AGENDA

SPECIAL MEETING OF COUNCIL TO BE HELD
IN-PERSON & VIRTUALLY ON
SEPTEMBER 26, 2022 COMMENCING AT 7:00 PM
GoToMeeting
Public Access Code: 738-393-413

ITEM	SOURCE
1.	Call to Order
2.	Adoption of Agenda
3.	Bylaws or Policies - None
4.	New Business a) CAO Losier RFD - Asset Management Plan b) CPO Leggio RFD - SPO Project
5.	Adjournment

Town of Calmar

Request for Decision (RFD)

Meeting:	Special Council meeting
Meeting Date:	September 26, 2022
Originated By:	PW Director Melesko
Title:	Asset Management Plan, Policy, and Strategy
Approved By:	CAO Losier
Agenda Item Number:	4 A

BACKGROUND/PROPOSAL:

The Town of Calmar has received a grant from FCM to produce its Asset Management Plan (AMP). The AMP has been completed by ISL in collaboration with Administration and is designed as a higher level. It will be a living document which will assist employees to better manage the assets. The information in the document identifies most assets of the Town including buildings, sanitary lines, water lines, storm lines, and a few other elements. The plan rates each asset and identifies the importance of the asset, and risk of failure of the asset. In time, additional assets will be identified and integrated in the AMP.

The plan identifies the probable life expectancy of the asset for budget and planning purposes however does not commit the Town to replacement or upgrade costs if these are not required at the identified time. As time passes, priorities may change because of equipment failure, natural disasters, new development/growth, etc.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Adopting an AMP that is a living document is a strong step towards ensuring the Town's sustainability. Combing a policy and the strategy will allow the Town to develop skills, practices, and knowledge over time, and become more proficient at asset management.

COSTS/SOURCE OF FUNDING (if applicable)

There are no additional cost to adopting the asset management documents.

RECOMMENDED ACTION:

Council passes a motion to adopt the Asset Management Plan.

Council passes a motion to adopt the Asset Management Policy as updated.

Council passes a motion to adopt the Strategy/Action Plan.

Asset Management Plan – V1.2

9-14-2022

Table of Contents

TABLES

FIGURES

DOCUMENT CONTROL

Revision No.	Date	Revision Details	Author	Reviewers
V1.0	September 2021	1st Draft of the Town's AMP	ISL and Calmar Public Works	
V1.1	July 2022	Adjusted asset inventory and cost estimates to reflect actual pipe lengths	ISL and Calmar Public Works	

GLOSSARY

The following glossary of terms is provided for reference. (Source: Building Community Resilience Through Asset Management – A Handbook & Toolkit for Alberta Municipalities. https://www.cea.ca/files/2015-11-17%20Handbook%20-%20FINAL%20-%20web.pdf):

Asset: A physical component of a system that has value, enables services to be provided and has an economic life of greater than 12 months.

Asset Management (AM): The process of making decisions about the use and care of infrastructure to deliver services in a way that considers current and future needs, manages risks and opportunities, and makes the best use of resources.

Asset Management Plan: A plan to identify asset management needs, establish longer term financing means and regularly schedule maintenance, rehabilitation and replacement works for the long-term sustainability of the asset.

Asset Management Policy: Principles and mandated requirements derived from and consistent with the organizational strategic plan, providing a framework for the development and implementation of the asset management strategy and the setting of the asset management objectives.

Asset Management Strategy: Long-term optimized approach to management of the assets, derived from and consistent with the organizational strategic plan and the asset management policy.

Asset Condition: The state of an asset, particularly regarding its appearance, quality or working order.

Strategic Plan: A written document that describes in detail how the Town is going to achieve its goals.

GIS: Geographic Information System designed to capture, store, manipulate, analyze, manage and present all types of spatial or geographical data.

Long Term Capital Plan: A multi-year plan (10+ years) that identifies the capital infrastructure projects and their cost to address the current and future service objectives.

Long Term Financial Plan: A plan that documents the process of aligning financial capacity with long-term service objectives.

Level of Service (LOS): The defined standard for the provision of a particular service. Components of defining these standards include quality, quantity, reliability, responsiveness, environmental acceptability, and cost.

Life Cycle Management: Retaining an asset as near as practicable to its original condition, from the point when a need for it is first established, through its design, construction, acquisition, operation and any maintenance or renewal to its disposal.

Maintenance Management: Administrative, financial, and technical framework for assessing and planning maintenance operations on a scheduled basis.

Risk: The degree of price volatility and/or chance of failure carried by an asset.

Tangible Capital Assets: An asset that has a material or physical form that can be assigned a price value.

Total Annual Average Lifecycle Investment (AALCI): Budget based on annual average of the total replacement value of an asset over its expected service life.

Useful Life: The estimated lifespan of a depreciable fixed asset, during which it can be expected to contribute to a municipality's operations.

REFERENCES

Asset Management BC (2016). Asset Management for Sustainable Service Delivery: A BC Framework. https://www.assetmanagementbc.ca/wp-content/uploads/Asset-Management-for-Sustainable-Service-Delivery-A-BC-Framework-.pdf

Consulting Engineers of Alberta (2015). Building Community Resilience Through Asset Management. A Handbook & Toolkit for Alberta Municipalities. https://www.cea.ca/files/2015-11-17%20Handbook%20-%20FINAL%20-%20web.pdf

Consulting Engineers of Alberta (2015). Getting Started / Toolkit User Guide – Quick Start Tools and Templates for Building an Asset Management Program. https://www.cea.ca/files/2015-11-18%20Toolkit%20-%20FINAL%20-%20web.pdf

Federal Canadian Municipalities (2018). Asset Management Readiness Scale – Municipal Asset Management Program. https://data.fcm.ca/documents/resources/mamp/asset-management-readiness-scale-mamp.pdf

Federal Canadian Municipalities (Various). Asset Management Resource Library https://fcm.ca/en/resources/mamp/asset-management-resources

1.0 Introduction

1.1 Background

The Town of Calmar (the Town/Calmar) is located in the heart of Alberta's agriculture and oil field industries, offering the very best of the Alberta Advantage. Our vibrant community is just 25 minutes southwest of the City of Edmonton and 15 minutes west of the City of Leduc and Edmonton International Airport (EIA), providing a rich quality of life found in a small town setting. Residents enjoy small town living with easy access to big city amenities.

Calmar is a quaint rural community surrounded by beautiful natural green space. Calmar also offers residents a growing assortment of local amenities, including an elementary and secondary school, a public library and seniors' housing. Calmar is served by a Fire and Rescue department located in town, and excellent health, dental and chiropractic care are available at the town clinics. Residents keep active with local recreation clubs and sports venues, including a community arena complete with a curling rink and 3 ballparks.

To support Calmar's desired quality of life and local amenities, the Town delivers a wide range of municipal services by managing and maintaining a wide range of municipal assets (water, wastewater, stormwater, transportation and buildings). These infrastructure assets owned by the Town are a result of "multi-generational investment", made available with support from the Town's tax revenue, Provincial and Federal grants, and funding. Most of the Town's infrastructure has not been through a full life-cycle, but as its infrastructure assets age, greater needs will be required for funding the rehabilitation or replacement of it. Increasingly, the Town is recognizing the value of the investment that has been made in community infrastructure, and the risks the Town faces by not managing for the long term.

With the Provincial Government adopting an approach to asset management (AM) and supporting work in this area, there is a drive towards asset management as a process for making informed decisions. Aligning with this goal, the Town has committed itself to AM practices, such that it can improve and enhance its role in the delivery of cost effective and sustainable infrastructure asset services (e.g., through the acquisition, operation, maintenance, rehabilitation, and disposal of assets for current and future users).

The Town's current AM Policy is 2020-062. This document will be updated as required. The development of this AM Plan is a direct result of the AM Policy.

1.2 What is Asset Management?

AM can be defined as how a municipality manages the lifecycle of its assets. Assets are defined as physical infrastructure, provided by a municipality to support economic and social services.

AM is an integrated process that takes time to develop. It is an iterative process where asset practices are improved over time. The objective is to balance costs, opportunities, and risks against the desired performance of the assets, such that value is optimized for the lowest cost. In time, the municipality moves towards greater sustainable service delivery of those assets.

Asset management is the **process** of **making decisions** about the use and care of infrastructure to deliver **services** in a way that considers current and future **needs**, manages **risks** and opportunities, and makes the best use of **resources**.

Asset management IS NOT	Asset management IS
A project or a single plan	A process
Tangible capital asset accounting	A forward looking practice
An end itself	A means to an end
About counting assets and doing condition assessments	About making good and informed decisions
About calculating infrastructure deficits that seem too big to do anything about	About taking action to make our communities more sustainable and resilient
Just about replacing assets	About making better decisions about assets and service delivery

Figure 1.1: Definition of AM (Source: CEA AM Handbook 2015)

1.3 What is an Asset Management (AM) Plan?

An AM Plan is a strategic document that details how a municipality's current assets are to be managed over a period of time. In other words, it is a long-range planning document that is used to provide a rational basis for the effective management of infrastructure assets.

The AM Plan provides an overview of the condition of the current infrastructure assets, the level of service expected from them, planned activities that ensure the services are provided by the assets and financial strategies to implement the planned and improvement actions.

The AM Plan provides a baseline for Calmar and establishes strategies that will allow it to systematically review its asset management process so that, over time, gaps and deficiencies are reduced and greater value is realized from assets.

The AM Plan is a living document that is meant to assist in the decision-making process and will need to be updated periodically.

Benefits of the Plan include:

- improved organizational sustainability;
- improved community services and desired level of service;
- informed and substantiated decision making;
- effective budgeting and prioritization;
- better management of risk;
- improved financial performance; and
- improved regulatory and statutory compliance.

1.4 Asset Management (AM) Plan Methodology

The Town hired an external third party to assist in the development of the initial draft of its AM Plan. Both the Finance and Public Works department were involved in the development of this AM Plan.

For this AM Plan, the Asset Management "Toolkit", as developed by Alberta Municipal Affairs, was used as a guiding document. This document is comparable with best practices provided by Asset Management BC, as well as InfraGuide 2002 (National Guide to Sustainable Municipal Infrastructure). The general approach follows the steps identified below:

1. Consolidating Information Needed for Asset Management
    - Determining what Calmar owns, where it is, what are its attributes, when it was installed, what did it cost, how much it will cost to replace, what condition it is in and how long it will last; this will be compiled into an Excel spreadsheet
2. Defining Level of Service
    - Identifying the current services being provided by existing infrastructure and setting indicators that are measurable to determine improvements
3. Identifying and Assessing Asset Risks
    - Defining scope of assessment, identifying high-level objectives of the asset system, defining consequences and likelihood of occurrence, identifying asset risks, assessing the risks, and calculating the risk score
4. Identifying Costs and Funding Constraints
    - Developing and identifying 10-year capital replacement forecast of the assets
    - Identifying current asset management strategies
5. Developing Asset Management Improvement Plan
    - Identifying objectives, gaps in the plan and communicating information collected

The current (first) iteration of Calmar's Asset Management Plan was completed at a high level, focusing on initial data gathering and developing a high-level baseline overview of Calmar's assets. In this AM Plan, gaps are also identified, such that improvements can be made for future updates.

1.5 Asset Management Plan Limitations

The AM Plan is key in Calmar's asset planning process, providing the foundation or starting point for other AM practices and strategic plans. It is understood for the first draft, core level (beginner level) data is not complete or highly accurate as data is compiled. It is expected that there will be inaccuracies in the data collected.

The data itself, despite this, will be sufficient to provide information for day-to-day planning of current assets. As part of this plan, it will also establish strategies for data maintenance, such that data will become more accurate over time. This would include improvement on asset register accuracy, tracking of asset life cycle information and improved tracking of costs associated to managing assets (e.g., capital and operational expenditures). In time, the AM Plan's scope can be refined and expanded, making this a critical plan for near, mid, and long-range planning.

1.6 Asset Management (AM) Plan Outline

The following table provides an outline of the contents within this plan.

Table 1.1: Asset Management (AM) Plan Outline

Section	Description
1.0 Introduction	Provides background and overview of the AM Plan.
2.0 State of Local Infrastructure	Provides a snapshot summary of the inventory of infrastructure assets owned by Calmar and the relative condition of those assets at the time of assessment.
3.0 Level of Service	Describes how infrastructure services are being delivered or how infrastructure services are experienced by the Town's users.
4.0 Risk	Contains a summary of main asset risks and risk mitigation plans, risk trends based on current investment levels and a summary of significant strategic risks (e.g. major assets failing, costs of asset replacement, staff turnover, etc.).
5.0 Cost and Funding	Identifies a rehabilitation plan to deliver target levels of service and mitigate asset and strategic risks and a review of funding adequacy and strategies to increase revenues or reduce costs where required.
6.0 Asset Management Practices	Describes current asset management practices and processes being used by the Town.
7.0 Improvement Plan	Identifies areas for improvement.

1.7 Asset Management Plan Scope

This Version 1.0 of Calmar's AM Plan focuses on the following assets:

- Buildings (key buildings);
- Roadway System (paved roads, gravel, curb and gutter and sidewalks);
- Storm System (culverts);
- Water System:(water treatment plant, water mains, hydrants and valves); and
- Wastewater System (wastewater treatment plant, lift station and sanitary mains).

In time, it is expected that additional assets will be added to the AM Plan.

This AM Plan will provide a forecast of up to 10 years. It will be reviewed every five years and updated accordingly to coincide with other AM plans or strategic plans developed by new councils and administration. The Plan will highlight the state of existing assets, and identify areas that may need investment and improvements in the coming 10 years to maintain the current levels of service.

2.0 State of Local Infrastructure

This section provides a snapshot summary of the inventory of infrastructure assets owned by Calmar and the relative condition of those assets. The information in this section will help focus needs for investment.

2.1 Asset Inventory

Information from the field survey, Calmar's TCA and Record Drawings and Public Works feedback was used to develop the asset inventory database. The core assets relating to the five asset classes, including Buildings, Roadway System, Storm System, Water System and Wastewater System, were compiled to form a baseline of existing assets owned by Calmar at the time this version of the AM Plan was completed.

The following sections provide a summary of the inventory of each asset class.

2.1.1 Buildings

Calmar currently owns and maintains 12 buildings.

Table 2.1: Buildings Asset Inventory

Buildings				
Asset Description	2021 Inventory	2026 Inventory	Change	% Change
Town Office (4901 – 50 Avenue)	1			
Library (5705 – 50 Avenue)	1			
Fire Hall (5007 – 49 Street)	1			
Arena (5019 – 47 Street)	1			
Public Works Maintenance Shop (5301 – 44 Avenue)	1			
Maintenance Shed (5301 – 44 Avenue)	1			
Cold Storage (5301 – 44 Avenue)	1			
Agricultural Display Building (4720 -51 Street)	1			
Concession Booth (5019 – 47 Street)	1			
Washroom Building – Woodland Park (Lot "R", Block 6, Plan 96 MC)	1			
Washroom Building – Ball Diamond (4720 – 51 Street)	1			
Community Center (4815- 49 Street)	1			

2.1.2 Roadways System

The Town's roadway system consists of asphalt, oiled and gravel roadways. Figure showing the entire road network is included in Appendix A.

Table 2.2: Roadways Asset Inventory

Roadways				
Asset Description	2021 Inventory	2026 Inventory	Change	% Change
Asphalt Roadways	14,865 m			
Gravel Roadways	7,187 m			
Oiled Roadways	3,736 m			
Sidewalks	15,792 m			
Curb and Gutter	15,667 m			

2.1.3 Water System

The Town's water system consists of watermain distribution pipelines, main isolation valves, curb cork (CC) valves, hydrants and hydrant valves, storage reservoirs and a distribution pumphouse. The Town received potable water via a commission fill pipeline to the reservoirs, where it is then distributed to the Town.

Table 2.3: Water System Asset Inventory

Water System				
Asset Description	2021 Inventory	2026 Inventory	Change	% Change
Water Main – AC 150 mm	6,106 m			
Water Main – PVC 150 mm	5,184 m			
Water Main – PVC 200 mm	4,108 m			
Water Main – PVC 250 mm	1,604 m			
Water Main – PVC 300 mm	2,496 m			
Water Main – PVC 400 mm	1,017 m			
Water Main Isolation Valves	163			
Water CCs	844			
Water Hydrants	101			
Water Hydrant Valves	101			
Water Distribution Reservoirs and Pumphouse	1			

2.1.4 Wastewater System

The Town's wastewater system consists of sanitary sewage main pipelines, manholes, lift stations and treatment lagoons. The industrial area of town is gravity collected to the industrial area lift station, where it is then pumped north to the gravity collection system in Town. The remainder of the Town is gravity collected and feeds directly to the treatment lagoons located northwest of the Town. Due to elevation challenges, there are three lift stations at the lagoons to transfer wastewater from the complete mix cell to the polishing cell and finally to the storage cell.

Table 2.4: Wastewater System Asset Inventory

Wastewater System				
Asset Description	2021 Inventory	2026 Inventory	Change	% Change
Sanitary Sewer Main – Clay Tile 200 mm	3,052 m			
Sanitary Sewer Main – PVC 100 mm	344 m			
Sanitary Sewer Main – PVC 200 mm	8,894 m			
Sanitary Sewer Main – PVC 250 mm	2,210 m			
Sanitary Sewer Main – PVC 300 mm	270 m			
Sanitary Sewer Main – PVC 375 mm	792 m			
Sanitary Sewer Main – PVC 450 mm	659 m			
Sanitary Sewer Main – PVC 525 mm	889 m			
Sanitary Sewer Manholes	196			
Industrial Area Lift Station	1			
Lagoon Lift Station 1	1			
Lagoon Lift Station 2	1			
Lagoon Lift Station 3	1			
Sanitary Sewage Lagoons	1			

2.1.5 Stormwater System

The Town's stormwater system consists of stormwater collection mains, catch basins, manholes, ponds, ditches, and culverts.

Table 2.5: Wastewater System Asset Inventory

Stormwater System				
Asset Description	2021 Inventory	2026 Inventory	Change	% Change
Stormwater Main - CSP	496 m			
Stormwater Main - PVC	9,750 m			
Stormwater Main - Concrete	79 m			
Stormwater Manholes and Catch Basins	202			
South Bridge Stormwater Pond	1			
Industrial Stormwater Pond	1			
Hwy 39 East Stormwater Pond	1			

2.2 Asset Inventory Trends

This section provides a summary of observations and trends noted, comparing changes in asset inventory every five years. Since this version of the AM Plan forms the baseline, no comparisons were made. Otherwise, notable trends in asset inventory changes would be identified in this section.

2.3 Asset Condition

For most AM plans, Estimated Remaining Useful Life (Useful Life) of a physical asset, based on age, is considered a good starting point to estimate the overall well-being of an asset pool. This is done by the following equation:

Useful Life = (Expected Life of an Asset in Years) - (Number of Years Asset has been in Service).

By knowing the Useful Life of a pool of assets in the same year, it is possible to predict the current condition of the asset and, with it, the type of operations, maintenance and replacement activities required for those assets. See Figure 2.1 to illustrate this point. The figure shows the typical condition of an asset and its associated Useful Life percentage.

As shown in Figure 2.1, the condition of assets generally degrades over time with use. By knowing the Useful Life of an asset, one could determine the relative condition of an asset and select asset management/treatment strategies to renew the asset. Once the asset renews, the Useful Life is extended, thus allowing the owners of those assets to realize greater value.

Often, however, the Useful Life may not be a suitable indicator of the health of the asset in question because Useful Life based purely on age can provide misleading view on the timing of replacement of assets. This is because the condition of an asset may be impacted by several varying parameters, including the location of the asset, frequency of use, frequency of repairs/maintenance etc. For example, a water pipe installed in the Arctic region may have a different Useful Life compared to a water pipe installed in Alberta. A pump that is maintained quarterly may have a longer Useful Life

compared to another that is maintained annually. Thus, to determine Useful Life of an asset, it is important to incorporate other information, including maintenance information, condition rating, performance history and expert judgment.

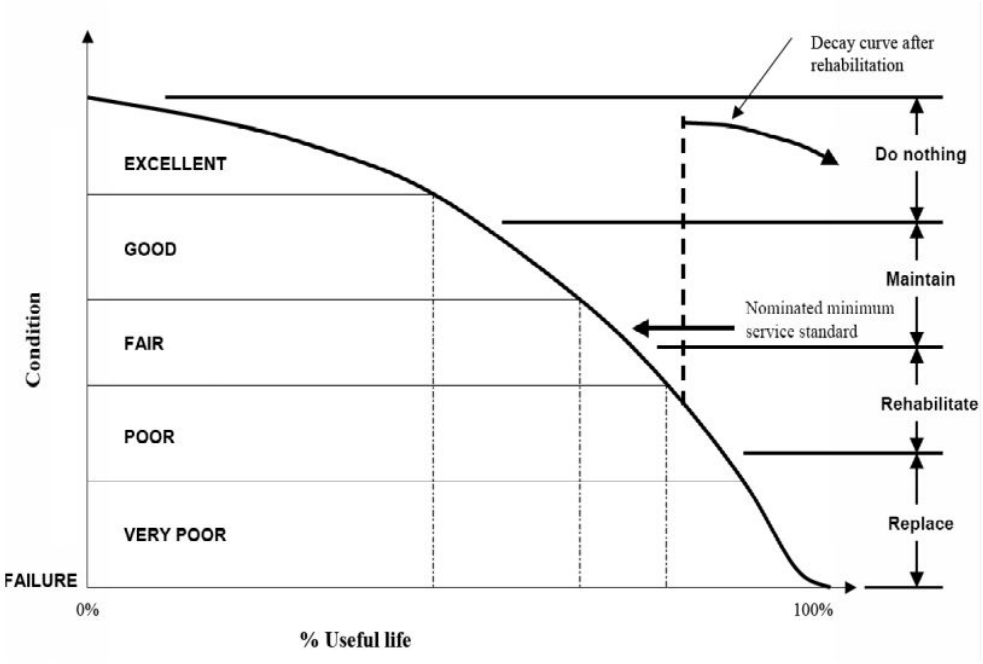


Figure 2.1: Typical Condition Curve Based on Broad Performance Indicators (Derm, 2001)

In practical terms, although it provides a starting point in forecasting condition, this method of determining asset condition may not be useful when there is insufficient data. The Town's historical data as is does not have sufficient detail and clarity. To achieve this, the Town would need a database with complete asset information and tracking of issues and work orders completed on the assets. As a result, Useful Life was not used as the sole predictor or forecasting tool for this AM Plan.

Instead, to assess the asset health and condition of the assets owned by the Town, a hybrid of the following 3 methods were used:

1. Age/Remaining Life Assessment – This model is used when insufficient data is available or when an asset assessment has not been completed on hidden or buried structures. In this instance, industry accepted or expected deterioration models are used in predicting the condition of assets based on the age of installation and material type, as well as consideration of the geographical area and historical usage. With time, as the Town develops a better understanding of the rate of deterioration of its assets, deterioration models can be adjusted and updated, such that predictions from these models become more accurate.

   It is understood that, although informative as discussed in the previous paragraphs, Estimated Useful Life can provide a misleading view on when an asset should be replaced. In practice, the asset's life can vary significantly based on quality of construction, environmental conditions and how well the asset is maintained. Most often, some of these assets last longer than their Estimated Useful Life.

2. Condition Assessment – This method is straightforward and involves a visual inspection or non-destructive testing/destructive testing of assets to quantify existing conditions, as well as its Estimated Functional Life. Generally, this method is most applicable to assets such as roads, culverts, buildings etc.

3. Anecdotal Information – Should there be insufficient information, the third method consist of interviews with staff/team members for best available information to fill the gaps or to determine the relative condition of the infrastructure assets.

Based on the hybrid model used, assets were graded using a five-point rating scale in line with the National Infrastructure Report Card. For buried assets or assets lacking information, an equivalent condition rating was used, based on Estimated Remaining Useful Life. This allows Calmar's assets to be presented with a common grading scale that is easily understood. The scale generally indicates physical condition of an asset ranging from Excellent to Very Poor.

Table 2.6: Asset Condition Grading Chart

Numerical Rating	Letter Grade	Rating	Condition
4.5-5.0	A	Excellent	New installation or recently rehabilitated. Very Good Condition. No work required.
3.5-4.5	B	Good	Asset has minor defects only. Minor maintenance required (5%).
2.5-3.5	C	Fair	Maintenance Required to Return to Accepted Level of Service. Visible deterioration. Significant maintenance to enhance and prevent further deterioration (10% to 20%).
1.5-2.5	D	Poor	Significant deterioration visible and the level of service of the asset becomes in question. Significant repairs or renewal warranted (20 to 40%).
0-1.5	F	Critical	Asset unserviceable. Over 50% of asset requires replacement.

Ultimately, the Useful Life/condition rating information is used to manage assets better and predict optimal budget requirements to realize the most value from Calmar's assets.

As Calmar completes its asset lifecycle activities (e.g., asset renewal, rehabilitation and or asset condition review), the asset health grade and estimated useful life in the asset inventory database is updated such that information becomes more accurate and closer to real time.

The sections below provide asset condition summary for the assets identified as part of the current AM Plan scope.

2.3.1 Building System

The buildings within Calmar, as a minimum, are required to be in compliance with applicable legislation for components specific to the building envelope, mechanical, electrical and plumbing system.

The health grade of the building assets is based primarily on supplementary information provided by the Town's Public Works staff, as no assessment was completed for this iteration of the AM Plan. It was noted that the Town had invested heavily in recent years in completing upgrades and rehabilitation to most of the Town's buildings. In general, the buildings are noted to be in Fair to Good condition. Based on information received from the Town, there are no current plans to perform any major work to these buildings in the next 10 years. General comments from Public Works are captured below:

- The Town office is in very good condition and was recently renovated and rehabilitated about 10 years ago;
- The library is in good condition and has a recent addition. It was noted that the building could use rehabilitative work in the next 10 years;
- The fire hall is in fair condition and is currently used for peace officer parking and storage for the Town. It was noted that the overhead furnaces may need replacing within the next 10 years;
- The arena is in fair condition. It was noted that the front of the arena needs structural work within the next 15 years;
- The Public Works maintenance shop is brand new and in excellent condition. The maintenance shed is in fair to good condition. It was noted that the roof is starting to leak and will need attention;
- The cold storage is in fair condition. It was noted that the overhead doors will need replacing soon;
- The agricultural display building is in failing condition, and is currently used for storage by the Town; however, the building should be demolished soon;
- The concession booth in the arena is in good condition with nothing major to note;
- The Woodland Park and ball diamond washroom facilities are in good condition; however, the stalls could be replaced in both facilities; and
- The community center is in fair condition; however, it was noted the foundation may have issues.

On average, buildings facilities asset grade generally has a grade of Fair to Good. The only exception is the agricultural display building that currently has a failing grade. It is noted that that the Agricultural Display Building is planned to be decommissioned and demolished in the future ($30k used as a placeholder for demolition and removal).

The below table provides a summary of the noted health grade and estimated cost of rehabilitative items based on description of issues identified by the Town.

Table 2.7: Buildings Asset Health Grade and Estimated Rehabilitation Cost (Next 10 Years)

Buildings				
Asset Description	Estimated Rehabilitation Cost (Next 10 Years)	% Total Rehabilitation Cost	Average Condition Rating	Asset Average Condition Grade
Town Office	$ -	N/A	4.0	B
Library	$100,000	N/A	4.0	B
Fire Hall	$50,000	N/A	3.0	C
Arena	$ -	N/A	3.0	C
Public Works Maintenance Shop	$ -	N/A	5.0	A

Buildings				
Maintenance Shed	$10,000	N/A	4.0	B
Cold Storage	$5,000	N/A	3.0	C
Agricultural Display Building	$30,000	N/A	1.0	F
Concession Booth	$ -	N/A	4.0	B
Washroom Building – Woodland Park	$10,000	N/A	4.0	B
Washroom Building – Ball Diamond	$10,000	N/A	4.0	B
Community Center	$15,000	N/A	3.0	C
Total Rehabilitation Cost	$300,000	N/A		

2.3.2 Roadway System

The condition of the roadways is based mainly on the visual inspections with supplementary information from the Town's Public Works staff. In general, the roadways systems in Calmar are in Good condition. Minor maintenance and restoration is recommended for certain roadways.

The roads generally have a health grade of B, which indicates Good condition, other than the oil roadways that are rated C in Fair condition. Roadways rated as fair typically only require minor to moderate rehabilitation work.

Table 2.8: Roadways Asset Health Grade and Estimated Rehabilitation Cost (Next 10 Years)

Roadways				
Asset Description	Estimated Rehabilitation Cost (Next 10 Years)	% Total Rehabilitation Cost	Average Condition Rating	Asset Average Condition Grade
Asphalt Roadways	$735,412	28	3.8	B
Gravel Roadways	$253,759	10	3.6	B
Oiled Roadways	$396,304	15	3.5	C
Sidewalks	$923,238	35	3.9	B
Curb and Gutter	$361,440	14	4.0	B
Total Rehabilitation Cost	$2,670,153	100		

2.3.3 Water System

The condition of the water mains, isolation valves, cc valves and hydrant valves are based mainly on the estimated age of the asset with supplementary information from the Town's Public Works staff. The water main distribution pipelines are generally in Fair to Good condition, but the older asbestos concrete (AC) pipes installed in the 1970s are in Poor condition, as are the isolation valves. The cc valves are generally in Fair condition. The hydrant valves are generally in Poor condition.

The condition of the water hydrants and distribution reservoirs and pumphouse are based mainly on the visual inspections with supplementary information from the Town's Public Works staff. Both the hydrants and the distribution reservoirs and pumphouse are generally in Good condition.

It is noted that a major portion of the system consisting of older pipes and valves constructed in the early 1950s to 1970s are aging and their expected remaining service life is declining. As a result, they have received a health grade of D – Poor condition. As well, water cc's received a grade of Fair and isolation valves within the distribution and hydrant isolation valves in these older areas received an overall D (Poor) grade due to their age. Due to their asset grade, the Town should monitor issues arising from these assets. Should frequency of failure (i.e. pipe breaks or leaks) increase, the Town should put in place plan to rehabilitate or replace these assets.

Table 2.9: Water System Asset Health Grade and Estimated Rehabilitation Cost (Next 10 Years)

Water System				
Asset Description	Estimated Rehabilitation Cost (Next 10 Years)	% Total Rehabilitation Cost	Average Condition Rating	Asset Average Condition Grade
Water Main – AC 150 mm*	$ -	0	2.4	D
Water Main – PVC 150 mm	$ -	0	3.3	C
Water Main – PVC 200 mm	$ -	0	3.2	C
Water Main – PVC 250 mm	$ -	0	3.6	B
Water Main – PVC 300 mm	$ -	0	3.0	C
Water Main – PVC 400 mm	$ -	0	4.0	B
Water Main Isolation Valves	$392,000	34	2.5	D
Water CCs	$160,000	14	2.6	C
Water Hydrants	$160,000	14	3.9	B
Water Hydrant Valves	$392,000	34	2.3	D
Water Distribution Reservoirs and Pumphouse	$39,000	3	4.0	B
Total Rehabilitation Cost	$1,143,000	100		

*Due to age of the AC waterline, it is rated as Poor condition. Typically, AC lines last well beyond their useful life but will start to exhibit greater problems in terms of leaks and pipe breaks. No recommended repairs have been made for the next 10 years at this time. The Town should monitor pipe breakages and determine path forward in terms of replacement.

2.3.4 Wastewater System

The condition of the sewer mains is based mainly on the estimated age of the asset with supplementary information from the Town's Public Works staff. The sewer main collection pipelines are generally in Fair to Good condition, but the older clay tile pipes installed in the 1970s are in Poor condition.

The condition of the sewer manholes, lift stations and lagoons is based mainly on the visual inspections with supplementary information from the Town's Public Works staff. The sewer manholes are generally in Fair condition. All of the lift stations are in Good condition. The lagoons are also in good condition; however, recommendations have been made in order to maintain this rating going forward.

In general, the wastewater system is in Fair to Good condition. The only exception to this is the older clay tile sewer mains that were installed in the early 1950s to early 1970s. These assets are aging, and their expected remaining service life is declining. As a result, they have received a grade of D – Poor. Due to their asset grade, the Town should monitor issues arising from these assets. Should frequency of failure (i.e. pipe breaks or leaks) increase, the Town should put in place plan to rehabilitate or replace these assets.

Table 2.10: Wastewater System Asset Health Grade and Estimated Rehabilitation Cost (Next 10 Years)

Wastewater System				
Asset Description	Estimated Rehabilitation Cost (Next 10 Years)	% Total Rehabilitation Cost	Average Condition Rating	Asset Average Condition Grade
Sanitary Sewer Main – Clay Tile 200mm*	$ -	0	2.4	D
Sanitary Sewer Main – PVC 100mm	$ -	0	3.0	C
Sanitary Sewer Main – PVC 200mm	$ -	0	3.5	C
Sanitary Sewer Main – PVC 250mm	$ -	0	3.0	C
Sanitary Sewer Main – PVC 300mm	$ -	0	5.0	A
Sanitary Sewer Main – PVC 375mm	$ -	0	4.0	B
Sanitary Sewer Main – PVC 450mm	$ -	0	4.2	B
Sanitary Sewer Main – PVC 525mm	$ -	0	3.9	B
Sanitary Sewer Manholes	$ 89,000	26	3.1	C
Industrial Area Lift Station	$ -	0	4.0	B
Lagoon Lift Station 1	$13,000	4	4.0	B
Lagoon Lift Station 2	$13,000	4	4.0	B
Lagoon Lift Station 3	$13,000	4	4.0	B
Sanitary Sewage Lagoons	$220,000	63	4.0	B
Total Rehabilitation Cost	$348,000	100		

*Due to age of the clay tile sanitary lines, it is rated as Fair condition. Typically, clay tile lines will show signs of structural defects such as cracks. Cracks will result in leaks or increase infiltration into the sanitary sewer system. No recommended repairs have been made for the next 10 years at this time. The Town has plans to conduct CCTV inspection in the near term to determine rehabilitation required.

2.3.5 Stormwater System

The condition of the stormwater mains is based mainly on the estimated age of the asset with supplementary information from the Town's Public Works staff. The stormwater main collection pipelines are generally in Fair to Good condition.

The condition of the stormwater manholes, catch basins and ponds are based mainly on the visual inspections with supplementary information from the Town's Public Works staff. The manholes and catch basins are generally in Good condition. The stormwater ponds are in Good to Excellent condition.

In general, the stormwater system is in good to excellent condition. The only exception to this is the older corrugated steel stormwater mains. These assets are aging, and their expected remaining service lift is declining. As a result, they have received a grade of C – Fair.

Table 2.11: Stormwater System Asset Health Grade and Estimated Rehabilitation Cost (Next 10 Years)

Stormwater System				
Asset Description	Estimated Rehabilitation Cost (Next 10 Years)	% Total Rehabilitation Cost	Average Condition Rating	Asset Average Condition Grade
Stormwater Main - CSP	$ -	0	2.7	C
Stormwater Main - PVC	$ -	0	3.9	B
Stormwater Main - Concrete	$ -	0	5.0	A
Stormwater Manholes and Catch Basins	$27,250	73	3.7	B
South Bridge Stormwater Pond	$5,000	13	4.0	B
Industrial Stormwater Pond	$5,000	13	4.0	B
Hwy 39 East Stormwater Pond	$ -	0	5.0	A
Total Rehabilitation Cost	$37,250	100		

3.0 Level of Service

The management of assets needs to consider affordability versus user expectations and needs. To do this, the Town needs to describe the services it provides and how it is linked to Strategic objectives. One way of measuring and determining this aspect of asset management is Level of Service (LOS).

LOS is defined as a measure of the quality, quantity and/or reliability of a service from the perspective of residents, businesses and customers in the community. It is used to describe:

1. The types of services the Town provides;
2. The groups of residents, businesses and institutions that the Town provides them to;
3. The LOS being delivered currently (Town's performance); and
4. The LOS the Town is aiming to provide (Town's target).

Once the LOS is understood, it is then easier to look for opportunities and have the discussion of wants, needs and affordability. Conversations can then be had on whether we the Town needs to maintain existing LOS, improve them or decrease them. It will also help with the discussion of what users willing to pay for.

The following provides an example to illustrate what LOS is, how it is defined and measured.

LOS can be defined as follows:

- Corporate – sets the corporate objective (e.g., provide safe drinking water);
- Customer – defines the service that Calmar wishes to provide to their residents/users (e.g., water at a certain minimum pressure leaving the taps); and
- Asset (or Technical) – defines the technical requirements to achieve the service objective (e.g., watermain breaks not greater than x per year).

Once LOS is defined, it becomes easier to quantify the effort and cost required to provide the LOS.

- Corporate – sets the corporate objective (e.g., provide safe drinking water);
  - Cost to provide and maintain standby system such that in the event of a power outage, sufficient pressure is maintained to prevent contamination of distribution pressure;
  - Cost to monitor and add chlorine/chloramines to water to maintain residual to prevent growth of bacteria; and
  - Cost to treat water to a certain quality
- Customer – defines the service that Calmar wishes to provide to their residents/users (e.g., water at a certain minimum pressure leaving the taps);
  - Cost to provide pumps and monitoring to ensure pumps work 24/7 to provide the required pressures within the distribution system and
  - Cost for water operator to check, maintain and service pumps to meet that criteria; and
- Asset (or Technical) – defines the technical requirements to achieve the service objective (e.g., watermain breaks not greater than x per year).
  - Cost to proactively replace aging pipes before pipe breaks occur and
  - Cost to conduct testing and assessment to forecast failure.

By understanding LOS, it then makes it easier to discuss and decide on important asset management questions, some of which include:

- Are we delivering services that our resident and users want?

- If they do not desire that service, shall we reduce that service and allocate resources to other services that are more desirable by the residents/users?
- How are we doing as a Town? Are we meeting our strategic goals in delivering x service?

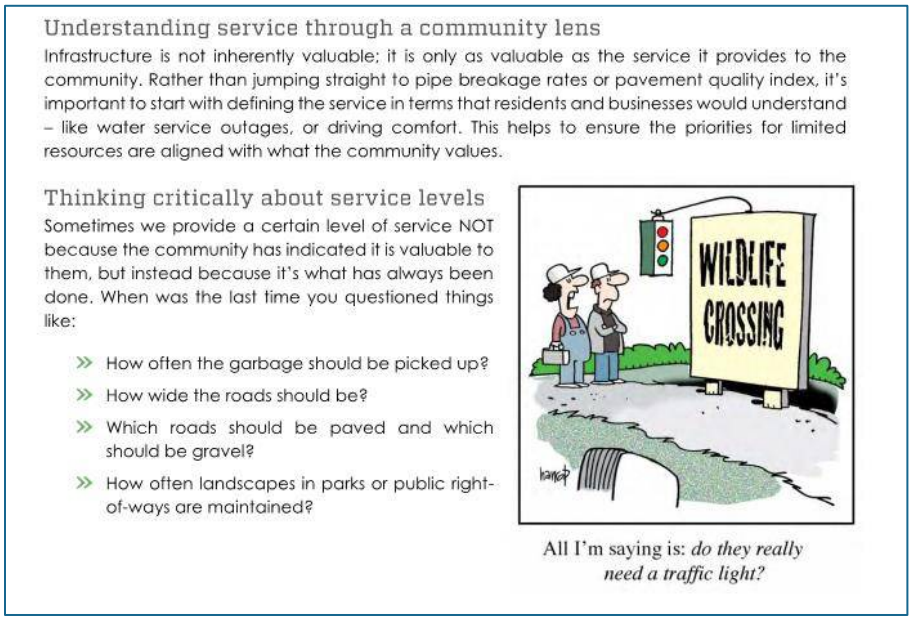


Figure 3.1: Understanding and Thinking Critically about Service Levels (Source: CEA AM Handbook 2015)

3.1 Current Levels of Service

The following are current levels of service that is provided by the Town. For this first AM Plan draft, the LOS is more descriptive and provides description of asset related services provided. In addition to the following, the town as a minimum standard will satisfy statutory and regulatory requirement.

Currently, there are no process in place to review LOS that has been established. As a result, LOS performance cannot be evaluated, thus making it difficult to assess current LOS with respect to the Town's strategic goals. As well, no clear relationship exists between LOS and the cost of providing these services at the time of review. Any issues or complaints from users/residents is logged or tracked on the PRONTO system, however. The Town addresses issues identified from the PRONTO system within a reasonable time frame.

Table 3.1: Calmar Roadways Level of Service

Roadways Level of Service		
Service	Service Goal	Technical Level of Service
Regulatory	N/A	Not Currently Tracked
Reliable	The network is reliable and drivable	Roadways are inspected and potholes are repaired on an ongoing basis
		Asphalt cracks are repaired ongoing as required based on funding availability
		Asphalt patching completed as required
		Gravel is added to Town industrial roads and back alleys as required
		Roadways graded on a regular basis as required
		Back alleys are graded as required
		Sidewalks are inspected annually and repaired per sidewalk replacement policy
		Paved roadways are swept as required
Accessibility	No Interruptions or blockages	Snow removal in order of priority, main intersections, schools, senior homes as identified in the snow removal policy
Customer Service	Responsive	Customer complaints logged into Pronto and addressed on a timely manner

Table 3.2: Calmar Water system Level of Service

Water System Level of Service		
Service	Service Goal	Technical Level of Service
Regulatory	Meet AEP Requirements	Water supply tested daily and samples sent to provincial Lab on a weekly basis (Chlorine & BacTs)
Reliable	Sufficient Quality Uninterrupted Service	Provided to residents at a pressure of 50 to 60 lbs. (420 kpa)
		Gas Powered Standby pump checked once a month
		Inspection, maintenance and exercising of hydrants
		Hydrant Flushed – Annually
Safe	Protect Public	Sufficient Fire Flow
		Testing per AEP requirements. Daily checks at pumphouse

Table 3.3: Calmar Wastewater system Level of Service

Wastewater System Level of Service		
Service	Service Goal	Technical Level of Service
Regulatory	Meet AEP Requirements	Wastewater testing prior to release (Weekly samples for BOD and TSS)
Reliable	No Interruptions or Blockages	Regular maintenance (i.e. checking of and aerators and pumps daily)
		Camera inspections on an ongoing basis to plan for leak repairs and flushing
		Standby generator powering lift stations operated once a month
Safe	Protect Public	Regular maintenance to ensure cleanliness and no defects

Table 3.4: Calmar Storm System Level of Service

Storm System Level of Service		
Service	Service Goal	Technical Level of Service
Regulatory	N/A	Not currently tracked
Reliable	Acceptable Quality	Drainage ditches and catch basins checked during spring melt and heavy rains
Safe	N/A	Not currently tracked

3.2 Desired Levels of Service (In Development)

This section is in development and will require additional work to formalize. This section will require formal discussions and work with Council and Administrators. The goal is to link LOS to strategic goals and develop performance measures such that the Town can track its performance overtime and identify areas of improvements. Once this section is developed, it will replace Section 3.1.

Similarly, as the Town grows and adds to its infrastructure asset portfolio, the LOS will grow. The many parameters of LOS and setting of service standards will become more complex that will need to consider both user expectations and affordability.

For consideration, under best practice, LOS defines these services through performance measures, goals and timelines to achieve a municipality's targets. Generally, the following process is used to develop and maintain the LOS:

1. *Determine the desired level of service;*
2. *Develop a strategy to meet the desired level of service; and*
3. *Track the level of service with metrics.*

By understanding LOS and setting LOS benchmarks:

- *the Town will know how budget adjustments impact the LOS being provided and identify potential trade-offs from those adjustments;*

- *council and staff can communicate clearly about the services being provided and align/prioritize infrastructure investment decisions based on LOS; and*
- *residents will know what services to expect and how their community needs will impact the amount they pay for services.*

4.0 Financing Strategy

A financial plan is critical to ensure the success of an asset management plan. A strong financial plan will be forward looking and will allow Calmar to plan years into the future. It will allow the integration of asset management planning with financial planning and budgeting and to make full use of all available infrastructure-financing tools should there be expected shortfall in funding. As well, it will allow for project planning and integration of procurement methods to get best pricing for projects.

Greater data on operational and maintenance revenues/expenditures and level of service revenues/expenditures specific to asset classes will be required to develop a clearer financial strategy. More work in this area will be needed.

4.1 Historical Revenue, Operational Expenditures and Grants, Last 5 Years (2016 to 2020)

Net revenue excluding other Government Capital Transfers and/or Capital Grants in the last 5 years has generally been negative. This means the revenues collected by Calmar are less than operational expenses. In review of the last five years of data:

- Calmar's revenue stream has been fairly stable. Generally increasing 2 to 4% on an annual basis, averaging approximately 11% for the five years;
  - Contribution to growth in revenue has been from:
    - Net municipal property taxes
    - Franchise and concession contracts
    - Government transfers for operating
  - Other revenue streams have fluctuated with a few one time positive accounting entry for Tax recovery and gain of disposal assets.
- In terms of expenses, other than protective services seeing a decreasing trend in expenses, we generally see a rise in overall expenditures. The largest rise in expenditures was from 2016 to 2017 where in accounted for a 13% increase. In 2018, Calmar saw a 6% drop in expenses and then normalizing for the years afterwards. Over the five year period, total expenditures increased an average of 12%.

Net revenue in the last five years averaged approximately negative $1.25 million. This means that government transfers were needed to balance or address shortfalls within the budget.

A summary of Calmar's annual revenue and expenses for the years 2016 to 2020 are tabulated below.

Table 4.1: Revenue and Expenses 2016-2020

Revenue	2016	2017	2018	2019	2020
Net municipal property taxes	$2,550,113	$2,621,155	$2,686,811	$2,765,783	$2,852,771
User fees and sale of goods	$1,588,348	$1,566,486	$1,546,067	$1,576,293	$1,556,224
Penalties and costs of taxes	$116,659	$132,098	$103,215	$130,564	$113,891
Licenses and permits	$47,686	$29,187	$88,033	$70,538	$51,007
Fines	$18,352	$8,981	$61,804	$31,794	$32,767
Franchise and concession contracts	$336,716	$364,166	$381,196	$402,081	$423,172
Investment Income	$7,374	$32,121	$49,086	$62,129	$32,192
Rentals	$-	$-	$-	$-	$-
Government transfers for operating	$399,460	$393,297	$472,250	$471,706	$521,943
Tax recovery	$19,060	$44,635	$-	$-	$67,812
Other	$-	$-	$-	$-	$-
Gain on disposal of assets	$-	$-	$-	$39,160	$71,480
Total Revenue	$5,083,768	$5,192,126	$5,388,462	$5,550,048	$5,723,259
Expenses					
Administration	$490,223	$508,499	$415,967	$406,365	$443,370
Protective services	$617,597	$713,415	$504,120	$479,774	$381,391
Transportation	$845,226	$1,014,188	$986,887	$1,060,649	$1,134,938
Water supply and distribution	$788,990	$871,072	$950,168	$970,179	$984,125
Wastewater treatment and disposal	$474,031	$496,800	$465,078	$495,006	$520,533
Waste management	$247,466	$255,627	$258,325	$269,194	$275,789
Public health and wellness	$93,165	$104,477	$107,388	$110,379	$105,590
Planning and development	$381,412	$511,537	$525,235	$584,409	$572,978
Recreation and culture	$978,081	$977,046	$1,125,419	$1,152,227	$1,202,406
Amortization	$770,295	$747,652	$847,103	$904,856	$911,944
Loss on disposal of assets	$13,887	$369,655	$-	$-	$-
Total Expenditure	$5,824,787	$6,712,109	$6,314,059	$6,558,182	$6,655,774
Net Revenue (Total Revenue - Total Expenses)	$(741,019)	$(1,519,983)	$(925,597)	$(1,008,134)	$(932,515)

Provincial and federal government capital transfers in the last 5 years have varied between $272,898 and $1,880,420 as shown in Table 5.2. Net revenue and operational expenditures including Government capital transfers have allowed Calmar to remain in a net positive financial position. Highlights of government transfer capital:

Table 4.2: Calmar Government Transfers for Capital

Government Transfers for Capital	2016	2017	2018	2019	2020
Federal Government	$113,271	$613,641	$122,883	$122,883	$256,327
Provincial Government	$1,644,923	$932,831	$754,010	$95,440	$851,449
Local Government	$17,349	$333,948	$233,272	$54,575	$34,537
Total Government Transfers (Capital)	$1,775,543	$1,880,420	$1,110,165	$272,898	$1,142,313

4.2 Asset Capital Forecast

Based on the age and the condition of the asset classes in review and feedback from Public Works, an asset rehabilitation forecast for the next 10 years pertaining to the asset classes in review are presented in Table 5.1 below. These items would consist of cost for repairs and do not include operational requirements. Due to insufficient information for the current draft, the forecast below relied more heavily on user feedback as the risk scoring is undergoing refinement. In time, rehabilitation forecast should reflect investment in assets that are at risk of not performing or failing.

Table 4.3: Calmar 10 year Asset Capital Requirements Forecast

Year	Category	Risk	Rehabilitation Cost (incl. 30% Contingency)
1-3	Water Hydrants	60-80	$52,000
1-3	Roadways	8-72	$485,989
1-3	Sanitary Manholes	36-64	$83,200
1-3	Stormwater Manholes	60	$28,925
1-3	Water Facilities	50	$49,400
1-3	CC Valves	40	$26,000
1-3	Sanitary Facilities	32-40	$39,000
1-3	Stormwater Facilities	32	$13,000
1-3	Hydrant Valves	4-20	$208,000
1-3	Buildings	6-12	$39,000
Year 1-3 Total			$1,024,514
3-5	Roadways	8-72	$323,993
3-5	Sanitary Facilities	50	$286,000
3-5	Water Hydrants	36-48	$52,000
3-5	Sanitary Manholes	12-48	$32,500
3-5	Stormwater Manholes	8-48	$6,500
3-5	Water Isolation Valves	32	$10,400
3-5	Buildings	4	$65,000
Year 3-5 Total			$776,393
5-10	Roadways	6-54	$801,912
5-10	Water Hydrants	36-48	$104,000
5-10	Water Isolation Valves	40	$499,200
5-10	CC Valves	40	$369,200
5-10	Hydrant Valves	12-20	$301,600
5-10	Buildings	12	$195,000

Year	Category	Risk	Rehabilitation Cost (incl. 30% Contingency)
Year 5-10 Total			$2,270,912

Note that the above are based on assessments completed in in 2020. Should actual conditions change, the above forecast would change as well. As well, depending on budgets available, the Town may choose to complete some projects ahead of time or strategically, work on assets in a similar area (for example, completing work on roads and underground utilities in the same area).

From the Table above, it is anticipated that rehabilitation cost would require at a minimum:

- Year 1 to 3 $1,024,514
- Year 3 to 5 $ 867,393
- Year 5 to 10 $2,270,912

At forecast of more than 10+ years, the rehabilitation forecast requirements become less predictable and will need to be revisited and refined. To illustrate, the following are the estimated potential costs 10, 20 and 30 years into the future. A brief account of the high rehabilitation cost for sanitary mains, stormwater mains and water mains is primarily due to the age of the pipes. The table reflects that these assets are at the end of its lifecycle. However, in practical terms, these assets may continue to perform well into the future. Thus, strategies will need to be developed to plan and address risk posed by aging assets.

Table 4.4: Calmar 10+ year Asset Capital Requirements Forecast

Year	Category	Risk	Rehabilitation Cost (incl. 30% Contingency)
10+	Sanitary Mains	12-64	$15,566,240
10+	Water Isolation Valves	8-64	$1,185,600
10+	Stormwater Mains	8-64	$10,177,514
10+	Water Mains	8-48	$18,714,576
10+	Roadways	2-36	$185,073
10+	CC Valves	8-32	$4,388,800
10+	Water Hydrants	12-24	$2,418,000
10+	Hydrant Valves	4-16	$540,800
10+	Buildings	18	$260,000
10+ Total			$83,235,535

4.3 Funding Sources

It is prudent that a review of the capital forecast be conducted to verify probability of assets renewal. Once verified, planning can be completed and financial models can be developed. As well, once greater confidence has been established with the asset inventory register, a more detailed financial plan can be developed. The following are current and/or potential sources of capital to address capital shortfall:

- Municipal sustainability Initiative (MSI)
  - MSI helps support local infrastructure priorities and build strong, safe and resilient communities. Funding is calculated based on a specified formula
  - For the Town, MSI funding is calculated based on population;
  - Eligible capital projects include:
    - Roads

    - bridges
    - public transit vehicles or facilities
    - emergency services facilities or equipment
    - water and wastewater systems
    - solid waste management facilities or equipment
    - regional and community airport facilities or equipment
    - other municipal buildings such as recreation and sports facilities, libraries, public works buildings and cultural and community centres
  - Additional information: https://www.alberta.ca/municipal-sustainability-initiative.aspx#jumplinks-2.

- Municipal Stimulus Program (MSP)
  - The Municipal Stimulus Program (MSP) provides additional capital infrastructure funding to municipalities with the primary objective to sustain and create local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth and reduce municipal red-tape to promote job-creating private sector investment.
  - The allocated amounts presented in this table represent the maximum funding available to municipalities through the MSP. In 2021 – Calmar received $264,840. A copy of the table is attached to Appendix B. Link to Table: https://open.alberta.ca/dataset/2a486a98-0e93-4f0b-a619-55a70be59b33/resource/73eec123-a343-4532-9783-4037b6cc641a/download/ma-msp-allocations-2020-07.pdf
  - Additional information: https://open.alberta.ca/publications/municipal-stimulus-program-msp-program-guidelines.

- Canada Community-Building Fund (CCBF) – Previously known as Federal Gas Tax Fund.
  - The Canada Community-Building Fund (CCBF) is a permanent source of funding provided up front twice-a-year to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.
  - Communities select how best to direct the funds with the flexibility to make strategic investments across the following 18 different project categories:
    - public transit
    - wastewater infrastructure
    - drinking water
    - solid waste management
    - community energy systems
    - local roads and bridges
    - capacity building
    - highways
    - local and regional airports
    - short-line rail
    - short-sea shipping
    - disaster mitigation
    - broadband and connectivity
    - brownfield redevelopment
    - culture
    - tourism
    - sport

    - recreation
  - Additional information: https://www.infrastructure.gc.ca/plan/gtf-fte-eng.html.
- Reserves
  - Under the Municipal Act, the council has the authority to increase this reserve and plan to meet future requirements for replacement, rehabilitation or renewal of new assets.
  - This would be like a savings account where funds are put aside to help bridge gaps on infrastructure cost.

- Property Taxes
  - Taxes are a major source of funding for Calmar. Should investment be required to provide the desired level of service, property taxes can be raised to help fund repair and replacement of capital projects.

- Debt Financing
  - In accordance with the Municipal Act, municipalities can issue debentures if absolutely required to fund replacement, rehabilitation or renewal of new assets.
  - Currently Calmar does not have any debts, but it can be used as a tool to smooth out tax increases or shortfall in funding.

- User Fees
  - Water and wastewater services can be tracked and rate increases can be used to help fund future renewals. This is normally referred to as full cost accounting.
  - A good example is EPCOR charges for utility usage as well as user cost for future upgrades and repairs.

- Public Private Partnership (P3)?
  - P3 is a Federally funded Public-Private Partnership program created to improve delivery of public infrastructure and provide better value, timelines and accountability by increasing the effective use of partnerships to deliver public infrastructure.
  - This is typically suited for mega projects.

5.0 Calmar's Asset Management Strategy

The asset management strategy is a set of planned approach or actions that will enable Calmar to provide a sustainable level of service, while managing risk.

Currently, the Town relies on a small team of dynamic very capable individuals that actively manages and look after the infrastructure assets. These individuals are key to the Town. These individuals have over the years developed and implemented various asset management strategies. In recent years, they have also added to their strategy an asset management information system. The below sections describe these strategies.

5.1 Investment Planning Window

Calmar currently implements forward-looking practices and includes as a minimum two planning windows for asset investments.

- Tactical Planning Window (three to five year outlook): Longer-term planning to replace and rehab aging infrastructure as well as investment in upgrades to accommodate growth.
- Project Planning Windows (one year outlook): Short-term planning to address immediate needs as well as assets that are critical.

As Calmar develops its AM practices and gains more knowledge and understanding of its assets, farther (i.e 10+ or 20+ years) planning windows will be considered as the Town plans to address aging assets.

5.2 Asset Inventory Data Improvement

The Town recently invested in an asset management software, MRF Geosystems. This is a GIS- cloud-based software, which allows the Town to track asset inventory information along with its attributes (e.g., what it is, location, name, size etc.)

Calmar will continue to use the software to collect information and track its asset condition. Over time, the goal is to leverage the data for asset management.

5.3 Maintenance Management System

The Town recently implemented the Pronto system, where complaints or issues from residents/users are logged and then flagged for repairs.

Specifically, the system works as follows:

- Complaints reported to Town via phone or e-mail;
- Administration creates a Pronto Form and sends issues/complaint to the responsible department at the Town;
- The department will address it within a reasonable time span; and
- Once complete, comments are provided by the department and the form is sent back to Administration.

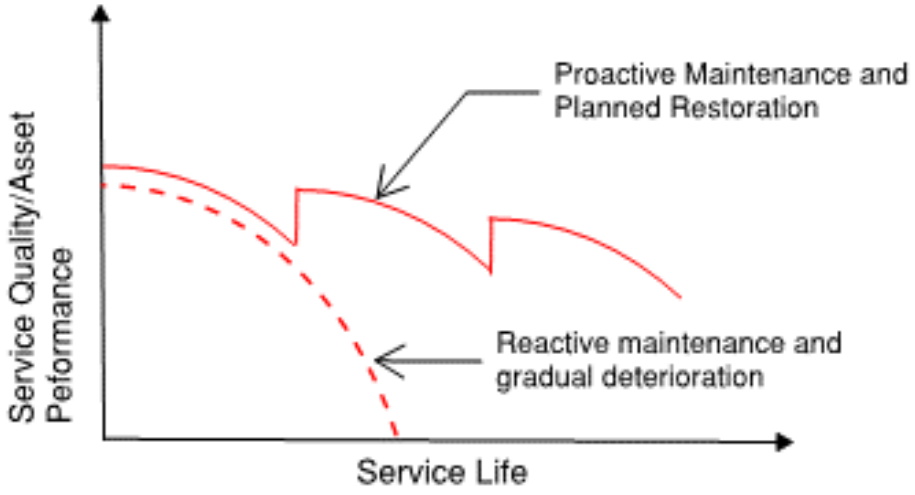
Currently, Administration tracks this and the paper trail ends once the work or complaint is resolved.

5.4 Asset Lifecycle Management Strategies

The Town actively engages in preventative maintenance to renew and extend life of assets.

All assets deteriorate over time and, if not managed properly, deterioration will accelerate. For most assets, there are various windows of opportunities to intervene to renew life and prevent further deterioration. Most often, these intervention techniques involve maintenance and rehabilitation activities. These activities not only mitigate risks, but increase asset life, thereby improving safety, decreasing downtime/interruption and enhancing energy efficiency and performance.

In general, maintenance activities can be broken into planned (preventative) and unplanned (reactive) maintenance activities. It is desired to spend greater efforts on preventative maintenance programs as they are more beneficial and cost less than planned maintenance. Figure 5.1 illustrates this where an asset is left on no proactive maintenance is done, assets tends to have a shorter service life.



``

Figure 5.1: Service Life & Quality as a Result of Reactive or Proactive Maintenance Intervention

Aligning with the proactive maintenance approach, Calmar will look for opportunities to engage in the following activities:

- review and develop a maintenance program that focuses on criticality and high value assets; this includes
  - conducting a visual review of above ground assets annually such that maintenance programs can be developed for the following two years
  - conducting maintenance activities on machinery and equipment based on recommended by manufacturers
- develop work order tracking form such that reactive/proactive cost, whole life cost histories, failure rate analysis, level of service consequence can be tracked;
- track asset maintenance activities (asset name, location, quantity) by way of work orders and associated cost in the following categories:
  - Unplanned Maintenance – work carried out in response to asset failures or problems
  - Planned Maintenance – work carried out based on a pre-determined schedule

- Goal: 70% of maintenance costs will be planned

- employ predictive maintenance techniques on key essential assets, such as water treatment plant and wastewater treatment plant; this would involve employment of predictive maintenance technique to deploy maintenance task based on condition monitoring (i.e. whining sound on motors, reduction in flows etc.); and
- deploy appropriate activities to optimize the value and life of an asset based on the lifecycle of an asset. See Table 5.1.

Table 5.1: Lifecycle Activities to Extend Asset Life

Asset Grade	Condition	Description	Asset Management Strategy	Asset Strategy Examples				
				Buildings	Roads	Water	Wastewater/ Storm	Vehicles
A	Excellent	New installation or recently rehabilitated asset; Very Good Condition	Maintenance	Operational and Maintenance activity as required (Change light bulbs, fix leaks etc.)	Operational and Maintenance activity as required	Operational and Maintenance activity as required (includes flushing, pump servicing, oil change etc.)	Operational and Maintenance activity as required (cleaning & flushing)	Operational and Maintenance activity as required (General Cleaning and Checks
B	Good	Asset has minor defects only.	Preventative Maintenance	Operational and Maintenance activity as required (Leak repairs etc.)	Operational and Maintenance activity as required (Crack sealing, emulsions)	Grease valves, replace valve gaskets	Manhole crack sealing	Quarterly Service
C	Fair	Maintenance Required to Return to Accepted Level of Service. Visible deterioration.	Preventative Maintenance/ Rehabilitation	Shingles or roof membrane replacement	Resurface, mill & pave or overlay, single & double surface treatment	Small pipe section repairs, rebuilding pumps, reservoir inspections and cleaning etc.	Manhole repairs, small pipe section repairs	Quarterly Service, brake pad replacement etc.
D	Poor	Significant deterioration visible and the level of service of the asset becomes in question.	Rehabilitation	Structural repairs, roof replacement etc.	Patching and section specific reconstruct-pulverize and pave	Small pipe section repairs	Structural relining	Minor overhaul
F	Critical	Asset unserviceable.	Reconstruction	Demolition and Rebuild	Reconstruct-pulverize and pave; full surface and base reconstruction	Pipe main replacements	Pipe and manhole replacement	Replacement

5.5 Operational Improvements

Calmar will also explore opportunities for operational solutions as part of the asset review and investment process. This is to ensure that non-asset investment solutions are considered; these solutions potentially lower lifecycle cost of the assets and or extend the current asset Useful Life. These solutions can include policies, studies and or emergency response plans that provide additional asset information or mitigate risks and thus defer upgrades and renewals without impacts to LOS.

Calmar will:

- commit to asset register (inventory) data improvement and implement program to verify asset inventory database;
- use asset condition assessment programs to assess asset condition if unknown;
- develop fault response and incident response plans to asset failures;
- refine level of service standards such that they can be tracked easily;
- conduct annual visual condition assessments of assets and document condition and changes; and
- invest or use information from master plans to identify future growth needs prior to major infrastructure investment decision

5.6 Asset Prioritization Strategies

To help prioritize assets for renewals/rehabilitation, the Town uses a risk assessment process to help establish and quantify assets that have the most risk impacts to the community. The risk assessment process evaluates the likelihood of asset failures as well as the potential impacts on the community. The assets, which are identified to have the highest risk score would be flagged, prioritized and reviewed.

The general risk assessment process is illustrated by the Figure 5.2 below.

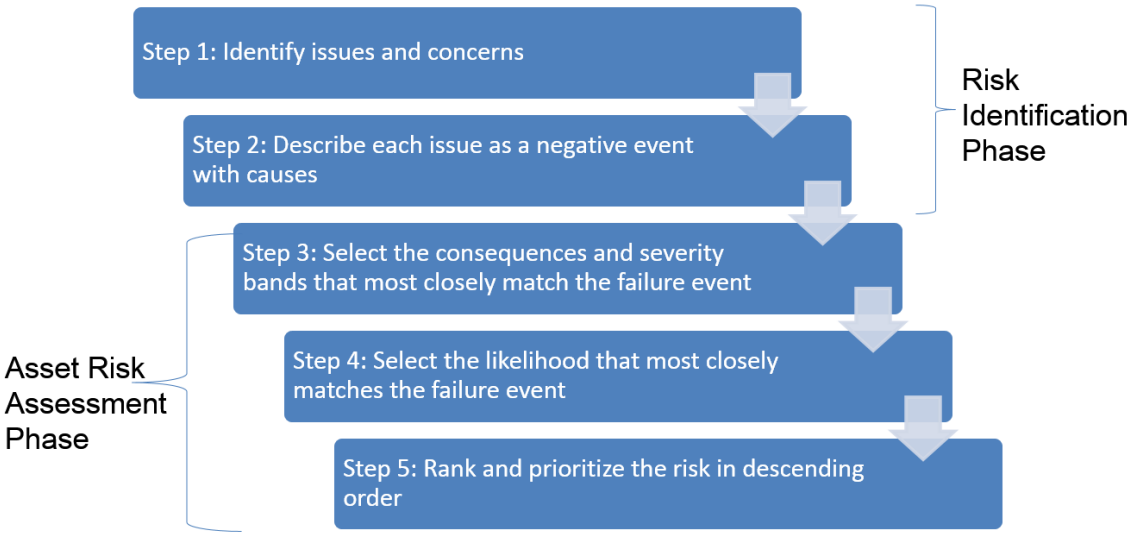


Figure 5.2: Risk Assessment Process

Once the process is complete and asset condition index and service index are quantified, it is multiplied together to obtain the Total Risk Score. Risk formula is shown below:

Risk = Likelihood of Event x Consequence

Likelihood

- Chance of an event occurring
- Can be based on understanding of the asset life and Condition or quantifiable event

Consequence

- The outcome or result of the event occurring.
- The consequence can be positive or negative, can be effectively measured or unquantifiable

Based on the risk matrix, the assets with the highest risk score will then be highlighted, shortlisted and reviewed and prioritized for rehabilitative work. The following is an example table highlighting strategies in addressing risk items.

	Risk Matrix					
Probability of Failure	Consequence of Failure					
	1	2	3	4	5	
1	Efficiency Opportunities				Contingency Planning	
2						
3		Operational Effectiveness			Capital Investment	
4						
5						

6.0 Risks (In development)

This section will highlight Calmar's risks, if any. It will include a summary of main asset risks and risk mitigation plans. Risk trends based on current investment levels and summary of significant strategic risks (e.g. major assets failing, costs of asset replacement, staff turnover, etc.).

Although this section is in development, the following are potential risks that the Town should consider going forward:

- Most of the Town's infrastructure assets are generally in Fair to Good condition. Rehabilitative work in the next 10 years may amount to approx. $4 million. In review of historical balance sheets, general revenue is less than expenditure and typically requires additional provincial and federal funding to bridge the gap. Additional financial analysis will need to be completed to determine sustainability of model and whether a funding strategy needs to be put in place to address potential rehabilitation cost.
- Asset planning greater than 10 years becomes more vague in that there are a large portion of assets that are reaching their "end of life" as a result of their age. Do these assets need replacement or will the Town move to a more reactive maintenance model at that point? These are questions to be considered. If the Town wishes to be proactive in replacing aging infrastructure (e.g. AC watermains), a longer term strategic plan needs to be developed.
- Similar to many organizations, the Town relies on a few key individuals to manage its infrastructure assets. Should these key staff retire or leave the Town, knowledge on existing assets will be lost. A strategy in logging and storing asset information is needed.

7.0 Improvement Plan

As asset management continues to develop, the AM Plan will become more valuable in guiding asset investment in Calmar. To continue this process, the following improvements have been identified:

- Asset Management Training – Due to the roll out of Asset Management in the Province of Alberta, there are a number of free workshops and paid Asset Management Training for municipality staff and council. Staff and council are encouraged to participate.
- Define Asset Management Processes/Framework – Currently, there are no formalized asset management frameworks or processes in place. Calmar will develop a process to monitor, update and review AM Plan in a timely basis. In addition, the Town will need to incorporate and log issues from Pronto that are tied to a specific asset into MRF (GIS product by MRF GeoSystems Corporation).
- Improve Data Accuracy – Asset condition is currently based primarily on record information and age of assets. To increase accuracy, staff needs to review and update data and conduct condition assessments if necessary.
- Refinement of Level of Service (LOS) framework – The current LOS provides good information about the expected service levels provided by Calmar. However, further review and refinement is needed to make the LOS more comprehensive, such that it is measurable and trackable. Doing so allows the tracking of performance and cost associated with the LOS provided.
- Develop a Maintenance Management System (MMS) – Current maintenance management practices and tracking will be reviewed such that a formalized Maintenance Management System will be developed. The focus will be to establish maintenance schedules for asset classes and work order forms such that failures, repairs, maintenance requirements and cost can be tracked and reviewed, such that lifecycle activities can be optimized.

TOWN OF CALMAR

APPENDIX A

Asset Summary Figures

TOWN OF CALMAR

WESTVIEW CRES
WESTVIEW DR
52 AVE
PARKVIEW CRES
53 AVE
52 AVE
52 ST
SPRUCEVIEW CRES
EVERGREEN CRES
51 ST
54 AVE
48 ST
53 AVE
52 AVE
51 AVE
48 ST
47 ST
50A AVE
49 ST
45 ST
52 AVE
50 AVE
HWY39
RR265
50 AVE
SOUTHBRIDGE DR
49 AVE
49 AVE
49 AVE
48A AVE
48A AVE
50 ST
48 AVE
51 ST
47 AVE
47 AVE
46 AVE
45 AVE
44 AVE
43 AVE
42 AVE

Town of Calmar

Roads

- Alberta Transportation
- Gravel/Dust contorl
- Gravel/Oiled
- Hotmix/Rural Crossection
- Urban Corssection
- Sanitary Pipelines
- Water Pipelines
- Parcels
- Town Boundary

0 60 120 240 360 480 Meters

CANA83 3TM 114 Sep.12 2022

TOWN OF CALMAR

APPENDIX
MSP Funding Table

B

Municipal Stimulus Program (MSP) Allocations

The allocated amounts represent the maximum funding available to municipalities through the MSP. Municipalities must commit their funding allocation to project(s) by October 1, 2020, or risk losing access to their allocation. Municipalities must also spend all allocated funding on accepted project(s) by December 31, 2021.

Municipality	Allocated MSP Funding
Total	**$500,000,000**
Cities	
AIRDRIE	$8,387,879
BEAUMONT	$2,286,566
BROOKS	$1,717,777
CALGARY	$152,831,311
CAMROSE	$2,227,845
CHESTERMERE	$2,464,394
COLD LAKE	$1,778,401
EDMONTON	$115,567,274
FORT SASKATCHEWAN	$3,202,571
GRANDE PRAIRIE	$8,212,428
LACOMBE	$1,662,384
LEDUC	$3,926,484
LETHBRIDGE	$12,063,074
LLOYDMINSTER	$2,335,183
MEDICINE HAT	$7,519,659
RED DEER	$12,006,017
SPRUCE GROVE	$4,251,472
ST. ALBERT	$7,855,108
WETASKIWIN	$1,504,288
Towns	
ATHABASCA	$352,447
BANFF	$1,054,963
BARRHEAD	$544,302
BASHAW	$98,661
BASSANO	$143,356
BEAVERLODGE	$293,012
BENTLEY	$128,141
BLACK DIAMOND	$320,947
BLACKFALDS	$1,203,550
BON ACCORD	$181,751
BONNYVILLE	$763,377
BOW ISLAND	$242,850
BOWDEN	$147,398
BRUDERHEIM	$165,822
CALMAR	$264,840
CANMORE	$1,663,216

Municipality	Allocated MSP Funding
CARDSTON	$464,659
CARSTAIRS	$484,629
CASTOR	$110,429
CLARESHOLM	$449,325
COALDALE	$1,033,091
COALHURST	$330,932
COCHRANE	$3,480,131
CORONATION	$111,737
CROSSFIELD	$401,421
DAYSLAND	$97,948
DEVON	$781,921
DIDSBURY	$626,202
DRAYTON VALLEY	$860,018
DRUMHELLER	$948,813
ECKVILLE	$138,245
EDSON	$1,000,165
ELK POINT	$172,598
FAIRVIEW	$356,370
FALHER	$124,456
FORT MACLEOD	$352,685
FOX CREEK	$307,752
GIBBONS	$375,507
GRIMSHAW	$323,086
HANNA	$304,186
HARDISTY	$65,853
HIGH LEVEL	$474,525
HIGH PRAIRIE	$304,780
HIGH RIVER	$1,670,349
HINTON	$1,174,664
INNISFAIL	$932,766
IRRICANA	$144,545
KILLAM	$117,562
LAMONT	$210,874
LEGAL	$159,879
MAGRATH	$289,446
MANNING	$140,622
MAYERTHORPE	$156,907
MCLENNAN	$94,025
MILK RIVER	$98,305
MILLET	$231,200
MORINVILLE	$1,175,972
MUNDARE	$101,276
NANTON	$259,254
NOBLEFORD	$151,915
OKOTOKS	$3,447,442
OLDS	$1,091,694
ONOWAY	$122,316

Municipality	Allocated MSP Funding
OYEN	$121,484
PEACE RIVER	$813,302
PENHOLD	$423,531
PICTURE BUTTE	$215,153
PINCHER CREEK	$432,921
PONOKA	$859,305
PROVOST	$237,500
RAINBOW LAKE	$94,501
RAYMOND	$504,124
REDCLIFF	$665,667
REDWATER	$244,038
RIMBEY	$305,137
ROCKY MOUNTAIN HOUSE	$788,696
SEDGEWICK	$96,403
SEXSMITH	$311,437
SLAVE LAKE	$790,598
SMOKY LAKE	$114,590
SPIRIT RIVER	$118,275
ST. PAUL	$708,816
STAVELY	$64,308
STETTLER	$707,509
STONY PLAIN	$2,120,862
STRATHMORE	$1,608,061
SUNDRE	$324,394
SWAN HILLS	$154,649
SYLVAN LAKE	$1,761,165
TABER	$1,001,829
THORSBY	$120,652
THREE HILLS	$381,808
TOFIELD	$247,367
TROCHU	$125,764
TURNER VALLEY	$304,186
TWO HILLS	$171,528
VALLEYVIEW	$221,453
VAUXHALL	$145,258
VEGREVILLE	$678,505
VERMILION	$493,307
VIKING	$128,735
VULCAN	$227,872
WAINWRIGHT	$745,309
WEMBLEY	$180,206
WESTLOCK	$606,351
WHITECOURT	$1,212,940
Villages	
ACME	$77,622
ALBERTA BEACH	$121,009
ALIX	$87,250

Municipality	Allocated MSP Funding
ALLIANCE	$50,000
AMISK	$50,000
ANDREW	$50,519
ARROWWOOD	$50,000
BARNWELL	$112,569
BARONS	$50,000
BAWLF	$50,163
BEISEKER	$97,354
BERWYN	$63,952
BIG VALLEY	$50,000
BITTERN LAKE	$50,000
BOYLE	$109,954
BRETON	$68,231
CARBON	$59,435
CARMANGAY	$50,000
CAROLINE	$60,861
CEREAL	$50,000
CHAMPION	$50,000
CHAUVIN	$50,000
CHIPMAN	$50,000
CLIVE	$84,991
CLYDE	$51,114
CONSORT	$86,656
COUTTS	$50,000
COWLEY	$50,000
CREMONA	$52,778
CZAR	$50,000
DELBURNE	$106,031
DELIA	$50,000
DEWBERRY	$50,000
DONALDA	$50,000
DONNELLY	$50,000
DUCHESS	$128,973
EDBERG	$50,000
EDGERTON	$50,519
ELNORA	$50,000
EMPRESS	$50,000
FOREMOST	$64,308
FORESTBURG	$104,010
GIROUXVILLE	$50,000
GLENDON	$58,602
GLENWOOD	$50,000
HALKIRK	$50,000
HAY LAKES	$58,840
HEISLER	$50,000
HILL SPRING	$50,000
HINES CREEK	$50,000

Municipality	Allocated MSP Funding
HOLDEN	$50,000
HUGHENDEN	$50,000
HUSSAR	$50,000
HYTHE	$98,305
INNISFREE	$50,000
IRMA	$61,931
KITSCOTY	$116,016
LINDEN	$98,424
LOMOND	$50,000
LONGVIEW	$50,000
LOUGHEED	$50,000
MANNVILLE	$98,424
MARWAYNE	$72,035
MILO	$50,000
MORRIN	$50,000
MUNSON	$50,000
MYRNAM	$50,000
NAMPA	$50,000
PARADISE VALLEY	$50,000
ROCKYFORD	$50,000
ROSALIND	$50,000
ROSEMARY	$50,000
RYCROFT	$72,748
RYLEY	$57,414
SPRING LAKE	$83,090
STANDARD	$50,000
STIRLING	$150,845
VETERAN	$50,000
VILNA	$50,000
WABAMUN	$81,069
WARBURG	$91,054
WARNER	$50,000
WASKATENAU	$50,000
YOUNGSTOWN	$50,000
Summer Villages	
ARGENTIA BEACH	$8,209
BETULA BEACH	$6,902
BIRCH COVE	$10,349
BIRCHCLIFF	$18,908
BONDISS	$18,076
BONNYVILLE BEACH	$14,985
BURNSTICK LAKE	$6,783
CASTLE ISLAND	$6,189
CRYSTAL SPRINGS	$11,062
GHOST LAKE	$14,747
GOLDEN DAYS	$24,019
GRANDVIEW	$18,551

Municipality	Allocated MSP Funding
GULL LAKE	$25,921
HALF MOON BAY	$9,993
HORSESHOE BAY	$13,677
ISLAND LAKE	$32,102
ISLAND LAKE SOUTH	$12,251
ITASKA BEACH	$7,734
JARVIS BAY	$30,319
KAPASIWIN	$6,189
LAKEVIEW	$8,566
LARKSPUR	$10,230
MA-ME-O BEACH	$18,076
MEWATHA BEACH	$15,698
NAKAMUN PARK	$16,411
NORGLENWOLD	$37,451
NORRIS BEACH	$9,517
PARKLAND BEACH	$23,187
PELICAN NARROWS	$22,949
POINT ALISON	$6,189
POPLAR BAY	$17,244
ROCHON SANDS	$15,223
ROSS HAVEN	$24,019
SANDY BEACH	$38,046
SEBA BEACH	$25,089
SILVER BEACH	$12,726
SILVER SANDS	$24,019
SOUTH BAPTISTE	$12,845
SOUTH VIEW	$12,964
SUNBREAKER COVE	$14,628
SUNDANCE BEACH	$13,677
SUNRISE BEACH	$21,047
SUNSET BEACH	$10,825
SUNSET POINT	$25,089
VAL QUENTIN	$34,955
WAIPAROUS	$10,825
WEST BAPTISTE	$9,517
WEST COVE	$22,711
WHISPERING HILLS	$21,879
WHITE SANDS	$19,264
YELLOWSTONE	$21,285
Municipal Districts and Counties	
ACADIA NO. 34, M.D. OF	$58,602
ATHABASCA COUNTY	$935,381
BARRHEAD NO. 11, COUNTY OF	$747,449
BEAVER COUNTY	$701,922
BIG LAKES COUNTY	$487,720
BIGHORN NO. 8, M.D. OF	$158,571
BIRCH HILLS COUNTY	$184,604

Municipality	Allocated MSP Funding
BONNYVILLE NO. 87, M.D. OF	$1,516,770
BRAZEAU COUNTY	$923,732
CAMROSE COUNTY	$1,029,406
CARDSTON COUNTY	$532,652
CLEAR HILLS COUNTY	$359,341
CLEARWATER COUNTY	$1,420,129
CYPRESS COUNTY	$910,775
FAIRVIEW NO. 136, M.D. OF	$190,666
FLAGSTAFF COUNTY	$444,333
FOOTHILLS COUNTY	$2,706,174
FORTY MILE NO. 8, COUNTY OF	$425,670
GRANDE PRAIRIE NO. 1, COUNTY OF	$2,674,793
GREENVIEW NO. 16, M.D. OF	$1,142,926
KNEEHILL COUNTY	$594,464
LACOMBE COUNTY	$1,229,463
LAC STE. ANNE COUNTY	$1,295,554
LAMONT COUNTY	$463,471
LEDUC COUNTY	$1,638,016
LESSER SLAVE RIVER NO. 124, M.D. OF	$334,141
LETHBRIDGE COUNTY	$1,230,652
MINBURN NO. 27, COUNTY OF	$378,955
MOUNTAIN VIEW COUNTY	$1,554,095
NEWELL, COUNTY OF	$894,371
NORTHERN LIGHTS, COUNTY OF	$434,585
NORTHERN SUNRISE COUNTY	$224,781
OPPORTUNITY NO. 17, M.D. OF	$378,123
PAINTEARTH NO. 18, COUNTY OF	$249,863
PARKLAND COUNTY	$3,815,342
PEACE NO. 135, M.D. OF	$207,664
PINCHER CREEK NO. 9, M.D. OF	$352,447
PONOKA COUNTY	$1,165,630
PROVOST NO. 52, M.D. OF	$262,106
RANCHLAND NO. 66, M.D. OF	$50,000
RED DEER COUNTY	$2,322,821
ROCKY VIEW COUNTY	$4,684,275
SADDLE HILLS COUNTY	$264,484
SMOKY LAKE COUNTY	$292,537
SMOKY RIVER NO. 130, M.D. OF	$240,472
SPIRIT RIVER NO. 133, M.D. OF	$83,208
ST. PAUL NO. 19, COUNTY OF	$768,845
STARLAND COUNTY	$245,584
STETTLER NO. 6, COUNTY OF	$661,625
STURGEON COUNTY	$2,437,530
TABER, M.D. OF	$852,648
THORHILD COUNTY	$386,800
TWO HILLS NO. 21, COUNTY OF	$432,802
VERMILION RIVER, COUNTY OF	$982,691

Municipality	Allocated MSP Funding
VULCAN COUNTY	$473,574
WAINWRIGHT NO. 61, M.D. OF	$532,415
WARNER NO. 5, COUNTY OF	$469,176
WESTLOCK COUNTY	$858,235
WETASKIWIN NO. 10, COUNTY OF	$1,329,075
WHEATLAND COUNTY	$1,044,622
WILLOW CREEK NO. 26, M.D. OF	$663,884
WOODLANDS COUNTY	$565,104
YELLOWHEAD COUNTY	$1,306,966
I.D. NO. 04 (WATERTON)	$60,980
I.D. NO. 09 (BANFF)	$122,197
KANANASKIS IMPROVEMENT DISTRICT	$50,000
SPECIAL AREAS (2, 3 AND 4)	$497,348
Specialized Municipalities	
CROWSNEST PASS, MUNICIPALITY OF	$707,064
JASPER, MUNICIPALITY OF	$545,609
LAC LA BICHE COUNTY	$1,145,423
MACKENZIE COUNTY	$1,487,290
STRATHCONA COUNTY	$11,694,461
WOOD BUFFALO, REGIONAL MUNICIPALITY OF	$13,276,133
Metis Settlements	
BUFFALO LAKE	$84,991
EAST PRAIRIE	$69,657
ELIZABETH	$76,552
FISHING LAKE	$70,727
GIFT LAKE	$106,031
KIKINO	$121,009
PADDLE PRAIRIE	$68,587
PEAVINE	$71,916
Redwood Meadows	
REDWOOD MEADOWS	$128,379

Notes:

1. MSP funding is allocated on a per capita basis, according to the 2019 Municipal Affairs Population List. Municipalities with smaller populations are allocated a minimum allocation of $50,000, with the exception of summer villages, which are allocated a base allocation of $5,000, in addition to the per capita amount.

2. In accordance with the Minister's discretion, Improvement District No. 12 (Jasper National Park), Improvement District No. 13 (Elk Island), Improvement District No. 24 (Wood Buffalo), Improvement District No. 25 (Willmore Wilderness), and Improvement District No. 349 have been excluded from the MSP funding allocation model.

Strategy / Action Plan for Asset Management (2022-2025)

Council, Administration, and the Asset management Committee (AMC) will adhere to the Asset Management Policy, being policy 2020-062 as amended from time to time. The policy will guide the implementation of the 3-year Strategy/Action Plan (S/AP). The S/AP contains the actions to be implemented over the course of the next 3 years, and outcomes are to be reported to Council and the community.

Goals

Aligning with the Asset Management Policy, the following goals have been identified for implementation in the near term.

- **Improve Asset Management Competency** – The Town will establish an AMC and provide resources for members to attend and participate in asset management training and conferences. This will help improve overall asset management competencies and assist with organizational alignment and practice of asset management.
- **Refinement of Level of Service (LOS) framework** – The Town will continue to review and improve on the services provided. As part of this, review and refinement of the level of service framework will be completed to ensure sustainable levels of services are provided to residents and users.
- **Define Asset Management Processes/Framework** – Currently, there are no formalized asset management frameworks or processes in place. Calmar will develop a formalized process to collect and capture data that is critical to lifecycle management of assets. As part of this, the Town will need to incorporate and log issues from Pronto that are tied to a specific asset into MRF (GIS product by MRF GeoSystems Corporation).
- **Improve Data Accuracy** – Asset condition is currently based primarily on record information and age of assets. To increase accuracy, sufficient resources will be provided to staff to assist in review and update of key asset information such that assets are managed appropriately, and greatest value is achieved from the Town's assets.
- **Develop a Maintenance Management System (MMS)** – Current maintenance management practices and tracking will be reviewed such that a formalized Maintenance Management System will be developed. The focus will be to establish maintenance schedules for asset classes and work order forms such that failures, repairs, maintenance requirements and cost can be tracked and reviewed, such that lifecycle activities can be optimized.

3 Year Action Plan

Year 1 (Fall 2022-end of 2023)

- Create the Asset Management Committee (AMC)
- Educate Council, the CAO, and the AMC about their respective roles and responsibilities
- Build the tools and the necessary framework that will allow each party to conduct their roles
- Agree on a reporting mechanism (tool(s) to be used, frequency, format, etc.)
- Improve data accuracy by monitoring assets

- Build internal capacity by pursuing continuous training and development. These should include official (course, webinars, etc.) and unofficial (discussion with other municipalities and/or AMC)
- Create and adopt the 2023-2033 and the 2024-2034 Capital Plans

Year 2 (January to December 2024)

- Evaluate framework, including Level of Service
- Develop a Maintenance Management System (MMS)
- Improve data accuracy by monitoring assets
- Build internal capacity by pursuing continuous training and development. These should include official (course, webinars, etc.) and unofficial (discussion with other municipalities and/or AMC)
- Create and adopt the 2025-2035 Capital Plan

Year 3 (January to December 2025)

- Improve data accuracy by monitoring assets
- Build internal capacity by pursuing continuous training and development. These should include official (course, webinars, etc.) and unofficial (discussion with other municipalities and/or AMC)
- Create and adopt the 2026-2036 Capital Plan
- Prepare the S/AP for 2026-2028

POLICY

POLICY NO. **2020-062** **APPROVAL DATE:** **MARCH 16, 2020**
TITLE: **Asset Management Policy**

DEPARTMENT: ADMINISTRATION **REVISION DATE:** **SEPTEMBER 26, 2022**

MAYOR:_____ **CAO:** _____

Purpose:

The purpose of this Policy is to provide for the effective management of current and future infrastructure assets to ensure safe, reliable and sustainable services to Calmar's residents, visitors, and other parties.

Scope:

Council has a mandate to provide a wide range of infrastructure services. The policy provides guidance to Administration to support Calmar's Strategic Plan with its vision, mission and values. Asset management will be integrated into the organization such to ensure coordination, effectiveness, and sustainability.

Infrastructure assets by nature deteriorate with use and time; by using sound AM practices, Council, staff, and the community can be assured that infrastructure assets will realize the most value, and meet both performance and service levels.

AM practices will ensure that a risk based approach is incorporated into decision making within the Town. In addition, AM practices will enable informed decision making by Council and staff. It will improve decision making, accountability and transparency. It will support a culture where all employees take part in incorporating the AM into the management of the Town's infrastructure assets.

This policy applies to all infrastructure assets owned, operated, and maintained by the Town. These assets include but are not limited to:

- Transportation networks,
- Water systems,
- Wastewater systems,
- Storm systems,
- Facilities,
- and Equipment.

Definitions:

- **Administration** - means the employees of the Town under the direction of the CAO
- **AM** – means Asset Management
- **Asset Management Committee** – means the CAO, the Director of Public Works, the Public Works Foreman, the Director of Corporate Services, and 1 Council member
- **CAO** - means the Chief Administrative Officer of the Town
- **Council** - means the Town of Calmar's Council duly assembled
- **Town -** means the Town of Calmar

Guiding Principles:

The implementation of this policy will be done in accordance with these guiding principles:

Corporate alignment:
Alignment between the policy, asset management, the strategic plan, and the budget will be ensured by reviews and discussions.

Life Cycle Management:
Assets will be managed recognizing the whole of life ownership costs.

Build Organizational Resiliency:
Document policies and procedures to mitigate business risks and ensure core business processes can sustain staff and resource changes.

Community Input:
Develop a framework over time that will enable community input into the development of asset management plans for levels of service target.

Monitoring and updating
This policy will be posted on Calmar's website. It will be reviewed at least once every three (3) years to ensure corporate alignment, best practice, and that the policy meets the needs of the community.

Prioritization
As resources are limited, it will be important to prioritize capital investments for asset maintenance, upgrade, and replacement. In general, Council will follow the following priorities when possible:

1. investment linked to public health and/or legislated requirements
2. investment to preserve assets integrity and/or quality of life
3. investment in assets required to promote town growth
4. investment in assets that will enhance quality of life

Policy Responsibilities:

The implementation of this policy will require the following:

Council responsibilities:

a) Approve the policy and conduct review as necessary.
b) Monitor and review infrastructure standards and service levels
c) Approve the Town's annual budget
d) Approve the 3 years Strategy/Action Plan

CAO responsibilities:

a) Work with Council on the adoption and the review of the policy
b) Monitor and review infrastructure standards and service levels
c) Direct Administration and the Asset Management Committee to develop the necessary administrative directives and procedures to implement this policy
d) Ensure compliance to this policy and the implementation of the Strategy/Action Plan

Asset Management Committee:

a) Develop and implement the Strategy/Action Plan
b) Develop and maintain asset inventories
c) Assess infrastructure condition and service levels
d) Establish and monitor infrastructure replacement levels through the use of full life cycle costing principles
e) Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets
f) Coordinate with Administration, the experts in their respective field, to ensure that all responsibilities are met
g) Report to Council and citizens on status of the community's infrastructure assets and asset management program

Effective dates:

This revised policy will come into effect on the 26th of September, 2022.

Town of Calmar

Request for Discussion (RFD)

Meeting:	Special Council Meeting
Meeting Date:	September 26, 2022
Originated By:	CPO Leggio
Title:	Calmar Specialized Peace Officer Pilot Program
Approved By:	CAO Losier
Agenda Item Number:	4 B

BACKGROUND/PROPOSAL:

For more than one year, Administration has been working on a framework that would allow for a pilot program. The purpose of this pilot would be to implement and evaluate the pros and cons of having a Specialized Peace Officer (SPO). The SPO would receive appropriate training as requested by the Town of Calmar, providing better support to the RCMP, or any local police jurisdiction, when required. The SPO will be able to provide a higher level of service to the community and a shortened response time to issues or concerns.

A Calmar delegation met with the Minister of Justice, and MLA Mark Smith, in December of 2021, and both were very receptive to the program. Since then, a new Minister has been appointed. Administration would like to engage the new Minister in order to bring the pilot forward for 2023.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

BENEFITS:

- Lower Calmar s crime rate.
- Visibility and new authority.
- Gives the Provincial Government exactly what they are trying to achieve, more boots on the ground.
- SPO to deal with a broader spectrum of issues and concerns.
- Shorter response time.
- Ability to provide more support top the community.
- Would work with local police jurisdiction.
- Gain voluntary compliance through existing or strengthened relationships.
- Offer an alternative to municipality and residents of new law enforcement level.
- Any stigma attached to the word Police will be deescalated with new SPO role.
- Possible monetary savings regarding the police cost funding model now in place.

- Infrastructure already in place. (For pilot project).
- Calmar being recognized within the Provincial Government and other municipalities for being a leader in forward thinking and creative projects to better municipalities.
- Attached highlight sheet for pilot project

DISADVANTAGES:

- Would require additional training to individual (incremental cost), pending the additional scope that we would add to the SPO position.
- Training dates would be dependent on recruit class dates.

COSTS/SOURCE OF FUNDING (if applicable)

Depending on the options, the cost for the program could be as follow:

- Each training module applied for at a cost of approximately $5,000-$7,000 Would depend on the requested authority to be trained in, and any additional equipment that comes with the training or authority.
- Branding costs, such as business cards, uniform, shoulder flash - $500.
- Lethal, and less than lethal equipment - $2000.
- Any unforeseen cost that may be requested by Solicitor General for the period of pilot project. Dispatch, Admin etc. These costs should be minimal as we would be dispatched by the local police jurisdiction.

RECOMMENDED ACTION:

That Council passes motions to:

1. Request administration to prepare a detailed cost analysis to be presented during budget preparation,
2. Move forward with the meeting with the new Minister of Justice,
3. Council approve pilot project if approved by Minister
4. Appoint a member of Council to participate in the implementation while acting as Council liaison.

TOWN OF CALMAR LAW ENFORCEMENT PROPOSAL HIGHLIGHT SHEET

- **NO GOVERNMENT FUNDING REQUIRED FOR THIS SPECIALIZED PEACE OFFICER (SPO) PROPOSAL**
- **ALL TRAINING PAID FOR BY THE MUNICIPALITY REQUESTING THE SPECIFIC AUTHORITIES FOR THEIR SPO.**
- **ALL LIABILITIY IS BORN BY THE MUNICIPALITY.**
- **Training of SPO to level of Police or Sheriff determined by authority requested by municipality.**
- **Second option for the Local Police Jurisdiction in assigning low priority call to SPO.**
- **Quicker response time for call for service, SPO already in town.**
- **More 'boots on the ground' with authority to deal with crimes in progress.**
- **Accelerated time of a backup unit for other agencies if requested or required.**
- **Greater opportunity for voluntary compliance as relationships get built thru community involvement of the SPO.**
- **Requested authority can be specific to meet each municipality's need.**
- **More visible presence for crime deterrent and for drinking and driving.**

SPECIALIZED PEACE OFFICER CONTINUUM

Municipality applies to Solicitor General for specific authority approval.

POLICE/ SHERIFF AGENCY TRAINING

SHERIFF - Complete training.

POLICE – Complete training

Solicitor General Approves SPO Authority.

Local Police Jurisdiction Notified of SPO new authority.

Solicitor General Approves SPO Authority

SPO added to Local Police Jurisdiction channel and dispatched when requested or required.