



Township of Central Frontenac

Asset Management Service Delivery Review

Table of Contents

Executive Summary	2
Overview.....	3
Current Processes.....	6
Asset Information (Data Governance).....	6
Strategy and Planning.....	7
Software & Reporting	8
Opportunities for Consideration.....	10

Executive Summary

This service delivery review outlines key recommendations for the Township of Central Frontenac to increase efficiencies in its asset management infrastructure service delivery program and reduce program costs. PSD evaluated the following infrastructure services that staff manage:

- Transportation Services.
- Planning and Development
- Health Services
- Environmental Services
- General Government
- Recreation and Cultural Services
- Protection Services

Through this in-depth review, 12 key opportunities to bridge existing gaps in data, improve software integration, and solidify documentation were determined for staff’s consideration and to aid Council in their project selection and decision-making.

The Service Delivery Review workshop was conducted on June 18, 2020 and included these key stakeholders:

PSD	Mai Abdou	Asset Management Consultant
	Israr Ahmad	Senior Asset Management Consultant
Central Frontenac	Michael McGovern	Treasurer
	Andy Dillon	Manager of Development Services/Chief Building Official
	Tyson Myers	Public Works Manager
	Jamie Riddell	Deputy Fire Chief

Along with the service delivery workshop, PSD reviewed the Township’s latest asset management plan, official plan, asset management policy, and other supporting documentation to analyze and better understand the state of maturity of all asset classes and staff’s approach to managing them.

Overview

The Township of Central Frontenac applied to the Municipal Modernization Program to undertake a review of procedures related to their capital assets with the goal of finding service delivery efficiencies and lowering costs in the long term. Figure 1 below outlines the total value of the Township's assets broken down by the infrastructure services that those assets provide. As shown, transportation and protection services account for a large portion of the total value of assets and identifying areas of improvement through this service delivery review will prove paramount to managing these assets more effectively, where possible.

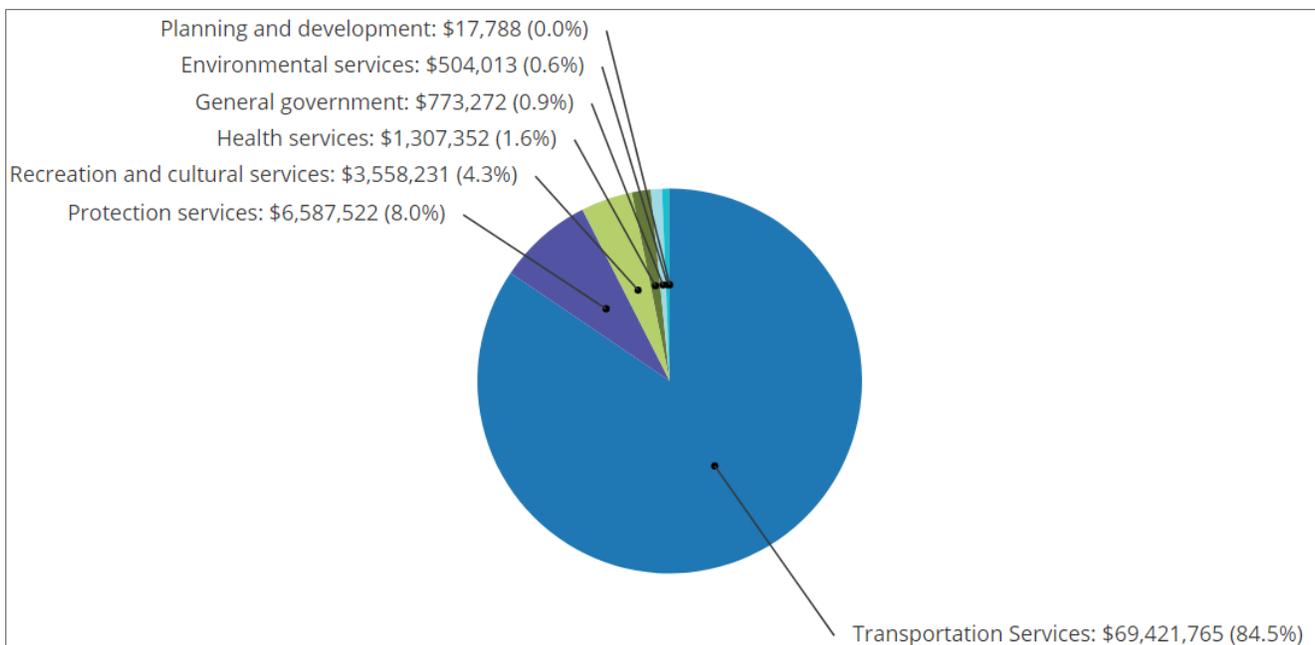


Figure 1: Total Asset Class Values by Infrastructure Services

With the Township's aging infrastructure, it is important to collect accurate condition information on assets as that will influence the frequency and type of lifecycle activities performed to extend the service life of said assets. As shown in Figure 2, the service remaining life for each asset class depends on the available condition and estimated useful life information available.

The average service life remaining for the Township's current inventory is 11 years which is an indication that a long-term capital plan is vital to managing these assets effectively and at the lowest cost possible. According to the latest 2019 *Canadian Infrastructure Report Card (CIRC)*, a concerning amount of municipal infrastructure is in the poor-very poor condition range with a majority of the infrastructure being more than 20 years old. Although the Township is in better shape than many other municipalities, there is a continuous need to invest in existing infrastructure alongside construction of new assets, where possible.

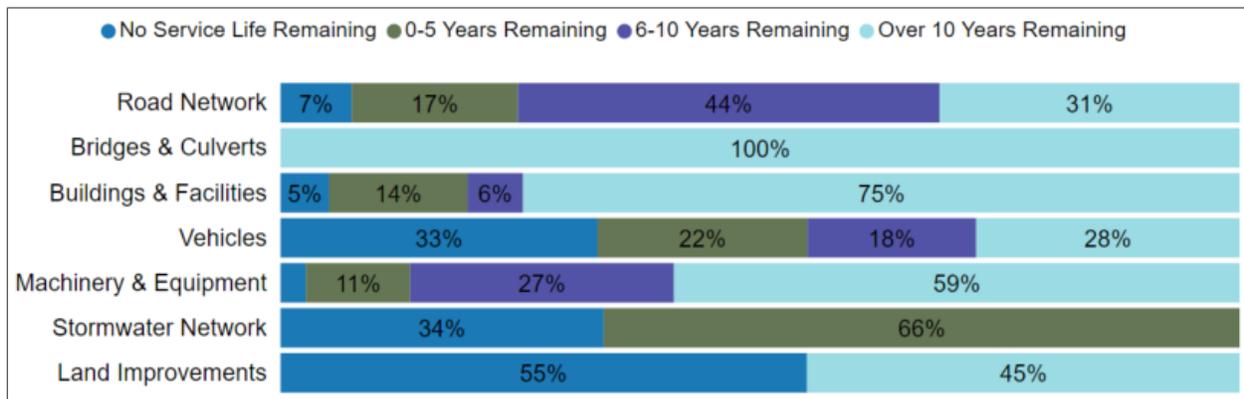


Figure 2: Remaining Useful Life for Asset Classes

The recommendations and observations made through this service delivery review will identify areas where staff can improve their documentation and communication processes, software integration and utilization, and their asset data quality. PSD divided the service delivery review process into three main work steps:

1. Service Delivery as it relates to Infrastructure Asset Management & Service Delivery

- a. Identify common gaps and deficiencies in data sets and data management
- b. Review and document current processes, work order workflow, and data collection/reporting.
- c. Review all relevant software and integration opportunities to streamline and improve reporting, and ultimately, enhance service delivery.

2. Draft Report of Service Delivery Review

- a. Prepare a report of recommendations and findings, for cost savings and improved efficiencies, after in-depth interviews were conducted with Township departments.

3. Finalize Service Delivery Review report so that it can be published on Township's website and available for the public by September 18, 2020.

The following section, *Current Processes*, details the discussions and areas of improvement discovered during the in-depth interviews with staff and the internal literature review. They range from data integrity and completeness to human resource capacity and inter-departmental communication, to the software systems that staff use to manage their assets and how they can be streamlined. The approach to extracting information on current processes, data gaps and opportunities for service delivery consideration/efficiencies is based on best practices involving asset information and governance, strategy and planning, and software and reporting.

Asset information and governance outlines the current reliability and completeness of the Township's asset inventory, including the reports and inspections performed by staff and third-party contractors. Details on how information is tracked and governed is also outlined, including the key stakeholders responsible for various processes and tasks.

Strategy and planning consider how staff navigate regulatory compliance associated with the assets and levels of service they are able to provide. It also outlines the human resource capacity available to implement and plan the necessary information and lifecycle activities.

Software and reporting details the various accounting, engineering, and asset management systems that Township staff use to manage, store, track and report on their various asset classes. The relationship between systems and how they can be further utilized and/or linked to each other to streamline efficiencies is reviewed.

The approaches used to extract all pertinent information culminate into the recommendations highlighted in the Opportunities for Consideration section. Recommendations were allotted an effort and priority level of High, Medium, or Low to assist staff in selecting the recommendations to focus on first.

Current Processes

ASSET INFORMATION (DATA GOVERNANCE)

- Staff have an overall fair/good level of confidence in the Township’s asset datasets.
 - a. A 2018 Road Needs Study was conducted that assessed the condition, design class and road attributes. The road asset inventory is updated regularly within CityWide database.
 - b. A 2019 Ontario Structural Inspection Manuals (OSIMs) was conducted recently; these inspections are performed biennially, and the bridges & culverts database is updated regularly within CityWide.
 - c. A building condition assessment is being developed to assess the condition, remaining life, and applicable lifecycle activities to various components within buildings and facilities. Currently, the building dataset is missing up-to-date condition and lifecycle activities information
 - d. The stormwater network is lacking necessary detail when it comes to its underground assets; a CCTV or Zoom camera inspection should be considered in order to identify the condition, length, remaining life, and other attributes associated with the assets.
 - e. Replacement costs are typically updated using inflationary CPI measures, which is not as accurate as using unit costs from the latest projects or contractor costs.
 - f. Estimated useful life (EUL) and asset capital thresholds should be reviewed and re-assessed within the Township’s Tangible Capital Assets (TCA) policy as they have not been refined since the policy’s adoption, and the Township’s asset inventory is constantly being upgraded.
- The Township does not have a formal data governance policy; however, departments follow their own informal workflows that should be consolidated and formalized into such a policy.
 - a. Public Works staff document daily activities and consolidate them in one working file, accessible to all team members. The department uses a mobile group chat to report any observations or pose any questions they have as needed. A monthly meeting is held to recap any previous issues and assign new tasks, if applicable.

- b. Staff are in the process of setting up a records management system (TOMRMS) to classify and house their policies and procedures in the same accessible location. Public Works staff noted during the service delivery workshop that document management is inefficient as there are redundant copies of the same documents that should be merged.
- The Township currently uses the County's GIS database, which is updated by a third party, with the help of township staff.
 - a. However, staff also have access to the CityWide GIS database where they can better link and visually map assets from the register. Staff should consider centralizing their GIS data within the same database and can use the County's GIS layers as their building blocks within CityWide.
 - b. Staff would like to include more point assets within their GIS database such as signs, streetlights, culverts (less than 3 m span), manholes, etc. This requires resources, time, and effort but will ultimately enhance their lifecycle planning and decision-making processes.

STRATEGY AND PLANNING

- Staff must balance the ever-changing and stricter regulations with providing realistic and satisfactory service levels to the Public.
 - a. The 2025 requirements of the Accessibility for Ontarians with Disabilities Act (AODA) are difficult to meet. These compliance requirements will affect the service levels that the Township is able to provide to the public, and staff will have to consider service level trade-offs to meet these standards.
 - b. In preparation, staff should continue tracking their current levels of service, and identify areas where they can decrease service levels and redirect their efforts elsewhere (e.g., decrease the number of playgrounds but improve the quality and compliance of the remaining playgrounds)
- Township's current capacity to build and maintain a strong asset management program may be limited.
 - a. More resources are required to carry the load of managing and documenting the lifecycle activities and related costs of the Township's assets. Primary job responsibilities, including performing necessary inspections, assessments, and

other pertinent tasks, leaves little time for staff to document their work. As with many other municipalities, these asset management tasks are delayed due to limited available capacity—causing ongoing inefficiencies. Opportunities to reduce lifecycle costs may be missed.

- b. In the past, the Recreational Committee had met regularly with staff to discuss recreational projects. Due to workloads and conflicting schedules, that has not occurred in some time. Staff should consider establishing a dedicated time for staff and volunteer committees to meet and discuss viable ideas for the community. These volunteers have valid service level metrics/indicators that mirror those of the public, and staff can use this information to establish target service level goals.
 - c. A Recreational policy may be necessary to outline the roles, responsibilities, and services that the various volunteer committees share, and to standardize the process with staff.
- The Township has an average level of cross-departmental/service collaboration
 - a. Departments communicate with one another as necessary, however, staff note that it should be more frequent. It is difficult with so many projects under way and limited time and resources.

SOFTWARE & REPORTING

- Service requests and work order systems are being implemented for various departments
 - Most staff are in the early stages of using their work order system, although the Public Works department has been using it for a few years. Only one Public Works staff member has been using the work order system on a regular basis, but more members are in the beginning process of using it. If additional resources were hired, the work order system could be used more effectively. Work orders are currently not asset-based or linked to the asset inventory within CityWide, on a consistent basis. Breaking down and linking work orders, tasks and/or inspections to an asset will help preserve the assets' lifecycle history.
 - The Finance department currently tags some capital codes against their assets on a high-level, but with additional resources, they could be more detailed. Staff can

track the costs of repairs, inspections, or replacements against those individual assets instead of against projects.

- Staff use STENSEN to track their fuel consumption, mileage, and security.
- Staff currently use E-solutions for service requests but would like to start utilizing CityWide inspections for the same purpose.
- MESH is currently being used for signage and reflectivity testing, but staff would prefer to centralize these activities in the same work order system.
- For zoning, including waterfront properties, and septic re-inspections, staff use Excel spreadsheets to update approximately 300 properties/year on a 10-year cycle. It would be ideal to tie these properties to the work order system.
- For utility data, LAS Energy Planning Tool tracks consumption data for natural gas and electricity and provides a 5-year energy conservation plan.
- Level of service metrics are currently being tracked through Excel spreadsheets, but ideally, staff would like to automate this process within CityWide or other software so that it is centralized and tracked properly.
- The Finance team uses multiple accounting/financial software to perform their reporting.
 - The team uses Great Plains software for their accounting and Financial Information Return (FIR) data. They use CaseWare software to automate the financial statements, FIR, and use PSD’s FMW software for budgeting purposes. Some of these systems are linked, but many of them have their own language and do not speak to one another.
- Table 1 summarizes the asset management data that Township staff currently manage using various software systems.

Table 1: Asset Management Elements

Customer service tracking and management (E-solutions, Maintenance Manager)	✓	Capital planning & management (CityWide)	✓
Valuation and accounting protocols (Great Plains, CaseWare)	✓	Financial management and budget planning (FMW)	✓
Inspection modules (Maintenance Manager)	✓	Risk assessment (CityWide)	✓
Mapping (County GIS and CityWide GIS)	✓	Level of service modeling (Excel)	✓
Operational and maintenance planning (CityWide)	✓	Capacity analysis	
Decision support system/optimized decision-making		Mobile work management (MESH, Maintenance Manager, STENSEN)	✓
Lifecycle planning and analysis (CityWide)	✓	Demand modeling	

Opportunities for Consideration

The following recommendations summarize the discussions and current areas of interest for Township staff to improve their asset management planning, streamline their system efficiencies, and create some cost savings opportunities. These opportunities for consideration have been ranked based on effort and priority level for staff. Although this list is not exhaustive, it outlines the current and leading recommendations that staff would like to tackle in the short-term.

Considerations	Effort Level	Priority Level
Perform a CCTV or Zoom camera inspection for the stormwater mains to enhance data completeness	Medium	High
Review and upgrade capital thresholds and EUL within the Tangible Capital Assets (TCA) policy	Low	Medium
Centralize all accounting activities within CityWide, once available, to improve the efficiency of financial reporting and capital planning. FMW can be better linked to Great Plains to boost transparency and interaction between software.	High	Low
Develop a formal data governance policy to establish roles and responsibilities for the ownership and creation, access, disposal, storage, and protection of data	Low	High
Link GIS database to asset register, ideally by fully utilizing CityWide GIS module	High	Medium
Inventory and tag point assets to the asset register and GIS database	Medium	Low
Continue to track and monitor current levels of service and key performance indicators in order to define target/proposed changes	Low	High
Develop a strategy to tackle upcoming regulatory and compliance requirements based on proposed service levels	Medium	High
Hire a part-time or full-time asset management coordinator to manage asset management related activities	Low	High
Develop a Recreational policy outlining the procedures and roles of various volunteer recreational committees and staff	Low	Low
Combine and replace systems such as E-solutions, MESH, Excel and STENSEN with one governing system like Maintenance Manager within CityWide	High	Medium