

# THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. OI-2024-0004

## FOR THE CONSIDERATION OF COUNCIL

June 19, 2024

**SUBJECT: Town of Georgina – Core Asset Management Plan – 2024 Annual Progress Update**

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### **1. RECOMMENDATION:**

**1. That Council receive Report No. OI-2024-0004 prepared by the Asset Management Division, Operations & Infrastructure Department, dated June 19, 2024 regarding the Town of Georgina – Core Asset Management Plan – 2024 Annual Progress Update for information.**

### **2. PURPOSE:**

The purpose of this report is to keep Council informed on the implementation and continuous improvement initiatives of the Town of Georgina's Asset Management Plan for Core infrastructure assets (AMP), on an annual basis, and for compliance with Ontario Regulation 588/17, in alignment with the Town's 2019 Strategic Asset Management Policy (SAMP).

### **3. BACKGROUND:**

In 2017, the Province enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O.Reg 588/17) under the Infrastructure for Jobs and Prosperity Act, to support municipalities in asset management and planning. Ontario Regulation 588/17 facilitates asset management best practices by providing a degree of consistency to asset management plans, and leveraging asset management planning to optimize infrastructure investment decisions.

On June 22, 2022, Town Council received Report No. OI-2022-017: The Asset Management Plan for the Town's core infrastructure assets, which includes storm water, water, wastewater, bridge, culvert and road infrastructure. The AMP is aligned with the Town's SAMP and is guided by the key principles of the Town's corporate strategic goals and priorities. The AMP is considered to be a dynamic document that is constantly evolving as new data becomes available and will be formally updated every five years as per O.Reg. 588/17. Through these updates, the Town of Georgina will continue to develop and improve its reporting on service levels, performance measurements, and targets. Future updates of the Asset Management Plan will also continue to build upon factors affecting Levels of Service, such as changing regulations, population growth, demographic changes, and climate change impacts.

In order to ensure the Town continues to improve upon its asset management program, the 2022 AMP identified a continuous improvement roadmap, as outlined in [section 6.2.1](#), in which the period of July 2023 – June 2024 is referenced as ‘year 2’.

#### **4. ANALYSIS:**

Asset Management (AM) continuous improvement for core infrastructure assets is achieved through the implementation of recommended improvement initiatives to support sustainable service delivery. A key accomplishment completed from each improvement area in the last 12 months has been summarized below:

#### **State of Infrastructure Improvement Initiatives**

##### **1. A-4 Develop an Asset Condition Assessment Program**

Develop a condition assessment program for core infrastructure assets for the next 10 years. Condition assessment is one of the primary steps utilized prior to performing maintenance, and renewal or replacement activities. It involves inventory and inspection of each asset within a category, along with an assessment of its overall condition, graded on a standardized scale. This information is then integrated into the Asset Lifecycle Model, used to understand risk on individual asset, asset category and inventory wide levels. Understanding risk allows better prioritization and planning of maintenance, interventions, and replacements.

Examples of the condition assessment program delivery are as follows:

- The completion of the condition assessment for sanitary pumping stations # 6, 11, 18 and 19 in 2023; and the successive award of the condition assessment work for station # 12, 13, 17 and 20 in 2024.
- The completion of the 2023 pavement management program condition assessment survey, delivered in partnership with York Region and successful delivery of the pavement management program prioritization for road repairs in 2024 (including a 10-year planning outlook).
- The delivery of the inaugural term of the gravity sewers and manhole condition assessment program for 10% of the Town’s linear wastewater collection assets, commencing in 2023; and successive renewal of the 2024 term (commenced spring of 2024).
- The award for engineering services to deliver the 2024 bridge and culvert (3m and above) OSIM Inspection and condition assessment, to inform the town’s asset lifecycle model.

- The delivery of the roadside safety infrastructure condition assessment audit, to update the inventory, inform the town's asset lifecycle model, and plan a replacement program for roadside safety infrastructure.
- The award of professional services to LSRCA for the 2024 stormwater management facility condition assessment program and support for the storm water CLI ECA implementation; alongside the successful application of CLI ECA for the storm water system and waste water collection system.

## **Level of Service Improvement Initiatives**

### **2. B-2 Refine the LOS Framework**

Refine the Level of Service (LoS) Framework for Core Infrastructure Assets. Asset Management (AM) continues to populate the LoS Framework with current and historical performance data (where available) to close existing information gaps. In addition to performance data, the AM Division is also working to collect cost data associated with current service levels. This will enable the Town to understand the financial gap between current and target levels of service and empower the Town to explain the relationship between funding requirements and service levels.

- As an example, the Town's LoS Performance Measures for Water includes the LoS Objective: "To provide a safe, reliable, and well maintained service." The corresponding technical metric (% of valves cycled annually), historically has a 0% performance, this has now been increased through a series of interdivisional meetings between Asset Management staff and Operations staff to 30% annually.

## **Asset Management Strategy Improvement Initiatives**

### **3. C-6 Establish Standard Operating Procedures (SOP) for maintenance activities**

SOPs ensure that O&M activities are performed consistently to maintain quality control of processes. Understanding the importance of our water distribution and wastewater collection systems, AM prioritized and has been working closely with the Water-Wastewater Operations staff to develop SOPs that provide a brief description of the activity, step-by-step procedure, labour, equipment & material requirements along with quantities and operating procedure achievements.

Examples of SOPs that are currently in draft include:

- Booster Station Valve Inspection
- Mainline Valve Inspection
- Hydrant Inspections

These SOPs are useful to understand resources (i.e., labour, equipment, and material) required for the Town's O&M activities.

## **Financial Analysis & Strategy Initiatives**

### **4. D-1. Increase capital budgets to address service delivery needs and align with the funding levels from peer municipalities**

- The Town's 2022 Core AMP was leveraged to inform increases in water, wastewater, storm water, and roads infrastructure expenditures on capital to better align with the capital funding levels from peer municipalities. The AM Plan provides support to close infrastructure funding gaps identified therein over the next 10 (or 20 years) depending on service area. The Asset Management division works closely with Finance staff, on an annual basis during budget deliberations to balance infrastructure priorities with financial limitations.

### **5. C-4. Consolidate O&M activities into one centralized database with unique maintenance activity codes**

- The Town's Asset Management software doubles as it work management software. Generally, all works completed on assets receive a work order which is logged and archived for use in lifecycle modelling and prioritization of future interventions and replacements. Work orders are logged by service type, in the absence of activity codes. This is a specific limitation of the current software. The Town's future state relating to software needs should consider the requirements as outlined in the Asset Management Software Strategy.

### **6. C-5 Track O&M costs at the asset level**

- The Town's Enterprise Resource Planning (ERP) system (being our financial management software) tracks all transactions, whether labour, materials, overheads, consultants and contractors related asset classes. This is done broadly and not at the asset level. Discussions have been held with Information Technology Division on how to mend the gap relating to O&M costs at the asset level. There is currently no method to link the work order software, being the work delivered and resources associated with that work, to the financial management software, to understand costs at the asset level. The Asset Management Software Strategy outlines the various tools available to ensure this is captured during the next cycling of financial and asset management software, expected in the next 5 years.

## **Next Steps - Implementation Plan**

- The Continuous Improvement section of the Town's AMP outlines an Implementation Plan, which provides guidance on the prioritization, sequencing and monitoring of improvement initiatives identified therein. Staff are continuously prioritizing improvement initiatives based on criticality and availability of resources.

- The division is currently aligned with the recommended sequencing of (Year 2) implementation as outlined in Section 6. Adherence to the Plan will ensure that progress is made on improving AM practices across the Town and that progress can be measured and quantified over time. AM will look to deliver on Year 3 initiatives over the next 12 months.
- SOPs are to be continually developed and/or refreshed to further refine the resources required to deliver on the expected and adopted levels of service throughout each service area.

**5. RELATIONSHIP TO STRATEGIC PLAN:**

*Delivering service excellence* - Proactively manage infrastructure and assets to ensure service continuity

**6. FINANCIAL AND BUDGETARY IMPACT:**

Not applicable.

**7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:**

Not applicable.

**8. CONCLUSION:**

The Asset Management Plan for core assets continues to evolve and be improved upon by following the continuous improvement roadmap. The foundation of the original AMP continues to guide the Town to ensure fiscal responsibility while meeting service levels, maintaining assets and finding efficiencies within the various systems and programs.

**APPROVALS**

Prepared By: Helene Freitag, Program Manager, Asset Management

Recommended By: Michael Vos, Director, Operations and Infrastructure

Approved By: Ryan Cronsberry, Chief Administrative Officer