primary input to setting rates to fund current capital renewal along with building reserves that will address immediate and longer term renewal activities and provide a "financial net" for unexpected expenses.

At this time Mattawa feels that the 10 to 20 year spending timeframe is very difficult to predict with any sort of certainty; due to the size of the municipality. Accordingly, for the purposes of this plan, the most reasonable assumption is that spending in the 10 to 20 year time frame will closely mirror that of the 1 to 10 year plan; however spread across different assets.

Source: Town of Mattawa Asset Management Plan December 2013
by Pahapill & Associates Chartered Accountants, Page 12

5.9 Provincial Plans and Programs

The Town of Mattawa Asset Management Plan Update and the recommendations therein will comply with Provincial Policy and Programs such as

Provincial Policy Statement 2014	
Ministry of Environment Guidelines	Water Sanitary Solid Waste Noise Air Quality
Accessibility Act	
Building Code	
Clean Water and Wastewater Fund (CWWF) Program	
Infrastructure Top-up Program	
Broadband Upgrading	
Investing in Canada Infrastructure Program	

6.0 LEVELS OF SERVICE

One of the first steps in the Town of Mattawa Asset Management Plan Update process will be to identify a required level of service for various municipal infrastructure. It will be necessary to address two levels of service, being

- Technical Level of Service as established by Technical Guidelines, Engineering Standards and Government agencies having jurisdiction
- Ratepayer/User Level of Service which recognizes and identifies constituent expectations

The challenge will be to either accommodate both levels of service in a cost effective manner or to clearly articulate which level of service has been selected and why.

Level of service selected will have a major impact on the extent and cost of infrastructure improvements.

The Town of Mattawa has a commitment to its ratepayers to uphold a certain level of service in relation to municipal infrastructure which will be defined in subsequent Core Asset and Non-Core Asset Management Plans.

7.0 GUIDING PRINCIPLES

The Town of Mattawa Asset Management Plan will incorporate guiding principles in accordance with the Infrastructure for Jobs and Prosperity Act 2015, Section 3 as shown in Figure 4 hereto.

FIGURE 4
INFRASTRUCTURE FOR JOBS AND PROSPERITY ACT, 2015

INFRASTRUCTURE PLANNING PRINCIPLES

3 The Government, and every broader public sector entity, shall consider the following principles when making decisions respecting infrastructure:

1. Infrastructure planning and investment should take a long-term view, and decision-makers should take into account the needs of Ontarians by being mindful of, among other things, demographic and economic trends in Ontario.
2. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans, such as fiscal plans released under the *Fiscal Transparency and Accountability Act, 2004* and budgets adopted under Part VII of the *Municipal Act, 2001* or Part VII of the *City of Toronto Act, 2006*.
3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
4. Infrastructure planning and investment should ensure the continued provision of core public services, such as health care and education.
5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
7. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
8. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
 - i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
 - ii. information with implications for infrastructure planning should be shared between the Government and broader public sector entities, and should factor into investment decisions respecting infrastructure.
9. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Government or the broader public sector entity, as the case may be, the Government or broader public sector entity should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant. Examples of plans and strategies to which this paragraph may apply include,
 - i. policy statements issued under section 3 of the *Planning Act*, and provincial plans as defined by that Act,
 - ii. municipal water sustainability plans submitted under the *Water Opportunities Act, 2010*,
 - iii. the Lake Simcoe Protection Plan established under the *Lake Simcoe Protection Act, 2008*, and
 - iv. transportation plans adopted under the *Metrolinx Act, 2006*.
10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities (including for apprentices, within the meaning of section 9), improvement of public space within the community, and any specific benefits identified by the community.
14. Any other principles that may be prescribed for the Government or the broader public sector entity, as the case may be.

In addition to the prescribed principles as per Figure 4, the Town of Mattawa Asset Management Plan will also include the following additional principles:

15. The recommendation for infrastructure improvements and associated costs will be based on objective, evidence based information and data.
16. Data including infrastructure condition, identified needs and benchmark costs will be kept as current as possible.
17. The Asset Management Plan will be integrated with other Municipal Financial and Planning documents and studies.
18. The Asset Management Plan will include a commitment to consider the actions that may be required to address the risks and vulnerabilities that may be caused by climate change to the municipality's infrastructure assets, including to: operations requirements (eg: increased maintenance schedules); levels of service (eg: raising or lowering levels of service); and life cycle management.
19. The Asset Management Plan will also include:
 - mitigation approaches to climate change, such as greenhouse gas emissions (GHG) reduction goals and targets
 - disaster planning and any required contingency funding
 - Access to broadband
20. A process to ensure that asset management planning would be aligned with Ontario's land use planning framework, including any relevant policy statements issued under the Planning Act and municipal official plans.
21. A discussion of capitalization thresholds will determine which assets are to be included in the asset management plan and how this compares to the municipality's Tangible Capital Asset Policy [if one is in place].
22. A commitment to coordinate planning between interrelated infrastructure assets with separate ownership structures by pursuing collaboration opportunities with neighbouring municipalities.
23. Identification of who would be responsible for asset management planning, including an executive lead and how council will be involved; as shown in Figure 2 hereto.
24. A commitment to provide opportunities for municipal residents and other interested parties with the opportunity to provide input into asset management planning.
25. The Asset Management Plan will incorporate a commitment to Business Retention and Community Development.

8.0 ACTION PLAN

As per Section 3.0 herein, the Town of Mattawa Asset Management Plan Process will include five (5) steps to achieve desired objectives

- Step 1 Update and document condition of Infrastructure Assets
- Step 2 Establish realistic level of service requirements/objectives
- Step 3 Provide narrative on Municipality's Asset Management Strategy and Infrastructure Improvement Priorities for Core Assets and Other Assets
- Step 4 Develop a Financial Strategy to address infrastructure needs and gaps (if any)
- Step 5 Follow-up by obtaining feedback during AMS Updates

Action Plan/Strategies to achieve these objectives will be built on three pillars, namely

- Capital Works Strategy
- Maintenance Strategy
- Operating Strategy

These strategies will be developed through close collaboration with the department heads responsible for various infrastructure assets.

8.1 Update and Document Condition of Infrastructure Assets

As previously discussed in Section 5.0 existing, and in some future cases, specifically commissioned infrastructure studies will form the core of objective identification, costing and documenting (including mapping) of any infrastructure needs to be included in the Town of Mattawa Asset Management Plan.

Municipal infrastructure assets will be summarized by asset class, including type and quantity, total replacement value and average age. The inventory analysis will also discuss the Municipality's approach to assessing asset condition using industry-accepted engineering practices and summarize the information available on the condition of the assets.

A reporting system will be put in place for all Municipal Departments which will record incidents and data (including costs) related to both core and non-core assets on an on-going basis for reference by the Asset Management Project Manager.

Specific field reviews will be undertaken "as appropriate" by the Asset Management Project Manager in conjunction with Municipal Department Heads or Consultants to review and confirm identified needs or recommended approach to improvements. The purpose of these site specific field reviews will be to ensure all alternatives have been considered, not just capital cost replacements.

The quality of the information will require the willing participation of the Department Heads and the efficacy of the proposed Asset Management Working Group.

An effective, user friendly data storage and retrieval system for infrastructure condition data will be essential

The Town of Mattawa will consider subscribing to the Ontario Good Roads Association Municipal Data Works program (MDW) and joining the Ontario Water Works Association (OWWA) as well as the Asset Management Ontario Association (AMONTario).

The Town of Mattawa will also continue to monitor Infrastructure Ontario's website postings and participate in their workshops for Asset Management on a "go forward" basis.

8.2 Establish a Realistic Level of Service

A plain language narrative of the current levels of service for each category of infrastructure asset will be provided. This will include current levels of service according to the information defined in the two columns for Proposed Levels of Service

- the technical levels of service
- the community/user levels of service

Establishing (and communicating) a realistic level of service for various infrastructure assets is a fundamental step in the Asset Management Planning Process and one that requires Council input and concurrence before specific recommendations are formalized.

It would also be prudent to engage the public at an early date in an initiative that introduces the concept and benefits of an Asset Management Plan and solicits constituency input on community/user (eg: ratepayer) objectives for various infrastructure components.

Public input will be gathered through facilitated workshops or committee meetings and/or Council presentations.

It will also be important to identify critical projects needed to address the following:

- Public Health and Safety Issues
- Prevent Catastrophic Failure of Core Infrastructure

8.3 Provide a Narrative

It will be important for the Town of Mattawa Asset Management Plan Update to include a plain language narrative on

- ▷ Benefits of an Asset Management Plan
- ▷ Basis of Establishing Levels of Service for various infrastructure components
- ▷ Approach to establishing priorities

It will also be important to recognize in any narrative that the Town of Mattawa is a service center for surrounding municipalities which should be acknowledged and incorporated in any Financial Strategy.

8.4 Financial Strategy

A financial strategy for addressing infrastructure needs and gap in the Town's ability to pay; as well as alternate sources of revenue will be developed as an initial step in the Asset Management Planning Process.

The financial strategy will include identification of initial capital costs, life cycle costs and extraordinary operating costs.

The Town of Mattawa Asset Management Plan will include estimated costs to sustain current levels of service.

This analysis will include an estimate of capital expenditures (eg: total cost of maintenance, renewal, rehabilitation, replacement, disposal, upgrades, new construction) needed each year; as well as any significant operating costs, including energy costs, for the ten (10) years following the year that the current levels of service are established in order to maintain current levels of service over the long term.

The approach to developing the estimate would be documented and based on the lifecycle management activities expected. Assumptions regarding anticipated future changes in population and economic activity will also be included.

Asset Management Planning recommendations and priorities will be fully integrated into Town of Mattawa Finance Committee discussion on annual budgets as well as Capital Planning Programs.

8.5 Follow-up

The Town of Mattawa Council and Administration are committed to ensuring continuous improvement and best practices for Asset Management Planning. On-going monitoring will include regular review of performance measures such as maintenance efforts and energy use.

In this regard the Asset Management Project Manager will be tasked with responsibility of monitoring and maintaining an up to date data base and ensuring the AMS is updated on an annual basis.

The Town of Mattawa will provide an update on status of implementation annually.

This Strategic Asset Management Policy Document will also be subject to a comprehensive review every five (5) years.

9.0 FINANCIAL STRATEGY

As noted in the Town of Mattawa Asset Management Plan 2013 and detailed above, the Town of Mattawa's on-going Capital Asset Management Strategy will include the following "cost centers"

1. On-going actions regarding capital asset management
2. Planned asset refurbishment
3. Maintenance
4. Replacement
5. Anticipated funding requirements

The Town of Mattawa Strategic Policy Document recognizes and will incorporate additional components inherent in any financial plan, such as

6. Cost avoidance (eg: demolition or abandonment)
7. Expenditures required to extend operational life of existing infrastructure
8. Identification of funding shortfalls for critical needs
9. Monitoring potential non-traditional funding sources (eg: P3 or Corporate contributions)
10. Use by neighboring Municipalities
11. Updated special operational costs or risk management contingencies

It is anticipated that the Asset Management Plan (2018) will continue to identify funding shortfalls and that these shortfalls (Funding Gap) will be addressed in whole or in part through

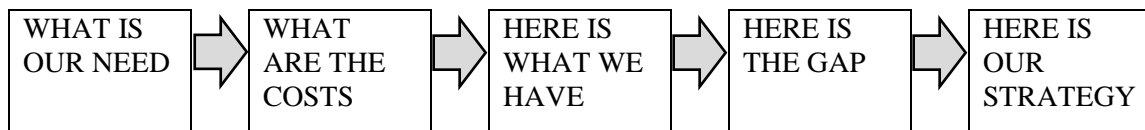
1. Municipal Taxation
2. Municipal Debt/Debentures
3. Construction Financing Agreements
4. Gas Tax Funds
5. Provincial Grants or Subsidies
6. Federal Grants or Subsidies
7. Non-Traditional Sources (P3, Corporate Donations, Service Clubs, Bequests)
8. Disposition of Municipal Assets (Land Sale/Joint Ventures)
9. Municipal Forces (Day Labour)
10. Development Charges/Imposts
11. "Local Improvement" Charges
12. User Fees
13. Financial support from neighboring Municipalities

The Town of Mattawa Financial Plan will also consider the Town's underlying economic condition including

- Property Assessment
- Median Household Income
- Capital Threshold
- Debenture Level
- Population Growth

The basic components of the Financial Strategy are summarized on Figure 5.

FIGURE 5
TOWN OF MATTAWA
ASSET MANAGEMENT PLAN
COMPONENTS OF A FINANCIAL STRATEGY



The Town of Mattawa Asset Management Plan will include a financial strategy that contains the following items

- Estimated capital expenditure forecasts (eg: total cost of maintenance, renewal, rehabilitation, replacement, disposal, new construction and capacity upgrade activities) and significant operating costs, including energy costs, related to life cycle activities
- Revenue dedicated to capital financing
- Estimated capital reserve contributions and withdrawals; and
- Estimated debt service payments

The Asset Management Plan will also outline key assumptions made to develop the financial strategy and other alternative funding options that were considered (eg: increasing debt, property taxes, user fees, etc.).

The strategy will focus on

- Traditional sources of funding for improvement or replacement of municipal infrastructure through Municipal, Provincial and Federal programs

but, as detailed in Section 6, it will also include specific site review and associated analysis to identify

- potential retrofits versus replacement; which would extend the operational life of the existing infrastructure
- operational changes or investment which would increase the efficacy of the infrastructure component and/or mitigate the need for major capital work
- cost avoidance (eg: abandonment or “button up”)
- disposition of assets
- alternate sources of revenue

The financial plan associated with AMP will include an analysis of the Municipality's ability to pay and the risks associated with not undertaking the required works in a timely manner due to funding shortfalls.

The Town of Mattawa Asset Management Financial Plan will document a life cycle management strategy that will outline the life cycle management activities the Municipality will undertake to maintain the proposed level of service and manage risk (eg: climate change impacts) with consideration to the full life cycle costs of the assets, including energy costs. Life cycle activities will be based on options examined by the Municipality to reduce the overall life cycle costs including through green infrastructure and non-infrastructure solutions such as demand management and consideration measures.

The Asset Management Plan will also contain a summary of the life cycle activities that would be undertaken for all assets for the ten (10) year period aligned with the proposed levels of service section of the Asset Management Plan. Assumptions regarding anticipated future changes in population and economic activity will be included.

10.0 CONCLUSION/POLICY OUTCOME

It is the intention of Council that this Strategic Policy Document will provide the Road Map for the implementation of an Infrastructure Management Asset Planning Process that will **“enable Mattawa to cost effectively provide services at acceptable levels of risk, reliability and confidence to their constituent public that receive these services”**.

Source: Town of Mattawa Asset Management Plan
By Pahaphill & Associates December 2013, Page 3